



APPROACH TO SUCCESSFUL INNOVATIVE LEADERSHIP MANAGEMENT WHILE CONSIDERING NEW THOUGHTS

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Abstract:

Research over the last several decades has focused heavily on a number of topics, including leadership and innovation. Numerous academics have put their heads together and come up with numerous meanings of the phrases, but they all centre on the concept of impact. It has been observed that leaders have the ability to persuade other people to commit their efforts to the accomplishment of a certain goal. However, leadership is a wide concept that may be understood in a variety of ways. It encompasses a wide range of techniques, circumstances, talents, attitudes, competences, and attributes, all of which it influences. On the other hand, innovation refers to the application in the real world of concepts or strategies that make it easier to market newly developed items or to enhance the manner in which existing products and services are provided. To have a good grasp of what we mean when we talk about creative leadership, it is necessary to first understand what we mean when we talk about leadership in general. The purpose of this study is to examine the innovative leadership style that has been depicted in previous works of literature, as well as to combine the two concepts, with the goals of providing additional understanding and a structural framework for exploring creative leadership features.

Keywords: *Exploratory Innovation, Value-Added Innovation, Transactional Leadership, Transformational Leadership.*

Introduction:

The dynamic character of the contemporary world can be observed in the fast changing and competitive society. In such a society, the ability of an organisation to adapt to changes and transformations has a significant importance. It can be seen that digitalization, the technological revolution, and the determination towards globalisation have meaning that innovation is regarded as a vital factor for the organisations to attain a competitive advantage and confront the challenges that are related to the uncertainty, thereby

ensuring their success in the market. This is because innovation is regarded as a vital factor for the organisations to attain a competitive advantage and confront the challenges that are related to the uncertainty (Vargas, 2015). The significance of the invention lies in the fact that it guarantees the existence of a competitive advantage for the business (Tohidi & Jabbari, 2012). Because the failure to innovate brings with it an increased likelihood of non-sustainability, companies and the leaders of such organisations believe it is important to foster an environment inside the company

that is conducive to the development of innovative ideas (Shanker et al., 2017). Because of this, prosperous businesses, in particular those that have managers who are capable of getting the most out of their teams, place the utmost importance on the development of additional processes and approaches for achieving the kind of innovation that is exceptional.

It is generally accepted that Schumpeter (1934) was the first author to write on this topic. In his work, he asserted that innovation takes place as a result of the creation of easily accessible inventions and the accumulation of readily available knowledge. These factors are regarded as the source of an organization's ability to maintain a competitive advantage in the face of the rapid changes that take place in a business environment. He further reasoned that the idea of innovation is a brand-new method, a service, a brand, and the production of a product that helps the economic system by allowing the growth of new originalities. He defined innovation as "a brand-new process, a service, a brand, and the creation of a product." According to Nystrom (1990), it is also considered to be a support that a company uses to strengthen its competitive advantage via the usage of a product or service.

The significance of creative leadership in the achievement of organisational success has been given a significant amount of attention in research on innovative leaders (Alsolami et al., 2016; Amabile et al., 1996; Samad, 2012; Samad et al., 2015; Vlok, 2012). They might be

executives, managers, or even entrepreneurs, and they are the ones who are accountable for the successful beginning, promotion, and direction of innovation in their respective firms (Deschamps, 2003). The behaviour of creative leadership is distinct from the behaviour of conventional leadership in that there is a distinction between the two (Alsolami et al., 2016). But despite this, it is argued that the function of innovation leadership is not completely understood, and as a result, it calls for more investigation (Shavinina, 2011; Vlok, 2012). In spite of the fact that the literature on this subject indicates that there is still a study gap between innovation and leadership, innovative leaders are required to have many characteristics of different leadership styles. As a result, the primary objective of this study is to establish new characteristics of innovative leadership and to give insights into those characteristics.

What Is Leadership?

The first step in the research is to discuss the numerous definitions of leadership that have been proposed by previous researchers. (House et al., 2004) state that the capacity to encourage, empower, or persuade other persons to work toward the success and effectiveness of an organisation that one is affiliated with is considered to be a key component of leadership (House et al., 2004). According to Blagoev and Yordanova (2015), leadership is defined as the capacity of a person to transform dreams

into attainable goals. John Maxwell, an additional academic, is of the opinion that leadership is predicated only on a person's ability to influence the behaviour of others (Maxwell, 2005). (Kruse, 2013) According to the findings of Kruse's study on leadership, it is a process in which a person may influence other people to optimise their work efforts towards achieving the objectives of the organisation. (Drucker, 1996) Drucker's discoveries of leadership were also in accordance with the results of the other experts, all of which drew to the point that leadership is all about having the power to persuade other people to complete a certain job.

According to Yeo (2006), the leaders in the workplace play a key role that contributes to the overall success of the company. This is one of the factors that contributes to the success of the organisation. As a consequence of this, the leaders are the ones who are accountable for the construction of the conditions in which the workers are able to exchange the information, learn, and work in the direction of the fulfillment of the objectives. The capacity of a person to push and encourage others around him or her in order for them to participate freely or willingly to the accomplishment of the objectives was considered to be an essential component of leadership (Goetsch et al., 2006). According to Ismail et al(2010) .'s findings, the amount of trust that exists between a leader and his followers is a significant factor in determining the performance of an

individual employee. As was said earlier, leadership can be seen as a process that involves exerting influence on the actions of people and groups that are working toward the accomplishment of a certain objective in any given circumstance. Therefore, it can be said that leadership is a process by which a person is capable of encouraging the others who follow them to achieve the aims and goals that are shared by everyone (Northouse, 2017).

It can also be shown that leaders are capable of inspiring their followers by providing them with confidence-building opportunities, encouragement, and inspiration so that their followers can accomplish the goals of the company (DuBrin, 2015). Ashraf and Khan (2013), Gumusluolu and Ilsev (2009), and Naguib and Naem (2018) all agree that leadership has the ability to affect the vision of an organisation and its direction. This, in turn, affects the way in which organisational stakeholders clearly deliver the essentials of innovation, which is not only regarded as a mandatory factor for the innovation enhancement and the success of an organisation (Ashraf and Khan, 2013; Gumusluolu&Ils According to the definitions presented above, leadership is not associated with any particular person, his or her position in an organisation, seniority, or any of the other personal characteristics; rather, it is defined as the capacity of an individual to motivate other people toward the achievement of goals that have been outlined.

What Is Innovation?

Since the turn of the 20th century, innovation has emerged as a topic of considerable significance. The concept garners a lot of interest in a variety of fields, including science, sociology, engineering, economics, and business. Nevertheless, despite the fact that it has been investigated in a variety of fields, it is still not very well understood. The majority of the time, people mistake innovation with other concepts such as creativity, design, invention, and change. Aside from that, few few definitions really do a good job of illuminating what the true meaning of innovation is. (Kahn, 2018) asserts that the term "innovation" relates to three distinct aspects: a mindset, a method, and a result. When we talk about innovation as a mentality, we are suggesting that it is something that is embedded and implanted in people. The innovative potential that these people possess will not blossom unless they are placed in an environment that fosters a culture of support inside the firm. Because it is framed as a process, it suggests that in order to accomplish the objective, there is a certain sequence of actions that has to be adhered to. In conclusion, this indicates that innovation is the output that was achieved; specifically, this refers to the results of product innovation, marketing innovation, and process innovation (Kahn, 2018).

According to the findings of a research study conducted by Bishop (Bishop's 2016), innovation may be broken down into four primary components.

Ideation, the development of value, the actualization of a plan, and collaborative work are some of these characteristics. (O'Sullivan & Dooley, 2008) The explanation provided by O'Sullivan and Dooley is among those that are used the most often to explain this phrase. According to the results of O'Sullivan and Dooley (2008), the term "innovation" refers to the procedures that a specific business uses to make improvements to an already existing service or commodities by adding something new, which provides value to the customers.

To bring a fantastic concept to fruition and bring it to market, it takes a forward-thinking business or a visionary leader, both of which are essential components. The intersection of leadership and innovation is now within our grasp thanks to this. The need for inventions on the part of leaders is the primary focus of the connection between innovation and leadership; not the other way around. The primary questions include the reasons behind the need for innovations and whether or not leaders really need them. The response that might be given to that question is yes, they do, taking into consideration that innovations are among the most important instruments that are utilised to influence. The influence that these innovations have on other people helps leaders to effectively carry out the responsibilities associated with their leadership roles. However, in the years that we are living in now, innovations are strongly tied to the changes in the corporate environment.

Types of Innovations:

There are two different types of innovation, namely value-added innovation and exploratory innovation (Jansen et al., 2006). Comparatively, exploratory innovation comprises of brand new ideas whereas value-added innovation focuses on the improvement and modification of already developed concepts (Benner & Tushman, 2003). However, in order to be considered creative, the ideas that are developed must have some kind of practical application. Both the results of (Kahn's 2018) study and those of (Jansen et al., 2006) demonstrate that creativity and innovation are two separate concepts that need not to be confused with one another. According to Jansen et al(2006) 's definition of creativity, it is the process of developing original ideas that may or may not be put into practise. To be successful, value-added innovation and exploratory innovation need quite distinct behaviours and styles of leadership (Jansen et al., 2009).

Value-Added Innovation:

As was said up top, value-added innovation entails taking just a little amount of risk since the services or goods in question already exist and are only undergoing revision and improvement (Benner & Tushman, 2003). The inventive leader has to adopt a transactional style of leadership in this situation since it's the most appropriate one. Since open leadership characteristics like encouraging members to take chances and try new things are not implemented in transactional

leadership, this style of management is the one that is most suited for the value-added innovation kind of work. This sort of innovation, on the other hand, makes use of closed leadership practises, which neither reward nor condone risk-taking on the part of employees. Companies like Ford Motor, Toyota Motor, and General Motors are great examples of multinational businesses whose inventive CEOs make use of this kind of innovation (Benner & Tushman, 2003). These motor businesses' value-added inventions include putting certain changes on previously existing automobiles, such as increasing the speed of the cars, improving the gas economy, and making the interiors of the cars more pleasant.

There are some situations in which value-added innovation can apply the transformational type of leadership, such as when an already existing product or service is being introduced to a new market. In these kinds of scenarios, the goal of the innovation is to make the product or service more appealing to consumers. One very useful example of this approach of alleviating aches and pains is provided here. The same medication is now available on a separate and more niche market as a result of the development of novel applications for it. These applications include reducing the risk of developing blood clots and avoiding heart attacks (Benner & Tushman, 2003).

Exploratory Innovation:

Exploratory innovation, in contrast to value-added innovation, entails a

significant amount of risk-taking since a completely new product or concept is being introduced to the market (Oke et al., 2009). As a result, the basis of exploration is defined by taking significant risks, engaging in testing, and making discoveries. The innovation type employs open leadership practises and calls for leaders who are opportunistic, highly adaptable, and flexible in order to provide their people with intellectual stimulation. Therefore, for an exploratory innovation, the company has to embrace a sort of leadership known as transformative (Oke et al., 2009). The highlighted behaviours are relied upon to assist in achieving the required outcomes from members via the use of charm, personal consideration, and inspiring motivation. This article provides an overview of the many distinct models of leadership that are applicable to different kinds of organisations.

Innovative Leadership:

In the modern period of the 21st century, innovation is an absolute must for every successful business (Elkington & Booyesen, 2015). The advent of the globalised period implies the need for a new sort of leadership, one that is distinct from those types of leadership that were successful in restricted circumstances (Solow & Szmerekovsky, 2006). According to the research article that Probst and Raisch published in 2005 (Probst & Raisch, 2005), organisational burnout is a significant threat to the complex context of the new era. This is the case unless leadership is formulated in a design that permits the system to self-

develop and continually regenerates within hyper-complexity and hyper-uncertainty contexts. Until this occurs, organisational burnout will continue to be a problem (Probst & Raisch, 2005).

According to the findings of en and Eren (en & Eren, 2012), innovative leadership is defined as the process of introducing a brand-new method, product, service, technique, or an idea to satisfy the needs of individuals and find solutions to problems that are currently occurring and will occur in the future (en & Eren, 2012). Therefore, innovation leadership is both a method and a philosophy that integrates a variety of different leadership styles in order to have an impact on workers and push them to develop new goods, services, and innovative ideas (Horth & Buchner, 2014). The creative leader plays an essential part in the innovation leadership practise because of the crucial function that they play. In the context of organisational development, it is generally accepted that creative leadership will help advance the progress toward the realisation of a group's or an organization's vision and goal. Innovative leaders have a number of similar attributes, including the ability to see potential threats in the here and now as well as those that may arise in the future (en & Eren, 2012). These qualities include leadership abilities, talents, and values. Leaders that are innovative are also devoted and visionary when it comes to improving the social, political, and economic well-being of their constituents (Anand & Saraswati, 2014). Because of the introduction of new procedures and

technologies, it is essential for the company to think creatively in order to guarantee that it will continue to be successful and remain competitive (Horth & Buchner, 2014). Leaders have a crucial impact in determining the kind and level of success of innovative activities inside a company, which is a requirement for the organisation to successfully adapt to new developments. It is more likely for organisations to fail when their leadership does not encourage new thinking.

According to Abbas and Asghar (2010), globalisation has turned the whole world into an interconnected little town. In a more globalised community, organisations are engaging in streams of fierce rivalry and contentious debate (Abbas & Asghar, 2010). In this scenario, the course of action that will provide the best results for a corporation is to devise original strategies for doing business. The results of the study conducted by Abbas and Asghar (Abbas and Asghar, 2010) suggested that leadership has a significant influence in bringing about change and fostering innovations inside a business (Kennedy, 2000). Leaders are the agents of change inside an organisation; they are the ones who may bring about or begin these changes (Senior & Fleming, 2006).

Critical Factors For Successful Innovative Leadership:

The following characteristics are required of a leader in order for them to be regarded successful: To begin, one has to have enough information. In our century, knowledge is seen as a potent instrument

that paves the way for successful achievement. It is an essential component for the methodologies of creative leadership practises. According to En et al. (2013), an innovative leader has to be aware of and comprehend the challenges that their employees face, as well as come up with novel methods and ways to solve such problems. In order to establish the how, what, and why of resolving a certain issue, a leader has to be familiar with the procedures, policies, and procedures, as well as the guiding principles and technology, that are used by their firm. Both implicit and explicit knowledge are required of successful innovators who hold leadership positions (Farkas & De Backer, 1996). Knowledge of values is defined as being familiar with social concepts such as ideas, beliefs, intuitions, values, and imaginations (Lebow & Simon, 1997). However, when we talk about explicit knowledge, we are referring to technical knowledge. The second need for an inventive leader is to have a diverse set of values, abilities, and capabilities. The values of an organisation provide the methods, beliefs, and reasons for why it should pursue its goal. In addition to this, it serves to direct and encourage leaders toward the effective realisation of the vision (O'Neil, 2004). Each and every action and choice made by a leader must begin and conclude with ideals. In addition, values have a substantial influence on the connection between the leader and the members of the group and help leaders develop a close relationship and an atmosphere that encourages open

communication (O'Neil, 2004). The following are some qualities that great creative leaders possess: bravery, trust, honesty, integrity, equality, morality, and respect for human rights.

Conclusion:

Given the information presented above, it should come as no surprise that businesses of any kind that want to maintain their level of competitiveness in the 21st century need to have leaders who are willing to innovate. In order to have a better understanding of creative leadership, it was necessary to first examine the notions of leadership and innovation separately. On the one hand, one definition of leadership is the ability to influence the actions of others toward the accomplishment of a certain objective. Transactional leadership, transformational leadership, delegative leadership, participatory leadership, and authoritarian leadership are the numerous subtypes of leadership. On the other hand, there are a number of qualities that define creative leadership, some of which were listed above, such as a low anxiety level, experience in the relevant field, and tolerance for risk. There are five stages that leaders may take to become more creative. These steps include getting rid of the idea of "best practise," speeding up the decision-making process, and enabling members to run certain initiatives or address issues, among other things. The term "innovation" refers to the methods that a company use in order to make modifications to an already existing

product or service by providing something new that, in turn, adds value to the offering. There are two different types of innovation, namely value-added innovation and exploratory innovation (Jansen et al., 2006). The purpose of this study is to provide a review of the innovative leadership style as it is depicted in the literature, combine the two concepts, and give greater understanding and a structural framework for exploring creative leadership features. As a result, scholars might benefit from this study by gaining access to a valuable piece of knowledge due to the fact that it offers a foundation upon which to do more research into this subject. In addition, the role of creative leadership in the achievement of greater levels of individual and organisational innovation should be the primary focus of research to be conducted in the years to come.

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