A STUDY ON INNOVATION AND CREATIVITY IN LEADERSHIP DEVELOPMENT FOSTERING ORGANIZATIONAL CHANGE FOR SUSTAINABILITY

Mohammed Rafeeq .S.J.
Research Scholar,University of Hyderabad

Abstract
Organizations need innovation to survive and thrive. Charismatic leaders who excel at driving innovation are the major influencers of innovation for every organization .Those on the frontline manage teams of individual contributors and are the conduit for up-to-date knowledge, market trends, business challenges, and the customer. Higher up the ladder, it's on the shoulders of senior leaders to create a culture that reinforces ideation and brings the best ideas to fruition.

The following synthesis is structured in four parts. Exploring new and emerging themes that could, increasingly, be addressed in Leadership Development. With respect to approaches and methods, these have been addressed in two separate thought-provoking reflections on how to bring innovation into the process of managing Leadership Development initiatives and an 'Idea box' containing few ideas for the research consideration. There is no one heroic approach to leadership, which has little chance of bringing innovation and renewal because leaders do not single-handedly lead organizations to greatness. Rather, leadership involves many individuals with various tools and skills who together transform the organization.

Creative leaders are able to embrace change and to encourage followers to question why the organization does things in a certain way, and then seek out alternative ways of doing things. These leaders treat mistakes as part of the learning process and do not punish followers who try new ideas and fail. Therefore, they help create organizational cultures where people can take risks and even make mistakes. Diversity lies at the heart of an organization's ability to innovate. However, organizations will gain the full commitment and contribution of its entire workforce when it recognizes and removes barriers to diversity. Where there is true diversity in an organization, it becomes easier for innovative solutions to take place. According to Edwards, the presence of dissimilar mindsets in the workforce enhances creativity, flexibility, problem solving, and innovation.

In essence, organizational leadership is the most important aspect of the organizational creativity and innovation dynamics. No organization can transform or renew itself unless the leaders put the process in motion and sustain it. Therefore, organizations need creative leaders to manage the innovation process. Hence, the creativity of an organization depends on how the leader designs the organization and creates the environment that allows creativity to develop. Finally, it depends on how the leader inspires everyone to bring out his or her best creative self and use that to help lead and transform the organization. "Innovation is not just a survival strategy. It is THE survival strategy of our time". Leaders are the major influencers of innovation for every organization.

Keywords: Innovation, Creativity, Leadership, Sustainability, Organization, Idea Box, Change.

Introduction

 "Innovation in Leadership Development" which provides quantitative and qualitative data regarding current trends in Executive and Leadership Development internationally. The thoughts of practitioners involved in executive coaching as well as in designing, developing and facilitating Leadership Development programs. It also contains a section outlining some keys findings to turn the current economic and financial crisis into an opportunity for reinvention and renewal. A unique opportunity to reflect on the trends that are emerging in Leadership Development and, as a result, feel better equipped to assess their own needs; to speak with potential providers; to reflect on possible new content and approaches for Leadership Development initiatives; to co-create, co-design, co-develop and/or co-facilitate new, innovative and impactful programs, and to assess the relevance and impact of Leadership and Organizational Development initiatives.

The models many organizations have used in the past no longer seem adequate for effectiveness and success in the 21st-century organizational environment. The situation in their sector has changed from when the environment and processes were stable or slow. In many sectors today, work processes are changing at a much faster pace as organizations face the challenges of rapidly changing technology, globalization, uncertainty, unpredictability, and turbulence. In the past, because of monopoly to technology, market, or brand, they could expect to be successful for a long time despite inability or refusal to innovate. Therefore, leadership is the catalyst and source of organizational creativity and innovation. In essence, for organizations to be able to achieve constant innovation, leaders must establish an environment conducive to renewal and build organizational culture that encourages creativity and innovation. Organizational creativity also depends on how leaders encourage and

manage diversity in the organization, as well as develop an effective leadership structure that sustains the innovation process.

Literature Review

The Importance of Leaders in the Innovation Process

Scholars have shown how organizational structure, strategy, technology, culture, and other management tools help bring effectiveness and competitive advantage to organizations. They also show that in the 21st-century organizational environment, creativity and innovation are the primary sources of competitive advantage. However, these authors say little about the role of leadership in the innovative process. Creative and effective organizations do not emerge by accident. They require leaders to drive and control deliberate changes in structure, culture, and process in order to transform them into creative, effective, and productive ones. Even though many organizations look for competitive advantage in their structure, strategy, technology, and culture, leadership is the most important source of competitive advantage. Organizational leaders usually decide what happens in the organization and give the direction, vision, and momentum that bring success. Therefore, leaders are the catalyst that create and manage the environment, organizational culture, and strategies that encourage and sustain innovation, effectiveness, and success in the organization.

When the organization establishes its strategy and work processes, the leaders direct the implementation that brings it to accomplishment. Technology, right culture, and strategy are necessary and contribute to the success of the organization. However, for any of these vital aspects to bring any real benefit, the leadership must support, sustain, encourage, and inspire followers to make it work.

For example, when IBM had to change its culture in order to renew the organization, it brought in a new CEO, Lou Gerstner. Similarly, it took Jack Welch, a new CEO, to change the culture of General Electric to help it become highly innovative and successful.

The Type of Leadership that Encourages Innovation

The leadership structure of organizations help produce results that can encourage creativity and innovation. However, not every kind of leadership model is effective in creating this opportunity. Organizations express the modern version of this leadership approach in followers' perceptions of leaders as those with all of the great ideas and who achieve great successes in the organization single-handedly. In such organizations, the leaders occupy central places and the followers believe these leaders are ultimately responsible for every outcome, as well as ensuring that the organizational processes work smoothly. According to Raelin, 21st-century organizations are knowledge-based and require that everyone share the experience of serving as a leader; this means sharing power, responsibility, values and aspirations, and working together to bring success to the organization. When this happens, the organization gets rid of a suffocating dependence of the followers on the top leader, which releases them to contribute their natural abilities to the organization. Tichy maintains that many creative and successful organizations today depend on multiple sources of effective leadership at all levels rather than maintaining a command-and-control leadership structure that often stifles creativity. Therefore, the best way to build an innovative, vibrant, and effective organization is to diffuse leadership and empower everyone through training and coaching so that they become creative and effective leaders themselves.

Leadership Motivation to Encourage Creativity and Innovation

For creativity and the spirit of innovation to develop in any organization, it must recognize the role of the leaders in encouraging creativity. Leaders can successfully encourage organizational creativity and innovation by designing the organization to foster an environment that is conducive for creativity to flourish. Leaders can do this by building friendly and inclusive working conditions for the members of the organization. When the social structure of the organization helps workers feel secure and accepted, it brings out their creativity. Consequently, organizational leaders must respect, value, and harness the richness of ideas, backgrounds, and perspectives of every employee and allow them to use their unique personal assets and experiences to work for the organization.

Furthermore, leaders can be more effective in encouraging creativity by treating organizations as living systems filled with the innovative dynamics and potential that exists in all of the people. It is this creative potential that the leaders engage to tackle and solve organizational issues. In essence, leaders must stop treating the people in the organization as machines, but rather as living beings who work in organizations that are living systems. This worldview helps leaders create organizations filled with followers who are capable of adapting, alert to changes in their environment, and able to innovate purposefully.Additionally, leaders can help their organizations achieve creativity by stimulating it. They do this by challenging and freeing employees to produce fresh solutions to problems. Leaders ask questions that cause their followers to think freely. The stimulating leader creates challenges that make work in the organization imaginative. This type of

leadership loosens others up and focuses their intelligence and creativity on addressing organizational issues and goals in new ways.

1.A Taking Context, Strategy & Structure into Account

- **Crafting an innovative strategy within your organization:**
  Leadership being an art of execution, executives say that their "number one" challenge is strategy implementation. In the current environment, the process of how an organization crafts its strategy may need to be reconsidered. There are lots of risks associated with a pure top-down approach to communicating strategic directions and, rather than crafting the strategy with a few executives, organizations could reconsider how they involve their own people in the strategy development process.

- **Managing global work groups, project teams and virtual teams**
  In large organizations, a number of key projects are increasingly given to cross-functional and international teams, often geographically dispersed, which constitutes a new set of challenges for team leaders as well as team members. What are the best ways to manage in this environment ? What are the skills required? How to build relationships based on trust in a virtual world? How can leaders develop an ability to jump, quickly bond, and create team spirit between people who work remotely and without meeting often face to face? By finding new ways to share internationally about projects, by building innovative ways to communicate across borders; by using forms or electronic media to foster real time communication; by using a less individualistic and more "team focused" and collective approach to the work at hand; by meeting in workshops where people get to know each other, build trust and bond as a team; by using team dynamics dialogue, etc…

- **Dealing with integration in mergers, post-mergers and Acquisitions**
  Because of massive consolidation in the corporate world, the business 'due diligence' aspects of mergers and acquisitions are mastered by a large number of corporations. But the most difficult part is in integration.

- **Working effectively in matrix- or project-based organizations**
  An increasing number of large organizations use matrix structures. But many managers, left "in the middle of the organization fog", do not feel properly prepared, equipped and supported to handle the issues and challenges created by matrix structures and project-based organizations. What are the major difficulties? How could leaders be trained to deal with them more effectively? To "thrive in the matrix maze", traditional managerial ways of getting things done don't work any longer. A new set of skills and attitudes is required: handling paradoxes; living with ambiguity; influencing without authority and with integrity; building trust; using networks, etc.

- **Gaining insight into the inner working and underlying mechanisms of the organization**
  If models, frameworks and tools offered to gain insight into the inner working of the organization must be firmly grounded in the leaders' realities, helping them to understand these mechanisms could be very useful. Using their rich experience as a foundation, it should be possible to develop simple and telling metaphors and stories about what is really happening in the organization; to reflect on the "elephant in the room" as well as on censored or repressed dreams. Acting through both the formal and informal ("shadow") organization; acknowledging that the choice of a particular management tool (or measurement system) will trigger different forces and types of responses throughout the organization; mastering the appropriate and effective use of timing, initiative, innovation or horizontal interaction with structurally distinct but complementary or compatible parts of the broader organization are just a few examples…The relation between the prevailing organizational processes and the size and age of the organization could be analyzed, as well as the "structure/function" fit… One could also look into the best practices of structure-less organizations.

1.B Talent Assessment, Management & Development

Assessing & developing leadership potential. This issue is today among the top ones on the executive agenda in most organizations: how to attract, assess, develop and retain talent. There can be very high costs associated with mistakes made in this domain, promoting too quickly or too slowly, or turning to the job market when competencies and experience are available… inside your organization. Creating opportunities for people to better understand other roles and functions in the organization; developing highly relevant competency models; offering short term assignments, task forces, strategic project work, interdisciplinary workshops; offering assessment and/or development centers; regularly putting oneself in other persons' shoes; acknowledging contributions better; nurturing a "tree nursery" of talent are just some of ways this goal can be achieved.

- **Going beyond personality models to personality development**
  At senior levels, some executives and leaders seem to be tired of learning about new models and prefer to continue developing themselves in order to adapt to constant change in their work, their position, their organization. The works of Kegan, Kohlberg, Joiner & Josephs, Laske, etc. show how adult development can be assessed – as a type of maturity. Our "maturity" influences the way we see the world and construct our reality. Inviting people to look at development levels; enhancing personal maturity; acknowledging how maturity has a highly positive impact on business complexity and the attainment of results; focusing on real challenges; exploring stages of development and the impact of current stage on decision-making, relationships and work habits; plotting possible paths for future development; supporting individual development processes; understanding what stops development constitute promising ways to explore this domain…

- **Facilitating Engagement**
  Assessing levels of engagement, both at the individual and team levels; identifying enablers and blockers to engagement; understanding what supports engagement; getting rid of old paradigms of management that are counter-productive if not outright destructive; getting a true understanding of what really motivates our direct reports; creating an environment that fosters joy, performance and the pleasure of working together; understanding better why some teams, functions or whole groups deliver outstanding results on a regular basis are some of ways engagement can be fostered.

- **Developing "Business Partners" & "Trusted Advisors"**
  Many executives who lead staff functions in organizations (Administration, Communication, Human Resources, I.T., Finance, Legal, etc.) – as well as their colleagues in line functions – want, today, to ensure that their people gain a better knowledge and understanding of the business, integrate quicker in the organization and become the "business partners" and "trusted advisors" of the clients (internal or external) that they serve. By developing specific business partners skills and attitude; by learning how to develop trust, ensuring reliability, establishing credibility, developing intimacy and demonstrating care and a service attitude; by providing tools to monitor development and progress, staff functions can be recognized for what they bring to the business and to the bottom line results of the organization.

- **Fostering a culture of coaching & feedback in the organization**
  It is, arguably, one of the most critical leadership skills today. The question is, then, to design coaching and mentoring schemes that will truly support people in their development in the context of your organization. The same applies to feedback! People simply grow and develop, become more effective, perform better and reach their potential when they are given honest, specific and constructive developmental feedback.

1. C Innovation & Entrepreneurship

- **Fostering creativity & innovation in the organization**
  A significant number of executives believe today that their organization has to become more agile and creative. It has to innovate if it wishes to be different from its competitors and surpass them. It becomes therefore critically important to unleash the potential for creativity and innovation within the organization. This is, however, more easily said than done, as a lot of existing rules, regulations, procedures and measurement systems actually inhibit creativity and can hinder innovation.

- **Preparing to lead the 'creative class'**
  In his book 'The rise of the creative class', Richard Florida shows how, today, both the service and the knowledge economies are now being replaced by the creative economy. In a world of YouTube, Google, 3Gcellphones, Wikipedia, etc… the markets are already obeying different rules. If we will, of course, continue to buy food, clothes, cars and airplane tickets, the way we select and buy is quickly changing, and will change even more. An organization's ability to nurture his own creative talent taking into account sociological change and the evolution of mentalities becomes, therefore, a new differentiator. Innovation is no longer confined to R&D or marketing but is… everywhere, waiting for an opportunity to open new channels, invent new business models and new business, experimenting with social processes, creating new and original ways of financing, etc.

- **Developing entrepreneurial and entrepreneurial spirit**
  A large number of organizations struggle today with the fact that their managers are very technically and operationally focused, and they would like them to develop more entrepreneurial spirit. By building pools of

entrepreneurs (or champions); by involving leaders in the work of innovation workers; by being mentored by real entrepreneurs (including social entrepreneurs); by combining learning expeditions with business-driven action learning projects; by giving space to initiatives; by giving support to new or breakthrough projects; by 'shopping in the shop'; by empowering people; by offering real entrepreneurial challenges to people as part of their regular career growth and development, etc…

- **Creating a culture of innovation & managing the innovation process**
  In a recent article, Bryn Meredith uses a great metaphor to invite us to think about the innovation process and how it could be managed: "Take a moment to consider your organization as a tropical fish tank in need of good cleaning. You remove all the guppies and send them off to the local guppy innovation spa where they experience several fun-filled exercises that teach them how to be creative in their ecosystem (tank). They revel in delight – some even begin to imagine they are sharks – their creative juices are so stimulated. When the spa is finished, these energized, creatively enhanced guppies return to the same dirty water. By identifying blockers to innovation and removing them; by giving time and space to innovate; by prototyping principles to organizational innovation; by providing real stimulation to innovate; by creating and maintaining a culture of creative tension; by using an appreciative approach to give energy and achieve breakthrough projects ;by maintaining a culture of continuous play; by truly sponsoring innovations, etc.

1.D Change, Balance And Adaptation Challenges
Navigating in a world characterized by change, ambiguity and complexity we live in times of change where ambiguity, complexity, uncertainty and volatility increase every year, every month, if not every minute. Yet, what if we acknowledge that we are not coping with some changes very well and/or if our attitudes vis-à-vis changes are slow… to change? Research has shown that around 70% of organizations change efforts actually fail. Focusing on the leadership attitudes and competencies that will help executives "ride the waves of change" is therefore becoming critically important.

- **Helping people face their adaptive challenges and find meaningful purpose**
  Less and less people expect to be told what to do, and even less how to do it, but more and more people want to become who they can become. Many large organizations actually face declining or low employee satisfaction or engagement, but very few leaders get a handle on the issues raised in employee surveys. A large number of corporations have limited – if not zero – loyalty to and from their people, except a core group of leaders. As a result, loyalty and trust have to be earned every day, which suggests that leaders create trust and give trust first, and that they are those who have the courage to help people meet their adaptive challenges, as well as the ability to support them in facing and making sense of the adaptive challenges that lie ahead of them. As Ron Heifetz suggests in his book, 'Leadership without easy answers',leadership increasingly means helping others to grow to what they can be, facing reality and making sense of it.

- **Resolving conflicts, reducing the cost of conflicts for organizations**
  In the current environment, managers declare that managing conflicts is now taking an increasingly important part of their time(from 8% some years ago to 15% today…) and organizations incur heavy costs in relation to conflicts that have not been properly managed, are escalated and are addressed in Court (harassment, health issues, stress, conflict between people, firing people, etc .). Learning about conflict resolution and mediation techniques, addressing conflict issues before they are escalated is becoming important for a number of organizations. Wisely investing in conflict prevention; training managers to address conflicts and learn about mediation; developing approaches to anticipate and prevent conflict is an important emerging trend.

  One could consider co-creating, co-designing and co-developing a conflict resolution and mediation programme, training trainers to do it, and training A number of people challenge today the real value actually created by leaders in organizations. A specific seminar for senior executives could help significantly reduce the escalating cost of conflict for organizations.

- **Well-being, personal balance, health and fulfillment**
  Although there is a growing awareness of the importance of personal balance, of being fit and living a healthy life, executives and managers could often benefit from exploring these dimensions in greater depth for themselves as well as 'modeling the way for others. A better awareness and management of ourselves can help us cope better with negative stress, unnecessary worries, doubt and loneliness. Learning how to better deal with fatigue,

harassment or stress, to exercise, to have a healthy diet, to manage our energy can make us both more effective and happier in our personal and professional lives.

1.E Leadership Challenges

- ### From heroic leaders to ordinary heroes
  A number of people challenge today the real value actually created by archetypal and often auto-proclaimed 'transformational leaders'. Although rescuers are occasionally needed when an organization is in dire straits, it seems that when good organizations mobilize their collective intelligence, they prefer leaders who empower others and create leaders rather than leaders who just create followers… In his book 'Good to Great', Jim Collins also highlighted the paradoxical qualities of what he describes as 'Level 5 Leaders': humility, patience and persistence. The economic crisis having revealed that "the king is naked", to speak like the child in Andersen's famous story, what is currently required is leaders who demonstrate new attitudes to unleash the potential of the ordinary heroes who make things happen in the organizations that they have the privilege to lead.

- ### From leading from the front to leading from the back
  In project-based organizations as in many others, the basic unit is no longer the individual but the team. Without denying the important roles of individual leaders, it seems today that leading teams is becoming an increasingly critical skill. What is the profile of truly great team leaders? They seem to be less flashy, self-conscious, noisy and visible than traditional fast trackers, they use more a "pull" than a "push" style. Focusing on how leaders can better leave room for people; learning to step back and "let go"; enabling everyone to give ideas and suggestions; influencing without using one's position of power; creating a "leadership culture" across the organization; giving to "non-charismatic" leaders a true chance to contribute; being proficient as a team leader, catalyst, facilitator, networker: adopting a "gardening approach" to knowledge management and leadership could prove to be wise investments.

- ### Let's talk about executive communication!
  When facilitating Leadership Development seminars and workshops, practitioners repeatedly hear from participants that communication could and should be improved within their organization, often pointing to the CEO, the President or other Senior Executives. Yet, communication is a skill that is highly underestimated and rarely stated when recruiting a new senior executive. Why? Considering that senior executives are "on stage", very visible, and that both personal impact when communicating with others and sound communication approaches and strategies are essential in strategy implementation, this is an area in which new developments could occur in the coming years, especially if one looks at the overall process of organization communication. New types of events could be designed and conducted to involve leaders and employees in dialoguing and sharing about the organization vision, strategy, challenges and opportunities.

- ### Developing positive political skills and exploring the dynamics of power
  Many executives and managers declare how troubled they are with "politics "in the corporate world. As a result, some of them reject, almost naively, 'politics" and "politicking' as being inevitably "bad" or "manipulative", consider that it is a "taboo"subject that cannot be discussed, or become too diplomatic to be honest... In such a difficult context, exploring what being "politically savvy" means, what are useful, less useful or damaging political skills and attitudes, how political strategies and tactics can be positively and meaningfully implemented, how to better influence with integrity could prove to very useful for executives and leaders.

Research Methodology
Three top priorities for Leadership Development today
The results to the right suggest that the mental processes and skills required in today's world are of a higher level than those executives and leaders have used in the past. When respondents declare how important it is for them to "increase executive quality" or to "ensure the global executive pipeline", they are pointing, beyond an "Executive resources" process, to a real Leadership Development process, namely the need to identify and to develop the mental processes and skills that are required to lead in a increasingly complex, ambiguous, uncertain and changing world.

In their qualitative comments, respondents also highlight the importance of human capital management; the need to enable executives to focus more of this human capital; the growing importance of cross-organization cooperation; the fact that leaders are responsible for climate and performance in their own organization; the need for combining high levels of business acumen and self awareness; and importance of developing the attitudes and skills required to lead in turbulent times. Leaders

are the major influencers of innovation for every organization .Those on the frontline manage teams of individual contributors and are the conduit for up-to-date knowledge, market trends, business challenges, and the customer. Higher up the ladder, it's on the shoulders of senior leaders to create a culture that reinforces ideation and brings the best ideas to fruition.

The Linchpin: The Role of Leadership
While organizations vary widely in their approach to innovation, there is one common thread. The ability to consistently conceive of, create and bring to market new innovations is highly dependent on the quality of talent and the environment in which they work. And, in turn, responsibility for the quality of talent and a culture highly conducive to innovation squarely falls on leaders at all levels. In fact, the research on behavior of leaders spotlights them as one of the most, if not the most, important drivers of innovation. In a recent IBM study,9 over 60 percent of a sample of 1,500 CEOs cited creativity as the most important leadership quality over the next five years.

According to the research, "CEOs now realize that creativity trumps other leadership characteristics. Creative leaders are comfortable with ambiguity and experimentation. To connect with and inspire a new generation, they lead and interact in entirely new ways." Our working definition of innovation is a new solution (e.g. product, process, business model) that drives differentiation and measurable business value.

The model in Figure 1 summarizes the overall context in which innovation occurs, and offers the foundation for our research.
Figure 2

On the left-hand side of the model are four common barriers to organizational innovation. These challenges are the kind of issues that keep CEOs, investors and other senior stakeholders up at night, as they inhibit organizational innovation.On the far right are the new behaviors these stakeholders wish to see from those on the frontlines. The middle column describes those leader behaviors that help associates overcome the organizational challenges, and that are ultimately brought out in associates. The leader behaviors outlined below are crucial to creating and sustaining an environment in which associates are motivated and enabled to innovate.

- **Inspire Curiosity** – Innovation leaders encourage employees to expand their understanding of both internal and external stakeholders: who they are, how they are interdependent, and the unique contexts in which each one operates.
- **Challenge Current Perspectives** – Innovation leaders help employees view problems and opportunities differently and envision alternative possibilities.
- **Create Freedom** – Innovation leaders empower experimentation, risk taking, learning from mistakes, and valuing effort over perfection.

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- **Drive Discipline** – Innovation leaders help employees identify execution implications early and often and align efforts to ensure successful implementation of innovative solutions.

In the resulting data, we uncovered trends that highlight widespread deficiencies in leader-driven innovation. In several cases, these trends run counter to long-held notions. Our observations are distilled into the findings in the next section.

Findings
Leader actions to foster employee innovation will likely fail without an organization-wide commitment to innovation. Leaders need to be innovative, but much of the onus for driving innovation lies with the organizations for which they work. So what is the role of the organization's culture of innovation (or lack thereof)? The short answer is: the stronger the culture of innovation is, the more both leaders and their teams will report that innovation behaviors are demonstrated (see Figure 3).

Figure3: Organizational Commitment to Innovation and Prevalence of Leader Innovation-Related Behaviors
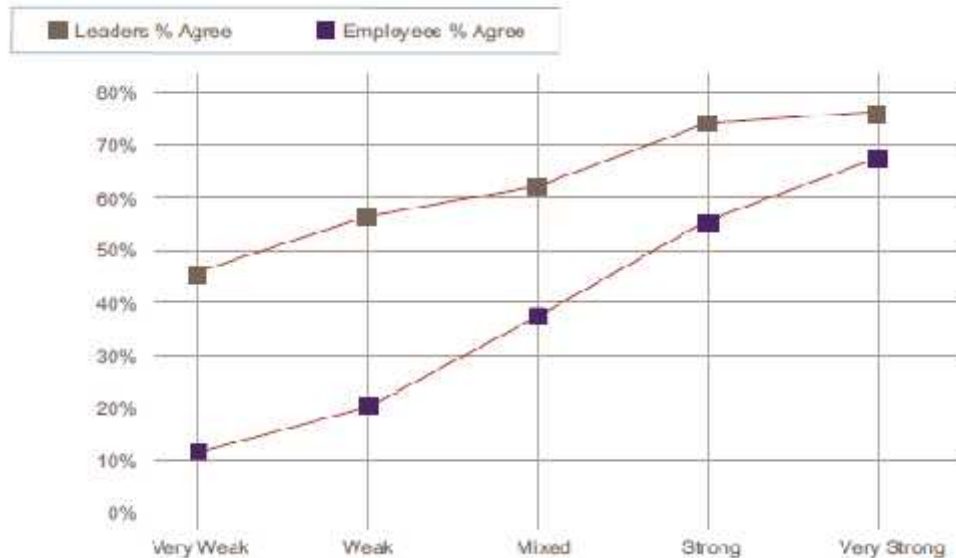
We asked everyone who responded to this survey to rate their organization's commitment to innovation, ranging from "Very Strong—Innovation is a driving priority, deeply permeating both culture and structure of the organization" to "Very Weak—Innovation is a non-priority, and the organization's culture and structure directly counteract such efforts". We then compared these answers to the ratings of leaders' innovation-related behaviors by the leaders themselves and by employees. For this finding, we looked across all 20 behaviors to calculate an overall measure of their prevalence amongst leaders.

The pattern that emerged shows that, perhaps predictably, cultures that are strong on innovation include leaders who rate themselves-or who are rated by their employees-highly, too. What may have been less predictable was how quickly the gap closed between leader and employee perceptions at higher levels of commitment.

In fact, at very strong commitment levels, this gap is negligible. Clearly, the overall organization attitude toward innovation is a crucial factor—as senior leaders and corporate strategies present a compelling vision of innovation, alignment soars between leaders at all levels, and employees.

IDEA BOX
- Learning Expeditions for Senior Executives
- Analyzing Trends and doing "Prospective work"
- Spotting, acknowledging and effectively incorporating best practices within an organization
- Exploring ethical dilemmas with others
- Story-Telling
- Using Voice Training & Drama Techniques
- Discovering our strengths & putting them to work
- Honoring our cognitive dimensions and personal Talents
- Reclaiming the mastery of time

- Development faces this challenge:
- Dealing better with Negative Emotions & Stress
- Surfacing covert processes to foster change
- Reconciling & integrating professional & personal life
- Living a balanced life & "finding flow"
- Shadowing another leader
- Using forums, blogs and collaborative media
- Energy, fun, surprises!

Readers may have other ideas ! *And, of course, they may be "out of the box" ideas!*

Suggestions
Emerging client needs & expectations
1. More Research-Based & Innovative Leadership Development : Executives, HR, MD and OD managers and professionals are sensitive to the quality and soundness of the research that helps define new models and ways of thinking about leadership challenges. Therefore, providers will be increasingly expected to provide new and innovative ideas, frameworks and instruments in order to better deal with the challenges that leaders are facing today.

Establishing Better/stronger Links between Business Strategy and the "Soft"/People management side At senior or upper management level, the priorities are not technical ones, but rather leadership and strategic ones. The challenge for providers is therefore to build and establish better and stronger links between the 'hard' side of business strategy (that includes many 'soft' dimensions) and the 'soft' side (that includes many 'hard' dimensions), to find ways to integrate strategy and the people side that will correspond to the specific needs of a given organization at a point in time.

2. Cross-Fertilization, Sharing of Ideas and Best Practices, Networking : Because they work globally or internationally, in matrix structures, international and virtual project teams, an increasing number of large organizations wish to encourage cross-fertilization and sharing of ideas between people from different countries and functions. Managers and professionals can indeed benefit enormously from comparing the way they approach challenges, opportunities or difficulties, from benchmarking and sharing best practices. Building networks and helping leaders enlarge and maintain their personal network is also becoming more and more important.

3. Less information, more development : A number of executives are tired of the models and frameworks that the Leadership Development industry continues to produce. Which suggests that providers should only use well researched, proven, elegant, simple and powerful models that leaders can truly use and apply, but also, more importantly, that the focus in Leadership Development should always be on interaction, sharing of experience, building on experience, real and actual changes, personal development and personal growth.

4.Going back to some important basics : The growing complexity of organizations, the uncertainty, the ambiguity, the pace of change in our world may be some of the reasons why, as Executives coaches and Leadership Development facilitators, many of us feel a growing need to go back to some basic elements without which speaking about Leadership Development would otherwise quickly become a purely intellectual or theoretical exercise : knowing oneself; getting to really know the people we work with; creating an environment of open communication, respect and mutual trust; truly listening; seeking to understand rather than to judge; creating a feedback-rich work environment; inquiring more and advocating less; "pulling" more and "pushing" less; building or restoring trust; building high performance teams and active networks; appreciating life; caring for people; valuing the life and time we are given; being who we are; living our values.

5. Working with Top Experts : For a number of reasons (accelerated pace of change, ambiguity, complexity, felt need to understand the environment, search for new ideas and perspectives, etc…), there is a growing desire, on the part of Executives and managers, to meet and work with Senior Experts in specific fields or even in fields that are not directly related to the business of their company. Working with Professionals who understand the Business and Organization environment & can Design Development Processes.

There is a growing expectation from executives, HR and MD departments to speak and work with people who understand their business, the specificities of the sector in which they operate and their organizational environment, and who have credibility and experience in designing powerful and robust **Leadership Development processes.**

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6. Co-producing and/or co-facilitating with Clients : Moving away from a relationship of client-supplier, an increasing number of persons in HR and MD seek to establish with their Leadership Development partners a relationship where they can co-produce and co-facilitate initiatives: this is a very interesting trend as it can lead to combining the different perspectives and strengths of people who belong to the organization with those of "outsiders", thereby giving heightened credibility and relevance to Leadership Development initiatives.

7. Finding & working with partners we can trust : It seems that the dream of a universally applicable "quick fix" to all organizational and managerial ailments – actual or imagined – is still very much alive in what is expected by many corporate clients. Bringing to the client a true understanding of the more complex "cause-effect" relationship between any outside intervention (seminar, workshop, etc.) and its desired benefits often makes the difference between success and failure for the trainer, the facilitator, the coach or the consultant, no matter how elaborate the design of the intervention, and how professional its subsequent implementation. Therefore, a truly advisory, almost "coaching" position from the very first contact with the potential customer needs to be applied, rather than a purely "sales & promotion" approach. Good providers don't "sell" Leadership Development. They build true partnerships with the clients they serve.

Discussion
Leading Innovation: As an important driver for growth, performance and valuation innovation is citied in various surveys the last 10 years. The McKinsey research (2008) showed that most executives are generally disappointed in their ability to stimulate innovation.

"Like short skirts, innovation has traditionally swung into and out of fashion: popular in good times and tossed back into the closet in downturns." There are no best practices solutions to seed and cultivate innovation but if 94 % of executives say that people and culture are the most important drivers of innovation then the ability to enable and execute innovation should be part of most Leadership Development activities.

I. Coaching
Having a focus on creating a work climate that motivates employees to perform at their best is linked with training, mentoring and coaching to help
- ✓ Alignment of organizational strategies and involvement of top management.
- ✓ Engaging the leadership
- ✓ E-learning

II. Sustainability and Corporate Social Responsibility
In addition to the Leadership Development "basics", building a sustainable business in a socially responsible way has sneaked onto the agenda for developing future leaders. Well-known companies have already proven that they can differentiate their brands and reputations as well their products and services if they take responsibility for the well-being of the societies and environments in which they operate.

Current reviews of academic leadership programmes of sustainability and corporate social responsibility in the US and the UK show significant evidence of these sweeping trends. There is an emerging need in having leaders who can ground their leadership in clear values, see the big picture, adopt a broader sense of accountability, make linkages between their work and corporate social responsibility, and powerfully implement change in their areas. So far it seems to be an innovative and pioneer topic for only some innovative high potential programmes and top levels leadership programmes in organizations.

Recommendations
So, what can be done to foster innovation in your organization? When it comes to driving innovation through leaders and their teams, we have several recommendations.
- **Close the employee/leadership gap -** Simple truth:
- **Build a top-down and bottom-up culture of innovation -** Encouraging new approaches to leadership, involving employees and customers in all innovation-related processes.
- **Creating the Conditions for Sustainable Innovation -** Examine innovation by level (frontline-level leader ,Mid-level leaders & Individual contributors).
- **Ignite innovation to action.**
- **Communication is key.**

Creating **Innovation into Action** Four things to do immediately to support innovation in your organization.
1. Senior Management Sets the Pace :

2. Choose the Right Leaders
3. Develop Innovation Leaders
4. Build a Business Process for Innovation

Conclusion

Concluding remarks on Leadership Development in a time of crisis/ opportunity. The results of this Paper relates to approaches and methods used in Leadership Development, where it seems that the crisis is accelerating an already existing trend of : much less (if at all) of the top-down, one-way, teacher-led, classroom presentation and training approach and greater focus on new and innovative ways to support the development of current and future leaders: getting closer to real job and work challenges and realities, finding new ways to blend work and learning on-the-job, tackling real business challenges, issues and dilemmas, offering permanent coaching and mentoring support to leaders.

This will require increasingly flexible providers with an understanding of business realities, capable of designing, developing and delivering innovative solutions together with the clients they serve. It clearly calls for forging long term partnerships between clients and providers. If this trend indicates a way forward for Leadership Development, some other reflections can also be made to put Leadership Development in its broader organizational and social context.

1 –Yes, crisis trigger the emergence of new models of organization
2 – Yes "Implementing strategy" or reinventing the strategy development process.
3 – Yes, Innovating is everything… except a buzz word!
4 – Yes, Leadership Development, an investment in the future!
5 – Yes, Must Maintain or earn back the trust of employees and customers
6 – Yes, Higher level competencies needed!
7 – Yes Innovation leads to a meaningful and sustainable world

In times of crisis, people, at all levels, search for meaning. And one of the most important roles of leaders is to create meaning in the teams and organizations that they serve. People who sail know something about high winds and tempests! They also know that, paradoxically enough, right in "the eye of the hurricane", is a place that is calm and serene. How can new and innovative Leadership Development initiatives help people step back and reflect, recharge their batteries and find the inner peace that they need to rise to the daily challenges of leading others in a time of crisis? We hope this White Paper, very modestly, contributes to this aim, that – together with all the executives, managers and practitioners who have contributed to its development –, one we will continue to pursue.

Leaders make companies thrive. So make sure that you're working for someone that values your time and knows that you mean something to the company. And if you're a leader, make sure that you're doing your best to motivate others, as you will exemplify your company's culture.

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