

Introduction to the Special Issue on Innovations in Leadership

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Back in the spring of this year, Eleanor Glor, Editor in Chief of *The Innovation Journal*, asked me to edit this Special Issue of *The Innovation Journal* on Innovations in Leadership. I feel privileged and honoured to be making this contribution to the great commitment that *The Innovation Journal* is. First, I want to thank Eleanor for entrusting me with this challenge and for coaching me through it. Also, I would like to thank the contributors to this issue, both authors and reviewers, for their interest and commitment.

I believe we have a nice bouquet in this Issue embracing various facets of innovations in leadership. In the three peer-reviewed articles, an emerging theme addressed from different perspectives is power-use in public sector innovative change management. Miles et al. present three meta-theories of change management within the public sector environment and notice a shift towards a new change model that is based on trustful relationships versus coercive power or expert information. Aïda Warah's paper proposes a way of being and knowing to bridge the gap between proposed participative leadership models and actual hierarchical models, to accelerate the shift from coercive to synergistic power in managing organisations. Nada Teofilovic looks at actual changes in management practice in the public service of Canada over the past ten years and, also, argues that to espouse innovative management practices we need cultural and structural shifts that support individual and managerial leadership, in a way, initiative and personal power.

Under Discussion Papers, Selman's paper shows us different ways of relating to change from an ontological perspective. Leadership and innovation, two facets of the same thing, are ways of being and can be expressed in six different ways that are available to all. Jim Selman is a leader in innovative management and coaching and the designer of *Coaching for Breakthroughs*, a compulsory course for senior managers offered through the Canadian Centre for Management Development, the Government of Canada's training school for senior managers.

The case study by Stuart MacLean presents an example of a successful innovative management initiative to address a serious and complex problem at the Workers Compensation Board in Nova Scotia, Canada. It is an encouraging reminder that organisational development interventions do work, in this case in a spectacular way.

I also asked my colleague Mark Hammer to review Daniel Goleman's most recent book, *Primal Leadership*. In addition to reviewing Goleman's book, Mark generously offered to review a second recent book that he found innovative and relevant to this Special Issue, *Beyond work-family balance* by Rapoport, Bailyn, Fletcher and Pruitt. I extend my special thanks to Mark for his initiative.

I hope you will enjoy this Special Issue. At this juncture of time, innovative leadership seems to be grounded within the basic value of power sharing. Easier said than done, you might say; I believe we are moving in that direction and that it is within the power of all to make it happen. Cheers!

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