

The Application of Nine Keys Principles from PDJ Institute to Build the Innovation Leadership to Develop Organization for Excellence

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Abstract

The purpose of this academic article aims to study the application of nine keys principles from PDJ Institute to build the innovation leadership to develop organization for excellence. The study found that leader must have perseverance to learn and develop intellectual can be able to apply interdisciplinary knowledge to keep pace with innovation. The component of innovative as follows: 1) To have the fundamental of perseverance the leader, 2) To Develop the higher thinking skills, 3) To become knowing Oneself, 4) To have communication the strategy, 5) To have future Planning, 6) To build positive Thinking and Forgiveness, 7) To build growth mindset, 8) To accepting Diversity, 9) To have empathy and compassion to sharing and developing to others to build organization for excellence.

Keywords: Nine Keys Principles, Innovation Leadership, Develop Organization for Excellence, PDJ Institute

I. INTRODUCTION

The Situation of Globalization Changing in Uncertainty such as Economic, Social, Politic, and Epidemics which is a factor beyond human control. Changing from external factors organizations must be prepared for coping with Uncertainty Situations. Therefore, the organization will adapt to according with the challenging in the future including the ability to support the situations that occur and focus on new knowledge and Innovations by using various administrative to develop toward the higher-performing organization. [1].

The organization for excellent is used a highly qualified person in the organization and have plan to support in uncertainty including analyzing the situation that affects from work and management system. In addition, to develop an organization for excellence must return to explore the mission and vision that focusing on organizational or personal development which organizations that develop personnel will focus on the intellectual skills such as intellectual property which is the knowledge and the expertise generated by the members of the

organization under high technology [2] and the organization that need effectiveness will focus on high-performance results [3].

Innovation Leadership is the state of individual can manage innovation to adapt for changing and build learning innovation in the organization. However, in order to drive innovation in the organization that affects to personnel is Chief Executive Officer (CEO) who have power to determine vision and mission in the organization. (Robert and Jeff, 2010) furthermore, leadership should have to promoting innovation to personnel in organization [4] and not specific measure only the performance, leader should have information about behavior and personnel skills in organization to evaluate ability and provide training to develop skills in accordance with the mission of the organization. [5]

However, building the innovation leadership that enhance to development of all dimensions in human being such as mentality and intellectual dimension to create behaviors for awaken within leading to transformation for self, organization, and society to sustainable [6]. In 1977, Contemplative Education was introduced to

intervention program to enhance leadership through quasi-experimental research with experimental and control groups. The result found that, participants in the experimental group had higher leadership than the control group in both the trial and 1-month follow-up [7]. The Contemplative Education it's the process that focus on self – exploration and self – awareness similar to professor Keerati Boonjuea explaining about philosophy it's an attempt of wisdom to understand oneself for discover happiness in life. Philosophy also serves to motivate oneself to reach the goal according to reality, leading to optimism and self – esteem [8].

In this article, the author presents Nine Keys Principles which is a philosophical that focuses on human development in the intellectual dimension, mental dimension, and social dimension. Furthermore, this article will study characteristics and application of the nine key principles to build innovation leadership to develop organization for excellence. To build the body of knowledge from synthesis of document for especially to study and development in the future.

II. WHAT IS THE NINE KEYS PRINCIPLES?

Nine Keys Principles it used for developing the intellectual, mental, and social dimensions. Furthermore, the process of seeking knowledge is based on epistemological concepts. The Seeking of truth for the nine keys principles consists of 2 steps follow: 1) Seeking Wisdom by acquiring knowledge from human what is the cause of suffering. 2) Wisdom Sought is to discover the truth in suffering and synthesized under the hierarchical theory of human needs [9]. The indicators of the nine keys principles as follow:

1) The Key of perseverance it's endurance and readiness for work with an endeavour and does not give up to hardship. 2) The key of intellectual that is mindfulness and abilities of persons's to learn and know how to apply the knowledge effectively including understanding the reasons doing various activities with a purpose to learn the abstraction and complexity. 3) The Keys of

self – exploration is knowing how to self – analysis including the currently perception of living condition, consideration of needs, Goal directed Behaviours and self – awareness. 4) The key of communication and intellectual skills that is ability to receive and sender message to transfer of thoughts, knowledge and attitudes appropriately to various culture and situations. 5) The key of problem solving that is systematic of problem solving and ability to work with team and others to think abstractly and systematically that will lead to problem solving, future planning and assistance the person or team. 6) The key of Positive Thinking and Forgiveness that is think positively and compassion it's an idea that arises from looking at thing with understanding, accept and knowing how to think also seeking perspective that is beneficial. 7) The key of leadership that is building oneself and able to help others it's the ability that person and team work to achieve the goal also have design thinking to applying prior knowledge and present new information creatively. 8) The key of accepting diversity such as gender, mindset, potential, ethnicity, and culture as well as valuing and accepting individual differences. 9) The key of Giving and Sharing it's knowing to congratulate others, including have self – ethics, empathy, and able to help people without expecting anything in return [10].

III. THEORY OF INNOVATION LEADERSHIP

Innovation Leadership is characteristics of Leader. Which is the process of creating an innovation context to occur in organization defining the structure and building a network of partners at work [11]. From the reviewing of documents found that, there is no theory to explain innovation leadership. However, the fundamental of innovation leadership have combine theory to explain such as Path-goal theory, Leader member exchange theory. Nevertheless, different experts have given their own view of innovation leadership should add theory of transactional leadership and transformation leadership to explain behavior that led to innovation leadership [12]. Path-goal theory developed by House (1971) the originally

of this theory focus on leader how to build motivated their followers to seeing path and goal [13]. Subsequently, Northouse (2007) refer to leader member exchange theory should add the importance of interaction between leader and followers which is fundamental of trust [14]. Furthermore, the transactional leadership theory has conceptual basis for changing individual behavior. Namely, the transactional leadership are able to motivate and inspire practitioners to achieve their goal with an effort to change and develop abilities of followers to a high level [15]. Foundation for Quality Management has designed EFQM Excellence Model following figure:

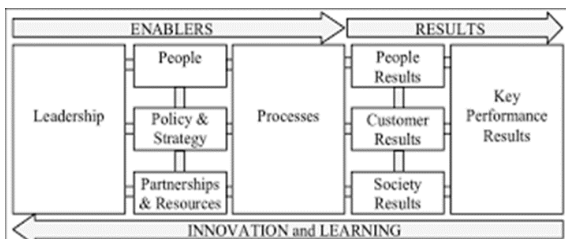


Figure 1 EFQM Excellence Model

The Model starts with the following premise: Customer Results, People Results and Society results are achieved through Leadership driving Policy and Strategy, People, Partnerships and Resources leading ultimately to excellence in Key Performance Results.

Nevertheless, the organization for excellence focus on excellent team from workplace [16]. Additionally, Jupp and Younger (2004) refer to organization for excellence should be an organization with high potential as follow 1) focus on resultant 2) high efficiency 3) flexible 4) appreciate to the growth and personal development [17]. However, Eisakhani (2008) refer to organization for excellence should have seven components as follow 1) perspective and mission 2) organization planning 3) processes 4) ambition purposes 5) strategic thinking 6) Leadership 7) Technology [18].

EFQM Excellence Model is a practical tool that helps organizations to improve their management system. Furthermore, the Model encourages organizations to create solutions by enabling organizations to notice their strong points and areas to be enhanced. This model

emphasizes that success, policies and strategies, employees, resources, and processes related to employee satisfaction and society can be shaped and achieved by an appropriate leadership and therefore excellence can be reached at organization results.

IV. THE APPLICATION OF NINE KEYS PRINCIPLES FROM PDJ INSTITUTE TO BUILD THE INNOVATION LEADERSHIP TO DEVELOP ORGANIZATION FOR EXCELLENCE

As well as application of nine keys principles and innovation leadership. After extensive review of the innovation leadership the author allege to build the Innovation Leadership to Develop Organization for Excellence should include the components in various forms. The examples are listed in Table 1:

Table 1 Components of innovation leadership to Develop Organization for Excellence

Authors and Year	Components of innovation leadership to Develop Organization for Excellence
Janunan (2008)	Challenging, Analyst, Autonomy, create joy and Flow in work, Enhancing the transfer of learning from work
On-Anong (2011)	Integrity, Risk Takers, Open Minded, Entrepreneurial Instinct, Challenge Rule and Past Practices, Intuition Minded, Visionary and Learning change, Alignment and Execution, Capability to learn, Creativity, Problem Solving, Trust Influence, Idea Champion, Positive Role Model, Team Leader, Creating Learning Organization, Facilitator, Reward Success, Motivating to Others, Communication, Emotional Intelligence, Corporate Social Responsibility.
Diederick (2013)	Guiding and empowering employees, Recognizing and valuing employee contributions, Influencing with Stakeholders, technical expertise, Strategic Development, Setting Goal in Operation, adapting and accepting new ideas.
Owen (2015)	Visionary, Risk-Taking, Modeling Learning, Establishing collaborative.
Paweena (2018)	Visionary, collaboration, Motivation, Creativity, Creating Positive Environment, Moral and Ethics.
Pariwat (2020)	Collaboration, Risk Management, Visionary, Creativity, Technology and Communication.

In addition, the author has applied nine keys principles to build the innovation leadership to development organization for excellence below:

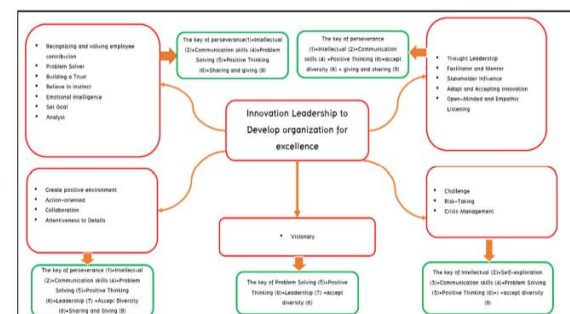


Figure 2 The Application of Nine Keys Principles from PDJ Institute to build the

Innovation Leadership to Develop Organization for Excellence

Firstly, the study begins to Applied the First key is the key of perseverance. Perseverance is an internal factors and intellectual factors. Leader must learn the psychological dimension with their followers including the expression of the Leader behavior in devotion, have patience in problem solving according to Duckworth (2007) called “Grit” as perseverance and passion for long-term goals [19]. Grit entails working strenuously toward challenges, maintaining effort and interest over years despite failure, adversity, and plateaus in progress. However, when leader can lead oneself to the goal, leader must lead the organization, followers to achieve the goal setting. Therefore, should add the key of intellectual define to personality ability to learn and effectively to apply the knowledge. The key of intellectual is a higher order thinking skills refer to complexity thinking skills such as decision thinking and problem solving [20].

At the same time, Globalization changing and business competition the innovation leadership toward organization, personnel survive in risk and crisis situations should add the key of self-exploration (key 3) to build innovation leadership in risk taking orientation. Despite, the key of self-exploration defines to perception of living condition in the present, doing activities under various unstable condition. Thus, leader need consider all aspects of the problem and understand oneself that what do their goal [21]. Furthermore, leader must have communication skills to transferring knowledge, attitude to followers in organization. Therefore, there is an application the key of communication skills due to leader should have competence to receive and sending message appropriate to various cultural condition and situation, including applied the key of problem solving (key 5) leader should practice systematic thinking lead to problem solving, future planning, and view holistically problem in order to understand the crisis that arises [22]. (Pegasus, 2013). However, building innovation leadership to develop organization for excellence. Having a positive attitude is also important factor to creating positive

environment in organization. Therefore, should add the key of positive thinking and forgiveness associate with positive perspective is component be able to motivate oneself and adapt to changing global context well [23].

Another dimensions that can build innovation leadership relates to nine key philosophy for example the key of leadership refer to leader should have the ability to enable people or team to achieve their goal. Including the ability to come up with new idea by applying knowledge and creatively it’s a characteristic of innovation leadership with a growth mindset. It’s an attempt to lead oneself from the fixed mindset, give chance for self and learn with diversity groups [24]. In addition, leader should add the key of accepting diversity (key 8) in the source of thinking in accepting diversity such as gender, ideas, potential, ethnicity, culture, as well as valuing and accepting individual differences. Finally, the leader should add the key of sharing and giving (key 9) to help the people without expecting anything in return. Including empathize with oneself and others. It’s the ability to realize, concern people in organization and developing others [25]. As noted earlier, application of nine keys principles to build the innovation leadership to develop organization for excellence a body of knowledge can be created as follows:

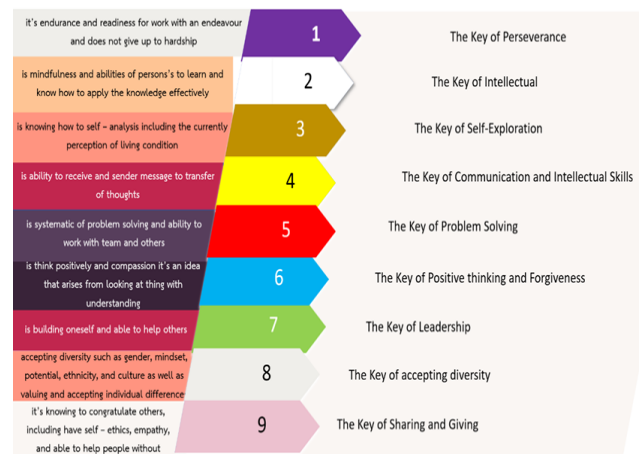


Figure 3 Nine Keys Principles Model

V. CONCLUSION

Innovation Leadership to Develop organization for Excellence is ability of leader to approach complex problems. Additionally, the application of nine keys principles to build innovation

leadership must have perseverance to achieve intellectual and be able to apply interdisciplinary knowledge to build innovation in the organization. Furthermore, innovation leadership must have self-exploration to develop oneself to keep pace with new innovations that change to the Global Wave. Including communication skills to create unity and positive environment in workplace, also problem solving, positive thinking and growth mindset to develop organization in order for personnel or teams to achieve the goal set. However, leaders must have process of thinking about accepting diversity, giving, and sharing knowledge to personnel. Similarly, leader must give social reinforcement to the team such as verbal encouragement. This last point suggests that organization for excellence leader must find and develop strength personnel in particular desire to develop organization for excellence.

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