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New Leadership Dynamics in the Information Age: Lateral Leadership and Thought Leadership

Bilgi Çağinda Yeni Liderlik Dinamikleri: Lateral Liderlik ve Düşünce Liderliği

Abstract

Given the emerging challenges in a globalized and integrated world, achievement of organizational goals requires new kinds of leadership beyond classical thinking, centered on creativity, innovation, insight, logical sense, and acknowledging customer demands and preferences. Thus, this paper analyzes some emerging leadership styles in globalized at information age. In this context, lateral and thought leadership will be examined from various perspectives. In this study, after a brief theoretical analysis, focused on the evolution and the main characteristics of both leadership styles. Next, the similarities and differences of the leadership with each other and with conventional leadership will be studied. The paper will then be summarized achieved findings at conclusion. The major finding is that both leaderships, as a relatively new approach, focuses on meeting the challenges of corporate business emerging in a globalized world with a slight difference methods and implementation.

Anahtar Kelimeler: Lateral Leadership, Thought Leadership, Conventional Leadership, Hierarchy, Innovation

Jel Kodları: M10, M12

Özet

Küreselleşmiş ve bütünleşmiş bir dünyada ortaya çıkan zorluklar göz önüne alındığında, örgütsel hedeflere ulaşmak, klasik düşüncenin ötesinde, yaratıcılık, yenilikçilik, öngörü, mantıksal anlam ve müşteri taleplerini ve tercihlerini kabullenmeye odaklanmış yeni liderlik türlerini gerektirmektedir. Bu nedenle, bu makale bilgi çağında küreselleşmede ortaya çıkan bazı liderlik türlerini analiz etmektedir. Bu bağlamda, lateral (yanal) ve düşünce liderliği çeşitli açılardan incelenecektir. Çalışmada, kısa bir teorik analizden sonra, her iki liderlik tarzının da evrimini ve temel özelliklerini incelenmeye odaklanılmıştır. Daha sonra, liderliklerin birbirleriyle ve geleneksel liderlikle olan benzerlikleri ve farklılıkları incelenecektir. Makale daha sonra sonuç bölümünde elde edilen bulgular özetlenecektir. Asıl bulgu, her iki liderliğin de nispeten yeni bir yaklaşım olarak, küreselleşmiş bir dünyada ortaya çıkan iş hayatının zorluklarını, küçük yöntem ve uygulama farklılıklar ile karşılamaya odaklanmış olmasıdır.

Keywords: Lateral Liderlik, Düşünce Liderliği, Geleneksel Liderlik, Hiyerarşi, Yenilik.

Jel Codes: M10, M12.

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Introduction[1]

In business and non-business organizations, the role and function of leadership are critical to achieve the strategic goals and targets. Until 1990s, conventional leadership styles were common. Thus, hierarchical and procedural features of leadership were preceding other leadership styles. However, radical and dramatic changes occurred after 1990s in leadership practices, resulting from globalization, growing competitive challenges, and the requirements of information ages, etc.

Regarding leadership, it can differ from various perspectives as leaders have the authority to make others act. They have the power to influence the followers working for them. Leadership requires a certain authority, mainly characterized by the exertion of power. As will be explained below, scholars have developed several leadership theories to meet the requirements of business and markets.

Therefore, latest studies have developed a new theoretical approach toward leadership styles based on the changing business and organization formations and developments. These are "lateral leadership" and "thought leadership". Lateral leaderships replace the current subordinating approach with a focus on insight, collaboration, coordination, and creativity with all stakeholders, particularly employees, to achieve organizational goals. On the other hand, thought leadership centers on new ideas and creative methods and abandoning conventional approaches while regarding customers' demands and its preferences first.

Therefore, the article examines lateral and thought leadership in both theory and practice. After a brief overview of leadership theories, it discusses the evolutions and major characteristics of both leaderships. The paper then discuss the differences of both leadership styles from conventional ones also similarities and differences between two leaderships. With a clearer expression this study examines lateral and thought leadership in globalized information ages. It mainly uses qualitative research using facts from the business, theoretical, social, political, and economic database. This information, gathered from various sources, such as academic journals, books, booklets, and eBooks, are then harmonized with the author's own assessments.

The specific method used in this study examines both leaderships, as outlined in the questions to be answered below;

What are the major leadership theories?

What are the theoretical explanations of both leadership?

What are the differences of both leadership from conventional leaderships?

What are the similarities and difference of both leaderships?

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[1] This is sequential studies of authors about leadership styles/ theories etc. The earlier study is called "Leadership without Hierarchy and Authority: Lateral Leadership" is under review of a journal and "A New Approach Responding to Emerging Business Challenges: Thought Leadership" is under review for a book chapter. Some parts of these studies are included in this article.

What is major output of this analysis?

1. A Brief Review of the Leadership Theories

Before examining the theoretical aspects of leadership, the term should be clarified to understand the intellectual debate regarding thought leadership.

The role of leadership in business is growing in response to challenging competitive markets. Leaders must invent new ways, tools, understandings, or approaches to attract customers and boost their firms' returns. Leadership is also vital for effective organizational and societal functioning. The leadership role involves determining goals, deciding the methods to attain these goals, and finally using the tools and resources needed for achieving targets. Overall, leadership is required to establish organizational systems (Katz and Kahn, 1978 cited in Day and Antonakis, 2012: 5), create and identify group goals and values and integrate corporate identity, and provide help to resolve organizational problems (Day and Antonakis, 2012: 5).

Despite its significant role, scholars have generally focused on the context rather than definition of leadership. It is generally accepted that leadership is quite easy to recognize in practice but quite hard to define precisely (Day and Antonakis, 2012: 5). Some consider leadership as a constellation of specific features or characteristics or comprising certain skills and knowledge. Others view it as a process, emphasizing social interaction and relationships (Kolzow, 2014). Leadership is thus generally viewed as a potential or capacity to influence others in organizations like groups or firms (Vroom and Jago, 2007:17).

The following paragraphs outline the major leadership theories most discussed by scholars.

The oldest leadership theory, the Great Man Theory, defines leadership as a heroic concept by asserting that great leaders have innate ability. The theory reflects the rationalist philosophical ideas of 18th-century thinkers like Carlyle, Nietzsche, and Galton (Vroom and Jago, 2007: 18). It claims that great leaders are born with high-level abilities (Charry, 2019). However, subsequent events demonstrated that this concept of leadership was ethically defective, as in the cases of Napoleon, Hitler, Mussolini, and Stalin. Their actions damaged the credibility of the theory and rendered it irrelevant. Consequently, the ideal of a heroic, hierarchically oriented leader was replaced by a view prioritizing stewardship, ethical behavior, and collaboration through connecting with others (Dierendonck and Patterson, 2010: 5).

Of these later theories, trait theory argues that individuals have certain leadership-related potentials or traits. These "leadership traits represent the personal characteristics that differentiate leaders from followers "(Kolzow, 2014: 17). While the theory retains some essential features of the Great Man theory, it avoids deciding, whether leadership traits are inherited or learned (Amanchukwu et al., 2015: 8). Instead, trait theories mostly outline specific personality or behavioral features shared by successful leaders. Max Weber as a fundamental component of trait leadership, for example, defined charisma; the greatest revolutionary force, capable of producing a new approach to leaders composed of almost magical supernatural, superhuman qualities and powers

(Amanchukwu et al., 2015: 8; Charry, 2019). After achieving its greatest influence at the beginning of the 1960s, this school started to wane due to the rise of behaviorist theory (Day and Zaccaro, 2007: 383-405). However, it returned strongly in the 1990s and remains highly active today (Day and Antonakis, 2012: 6). Some scholars include the Great Man theory under trait theory, as difference between them is very small. "Trait Theory assumes that a leader is born with specific traits that make him or her a good leader" (Kolzow, 2014: 21).

Behavioral theories emphasize a leader's actions rather than intellectual qualities. That is, great leaders are made or brought up, but they are not born. This implies that many people can become successful leaders through training and observation (Amanchukwu et al., 2015). Behavioral Theory's assumptions differ from those of trait theory. Trait theory views that a leader is born with certain features that make them a good leader whereas behavioral theory assumes that a human can learn to become a good leader (Kolzow, 2014: 21). Behavioral theory probably originated from Ohio State scholars. However, since that school was generally inactive between 1980 and 1990, its theories have been slightly integrated in other approaches (Day and Antonakis, 2012: 8).

Contingency theories focus on the specific variables that define which type of leadership is most appropriate for specific work circumstances. As no single leadership style is appropriate for all circumstances, success depends on several variables, such as leadership type, talents of followers, and situational features (Charry, 2012). Contingency theories include "situational", "transactional", "transformational", "servant and value-based" leadership theories.

According to Situational Theory, leaders select the best course of action according to situational circumstances. Thus, specific "styles of leadership may be more appropriate for different types of decision-making" (Amanchukwu et al., 2015: 6). In contrast to Great Man Theory, it also assumes that great leaders are made or raised, not born, and that people can become leaders through training and observation (Charry, 2019).

Participative Theory suggests that ideal leadership requires considering others' views in decision-making systems. By including all people's views in the decision-making system, collaboration is increased, and the business becomes more successful (Amanchukwu et al., 2015). Somewhat differently, transactional or management leadership first considers the rules, norms, and principles in an organization before focusing on supervision, group performance, and the interactions between leaders and followers. This kind of leadership can effectively utilize rewards and punishments to attain goals. Finally, relationship or transformation theory highlights the established connection between managers and followers. Transformational leaders focus on motivation and inspire by doing a better job (Charry, 2019).

This outline of the evolution of leadership theories demonstrates that they have progressed in parallel with the changes, challenges, and requirements of business, markets, and economic life. Changing conditions mean that applied leadership models or theories barely explain either current or future leadership progress or development; some scholars have tried to invent new leadership theories that are more consistent with current business structures. This new perspective has produced various novel leadership

theories, such as servant, entrepreneurial, lateral, innovative, and thought leaderships. However, there has not yet been enough research to explain comprehensively their fundamental features (Rakoditsoe, 2016: 16).

Traditional leadership models focus on motivating employees to maximize profits. They therefore pay less attention the changing condition affected by information ages in globalized world. Because the demands of customers have become more complex, those customers have much more knowledge about markets, and that businesses are constantly innovating. Likewise, the increasing importance of global environment problems has forced conventional leadership models to be reconsidered. Some therefore claim, that "thought leadership can provide growth, innovation, and new market standards" (Rakoditsoe, 2016: 4).

1.1. The Emergence Process of lateral and Thought Leaderships in Information Age at Globalized World

Thinking about and inventing new ideas, approaches, and views that can change political, cultural, economic and business life are ineradicable human traits. Such new ways of thinking have led to paradigm shifts in society and business throughout history. We can see the traits of this innovative and new thinking in ancient Greece, in ancient China culture, in 18th and 19th centuries when paradigm shift took place in social, political, business, social, economic and other scientific fields in Europe. This created a business organization and leadership precisely centered on profit maximization, in hierarchal structure, according to determined rules, norms and principles.

However, the recent developments in the modern globalized world have altered business dynamics by creating new challenges for entrepreneurs. First, the widespread role of the internet in business provides customers with rapid and wide access to information whereas a few people previously held information. Today, because of websites like Google and Wikipedia, information is now in the hands of countless people (Church, Stein and Henderson, 2011: 23). This has made conventional leadership obsolete as it deals only with cost-effectiveness, maximization of profits, and sustaining a hierarchal organizational structure. Conversely, new leadership must consider differentiating the company form the others and influencing customers' preferences now that they have the tools to access data in the information age. To gain and keep a competitive advantage, organizations or business establishments need to innovate continually (Jung, Chow and Wu, 2003: 526) through leadership that focuses on innovative ideas, thoughts, and technology, or new methods in all fields of business.

In the modern information age, a new generation has grown up with modern communication tools and technologies like the internet, laptops, tablets, Facebook, and email. These generational shifts, coded as X, Y, and Z shifts, have required new forms of thinking and new forms of leadership (Church et al., 2011: 28). On the other hand, advances, including the explosion of knowledge and wider availability of information are the critical part of new challenging world. These new generations can be forced hardly to work within hierarchical restrictions.

Nowadays, followers increasingly find solutions themselves, even to complex problems, as not all information reaches the highest management levels. The senior leadership may be unable to process information sufficiently fast, even if they receive it in time. Furthermore, for project and steering groups, the chairperson can only behave as a coordinator while rarely being able to resolve conflicts by utilizing their authority as chair (Kuhl, Schnelle and Tillmann, 2005:177-178).

Meanwhile, market realities have increased pressure on firms to raise their efficiency and effectiveness and become even more creative so they can manufacture new products. Furthermore, it has forced companies to improve their processes to decrease costs because of competition.

Likewise, globalization has thus created both challenges and opportunities for conducting business. A major challenge is the increased need to innovate and differentiate from other companies in business activities (Church et al., 2011: 28). Otherwise, it will be very challenging to satisfy customer need and demands. This requires new ideas in customer relations, production, management, distribution, sales, and marketing. In turn, a new leadership model to replace conventional leadership is needed to overcome competitive market challenges. Hamrouni and Akkari (2012: 192) reported "failure to adapt to the environment and external factors could cause businesses to fail. For an organization to be able to adapt to the changing environment, it needs a visionary leadership" (Rakoditsoe, 2016: 3).

Besides, industrialization, globalization, and other factors have created some globally undesirable concerns, such as climate change, water management, renewable energy, aging, health and well-being. These adverse developments may cause a paradigm shift in society. It requires new leadership that put emphasizes those societal concerns (Van Halderen and Kettler-Paddock, 2011).

Furthermore, the conventional leadership concept focusing on making profits is not enough for firms to survive in a competitive market environment. New leadership models must first consider reinventing or innovating to compete in challenging market conditions. Therefore, new leadership should create the future for the organization, as markets are dynamic; organizations must create a competitive advantage. This paradigm shift has led a new role for leadership (McCrimmon, 2005: 1066; Rakoditsoe, 2016: 11).

In sum, in globalized world, certain developments have made very challenging for entrepreneurs to cope with business hardships. Thus, there has taken place two important progresses toward leadership styles. Lateral leadership and thought have emerged to tackle with harsh competition in information age. Following section will scrutinize both leaderships in detail.

1.2. Lateral Leadership: Evolution and Major Characteristics

As outlined, the global, economic, business, technological progresses and proliferation of knowledge in current age have enforced to search and apply new leadership style. Moreover, the organization structure of businesses has been deep transformation from rigid hierarchal structure to network structure involving flows of people, information, and resources across boundaries. This has gradually removed the strict conventional

boundaries separating employees, contractors, consultants, partners, suppliers, and customers (Rosen, 2017). To cope with these new dynamics and working environments, a new, effective leadership thinking approach is required.

In this perspective, since the 1970s, there has been a search for new techniques, ideas, and approaches to maximize profits in competitive economic and business life. Lateral leadership is derived from the lateral thinking approach of Edward de Bono in his 1970 book Lateral Thinking. Bono defined lateral thinking as a very different way of logical thinking, closely related to insight, creativity, and humor (Bono, 1970: 1). He divides thinking into two methods. Vertical thinking uses conventional, long-established logical processes whereas lateral thinking involves disrupting the specific order of thinking to find solutions from other angles and in new ways (Bono, 2014).

Table 1. Points out that lateral thinking is quite different from traditional vertical thinking, which is based on analytical examination and searching for the correct solution or decision. Such thinking requires a sequential approach with correction at every step to eliminate irrelevant alternatives or facts to avoid errors. Vertical thinking focuses on selecting among alternatives based on correctness or truth. Unlike classical or vertical thinking, lateral thinking is a new rhetoric that critically focuses on examining different approaches to generate new ideas and create new alternatives to find the most promising. It therefore also searches for the least likely approaches as they add richness to the decision-making system. This also improves the effectiveness of vertical thinking (Bono, 1970: 8; 34).

Table 1: Differences between Vertical Thinking and Lateral Thinking

Vertical Thinking	Lateral Thinking
Selective: choosing among alternatives	Generative: creating new alternatives
Progresses the ideas generated by lateral thinking	Improves the effectiveness of vertical thinking
Traditional	Searching for post-modern approaches (author's suggestion)
Needs correction at every step	Does not need correction at every step
Concentrating on and eliminating irrelevant approaches	Examining different approaches to find the most promising
Analytical and sequential	Provocative and can make jumps if necessary
Fixed categories, and labels	Categories, etc. not fixed
Focusing on most likely approaches	Also searching for least likely approaches
Correctness cannot be disregarded	Richness is essential in lateral thinking
Finite process	Probabilistic process: explore chances of an optimal solution without guaranteeing one
Direct approach (author's suggestion)	Also explores indirect approaches for promising alternatives (author's suggestion)

Source: Table is prepared from de Bono (1970) along with author's elaborations
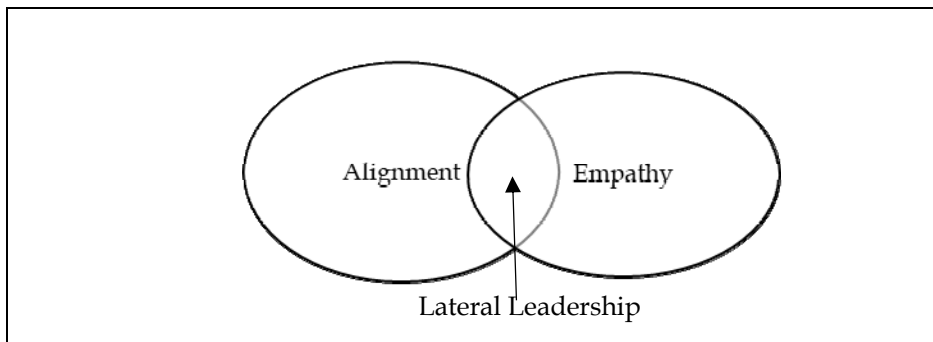
Since the emergence of lateral thinking, the focus has shifted to lateral leadership in response to the growing complexity and interdependence of world demands (Yip et al., 2011: 2). Horizontal boundaries are a challenge for leaders. Therefore, classical leadership styles are unlikely to deal with the complex challenges of the globalized world. Conventional leaders manage vertically by working upwards and downwards. However, in today's interconnected world, leaders must work efficiently across functions and locations, and with different stakeholders. Worldwide competition, varying demographics, and growing cross-organizational interactions are drastically altering business dynamics (Yip, Ernst and Campbell, 2011: 2).

Additionally, lateral leaders construct relationships with individuals across networks to facilitate opportunities for potential allies to explore alternative resolutions, options, or decisions that might improve the company's overall efficacy. They are therefore open to new ideas and differing values, attitudes, and assumptions. A key element of lateral leadership is a commitment to achieving common goals using effective communication. As a communicator, the lateral leader develops and promotes relationships leading to win-win situations (Bono, 2009; Selart, 2010).

Lateral leadership may encounter challenges as hierarchical authority disappears. For example, labor in an organization is divided between different functional or production units (Kuhl et al., 2005: 179), so one office can generally hardly manage all decisions.

Influencing others without formal authority is a necessary feature for both small businesses and large companies. As can be seen in Figure 1. below, it is a leadership style at the intersection of the concepts of harmony and empathy. However, although both compliance and empathy are equally important, they must have different priorities depending on the working environment (Herbig, 2018).

Figure 1: Lateral Leadership

Source: Herbig, 2018:13

In sum, the essential feature of lateral thinking in business is that it abandons conventional approaches, techniques, ideas, etc. in every field and organization in favor of searching for and examining new ones that can enable an organization to become more competitive. Creativity and innovations are the cornerstone of lateral thinking: producing new ideas, concepts, and designs. (Sloane, 2003: 7-8). Creativity and innovation are thus

linked to each other. The combination of their potential enables lateral thinking to be realized (Bono, 1970: 8).

1.3. Thought Leadership: Evolution and Major Characteristics

These emerging trends demonstrate that the leadership concept has evolved from an individualistic and influence-based approach to a more humanistic, collaborative, thoughtful approach that incorporates innovation, strategy and stakeholder management. (Young, 2013).

Thought leadership is quite a new leadership style that has emerges within the post-1990s globalized world. Journalist, Joel Kurtzman, editor-in-chief of Strategy + Business magazine, officially coined it, as a term in 1994. On the other hand, the first type of logic regarding thought leadership dates from the 1970s, as B2B companies in America began to utilize new methods for boosting their profiles and differentiate themselves from competitors. "Differentiation by displaying their intellectual capacities to be seen by clients as their "trusted voice" on the problems and issues that mattered to them" (Van Halderen, 2015: 22). Accordingly, B2B companies started to develop thought leadership publications while disseminating intellectual studies became an effective way for many consulting firms "to raise their profile and advertise their trademark as being intellectually superior to the competition" (Crainer and Dearlove, 1999: 27 in van Halderen, 2015: 22).

As one of the first thought leadership theoreticians, McCrimmon (2005: 1064) emphasizes new ideas in thought leadership, defining it as "the championing of new ideas rather than anything to do with managing people or helping a group achieve a goal". He thus claims that thought leadership can hardly be considered in terms of enabling or managing a team to achieve a task. McCrimmon (2005: 1068 in Iddrisu, 2017: 20) further claims that thought leadership is not a conventional top-down approach but involves sharing ideas and altering how people think. Moreover, he further asserts that thought leaders are revolutionaries who challenge the status quo, who do not conduct routine tasks just to earn money but propose new ideas and give full support to these ideas by championing them from the outset to the end. Overall, the above definitions suggest, "intellect, new ideas, trust, and influence are key elements in defining thought leadership" (Iddrisu, 2017: 13).

Considering above explanations, it does not reflect the conventional leadership styles that put great emphasis on sales, market share, and maximization of profits in a business environment where the responsibility of everyone is precisely determined within hierarchical structures. Thought leadership does not convey the features of conventional leadership styles in this perspective. There is no hierarchical structure as there is no seniority-subordinate relationship. This means that there are no manager-follower relations as no one manages anyone. The core principle of thought leadership to create an environment where all people can focus on creating new ideas to overcome business hardships. Anyone who creates valuable thinking that increases the company's success is a thought leader, regardless of their post in the company.

To succeed in competitive markets and maintain a trust-based relationship with customers, managers should also pioneer new ideas (McCrimmon, 2005). Thought leaders try to influence customers through all kinds of tools presented by modern technologies (Brosseau and Kawasaki, 2013). In this way, they differentiate their company from competitors through logic, thinking, creativity, and innovation.

Anyone who can alter the company's vision, organizational structure, or marketing share can be deemed a thought leader. Thus, thought leadership does not necessarily refer to executive leaders because "non-managerial employees with revolutionary mindsets and the capability to champion new ideas" can also be regarded as thought leaders (McCrimmon, 2005: 1064)

Societal transformation is a new dimension of thought leadership, developed by Mignon van Halderen (2015: 8-9) in his book "Paradigm Shifting". He asserts that organizations that connect people are at the center of societal change. People's disengagement from the neo-classical economic vision, the global financial crisis of 2008, increasing awareness of human and environmental concerns in business, and people's distancing themselves from societal establishments have all shaken old ways of acting, ignored ingrained and interlocked systems, and replaced old types of logic with refreshing new ones (Van Halderen, 2015: 8-9).

As the conventional ways of marketing through standard advertising are no longer an important marketing tool of choice B2B practitioners have extensively investigated thought leadership as the most effective tool to capture attention, display competences, and involve the audience to act (Al-Badi et. al, 2014).

As seen from the Table 2. Thought leadership has been founded based on the key pillars. These are collaboration, innovativeness, entrepreneurship, creativity, customer relations. Collaboration means to engage with all stakeholder to achieve firm's goals. In this perspective, it focuses on building alliances, engaging (active participation in networks), information sharing and continuous learning, contacting with all company workers for better ideas. Likewise, innovativeness emphasizes lateral thinking, searching for new ideas, provocative views, and targeting solution. Regarding entrepreneurship, it regards creating an organizational identity, visionary targeted future progresses, creating personnel values for others, respecting and giving way to new and valuable ideas. On the hand, creativity focuses on acquiring new knowledge and capability, personnel progress, respecting others' creativity, ideas, and develop employees' creativity abilities. The final one is about customer relations. It totally attaches importance the customers' demand and how to make differentiate forms in the eyes of customers.

Table 2: Thought Leadership Pillars

Collaboration	Innovativeness	Entrepreneurship	Creativity	Customer Relations
Building alliances	Lateral thinking	Soul and characteristics of business workers	Acquiring new knowledge and capability	Getting knowledge on current trends
Engaged (active participation in networks)	Searching for new ideas	Visionary and looking for future development	Personnel progress	Being aware of customer demands and preferences
Information sharing and continuous learning	Provocative views	Creating personnel values for others	Respecting others' creativity, ideas	Expanding how to improve customer relations
Contact with all company workers for better ideas.	Solution driven	Respecting and giving way to new and valuable ideas	Develop employees' creativity abilities	Improving customers' importance for employees

Source: Prepared based on author's elaboration and Tropf (2015)

2. The Comparison of Three Leadership: Differences and Similarities

In this section, the center of study is comparing conventional leadership with lateral and though leadership. There are several types of leadership styles, such as "autocratic leadership", "bureaucratic leadership", "charismatic leadership", "democratic leadership"," transactional leadership", "servant leadership", "thought leadership" and "lateral leadership". All these leadership styles have their own features. However, lateral and thought leadership display some differentiated features or dynamics from others.

2.1 Conventional leadership versus lateral leadership

As expressed, conventional leadership is based on vertical thinking approach centering on analytical and empirical thinking that searches for the best option within established rules and principles. Within this system, the leader's capacity is generally restricted by vertical boundaries and organizational rules while well-defined processes can limit the exercise of leaders' free will. Such leaders exhibit goal-oriented, decisiveness, which "is well suited to a structured environment, such as a mature corporation, government department, or military unit "(Sloane, 2003: 6). Such leaders are defined as classical, traditional or conventional leaders. Conventional conceptions of leadership have focused on the leader being in a position of authority.

We should bear in mind that vertical management structures and leadership can still improve a company's overall performance. The requirement of conventional leadership is hardly ignored in routine business activities. However, the changing business environment, technological development, interconnected economic activities, mergers, varying employee characteristics, and easy access to information, making firms

differentiate from rivals, the changing customer characteristics in information era have altered management structures and roles, and required the development of new leadership styles to respond to these challenges. The transformation of organizations from inflexible hierarchical configurations to networked structures or creative structure also necessitates new leadership models.

In contrast, lateral leadership uses more appropriate means of achieving corporate goals, most crucially innovativeness and creativity. Lateral leadership encourages and authorizes employees to take inventive and risk-taking approaches to grasp new opportunities. Lateral leadership seeks to eliminate hierarchal chains because they severely restrict the free will of both leaders and followers to exploit new opportunities.

As Table 3. Shows, conventional and vertical leaders reflect varying working and economic necessities. A conventional leader's freedom of action is restricted by vertical boundaries and organizational rules, so their focus will be on accomplishing organizational goals within these constraints. Conversely, lateral leaders' working boundaries are less restrictive, so they must develop creative and innovative techniques, solutions, and approaches, and change the rules and partners to achieve organizational goals. The major attitudinal difference between them concerns their approach to followers. Conventional leaders treat them as subordinates in accordance with well-defined organizational rules and behave as instructors to prevent mistakes. In contrast, lateral leaders see followers as colleagues due to less restrictive working environments, and aim to empower them, such as by encouraging constructive dissent. Finally, conventional leaders maintain strong authority, focusing on activity, outcomes, and effectiveness, whereas lateral leaders act more as coordinators who aim to inspire the team to discover what is new and best (Sloane, 2017). As explained further below, lateral leadership may even evolve towards leadership without authority.

Table 3: Comparison of conventional Leadership with Lateral Leadership

Conventional Leadership	Lateral Leadership
Based on vertical thinking	Based on lateral thinking
Leader's capacity restricted by vertical boundaries, organizational rules, and well-defined procedures	Leaders freer from boundaries, rules, and procedures
Utilizing conventional ways to improve effectiveness and efficiency	Utilizing new means; willingness to change rules, partners, or approaches if necessary
Having a robust sense of path and determination	Having a vision of inspiring followers
Seeking higher productivity, quicker development, more aggressive sales and marketing	Seeking new methods, new approaches to customers and partnerships
Seeing followers as subordinates	Seeing followers as colleagues

Conventional Leadership	Lateral Leadership
Being decisive, often without prior consultation	Soliciting followers' contributions before making decisions
Strongly emphasizing analytical, critical, logical thinking	Strongly emphasizing lateral thinking but without disregarding other approaches
Focus on actions and results	Focus on direction and innovation to achieve results
Instructing followers	Empowering followers
Discouraging dissent	Encouraging constructive dissent
Rewarding performance and results	Rewarding creativity and risk taking
Maintaining strong authority	Evolving towards leadership without authority in some cases

Source: Based on Sloane, 2003: 12-13; 2017: 2- 3, and author's suggestions.

2.2. Conventional Leadership Versus Thought Leadership

Increased access to knowledge through new communication tools has de-emphasized traditional ways of doing business because rapid dissemination of information has increased the awareness of other companies and customers about new products, their specifications, etc. Market conditions have forced leaders to be more creative in production, sales, customer relations, etc. Thus, distinct, provocative, triggering, or charming ideas can make firms successful. In traditional thinking, new thinking and creativeness can also be thought over, however this does not mean conventional leadership put all emphasize.

On the other hand, business practices have changed in many ways due to technological innovation over the past 100 years. This has caused historically significant shifts in the world of business. For example, whereas constructing and selling products were previously major business activities, by 2010, the 10 largest businesses were mainly related to the creation and sales of invisible, intangible business, such as pharmaceutical products, brands, computer coding, genetically based engineering, web-based technology, and telecommunications (Church et al., 2011: 25). This has necessitated new thinking and new leadership to cope with the changing conditions, as conventional leadership tailored to work in classical hierarchal structure is hardly able to overcome the emerging challenges of informational era.

Moreover, thought leadership gives companies novel viewpoints and solutions to considerably raise their profiles and help them follow the latest market developments. Customers need thought leaders for their stimulating views on various topics and challenges that matter to them. This thought leadership makes customers regard the firm as their trusted advisor in the market (Van Halderen, Kettler-Paddock and Badings, 2013; Blyth, 2017). However, conventional leadership generally does not put emphasize on customer's changing characteristics, as it focuses on profit maximization, in hierarchal management of business understanding.

Thought leadership in an organization handles customers through novelty and trust approaches. It uses novelty to attract and retain the customers' interest in the company. To "sell a new idea to customers, an organization should create trust with their stakeholders; trust will make the task achievable because a strong influence will have to go into the adoption of the idea" (Van Halderen et al., 2013: 12).

As business complexity expands, B2B and business to custom relations (B2C) have started to utilize thought leadership to form their brand, raise brand awareness, create an exclusive platform for competitive differentiation, and establish deeper relationships with customers (Van Halderen et al., 2013: 3). This evolution has made thought leadership to be attractive to firms. However, conventional leadership is not demanded as it hardly meets the of B2B or B2C requirements.

Table 4. Presents the main characteristics of thought leadership in comparison with conventional leadership. As seen from the table, conventional leadership emphasizes hierarchal structure whereas there are seniority relations in thought leadership. While conventional leadership focuses on maximization of profit and efficiency, thought leadership searches for creative ideas to transform a company to an ideal level. Conventional leadership regards customers as business as usual with no additional emphasis while thought leadership regards customers as a major asset. Therefore, it is critical to focus on customers through novelty and trustworthiness. Table 2. Presents thought leadership pillars that have an exclusive role in the development of thought leadership.

Table 4: Differences Between Conventional Leadership And Thought Leadership

Conventional Leadership	Thought Leadership
Management, emphasis on hierarchical structure	New approach of leadership based on creative new thought; no seniority relations
Focusing on maximization of profits and efficiency	Searching for creative ideas to transform company to an ideal level
Managers as also leaders	No pre-determined thought leadership; those with creative ideas and new thoughts, whether manager or follower, can be thought leaders
Maintaining status quo.	Considering provocative thoughts and revolutionary ideas to raise company profile in customers' eyes
Maintaining a strictly ordered decision-making system	Giving away ideas for free
Traditional sales and marketing	Mixture of active/passive marketing
Engaging in maintaining individual position	Creating personal value for others
Working according to pre-determined procedures	Active participation in network
Customers regarded as other business factors	Attracting customers' interest as major aim so focusing on customers through novelty with trust as critical
No uncertainty as everything is pre-planned to minimize uncertainty	Journey into the unknown

Source: Author's own elaboration from several sources.

In sum, traditional leadership emphasizes hierarchal structure whereas there are no seniority-subordinate relations in thought leadership. While conventional leadership focuses on maximizing profits and efficiency, thought leadership searches for creative ideas to transform the company to an ideal level.

Despite these differences in their decision-making systems and problem-solving approaches, conventional and lateral leadership are not antagonistic. Both desire better management principles to increase organizational efficiency and efficacy to achieve goals. Thus, both be a complementary in covering each other's weaknesses in specific situations. Successful leaders are thus leaders who can appropriately combine conventional and lateral leadership (Sloane, 2017).

2.3. Lateral leadership versus Thought leadership: Similarities-Differences

As expressed, both leaderships are the outcome of recent progresses took place in globalized world. The business environment and the scale of economic activities have been enormously affected by global dynamics, the rise of multi-national corporations, mergers, and the new structural progress of inter-companies. These developments have forced management to modify its principles and concepts. Additionally, due to wide spread of internet customers now rapidly access to information on rand, price business, etc. This enforces companies to reflect new to contact with customers with correct and trustworthy methods. Moreover, firms need innovative and creative ideas to compete with challenging business life.

Because of those progresses, lateral and thought leadership have merged to cope with challenges of harsh business competition in information age. Considering those main themes, both leaderships are originated from lateral thinking, rather than vertical thinking. This is the one of major similarities of both leaderships. The second similarity is that both leadership styles exhibits different leadership characteristics from styles from others such as autocratic leadership, bureaucratic leadership, charismatic leadership, democratic leadership, transactional, servant leadership. All these leadership styles have their own features. However, lateral and thought leaderships display some special features, which differentiate them from other leadership styles. First, they are both centering non-hierarchal management structures in any business organization. They do not consider upward and downward organization. Their major aim is to create conditions of working environment in which all employers can freely present new and provoking ideas that has a possibility of improving firms and their capacity and efficiency.

Third, both leaderships emerge to manage the challenges of post-modernity, characterized by the growing complexity and global interdependence created by multi-national corporations, mergers, and the new structural progresses of inter-companies. Another major similarity of both leadership styles is about their goal. They essentially look for creative and innovative ideas that bring radical changes to business activities of their firms.

Coming to their differences there is very thin line between two approaches. Because their aims are the same, such as increasing efficiency of firms, reflecting and

implementing new managerial methods and principles and competing with challenges. The major difference between lateral and thought leadership is originated from their target audience and methods of implementation. In this perspective, lateral leadership, in today's interconnected world, gives priorities to work efficiently across functions and locations, and with different stakeholders, without an authority. It has become new leaderships style required for cross-functional teams, practical workgroups, and cross-sector partnerships, due to growing interconnections, assisted by technological progress (Yip, et al., 2011: 12). Non-hierarchal managerial structure without an authority is more voiced in thought leadership.

On the contrary, thought leadership has progressed toward a new approach of non-managerial structures that prioritizes customer relations, societal transformation, and creativity. It takes cares of all stakeholders, notably customers. Therefore, it was conceptualized by novelty and trust wordings. This has not seen at lateral leadership understanding. On the other hand, thought leadership has also become a preferred tool for B2B and B2C relations. Due its importance, there are widespread thought leadership training program for CEOs, other high-level posts, and for other companies competing against emerging risks and challenges in business.

In sum, lateral and thought leadership have very common characteristics, however, although they have also some minor differences as well.

Conclusion

The complexity of business has increased due to developments in an integrated and globalized world of modern technologies and communication tools. This requires a new leadership style to respond to new hardships and challenges. Thus, there has taken place two important progresses toward leadership styles. Lateral leadership and thought have emerged because of these developments at current information age.

Both leadership styles have very strong differences form the conventional leadership thinking. Lateral leadership replaces the current subordinating approach with a focus on insight, collaboration, coordination, and creativity with all stakeholders, particularly employees, to achieve organizational goals, while disregarding hierarchal authority. On the other hand, thought leadership focuses on meeting the challenges of a globalized world through new thinking, innovations, new ideas, and transformational solutions to meet customer expectations, reflect social change requirements in business life, and differentiate companies regarding marketing share.

Although they have very common similarities, both have some minor differences also. The major difference between lateral and thought leadership result from their target audience and methods of implementation. In this perspective, lateral leadership, in today's interconnected world, gives priorities to work efficiently across functions and locations, and with different stakeholders, without a hierarchal authority. On the contrary, thought leadership has progressed toward a new approach of non-managerial structures that prioritizes customer relations, societal transformation, and creativity.

The major finding is that both leaderships, as a relatively new approach, focuses on meeting the challenges of corporate business emerging in a globalized world with a slight difference methods and implementation.

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