



Agile and Innovative Leadership Paradigms in Building Organizations Responsive to Change: A Review of Rhenald Kasali's Thoughts

Sri Haryanti ¹⁾; Gibraltar Royal Mahadiva Abdullah ²⁾

¹⁾ UIN Raden Mas Said Surakarta, Indonesia

²⁾ Universitas Gadjah Mada

Email: ¹⁾sriharyanti@staff.uinsaid.ac.id ; ²⁾gibraltarroyalmahadivaabdullah@mail.ugm.ac.id

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ABSTRACT

This article explores the paradigm of Agile and Innovative Leadership in building organizations that are responsive to change, with a critical examination of the thoughts of Rhenald Kasali, a prominent Indonesian management thinker and practitioner. Kasali emphasizes the crucial role of visionary leaders who possess the ability to adapt swiftly to the dynamics of a complex business environment. His works highlight the necessity for leaders to foster an organizational culture that encourages innovation, continuous learning, and agility. By applying Agile principles, leaders can create competitive and responsive teams that are well-equipped to navigate the challenges of disruption and rapid transformation. This discussion asserts that Kasali's insights are particularly relevant to the pressing needs of the nation, where enhancing literacy in change, innovation, and disruption is essential for sustainable growth and development. Ultimately, the article underscores the importance of developing forward-thinking leaders who can guide their organizations towards resilience and success in an ever-evolving landscape.

INTRODUCTION

The agile and innovative leadership paradigms are increasingly relevant approaches to addressing the dynamics and complexity of today's business environment (Porkodi, 2024: 117). Agile leadership emphasizes flexibility, responsiveness to change, and collaboration between teams, where leaders serve not only as decision-makers but also as facilitators who empower team members to innovate independently. Meanwhile, innovative leadership focuses on creating an environment that encourages creativity and experimentation, where mistakes are viewed as part of the learning process (Kasali, 2015). The combination of these two paradigms produces

leaders capable of integrating agile principles into the innovation process, enabling organizations to adapt quickly to market changes and effectively capitalize on opportunities.

Rhenald Kasali, a professor of management science at the University of Indonesia, has highlighted the importance of agile and innovative leadership in the context of the ever-changing business world. In several of his works and reflections, he reviews leading companies and leaders who have successfully implemented these principles effectively (Kasali, 2015: 63). Kasali emphasizes that innovative leadership requires not only a clear vision but also the ability to adapt quickly to market and technological changes (Kasali, 2017: 141). Rhenald Kasali analyzes real-life cases and demonstrates how agile leaders are able to create a collaborative and responsive work culture, motivating their teams to innovate in the face of challenges.

In his book "Not a Lion That Bleep," Kasali illustrates that being "agile" is not just about speed in decision-making or adaptation, but also about the ability to move with precision and wisdom in facing existing challenges (Kasali, 2014: 6-7). Kasali emphatically states that if a thousand lions are led by a goat, the lions will bleat. Conversely, if a thousand sheep are led by a lion, the sheep will roar. Kasali's depiction of agile and innovative leadership with the analogy of a lion's roar is very striking and easy to understand.

Rhenald Kasali's other books, such as "Changes in Leadership, Non-finito," "Tomorrow is Today," "Self-Driving," "Disruption," "The Great Shifting," "Leap: Towards Sustainable Innovation," and others, extensively discuss examples of agile companies and leaders who have successfully gained the trust of the business world and become models of success. Kasali's accessible, clear, and exemplary commentary has contributed to his widespread understanding, significantly raising public awareness of the need for agility and innovation in today's ever-changing organizational and corporate landscape.

Rhenald Kasali has thus opened the eyes of the public, particularly students, Generation Z, and businesspeople, to shift the paradigm of organizational development and respond to rapid change with agility and innovation. Furthermore, Rhenald Kasali also brings readers into familiar social and leadership contexts, such as his accounts of regional heads, commissioners, and managers in Indonesia who have made successful leaps. The agility and innovation paradigm consistently promoted by Kasali in his works has significantly changed public perception in this era of disruption. Therefore, discussing Rhenald Kasali's thoughts in the context of leadership and societal change in Indonesia is highly engaging and relevant.

LITERATURE REVIEW

Several studies on agile and innovative leadership in the context of organizations and change have been conducted by Rhenald Kasali (2015, 2017, 2018, 2019, 2020, and 2024), Rois Arifin and Henny Purwanti (2023), S. Porkodi (2024), Alharbi (2021), Weichun Zhu (2024), Yona Kartika Sari (2024), and others. These studies generally examine the effectiveness, agility, innovation, and acumen of a leader in an organization or company when facing challenges and opportunities. Rapid changes require a different paradigm, and these studies examine the theories and practices adopted by leaders who have successfully made these leaps (Kasali, 2024).

Rhenald Kasali, for example, states that the key to success in the era of disruption is new management and a disruptive mindset. Citing Cragun & Sweetmen, Kasali identified five drivers of the wave of disruption that has occurred since 1980. By 2015, the world had experienced approximately 20 shock episodes, divided into five categories: technology (particularly IT), management theory (new changes in human resource management, leadership, production, and business), economic events (the role of the state, central banks, fluctuations in supply and demand), global competitiveness, and geopolitics (Kasali, 2017: 22-23).

In his book "Leap: Towards Sustainable Innovation," Rhenald Kasali explains the meaning of "agility," which is defined as intelligence, agility, or nimbleness. In the corporate context, it

refers to a company that possesses the intelligence, agility, and speed to seize opportunities and be adaptive (Kasali, 2024: 163). When the term "agile" is applied to leadership, it refers to the ability to quickly transition from a starting point to a meaningful leap, thus enabling an efficient takeoff (Kasali, 2024: 161).

Kasali's other book, "The Great Shifting," more explicitly outlines ten predictions about how life and business will evolve over the next ten years. These include: first, life and business will shift massively to platforms; second, the impact of the shift from the old world to platforms will not only be limited to sectoral aspects, but will also impact business methods and methods, expanding into multi-industry ones; third, countries will continue to face pressures; fourth, familiar jobs will gradually be replaced by new ones; fifth, there will be no place for mediocre groups who lack the self-sufficiency to learn again or adopt a passenger mentality; sixth, education will experience significant pressure from changes in teaching methods, technology, and quality standards. AI will play a more dominant role; seventh, the "what to learn" approach will become obsolete and be replaced by "how to learn"; eighth, the role of 3D printing will become more dominant in many economic activities. ninth, data and information are becoming a crucial basis for the economy and a strategic weapon in competition; and tenth, as the world's population increasingly shifts to cities and forms megacities, Indonesia will turn to villages (Kasali, 2018: xix-xx). These ten predictions seem to be starting to become clear.

Rhenald Kasali's other works consistently support these predictions. This is, for example, in line with a World Economic Forum report that presented survey results that 35% of workers' skills will face disruption in the next few years (World Economic Forum, 2025: 31). The accelerated adoption of digital tools, remote work solutions, and advanced technologies such as machine learning and generative AI provides companies with relevant experience to better understand the critical skills needed to navigate rapid technological change. Despite current uncertainty regarding the long-term impact of generative AI, the level of anticipated skills disruption is stabilizing, albeit remaining at a high level. Overall, the survey estimates that 39% of workers' core skills will change by 2030. While this reflects significant skills disruption, this figure is down from 44% in 2023. One contributing factor to this finding may be the growing focus on continuous learning, upskilling programs, and reskilling, which enable companies to better predict and manage future skills needs (World Economic Forum, 2025: 32).

Furthermore, Rhenald Kasali also highlights the performance of pioneers/leaders or commissioners of companies and/or governments. In his book "Road to Prosperity" (2020), for example, Kasali specifically explores agile and innovative leadership models that produce breakthroughs. Kasali reviews the career and leadership of Banyuwangi Regent, Azwar Anas, using modern agile and innovative management theories and metrics. Azwar Anas, according to Kasali, succeeded in leading Banyuwangi forward and implementing fundamental changes in the bureaucracy, thus bringing progress and effectiveness to the Banyuwangi government (Kasali, 2020: 3).

Furthermore, global CEOs were also reviewed by Kasali. Among them were the CEO of Walmart, the CEO of JPMorgan, Silicon Valley survivors, the President Director of Garuda, the President Director of PT Kereta Api Indonesia, and others. Kasali's review emphasized that to become an agile and innovative leader, mobilization and orchestration, often referred to as #MO, are necessary. What does #MO mean? According to Kasali, #MO is a new approach in the Industrial Revolution 4.0-based industry with six pillars (Internet of Things, Cloud Computing, Big Data Analytics, Artificial Intelligence, Super Apps, and Broadband Infrastructure) (Kasali, 2019: 3). Therefore, to achieve effective success, a company or organization must incorporate #MO into its implementation.

Another author, S. Porkodi, reinforces Kasali's argument. Porkodi identifies the concept of agile leadership, which is considered helpful in assessing the progress of empirical research, refining leadership theories and models, and identifying potential growth opportunities. The success of agile leadership depends on factors such as company culture, industry, and size,

which can be further studied. Furthermore, organizations need to adapt their strategies related to customer service, financial management, and investment to better reflect the values of agile leadership (S. Porkodi, 2024: 117-118).

METHODS

The method used in this research is content analysis. Content analysis is a research technique used to analyze message content systematically, objectively, and quantitatively. Its primary goal is to identify patterns, themes, and relationships within the messages being analyzed (Krippendorff, 1991). Content analysis is often used in communication studies, media studies, and other social research. In this research, this method was carried out by analyzing the content of six sources from Rhenald Kasali's books. This analysis was then carried out using deductive reasoning to obtain logical conclusions. The books that served as primary sources for this research are as follows:

Table 1

No.	Book title	Publication Year
1	Kasali, Rhenald. <i>Agility: Bukan Singa yang Mengembik</i> (Jakarta: Gramedia Pustaka Utama).	2014
2	Kasali, Rhenald. <i>Change Leadership: Non-Finito</i> (Bandung: Mizan)	2015
3	Kasali, Rhenald. <i>Disruption</i> (Jakarta: Gramedia Pustaka Utama)	2017
4	Kasali, Rhenald. <i>The Great Shifting</i> (Jakarta: Gramedia Pustaka Utama)	2018
5	Kasali, Rhenald. <i>MO: Sebuah Dunia Baru yang Membuat Banyak Orang Gagal Paham</i> (Bandung: Mizan).	2019
6	Kasali, Rhenald. <i>LEAP: Menuju Inovasi Berkelanjutan</i> (Bandung: Mizan)	2024

Furthermore, secondary sources used were bibliographic data related to the research topic, both from Rhenald Kasali's other books and his website. Topics relevant to this research include disruption, mindset, the digital era, globalization, and leadership theory and practice in general.

RESULTS

Rhenald Kasali's book, "Agility: Not a Lion Bleating," has received widespread acclaim. Its topic is highly relevant to the growing need for a new, more effective and agile approach to leadership. Kasali quotes French diplomat Charles Maurice de Talleyrand, who stated, "A hundred goats led by a lion are far more dangerous than a hundred lions led by a goat" (Kasali, 2014: 1). This statement powerfully illustrates the need for agile and innovative leadership amidst the rapid and disruptive changes that are so urgently needed.

To achieve agility, companies and organizations need to capitalize on every challenge, both those that are readily apparent and those that emerge suddenly. Quoting Donald Sull (2010), Kasali explains three types of business agility. First, "strategic agility." Every organization has a choice: to continue playing the same old game year after year, or to boldly change course and enter a completely new game. Apple, for example, waited quite a long time (in the personal computer business) before deciding to enter the music business with the iPod and iPhone.

Second, "portfolio agility." The agility in moving or shifting existing resources within a business unit. This shifts resources (whether talent, cash/capital, equipment, and management attention) from unproductive or less profitable units to more attractive units in the future.

Third, "operational agility." This is the agility encountered daily in responding to every operational event, whether sudden or routine. The key is how to respond quickly. Some respond to disasters, complaints, traffic jams, and technical breakdowns, as Japanese companies do with the concept of quality control (Operational Excellence), and others discover new techniques to increase sales (such as low-cost airlines) or effectively reduce costs (Kasali, 2014: 24).

Innovative and agile leadership are crucial approaches to addressing challenges and sudden changes in a dynamic business environment. Leaders with these abilities are able to respond quickly to changes and create creative solutions relevant to the situation (Kasali, 2014: 32). They not only focus on efficient decision-making but also inspire their teams to adapt and think outside the box.

According to Kasali, change leaders possess high adaptive skills, are constantly learning, have a comprehensive understanding of the problem landscape, have the courage to challenge, experiment, are able to move beyond authoritative expertise, and are persistent in undergoing necessary transformations (Kasali, 2015: 50-51). Kasali reviewed several leaders with these characteristics. Among them were Regents, Mayors, Governors, and CEOs who were considered successful and exemplified agile leadership. Agile and innovative leadership is assessed not solely from a managerial perspective, but also from an ability to consider ethical, moral, and environmental sustainability considerations. Therefore, leaders with these characteristics often fare well and avoid prison.

After Rhenald Kasali reviewed how leaders adapt to change, Kasali reviewed the Era of Disruption as written in the book "Disruption" (Kasali, 2017). The era of disruption is characterized by rapid and significant changes that can alter how organizations operate and interact with customers, as well as the products and services they offer. Key characteristics of this era include rapid technological advancements, shifts in consumer behavior, and increased competition from new players often employing innovative business models.

Change leaders need to understand that to survive and thrive in this volatile climate, they must be proactive agents of change, leveraging data and analytics to make informed decisions, and fostering a culture of innovation within their teams. As Clayton Christensen, a management and innovation expert, put it, "Disruption is about how to create value in a world that no longer favors the old rules" (Christensen, 2008). This quote emphasizes the importance of leaders continuously learning and adapting to create value amidst uncertainty, as well as facilitating the transformation process necessary to remain relevant in the market (Kasali, 2017: 22).

Major changes are occurring, particularly as a result of disruptive digital technologies. Kasali emphatically states in "The Great Shifting" (2018) that technology or a collection of new technologies is a major driver of change when it transforms platforms. There is now a shift from "industrial products" to "platform products." Industrial products, such as automotive products, steel mills, shoe factories, and others, are produced using extensive land, labor, and physical equipment. Meanwhile, platform products take the form of highly efficient applications that require minimal labor and capital. This is a great shift that has demanded new ways of leadership (Albernathy, 2014).

Thus, the great shift from traditional industries to digital platforms reflects a significant transformation in how businesses operate and create value. In the era of capital-intensive and labor-intensive industries, companies were often trapped in high cost structures and reliance on physical assets. In contrast, platform models offer extraordinary efficiencies by relying on digital technology to directly connect producers and consumers, reducing the need for large physical investments. By leveraging networks and data, platforms can adapt quickly to changing market demand, minimize operational costs, and provide better service to users. This makes platform-based business models not only more flexible but also better able to face the challenges of an increasingly competitive and dynamic market. This shift underscores the importance of innovation and adaptation for companies seeking to survive and thrive in a constantly changing business environment (Edward Tse, 2015).

Furthermore, according to Kasali, an innovative and agile spirit must first emerge from a leader, then impact the system, environment, and employees, ultimately resulting in necessary changes. These values can drive leaps in leadership, whether in business, government, or society.

Rhenald Kasali, in his book "LEAP: Towards Sustainable Innovation," introduces four leap phases: Run Up, Take Off, Flight, and Landing. These four leaps constitute a framework that illustrates a company's transformation journey within the context of agile business and leadership. In the "Run Up" phase, a company prepares for change by identifying opportunities and challenges, and developing strategies that require strong collaboration and communication across teams. The "Take Off" phase marks the beginning of the implementation of innovative initiatives, where agile leadership plays a crucial role in motivating and inspiring employees to adapt to change and manage risks quickly. After takeoff, in the "Flight" phase, the company begins operating in a more efficient and responsive mode, leveraging customer and market feedback to make continuous strategic adjustments. Finally, the "Landing" phase involves evaluating the results of the initiatives implemented, ensuring that the lessons learned from the process are integrated into company policies and practices to enhance long-term competitiveness and sustainability (Kasali, 2024: 5-38). By understanding and progressing through each of these phases, companies can be better prepared to face the rapid and complex dynamics of business.

DISCUSSIONS

Rhenald Kasali (born August 13, 1960) is a prominent academic and business practitioner in Indonesia. He serves as a professor of Management Science at the Faculty of Economics, University of Indonesia, and was appointed professor on July 4, 2009. Holding a Ph.D. from the University of Illinois, Rhenald Kasali is also active as a lecturer at the Faculty of Economics. In addition to his academic activities, he is known as a prolific writer; his books consistently attract the attention of business professionals and become favorite collections, with almost all of his works achieving best-selling status (Wikipedia, accessed 2025).

Rhenald Kasali's presence is crucial for Indonesian society, particularly in the context of leadership development and improving management quality. His innovative thinking and the relevance of his works help equip leaders and business practitioners with the insights necessary to face the challenges of the times, particularly in an era of change and disruption. Thus, his contributions not only enrich the academic world but also support economic growth and social progress in Indonesia.

Rhenald Kasali's works consistently highlight the importance of innovative, agile, and visionary leadership in facing the challenges of an increasingly complex business world. In several of his books, as discussed above, he emphasizes the need for leaders to adapt quickly to change and create an organizational culture that encourages innovation. Kasali emphasizes that visionary leaders not only need to have a long-term view but also be flexible in responding to market dynamics and team needs.

Through his works, he provides in-depth insights into how leaders can apply agile principles to build responsive and competitive teams and inspire team members to continuously learn and adapt in an ever-changing environment. Rhenald Kasali encourages leaders to build a solid foundation for future organizational growth and sustainability.

According to Rhenald Kasali, the era of disruption demands the ability to read trends and changes to anticipate the unexpected, especially in the business context in Indonesia. In a country rich in cultural diversity and market potential, technology, manifested in the form of platforms, has disrupted various aspects of people's lives, from shopping to communicating and working (Kasali, 2018). For example, the emergence of e-commerce and online services like online motorcycle taxis has not only changed consumer behavior but also forced traditional

companies to adapt to stay relevant (Anggara Sahya & Cao, 2019). Kasali emphasized that leaders in Indonesia must be sensitive to these developments and able to implement responsive strategies to capitalize on the opportunities presented by technology and digital platforms.

Rhenald Kasali's works, written in Indonesian, have had a significant impact on Indonesians, the majority of whom are unfamiliar with English-language literature. Using accessible language relevant to the local context, Rhenald Kasali has successfully bridged the knowledge gap and provided in-depth insights into the challenges and opportunities facing today's business world. His works not only complement translated literature from international authors but also foster a deeper understanding of the dynamics of managerial and leadership within the Indonesian cultural context. This makes his writings a valuable source of inspiration and reference for leaders, entrepreneurs, and academics in the country.

The primary contribution of Rhenald Kasali's works lies in his ability to domesticate foreign ideas from developed countries, making them more relevant and applicable in the Indonesian context. He not only translates management and leadership concepts adopted from abroad but also intelligently adapts them to Indonesian values and culture. The examples presented in his works are familiar and easily understood by the public, thereby stimulating thought and action. Rhenald Kasali thus makes these ideas relatable and practical, enabling them to be implemented by Indonesian businesspeople and leaders in facing the challenges and dynamics of a constantly changing world. This approach not only enriches insight but also encourages innovation and development grounded in the Indonesian social and cultural context.

It is no exaggeration to say that, in the context of this discussion, Rhenald Kasali can be considered to have introduced a new paradigm in agile leadership and management, one that differs significantly from the commonly recognized tradition of charismatic leadership. Amidst the ever-changing world, the agile concept introduced by Kasali emphasizes flexibility, collaboration, and responsiveness to change, replacing a rigid hierarchical approach. This aligns with the need for modern organizations to adapt quickly to emerging challenges and increase team involvement in decision-making. By exploring local values and embracing the spirit of innovation, Kasali has successfully created a more inclusive and participatory leadership model. This new paradigm is not only relevant in the business environment but can also be applied in various social and organizational contexts, making it a significant contribution to the evolution of leadership in Indonesia.

Of course, the paradigm proposed by Rhenald Kasali is not entirely new; He adopted and adapted ideas and experiences from Western thought and integrated them into local Indonesian contexts. This is truly Rhenald Kasali's acclaimed contribution: his ability to harmonize foreign-derived managerial and leadership concepts with the cultural, social, and economic nuances of Indonesian society.

CONCLUSION

Analyzing Rhenald Kasali's thinking on the agile and innovative leadership paradigm in the context of change-responsive organizations is highly worthwhile, although not many researchers have done so. Kasali's work emphasizes the importance of visionary leaders, who not only have a long-term view but also a readiness to adapt quickly to market dynamics. He emphasizes that creating an organizational culture that supports innovation and continuous learning is key to facing complex business challenges. By applying agile principles, leaders are expected to build competitive and responsive teams and prepare organizations for sustainable growth.

Rhenald Kasali's work is highly contextualized to the needs of the Indonesian nation, which faces the challenges of literacy in change, innovation, and the era of disruption. In a situation where change is occurring rapidly and innovation is a key driver of success, Kasali's thinking provides direction for leaders to not only adapt but also become agents of change. He encourages leaders to focus not only on managing existing resources but also on developing the

ability to understand and utilize new technologies and foster a creative spirit within the organization and/or company. Although his ideas are unoriginal and distinctly Western, Kasali successfully provides new contexts through local examples. Therefore, Kasali is a driving force in increasing public awareness of management and leadership amidst the rapid flow of global change.

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