

Leadership as an Art— Articulating Knowledge-in-Practice through Dialogue

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Abstract

This article considers leadership as an art rather than a science. It attempts to articulate the “knowledge-in-practice” held by a world-class musician (a Japanese *koto* player) and a business leader by way of examining a dialogue between the two.

Lessons taken from their “knowledge in practice” include: indicate your direction, persuade others by showing credible commitment, feel the ease or unease (the “breath”) of the given circumstances and respond flexibly, pace your breathing to pressures from behind, act like a mirror for others to know themselves, bring about innovation by combining things differently, teach awareness and sharpen senses, make others happy to follow, and diversify interests and find and be aware of differences, which leads to innovation.

Keywords : leadership, art, knowledge in practice, dialogue, musician, Japanese *koto* player, business leader, innovation, follower, leader