



## Intelligence led dynamic knowledge based behavioral leadership model for dynamic fractal organization

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### ABSTRACT

*In this study, a new perspective has been introduced that how leadership can help influencing customers in an intelligent manner through behavioral sense making. Behavioral sense making can be utilized by leaders while sensing behavior and emotions of customers in a game designing organization. As compared to other organizations where role of leadership is only limited and restricted to service climate and any substantial efforts are neither made to maintain a contact between leadership behavior and customer's behavior. In many other financial organizations, role of general manager is only limited to enhance the service climate and to motivate employees so that they can enhance customer satisfaction. However, in gaming industry where leaders have involved themselves in scriptwriting, story-writing, production, and direction of games so they develop a frontline behavioral relation with customers through these activities. Therefore, it is important to present a different behavioral based knowledge managed leadership model for such organizations.*

**Keywords:** Dynamic knowledge, behavioral leadership, dynamic fractal organization

### Concept of article

A link is established between the influential role of games on behavior and emotions of customer through incorporation of suspense, action, and character. Therefore, a leader is directly communicating with behavior and emotion of customers through imposition of suspense, character designing, and actions. Utilizing SLOAN leadership model as presented by MIT Sloan management school, a new “dynamic knowledge based behavioral leadership model for fractal organizations. In model, first, we have made SLOAN model as dynamic transformational model, which has never been studied and then we have utilized leadership's competency model to address that how leadership behavior can be utilized to align with

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behavior of employees for customer satisfaction and quality enhancement through knowledge management.

## **Introduction**

In dynamic multilayer environment, the continuous influence of information technology can be seen on video game industry. It is because of the effect of one industry on another, this influence can be judged on basis of translational processes including change and induction of new development in complementary technology. In this study we wanted to study that how behavior of leader can be able to sense behavior of end users by aligning behavioral senses with behavior of customers in order to plan a standardized product for them ( Allen & Kimshaping, 2006). In competitive environment, rules of competition are continuously on a change, established companies because of established knowledge repositories have already developed strategies that can align with such rules. Whereas newly established companies because of their pre-mature knowledge repositories are struggling to maintain their position in this competitive environment (Treacy, 1997).

Providing the best quality in services can only be used as one of the best approaches to retain customer in one's organization and maintaining their loyalty. Many organizations believe that continuity in quality services is important for retention of customer loyalty. Therefore leadership of an organization can play its role in order to maintain a lifelong and paramount relationship with an organization's customers and stakeholders. It is the responsibility of an organization to maintain innovation for anticipation of customer on regular basis. In order to maintain a continuous "anticipated inter-related relationship" with customer it is crucial for the leader of an organization to come up with innovative ways in order to positively influence its customers (Kandampully, 2010).

A large number of organizations have been struggling to establish leadership branding by providing integrated information and knowledge to their leaders to achieve subsequent and monumental results. In leadership branding, leaders will have to develop innovative characteristics to differentiate themselves from the leaders of other organizations. In other terms this model of study is focusing to increase the dynamic capability of leaders, which in return can influence the competitive advantage of a firm in positive manner. JIM has illuminated light on intelligence behavior of Microsoft leaders that they can be able to distinguish themselves from other markets on basis of their superior technical competence (Intagliata, 2000)

## **How leaders can perceive vision**

Competencies certainly represent behavioral dimension required by organizations in order to fulfill goal of achieving differentiation strategy. Therefore, competencies in leaders play an important role to enable their organization to appear somewhat differentiated as compared to their rival organizations. Most of the organizations in today's environment have achieved certain goals to formulate strategies successfully that can increase chances of achieving financial goals and performance. Here the basic aim is not the financial goals that the firm has achieved but it's about the ways and the methods that firms have implemented to reach those goals. Steve jobs has achieved this goal through process of cognitive maps during intuition and interacting and integrating with other employees in order to get rid of any differentiated views, therefore new rules and regulations have been institutionalized inside organizations by following the process of intuition to institution through "forward feedback and backward feedback" ( Crossan, 1998).

Competencies in leadership also play an important role in providing structural models in order to bring alliance amongst organization management practices. It is responsibility of

an organization to assign management practices in such a way that they can vision and then trigger value behavior among the employees in order to integrate group effort for the performance of organization. Competencies for a leader may be evaluated and then modified for successful future of organization; therefore, it is very important to provide linkage between leadership behavior and employee commitment appropriate competencies (Intagliata, 2000).

### **Role of leadership**

Customer satisfaction has become one of the core objectives for such organizations in which maximum efforts have been placed through developing focus on employees that how well they can treat customers of the organization for loyalty development and to satiate their need and wants. Work attitude of sales person can be positively influenced by firm's market orientation and therefore on basis of organization commitment, leaders in shape of "sales managers" can be able to invent sales person's customer orientation. Therefore because of influence of sales person's customer orientation by sales managers (shared leadership), this can be able to influence switching intention of customers (Buschb, 2003).

Whether on basis of shared leadership, here we can be able to establish logic between the leadership presence, their behavior, sales person orientation towards customers and customer loyalty. A leader plays an important role to translate strategies on behalf of organization and then reshape basic structure to make the performance of the organization more effective and efficient. In today's complex environment where customers demand is also increasing according to environment initiative therefore it is important to mechanize selling procedures according to these demands within teams. In order to implement team selling effectiveness, authors have presented a model in order to empower teams through shared leadership processes (Perrya, 2013).

Leadership behavioral empowerment plays an important role to engage employees in a certain environment. Therefore, through empirical evidences it is revealed that leadership empowerment behavior is strongly linked with employee retention inside organization. Leadership empowerment behavior along with job security logically precedes employee retention. It is the responsibility of a leader to strengthen bond with competent workforce by showing empowerment behavior to employees that affect their turnover intentions. This has been proved on basis of leadership empowerment questionnaire and Utrecht work engagement scale (Schalkwyk, 2010).

### **Leadership competencies model**

Many researchers have contributed towards publication of research articles on interrelationship between quality management and leadership in commercial sector, whereas education sector has been left behind. Author in these research articles present findings that how good leadership can effectively enhance the quality in educational institutes (Leadership, 1995). The relationship between leadership and quality management in broad spectrum is proposed by various fields under observation. Managers as well as leaders of organizations greatly emphasize on service quality that customers perceive about certain organizational processes. Leadership requires personal skills in order to be known as a leader; therefore, core competencies are personal skills that are required by leaders to become more competent. Core competencies will act as a strong foundation for a leader to establish professional skills in a hierarchical way by leading from core to professional skills. It allows a leader to establish unique conceptual mainstream of strategies to build a new pyramid of success of organization. Professional leadership is developed while utilizing core

competencies and leadership competencies in order to control certain mechanized processes for innovation.

**Figure 1: Pyramid of Leadership**



Most of the organizations and managers rely on performance of customers that how they perform in order to influence precision of customer regarding service quality of organizations (Farrell, 2010) Most of the customers perceive the quality of services of any organization according to behavior of employees that how they treat their customers ( Clark, 2009). Therefore, behavior of frontline employees can improve the perception of service quality of organizations. Managers can play their role through their behavior by improvising certain strategies in order to prevent employees from depersonalization including burnout as discussed in the literature; and it will improve service quality of organizations (Farrell,2010). One of the major problems in many industries such as information technology, service oriented industries and hotel industry etc that they all resided with consistent supply of quality services which are mainly dependent upon attitude of employees performing duties, employee’s attitude and behaviors are managed due to competency of a leader.

Therefore, leadership style and leadership attitude mainly drew attitude and behavior of front line employees towards positive direction and provide good quality services. Most of the managers who are well awarded with importance of service quality for organizations on basis’ of visioning employ such behavior that establish transformation environment within organization (Clark, 2009). Interrelation has been shown between total quality management of hospitals and role of leadership who have engaged themselves to retain that quality and betterment of total quality management. In a research, more than 1900 care community hospitals were selected and it was proved that the quality enhances because of leadership as CEO involvement in different quality insurance, assurance and quality implementation teams/boards within hospitals (Weiner,1997).

Quality enhancement is deeply rooted as a presumed notion that makes clear certain aspects regarding the role of quality management and competitive advantage. Competitive advantage is deeply rooted in strategy that allows us to achieve total quality management in business process. Moreover, leadership on basis of leadership creativity and leadership experiences plays an important role to devise strategies that how organizations attain quality based initiatives to improve its position in market. Being a manager it should be their prime

goal to conform to strategies develops by leader to attain complete advantage through quality improvement (Savolainen, 2010).

### **Identifying new research scenario and building new research questions**

It is very much important to find that how leadership plays their role in order to increase quality of a product. In previous literature, we have successfully established a linkage between leadership qualities and their relation with employees play an important role with organization's optimal boom. Leadership while utilizing different approaches can be able to solve problem of employees by empowering them, inducing loyalty amongst team and bring down burnout through proper collaboration. "In our research we want to find out that how leadership can establish links (between leadership behavior and customer's behavior) in order to reach on bridge where they can successfully establish a link with behavior of customers in Japanese game industry.

An interactive type multidimensional relationship is studied between leadership empowerment behaviors, self-efficacy, and adaptability of salesperson, which ultimately effect sales performance and influence customer satisfaction. Therefore, it has been revealed that leadership empowerment behavior has ultimately affected customer performance through influencing employee's adaptability and self-efficacy. Researchers have conducted empirical base analysis by inducing interviews from different managers and collecting questionnaires from different customers. They have produced results that employees with lower knowledge are more benefited as compared to those who have more experience. Thereby a type of connection is presented between leadership behavior and its influence on customers that directly affect performance of organizations (Ahearne, Mathieu, & Rapp, 2005). A new model is required which depicts certain behavioral exchange between customers and leadership for quality improvement despite only classifying leadership behavior influence employees.

### **How leadership will sense behaviors of costumers buying games**

Number of studies have been presented in order to establish a link between role of leadership and strategies they adopted to achieve organization goals, to establish a inter-connected stream that how leaders can be able to reach at rendezvous point of success by mediating connections between employees and teams working inside organizations that ultimately have their influence on customer loyalty and customer retention. The previous literature has failed to draw a relationship between behavioral leadership and customer. We are now willing to present a revolutionized new face of Japanese leadership where leaders would be able to sense behavior of customers and establish a product according to behavior of customers. Whenever a new console is launched by Sony (Sony playstation1,2,3), Microsoft (XBOX) or new games published and developed by deferent companies such as Konami (Metal Great Solid 1,2,3,4) , EA-Electronics (Need for Speed 1,2,3), we have noted that playing experiences of all these games along with console (Sony, Microsoft) is totally a new tacit knowledge for all customers who have been purchasing games as well as console for first time during first launch of these games.

For example, recently PlaySony has launched its newly playstation 4, whereas Konami has launched trailer of metal gear solid 4 (phantom pain) and decided that it is exclusivity for Xbox and Sony playstation. Therefore, experience, suspense, story information, character communicating style, and story inside these games are completely a tacit knowledge for new customer. Our research question suggests that how leadership behavior can judge behavior of a customer while developing a game. How leadership can align their behavior with those of customers for their utilization on next project.

Back in last year, Sony has launched a trailer for playstation 4 in which they have disclosed its mechanical structure, design, and internal programming information to its customers. In 2013 Sony announced and provided information to their customers that this new gaming model will be available or either released in 2014, so that we can say that Sony is providing information to their customers during process of socialization. However, it still remains as tacit knowledge unless and until customers have got their hand on that product. In 2014, Sony launched new masterpiece of gaming station with modern strut technology of higher video ram, revolutionary graphics and new wireless made led screen based remote controls along with higher capacity to run larger memory storage capacity blue ray disc. Whereas customers do not have full knowledge of gaming experience unless and until they have played both (the gaming station along with metal gear solid five discs on these revolutionary gaming station). Here, the question arises that how it is possible for leaders like Hideo Kojima leader of Kojima (game production house) to be able to incorporate behavioral sense making of customers in intelligent way to increase the game quality.

### **Research question 1**

From knowledge based competent capability, is leadership capability can be able to incorporate intelligence led communicating behavioral sense making with gamers in dynamic fractal organization for promoting quality enhancement in Games?

### **Research question 2**

Is leadership can be able to develop long-term commitment with gamers directly through communicating with their behaviors in dynamic fractal organization through professional competent capability?

### **Research question 3**

Is Customer satisfaction is more linked with synthesizing capability of leadership in game industry of Japan than service climate?

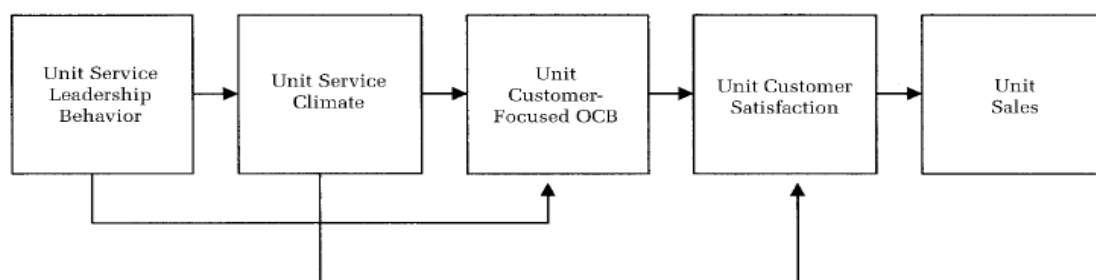
### **Discussion: Traditional Leadership models vs. Knowledge based dynamic fractal organization leadership's behavioral model**

In every organization where different employees are working along with coworkers perceive certain experiences from the environment indicated the quality of service climate in which they integrate with other for knowledge sharing, performing tasks, and decision-making process. Therefore, a quality tone of environment can be judged by experiences that mainly employees will receive from environment of organization. Another research published in academy of management review in which authors have discussed the role of leadership to maintain effective service climate that ultimately effect customer satisfaction. Leadership is able to maintain organization citizenship behavior among employees by appreciating their efforts, providing rewards and other monetary and non-monetary effects employee's experiences towards work, therefore service quality behavior of leader influence their employees to align their behavior according to behavior of leadership. Such behavior ultimately provide a guideline to employees that how employees will have to deal with customers in positive manner, so many researchers have shown that leadership is having the capability to improve customer satisfaction by allowing employee as a mediating element (Organ, 2006). Many researches done in the field of management have great emphasizes on behavior of leadership and its outcome on employees working in a service climate. Many authors have recorded true aspects of leadership behavior drawing favorable results for

organization, for example, charismatic personality of leadership behavior may also influence on employees working in departmental stores and effect financial performance. In previous literature leadership which put greater emphasis on service quality of a firm also took several steps to improve service quality that ultimately improve customer satisfaction for a firm. An article published in academy of management review basically focus on aspects that how leadership behavior effect service climate by removing obstacles present in environment to improve its quality and the role of leadership that how much importance is being given to improve service climate, implementation of strategies to get a clear service climate for employees.

### **Traditional model of leadership**

**Figure 2:**



**Source:** Model Hypothesized by Benjamin, Mark, David, and Jessica

This diagram has been extracted from an article published in Academy of Management Review written on “understanding organization customer links in service settings” published in 2005 , in which a hypothesized presumed notion has been presented that behaviors adopted by leadership in an organization effect employees working in climate that ultimately effect customers. However, their study was focused on departmental stores, a service climate has been developed within the departmental store that influence organization customer focused citizenship behavior among employees, which ultimately influence customer satisfaction. As we have explained that above-mentioned diagram has been taken from a research published in academy of management journal where author has presented three hypotheses and listed them in form of above diagram. In fact, we have extracted diagram in order to show their work that they deliberately hypothesized unit service climate partially mediates the relationship between leadership behavior and unit customer focused organization behavior because of reasons already discussed above and proved through regression. As attitude and behavior of worker can be motivated because of environment they get in service climate, environment of service climate majorly dependent on leadership behavior as it is already mentioned in the above literature (Benjamin, 2005). Therefore authors have presented a presumed notion that despite of classifying service climate as a major role to improve customer satisfaction they entered “unit customer focused organization citizenship behavior” as a mediating element, the service climate as alone cannot ensure the full satisfaction of customers. Therefore, it is important to employ citizenship behavior that is customers’ focused in employees.

In diagram the author has presented a hypothesized picture of leadership behavior and improving sales, he has taken unit service climate as a mediation between relationship of leadership behavior and unit customer focused OCB. Secondly being drawn a direct relationship between unit service climate and customer satisfaction, he has taken a partially mediating variable of unit customer focused organization citizenship behavior.

In short, it is proposed, by studying literature of relationship between leadership and environment; that many researchers have begun their researches to understand the role of leadership on employees, after that many researchers begin to view behavior of leadership on service climate. Furthermore, authors have contributed their writing in favor of discovering of certain results that leadership which stresses more on service climate of organization will adopt a behavior to do certain things deemed necessary for that environment (Benjamin, 2005) and very few researchers have focused on point of view from relationship between customer behaviors led by leadership behaviors. How leaders of dynamic fractal organization continuously sense behavior of customer in a sophisticated way?

### **Video games as a reflection of leaders and gamers emotion and behavior**

There are certain attributes in games that have influenced the gamer and allow him to inhibit all his interest while playing his favorite character, dealing with suspense, sorting out new trends while solving puzzles and astonishing to view alarming graphics and thrills in story. Quantifying a player experience can easily be computed by employing behavioral perspective. Suspense in game plays an important role in game that inhibits individual attitude to play more and discover more insight of game and therefore draws interest of gamer in game. Game designers, script designers and storywriters try to emphasize the same principle of inhibiting emotions inside game, therefore illuminating interest of person to play them and explore new images, new pathway of glorifies aspect embedded in story of game. Therefore, game is not only a marvelous monumental gift of technology but also an interaction between gamers and game's world. Most of the gamers have developed their cognitive processes, cognitive task performances that involve in motivation of behavior aspects of individual playing game (Vught, 2011).

Suspense is related with behavioral account in such a way that gamers are amused because of condition of uncertainty in combination with emotions of hope and fear (Klimmt, 2009). Suspense is neither a positive emotion nor negative emotion but thereby defining a situation in between these two attributes because players don't know what next is going to happen which affectively lures a player into the game. We as game players can be able to projectile our role on characters of game. Characters in game that we have been playing envelop a specific characteristic in them that the gamer wants to develop in him (Vught, 2011). Furthermore, a gamer that has been enriched in environment present within game, he wants to overlap his character with character in game (Hefner, 2007).

This whole phenomenon is termed as projectile identity in which player merges his identity and value with identity of character of game. Interesting game is the one, which allow the gamers to perform interesting actions, therefore performing interesting actions generally influence the gaming experience of the person playing the game. Because playing with heroes like Mario and Harry potter is more interesting due to performing actions, exploring world and inducing efforts of solving puzzles, while just playing a video game. We at in this time dealing with two different perspectives. In one way, the interpretive way of reading and articulating fiction is presented but also by playing the game; the configurative act is also presented. Now we can see two different types of imaginations inside the game that influence the factor of "self" inside the game. Playing with character of game to just score points is reflection of fiction but when we involve our character inside the game and playing to save a princess or a queen, we are imaging ourselves as the character in the game (Vught,2011).



## **Why there is need of knowledge based dynamic leadership's behavior model for fractal organization**

In figure one, emphasis on importance of service climate as a mediating element to transfer leadership behavior on employee's satisfaction. Figure 1 is proposed for leadership role in departmental stores where service climate is a major role playing environment and reflection of leadership behavior that they induced on employees. After that organization employees focused citizenship behavior is another major role playing aspect and regarded as a mediation element that stay in between unit service climate and customer satisfaction . As attitude and behavior of worker can be motivated because of environment they get in service climate and environment of service climate majorly dependent on leadership behavior as I have already mention in above literature.

As I have already introduced KOJIMA production as a dynamic fractal organization having more than 5000 employees working in a service climate and recently they had transported more than 5 million game copies all over the world with average cost of per game is \$60. Story writing, direction of game and planning of suspense including climax, production responsibility and cut scenes embedded in game as videos play a very important role to drive a customer's game experience. In case of KOJIMA production, HIDEO KOJIMA has evolved himself not only in production of game but he has also evolved himself by employing his experiences , skills and creativity to produce metal gear games not from today but from the year 2000. Therefore, from 2000 he has been designing character, inducing suspense through creation of story and importing actions from his creative intuitive maps into game cut scene and game play. In game industry, HIDEO KOJIMA as a leader presented themselves solely in front of customer and owing responsibility for designing of game, scriptwriting, and action employing inside the game. Therefore the experience of game faced by the customer is totally featured by leader in KOJIMA PRODUCTION.

We have successfully established a link that a game is able to influence behavior and emotions of customer through incorporation of suspense, action, and interesting characters. Therefore, a leader is directly communicating with behavior and emotion of customer through imposition of suspense, character designing, and actions. Now here question arises that "how behavior of a leader like HIDEO KOJIMA enables him to influence behavior and emotions of his customers in an intelligence way in Japanese gaming organization".

A new perspective is presented in this study, for first time that how in a game developing organization as a dynamic fractal organization, leadership can be able to influences their customer in a intelligent way through behavioral sense making while communicating and supplying their behavior and emotions to customer. As compared to other organizations where role of leadership is only limited and restricted to service climate and any efforts were neither made nor possible to maintain a contact between leadership behavior and customer's behavior. In other financial organizations, where role of general manager is only limited to enhance the service climate and motivate employees to enhance customer satisfaction but in gaming industry where leaders have involved themselves in scriptwriting, story writing, production, and direction developed a frontline behavioral relation with employees through these activities. Therefore, it is important to present a different behavioral based knowledge managed leadership model for such organization

## **SLOAN leadership model**

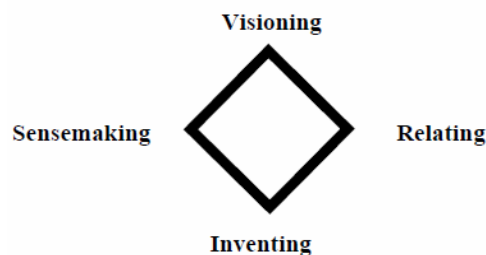
We have basically presented concepts of leadership sense making, anticipated inter related relationship, leadership competency, visioning capability of leadership and inventing behavior of leadership for which leaders play their counterpart role in order to make feasible results for organization through employee retention, employee loyalty and many other

conceptualization that they deem fit . Sloan leadership model has been established at MIT SLOAN SCHOOL OF MANAGEMENT. Deborah, PETER SANJE, Thomas and WANDA contribute their effort to establish such a monumental model that not only enlighten sense making, visioning, relating and inventing type capabilities in a leader but also emphasize that how leaders can be able to successfully charge their competencies while utilizing such capabilities (Reeves, 2007).

**Sense making** behavior includes how someone is able to sense ambiguous situation resided in environment. Most of the individuals create mental map in order to get an overview of any situation through their sense making behavior. Leadership and sense making are closely related to each other. In order to understand leadership as a sense making process it is very important to closely observe that what leaders have been doing in daily leading roles (Pye, 2005). Leaders working in organizational context such as fire fighting, defense often face contagious situation in which they face and perform challenging sense making for environment. Leadership as a collective sense making process during certain situation will result in depreciation of ambiguity and transfer more power to resilience through maintain inter related collaboration with leader and followers (Baran & Scott, 2010). Many authors have connected sense making with leadership who have been leading different schools that how leaders sense racial and demographical changes in their school. Through this sense, making leaders can be able to change condition of status quo and challenging social structures in school (Evans,2007). Mangers sense certain information and scan that information in order to keep it in structure for better understanding (sense making). In relating construct, leader has involved them to hatch certain relationship within and outside organization.

Relating is linked with advocacy and inquiry. Inquiry is linked that how leaders are interpreting the thinking and thoughts of other individuals, proficiency at inquiry allow leader to understand that how others have generated opinions from data. On basis of advocacy leader, generate capability that how they reach on basis of data to certain opinion and at same time they are also persuading other from different perspectives to understand their point (Reeves, 2007). Many different research articles emphasize on relationship between followers and leadership and drew light on various characteristics of such relationship as regressive, symbolic and development relations. (Relationship, 2011) Coach as a leader and his relationship with athlete is very important for task cohesion. Certain relationship variables were selected and through regression, it has been revealed that leadership and relationship variables are stronger predictor for task cohesion (Jowett 2004). Quality of supply chain relationship is improved among interdependent units by transformational leadership behavior (Thomas, 2000). Relating is a behavior in which leadership build and establish stronghold relationship with many other individuals in order to understand their stances and perspective and use their own reason to explain their stances and approaches to people.

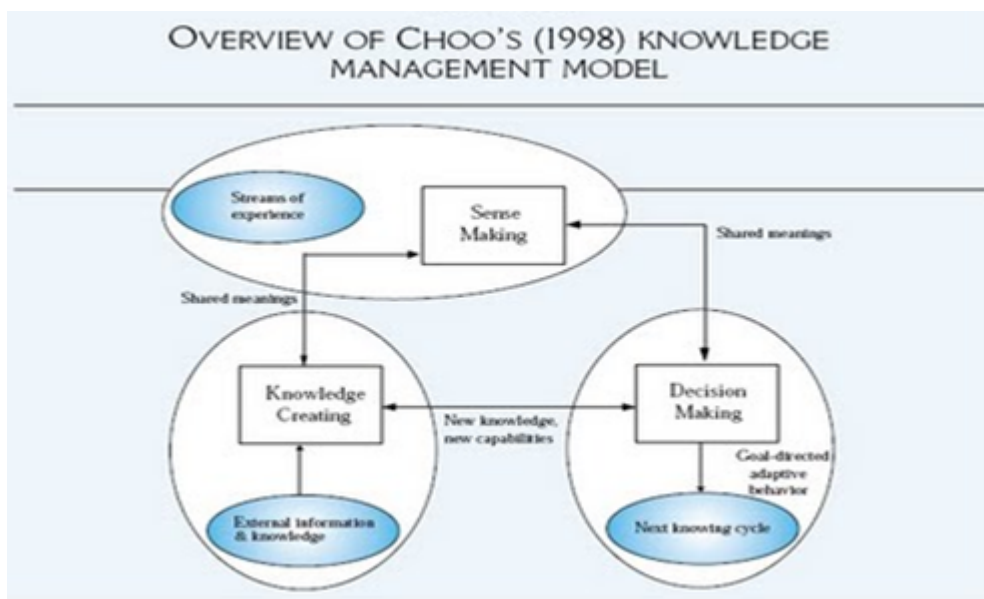
**Figure 3:**



### MIT SLOAN leadership model

Visioning is linked with creation of images for future planning and strategic goals. It resides with conceptualization that most of the leaders conceptualize, for any futuristic goal. Visioning basically allow the leaders to use their vision to see what people has been doing and then provide positive feedback to these individual in the form of motivation to allow them to bring their best for that work (Reeves, 2007). There is difference between sense makings and visioning, vision is related with stance that what could be associated with certain task whereas sense making is limited to “what is” stance. When visions are translated into reality, we can say that leadership has **invented** something.

**Figure 4: knowledge management model by CHOO**



Leadership plays an important role in defining strategies, bringing employees together, developing a knowledge sharing environment. Leadership plays an important role to devise certain strategies in a service climate that depreciate factors of dehumanization and depersonalization.

Thinking, doing, and performing creativity to bring people closer, enable them to share ideas to eliminate and eradicate obstacles present in way of effective performance is usually termed as inventing. All those behaviors that came under category of inventing include “thinking that will perform, making strategies to remove obstacles and initiating new ways to do things” (Reeves, 2007).

### **“Building Intelligence led dynamic knowledge based behavioral leadership model for dynamic fractal organization”**

#### **Knowledge based planning and sense making**

An organization can be defined as a group of people who have been sharing their belief, information and therefore on basis of shared information they are able to sense situation through mutual interpretation. In an organization where many people have been working with certain beliefs, they have their own cognitive maps, experiences and by utilizing these attributes employees can be able to get their environment and situation sensed. Whenever employees enter in any organization, they experience new skills, actions, work related jobs knowledge and thereby updating continuously new knowledge. On basis of knowledge based

planning, a leader is able to interpret their ideas through sharing with employees and increase their insight to sense any ambiguous element in environment. Different employees working inside organization also have a shared knowledge in the form of shared interpretation. Many employees working inside organizations have successfully shared their sense making behaviors attained a status of inter-collective knowledge workers who have transformed their self from “I” to “we” After individual and group based knowledge, there is another type of knowledge mainly recognized as organization knowledge in shape of routines and rules that has been internalized inside organization (Kecmanovic, 2002).

This knowledge has been created on part of employees experiences and shared interpretation of those employees who brought tacit knowledge from outside and internalized inside organization in form of mechanical process and get mainly stored in knowledge repositories. From perspective of knowledge based planning its prime responsibility of leaders to involve groups and individual while making sense of any ambiguous environment for betterment of organization. Sense making approach is completely distinct from traditional approach of decision making in which leaders have overwhelming idea of their environment and screen certain strategies in order to execute performance for organization and other purposes (Boland Jr., 2004). People use sense making to grab knowledge for more innovative production of their item. Sense making has its strings connected with web that people utilized in form of knowledge about situation they have and knowledge system that existed in market framework (Doughertya, 2006).

Sense making when connected with more knowledge increases the competencies through value connected in form of shared interpretation of employees due to shared sense making. Data was collected from 156 hospitals and established a link between strategic sense making and performance. Strategic sense making is mixture of action, scanning and interpretation. They further more laid emphasis that how top level managers influence organization performance through sensing information (Thomas, 1998). In our research, it has been explained that shared sense making and knowledge-based vision established on basis of the sense making increases leader’s competence to create a better connection with customer’s behavior and emotions. Inexperienced complexities prove as a challenge for leaders of many financial organizations, therefore sense making only improves seven principles of these leaders through they can be able to manage unfrequented and inexperienced complexities. Sense making not only enlighten certain principle of leaders to handle complexity but also draw importance towards value and competency for consideration (Raghavendran, 2011).

In figure, we can see three interrelated processes mainly name as decision-making, knowledge creation and sense making. In many conceptual models of knowledge, management and by exploring knowledge management literature, we can be able to analyze that when external employees (who are part of external organization) hired by companies, they brought their tacit knowledge inside these organization and formulated mechanical processes. Their knowledge is then stored in repositories so that can be used by other through codification (combination and internalization). Through knowledge based planning during sense making processes can be improved through sharing ideas with internal employees who have brought new information, this will help leaders for better execution of decision making for achievement of goals which in return provide new experiential knowledge and new dynamic capabilities that furthermore provide strength to sense making attribute.

### **Knowledge management and SLOAN leadership model**

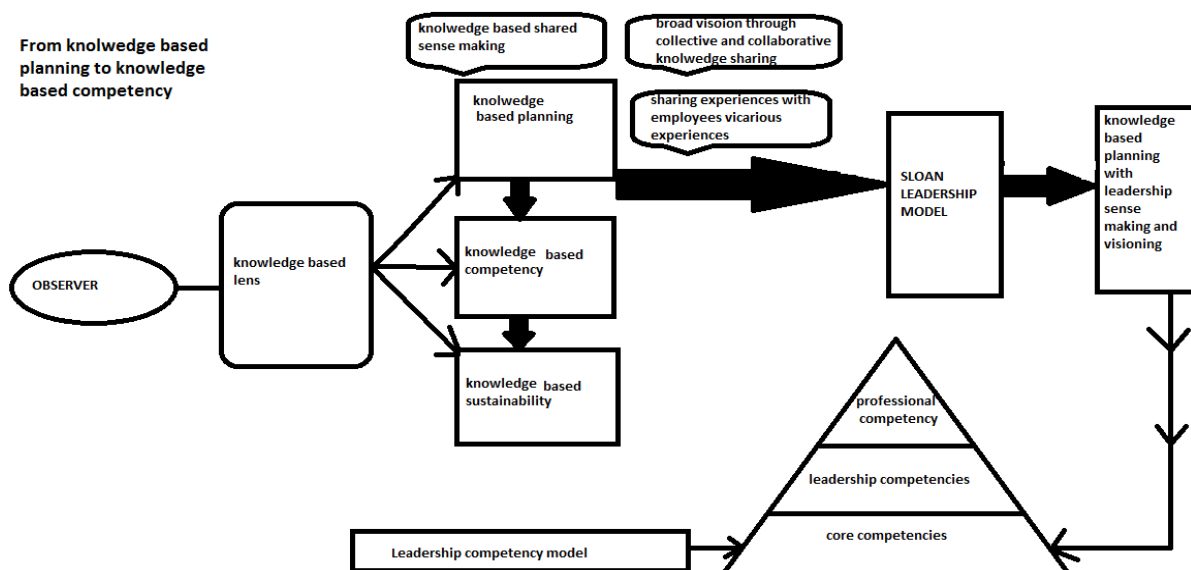
#### **Knowledge based planning and visioning**

Knowledge management is necessary for visioning while considering leadership model, through explication of a researcher paper written for industrial applications. The author has

maintained his focus on industrial environment from perspective of knowledge based vision. In industrial department different cells are running to perform mechanical structure, therefore, because of acquisition of grey scale picture of environment in industrial, this system can be able to locate diversified, recorded parts and there placement can be controlled in environment for further manipulation. Therefore, on basis of knowledge based planning, the author has developed such a system that can maintain good record of different product scattered, diversified, and placed in environment of organization to formulate their control by recording grey scale pictures through scanning environment. This vision system has been divided into three parts including identification and location determination, visual inspection and control of machines. Specialized system is used for determination of environment for each working cell, in visual inspection, certain attributes of system can be used to control quality of parts, and finally in control section program is used to manipulate any interference of external object through signaling by alarm. Its basic responsibility of a leader to act like this specialized system in order to make a vision about organization environment , by collaborating with internal employees in order to broaden the framework of vision through controlling different complexities, biases and employee – management conflicts (Niemann, 1990). During knowledge based planning and in identification phase responsibility of leaders is to find out best human resources in different department with better ideas, use motivational schemes to get them motivated for voluntarily corporation of sharing their ideas and for execution to control organization performance. In many different researches, researches on basis of knowledge management theories begin to vision certain anomalies inside structures of organization (Edwards, 2004). There is also a strong relationship between trust, vision, and inward knowledge management in such a way that knowledge coming from external relations and subsidiary corporate influence inward path of knowledge coming from these units by taking into consideration and noticing the fact of two variables such as trust and vision. Leadership also play their role on basis of knowledge based planning so that they can be able to improve their vision through explicating forecasted future state , discussing and analyzing organization goals with employees, painting a futuristic diagram (Hepp, Innsbruck, Leymann, Domingue, & Wahler, 2005).

To create a world class knowledge-sharing culture and environment that contributes to Accenture's success”, most of organization generally processed IT supported business operation.

**Figure 5: From Knowledge Based Planning to Knowledge Based Competency**



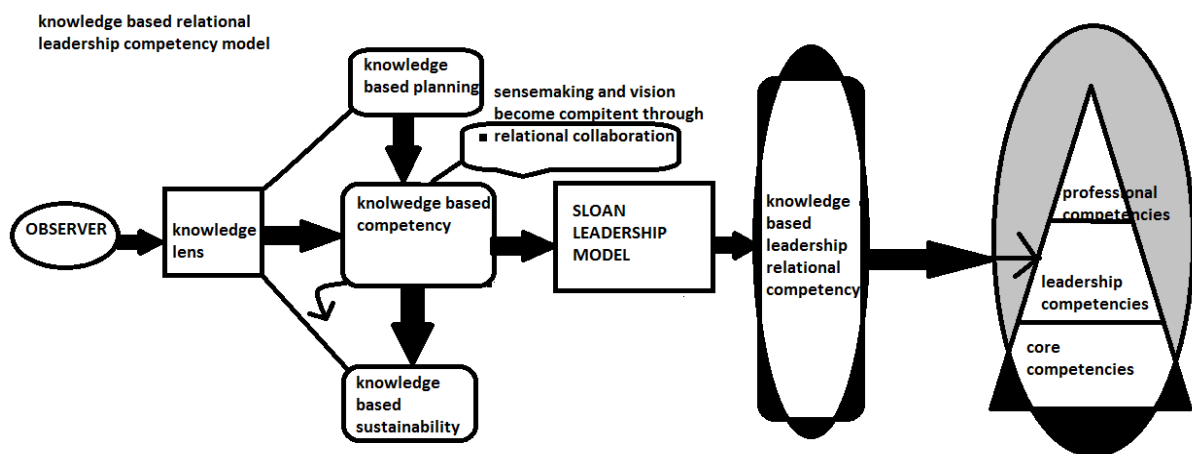
Business process management advances its role to effective management and leading such operations inside an organization. Business process management also has certain limitation like much other process due to its limited mechanism and therefore creating resistance in business evolution, success, and advancement. On the basis of combination of vision and knowledge management approach, the author is able to diagnose true symptom for this inefficiency and thereby classifying modeling construct of semantic web services framework as a defined fit. Author argues that it is important to unite business process management with semantic web service to give an origin to legitimate technology (Hepp, Innsbruck, Leymann, Domingue, & Wahler, 2005). It is already explained that visioning is linked with painting picture of futuristic aspects and motivating employees to give a real life to these picture.

Another research is conducted where author has studied gap of knowledge sharing in virtual community and provided various methods through visioning futuristic aspect to overcome such problems and insufficiencies. Social capital theory and social cognitive theory united together to find out relationship between ways that investigated certain paths (sense making) about how to motivate individuals (visioning) for sharing knowledge in virtual communities. Norms of reciprocity and social interaction ties play interesting role to motivate knowledge sharing activities in virtual communities (Chiu, 2006).

Therefore, first a link is established between knowledge management and sense making and then between visioning with knowledge management and sense making. We want to elaborate a stance that leaders have broadened their visioning image through utilizing sense making behavior and describe a desire future state while painting with diversified visionary brushes. They are able to continuously polish their core competencies by utilizing knowledge based planning, now leadership is entering into new phase of leadership competencies through knowledge based competence mediated by previous phase of knowledge based planning.

**Transition from knowledge based planning to knowledge-based competency:  
Knowledge based competency and relational collaboration**

**Figure 5: Knowledge Based Competency**



In today’s globalised environment, where new technological changes brought progression in information technology also brought new challenges beyond boundaries of environment. It is

the responsibility of a leader to be equipped with competent approaches with shared sense making and leadership practicing dependent on relational practices. On the basis of longitudinal studies by collecting data from companies; joint ventures between Americans and Japanese, in order to answer a question based upon factors that what different process a joint ventures, has performed to access the alliance knowledge. In same scenario researcher found four processes that have been performed/executed by JVs to access knowledge alliance of parent firm through personal transfer, technological sharing, alliance parent interaction, and strategic integration. By utilizing such components a joint venture, make it capable to extract knowledge out of its parent company (Inkpen, 1998).

Leadership capabilities and competencies can be improved in case of legitimate sense making which they can attain on basis of shared sense making through collaboration with employees and their relational collaborations within and between outer-inter organization . Sense making processes of leaders can be improved through sharing ideas with internal employees, who have brought new information inside organization, this will help leaders for better execution of decision-making, achievement of goals, which in return provide new experiential knowledge, new dynamic capabilities that furthermore provide strength to sense making attribute. In organization knowledge management processes has been aligned and embedded in information technology, it is important to raise capabilities of knowledge management process by aligning knowledge based information technology with knowledge acquisition in order to raise knowledge management capabilities. Communities of purpose and social capital play its role to foster progression of an organization if whole organization achieved a collective and collaborative status by allowing different teams to communicate for knowledge sharing and transferring. In organization where there are communities of practices; it is also very important to maintain a benchmark for these communities. Leaders must recognize the quantifiable figures that how many employees are in a community badge. Most of people also communicate with each other in informal ways, most leaders know factors that prelude progression of knowledge transferring activity, and thereby they need some sort of data analysis to judge situation (Anklam, 2002).

Social network analysis can be performed by building a diagram of different unit working in a collaborative environment (Rand, 2003). Researchers as leaders can collect data about flow of knowledge inside organization by keeping in view of certain routines, collecting data from direct interviewing resource personal and examine results. It is responsibility of leaders as researchers on basis of their sense making and vision in planning phase to make it competent by relating specific person that they deemed fit for organization progression It's also important for leaders on basis of this network analysis to fill the knowledge gaps where they seems certain pitfalls to be filled through collaboration of employees and other resource person, it's also important for leaders to use sense making and vision in order to brought mutually exclusive interaction between those individual who have special knowledge or new at group (Anklam, 2002).

By improving core competencies in planning, leadership now has entered into new phase of competency which further more can be progressed to develop a stronghold leadership competency (Palus, Horth, Selvin, & Pulley, 2003). On basis of knowledge based planning, a leader is able to interpret their ideas through sharing with employees and increase their insight to sense any ambiguous element in environment.

During knowledge based planning, our emphasis on sharing of knowledge attributes can improve sense making for leaders with employees working inside organization. However, when we assimilate two broad-spectrum terms such as knowledge based management and collaboration; it usually appears to us that it's necessary for leadership to make collaborating relationship within and outside of organization in order to develop knowledge alliances (Rand, 2003).

A number of organizations believe that they focus on people, technology and technique in order to bring a new revolutionary change inside organization that will lead towards new fairy meadows of progression but it's very much important to bring a relational collaboration and amalgamation between these techniques , information technology and knowledge management in order to develop sustainable complete advantage.

Leading by doing environment is necessary for a leader to initiate knowledge manage practices in whole organization, thereby its necessary to maintain balance between technology (Rand, 2003) Voyage from leadership to competent leadership can only be possible to maintain a shared competency in sense making and broadened the wide spectrum of visioning though knowledge sharing with employees, motivating them to control organization performance through knowledge based planning (Bhatt, 2001).

More often leadership has developed certain competencies through relationship development to draw their organization out of complexities. These competencies of leadership resided, revolved, and strengthen around concepts of signal detection, preparation and prevention, damage control and containment (Wooten, 2008).

Upon building a knowledge based model in which higher emphasizes given on conceptual paths on which leadership should make its voyage by moving from sense making(signal detection) , gaining competency in sense making(signal detection) through knowledge based planning for producing a vision (preparation and prevention) and shared interpretation with employees of organization.

Leaders enters in hallmark of knowledge based competencies to strengthen competencies (that gained in knowledge based planning phase) by collaborating with different individual outside and inside, knowing their perspective, allowing them to know the perspective of leaders (Rand, 2003).

After that in final phase voyage from knowledge based planning to knowledge based competencies entered in final course of knowledge based sustainability where invention of various strategies, products and services take place that give a professional competent title to leadership (Rand, 2003) .

Therefore competencies are developed by implementing knowledge based planning notion and linking them with sense making and visioning in order to discover collaborating agents to whom leadership must join to enhance leadership competencies in knowledge based competency phase.

### **Knowledge based competency to knowledge based sustainability: Knowledge based sustainability and invention**

Management of knowledge is important way to excel and cross all level of complexities to reach at new phases of innovation. According to research, in which authors have collected data from 443 New Zealand firms comprising 3 components and 16 factors (Jenny Darroch, 2002).

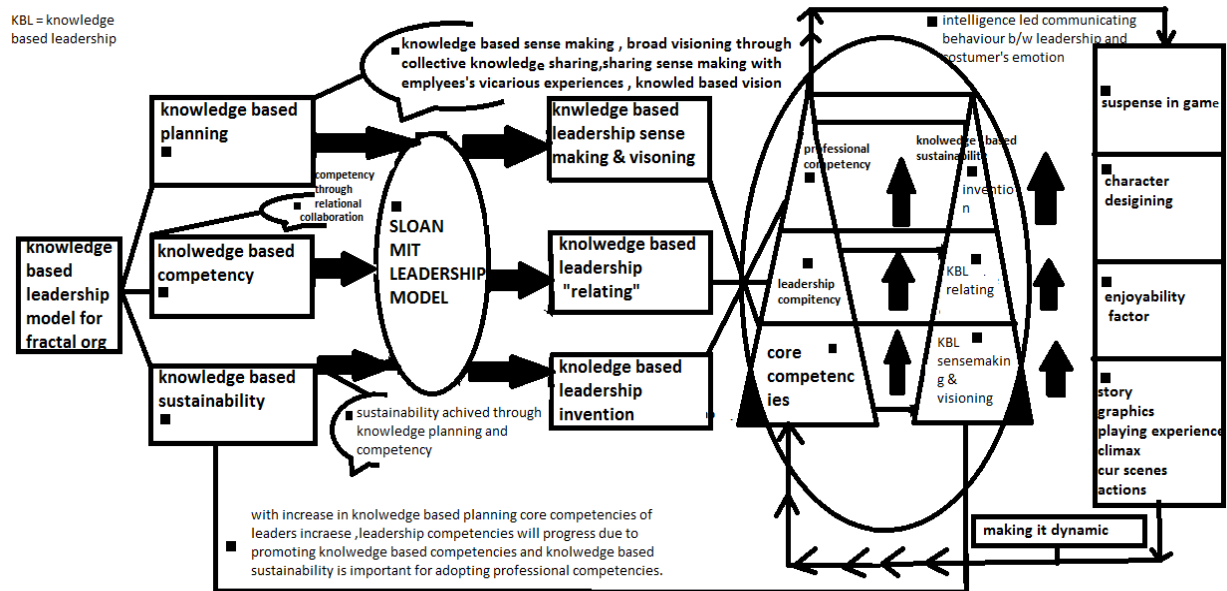
They have given detailed explanations through regressed quantitative analysis and drew results that knowledge acquisition is more important for innovation than knowledge dissemination (Darroch, 2002).

The new dynamic based research model for fractal organization in knowledge based planning emphasizes that it's important for leaders to refine their core competencies of sense making by interpreting sense making of other employees, sharing their sense making with employees, defining the perspective in new way not just like traditional approach which would broadened the lens of their vision . Broadened vision in return help leaders to extract noticeable human resources, adopt various approach to motivate them. In a globalised environment where organization has been succeeding while evolving their leaders to develop a suitable service climate, service climate provide feasible ways to foster organization



citizenship behavior in employees, which play monumental role up to magnificent point regarding customer satisfaction. There are many dynamic fractal organizations like in Japan and America which are producing billion dollar games and earning more profit than Hollywood blockbuster movies.

Figure 6:



There is no study which has focused on dynamic based behavioral leadership model under discussion. During knowledge based planning phased; core competencies that leaders have developed and strengthen by polishing through shared sense making, widen their vision to search for proper human's vicarious experiences and finally motivate them through leadership's core competencies.

It will be transferred to new phase of leadership competencies, shared sense making and broad vision spectrum provides a new competent vision to leaders so that they maintain relational collaboration with other employees and other organization. Knowledge based competency in which knowledge management provide exceptional ways by utilizing social network diagram to utilize knowledge resources, knowledge workers and knowledgeable technology in more feasible way. In knowledge based competency we have given example that how leaders by utilizing social network diagram and aligning diagram with knowledge management conceptual notion can be able to maintain feasibility between competency and organization performance by enabling collaboration with right person of right task. Here collaboration is only not limited to indoor organization but they would collaborate with parent organization. In case of KOJIMA production, KONAMI (corporation) is their parent organization.

On the basis of planned shared sense making, broad spectrum of knowledge based shared vision during knowledge planning phase, competent relational collaboration and knowledge-based alliances provide professional leadership competency. Effective leaders have overwhelming power on temporal issues and human issues "to decide what to being, which to being, in what time and performed by who", eradicating obstacles, don't have superior believe that paths only they have adopted to get a master piece is unique and things that they have done is excellent and adopting innovation is part of their hobby (Reeves, 2007). Therefore on basis of knowledge based planning and competence not only

sustainability is retained at professional leadership competency level but also they can better be able to produce such an innovative product that can better judge customer behavior.

Knowledge based sustainability enable leaders to come with innovative pack bundled with shared sense making, diversified vision, knowledge based relation collaboration that can best judge customer's emotion and behavior that what they need as a game .Moreover in return customer behavior reaches to a leader in form of a message enclosed in envelop of annual income statement and game sales. Whereas opinion leaders also play their role to effect customer's choice and influence them to purchase any item, opinion leader is an individual, who on basis of relationship marketing influence approach of other customer to purchase a product through proper advice (Chakravarthy, 2004). Here leadership has also been acted as opinion leadership to influence customer behavior through their behavior via an intelligence communicating line.

They can also conduct data by utilizing qualitative survey data, quantitative reports of game rating websites and sensing customer's emotions. This is what we call a intelligence led communicative leadership behavior in which leaders like (HIDEO KOJIMA) who are not only leaders but also story writer , director, producer . Therefore, whatever they are producing through shared integration with employees, their behavior directly reaches to customer as a product. Product success very dependent upon how well behavior and emotion of leaders is induced and game that must be having capacity to match with customer emotion and behavior. On basis of behavior sense making by leaders, shared sense making with employees, relational collaboration and diversified vision leaders are very capable to produce products that can act as an intelligent chip for conversation of emotion and behavior between both customer and leader.

### **Intelligence led dynamic knowledge based behavioral leadership model” for dynamic fractal organization**

In an investigation of a relationship behavior between leadership and well being of staff, well-being is linked with quality of service climate in which people have found them. With result reduced from five different model researchers have found a relationship between leadership behavior and subordinate wellbeing as connected with strings of feedback (Dierendonck, 2004). All previous leadership models have purposed serious effect between service climate and employee motivation schemes. Moreover on basis of knowledge based planning, a relationship is established between shared visions, sense making and with competencies of leaders. We have purposed a stance that how shared sense making and shared vision on basis of knowledge management can lead towards more competent skills of leader and help them to gain competency.

Previous studies has been only limited to effect of leadership behavior on service climate, procedural justice climate (Ehrart,2004), service climate then play its role to establish link between customer satisfaction and employee citizenship behavior. We have purposed such a model in which we have taken two accounts into discussion. In first phase, we have deduced that how leadership has established a link between customer and leader's own behavior in a monumental way.

Secondly, we have proposed that how leadership should maintain competencies and capabilities to establish an intelligence link with their and customer behavior through inducing shared sense making, broad vision, relational collaboration and innovative inventions. Second phase of model is constituted upon leadership competency and can better be sharpened because of attained and shared sense making and shared vision in first phase. Whole competency is achieved when shared sense making is used to provide relation collaboration with different individual for proper knowledge sharing. Relational collaboration is not only limited to relation between individuals, employees and leaders but also knowledge

alliances between partner and mother subsidiary. Leadership competencies can be sustained of basically result of evolution of a charismatic leadership which uses both shared sense making , shared vision and relational collaboration to produce inventions that are innovative and best presumed by customer behaviors.

Charismatic leadership effect in upper management is very important to transform lower management into such charismatic leadership abilities. (Bass,1987) In United States navy officers' contingent rearward behavior leadership and chromatic leadership is observed by taking a sampling from described sample size. It is deduced that charismatic leaders is needed at every level of management to increase effectiveness and efficiently (Yammarino, 1990).Certain studies have been conducted in which Peter and John have seen effect of leadership styles and innovation on employees job satisfaction and commitment. Data has been collected from Japan and Australia, certain demographic effect has been removed.

After analyzing the data, it has been revealed that innovation and leadership style has positive effect on job satisfaction and commitment related to work ( Lok,2004 ). In our dynamic based leadership model, we have proposed that charismatic leadership is the evolution from knowledge-based sustainability. Knowledge based sustainability is production through knowledge based planning and knowledge based competency to enable leaders for innovative invention. It is further said that competence based sustainability would take place with production of innovative product through knowledge based shared sense making, vision and knowledge based competent relational collaborations.

### **Preposition 1**

Leadership capability is able to incorporate intelligence led communicative behavioral sense making with gamers in dynamic fractal organization for promoting quality enhancement in Games in dynamic fractal organization.

### **Prepositions 2**

Leadership is able to develop long-term commitment with gamers directly through communicating with their behaviors in dynamic fractal organization through professional competent capability in dynamic fractal organization.

### **Prepositions 3**

Customer satisfaction is more linked with synthesizing capability of leadership in game industry of Japan than service climate in dynamic fractal organization.

At presentation given by Dr. Nonaka on occasion of knowledge advantage conference held on 7 November 1997, we have extracted certain points as presented by summary of Nonaka's presentation by Bill Spencer of national security agency (Agency, 1997). Nonaka proposed four models of knowledge transferring activities. Socialization is a process where tacit knowledge in converted into tacit by noticing the mental model and experiences of other, where as externalization is process mediated by dialogues between individual and group. During process of externalization, knowledge that is more detailed is brought for public in form of recorded material for further detailed explication (Nonaka & Toyama, 2003). During process of combination, group and organization have evolved to further more process knowledge available through different sources (Nonaka, 2000). Explicit knowledge can be codified to make it available for other organizations. Here explicit knowledge is converted into explicit through combination to different technological approaches. For example information technology and document unit together to store documented knowledge into systems for easily accessible by all employees of organization.

During process of internationalization, again explicit knowledge is internalized into tacit. He has also provided certain knowledge enablers including (vision, strategy, structure, system, and staff); I will provide certain explanation regarding a connected relation between my model and knowledge enablers in upcoming text. Here we want to show the transition from intuition to institution, which later will support my research as a model from sense making to invention. From intuition to institution, this article has been written that how mental complex map has been converted into rule and routine of organization. Intuition is complex mental map perceived by an individual. Intuition is related with sub-conscious mind of individual. Most often experts can be able to play the game with more professional way as compared to novices because they have developed certain thousand chunks of knowledge and took hundreds of year of practice. Expertise intuition is based upon exploitation, whereas entrepreneurial intuition is based on exploration. Exploitation is linked with routines usage of old method to perform task whereas exploration is more linked with new methods and new insight. After process of intuition, there comes the process of integration which is basically the sharing of cognitive maps with group. In an organization, there are different employees working for better performance. Many employees brought tacit experience outside of organization, which then converted into explicit during the process of externalization, and then with help of combination the knowledge is codified into system for articulation of other employees. After that this knowledge is internalized in organization system. Intuition is process related with individual and then passed from individual's mental complex map to integrating process, which is related with group. Sensing is limited to individualistic mental map whereas integrating is limited to group. During process of integration, employee shared their intuitive map with other employees during process of externalization. A valid system of dialogues take place, formal meeting have taken place to ensure transfer of ideas. Mental maps got refined due to differentiation of opinion as processed by many employees therefore new ideas took place, which later on internalized in organization due to "feed forward". Knowledge that is internalized during process of internalization play an important role for setting of new rules. These new routines which in fact affecting employees working inside organization and then these rules and routines begin to effect mental map of individual and cognitive maps during phase of intuition and interacting. Whenever we move from intuition to institution, we are moving on basis of exploitation and voyage from institution to intuition is on basis of exploitation (Crossan,1999). This research has given us a new field to research on dynamic process from organization context. Here author has directly pointed tension between exploration and exploitation .Whereas Nonaka recent article has solved the tension between exploration and exploitations.

Practical wisdom is important for exploration aspect of companies in order to make a voyage for new development, innovation and to explore new island of wisdoms. In upper research article, we have cited another research, which updates our cognitive maps from a paradoxical approach of continuous use of exploration and exploitation at different time. Long temporal distinction is needed to be diminished for success of organization. In order to bring innovation inside organization it is important to use exploration and exploitation at regular intervals by maintaining balances between these two approaches (Nonaka, 2014). This is important to bring integration between these two processes. It is important to maintain a dynamic synthesis between exploration and exploitation. Integration between Exploration and exploitation is for synthesizing capability. Nonaka has further more given the example of Carnegie school that consider the environment in which they skip the presence of individual, they do not consider the environment in which individual exert influence on environment to work with their own prescribed commitments to come up with something new. Innovative items usually came into being because of experiencing of dialectical solution, where contradictory statements are filtered by affirming, interacting and integrating. Different

statements are shared, opposed, and then accepted by removing differentiation effects from statements.

NONAKA has laid his emphasis on conversion of tacit knowledge into explicit knowledge through organization as a process. Ideas, beliefs and mental maps are shared inside organization in order to become and convert tacit into explicit. This process continues through organization in teams, group, and entire organization. Tacit knowledge is converted into explicit knowledge upon codification of tacit knowledge. Therefore we can see a spiraling process inside an organization where tacit can be converted into explicit and then explicit is internalized in shape of tacit. Therefore, integration between exploration and exploitation is also guided by same spiraling process but guided by PHERONESIS. Tacit, explicit and PHERONESIS are three elements of triad relationship. In an organization different actors brought together for elimination of differences established in cognitive maps, mental maps to get them purified in order to invent another innovative item through collaborative type relational knowledge management. Here I want to share example of Steve Jobs who shared metaphor with employees in order to change genesis of apple. In an organization “BA” is created through interaction between different departments bringing down for certain collaboration. Therefore, relationship between BA is created by actors and ability to create a “BA” is dependent upon organization absorptive capacity. These actors have capacity to change environment through their actions therefore relationship between environments, organization, actors are continuously changing because of endowed capacity and capability of actors. “BA” also reforms when changes its structure when multiple “BA” unites to bring innovational changes inside an organization (Nonaka, 2014). NONAKA has mentioned two important attributes here; one is related with reforming capability of “BA” because of changing environment and reforming capability by adapting with environment due to actors who have processed the capacity to bring change.

In research, we have successfully proposed dynamic intelligence led leadership behavioral model. This research is generally able to answer two multi dimensional questions. This research has built on capability to draw new business model that can define inter relationship between leadership behavior and stakeholders. In our research; on basis of knowledge management we have establish a dynamic model that will tell that how to build a co-relationship of behavior between leaders and employees. Therefore all previous models have their scope limited to service climate and completely neglect the perspective to answer from behavioral side of customer.

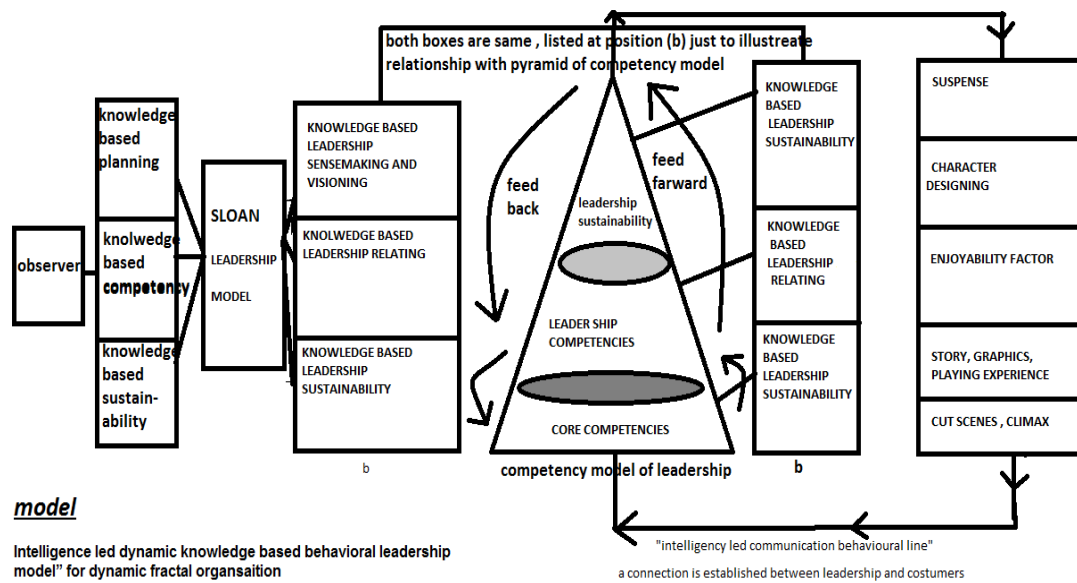
Therefore on basis of behavioral leadership while utilizing Sloan leadership model, a model has been established that can transform and translate behaviors on basis of shared sense making, shared vision and relational collaboration through knowledge management .leadership core competencies can be sharpened through effective shared sense making during knowledge based planning and sharing broad spectrum of vision with employees of organization. In order to make a voyage from knowledge based planning to knowledge-based competencies, shared sense making and shared vision act as mediating variables. During knowledge based competency relation collaboration takes place and plays an important role in maintaining knowledge based alliances inside and between organizations.

Shared sense making, shared vision, and these relations based collaborations play an important role in improving leadership competencies. Because of all these attributes, leadership becomes enough competent to establish qualities of professional leadership through utilizing these professional competencies he can be able to draw productive results in form of innovative invention. By which we move from sense making to professional competency is generally on basis of forward feedback (exploration). Leaders will get awareness from behavioral attribute of customer, by seeing output results of their products. In case of KOJIMA PRODUCTION, HEDIO KOJIMA has involved himself in writing game

script through inducing his behavioral attributes in game by planning game actions, aggressions, and climax. Therefore, he is able to get in touch with behavioral and emotional attribute of customer through launching an innovating product. As a feedback from customer, he can be able to improve shared sense making, shared values and shared relational collaboration through utilizing of exploration and exploitation synthesizes by making the model a dynamic.

Kojima production is one of the biggest game developing houses. It is very much important to show that how large game developing houses such as KONAMI, KOJIMA, NAUGHTY DOGS, CAPCOM can be recognized as dynamic fractal organization. Following observation is made on basis of data collected from various websites, game ranking websites such as game informers, game spot, and extracted video and print interviews of HEDIO KOJIMA.

**Figure 6: Intelligence led dynamic knowledge based behavioral leadership model for dynamic fractal organization**



These ranking website are not only involved in ranking every new edition of a game but also provides certain services to their visors such as game cheats, info about gaming consoles. We can extract large amount of standardized comments of customers written below every game trailer.

HIDEO Kojima is one of the prime leaders in action and espionage games with an action hero known as solid snake fighting against nuclear warhead storages around the world to protect innocent people from terrorism. Because of popularity of climax, emotion, espionage tactical actions, cut scene, graphics, story, love emotions, and patriotism with country; evolved a new game series for customer with all fun in single cover. HIDEO KOJIMA has first entered in history of producing tactical espionage game when he produced, directed and written story of metal gear solid 1 in 1999. MGS1 was launched on play station one and every one raised question on exclusivity available on Sony's console rather than Microsoft Xbox. After that mgs2 was released by KOJIMA production with same exclusivity but this time HIDEO KOJIMA has launched his new masterpiece equipped with new graphics, better actions, dashing cut scenes, actionable emotions and charged with new patriotic mission. Whereas in mid around 2009; new version of metal gear solid 4 has also penetrating into market.

That time KOJIMA production has launched new version of game on console newly designed by SONY entertainments. So with increase in time , KOJIMA production has continuously progressing just because of pheronesis, broad vision , pheronesis sense making and relating their product with new technologies, on other hand Sony entertainment has involved in launching monumental schemes , advertising their product on various forums. Sony has continuously launched new masterpieces of gaming machine, which not only attract new customers, but also building a revolutionary success story in gaming world as compared to other gaming machines. Recently Sony entertainment has launched its 5<sup>th</sup> version of gaming station and KOJIMA production has preceded in making new tactical espionage action game and launched as a sequel of all other series on play station 4 of Sony.

Several BA present inside KOJIMA production united to give practical shape to pheronecial sense making, vision of HIDEO KOJIMA. At same time, KOJIMA PRODUCTION has aligned its gaming success with play station of Sony; thereby several “BA” united to give rise to a multilayer environment of new revolutionary era of gaming technology. New gaming experiences for customers will establish a main stream of sustainability built on planning and competency gained from not only leadership but also actors present in several “BA” present inside and outside of organization. First Sony has regulated the environment while changing gaming atmosphere through introducing consoles built on basis of exploration and exploitation.

After that KOJIMA production has build a new capacity while sharing tacit knowledge, vision and through relational collaboration and bring new explorative ideas and unified already explored technology and explicit knowledge on basis of exploitation. Therefore, dynamic culture of evolution has been established between these two organizations and thereby their structure, actors, and environment continuously changing with span of time.

KOJIMA production like Sony Entertainment has been continuously dynamically dealing with exploration and exploitation, by utilizing already established knowledge framework, mechanized structure, relational collaboration, same visions, and sense making but at same time explore new means to get revolutionary change from previous version. Therefore actors in BA of both organizations first make these organizations continuously change and rapidly progress along with environment and at same time they are allowing these organizations to continuously adapt environment. On one hand in both organizations, multilayered BA existed and managed by synthesis capability of pheronesis.

Leadership has capacity, competency and capability to drive knowledge creating processes and diversify scope of multilayered network of BA, not only whitening organization but also with BA of other organization due to synergies of people between and whiten organization. Multilayered structure of BA inside SONY organization has brought change to gaming environment by bringing new revolutionary product inside market through maintaining and synthesizing relation between exploration and exploitation.

Whereas on other hand pheronesis factor inside organization of Kojima Production enables knowledge triad relationship to become dynamic , and through synthesis of exploration and exploitation create specific product that not only adopt that environment but also enable organization (KOJIMA) to progress by exploring new trends from market. These both organizations are dynamic fractal organization because both are achieving dynamic triad relationship to bring a synthesizing relationship between exploration and exploitation.

## **Conclusion**

Previous studies have been limited to effect of leadership behavior on service climate, procedural justice climate (Ehrhatt,2004), service climate then play its role to establish link between customer satisfaction and employee citizenship behavior. We have purposed such a

model in which we have taken two accounts into discussion. In first phase, we have deduced that how leadership has established a link between customer and leader's own behavior in a monumental way. Secondly we have proposed that leadership should maintain competencies and capabilities to establish an intelligence link with their customer behavior through inducing shared sense making, broad vision, relational collaboration and innovative inventions. Second phase of our model is constituted upon leadership competency can better be sharpened because of attained and shared sense making and shared vision in first phase. Whole competency is achieved when shared sense making is used to provide relation collaboration with different individual for proper knowledge sharing. Relational collaboration is not only limited to relation between individuals, employees and leaders but also knowledge alliances between partner and mother–subsidiary. Leadership competencies can be sustained of basically result of evolution of a charismatic leadership which uses both shared sense making , shared vision and relational collaboration to produce inventions that are innovative and best presumed by customer behaviors.

We have successfully established a link that a game is able to influence behavior and emotions of customer through incorporation of suspense, actions, and characters. Therefore, a leader is directly communicating with behavior and emotion of customer through imposition of suspense, character designing, and actions. Now here question arises that how behavior of a leader like HIDEO KOJIMA influence behaviors and emotions of his customers in an intelligence way in Japanese gaming organization?.

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