

Wisdom, Knowledge and Leadership

– Aspiring to Be a Knowledgeable Leader or a Wise Leader?

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Abstract

Most of us are concerned with these, that is, some organizations and nations manage to be richer and successful than others. We want to ask: How do some leaders lead and/ or manage to be more successful than others? What are the vital secrets they keep? In this review research paper, the academician-practitioner attempts to answer such questions or issues as: What is wisdom? How do we define it? Is wisdom different from knowledge? And if a leader is wise, then so what? What are the importance and benefits of being wise?

Introduction

How do some organizations and nations manage to be richer, more productive and successful than others? How do some leaders lead and/ or manage to be more successful than others? What are the secrets they keep? What are the qualities and attitudes they have? What are the rules they follow? How do they work? These are only some of the questions about the challenges of (organizational) leadership.

The Buddha once said, “Know well what leads you forward and what holds you back, and choose the path that leads to wisdom” (Easwaran, 2005: 288). So what then is wisdom? And how different is wisdom from knowledge? And interestingly, we can also ask: So what about wisdom? What benefits would it give to one if one is said to possess much wisdom?

Paper’s Aims and Objectives

All of us ask questions for many reasons – learning about the past, thinking ahead, imagining the future or solving a problem. Most researchers must really know what to ask; they should form great, if not good research questions (Fontichiaro and Johnson, 2013). These are questions that make the (research) world work.

In this review research paper, it is thus an attempt to answer these questions or issues: What is the definition of wisdom? Can one distinguish or differentiate wisdom from knowledge? How different is wisdom from knowledge? And interestingly, we can also ask: So what about wisdom? What benefits would it give to one if one is said to possess much wisdom? And of a leader is wise, what would be the implications or significance of having wise leaders especially at the helm?

What Is Leadership?

In the context of this paper, “leadership in organizations is the process of (*wisely*) guiding and directing the behavior of people in the work environment.” (Quick and Nelson, 2013: 380, *italics author’s*). Leaders influence their people (Maxwell, 1993; Low, 2013); and very often the people will look at the leaders as role models (Price and Price, 2013; Low, 2013; Peterson and Seligman, 2004) for their growth and progress. And people would also look at their leaders and their behaviors as standards (Price and Price, 2013). Facing problems and challenges (which “give meaning to life”; Maxwell, 1993: 78), leaders also bring solutions to the problems or help resolve issues within the organizations.

Why Leadership and Wisdom?

From the outset, it is worthy to note that limiting beliefs or values can, in fact, hinder leaders; these are ordinarily beliefs or key thoughts that stop people from excelling in life and leadership. One researcher, for example, spoke of, “some managers (*/ leaders who*) believe that they are talent(ed), (*and*) competent, hav(*ing*) high skills in every field. These (*leaders/*) managers may refuse to participate in training programs, which will hinder development and improvement of their managerial skills.” (Mahfuz Judeh, cited in ResearchGate 2014 (*italics author’s*). Another researcher spoke of attitude or “negative thoughts that will sap off energy that we need to meet challenges” (Miranda Yeoh, cited in ResearchGate, 2014).

Contrariwise, leaders should have few, if not at all, any limiting beliefs; they should be wise and confident enough to lead their people. Not many of us are wise, but all of us are smart or quick enough to know that “leadership is (so) important”; besides, “leadership is everyone’s business” (Achua and Lussier, 2010: 3, 4); and hence the importance of this topic: Wisdom, knowledge and leadership. We can also take it that a wise leader is often a successful leader, having good or effective people skills while knowing and understanding his or her people well.

There is truly something about giving, particularly so, in leadership. True, the receivers feel good, but do also take note that the givers too feel good; the very act of giving also uplifts the spirit of the givers. Leaders give and leadership is about giving; it is not about taking. Akin to servant leadership (Achua and Lussier, 2010; Robert Greenleaf, cited by Quick and Nelson, 2013), leaders lead by serving others; they are here to serve, not to be served. Of significance, servitude indeed nourishes the spirit (Lindenfield, 1999: 104-105). “A great ocean creates a great soul in people, and the diminishment of the ocean diminishes the people” (Thomas Moore, *Care of the Soul*, cited in Lindenfield, 1999: 105); giving is wisdom, and giving leads to success; it is when one gives that one gains and wins [in the higher order or other-worldly. The first becomes last and the last becomes first. “A generous man will prosper; he who refreshes others will himself be refreshed” Proverbs 11: 24-25, also cited in Jenson, 1989: 94] “Only when we learn to give we learn to live.” (Harris, 1999). Harris (1999) spoke of giving a vision, little things that count, example, respect, service, space, time, care, effort, listening ear, value and a thought as well as motivation and team support and a host of other many things including forgiveness and happiness.

Without oars or rudder, a boat aimlessly drifts. Leaders must definitely lead their people wisely. As such, yes, by merging wisdom to leadership particularly so when leading the people (the leader’s followers), all of us get to know more about leadership, its importance, its role and functions and the leaders’ interactions, dealings and relationships with their people as well as the benefits of having wise leaders.

What Is Wisdom?

Merriam-Webster.com defines wisdom as “knowledge that is gained by having many experiences in life; the natural ability to understand things that most other people cannot understand; and knowledge of what is proper or reasonable or good sense or judgment” (Merriam-Webster.com, 2014). Dictionary.com (2014) speaks of wisdom as an “insight”.

What Is Knowledge?

Knowledge is “information, understanding, or skill that you get from experience or education or awareness of something. (Or) the state of being aware of something.” (Merriam-Webster.com, 2014a). In brief, it is precisely defined as a mere collection of facts and data; it is just “the accumulation of facts and data” that one has learned about. (Lifehack, 2014).

Wisdom Is More than Knowledge

To this author, wisdom is more than knowledge. Wisdom is insights. And this author would like to distinguish wisdom from knowledge as insights and when an individual has “many experiences in life; (he or she has) the natural ability to understand things that most other people cannot understand” (Merriam-Webster.com, 2014) and what more, knowledge is just or mere “information, (and) understanding” (Merriam-Webster.com, 2014a). In short, wisdom “is the ability to discern and judge which aspects of that knowledge are true, right, lasting, and applicable to (one’s) life. It’s the ability to apply that knowledge to the greater scheme of life (*and in this paper’s context to leadership*)”. Wisdom is also deep; knowing the meaning or reason, about knowing why something is, and what it means to one’s life. (Lifehack, 2014, *italics author’s*).

To talk further on wisdom, it is also said that “many modern authorities on government, religion and philosophical ethics say that wisdom connotes an ‘enlightened perspective’. This perspective is often defined in a utilitarian way, as effective support for the long-term common good.

Insights and acts that many people agree are wise tend to:

- arise from a viewpoint compatible with many ethical systems
- serve life, public goods or other impersonal values, not narrow self-interest

- be grounded in but not limited by past experience or history and yet anticipate future likely consequences
- be informed by multiple forms of intelligence – reason, intuition, heart, spirit, etc.” (Lloyd, 2014)
- be “without hypocrisy”, “pure” and “peaceable” – quiet, reconciling, gentle and calm in a wise person (citing James 3: 17, Pringle, 2002: 186)
- be “full of good fruits”, “nourishing and attractive, producing good results” (citing James 3: 17, Pringle, 2002: 18)
- be enlightened, wisdom gives us the aha-aha feeling/ effect and insight
- be of good mind, and being of good mind generally leads to being of good body [what is good for the mind is also good for the body; one wise rhyme, for example this author remembers well since young is “early to bed, early to rise makes a man healthy and wise.”] and overall nourishes or invigorates one’s spirit. Incidentally, there is an Old Russian saying that goes like this, “In healthy body resides a healthy spirit.” And in the Christian faith, it is said that all of us need a physical body to become like the Heavenly Father; human bodies are so important that they are called temples of God (1 Corinthians 3: 16-17; 6: 19-20)
- be supported or backed up by some greater invisible force.

Wisdom can be and is, in fact, considered to be the highest form of knowledge (Lloyd, 2014).

To give an example or illustration, it is like these: When one has the knowledge, one knows which things, habits, events, practices, people, and pleasures make one happy or contented. When one is wise, in the area of happiness, for instance, one knows that while those things may bring one pleasure, happiness is not derived from things, practices, events or situations or people. It is one’s understandings that happiness comes from within, and that it is a temporary or momentary state of mind. Wisdom can also be an insight or insights, that is, one deeply knows that happiness is not the purpose of life; that it is not the marker of the quality of life. Happiness is merely one of the many transitory states of mind in the range or variety of full emotions. The insight(s), to the author, can also be linked or associated with certain key beliefs and values one

held; and that one may then, for example, seek, search and work out for permanent happiness in one's spiritual life and/ or thereafter.

Why Leadership and Wisdom Go Together?

Wise leaders subscribe to what Martin Luther King, Jr. (1929 - 1968) once said, “The time is always right to do what is right”.

(<http://www.beliefnet.com/columnists/fromthemasters/2011/11/timeless-wisdom-from-great-leaders.html>).

Hardwiring his or her brain for success, a wise person (leader) is one who is very much alive and aware; the flowers of virtue arise, blossom and bloom. And their fragrance is released to the winds and fills the air and setting. If wisdom is “serv(ing) life, public goods or other impersonal values, not narrow self-interest” (Lloyd, 2014), then the wise leaders are good servants and good leaders. Look at the historical Jesus; he served his people. “The principle of service is what separates true leaders from glory seekers” (Jones, 1995: 250). And true service inspires service.

A person or a leader possesses his own standards, values and as Jones (1995: 19-20) indicated, “internal anchors”; the Dalai Lama, HH pointed out that the most important thing in human life is to promote human values as the foundation of daily life (Ueda, 2013: 92) and to this author, values serve as wisdom and they can also serve as supplying a good foundation for a successful leadership and good community living.

“It is your decisions not your conditions that truly shape the quality of your life.” Anthony Robbins cited in Trans4mind (2013). It can also be said that there is also this wisdom in leaders to do things for their people, better the quality of their lives or to grow them. Look at the late Mother Teresa the way she worked for the poor in India. In the Confucian sense, there exists a need to “make it your guiding principle to do your best for others...” (*Confucius – The Analects*, IX, verse 25) (Lau, 1979: 99; also cited in Low, 2012: 129), and that is what wise leaders do. Decisions taken by leaders at present are driven by their visions of tomorrow and based on what they learned in the past.

Lloyd (2006) argued that wisdom is the way leaders and managers include their values into their decision making process, and it is their wisdom or values that decide the way they define that essential word 'quality'. The word 'quality' can also be seen as another way of separating process from change. Not all change is progress and it is their values that finally decide their priorities. And it is these priorities that then become the criteria or standards they use to differentiate between change and progress.

Leaders should be wise ("above all else, guard your heart for it affects everything you do"; Proverbs 4: 23) to decide or determine what to do when a situation of or between determining options arises. Take King Solomon's case – because King Solomon asked for a wise and understanding heart when God offered him anything he choose, he was granted much wisdom that no one before or since owned. Early in King Solomon's reign that wisdom was displayed when he decided between two women, each of whom claimed that a baby was hers. Seemingly, the "lower courts" had been unable to discern which woman was telling the truth, so they brought them both to King Solomon for him to judge between them. This indeed strengthened King Solomon's reputation as a leader with wisdom and great insight.

To learn is to find out ways, smart methods and techniques to lead and grow in leading one's people. Learning gives substantial edge to all of us, and leaders who embrace the value of learning and apply good learning, are wise leaders. Yes, leaders may indeed make mistakes or errors, but they learn from the mistakes made, and most important of all, they improve their quality, conditions or situations. Lloyd (2006) spoke of the fact that if people want to have a better future the first, and most important thing that people, especially leaders, have to do is better the quality and effectiveness of their learning.

Leaders not only improve themselves, but also better the organizations that they lead or are in; in fact, they set or put these organizations in a continuous learning and improvement process to achieve newer heights.

How or What are the Ways In Which a Leader Can Be Wise When Leading?

As a leader, how or what are the various ways in which one can be wise when leading one's people.

1. Being Keen Learners

If one does not learn, one does not grow mentally or intellectually. And what is worse, “fools fail to learn even from bad experience” (Pringle, 2002: 181) or mistakes (Pringle, 2002). It is always good not to stop learning, and in fact an individual needs to keep adapting (Niven, 2000). Although commonsense goes further than much learning, wise leaders are successful because they are keen learners.

It is said that the Talmud is one of the world's great books of wisdom and the word, Talmud means “teaching” or “learning”; and that is what the Talmud is all about. The Talmud asserts, “Who is wise? One who learns from all.”

Learned leaders and people enjoy personal growth (or staff development) which is a “spirit food”, giving oneself regular chances to learn and develop. (Lindenfield, 1999: 99; Maxwell, 1993). While in a World War II German concentration camp for three years, Victor Frankl realized one day that although the Nazis could torture his body, they had zero control over his mind or spirit. This empowering shift in perspective helped him survive and then to inspire his fellow prisoners to take control of their own mind. (Kaipa and Radjou, 2013).

No one can rob a person of his or her wisdom. “A wise man will hear and increase learning” (Proverbs, 1: 5). A leader can be wise by learning. A wise business leader, for example, even learns from his or her protégé. Here, the value of a mentorship is not just for one's protégé — answering questions that younger people ask can help one to clarify one's own thinking (Harvard Business Review, 2014). As the business leader relates what it means to be an executive, one will get a second chance to learn why one does things the way one does and what assumptions drive one's actions.

To learn is to be wise; learning helps one to be wiser, and in turn be a better leader. Brian Tracy (cited in Pringle, 2002: 189) thus spoke of, “The great breakthrough in your life comes when you

realise that you can learn anything you need to learn to accomplish any goal that you set for yourself. This means there are no limits on what you can be, have, or do.”

2. Having Abundance

The wisdom here is that a person should not be selfish but instead be grateful for (s)he lives in abundance. (S)he says YES to life (Keerti, 2008) or what Lindenfield (1999: 106) called “veneration” or “spirit food”, spending or “setting time aside to show respect, admiration and gratitude for”. Here, it is necessary to quote William Arthur Ward (cited in Daringtolivefully.com, 2014), that is, “gratitude can transform common days into thanksgivings, turn routine jobs into joy, and change ordinary opportunities into blessings.”

While the limited person or leader is selfish, wise leaders are big-hearted, generous and believe in sharing. True, times are hard across the country or even in the region but that does not deter wise leaders or business owners from seeing opportunities, abundance and sharing. Take a look at the life of the late Mother Teresa; grateful to whatever is given or thrown to them including hardship or adversity, wise leaders care to share. To share is to care, and this brings happiness to others and to themselves too.

Wise leaders are also happy, sharing their bounty. In *Happy*, people are happy when they give away what they value to appreciate how they are (Lonely Planet (2011: 119)).

Wisdom sharpens us, and the wise sees plenty of opportunities. Wise leaders also appreciate their people and their strengths; they let their people soar and attain higher goals and accomplishments.

3. Having Compassion

A person let alone a leader who is cold, callous or has become like a machine has no love or compassion for others is unlikely to be successful. (S)he is also unlikely to attract followers, fans, supporters or admirers let alone be popular.

On the other hand, compassion is “all-inclusive, intrinsically all-inclusive”, “always therapeutic”, “helps you” (Osho, cited in Keerti, 2008: 124), and is compelling, and Jesus and the Buddha taught the wisdom, importance and spirit of love and compassion. (Borg and Riegert, 2008). By bringing spirituality into our relationships, we add depth and meaning. (Keerti, 2008; Lindenfield, 1999). Such relationships or intimacies are spirit food when one spends quality time with one’s loved ones too or when spending with people one feels at ease and one knows one can be oneself (Lindenfield, 1999).

Love simply nourishes our body and soul or spirit. “All of us need to believe that we are loved and are lovable.” (Keerti, 2008: 120). “Human affection is much stronger and more useful than money” (The Dalai Lama, HH cited in Ueda, 2014: 40). And to love, be compassionate and be loved is both basic and wise; love and compassion attracts like a magnet. And a truly wise leader recognizes that as humans, all of us need this affection to live; and indeed we cannot separate ourselves from affection and values. And as the Dalai Lama, HH aptly put it, “Even ordinary people who might not have this kind of sophisticated knowledge (investigation and analysis) can confirm this truth (*wisdom*) through their own experience” (Ueda, 2013: 47; *italics author’s*).

Certainly, “it is not enough to be compassionate. You must act. There are two aspects to action. One is to overcome the distortions and afflictions of your own mind that is, in terms of calming and eventually dispelling anger. This is action out of compassion. The other is more social, more public. When something needs to be done in the world to rectify the wrongs, if one is really concerned benefiting others, one needs to be engaged, involved.” Dalai Lama, cited in Dalai Lama, The, HH with Chan, V. (2012: 185).

4. Forgive or Letting It Go

Most times, all of us foolishly cling on or are attached onto the past, people, events and things. And in fact these can bring about wants, envy, greed and suffering.

Being wise is also being sensible – one learns to let go. Jesus let it go. Jones (1995: 157) speaks of, “When you have done everything humanly possible – with a project, with a business, with a relationship – then the only thing left to do is to let it go.”

Interestingly too, if one learns from mistake, it becomes a precious teacher; if one learns nothing, one becomes a fool (Pringle, 2002). Wise leaders thus allow their people to learn from their mistakes – as long as they don't make the same mistakes twice or over and over again; they learn from mistakes made.

“To err is human” (Lonely Planet, 2011: 27). Wise leaders simply adopt a stance of “Just let's forget it.” Forgetting – they do not let grudges poison them, and that is a good wisdom practiced by successful leaders. More quarrels or further conflicts are thus averted or prevented.

Letting go and/ or forgiveness is one of Christianity's wisest teachings and is also featured in the Jain religion. And in the same vein, Buddhist wisdom speaks of letting go and rightly so, being non-attached or detached.

5. Disciplining

Non-leaders or bad leaders are ill-disciplined. They function or act based on feeling (Keerti, 2008). Money, sexuality, relationships, time, organization, learning, all become areas of confusion or chaos for the leader who has never self-control; those who are out of control in any of these areas lose credibility, respect and authority. (Pringle, 2002). When one is ill-disciplined, one has no integrity.

On the other hand, excellent leaders are disciplined (Pringle, 2002; Maxwell, 1993) and holds him(her)self high. Here, self-disciplined Mahatma Gandhi (Nair, 1997) comes to mind, the great Indian independence leader fought against the British through Ahimsa or non-violence. Interestingly, discipline is doing what one does not want to do; it is also not doing something one wants to do. Discipline is consistently doing things one should do and it becomes a habit so much so that the habit becomes the habit or cable of excellence.

Indeed so wise leaders are cool or casual enough to realize this and be disciplined, and “discipline is (*really*) not a dirty word” (Lonely Planet, 2011: 81; *italics author's*). They

axiomatically set the example for their people. And besides, they, in fact, go without to appreciate what they have. These also entail that at times, they make sacrifice(s) to help others.

6. Refreshing Perspectives

Fools are narrow-minded and as dogmatists and bigots, they refuse to see things from fresh angles. Simply talking shop, some people seem to continue to be entrapped or living within their own psyche prisons.

To be wise(r), leaders seek to regenerate, illuminating their spirit. They dump their old glasses and look through fresh eyes, e.g. when Alan Mulally took over as CEO of Ford, the company was losing market share and facing deep losses because of increased competition and globalization. One day, when walking through the Ford parking lot at Detroit headquarters, Mulally suddenly noticed the hodgepodge of Ford brands that had no common attributes in shape or style. This moment of clear-sightedness led to Ford's trimming its bloated portfolio of 97 models to just 20, selling off Jaguar, Land Rover, and Aston Martin in the process, and focusing on smaller, more fuel-efficient cars. (Kaipa and Radjou, 2013). Wise leaders realize the need to “be aware and live intensely” (Keerti, 2008: 45).

Wise leaders refresh their perspective and seek the good in life and others. Interestingly, people are always happy when working out this wisdom, looking at fresh perspective(s) and finding for the good in life (Lonely Planet, 2011).

As it is wise to learn, leaders learn and they become wiser as well as having continuous learning or improvements when they take a mind growth perspective. Low (2012: 124, *italics author's*) as highlighted that, “People with mindset usually find themselves ‘having mind blocks – not learning much, such people find it difficult to think laterally or even to expand their skills or talents’ ‘They are slow to learning and changing’ (several interviewees’ inputs; mentioned thirty-nine times).

(*Interestingly,*) mind growth is about having an un-trapped mind. ‘The individual is willing to learn.’ (several interviewees’ inputs; mentioned forty-three times) Here, there is no fixed or

established way of looking at things. One looks at things in a novel or creative fashion; this is refreshing as well as one often learns, changes and innovates.”

7. Letting Loose

Fools and weak leaders get cluttered and become unorganized as well as sadly lose valuable relationships, a common modern ailment. They have marital and family problems. Relationships are like flowers, they take time and effort as well as the right environment to grow and blossom. Weak or non-leaders can be leading overcrowded lives, and they can feel terrible, frustrated and be unhappy (Griffiths, 2007). Conversely, a good balance of things makes people happy (Lonely Planet, 2011) and they have time for their relationships with others to blossom too.

Being overwhelmed by one’s business or work or feeling out of control is a terrible feeling; entrepreneurs and business leaders who are balanced ordinarily own businesses or have work and have a life (Griffiths, 2007). They have the wisdom to remember to stop, think and laugh and have some fun. Wise leaders also understand that there is a time for everything, and a balance’s also struck. They upkeep a good balance of things, harmony and have good time management to avoid burnout. And they are happy and productive in their work.

All work and no play makes jack a dull boy and girl – and stressed out people too. Successful leaders thus also shut down business as usual and go a bit wild. Here, they practice creativity.

8. Relating Well With the People

“Fools are conceited” (Pringle, 2002: 182) and are non-leaders; they do not have good relationships with people.

One Chinese proverb speaks of, “A great general need not blow his own trumpet.” (Lau, Lau and Lau, 2009: 82). And wise leaders realize Francis Bacon’s words, that is, “The less people speak of their greatness, the more we think of it.” Leaders, being wise, are humble, gaining the people’s approval and winning their hearts. To this author, humility is the willingness to submit or give in to others, treating others/ people as more important than oneself, as Paul said in

Philippians 2. Proverbs 27: 1 (also cited in Pringle, 2002: 196) cautions “not to boast about tomorrow, for you do not know what a day may bring forth”.

Wise people and leaders smile and relate well with others (Sekar, 2008; Low, 2001). Smile begets smile. Good leaders as perceived by people, carry with them radiance and the talent to lighten up their setting with a smile and relationship-building. We are all of one essence – within the same family, so to speak; this is propounded by most ancient texts including the Bible, the Koran, the Buddhist Sutras and the Tao De Ching. “You tap in to this oneness and become part of the universe as a whole” is expressed by Stephen Richards, Cosmic Ordering Guide, cited in Goodreads.com (2014).

At a practical level, we should however note that “deep inside we are still human beings who need affection” (The Dalai Lama cited in Ueda, 2013: 47), and relationships are indeed the key to increased success (<http://www.doinasinfinitesolutions.com/power-relationships-for-super-success/>). Wise leaders indeed realize this: “Human affection is much stronger and more useful than money” (The Dalai Lama cited in Ueda, 2013: 40). The leader is indeed wise when leading; (s)he connects and relates well with the people. And (s)he treats them as humans and respect them. (S)he also respects their rights.

Often people in any organization like to act or function like one (big) happy family. Good leaders need to relate well, appreciating the gifts of the family and friends (Lonely Planet, 2011; Low, 2001).

Nowadays people tend to value technology more than people. However, wise leaders value their people, their human capital (Stone, 2013) or “most appreciable asset” (Maxwell, 1993: 113).

9. Networking, Building Bridges and Collaborating with Others

Non-leaders or “fools enter too quickly into conflict.” (Pringle, 2002: 180).

A Chinese proverb speaks, “Strength + Strength + Strength = Cooperation” (Lau, Lau and Lau, 2009: 19). The Chinese has this wisdom and the word for cooperation consists of the symbol for

strength repeated three times. A heart radical is also present to symbolize the common intention necessary to achieve synergy.

A successful leader, being wise, would build bridges, have good contacts and networks; (s)he also collaborates with others and get the job or task(s) done (Low, 2001). Interestingly, the more people one knows, the more personal and professional leverage one will have. Sociologists call that social capital (<http://www.doinasinfinitesolutions.com/power-relationships-for-super-success/>).

10. Being Socially Responsible

Being not selfish and serving (Pringle, 2002) would certainly boost one's spirit and soul; Lindenfield (1999: 101) spoke of communal action as "spirit food", satisfying our social needs.

Indeed being unselfish and serving plus practicing the ancient wise value of responsibility, wise leaders care and are socially responsible for nature and the environment; Mother Earth needs our care and love; all of us need to adopt Green Earth ways. The Bible and the Koran say that human beings are to be the stewards or keepers of earth's environment (Almunawar and Low, 2013; human beings are God's vicegerent on the earth; Q'uran, ii, 30 cited in Sharif, 1963: 159).

Wise leaders can make the world greener. They can help reduce the carbon footprint which is actually the measure of greenhouse gases produced by human activities. They can lead their organization in reusing or recycling papers and other resources so that fewer trees are chopped down to make new paper.

What Are the Significance and the Key Benefits Especially for the Organization and People When Wise Leaders Prevail?

Wise leaders, treating their people as important, listen to them. Wise leaders never, even for a moment, think that they are beyond the need for counsel and input from others (Chappell, 2013). People, when they know or feel they are listened to, they feel important and indeed get

motivated. We thus, overall, get a happy, productive people working in a motivated organizational setting.

It is worthy to also note that these days, much global and local competition exists (Miller and Miler, 2006). Besides, electronics is but one field in which rapid technological advances make products obsolete within a year or two. Each of us are living in a world impacted by developments in disease-resistant crops; gene splicing; fuel cells; advanced ceramics, alloys, and composites, “smart” membranes; computer-aided design and manufacturing; artificial intelligence; optical computing; universal Internet access; and so on. Our challenge is to be more than just reactive or even responsive, but to be proactive in choosing and valuing what we give birth to technologically (Miller and Miller, 2006).

With rising technology these days, leaders must truly avoid or guard against what was pointed out by Low K. C. P. (cited in ResearchGate, 2014a), that is, “it is the mentality or reflex thinking that everything can indeed be replaced by technology or machines (technology is the be-all and end-all or paramount), and that is very bad, demoralizing and dehumanizing. I am saying these because if one really knows or has observed some Asian countries, there, technology is seen as a God. And in a few Asian countries, they may have the monies to buy technology (perhaps because of fossil energy sources) yet technology takes precedence over almost anything including (foreign) talents/ people.” Low K. C. P., cited in ResearchGate 2014a, also highlighted these: “It is how one uses things and not uses people. People are to be loved and things are to be used. I’m and I’m sure all if not most of you would be against such dehumanizing use (or) accordance of priority to mere machines/ tools or technology. Technology should really be ‘humane’, be the means to helping human beings and societies not, sadly so, as the ends” (ResearchGate, 2014a). At the end of the day, wise leaders indeed value and treasure their people.

Interestingly, “wise leaders, with their integrity and values, will make themselves LAST even if it appears that they are losing grounds or have lost. Cool and calm, they know at their hearts, they are FIRST or at least they WIN. And that is wisdom, not being competitive yet being wise, patient and smart.” They have their values and principles. “They also know that they have a

GREATER INVISIBLE FORCE supporting or backing them up” (Low, cited in ResearchGate, 2014b).

Concluding Remarks

Whether one is a leader or a follower, there is much wisdom in this well-loved Chinese proverb that specifically speaks of, “learn(ing) as if life is one continuous lesson.” (Lau, Lau and Lau, 2009: 152). A wise leader also keeps on climbing mountains, learning and indeed is on a continuous learning path (Low, 2014), and indeed he gets wiser. And to be sure, we should also take cognizance of an old Arabic proverb that speaks of: “He who knows not and knows not that he knows not, is a fool – shun him; he who knows not, and knows that he knows not, is ignorant – teach him; he who knows that he knows, is asleep – wake him; but he who knows that he knows is a wise man (*a good leader*) – follow him.” (*italics author’s*).

When we acquire or sharpen our wisdom, we learn better, and we in fact nourish our mind, body and soul. When we get wiser, we overall further improve our lives. We keep on learning, be wiser and this marvelously means there are really no barriers or limits on what we can be, have, or do.

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