

to keep and perform their culture whereas West Malaysians see current time as their culture. Some may input their root including the student who put Siti Nurhaliza music. Most of them use modern Malay pop songs.

### Conclusion

The creative process of implementing root with folklore is one of the ideas in developing better characters. By giving students more new techniques from a different system of acting, most students may perform their best acting on the final performance. It is believed that due to cultural preferences are chosen by both groups of students make their ideas and final performance different. It is suggested for the students and any researcher in the future to always look and try new techniques and always impose root for the students. The differences of both groups are interesting to study, and it is hoped that by assimilating the ideas, more creative actings are done, and more students will learn to know and accept other culture naturally. The acting practices may solve racial issues in Malaysia with proper guidance.

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# ARTISTIC SENSIBILITY FROM A LEADERSHIP PERSPECTIVE IN THE DIGITAL ERA

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Qistina Donna Lee Abdullah and  
Khashini Devi R. Varatharajoo

### Abstract

This digital era inevitably posts a significant threat to almost all the aspects in this world in coping with the highly competitive environment. One of them is art as far too little attention is being paid on this aspect. Art has been the very same art since the olden days whereby it is seen from how something has to be produced. Thus, arts need to be viewed from a very new angle, and leadership seems to be the best fit to be bridged with the arts. Since leadership also requires a new form to adapt better in this fast-paced world, incorporating arts and the qualities of an artist, indeed, is beneficial. Incorporating arts into leadership process forms a whole new component of artistic (aesthetic) leadership. Artistic leadership is the process of influencing followers using arts sensibility and behaviour. Artistic leadership tend to stimulate critical thinking, promote emotional stability, encourage creativity in communication, motivates in risk-taking, aids in self-development of a leader and many more. Moreover, the qualities of an artist should be taken into practice by leaders to lead with ease and certainly aligns with the demand of needing a more innovative leadership approach.

**Keywords:** Art; leadership; artistic leadership; digital era

### Introduction

Art in this digital era! What is art? How can art be viewed from an entirely different angle or component to survive this digital era? If we look into the basic definition of art, it is "the expression or application of human creative skill and imagination, typically in a visual form such as painting or sculpture" (English Oxford Dictionary, 2018). Based on this definition, art is seen as a product produced by the outpour of human creativity. The product in this context is tangible which can be seen, touched and felt. However, art is just way beyond all of those whereby not only a product or something is being produced.

Tolstoy (1986), at that time itself, defined art from a different angle whereby it is primarily an activity when a feeling is transmitted from one to another, and they experience it the same way as the other person did. There are also various other definitions such as representation or imitation (Plato as cited in Davies, 2013), as spontaneous expression (Croce as cited in Davies, 2013) and as significant form (Bell as cited in Davies, 2013). These views are yet to be in a different way but are these 'different' enough for the arts to survive this digital era? Thus, something which is ongoing is needed. Not only that, it should be a whole new component once bridged with arts to be beneficial. Leadership is

the best component which fits best. Leadership is a process that "involves influence" and is best defined "as a process where individual influences a group of other individuals to achieve a common goal" (Alkahtani, 2016, p. 24). In brief, it is a series of process in which leaders guide, inspire and influence followers in directing them to achieve a great height of success for a better chance in future. (Abdullah & R. Varatharajoo, 2017). By adopting the arts, leadership practice can be removed from following the traditional command and control style. The need to eliminate the old outdated style is essential as no followers of the current generation prefer to work in a 'bossy' environment.

Thus, it can be said that a new and different style of leadership is deemed necessary under the context of management in managing the organisation effectively. Kotter (1999) mentioned that this 21<sup>st</sup> century is sure to encounter a demand for the different type of leadership approach to coping with this rapidly moving environment. Since leadership is an integral part of the management function, effective leadership is deemed necessary to adapt well to the internal and external fluctuating environment (Abdullah & R. Varatharajoo, 2017). A leader of the organisation generally performs the leadership function, and followers acknowledge every leader. According to Sadeghi and Pihie (2012), with the experiences gained, education and training, leaders improve their leadership role or act over time to be able to lead the organisation effectively to the desired future. It is a fair thing as nothing can remain in the very same position for an extended period. Even the best needs improvements and to be updated from time to time. As articulated by Steve Jobs, leaders are reflected as "architects of the future" and "keeper of the vision" (Bass & Avolio, 1994). The main element to gain success in this competitive world is to ensure employees "perform beyond expectations", develop creativity and innovativeness despite fostering their "leadership capacity" (Bass & Riggio, 2006).

### Why Leadership and Do Leaders Need to Have a Background in Arts?

In this case, why leadership is the one that fits best? How can leadership be beneficial if it is incorporated with art skills in this context? In today's competitive world, proper and good leadership is essential. Incorporating arts means that the characteristics of an artist are taken into the leadership function. Gamache (2016) in the article of 'Leaderonomics' mentioned that a leader leads better with arts as it stimulates the out of the box thinking way beyond books. Moreover, with the arts, leadership skills possessed by a leader enable him to be more 'marketable' in today's digital era. This is a great point for a leader to be able to lead. A 'marketable' leader does not mean that it is easier regarding employability but terms of followers' preference and job performance. Looman (2003) also mentioned that organisations are seeking leaders who use every chance in creating an environment which has a sense of life as well as empowers followers in creating differences. Well, that does not mean that a leader has to have a background in arts whereby to know to produce any artworks. In this context, bringing artistic skills and qualities of an artist in leadership is what matters most. Looking back to the definition by Tolstoy (1986), art is a transmission of feelings whereby it is indeed necessary for terms of leadership. For instance, when a leader has the excitement of having a new idea and possesses the drive to move forward to achieve a goal, how