
| RESEARCH ARTICLE

Cultivating an Applied Approach Combining Cooperation Leadership with Wisdom Management in Variable Organizational Contexts

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| ABSTRACT

Leadership approaches that emphasize adaptability, inclusivity, and sustainable intelligence are critical in today's volatile, complex, and interconnected business landscape. The review discussion presents three core components of leadership approaches: (i) trigger organizational scenarios such as mergers, departmental amalgamations, and intersectoral collaborations; (ii) the emergence and opportunity of disruption and disruptive leadership; and (iii) the applied combination of cooperation leadership and wisdom management. Distinct from cooperative leadership, cooperation leadership is explored as a non-hierarchical model that fosters shared decision-making and relational empowerment. Wisdom management, grounded in practical wisdom known as *phronesis*, emphasizes ethically informed, value-based actions derived from contextual knowledge. These models are then applied within the presented scenarios to demonstrate how their synthesis facilitates overcoming tensions and building unified strategic outcomes. The review also aligns disruptive leadership with wisdom management and cooperation leadership, highlighting the need for leaders to view disruption not as chaos but as a foundation for redesigning structures, values, and outcomes more sustainably and equitably. The discussion extends to the relevance of the cooperation leadership and wisdom management leadership approach in global contexts, acknowledging the challenges posed by cultural and organizational diversity. It acknowledges that the contemporary organizational environment is characterized by uncertainty, unpredictability, and complexity, which indicates the importance of applying cooperation leadership and wisdom management. When applied jointly, cooperation leadership and wisdom management help to address the technical and structural elements of organizational change and the emotional, cultural, and ethical dimensions of transformation efforts. The findings advocate for visionary, courageous, and ethically committed leadership grounded in reality as outlined in Koestenbaum's Diamond model. The conclusion reinforces the viability of the combined model for contemporary leaders navigating uncertain and dynamic environments.

| KEYWORDS

Cooperation leadership, wisdom management, *phronesis*, disruption, pragmatic utility, Koestenbaum diamond leadership model, organizational variability

| ARTICLE INFORMATION

ACCEPTED: 01 May 2024

PUBLISHED: 28 June 2025

DOI: 10.32996/jbms.2025.7.3.21

Introductory Overview

The challenging, turbulent, and unpredictable environments contemporary organizations encounter require creative leadership and intellectual asset management approaches to foster survivability and prosperity. Traditional paradigms lack the mechanisms to address new-age challenges, and hence, non-hierarchical leadership models suitable for the fast-transforming information

age are needed to combat these emerging challenges. The combination of cooperation leadership and wisdom management is a novel approach that potentially promises to deliver realistic and tangible results to enhance survivability and sustainable prosperity. These two concepts are espoused in the inner side of greatness philosophy that underpins Koestenbaum's model of leadership before a conceptual framework anchored on pragmatic utility is formulated (Koestenbaum, 2002; Block & Koestenbaum, 2023). The review that follows has three components, namely: (i) cooperation leadership and wisdom management, (ii) application in variable organizational contexts, and (iii) conceptual framework for pragmatic utility.

Trigger Organizational Scenarios in Variable Contexts

Modern organizations operate in a dynamic environment where structural changes and external pressures have created variable organizational contexts. Among the most illustrative scenarios are mergers and acquisitions (M&As), departmental amalgamations, and intersectoral collaborations (Mityakov et al., 2024; Tungia et al., 2023). These transformations often emerge due to globalization, market competitiveness, and shifting technological paradigms. The advent of artificial intelligence, the rise of remote work models, climate-related operational risks, and rapid policy changes have intensified the variability, forcing organizations to adapt continuously. M&As, for example, bring together previously independent entities with differing operational approaches, organizational cultures, and strategic visions (Tungia et al., 2023). The goal of synergy often meets resistance from employees who perceive threats to job security or struggle to align with new cultural values. It creates an unstable context requiring trust-building, ethical direction, and collective commitment. Leaders must navigate the complex human dynamics while managing redundancies, aligning technologies, and ensuring strategic coherence across the newly merged entity. Additionally, the post-merger integration phase often suffers setbacks when leaders fail to anticipate emotional and psychological impacts on employees, such as loss of identity or uncertainty about roles. Leaders have to embrace adaptability and empathy to navigate such change.

Similarly, department amalgamations in large institutions cause functional friction, while intersectoral collaboration between government and private enterprises adds further complexity. Amalgamation results in the challenge of integrating dissimilar processes and perceived encroachment on autonomy (Mityakov et al., 2024). The scenario requires leaders to generate buy-in through transparency and inclusivity. For instance, in higher education institutions undergoing administrative restructuring, faculty and administrative staff may resist unified systems due to perceived loss of independence. The tension often undermines collaboration and slows progress unless leaders actively engage stakeholders through participatory decision-making, clear communication, and joint vision-setting. Successful amalgamations require an in-depth understanding of informal networks and subcultures that drive internal operations beyond official organizational charts. Besides, intersectoral collaboration often involves entities with divergent values, accountability systems, and public expectations. For example, a health department collaborating with a technology company on public health analytics must navigate confidentiality, regulatory compliance, and stakeholder trust. In such situations, leadership must foster shared goals, bridge knowledge gaps, and manage conflicting interests (Mityakov et al., 2024). Leaders in such contexts need to interpret and respect different institutional values and act as translators between public interest mandates and market-driven incentives. Inappropriate leadership approaches in such situations may result in mission drift, compromised trust, or project delays. Moreover, legal liability and reputational risk become shared burdens in intersectoral collaboration. Thus, clear ethical frameworks and collaborative governance mechanisms are instrumental in attaining shared goals.

The scenarios underscore the need for an applied leadership model that is adaptable, ethical, and able to manage knowledge wisely across organizational boundaries. Application of practical wisdom, also known as *phronesis* (Kristjánsson, et al., 2021), is taken to be applied integrative thinking that underpins contextual decision-making in organizational situations. Traditional leadership models, which emphasize rigid hierarchies and unilateral decision-making, are increasingly inadequate in fluid and multidimensional environments (Tungia et al., 2023). The scenarios set the stage for exploring the synthesis of cooperation leadership and wisdom management as a viable response to organizational variability. Cooperation leadership and wisdom management models can accommodate evolving expectations, foster relational trust, and ensure that knowledge and power are distributed in ways that support innovation and sustainability.

Application in Variable Organizational Contexts

The contemporary organizational environment is characterized by uncertainty, unpredictability, and complexity, thus making it suitable for applying cooperation leadership and wisdom management. In particular, M&As present some of the most challenging occasions in an organization's life cycle, as success is not guaranteed (Liu et al., 2021). A leader deploying the cooperation approach is likely to navigate the treacherous M&A environment because of the ability to build trust among the apprehensive employees and, thus, enlist their cooperation and persuade them to share knowledge to enrich organizational decisions (Degbey & Peltó, 2021). The leader plays a pivotal role in ensuring that the merging organizations have streamlined systems, integrated cultures, and a unified vision accommodating the diverse workforce teams to retain valuable human capital

(Schijven et al., 2024). Accordingly, a wise cooperation leader must communicate transparently about the organizational strategies and plans based on the collective input from employee engagement (Vac et al., 2022). Organizational members would provide their perceptions only when they find the environment sufficiently inclusive to ensure that their voices are heard, and opinions are valued.

Leaders spearheading the M&A should also manage collective wisdom to guide the integration process. The organization's members may have valuable experiences from past mergers, acquisitions, and business encounters, which can provide insights into the M&A process. As adept wisdom managers, the leaders are called upon to consider the lessons learned, incorporate best practices in managing the process, and leverage the diverse tacit knowledge that experienced members possess to deliver a functional corporate entity (Cai et al., 2022). Wisdom management demands leaders be cognizant of their decisions' long-term impact and apply the available insights effectively to avoid the pitfalls of a poorly executed merger or acquisition. Consequently, the cooperation leader should utilize the collective knowledge to facilitate cultural integration without alienating any organizational member (Gautam, 2022). Similarly, insightful wisdom should be used to forge a unified strategic direction supported by adequate resources approved by collective decision effort.

The Koestenbaum (2002) diamond model of leadership can illustrate how the cooperation leader would manage wisdom in an M&A context as an example of an uncertain, volatile, and unpredictable organizational environment. Vision is a critical imperative to guide firms through the cloudiness of M&A. Thanos et al. (2022) explain that the purpose and ultimate goal of the M&A must be clearly articulated to elucidate how a successful process and outcome would look. While the ultimate intention is to have a unified vision accommodating both firms without fundamentally changing and undermining their comparative advantages, how well parties from the merging entities understand it will determine the likelihood of its realization (Fischer et al., 2021). In this regard, the cooperation leader is instrumental in ensuring that all parties are conversant with the reasons motivating the amalgamation and the ultimate vision driving the new resultant entity. The ultimate mission of the cooperation leader is to deliver extraordinary results by ensuring that the merger vision is embraced and pursued by all corporate members because it aligns with their expectations and resonates with their values, contributions, and mindsets (Feldman & Hernandez, 2022). Courage is another essential imperative in the diamond model that deserves the attention of the participative leader as a corporate wisdom manager. Often, the M&A decision may be unpopular with organizational members who have become comfortable with the status quo. In this regard, the leader must summon all applicable knowledge to present difficult decisions as wise ones. Courage is needed to confront and convert dissenting perceptions, convincing all parties that the union of the corporate entities serves the best interests of all at the organizational and individual levels. Cai et al. (2022) observe that existing knowledge supported by lessons from past experiences should be used to inform difficult decisions and inspire confidence in the collective human capital to embrace the anticipated transformation and the accompanying uncertainties. This requires that the cooperation leader presents realistic expectations of the M&A process and outcomes. A thorough analysis of the strengths, limitations, and unique capabilities of the corporate entities must inform the complexities surrounding the integration process based on their latest operational, financial, and cultural states to prevent idealistic projections (Čirjevskis, 2020). Through clear communication and engagement, employees must be sufficiently informed about the potential pitfalls of a failed merger or acquisition and, hence, must be inspired to support the process for the overall good of all. This approach is grounded in ethics, with human capital's dignity, autonomy, and perspectives respected during the unnerving M&A. As part of wisdom management, ethical leadership during unsettling circumstances is critical for inspiring the trust and support of the workforce while maintaining its loyalty and motivation to remain fully engaged with the emergent firm (Degbey & Peltó, 2021). Also, Angwin et al. (2022) noted that contextual decision-making ensures, firstly, that the human resources of both organizations understand the complexities, ambiguities, and environmental imperatives informing the amalgamation and, secondly, formulates strategies for facilitating a smooth transition to the new corporate form. Therefore, cooperation leadership and wisdom management help leaders seeking outstanding results from the M&A process to adopt holistic change management approaches addressing the inherent uncertainties while leveraging the immense organizational knowledge to direct the most appropriate actions through well-informed decisions.

Disruption and Disruptive Leadership

Disruption is increasingly recognized as a defining feature of the 21st-century organizational environment. Disruptive leadership, in this context, is not merely about managing change but catalyzing transformation (Saranani et al., 2024). Whether driven by digital transformation, global crises, or market innovations, disruption displaces traditional models and creates uncertainty. However, it also presents an opportunity for organizational renewal. It requires a leadership mindset that anticipates the unexpected, embraces experimentation, and views ambiguity not as a threat but as a springboard for growth. Leaders who embrace disruption foster a culture of agility and innovation (Saranani et al., 2024). They challenge the status quo, experiment with new paradigms, and empower their teams to reframe problems as opportunities. Disruptive leadership entails imagination and innovative thinking, which allows leaders to examine emerging issues and develop practical solutions (Ellington, 2021). "Practical" implies having the necessary resources—including political will—for effective solution design and implementation. In

an interconnected world, rethinking challenges in a creative way is crucial for meaningful, globally applicable outcomes that meet organizational needs. For example, during the COVID-19 pandemic, many education institutions rapidly transitioned to remote learning. The shift, though created out of a crisis, opened doors to long-term innovations in pedagogy and access to learning opportunities. Likewise, in industries such as retail and healthcare, disruptive leaders leveraged the crisis to accelerate digital adoption, restructure supply chains, and reimagine customer engagement. The strategic pivots ensure continuity and position organizations for post-crisis competitiveness.

Disruptive leadership aligns with wisdom management and cooperation leadership. The opportunity lies in viewing disruption not as chaos but as grounds for redesigning structures, values, and outcomes more sustainably and equitably (Saranani et al., 2024). It requires the ethical use of knowledge, contextual awareness, and long-term vision. Similarly, it aligns with cooperation leadership's inclusive approach to team problem-solving. Disruptive leaders understand that innovation is a collective effort. They create psychological safety for their teams, enabling open dialogue, trial-and-error learning, and resilience in the face of setbacks. Disruptive leaders show courage by guiding people and organizations through moments of uncertainty. Unlike traditional leaders, they embrace unconventional thinking, abandoning outdated mindsets (Kashaboina, 2019). They understand that change is constant in business and uncertainty is inevitable. Their bold approach allows them to navigate shifting environments and drive innovation amid unpredictable challenges. By combining the courage to challenge tradition with the wisdom to act ethically and inclusively, disruptive leadership becomes a transformative force capable of reshaping organizations and the contexts in which they operate.

Cultivating the Approach: Combining Cooperation Leadership and Wisdom Management

The organizational scenarios discussed above highlight the need for a leadership model that is simultaneously inclusive, ethical, and pragmatic. Cooperation leadership reduces power distances and fosters mutual respect, facilitating joint decision-making in complex environments (Rachmad, 2022). It is grounded in participation, transparency, and shared responsibility. It is crucial during M&As or departmental restructuring, where alienation and resistance are common. Cooperation leaders foster dialogue, value diverse perspectives, and enable the co-creation of new cultures and strategies. Such leaders recognize that trust is a prerequisite for collaboration. They invest time in building rapport, actively listening to concerns, and engaging stakeholders in co-defining visions and roles. The participatory environment reduces fear and suspicion, turning stakeholders into partners. The essence of cooperation leadership lies in its relational approach in which leadership is not regarded as a form of controlling others but a process to empower them through connection. Wisdom management complements cooperation leadership by transforming data and experiences into ethically sound actions. It draws upon practical wisdom to understand the implications of decisions beyond the present moment (Kristjánsson et al., 2021; Suci et al., 2022). In intersectoral collaborations, for instance, wisdom management ensures that knowledge from different sectors is integrated into organizational plans strategically. Unlike knowledge management, which often focuses on storing and accessing information, wisdom management emphasizes judgment, values, and context. It entails leaders asking questions such as "what do we know?" and "what ought we to do with what we know?" Wisdom managers recognize that technical solutions are insufficient without moral insight. They ground decisions in principles such as justice, sustainability, and the long-term welfare of all stakeholders.

When applied jointly, cooperation leadership and wisdom management provide a potent response to challenges that organizations encounter in contexts characterized by uncertainty, unpredictability, and complexity. The synthesis addresses the technical and structural elements of organizational change and the emotional, cultural, and ethical dimensions that often determine the success or failure of transformation efforts (Kristjánsson et al., 2021; Rachmad, 2022; Suci et al., 2022). The model creates a leadership approach capable of navigating disruption and variability with foresight and empathy. The leadership synthesis is especially relevant in volatile contexts, where rigid top-down leadership often falters. Cooperation leadership builds the inclusive processes necessary for adaptation, while wisdom management ensures that the adaptations are guided by thoughtful, values-driven reasoning. For example, in a healthcare organization integrating artificial intelligence in diagnostics, cooperation leadership would ensure that clinicians, technicians, and administrators contribute insights, while wisdom management would guide decisions on patient privacy, data ethics, and equitable access. The leadership model is vital for effective management of change disruptions to ensure necessary adaptation.

Koestenbaum's diamond model enhances the synthesis through its four imperatives: vision, courage, reality, and ethics (Koestenbaum, 2002; Block & Koestenbaum, 2023). Vision helps define a shared direction where courage enables risk-taking, reality anchors leaders in practical aspects, and ethics ensures decisions serve the collective good (Orliv et al., 2021; Koestenbaum, 2002). The diamond model offers a philosophical backbone for integrating cooperation leadership and wisdom management practically. Vision energizes teams by articulating a compelling future. Courage empowers experimentation amid uncertainty (Orliv et al., 2021; Koestenbaum, 2002). Through courage, leaders make organizations more innovative despite unpredictable challenges. Ethics, on the other hand, reminds leaders of their broader responsibilities (Orliv et al., 2021; Koestenbaum, 2002). Ethical leadership fosters trust and long-term organizational sustainability. When fully developed, the imperatives elevate leadership from technical functions to moral stewardship. The integrated approach of cooperation leadership

and wisdom management makes organizations more adaptable to change. It allows leaders to respond to complex challenges with strategic clarity, emotional intelligence, and ethical integrity, which are essential traits for sustainable change in a constantly evolving world. Thus, Koestenbaum's diamond model can guide leaders to maintain vision, employ courage, confront reality, and attain ethical practices.

Overcoming Differences and Creating Win-Win Outcomes

One of the greatest challenges in variable organizational contexts is reconciling differences, whether cultural, procedural, or strategic. A synthesis of cooperation leadership and wisdom management provides a practical mechanism to address the challenges (Kristjánsson et al., 2021; Rachmad, 2022; Suciu et al., 2022). The leadership approaches recognize that conflict is not inherently negative; rather, it can be a source of innovation and deeper understanding when managed with empathy and insight. For example, tensions arise from differences in identity and loyalty during M&As. A cooperation leader creates forums for dialogue, while a wisdom manager interprets the cultural nuances to craft an integrated vision. The result is not a dominance of one culture over another but a hybrid that reflects shared aspirations. This approach allows both organizations to retain core values while co-constructing a new, unified identity. Leaders who foster cooperation create safe spaces for employee voices to be heard, while those practicing wisdom management consider past experiences, stakeholder history, and emotional undercurrents when designing integration strategies. The dual approach reduces resistance to change and fosters psychological resilience among employees.

In amalgamated departments, wisdom management promotes comprehension of legacy systems and cultural norms that need preservation, while cooperation leadership ensures that stakeholders participate in designing new processes. The interplay promotes ownership, trust, and collective accountability (Kristjánsson et al., 2021; Rachmad, 2022; Suciu et al., 2022). For example, when educational institutions consolidate academic departments, ignoring long-standing traditions or imposing one department's culture over another, this often leads to dissatisfaction and low morale. A cooperation leader would facilitate joint planning retreats or shared curriculum design sessions, while a wisdom manager would evaluate historical best practices from each side and guide their thoughtful integration. The technique streamlines operations, preserves institutional memory, and strengthens mutual respect. It also helps to manage value dissonance in global partnerships, such as public-private partnerships across borders. Cooperation leadership encourages mutual respect and open communication channels, while wisdom management filters knowledge through cultural intelligence and ethical reasoning, ensuring decisions are context-sensitive and globally resonant (Kristjánsson et al., 2021; Rachmad, 2022; Suciu et al., 2022). For instance, when a multinational firm partners with a government agency in a developing country, differing expectations about transparency, pace, or authority can derail progress. Cooperation leaders foster alignment by establishing regular cross-cultural workshops and creating multilingual channels for inclusive dialogue. Wisdom managers interpret local customs, socio-political contexts, and stakeholder perceptions to ensure the partnership's integrity and relevance. The examples suggest that synthesizing cooperation and wisdom does not eliminate complexity but manages it constructively. Together, cooperation leadership and wisdom management transform differences into assets, sources of diversity in thinking, and problem-solving approaches.

Applicability at Global Levels

The principles of cooperation leadership and wisdom management are not limited to local or national settings. Organizations in today's globalized world often span cultures, legal frameworks, and value systems (Suciu et al., 2022). International NGOs, transnational corporations, and global policy networks face integration and alignment challenges. Language barriers, conflicting ethical norms, and differing leadership expectations often complicate cross-border collaboration. Cooperation leadership, emphasizing inclusivity, is well-suited for cross-cultural teams (Rachmad, 2022). It fosters dialogue across cultural divides and enables participatory governance structures. The approach encourages cultural humility, enabling teams to co-create solutions that reflect shared objectives rather than impose dominant paradigms. Wisdom management, by contrast, offers a moral compass and contextual awareness that respects cultural particularities while identifying universal values. It enables leaders to make informed, sensitive, and principled decisions that honor local traditions and global standards. In global operations, a synthesis of wisdom management and collaborative leadership helps to mitigate ethnocentric biases, enhance intercultural trust, and promote ethical decision-making that resonates across borders. The Koestenbaum diamond model's universality makes the leadership approach applicable in diverse global contexts. The leadership approach's application in different situations helps leaders to navigate the multifaceted challenges of international engagement with integrity and foresight.

Cooperation Leadership and Wisdom Management

The current knowledge era and information age require unconventional leadership approaches that can accommodate swift flow and sharing of opinions, skills, and expertise, challenging longstanding leadership models. According to Guzman et al. (2020), this has prompted leaders to adopt additional characteristics, including connectedness and collaboration, to facilitate different thinking and problem-solving approaches. Consequently, cooperation leadership is one of the emergent approaches gaining

prominence because it fits the contemporary environment characterized by complex and unpredictable challenges requiring sustainable multidisciplinary solutions. It should not be confused with cooperative leadership, which entails heading cooperatives as collective forms of organizations with distributed ownership, despite being used interchangeably in scholarly literature and sharing various common aspects (Muñoz et al., 2020). Tran (2021) helps to create the distinction by acknowledging the leadership shift by indicating that cooperation leadership has gained favor recently because it advocates the inclusion of employees in decision-making, which cooperative leaders do not prioritize. Leaders demonstrating the cooperation model are focused on accomplishing tasks and building relations, which is realized when superiors and subordinates have minimal power distance and collaborate in definitive organizational activities (Barth-Farkas & Vera, 2016). Fahlevi et al. (2022) reinforce the notion of the need for new-age organizational leaders to fully engage employees to tap into workforce creativity to formulate innovative solutions. In this regard, cooperation leaders cultivate a workplace climate that encourages idea formulation, proactive initiative, adaptability, and mutual respect among all members. In this regard, this leadership model is also characterized by openness and humbleness to enable the free bidirectional flow of ideas and feedback, trust to facilitate unfettered sharing, and innovativeness for crafting novel solutions to modern challenges (Ali et al., 2021; Guzman et al., 2020). By reducing the power distance between leaders and followers, cooperation leadership is non-hierarchical, which contradicts the traditional top-down or down-up leadership approaches (O'Neill et al., 2021). This explains why the deeply-entrenched hierarchical mindset remains one of the biggest challenges undermining the adoption of cooperation as a leadership approach in many organizations despite its suitability for contemporary conditions.

The contemporary era is flooded with information and knowledge due to the proliferation of advanced technologies, such as the Internet and artificial intelligence. While knowledge management is seen as advancement from data and information management, scholars question the ultimate benefits of managing global knowledge to sustainability, humanity, and life. It follows that wisdom is the next level after knowledge in the data-information-knowledge-wisdom-truth (DIKWT) framework in knowledge management literature, with wisdom management expected to replace knowledge management over time as organizations evolve (Bratianu & Bejinaru, 2023). Jakubik and Mürsepp (2022) view wisdom as insightful knowledge linked by intelligence and define wisdom management as deciphering and applying these insights in real-life situations to address complex issues. In this regard, managing wisdom involves transforming knowledge into action creatively and morally in diverse organizational settings (Kristjánsson et al., 2021; Jakubik, 2023). While the concept of wisdom is broad, the component applied in management is practical wisdom (phronesis) because of its applicability in organizational settings (Cugueró-Escofet & Rosanas, 2020). According to Bratianu and Bejinaru (2023), this kind of wisdom delivers organizational decisions based on a value system to deliver common-good outcomes beyond the decision-makers and corporate settings. In addition, Cugueró-Escofet and Rosanas (2020) explain that the decision-making process is sustainable because it intellectually processes the situational knowledge around the organization, leading to appropriate corporate strategies and actions. Therefore, wisdom management is the next frontier of organizational management science in which sustainability, the general good, and responsible application of existing knowledge guide corporate decision-making and strategic choices.

Koestenbaum's leadership model provides a framework upon which cooperation leadership and wisdom interconnect in organizational contexts (Koestenbaum, 2002; Daniela & Petru, 2018). Vision, courage, reality, and ethics are the four pillars anchoring the diamond model that leaders can deploy to realize greatness. Koestenbaum's philosophical approach to leadership emphasized the continuous development of the four imperatives when pursuing personal and professional excellence (Daniela & Petru, 2018; Hategan & Hategan, 2021). Specifically, according to Koestenbaum, leadership vision is grounded in innovativeness, while courage propels personal initiative to deploy unconventional approaches. Similarly, while leaders must be grounded in reality to produce feasible solutions and prevent disillusionment, an ethical approach must be used in all organizational considerations to realize extraordinary outcomes (Dzvinchuk et al., 2021). These four diamond leadership pillars resonate with the cooperation leadership and wisdom management concepts in a modern organizational setting.

Based on this leadership philosophy, leadership and management are inseparable, and cooperation leadership combines well with wisdom management in progressive organizations that intend to survive future challenges with innovative and sustainable strategies. The four pillars in the diamond leadership model support cooperative leadership and wisdom management in the following ways. Specifically, cooperation leaders marshal their members to craft a collective vision to propel their organizations to prosperity (Benfeldt et al., 2020). The vision formulation process must leverage the collective knowledge within the organization, which the leader must manage wisely to develop a purposeful direction aligned to the values and aspirations of all members. In addition, a cooperation leader must courageously make bold decisions using organizational knowledge intelligently to confront challenging circumstances (Kozioł-Nadolna, 2020). Similarly, a corporation leader is conversant with both the abilities and limitations of their teams and can leverage their collective knowledge to address the real challenges facing the firm. As such, the leader remains grounded in reality by relying on collective insights known to deliver positive outcomes (Ospina, 2020). In the end, the cooperation leader inculcates an ethical culture in the organization by drawing upon the moral consciousness and

integrity of the corporate membership and highlighting the sustainability implications of the ethical decisions in the long term, which should guide future actions based on the accumulated wisdom.

Conceptual Framework for Pragmatic Utility

Contemporary organizational environments require leaders to adopt effective leadership approaches to prevent the collapse of their firms under the pressure of challenges associated with uncertainty, unpredictability, and complexity. Leaders are often challenged by filtering through, selecting, and deploying appropriate insights from wide-ranging knowledge to practical yet challenging organizational circumstances. Therefore, leaders intent on navigating unsettling corporate environments riddled with complexities and uncertainties must adopt a practical mindset to deploy only what is known to work and discard idealistic strategies unlikely to deliver tangible results (Chambers et al., 2022; Dunn, 2020). As an inquiry and decision-making paradigm, pragmatic utility presents a basis for a conceptual framework incorporating cooperation leadership and wisdom management based on Koestenbaum's leadership model (Kelly & Cordeiro, 2020). The core concepts underpinning the proposed pragmatic utility framework include contextual specificity, adaptability, and practical decision-making.

Pragmatic utility accommodates cooperation leadership, which deploys organization-wide collaboration to address challenging organizational contexts such as those confronting M&As. The leadership model emphasizes the inclusivity of diverse stakeholder inputs to craft transparent and collective decisions that enjoy the support of every organization member (Bolton et al., 2021). The collaborative decision-making approach helps to build trust, dispels unnecessary differences among the organizational membership, and promotes the allegiance of the entire corporate fraternity to support the envisaged common goal (Berraies et al., 2021; Liu et al., 2021). Consequently, collaborative decisions are likely to translate into tangible outcomes that have practical utility for the firm. Besides, the decisions have pragmatic utility because they are innovative and enriched by the multiple stakeholders' diverse perspectives in a non-hierarchical decision-making environment.

Similarly, wisdom management fits the proposed pragmatic utility framework because it draws on intelligently processing knowledge to yield insights relevant to the contextual understanding of the organization's unique circumstances and challenges. The pragmatic utility paradigm is premised on practical solutions for complex organizational challenges. In this case, organizations in uncertain environments are likely to experience unprecedented and challenging issues, which require workable solutions rather than trial-and-error experimentations if their survivability is to be guaranteed amid corporate hostility and fierce competitiveness. Consequently, effective leaders leverage wisdom management to make decisions anchored in longstanding experience and proven success (Kameda et al., 2022). Their solutions have a high propensity for successfully addressing challenging organizational headwinds.

Leaders hoping to succeed in challenging organizational environments should also be aware of the context surrounding their corporate entity to develop appropriate strategies likely to yield exemplary tangible results. Many contemporary business environments are fast-changing, unpredictable, and complex, yielding unique circumstances for every organization. Therefore, leaders must be thoroughly acquainted with the specific organizational circumstances and settings to formulate relevant strategies (Wongsnuopparat & Chunyang, 2021). Additionally, since the circumstances are likely to change unpredictably, leaders need to be sufficiently adaptable to adjust the approaches to suit the emergent environment (Settembre-Blundo et al., 2021). Accordingly, Sahoo and Goswami (2023) indicate that adaptability is anchored in real-time data, information, and knowledge regarding the prevailing circumstances, without losing sight of the ultimate goal in the long term. Adaptable leaders can adjust their strategies and tactics depending on the time horizon of the anticipated outcomes (Grass et al., 2020). They rely on multiple stakeholders as a valuable source of such informative insights because the diverse concerns reflect the effects of the unnerving challenges bedeviling an organization (Feldman & Hernandez, 2022). Further, practical decision-making is another integral pillar of this framework because the decisions made using the available information must deliver discernable outcomes premised on pragmatic rather than abstract considerations (Kelly & Cordeiro, 2020). The resultant actions guided by such decisions are likely to have minimal risk of failure, saving the organization from having to remedy debilitating conditions during unprecedented crises that may emerge in the interim in the crafting of workable solutions. Based on these pillars, pragmatic utility is well-suited for variable organizational contexts such as those surrounding M&As because it supports the urgent need to formulate workable strategies for specific organizational circumstances. It deploys empirical approaches while remaining focused on the organization's immediate needs and long-term aspirations.

The Koestenbaum diamond leadership model concretizes the cooperation leadership and wisdom management concepts in the pragmatic utility framework. Its vision, courage, reality, and ethics components provide a unique perspective on corporate decision-making in unpredictable environments (Daniela & Petru, 2018; Hategan & Hategan, 2021). For instance, the pragmatic utility paradigm requires organizations to devise actionable, realistic, and inspiring visions to enjoy stakeholder support and commitment (Engelbutzeder et al., 2024). Similarly, leaders must be courageous when making difficult decisions, often required in turbulent settings, provided they target delivering practical outcomes. While such decisions might be accompanied by short-term discomfort, the leader must implement them empathetically and transparently to enlist stakeholder support without

violating ethical conduct (Intezari & Pauleen, 2014). It also means that leaders must anchor their decisions in actual organizational capabilities to manage expectations and realistically increase success likelihood. Besides, the leaders must prioritize ethical implementation of the decisions to prevent disenfranchising stakeholders who are already apprehensive of the turbulent environment surrounding their firms (Klok et al., 2023). Therefore, leaders adopting the diamond model are likely to realize tangible and concrete outcomes from their cooperation leadership and wisdom management initiatives, actualizing the pragmatic utility framework for contemporary firms confronting the challenging organizational environment headwinds threatening to undermine corporate survivability.

Conclusion

Leadership should evolve to meet new demands in a world increasingly defined by disruption, complexity, and organizational variability. This paper has examined an applied approach combining cooperation leadership and wisdom management as a feasible and effective model. Supported by Koestenbaum's diamond model, the synthesis equips leaders with the knowledge to manage uncertainty through vision, courage, grounded realism, and ethical integrity. Koestenbaum's model of leadership prioritizes vision, courage, reality, and ethics, which are critical considerations for realizing exemplary leadership outcomes within unpredictable and challenging organizational settings. In real-world scenarios, the model is valuable in creating inclusive, sustainable, and pragmatic outcomes. It is applicable not only in local and national organizations but also in global contexts, where cultural diversity and value pluralism require sensitive, wise, and cooperative leadership. The pragmatic utility framework also supports cooperation leadership and wisdom management, which conform to the non-hierarchical and shared wisdom demands of modern corporate entities. Future research could explore how the models translate into sector-specific leadership training and policy implementation frameworks across ecosystems.

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