



Background



Listen

Module 4 - Background

VISIONARY LEADERSHIP, CROSS-CULTURAL LEADERSHIP, FACILITATING CHANGE

Required Reading

Journal Articles and Websites: Journal articles can be found in the Trident Online Library. Book chapters are located in the same library, but you must click on “Additional Library Resources” and then **search the eBook Academic Collection (EBSCO)**

Airbnb’s Nathan Blecharczyk on being the only engineer for the first year/ Founder stories. (2013). YouTube Video. Retrieved from <https://www.youtube.com/watch?v=zLVR6Wbmvqw>

Boaz, N., & Fox, E.A. (2014). Change leader, change thyself. *McKinsey & Company – Insight Publications*. Retrieved from http://www.mckinsey.com/insights/leading_in_the_21st_century/change_leader_chang

Caldwell, R. (2012). Leadership and learning: A critical reexamination of Senge's learning organization. *Systemic Practice and Action Research*, 25(1), 39-55.

Cardenas, J., & Crabtree, G. (2009). Making time for visionary leadership. *College and University*, 84(3), 59-63.

Cultural competence. (2013). *Global Pathways*. Retrieved from http://www.wku.edu/cebs/centers_and_projects/global_pathways/global_pathways_cul

Hofstede, G. (1993). Cultural constraints in management theories. *Academy of Management Executive*, 7(1), 81-94.

Hofstede's cultural dimensions. (2016). Mind Tools. Retrieved from http://www.mindtools.com/pages/article/newLDR_66.htm

Organizational change: Open Systems. Retrieved from <http://www.soi.org/reading/change/concepts.shtml>

The 100 Most Influential People (2016). TIME. Retrieved from <http://time.com/collection/2016-time-100/>

Optional Readings and References

Appelbaum, S., Bartolomucci, N., Beaumier, E., Boulanger, J. & et al. (2004). Organizational citizenship behavior: A case study of culture, leadership and trust. *Management Decision*, 42(1/2), 13-43.

Blain, J. (2006) Visionary Leadership. YouTube Video: Retrieved from <http://www.youtube.com/watch?v=EbXkYinkeJA>

Casimir, G., & Waldman, D. A. (2007). A cross cultural comparison of the importance of leadership traits for effective low-level and high-level leaders: Australia and China. *International Journal of Cross Cultural Management*, 7(1), 47-61.

Conceicao, S. C., & Altman, B. A. (2011). Training and development process and organizational culture change. *Organization Development Journal*, 29(1), 33-44.

Hofstede, G. (2011). Dimensionalizing culture: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 1-26. Retrieved from <http://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1014&context=orpc>

Kaifi, B. A., & Mujtaba, B. G. (2010). Transformational leadership of Afghans and Americans: A study of culture, age and gender. *Journal of Service Science and Management*, 3(1), 150-159.



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