Worldly Leadership
Alternative Wisdoms for a Complex World

Edited by
Sharon Turnbull
Peter Case
Gareth Edwards
Doris Schedlitzki

and

Peter Simpson

palgrave macmillan
To Susan, Anastacia and Lindsey (from Peter)
To Edwin and to my parents, Reg and Audrey (from Sharon)
Contents

List of Tables and Figures ix
Acknowledgements xi
Foreword by Jonathan Gosling xii
Notes on Contributors xiii

Part I  Worldly Leadership Frames

1 Introduction: The Emerging Case for Worldly Leadership
   Peter Case, Sharon Turnbull and Shakoor Khakwani 3

2 National Language and its Importance for Worldly Leadership
   Doris Schedlitzki 17

3 Leadership Development as a Catalyst for Social Change: Lessons from a Pan-African Programme
   Richard Bolden and Philip Kirk 32

4 The Internationalization of Leadership Development
   Vanessa Iwowo 52

5 Using the Worldly Leadership Lens to Approach the Task of Developing Women Leaders
   Susan R. Madsen 68

6 Worldly Leadership and Concepts of Community
   Gareth Edwards 85

Part II  Worldly Leadership Research

7 Children’s Image of Leadership in China
   Liwen Liu, Roya Ayman and Saba Ayman-Nolley 105

8 Implicit Leadership in Iran: Differences between Leader and Boss and Gender
   Roya Ayman, Alan D. Mead, AfShin Bassari and Jialin Huang 135

vii
### Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Leadership in the Arab Middle East: Does the Islamic Tradition Provide a Basis for ‘Worldly Leadership’? &lt;br&gt;David Weir</td>
<td>158</td>
</tr>
<tr>
<td>10</td>
<td>Worldly Leadership through Local Knowledge: Discovering Voices of Emirati Women Business Leaders &lt;br&gt;Lynda L. Moore</td>
<td>171</td>
</tr>
<tr>
<td>11</td>
<td>Worldly Leadership in Pakistan Seth Organizations: An Empirical Challenge to the Concept of Global Leadership &lt;br&gt;Shakoor Khawwani and Peter Case</td>
<td>192</td>
</tr>
<tr>
<td>12</td>
<td>Linking the Worldly Mindset with an Authentic Leadership Approach: An Exploratory Study in a Middle Eastern Context &lt;br&gt;Behice Ertem Saracer, Gaye Karacay-Aydin, Çigdem Asarkaya and Hayat Kabasaka</td>
<td>206</td>
</tr>
<tr>
<td>13</td>
<td>The Modern Challenges Facing Traditional Igbo Village Leadership &lt;br&gt;Onyeka Chi Wambu</td>
<td>223</td>
</tr>
<tr>
<td>14</td>
<td>Influences, Tensions and Competing Identities in Indian Business Leaders' Stories &lt;br&gt;Sharon Turnbull, Tricia Calway and K. R. Sekhar</td>
<td>234</td>
</tr>
<tr>
<td>15</td>
<td>The Competing and Paradoxical Identities in the Narratives of Twenty-First-Century Russian Leaders &lt;br&gt;Vasilisa Takoeva and Sharon Turnbull</td>
<td>257</td>
</tr>
</tbody>
</table>

Index 285
Tables and Figures

Tables

2.1 Key leadership words and meanings in German and English 24
7.1 Summary statistics: leader's gender by child's gender 117
7.2 Summary statistics: leader's gender by child's grade 117
7.3 Logistical regression analysis predicting drawn leader's gender 118
7.4 Summary statistics: leader's category by child's gender 120
7.5 Summary statistics: leader's category by child's grade 123
7.6 Multinomial logistic regression for leader's role categories and children's characteristics 124
7.7 Summary statistics: leader's category by leader's gender 124
8.1 Descriptive statistics for items under Boss and Leader conditions 143
8.2 Exploratory Factor Analysis (EFA) factor loadings for Leader and Boss conditions 144
8.3 Goodness-of-fit evidence for a 'consecutive item' response bias 148
8.4 Goodness-of-fit statistics for models applied to same and other samples 150
8.5 Factor loadings for Leader and Boss models applied to Leader and Boss conditions 150
8.6 Results of T-test for each item between gender groups 151
9.1 Core aspects of leadership cultures in the Western and middle worlds 166
12.1 Dimensions of authentic leadership 214
Figures

2.1 National language and individual action theories 27
3.1 Mapping of research process against programme structure 35
3.2 System leadership development 44
3.3 System leadership development in a community context 46
7.1 Frequency of participants’ gender and grade 114
7.2 Leader’s gender and child’s gender 117
7.3 Leader’s gender and child’s grade 118
7.4 Frequency of leader’s category 120
7.5 The generic leader drawn by 2nd grade girl 121
7.6 Military leader drawn by a 6th grade boy 121
7.7 Drawn by 8th grade girl 122
7.8 Leader’s category and child’s gender 122
7.9 Leader’s category and child’s grade 123
7.10 Leader’s gender and leader’s category 125
7.11 A teacher drawn by 4th grade girl 125
8.1 Model 1 based on Leader responses 147
8.2 Model 2 based on Boss responses 149
15.1 Leader as builder 265
Acknowledgements

We would like to thank The Leadership Trust in Ross-on-Wye, UK for hosting and supporting the Symposium that led to this book. Academics and practitioners from all over the world attended this event, and its legacy has been a worldwide interest in the continuation of Worldly Leadership research.

We are also very much indebted to the Bristol Centre for Leadership and Organizational Ethics at the University of West of England, as co-conveners and partners in the Worldly Leadership Symposium.

Without the organizational capabilities of Linda Keirby-Smith, this project might never have got off the ground. We are grateful for her tireless coordination.

Finally to the one hundred attendees of the Symposium who stimulated this book, and for their ongoing support and interest, we send our gratitude, and hope that they will find the result worth waiting for.
Foreword

There is a delicious paradox in the concept of worldly leadership: to be of any use at all, leadership must be properly indigenous, rooted in a particular time and place. Can such leadership also be generalized to the world at large? I suggest that the answer is yes, because the practice of leadership in a ‘worldly’ manner educes or draws out universally recognizable ideals of unity, truth, beauty and goodness, even while it is clothed in power, politics and petty instrumentalism. These ideals are ever present in worldly leadership; in fact, idealistic otherworldliness may be crucial for fully being in the world. If so, this book will be about manifesting worldly ideals: a proper manifesto.

Worldliness is, as much as anything else, a mindset, a turn of mind or way of thinking about the world ‘out there’, and about oneself and one’s relations to it. Worldliness evokes the all-embracing sense of ‘the whole world’, and there is a subtle difference to ‘global’, which implies something more uniform. While ‘globalization’ speaks to the convergence of cultures and economies, worldliness refers to the tremendous multiplicity of ways of living, of meanings, priorities and choices; of cultural trajectories that hail from different histories and create different contexts in the present. A worldly person is experienced in life, in the affairs of the world, sophisticated, practical, temporal and earthly.

The world is one and many. Conceptually it is impossible to consider anything without a prior assumption of unity, the singleness of ‘it’, the object of thought. When we think of a world it is as a unity; if we conceive it as synonymous with a planet, we must immediately think of the many other planets, and thus a multiplicity of worlds united in Cosmos. A planet or globe is a singleness of shared space and time, in which a multitude of species and forms of consciousness exist, inextricably interdependent, yet each distinct.

From a human perspective, the world as ‘one’ emphasizes our common humanity, and makes possible concepts such as ‘human nature’; the world as ‘many’ points to the multiplicity of locales, cultures, species, ecosystems, values.

This book is a celebration of this paradox, and exploration of its twists and turns, and most importantly, it expresses the most longed for quality of leadership: wisdom.

Jonathan Gosling
Contributors

Cigdem Asarkaya is a doctoral candidate in Management and Organization Studies, Management Department, Bogazici University, Turkey under the supervision of Dr Hayat Kabasakal. Asarkaya is a research assistant, lecturer and a project advisor at the MBA section of the Management Department, Istanbul Bilgi University, Turkey. She has a Masters from Otto-von-Guericke University, Magdeburg, Germany. Her research interests centre on organizational behaviour, with a focus on leadership, and employee attitudes and performance in organizations. She has published in a national journal, and has presented her research at a national conference and an international summit.

Roya Ayman is Professor and Head of the Industrial and Organizational Psychology division of the College of Psychology, Illinois Institute of Technology. She is an associate editor of Journal of Management and Organization and has served on editorial boards of several peer-reviewed journals such as Leadership Quarterly, Applied Psychology: An International Review, and International Journal of Cross Cultural Management. Her areas of research are leadership as it relates to culture, gender and diversity as well as work-family interface. In addition to her book Leadership Theory and Research, she has published more than 40 articles and chapters including an article on leadership: ‘Why Gender and Culture Matter’ in American Psychologist (2010).

Saba Ayman-Nolley is Professor and Chair of the Psychology Department at Northeastern Illinois University. Her PhD in Psychology is from the University of Chicago with a dual focus on Developmental and Educational Psychology. Her research has explored areas of non-verbal communication and creativity as they relate to Children's understanding of social concepts and roles. She has been a board member of the Jean Piaget Society and is currently its Vice-President of communications. In addition, she has over 40 presentations in the last decade. Some of her publications include a chapter on Children's Implicit Theory of Leadership, and articles including 'Socialization and Leadership Development in Children', 'A Piagetian Perspective on the Dialectic Process of Creativity', and 'Vygotsky's Perspective on the Development of Imagination and Creativity'.

xiii
Afshin Bassari lives in Tehran and has an MBA from The Bahai Institute of Higher Education (BIHE) in Iran. This chapter is based on his Masters thesis (2009). He was a teacher in BIHE (sociology department) for five years, and a business entrepreneur in Tehran, Iran.

Richard Bolden is Senior Lecturer in Leadership Studies at the University of Exeter Business School. He teaches on a range of undergraduate, postgraduate and executive programmes and his research explores topics including: distributed/shared leadership, leadership in higher education, cross-cultural leadership and leadership education for sustainability. He is on the editorial board of the journals *Leadership* and *Business Leadership Review* and has an extensive publication history, including numerous journal articles, book chapters, conference papers and research reports. He has recently co-authored the book *Exploring Leadership: Individual, Organization* (2011).

Tricia Calway is a practicing business consultant who runs Knowledgelink, a Northwest leadership and management consultancy. The practice specializes in strategic management, culture change, executive coaching and performance management. Tricia works with and through people to initiate change and is a keen exponent of innovation and people development. In 2000 she was appointed an Entrepreneurial Fellow by Lancaster University Management School and undertook five years research on SME learning. The research legacy has provided the basis of many Lancaster University entrepreneurial business programmes. She was one of the original 22 DTI’s non-executive directors and has been a non-executive on several public and private sector boards in the Northwest. Her private sector boards centre on manufacturers and her passion for engineering and overseas development.

Peter Case is professor of management and organization studies at James Cook University (Townsville, North Queensland, Australia) and acting director of the Bristol Centre for Leadership and Organizational Ethics, University of the West of England. He served as general editor of *Culture & Organization* (2007–10) and is currently a member of the editorial boards of *Leadership, Leadership & Organizational Development Journal, Business & Society Review* and the *Journal of Management, Spirituality and Religion*. His research interests encompass the ethics of leadership, corporate social and environmental responsibility and organization theory. His books include *The Speed of Organization* (with S. Lilley and T. Owens, 2006) and *John Adair: The Fundamentals of Leadership* (with J. Gosling and M. Witzel, 2007). *Belief and Organization* (with H. Hopfl & H. Letiche) is due to appear later this year.
Gareth Edwards is Senior Lecturer in Organization Studies at Bristol Business School, University of the West of England. His current interests are in the application of ideas on aesthetics and leadership, community and dispersed theories of leadership. Before entering academia Gareth spent twelve years working for The Leadership Trust Foundation, a leadership and executive development company. He is a chartered psychologist and holds a PhD from the University of Strathclyde. Gareth has published in the *International Journal of Management Reviews, Organizations and People, Advances in Developing Human Resources, Journal of Sports Science and Medicine* and *Leadership and Organization Development Journal*.

Jialin Huang is a graduate student in Psychology at the Illinois Institute of Technology. Her research interests include psychometrics, statistics and research methodology and cultural differences. She has been involved in several projects involving measurement equivalence (ME), differential item functioning (DIF), structural equation modeling (SEM), emotional intelligence (EQ) and personality testing. In 2009, she received her Masters in Developmental and Educational Psychology from South China Normal University, Guangzhou, China.

Vanessa Iwowo teaches at the Centre for Leadership Studies, Exeter University. She obtained a Masters in Human Resource Development & Consulting with an emphasis on Management Learning & Leadership from Lancaster University, UK. Presently, she is working towards a PhD in Leadership Development, and her current research is centred on the Critical Evaluation of an ongoing Leadership Development Intervention within a Global Organization.

Hayat Kabasakal is Professor of Management and Organization Studies, Management Department, Bogazici University, Istanbul, Turkey. She served as the editor of Bogazici Journal: *Review of Social, Economic and Administrative Studies* and on the editorial boards of several international and national journals focusing on management and organization studies. Her research interests centre on organizational behaviour, with a focus on leadership, culture, and gender in organizations. Some of her research has been published in the *Journal of Strategic Management, Journal of Applied Psychology: An International Journal, Journal of World Business, International Journal of Social Economics* and *International Journal of Human Resource Management*.

Gaye Karacay-Aydin is a doctoral candidate and a research assistant at Management and Organization Studies, Management Department, Bogazici University, Turkey under the supervision of Dr Hayat Kabasakal. Karacay-Aydin has an MBA from London Business School. Her research
area is organizational behaviour concentrated on leadership and gender in organizations. She has publications in some of the international journals and has presented her research at various international conferences.

Abdul Shakoor Khakwani is Assistant Professor at Bahauddin Zakariya University, Multan Pakistan. He holds Masters in Applied Social Research, Business Administration as well as in Strategic Studies. He has considerable international teaching and research experience in leadership, Asian and cross-cultural management. Shakoor Khakwani has been awarded various international fellowships. Since September 2007, as a post-graduate teaching assistant, he has been pursuing doctoral studies at the Department of Business and Management, Bristol Business School, University of West of England. His research centres on a comparative study of leadership and organizational culture in MNCs, public sector organizations and large family-owned businesses in Pakistan.


Liwen Liu is a doctoral student in Industrial-Organizational Psychology at the University of Illinois, Urbana-Champaign. She received her Masters in Personnel and Human Resource Development from Illinois Institute of Technology, where she worked with Professor Roya Ayman on cross-cultural leadership. Her research interests include psychological and educational measurement issues, leadership, and assessment centers. She has interned in several organizations, including the American Red Cross, the State Universities Civil Service System and the College Board.

Susan R. Madsen is the Orin R. Woodbury Professor of Leadership and Ethics in the Woodbury School of Business at Utah Valley University.
She is also an independent leadership and change consultant. She has been heavily involved for many years in researching the lifetime development of prominent women leaders. She has personally interviewed a host of women university presidents, US governors and international leaders and has had two books published on her results. Madsen has also published more than 55 articles in scholarly journals and presents often in local, national and international settings. She recently presented in sessions at the United Nations in New York and Geneva on women, leadership and education. Susan has received numerous awards for her teaching, research and service. Her research has focused on leadership, change, ethics and work-life integration.

Alan D. Mead is Assistant Professor in the College of Psychology at the Illinois Institute of Technology, where he teaches individual differences, psychometrics, structural equations modeling, meta-analysis, research methods and statistical analysis. He is also Scientific Advisor to IIT’s Center for Research and Service, helping IIT’s students with assessment-related projects such as surveying, testing, analysing jobs and validating selection tests. He sits on the 16PF research advisory panel for OPP Ltd and the editorial board for *Journal of Business and Psychology*. Since 1989, he has published 60 peer-reviewed articles, book chapters and conference presentations. Prior to joining the faculty at IIT, he spent several years as a consultant, research scientist and psychometrician. Alan received his PhD in Psychology from University of Illinois-Urbana in 2000 with a concentration on I/O psychology and a minor concentration on quantitative psychology.

Lynda L. Moore is Professor of Management and Senior Scholar for Global Gender and Inclusive Leadership at Simmons School of Management in Boston, MA, USA. Moore teaches undergraduate, graduate and executive courses in Cross-Cultural Management and Culturally Intelligent Leadership, Gender, Diversity and Leadership, Globalization and Diversity, and Cross-Cultural Comparative Analysis of Women Leaders. She also teaches at the Indian School of Business in Hyderabad. Moore’s research and numerous publications focus on women in global leadership, gender, diversity and leadership across cultures and the development of culturally sensitive leadership models. She has conducted research on women leaders in the UAE and India and remains interested in studies of women leaders in the Middle East and Southeast Asia regions. Moore is a faculty Affiliate of the Center for Gender in Organizations at Simmons, recipient of a Fulbright fellowship to the UAE and was appointed a Fellow of the Leadership Trust foundation, UK.
Behice Ertuğ Saracer is currently teaching Management at the Management Department, Bogazici University, Istanbul, Turkey. She earned her PhD in Organizational Behaviour from Marmara University, Istanbul, Turkey; her BA in Management, Masters in European Studies from Bogazici University. Her topics of interest are leadership and creativity, with a focus on corporate culture and learning organizations. Parallel to her academic studies in these areas, she is involved in consultancy services in organizational development and design to major corporations based in Turkey and in the Middle East.

Doris Schedlitzki is Senior Lecturer in Organization Studies at Bristol Business School. She holds a Masters and DPhil in Management Studies from the Said Business School, University of Oxford. Her research focuses on organizational leadership with specific interest in leadership identities, leadership discourse and leadership construction, taking a comparative, cultural perspective. Doris has published on the topic of leadership in journals such as *Leadership, Scandinavian Journal of Management* and *Leadership and Organization Development Journal*.

K. R. Sekhar is Vice President – Procurement, for Bayer Group of Companies in India, which includes Bayer Cropscience, Bayer Bioscience, Bayer Health Care and Bayer Material Science. He also heads the Logistics and Distribution function at Bayer CropScience Ltd responsible for the Demand fulfillment, warehousing, transportation and C&F operations. Leadership and Sustainability issues are his passion, and he is working on several plans for contributing to leadership development and sustainability aspects in India.

Dr. Peter Simpson is Reader in Organisation Studies at Bristol Business School, University of the West of England. He is Director of MBA and Executive Education and Deputy Director of the Bristol Centre for Leadership and Organisational Ethics. His current areas of interest are spirituality, psychodynamics and complexity applied to issues of organisational leadership and strategic change.

Vasilisa Takoeva is a PhD candidate at the School of Business, Management Department, University of Birmingham, under the supervision of Professor Steve Kempster. Previously, she attained her Masters at Lancaster University Management School in Human Resource Development and Consulting and completed an internship at the Centre for Applied Leadership Research, The Leadership Trust Foundation.

Sharon Turnbull is an independent academic and Visiting Professor at the University of Gloucestershire Business School and the University of
Worcester Business School; she is also Senior Research Fellow at Lancaster University Management School. Sharon was Director of the Centre for Applied Leadership Research at The Leadership Trust Foundation in Ross-on-Wye, UK until January 2011. She has published two books: Your MBA with Distinction – A Systematic Approach to Success in your Business Degree (with C. Gatrell, 2002) by and Critical Thinking in Human Resource Development, (edited with C. Elliott). Her current research interests are global and worldly leadership, responsible leadership and leadership development.

Onyekachi Wambu was educated at the universities of Essex and Cambridge. He worked as a print and television journalist, editing The Voice Newspaper, and working as a senior producer/director at the BBC. He also worked as head of Information and Communications at the charity, African Foundation for Development. African leadership and the challenges around it has been at the centre of much of his journalism and charity work. His publications include Under the Tree of Talking: Leadership for Change in Africa (ed., 2007), and Empire Windrush: 50 Years of Writing about Black Britain (1998, edited with Victor Gollancz). He will soon undertake a doctorate study into the leadership style of Bernie Grant, arguably the most important black British politician of the last 50 years.

David Weir is Head of the School of Business, Leadership and Enterprise at University Campus Suffolk and Affiliate Professor at ESC Rennes and a Visiting Professor at Lancaster University Management School and the Bristol Centre for Leadership and Organizational Ethics. He has worked for many years in the fields of intercultural management, with especial concerns in the Arab Middle East. His most recent books are Critique to Action, a collection of essays on ethical issues in business and management, and The Gulf States After Oil, both co-edited with Nabil Sultan of Liverpool Hope University.