Lead 902: Contemporary Issues in Leadership IV

Xavjah Streeter I

Beulah Heights University

First Entry

Livermore, D., Ang, S., & Van Dyne, L. (2015). *Leading with cultural intelligence* (1st ed.). New

York: Amacom.

Livermore (2015) empowers the reader with the tools required to be successful in a

cross-cultural interconnected market. Livermore emphasized that business today is global and

success requires a new set of skills. Rapid globalization has resulted in a much larger group of

employees faced with cross-cultural issues in the workplace and ministry. With Cultural

Intelligence (CQ) an individual can lead effectively in any context. This book features fresh

research, case studies, and statistics on improving an individual's CQ. This is a practical and

insightful book. Livermore (2015) presented the following powerful four-part model for

becoming more adept at managing across cultures: **Drive** — to boost an individual's motivation

and confidence in interacting with other cultures, **Knowledge**—to aid in understating the

relevance of differences in religion, values, norms, and languages, **Strategy**—to help plan for

unfamiliar cultural settings, while remaining flexible if actual experience differs from

expectations, **Action**— to successfully adapt one's behavior to each situation. Using this book as

a guide, leaders can thrive in any business environment—whether it is across the world or in

their backyard.

Second Entry

Schein, E. H. (2016). *Organizational culture and leadership* (5th ed.). San Francisco, CA: John

Wiley & Sons.

This book is the classic reference for managers and students seeking a deeper

understanding of the inter-relationship of organizational culture dynamics and leadership. Schein

(2016) is the 'father' of organizational culture and is world-renowned for his expertise and

research in the field. In this book, Schein analyzed and illustrated the abstract concept of culture

through cases, and showed the importance of culture in the management of organizational

change. Schein gave special emphasis to how the role of leadership varies with the age of the

organization from founding; through mid-life to old age and as the cultural issues vary at each

stage. Schein also emphasized as a central concern of leader behavior, how the change of culture

is managed at each stage and in different types of organizations.

Third Entry

Torres, J (2016). *The transformation to effective global leadership: The impact of cross-cultural*

   behavior and motivation on global leadership practices and approaches. Downers

   Grove, Ill.: Intervarsity Press

   This book by Torres (2016) is fascinating for individuals interested in intercontinental

leadership. As the world becomes interdependent and interrelated, the need to understand how to

transform an effective leader to an effective global leader is now more important than ever.

Torres argued that leaders and followers must develop mutual trust, and mutual respect. Torres

emphasized that mutual trust and respect require effective communication and communication

differs from culture to culture. Equally important, is the approach to conflict management, which

also differs from culture to culture. Additionally, different cultures view integrity and honesty

differently. To this end, Torres highlighted the elements required to transform an effective

domestic leader into an effective global leader. Torres further posits that cross-cultural and

country-specific cultural training is required prior to any international assignment. Finally, Torres

explained the preferred leadership qualities and demonstrated how various leaders were

unprepared after accepting foreign assignments.

Fourth Entry

Miller, P. (2017). *Cultures of educational leadership: global and intercultural perspectives*.

London: Palgrave Macmillan.

Miller (2017*)* explored attributes and skills that a leader requires to become fully

cross-cultural and intercultural with research and theory building within the setting of

educational leadership. Miller adopted an integrated approach to the examination of common

issues across and between cultures and contexts. In each chapter, Miller examined an issue or a

set of issues that build on evidence from a minimum of three countries across at least two

continents. The data collection methods were consistent for all countries and therefore allowed

for meaningful conclusions across the field. Countries from all six continents in developing and

developed economies are represented in the book to ensure an open dialogue and an innovative

approach in laying the foundations for future research.

References

Livermore, D., Ang, S., & Van Dyne, L. (2015). *Leading with cultural intelligence* (1st ed.). New York: Amacom.

Miller, P. (2017). *Cultures of educational leadership: global and intercultural perspectives*. London: Palgrave Macmillan.

Schein, E. H. (2016). *Organizational culture and leadership* (5th ed.). San Francisco, CA: John Wiley & Sons.

Torres, J (2016). *The transformation to effective global leadership: The impact of cross-cultural behavior and motivation on global leadership practices and approaches.* Downers Grove, Ill.: Intervarsity Press.