

The Leadership Context of Visions and Visioning

Required

- Den Hartog, D.N., & Koopman, P.L. (2002). Leadership in organizations. In N. Anderson, D.S. Ones, H.K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of work and organizational psychology, Volume 2: Organizational Psychology* (pp. 177-187). Thousand Oaks, CA: Sage Publications.
- Hauser, M., & House, R.J. (2000). Lead through vision and values. In E.A. Locke (Ed.), *The Blackwell handbook of principles of organizational behaviour* (pp. 257-273). Oxford, UK: Blackwell Publishers Ltd.

These particular readings are *not* available on-line and must be accessed in hard copy in PAS 4028. Please do not remove them from this room.

If you cannot find a reading in that room, try looking in the box for Psychology 884.

Vision in Business Leadership

Required

- Collins, J. C., & Porras, J. I. (1994). *Built to last: Successful habits of visionary companies* (pp. 201-218, Chapter 10, concerning "alignment"). London: Random House.
- Collins, J. C., & Porras, J. I. (2000). *Built to last: Successful habits of visionary companies* (pp. 219-284, Chapter 11, "Building the vision"). London: Random House.
- Tichy, N. M., & Devanna, M. A. (1986). *The transformational leader* (p. vii-xi; 3-33;89-137). New York: Wiley.

Recommended

- Kouzes, J. M., & Posner, B. Z. (1987). *The leadership challenge: How to get extraordinary things done in organizations* (pp. 79-105, "Inspiring a shared vision;" "Envision the future: Imagining ideal scenarios"). San Francisco: Jossey-Bass.
- Nanus, B., & Dobbs, S. M. (1999). *Leaders who make a difference: Essential strategies for meeting the nonprofit challenge* (pp. 97-117, "Leader as strategist"). San Francisco: Jossey-Bass.
- Sashkin, M. (2004). Transformational leadership approaches: A review and synthesis. In J. Antonakis, A. T. Cianciolo, & R. J. Sternberg (Eds.), *The nature of leadership* (pp. 171-196, especially 183-189). Thousand Oaks, CA: Sage Publications.
- WikiSummaries. (2009). [summary of Jim Collins's book:] *Good to great: Why some companies make the leap... and others don't*. Retrieved from http://wikisummaries.org/Good_to_Great:_Why_Some_Companies_Make_the_Leap..._and_Others_Don%27t on January 14, 2009.

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If you cannot find a reading in that room, try looking in the box for Psychology 462.

Vision in Community Development

Required

Chatham-Kent Vision, [1 page hard copy as abridged] or, if available,
<http://www.chatham-kent.ca/community+services/getting+involved/initiatives/community+plan/Chatham-Kents+Vision.htm>

City of Vancouver. (2002). CityPlan Community Visions.
<http://vancouver.ca/commsvcs/planning/cityplan/Visions/> [also available as 1 page of hard copy]
and <http://vancouver.ca/commsvcs/planning/cityplan/termsre.htm> [16 pages of hard copy]

Shiple, R., Feick, R., Hall, B., & Earley, R. (2004). Evaluating municipal visioning. *Planning, Practice & Research, 19* (2), 195-210.

Shiple, R. & Michela, J. L. (2006). Can vision motivate planning action? *Planning, Practice & Research, 21* (2), 223-244.

Recommended - OPTIONAL

Helling, A. (1998). Collaborative visioning: Proceed with caution! Results from evaluating Atlanta's vision 2020 project. *Journal of the American Planning Association, 64* (3), 335-349.

Shiple, R., & Newkirk, R. (1999). Vision and visioning in planning: What do these terms really mean? *Environment and Planning B: Planning and Design, 26*, 573-591.

Shiple, R., & Newkirk, R. (1998). Visioning in planning: Did anyone see where it came from? *Journal of Planning Literature, 12* (4), 407-416.

Some of these readings are *not* available on-line and must be accessed in hard copy in PAS 4028. Please do not remove them from this room.

Defining, Deciphering, and Transforming Organizational Culture

Required

D'Andrade, R. G. (1984). Cultural meaning systems. In R. A. Shweder & R. A. LeVine (Eds.), *Culture theory: Essays on mind, self, and emotion* (pp. 88-119). Cambridge University Press.

D'Andrade is a psychologically-oriented anthropologist. The only way to truly understand organizational culture is to read something by him, Shweder, LeVine, or similarly-oriented writers. (Relatively few writers on organizational culture appear to have done this.)

Kunda, G. (1997). Exploiting enthusiasm: A case study of applied theories of innovation. In R. Garud, P. R. Nayyar, & Z. B. Shapira (Eds.), *Technological innovation* (pp. 325-342). Cambridge University Press.

Kunda provides an in-depth look at an organization, with implications for vision, values, and organizational culture management. (Kunda obtained his Ph.D. from MIT in the unit that includes E. H. Schein.)

Michela, J. L., & Burke, W. W. (2000). Organizational culture and climate in transformations for quality and innovation. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture and climate* (pp. 225-244). Thousand Oaks, CA: Sage Publications.

Michela and Burke define, describe, and distinguish organizational culture and climate. Their application of these concepts to the task of organizational transformation toward Total Quality Management is merely illustrative; that is, organizational transformation in pursuit of other visions besides one of "total quality" could be analyzed and managed in a parallel manner.

Recommended - OPTIONAL

Goodstein, L. D., & Burke, W. W. (1996). Creating successful organization change. In W. W. Burke (Ed.), *Managing organizational change: A special report from Organizational Dynamics* (pp. 7-19). New York: American Management Association.

British Airways had a vision of transformation from a bureaucratic, money-losing mess, to a highly customer-responsive organization. Burke (and in a small way, Michela) contributed to the transformation and thus can tell its story.

Ostroff, C., Kinicki, A. J., & Tamkins, M. M. (2003). Organizational culture and climate. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of Psychology, Vol. 12: Industrial/Organizational Psychology* (pp. 565-593). New York: John Wiley & Sons.

A comprehensive review which mostly, but does not completely, agree with Michela & Burke's analysis.

Schein, E. H. (1985). How culture forms, develops, and changes. In R. H. Kilmann, J. J. Saxton, R. Serpa, & Associates (Eds.), *Gaining control of the corporate culture* (pp. 17-43). San Francisco: Jossey-Bass.

Schein is that rare writer on organizational culture who has studied some anthropology; he's the kingpin.

Some or all of these readings are *not* available on-line and must be accessed in hard copy in PAS 4028. Please do not remove them from this room.

Personal Visioning

Required

- *Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). Can you see the real me? A self-based model of authentic leader and follower development. *Leadership Quarterly, 16*, 343–372.

This paper is intended to serve as a theoretically rich counterpart (antidote?) to *The Personal Visioning Workbook*. While reading it you may take the point of view that you are seeking, through personal visioning, to become an "authentic" leader. Then this paper will tell you more about what that looks like and what it will get you. The paper also makes some connection to earlier perspectives on leadership (e.g., transformational).

Recommended - OPTIONAL

- Clemmer, J. (1999). *Growing the distance: Timeless principles for personal, career, and family success*. Kitchener, Canada: TCG Press. Pp. 18-67.

This work by a Kitchener-based consultant uses stories to address self-knowledge, authenticity, vision, values, and other topics addressed by others in the present set of readings and elsewhere.

- *Ilies, R., Morgeson, F. P., & Nahrang, J. (2005). Authentic leadership and eudaemonic well-being: Understanding leader–follower outcomes. *Leadership Quarterly, 16*, 373–394.

From the same special issue of the *Leadership Quarterly* as the required paper by Gardner et al.

- *Markus, H., & Nurius, P. (1986). Possible selves. *American Psychologist, 41*(9), 954-969.

This paper shows more than 1000 instances of citation in the PsycINFO database. Gardner *et. al* are among those who draw upon its insights.

- Senge, P. M. (2006). *The Fifth Discipline: The art and practice of the learning organization* (rev. ed). New York: Doubleday. "Introduction" (pp. xi-xviii); "Personal Mastery" (pp. 129-162).

"Learning in this context does not mean acquiring more information, but expanding the ability to produce the results we truly want in life" (p. 132). "'Personal mastery' is the phrase we use for the discipline of personal growth and learning" (p. 131). Senge's first edition of this book, in the early 1990s, made quite a splash.

- Senge, P. M., Kleiner, A., Roberts, C., Ross, R. B., & Smith, B. J. (1994). *The Fifth Discipline Fieldbook: Strategies and tools for building a learning organization*. New York: Doubleday. "Personal Mastery" (pp. 193-219; 224-226).

Where this material overlaps considerably with *The Personal Visioning Workbook*, it may be worthwhile to consider the topics or issues from a slightly different angle. You are not expected to do the exercises here as such; just compare with *The Personal Visioning Workbook*. Note also how "moments of awareness" help in monitoring fidelity to one's vision. Finally consider how, at Beckman instruments, personal mastery connotes encouraging other people to express their values and aspirations so these can be aligned among individuals and

Identity and Identification

Required

- *Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34 (3), 325-374.

Ashforth is probably the best known scholar of organizational identification. Can people identify with organizational visions, or are visions otherwise tied in with organizational identification?

Recommended - OPTIONAL

- *Bilgrami, A. (2001). Identity and identification: Philosophical aspects. In J. J. Smelser & P. B. Baltes (Eds.), *International encyclopedia of the social and behavioural sciences* (pp. 7148-7154). Amsterdam: Elsevier.

Bilgrami is a philosopher who addresses some interesting issues involving the centrality of values in theoretical analyses of identification.

- *Abrams, D. (2001). Social identity, Psychology of. In J. J. Smelser & P. B. Baltes (Eds.), *International encyclopedia of the social and behavioural sciences* (pp. 14306-14309). Amsterdam: Elsevier.

Abrams is a well-known contributor to the social and behavioural sciences literature used extensively by writers (like Ashforth) in the organizational and management fields.

- *Nord, W. R. (2001). Individual identities in organizations. In J. J. Smelser & P. B. Baltes (Eds.), *International encyclopedia of the social and behavioural sciences* (pp. 7299-7306). Amsterdam: Elsevier.

Nord has a reputation as a big thinker on organizational and management issues. His thought process is on display here.

Affect in Visions and Organizations

Required

Barsade, S. G., & Gibson, D. E. (2007). Why Does Affect Matter in Organizations? *Academy of Management Perspectives*, 21(1), 36-59.

*Dvir, T., Kass, N. & Shamir, B. (2004). The emotional bond: Vision and organization commitment among high-tech employees. *Journal of Organizational Change Management*, 17(2), 126-143.

Waples, E., & Connelly, S. (2008). Leader emotions and vision implementation: Effects of activation potential and valence. In R. Humphrey (Ed.), *Affect and emotion: New directions in management theory and research* (pp. 65-94). Charlotte, NC: Information Age Publishing.

Recommended – OPTIONAL

*Brief, A. P. & Weiss, H. M. (2002). *Organizational Behavior: Affect in the workplace. Annual Review of Psychology*, 53, 279-307.

Gender, Vision, and Leadership

Required

Eagly, A. H., & Carli, L. L. (2004). Women and men as leaders. In J. Antonakis, A. T., Cianciolo, & R. J. Sternberg (Eds.), *The nature of leadership* (pp. 279-301). Thousand Oaks, CA: Sage Publications.

Ibarra, H. & Obodaru, O. (2009). Women and the vision thing. *Harvard Business Review*, 87 (1 [January]), 62-70.

*Scott, K. A., & Brown, D. J. (2006). Female first, leader second? Gender bias in the encoding of leadership behaviour. *Organizational Behavior and Human Decision Processes*, 101, 230–242.

Recommended – Highly

*Eagly, A. H. (2005). Achieving relational authenticity in leadership: Does gender matter? *Leadership Quarterly*, 16 (3), 459-474.

Recommended – OPTIONAL

*Eagly, A. H., Johannesen-Schmidt, M. C., & van Engen, M. L. (2003). Transformational, transactional, and laissez-faire leadership styles: A meta-analysis comparing women and men. *Psychological Bulletin*, 129 (4), 569-591.

Visualization, Creativity, and Visions as Foresight or Frames

Required

- *O'Connor, G. Collarelli, & Veryzer, R. W. (2001). The nature of market visioning for technology-based radical innovation. *Journal of Product Innovation Management*, 18, 231-246.

This paper addresses vision in the sense of foresight into how new technologies may be applied profitably to address market needs.

- *Swanson E. B., & Ramiller, N. C. (1997). The organizing vision in information systems innovation. *Organization Science*, 8 (5), 458-474.

Organizing visions serve as an interpretive frame that can allow different individuals and groups within and beyond an organization to understand one another and coordinate their efforts toward new structures, relationships, and technologies. Do not lose the forest for the trees when you read this one. (Its occasional sociological terminology and arcane references to IS technologies can be puzzling.)

- *Zhou, J., & George, J. M. (2003). Awakening employee creativity: The role of leader emotional intelligence. *Leadership Quarterly*, 14, 545-568.

Addresses a variety of topics connected with creativity as well as the possible of contribution to employee creativity from the leader's emotional intelligence.

Recommended (Highly, but Optional)

- *Dahl, D. W., Chattopadhyay, A., & Gorn, G. J. (2000). The importance of visualization in concept design. *Design Studies*, 22, 5-26.

The authors claim that visualization has positive effects in the context of product design. Where else might it be helpful? How or why?

Recommended (Optional)

- *Pearce, C. L., & Ensley, M. D. (2003). A reciprocal and longitudinal investigation of the innovation process: The central role of shared vision in product and process innovation teams (PPITs). *Journal of Organizational Behavior*, 25, 259-278.

The focus on shared vision in teams, specifically, is intriguing, but the empirical study is questionable.

- *Shane, S., Locke, E. A., & Collins, C. J. (2003). Entrepreneurial motivation. *Human Resource Management Review*, 13, 257-279.

See also Robert Baron's writings concerning the psychology of entrepreneurs and entrepreneurship.

- *Shane, S. (2000). Prior knowledge and the discovery of entrepreneurial opportunities. *Organization Science*, 11 (4), 448-469.

Opportunity is "non-obvious." Entrepreneurs with different backgrounds may develop very different products from the same or similar core technologies, because of the mental frameworks they use.

Vision in Faith-Based Organizations

Required

LePeau, A. T. (1983). *Paths of leadership: Guiding others toward growth in Christ through serving, following, teaching, modeling, envisioning*. Downers Grove, IL: InterVarsity Press. Pp. 9-14, 33-48, 105-123.

Mead, L. B., & Alban, B. T. (2008). *Creating the future together: Methods to inspire your whole faith community*. Herndon, VA: The Alban Institute. Pp. 1-81.

Recommended – OPTIONAL

*Sellon, M. K., Smith, D. P., & Grossman, G. F. (2002). *Redeveloping the congregation: A how to for lasting change*. Herndon, VA: The Alban Institute.

Communication and Vision in Politics and Social Movements

- Bacon, D. (2005). Labor needs a radical vision. *Monthly Review*, 57(2). Retrieved from <http://www.monthlyreview.org/0605bacon.htm> on February 4, 2009.
- Feldman, S. (2003). Values, ideology, and the structure of political attitudes. In D. O. Sears, L. Huddy, & R. Jervis (Eds.), *Oxford handbook of political psychology* (pp. 477- 508). Oxford University Press, 2003.
- *Fiol, C. M., Harris, D., & House, R. J. (1999). Charismatic leadership: Strategies for effecting social change. *Leadership Quarterly*, 10 (3), 449–482.
- Nye, J. (2009). Hard times, soft power. *Globe and Mail* (Toronto), February 17, p. A17.
- Salutin, R. (2008). Dion and the cult of the leader. *Globe and Mail* (Toronto), October 24, p. A19.
- Taber, C. (2003). Information processing and public opinion. In D. O. Sears, L. Huddy, & R. Jervis (Eds.), *Oxford handbook of political psychology* (pp. 433-476). Oxford University Press.