## "

A Daoist leadership model offers new insights into other forms of leadership while relationship oriented, collaborative, and transformational styles of leadership have potential for diversity leadership if modified

## "

individuals and organisations on leadership and diversity development. Dr. Chin is a psychologist who has held senior management positions as Dean at Adelphi University and at Alliant International University, and as Executive Director of a Community Health Center and of a Mental Health Clinic in Boston. Her recent work on Global and Diverse Leadership includes women and ethnic minority issues, and a book on Diversity and Leadership (2014). She trains on leadership and organisational development, and cultural competence. Mostly recently, she is the Council Leadership Chair-Elect of the American Psychological Association, and President of the International Psychology (Division 52, APA) where she is creating an International Leadership Network to promote mutual exchange on education/training and research/scholarship.

## References

Ayman, R., & Chemers, M. M. (1983). Relationship of supervisory behavior rating to work group effectiveness and subordinate satisfaction. *Journal of Applied Psychology*, 68, 338-341.

Kao, H. S., Sinha, D., & Wilpert, B. (1999). *Management and Cultural Values: The Indigenization of Organizations in Asia.* Thousand Oaks, CA: Sage Publications.

Cheng, B. S., Chou, L. F., & Farh, J. L. (2000). A triad model of paternalistic leadership: The constructs and measurement. Indigenous psychological research in Chinese Societies, 14, 3-64.

Burns, J. M. (1978). *Leadership*. New York: Harper & Row. Chin, J. L. & Trimble, J. (2014). *Diversity and Leadership*. Thousand Oaks, CA: Sage Publications. Den Hartog, D. N., & Dickson, W. (2004). Leadership and culture. In J. Antonakis, A. T. Cianciolo, & R. J. Sternberg (Eds.), *The nature of leadership* (pp. 249–278). Thousand Oaks, CA: Sage

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*,569–591. doi:10.1037/0033-2909.129.4.56.

Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level, multi-domain perspective. *Leadership Quarterly*, 6(2), 219-247.

Infoplease. (2009). *Minorities in the 111th Congress*. Retrieved from <u>http://www.infoplease.com/us/government/111-con-gress-minorities.html</u>

Lee, Y-T. (2004). What can chairs learn from Daoistic/Taoistic Leadership? An Eastern perspective. *The Department Chair*, 14(4), 25-32.

Li, J. (2012). *Cultural Foundations of Learning: East and West.* New York, NY: Cambridge University Press.

Rodrigues, C. A. (2001). Fayol's 14 principles of management then and now: A framework for managing today's organizations effectively. *Management Decision, 39, 880–889.* Rost, J. C. (1991). *Leadership for the Twenty First Century.* Westport, CN: Praeger Publishers.

Rubin, Hank (2009). Collaborative Leadership: Developing Effective Partnerships for Communities and Schools. Corwin Press.

U.S. Bureau of Labor Statistics. (2009, January). *Household data annual averages: Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity.* Retrieved from <a href="http://www.bls.gov/cps/cpsaat11.pdf">http://www.bls.gov/cps/cpsaat11.pdf</a>

Yan, Y. (1996). *The Flow of Gifts: Reciprocity and Social Networks in a Chinese Village*. Stanford, CA: Stanford University Press.

