

Richard Laferriere: A study of enabling creativity and innovation through excellence in leadership: An extension of the Asian perspectives of excellence in leadership model (2015)

This thesis explores the importance of creativity and innovation enabling behaviours (CIB) used by Australian leaders. In order to do this, it brings together related yet disparate fields of leadership and cultural research. In this study, the Asian Perspectives of Leadership (APEL) model developed by Selvarajah et al. (1995) examines the perspectives of excellence in leadership in a particular culture that allows for testing the importance of CIB to leaders. The APEL model categorises leadership behaviours under four categories that represent the primary influence areas on a leaders' actions. In this study additional CIBs from extant literature are included and tested within this framework.

Change leadership is a fundamental space in which managers operate and one of the most important categories of behaviours associated with leading change is enabling creativity and innovation in organisations. These behaviours have been identified but have not been compiled into a complete categorisation or been investigated quantitatively. The CIB have been classified using the APEL framework in a comprehensive method to develop a scale that is explored together with other behavioural categories that represent excellence in leadership in Australia.

Existing knowledge of Australian culture, management and leadership have been used to provide meaningful interpretations to what constitutes excellence in leadership in the Australian managerial context. To reach this objective, a cultural model is developed using factor analysis and path analysis modelling. A total sample of 690 responses was collected from Australian managers to build a baseline demographic and managerial profile representative of Australia to explore the APEL based cultural model and the newly developed scale representing CIB within it.

The results indicate that an Excellent Leader in Australia emphasises two separate components Organisational and Visionary Leadership. The APEL categories manifest themselves in behavioural components influenced by Australian cultural values that shape relationships, team management and communicating organisational goals. The results indicate the complex and unique style that managers in Australia build their leadership behaviours around. The results highlight that CIB is directly related to excellence in leadership in Australia and should be further explored in future studies.