

EXAMINING EFFECTIVE LEADERSHIP ACROSS CULTURES: A COMPARATIVE STUDY OF HIGHER EDUCATION LEADERS IN KENYA AND THE UNITED STATES.

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ABSTRACT

The purpose of this research was to examine effective leadership practices across cultures. The study aimed to examine significant differences in leadership practices of educational leaders. Specifically, the relationship between effective leadership and cultural competency was examined. Kouzes and Posner's (2002) conceptual framework was used to assess effective leadership practices while the cultural intelligence conceptual framework developed by Earley and Ang (2003) was utilized to examine cross-cultural competency.

A non-experimental quantitative approach was used to compare educational leaders from top ranked public universities in the midwestern state of Missouri in the United States to their counterparts in Kenya. Upper, middle and lower management leaders were surveyed on universally endorsed leadership practices (Kouzes & Posner, 2002) and cultural competencies (Early & Ang, 2003). Data from the surveys were examined for differences in leadership practices and assessed for correlations between effective leadership and cultural competency.

Knowledge gained from the study was expected to facilitate a better understanding of effective leadership practices across cultures and provide insight on ways to advance, train, and develop cross-cultural leadership competencies in higher education settings.