

1-1-2014

Enacting responsible leadership: the case of Singapore

Carolyn Koh

University of Wollongong, gccak794@uowmail.edu.au

Mario Fernando

University of Wollongong, mariof@uow.edu.au

Trevor A. Spedding

University of Wollongong, spedding@uow.edu.au

Follow this and additional works at: <https://ro.uow.edu.au/buspapers>



Part of the [Business Commons](#)

Enacting responsible leadership: the case of Singapore

Abstract

The literature on responsible leadership focus predominantly on a western context with limited empirical studies reported from Asia. To address this gap, this paper aims to explore responsible leadership from a non-western context focusing on Singapore. Case studies developed from face-to-face interviews with 20 influential Singaporean leaders were analysed and similarities and differences between and within cases were utilised to identify contextual factors that influence responsible leadership. The findings reveal that Singaporean leaders possess traits/values that make them both responsible and effective leaders. However, contextual factors such as national culture and ethos of the nation as well as relational intelligence also influenced responsible leadership and the management of the tension between being responsible and effective.

Keywords

responsible, enacting, leadership, singapore, case

Disciplines

Business

Publication Details

Koh, C., Fernando, M. & Spedding, T. (2014). Enacting responsible leadership: the case of Singapore. Australian and New Zealand Academy of Management (ANZAM) Conference (pp. 1-2). Australia: Australian & New Zealand Academy of Management.

1. RESHAPING MANAGEMENT FOR IMPACT
Competitive Session
Abstract Only in Programme

ENACTING RESPONSIBLE LEADERSHIP: THE CASE OF SINGAPORE

Carolyn Koh

School of Management, Operations and Marketing
Faculty of Business
University of Wollongong, New South Wales, Australia

Email: gccak794@uowmail.edu.au

A/Prof Mario Fernando

School of Management, Operations and Marketing
Faculty of Business
University of Wollongong, New South Wales, Australia

Email: mariof@uow.edu.au

Prof Trevor Spedding

School of Management, Operations and Marketing
Faculty of Business
University of Wollongong, New South Wales, Australia

Email: spedding@uow.edu.au

1. RESHAPING MANAGEMENT FOR IMPACT
Competitive Session
Abstract Only in Programme

ENACTING RESPONSIBLE LEADERSHIP: THE CASE OF SINGAPORE

ABSTRACT:

The literature on responsible leadership focus predominantly on a western context with limited empirical studies reported from Asia. To address this gap, this paper aims to explore responsible leadership from a non-western context focusing on Singapore. Case studies developed from face-to-face interviews with 20 influential Singaporean leaders were analysed and similarities and differences between and within cases were utilised to identify contextual factors that influence responsible leadership. The findings reveal that Singaporean leaders possess traits/values that make them both responsible and effective leaders. However, contextual factors such as national culture and ethos of the nation as well as relational intelligence also influenced responsible leadership and the management of the tension between being responsible and effective.

Keywords: Leadership, International Business, Global Business Environment