

LIST OF APPENDIXES

Appendix A: List of competency models reviewed and used for synthesis

Categories	Models
First: General Competency Models	1-1. Adler (1997) 1-2. Adler& Bartholomew (1992) 1-3. Ali & Camp (1996) 1-4. Bartlett & Ghoshal (1992) 1-5. Bikson, et al. (2003) 1-6. Bird & Osland (2004) 1-7. Black, Morrison & Gregersen (1999), in Mendenhall et al. (2008a) 1-8. Brake (1997) 1-9. Caligiuri & Di Santo (2000) 1-10. Conner (2000) 1-11. Christophe Desjardins (2006) 1-12. Dalton (1997) 1-13. Goldsmith et al. (2003) 1-14. Gregersen et al. (1998) 1-15. Hirsh & Strebler (1994) cited by Suutari (2002) 1-16. McCall & Hollenbeck (2001) 1-17. Hollenbeck & McCall (2001) 1-18. Jokinen (2004) 1-19. Murray et al. (2005) 1-20. Kets de Vries et al. (2004) 1-21. Kets de Vries & Florent . Treacy (1999, cited in Oaland 2008) 1-22. Kets de Vries & Mead (1992, cited in , Morey, S. , Global Leadership) 1-23. Kets de Vries (2007) 1-24. Kets De Vries & Mead (1992, cited in Mendenhall <i>et al.</i> , 2008) 1-25. Leslie, et al. (2002) 1-26. Goldsmith & Walt (1999, cited in Goldsmith & Walt ,2000). 1-27. Mendenhall (2001, cited in Dainty, 2008) 1-28. Moran & Riesenberger (1994, cited in Suttari , 2002) 1-29. Patterson et al. (2007) 1-30. Rhinesmith (1996, cited in Jokinen, 2005) 1-31. Rosen and Digh (2000, cited in Suutari,2002)

	<p>1-32. Spreitzer et al. (1997, cited in Suutari, 2002)</p> <p>1-33. Srinivas (1995, cited in Jokinen, 2005)</p> <p>1-34. Stahl & Kuhlmann (2001, cited in Dainty, 2008)</p> <p>1-35. Wagner , S. et al. (NA)</p> <p>1-36. Tichy & et al. (1992, cited in Suutari, 2002)</p> <p>1-37. Opper (2007)</p> <p>1-38. Wills & Barham (1994, cited in Jokinen, 2005)</p> <p>1-39. Yeung & Ready (1995)</p>
<p><u>Second:</u></p> <p><u>Global Leadership Competencies</u></p>	<p>2-1. Axley (1996) cited in Rynders (1999)</p> <p>2-2. Bennis (1992)</p> <p>2-3. Boal and Hooijberg (2001)</p> <p>2-4. Boyatzis (2008)</p> <p>2-5. Connelly et al. (2000)</p> <p>2-6. Dalglish (2004, cited in Collins, 2001)</p> <p>2-7. Dunnette (1971, cited in Connelly et al. , 2000)</p> <p>2-8. Folkman et al. (2004)</p> <p>2-9. Gardner (1990)</p> <p>2-10. Hitt (1988)</p> <p>2-11. Hooijberg, et al. (1997)</p> <p>2-12. Kirkpatrick & Locke (1991)</p> <p>2-13. Korn (1989, cited in Quigley, 1993)</p> <p>2-14. Kotter (1999, cited in Burke & Cooper, 2006)</p> <p>2-15. Krames (2005)</p> <p>2-16. Locke & Kirkpatrick (1991)</p> <p>2-17. Mumford et al. (2000)</p> <p>2-18. Ordway (1935)</p> <p>2-19. Peter and Austin (1985)</p> <p>2-20. Scholtes (1998)</p> <p>2-21. Covey (1996, cited in Wong et al., 2003)</p> <p>2-22. Sternberg (1998,2003)</p>
<p>Third:</p> <p>Models proposed by professional bodies</p>	<p>3-1. Cleverworkarounds (2008) IMI Archive</p> <p>3-2. APO (Asian Productivity Organisation) IMI Archive</p> <p>3-3. Centre for Creative Leadership (www.ccl.org/360bd)</p> <p>3-4. Development Dimensions International Inc.(http://www. ddiworld</p>

	<p>.com/home?lang=en-US)</p> <p>3-5. Hay Acquisition Company. Available from http:// www .professional -learning .com/ MC PBriefGuide.pdf.</p> <p>3-6. Institute for Global Leadership Competencies (http://www.global-leader.org/)</p> <p>3-7. Institute of Chartered Management – Chartered Management Skills cited in Bolden et al. (2003)</p>
<p>Forth: Models developed by organisations</p>	<p>4-1. Astrazeneca, cited in Bolden et al. (2003)</p> <p>4-2. AT & T (IMI archive)</p> <p>4-3. BAE Performance, cited in Bolden et al. (2003)</p> <p>4-4. British Petroleum (IMI archive)</p> <p>4-5. Dell Company (IMI archive)</p> <p>4-6. Department for Education and Skills (DFES), cited in Bolden et al. (2003)</p> <p>4-7. EFQM Business Excellence Model, cited in Bolden et al. (2003)</p> <p>4-8. European Central Bank (IMI archive)</p> <p>4-9. Federal Express, cited in Bolden et al. (2003)</p> <p>4-10. Ford Company (IMI archive)</p> <p>4.11. IMF (International Monetary Fund), cited in Bolden et al. (2003)</p> <p>4-12. Lufthansa, cited in Bolden et al. (2003)</p> <p>4-13. NASA Workforce Competency Dictionary (www.spaceref. com/news/ viewsr.html?pid=15893)</p> <p>4-14. NHS Leadership Qualities Framework, cited in Bolden et al. (2003)</p> <p>4-15. Northern Ireland Senior Civil Service Core Criteria, cited in Bolden et al. (2003)</p> <p>4-16. Oracle (IMI archive)</p> <p>4-17. PepsiCo (IMI archive)</p> <p>4-18. Philips cited by Bolden et al. (2003)</p> <p>4-19. Public Service Commission of Canada (IMI archive)</p> <p>4-20. Scottish Executive Framework, cited in Bolden et al. (2003)</p> <p>4-21. Senior Civil Service, cited in Bolden et al. (2003)</p> <p>4-22. Senior Executive Service, cited in Bolden et al. (2003)</p> <p>4-23. Shell Leadership Framework, cited in Bolden et al. (2003)</p> <p>4-24. TATA (IMI archive)</p> <p>4-25. The Zenger Miller Grass-Roots Leadership Model, cited in Bolden et al. (2003)</p> <p>4-26. United Nations (UN) (http://www.un.org/staffdevelopment)</p>

	<p>/DevelopmentGuide Web/intro5.html#chart2)</p> <p>4-27. US Government (IMI archive)</p> <p>4-28. Vodafone, cited in Bolden et al. (2003)</p>
<p>Fifth: Developed by Iranian companies</p>	<p>5-1. Industrial Development and Renovation Organisation of Iran (IDRO) (IMI archive)</p> <p>5-2. Iran Khodro Company (IMI archive)</p> <p>5-3. National Iranian Oil Company (NIOC)(IMI archive)</p> <p>5-4. Saipa Company (IMI archive)</p> <p>5-5. Wagon Pars Company (IMI archive)</p>