

Transformational Leadership and Cultural Sensitivity: Insights on Driving Change in Thai Organizations

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Abstract

This study investigates the interplay between transformational leadership and cultural sensitivity in facilitating organizational change within Thai organizations. Grounded in Kotter's change management model and the GLOBE cultural dimensions, the research explores how Thai leaders adapt leadership strategies to navigate complex cultural landscapes and meet the demands of globalization. Employing a qualitative approach, data were collected through semi-structured interviews with 28 leaders across diverse industries, offering a dual perspective as these leaders also serve as followers. Thematic analysis identified critical facets of transformational leadership, including inspiring vision, adaptive leadership, and managing generational gaps, highlighting the alignment of leadership practices with cultural values to achieve sustainable change. The findings highlight the role of cultural sensitivity in addressing resistance to change, fostering collaboration, and embedding new practices into organizational culture. By presenting a culturally embedded framework, this study contributes to theoretical understanding and provides actionable strategies for Thai leaders navigating globalization, cultural diversity, and organizational transformation in dynamic business environments.

Keywords: change management, cultural dimensions, globalization, leadership strategies, Thai culture

