The Scholarship of Leadership: An illustration of the integration of Research, Teaching & Learning and Community Engagement

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BACKGROUND
Education Background

“Nous Croissons”
We grow together
Areas of Teaching & Learning: Full Qualifications

- **Subject Areas**
  - Management
  - Human Resource Management/People Management
  - Managerial Skills
  - Knowledge Management
  - Research Methods
  - Academic & Personal Skills

- **Years**
  - Management 1
  - Management 2
  - Management Honours
  - Post Graduate Diploma
  - MBA
Areas of Teaching & Learning: Executive Development and Short Courses

• Leadership
  – Self-leadership
  – Leading Other Individuals
  – Leading Teams
  – Strategic Leadership
  – Leadership Development

• Strategy Implementation and Change Management

• Human Resource Management
  – Performance Management
Research on topics related to Research Methods

- Grounded Theory
- Delphi Technique
- Scale Granularity
- Deductive Analysis in Qualitative Research
Leadership research topics

- Strategic Leadership
- Organizational inertia
- Servant Leadership
- Leadership & Organizational culture
- Leadership Competencies
- Leader & Leadership development
Leadership research topics

- Sustainable leadership
- Leadership for health literacy
- Leadership Identity
- Educational Leadership
- Stakeholder Theory
Community Engagement

• MBA Service-Learning
• Health Literacy
• School Leadership Development
SCHOLARSHIP
The Popularity of Leadership

- Between 600,000 and 1,000,000 books published every year in the US alone.
- Half or even more – are self-published.
- On average, they sell less than 250 copies each.

Why can’t someone just write a single, definitive, final cookbook?

Joe Iarocci

https://serveleadnow.com/why-are-there-so-many-leadership-books/
Scholarship:
A framework for integration of Research, Teaching & Learning and Community Engagement

- Scholarships of discovery, integration and sharing knowledge
- Reflecting on What, How, Why, and what ought to be, in partnership
- Scholarship of teaching and learning
- Scholarships of application and engagement

Truth | Validity
---|---
Impact | Relevance

Truth

Relevance

Validity

Impact

Validity

Impact

Truth
Research

Scholarships of discovery, integration and sharing knowledge

Teaching & Learning

Scholarship of teaching and learning

Community Engagement

Scholarships of application and engagement

Research Scholarships

Discovery

Integration (across disciplines)

Sharing knowledge
Business Schools and Engaged Scholarship in a **professional** setting: Impact, Truth, Validity, Relevance

**Figure 1.1.** Engaged scholarship diamond model

Community Engagement: Developing an explicitly relational scholarship

• Bartunek on Academic-practitioner collaboration:
  – **Collaborative** Research as a Type of Relational Scholarship of Integration
    • Collaborative Problem Solving
    • Communication
  – Fostering Positive, **Mutual** Relationships
    • Seeking feedback
    • Willingness to learn
    • Understanding practitioners’ worlds

Teaching and Learning scholarship

• The scholarship of teaching and learning can be located at the intersection between the scholarships of discovery, integration and application.

Scholarships of discovery, integration and sharing knowledge

Scholarship of teaching and learning

Scholarships of application and engagement

Teaching & Learning

Community Engagement

Research
Scholarship of Reflection

Content reflection – What we do

Premise reflection – Why we do it

Process reflection – How we do it

Reflection: Teaching, research and scholarship

• Investigating ‘what is’ versus advocating ‘what ought to be’:
  – Focusing on an analysis and description of the existing situation versus
  – Focusing on what developments should be pursued in the future and why.

Reflecting on What, How, Why, and what ought to be, in partnership

Scholarships of discovery, integration and sharing knowledge

Scholarship of teaching and learning

Scholarships of application and engagement

Truth

Validity

Impact

Relevance

Truth

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Relevance

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Relevance
INTEGRATING SCHOLARSHIPS
Integrating Scholarships 1

• Application to Effective and Ethical Leadership
Reflecting on What, How, Why, and what ought to be, in partnership

Scholarships of discovery, integration and sharing knowledge

Scholarships of application and engagement

Scholarship of teaching and learning

Servant, Sustainable & Authentic Leadership

Jointly Crafting a Leadership Development Programme for St Andrew’s Learners

Integrating Stakeholder Theory and Sustainable HRM into MBA Modules

Hilton College Leadership Development Programme

Investigating Applicability in a Call Centre Environment
Integrating Scholarships 2

• The identification and development of appropriate leadership competencies in organisations
Reflecting on What, How, Why, and what ought to be, in partnership

Scholarships of discovery, integration and sharing knowledge

Scholarships of application and engagement

Scholarship of teaching and learning

Concept Development: Service of Followers as a Leadership Competency

Testing the Applicability of the Concept

Service-Learning as Leadership Development

MBA

Defining a (novel) Competency

Service-Learning as Leadership Development

- Individualized consideration
- Compassion
- Motivation to serve
- Humility
- Integrative Thinking
Integrating Scholarships 3

• The formation of leadership identity
Reflecting on What, How, Why, and what ought to be, in partnership

Scholarships of discovery, integration and sharing knowledge

Role Identity of Leaders

Scholarships of application and engagement

Exploring inner role conflict in a Women in Leadership Certificate

Service-Learning As a Transformative Experience

Exploring the Applicability of Role Identity to the Career Choices of Entrepreneurs

Scholarship of teaching and learning
Future Directions

• Leadership & Entrepreneurial Identity
• Leader(ship) & Competency Development

• Qualitative Research Methods

• The Entrepreneurial University
Ngiyathokoza! Ro livhuwa!

Dankie! Ke a leboga!

Enkosi! Udo livhuwa!

Inkomu! Ke a leboha!

Siyabonga! Siyabonga!