Constant Influence and Peculiar Grace

The New Black in Collaborative Leadership in Universities

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Leadership Theories

- Individualist
- Interactionist
- Inclusive
- Inspirational
- Intersectional
- Integrative
Individualist

Leader as “hero”

– inherent qualities – born great
– incremented qualities – become great
– immutable vs impacted behavioural style – greatness thrust upon them

In your University?
In your Student Support and Development Unit/s?
Interactionist

Importance of context, time, and followers - leadership behaviour as shaped by
- situations,
- subordinates and
- stakeholders

Transactional exchange
- mutuality
- “first order” currency

In your University?
In your Student Support and Development Unit/s?
Inclusive

– Stakeholders and subordinates, not just considered, but included in leadership.

– Plurality of perspectives actively sought.

Inspirational

– Transformational leadership – “second order” exchange.

– Servant leadership – humility, moral dimension, greater good.

– Transcendental leadership – leadership that is self-aware, and that awakens and actualises others...

In your University?

In your Student Support and Development Unit/s?
Intersectional

Boundary spanning

- ethical leadership – transactional + transformational = imperative for “good works”
- educative leadership – critical social analysis
- ontological engagement – making meaning of thoughts and actions

In your University?
In your Student Support and Development Unit/s?
Intergrative

Leadership shape-shifts to be appropriate to:
- point in time/cycle
- task
- organisational climate
- cultural morays

In your University?
In your Student Support and Development Unit/s?
Infusion
- leadership as person (star)
- leadership with people (amorphic clusters)
- leadership through relationship process (asterisms)
- leadership from purpose (constellations)

Leadership = person + people + process + purpose

Distributed Leadership

In your University?
In your Student Support and Development Unit/s?
Distributed Leadership

- emergent property of network of individuals OR
- gestalt of co-associations, collaboration and connectivity
- synapses sparking creativity and energy >
- silo or solo capacity (self + super leadership)
- identified in educational leadership theory (learning) before organisational leadership theory (learning organisations)
- more than other leader-plus models (shared, collaborative, dispersed, delegated, transformational) – because it stretches across all models – is agnostic and eclectic

In your University?
In your Student Support and Development Unit/s?
Universities

- the collegium = “substitutes for leadership”
- professional and disciplinary affiliations
- boundary spanning internally and externally
- learning organisations and incubators
- attributed moral purpose
- networking cultures – local, national, global

In your University?
Student Support and Development Units

- interdisciplinary teams
- professional compacts “substitutes for leadership”
- leadership in student development in affective, spiritual and social as well as intellectual domain
- leading change at individual and institutional level
- leading change at sector level through associations
- cultivating student leadership

In your Student Support and Development Unit/s?
Challenges and Opportunities

- time
- money
- relationships, roles and repertory
- purpose
- empirical evidence
- focus on student experience

In your Student Support and Development Unit/s?
Constant Influence and Peculiar Grace

stars  amorphic clusters  asterisms  holons  dark nebula
black holes  shapes  pull  inspiration
narratives  guidance  supernovae  sparks
attraction  networks  legends  myths
reflection  heat  light  orbits

meaning