

## Table of Contents

Abstract .....	iii
Acknowledgements .....	iv
List of Tables .....	ix
List of Figures .....	x
Prologue .....	1
Chapter One: Context.....	2
Before the Beginning .....	2
Playing with the Relationship between Improvisation and Leadership.....	3
I Wanted to Reflect on my Practice .....	6
The Background Story of this Leadership Development Program.....	8
My Relationship to this Program .....	21
Chapter Two: Review(er) of the Literature.....	24
The Purpose of a Literature Review .....	24
Introduction.....	24
Major Topics .....	26
Leadership .....	26
Individual leader trait theories .....	32
Situational leadership theories .....	32
Psychoanalytical theories of leadership .....	33
Humanistic leadership theories .....	33
Transformational leadership theories.....	34
Organizational culture.....	45
Leadership development .....	60
Conclusion .....	70
Chapter Three: Research Approach, Methodology, and Methods.....	72
How I Began .....	72

Articulating a Stance .....	73
Researching Leadership Development from a Constructionist Stance ...	75
Selecting a Methodology .....	78
Getting Clearer About Grounded Theory and Situational Analysis .....	81
Which Methods Should I Use? .....	82
Honouring Ethical Obligations of Conducting Research.....	84
Sampling, Inviting, and Choosing Research Participants .....	86
Data Collection Method #1 – The Interview Matrix .....	87
Slowing Down My Process in Order to Move Forward Quickly .....	91
Support from Participative Inquiry and Practice Literature.....	93
Turning to Grounded Theorists for Even More Support .....	94
Supporting Participants to Interview Well.....	96
Supporting Participants to Analyze Well.....	97
Details About What Happened .....	99
Data Gathering Session #1 in Edmonton .....	99
Feedback from Participants of Data Gathering Session #1 .....	100
Data Gathering Session #2 in Lethbridge .....	101
Data Gathering Session #3 in Red Deer .....	101
Moving to the Next Level of Analysis.....	102
Mind Mapping .....	104
Using the Mind Map to Support Next Steps .....	105
Preparing for and Conducting One-on-One Interviews .....	105
Working with the Interview Data .....	109
 Chapter Four: Theorizing.....	 112
Relating this Research Story to Theatre.....	112
My Intentions in this Chapter .....	113
Why Grounded Theorizing instead of Grounded Theory? .....	113
The Language of Situational Analysis and Grounded Theorizing.....	114
The Analytical Journey Towards Theorizing .....	116
Grounded Theorizing – One Step at a Time .....	117
Translating the Mind Map into a Story .....	119

Analyzing the Interview Data .....	121
A Brief Sample of the Interview Transcripts .....	125
Presenting my Theorizing as an Image .....	127
A Written Summary of the Image.....	129
 Chapter Five: So What and Now What? .....	 134
A Collision Between My Practice and This Research .....	134
Introduction to the Shape of this Chapter .....	134
How Does My Theorizing Align With, Challenge, and Extend the Current Literature? .....	135
How Does This Theorizing Relate to Social Constructionist Principles? .....	140
What Aspects of this Research May Create Concerns? .....	143
How Has this Research Influenced my Leadership Development Practice? .....	146
Particularities of the Study and Suggestions for Future Researchers ...	151
How Does this Research Contribute to the Field of Leadership Development? .....	155
How Do I Conclude? .....	157
Patterns Wrought by my Character – My Multi-Being Relational Self .....	157
The End.....	159
 References .....	 161
 Appendix A: Invitation to Participate .....	 175
 Appendix B: Interview Matrix Consent.....	 177
 Appendix C: Flip Charts from Interview Matrix Session #1 in Edmonton ...	 179
 Appendix D: Reworked Interview Questions .....	 183
 Appendix E: Mind Map – Opened One Level .....	 184
 Appendix F: Mind Map – All Levels Open .....	 185

Appendix G: One-on-One Interview Invitation ..... 191

Appendix H: One-on-One Interview Questions..... 193

Appendix I: Participant Consent Form ..... 194