Putting Leadership in its Place

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A Definition of Leadership

“An interactive process involving leading and following within a distinctive place to create a mutually important identity, purpose and direction”

The Six Lenses of Leadership

- POSITION
- PERSON
- PERFORMANCE (RESULTS)
- PROCESS
- PURPOSE
- PLACE

Leadership Through Position

Who has the formal authority to create leadership?

Leadership Through Position

Who has the formal authority to create leadership?
Leadership Through **Person**
Who has the informal authority to create leadership?

Leadership Through **Performance**
What is achieved through leadership?

Leadership Through **Process**
How is leadership created?

Leadership Through **Purpose**
Why is Leadership Created?
"We are taking leadership theory local, you might say, enabling us to pay attention to the challenges of leadership-in-practice-in-context in different organizational settings, using those to craft a leadership approach designed for the particular demands of various roles and functions within organisations."

(2017, p. 4)

Measuring and Modelling Context

"The context of leadership is the milieu – the physical and social environment - in which leadership is observed. Contexts vary; as such they are measurable and must be modelled when attempting to explain a particular aspect of the leadership puzzle'.

(Liden and Antonakis, 2009, p. 1587)

A Constitutive Approach to Context and Leadership

"The environment is not some objective variable that determines a response but rather an ‘issue’ to be constituted into a whole variety of ‘problems’ or ‘irrelevances’.

→ ‘Tame’, ‘Crisis’ and ‘Wicked’ problem-oriented contexts

(Grint, 2005)

The Problem with Place (and Leadership)

"The popularity of place is an opportunity – it is also a problem – place is not a specialised piece of academic terminology. It is a word we use in the English-speaking world. It is a word wrapped in common sense. As we already think we know what it means it is hard to go beyond that common sense level to understand it in a more developed way."

(Cresswell, 2004)
Leadership and Place

‘There is no overarching theory of the leadership of place and only relatively limited empirical work done to date.’

Place is a Combination of:

- **Location** – where the place is
- **Locale** – the material setting for social relations
- **Sense of Place** – the subjective and emotional attachment people have to place

*(Agnew, 1987)*

Leadership and Place
Are Intricately Interwoven

Leadership *from* Place

‘Let there be life!
My canoe is (name of your canoe)
My mountain is (name of your mountain)
My river is (name of your river)
My tribe is (name of your tribe)
My sub-tribe is (name of your sub-tribe)
I am (your name)’
Leadership from Place

Leadership because of Place

Leadership in response to Place

Leadership in response to Place
Leadership in response to Place

Leadership for Place

Leadership Against Place

Leadership For Place
Leadership Against Place

Leadership with Place

Leadership to create a New Place

Leadership to create One Place
Leadership by Place

Leadership with Place

Leadership to create a New Place

Leadership to create One Place
"A place-based approach requires scholars to think of organizations not only as strategic enterprises in a global economy, but as buildings and grounds peopled by humans with bodies who live in places and communities that have complex, ecological, social and political histories. A shift towards place-based thinking may lead to scholarly research and management practices that deal more effectively – at local levels – with such thorny issues such as social justice, global climate change, alternative energy and economic inequality to name but a few."

(Elmes et al, 2009)
When Place Meets Identity Meets Purpose

“People exploit what they have merely concluded to be of value, but they defend what they love... and to defend what we love we need a particularizing language, for we love what we particularly know.”

(Wendell Berry, Life is a Miracle, 2001, p. 41)

When Place Meets Identity Meets Purpose

“This is a kind of a love story. It is an unrequited love story, between a person and a place, and a place doesn’t love you back. But perhaps that isn’t entirely true. Perhaps it’s like loving God, and what you get back is a reflection of what you put in.”

Questions to Ponder

Within your current teaching practice:
- To what extent are you actively encouraging students to consider Place in their thinking?
- How would the impact of our work change as teachers if we were foregrounding Place rather than backgrounding context?
- How might a Geography of Leadership perspective be timely and helpful for you and them?

Place-Based Civic Engagement