

# ELI Leadership Development: Transforming Practice Into Theory and Theory Into Practice

	Practice		Theory
<p>Stage I; 1980-1990</p> <p>Case Study Approach</p>	<p>Teaching by showcasing best practices: case based approach to teaching leadership</p> <p style="color: blue;">Teaching cases as a liberal art rather than only as a model of best practices.</p>	<p style="color: green;">*** <b>Discovery #1:</b></p>	<p>Leadership is a meaning-making activity, i.e., making sense out of ambiguity, conflict, &amp; uncertainty in ways that captivate and motivate followers.</p> <p style="color: red;">** Rand Corporation Case Study (Morgan).</p>
<p>Stage II 1990-present</p> <p>Problem-Centered Approach</p>	<p>Reinvention of Government Initiative: Government Should be run like a business?</p> <p style="color: red;">What Keeps Executive Level Administrators Awake at Night? (Morgan &amp; Kass)</p> <p style="color: red;">What Middle Managers Do In Local Government (Morgan &amp; 4 practitioners)</p> <p style="color: blue;">Development of Legacy Leadership Program organized around a new model (Gov. Roberts, Shinn &amp; Morgan)</p> <p style="color: blue;">Production of a half dozen case studies that illustrate the model (Morgan &amp; Shinn)</p> <p style="color: blue;">Production of Leadership Handbook for Washington County in process (Morgan, Ingle, Shinn)</p>	<p style="color: green;"><b>Discovery #2:</b></p>	<p>Administrative leadership is primarily a governance activity at both the top and middle levels of public organizations.</p> <p style="color: red;">Development of Balancewheel Leadership Model (Morgan)</p> <p style="color: red;">Added Conciliatory Practices Dimension (Craig Shinn) to the Model, grounded in the Antifederalist civic engagement tradition.</p> <p style="color: red;">Civic Capacity Curricular Development Project (Morgan, Nishishiba &amp; Shinn) - Production of more than a dozen conference papers and journal articles, many with graduate students.</p> <p style="color: red;">Foundations of Public Service textbook, published by ME Sharpe in May 2008 (Morgan, Green, Shinn &amp; Robinson)</p>
<p>Stage III: 2000-present</p> <p>International phase</p>	<p>Japanese Local Government Training (Nishishiba &amp; Ingle)</p> <p style="color: red;">Project Management Handbook, by Ingle &amp; Nishishiba, published in both Japanese and English</p> <p>Vietnam's National Academy (Ingle &amp; Morgan)</p> <p style="color: blue;">Development of new training model (Morgan, Ingle, Shinn)</p>	<p style="color: green;"><b>Discovery #3:</b></p>	<p style="color: blue;">Need for new Leadership Model that incorporates pillars of existing model and is applicable to the international setting.</p> <p style="color: red;">New book manuscript in process</p>

\* Blue represents changes in practice.  
 \*\* Red represents scholarly publications and changes in theory.  
 \*\*\* Green represents insights that come from the nexus between theory and practice and produce changes in both.