

A Burgeoning Approach towards a Unified Holistic Framework of Leadership.

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INTRODUCTION & AIM

- Leadership is important and impacts organisations.
- The field of leadership has evolved, but there is a lack of consensus on its definition (Rowe, 2006) and a plethora of leadership theories.
- Like the proverbial blind men who touched different parts of the elephant and described it differently, the field of leadership has been overly fragmented, with most scholars emphasising different elements.
- There are existing but limited studies that attempted to create a holistic leadership framework (Avolio & Bass, 1991; Staats, 2015; Yukl, 1994).
- This aims to bridge the gaps between theories and practice and could expose zombie leadership or redundant ideas (Haslam et al., 2024).
 - To prompt leaders to continually develop their leadership skills and knowledge to meet the demands of a dynamic/volatile workplace.
 - To promote learning as an essential theme of leadership to bridge the gap between it and leadership development (Wallace et al., 2021).

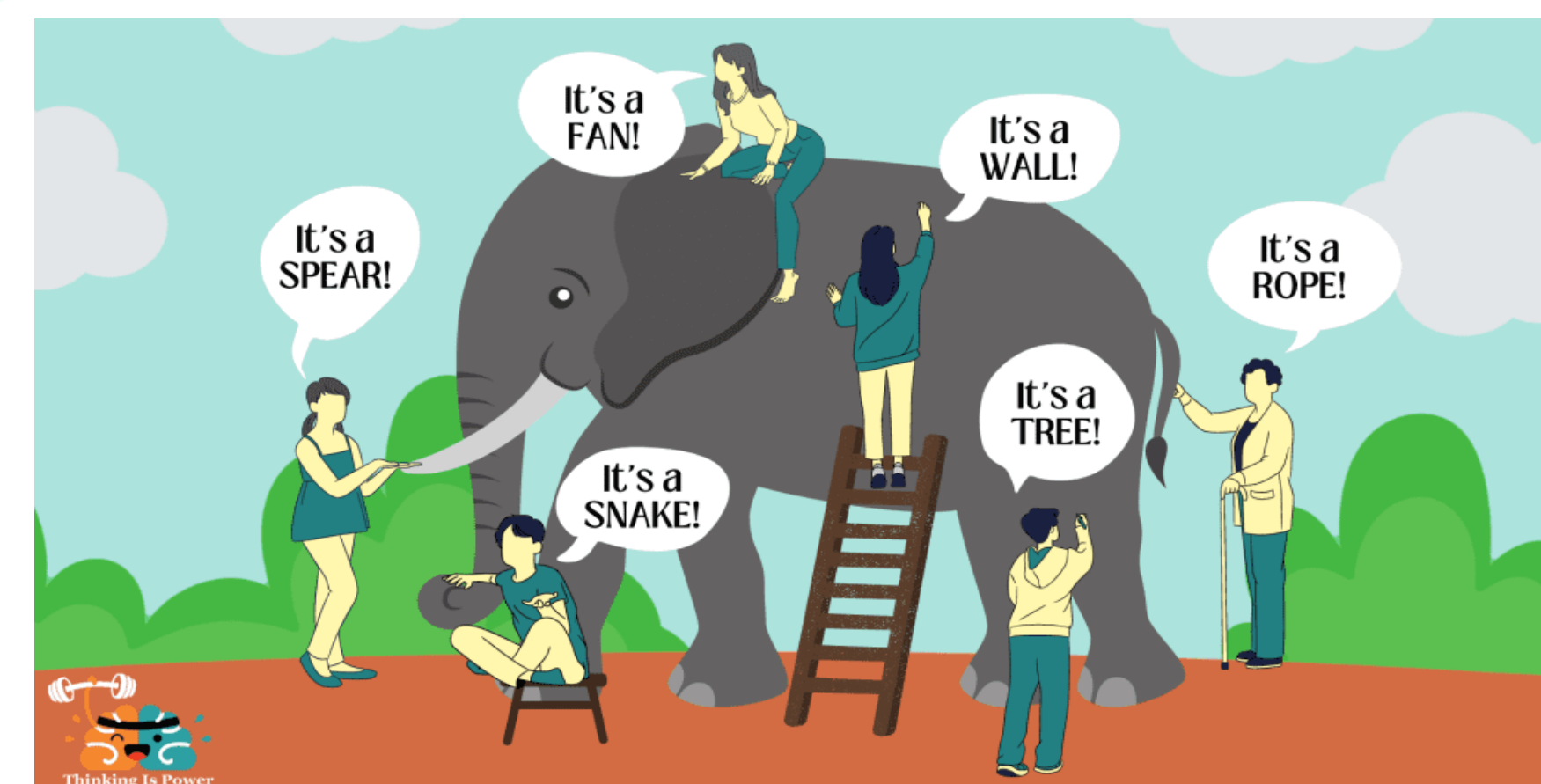
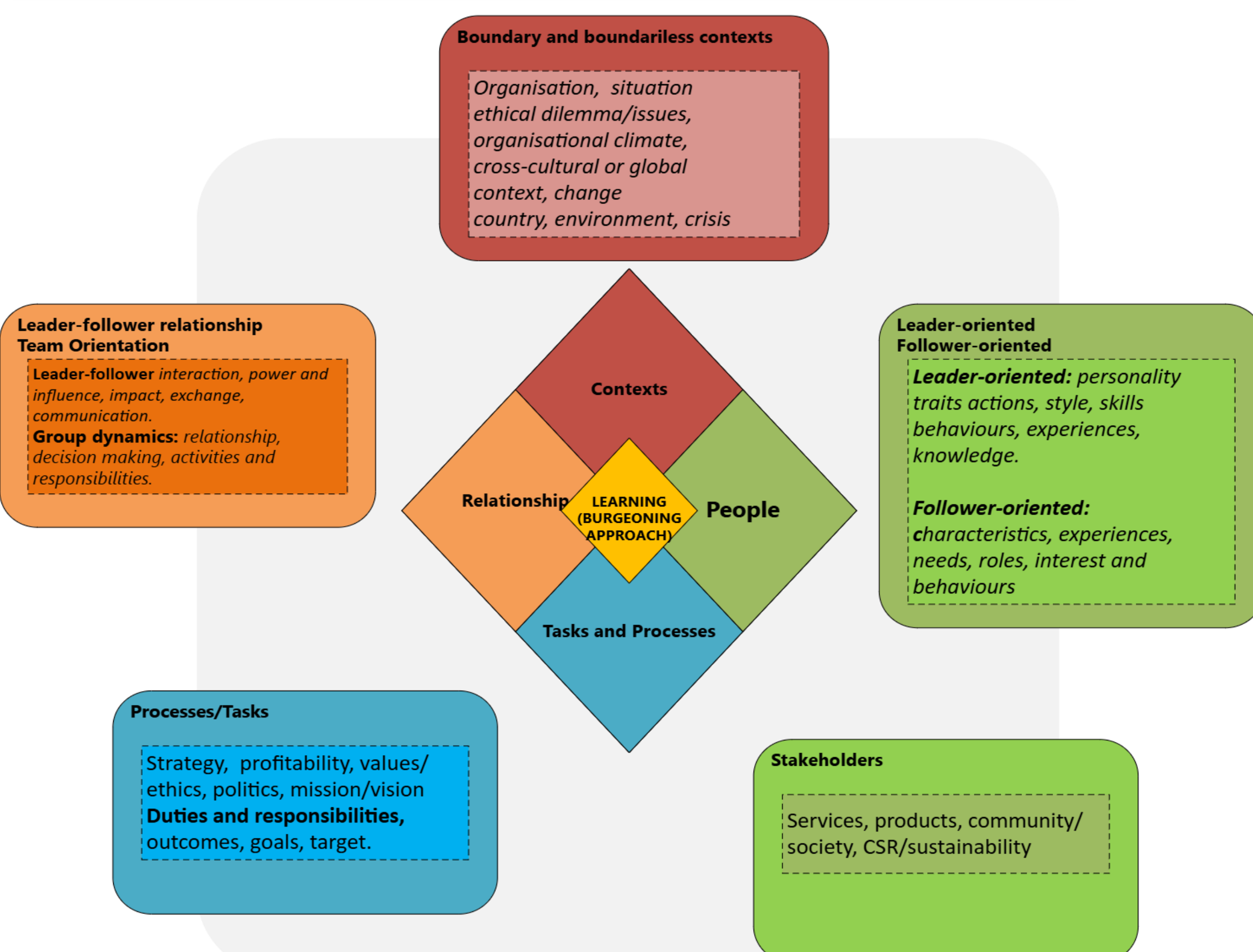
RESULTS & DISCUSSION

- ❑ Leadership theories have overlapping elements, and the core themes are:
 - People: the leaders, followers and other stakeholders.
 - Relationship: the dynamics between individuals and teams.
 - Contexts: both boundary and boundaryless contexts.
 - Tasks and Processes: requirements and practices.
- ❑ As shown in the conceptual framework, the results demonstrate that leadership is a relational phenomenon that involves people, targets the attainment of goals/tasks and occurs in a context.
- ❑ Converged concepts of leadership provide a holistic framework of what leadership entails and the positive skills/abilities to aspire to develop.
- ❑ The burgeoning approach is that **learning** should be at the heart of leadership studies.
 - To strengthen its connection to leadership development and support the self-development of leaders and relevant leadership capabilities.
- ❑ The conceptual framework can be expanded to map how existing theories fit within the dimensions, and it should be tested.

METHOD

- ❖ Qualitative: Review of Leadership theories/concepts
 - Thematic analysis of the central leadership ideas or elements/dimensions.
 - Conceptual integration to produce a framework (collage of key leadership themes).

CONCEPTUAL FRAMEWORK



CONCLUSION

- ✓ Leadership is holistic when all its parts/elements converge.
- ✓ Learning for professional development is key, so it should be a core element of leadership.
- ✓ Leaders should aim to continuously burgeon/grow their leadership capabilities.

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