Notice of the Final Oral Examination
for the Degree of Doctor of Philosophy

of

MARY BETH PAGE

MSc (Pepperdine University, 2002)
MSc (Western Illinois University, 1988)
BA (Carleton University, 1986)

“Leading with Heart: Beyond the Heroic Myth of Leadership”

Interdisciplinary Studies

Friday, February 26, 2016
9:00AM
David Turpin Building
Room A144

Supervisory Committee:
Dr. Lynne Siemens, School of Public Administration, University of Victoria (Supervisor)
Dr. Guy Nasmyth, Department of Educational Psychology & Leadership Studies, UVic (Co-Supervisor)
Dr. Natalee Popadiuk, Department of Educational Psychology & Leadership Studies, UVic (Member)

External Examiner:
Dr. Sigrun Gunnarsdottir, Faculty of Business, Bilfrost University

Chair of Oral Examination:
Dr. Magdelena Bazalova-Carter, Department of Physics and Astronomy, UVic

Dr. David Capson, Dean, Faculty of Graduate Studies
Abstract

The challenge with traditional and hierarchical leadership models is that rarely are the complex issues present in our society today, resolved by one individual. Knowledge is distributed across multiple domains. Reviewing the alternative perspectives in leadership literature offers additional considerations for the dominant traditional models of leadership in existence today. With increased globalization, technology advancements, and interconnectedness, greater communication and collaboration are needed. The purpose of the study was to explore the role that personal values play in sustaining leadership during challenging times. Narrative inquiry and narrative interviews were used so leaders could share their stories of navigating challenging situations. One group interview was scheduled to share preliminary research findings with the research participants and continue the process of meaning construction. Both narrative analysis and thematic analysis were used to harvest the key themes and wisdom offered during the interviews. Collective values identified included integrity, caring, courage, and commitment. The model for sustainable leadership included the ongoing pursuit of personal mastery, a values-based personal and professional support network, and expertise in leading self and other through the inevitable transitions that occur due to changes associated with the predictive challenges that come from such situations as the election cycle and changes in mandate. The above recommendations allow for leaders to sustain themselves and others while working in service of the common good. Leaders who adopt the above recommendations will be well positioned to support their leadership and to use values as guiding principles to release the hero in everyone around them, including themselves.