



Curtin University



Faculty of Business and Law

2020 Australian Government Research Training Program Scholarships

Strategic Project Profile

PROJECT TITLE: How leadership is developed: Personal changes and the contribution of the organisation

FIELD OF RESEARCH CODE: 1503

PROJECT SYNOPSIS: The development of effective leaders and leadership behaviour is a desideratum for every organisation. Few, however, believe that their organisations effectively contribute to developing future leaders [1]. Leadership development is a progressive process. It advances from growth in observable, behavioural-level leadership skills toward changes in deeper-level, meaning-making structures. It implies changes in the individual as they develop, and the influence on that individual, of the organisation.

The central aim of this study is to identify the processes through which developing leaders evolve, and the roles of the organisation in those processes. Through this, advancement will be made in our understanding of processes and changes that occur as leadership traits and behaviour are acquired. This study will provide a framework and rationale of how individuals change as they develop as leaders, and explore the individual and organisational factors that facilitate the development process. It will use research methods that include interviews, field longitudinal organisational approaches, and experimental studies. A mix of exploratory qualitative, and quantitative approaches is envisioned. Through improving our understanding it will contribute significantly to the leadership

development literature and provide practical guides to increase organisations' selection and support of aspiring leaders. The scale and scope of this project is well matches to the format and outputs required for a PhD program.

FEASIBILITY AND RESOURCING – DESCRIPTION OF THE SUPPORT THIS PROJECT WILL RECEIVE:

Based in Curtin's Perth Campus and commencing in 2020, the student will be provided with laptop and suitably equipped workspace. Curtin has a large cohort of PhD students with represents a supportive community of practice into with the student will be able to engage. Extensive training resources are available which the student will be able to access, including methods training and the use of relevant software. The student will have access to a consumables and conference attendance fund. Being a significant WA school, its networks of and access to industry will be made available to the student. In addition the school has an active and engaged Advisory Board supportive of research.

WHAT MINIMAL ATTRIBUTES AND SKILLS EXPECTED BY THE CANDIDATE BE COMPETITIVE:

Bachelors with 1st Class Hons or greater.

Prior research experience is mandatory. It might not be directly related and relevant to thesis field, but would need to show experience. Prior research outputs should also be included in application (if available).

THE SIGNIFICANCE OF THE PROJECT/ PROGRAM FOR THE ENROLLING SCHOOL OR INSTITUTION:

For active and growing businesses to be competitive globally, development of effective leaders and leadership behaviour is a central focus. Research in this area is well regarded in the academic literature, and by industry partners and the broader community outside the school/university. As a prior research area (i.e. Business and Management) for the Faculty, this project integrates the research expertise in the School of Management with the cutting edge work of Curtin's Future of Work institute. This collaboration provides significant benefits of cross-disciplinary research in two leading edge areas. This industry relevant project will also support the growth of demand-driven research.

Students are advised to contact the Project Lead listed below prior to submission of their scholarship application to discuss their suitability to be involved in this strategic project.

PROJECT LEAD CONTACT

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