QUALITATIVE RESEARCH IN THE STUDY OF LEADERSHIP

SECOND EDITION

KARIN KLENKE

Leadership Development Institute (LDI) International, Midlothian, VA, USA

With Guest Chapters by

SUZANNE MARTIN

Transform, Birmingham, AL, USA

J. RANDALL WALLACE

Fresno Pacific University, Bakersfield, CA, USA



United Kingdom - North America - Japan India - Malaysia - China

CONTENTS

	PART I: FOUNDATIONS OF QUALITATIVE RESEARCH	
1.	PHILOSOPHICAL FOUNDATIONS: QUALITATIVE RESEARCH AS	
	PARADIGM	
	Introduction	د ځ
	Leadership Research: Past Traditions and Current Trends	
	Defining Qualitative Research	
	Characteristics of Qualitative Research	
	Strengths of Qualitative Methods	.,, []
	Qualitative Research as Paradigm	
	Philosophical Assumptions Underlying Qualitative Paradigms	13
	Ontology	13
	Epistemology	
	Methodology	
	Axiology	17
	Major Research Paradigms in Qualitative Research	
	Constructivism	21
	Interpretivism	22
	Symbolic Interactionism	2
	Pragmatism	
	Summary	∠0
_	ON THE LEWIS BEGGE BOW AS MEETING B	2.1
2.	QUALITATIVE RESEARCH AS METHOD	<i>51</i>
	Introduction	<i>31</i>
	Qualitative Research as Method	
	Quality Standards in Qualitative Research	/ 3
	Understanding Reliability and Validity in Qualitative Research	
	Strategies for Enhancing Quality and Rigor in Qualitative Research	42
	The Quantitative—Qualitative Debate: One More Time	
	The Role of Ethics in Qualitative Research	
	Summary	

PART II: MAJOR QUALITATIVE TRADITIONS IN LEADERSHIP RESEARCH

3,	CASE STUDIES IN LEADERSHIP RESEARCH	59
	An Illustrative Leadership Case Study	59
	Introduction to Case Study Research	60
	Case Study Defined	61
	Role of Theory in Cases Studies	63
	Case Study as Method of Choice	65
	The Architecture of Case Study Research	
	Case Selection: Single and Multiple Case Studies	
	Data Collection and Analysis in Case Study Research	71
	Data Collection Methods	71
	Data Analytical Techniques	71
	Interpreting the Findings of Case Study Research	73
	Quality Assessments in Case Studies	74
	Selected Examples of Case Studies in Leadership Research	78
	Summary	
4.	CONTENT ANALYSIS IN LEADERSHIP RESEARCH	
	An Illustrative Leadership Content Analysis Study	93
	Introduction	94
	Defining Content Analysis	
	Designing a Content Analysis Study	96
	Data Collection and Analysis in Content Analysis	96
	Qualitative and Quantitative Approaches to Coding	98
	Types of Coding	98
	From Codes to Categories	103
	Use of Software in Content Analysis	104
	Quality Criteria and Validation Issues	106
	Intercoder Agreement in Content Analysis	106
	Selected Examples of Content Analysis Studies in Leadership Research	110
	Summary	121
_		133
5.		123
	An Illustrative Qualitative Interviewing Leadership Study	123
	Introduction	124 137
	Defining Interviews	124
	Types of Interviews and Interview Questions	, 120 120
	Structured Interviewing	120 120
	Unstructured Interviewing	129
	Semistructured Interviewing	131
	Role of the Interviewer in In-Depth Interviewing	134
	Media Used in Qualitative Interviewing	133
	Data Collection and Analysis	140
	Transcription	141
	Reliability and Validity in Qualitative Interviews	
	Selected Examples of Interviewing Studies in Leadership Research	
	Ethical Consideration in Qualitative Interviewing	
	Summary	149

б.	MIXED METHODS (MMS) IN LEADERSHIP RESEARCH An Illustrative Mixed Method Leadership Study Introduction Defining MMs Research	151 152
	MM Design Consideration	154
	Types of MM Designs	137 150
	Status of MM in Leadership Research	157 161
	Selected Examples of MM Leadership Studies	
	Summary	
P	ART III: UNDERUTILIZED QUALITATIVE METHODS IN LEADERSHIP STU	DIES
7.	GROUNDED THEORY AND ETHNOGRAPHY	
	Grounded Theory	179
	An Illustrative Grounded Theory Leadership Study	
	Introduction to Grounded Theory	
	Data Collection and Analysis in Grounded Theory	
	Category Development in Grounded Theory	
	Quality and Rigor in Grounded Theory Selected Examples of Grounded Theory Studies in Leadership Research	
	Ethnography	
	An Illustrative Ethnographic Leadership Study	102
	Introduction to Ethnography	192
	Defining Ethnography	
	Types of Ethnographic Studies	194
	Autoethnography	
	Critical Ethnography	
	Collaborative Ethnography	
	Cyber-Ethnography	196
	Data Collection and Analysis in Ethnography	
	Data Collection,	197
	Quality and Rigor in Ethnographic Research	
	Selected Examples of Ethnography Studies in Leadership Research	
	Summary	203
8.	PHENOMENOLOGY AND NARRATIVE ANALYSIS	207
	An Illustrative Phenomenological Leadership Study	207
	Introduction to Phenomenology	208
	Defining Phenomenology	208
	A Brief History of Phenomenology: Husserl, Heidegger, and Gadamer	
	Husserl's Descriptive Phenomenology	209 210
	Heidegger's Interpretive Phenomenology Data Collection, Analysis, and Interpretation	210 212
	Validity and Quality in Phenomenology	212 216
	Applications of Phenomenology in Leadership Research	
	Summary	
		· · · ·

	Narrative Analysis	. 225
	An Illustrative Narrative Analysis Leadership Study	. 223
	Introduction	. 220
	What Is Narrative?	. 228
	Data Collection and Analysis in Narrative Inquiry	. 230
	Quality Criteria	. 23 3
	Applications of Narrative Analysis in Leadership Research	. 234
	Summary	. 239
9.	BEYOND WORDS: SIGHTS AND SOUNDS IN QUALITATIVE LEADERSHIP	•
	RESEARCH	. 241
	An Illustrative Example of an Arts-Based Leadership Study	., 241
	Introduction	
	Defining Image-Based Research	244
	Leadership, Aesthetics, and Art	. 246
	Image-Based Leadership Research	247
	The Aesthetics of Leadership	247
	Image-Based Research as an Emergent Methodology	249
	Image-Based Sources of Data	251
	Analyzing Visual Data	252
	Content Analysis of Visual Data	254
	lconography	255
	Quality Issues in Image-Based Research	258
	Alternatives to Validity and Quality Standards in Image-Based Research	250 260
	Examples of Arts-Based Leadership Research	264
	Summary	260
	PART NA CHARACAT OTTA TIME I CARECINE CTURIES	
	PART IV: EMPIRICAL QUALITATIVE LEADERSHIP STUDIES	
10.	CONTENT ANALYSIS OF THE WRITINGS OF MARY	
10.	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT	27.
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin	273
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin	273
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin	273 274
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin	273 274 275
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin Overview of the Study Approach to the Text Initial Questions Collecting, Exploring, and Analyzing the Data	273 274 275 275
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin	273 274 275 275
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin. Overview of the Study Approach to the Text Initial Questions. Collecting, Exploring, and Analyzing the Data Data Collection Process. The Seven Text Sample/Hermeneutic Unit	273 274 275 275 275
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin. Overview of the Study. Approach to the Text. Initial Questions. Collecting, Exploring, and Analyzing the Data Data Collection Process. The Seven Text Sample/Hermeneutic Unit. Locating and Securing the Texts.	273 274 275 275 275 276
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin. Overview of the Study. Approach to the Text. Initial Questions. Collecting, Exploring, and Analyzing the Data Data Collection Process. The Seven Text Sample/Hermeneutic Unit. Locating and Securing the Texts. New Questions that Shaped Approach to Text	273 274 275 275 275 276
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin	273 274 275 275 275 276 278
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin Overview of the Study Approach to the Text Initial Questions Collecting, Exploring, and Analyzing the Data Data Collection Process. The Seven Text Sample/Hermeneutic Unit Locating and Securing the Texts. New Questions that Shaped Approach to Text Mining for Gold Phase One: Word Crunching.	273 274 275 275 275 276 279
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin Overview of the Study Approach to the Text Initial Questions Collecting, Exploring, and Analyzing the Data Data Collection Process. The Seven Text Sample/Hermeneutic Unit Locating and Securing the Texts New Questions that Shaped Approach to Text Mining for Gold Phase One: Word Crunching Phase Two: Autocoding	273 274 275 275 275 276 279 279
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin Overview of the Study Approach to the Text Initial Questions Collecting, Exploring, and Analyzing the Data Data Collection Process. The Seven Text Sample/Hermeneutic Unit Locating and Securing the Texts New Questions that Shaped Approach to Text Mining for Gold Phase One: Word Crunching. Phase Two: Autocoding Phase Three: Coding Line-by-Line	273 274 275 275 275 276 278 279 282
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin. Overview of the Study. Approach to the Text. Initial Questions. Collecting, Exploring, and Analyzing the Data Data Collection Process The Seven Text Sample/Hermeneutic Unit. Locating and Securing the Texts. New Questions that Shaped Approach to Text Mining for Gold Phase One: Word Crunching. Phase Two: Autocoding Phase Three: Coding Line-by-Line Phase Four: A Necessary Pause.	273 274 275 275 275 276 278 283
	CONTENT ANALYSIS OF THE WRITINGS OF MARY PARKER FOLLETT Suzanne Martin Overview of the Study Approach to the Text Initial Questions Collecting, Exploring, and Analyzing the Data Data Collection Process. The Seven Text Sample/Hermeneutic Unit Locating and Securing the Texts New Questions that Shaped Approach to Text Mining for Gold Phase One: Word Crunching Phase Two: Autocoding	273 274 275 275 275 276 278 283

	Phase Six: Code Comparisons between ATLAS.ti and Hand Coding	287
	Phase Seven: Returning to ATLAS.ti	288
	A Follettian Framework for Understanding Leadership	289
	Tracing Leaders, Leadership across PDs	290
	Implications for Contemporary Leadership Theory	293
	Hope and Optimism	294
	Shared Leadership/Team Leadership	295
	We-Power and Empowerment	296
	Followership	297
	Invisible Leader	299
	Summary	
11.	LEADERSHIP IN AT-RISK COMMUNITIES	202
	J. Randall Wallace	
	Introduction	303
	Myles Horton: An Exemplary Leader in At-Risk Communities	304
	The Role of Context in Leadership	
	At-Risk Communities as a Context for Leadership	
	Research Design	308
	Data Sources for the Study	<i>308</i>
	Results of Content Analysis and Case Study	310
	Phase 1—Content Analysis Coding	
	Phase 2—Case Study Coding	314
	Content Analysis and Case Study Convergence of Findings	314
	Discussion	316
	Level 3 S-Codes	316
	Level 4 P-Codes: A Grounded Theory of Leadership in At-Risk Communities	318
	Level 5 Worldview-Horton's Foundational Concepts	325
	Model of Leadership in At-Risk Communities	327
	Summary	
12.	EDH OCUE	221
12.	EPILOGUE	JJ1
	Contributions to the Study of Leadership	332
	The Debate over Methods	333
	Underutilization of Methods	330
	The Future of Qualitative Research in the Study of Leadership: Challenges and	240
	Opportunities	
	Summary	535
Ref	erences	355
Abo	out the Authors	393
lnde	Index	