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COUNSELING AND
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CONCEPTUALIZATIONS OF LEADERSHIP AMONG FIVE FEMALE
COUNSELOR EDUCATORS (234 pp.)

Co-Directors of Dissertation: Cynthia J. Osborn, Ph.D.
Lynne Guillot Miller, Ph.D.

The purpose of the current study was to generate an emergent theory of leadership grounded in five female counselor educators' views of leadership. An assumption was that female counselor educators' conceptualizations or views of leadership may not be consistent with or be fully expressed in existing theories of leadership. Female counselor educators were provided an opportunity to express their views regarding leadership, as well as behaviors, characteristics, and practices of leaders. The question that guided the current study was: How do five female counselor educators conceptualize leadership? Participants in the current study included five female counselor educators employed for at least 4 years in CACREP-accredited master's only or doctoral degree granting programs. All participants were current ACES members. Three participants were assistant professors, one was an associate professor, and one was a full professor. Participants varied in personal responsibilities. Two participants were from diverse cultural backgrounds.

According to the emergent theory, the participants conceptualized *Leadership as Evolution*. Leadership as Evolution was described as an ongoing and constant process characterized by: (a) reasons for engaging in leadership, (b) ways to approach leadership, and (c) purposes of leadership efforts. Within each of the characteristics was an unfolding

progression that continually evolved (i.e., in constant motion, growing, enhancing, and changing). Contributions of the findings to existing literature are presented, implications and delimitations are explored, and suggestions for future research are provided