

Building capacity for collaboration in Action Research: using the 6Es of distributed lead(er)ship



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An acknowledgement





Workshop aims

This workshop aims to explore the application of the principles of Distributed Leadership, known as the 6Es, to build the research collaboration and capacity of participants for Action Research.

Workshop activities

OUTLINE

- Outline the key concept of Distributed Leadership (DL) and its' alignment with AR

EXPLORE

- Explore the principles of Distributed Leadership, known as the 6Es

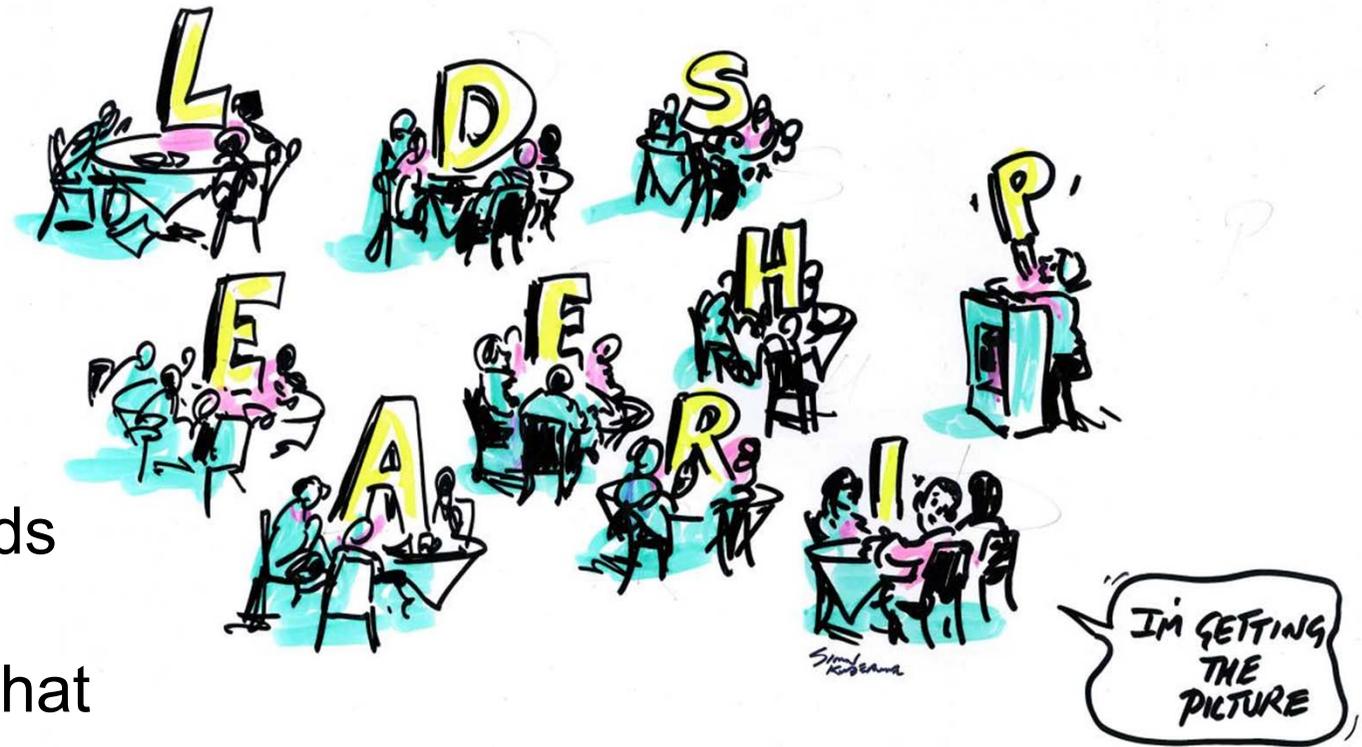
IDENTIFY

- Identify actions to Engage, Enable, Enact, Encourage, Evaluate and support Emergence in AR

APPLY

- Apply the 6Es to your individual AR practice

What is distributed leadership?



(online) Type words that describe this concept into the chat

Distributed Leadership

...an approach that is a flexible, multi-level and an iterative reflective process in which individuals who trust and respect each other's expertise collaborate to take responsibility for leading action for change while growing the capacity of the group.

(Harvey & Jones, 2022, p. 74)



<https://emedia.rmit.edu.au/distributedleadership/node/2>

Distributed Leadership

...an approach that is a flexible, multi-level and an iterative reflective process in which individuals who trust and respect each other's expertise collaborate to take responsibility for leading action for change while growing the capacity of the group (Harvey & Jones, 2022, p. 74).



Using this definition:

Can you identify similarities between distributed leadership and Action Research?

What are the benefits of DL? (4:43)

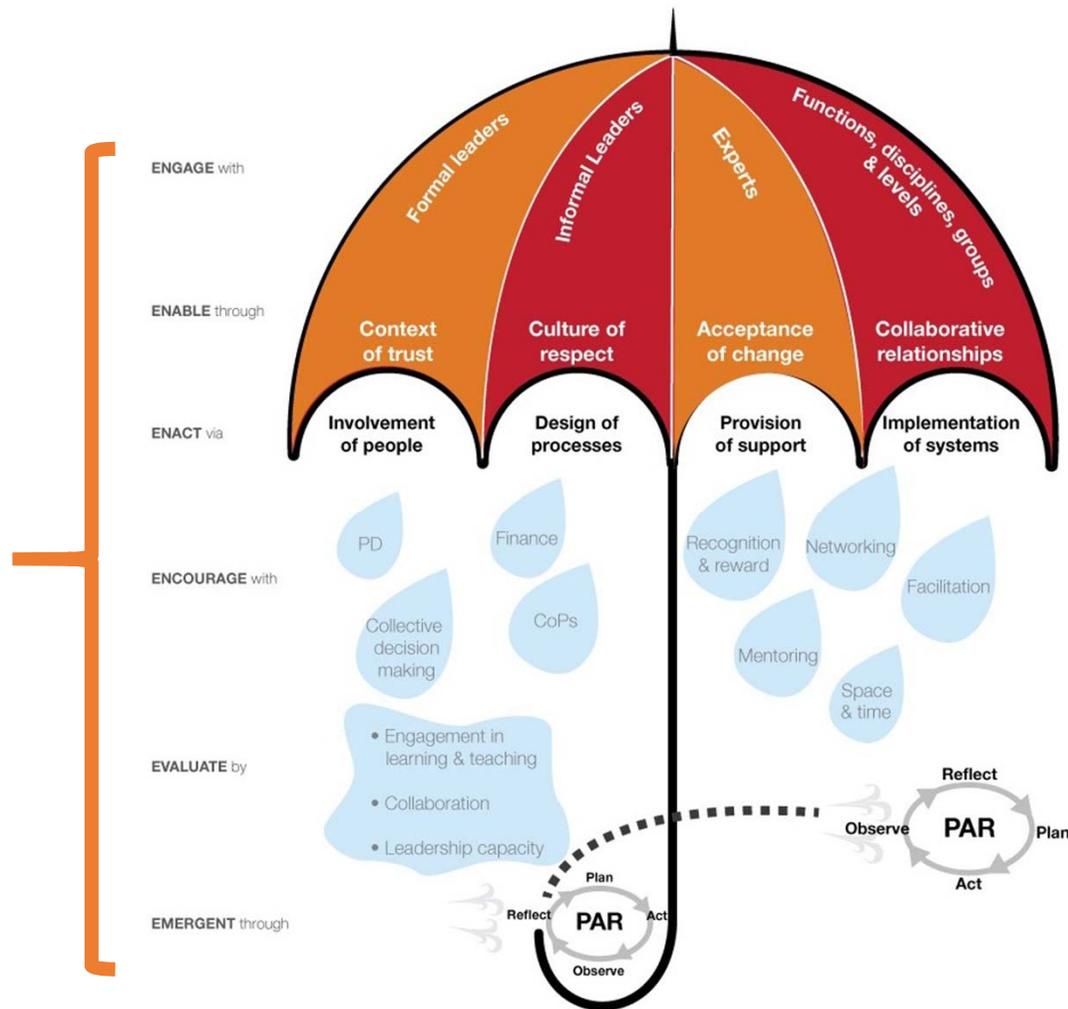


Putting distributed leadership into practice

Distributed leadership is achieved when the six tenets, referred to as the 6Es, of the conceptual model are practiced.



The 6Es of Distributed Leadership



(Jones, 2017, p.27).

Distributed Leadership: 6E Tenets

1. **Engage** with a broad range of experts as well as positional leaders.
2. **Enable** a context and culture of respect for and trust in individual contributions to develop in order to nurture collaborative relationships.
3. **Enact** through processes, support and systems that encourage involvement.
4. **Encourage** through activities that raise awareness through a range of supportive actions.
5. **Evaluate** through a process that encourages engagement and collaboration.
6. Support ever **Emergent** change

(Jones & Harvey, 2017, p.133)

Good Practice Action Statements

(Harvey & Jones, 2021, p.180)

Table 1. Good practice action statements: enabling distributed leadership for SOTL AR.

Tenets of distributed leadership	Steps of Action Research			
	PLAN to ...	ACT to ...	OBSERVE that ...	REFLECT
ENGAGE	Recognise, acknowledge and work with hierarchical leaders as well as encourage 'experts' from all levels of the university	Ensure ongoing participation from all levels of the university	Active participation, rather than attendance, is evident for all project activities	That participants are supported to develop a sense of ownership in the project
ENABLE	Achieve active commitment from all levels of the institution	Initiate support to develop a culture of trust, respect and collegiality.	AR project participants are achieving change through collaboration	Through regular collaborative group reflection sessions
ENACT	Structure for multi-level engagement, allow for fluid boundaries and provide adequate time frames	Develop a systematic and robust methodology	Processes are co-designed, flexible and agile	Through individual and regular reflection sessions
ENCOURAGE	draw on existing SOTL theory and research	Design developmentally appropriate learning opportunities	Professional learning opportunities are offered and engaged in	On new insights and learnings from professional and action learning activities
EVALUATE	Build in evaluation from the start	Engage in ongoing formal and informal evaluation	Regular collection, recording, documentation and analysis of data is undertaken	On the evaluation data
EMERGENT	Ensure multiple cycles of AR	Maintain flexibility in response to changing contexts	Over time, participants acknowledge their development of leadership capacity	That leadership capacity has been developed as individuals are acknowledged as leaders

Identify an AR project that you are/ or will be engaged in.



Group activity

Select one of the tenets of Distributed Leadership:

Tenet 1: Engage with-

Tenet 2: Enable through-

Tenet 3: Enact via-

Tenet 4: Encourage with –

Tenet 5: Evaluate by-

Tenet 6: Emergent through -



Discuss how you could apply, or you have applied, the tenet of DL to your Action Research

1. Share your examples with the group

The tenets of Distributed Leadership:

Tenet 1: Engage with-

Tenet 2: Enable through-

Tenet 3: Enact via-

Tenet 4: Encourage with –

Tenet 5: Evaluate by-

Tenet 6: Emergent through -

Would you use the 6Es of distributed leadership to engage participants in action research?

The tenets of Distributed Leadership:

Tenet 1: Engage with-

Tenet 2: Enable through-

Tenet 3: Enact via-

Tenet 4: Encourage with –

Tenet 5: Evaluate by-

Tenet 6: Emergent through -



Key learnings

- The relationship between DL and AR is bi-directional and symbiotic
- AR and its reflective practice build leadership
- The Good Practice Action Statements can provide a simple and logical guide for using AR to enable DL





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Key references

Harvey, M., & Jones, S. (2022). Challenge accepted: Women claiming leadership in higher education learning and teaching. *Journal of University Teaching & Learning Practice*, 19(1), 68-91. <https://doi.org/10.53761/1.19.1.05>

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