

**Center for Integrative Leadership**  


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**UNIVERSITY OF MINNESOTA**

**Call for Proposals  
for**

***The Study and Demonstration of Integrative Leadership***

In response to the need for integrative leadership across boundaries, the Center for Integrative Leadership offers funds in support of scholars who explore several core questions about integrative thinking, behavior, leadership and practice.

The *CIL Research Awards* will annually honor scholars who are expected to fuel and broaden integrative thinking and practice across boundaries in their chosen field. The awards will help fund integrative leadership research, focusing especially on important societal problems. The research must have significant implications for both scholars *and* practitioners.

The Center will offer two types of stipends. The **\$10,000 CIL Scholar Award** is intended for senior scholars who already have an outstanding record of accomplishment in leadership studies or related fields. The **\$2500 CIL Leadership Award** is for junior scholars who are beginning their work in leadership studies.

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**1) Eligibility for the \$10,000 CIL *Scholar Award*** – up to 3 awarded annually  
Scholars may apply for a \$10,000 grant to carry out research. Proposals must specify how the research will further the theory of integrative leadership through quantitative and qualitative research and identify research team.

**2) Eligibility for the \$2500 CIL *Leadership Award*** – up to 5 awarded annually

Scholars may apply for an award to investigate the application of integrative leadership practice in their chosen field. The intended research must be outlined in the proposal. *CIL Leadership Award* winners are eligible to apply for a \$10,000 *CIL Scholar Award* in a subsequent year.

**3) Application Process**

Call for Proposals: a. Submission by December 31, 2008, to be completed by  
December 31, 2009

Proposal Review: Proposals will be reviewed by members of the research subcommittee  
of the Center for Integrative Leadership.

#### 4) Background Information on Integrative Leadership

##### *a. Purpose of the Center for Integrative Leadership*

In the 21<sup>st</sup> century, a new vision of leadership is needed to respond to local, regional, national, and global opportunities and challenges. More than ever, leadership must integrate across diverse individuals; across organizational functions, levels, and geography; across the sectors of business, government, nonprofits, media, academia, and the community; and across local, state, and national borders. There is a vital need today for *integrative leadership*. There also is a vital need for scholarly work to understand and advance the proven concepts inherent in integrative leadership.

##### *b. Integrative leadership fosters collective action across boundaries to advance the common good.*

Integrative leadership is not a model or philosophy of leadership. Rather, it is a pragmatic approach based on the recognition that the broad problems facing individuals and groups, as well as public, business, and non-profit organizations now and in the future, require joint leadership by individuals and groups from multiple constituencies. As such, the core of integrative leadership is *collective action toward common concerns*.

Integrative leadership is an emerging yet under-developed area in the field of leadership. Relatively few scholars have done interdisciplinary work on leadership. There is well-developed literature on business leadership. There is literature on public leadership, particularly by politicians or senior officials. The nonprofit governance literature emphasizes leadership of boards and by executive directors. Little has been written on the type of leadership that is needed to cross boundaries to attain collective action on common concerns.

*Integrative leadership spans four levels:*

- The Individual: An individual must learn to integrate his/her traits, intelligence, values, and other assets
- The Group: Individuals in a group must learn to integrate across the boundaries of diversity to help the group be more than the sum of its members
- The Organization: Groups within an organization must learn to integrate across the boundaries of function, level, and geography
- The Society: Organizations must learn to integrate across the boundaries of industries, sectors, and countries

*The Center has identified a number of important research questions:*

- Leadership becomes more challenging as groups with more diverse cultures and agendas become involved. How do integrative leaders communicate with, inspire, and mobilize diverse coalitions that cross cultural, national, sectoral, and partisan boundaries?
- In the past, groups have remedied some difficult, complex public problems. How have integrative leaders conceptualized, framed, and sold the need for strategic change to solve these seemingly intractable problems?
- Every day the world witnesses the sometimes tragic outcomes of deep divisions and conflicts of perspectives, beliefs, and economic interests. What is the role of integrative leadership in the management of inter-group and intra-group conflict?
- The news often includes stories of business, government, and nonprofit malfeasance and poor performance. What is the role of integrative leadership in designing and building institutions that advance the common good?
- What antecedent institutional forces and competitive environments are most likely to promote/constrain integrative leadership?
- How do (and should) integrative leaders decide issues of timing – that is, how do they decide when to act, when to wait, and when to abandon a course of action?
- How do leadership educators foster needed cognitive, social, and behavioral complexity in leadership students?
- How do policy decisions – at different levels – constrain or enhance integrative leadership?
- As with most forms of leadership, one form does not fit all situations. In what situations is integrative leadership most functional and in what situations is it dysfunctional?

*NOTE: Expectations of CIL Scholars*

- Submit completed proposal by December 31, 2008;
- Complete the proposed research work by December 2009;
- Participate when available in forums at the *Center for Integrative Leadership*, and vigorously disseminate the research to scholars and practitioners;
- Provide a copy of completed research to the *Center for Integrative Leadership* and confirm that the *Center* may publish the research.

For more information: Contact Anna Lloyd (lloyd100@umn.edu), center executive director or Angela Stehr, center administration ([stehr002@umn.edu](mailto:stehr002@umn.edu) or 612-625-5209).