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Developing the Whole Leader: A Multiple Domain, Identity-Based Approach

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Biography: Michelle Hammond is a Senior Lecturer in Organisational Behaviour at the Kemmy Business School at the University of Limerick. She received her M.S. and Ph.D. in Industrial/Organizational Psychology from the Pennsylvania State University. Her research focuses on understanding the influence of leadership on employee well-being at work, including factors such as meaningful work, work-life balance, and creativity and innovation. Additionally her research seeks to understand the process of leadership development across multiple domains. She co-authored an award-winning text on leader development entitled *An Integrative Theory of Leader Development: Connecting Adult Development, Identity, and Expertise* and has published in journals including *Academy of Management Review*, *Human Resource Management Review*, *Journal of Vocational Behavior*, and *Journal of Managerial Psychology* among others.

Abstract: Developing the whole person as a leader has become a topic of great importance for many organizations, yet most research and practice of leader development focuses primarily on the work domain. The goal of the workshop is to promote a more holistic consideration of leader development by examining leaders in and outside of work. Research has explored how to leverage other domains of a leader's life to enrich and accelerate leadership development. This seminar builds on theory, research, and coaching experience leadership development in multiple

domains of life, the seminar illustrates how leaders can make sense of the intersection of work, family, and community domains to expand their leader competence and strengthen their leader identity (Hammond, Clapp-Smith, & Palanski, in press). In addition to personal stories and cases, the workshop will include a validated workbook as a personal development tool and guide. Participants will first learn the meaning and relevance behind each component of multi-domain leadership and then reflect on and complete a portion of their workbook. Small groups to discuss and reflection is will be facilitated. By the end of the workshop, participants will leave with a tangible action plan for developing specific leadership competence in and outside of the workplace. The plan will be goal directed, specific, and immediately actionable. The workshop is suitable for academics and practitioners alike. No materials are required