

Curriculum Vitae

GENERAL INFORMATION

Name

Dr. Rob Elkington
55 Thornton Road South
Oshawa, ON Canada, L1J 5Y1
Email: robelkington@trentu.ca
rob@globalleader.ca
rob.elkington@ontariotechu.ca
Webpage: <https://www.drrobekington.org>

Goals

- To strengthen global stability and thriving through the effective study and teaching of leadership, followership, and context.
- Support and inspire my colleagues locally and globally through collegial discourse, collaborative research, and modelling good leadership and followership.
- Develop a robust research program focusing on the dual elements of leadership in Industry 4.0 contexts, leadership development using technologically advanced modalities, and the intersection and richness of Indigenous expressions of leadership and followership globally.
- Make significant contributions to the academic community (both domestic and international) through committees, conferences, publishing, and reviewing papers

Highlights

- **Assistant Professor** - Faculty of Business, Trent University, Durham (2022 – current).
- **Associate Professor** - School of Public Leadership, Stellenbosch University (2022 – current).
- **Adjunct Professor** - Faculty of Education, Ontario Tech University (2017 – current).
- **Adjunct Professor** – Faculty of Social Sciences and Humanities (2017 – current).
- **Adjunct Professor** – Faculty of Business, Ontario Tech University (2014 – 2019).
- **Senior Lecturer** - School of Public Leadership, Stellenbosch University (2018 – 2022).
- **Associate Professor** – Faculty of Education, Yorkville University (2018).
- Nominated for Excellent Teaching Award – Ontario Tech University Faculty of Business (2018).

- Recipient of the Dean's Inaugural Research Fund, Trent University, 2022.
- A decade of experience teaching undergraduate and graduate courses in leadership, organizational effectiveness, teamwork, and negotiation.
- Served as lead editor/initiator of four globally published books on leadership and published several chapters on leadership as well as several peer-reviewed articles.
- In 2015, co-founded with Sarah Elkington, Global Leadership Initiatives, Inc. (GLI) www.globalleader.ca. GLI services leadership development and organizational effectiveness for Entrepreneurial leadership, Firefighter leadership, Police leadership, Paramedic leadership, Municipal and Regional leadership, Higher Educational leadership, Women in leadership, DEI initiatives, Not-For-Profit leadership, and corporate leadership.

Education

Senior Ph.D.	Leadership (University of Kwa-Zulu Natal, SA).	2014 -
Ph.D.	Northwestern University, SA	2011
MTh.	University of South Africa	1998
BTh.	University of South Africa	1988
FCC.	FLOW Certified Coach (FCC) International Coaching Federation (ICF)	2020
Certificate	Leading Transformations Managing Change: (McQuarrie University.)	2020
Certificate	Strategic Management: (Copenhagen Business School.)	2020
Certificate	Strategy Formulation: (Copenhagen Business School.)	2020
Certificate	Leading Positive Change through Appreciative Inquiry: (Case Western Reserve University.)	2019
Certification	MBTI Practitioner for Psychometric testing and leadership development. (Psychometrics Canada).	2019
Certificate	Coaching Skills for Managers: (UC Berkley).	2017
Certificate	Managing Conflict in the Workplace: (UC Irvine).	
Certificate	Organizational Leadership Specialization Course. High-Performance Collaboration: Leadership, Negotiation and Teamwork (Northwestern University).	2015

EMPLOYMENT

Assistant Professor

2022-pres

Trent University Durham, Oshawa, Ontario

- Responsible for the Master of Management Workplace Integrated Learning course (MSMG5000Y). Responsibilities include assisting the university and students in locating corporate and organizational sponsors for meaningful internships.
- Developed the WIL Capstone program to enable scale for the MSMG5000Y program. The capstone I designed enables students to serve as a team of five consultants to address an organizational challenge their host sponsor identifies.
- I established several industry partnerships with local, national, and international organizations to support the Master of Management WIL program and the ADMN3230 Leadership Development and Training course.
- Teach the following courses: ADMN3230 Leadership Development and Training, ADMN3800 Foundations of Leadership, MSMG5800 Foundations of Leadership (graduate), MSMG5120 Organizational Effectiveness (graduate), MSMG5940 Conflict and Negotiation in the Workplace (graduate).
- I developed the new course: ADMN4440H Sustainability Leadership in Business.
- I developed an international partnership with Stellenbosch University School of Public Leadership for student and faculty exchange.
- I was appointed one of several adjudicators for the 2023 Dean's Research Fund.
- I was approached by the Staley School of Leadership (USA) to assist with training African leaders through the Mandela Fellowship.
- I served as the keynote speaker for the MONASH South Africa DBA colloquium discussing VUCA and VUCA prime in business and leadership.

CEO and President Global Leadership Initiatives, Inc.

2015-pres

- Contracted over thirty consultants globally to support leadership development, coaching, research and publications.
- Solicited organizations globally as clients for leadership development, strategic planning, and organizational effectiveness.
- Developed and marketed The Leadership Quest App
- Facilitated in-person and online workshops for clients locally and globally.

- Developed and deployed the University Certificate in Police Leadership.
- Developed and deployed the University Certificate in Paramedic Leadership.
- Coached leaders from various industry sectors.

Sole Proprietor Global Partnership Consulting **2002 – 2015**

- Initiated and facilitated university partnerships between the UKZN Development Foundation and Canadian Universities for food security, education, poverty reduction, HIV Aids intervention, and gender equity.
- Initiated and facilitated business-to-university partnerships for HIV Aids literacy (Stephen Lewis Foundation), computer hardware donation (EBS Notebooks), and Saturday School for disadvantaged children to learn STEM.

Leader – Charities and Not for Profits **1991-2018**

- In South Africa, for poverty reduction and racial integration in a post-Apartheid era.
- In Canada, for partnership with Southern African charities for poverty reduction, food security, HIV Aids intervention, education, and anti-racism.
- I also assisted disadvantaged schools in the Durham Region with food security, clothing for winter, and community education programs.
- Board member: Community Innovation Lab, Durham.

Professional Affiliations and Activities

Member of the International Leadership Association (ILA) **2013 – pres**
www.ila-net.org

- Selected to serve as a member of the formative committee for the conference theme for the Vancouver 2023 international conference.

- Member of ILA member interest groups (MIGS) **2014-pres**
 - Public Leadership
 - Arts and Leadership
 - Followership
 - Leadership Scholarship
 - Business Leadership
 - Sustainability Leadership
 - Leadership Development
 - Leadership Education

Reviewer for the following journals/programs

2022:

2022-pres

- Series Editor for the Journal of Leadership Studies Symposium: "African Leadership: Powerful Paradigms for the 21st Century."
- Peer reviewer for the prestigious Journal: "Journal of Organizational and Leadership Development."
- Series Editor for the Journal of Leadership Studies Symposium: "African Leadership: Powerful Paradigms for the 21st Century."

2021:

- Peer reviewer for the prestigious Journal: "Leadership."
- Peer reviewer for the Canadian BMC Health Services Research

2020:

- Peer reviewer for the prestigious Journal: "Leadership."
- Peer reviewer for the Journal: "Digital Life and Learning."

2019:

- Peer reviewer for the Journal of Leadership in Education.
- Peer reviewer for the Journal of Leadership Studies.
- Peer reviewer for the Journal of Organization and Leadership Development.
- Reviewer for Emerald publication's Business and Management book proposals.
- Serving as an adjudicator for a Ph.D. thesis for the University of Kwa-Zulu Natal (South Africa).
- Serving as a reviewer for the National Research Foundation (South Africa) research applications.

2018:

- Served as reviewer for Northouse, P. (2019). Leadership: Theory and Practice. 8th ed. at the request of the SAGE Publications editorial team.
- Served as a reviewer for the National Research Foundation (South Africa) research applications.
- Serving as reviewer for the Special Edition Studies in Changing Societies Journal.

- Serving as reviewer for Emerald publication's Business and Management book proposals.
- Peer Reviewer Fora, Journals, and International Examiner PhD Theses.

2017:

- Served as a reviewer for the Alternation Journal of South Africa.
- Served as reviewer for the Special Edition Studies in Changing Societies Journal.
- Served as a reviewer for the Journal of Leadership Education.
- Peer Reviewer Fora, Journals, and International Examiner Ph.D. Theses.

2016:

- Ph.D. Thesis Title: The Impact of HR Governance in the Success of the Micro-Finance Sector in South Africa. (UKZN).
- Peer Reviewer for ILA Business Track and Leadership Education Track. (20 submissions)

2015:

- Ph.D. Thesis Title: Shame within the family of origin as the dominant schema for developing effective servant leadership within the workplace. (UKZN).
- Peer Reviewer for ILA Business Track and Leadership Education Track. (15 submissions)

2014:

- Peer Reviewer for ILA Business Track. (Reviewed over 20 submissions)
- Article Editor for SAGE Open. (2 submissions).
- Peer Reviewer for
- SAGE Leadership Journal (2 submissions).
- Journal of Leadership Studies (1 submission).
- Journal of Leadership Education (2 submissions).

RESEARCH

Refereed Articles (n=11)

Elkington, R.L. (2022) *Listening with African Leadership in the 21st Century: Paradigmatic Considerations for Liminal Contexts*. Journal of Leadership Studies, Wiley Publications.

Elkington, R.L. (2022). *African Leadership: Powerful Paradigms for the 21st Century*. Selected as Symposium Editor for Volume 16, Issue 2, Summer 2022. Journal of Leadership Studies, Wiley Publications.

Elkington, R.L., & Ruttenberg-Rozen, R. (2022). *Emerging Issues in Higher Educational Leadership, A Grounded Theory Approach: A SAGE Research Methods Case Study*. (Currently in peer review.)

Elkington, R. L. (2020). *Ancient Wisdom for ethical leadership: Ubuntu and the ethic of ecosophy*. Journal of Leadership Studies Symposium on Ancient Wisdom for Modern Leadership Ethics.

Elkington. R., (2019). *Leadership Decision-Making Leveraging Big Data in VUCA Contexts*. Journal of Leadership Studies, Wiley.

Elkington. R., Moss-Breen. J., (2018). *Global Leaders' Perceptions of Elements Required for Effective Leadership Development in the 21st Century: The Results of Round 1 of a Delphi Survey. Research Methods Case Study*. SAGE Research Methods.

Elkington. R., Pearse, N., Van Der Steege. M., Martin. S., Moss. J., (2017). *Global Leaders' Perceptions of Elements Required for Effective Leadership Development in the 21st Century: The Results of Round 1 of a Delphi Survey*. Journal of Leadership and Organizational Development, Emerald.

Elkington. R., Upwards. A., (2016). *Leadership as Enabling Function for Flourishing by Design*. Journal of Global Responsibility, Emerald.

Elkington. R., Moss-Breen. J., (2015). *How Senior Leaders Develop Resilience in Adversity: A Qualitative Study*. Journal of Leadership and Ethics. (Selected in 2017 by The University of Queensland | Brisbane QLD 4072 | AUSTRALIA – for use in their Online Course Offering.)

Elkington. R., Booysen. L., (2015). *Innovative Leadership Serves as Enabling Function Within an Organization as a Complex Adaptive System*. Journal of Leadership Studies.

Elkington. R., (2015). *Creative Leadership Requires Creative Leadership Development in a "Vú Jade" World!* Journal of Leadership Studies.

Refereed Books (n=4)

Elkington, R.L., Nowaski, J., Ndevu, Z., O'Connor, C., Sylven, L., Hiltz, N. (2023). *Effective Police Leadership in the 21st Century: New Paradigms for a Novel Context*. Canada, McGraw Hill Publications.

Elkington, R.L., Burgess, G., Njungiri, W., Majola, X., Schwella, E., and De Klerk, N. (2022). *African Leadership: Powerful Paradigms for the 21st Century*. Bingley: United Kingdom. Emerald Publications.

Elkington, R., van der Steege, M., Glick-Smith, J., Moss-Breen, J., (2018). *Exceptional Leadership by Design: Designing Organizational Contexts for Great Leadership*. Emerald Publications, Bingley: United Kingdom.

Elkington, R., Van Der Steege, M., Glick-Smith, J., Moss-Breen, J., (2017). *Visionary Leadership in a Turbulent World: Thriving in the New VUCA Context*. Emerald Publications, Bingley: United Kingdom.

Refereed Book Chapters (n=4)

Elkington, R.L., (2021). *Emerging Issues in Higher Education Leadership: Results from Round 1 of a Global Delphi Survey* published in the *Alternation African Scholarship Book Series, Volume #08: Global Trends in Management, IT and Governance in an e-World* (E-MIG 2019 International)

Elkington, R.L., (2021). *Leadership as Enabling Function for Technology Enriched Learning*. Chapter for Emerald publication's *Leadership in Higher Education: The Encounter with Chaos in an ICT-conscious Institution: What Faculty, Staff and Administrators Can Do to Thrive Amidst the Chaos*. **Editors:** Drs Jennifer Moss Breen, Anna Visvizi, Miltiadis D. Lytras.

Elkington, R. L., (2020). *CHERPP Project 1 Phase 3 Tech Tools for Teaching in the 21st Century: Using Google Classroom as a learning management system*. Part of the Tech Tools for Teaching in Higher Education, The Practical Handbook Series. University of Dublin, Ontario Tech University, Durham College.

Elkington, R., Tuleja, E., (2017). *How the Communal Philosophies of Ubuntu in Africa and Confucius Thought in China Might Enrich Western Notions of Leadership* (Book Chapter for ILA Emerald Publications: *Global and Culturally Diverse Leaders and Leadership*. Jean Lau Chin, Joseph E. Trimble, and Joseph Garcia, Editors.).

Peer-Reviewed Conferences (n=18)

2020

(Peer Reviewed and Selected for Presentation Halted due to COVID-19)

Elkington, R. L., (2020). *e-Leadership as Enabling Function for Technology Enriched Learning*. The Research and Innovation Forum, Athens (<https://rii-forum.org>): Accepted for the Effective Leadership in Higher Education track.

Elkington, R. L., Kay, R., (2020). *Emerging Issues in Higher Educational Leadership: Results from Round 1 of a Global Delphi Survey*. The Research and Innovation Forum, Athens (<https://rii-forum.org>): Accepted for the Effective Leadership in Higher Education track.

Elkington, R.L., (2020). *Ancient Wisdom for Teaching Ethical Leadership in Higher Education: Ubuntu and the Ethic of Ecosophy*. Higher Education in Transformation Symposium (<https://cherpp.ca/index.php/events/>)

Elkington, R. L., Kay, R., (2020). *e-Leadership as Enabling Function for Technology Enriched Learning*. Higher Education in Transformation Symposium (<https://cherpp.ca/index.php/events/>)

Elkington, R. L., Kay, R., (2020). *Emerging Issues in Higher Educational Leadership: Results from Round 1 of a Global Delphi Survey*. Higher Education in Transformation Symposium (<https://cherpp.ca/index.php/events/>)

2019

Elkington, R. L., Moss Breen, J., Munley, A.M., Doyle, J. (2019). *Women Courageous: How Women Navigate the Leadership Labyrinth and Beyond*. 21st Annual International Leadership Association Conference, October 2019.

Elkington, R.L., Kay, R. (2019). *Courage Needed for Emerging Issues in Higher Educational Leadership*, 21st Annual International Leadership Association Conference, October 2019.

Elkington, R.L., Allbon, J., Chavannes, V. (2019). *Developing Courageous Police Leadership in Industry 4 VUCA Contexts*. 21st Annual International Leadership Association Conference, October 2019.

Kotlyar, I., Elkington, R.L. (2019). *A "Flight Simulator" To Identify Future Leaders?* 21st Annual International Leadership Association Conference, October 2019.

Tolstikov-Mast, Y., Lyndon, A. E., Hurwitz, M., Hurwitz, S., Melles, A., Elkington, R. (2019). *Diverse Meanings of Followership and Following: Recognizing Uniqueness in Multicultural Contexts*. 21st Annual International Leadership Association Conference, October 2019.

2018

Elkington, R. (2018). *Leadership Decision Making in VUCA Contexts: Leveraging Big Data for Rapid Reflection Forces and Experimentation at the Margins*. Durban University of Technology NEMISA Conference: Unpacking the Digital Being.

2016

Elkington, R. (2016). *Ubuntu and Empathy in Leadership*. Keynote presentation, Queens School of Business Centre for Social Innovation

Elkington, R., Moss-Breen, J., Martin, S., (2016). *Elements Required for Effective Leadership Development: The Results of a First Round Delphi Survey*. 18th Annual International Leadership Association (ILA) in Atlanta, Georgia.

Elkington, R., Tuleja, E. (2016). *The Contributions of Ubuntu and Confucianism to Western Notions of Leadership*. 18th Annual International Leadership Association (ILA) in Atlanta, Georgia.

2015

Elkington, R., Moss-Breen, J., Martin, S., (2015). *Leadership Development Across Borders - A Contextual Transnational Leadership Development Model*. 17th Annual International Leadership Association (ILA) in Barcelona, Spain.

Yanuzzi, T., Elkington, R., Moss-Breen, J., Martin, S., (2015). *Dialogue on Leadership for the Global Age: Transcending Boundaries and Generations* 17th Annual International Leadership Association (ILA) in Barcelona, Spain.

2014

Elkington, R., Moss-Breen, J., Trudeau Poskas, D. (2014). *Developing Consciousness through Resilience in Complex and Adverse Environments*. 16TH Annual ILA in San Diego, USA.

Elkington, R., Moss-Breen, J. (2014). *The Surprising Impact of Adversity on Leader Development: A Qualitative Study*. 16TH Annual ILA in San Diego, USA.

2013

Elkington, R. (2013). *Adversity and Business Leadership*. 15th Annual ILA in Montreal, Canada.

Works In Progress

Writing (REB approved, research completed, writing up results):

- Elkington, R.L., & Ruttenberg-Rozen, R., Emerging Issues in Higher Educational Leadership: Semi-Structured Interview. (Writing for publication on the International Journal of Public Leadership).
- Elkington, R.L., Evaluating the Efficacy of an Online Course for Police Leadership Development.

Initial Phase (conceptualized and initiated – REB approved unless indicated):

- The Intersection of Ancient Epistemologies and Leadership Theory: A Systematic Literature Review.
- Elkington, R.L., Ruttenberg-Rozen, R., & Worthington, N. The Use of META in Junior Military Leadership Development. Funded Research through the TrentU Dean's Research Grant (\$2,500.00) and CAF SIMS (\$9,000.00).

- Elkington, R.L. The Efficacy of Online Learning for Paramedic Leadership Development: A Multi-Method, Interdisciplinary Research Project. (Awaiting REB Approval).
- Elkington, R. L., O'Connor, C., Allbon, J. & Brown, J. Seeking Best Methods for Police Leadership Development for the 21st Century: A Multi-Method, Interdisciplinary, International Research Project. (Research underway).
- Elkington, R.L., Women's Entrepreneurial Leadership in Disadvantaged Contexts. (REB Approved – Delphi survey in deployment.) Seeking Best Methods for Police Leadership Development – A Delphi Survey.
- The Efficacy of a Fully Online Police Leadership Certificate for Police Leadership Development at the Supervisory Level (Sgt and Staff Sgt).

TEACHING

University Courses, PD and LD Workshops

Key:

* = a new course that I developed.

@ = international field placement course that I initiated and facilitated.

= current course that I redeveloped for fully online facilitation.

\$ = contracted to teach in 2023.

University Courses Undergraduate:

- | | | |
|---------------------------------------|------|---------------------|
| • Leadership and Administration | (8) | (Ontario Tech U) |
| • Collaborative Leadership | (7) | (Ontario Tech U) |
| • Leadership Negotiation and Teamwork | (5) | (Ontario Tech U) |
| • *@Entrepreneurial Leadership | (1) | (Ontario Tech U) |
| • #Critical Thinking and Ethics | (10) | (Ontario Tech U) |
| • *@\$Sust Leadership in Business | (1) | (Trent U) |
| • Business Ethics | (2) | (Ontario Tech U) |
| • Foundations of Leadership | (4) | (Trent U) |
| • Leadership Development and Training | (3) | (Trent U) |
| • Business Ethics | (2) | (Trent U) |
| • Strategic Management | (1) | (Trent U) |
| • Leadership | (1) | (Wilfred Laurier U) |

University Courses Graduate

- | | | |
|----------------------|-----|------------------|
| • Ethical Leadership | (1) | (Ontario Tech U) |
|----------------------|-----|------------------|

- *Leadership & Technology (1) (Ontario Tech U)
- Foundations of Leadership (1) (Ontario Tech U)
- \$Leading Transformational Change (1) (Ontario Tech U)
- *Conflict and Negotiation in Business (2) (Trent U)
- Foundations of Leadership (3) (Trent U)
- Organizational Effectiveness (4) (Trent U)
- *Workplace Integrated Learning (6) (Trent U)
- Research Methods in Education (1) (Yorkville U)
- Diversity in Adult Education (1) (Yorkville U)

Fully Online University Certificates (PD and LD):

- Police Leadership. (9) 6 Regions.
- Paramedic Leadership (4) 3 Regions.
- Seniors Services Leadership (1) 1 Region
- Coaching & Mentorship (2)
- Visionary Leadership. (2) International

One-Day Workshops (In Person or Online):

- Higher Education Team Leadership
- Public Leadership (Durham Region);
- Foundations of Leadership (Durham Region);
- Supervision, Negotiation, and Conflict in the Workplace (Ontario Power Generation);
- Advanced Leadership for middle and upper project management. (Ontario Power Generation);
- Critical Thinking & Problem Solving;
- Business Excellence and Leadership (Ontario Power Gen)
- Feedback, Coaching, and Mentorship for Paramedics
- Levelling Up in a Post-Covid VUCA World: Initiating, Innovating, Implementing. (A workshop for the All Management Meeting of York Region Paramedics and Seniors Services.)
- High Impact Communication (IT Companies)
- Conflict and Negotiation in the Workplace (Specialty Pharma)
- Women Courageous (Durham, Ottawa)

Half-Day Workshops (In Person):

- (Inclusive) Leadership and Diversity
- Critical Decision Making (Regional Police Service);
- Leadership Fundamentals (Regional Police Service);
- Leadership for Excellent Customer Service