



Dr. Marilyn M. Taylor was appointed to the Todd Thomas Institute for Values-Based Leadership at Royal Roads University in August 8 and 2008 and joined as Director in October 2009. Dr. Taylor focuses on emergent learning, organizational culture change, values-based leadership, and graduate leadership education. She joined Royal Roads University in Victoria, BC in April 2006 as a professor in the School of Leadership Studies, and was previously with Concordia University in Montreal for 23 years where she was a primary architect for the MA in Human Systems Intervention.

While Dr. Taylor's research has been situated in widely diverse settings, the continuing theme is understanding and fostering second order learning or values-perspective shift in organizational and community contexts, particularly during times of turbulence and major change in human systems. She has written a book on this topic which is currently in press: Taylor, M. *Emergent Learning for Wisdom*. New York: Palgrave Macmillan.

Recent Research:

As co-founder of the Canadian Institute for Research and Education in Human Systems and Director (<http://www.cirehs.ca/>), Dr. Taylor and her colleagues launched a pilot study of 21st century leadership in Canada with a view to promoting a public dialogue on leadership.

This work has been presented at conferences and provided the foundation for a research project to identify Canadians' values on leadership and to foster a positive discourse on leadership. The inaugural National Values Assessment, developed in partnership with the Canadian Community Leadership Network and Environics Research, was launched in 2009.

Related Publications and Presentations:

Taylor, M. & Jamieson, D. (2007) A Nation of Hope: Organization Development and Shifting Canadian Leadership Values. A presentation to the International Organization Development Association Annual Conference, Organization Development in a Global Ecology, Kamloops, BC, August. (peer reviewed)

Taylor, M. (2007) Canadian Values and 21st Century Leadership. A presentation to Leadership Conference 2007, Leaders Moving Forward, Saskatoon, SK., May 1. (invited)

Taylor, M. (2006) "21st Century Leadership", A Plenary Presentation at Leading in a Connected World, Canadian Community Leadership Conference, Saskatoon, May 10-13. (invited)

Taylor, M. and Salamis, A. (2005) "21st Century Leadership for Canada: Toward a Public Dialogue", A presentation at the Canadian Conference on Dialogue and Deliberation, Ottawa, October 29.

Dr. Taylor's research has concerned the connections between second-order learning and organization redesign and culture change that leads to fostering distributed organizational leadership. She and her colleague, Don de Guerre, lead an action research project in the municipal public service focused on shifting organizational culture from bureaucratic hierarchy to a flexible and responsive organization oriented to delivering results and citizen service. In an open systems perspective, the work combines organizational redesign, leadership coaching and action inquiries to foster effective leadership and participation throughout the organization.

Related Publications and Presentations:

Taylor, M. (2006) Coaching for connection in complexity: Leaping the cultural chasm. *International Journal of Coaching in Organizations*, 1, 30-33.

DeGuerre, D. and Taylor, M. (2005) Sustainable learning organization development: Participative Design and Executive Coaching, *The International Journal of Knowledge, Culture and Change Management*.

Taylor, M. and Westeinde, J. (2004) The evolution of leadership coaching in the context of organizational change, *International Journal of Coaching in Organizations*, 2(1), 4-13.

Taylor, M. (2004) Critical challenges of the learning red zone: Senior managers in empowering organizational change. *The Innovation Journal*, 9(1), 1-17.

Dr. Taylor has also designed and researched graduate leadership education that fosters values-perspective evolution. The design principles of this kind of degree program, similar in orientation to the M.A. in Leadership and the newly developed Graduate Certificate in Values-Based Leadership at RRU, were published in the following:

Taylor, M., de Guerre, D., Gavin, J. and Kass, R. (2002) Graduate education for dynamic human systems, *Management Learning*, 33(3), 349-369.

De Guerre, D. and Taylor, M. (2004) Graduate leadership education in a socio-ecological perspective: Working at the paradigmatic interface. In E. O'Sullivan and M.M. Taylor (Eds.) *Learning toward an ecological consciousness: Selected transformative practices*. Palgrave Macmillan, 65-83.

Past Research:

Dr. Taylor has also conducted research on learning in the face of challenge in relation to health. With a colleague she conducted a study of how athletes dealt with their injuries. As an adjunct professor in the Psychiatry Department at McMaster's Health Science Faculty, she worked with colleagues in the Behaviour Medicine Clinic to develop research on preventive health behaviour. She was also principal investigator on a study funded by the Ontario Ministry of Health, "Risk Reduction after Bypass Surgery", later conducted at the Ottawa Heart Institute. More information on research and publications is available upon request.