

Research Fellowships

Fellow Spotlight – Meet Dr. David Jamieson

Lennick Faculty Fellow, 2020-2022



With distinguished careers as both an OD practitioner and university professor, it is fitting that Lennick Faculty Fellow, Dr. David Jamieson, derived his latest research topic from his previous life as a consultant. “I’d been applying Use of Self in training and teaching it to people for about 15 years, but there was no research on Use of Self anywhere,” says David. “It was all conceptual and experientially based.”

In 2020, David and a colleague published a global study of the Use of Self with change agents. The research for his Lennick Faculty Fellowship explores the Use of Self from a different lens: leadership. David defines Use of Self as using the whole self to effectively execute one’s role in whatever the situation is presenting. “It’s a life journey to become your best self. You have to truly understand yourself, you have to build skills, then you have to practice things

you're not used to doing. Over time you can really bring your best self to whatever job you're in," says David. In a leadership context, skillful deployment of Use of Self has the potential to positively impact organizational performance and employee satisfaction and engagement.

The study featured a convenience sampling of 78 leaders who completed an 80-item survey. Of the factors identified, Collaborative, Humanistic Behaviors had the highest mean (4.26), followed by Self-Awareness (4.08), and Interpersonal Relations & Social Interaction (4.04). Use of Self scored equally among genders.

In considering how Use of Self work can be applied in a business context, David sees two direct paths. "One way is to help individual leaders improve how they lead through Use of Self, and another is to build Use of Self into institutions of education and leadership development work in companies," says David.

Reflecting on his experience as a Lennick Faculty Fellow, David valued the tremendous support he received from the think2perform Research Institute. He also appreciated the kindness and graciousness shown when the COVID pandemic slowed the survey collection process and forced a timeline adjustment.

Future plans for the research include publication and conference presentations. In addition, David sees opportunities for expanding the study with more leadership populations and translating the survey instrument into a self-assessment tool.

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