

Research

Professor W Brian Howieson PhD MPhil MBA BSc

1st October 2023

Authored Books

1. Howieson, W. B. (2022). *The Rangers Football Club: A descent into chaos, a resultant chaos and an emergence from chaos*. Publish Nation/Amazon.
2. Howieson, W. B. (2019). *Leadership: The Current State of Play*. Bingley: Emerald Group Publishing Limited.
3. W. B., and Hodges, J. (2016). *Public and Third Sector Leadership: Experience Speaks* (2nd Edition). Bingley: Emerald Group Publishing Limited.
4. Howieson, W. B., and Hodges, J. (2014). *Public and Third Sector Leadership: Experience Speaks*. Bingley: Emerald Group Publishing Limited.

Chapters in Books

1. Walsh, M. P., & Howieson, W. B. (2023). *EU-ASEAN Relations – A Health Systems*. Forthcoming in Edited book for Paddy Ashdown Foundation (full details to follow). *Perspective*. Edited book for Paddy Ashdown Forum (book details to be finalised).
2. Howieson, W. B., & Robson, I. (2023). *The Business School in Ruins: Navigating the Multi-Stakeholder Landscape of Contemporary Management Scholarship*. In A. Örtenblad and R. Koris (Eds). *Debating Business School Legitimacy*. Palgrave Book Series: Palgrave Debates in Business and Management. London: Palgrave Macmillan Cham.
3. Howieson, W. B. (2023). *Mission Leadership and Empowerment*. In R. T. By and B. Burnes. (Eds). *Organizational Change, Leadership and Ethics*. Abingdon: Routledge.
4. Howieson, W. B., & Grant, K. (2022). *Leadership and Talent Development in a VUCA World*. In P. Holland, T. Batram, T. Garavan and K. Grant (Eds). *Handbook of Work, Workplaces and Disruptive Issues in HRM*. Bingley: Emerald Group Publishing Limited.
5. Morrow, S. and Howieson, B. (2022). Contemporary football management education in Scotland: legacy, learning and leading. In T. Leeder (Ed). *Coach education in football: Contemporary issues and global perspectives* (pp. 31-42). Abingdon: Routledge.
6. Howieson, W. B., and Crayford, M. (2006). *Changing Mindsets to Achieve Effect: the ASACS Dimension*. In J. Jupp, K. Grint K (Ed). *Air Force Leadership: Beyond Command?* The Royal Air Force Leadership Centre.
7. Howieson, W. B., and Kahn, H. (2003). *The changing macro-environment (1979 – 2001): The implications for the recruitment of graduates into the British Armed Forces* in R. Homes (Ed). *Managing Defence in Uncertain Times*. Cranfield Defence Management: Frank Class Publishers.
8. Kahn, H., and Howieson, W. B. (2002). *Can Leadership be Taught - and if so, how?* In P.W. Gray and S. Cox (Eds). *Air Power Leadership: Theory and Practice*. Norwich: HMSO.
9. Howieson, W. B., and Kahn, H. (2002). *Leadership, Management and Command: The Officers' Trinity* in P. W. Gray (Ed). *Air Power Leadership: Theory and Practice*. Norwich: HMSO.

Refereed Journal Articles

1. Howieson, W. B., Bushfield, S., and Martin, G. (2023). *Leadership identity construction in a hybrid medical context in NHS Scotland: 'claimed' but not 'granted'*. European Management Journal. <https://doi.org/10.1016/j.emj.2023.04.012>. [External Review: 'strong' 3*]
2. Martin, G., Bushfield, S., Siebert, S., and Howieson, W. B. (2020). *Changing Logics in Healthcare and Their Effects on the Identity Motives and Identity Work of Doctors*. Organizational Studies. 42(9): 1477 – 1499. <https://doi.org/10.1177/0170840619895871>.
3. Howieson, W. B., Burnes, B., and Summers, J. C. (2019). *Organisational leadership and/or sustainability: Future directions from John Dewey and social movements*. European Management Journal. 37 (6): 687-693. <https://doi.org/10.1016/j.emj.2019.02.003>.
4. Howieson, W. B., and Cloke, D. (2019). *The hidden curriculum and its implications for surgical specialties*. The Bulletin. The Royal College of Surgeons of England. 101 (7): 282-284. <https://doi.org/10.1308/rcsbull.2019.282>.
5. Howieson, W. B., and Morrow, S. (2018). *Learning to be a professional football manager: A Bourdieusian Perspective*. Managing Sport and Leisure. <https://doi.org/10.1080/23750472.2018.1452629>.
6. Siebert, S., Bushfield, S., Martin, G., and Howieson, W.B. (2018). *Eroding respectability: Deprofessionalization through organizational spaces*. Work, Employment and Society. 32(2): 330-347. <https://doi.org/10.1177/0950017017726948>.
7. Hodges, J., and Howieson, W. B. (2017). *The challenges of leadership in the third sector*. European Management Journal. 35 (1): 69-77. <https://doi.org/10.1016/j.emj.2016.12.006>.
8. Howieson, W. B. (2016). *The mutuality metaphor: understanding healthcare provision in NHS Scotland*. Journal of Health Organization and Management. 30 (4): 666 – 671. <https://doi.org/10.1108/jhom-07-2015-0100>.
9. Howieson, W. B. (2015). *Mutuality in the provision of Scottish healthcare*. Scottish Medical Journal. 60 (4): 228-32. <https://doi.org/10.1177/0036933015613670>.
10. Howieson, W. B., and Fenwick, C. (2014). *A mutual health service in Scotland: Do we understand fully the leadership implications*. Leadership in Health Services. 27 (3): 193 – 203. <https://doi.org/10.1108/LHS-12-2012-0040>.
11. Morrow, S., and Howieson, B. (2014). *The New Business of Football: A Study of Current and Aspirant Football Club Managers*. Journal of Sport Management. 28 (5): 515-528. <http://dx.doi.org/10.1123/jsm.2013-0134>.
12. Howieson, W. B. (2013). *Crisis averted versus crisis created: can social construction explain the leadership style of Barack Obama during the BP Deepwater Horizon crisis?* Business Leadership Review. 10 (2): 7-15.
13. Howieson, W. B. (2013). *Mission Command: A Leadership Philosophy for the NHS?* International Journal of Clinical Leadership. 17 (4): 217-25.
14. Howieson, W.B., Sugden, R., and Walsh, M.P. (2013). *Mutuality in Scottish healthcare: leading for public good*. Leadership. 9 (2): 162-179. <https://doi.org/10.1177/1742715013475563>.
15. Howieson, W.B. (2013). *Mutuality, Empowerment, and the Health-Wealth Model: The Scottish Context*. Healthcare Analysis. 21 (2): 71-84. <https://doi.org/10.1007/s10728-011-0190-z>.
16. Beattie, M., and Howieson W. B. (2012). *Do the Institute of Medicine's dimensions of quality capture the current meaning of quality in healthcare? — An integrative review*. Journal of Research in Nursing. 18 (4): 288-304. <http://dx.doi.org/10.1177/1744987112440568>.
17. Howieson, W. B., and Thiagarajah, T. (2011). *What is Clinical Leadership? A Journal-based Meta Review*. International Journal of Clinical Leadership. 17 (1): 7-18.
18. Howieson, W. B. (2010). *An evaluation of training in workforce planning for Allied Health Professionals: A Case Study*. Training and Management Development Methods. 24 (2): 2.13-2.24.
19. Howieson, W. B. (2010). *The Leadership Behaviours of Senior Engineering Officers in the Royal Air Force*. Defence and Security Analysis. 26 (1): 99-106.

20. Howieson, W. B., and Kahn, H. (2004). *The attitudes of undergraduates to a career in HM Forces*. Defence and Security Analysis. 20 (3): 289-293.

Refereed Journal Articles Under Second Review

1. Burnes, B., and Howieson, W. B. (2023). *The nature of scholarship and the notion of Bildung: implications for business schools*. Studies in Higher Education [Chartered ABS Journal Guide 4*].

Refereed Journal Articles Under First Review

1. Howieson, W. B. and Findlay, R. (2023). *Rangers Football Club: A Victim of Corporate Malaise*. Journal of Sports Management [Chartered ABS Journal Guide 2*].

Refereed Journal Articles to be Submitted in 2023

1. Howieson, W. B., and Morrow, S. (2023). *Implicit leadership theory: a predictor for success in elite professional football?* Journal TBD.
2. Howieson, W. B., Burnes, B., and Grant, K. (2023). *Purpose-led Leadership for Purpose-led Business Schools*. Journal TBD.

Current Research

1. The Incorrect Framing of Youth Exclusion in Scotland – Journal article from my 2019 RSA Report *The Social Exclusion of a Youth Population in Scotland: Is the 'Framing' of the Problem the Actual Problem?*
2. With Dr Bob Young (Independent Consultant) and Mr Stephen Morrow (Associate Professor at Heriot-Watt University), we aim to 'scenario plan' Scottish football to 2033. We are using established scenario planning methodologies to determine possible futures for the national game in Scotland. I foresee both academic/practitioner papers and an Impact Case Study for the next Research Excellence Framework for this work.
3. With Professor Bryan Watters at Shrivenham/Cranfield, we are developing a framework/model for 'when and how to empower' in Mission Command.

The Journal of Management Development: Editorial Policy

1. Howieson, W. B., and Grant, K. (2020). *Re-conceptualising management development*. Journal of Management Development. 39 (1): 1-3.
2. Howieson, W. B., and Grant, K. (2021). *Management Development: Now and into the Future*. (40 (2)): x-x

Non-refereed Journal Articles

1. Summers, J., and Howieson, W. B. (2017). *Opinion: Today's problems need 'wicked leadership.'* *People Management* (at: <http://www2.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2017/09/15/opinion-today-s-problems-need-wicked-leadership.aspx>).
2. Howieson, W. B., and Summers, J. C. (2016). *Rethinking youth exclusion in Scotland*. Invited *Comment* for Royal Society for Arts (at: <https://www.thersa.org/discover/publications-and-articles/rsa-blogs/2016/09/rethinking-youth-exclusion-in-scotland>).

3. Summers, J., and Howieson, W. B. (2014). *The problem with leadership*. Invited Comment for Royal Society for Arts (at: <http://comment.rsablogs.org.uk/2014/04/16/problem-leadership/>).
4. Howieson, W. B. (2006). *Education in the Royal College of Physicians and Surgeons of Glasgow of Glasgow: The Way Forward*. Scottish Medical Journal. 51 (2): 6-37.

Refereed Conference Publications

1. Bushfield, S., Seibert, S., Martin, G. and Howieson, W. B. (2018). *Voice, engagement, exit and neglect: The experiences of medical consultants in Scotland*. Paper presented at 34th EGOS Colloquium 2018, University of Estonia, Tallinn.
2. Howieson, W. B., Siebert, S., Bushfield, S., and Martin, G. (2018). *Leadership identity construction in a hybrid medical context in NHS Scotland: 'claimed' but not 'granted'*. 32nd British Academy of Management Conference in Bristol.
3. Martin G., Siebert S., Howieson W. B., and Bushfield S. (2017). *How do elite doctors respond to tensions in hybrid healthcare organizations?* In Academy of Management Proceedings 2017. Vol. 1. United States: Academy of Management. 2017. 11574. (Academy of Management Proceedings). Available from, DOI: 10.5465/AMBPP.2017.11574abstract. Runner up best paper award, Healthcare Management Division.
4. Siebert, S., Bushfield, S., Martin, G., and Howieson, W. B. (2017). *The deprofessionalization of doctors through organizational spaces*. Paper presented at 33rd EGOS Colloquium 2017, Copenhagen (July).
5. Howieson, W. B., Summers, J. C., and Burnes, B. (2017). *The Leadership Commons: Reconceiving Leadership for Sustainability*. Invited submission for International Leadership Association 17th Global Conference, Brussels.
6. Howieson, W. B., Summers, J. C., and Burnes, B. (2017). *The Leadership Commons: Reconceiving Leadership for Sustainability*. Transformation 2017. Dundee, UK.
7. Howieson, W. B., and Morrow, S. (2017). *Implicit leadership theory: a perspective from within elite professional football in the UK*. 2nd Interdisciplinary Perspectives on Leadership Symposium in Mykonos, Greece.
8. Summers, J. C., Howieson, W. B., and Burnes, B. (2016). *The Leadership Commons: Reconceiving Leadership for Sustainability*. International Studying Leadership Conference, Edinburgh.
9. Howieson, W. B., Martin, G., Siebert, S., and Bushfield, S. (2016). *Leadership identity construction in a hybrid medical context in NHS Scotland: claimed but not granted*. International Studying Leadership Conference, Edinburgh.
10. Martin, G., Siebert, S., Howieson, W. B., and Bushfield, S. (2016). *Hybrid organizations, tensions and institutional environments: the experience of work of hospital consultants in the UK NHS*. 32nd EGOS Colloquium, Naples.
11. Siebert, S., Bushfield, S., Martin, G., and Howieson, W. B. (2016). *Eroding respectability: Deprofessionalization through organizational spaces*. Paper presented at Work, Employment and Society Conference 2016, Leeds (September).
12. Siebert, S., Martin, G., Howieson, W. B., and Bushfield, S. (2015). *Deprofessionalization of doctors through organizational spaces*. BSA Work, Employment and Society Conference, Leeds 2016.
13. Martin, G., Siebert, S., Howieson, W.B. and Bushfield, S. (2015). *The Changing Work Experience of Hospital Consultants in the NHS: Evidence on the Deprofessionalization Debate*. Paper presented at BSA Medical Sociology Conference 2015 (September).
14. Summers, J. C., and Howieson, W. B. (2015). *Leadership as a Public Good: Exploring the Wicked Problem/Solution Space*. 9th European Conference on Management, Leadership, and Governance. Lisbon, Portugal.

15. Howieson, W. B., and Morrow, S. (2015). *Learning to be a professional football manager: A Bourdieusian Perspective*. European Academy of Management Conference, Warsaw, Poland.
16. Summers, J., and Howieson, W. B. (2014). *Leadership as a Public Good*. British Academy of Management Annual Conference, Belfast, UK.
17. Howieson, W. B., and Morrow, S. (2013). *Leadership and Management: A Perspective from Football Players and Managers* The 1st conference for Leadership in Russia and Global Context co-located with the HSE Annual Conference on Management, Moscow, Russia.
18. Howieson, W. B., Shaw, F., Walsh, M. P. (2013). *Democratising management in Scottish Healthcare: Lessons from the recovery movement in mental health and addictions*. European Academy of Management Conference, Istanbul, Turkey.
19. Martin, G. and Howieson, W. B. (2012). *Towards a Better Understanding of Clinical Leadership in Healthcare Systems: The Case of the NHS in the UK*. International Leadership Association Annual Global Conference, Denver, USA.
20. Howieson W. B., and Morrow, S. (2012). *Becoming a leader: a study of aspirant football club managers*. European Association for Sports Management Conference, Aalborg, Denmark.
21. Howieson, W. B. (2011). *Crisis averted versus crisis created: can social construction explain the leadership style of Barack Obama during the BP Deepwater Horizon crisis?* Australia and New Zealand Academy of Management Conference, Wellington, New Zealand.
22. Martin, G. and Howieson, W. B. (2011). *Towards a Better Understanding of Clinical Leadership in Healthcare Systems: The Case of the NHS in the UK*. Australia and New Zealand Academy of Management Conference, Wellington, New Zealand.
23. Howieson, W. B., Sugden, R., and Walsh, M. P. (2011). *Mutuality, Empowerment and the Health-Wealth Model: The Scottish Context*. Australia and New Zealand Academy of Management Conference, Wellington, New Zealand.
24. Howieson, W. B. (2011). *Leadership in a Recession: A Review of Lessons Learned from Financial Times.Com*. International Leadership Association Annual Global Conference, London, UK.
25. Howieson, W. B. (2011). *Leadership in A Recession: A Review of Lessons Learned from Financial Times.Com*. 6th Conference on Leadership Research, Tobias Leadership Centre, Indianapolis, USA.
26. Howieson, W. B. (2010). *Leadership in A Recession: A Review of Lessons Learned from Financial Times.Com*. 9th International Conference on Leadership Research, Lund, Sweden.
27. Howieson, W. B., and Walsh M.P. (2010). *Health, Wealth and Empowerment: An Agenda for People-Centred Healthcare*. British Academy of Management, Sheffield, UK.
28. Howieson, W. B. (2010). *Leadership Development: Hopefully I Will Use More Than 5%*. 2nd Developing Leadership Capacity Conference, Bristol, UK.
29. Howieson, W. B., and Walsh M.P. (2010). *Health, Wealth and Empowerment: An Agenda for People-Centred Healthcare*. European Academy of Management Conference, Rome, Italy.
30. Howieson, W. B. (2010). *What is Clinical Leadership? A Journal-based Meta Review*. The Association for the Study of Medical Education (ASMEE) Clinical Leadership Conference, London, UK.
31. Howieson, W. B. (2009). *The Leadership Behaviours of Senior Engineering Officers in the Royal Air Force*. 8th International Conference on Leadership Research, Birmingham, UK.

Reports: Practitioner and Policy

1. Dommett, D., Howieson, W. B., and Sturgess, A. (2023). *The Future is Now: Redefining Executive Education for Turbulent Times*. Chartered Association of Business Schools White Paper.

2. Martin, G., Siebert, S., Howieson, W. B., and Bushfield, S. (2019). *The changing experience of work of consultants in NHS Scotland*. British Medical Association. [External review as 3* for REF2021].¹
3. Summers, J., and Howieson, W. B. (2019). *The Social Exclusion of a Youth Population in Scotland: Is the 'Framing' of the Problem the Actual Problem?* Commissioned Report for Royal Society for Art, Manufacture and Commerce, Edinburgh.
4. Bushfield, S., Howieson, W. B., Martin, G., and Beech, N. (2019). *A stakeholder analysis of key participants involved in the Forres (Varis Court) Health and Social Care Pilot Project*. Final Report for Moray Health and Social Care Partnership.
5. Bushfield, S., Howieson, W. B., Martin, G., and Beech, N. (2019). *A stakeholder analysis of key participants involved in the Forres (Varis Court) Health and Social Care Pilot Project*. Interim Report for Moray Health and Social Care Partnership.
6. Morrow, S., and Howieson, W. B. (2013). *Who wants to be a manager? An analysis of the understanding of leadership and the management challenges of aspirant and current football managers on the 2011/2012 UEFA/SFA Pro-Licence Course*. Report for Scottish Football Association.
7. Howieson, W. B. (2016). *A Leadership Development Strategy for Coaches and Aspirant Managers*. Report for Scottish Football Association. (Presented to Scottish Football Association on Friday 13th May 2016. Strategy accepted and commenced in 2017).
8. Howieson, W. B. (2010). *Leadership concepts and the role of competencies and frameworks*. Linked Report to *Lead Together. An Analysis of Leadership Activity and Development Needs in Scotland Social Services*. Report by the University of Stirling in partnership with the Voluntary Sector Social Services Workforce Unit and the Changing Lives User and Carer Forum.
9. McNaught, L., and Howieson, W. B. (2010). *Live Better, Live Healthier*. Report Commissioned by Scottish Government Health Department, St. Andrews House, Edinburgh from The Royal College of Physicians and Surgeons of Glasgow of Glasgow.²
10. Howieson, W. B. (2010). *An evaluation of training in workforce planning for Allied Health Professionals*. Report Commissioned by Scottish Government Health Department, St. Andrews House, Edinburgh from The Edinburgh Institute, The Business School, Edinburgh Napier University.
11. Walsh, M.P., Howieson, W. B., and Kittler, M. (2010). *An analysis of written observations on the Healthcare Quality Strategy* (October 2009). Report Commissioned by Scottish Government Health Department, St. Andrews House, Edinburgh from People Centred Healthcare Management Institute, University of Stirling.
12. McNeish, J., and Howieson, W. B. (2010). *The Workforce Development Needs of Independent and Third Sector Practitioners in the Scottish Health Sector*. Report commissioned by Skills for Health Scotland from The Edinburgh Institute, The Business School, Edinburgh Napier University.
13. Howieson, W. B., and Smith, K. (2008). *CPD Policy for The Faculty of Travel Medicine, The Royal College of Physicians and Surgeons of Glasgow, Glasgow*. Presented at the Royal College of Physicians and Surgeons of Glasgow, Glasgow, Triennial Conference, SECC, Glasgow, 7th November.

¹40,000-word research report, which has had impact on BMA policy, featured in six national newspapers and TV report, and was presented to senior members of the Scottish Parliament and NHS Scotland in June 2015) Available online at: <https://www.bma.org.uk/collectivevoice/committees/consultants-committee/scotland/consultants-changing-work-experience>.

² I am extremely proud of this Project. It required significant energy at the 'front end' to make it happen – it became *Football Fans in Training* (see: <http://spfltrust.org.uk/projects/football-fans-in-training/>)

Public Engagement/Invited Presentations

1. Howieson, W. B. (2022). Rangers Football Club: 998 – 2015. A descent into chaos, a resultant chaos and an emergence from chaos. Public lecture, The University of Stirling, 10 November 2022.
2. Howieson, W. B. (2021). *Organisational leadership and /for sustainability: Future directions from John Dewey and social movements*. Invited paper for World Congress in Education, Japan, May 2021 (<https://www.bitcongress.com/wce2021-japan/PreliminaryProgram.asp>).
3. Leeds and York Foundation Trust. Invited presentation (with Martin, G., Siebert, S., and Bushfield, S) to launch a pilot of the diagnostic and organizational development tool with the Medical Director and wider management team. Leeds. 25 Oct 2018.
4. Academy of Medical Royal Colleges, Faculty of Medical Leadership and Management. Invited presentation (with Martin, G., Siebert, S., and Bushfield, S) to introduce the new diagnostic and organizational development tool to the CEO and senior members of faculty. London. 18 Sept 2018.
5. BMA Scotland Consultants Committee. Invited presentation (with Martin, G., Siebert, S., and Bushfield, S) to introduce new theoretical framework and diagnostic tool based on results of follow-up consultant survey in 2017. Edinburgh. 1 February 2018.
6. Scottish Institute of Business Leadership. *Time to rethink leadership*. Keynote Presentation. Edinburgh, 25th September 2018.
7. RSA (Scotland): Keynote talk on my RSA-sponsored research on the leadership of social disadvantage. St Andrews, 24th January 2018.
8. Leeds and York Foundation Trust. Senior Doctors' Forum. Invited presentation (with Martin, G., Siebert, S., and Bushfield, S) to discuss research on medical engagement and leadership.
9. Academy of Medical Royal Colleges, Faculty of Medical Leadership and Management. Invited presentation (with Martin, G., Siebert, S., and Bushfield, S) on medical management and engagement.
10. 5th Annual Global Health Conference. Taiyuan, China, November 2017: Invited Presentation (unable to attend due to work commitments).
11. World Education Day-2017. Dalian, China, September 2017: Invited Presentation (unable to attend due to work commitments).
12. Academy of Medical Royal Colleges in Scotland/Institute of Healthcare Management Conference on Prevention through Learning. Invited presentation (with Martin, G., Siebert, S., and Bushfield, S) on medical and management engagement. Royal College of Surgeons of Edinburgh. Edinburgh. 11 Nov 2016.
13. Leading Figures. *Leadership*. Presentation to senior personnel in the financial sector in Edinburgh at Clydesdale Bank Scottish Headquarters. Edinburgh, November 2016.
14. Scottish Parliament, Edinburgh. Presentation (with Martin, G., Siebert, S., and Bushfield, S) on BMA report on the changing work experience of hospital consultants to the Health Committee. Attended by 13 MSPs, the Chief Medical Officer for Scotland and other senior members of the medical community in Scotland. 3 June 2015.
15. BMA Scotland. Invited presentation (with Martin, G., Siebert, S., and Bushfield, S) on the changing work experience of hospital consultants. Edinburgh. 24 May 2015.
16. Scottish Institute of Business Leadership. *Lessons from Tri-Sector Leadership*. Keynote Presentation. Glasgow, April 2015.
17. Colombian Chamber of Oil Services and Goods. *Management Decisions and Business Strategy in Natural Resources Sector*. Bogota, June.
18. Sense Scotland Annual Conference 2013. Keynote presentation on *Leadership*. Glasgow, November.
19. Keynote address on *Mutuality, Empowerment and the Health-Wealth Model: The Scottish Context* (Invited). University of Turku in Finland, City of Pori, 2012.