

Contents

Introduction: Leading the Learning Experience	ix
Acknowledgments	xviii

I. THE PROBLEM: TEACHING ON THE RESEARCH SIDE OF THE BRAIN

1. Struggling With Balance Cynthia V. Fukami	3
2. My Career as a Teacher: Promise, Failure, Redemption Howard E. Aldrich	14
3. Teaching and Research: A Puzzling Dichotomy Barbara A. Gutek	27
4. If It's Not Teaching and Research, What Is It? Rae André	40

**II. ONE SOLUTION: LIVES THAT
INTEGRATE TEACHING AND RESEARCH** 55

5. **On Publish or Perish, Pedagogy, and Getting
a Life—Synergies and Tensions: An Interview
With Bill Van Buskirk** 57
Bill Van Buskirk
6. **From Outcast to Postmodernist** 78
David M. Boje
7. **Learning to Teach: Lessons From a Life in
Business and Academia** 93
Peter J. Frost
8. **Scholarship as a Career of Learning Through
Research and Teaching** 112
Thomas A. Mahoney
9. **In Search of Myself in the Context of Russian
and American Humanitarian Culture** 125
Nikita Pokrovsky

III. FINDING SOLUTIONS IN PRACTICE 157

10. **Learning to Teach: An Ongoing Process** 160
Beverly J. Cameron
11. **Teaching in the Real World** 178
Jeff Mello
12. **Teaching From the Heart** 197
Afsaneh Nahavandi
13. **Between Text and Context: Restoring
Connections in the OB Classroom** 213
Pushkala Prasad
14. **Anatomy of a Colleagueship: Collaborations
in and out of the Classroom** 224
Marcy Crary And Duncan Spelman
15. **Teaching as Leading** 242
Donald C. Hambrick

IV. LEADING THE LEARNING EXPERIENCE 255

16. **Meditations on a Poet's Overalls** 258
Peter B. Vaill

17. **The Teaching Experience as Learning in Public** 283
Karl E. Weick

18. **The Power of Dialogue: Celebrating the
Praxis of Teaching and Research** 301
Darlyne Bailey

V. A LOOK AT THE FUTURE: SOME QUESTIONS 313

19. **Conclusion** 322
Rae André And Peter J. Frost

About the Authors 323