

# Leading & Managing

Journal of the Australian Council for Educational Leaders

## Notice for Contributors

The use of two active, present participles in the journal title appears, perhaps, slightly unorthodox, but the choice is deliberate. **Leading & Managing (L&M)**, for us, assumes that while leading and managing are qualitatively different activities, in reality they complement one another, and are vital to the effective performance of complex organisations and groups. We think managing is best thought of as tied to the performance of specific roles and organisational responsibilities. While this may also be true of leading, it is invariably not the case.

Instead of providing just one more scholarly vehicle for concentrating on leadership and management as conventionally understood and statically defined functions we believe **L&M** highlights two key organisational processes: the acts of leading and managing.

Specifically, we have aimed **L&M** at personnel working at all organisational levels and in all sectors and systems, principally, but not exclusively, in the sphere of education, with that word understood in its widest sense. We have set two goals for **L&M**: (1) to advance understanding of what it means to lead and to manage, the experiences of organisational personnel while engaged in leading and managing and the experiences and reflections of those who find themselves being led and managed; and (2) to improve the practice of leading and managing through empirical research and theoretical analysis.

In the belief that no one particular school of thought ever has a monopoly on wisdom or truth, we want **L&M** to be eclectic in its scope and tolerant of diverse standpoints. Accordingly, we welcome manuscript contributions from a plurality of perspectives. These may report empirical research, best practice and pedagogy, propose intervention and consultancy strategies, or comprise discussions of theory and methodology.

We ask contributors to bear in mind the following broad indicators of quality writing when preparing manuscripts for submission. Above all, we seek significant contributions to **L&M** which advance understanding of leading and managing. We ask that authors should demonstrate their familiarity with current developments in the field and strive to bring to bear distinctive and new perspectives on their chosen topics. We expect arguments to be tightly structured, clearly presented and written in prose that is accessible to a diverse readership.

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## Preparation of Manuscripts

**Leading & Managing** is a scholarly, refereed journal and observes the normal processes of blind review. All manuscripts should be sent to the editors, Associate Professor Dorothy Andrews & Dr Marian Lewis, Leadership Research Institute, Faculty of Education, The University of Southern Queensland, Toowoomba, Queensland, 4350, Australia. To facilitate the review process an electronic version is to be sent as an email attachment to [dorothy.andrews@usq.edu.au](mailto:dorothy.andrews@usq.edu.au) or [marian.lewis@usq.edu.au](mailto:marian.lewis@usq.edu.au) in a Word.doc format. Contributors should note that articles accepted for publication in *L&M* become the copyright of the Journal.

**Manuscripts** should be between 5,000 and 7,000 words in length. They must be typed, double-spaced and with ample margins, on A4 paper, on one side only and with all pages numbered. The front page should bear the manuscript title, the author's name and institutional affiliation. The second page should carry the title and an abstract of 100–150 words. Avoid the excessive use of dot points.

**Spelling** will be checked to conform to the most common usage found in *The Macquarie Dictionary* (4<sup>th</sup> Edition, 2005). For **style**, the *Style manual* (Commonwealth of Australia, 6<sup>th</sup> Edition, 2002) will be used as the reference document.

**Headings** should appear in lower case and bold type and should be centred. Sub-headings should be in lower case, underlined and be left justified. The first sentence of the initial paragraph under headings and sub-headings should be left justified; thereafter indent the first sentence of succeeding paragraphs.

**Notes** appear at the end of the article, but authors are urged to avoid excessive footnoting.

**Illustrations, tables and figures** should be numbered and included in their preferred position included within the text.

**References** should be indicated in the typescript by giving the author's surname, year of publication and page numbers, e.g. (Smith, 1995, pp. 1-2). Several articles by the same author and published in the same year should appear as Smith 1993a, 1993b, 1993c etc. All references cited should be listed in alphabetical order, by year and with page numbers, on a separate page headed **References** at the end of the article, in the following form:

Referencing your own work – to ensure that anonymity is preserved, the author should replace in both the text and reference his/her name and replace it with 'author' or 'author(s)'.

*For articles:* YAMMARINO, F.J., SPANGLER, W.D. & BASS, B.M. (1993) Transformational leadership and performance: A longitudinal investigation, *Leadership Quarterly*, 4(1), pp. 81-102.

*For books:* BASS, B.M. (1985) *Leadership and Performance beyond Expectations* (New York: Free Press).

*For chapters:* TRICE, H.M. & BEYER, J.M. (1986) Charisma and its routinisation in two social movement groups, in B.M. STAW & L.L. CUMMINGS (Eds), *Research in Organizational Behavior*, Volume 8 (Greenwich, Connecticut: JAI Press), pp. 113-164.

