

# **"Early" Discussion Chapter**

by Tom Granoff, Ph.D. with Debra A. Fisher, Ph.D.



# **Presentation Study Purpose Statement**

**The purpose of this study was to examine the relationship between the quality of supervisor leadership practices and employee satisfaction.**

**AKA**

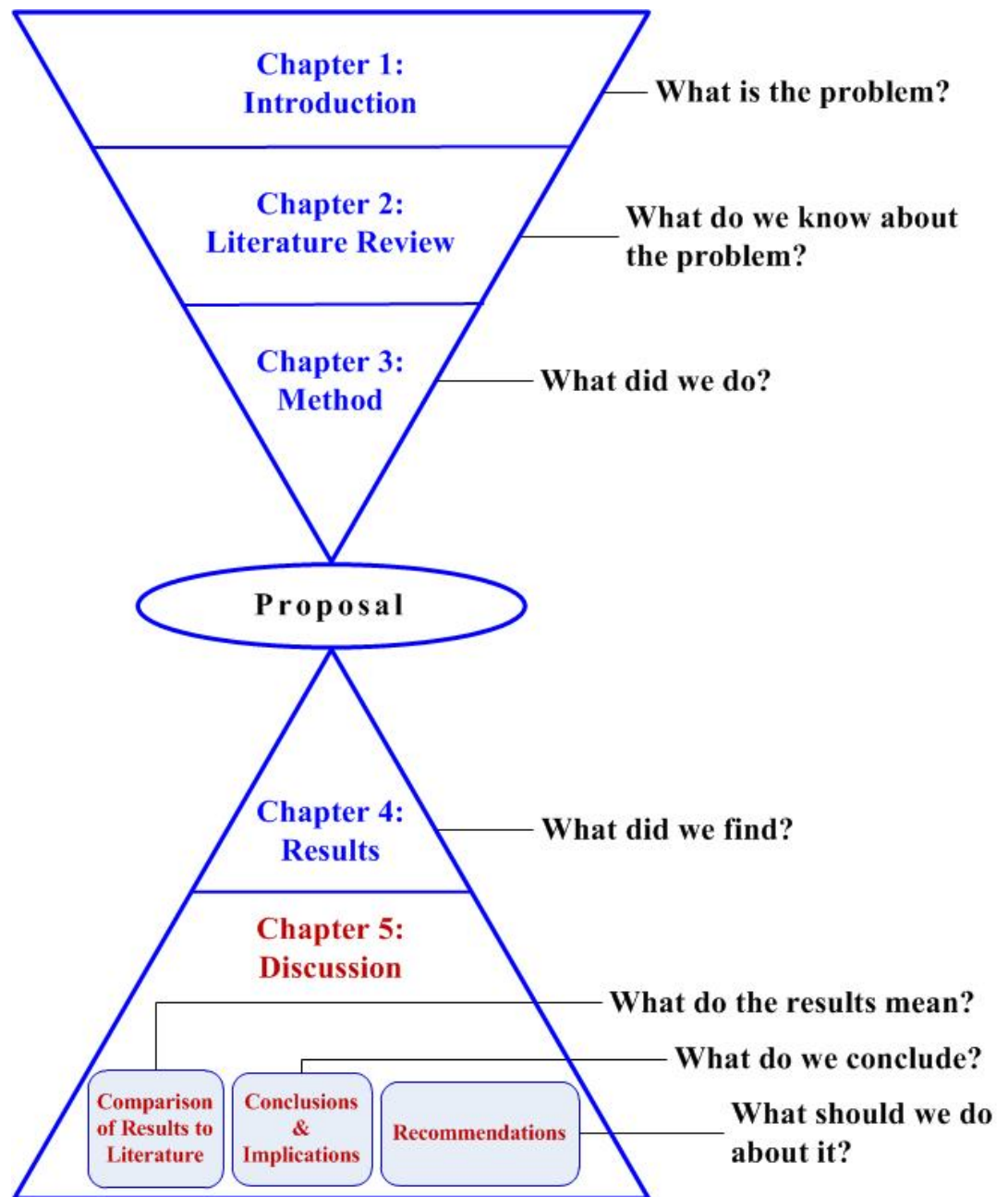
**Good Bosses = Happy Employees**

**“Sweatshirt Hypothesis”**

# Dissertation Basic Format

## Chapter 5: Discussion

- ✓ Broad, general, & literary
- ✓ Format varies from school to school, advisor to advisor, and subject to subject.
- ✓ Homework: Match the following generic nine-topic outline with your school's dissertation guide/template or any sample dissertations that your committee provided for guidance.





# Discussion Chapter Outline



- 1. Introduction and Brief Summary of Key Findings**
- 2. Literature that Agrees with Findings**
- 3. Literature that Disagrees with Findings**
- 4. Final Thoughts about Literature**
- 5. Conclusions and Implications**
- 6. Recommendations for Future Research**
- 7. Policy Recommendations**
- 8. Practitioner Recommendations**
- 9. Final Summary**

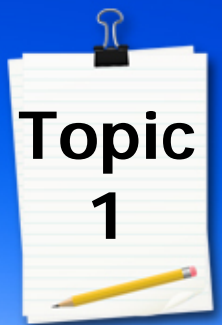
**Comparison of Results to Literature**  
What do the results mean? (Topics 2, 3, 4)

**Conclusions and Implications**  
What do we conclude? (Topic 5)

**Recommendations**  
What should we do about it?  
(Topics 6, 7, 8)



# Intro & Brief Summary of Key Findings



- **1-2 Pages in Length**
- **Usually has 3 Large Paragraphs:**

1

## Classic Introduction

“In this chapter, we’re going to compare what we found to the literature, draw conclusions and implications, and make a series of recommendations.”

2

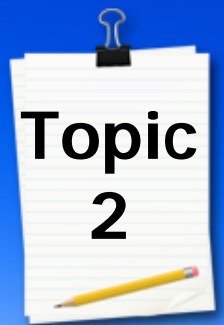
## Restate Purpose and Research Questions

3

## Summary of Key Chapter 4 Results



# Literature that Agrees with your Findings

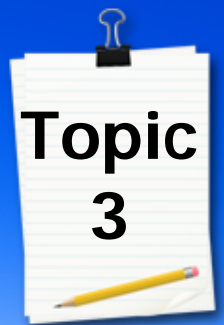


- **Compare your results with the Chapter 2 Literature Review:**
  - “This study found...”
  - “This result was consistent with Jones (2014) who found...”
- **Use only literature that is currently in your literature review for the first draft of your discussion chapter.**
- **Present the discussion of the literature in the order of the research questions.**





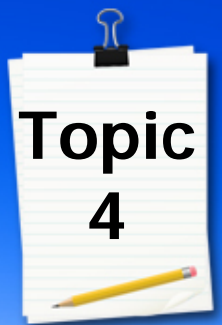
# Literature that Disagrees with your Findings



- Shows that you are a non-biased researcher.
- Compare your results with the Chapter 2 Literature Review:
  - “This study found...However, Smith and Jones (2013) came to a different conclusion. They found...”
- Present the discussion of the literature in the order of the research questions.



# Final Thoughts about the Literature



- Contrast & compare
- Readdress controversies
- Controversies often center on methodology
- “Jigsaw Puzzle” section

## **4a: Synthesis of the Literature**

## **4b: New Contributions to the Literature**

- Pure replication studies versus new contributions

## **Topic 4**

- Fit with findings
- Other frameworks
- Extending theory

## **4c: Alignment with Theoretical Framework**

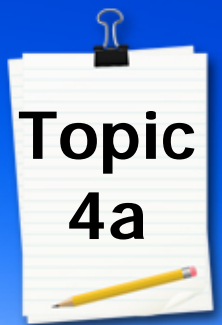
## **4d: Final Summary of the Literature**

- Literature that agrees
- Literature that disagrees
- Synthesis
- New contributions
- Theoretical framework





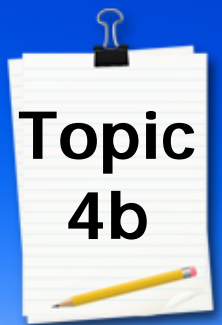
# Synthesis of the Literature



- Contrast and compare the literature.
- Readdress the controversies from the literature.
- Controversies often center on methodology (i.e., design, sampling, instrumentation, operational definitions, analytical approach, etc.).
- “One possible explanation for the difference is...”
- “Jigsaw Puzzle” section



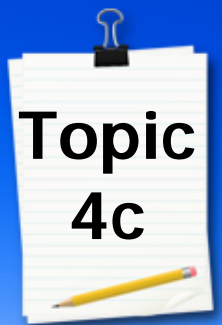
# New Contributions to the Literature



- **Some studies are pure replications of previous studies, while other studies contain new contributions.**
- **If your study has new contributions, then use this section to feature those new contributions.**



# Alignment with Theoretical Framework

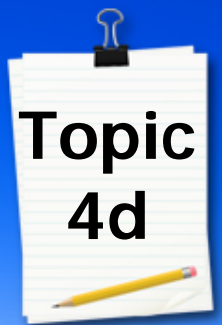


- **How well do your findings fit with your theoretical framework?**
- **Are there other theoretical frameworks that better explain your findings?**
- **Do your findings suggest any ideas on how theory could be extended?**

- Pure replication  
studies vs. new  
contributions



# Final Summary of the Literature



**Topic  
4d**

## Six Paragraphs:

- 1. Summarize literature that agrees (Topic 2).**
- 2. Summarize literature that disagrees (Topic 3).**
- 3. Summarize synthesis of literature (Topic 4a).**
- 4. Summarize any new contributions (Topic 4b).**
- 5. Summarize alignment with theoretical framework (Topic 4c).**
- 6. Summarize all five summaries.**



# **“Early” Discussion Chapter Writing Tips**



- Reread your literature in light of your research questions and hypotheses.**
- Anticipate your findings and organize them now.**
- If hypothesis supported, what citations would be included in “Literature that Agrees”? (Topic 2)**
- If hypothesis not supported, what citations would be included in “Literature that Disagrees”? (Topic 3)**



# More “Early” Discussion Chapter Writing Tips

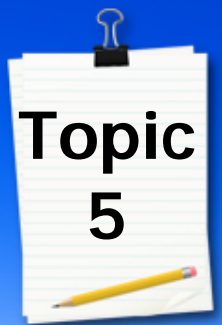


- **Reread your literature to identify the possible methodological reasons for the controversies and disagreements (Topic 4a).**
- **Reread your literature now in light of your research questions and hypotheses to see if you might have any potential contributions to add to the literature (Topic 4b).**
- **Consider other theoretical frameworks that may better explain your potential findings (Topic 4c).**
- **Example of preparing a garden for planting**





# Conclusions and Implications

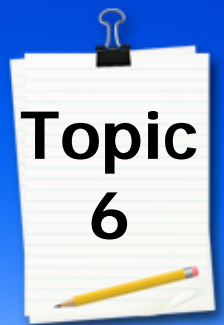


- **“So what?” “Who cares?” “Why bother?” “What’s the big deal?”**
- **How does this study benefit your discipline?**
- **Why is the world now a better place since you now did this dissertation research?** 😊

- Pure replication  
studies vs. new  
contributions



# Recommendations for Future Research

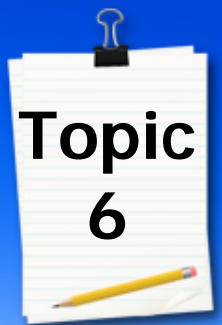


- **Now you can give your own opinions.**
- **“Baton Passing” section (giving them a head start)**
- **For future research studies, what should others be thinking about and how could they make this study better?**

- Pure replication  
contributions

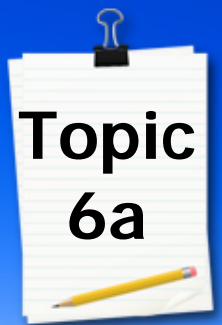


# Recommendations for Future Research





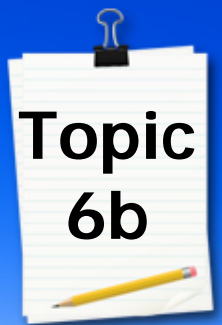
# Future Research Questions



- 1. Identifies gaps in the current literature (the “Jigsaw Puzzle”) and suggests future research questions to fill in the gaps.**
  - “Given what we found and given what the literature says, here’s what we know...”
  - “However, we are lacking knowledge in some areas...”
  - “Therefore, future research should address the following questions...”
- 2. Often gaps can be as simple as redoing the study using one of the following:**
  - different population
  - different research design approach
  - different data collection instrument



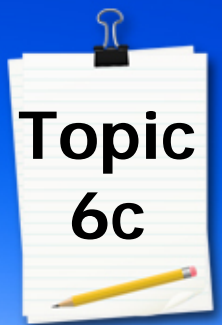
# Best Current Practices to Improve Outcomes



Best Practice	Literature Citation(s)
Provides a positive working environment	Jones (2014, p. 168)
Reward and recognition	Smith (2011, p. 14)
Involve and increase employee engagement	Robertson et al. (2015, p. 22)
Develop the skills and potential of workforce	Glover & Roy (2013, p. 167)
Evaluate and measure job satisfaction	Henry (2012, p. 24); Sanders (2013, p. 118)



# Methodological Enhancements

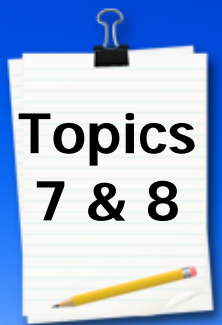


- 1. “Lessons Learned” or “Do Betters” section**
- 2. If you had five years and \$5 million, how would you improve your study?**
- 3. Identify and suggest fixes to minimize the limitations that were in your study.**
- 4. Examples:**
  - Include qualitative methods
  - Add a longitudinal approach
  - Use other populations
  - Different operational definitions
  - Set up a research experiment





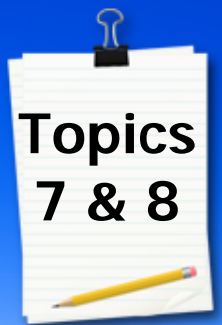
# Policy and Practitioner Recommendations



Policy Focus (Topic 7)	Practitioner Focus (Topic 8)
State and national level	Local level
Leadership/administrative	Management/operations
Work <b>ON</b> the system	Work <b>IN</b> the system
Visionary, ideal future	Daily strategy and tactics
Macro level	Micro level
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# Policy and Practitioner Recommendations (cont.)



Policy Focus (Topic 7)	Practitioner Focus (Topic 8)
Long-term	Short-term
Opportunity-focused	Problem-focused
National Institute of Mental Health	Local psychologist treating clients each day
Government legislation	Manager working with staff each day
Theoretical	Applied



# More “Early” Discussion Chapter Writing Tips



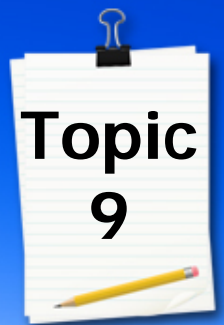
**You can now write most/all of your recommendations before you gather data.**

**Begin to prep your final orals presentation. Start with one slide per dissertation section.**

**Idea of “free up your future” during downtimes. Get other non-dissertation projects done early so that you can be ready to work.**



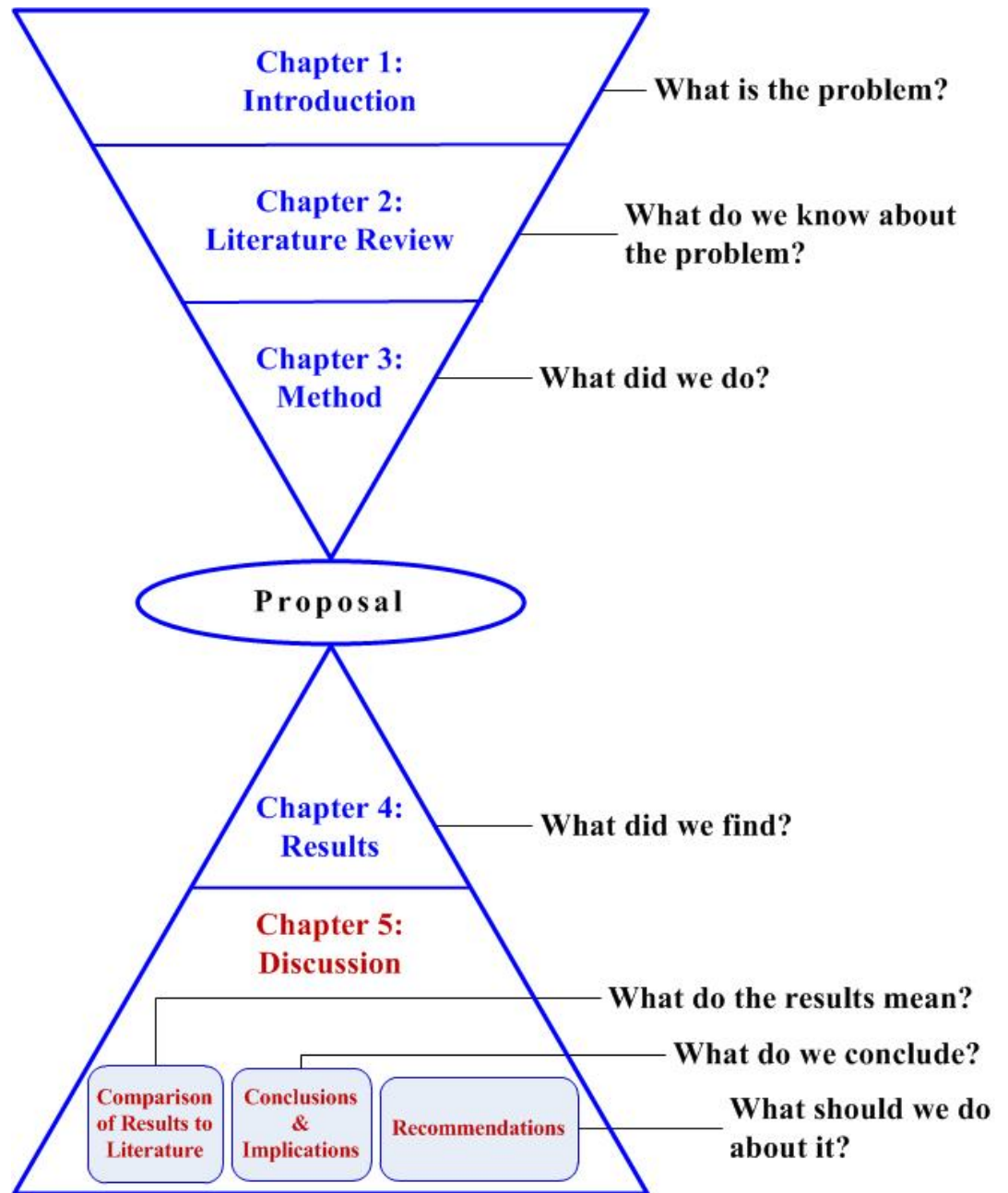
# Final Summary



- **About one page long**
- **About five paragraphs in length**
- **Use one paragraph to summarize each of the five chapters answering the original chapter questions.**
- **This summary can also be used as the first draft of your abstract.**

- Pure replication  
studies vs. new  
contributions

# Final Summary (cont.)





# More “Early” Discussion Chapter Writing Tips



- **Term paper writing versus dissertation writing**
- **General writing goal is to show reasonable progress on each draft.**
- **Give first draft of the Discussion Chapter to your advisor/chair/mentor as a 3-4 page outline when you give him/her your first full draft of the Results Chapter.**





# More “Early” Discussion Chapter Writing Tips



- For the second Discussion Chapter draft after the original outline, write in “C+ Grade Quality.”
- Continue to improve document in each subsequent draft.
- Avoid perfectionism. Think “pass/fail” grade.
- See this dissertation project as the start of your scholarly writing career and not your ultimate academic attainment.



# Questions?

## **For more information:**

### **Quantitative Research Designs**

Tom Granoff, Ph.D., [tom.granoff@pepperdine.edu](mailto:tom.granoff@pepperdine.edu)

### **Qualitative Research Designs**

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