International Studying Leadership Conference 2014

Breakout Paper and Presentation Sessions

Sunday, December 14, 14:45-16:45

1A. Leaders, Drives, And Desire.
Room: SP112. Session Chair: Robert Holmberg
1. Frank Meier, The Copenhagen Business School- Peer-to-peer ethnographies in an executive master leadership development course.
2. Tuomas Kuronen, National Defence University of Finland & Hanken School of Economics- Un-willing is un-leading: Leadership as beastly desire

1B. Revisiting Transactional, Transformational, and Authentic Leadership.
Room: SP114. Session Chair: Martin Fitzgerald
1. Bert Spector, Northeastern University- Why Not Transactional Leadership: James Downton’s Rebel Leadership Considered
3. Jon Andersen, Örebro University - Leadership research and the betrayal of managers.
4. Michael Dunn, Cranfield University- Leadership – what can the West learn from Africa?

1C. The Dynamics of Creative Leadership.
Room: SP207. Session Chair: Robert Austin
1. Søren Friis Møller, Daved Barry, The Copenhagen Business School- Framing “Power With” in Relational Leadership
2. Donatella de Paoli, De Paoli, D., Røyseng, S. & Wennes, G., BI Norwegian Business School and Trondheim Business School- Embodied Leadership In A Virtual Age – What Can We Learn From Theatres?
3. Jon Billsberry and Andrea North-Samardzic, Deakin University- Lights, Cameras, Behaviour! Teaching Leadership Through Filmmaking

1D. Distributed and Complexity Leadership in Theory and Practice.
Room: SP208. Session Chair: Mary Uhl-Bien
1. Dennis Tourish, Royal Halloway University - Complexity leadership theory: A processual, communication critique, and proposed modifications.
2. Gisela Jønsson, Royal Institute of Technology- Complexity leadership in practice - Agile coaches at Spotify!
3. Ingela Sölvell, Centre for Advanced Studies in Leadership, Stockholm School of Economics- Cluster initiative managers – entrepreneurial leadership in flux.
I. Production of Leadership Knowledge.

**Room: SP212. Session Chair: Eric Guthey**

1. Brigid Carroll, University of Auckland and Josh Firth, New Zealand Leadership Institute, University of Auckland; Jackie Ford, University of Leeds; Scott Taylor, University of Birmingham - *The construction of meaning in leadership studies textbooks: Writing alternatives into the convention.*


3. Nick Butler, Lund University; Helen Delaney, University of Auckland Business School; and Sverre Spoelstra, Lund University - *The life of measures in leadership studies.*


II. Leadership Learning and Development.

**Room: SP214. Session Chair: Susan Murphy**

1. Pieter Van Dam, University of Tasmania - *Leadership Learning in Clinical Practice: A Grounded Theory Study.*


3. Parisa Gilani, Anglia Ruskin University; Richard Bolden, University of the West of England; Annie Pye, University of Exeter - *The Shadow Side of Leadership Development.*

4. Jan Ole Vanebo, University College of Nord Trøndelag - *Police leadership development – intentions, hope and critical factors*.

III. The Gendered Dynamics of Leadership.

**Room: SPs13. Session Chair: Richard Bolden**

1. Guo Xin, Shandong Normal University of China - *Study on Female Leadership in Family Morality Domain—Based on Survey of Shandong Province in China.*


Monday, December 15, 10:30-12:30

2A. Communicative Perspectives on Leadership.
   Room: SP112. Session Chair: Teresa Söderhjelm
   1. Catrin Johansson Mid Sweden University - The relevance of leadership communication
      Communicative leadership in five Swedish business organizations.
   2. Kathryn Gaines, Leading Pace, The International Leadership Association - A
      Communicative Theory of Leadership Practice.
   3. Marian Iszatt White, Lancaster University Management School - Identity work and
      authentic performance in leadership emotional labour.
   4. Didde Maria Humle and Sanne Frandsen, The Copenhagen Business School - Organizational identity and legitimacy negotiations through dominant and counternarratives.

2B. Leadership Learning and Pedagogy.
   Room: SP114. Session Chair: Doris Schedlitzki
   1. Dermot O'Reilly, Lancaster University; Shane Doheny, Cardiff University; and Mark
      Westcombe, Lancaster University - The pluralities of leadership development in
      discursive systemic learning: a case-study of a self-organizing cohousing group.
   2. Shannon Hessel and Robert Austin, The Copenhagen Business School - Advancing
      Relevance and Rigor in 21st Century Leadership Pedagogy.
   3. Beverley Hawkins, University of Exeter Business School; Gareth Edwards, Bristol
      Business School; University of the West of England - Making Monsters: Modelling the
      abject in leadership education
   4. Gareth Edwards, Bristol Business; Beverley Hawkins, University of Exeter Business
      School - Speaking from within a Trickster Tale: Reflections from Leadership Learning.

2C. Methodology in Leadership Studies I.
   Room: SP207. Session Chair: Ken Parry
   1. Richard Bolden, University of the West of England; Jonathan Gosling and Anne O’Brien, University of Exeter, Kim Peters, University of Queensland, Michelle Ryan, University of Exeter, Alex Haslam, University of Queensland - Mixed Methods Research in Leadership Studies
   2. Stephen Fogarty, Alphacrucis College - A Grounded Theory Study of Church Leadership
      Processes
   3. Tomaz Schara, IEDC–Bled School of Management - Methodologies Used in Researching
      Integration Challenges of EU Rail Industry in Formation of a Single European Rail
      Area: Grounded Elite Interviews with Leaders Involved.
   4. Patrice Cooper, National University of Ireland Cork - In For The Long-Haul: Conducting
      Qualitative Longitudinal Research on Leaders Knowledge.
2D. Panel Discussion: Managing Diversity in Higher Education.
   Room: SP208
   Panelists:
   1. Patrice Buzzanell, Purdue University
   2. Jonathan Gosling, Exeter University

2E. Leadership and Everyday Life.
   Room: SP212. Session Chair: Søren Friis Møller
   1. Tuomas Liiri, Hanken School of Economics- Leading amongst fragmented identities.
   3. Niina Koivunen, Riitta Viitala, University of Vaasa, Finland- Leadership work – Relevant for research and practice.
   4. Tim Harle, Sarum College- From Great to Good Enough: Embracing the Ordinary in Leadership.

2F. Interaction and Practice.
   Room: SP214. Session Chair: Jackie Ford
   1. Anne Murphy, Lancaster University- English and Power: doing intervention and research at the same time.
   2. Jonathan Clifton, University of Lille- Leaders as ventriloquists. Leader identity and influencing the communicative construction of the organisation.
   3. Magnus Larsson, The Copenhagen Business School- Leadership and interactional construction of identities in business meetings
   4. Mie Femoe Nielsen, Copenhagen University- Using breaching experiments to study leadership and followership.

Monday, December 15, 13:30-15:30

3A. Panel Discussion: Action Learning and Leadership Development.
   Room: SP112
   Panelists:
   1. Jonathan Gosling, University of Exeter
   2. Magnus Larsson, The Copenhagen Business School
   3. Brigid Carroll, The University of Auckland Business School
   4. Steve Kempster, Lancaster University.

3B. Moral and Ethical Dimensions of Leadership.
   Room: SP114. Session Chair: Dennis Tourish
   1. Ingalill Holmberg and Pernilla Petrelius Karlberg, Center for Advanced Studies in Leadership, Stockholm School of Economics- Ethical leadership in global business – wishful thinking or evolving leadership practices?
   2. Jessica Flanigan, Jepson School of Leadership, The University of Richmond- Philosophical Methodology and Leadership Ethics
3. Owain Smolović Jones, The Open University; Nik Winchester, The Open University; Keith Grint, Warwick Business School; Sanela Smolović Jones, The Open University - Theorising Moral Collaborative Leadership, or, Direction-Less-Than-Domination: Gramsci and Beyond


3C. Methodology in Leadership Studies II.
**Room: SP207. Session Chair: Gareth Edwards**
1. Fabian Lotze, Center for Advanced Studies in Leadership, Stockholm School of Economics - How to investigate an event-based approach to leadership.
2. Paul Sanders, Reims Management School - ‘Getting the facts right’: the need for historically informed leadership research.
4. Ola Edvin Vie, Norwegian University of Science and Technology - Shadowing in organization – Lessons from studies of managerial work.

3D. Relational Perspectives And Academic Settings.
**Room: SP208. Session Chair: Dermot O'Reilly**
1. Thomas Sewerin and Robert Holmberg, Lund University - Uncovering the relational dynamics in creative research environments. Promises and pitfalls of leadership.
2. Jenifer Lewis, Nazarbayev University - Leadership Lessons from the Women’s Leadership Development Program at Nazarbayev University (Kazakhstan).
3. Teresa Söderhjelm, The Karolinska Institute; Anna-Lena Sundlin, Klara Bolander Laksov, Christina Björklund, Christer Sandahl - The Development and Implementation of a System based model to Improve Academic Leadership

3E. The Dynamics of Leadership.
**Room: SP212. Session Chair: Marian Izsatt White**
2. Fredrico Puga, Jonathan Gosling, Beverly Hawkins, The University of Exeter - From The Pariah To Leadership: Exploring The Role Of Parrhesia In Forming Leadership.
3. Andrea North-Samardzic, Ken Parry, Deakin University - Leadership privilege: Generating rigorous and relevant research into the process of Collusive Closure.
4. Valerie Stead. Lancaster University Management School; Carole Elliott. Durham University Business School; Belinda Blevins-Knabe. University of Arkansas at Little Rock; Emily Chan Claremont Graduate University; Kathleen S. Grove, Indiana University-Purdue University; Maylon Hanold. Seattle University; Amy Smith. University of Massachusetts Boston - Collaborative Theory-Building on Women’s Leadership: An Exercise towards Responsible Leadership.
3F. Leaders, Followers, and the Relational Dynamics of Organizations.
Room: SP214. Session Chair: Michelle Bligh
1. Olufemi A. Lawal, and Alausa, W.M, Lagos State University- *Leadership In The Eyes Of Followers: Major Limitation To The Relevance Of Empirical Leadership Research?*
2. Areeb Masood and Beena Khurshid, National Defence University of Pakistan- *Study On Supportive Disloyal, Destructive leadership And Its Impact On The Susceptible Followers And Organization.*
3. Julie Balen- *The role of leadership in people-centred health systems: a sub-national study in The Gambia*
4. Jean Hartley and Stella Manzie, The Open University Business School- *Distributed Or Dual Leadership: Does It Matter?*

3G. Panel Discussion: Is Leadership Development a Business, A Profession, or a Calling?
Room: SPs13
Moderator: Eric Guthey, The Copenhagen Business School
Panelists: Patrick Sweet, The Center for Creative Leadership; Michael Brandenburg, IESE; Kathryn Gaines, Leading Pace.

**Monday, December 15, 16:00-17:30**

3H. Themed Discussion: Relevance and rigour in leadership research for understanding university leadership.
Room: SP208
Convenor: Keith Grint.

3I. Themed Discussion: Leadership, identity and discursive leadership.
Room: SP212
Convenors: Marian Iszatt White and Valerie Staed.

3J. Themed Discussion: Complexities of learning and development within leadership education.
Room: SP214
Convenors: Doris Schedlitzki and Gareth Edwards.
4A. Panel Discussion: Inclusive Leadership?
   Room: SP112
   Moderators: Sara Louise Muhr, The Copenhagen Business School; Laurence Romani, Stockholm School of Economics
   Panelists: Mustafa Özbilgin, Brunel University; Mary Uhl-Bien, University of Nebraska; Kirsten Mols; Coop.

4B. Philosophical Perspectives on Leadership.
   Room: SP114. Session Chair: Frank Meier
   1. Owain Smolović Jones, The Open University Keith Grint, Warwick Business School
      Nik Winchester, The Open University- Living with War: Towards a Lacanian Ethics of Desire in Leadership Studies.
   2. Gregory Bott, Royal Halloway University- Philosophical positionings of leadership: What paradigms best serve critical leadership studies?
   3. Jen Jones, Seton Hill University- Mythodology for Interpretive Leadership Scholarship
   4. Amir Elmi Keshtiban, The University of Essex- Leadership as process from an ontological point of view.

4C. Panel Discussion: Leadership as Practice.
   Room: SP207
   Participants:
      Brigid Carroll, University of Auckland
      Jackie Ford, University of Leeds
      Barton Friedland, Warwick Business School
      Steven Kempster, Lancaster University.
      Ken Parry, Deakin University
      Andrea North-Samardzic, Deakin University

4D. Living Lab: Living Leading Cities (LLC) Conversations about leaderships
   Room: SP208
   Conveners: Betty Tsakarestou, University of Social and Political Sciences, Athens; Karl-Heinz Pogner, Copenhagen Business School; Zozeta-Georgia Miliopoulou, Panteion University and Cyprus University of Technology

4E. Organizational Perspectives on Leadership.
   Room: SP212. Session Chair: Morten Knudsen
   1. Jouni Virtaharju, Aalto University & Tuomas Liiri, Hanken School of Economics- Return to center: Leadership change as the outcome of systemic repositioning.
   2. Irma Rybnikova, Technische Universität Chemnitz; Rita Toleikienë, Diana Šaparnienë, Šiauliai University; and Rainhart Lang, Technische Universität Chemnitz- Substitutes of leadership or non-substitutable leadership? First results from case studies in local government organizations in Lithuania and Germany.
   3. Ann-Louise Holten, Copenhagen University and Anne Bollingtoft, Aarhus University- Organizational change – prevalence, consequences and the role of leadership

4F. Panel Discussion: Strategic Leadership: Proactive Adaptation in an Uncertain World.
In complex and permanently changing environments, how can organizations develop? Two factors appear fundamental: 1) a new strategic approach to organizational development centered on a permanent search for proactive adaptation and 2) the development of organizational leadership that maximizes the potential revealed by the proactive adaptation of the organization’s human wealth. This panel will bring together scholars and practitioners on leadership, strategic leadership, and adaptive change to explore research and practice across these domains.

Room: SP214

Discussants:
Michelle Bligh, NEOMA Business School, Reims, France
Susan Murphy, Edinburgh Business School
Kathryn Gaines, Leading Pace, The International Leadership Association