University of the
West of England
BRISTOL

The 10th International Studying Leadership Conference (ISLC)

Sunday, 11th December 2011 – Tuesday, 13th December 2011

Conference Programme

Sunday 11th December 2011

19.00   **Welcome Reception and Registration**

Buffet, Drinks and Entertainment

Monday 12th December 2011

09.00   Registration and refreshments

09.30   **Welcome and Introduction** to the Conference – Professor James Holland, Associate Dean, and Dr Gareth Edwards, Conference Co-Chair, Faculty of Business and Law, UWE

09.45   **Keynote 1**: *Professor Bruce Avolio, University of Washington, US*. Introduced by Dr Gareth Edwards, UWE.

Title: Waterfall and Pond Effects: Considering the Locus & Transmission of Good and Bad Leadership

 Researchers like their counterparts in practice frequently focus on the locus of leadership as being the individual leading a particular unit. By using such a restricted definition of leadership, we may limit our ability to account for what might constitute the total leadership system in an organization. In my presentation, I will share results from two lines of research that have examined both ethical and abusive leadership across multiple organizational levels. The focus of this research was to examine how the loci of leadership were transmitted through the behavior of leaders and the culture of their units, while also examining the effects on moral conation and ethical transgressions. I intend to cover the practical implications of this work in terms of its application to assessing, developing and placing a monetary value on the leadership system in an organization.

10.45   Refreshments

11.15   Streamed Sessions

Stream 1 – Dilemmas of Ethical Leadership	Stream 2 – Leadership , Art and Culture	Stream 3 – Authentic Leadership	Stream 4 – Public Sector Leadership	Stream 5 - Leadership, Values and Morals
Chair: Prof. Jonathan Gosling	*Chair:* Dr Margaret Page	*Chair:* Prof. Bruce Avolio	*Chair:* Prof. Keith Grint	*Chair:* Prof. Yiannis Gabriel
Room: Sequoia (60)	*Room:* Chestnut (40)	*Room:* Ash (40)	*Room:* Willow (20)	*Room:* Sycamore (20)
In search of a new ethical leadership paradigm with NORMS - *Elise Bausseron, Yale University, US*	Expressions of Leadership: Context, authorship, creativity and dance – *David Zeitner, University of Auckland, New Zealand*	A Process of restoration: Developing the Authentic leader through executive coaching – *Jane Turner, Sharon Mavin, Northumbria University, UK and Gina Grandy, Mount Allison University, Canada*	Public leadership mandates: Leadership with and beyond authority - *Jean Hartley, University of Warwick, UK and Paul 't Hart, Utrecht University, Netherlands*	Leadership in a Desert War – *David Weir, University Campus, Suffolk, UK*
Ethical dissonance and response to destructive leadership: A proposed model – *MaryJo Burchard, Regent University, US*	From the Black Square to the Red Square: Art and Symbolism as 'Transformational Leadership' in the Russian Revolution - *Gareth Edwards, Bristol Business School, UWE, UK*	The manifestation of authentic leadership within the UK's Royal Air Force – *Fiona Beddoes Jones, The Cognitive Fitness Consultancy and the University of Hull Business School, UK*	Understanding public leadership: The role of structures and institutions – *Paul 't Hart, Utrecht University, Netherlands and Jean Hartley, University of Warwick, UK*	Understanding Leadership: the moral component – *Bryan Watters, Cranfield University, UK*
Games leaders play: Using transactional analysis to understand emotional dissonance – *Sara Lodge and Marian Iszatt-White, Lancaster University, UK*	The comparative study of buddhist views of leadership and primal leadership – *Suvaroj Kemavuthanon, University of the Thai Chamber of Commerce*	Exploring how authentic leadership promotes ethical behavior – Dan Hart, Steve Kempster, University of Birmingham, UK and Sarah Gregory, University of Lancaster, UK	Learning from leadership challenges in context: Reflective insights from former UK government ministers – *Annette Stansfield, Paul Reading, Megan Matthias and Jean Hartley, University of Warwick, UK*	Transformational leadership and leadership in cults: The similarities, paradoxes and ethical consequences of undue influence – *Dennis Tourish, Royal Holloway, University of London, UK*

12.45   **Lunch**

13.45   **Keynote 2**: *Professor Ann Cunliffe, University of New Mexico, US and Professor Yiannis Gabriel, University of Bath, UK.* Introduced by Dr Doris

       Schedlitzki, UWE

This session will be a discussion based on two presentations:

Title: Relationality, Leadership and Ethical Responsibility

Ann will draw on a relational ontology, a way of understanding social experience as intersubjective, to propose that leadership is a way of being-in-relation-to-others. As such, ethical responsibility occurs in the mundane imaginative work that goes on within the complexity of everyday relationships. Thus, relational leadership requires a way of engaging with the world in which a leader holds herself/himself as always in relation with, and therefore morally accountable to others. This way of thinking about leadership sensitizes leaders not only to the importance of their relationships, but also to features of conversations and everyday occurrences in which possibilities for morally-responsible leadership are always present. I will argue that relational integrity – the idea that leaders need to be sensitive, attuned and responsive to moments of difference and feel responsible for working with those differences – is integral to this approach.

Title: The moral standing of leaders – What do followers expect?

Yiannis will interrogate the moral standing of leaders not from any particular philosophical or political vantage point, but rather from that of the followers. Followers expect leaders to be competent (just as they expect professionals and others); but they also expect leaders to provide moral leadership. Followers frequently judge leaders by standards of morality that are considerably harsher than those by which they judge other people; they may also forgive leaders of sins that they would not forgive in others. As a result, leaders are often cast in black and white terms as either saints or devils. The presentation will argue that criteria used to judge leaders are rooted in fantasy and myth as well as early life experiences. It will conclude by linking the moral standing of leadership to the ethics of care and by the leaders' perceived ability and willingness to care for their followers. This creates a fundamental dilemma – should the leader treat all followers equally or each according to his/her need?

15.15   Refreshments

15.45   Streamed Sessions

Stream 1 - Dilemmas of Ethical Leadership	Stream 2 - Leadership, Responsibility, Care and Compassion	Stream 3 – Leadership Development	Stream 4 – Public Sector Leadership	Stream 5 – Leadership, the Workplace and the Work force
Chair: Prof. Dennis Tourish	*Chair:* Prof. Ann Cunliffe	*Chair:* Prof. Kim Turnbull James	*Chair:* Prof. Jean Hartley	*Chair:* Prof. Nicholas O'Regan
Room: Sequoia (60)	*Room:* Chestnut (40)	*Room:* Ash (40)	*Room:* Willow (20)	*Room:* Sycamore (20)
Honour as a stereotype: Antigone, Geronimo and Smith-Dorrien – *Linda Sue Warner, Northeastern Oklahoma A&M, US and Keith Grint, University of Warwick, UK*	Leadership roles and an ethic of care – *Therese Jefferson, Des Klass, Linley Lord, Margaret Nowak and Gail Thomas, Curtin University, Perth, Australia*	Authenitc Leadership Development: The Courage to Lead - *Fiona Beddoes Jones, The Cognitive Fitness Consultancy and the University of Hull Business School, UK*	Ethical Dilemmas in Police Leadership – *David Weir, University Campus Suffolk, UK, Craig Marsh and Wilf Greenwood*	Workforce recovery as a leadership dilemma – *Marcel Feldmann and Tim Kuster, FernUniversität in Hagen, Germany*
Navigating territories of belonging, authorization and ethics – *Michelle Evans and Amanda Sinclair, Melbourne Business School, Australia*	The pastoral power of caring managers – Why managers engage in care – *Ola Edvin Vie, Norwegian University of Science and Technology, Norway*	Evaluating Behavioural Change in Leadership Development Programmes - *Enric Bernal, Aston Business School, UK*	Leadership and gender in the Royal Navy – do men and women lead in different ways? – *Michael Dunn, Cranfield University, UK*	Reading the writing on the wall: Middle managers' struggles to enact healthy workplace practices – *Judith Holton and Gina Grandy, Mount Allison University, Canada*
Us and them: Dilemmas of distributed leadership – *Graham Baker, Bristol Business School, UWE, UK*	Leadership Scholars and the ethics of persuasion – *Jonathan Gosling, University of Exeter, UK and Suzanne Gagnon, McGill University, Montreal, Canada*	Dealing with ethical dilemmas: The importance of developing authentic leaders – *Inmaculada Advares-Yorno, University of Exeter, UK*	"Who the f—k said that?!" – Multiple ethical dilemmas when studying leadership with an interactive research approach – *Anders Berggren and Louise Weibull, The Swedish National Defense College, Sweden*	Leadership embedded in managerial work: Toward an episode, event and incident-based perspective on contemporary leadership – *Matti Kaulio, Royal Institute of Technology, and Kristina Palm, LIME/Medical Management Centre, Stockholm, Sweden*

Leadership and Honesty: Moral Neutralization in Reference Situations - Oyvind Kvalnes, Norwegian Business School, Norway	Exploring the role and importance of compassion at work – *Amy Armstrong, Ashridge Business School, UK*	Confidence, conviction and credibility: An evaluation of the high potential development scheme for the national policing improvement agency – *Keith Grint and Claire Holt, University of Warwick, UK*	*Strategic Leadership at the apex of local authority: Some ethical considerations – Smita Tripathi and Hilary Duckett, University of Plymouth, UK*	Pathways to the boardroom: Do women's Scholarships help? – *Melissa Marinelli and Linley Lord, Curtin University, Perth, Australia*

17.45   Close

19.30   Gather for Gala Dinner

20.00   **Gala Dinner**

Tuesday, 13th December 2011

09.00   Registration and refreshments

09.30   **Welcome and Introduction** to Day Two from Dr Doris Schedlitzki, UWE

09.45   **Keynote 3**: *Professor Donna Ladkin, Cranfield University, UK.* Introduced by Dr Doris Schedlitzki, UWE

Title: 'Putting Skin in the Game': The Blood and Guts of Leading Ethically

Leading others is often theorised as a value-free activity underpinned by the assumption that moving towards organisationally-sanctioned goals can be done innocently, without danger or disadvantage to those who might actually implement such moves or the environment in which activities are undertaken. This talk challenges this view by considering the embodied nature of leader follower relations, and the consequences of this understanding for performing leading ethically. Drawing from Merleau Ponty's phenomenology as well as leaders' and followers' stories, the presentation aims to reveal the messiness and challenges of leading ethically while providing hope that the ability to do so is always immanent in our own embodied relations with the world and one another.

10.45   Refreshments

11.15 Streamed Sessions

Stream 1 - Dilemmas of Ethical Leadership	Stream 2 – Sustainability and Responsible Leadership	Stream 3 – Leadership, Values and morals	Stream 4 – Leadership, Complexity, Credibility & Trust	Stream 5 - Public Sector Leadership
Chair: Dr Gareth Edwards	*Chair:* Prof. Donna Ladkin	*Chair:* Dr Carol Jarvis	*Chair:* Dr David Beech	*Chair:* Dr Gina Grandy
Room: Sequoia (60)	*Room:* Chestnut (40)	*Room:* Ash (40)	*Room:* Willow (20)	*Room:* Sycamore (20)
Space performing leadership and ethics – *Arja Ropo, University of Tampere, Finland, Donatella de Paoli, Norwegian School of Management BI, Norway and Johanna Kujala and Peerttu Salovaara, University of Tampere, Finland*	Strengthening a political understanding of ethical and responsible leadership – *Svenja Tams, University of Bath, UK and Judi Marshall, Lancaster University, UK*	Personal values and organisational demands: Exploring leadership dilemmas from a values perspective – *Sarah Lee and Malcolm Higgs, University of Southampton, UK*	Managing the employee survey: Leadership as negotiating complexity – *Magnus Larsson, Copenhagen Business School, Denmark, Robert Holmberg and Peter Svensson, Lund University, Sweden*	Leadership with political astuteness: Comparing the political skills of public managers in Australia, New Zealand and the UK – *Jean Hartley, University of Warwick, UK, John Alford, University of Melbourne, Australia and Owen Hughes, Monash University, Australia*
Ready-made organizations, incomplete leaders – ethical views on leadership training reality – *Perttu Salovaara, University of Tampere, Finland*	Leading for sustainability: responsible leadership practices in a living eco-system – *Kim Turnbull James and Julie Verity, University of Cranfield, UK*	Moral values and leadership – *Katalin Illes, Anglia Ruskin University, UK and Howard Harris, Cambridge University, UK*	Examining dyadic and group levels effects of trust – Case study findings from small enterprises – Sari Häkkinen and Taina Savolainen, University of East Finland, Finland	Serving the public, the profession and politics: Ethical dilemmas of public servant leaders: A Dutch/South African comparative perspective – *Erwin Schwella, University of Stellenbosch, South Africa and Nikol Hopman, University of Leiden, Netherlands*

Ethical dilemmas in enacting Pygmalion leadership – *Dov Eden, Tel Aviv University, Israel*	Ethical complexities in low carbon leadership – *Beverley Hawkins, Annie Pye, Fernando Correia, Mickey Howard and Richard Lamming, University of Exeter, UK*	Ethical leadership in the philosophy of John MacMurry – *David Weir, University Campus Suffolk, UK*	Ethical dilemmas: How leaders can TRACK their credibility – *Troy Hendrickson, Curtin University, Perth, Australia*	From supervision to intra-vision: the depersonalization of leadership in higher education – *Jonathan Gosling, Richard Bolden and Anne O'Brien, University of Exeter, UK*

12.45   **Lunch**

13.45   **Keynote 4**: *Professor Neal Ashkanasy, University of Queensland, Australia.* Introduced by Dr Gareth Edwards, UWE

Title: Emotions in Leadership: Managing with Emotional Labour

Based around his "Five-Level Model", Prof. Ashkanasy will outline how emotion is pervasive at every level of organisational of organising, including within-person temporal variations, between persons individual differences, in inter-personal communication and relationships, at the group level, and finally affecting the organisation as a whole. He will focus on the implications this hold for leadership, introduce the idea of "leading with emotional labour", and outline how this is a key for effective and ethical leadership.

14.45   Refreshments

15.15   Streamed Sessions

Stream 1 - Dilemmas of Ethical Leadership	Stream 2 – Leadership, Art and Culture	Stream 3 – Dilemmas of Ethical Leadership 2	Stream 4 - Leadership: Identities and Processes	Stream 5 - Critical Leadership Studies
Chair: Prof. Annie Pye	*Chair:* Prof. Sharon Turnbull	*Chair:* Prof. Neal Ashkanasy	*Chair:* Prof. David Collinson	*Chair:* Prof. David Knights
Room: Sequoia (60)	*Room:* Chestnut (40)	*Room:* Ash(40)	*Room:* Willow (20)	*Room:* Sycamore (20)
Ethical Leadership of Innovation: Tensions between the Espoused and Values In-use - *Carol Jarvis, Pasi Ahonen, Rob Sheffield, Bristol Business School, UWE, UK*	Leadership and the Welsh Language – *Gareth Edwards and Doris Schedlitzki, Bristol Business School, UWE, UK and Gethin While, Cardiff Business School, Wales*	Black swans, social silence and narcissism: Ethical dilemmas in a crisis environment – *Clíodhna MacKenzie, Thomas Garavan and Ronan Carbery, University of Limerick, Ireland*	What happens next? Developing identities through leaving leadership – *Beverley Hawkins, Richard Bolden, Val Brookes, Alan Hooper and Scott Taylor, University of Exeter Business School, UK*	Dialogue: Possible between leader and follower? – *Megan Reitz, Ashridge Business School and Cranfield University, UK*
Maintaining or challenging the Status Quo? Coaching and Mentoring in Context - *Carol Jarvis and Janice MacInnes, Bristol Business School, UWE, UK*	Reflections on leadership representations in the Russian language, *Vasilisa Takoeva, University of Birmingham and Doris Schedlitzki, Bristol Business School, UWE, UK*	Ethical leadership in the 21st century – *Richard Field and Charles Keim, University of Alberta, Canada*	The motivational value dilemmas of collective action and individual identity and their implications for leadership and good life – *David Beech, The Leadership Organisation, UK*	Sublime Subjects of leadership: Rethinking the place of fantasy in critical leadership studies – *Simon Kelly, University of Essex, UK*
	Romeo and Juliet: The tragedy of ultimatums in decision-making – *Lorry Trujillo Perez, Regent University, US*	Leadership in Corporate Social Responsibility Practices in the Multinational Hotel Sector - *Stephanie Jones, Maastricht Management School, The Netherlands*	The Leader as Ethnographer – prompting identity work and value change through cross-sector ethnography - *Karen Blakeley and Adam Palmer, University of Winchester, UK*	Managing the Monster of Ambiguity: Liminality and Threshold Concepts in Leadership Learning - Beverley Hawkins, Exeter University, UK and Gareth Edwards, UWE, UK

16.45   Conference Close