

The 20th International Studying Leadership Conference

Leadership and the Future of Humanity

11 – 13 December 2022

Hilton Brighton Metropole

University of Sussex Business School

Event Programme

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Welcome

Welcome to the 20th International Studying Leadership Conference.

Our theme reflects the conviction that while the many problems that we face won't be solved by leadership alone, leadership matters in the search for solutions and the future of humanity. There are certainly enough examples to show how leaders and leadership can make our existing problems worse.

The conference submissions have responded to our call by raising many issues of global significance, including the nature of populist leadership, leadership narratives during the Great Recession, leadership during the Covid pandemic and many more. We are delighted by the range of what is on offer, and hope that they amount to a stimulating and enjoyable conference.

We intend it to be an inclusive, diverse and welcoming event, in which we can all share ideas and debate the many controversies that exist in leadership studies in a friendly manner. We also hope it maintains the critical and questioning spirit that animates the journal *Leadership*, with which the conference continues to be associated. Authors of papers are encouraged to approach us if they wish to develop their papers into submissions for the journal.

We look forward to seeing you in Brighton.



Dennis Tourish

Dennis Tourish



Zahira Jaser

Zahira Jaser

We would like to thank our donors, Keith Grint, Linda Sue Warner and George S. Briscoe III, for their generous support which has enabled a group of PhD students to participate in this conference. Our donors' involvement also honours the founders of this conference, which for 20 years has provided a platform for the exchange of ideas with colleagues from all over the world.

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For updates on the conference, please visit the [ISLC 2022 webpage](#)

Information about the conference venue, including accessibility, can be found on [the Hilton website](#).



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Programme Overview

Sunday 11 December

Time	Activity	Room
16:30 – 18:00	Board Meeting	Innovation
18:00 – 19:30	Welcome Drinks Reception	Ambassador

Monday 12 December

Time	Activity	Room
08:30 – 09:00	Registration & Coffee	Buckingham
09:00 – 09:30	Welcome Address	Balmoral
09:30 – 10:30	<i>Leader- and followership: harmony, friction or disconnect?</i> Keynote Speaker: Professor Mats Alvesson Chair: Dennis Tourish	Balmoral
10:30 – 11:00	Refreshment Break	Buckingham
11:00 – 13:00	Parallel Sessions A - D	Various
13:00 – 14:00	Lunch	Buckingham
14:00 – 16:00	Parallel Sessions E - H	Various
16:00 – 16:30	Refreshment Break	Buckingham
16:30 – 17:30	<i>Grasping at the zeitgeist: What can an historical sensibility offer to our understanding of the present and future of leadership?</i> Keynote Speaker: Dr Suze Wilson Chair: Dr Zahira Jaser	Balmoral
17:30 – 18:30	Plenary Sessions	Balmoral
19:00 – 00:00	Gala Dinner	Ambassador

Tuesday 13 December

Time	Activity	Room
08:30 – 09:00	Registration & Coffee	Buckingham
09:00 – 09:30	Welcome Address	Balmoral
09:30 – 10:30	<i>'Beyond A Love-Song to Whiteness': Imagining Race-Aware Leadership Theorizing</i> Keynote Speaker: Professor Donna Ladkin Chair: Professor Jonathan Gosling	Balmoral
10:30 – 11:00	Refreshment Break	Buckingham
11:00 – 13:00	Parallel Sessions I - L	Various
13:00 – 14:00	Lunch	Buckingham
14:00 – 16:00	Parallel Sessions M – P	Various
16:00 – 16:30	Refreshment Break	Buckingham
16:30 – 17:30	<i>Problematizing the Societal Impact of Ethical Leadership Research as a Force for System Justification</i> Keynote Speaker: Dr Thomas Fischer Chair: Keith Grint	Balmoral
17:30 – 18:30	Plenary Closing Session	Balmoral

Keynote Speakers

Mats Alvesson

Lund University

Leader- and followership: harmony, friction or disconnect?

Mats Alvesson is Professor of Organizational Studies at Lund University. Professor Alvesson's current research projects focus on leadership, functional stupidity in organizations and experiences of bureaucracy and managerial work in universities. His current research interests include critical theory, gender, power, management of professional service (knowledge intensive) organizations, leadership, identity, organizational image, organizational culture and symbolism, qualitative methods and philosophy of science.



Suze Wilson

University of New Zealand

Grasping at the zeitgeist: What can an historical sensibility offer to our understanding of the present and future of leadership?

Dr Suze Wilson is Senior Lecturer in Management at the School of Management, Massey University, University of New Zealand. Dr Suze Wilson's research examines why and how it has become normalized in recent decades to equate 'leadership' with grandiose expectations of 'transformation', 'vision' and 'charisma'. She argues that these ideas actually create undesirable pressures on leaders, grant them excessive powers, and rely on the problematic assumption that 'followers' are inherently inadequate.

Donna Ladkin

University of Birmingham

'Beyond A Lovesong to Whiteness': Imagining Race-Aware Leadership Theorizing

Donna Ladkin is Professor of Inclusive Leadership at Birmingham Business School, University of Birmingham. Professor Donna Ladkin is an internationally recognized leadership and ethics scholar whose philosophically-informed publications explore aesthetic, ethical and embodied aspects of organizing and leading. Her current research focuses on examining the racial assumptions which underpin traditional leadership perspectives.



Thomas Fischer

Geneva School of Economics and Management

Problematizing the Societal Impact of Ethical Leadership Research as a Force for System Justification

Dr Thomas Fischer is an Assistant Professor of Responsible Leadership at the Institute of Management, Geneva School of Economics and Management. His work challenges common advice to lead authentically, ethically, and with a transformational style. Instead, he argues that leadership needs to face the intricacies of reality by considering multiple, sometimes diverging professional demands. He also examines how CEOs and CFOs strategically adapt their public communication to partially diverging demands from different owners and how people talk about (their) leadership.

Monday 12 December
Parallel Sessions E - H
14:00 – 16:00

Parallel Session E
Political Leadership
[Balmoral]

Chair: Leah Tomkins

Populist followership precedes populist leaders(ship), not the reverse
Teresa Almeida & Nelson Campos Ramalho

Prophetic leadership: Enoch Powell, Brexit, and the ultra-right
Ron Kerr, Sarah Robinson, Martyna Śliwa

From Zero Sum to Three Strands: Diplomatic Leadership and the Northern Ireland Peace Process
Joanne Murphy & Dan Keenan

The Post-Truth Games of Populist Leaders: Insights from Franz Kafka
Leah Tomkins

Parallel Session F
Leading for the Collective Good
[Gloucester]

Chair: Magnus Larsson

Agency and Inaction: Examining Narratives of Economic Leadership During the Great Recession and COVID-19
Timothy Betts & Patrice M. Buzzanell

Leading a regional Foundational Economy: A nascent leaderful approach?
Gary Walpole

Covid control protocols: new perceptions on power and control: "Insights into current leader-follower agency in Arab context"
Fatemah Mohd K

Global political leadership: structure, cognition, relations
Małgorzata Zachara-Szymańska

Parallel Session G
Distributing Leadership
[Edinburgh]

Chair: Johan Alvehus

Studying delegation: A systematic review and a research agenda
Andreas Nilsson

Leadership Activism against Climate Change as Critical Performativity: The Movement for the Global 'Buen Vivir' as a Possibility and Heterotopia
Antonio Jimenez-Luque

Circular Economy, Innovation & Communities of Practice integrated into Leadership Development in Public Sector Organisations in Wales
Tony Burnett & Emily Bacon

Making Sense of Organisational (Mis)behaviour: Leadership in a Humanitarian World of Adaptive Challenges
Andrew Fitzgerald Henck

Parallel Session H
Sustainability and Leadership
[Innovation]

Chair: Zahira Jaser

Organizational Leadership in an Endemic Covid World: Managing Employees' Return to the Workplace
Christine Jackson & Francis Hamilton

Sustainability leadership for times of resource scarcity
Joanna Stanberry & Janis Balda

Mobilising individuals, organisations and knowledge to build critical leadership and power to tackle wicked problems
Erica Lewis, Joanna Stanberry, David Murphy & Janis Balda

A glocal approach to promoting ethics in sustainability leadership: cases from the UK, France, and Canada
Rita G. Klapper & Paul Upham

Tuesday 13 December
Parallel Sessions I - L
11:00 - 13:00

Parallel Session I
Changing the Future
[Balmoral]

Chair: Steve Kempster

Apocalypse Then and Now: 'End of the World' Cosmologies and the Future of Humanity
Jonathan Gosling & Peter Case

The Impact of Shared Leadership on Perceived Organisation Support: A Case Study in the Saudi Arabian Context
Faisal S Alsabaan & Joanne Murphy

How leadership can change our continent (Africa) through information technology and innovation
Owulo Joshua Odey

Public Leadership and Corporatocracy during an Energy Crisis
Ed Dandalt

Parallel Session J
At the Edge of Leadership
[Gloucester]

Chair: Zahira Jaser

Leading at The Edge of Chaos: The New "Normal"
Laurie Yates

Who will take the catch? Shifting responsibility and power asymmetries in less-hierarchical organizing
Joona Koistinen & Johanna Vuori

How Students Learn to Lead: Insights into the Lived Experiences of 13 Undergraduate Business Students during their Placement Year
Graziana Di Pede

Leadership & Organising in Conflict Spaces: Practices for Collective Good
Joanne Murphy & David Paulson

Parallel Session K
Questioning Leadership Tropes
[Edinburgh]

Chair: Owain Smolovic Jones

How might we create social conditions to foster genuine self-inquiry for leadership learning?
Kosheek Sewchurran

Combining Critical Management Studies and Positive Organizational Scholarship in Leadership Education
Tuukka Kostamo & Jari Ylitalo

Conceptualizing the leader/follower relation (LFR)
Katja Einola & Mats Alvesson

How reflective sensemaking can influence others in organisational change
Jin Guo, Hilary Duckett & Craig Marsh

Parallel Session L
Gender and Leadership
[Innovation]

Chair: Sarah Chace

Birthing new life to leadership: the embodied experiences of mothers, Discourses of leadership, and opportunities for greater inclusion
Amanda Sterling

Lean In for Men: A Feminist Thought Experiment for Gender-Based Leadership Development
Nicole Ferry

Women and followership: Struggles in Chinese women's professional identity construction
Diansha Wang

Gender inequality and leadership development: The impact of case studies with female protagonists
Theano Lianidou

Tuesday 13 December
Parallel Sessions M – P
14:00 – 16:00

Parallel Session M
Cautionary Tales for Leaders
[Balmoral]

Chair: Katherine Hoffman

Cautionary Tales of Hegemonic Surveillance

Zahira Jaser & Dennis Tourish

Faith, Feminism, and Flying High: Constructing a Critical, Intersectional Framework of Leadership Spanning Gender and Religion
Amna Yameen

Correcting the über-agentism of leadership studies: 'leader-context' and Napoleonic leadership
Paul Sanders

Parallel Session N
Lessons for Leaders
[Gloucester]

Chair: Joshua Hayden

Leadership and the Ethics of Hope: Lessons from the Human Rights Movement in Czechoslovakia
Joshua Hayden

What can critical leadership studies learn about humanity from anthropological and archeological studies?
Perttu Salovaara & Johanna Vuori

Being serious about humans: Addressing the need for humanized and contextualized leadership within the context of conscientious corporate brands
Ellina Watanabe

Leading our Sustainable Future in Complexity and Chaos: An Alternative Approach Exploring Leadership in Peace and Harmony
Tina Karme

Parallel Session O
Leadership for the Vulnerable
[Edinburgh]

Chair: Katja Einola

Tackling Severe and Multiple Disadvantage through Systems Change
Richard Bolden

Vulnerability and construction of leadership in self-managing organizational context – team level perspective
Rita Järventie-Thesleff & Jari Ylitalo

An ethics of care in leadership: humanised leadership in organizations immersed in neoliberal regimes?
Anders Klitmøller & Jette Ernst

Leadership and the Future of Humanity: The Need for Caring Leadership
Clive R. Boddy

Parallel Session P
Questioning the Fundamentals
[Innovation]

Chair: Ron Kerr

The Concept of Ideology in Leadership Studies: A Critical Review
Eric Guthey, Nicole Ferry & Dan Karreman

Quo vadis, leadership? Is it time to ditch this baggage-laden construct?
Marian Iszatt-White

Declaring WAAR (We Are All Related)
George S. Briscoe, Christopher Caldwell & Linda Sue Warner

The leaderful quality of the absent
Victor Perez

Organizing Committee

[Dennis Tourish](#), Professor of Leadership and
Organization Studies

[Dr Zahira Jaser](#), Senior Lecturer in
Organizational Behaviour & Human Resource
Management

Aristea Markantoni, Research Engagement and
Events Officer

Ruby Scott, Research Communications & Events
Assistant

Gofaone Koorapetse, Administrative Assistant



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