

# **The 20<sup>th</sup> 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 Brighton Metropole website](#).



## Twitter

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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	1890 Restuarant
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	Free Time	
19:00 – 00:00	Gala Dinner	Ambassador

## Tuesday 13 December

Time	Activity	Room
08:30 – 09:00	Registration & Coffee	Buckingham
09:00 – 09:30	Checking in: reflections on the conference so far, and challenges for today	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	1890 Restuarant
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: tbc	Balmoral
17:30 – 18:00	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 A - D**  
**11:00 - 13:00**

**Parallel Session A**  
**Leadership for All**  
**Room: Balmoral**

Chair: Richard Bolden

A more-than-human relational perspective on collective leadership

*Dr Laura J Reeves, Prof. Clare Rigg & Dr David Thuku*

Fostering global leadership for the future of humanity through decolonization of leadership discourse

*Akram Hatami & Anne Keränen*

A de-centring analysis of leadership and influence amongst Quakers

*Dermot O'Reilly & Stephen Allen*

Hurdles, hoops and hopes in the development of reflexivity

*Magnus Larsson & Susann Gjerde*

**Parallel Session B**  
**Leadership for Inclusion**  
**Room: Gloucester**

Chair: Marian Iszatt-White

We are the champions: The role of winning in building and sustaining community and activist leadership

*Tom Morton, Owain Smolović Jones & Nela Smolović Jones*

Queering leadership: hopes, dreams, and realities of lesbian, gay, bisexual and queer leaders

*Shannon O'Rourke*

Using visual methods to understand the translation of inclusive leadership across different language context

*Doris Schedlitzki, Sylwia Ciuk, Gareth Edwards & Harriet Shortt*

The Illusion of Social Equity: Exploring the Study of "Leadership" as a Foundation of Structural and Institutional Racism in the United States

*Katherine Hoffman*

**Parallel Session C**  
**Leadership gone Wrong**  
**Room: Edinburgh**

Chair: Jackie Ford

Leadership, manipulation, and organizational politics: an overview and research agenda

*Johan Alvehus & Anders Klitmøller*

The issue of power in implementing distributed leadership: A case study from the financial services industry

*Dicle Kortantamer & Nick Marshall*

Leading into tragedy: the story of the IT company in the authoritarian state

*Olga Solovyeva*

Cautionary Lessons from Populist Leaders in the COVID-19 pandemic: Case Studies from Poland, Hungary, Slovakia and Czech Republic

*Joshua M. Hayden*

**Parallel Session D**  
**Ethics and Leadership**  
**Room: Innovation**

Chair: Eric Guthey

Hobbes in the Tropics: The gendered consequences of the rise of authoritarian leaders in Central America

*Gloriana Rodriguez Alvarez*

Aesop's Fables on the Follies of Followers

*Joanne B. Ciulla*

January 6th and the Dynamics of Agency

*Sarah Chace & Suze Wilson*

On the Trail of Causality Regarding Ethical Leadership: Recommendations and a Methodological Review

*Annika F Schowalter, Elena S Röder & Judith Volmer*

We suggest the following timing for parallel sessions: each presentation 20 minutes; Q&A 5 minutes.

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

**Parallel Session E**  
**Political Leadership**  
[Balmoral]

Chair: Leah Tomkins

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

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

**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*

Public Leadership and Corporatocracy during an Energy Crisis  
*Ed Dandalt*

Leadership work in public sector AI projects: Topicalizations and engagements  
*Frank Meier, Lise Justesen & Ursula Plesner*

**Parallel Session J**  
**At the Edge of Leadership**  
[Gloucester]

Chair: Zahira Jaser

The leaderful quality of the absent  
*Victor Perez*

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*

**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  
*Jari Ylitalo & Tuukka Kostamo*

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

## **Sustainability at Sussex**

The University of Sussex is 3rd in the UK for sustainable institutions and 55th in the world for overall sustainability performance, according to recent QS Sustainability Rankings (published October 2022).

As proud hosts of the 20th International Studying Leadership Conference, we have taken various measures to reduce the environmental impact of the event, including reducing waste by encouraging use of this digital programme instead of printed versions.

## **Organizing Committee**

Dennis Tourish, Professor of Leadership and Organization Studies

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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