

PROGRAM

THE LEADERSHIP DYNAMICS OF SYSTEMS CHANGE

*The 21st International
Studying Leadership Conference*

*Copenhagen Business School
December 10 – 12, 2023*

Hosts, Sponsors, and Partners:

CBS  DEPARTMENT OF MANAGEMENT,
SOCIETY AND COMMUNICATION

 **SAGE** journals
Leadership

CBS  LEADERSHIP
CENTRE


International Leadership Association

WELCOME

On behalf of the Department of Management, Society, and Communication and the CBS Leadership Centre, we are very excited to welcome you to the 21st International Studying Leadership Conference at Copenhagen Business School.

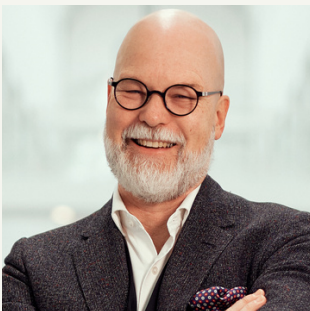
We have attracted record numbers to the ISLC this year. The conference will include more than 110 individual research presentations alongside 15 workshops and symposia. We will also feature several pre-conference workshop sessions on Sunday, December 10, a performance and workshop with the director and several musicians from the Danish Chamber Orchestra, two exciting keynote speakers whose research directly addresses the conference theme, a symposium on leadership and AI featuring the CEO of Microsoft Denmark, and an all-conference symposium featuring two very popular leadership podcasts— Phronesis and Leading Professional People—that will also be recorded as an actual podcast.

We will also make sure to get you out into wonderful Copenhagen—serving our conference dinner on Monday evening at Aamann's Replik, a fine restaurant in the Danish Royal Theater's Playhouse facility overlooking the canal at the end of Copenhagen's iconic Nyhavn District.

Our conference theme is Leadership and Systems Change. Presentations, panel sessions, and workshops will explore the dynamics of leadership in the face of pressing contemporary challenges, including climate change, economic inequality, AI and digitalization, gender, diversity, and discrimination, and the rise of extremist and populist movements. In the spirit of the Sage journal Leadership, the academic home of the ISLC, we will discuss how leadership can respond to these systemic challenges through regenerative practices, collective organizing efforts, and creative business models that align with broader societal values and purposes.

Together with the rest of our colleagues on the conference organizing committee, we look forward to seeing you all soon!

ISLC 2023 Conference Co-Chairs



Eric Guthey



Nicole Ferry



Sverre Spoelstra

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The program may be subject to change.

For updates on the conference, please visit the [ISLC 2023 webpage](#).

In compliance with GDPR guidelines, we hereby inform all participants that a photographer will take photos at the conference. We will only use the photos to document and promote conference activities on behalf of Copenhagen Business School and the International Studying Leadership Conference. If you do not wish to be photographed, please contact the conference organizers in person or at ISLC2023@cbs.dk.



Join the conversation on LinkedIn: #ISLC23

PROGRAM OVERVIEW

Sunday 10 December

Time	Activity	Room
12:00 - 12:45	Registration & Welcome! Light Refreshments	Kilen Atrium
12:45 - 17:15	Pre-Conference Workshops	Kilen
16:00 - 17:30	Leadership Board Meeting	K1.53
17:30 - 21:00	Welcome Reception and The Conductor's Token	Kilen Atrium

Monday 11 December

Time	Activity	Room
08:30 - 09:00	Registration & Coffee	Solbjerg Plads
09:00 - 09:15	Welcome by Conference Chairs	SP202
09:15 - 10:15	Keynote - Professor Mary Uhl-Bien	SP202
10:15 - 10:45	Refreshment Break	2nd Floor Balcony
10:45 - 12:15	Parallel Panel Session 1	
12:15 - 13:15	Lunch	2nd Floor Balcony
13:15 - 15:15	Parallel Panel Session 2	
15:15 - 15:45	Refreshment Break	2nd Floor Balcony
15:45 - 17:00	Plenary Symposium and Podcast Event	SPs01
17:00 - 19:00	Free Time	
19:00 -	Conference Dinner	Aamann's Replik

Tuesday 12 December

Time	Activity	Room
08:15 - 09:15	Social Dreaming Matrix: Researching Futures	SP D4
09:30 - 10:30	Keynote - Professor Mollie Painter	SP202
10:30 - 10:45	Refreshment Break	2nd Floor Balcony
10:45 - 12:15	Parallel Panel Session 3	
12:15 - 13:15	Lunch	2nd Floor Balcony
13:15 - 14:45	Parallel Panel Session 4	
14:45 - 15:00	Refreshment Break	2nd Floor Balcony
15:00 - 16:30	Parallel Panel Session 5	
16:40 - 17:30	Conference Closing Observations by Professor Steve Kempster / Goodbye Refreshments	2nd Floor Balcony

KEYNOTE SPEAKERS

MARY UHL-BIEN: THE COMPLEXITY DYNAMICS OF SYSTEMS CHANGE



Mary Uhl-Bien is the BNSF Endowed Professor of Leadership in the Department of Management and Leadership in the Neeley School of Business at Texas Christian University. One of the most influential scholars in contemporary leadership studies, Dr. Uhl-Bien has produced or co-produced several cutting-edge theoretical contributions to the field, including Leader-Member Exchange Theory, Followership Theory, Relational Leadership Theory, and Complexity Leadership Theory. Her work is instrumental for understanding the links between leadership and systems change. Dr. Uhl-Bien has been a frequent guest and collaborator at

CBS over the years, and was inaugurated as an Honorary Doctor in the Department of Management, Society, and Communication at CBS in March 2023.

Abstract: In many ways all leadership is systems leadership. This makes it even more imperative that we understand the dynamics of leadership and systems change. In this talk Dr. Uhl-Bien will focus on what research and practice is showing regarding the core dynamic underlying complexity leadership theory: adaptive space. She will explain what adaptive space is, how it works, and how it is being used to generate systems change through leadership development in healthcare organizations and in the classroom.

MOLLIE PAINTER: INSTEAD OF LEADERSHIP: LEADING IN AND THROUGH EMERGENCE



Mollie Painter is Professor of Ethics and Organisation at Nottingham Business School, Nottingham Trent University, and leads its Responsible and Sustainable Business Lab (RSB Lab). She is also an Extraordinary Professor at the Gordon Institute of Business Science, University of Pretoria and co-Editor-in-Chief of Business Ethics Quarterly. As a philosopher by training, her trademark is bringing insights from 20th century and contemporary philosophy to management and organisational studies. She has authored and edited a number of books, including Business Ethics as Practice (Cambridge University Press) and Business Ethics

and Continental Philosophy, co-edited with René ten Bos (Cambridge University Press), and a second volume of her co-edited book with Patricia Werhane, Gender Leadership and Organisation, is forthcoming in 2023 (Springer).

ABSTRACT: In this talk, we will raise the perhaps provocative question of whether the term 'leadership' as such, should not be dropped in favour of more process-oriented terminologies. Leadership theory's acceptance of systems-thinking, relationality and complexity, gestures towards such a possibility, yet the way in which we talk about 'leaders' and 'leadership' has not really changed much. What would the alternative(s) be? And are we up to the challenge(s) such a rethinking of the field may require?

PRACTICAL INFORMATION

HOW TO GET TO THE CONFERENCE?

Pre-Conference Location

CBS Kilen

Address: Kilen, 2000 Frederiksberg

Metro stop: Fasanvej (On the M1 or M2 lines)

Conference Location

CBS Solbjerg Plads

Address: Solbjerg Plads 3, 2000 Frederiksberg

Metro stop: Frederiksberg (On the M1 or M2)

You can find a CBS campus map here.

Conference Dinner Venue

Aamann's Replik in the Danish Royal Theater's Playhouse

Address: Sankt Annæ Plads 36, 1252 Copenhagen

The M1 and M2 Metro lines run directly from Frederiksberg to Kgs. Nytorv Station, which is a 10 minute walk along Nyhavn from Aamans.

(Hot Tip: There is also a "hyggelig" Christmas Market outside Kongens Nytorv Station.)

ACCESS TO WIFI AT CBS

WIFI: CBS-GUEST

Name: islc2023@cbs.dk

Passcode: 6irAqS

Ticket to the Metro

Remember to buy a ticket before boarding the train, either from the ticket machines on all Metro platforms or via the DOT ticket app.

In the airport: You can buy tickets in the DSB ticket office above the railway station in Terminal 3 or from the ticket machines on the Metro platform.

The M2 Metro line runs directly from the airport to Frederiksberg Station, where CBS is located.

More info on public transport here.

Copenhagen is also a biking city! Click here!



PROGRAM SUNDAY

Pre-Conference Sessions - 12:45-17:15

Track 1: PhD Workshop on Methods

Time	Title	Facilitator
Block 1: 12:45-14:45	<u>Broadening the Methods Repertoire in Leadership Research</u>	Emma Bell
Block 2: 15:15-17:15	<u>Leadership Studies: A Tale From the Inside</u>	Nick Butler

Track 2: General Academic Workshop

Time	Title	Facilitator
12:45 - 17:15	<u>Leadership Development Workshop: How Does the Imperative for Systems Change Challenge Conventional Leadership Development Practices?</u>	Brigid Carroll, Mary Uhl-Bien, Frank Meier

Track 3: Writing and Paper Development Workshops

Time	Title	Facilitator
Block 1: 12:45-14:45	<u>Am I a Champion of Gender Equality? Using Poetry to Discover Your Ethical Leader Voice as a Force for Positive Change Toward UNSDG5</u>	Kae Reynolds, Florence Villesèche
Block 2: 15:15-17:15	<u>Option 1: Invitation to a Special Issue in Journal of Change Management: Writing Leadership Starting with a "Closed Vignette" – A Collective Exercise</u>	Johan Alvehus, Emma Bell, Lucia Crevani
Block 2: 15:15-17:15	<u>Option 2: Paper Development Workshop: Ethical Leadership in Sustainable Futures</u>	Camilla Sløk

THE CONFERENCE WELCOME RECEPTION STARTS AT 17:30 IN THE KILEN ATRIUM

The reception (open to all conference participants) will include ample food and drink so you don't have to rush off to find a restaurant, and musical entertainment by CBS's own jazz band, "THE PROFESSOR ALL-STARs." We will also enjoy another special musical event, "THE CONDUCTOR'S TOKEN," featuring members of the Danish Chamber Orchestra.

EVENT- THE CONDUCTOR'S TOKEN

Hosted by the CBS Leadership Centre on Sunday, 10 December from 18:15-19:00 during the ISLC Welcome Reception in Kilen

How do we train the capacity to hear and orchestrate a diversity of voices?

This event will invite ISLC participants to conduct an orchestra themselves as a way to understand the art of listening.

Music as an art form requires leadership -- harmonizing tones, aligning pitches, and synching rhythms. The collective effort shapes a communal experience that transcends individuality. The orchestra conductor exemplifies this unity by combining diverse instruments into a symphony. This process mirrors leadership, enabling individual talents to resonate together, yet allowing each unique timbre its moment.

"The Conductor's Token" embodies these concepts in action, inviting ISLC participants to engage with conductor Andreas Vëto and members of the Danish Chamber Orchestra in mastering the "art of listening" and experiencing unity through music.



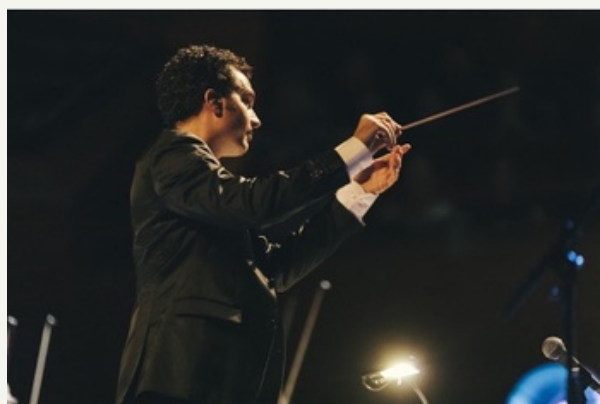
Andreas Vëto and members of the orchestra will also contribute to a panel discussion on Monday morning from 10:45-12:15 in SPs 13-The Velux Auditorium:

Addressing Employee Well-Being Through Music and Adaptive Leadership

How can the lens of music and the art serve as a resource for improving the well-being of employees – in particular the younger generation?

Panelists:

- Andreas Vetö, CEO and conductor of the Danish Chamber Orchestra
- Pernille Steen Pedersen, CBS Well-being researcher.
- Lea Thingmann Kristiansen, Development Consultant, LeaderHubs
- Francesca Mus, Junior People Development Consultant @ VELUX
- Michael Pedersen, Associate Professor at CBS, Moderator



Self-managed and owned by its musicians, The Danish Chamber Orchestra thrives on the belief that great music emerges from collaboration. True to its roots, the 'Underholdningsorkester' proudly upholds the meaning of its Danish name- "the entertainment orchestra."

PROGRAM MONDAY

Parallel Sessions 1 - 10:45-12:15

SYMPOSIUM - [How to Study Women Entrepreneurs, Leadership, and Cultural Practices](#)

ROOM: SP107

Organizer: Lisbeth Clausen

Participants: Lisbeth Clausen, Thilde Langevang, Hanne Pico Larsen, Rebecca Namatovu, Vera Rocha

SYMPOSIUM - [Addressing Employee Well-being Through Music and Adaptive Leadership](#)

ROOM: SPs13 VELUX Auditorium

Organizer: Pernille Steen Pedersen

Participants: Pernille Steen Pedersen, Andreas Vetö, Lea Thingmann Kristiansen, Franscesca Mus, Michael Pedersen

SESSION 1A

Sustainability and Systems Change

ROOM: SP103

Chair: Charlotta Levay

[Click here for abstracts](#)

Paper Title	Authors
Sustainable Transformational Network Leadership in Bahrain Energy Sector: A New Framework in the Context of Contemporary Organisational and Climate Change Challenges	Nawaf Alghanem, John Mendy
Putting the S into ESG Reporting: An Investigation of Director Engagement with Social Responsibility in Commercial Entities	Joel Hall, Brad Jackson
Leadership Development for System Change	Kate Simpson, Jonathan Gosling
Decolonising the Food System: Food Free From Systems	Yori Kamphuis, Rick Koster, Maarten van der Kamp, Barbara Mason, Jonathan Gosling

SESSION 1B

Co-Creative Leadership

ROOM: SP108

Chairs: Jonathan Reams,

Sofia Kjellström

[Click here for abstracts](#)

Paper Title	Authors
Principles for Organizing Leadership Development in Public Organizations	Anna Fabisch, Sofia Kjellström, Gunilla Avby, Marlene Ockander
Quality as a Paradoxical Practice	Christina Evaldsson
Building Emotional and Relational Resilience in Leaders	Jonathan Reams, Juliane Reams
Co-creative Leadership: Why and How Certain Approaches to Leadership Allow Adaptive Responses in Complex Systems	Yashar Mahmud, Manuela Schmidt, Sofia Kjellström

SESSION 1C

Leadership in Healthcare

ROOM: SP112

Chair: Laura Empson

[Click here for abstracts](#)

Paper Title	Authors
Are All Role Models Leaders?	Rachel Heathershaw
There are No Sharks in this Tank: The Role of Trust in the Early Development Stages of a Collaborative Research Project in the Healthcare Sector	Dima Louis, Janna Rose
Disruption, Relational Activities, and Moral Injury: A Study of Command Leadership in Healthcare	Tracey Rosell
Influential Others: Supporting and Developing Relational Leaders	Will Thomas, Preethi Misha

ISLC SESSIONS MONDAY

Parallel Sessions 1 - 10:45-12:15

SESSION 1D

Student Leadership and Systems Change

ROOM: SP114

Chair: Kathy Guthrie

[Click here for abstracts](#)

Paper Title	Authors
How Students Learn to Lead: The Importance of Role Models in Pre- and Early-Career Experiences	Graziana Di Pede
Student Leadership in the South African Post-Apartheid Context: Sense-Making of "Born-Free" Student Leaders' Leadership Identity	Heidi October
Advancing Systems Change through Doctoral Education: Leveraging Publicly Engaged Leadership Scholarship	Kerry Priest, Sean Eddington
A Systems Approach to Ethical Leadership Development for Student Sustainable Engagement and Success	Mark Amelang

SESSION 1E

Extending Leadership Theory

ROOM: SP207

Chair: Frank Meier

[Click here for abstracts](#)

Paper Title	Authors
The Moral Order of Leadership Studies: Can Mainstream Leadership Studies Teach Us the Power of Emancipation?	Johan Alvehus, Anders Klitmøller
The Role of a 4th-Person Perspective for Leadership and Collective Intelligence	Kristian Stålne
Aspiring for Contestation	Lars Thøger Christensen
A Return to Form: The Benefits of a Form-Dialectical Understanding of Leadership for Appreciating and Critiquing the Form and Forms of Leadership	Dermot O'Reilly

SESSION 1F

Crisis Leadership in Political Contexts

ROOM: SP208

Chair: Dennis Tourish

[Click here for abstracts](#)

Paper Title	Authors
Leading in a Skirt: The Gendered Exceptionalism of Jacinda Ardern's Political Leadership	Danielle Selman Julian
Optimizing Crisis Management: A Case Against Authentic Leadership Maximization	Nelson Campos Ramalho, Teresa Almeida
Jacinda Ardern and the Glass Cage of Sexism and Misogyny	Suze Wilson, Danielle Selman Julian
Social Responsibility DNA: Leadership Approach in Ukrainian Tech Companies Building Resilience	Serhii Prokopenko

SESSION 1G

Ethics, Emotion, Religion, & Love

ROOM: SP212

Chair: Camilla Sløk

[Click here for abstracts](#)

Paper Title	Authors
Dictators, Autocrats, and the Abuse of Religion	Joanne Ciulla
Beyond Sacrifice: A Relational, Affective Perspective on Love in Leadership	Emma Bell, Edward Wray-Bliss
Re-Imagining Self-Leadership	Matthew Eriksen
Leadership, Ethics, and the Systemic Nature of Sustainability: A Review	Kristian Høyer Toft, Morten Balle Hansen

SESSION 1H

Leadership and Creativity

ROOM: SP214

Chair: Silviya Svejenova

[Click here for abstracts](#)

Paper Title	Authors
A Swing Around Turning Points and Direction	Marcus Persson
Social Creativity and Leadership in Star Architecture	Hanne Savolainen, Niina Nurmi
Leadership Dynamics in a Chinese Music Scene: A Case Study on Punk Leadership	Anthony Ryan

PROGRAM MONDAY

Parallel Sessions 2, Workshops and Symposia - 13:15-15:15

SESSION 2A

SYMPOSIUM- System Collapse: Leadership in Relation to 'Deep' Adaptation, Managed Retreat, Mass Migration and Societal Collapse

ROOM: SP112

Organizer: Sasha Maher

Participants: Jonathan Gosling, Sasha Maher, Stefano Pascucci

SESSION 2C

SYMPOSIUM- The Leadership Dynamics of Systems Change: What Leadership for Flourishing?

ROOM: SP207

Organizer: Elena Antonacopoulou

Participants: Emmie Bidston, Artavia M. Edwards, Gareth Edwards, Katja Einola, Katy Granville-Chapman, Johan Ivari, Brandyn Keating, Bernd Vogel

SESSION 2E

WORKSHOP- Convening, Discerning, & Dialogue: A Learning Workshop for Leading Disruption

ROOM: SP107

Organizers: Sarah Chace, Janis Balda, Liane Weintraub, Suze Wilson

SESSION 2G

WORKSHOP- Developing Leadership for Social Justice: What Can We Do?

ROOM: SP108

Organizers: Trisha Teig, Julia Rouse, Russell Larrett

SESSION 2B

SYMPOSIUM- Leadership Facilitation Through AI: A Multistakeholder Panel

ROOM: SP114

Organizer: Panagiotis Keramidis

Participants: Mette Louise Kaagaard, Helle Zinner Henriksen, Emilie Lundblad, Michael Theill, Morten Marquard

SESSION 2D

SYMPOSIUM- Leading from the Outside In: Leadership Lessons Learned from Covid 19-Interrogating Paradox and Complexity

ROOM: SP103

Organizer: Suzanne Gagnon

Participants: Suzanne Gagnon, Malvina Klag, Gail Fairhurst

SESSION 2F

WORKSHOP- Systems of Leadership Development: How to Transcend Linear Conceptualizations

ROOM: SP208

Organizer: Sofia Kjellström

Participants: Sofia Kjellström, Anna Fabisch, Manuela Schmidt, Gunilla Avby, Richard Bolden, Annika Engström

SESSION 2H

WORKSHOP- Developing Leaders Through Standup Comedy

ROOM: SPs13

Organizer: Carolyn Walsh

PODCASTING LEADERSHIP: LESSONS, GUESTS, AND PUZZLES FROM PHRONESIS AND LEADING PROFESSIONAL PEOPLE

Plenary Symposium and Podcast Event - Monday, December 11, 15:45-17:00, SPs01

(Co-hosted by the [International Leadership Association](#) and the [CBS Leadership Centre](#))

How do we conduct informed and lively public conversations about leadership that challenge conventional wisdom, extend existing theory, and inform new kinds of practice? How can the translation and dissemination of leadership research in non-academic contexts engage a diverse range of stakeholders, exert impact, and contribute to systems change?

We invite all ISLC participants to explore these questions together with the hosts of two very successful leadership podcasts:



Phronesis is the official podcast of the [International Leadership Association](#). Scott Allen created Phronesis in April 2020. After 200 episodes, it has been downloaded over 100,000 times, and is now ranked among the top 3% of podcasts globally. Phronesis offers a smart, fast-paced discussion on all things leadership, converging timely, relevant topics and incorporating practical tips designed to help listeners make a difference in how they lead and live. Scott is the Robert M. Ginn Institute Professor for Leadership & Social Responsibility at John Carroll University.



Laura Empson launched Leading Professional People in December, 2020, and currently hosts the podcast with Tony Hall, Lord Hall of Birkenhead, former director of the BBC. The podcast explores the complex realities behind professional organizations and uncovers the complicated, messy and surprisingly emotional challenges of leading professionals. Laura is Professor of the Management of Professional Service Firms at Bayes Business School, London, and author of Leading Professionals: Power, Politics, and Primadonnas.

Scott and Laura will talk about why they got into podcasting, how it relates to their research and teaching, and what kinds of impact podcasting can provide. They will also invite several ISLC participants into the conversation, among them some of the thirteen conference contributors who have appeared as guests on the Phronesis podcast. They are:

Brad Jackson, Cynthia Cherrey, Dennis Tourish, Elena Antonacopoulou, Eric Guthey, Joanne Ciulla, Jonathan Gosling, Jonathan Reams, Keith Grint, Mary Uhl-Bien, Steve Kempster, Susan Murphy, and Suze Wilson

Please note that we have another exciting panel on reflexive podcasting Tuesday morning!



PROGRAM TUESDAY

SPECIAL MORNING WORKSHOP - [Social Dreaming Matrix: Researching Futures](#)

TIME: 08:15 - 09:15

ROOM: Solbjerg Plads D4 (Augustins Fund Boardroom)

Organizers: Jonathan Gosling, Stefano Pascucci, Sasha Maher, Brad Jackson

[Click here for more information.](#)

Parallel Sessions 3 - 10:45-12:15

SYMPOSIUM - [The Reflexive Podcaster: Transdisciplinarity for Emergent Systems Leadership Practice](#)

ROOM: SPs13

Organizer: Joanna Stanberry

Participants: Janis Balda, Eleftheria Egel, Hugo Gaggiotti, Jonathan Gosling, Richard Little, Joanna Stanberry

SESSION 3A

Sustainability and Responsibility

ROOM: SP103

Chair: Brigid Carroll

[Click here for abstracts](#)

Paper Title	Authors
Sustainability Leadership in International Contexts - An Exploration of Intrinsic and Extrinsic Factors	Rita Klapper
The Hyper-Ambiguity of Leadership for Sustainability	Charlotta Levay
Director Activism: Promoting Responsible Climate Leadership in Corporate Governance	Brad Jackson, Sasha Maher
Social Innovation Through Collective Responsible Leadership	Justin Young, Steve Kempster, Stewart Barnes

SESSION 3B

Leadership and Gender

ROOM: SP107

Chair: Sara Louise Muhr

[Click here for abstracts](#)

Paper Title	Authors
Think Authentic Leader, Think Cis-Male? A Philosophical Reconsideration of Authenticity for All Leaders	Florence Villesèche
Poster Girls and Daddy's Girls: Collusion in Gendered Representation of Women's Career Narratives	Kae Reynolds
Postmenopausal Careers: The Implications of a Lack of Support for Late-Career Women's Development to Leadership Roles	Laura Reeves, Clare Rigg
Organizing, Resistance, and (Anti) Feminism on /r/Wallstreetbets: A Leadership-as-Practice Perspective	Timothy Betts, Sean Eddington

SESSION 3C

Leadership, Populism, and Ideology

ROOM: SP108

Chair: Suze Wilson

[Click here for abstracts](#)

Paper Title	Authors
Is it Time to Use the F Word About Trump: Populism, Fascism and the Rebirth of History	Dennis Tourish
American Caesarism? Authoritarian Leadership and Trumpism	Beverly Geesin, Simon Mollan
Populist Leadership in England: A System of Symbolic Power Production	Ron Kerr, Sarah Robinson, Martyna Sliwa
From Zero Sum to Three Strands: Diplomatic Leadership and the Northern Ireland Peace Process	Joanne Murphy

PROGRAM TUESDAY

Parallel Sessions 3 - 10:45-12:15

SESSION 3D

Leadership in Interaction

ROOM: SP112

Chair: Lars Thøger Christensen

[Click here for abstracts](#)

Paper Title	Authors
Is there Leader in Self-Managed Team?	Zaleha Yazid
Matters of Necessity: Speaking in the Name of the Situation, Shaping Next Action	Frank Meier, Ellen Nathues
The Social Practices of Eliciting Agency at Work: Pushing, Pulling, and Claiming Initiative	Elisabet Nielsen

SESSION 3E

Theorizing and Practicing Leadership

ROOM: SP114

Chair: Susan Murphy

[Click here for abstracts](#)

Paper Title	Authors
What if Your Leader Gossips to You? Examining Gossip Recipients' Judgement Based on the Sender's Status	Maria Kakarika, Helena González-Gómez, Shiva Taghavi
Exploring Implicit Leadership Theories towards Top Management Teams	Bo van Beuningen, Anneloes M. L. Raes
Moral Meaningfulness: Do Servant Leaders Promote Corporate Social Responsibility Implementation in Banks?	Ghulam Kalsoom, Zuhair Abbas
The Authority Approach to Theorising and Practising Leadership: A Proposal	Le Vinh Nguyen

SESSION 3F

Leadership and Command

ROOM: SP207

Chair: Owain Smolovic Jones

[Click here for abstracts](#)

Paper Title	Authors
The Power of Leadership and Command: A Historical Perspective	Anders Klitmøller
Restoring the System of Leadership beyond Crises The Ethos of Leadership Across Professional Practices	Elena Antonacopoulou, Artavia M. Edwards, Katja Einola
Commanding and Caring during a Crisis – Navigating the System. A Sociomaterial Exploration of the Leadership of Emergency Services in the UK During the Covid Pandemic	Gareth Edwards, Doris Schedlitzki, Paresh Wankhade, Hugo Gaggiotti, Kay Galpin

SESSION 3G

Leading Healthcare Systems

ROOM: SP208

Chair: Susanne Boch Waldorff

[Click here for abstracts](#)

Paper Title	Authors
Organizing Professional Leadership Hierarchies	Amalie Hauge
Institutionalizing Flexibility: Leading the Transformation Towards Hybrid Work Systems	Claudia Manca, Louise Harder Fischer, Christine Ipsen
Leadership Challenges in the Face of Work Automation	Jette Ernst

PROGRAM TUESDAY

Parallel Sessions 4 - 13:15-14:45

SYMPOSIUM - Command and Leadership In and Around Organizations: Practice, Power and Social Imperatives

ROOM: SP103

Organizer: Anders Klitmøller

Participants: Major Merete Strømberg, Sverre Spoelstra, Anders Klitmøller, Jonathan Gosling, and Commander Johannes Kidmose

WORKSHOP - Disruptive and Creative Dialogues for Sustainable Futures: Developing Collaborative Methodologies for Action Orientated Leadership Development

ROOM: SPs13 VELUX Aud.

Organizer: Sarah Robinson

Participants: Carole Elliott, Sarah Robinson, Annemette Kjærgaard

SESSION 4A

Diversity and Inclusion

ROOM: SP107

Chair: Florence Villesèche

[Click here for abstracts](#)

Paper Title	Authors
Diversity and Shared Leadership in Intra-Organizational Project Teams	Saeedeh Shafiee Kristensen
Response-able Leadership: Towards Equality and Social Justice in the Workplace	Lea Katharina Reiss, Sara Louise Muhr, Jannick Friis Christensen, Bontu Lucie Guschke
Exploring a Case of Norm-Critical Diversity Management	Mie Plotnikof, Maria Hvid Dille, Lotte Holck
Caring for the Voices of Disabled Employees: How Pluralistic Organizational Ideals Resolve Employee Voice Dilemmas and Counter (dis-)ableism	Anita Starzyk, Jana F. Bauer

SESSION 4B

Systems Change in Context

ROOM: SP108

Chair: Nick Butler

[Click here for abstracts](#)

Paper Title	Authors
Conceptualising Leadership and Systems Change: A Review of Theory and Research	Richard Bolden, Charlotte Von Bülow
Planned Disruption as Strategy of Public Sector Reform - New Complexities in Public Leadership Spaces	Dorthe Pedersen
Different Spokes, Same Folks: Leadership Roles in Partnerships for Systems Change	Joanna Stanberry, Steve Kempster
Real and Perceived Challenges to Who Pays for Urban Climate Change Adaptation	Stella Whittaker, Nicola Ranger

PROGRAM TUESDAY

Parallel Sessions 4 - 13:15-14:45

SESSION 4D

Leadership, Complexity, and the Circular Economy

ROOM: SP114

Chair: Katja Einola

[Click here for abstracts](#)

Paper Title	Authors
In the Loop: Locating Leadership in Transitions to Circularity	Rhiannon Lloyd, Leny Woolsey, Brigid Carroll, Lydia Martin
Shaking up the Federal Reserve Playbook: Complexity, Change, and Leading Economic Resilience	Timothy Betts, Kristen Lucas, Patrice M. Buzzanell
Collective Leadership and Ethical Navigation: Activist Scholarship in the South African Accounting Profession	Pieter Conradie
Discursive Leadership in the Federal Reserve System: A Frame Analysis of Federal Reserve Chairman Communication during Times of Economic Uncertainty	Lauren B. Hearit, Elsie Craig

SESSION 4E

Collective Leadership

ROOM: SP207

Chair: Christian Dyrland

Wählin-Jacobsen

[Click here for abstracts](#)

Paper Title	Authors
Systems Change and Democratic Working Life – Searching for Democratic Leadership	Reima Launonen, Tuukka Kostamo, Johanna Vuori
Understanding Failure of Strategic Episodes	Rita Järventie-Thesleff, Jari Ylitalo
Exploring a New Paradigm for Place Based Public Leadership in Complex Times: How do Leaders Acquire the Connectedness Needed for Collaborative Work to Advance Their Places' Mission?	Fiona Armstrong-Gibbs, Lisa Knight
The Role of Relational Vulnerability in the Unfolding of Collective Leadership	Leni Grünbaum, Saija Katila

SESSION 4F

The Dark Side of Leadership

ROOM: SP208

Chair: Ron Kerr

[Click here for abstracts](#)

Paper Title	Authors
Digging Under the Fence, Leaping Over the Fence: Silence Digs or Leaps Over Exploitative Leaders	Teresa Almeida, Nelson Campos Ramalho
The Dangers of Discourse: Heroic Leadership Talk as a Contributor to Mental Health Issues	Johan Alvehus, Alina Lidén, Ulrika Westrup
Is It All About The Relationship? The Necessity And Dark Side Of Supervisor-Subordinate Relationships In Negative Feedback conversations	Emma Heine, Elaine C. Hollensbe, Robert C. Liden, Jeroen Stouten
'Everything Everywhere All at Once': A Systems Psychodynamics Interpretation of January 6th	Sarah Chace

PROGRAM TUESDAY

Parallel Sessions 5 - 15:00-16:30

WORKSHOP - [Addressing power, privilege, and critical pedagogy in leadership development education.](#)

ROOM: SPs13

Organizer: Paul Kosempel

Participants: Trisha Teig, Joe Walsh, and Paul Kosempel

SESSION 5A

Systems Thinking and Innovation

ROOM: SP103

Chair: Richard Bolden

[Click here for abstracts](#)

Paper Title	Authors
Deconstructing Leadership Discourse to Make it Accessible to All: Enhancing Systems Thinking in Leadership	Naser Firoozi, Akram Hatami, Anne Keränen
Systems Change and Leadership in a Global Health Context: Reflections on Theory and Practice	Jonathan Gosling, Peter Case
Enabling Leadership: A Needed Concept in System's Change	Christine Jackson, Francis Hamilton
Tensions in Leadership: How Middle Managers Translate Agile Leadership in a Bureaucratic Organisation	Ann Fugl-Meyer, Susanne Boch Waldorff

SESSION 5B

Theorizing Leadership Development

ROOM: SP107

Chair: Kathy Guthrie

[Click here for abstracts](#)

Paper Title	Authors
Elevating Managers– Examining the Anthropotechniques of a Business Simulation	Esben Langager Olsen, Johan Simonsen Abildgaard
Realist Leadership Development: Designing Leadership Development That Works With Context	Julia Rouse, Katie Willocks
Can Board Games Improve our Change Leadership Competencies? Results From an Organizational Leadership Training Intervention	Johan Simonsen Abildgaard, Esben Langager Olsen, Karina Nielsen
Gender and Humanitarian Leadership Development	Andrea North-Samardzic, Phoebe Downing, Max Kelly

SESSION 5C

Relational Leadership

ROOM: SP108

Chair: Martyna Sliwa

[Click here for abstracts](#)

Paper Title	Authors
Relational Educational Leadership Development: From Interactions in Learning and Creating Leadership Value to a Relational Inquiry Research Method	Melinda Pratt
Tracing Leaderful Affects at Work with LEGO® Bricks	Victor Perez Moraga, Marilyn Poon
Seeing Leadership Potentials: Navigating the Field Through Ontologies of Relationality	Ellina Watanabe

SESSION 5D

Collective and Connective Leadership

ROOM: SP112

Chair: Christian Dyrland

Wählin-Jacobsen

[Click here for abstracts](#)

Paper Title	Authors
Alternative Leadership in Democratic Organizations	Elias Borgmann
Reputational Restoration Through Leadership Transformation: A Case Study With UK Police	Robyn Remke
Exploring Connection as the Substrate of the Relational Leadership Craft	Lasse Lychnell, Dag Jansson

PROGRAM TUESDAY

Parallel Sessions 5 - 15:00-16:30

SESSION 5E

Radical Perspectives on Leadership

ROOM: SP114

Chair: Dan Kärreman

[Click here for abstracts](#)

Paper Title	Authors
Leadership to Resist Vampirism: A Gothic Marxist Study of Landlord-Tenant Struggle	Owain Smolovic Jones, Nela Smolović Jones, Thomas Morton
Extending Responsible Leadership: Exploring the Construction and Implications of CEO Advocacy for Social Change	Katharine Miller
Deconstructing Hegemonic Assumptions for a New Social Order: Framing Participatory and Democratic Leadership on Commons and Cooperatives	Antonio Jimenez-Luque

SESSION 5F

Critical Perspectives on Leadership

ROOM: SP207

Chair: Minna Paunova

[Click here for abstracts](#)

Paper Title	Authors
Beyond Authenticity: Exploring the Empty Image of Leadership Through the Metaphor of Water in Daoist Philosophy	Wanjun Lei
Postcolonial Theory in Leadership Studies: Applying Ethical Hybridity to the University Classroom	Joshua Hayden, Robert Warren
An Exploratory Study of The Socio-Economic and Cultural Impact of the Matanza Of 1932 on the Nahuat-Pipil People of El Salvador and Their Collective Effort to Preserve Their Culture Through Their Emerging Entrepreneurial Leadership	Sophia Cortez

SESSION 5G

Leadership and AI

ROOM: SP208

Chair: Jette Ernst

[Click here for abstracts](#)

Paper Title	Authors
A Systems Thinking Approach to Artificial Intelligence Governance	Liane Weintraub, Blair Johnson Michelle Eleby
Imagination, Risk, Wicked and Critical Problems: The Leadership Dynamics of Artificial General Intelligence and the Regulatory Hype-Cycle	Leighton Andrews
On AI and the Executive Class– Power, Discourse, and Paradox in Top Leaders' Sensemaking of Algorithmic Logics	Alf Rehn, Stefan Roth-Kirkegaard
The Patriarchal Ghost in the AI Machine: What AI-generated Narratives Tell Us About Issues of Gender in Leadership	Suze Wilson, Toby Newstead, Bronwyn Eager

SESSION 5H

Mindfulness and Trauma

ROOM: SP212

Chair: Pernille Steen Pedersen

[Click here for abstracts](#)

Paper Title	Authors
Learning to Slow Down? A Longitudinal Study of Managers' Journeys During a Corporate Mindfulness Training Program	Jeannette Eidmann, Katja Einola
Entangling Research and Development	Kay Logan
Feeling the System: Relationality, Numbness, Trauma, and Ethical Restoration in Leadership	Alexander Carabi
The Second Coming of the Entrepreneur as Savior	Bent Meier Sørensen, Sverre Spoelstra

ADDITIONAL CONFERENCE EXHIBITS

Photo Exhibit

Point of Contact - An aesthetic and embodied exploration of connection

Check out the photo exhibit by conference participant, Lasse Lychnell. This work will be displayed throughout the conference in the book exhibit area, and is connected to Lasse's presentation "Exploring connection as the substrate of the relational leadership craft." Lasse will also hold a curated viewing of the exhibit during the conference, exact time to be announced soon.

Bristol University Press and Edward Elgar Publishing

Also please take time to check out the book stands present during the conference.

If you would like to exhibit your own recently published book during the conference, please contact us.

ACKNOWLEDGEMENTS

DEPARTMENT OF MANAGEMENT, SOCIETY AND COMMUNICATION

We are grateful that MSC devoted generous funding as well as faculty, staff, and student support to help make this conference happen.

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We would like to thank the CBS Leadership Centre for financial, logistical, and communication support.

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