

# 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?