

Call for Papers

5th Interdisciplinary Perspectives on Leadership Symposium

Theme: Leadership and Context

www.leadership-symposium.com

5-7 May 2022, Mykonos, Greece



Convener

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About the Theme: Leadership and Context

Osborn, Hunt & Jauch (2002) identified nearly two decades ago “Leadership and its effectiveness, in large part is dependent on the context. Change the context and leadership changes” (p.797). While leadership scholars routinely *acknowledge* the importance of context to their findings, the importance of context is seldom modelled, measured, or discussed with rigour. Rather, statements alluding to contextual effects are often casually relegated to late stages scholarly manuscripts in general and rote like statements about the limitations of the sample and cautions about the generalizability of the study findings. Through this *Call for Papers* we seek to elevate the importance of context as central to the rigorous study of leadership.

The lack of attention to context is concerning given that “context is likely responsible for one of the most vexing problems in the field: study to study variations in research findings” (Johns, 2006, p. 389). While the reasons for under attention to context in organizational research are many-fold (Bryman, Stephens, & a Campo, 1996) despite strong evidence that attention to context in research is highly impactful (Johns, 2006, Johns 2017), the dearth of attention to context in leadership research may in part be attributable to the majority of leadership theories being context free (Zaccaro & Klimoski, 2002) or lacking contextual nuance (Mainemelis, Kark & Epitropaki, 2015). However, as Liden and Antonakis (2009) observed, since contexts vary, they are measurable and must be modelled if we are to fully understand the leadership puzzle.

In modelling and measuring context, leadership scholars might attend to the way context enables and bounds leadership. For example, in modelling context scholars have argued that context enables certain forms of leadership such as the emergence of charismatic and transformational leadership in crises contexts (Weber 1947; Bass, 1990). Other scholars have primarily viewed context as establishing boundary conditions. For example, Pettigrew and Whipp (1993) described context as “zones of manoeuvre” within which leaders can operate. Culture, including proximal (Zhou, Wang, & Vancouver, 2019) and distal cultures (Dickson, Den Hartog & Hall, 2003) are frequently viewed as an important boundary for the grounding of leadership perceptions and the development of leaders (Lord, Brown & Harvey, 2001; Day, 2000). With respect to measurement prior research suggests that context influences both the factor structure of leadership measures (Antonakis, Avolio, & Sivasubramaniam, 2001) and the strength of effect

sizes (Lowe, Kroeck & Sivasubramaniam, 1996) observed. In delineating research aims scholars exploring context may find Whetton's distinction between theories *in* context and theories *of* context useful (Whetton, 2009).

Given the rapidly evolving, dynamic, and increasingly global milieu in which leaders must operate we call for greater attention to the role of context on the conceptualization, measurement, development, and evaluation of leadership and leadership outcomes. Increasing the volume and rigour of research emphasizing the role of context in leadership research is essential to advancing our understanding of the leadership puzzle. The 5th IPLS symposium aims to bring together like-minded scholars from around the world who are interested in the dynamic interaction of leader, follower, and context.

The following is an indicative, but not exhaustive, list of topical areas which could be addressed:

- How has context been described and modelled in existing theories of leadership?
- What types of research designs can help us better understand contextual impact?
- What insights can leadership research gain from other knowledge domains (e.g. strategy, economics, psychology, biology, sociology, and anthropology) in terms of defining and representing context?
- How do leaders influence context, influence perceptions of contexts, and construct niches in organizations?
- How do specific leader behaviors (positive and dark forms) create emotional contexts for followers and customers?
- How do leader traits, or configurations of leader traits interact with the context to influence leader emergence?
- How does context shape meaning for leaders and followers? How do leaders engage in sense-making and sense-giving of contextual information?
- How do cultural lenses impact enactment and interpretation of contextual information relevant to leadership?
- How do specific industrial contexts (e.g., healthcare, creative industries, hybrid organizations, NGOs etc.) influence leadership behaviors and outcomes?
- How does context prime and impact social-cognitive processes such as leadership and followership schemas and identities? How does context influence granting and claiming of leader, follower and peer identities?
- How do temporal aspects influence the interpretation of the leadership context? How might an events-based perspective inform our understanding of contextual influences?
- How does context influence leader development and the content of leadership development programs?

Submissions

The 5th IPLS will take place in 5-7 May 2022, in the island of Mykonos, Greece. Interested participants must submit an abstract by **February 28th 2022** through the IPLS website. The

abstract should be of no more than 1,000 words (including references). To submit your paper please visit the symposium's website: www.leadership-symposium.com. Authors will be notified of acceptance or otherwise by **March 15th, 2022**. The venue of the workshop is Saint John Resort, Mykonos (www.saintjohn.com). Further details on the logistics of the symposium will be published on the IPLS website (www.leadership-symposium.com).

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