



Call for Papers

Theme: Beyond Exchange: Revisiting Leadership as a Relationship

www.leadership-symposium.com

5-7 May 2016, Rhodes, Greece



Conveners:

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Keynote Speakers:

Talya N. Bauer, Cameron Professor of Management, Portland State University, USA,
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Bob Mesle, Professor of Philosophy & Religion, Graceland University, USA,
author of *Process-Relational Philosophy: An Introduction to Alfred North Whitehead*

About the Theme

Relationship: “The way in which two or more people or things are connected, or the state of being connected; The way in which two or more people or groups regard and behave towards each other.”

Oxford Dictionary

Relationship-based approaches to leadership (such as Leader-Member Exchange theory) represent one of the dominant approaches to understanding organizational leadership. As Dihn, Lord, Gardner, Meuser, Liden & Hu (2014) point out, LMX is “... the archetypal social exchange leader-follower dyadic approach” (p. 39) that emphasizes the leader-follower relationship rather than individual leader or follower traits, styles or behaviors as other leadership theories. From this perspective, leadership has been mainly viewed as a two-way influence relationship between a leader and a follower aimed primarily at attaining mutual goals (e.g., Erdogan & Liden, 2002; Graen & Uhl-Bien, 1995; Liden, Sparrowe & Wayne, 1997). Prior relationship-based research has also examined relationships between a leader and a group (Hollander, 1964; Howell & Shamir, 2005), among team-members such as TMX (e.g., Seers, 1989) or relationships within extended networks (e.g., Balkundi & Kilduff, 2005; Graen & Uhl-Bien, 1995).

Scholars have recently coined the term “relational leadership” (e.g., Brower, Schoorman, & Tan 2000; Cunliffe & Eriksen, 2011; Uhl-Bien, 2006) as an attempt to move beyond static exchanges and address dynamic leadership relationships within organizational contexts. As Uhl-Bien (2006) points out: “... a “relational” orientation starts with *processes* and not persons, and views persons, leadership and other relational realities as *made in processes*” (p. 655). Cunliffe and Eriksen (2011) utilized Bakhtin’s (1986) concept of *living conversation* and conceptualized leadership as embedded in the everyday relationally-responsive dialogical practices of leaders. They further talked about relational leadership as a way of *being-in-the-world* that embraces an intersubjective and relationally-responsive way of thinking and acting.

Despite the interesting paths that “relational leadership” theories have opened up, Leader-Member Exchange (LMX) remains the dominant relationship-based research area with an overwhelming amount of interest in the past four decades (1,824 articles) and an

exponential growth of articles published in the last 5 years (1,010 articles) (see Bauer & Erdogan, 2015; Erdogan & Bauer, 2015). Yet, there are several unresolved issues that require attention. For example, our knowledge on leader-follower relationship development, maintenance and/or erosion over time has not advanced significantly. In the meantime, the world of work has experienced important changes (e.g., new technology, virtual work) that have inevitable implications for the leader-follower relationship.

We, thus, consider highly important to revisit the concept of “relationship” between leaders and followers, take stock of progress made, identify research gaps, borrow ideas from other scientific fields to further stimulate discussion on relationship-based leadership perspectives and open new and exciting avenues of research.

The symposium will build on a recent review by Thomas, Martin, Epitropaki, Guillaume, & Lee (2013) who proposed the cross-fertilization between close relationships literature (e.g., Simpson & Campbell, 2013) and leadership processes. They specifically suggested that theories of close relationships like attachment theory (see Mikulincer & Shaver, 2007, for a review) and relationship maintenance perspectives (e.g., Rusbult & Arriaga, 1997) can offer significant insights on the development of leader-follower relationships as well as their impact on work outcomes and attitudes. The symposium will also draw insights from relational philosophy (e.g., Mesle, 2008) that views relation as the fundamental building block of everything. Process-relational philosophy, in particular, stresses the inter-relatedness of all entities and focuses on the changing nature of reality, on *becoming* rather than *being* (static existence).

Submissions to the symposium are not expected to utilize only the above mentioned strands of work. We invite research from multiple epistemological perspectives that examines leadership as a “relationship” and offers new and fresh insights on leadership processes and dynamics.

The following is a list of indicative, but not exhaustive, topic areas, all of which could be addressed:

- How can theories from other disciplines (such as close relationships theory, phenomenology, social constructionism, relational philosophy, communication theory, psychoanalytic perspectives etc.) inform our understanding of the dynamic nature of leader-follower relationship?
- How does social cognition (e.g., implicit leadership and followership theories, relationship schemas, social comparison perspectives) advance our understanding of leadership as a relationship?
- Are there new ways to operationalize leader-follower relationships beyond traditional LMX measures?
- How do leader-follower relationships develop over time? Which factors (e.g., individual and structural characteristics) influence the trajectories of leader-follower relationships over time?
- What happens in case of a relationship betrayal? Under which circumstances can the relationship be maintained and even strengthened after a betrayal?

- What is the role of trait- and state-affect for leader-follower relationship formation and development over time?
- How do leader or employee age, gender, race and other characteristics affect leadership as a relationship?
- How does the new “world of work” (that is characterized by economic recession, uncertainty, I-deals, flexible work forms, virtual teams, matrix organizational forms, boundaryless careers) influence leader-follower relationships?
- Which are the short- and long-term implications of relationship variability (such as LMX Differentiation) within work groups?
- How does the national cultural context shape the content and structure of leader-follower relationships?
- How can social networks analysis extend the domain of leader-follower relationship research?
- Which are the potential dark sides of leadership as a relationship?
- Which are some practical implications that can inform leadership development programs in organizational settings?

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Submissions

The IPLS will take place in 5-7 May 2016, in Rhodes, Greece. Interested participants must submit an abstract by December 31st, 2015 through the following link:

<http://www.leadership-symposium.com/abstractsubmitform/abstractsubmitform.html>

The abstract should be of no more than 1,000 words (including references). Authors will be notified of acceptance or otherwise by February 1st, 2016. The venue of the workshop is Elysium Hotel, Rhodes. Further details on the logistics of the workshop will be published on the IPLS website (www.leadership-symposium.com).