

Call for Papers

3rd Interdisciplinary Perspectives on Leadership Symposium

Theme: ‘What leaders actually do’

www.leadership-symposium.com

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Conveners:

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About the Theme: What leaders actually do: Actions and Words

Leadership as a field has been labelled “curiously unformed” (Hackman & Wageman, 2007: 43). Indeed, the proliferation of ever more Gestalt-type leadership theories has led to a state where many concepts significantly overlap or are not clear in their actual definition (e.g., Van Quaquebeke & Felps, 2017). The leadership field lacks theoretical refinement i.e., exposure of theories to stringent tests and modification or elimination of theories that do not pass the empirical test (e.g., Edwards, 2010; Edwards & Christian, 2014). Key conceptual challenges associated with broad theories in leadership include tautology (Day, 2014, ch. 38), failure to provide theoretically sound inclusion and exclusion criteria (Johnson, Rosen, & Chang, 2011), concept traveling (Yg, 1989), and vagueness (Hirsch & Levin, 1999), with the result being definitional wrangling about how various concepts should be defined (see, for example, Colquitt et al., 2001; van Knippenberg & Sitkin, 2013) and what their effects are (Antonakis, Bendahan, Jacquart, & Lalive, 2014). The ripples of that can also be felt in the leadership industry, which Pfeffer (2015) called out as “Leadership BS”.

Against this background, the upcoming third Interdisciplinary Perspectives on Leadership Symposium (IPLS) seeks to inspire leadership researchers to explore a different direction, that is, in the tradition of *Henry Mintzberg*, *John Kotter*, and *Rosemary Stewart*, we feel it is time to become true observers of and theorizers on leadership practice in its basic building blocks. By that we mean a focus on what leader actually do and say in practice, which manifest in the many micro-dynamics throughout a leader’s working day. This also includes issues of language, embodiment, body language, or material presence (e.g., Reh, Van Quaquebeke & Giessner, 2017; Pasupathi, & Billitteri, 2015; Pasupathi, McLean, & Weeks, 2009; Van Quaquebeke & Felps, 2017). The knowledge about basic building blocks is not only relevant for more nuanced theorizing with more potential for theoretical integration, but also for creating more actionable, to the point interventions for practice (e.g., Antonakis, Fenley, & Liechti, 2011).

The 3rd IPLS symposium aims at bringing together like-minded scholars from around the world who are specifically interested in these basic building blocks of leadership. The following is a list of indicative, but not exhaustive, topic areas, all of which could be addressed:

- Which (new) methodologies can help us operationalize and test the basic blocks of leadership?
- Which concrete communication behaviors can we observe in leadership practice and with what effects?
- What is the communication content that is unique to leader-follower interactions vs. interactions among other organizational actors?
- How do leaders manage their network?
- Which decisions do leaders actually take? And how do they go about them?

- How can theories of discourse and language inform our understanding of leadership phenomena?
- How do leaders manage themselves? What role do sleep, hobbies, and concrete family activities play?
- When and how do nonverbal behaviors help leaders emerge and/or be effective?
- Which antecedents (structural and individual) influence leader communication and ‘material presence’?
- What is the role of organizational structures and space?
- How does technology and virtuality impact leaders’ actions and words?
- How do voice and bodies influence power dynamics in leader-follower interactions? (e.g. body synchrony, eye movement, etc.)
- How can facial expressions and gestures convey leadership messages and influence decision making?
- What and when do aspects of leadership trainings actually translate into actual leadership practice?
- What role do time differences (i.e. asynchrony) play in leadership (e.g., leading across time zones)?
- How can the arts and the humanities (e.g., theatre and dance studies) contribute to our theorizing and operationalizing of leadership embodiment?
- How do offices impact leadership and the effects of leadership?
- What is the impact of actual words and actions on leadership style perceptions?
- What is the role of ‘respectful inquiry’ (i.e., asking questions and listening) for leader-follower interactions?

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Submissions

The 3rd IPLS will take place in 9-12 May 2018, in the island of Crete, Greece. Interested participants must submit an abstract by November 30th, 2017 through our website: www.leadership-symposium.com. The abstract should be of no more than 1,000 words (including references). Authors will be notified of acceptance or otherwise by January 29th, 2018. The venue of the workshop is Minoa Palace Resort, Chania, Crete (<https://www.minoapalace.gr>). Further details on the logistics of the workshop will be published on the IPLS website (www.leadership-symposium.com).