Call for Papers

4rd Interdisciplinary Perspectives on Leadership Symposium

Theme: 'Leadership, Power and Politics'

www.leadership-symposium.com

16-18 May 2019, Corfu, Greece

Conveners:

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About the Theme: Leadership, Power and Politics

As Hardy (1996) had pointed out 20 years ago "*…managers know that organizational reality paints a political picture but rarely seem willing to admit it*" (p. 514). Scholarly research on leadership exhibits a similar lack of acceptance by often overlooking the role of organizational politics and power on the exercise of leadership. Likewise, research on power and politics often overlooks the role of leadership in organizational contexts (Ellen, Ferris, & Buckley, 2013). Indeed, little research has explicitly addressed the links between power, politics, and leadership, in spite of the enduring links between the three (e.g., Doldor, 2017; Bendahan, Zehnder, Pralong & Antonakis, 2015; Gordon, 2002). While scholars have noted that "*…theorists in the [leadership] field have tended to treat the relationship between leadership and power as unproblematic*" (Gordon, 2002, p. 163), the lack of integration in the field makes us miss important insights. There remains an insufficient acknowledgement and coverage of power and its implications in current leadership theories.

Many factors may contribute to this lack of integration. First, research on power, politics, and leadership is fragmented across different disciplines (e.g., Guinote, 2017; Courpasson, 2016; Anderson & Brion, 2014; Fleming & Spicer, 2014; Gotsis & Kortezi, 2010; Lawrence, Mauws, Dyck, & Kleysen, 2005). The insufficient communication that occurs across these sub-disciplines limits the capacity of scholars, managers, and leaders to benefit from existing advancements in theory. Second, organizational politics and leadership scholars often make strikingly different assumptions about the nature and consequences of political manifestations. Traditionally, scholars have treated politics as detrimental to team and firm performance, but beneficial to advance personal agendas (Chang, Rosen, & Levy., 2009). This perspective contrasts with theories of leadership (e.g., servant and ethical leadership) which often assume more benevolent intentions on the part of organizational actors. Although scholars have started to view the political landscape with new eyes, questioning the pejorative view of politics (Elbanna, Kapoutsis, & Mellahi, 2017; Landells & Albrecht, 2017; Hochwarter, 2012) much research is still necessary to bridge these divided streams. These and other factors contribute to a field in which silos dominate and integration is warranted.

The entangled yet independent world of power, organizational politics and leadership deserves further scholarly attention and integration. Given the magnitude of challenges and the level of uncertainty leaders face today, a closer look at the processes of power acquisition

and loss, the strategies leaders' employ as a response to powerlessness, and the wider impact of power on organizations has tremendous value. Scholarly research on power, organizational politics, and leadership can benefit from a more holistic view; and such integration is essential if we hope to advance theory and practice in this critical area. The 4th IPLS symposium aims at bringing together like-minded scholars from around the world who are interested in the entangled world of leadership, power and politics.

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

- New theoretical integrations of theories on power (e.g., Approach/Inhibition, Social Distance, Situated Power) and theories on leadership.
- New theoretical models of political leadership and organizational politics.
- Theories that link prior power/political outcomes to leaders' and followers' future political behaviors.
- Motives, skills, and virtues of effective political leaders.
- The many faces of power (institutionalized and legitimate versus hidden, anarchic and illicit).
- A close look at the processes of leaders' acquisition, maintenance and loss of power and implications for individual, team and organizational outcomes.
- Leader undermining and organizational resistance.
- The role of power for sensemaking, sensebreaking and sensegiving.
- Individual (e.g., personality, narcissism), biological (e.g., testosterone) and organizational-structural foundations of power.
- The functional and dysfunctional nature of power dispersion within teams, with implications for effective leadership behaviors.
- Social networks and informal social hierarchies in organizational contexts.
- Power dynamics and political activity in non-traditional, non-hierarchical organizational forms (e.g., 'holocracy').
- The language of power and political leadership.
- The role of power for leader/follower identities and work identities in general.
- Positive and negative aspects of organizational politics at the individual, team, and organization levels. The role of political skill for leadership and leader-follower relationships.
- Cross-cultural evidence about the motivation, enactment, and outcomes of political activity across different levels of the organization.
- Revisiting old questions related to power, leadership and organizational politics using novel methodological approaches.

Submissions

The 4th IPLS will take place in 16-18 May 2019, in the island of Corfu, Greece. Interested participants must submit an abstract by **November 30th, 2018** through the IPLS website. The abstract should be of no more than 1,000 words (including references). Authors will be notified of acceptance or otherwise by January 28th, 2019. The venue of the symposium is Corfu Imperial hotel (https://www.corfuimperial.com). Further details on the logistics of the symposium will be published on the IPLS website (www.leadership-symposium.com).

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