PUPOL

Academic Network Public **and** Political Leadership

ISSUE NO. 1

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FIRST PUPOL CONFERENCE IN NIJMEGEN

On 7 and 8 April 2016, the first PUPOL international conference took place at Radboud University (Nijmegen, the Netherlands). More than 25 people attended the conference - 13 of whom came from abroad (including Sweden, the UK, the USA, Hungary, United Arab Emirates, South Africa, and Estonia). The conference enabled academics from a wide variety of disciplines and countries to (re)connect, to constructively challenge and explore their research ideas and papers, and to consider research collaborations. Participants were enthusiastic about the relaxed atmosphere and constructive feedback they received on their work and they already talked about attending the next conference and maybe even organizing it. We are really pleased with how the conference proceeded – it was an excellent way to kick off of the PUPOL international network!

We look forward with anticipation to the second PUPOL conference at The Open University in the UK in April 2017 (see below for further details).

Image no. 1: 'Participants at the 1st PUPOL Conference in Nijmegen'. Source: provided by the organizers.

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PUPOL ANNUAL CONFERENCE - CALL FOR PAPERS -

Leadership for Public and Social Value
Milton Keynes (UK), 6th-7th April 2017

Examining what leadership achieves for society, or segments of society, is a critical element of understanding political and public leadership. This conference invites papers which examine this theme, in terms of the public and social value outcomes of leadership. Other papers on public and political leadership are also welcome, beyond this key theme.

Public and social value is important to conceptualise and understand because we live in a period of profound, fast and simultaneous changes in the economic, social, political, ecological, technological and organisational systems. In this context, there is an extraordinary moment of opportunity for leadership scholarship and practice.

The aim of the PUPOL (Public and Political Leadership) international academic network is to contribute to solutions and helps societies and their leaders address such challenges through research and scholarship focusing on the role of leaders and leadership in the public and political domains.

The UK Parliament

Papers, workshops and symposia are invited on topics relevant to the theme, including:

- Global challenges for the public and political domains (e.g. migration, safety, climate change) and the role of leadership

- The role of leadership in (co)creating public and social value and in addressing wicked problems, on an international, national, regional or local level and in different policy domains (e.g. policing, welfare, economic development)
- Negative leadership (e.g. destructive, abusive or toxic leadership) and how this diminishes public and social value
- Original methodological perspectives and comparative studies in researching leadership outcomes
- Processes and outcomes of leadership at societal, inter and intra-organizational, group and/or individual levels on key societal functions (e.g. democratic practices, policy-making, public services, creativity, innovation and entrepreneurship, auditing and monitoring, communication)
- Leadership, cultures and public and social value
- Power, politics and political astuteness in public and political leadership
- The public and social value of leadership development

Key conference dates and deadlines

Submission deadline paper proposals and abstracts (500 words)	15/11/2016
Decision on papers	15/12/2016
Deadline for early bird registration	15/01/2017
Final deadline for submission of full papers and for registration	15/03/2017

The conference fee will be £125 for early bird registration and £160 after that date. The conference plans to have a keynote from a world-class academic on public and political leadership, and there will be a dinner speech by a high profile European politician.

On the day before the conference, we wish to organize an optional visit to the UK Parliament at Westminster in London, including discussion with UK MPs. Places will be limited and will be allocated on a first come, first serve basis.

The organizers will develop a proposal for a special issue in a leading international academic journal, based on the best accepted full papers.
For more information on the 2017 conference and for **abstract submission**: alessandro.sancino@open.ac.uk

Conference location: The Open University

The second PUPOL conference takes place at The Open University in the Michael Young Building, the hub of the OU Business School and named after public services entrepreneur Michael Young.

The campus has full university facilities (free Wi-Fi, access to the physical library, café in the building, restaurant on campus, etc.). Conference delegates can get a special rate (through the conference office) at the Hilton Hotel, next to the campus.

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The Open University is based in Milton Keynes, just half an hour from London and Birmingham by train. Milton Keynes is one of the fastest growing cities and a great economic success story in the UK and on the way to being the UK's premier digital smart city.

The Michael Young Building at The Open University

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RESEARCH SPOTLIGHT -
DR. MARK BENNISTER -

How can we measure leadership? What makes a leader succeed or fail? Dr Mark Bennister at Canterbury Christ Church University has been gathering scholars to investigate the idea of 'leadership capital' and offer a way to understand why some leaders 'spend' their 'capital' successfully and others squander or waste it. Dr Bennister is convenor of the Political Studies Association Political Leadership Specialist Group and co-convenor of the ECPR Elites and Political Leadership Standing Group. He is also editor of a special issue of the open access journal Politics and Governance on 'New Approaches to Political Leadership' available here.

Beyond economic salience, journalistic shorthand and politicians own words, academics have defined political capital in a variety of ways. It can be about trust, networks and 'moral' or ethical reputation. It can be about building bottom up influence and top down elite authority. In work with Professor Paul 't Hart (Utrecht) and Dr Ben Worthy (Birkbeck), we focus on concepts of political leadership from the top – exercising authority. By incorporating many of these ideas, drawn from political psychology, sociology, political science and business we have developed a notion of leadership capital as a measure of the extent to which political office-holders can effectively attain and wield authority. We define leadership capital as an aggregate of three leadership components: skills, relations and reputation. We work this is into a Leadership Capital Index (LCI), for those that like such measurement tools. The Index has ten simple variables to enable leaders to be scored, using a mixed methods approach to capture both quantitative data and qualitative assessments.

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Dr. Mark Bennister is Reader in Politics at Canterbury Christ Church University, Kent UK. He has written extensively on political leadership, prime ministerial power, rhetoric and oratory. He is co-editor (with Paul 't Hart and Ben Worthy) of The Leadership Capital Index: A New Perspective on Political Leadership (forthcoming Oxford University Press). In 2015-16 he was Principal Investigator on a Nuffield Foundation funded project analysing prime ministerial accountability to parliament in the UK. He published 'Prime Ministers in Power: A Comparative Study of Political Leadership in Britain and Australia' in March 2012.

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RECENT PUBLICATIONS

'Why Traditional Responses to Blame Games Fail: The Importance of Context, Rituals, And Sub-Blame Games in The Face of Raves Gone Wrong'

LINK: http://onlinelibrary.wiley.com/doi/10.1111/padm.12202/abstract

ABSTRACT

Following crises and fiascos, a framing contest takes place in which actors have to account for their actions and might get blamed for what went wrong. An inadequate response to blame can lead to resignation or losing a re-election. Currently, the literature on blame games focuses mainly on the policy, agency, and – especially – presentational strategies one can use to respond to blame. Based on our analysis of the blame games following two festival disasters in Germany and the Netherlands, we show that our current understanding of blame games and blame responses needs to be broadened to include context, rituals, and sub-blame games.

Citation: Resodihardjo, S.L., Carroll, B.J., Van Eijk, C.J.A., Maris, S. (2016). Why Traditional Responses to Blame Games Fail: The Importance of Context, Rituals, And Sub-Blame Games in The Face of Raves Gone Wrong. *Public Administration*, 94(2): 350-363.

'Measuring Public Leadership: Developing Scales for Four Key Public Leadership Roles'

LINK: http://onlinelibrary.wiley.com/doi/10.1111/padm.12224/full

ABSTRACT

This article on public leadership contributes to the literature by focusing on the 'public' aspect of leadership and developing quantitative scales for measuring four public leadership roles. These roles all refer to the extent to which public leaders actively support their employees in dealing with public sector issues: (1) accountability leadership, (2) rule-following leadership, (3) political loyalty leadership, and (4) network governance leadership. We tested the factor structure using exploratory and confirmatory analyses, with satisfactory results. Also, as expected, the scales for public leadership relate to transformational leadership

and leadership effectiveness. The scales also correlate with organizational commitment, work engagement and turnover intention. These results indicate that our four scales of public leadership work adequately. We conclude with a future research agenda on how the scales can be used in survey and experimental research.

Citation: Tummers, L., Knies, E. (2016). Measuring Public Leadership: Developing Scales for Four Key Public Leadership Roles. *Public Administration*, 94(2): 433-451.

'Combatting workplace aggression in detainee transport: A Dutch case study'

LINK: http://www.emeraldinsight.com/doi/abs/10.1108/IJPSM-06-2015-0113

ABSTRACT

In Dutch detainee care custodial transport police officers experience high levels of aggression and violence from detainees. Being a first of its kind in the Netherlands, the purpose of this paper is to unravel the true nature and origins of such workplace aggression against transport officers and focuses on the role of street-level leadership and leadership by management for its mitigation and prevention. Unique in such closed institutions as the prison system, the study employs an extensive mixed methods approach, combining observations, interviews and survey data collected among transport officers and detainees in 2012-2013. The research shows that within the exercised street-level leadership of transport officers especially staff orientation towards detainees has great impact. Perceived inappropriate treatment is likely to increase detainees' aggressive behaviours, with potentially detrimental effects such as heightened levels of officers' job stress, decreased safety and decreased quality of detainee transport. The solutions offered indicate that while transport officers could benefit from a supportive staff orientation, transport police management might need to pay more attention to rule enforcement leadership within their efforts to optimize working conditions. The major practical implication of this research is the potential impact of training in affecting the decisions of frontline public employees in a way that their street-level leadership practices manifest the organizational values and alignment with societal values to ensure an adequate public sector service delivery.

Citation: Lasthuizen, K., Paanakker, H.L. (2016). Combatting workplace aggression in detainee transport: A Dutch case study. Special issue 'Workplace aggression and leadership in the public sector', *International Journal of Public Sector Management*, 29(1): 11-29.

'Don't call me a leader, but I am one: The Dutch mayor and the tradition of bridging-and-bonding leadership in consensus democracies'

LINK: http://lea.sagepub.com/content/early/2016/06/06/1742715016651711.full.pdf+html

ABSTRACT

In some democratic contexts, there is a strong aversion to the directive, individualistic and masculine expressions of leadership that have come to dominate the study of political leadership. Such leadership is antithetical to consensus democracies in parts of continental Europe, where the antipathy to leadership has linguistic, institutional as well as cultural dimensions. Political-administrative and socio-cultural contexts in

these countries provide little room for heroic expressions of leadership. Consequently, alternative forms of leadership and associated vocabularies have developed that carry profound practical relevance but that have remained underexplored. Based on an in-depth mixed-methods study, this article presents the Dutch mayoralty as an insightful and exemplary case of what can be called 'bridging-and-bonding leadership'; it provides a clear illustration of how understandings of democratic leadership can deviate from the dominant paradigm and of how leading in a consensus context brings about unique practical challenges for office holders. The analysis shows that the important leadership task of democratic guardianship that is performed by Dutch mayors is in danger of being overlooked by scholars of political leadership, as are consensus-oriented leadership roles in other parts of the world. For that reason, a recalibration of the leadership concept is needed, developing an increased theoretical sensitivity towards the non-decisive and process-oriented aspects of the leadership phenomenon. This article specifies how the future study of leadership, as a part of the change that is advocated, can benefit from adopting additional languages of leadership.

Citation: Karsten, N., Hendriks, F. (forthcoming). Don't call me a leader, but I am one: The Dutch mayor and the tradition of bridging-and-bonding leadership in consensus democracies, *Leadership*. doi: 10.1177/1742715016651711

Political Leadership – Politics and Governance Special Issue edited by Mark Bennister

Dr Mark Bennister has edited a Special Issue of the peer reviewed journal **Politics and Governance** 'New Approaches to Political Leadership'. Politics and Governance is an open access journal, freely available online. Dr Amelia Hadfield is one of the editors in chief of the journal. The issue includes articles which engage with the core puzzles of political leadership and brings together many diverse theoretical and methodological approaches to the study of political leadership, a vibrant area of study currently in the midst of an academic renaissance. All articles can be accessed at **http://www.cogitatiopress.com/ojs/index.php/politicsandgovernance/issue/view/45**

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FUNDING OPPORTUNITIES

GCRF Strategic Networks call 2016

ESRC is investing £3 million in a cohort of Strategic Networks to deliver critical foundational activity to support the Global Challenges Research Fund (GCRF). This call is an important short term, foundational investment that aims to build and inform future GCRF activity, both at ESRC and RCUK levels.

Strategic Networks will be expected to bring together novel combinations of perspectives to identify key areas for future research, inform thinking on how these might be addressed, and build the capacities and relationships required to support this. We actively encourage the formation of networks which will bring academics who have not previously worked on international development issues together with those who have.

The composition of strategic networks will reflect the ambitions of GCRF by including researchers from more than one academic discipline, researchers based in developing countries, and non-academic stakeholders. They may explore any thematic area where social science research, working in conjunction with other disciplines, has potential to make a substantial contribution to achieving the aims of GCRF. This includes but is not limited to five core thematic areas ESRC has initially identified as its GCRF contribution:

- Building effective institutions in conflict-affected and fragile states
- Migration, mobility and development
- Dynamics of inequalities
- Innovation and inclusive economic growth
- Shocks, security, risks and resilience

Proposals are invited for strategic networks with a budget of between £75,000 and £150,000 and for a duration of 12 to 18 months. This call follows a non-fEC model and ESRC will meet 100 per cent of all eligible costs. We expect to fund around 20-25 networks, depending on the quality of the proposals received.

Deadline for proposals: 16.00 (UK time) on **2nd August 2016**. More information at: **http://www.esrc.ac.uk/funding/funding-opportunities/gcrf-strategic-networks-call-2016/**

Starting Grants – European Research Council

If, as a young scientist, you're interested in making the transition from working under a supervisor to becoming and independent investigator, the ERC is here to help. ERC Starting Grants are designed to encourage young talented research leader to gain independence in Europe and to build their own careers. The scheme targets promising researchers who have the proven potential of becoming independent research leaders.

More information at: **https://erc.europa.eu/funding-and-grants/funding-schemes/starting-grants**

Smart Urban Regions of the Future (SURF)

This small project addresses the themes and social challenges described in the SURF programme (Smart Urban Regions of the Future), within the framework of Connecting Sustainable Cities. The goal of the SURF programme is to develop knowledge that will contribute to solving urban problems.

Deadline: **1st December 2016**. More information at: **http://www.nwo.nl/en/funding/our-funding-instruments/magw/smart-urban-regions-of-the-future-surf-pop-up/smart-urban-regions-of-the-future-surf-pop-up.html**

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JOB OPPORTUNITIES

Research Fellow in Public Leadership – The Open University

The Open University is seeking a part-time (50%) Research Fellow in the field of Public Leadership to contribute to the key strategic research area of Citizenship and Governance at The Open University, for a three year period in the first instance. The field is taken to cover both public and political leadership and the work is in three strands: politics in leadership; place leadership and public services leadership. The Research

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Fellow will work with Professor Jean Hartley, to whom informal enquiries may be made (jean.hartley@open.ac.uk).

Deadline: **21th July 2016**. More information at: **http://www.jobs.ac.uk/job/ANZ473/research-fellow/**

Associate or Full Professor in Leadership and Global HRM - Vlerick Business School

Vlerick Business School is an international business school, in the heart of Europe. Each year some 500 students enroll for Masters and MBA programmes in our campuses in Brussels, Ghent and Leuven and in Beijing. Over 5000 executives attend our management development programmes. Moreover, Vlerick is one of the few in the world to hold triple accreditation: Equis, AMBA and AASCB. Our rankings confirm our position as top-level European Business school Our faculty are experts in turning knowledge into action and action into knowledge – a dynamic balance that continually stimulates entrepreneurship and innovation.

Deadline: **31th August 2016**. More information at: **https://www.efmd.org/jobslist/job/652/1/list**

Professor of Practice in Public Service Leadership and Innovation – Cardiff University

The main function of the post is to take a leadership role in academic and engagement activities concerning public service leadership and innovation. The role will be 0.2 to 0.8 FTE and fixed term for three years and will be remunerated on the appropriate point of the Senior Staff Pay Scale. The role holder will be based in Cardiff Business School's Management, Employment and Organisations Section and will report to its Head of Section.

Deadline: **7th August 2016**. More information at: **http://www.jobs.ac.uk/job/AOC522/professor-of-practice-in-public-service-leadership-and-innovation/**

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CALL FOR PAPERS

International Studying Leadership Conference University of Edinburgh, 11-13 December 2016

The conference organisers welcome conceptual and empirical contributions that address the significance of these issues for the wider domain of leadership studies, identifying their main contours, and indicating emerging challenges. The aim of the conference is to encourage a re-thinking of leadership studies and to interrogate what this might mean for contemporary theory and practice. We are pleased to announce that at least one special issue, titled "Rethinking Leadership Research" will be published in the journal Leadership. In line with the journal's policy of inclusivity, papers exploring alternative new directions are also welcomed.

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We invite proposals related to the theme, Rethinking Leadership Research. Proposals are welcome in the form of papers, workshops, round-tables or PhD posters, drawn from a wide range of disciplinary and methodological perspectives. Proposals of no more than 1000 words should be submitted by 2nd September 2016. Each abstract submission will be subject to a blind peer-review process. As such, the uploaded document should include only the Title and Abstract of the submission. A decision on all abstracts received will be conveyed to contributors by 14th of October 2016.

KEY DATES

Abstract submission deadline

2nd September

Notification of abstract acceptance

14th October

Early bird registration

5th September – 28th October

Standard registration

29th October – 7th December

Conference

11th – 13th December

More information at: **http://www.business-school.ed.ac.uk/islc/call-for-papers/**

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NEWS FROM THE PUPOL COMMUNITY

Big career change for Karin Lasthuizen, one of the founders and chairs of PUPOL! From November 1st, Karin has been appointed professor at the School of Management of Victoria University of Wellington in New Zealand, to take up the brand new Brian Picot Chair in Ethical Leadership.

Follow her at www.lasthuizen.com.

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