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INDEX

1	SECOND PUPOL INTERNATIONAL CONFERENCE.....	p. 2
2	PUPOL WEBSITE IS ONLINE.....	p. 3
3	RESEARCH SPOTLIGHT.....	p. 3
4	RECENT PUBLICATIONS.....	p. 4
5	FUNDING OPPORTUNITIES.....	p. 7
6	CALL FOR PAPERS.....	p. 8

1

SECOND PUPOL INTERNATIONAL CONFERENCE



The Open
University

Business School

On 6th and 7th April 2017, the second PUPOL international conference will take place at The Open University (Milton Keynes, UK). The conference main theme is **Leadership for Public and Social Value**. More than 80 people from around 20 different countries have already registered and almost 60 papers will be presented in several parallel sessions on many intriguing themes including 'leadership and wicked problems', 'leadership in public services', and 'leadership in global governance.' Keynote speakers will be Professors **John Bryson** and **Barbara Crosby**, both of the University of Minnesota, USA. There will also be an after dinner talk from Emeritus Professor **John Benington** (University of Warwick, UK) and short TED type of talks from Professors **Jean Hartley** (The Open University, UK), **Brad Jackson** (Victoria University of Wellington, New Zealand), **Eva Sørensen** (Roskilde University, Denmark) and Dr **Peter Bloom** (The Open University, UK). Moreover, thanks to Dr **Mark Bennister** (Canterbury Christ Church University, UK) there will also be an optional pre-conference visit to the UK Parliament on the 5th of April.

It promises to be an exciting conference and we very much look forward to welcoming you in Milton Keynes for the 2nd International PUPOL Conference!

Alessandro Sancino (on behalf of the organizing committee composed of Jean Hartley, Mark Bennister, Carol Jarvis, Loua Khalil, Sandra Resodihardjo, Jane Roberts, and Owain Smolovic Jones).



The Michael Young Building at The Open University

2

PUPOL WEBSITE IS ONLINE

It's official: PUPOL now has its own website! On www.pupolnetwork.com you can find all the latest about PUPOL activities, such as the annual conferences and special issues organized by the PUPOL network. Together with the PUPOL mailing list, the website furthermore serves as a platform to highlight interesting new books and articles, calls for papers, scholarships, and workshops. In the near future we are furthermore looking to expand the website with more ways to connect scholars on public and political leadership, exchange tips, knowledge, and insights, and promote collaboration among members. Have you recently published a paper that you want to spotlight, or read a book or article that you highly recommended to other scholars working on public and/or political leadership? Are you organizing a panel at a conference or a symposium that may be of interest to fellow PUPOL members? Or do you have a great idea on how to use our website to benefit our members even more? Let us know at info@pupolnetwork.com.

3

RESEARCH SPOTLIGHT - DR. FREDRIK BYNANDER -



During a crisis, leadership is tested, transformed and sometimes regenerated. Fredrik Bynander runs a research and training group, Crismart, at the Swedish Defence University that investigates the impact of unexpected, rapid and consequential events on the practice of public and political organizations, including their leadership. Dr. Bynander is also chairman of the board of trustees of CNDS, the Uppsala based Centre for Natural Disaster Science which is a Swedish Government designated, multi-disciplinary research environment devoted to the study of societal resilience in the face of natural hazards.

For four years, Dr. Bynander was Head of strategic planning at the Swedish Prime Minister's office Crisis Coordination Secretariat. Using the practice-based experience in pursuing research on crisis leadership, and feeding the findings back into public organizations through education and training is a core mission for Crismart. Dr. Bynander and his team has consulted on major national level exercises and runs a twice yearly course on leadership in crisis for the Government offices.

Dr. Bynander has written on leadership succession with Professor Paul 't Hart and on the leadership capital of Swedish Prime Ministers with Dr. Pär Daléus. Recently, he co-edited a special issue on natural disaster research to which he and Professor Arjen Boin contributed an article on success and failure in crisis

coordination. A current research interest is the role of leadership in inter-organizational and network-based collaboration. Exploring the effect of leadership in different sectors and administrative systems on crisis preparedness and management is crucial to understanding the outcomes of high-impact events.

Dr. Fredrik Bynander is an Associate Professor of Political Science and Research Director at Crismart. He is also Chairman of the board of the Center for Natural Disaster Science which has been designated a Swedish government strategic research environment. Fredrik is a member of the Royal Academy of War Sciences, and the Swedish Society for International Affairs. You can find a list of his publications at his [google scholar profile](#).

4

RECENT PUBLICATIONS

‘The rise and effect of virtual modalities and functions on organizational leadership: tracing conceptual boundaries along the e-management and e-leadership continuum’

LINK: <http://rtsa.ro/tras/index.php/tras/article/view/507>

ABSTRACT

The massive shift to virtual modalities and functions has changed the context of leadership and organizational structures, and thus how leadership is exercised. To date, the fields of e-leadership and e-management, or more generally, virtual leadership, have been unable to make much progress. This exploratory study uses adaptive structuration theory, an approach recommended by Avolio (2001 and 2014), to provide a broad framework that is modified for the field. It uses the multi-method, multi-level approach recommended by structuration theory. Findings regarding three specific advanced information technologies (AITS) are discussed, study limitations are provided, and future research opportunities are reviewed.

Citation: Van Wart, M., Romanu, A., Pierce, S. (2016). The Rise and Effect of Virtual Modalities and Functions on Organizational Leadership: Tracing Conceptual Boundaries along the E-Management and E-Leadership Continuum. *Transylvania Review of Administrative Sciences*, Special Issue 2016, pp. 102-122.

‘Integrating ICT adoption issues into (e-)leadership theory’

LINK: <http://www.sciencedirect.com/science/article/pii/S0736585316303525>

ABSTRACT

Information and communication technologies (ICTs) are having a profound effect in society and organizations. However, the literature on ICT adoption—from selection to implementation—has not been well integrated into leadership theory. This is particularly true in terms of adoption. Leaders must adopt ICTs not only for their own competence—an antecedent condition for what is considered e-leadership, but choose,

recommend, and support implementation of ICTs for their organizations/units to use. Leaders are also expected to become effective in dealing and navigating the challenges of leading within the digital space. At this moment, there are two pertinent literatures: the technology adoption literature and the enterprise resource planning literature—which can be considered an important special case of leadership change management literature—and which could provide the theoretical basis for developing a unified theoretical perspective on e-leadership. This article provides a framework and propositions to connect these literatures by focusing on the effects of individual leader characteristics on the ICT adoption process from both a personal and enterprise-wide perspective. Study limitations and future research opportunities are outlined.

Citation: Van Wart, M., Roman, A., Wang, X. and Liu, C., 2016. Integrating ICT adoption issues into (e-) leadership theory. *Telematics and Informatics*, published online on 16th November 2016, DOI: <http://dx.doi.org/10.1016/j.tele.2016.11.003>

‘Public leadership in the United Arab Emirates: towards a research agenda’

LINK: <http://www.emeraldinsight.com/doi/abs/10.1108/IJPSM-09-2016-0151>

ABSTRACT

To date, public leadership has been conceptualised for Western systems while leadership discourse has spread across governments globally. The purpose of this paper is to begin the task of conceptualising public leadership in the United Arab Emirates (UAE), a federal monarchy in the Arabian Gulf, and proposes a forward research agenda. The paper employs a qualitative, interview-based design to elicit top government officials’ personal interpretations of the purpose and challenges of public leadership, the practices they engage in, and the arenas across which leadership is performed. The study finds that whilst notions of public leadership as conceptualised to date are present, cultural and institutional differences result in distinct localised characteristics that belie the managerial presentation of public leadership. Stimulated by these initial findings, three points of departure for future research are suggested: public leaders’ scope for discretion, values and trust. The paper presents a first conceptualisation of public leadership in the UAE, an Arab-Muslim federal monarchy.

Citation: Megan, M. (2017). Public leadership in the United Arab Emirates: towards a research agenda. *International Journal of Public Sector Management*, Vol. 30, Issue 2, pp.154 - 169

‘Comparing leadership: business, politics and education’

LINK:

<http://www.sciencepublishinggroup.com/journal/paperinfo?journalid=202&doi=10.11648/j.ss.s.2016050601.13>

ABSTRACT

Research on leadership has extended throughout social sciences in recent years and is becoming more and more relevant. In this regard, the online higher education institutions are not an exception. This paper aims to do an analysis of the evolution of the studies on leadership by reviewing the articles on this topic since 1950s, and to propose a multi-disciplinary perspective. Since the subject is so wide, we have chosen three areas within the social sciences: business, politics, and education, which account for about 45% of the articles in the web of science. First, we do a quantitative analysis of the output in politics, business and education. Second, we proceed to study which concepts relate to leadership in each area from a qualitative perspective hoping to extract trends and target opportunities in order to improve training on this topic in universities and business schools.

Citation: Mireia Tintoré, Casilda Güell, Comparing Leadership: Business, Politics and Education, *Social Sciences*. Special Issue: Re-Imagine Education for Social Improvement. Vol. 5, No. 6-1, 2016, pp. 14-28. doi: 10.11648/j.ss.s.2016050601.13

‘Managed intra-party democracy. Precursory delegation and party leader selection’

LINK: <http://journals.sagepub.com/doi/abs/10.1177/1354068816655569>

ABSTRACT

The question of how party leaders are selected has recently, and belatedly, come under systematic comparative scrutiny. If it is the location of intra-party power that interests us, however, it might be that some of the more observable indicators in such processes, such as the identity of the selectorate, are not actually the most revealing ones. Using a delegation perspective, we thus present a framework for analysing prior steps in leader selection and relate it to various ideal-typical constellations of intra-party power. The framework encompasses, first, what we call precursory delegation, with focus especially on an agent that, formally or informally, manages the selection process before it reaches the selectorate. Second, the framework takes account of the degree to which the process is managed rather than left open to free competition between leader candidates. We illustrate the framework primarily with instances of leader selection in two Swedish parties.

Citation: Aylott, N., Bolin, N. (2017). Managed intra-party democracy: Precursory delegation and party leader selection. *Party Politics*, 23(1), pp.55-65.

5

FUNDING OPPORTUNITIES

Transformations to Sustainability (T2S)

The Transformations to Sustainability (T2S) call is a comprehensive and concerted research initiative to boost research on transformations to sustainability, and catalyse new kinds of solutions to environmental and social challenges. The programme is structured around three themes: Governance and institutional dimensions of transformations to sustainability; Economy and finance of transformations to sustainability; Wellbeing, quality of life, identity, and social and cultural values in relation to transformations to sustainability.

Deadline for proposals: 22.00 (UK time) on **5th April 2017**. More information at:

<http://www.esrc.ac.uk/funding/funding-opportunities/transformations-to-sustainability-t2s/>

Jean Monnet Postdoctoral Fellowships

The Robert Schuman Centre for Advanced Studies (RSCAS) offers one-year Jean Monnet Fellowships to scholars who have obtained their doctorate more than 5 years prior to the start of the fellowship, i.e. 1 September 2017 for the academic year 2017-18. The Fellowship programme is open to post-docs, tenure track academics and those wishing to spend their sabbatical at the Robert Schuman Centre. We invite you to become part of a lively and creative academic community. The Centre offers up to 20 Fellowships a year. The three main research themes of the RSCAS are: Integration, Governance and Democracy; Regulating Markets and Governing Money; and 21st Century World Politics and Europe. The annual deadline for applications is **25th October**.

More information at:

<http://www.eui.eu/ServicesAndAdmin/AcademicService/Fellowships/JeanMonnetFellowships/Index.aspx>

Humboldt Research Fellowship for Postdoctoral Researchers

Submit an application if you are a researcher from abroad with above average qualifications, at the beginning of your academic career and only completed your doctorate in the last four years. A Humboldt Research Fellowship for postdoctoral researchers allows you to carry out long-term research (6-24 months) in Germany. Applicants choose their own topic of research and their academic host.

More information at:

<https://www.humboldt-foundation.de/web/humboldt-fellowship-postdoc.html>

6

CALL FOR PAPERS



Leadership for Public and Social Value: A call for papers for symposium in Public Administration

Guest editors: Alessandro Sancino, Jean Hartley, Mark Bennister, and Sandra L. Resodihardjo.

We invite manuscripts on the topic of leadership for public and social value, to be submitted by 1 October 2017 through *Public Administration*'s manuscript system (<https://mc.manuscriptcentral.com/padm>).

If authors would like informal comments from the symposium guest editors prior to formal submission they should send their manuscript to Alessandro Sancino (alessandro.sancino@open.ac.uk) by 30 June 2017.

The symposium topic

The current societal and institutional context is pushing scholars and practitioners of public administration to address new complex challenges. Public leadership has been advocated as a key element and a necessary factor of resilience for contemporary public administration ('t Hart, 2014; Pedersen and Hartley, 2008).

From the societal side, the context for public administration can often be particularly complex (Uhl-Bien et al., 2007), characterized by wicked problems (Head and Alford, 2015) and different types of crises (Boin, 2005), by the emergence of different types of democratic practices and of varieties of participation (Fung, 2006) and of different levels and spheres of power with impacts on the identity and distribution of roles among some of the main societal actors (Bryson et al., 2016). From the institutional side, public administration nowadays takes place in an increasingly shared power, multi-sector and multi-organizations public sector (Crosby & Bryson, 2005) where actors are challenged to undertake boundary-crossing (Getha Taylor, 2011, i84) and to exercise adaptive (Heifetz, 1994) and integrative (Morse, 2010) leadership.

In short, these are contexts – expressed at individual, group, community, organizational, inter-organizational, city region, national or international level – where public leadership may contribute by adding value. In other circumstances, public leadership may detract from public value, destroying or wasting what is valuable for the greater good.

This symposium takes the opportunity to reflect on what is public and social value and on the role of public leadership in the creation or recognition of public value – a question which has become all the more important in recent years as public organizations face budget cuts while still having to contribute to society by addressing problems.

Purpose is fundamental to public leadership. Leadership can be exercised to try to achieve various different aims or meanings (Heifetz, 1994; 't Hart, 2014). This symposium focuses on leadership for public value, whereby public value is defined as both the values that various publics express or aspire to, and the value that is added to the public sphere (Benington and Moore, 2011; Benington, 2015; Moore, 2013). Other scholars may use the concept of social value (e.g. Jordan, 2008).

Leadership for public value can be leadership by elected politicians, by public managers and professionals, and by civic activists. Leadership for public value can be exercised in the contexts of the voluntary and community sectors, corporate social responsibility, hybrid organizations and social entrepreneurship.

Studying leadership for public value addresses the call for theoretical and empirical investigation into the nature and desired outcomes of public leadership (Getha Taylor, 2011, i88) and recognizes leadership as a contested social function. Moreover, linking public value with leadership both theoretically and empirically could help to overcome 'the Balkanization of the field with innumerable aspects of leadership, each with its own special and often conflicting terms' (Van Wart, 2013, p. 537). The field of political leadership study is undergoing a renaissance (see Rhodes and 't Hart 2015; Bennister, 't Hart and Worthy 2017; Bennister 2016). Much of this reflective theoretical and empirical flourishing concentrates on evaluating leaders and leadership, but there exists a gap in translating the energy of new leadership study into evaluating the outcomes and impacts of public leadership. This is also true for the study of leadership from the management side not only in the public sector (Hartley and Benington, 2011) but more generically (Storey et al, 2017).

The aim of this symposium is to examine whether, how and what leadership achieves for society, and/or different publics. We therefore take as level of analysis the relationship between public leadership and societal challenges with the mediating role of the practice of public administration. Contributions focusing on different types of public leadership (e.g. political, managerial, civic, professional etc.) are welcome. Papers may focus on the leadership of the creation or destruction of public and social value at various levels.

More information and references available on the webpage of the journal at:
[http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1467-9299](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1467-9299)

**International Studying Leadership Conference, December 10–12, 2017
University of Richmond, Richmond, Virginia, USA**

Leadership, Dissent, and Disobedience: Leaders and Followers in a Populist Age

Recent populist movements in the U.S., U.K., and around the globe suggest that the practices and theories surrounding dissent and civil disobedience are now more relevant than ever. With the Women’s March reaching nearly five million people world-wide, sparking protests not only across the United States, but in Europe, Asia, Africa, North and South America, Australia, and even Antarctica, it is clear that the praxis of protest will be a hallmark of this period in the twenty-first century.

In the past five years in particular, the world has seen the rise of populism in multiple countries, with the implementation of social pressures and policies focusing on religious, nationalist, and/or social conservatism. Often simultaneous to these populist movements is an increase in anti-establishment figures on both the right and the left whose followers often establish cults of personality, some of which promote ideologies of exclusivity and isolationism.

In response, demonstrations and activist movements have been appearing across the globe to protest demagoguery, to support or reject the arrival of refugees and immigrants, and in the support or rejection of diversity of religion and sexuality. Given the divisiveness which accompanies and incites these protests, including the rising popularity of isolationist policies and attempts to control religious practices, this conference seeks to create a scholarly space for the discussion of the causes, consequences, and importance of dissenting voices and movements. We are interested not only in the wide range of political and social movements or policy formations, but also in the ways in which leadership practitioners and scholars can address or participate in forms of academic dissent—how scholarship itself might be used as a form of civil disobedience.

Proposal submissions deadline: **31st July 2017**. More information at:

<http://jepson.richmond.edu/conferences/islc/index.html>