

# NEXT GENERATION LEADERSHIP

## REGIONAL CONFERENCE

30–31 May 2018  
University of Pretoria | Pretoria, South Africa



#ILA2018Pretoria

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# Special Thanks From the Conference Co-Chairs

## TO THE UNIVERSITY OF PRETORIA

for hosting the conference

The Vice Chancellor and Principle  
– **Prof. Cheryl de la Rey**

The Dean, Faculty of Economic  
and Management Sciences –  
**Prof. Elsabe Loots**

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# Welcome to Pretoria

Dear Colleagues from near and far thank you all for being here!

We have travelled many a different path from various countries to congregate here in Pretoria, the capital city of beautiful South Africa, to converse, make meaning, and create magic the next two days at the *Next Generation Leadership* conference.



**Lize Booysen**



**Derick de Jongh**

It is with great excitement and pleasure that we as co-chairs welcome you all to this first regional ILA conference in Africa. It is just fitting, that the conference is being held in South Africa, where the complexity of leadership, the practice of leadership, and the evolving theory of leadership is clear, present, and undeniably exciting. South Africa can be seen as a living laboratory — a young, vibrant democracy where experimentation with leadership is seen on a daily basis intentionally and unintentionally. South African society is extremely responsive to leadership success and failures and does not spare anyone (including organized business and government) in a leadership position. For academics, it offers the perfect landscape to debate, investigate, and critique leadership theory and practice. This by no means is a simple task and collaboration on expanding leadership theory is always much welcomed.

You answered the call for action to be part of this conference that focuses on the United Nations Sustainable Development Goals and the importance of developing the leadership capacity of youth across Africa and the rest of the world to engage proactively with pressing challenges in business and society.

We now invite you, in the spirit of *Ubuntu*, to take a deep dive into our collective energy and wisdom, during these two days, and forge new approaches, partnerships, and networks to promote a deeper understanding of leadership knowledge and practice for the greater good of individuals, communities, and societies worldwide — for the next generation!

Allow us to once again, extend a warm, proudly South African word of welcome to all attending the conference. May you not only experience the abundance of South African hospitality but, more importantly, immerse yourselves in the richness of its context.

Last but not least, have fun!

## **Prof. Lize Booysen**

Conference Co-Chair  
Graduate School of Leadership and Change,  
Antioch University, USA and Inaugural ILA Fellow

## **Prof. Derick de Jongh**

Conference Co-Chair  
Director, The Albert Luthuli Centre for Responsible  
Leadership, University of Pretoria

# and Welcome to the ILA

On behalf of the International Leadership Association (ILA) and the entire conference organizing committee, we are pleased to welcome you to this topical conference on *Next Generation Leadership*, hosted by The Albert Luthuli Centre for Responsible Leadership (ALCRL) with co-chairs Derick de Jongh, director of ALCRL and ILA Fellow Lize Booysen.



**Katherine Tyler Scott**

**Cynthia Cherrey**

We are enthusiastic about the partnership with ALCRL whose mission is: “To develop the next generation responsible leaders in support of social and environmental justice.” The core mission of the International Leadership Association is “To promote a deeper understanding of leadership knowledge, ideas, and best practices for the greater good of individuals and communities worldwide.” As you can see, the missions align and we share a deep desire to create a better future in which the possibilities for individual, community, and international change exist.

This location is a place of such possibilities and focuses our attention on the importance of developing the next generation of leaders in Africa which has the youngest population in the world. This conference brings together diverse experts and stakeholders from government, industry, business, consultancy, and academia to explore best practices and research and to dialogue about the complexity of leadership challenges on the African continent and beyond. Broader insights and solutions will emerge over the next two days, contributing to the development of the kinds of next generation leadership needed to exert a positive impact in the face of the pressing long-term struggles, wicked problems, and protracted leadership challenges confronting us.

With the conference taking place on the University of Pretoria campus, the context alone should inspire us. Your creativity and belief in our collective work will inspire us to do even more.

We wish you an inspiring conference of promising possibilities.

**Katherine Tyler-Scott**  
ILA Board Chair

**Cynthia Cherrey**  
ILA CEO & President



International Leadership Association

# ABOUT THE ILA

## VALUES

**Inclusion:** Fosters and promotes broad and diverse membership engagement.

**Impact:** Encourages leadership initiatives that advance the field of leadership and contribute to the greater global good.

**Integrity:** Insists upon effective and ethical leadership practices and sound scholarship.

**Interconnection:** Builds upon the shared interests and complementary talents of members to support individual and collective goals.

**Interdisciplinary:** Promotes and influences leadership as an interdisciplinary field bridging theory, practice, and multiple sectors.

**International Perspectives:** Respects cultural contexts and facilitates learning and networking across national boundaries.

## MISSION

To promote a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

## OBJECTIVES

- To encourage leadership scholars, educators, and practitioners to work together for the purpose of generating new ideas and practices in the field of leadership studies.
- To foster research and learning about leadership across intellectual, professional, cultural, ideological, and national boundaries.
- To generate and disseminate interdisciplinary research and develop new knowledge and practices about leadership.
- To increase worldwide understanding of the importance of leadership to the conduct of human affairs.

## IDENTITY

The ILA is organized for educational purposes to serve as a global network for all those who practice, study, and teach multiple facets of leadership.

# YOU'RE INVITED...

**8-10 August 2018**

**EXPLORING THE DILEMMAS OF LEADERSHIP IN LATIN AMERICA**

*Topical Conference for International and Local Experts and Stakeholders*  
Lima, Peru

**24-27 October 2018**

**AUTHENTIC LEADERSHIP FOR PROGRESS, PEACE & PROSPERITY**

*20th Anniversary Global Conference*  
West Palm Beach, FL, USA

**13-14 December 2018**

**POWER OF PURPOSE II**

*Topical Conference for CEOs, HRDs, and Leadership/Management Scholars*  
Cambridge, UK  
Contact Jen DuMars: [jdumars@ila-net.org](mailto:jdumars@ila-net.org)

Join ILA and share your unique perspectives, experiences, and knowledge with members in over 70 countries around the world to create leadership solutions that positively impact our complex global and local environments.

**BEYOND 2018**

**24-27 October 2019**

**21st Annual Global Conference**

Ottawa, Canada

**5-8 November 2020**

**22nd Annual Global Conference**

San Francisco, CA, USA



International Leadership Association

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# OVERALL

## PRE-CONFERENCE EVENTS

23-29 May	<b>Dreamcatcher South Africa 7-Day Tour</b>	Departs from Johannesburg
25-29 May	<b>Dreamcatcher South Africa 5-Day Tour</b>	Departs from Johannesburg
25-29 May	<b>Pilanesberg National Park</b>	Departs from Pretoria

## WEDNESDAY 30 MAY

08:30 – 19:00	<b>Check-In &amp; Help Desk</b>	Conference Centre – Registration
08:30 – 9:00	<b>Morning Coffee &amp; Tea</b>	Conference Centre – Registration
09:00 – 10:00	<b>Welcome Remarks - Prof. Cheryl de la Rey,</b> Vice-Chancellor, University of Pretoria <b>Keynote Speaker - Johan van Zyl,</b> CEO, African Rainbow Capital & CEO, Ubuntu-Botho	Conference Centre – Sanlam Auditorium
10:15 – 11:15	<b>Concurrent Session One</b>	See Pages 11-12
11:30 – 13:00	<b>Concurrent Session Two</b>	See Pages 13-14
13:15 – 14:30	<b>Lunch</b>	Conference Centre – Function Hall
14:45 – 16:00	<b>Concurrent Session Three</b>	See Pages 15-18
16:00 – 16:30	<b>Afternoon Coffee &amp; Tea</b>	Conference Centre – Registration
16:30 – 17:45	<b>Interactive Roundtable Discussions</b>	See Pages 20-22 Conference Centre – Function Hall
18:00 – 19:00	<b>Welcoming Braai</b> <b>*Special Performance by the UP Ovuwa Cultural Ensemble</b>	Conference Centre – Function Hall



**OVUWA\*** means (cultural) re-awakening. The group conducts extensive research about different genres of cultural, folk, and indigenous music and dance forms that represent South Africa's diversity. Their performances, filled with pride, grace, and radiant energy, create spaces of cultural exchange and trans-cultural collaboration.



# AGENDA

## THURSDAY 31 MAY

08:30 – 18:00	<b>Check-In &amp; Help Desk</b>	Conference Centre – Registration
08:30 – 09:00	<b>Morning Coffee and Tea</b> <i>Thank you Trinity Western University for sponsoring this break!</i>	Conference Centre – Registration
09:00 – 10:00	<b>Morning Remarks - Prof. Elsabe Loots</b> , Dean, Faculty of Economic and Management Sciences, University of Pretoria <b>Keynote Speaker - Ambassador Amina C. Mohamed</b> , Cabinet Secretary for Education, Republic of Kenya	Conference Centre – Sanlam Auditorium
10:15 – 11:45	<b>Concurrent Session Four</b>	See Pages 23-25
12:00 – 13:00	<b>Concurrent Session Five</b>	See Pages 26-28
13:15 – 14:30	<b>Lunch</b>	Conference Centre – Function Hall
14:45 – 16:00	<b>Concurrent Session Six</b>	See Pages 29-32
16:00 – 16:30	<b>Afternoon Coffee &amp; Tea</b>	Conference Centre – Registration
16:45 – 18:00	<b>Keynote Speaker - Mary Uhl-Bien</b> , BNSF Railway Endowed Professor of Leadership, Texas Christian University <b>Closing Remarks - Cynthia Cherrey</b> , President & CEO, International Leadership Association	Conference Centre – Sanlam Auditorium
18:15 – 19:30	<b>Closing Reception</b>	Conference Centre – Function Hall

## POST-CONFERENCE EVENTS

1-5 June	<b>Isimangaliso Wetland Park</b>	Departs from Durban
1-5 June	<b>Dreamcatcher South Africa 5-Day Tour</b>	Departs from Johannesburg
1-7 June	<b>Dreamcatcher South Africa 7-Day Tour</b>	Departs from Johannesburg

# PLENARY

Wednesday 30 May | 09:00 - 10:00 Conference Centre - Sanlam Auditorium



**Johan van Zyl** is CEO of both African Rainbow Capital, a start-up investment business focusing on the financial sector, as well as its parent company, the black-owned and controlled Ubuntu-Botho Limited. Previously, he was the Group CEO of Sanlam (2003 to 2015), and Santam (2001 to 2003). He presently sits on the boards of a number of listed companies, both locally and internationally. He is a recipient of several management awards and other

accolades, including being named one of SA's Top Leading Managers by the Corporate Research Foundation/Business Report; *Cape Times*/KPMG Personality of the Year Award; the *Sunday Times* Business Leader of the Year; and the FAK Award for Exceptional Leadership.

Originally trained as an agricultural economist, he holds two doctorates, one in economics and one in agricultural economics. He started his career teaching agricultural economics at the University of Pretoria, ending up as Dean of Natural and Agricultural Sciences. He subsequently spent two years at the World Bank as coordinator of Rural Development. In 1996, he became Vice-chancellor and Principal of the University of Pretoria, where-after he entered the private sector in 2001. He has a keen interest in economic development, and has published widely on rural development and agriculture. He is the author of more than 300 academic journal articles and several books.

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Thursday 31 May | 09:00 - 10:00 Conference Centre - Sanlam Auditorium



**Ambassador Amina C. Mohamed** has had a distinguished career in public service spanning over 29 years covering a broad spectrum of domestic and international assignments. She rose through the ranks in Kenya's diplomatic service from a Legal Officer in the Ministry of Foreign Affairs to the highest level of Ambassador/Permanent Representative at the

Permanent Mission of the Republic of Kenya to the UN in Geneva. She later served as the Permanent Secretary for the Ministry of Justice, National Cohesion, and Constitutional Affairs and was appointed the United Nations Assistant Secretary-General and Deputy Executive Director of the United Nations Environment Programme (UNEP) in Nairobi.

# SPEAKERS

Following her appointment as Cabinet Secretary for Foreign Affairs and International Trade in 2013, Amb. Mohamed worked to reposition Kenya in the international arena. She was instrumental in the restructuring, reforming, and rationalization of Kenya's Ministry of Foreign Affairs and its Missions abroad, and chaired the team that drafted Kenya's foreign trade policy. She has also been influential in promoting Africa's agenda in multilateral fora including the World Trade Organization and the United Nations System. Amb. Mohamed was recently honored by the United Nations Development Programme (UNDP) as one of the four UNDP Champions for the year 2016. In January 2018, she was nominated to serve as Kenya's Cabinet Secretary for Education.

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## Thursday 31 May | 16:45 - 18:00 Conference Centre - Sanlam Auditorium



**Mary Uhl-Bien** is the BNSF Railway Endowed Professor of Leadership in the Neeley School of Business at Texas Christian University. Uhl-Bien's research focuses on complexity leadership, relational leadership, and followership. She has published four edited books and a textbook, and her work has been recognized with multiple Best Paper Awards and two Decennial Awards. Her research has been funded with grants from organizations such as Booz Allen Hamilton, and conducted in partnership with Lockheed Martin, Bank of America, Disney, and others. Her articles have appeared in journals including *Academy of Management Journal*, *Journal of Applied Psychology*, and *The Leadership Quarterly*. She is a founder of the Network of Leadership Scholars in the Academy of Management, and has served as both Representative-at-Large and Division Chair for their Organizational Behavior Division.

Mary gives keynotes and invited talks around the world and is a regular commentator for CNBC. She is active in executive education nationally and internationally, teaching for the Brookings Institute, the Gallup Organization, and universities in the U.S., Canada, Australia, and Europe. She participated in a Fulbright-Hays grant to Mexico during 2003, trained Russian businesspeople for the American Russian Center at the University of Alaska Anchorage from 1993-1996, and worked on a USAID grant at the Magadan Pedagogical Institute in Magadan, Russia from 1995-1996.

# GUIDE TO SESSION FORMATS

The ILA uses the following definitions to create shared expectations between presenters and attendees.

## Interactive Roundtable Discussions

Small group discussions on a topic of common interest facilitated by an individual or team. Each organizer frames the topic and then facilitates a discussion with participants at the table. After 20 minutes a bell rings and participants have the opportunity to move to another roundtable or remain where they are to continue the conversation.

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## Panel

An informed discussion and/or debate on a topic by panelists with contrasting or complementary points of view, moderated by a chairperson, with time reserved for audience participation, questions, and comments.

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## Presentations

Two or more individually accepted papers/presentations grouped together by the program team into a session focused broadly on a theme or approach. The session chair introduces each presentation, keeps time, and facilitates the question and answer portion.

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## Workshop

Rooted in audience participation and active learning, half or more of the time is spent on experiential learning and innovative, interactive audience participation focused on learning a new skill, methodology, or technique.



# CONCURRENT SESSION 1

WEDNESDAY

30 MAY | 10:15 - 11:15

CS1 WED  
10:15-11:15

Conference Centre: SRC Chamber | Panel

## A Complexity Lens on Next Generation Leadership Development

Chair: **Mary Uhl-Bien**, BNSF Railway Endowed Professor of Leadership, Management, Entrepreneurship and Leadership, Texas Christian University

**Joan Brett**, Associate Professor, Management, Arizona State University

**Caren Scheepers**, Senior Lecturer, Leadership Cluster, University of Pretoria

**Sonja Blignaut**, Director, More Beyond

This session convenes a set of panelists who will discuss how a complexity lens brings new understanding for developing next generation leaders capable of dealing with the challenges facing organizations and society. Through this lens we will focus on new skills leaders require for these environments and what we can do as educators and scholars to help advance these ideas into the mainstream of leadership development.

Conference Centre: Conference Room 100 | Presentations

## The Need for Individual and Social Activism in Leading Change

Chair: **Eric R. Guthey**, Associate Professor, Intercultural Communication and Management, Copenhagen Business School

Imagine a world in which individuals and groups never took an unexpected action or put themselves at risk to spark social change. This session will consider the importance of instances in which people do take unexpected action. We will invite participants to contribute examples of unexpected and incongruous leadership.

### The Corporate Fool: Implications for Truth Telling in Organizations

**Philip L. Cochran**, Thomas W. Binford Chair of Corporate Citizenship, Kelley School of Business, Tobias Leadership Center, Indiana University

**Richard Gunderman**, Professor of Radiology, School of Medicine, Indiana University (Co-Author)

This paper proposes that organizations consider establishing an "Office of the Corporate Fool." The incumbent will be empowered to honestly tell the senior executive(s) the truth of various corporate strategies that they are considering.





## From Honor to Dishonor

**S. Irene Matz**, Associate Professor, College of Communications, California State University, Fullerton

This discussion will focus on the vulnerability of leaders in their ethical decision making by providing examples of leaders slipping from honor to dishonor. Executives are predominately graduates of colleges and universities; these institutions have the opportunity to provide an underpinning for ethical decision making by offering classes in ethics as a cornerstone for degrees.

### Leadership Centre: Auditorium | Panel

#### Youth Leadership in the Form of Student Activism: Black College Student Activism in South Africa and the U.S.A.

Chair: **Alphonse Keasley**, Associate Vice Chancellor, Office of Diversity, Equity, and Community Engagement, University of Colorado Boulder

**Ginnie Logan**, PhD Student, Learning Sciences and Human Development, School of Education, University of Colorado Boulder

**Tafadzwa Tivaringe**, PhD Student, Learning Sciences and Human Development, School of Education, University of Colorado Boulder

**Sylvester Bongani Maphosa**, Chief Research Specialist, African Institute of South Africa, Human Sciences Research Council

Black student leadership manifests itself in a multitude of different ways in colleges and universities across South Africa and the United States. This panel will focus on how Black students in these contexts exercise leadership through activism efforts such as Fees Must Fall and Black Lives Matter. By exploring and comparing such movements, and by closely attending to the issues students take up, the messages they communicate, and the platforms they employ in their search for personal and collective liberation, we can learn a great deal about how youth understand their role in schools, in society, and in the world.

# CONCURRENT SESSION 2

WEDNESDAY

30 MAY | 11:30 - 13:00

CSS2 WED  
11:30-13:00

**Conference Centre: Conference Room 100 | Workshop**

## **A Vision From the Sustainable Development Goals: Exploring Leadership Roles and Competencies**

**Natalie J. Coers**, Program Coordinator, College of Agricultural and Life Sciences, University of Florida

**Andrew Henck**, Director, Center for Career and Calling, Azusa Pacific University

This workshop will explore the roles leadership educators can play in efforts to respond to the UN's Sustainable Development Goals (SDGs). Such ambitious, global goals require leaders to develop practical, local strategies to reach tangible targets along the way. Participants will engage in a carefully planned exercise combining elements of systems thinking, project planning, and visioning techniques to explore the local, regional, and global connections necessary to pursue and to fulfill the SDGs. Join in to see how even one resource can function to connect personal, group, and global leadership efforts across generations to effect social change.

**Leadership Centre: Auditorium | Presentations**

## **Mindfulness and Well-Being in Leadership: Theory and Practice**

Chair: **Frans Cilliers**, Professor, Industrial and Organisational Psychology, University of South Africa

The global environment is filled with distrust, competing priorities, and anger, resulting in a decrease in emotional and physical health, and increases in self-doubt and moral distress in leaders. This session will explore the challenges connected with the current situation and provide several strategies to surmount it.

### **Building Brain Stamina at Work Through Mindful Attention Awareness**

**Ingra du Buisson-Narsai**, Director, NeuroCapital Consulting

Current research findings on mindfulness practices in the workplace will be shared, including: measurement tools to operationalize mindfulness; current outcome studies of mindfulness in the workplace; interventions that are incorporating mindfulness techniques and practices in the workplace; neuroscience mechanisms of mindfulness; and current research on mindfulness and its interrelationships with indicators of workplace behavioral health like perceived stress, sleep, grit, emotional regulation, and positive affect in corporate South Africa.





## Your Leadership Story: Writing Your Life Story Leads to Greater Self-Awareness and Stronger Leadership

**Cammi Clark**, PhD Student, Leadership & Change, Antioch University

Recognizing your individual, authentic stories and being able to articulate them in writing is a powerful, empowering tool that can strengthen you as a leader. This is a brief step-by-step guide on how to turn your pivotal moments into your own personal leadership story. Thinking of your life as a story — with settings, chapters, characters, goals, conflicts, reflections — increases your awareness of yourself as a leader and encourages you to become more effective, insightful, and inspiring.

## Navigating Moral Distress: A Collaborative Approach for Next Generation Leadership Well-Being

**Jodi Kortje**, Director of Emergency, Critical Care, and Medicine Programs, Vancouver Coastal Health

**Tami France**, Manager, Workforce Learning, Leadership and Organizational Development, Mayo Clinic (Co-Author)

**Patricia Greer**, Academic Director, University College, University of Denver (Co-Author)

Moral distress can occur when one knows the right action to take, but is constrained from taking it. This presentation will offer a deeper understanding of this phenomenon's impact within the individual and an organizational system. Strategies are shared to enhance awareness and ultimately leader well-being and to shift perspectives to allow for productive outcomes in morally stressful and uncertain situations thus decreasing moral distress, and increasing positive impact.

### Leadership Centre: Discussion 1 | Workshop

## Generation Z: Mentoring the Next Generation of Youth Leaders to Support Sustainable Communities

**Kelly L. Cerialo**, Assistant Professor, Business, Hospitality, and Tourism, Paul Smith's College

**Sara Safari**, Author, *Empower Nepali Girls*

Socially responsible and digitally connected, Generation Z (born 1995-2010) is the next generation of youth leaders shaping the future of our sustainable communities. This generational cohort has distinct values, aspirations, and beliefs that will determine our social progress, economic growth, and environmental protection policies in the near future. How can we best prepare them for such a critical task? Through dialogue, reflection, and action planning, participants will explore how to develop youth leadership mentoring in sustainable communities with a focus on empowering Generation Z in the here and now, using real life examples.



# CONCURRENT SESSION 3

WEDNESDAY

30 MAY | 14:45 - 16:00

Conference Centre: SRC Chamber | Panel

## The Voice of the Next Generation

Chair: **Derick de Jongh**, Director, Albert Luthuli Centre for Responsible Leadership, University of Pretoria

**Michael Bongani Reinders**, PhD Student, University of Pretoria

**Tonderai Matanda**, PhD Student, University of Pretoria

**Lethabo Mailula**, PhD Student, University of Pretoria

**Zenia Pero**, PhD Student, University of Pretoria

**Josias Tembo**, PhD Student, University of Pretoria

**Pieter Scribante**, PhD Student, University of Pretoria

Postgraduate students from the University of Pretoria who are young leaders and academics contribute to the discussion on the way forward to address various major issues the world is facing. As the next generation they will be bringing insights from their experiences and studies.

CS3 WED  
14:45-16:00

Conference Centre: Conference Room 100 | Presentations

## Collaborative, Group, and Networked Models of Leadership

Chair: **Drikus Kriek**, Partner Development Advisor, CEEMAN

Presenters will share research on new approaches to leadership in complex and emerging contexts.

### The Systems Psychodynamic Role Analysis of the 21st Century Leader

**Frans Cilliers**, Professor, Industrial and Organisational Psychology, University of South Africa

**Michelle Madurai**, Industrial Psychologist, Optimise Consulting

Results of a study aimed to explore, describe, and analyze the lived leadership role experience of 21st century leaders from a systems psychodynamic perspective will be discussed. The study utilized systems psychodynamics, hermeneutic phenomenology, and a case study strategy that included a two-hour semi-structured, in-depth interview followed by thematic analysis. The manifesting themes were anxiety, task, boundary management, de-authorization, and leadership identity forming. Role analysis showed de-authorized introjections resulting in high levels of anxiety and projections of idealization.





## We Don't Need Another Hero: On Non-Heroic Leadership and the Sustainable Development Goals

**Willem Fourie**, Associate Professor, Albert Luthuli Centre for Responsible Leadership, South African Sustainable Development Knowledge Hub, University of Pretoria

What kind of leaders do we need to implement the SDGs? This paper argues that heroic leadership theories do not have the capacity to enable collaborative responses to complex and moral development problems. A non-heroic conception of leadership that is sensitive to socio-cultural and political diversity is presented as a correction to heroic leadership theories. It integrates the social constructivism of John Searle with the sociology of groups pioneered by Solomon Asch and Peter Blau and mechanisms of legitimacy developed by David Beetham.

## Generating Collaborative Solutions Using Complex Adaptive Leadership

**Matthew P. Earnhardt**, Assistant Professor, College of Business, Embry-Riddle Aeronautical University

**Daryl V. Watkins**, Associate Dean, College of Business, Embry-Riddle Aeronautical University

**Steven M. Walker**, Professor, Leadership Studies, National University (Co-Author)  
Organizational leadership must evolve beyond a focus on those occupying the positions of organizational leaders. Complex systems provide the opportunity to rethink the leadership function in holistic and comprehensive terms.

## Network Leadership in Emerging Countries

**Dominik Fischer**, Research Assistant, Corporate Management & Economics, Zeppelin University

The presenter will discuss leadership in the context of networks and with a focus on the institutional environment of developing and emerging countries. Organizations cooperate with partners, aiming to access resources and information as well as to reduce risk in new and unknown business environments. The theoretical streams of Institution-Based View of Strategy (IBV), networks, and leadership are indirectly linked, but not comprehensively integrated yet. Combined, they demonstrate the relevance and possibilities of leadership regarding a strategic application in this context.

## Higher Education for Next Generation Leadership

Chair: **Joanne Barnes**, Dean, Graduate School, Indiana Wesleyan University

### A Call to Innovate: Challenges and Opportunities for African Universities

**John Akec**, Vice Chancellor, Administration, University of Juba

African economies are under pressure to grow at a faster rate than their current levels in order to raise the living standards and create sufficient jobs for their bulging youth populations as articulated in the African Union Commission's Agenda 2063; Science, Technology, and Innovation Strategy for Africa (STISA-2024); and Comprehensive Africa Agriculture Development Plan (CAADP). African universities are being looked to for leadership and are called to change their mandate to include research, extension, and commercialization of research output — to become “innovation universities.”

### Higher Education Internationalization: A Vehicle for Advancing Global Leadership Competencies

**Maria E. Dezenberg**, Navitas Executive Director, Global Student Success Program, Richard Bland College of William & Mary

**Elsa Wiehe**, Teaching and Learning Expert, Navitas (Co-Author)

**Timothy Rohrbach**, Assistant Professor, Biology, Richard Bland College of William & Mary (Co-Author)

The internationalization of higher education is often pursued for purposes of cross-cultural exchange, new knowledge, and collaboration in response to our dynamic global society. This presentation will further theoretical discussions on the topic by raising the question of how academic institutions around the globe can enhance internationalization strategies with actionable teaching and learning initiatives that develop students' global leadership competencies. Practical application strategies will be examined with a case of one U.S. college, and its organic approach to engaging students in learning boundary spanning capabilities.

### Resource Dependent Collaboration and Complexity Leadership: A Case Study From U.S. Higher Education

**Elisabeth Power**, Assistant Professor, School of Business, Saint Martin's University

The content of programs in higher education has transformed to meet the needs of a knowledge-driven workforce, yet the models used to teach these subjects have remained relatively unchanged. As technology offers new potential to improve educational outcomes, organizations face considerable cost and risks in innovating such change. Using a qualitative case study methodology, this study explored leadership within a network of higher education reformers and documented evidence of resource dependent collaboration, used in coordination with complexity leadership.

## Leadership Centre: Discussion 1 | Workshop

### What Leadership Means for South African Youth and Implications for How We Shape the Leaders of Tomorrow

**Jennifer Pennacchini**, Business Solutions Director, KLA

**Sonja Blignaut**, Director, More Beyond

This interactive session will provide the opportunity to engage in a new form of participatory sense-making. Delegates will learn about a new research methodology that enables a unique approach to understanding perceptions and attitudes across population data sets. The presenters are currently leveraging this methodology to explore how South African youth make sense of leadership and understand their role in the future of society. Session participants will engage with live data, collaborating, and co-learning with a diverse peer group to generate insights on the implication of these learnings for how we shape the leaders of tomorrow.

CS3 WED  
14:45-16:00

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# Upcoming Conferences and Seminars 2018

## JUNE 2018

**HR Business Partner Conference**  
JOHANNESBURG | 06-07 June 2018

**HR Goes Agile Conference**  
JOHANNESBURG | 12-13 June 2018

**Mental Health in the Workplace Conference**  
JOHANNESBURG | 12 June 2018

**Addressing Gender Inequality in the Workplace Half-Day Seminar**  
JOHANNESBURG | 21 June 2018

For more information visit  
[www.kr.co.za](http://www.kr.co.za)

## JULY 2018

**HR Directors Conference**  
GABORONE | 10-11 July 2018

**Futures Thinking for HR**  
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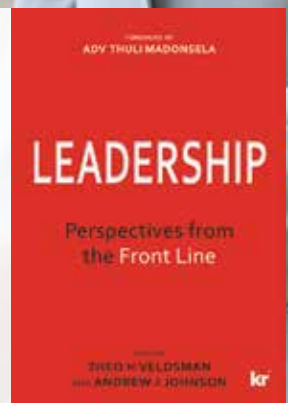
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# INTERACTIVE ROUNDTABLE DISCUSSIONS

## WEDNESDAY

30 MAY | 16:30 - 17:45

CONFERENCE CENTRE: FUNCTION HALL

*After 20 minutes a bell rings and participants have the opportunity to move to another table or remain where they are to continue the conversation.*

### Decisive Leadership on Democratic Governance

**George Imbenzi**, Business Stream Director, Masters in Leadership, Graduate Studies, Trinity Western University

The identification of governance and democratic roles from developing nations and foreign policy practices that influence effective engagement is necessary to understand current foreign policy development and effective foreign policy implementation. In this discussion it is anticipated that the documentation of current policy practices, and the potential gap in implementation, will strengthen actions and policies to create an effective foreign policy in the context of contemporary diplomacy.

### Developing Tomorrow's Leaders With Inclusive Leadership in School Settings

**Maria E. Dezenberg**, Navitas Executive Director, Global Student Success Program, Richard Bland College of William & Mary

This discussion will feature real-world examples of how inclusive leadership in school settings engage specific practices and behaviors that develop students' leadership capabilities while optimizing institutional strategy and outcomes. In concert with empirical research, these school scenarios of inclusive leadership in practice will illustrate how inclusion can be positioned as a resource to foster the relational, communicative, and participative components necessary for developing the next generation's leaders.

### Leadership and the Sporting Space

**Steven Ball**, TuksSport Deputy Director, Coaching & Performance Management, University of Pretoria

Attendees will participate in a discussion involving South African international and former student-athletes who have performed at the highest international levels. Whilst unpacking leadership, the role of leaders (both sport and professional), and what is required of the next generation to contribute to society and business, we will explore how sport, stakeholders, and key leaders have shaped their lives and presented pathways to becoming better corporate citizens.

IRD WED  
16:30-17:45

## Leadership in Africa: Restoring the Practice of Humanity

**Vusi M Vilakati**, PhD Candidate, School of Business and Economics, University of Johannesburg

African business leadership needs to be revisited and refocused. Current leadership paradigms often do not honor the essence of African human consciousness, do not create desired economic and developmental outcomes, and do not anticipate the present and future shifts in the African setting. This understanding needs to be translated and integrated into evolving forms of leadership development and practice at individual, team, and organizational levels.

## Leadership, Learning, and Technology: Bridging Practice and Pedagogy

**Jeremy Moreland**, Provost and Chief Academic Officer, University of the Rockies

How can we intentionally leverage technology to teach leadership outcomes that are informed by practice in digital spaces and that advance next-generation leadership? Our discussion will focus on improving our shared understanding of the use of technology in practice, leadership teaching, and learning and the connections between these areas. Learning outcomes and digital pedagogy that may be transferable across diverse classrooms, including faculty development will be identified.

## Navigating Moral Distress: A Collaborative Approach for Next Generation Leadership Well-Being

**Tami France**, Manager, Workforce Learning, Leadership and Organizational Development, Mayo Clinic

**Patricia Greer**, Academic Director, University College, University of Denver

**Jodi Kortje**, Director of Emergency, Critical Care, and Medicine Programs, Vancouver Coastal Health

Moral distress can occur when one knows the right action to take, but is constrained from taking it. This roundtable will begin with a short overview of moral distress for leaders. The discussion will then focus on how it can be minimized, potential outcomes, and increased awareness for leaders when faced with it.

## Service, Support, and Space: A Program for Young Leaders

**Jairam Reddy**, Former Director, United Nations University International Leadership Institute

**Crispin Hemson**, Director, International Centre of Nonviolence, Durban University of Technology

Learn about The Durban Leadership Programme, a program that focuses on ethical and servant leadership and gives young people the space to initiate, to collaborate, and sometimes to fail. In 2018 students will connect with one aspect of the Lindelani Peace Forest in Ntuzuma, an area of Durban with a history of extreme conflict, and will focus on issues of health, education, water conservation, history, and conservation of the forest itself.

## The Youth in South Africa Hold the Keys for Future Change and Development

**Stephen Hendricks**, Professor, Health Policy & Management Practice, University of Pretoria

The majority of youth in South Africa, notwithstanding various social and economic challenges, can make a very critical contribution to the application of technology in education and the health sector. Youth from poorer socioeconomic backgrounds have learned to take calculated risks for survival and exposure. When granted opportunities to explore the digital revolution, they often provide new and unprecedented ways of dealing with serious knowledge-management processes.

IRD WED  
16:30-17:45



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# CONCURRENT SESSION 4

THURSDAY

31 MAY | 10:15 - 11:45

Conference Centre: SRC Chamber | Panel

## Higher Education Leadership Development: Problems and Opportunities for Transformational Change

**Chair: Carolyn J. Stefanco**, President, The College of Saint Rose

**Penelope Andrews**, Dean and Professor, Faculty of Law, University of Cape Town

**Oliver Seale**, Director of Executive Education, Graduate School of Business Leadership, University of South Africa

**Laté Lawson-Lartego**, Director, Inclusive and Resilient Food Systems, Oxfam

**Seddi Sebastian Maimako**, Professor, Office of the Vice Chancellor, University of Jos

A South African law school dean declared in a recent online news source that “Universities have an obligation to produce leaders.” This panel will explore that assertion from the perspectives of scholar/practitioners working across the African continent to ensure that higher education delivers on that responsibility. After an interactive discussion of the higher education problems in Kenya, South Africa, Togo, and Uganda, the panelists will explore leadership development efforts underway at their universities, in their fields, and across their countries. Audience members will be invited to join the conversation focused on solutions and transformational change.

Conference Centre: Conference Room 100 | Workshop

## Leadership Coaching: A Method of Community Leadership Capacity Building and Sustainable Development

**Brandon Kliewer**, Assistant Professor, Staley School of Leadership Studies, Kansas State University

**Beth Ndirangu**, Executive Director, Deedee Action LTD

This workshop will highlight the potential of leadership coaching in supporting genuine community and leadership capacity building and development. The workshop will also give participants an opportunity to unpack and interrogate the ways that leadership coaching responds to challenges associated with identity, power, and systems in the context of empowerment and community development. Via facilitated small group and one-on-one discussions, we will explore how leadership coaching can help to center community perspectives in devising development objectives and can create space to interrogate how identity and power shape opportunities for reciprocal collaboration across global north and global south change campaigns.

CS4 THU  
10:15-11:45

## Leadership Centre: Auditorium | Presentations

### Doing Things Differently: Contextual Insights and Emerging Practices for Leadership in Africa

Chair: **Derick de Jongh**, Director, Albert Luthuli Centre for Responsible Leadership, University of Pretoria

The next generation of African leaders has inherited legacies and systems that are paradoxically organic and imposed, and which have simultaneously uprooted yet also grounded Africans in their worldview, culture, and past. From several different standpoints, session contributors will argue that the sustainability of African society depends on the ability of next generation leaders to engage a diverse followership that embraces the racial, ethnic, economic, political, and religious 'other' through radical hospitality.

#### The Role of Decoloniality in Next Generation Leadership in Africa (+ Challenges in Higher Education)

**Alphonse Keasley**, Associate Vice Chancellor, Office of Diversity, Equity, and Community Engagement, University of Colorado Boulder

**Sylvester Bongani Maphosa**, Chief Research Specialist, African Institute of South Africa, Human Sciences Research Council

Bringing theory to practice, presenters will discuss decoloniality as it relates to community leadership development and grassroots innovation. The session chronicles the Africa Institute of South Africa, specifically knowledge production activities innovated by seasoned practitioners responding to Patricia Hill Collins' 'Matrix of Domination' which outlines ways to deconstruct power that operates invisibly in everyday life and that contributes to a decoloniality leadership mindset. Young scholars' knowledge production of their original research directly related to Agenda 2063, Sustainable Development Goals 2030, and gender will be featured to show leadership development practices for cultivating decoloniality of being.

#### An African Spiritual Consciousness Perspective on Co-Determination

**Vusi M Vilakati**, PhD Candidate, School of Business and Economics, University of Johannesburg

With assertions such as 'Africa's turn,' 'Africa rising,' 'African renaissance,' 'emerging Africa,' 'the new scramble for Africa,' and with naming the 21st century 'the African century,' one would hope that the continent's proclaimed growth would effectively translate to its holistic advancement. Unfortunately, Africa's economic African business interface is enacting a chaos of mismatched developmental priorities underpinned by weak labor, consultative, and partnering processes. The presenter will consider how the essential values, attitudes, and behaviors embedded within African spiritual consciousness can inform the co-determination of socially responsive business goals and labor practice for Africa's advancement.



CS4 THU  
10:15-11:45



## Rethinking Farming for Africa's Young Entrepreneurs

**Ella Ruth Anaya**, Assistant Professor, School of Media, Arts + Culture, School of Business, MA Leadership, Trinity Western University

Agriculture ('life on land' Sustainable Development Goal 15) has the power to eliminate poverty and hunger; increase well-being and gender and economic parity; and, through innovation, provide sustainable livelihoods. The presentation will explore the issues youth encounter relevant to farming — land rights; accessibility to capital and inputs; and biases around gender, age, and the social status of being a farmer — and highlight policies and cultural traditions faced by Africa's youth. The presenter will propose ideas for income generation through innovations such as vertical farming, niche gardens, iFarming, and the use of cutting-edge techniques and technologies.

## Hospitality in the Leadership of Chief Albert Luthuli: Hosting the Stranger in a Hostile Land

**Yolande Steenkamp**, Research Associate, Albert Luthuli Centre for Responsible Leadership, University of Pretoria

This presentation will consider Chief Albert Luthuli's leadership style from the perspective of philosopher Richard Kearney's work on radical hospitality. It will investigate Chief Luthuli's capacity to accommodate diversity in the South African political context by creating room for and collaboration with the 'other.' In the context of Apartheid, much as today, this referred foremost to the racial other, but also included the economic other and the religious other. This aspect of leadership as a fundamental requirement in a world that is growing ever more diverse will be explored.

## Leadership Centre: Discussion 1 | Workshop

### Intergroup Dialogue (IGD): Creating Processes for Courageous Conversations to Remove Implicit Bias

**Joanne Barnes, Dean**, Graduate School, Indiana Wesleyan University

**Brad Grubb**, Regional Dean, College of Adult and Professional Studies, Indiana Wesleyan University

Colleges and universities should ideally function to ensure that all students have a voice. But on campuses today, myriad competing agendas delivered via ever expanding media platforms have turned the act of speaking out into a critical challenge for students, staff, faculty, and administrators alike. Unconscious biases make finding a voice even more challenging, and require all involved to equip themselves with the courage to join difficult conversations. Using the framework of intergroup dialogue, this workshop will provide participants with tools for approaching difficult conversations, for confronting unconscious bias, and for giving others voice in the pursuit of social justice.

# CONCURRENT SESSION 5

## THURSDAY

31 MAY | 12:00-13:00

**Conference Centre: SRC Chamber | Panel**

### **Multi-Stakeholder Partnerships for the SDGs: Value for the Many or the Few?**

Chair: **Marius Oosthuizen**, Faculty Member, Gordon Institute of Business Science, University of Pretoria

**Jill Bogie**, Adjunct Faculty, Gordon Institute of Business Science, University of Pretoria

**Caren Scheepers**, Senior Lecturer, Leadership Cluster, University of Pretoria

The UN's Sustainable Development Goal #17 calls for multi-stakeholder partnerships (MSPs) to achieve meaningful collaborative action towards sustainable development. But little research exists on the leadership dynamics of cross-sector MSPs, especially in the context of such complex global challenges. Presenters will put forward and assess a framework for understanding value creation by MSPs for sustainable development. Panel members will present and debate different perspectives on the framework, including a contextual view of complexity, a business view, and a social and/or public-sector stance in South Africa, all with an eye towards discussing how MSPs can achieve social impact.

**Conference Centre: Conference Room 100 | Panel**

### **African Artists as Agents of Social Conscience**

Chair: **Jon Wergin**, Professor, Leadership and Change, Antioch University

**Nita Hungu**, Researcher, Hue Music

**Kennedy Chinyowa**, Director, Centre for Creative Industries, Tshwane University of Technology

Panelists will explore how four visual and performing artists from Nigeria, Kenya, South Africa, and Malawi have leveraged their work to effect social change. We will address how these artists used photographs to spread anti-war messages; mobilized song to challenge corrupt power structures; staged theater to raise awareness of ideologies that block community development; and nurtured collaboration between the arts and schooling to address community problems. While each of these examples are rooted in specific African contexts, they speak to the power of the arts more generally to provoke, to disturb, and to help lead social change.

CS5 THU  
12:00-13:00

## Leadership Centre: Auditorium | Presentations

### Leadership Across Generations: Lessons for Next Generation Leadership

Chair: **Maria E. Dezenberg**, Navitas Executive Director, Global Student Success Program, Richard Bland College of William & Mary

Presenters in this session will explore topics directly related to the conference theme, Next Generation Leadership, by delving into the concept of generations and thinking about how generations interact with leadership dynamics and styles.

#### Engaging the Millennial Leader: Lessons From the Langley Youth Homelessness Taskforce

**Jordyn D. Laird**, Student, Psychology, Trinity Western University

**Philip Laird**, Vice Provost, Graduate Studies, Trinity Western University

**George Imbenzi**, Business Stream Director, Masters in Leadership, Graduate Studies, Trinity Western University

The process of engagement and use of social media by members of a youth homelessness taskforce illustrates how the future of leadership will be quite different from past models. Future leaders will expect greater democratization, inclusion, diversity, and personal engagement in social justice causes than past generations requiring attention to technological, relational, inclusive, and democratic needs of leaders. These requirements can be met with careful attention to team-building structures and processes, and the critical element of trust exercised by those in positions of power and influence.

#### Start 'Em Early: Confessional Culture in Undergraduate Leadership Development

**Eric R. Guthey**, Associate Professor, Intercultural Communication and Management, Copenhagen Business School

**Nicole Capriel Ferry**, Graduate Instructor, Cultural Studies and Social Thought in Education, Washington State University

This presentation will explore the extent to which quasi-therapeutic practices in leadership education normalize a confessional culture of leadership development that limits students' understanding of themselves as social agents and ultimately prepares students to submit themselves to workplace regimes that employ even more intense forms of pseudo-psychological quantification and neoliberal surveillance. We will conclude by highlighting alternative approaches to leadership development that can better engage students as co-designers of their own development experiences, and as collaborators in multi-stakeholder processes of collective action and of group, shared, or distributed leadership.

CSS THU  
12:00-13:00



## Co-Creating Adaptive Space for Leadership Development on Youth Island

**David Hansen**, Leadership Consultant, WOSM

**Eric R. Guthey**, Associate Professor, Intercultural Communication and Management, Copenhagen Business School

The Danish scouts are transforming Middelgrundsfort, an island in Copenhagen harbor, into a facility for developing next generation leadership. This presentation will lay the theoretical foundation for new approaches to leadership development on Youth Island, with a particular focus on complexity leadership theory and on marginalized and immigrant youth. How can complexity theory inform efforts to develop and to empower leadership among marginalized young people in Denmark? How can Youth Island provide an adaptive space and living laboratory for exploring and implementing new approaches to leadership development?

### Leadership Centre: Discussion 1 | Panel

#### Distributed Leadership in the South African Education System: Is It Possible?

**Johan Beckmann**, Professor, Education Management and Policy Studies, University of Pretoria

**André du Plessis**, Department of Education Management and Policy Studies, University of Pretoria

**Jan Heystek**, Research Director of Edu-Lead, North-West University

**Johan Kruger**, School Principal, Kruinsig Primary School

**Rene Beyers**, Graduate Student, Department of Education Management and Policy Studies, University of Pretoria

**Relebogile Modise**, Hendrik Verwoerd High School

The Policy on the South African Standard for Principals (2016) and the revised Personnel Administrative Measures are applicable to the diverse array of South African schools, which range from schools that can compare with the best schools in the world to the majority of schools located in rural and suburban areas, which generally have fewer facilities and a lower level of academic achievement. Within the context of South Africa's emphasis on democracy and democratic practices, panelists will discuss whether the recently published policies make provision for distributed leadership, an acknowledged leadership approach that is found in schools throughout the world.

CS5 THU  
12:00-13:00

# CONCURRENT SESSION 6

## THURSDAY

31 MAY | 14:45-16:00

Conference Centre: SRC Chamber | Presentations

### Developing Next-Generation Female Leaders

Chair: **Lize A.E. Booysen**, Professor of Leadership and Organizational Behavior, Graduate School of Leadership and Change, Antioch University

#### Co-Constructing Next Generation Leadership With African Women Through Mutuality, Dialogue, and Positive Regard

**Shelley A. Chapman**, Consultant for Leadership Development, WGM Africa, World Gospel Mission

**Patricia L. Ali**, Graduate Student, Educational Leadership, Africa International University

Gender equality is crucially important to sustainable development, yet many women in rural sub-Saharan Africa suffer oppression and marginalization. To address this problem, a faith-based program was co-constructed with the participants using mutuality, dialogue, and positive regard. Based upon relational and adaptive leadership theories, participants engage in a two-year co-mentoring experience, while simultaneously earning a master's degree. Each graduate will initiate work toward an empowerment project for women in her home country. The presentation will feature a young Nigerian woman's experience.

#### Hear Them R.O.A.R.R.: The Impact of Media Literacy Education on Black Female Student Success

**Shanita Baraka Akintonde**, Professor, Communication, Columbia College Chicago

While there are new and innovative works on the topic of media, none have offered the perspective of the role it can play, when properly channeled, to serve as a pedagogical energizer for Black students, in particular females, in terms of career development, engagement in thought leadership, and as a driver of positive societal progress. Gleaned from nearly two decades of conversations with Black female students, the presenter will share insights directly from their perspectives.



CS6 THU  
14:45-16:00



## Maternal Influences in Leadership

**Catherine Chege**, PhD Student, Leadership and Change, Antioch University

Presenter will examine a full range of leadership framework to demonstrate a correlation of maternal influence as a valid influence on emergent leadership. The focus, however, will be on transformational, authentic, and servant leadership skills as it pertains to parenting. Leadership is hypothesized as a set of behaviors designed to inspire, energize, and motivate others to achieve higher levels of functioning, and is associated with noticeable parenting trends. The presenter will look at the similarities that exist between leadership within organizational settings and maternal influences within families.

## Female Entrepreneurial Leadership in Ghana

**Robyn V. Remke**, Lecturer, Leadership and Management, University of Lancaster

This project examines the roles of women in enterprise in Ghana. Specifically, the presenter will consider the ways in which women negotiate and overcome the hurdles and barriers that limit their abilities and opportunities as entrepreneurs. Negotiating between the formal/informal and public/private divides, these women practice a form of leadership that is less recognized, but extremely effective at accomplishing entrepreneurial activity. Useful techniques and applications that extend beyond the Ghanaian context and help us rethink the relationship between entrepreneurialism and leadership will be revealed.

### Conference Centre: Conference Room 100 | Presentations

#### Next Generation Leadership Capacity Building

Chair: **Natalie J. Coers**, Program Coordinator, College of Agricultural and Life Sciences, University of Florida

#### Developing Ethical Leaders

**Philip L. Cochran**, Thomas W. Binford Chair of Corporate Citizenship, Kelley School of Business, Tobias Leadership Center, Indiana University

**Melissa Baucus**, Professor of Entrepreneurship and Management, Entrepreneurship and Management, Texas State University (Co-Author)

Ethical leaders are increasingly important in today's society. Leaders have the principal responsibility for establishing and maintaining ethical values and standards in their organizations. Leadership can be enhanced through reading.







## Miscommunication, Leadership, Whistleblowers, and Ethics

**S. Irene Matz**, Associate Professor, College of Communications,  
California State University, Fullerton

Attendees will learn how to teach “The Insider” — a movie that portrays the journey of a tobacco apologist to whistleblower. The presenter will trace the events portrayed in the movie and present teaching and learning objectives that include connecting the characters and their actions to leadership theories, ethical dilemmas, moral reasoning and responsibilities, judgements, and whistleblowers.

## The DEEP Project Initiative: Change Through Education

**Tricia Berry**, Associate Dean & Director, Clinical and Practicum Programs,  
Purdue University Global

**Olumuyiwa Omole**, Director, The DEEP Project

The DEEP Project is an international initiative to facilitate improved quality of life through technology, health, and education. Presenters will discuss the current program, which combines formal curriculum with vocational curriculum in Nigeria and is geared towards helping participants solve their personal problems before making an effort to start solving problems in their communities.

## Leadership Centre: Auditorium | Presentations

### Evaluating and Measuring Leadership Outcome Effectiveness

Chair: **Jon Wergin**, Professor, Leadership and Change, Antioch University

### A Proposed Methodology for Measuring the Social Impact of Social Enterprises

**Alex Bignotti**, Senior Lecturer, Business Management, University of Pretoria

Measurement of social impact is still a blurry topic with a lack of established measures in the social impact literature. These measures are crucial as social entrepreneur leaders constantly attempt to protect the social mission while striving for growth and commercial success. The presentation will share a possible methodology for developing social impact measures for social enterprises. The proposed social measurement framework is rooted in the stakeholder-based approach to social impact measurement and follows an action research strategy.



CS6 THU  
14:45-16:00



## Leadership Excellence — A Contextual, Multi-Dimensional, Systemic, Multi-Stakeholder Approach

**Theo H. Veldsman**, Visiting Professor, Industrial Psychology and People Management, University of Johannesburg

Leadership is the mindful, conscious uptake of a role in which a leader intentionally persuades, mobilizes, and directs others to pursue a shared, future-directed objective(s) in order to actualize a desired future state and outcome within a certain context. Has our conventional view of Leadership Excellence become unfit for the emerging VUCA world? Our unfit conceptualization and measurement of Leadership Excellence may be one of the major contributors to a deepening, widening, global leadership crisis. The presenter will propose a VUCA-fit Leadership Excellence Measurement Model.

## NPCs and NGOs in Gauteng: Exploring Leaders' Recontextualization, Enactment, and Linkage of Development and Governance

**Nora Zeelie**, Consultant and Lecturer, Albert Luthuli Centre for Responsible Leadership, University of Pretoria

Diversity of non-profit companies (NPCs) and non-governmental organizations (NGOs), regulatory changes, and new codes of corporate governance, coupled with new development trends in Africa and South Africa creates timeous questions. The presenter will introduce findings of a qualitative study on leaders of NPCs and NGOs in Gauteng, South Africa; explore knowledge gaps around the recontextualization, enactment, and linking of development and governance in NPCs/NGOs in South Africa; identify existing policies that have unintended negative consequences for NPCs/NGOs; and identify future research topics that flow from the findings.

### Leadership Centre: Discussion 1 | Workshop

#### New Leadership Equation for a VUCA Economy

**Akiva Beebe**, Director of Business Development, Center for Creative Leadership

**Jerard Scorgie**, Director Operations, Leadership, Center for Creative Leadership

**Joan Brett**, Associate Professor, Management, Arizona State University

"VUCA" stands for "Volatile, Uncertain, Complex and Ambiguous." Appropriately, then, this session will be fast-paced and collaborative. Participating researchers will briefly present their findings about a new type of leadership for a fast-changing and turbulent VUCA economy. These findings challenge conventional leadership theories and offer pragmatic insights for next generation leaders. The session will include a process for gathering the collective genius in the room and for addressing some of Africa's unique challenges. The whole process will expose the audience to a new type of leadership literacy that has been described as "looking back from the future but acting now."

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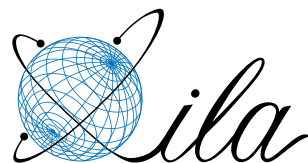
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