I am honoured to chair the inaugural ILA Oceania Conference. This conference has been created as a result of a partnership between two organisations – the International Leadership Association and the New Zealand Leadership Institute. They both share a profound belief in the power of leadership and a commitment to improving the practice of leadership across all sectors through the judicious integration of leadership research, development and education.

The fourteen years in which I have lived and worked in this very special part of the world has convinced me that there is tremendous creativity and innovation in leadership research and development work being done in Oceania, which I believe the rest of the world can actively learn from and contribute to.

It has, therefore, been immensely satisfying to see this work grow in sophistication, range and quality so that it is actively influencing scholars and practitioners based in other parts of the world, most notably Europe, North America and Asia. Most satisfying of all is that our indigenous scholars and practitioners have been at the vanguard of this movement.

I am excited about this conference because it actively seeks to promote a valuable yet generally rare dialogue between leadership developers and researchers with the joint objective of improving the quality of leadership that is being practiced in Australia, New Zealand, and the Pacific Island nations.

Through its ‘Building the R&D of Leadership’ theme, the conference sets out to explore the region of the ‘and’ that sits between leadership research and leadership development.

Through the sharing of cutting-edge research, innovative practice, and the various challenges that we face, we have a rare opportunity to genuinely enhance the collective impact of our work.

One of the key themes that will be explored in this conference is ‘Distributed Leadership’. This conference is very much a product of distributed leadership. I have been hugely impressed with how my colleagues at the New Zealand Leadership Institute, the Department of Management and International Business, and the staff and board of the International Leadership Association have got behind this conference with energy and enthusiasm.

We are delighted that you have chosen to contribute to this inaugural conference. We all look forward to meeting and working with you to build a robust Leadership ‘R&D’ agenda that will be critical to the future well-being of Oceania.

Professor Brad Jackson
Co-Director, New Zealand Leadership Institute & Fletcher Building Education Trust Chair in Leadership
I am excited to join you in Auckland for the ILA’s first conference in Oceania. Over the years, many of you have travelled great distances to participate in the ILA’s Global Conferences and collectively created the third largest regional base of ILA members, after North America and Europe. In addition to sharing research and methods with the greater community, you have asked important questions such as “How can we involve our colleagues who cannot make an ILA Global Conference?” This gathering is one answer to that question.

Almost three years ago, the New Zealand Leadership Institute invited the ILA to co-create this conference. As both organisations have a shared commitment to boundary-crossing, generative collaborations, and the power of connecting practice and research, the theme of ‘Building the R&D of Leadership’ quickly emerged. I hope that the next few days prove to be as enriching, positive, and enjoyable as the ILA/NZLI partnership.

This conference presents opportunities to ‘go the distance’ in different ways, to become untethered from email, set aside existing road maps, meet and seek guidance from fellow travelers, honor different speeds, consider multiple paths, respect the unexpected – and, perhaps most importantly, to be in the moment and enjoy the journey. It is my belief that we all seek a common destination where leaders are wise, ethical, effective and appropriate; followers are respected partners with leaders; and leadership processes are open to all, just, transparent, and effective.

May words of wisdom from the NZLI website guide us as we commence this journey:

“Leadership grows through challenging interactions. It is not about presenting the answers, it is not about toolkits or checklists. It is not a passive process, but rather one in which the participants, with their many biases, assumptions, aspirations and experiences, are integral.”

Many individuals have already contributed to the success of this conference. Please join me in thanking Sarah Bowman and Bridget Chisholm, the primary organisers from NZLI and the ILA respectively. I know that they would quickly draw attention to the entire team so let us raise a toast of appreciation to their colleagues, the scores of ILA members who have helped coordinate logistics and review submissions and to the presenters who will be sharing their insights with us this week.

Finally, thank you for taking time from your schedule to participate in this conference.

Shelly Wilsey
Director, International Leadership Association
We are privileged that the International Leadership Association has chosen to partner with the New Zealand Leadership Institute to create this, the first ILA Oceania Conference. To all who are joining us from here and overseas, welcome. We are delighted that you have chosen to be involved in this inaugural conference - you are special and will forever be remembered by us as the ‘ab ignitio’ attendees (Latin for ‘at the beginning’).

When the New Zealand Leadership Institute was first conceived ten years ago, our sense of purpose was about integrating research and practice. Our motivation in doing this was to breathe life into empirical work so that rigorous and sound research could be translated into our organisations day to day life - simply we wanted to make a difference!

Once established, we made a decision some years ago to invest our time and energy into bringing the rest of the world to New Zealand, as a place where we could create a nexus between leadership scholars, researchers, developers and practitioners. A few years ago we brought a significant leadership conference to New Zealand, which was the first time it left its United Kingdom/European base. That conference was a wonderful success as we are certain that the ILA 2013 Oceania Conference will be.

We trust that this Conference will stimulate your interest and curiosity and that you will be inspired by both the people you meet and the work they reveal to you.

Our hope is that you will return home and make a difference!

Dr Lester Levy
Co-Director, New Zealand Leadership Institute and
Professor (Adjunct) of Leadership,
University of Auckland Business School
Since the beginning of the ILA, our challenge has been to move beyond a North American audience. Through the implementation of our last Strategic Plan (2005-2010), we have expanded our membership beyond 2,000 members and gained more members from all continents, except Antarctica. (We’re still hoping for members from that continent!) Now, we are focused on deepening our members’ cross-border collaborations through conferences, forums, webinars, and publications.

This inaugural ILA Oceania conference in Auckland is a great example of this global spirit within the ILA. We are delighted to be able to partner with the New Zealand Leadership Institute at the University of Auckland Business School to explore the interrelation between leadership scholarly research and leadership development. How are the two connected in our field? The need to significantly improve upon the R&D capacity of all those who work in the Leadership Industry has global implications. We look forward to disseminating learning from this conference throughout the ILA network.

There is urgency to this global enterprise. We live in a century with deeply rooted challenges – poverty that diminishes human potential, climate change that threatens our healthy connection to the environment, corruption that generates cynicism and robs legitimacy from our institutions and energy needs that require new ways of resource usage to name a few. Those challenges will not resolve themselves without purposeful human agency.

I strongly believe that our ILA members can play a constructive role in all of those areas.

My hope is that we will continue to build cross-border collaborations like this conference in order to expand our knowledge of how leadership works in the 21st century, but also find ways to apply this knowledge toward the greater good of individuals and communities worldwide. The ILA ‘tent’ is large – we have room for scholars who help generate knowledge about leadership through their research; for educators who bring this knowledge to the classroom; for the practitioners who take this knowledge from the classroom and apply it toward solving world problems; and for coaches and consultants who help others improve their leadership competencies.

The current ILA Strategic Plan (2012-17) lays down three strategic imperatives: (1) Advance the global study and practice of leadership; (2) Develop and engage a more global and diverse membership; and (3) Strengthen the ILA as a dynamic, sustainable global organisation. The common word in all of these imperatives is global. That is not a coincidence. We have purposefully planted the ‘global flag’ at the heart of the ILA. In everything we do, we have to keep that word in mind. Through your engagement in the life of our organisations, we will have an opportunity not only to think globally, but also to act globally.

I wish you and your fellow delegates well in your important deliberations at this conference.

Gama Perruci
ILA Chair
Conference Welcome Sponsor

The Fletcher Building Employee Educational Fund

The Fletcher Building Employee Educational Fund provides funds to support development and educational opportunities for New Zealand employees and their dependents, and for Australian and South Pacific employees.

In 2006, The Fletcher Building Employee Educational Fund supported a Chair in Leadership to be established at the University of Auckland Business School, the first Chair of Leadership in the country. The purpose of this Chair is to advance leadership research, education and development in New Zealand. With that purpose in mind, FBEET fully supports this conference and its objectives to engage across the diverse Oceanic community whose endeavours are also contributing to the advancement of leadership research, education and development unique to this part of the world.

Conference Function Sponsor

University of Auckland Graduate School of Management

The University of Auckland Graduate School of Management has programmes for every career stage - to help ambitious executives get business ready, performance ready and leadership ready. Our MBA graduates are leaders, bringing rigour and high quality decision making to the complexity and speed of real New Zealand businesses. Through access to the latest research and an outstanding teaching faculty, the MBA is a structured intertwining of subject expertise and business insight to raise the bar for New Zealand leadership in practice.

“We believe that any senior leaders in business in years to come will have very serious qualifications under their belt, and the MBA offers exposure to a wide range of disciplines that are required for senior management now and into the future.”
Chris Meade, EGM Human Resources, Downer New Zealand

Scholarship Donor Sponsor

Royal Roads University

At Royal Roads University’s School of Leadership Studies, our programmes engage students in activities that build their practical knowledge and leadership skills, and inspire them to make a positive difference in the world. Our teaching and research integrates theory and practice, through partnerships between scholars and practitioners. Our blended delivery model seamlessly integrates online and on-campus teaching. What our students learn helps them to navigate the challenges in their organisations, and to generate new perspectives and solutions for social benefit.
Monday April 22nd - Welcome

10:00 - 2:30
Conference Welcome
Waitemata Harbour

2:30 - 3:00
Travel to UABS

3:00 - 5:00
Conference Welcome at University of Auckland
Waipapa Marae & Fale Pasifika
Tuesday April 23rd - Morning Session

09:00 - 09:30
Plenary: Conference Welcome and Framing
(260-040)

09:30 - 10:00
Morning tea break (260-101)

10:00 - 10:55
Navigating Territories of Indigenous Leadership
(28)
Visions, Verbs, Viagra: Nature’s Leadership Gifts from the Rainforest
(37)
The Leadership Pacific Movement
(34)
The Complexity of Distributed Forms of Leadership in Practice
(32)
Harnessing Some Practical Leadership Benefits from Complexity Theory
(25)
Blending Research & Expert Practice for NZ School Principals
(20)
Engaging a Relational Leadership Approach: Maori Leaders in the Screen Industry
(24)
Neuroscience as an Emerging Leadership Discipline
(28)

11:05 - 12:00
Reflections on the Waka: Wayfinding & Leadership
(30)
Lifting the Curtain: The Organisational Work of Leadership Development
(27)
Enabling and Benchmarking Distributed Leadership in Higher Education
(23)
Leadership by & for Nurses
(26)
Newsroom Leadership at its Best: How Newsrooms Empower Learning
(29)
The Three Brains of Leadership
(35)

Room

Conference Key
Paper
Presentation
Workshop
Panel
Plenary
Tuesday April 23rd - Middle Session

PLENARY LUNCH:
The Power of Place in Leadership
(260-310)

Bridging Leadership & Career in Leadership Development  
When Fragments Collide: Working With Montage to Encounter Something New  
The Poet Leader  
Promoting Post-Conventional Consciousness in Adults  
The Very Fast Train to China: Australian Public Service Leaders  
Do Not Pass Go  
Developing Leadership in Context: Using the ‘Life Explorer’ Process  
Feed-forward Coaching & Strength-Based Development

Afternoon tea break (260-101)

Conference Key
- Paper
- Presentation
- Workshop
- Panel
- Plenary
ILA 2013 Oceania Conference
April 22-24 • The University of Auckland Business School

Tuesday April 23rd – Afternoon Session

Values-Based Leadership: A Pacific Case Study

What is it that Develops? Leadership Development Through an Adult Developmental Lens

The Self Intelligent Leader

Relational Leadership Meets Leadership Development

Teaching Business Leadership for Better Outcomes

Action Learning: Lessons From Three Years in a Small Group

Turning Theory into Action: An Axiological Perspective

Values-Based Leadership: A Pacific Case Study

Plenary: What is the Future of the R&D of Leadership and What Will it Take to Get There? (260-040)

Conference Function: What is the Role of Universities in Building the R&D of Leadership? (260-101)
**ILA 2013 Oceania Conference**

**Schedule**

April 22-24 • The University of Auckland Business School

**Wednesday April 24th - Morning Session**

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>9:00-10:00</td>
<td>Plenary: The Future of Leadership Research &amp; Development: Global Perspectives (260-040)</td>
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<td>10:00-10:30</td>
<td>Morning tea break (260-101)</td>
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<td>10:30-12:00</td>
<td>How to Lead Effectively When Stakes Are High</td>
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<td>Inside Out Leadership: The Intersection of R&amp;D</td>
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<td>To Thine Own Self Be True? Authenticity Among Bankers</td>
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<td>Leaders are Readers? Reading in Professional Military Education</td>
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<td>Emergency Preparedness in Higher Education</td>
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**Conference Key**

- Paper
- Presentation
- Workshop
- Panel
- Plenary
Wednesday April 24th – Middle Session

PLenary LUNCH:
Leading Leadership Development: Four Founder’s Perspective
(260-310)

12:00 - 1:00

1:00 - 2:30


Conference Key

Paper
Presentation
Workshop
Panel
Plenary
Wednesday April 24th – Afternoon Session

2:30 - 3:00
Afternoon tea break (260-101)

2:30 - 3:00
Metaphor-Led Leadership (28)

3:00 - 4:00
Taking a Punt on Leadership Development (32)

4:00 - 5:30
‘He Apiti Hono, He Tatai Hono’: Ancestral Leadership & Cyclical Learning (25)
Self Determination Theory Builds Flourishing Leaders (31)
The Quest for Truly Impactful Leadership Cases (35)

Plenary: Poroporoaki (Conference Summary Dialogue and Moving Forward) (260-040)
Conference Welcome

Monday 22 April, 10:00am - 5:00pm
Waitemata Harbour & University of Auckland

TANGATA MOANA

“Leaders navigate, but not always in straight lines”

The renaissance in Maori ocean voyaging was not informed by any tribal memories, documented roadmaps or reciting of recent journeys in oratory. Rather, the knowledge was reconstructed with the help of our Polynesian relatives in far flung corners of the Pacific and has led to great voyages of rediscovery by intrepid men and women. Informed by nature and driven by an ancient value system, these leaders have achieved tremendous milestones in the restoration of indigenous pride and an understanding of how New Zealand was discovered and inhabited one thousand years ago.

The Conference Welcome is kindly supported by the Fletcher Building Employee Educational Fund.

This conference begins with delegates getting ‘under the skin’ of the unique story of Oceanic leadership. Maori and Polynesians are sustained by the essence and wairua of the oceans so it is appropriate that we powhiri (welcome) our guests on board the voyaging canoes.

On each waka there is a kohatu (stone). We will visit a significant location on the Waitemata Harbour where ancient connections are made through the mauri imbued in these stones and gain insights about the Maori world view that looks to the past to see the future.

As we sail to other locations on the harbour our captain-navigators will speak of the great voyages of discovery and immigration and the more recent voyages of re-discovery undertaken on these craft using ancient navigational methods including wayfinding, celestial navigation and looking for the signs of nature. Delegates will also have the opportunity to try their hand on the giant steering oar or haul sails by hand and learn some simple commands in Te Reo.

When we raft up for kai (a lunch that features Maori style and indigenous flavours) is our opportunity to meet and greet our colleagues and new associates through answering a simple question: ko wai? (who are you?).

The opening of the conference moves from the Waitemata Harbour up to the University of Auckland where we will visit the Waipapa Marae, the Fale Pasifika and end at our home for the next two days: the Business School.

This welcome is the initiation of the conference, building a sense of community and connection within a unique Oceanic context that provides the foundations for a distinct level of engagement during the following two days.
Plenary Sessions

We have a number of opportunities throughout the conference to bring the talent and diversity of our delegates together. The word plenary is derived from the latin word ‘plenarius’ meaning ‘full’. And that is what we want to create: sessions, which are full of ideas from our delegates and beyond, full of questions and challenges rather than answers and preformed solutions.

Tuesday 23
12:00 – 1:00pm (Lunch session)

The Power of Place in Leadership
Sir Bob Harvey will be joining us to talk about the power of place. He will speak to the ways in which the distinctive landscape of the Waitakeres, in the west of Auckland, has inspired and guided his leadership.

Formerly the Mayor of Waitakere City, Auckland, he is currently Chair of the Board of Directors for Waterfront Auckland, a Board Member of the Museum of New Zealand, Te Papa Tongarewa and the Aotea Board of Governance.

Tuesday 23
4:15 – 5:45pm

What is the Future of R&D of Leadership and What Will it Take to Get There?
This is a dedicated time for all conference attendees to interactively pool insights, questions and stories sparked and started in the first two days of the conference. The intent of this large scale plenary conversation is to understand the current state of leadership R&D and to build some new thinking together on how to move forward into the future as leadership orientated researchers, practitioners and professionals. We encourage all delegates to seize the opportunity to think and talk robustly and innovatively to shape our shared terrain.

Wednesday 24
9:00 – 10:00am

Global Perspectives on The Future of Leadership Research and Development
This discussion will be Chaired by Professor Brad Jackson and insights will be offered by our panel:

- Dr Brigid Carroll
  University of Auckland, New Zealand

- Professor Steven Kempster
  Lancaster University, United Kingdom

- Chee-Wei Kwan
  Kerridge and Partners and Singapore Human Capital Leadership Institute, Singapore and New Zealand

- Professor Kevin Lowe
  The University of North Carolina of Greensboro, United States

Wednesday 24
12:00 – 1:00pm (Lunch session)

Leading Leadership Development: Four Founders Perspectives
This discussion will be stimulated from insights offered by our panel of leadership development programme founders:

- Jo Brosnahan
  Chairman, Leadership NZ
  Chair at Northpower Fibre and Partner, Leaders for the Future

- Mai Chen
  Inaugural Chair, New Zealand Global Women
  Adjunct Professor, University of Auckland Business School and Founding Partner of Chen Palmer

- Beatrice Faumuina ONZM
  CEO, BEST Pasifika Leadership Academy
  Goodwill Ambassador for the United Nations Food and Agriculture

- Lester Levy CNZM
  Founding CEO and Co-Director, New Zealand Leadership Institute
  Adjunct Professor, University of Auckland Business School, Chair of Waitemata District Health Board, Auckland District Health Board, Auckland Transport and Tonkin & Taylor
Conference Function

Tuesday 23 April, 6:00 - 7:30pm
University of Auckland Business School

Held in the Atrium of the University of Auckland Business School, the Conference Function will be an occasion to continue the flow of lively conversations initiated throughout the day with old and new colleagues.

This conference function is generously supported by The University of Auckland Graduate School of Management.

It will also be an opportunity for Professor Greg Whittred, Dean of the University of Auckland Business School, to explore the question: ‘What role do Universities need to take in building the R&D of leadership now and in the future?’

Some of the best conversation happens over good food and wine and this will be a chance to drink wine from the University’s very own Goldie Vineyard on Waiheke Island, indulge in local cuisine, listen to Pasifika poetry and music and experience Oceanic hospitality.
Delegate List

Ralph Bathurst  
Massey University

Janne Belton  
Department of Corrections

Linda Bendikson  
University of Auckland Centre for Educational Leadership

Nicky Benson  
StepUp

Peggy Bowen-Hartung  
Alvernia University

Sarah Bowman  
New Zealand Leadership Institute

Tracey Brown  
Alvernia University

Brigid Carroll  
New Zealand Leadership Institute

Sue Christie  
Waitemata District Health Board

Melanie Crawford  
Asia New Zealand Foundation

Mary Ann Crick  
The University of Auckland

Heather Davis  
LH Martin Institute, The University of Melbourne

Margot Edwards  
Massey University

Michelle Evans  
Melbourne Business School

Taruni Falconer  
Intercultural Dynamics Pty Ltd

Beatrice Faumuina  
BEST Leadership Academy

Martin Fenwick  
Altris Limited

Lesley Ferkins  
Unitec Institute of Technology

Josh Firth  
New Zealand Leadership Institute

Martin Fitzgerald  
University of Newcastle

Joline Francoeur  
New Zealand Leadership Institute

Jennifer Garvey Berger  
Cultivating Leadership

Peter Goldsbury  
Tipu Ake Team

Jim ‘Gus’ Gustafson  
Lutheran Church of Hope

Philippa Hair  
Well-Connected Alliance for the Waterview Connection Project

Richard Hall  
University of Sydney Business School

Delsworth Harnish  
McMaster University

Libby Harrison  
Landcare Research New Zealand Limited

Manuka Henare  
The University of Auckland

Suzanne Henwood  
Unitec Institute of Technology

Gregory Hine  
The University of Notre Dame Australia

Steve Hogg  
AusAID

Allan Mua Illingworth  
Pacific Leadership Program

Wade Jackson  
Mind Warriors International

Steven Jackson  
Mind Warriors International

Brad Jackson  
New Zealand Leadership Institute

Stephen Jacobs  
The University of Auckland

Keith Johnston  
Cultivating Leadership

Sandra Jones  
RMIT

Dara Kelly  
The University of Auckland

Steve Kempster  
Lancaster University

Fiona Kennedy  
New Zealand Leadership Institute

Rob Koonce  
Can We Communicate

Douglas Lang  
Altris Limited

Jennifer Lees-Marshment  
The University of Auckland

Lester Levy  
New Zealand Leadership Institute

Helena Liu  
Swinburne University of Technology

John Locke  
University of Auckland Centre for Educational Leadership

Christina Lovison  
Mountain Ash Executive Development

Kevin Lowe  
University of North Carolina at Greensboro

Louise Marra  
Ministry of Business, Innovation and Employment

Amanda Martin  
Melbourne Business School

Jane McCann  
McCann Consulting Ltd

Jan McCarthy  
Waitemata District Health Board

Jennifer McDonald  
Continuum Consulting Group Limited
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ACTION LEARNING: LESSONS AND REFLECTIONS FROM THREE YEARS IN A SMALL GROUP

This presentation will make a critical and honest evaluation of how an action learning group has functioned over three years. The eight participants were placed into the group by the Leadership Development Centre, a public service agency offering development for senior public servants. The presentation will review the progress of the group, taking into account Kolb’s experiential learning theory model. It will also describe the roadblocks that this group faced, the techniques it used, and the differences between theory and practice. It will promote dialogue about the strengths and weaknesses of action learning and the gaps between theory and practice.

Catherine Williams  New Zealand Qualifications Authority
Libby Harrison  Landcare Research New Zealand Ltd

Session: Tuesday 3:00 – 4:00pm

BLENDING RESEARCH AND EXPERT PRACTICE IN THE INDUCTION OF NEW ZEALAND SCHOOL PRINCIPALS

The successful induction of school principals requires a seamless blend of research based knowledge and practical experience. This presentation will explain how this has been achieved in New Zealand’s highly successful First-time Principals Programme: a research-informed 18-month programme provided for all beginning principals from all types and sizes of schools in New Zealand. The programme, delivered by the First Time Principals Project team working in conjunction with 85 experienced principals, focuses on the development of three key leadership capabilities of integrating educational theory and practice, solving complex problems and building relational trust.

Linda Bendikson  The University of Auckland, Centre for Educational Leadership
John Locke  The University of Auckland, Centre for Educational Leadership, First-time Principals Programme

Session: Tuesday 3:00 – 4:00pm
BRIDGING LEADERSHIP AND CAREER IN LEADERSHIP DEVELOPMENT: MULTIPLE VOICES

Organisational leadership development often carries explicit or implicit assumptions that engaging in leadership development advances career prospects. Both leadership and career development can be understood as at an intersection between the individual and collective. Recent research amongst academic and professional female staff in tertiary institution organisations shows counterintuitive connections and disconnections between leadership and career. This workshop seeks to bring researchers and practitioners into a dialogue to explore the intersection of leadership and career, particularly where distributed and collective leadership activity is being called for across and between organisational levels.

Ann Moore New Zealand Leadership Institute
Polly Parker University of Queensland Business School
Mary Ann Crick The University of Auckland

Session: Tuesday 1:00 – 2:30pm

CHANGING POLITICAL LEADERSHIP: POLITICIANS AND VOTERS WORKING IN PARTNERSHIP

Relating this to the classic question about whether politicians should follow or lead the public, this presentation will open discussion about the future role of political leaders. Political leadership is moving away from an authoritative, hierarchical form to one that is focused on working in partnership with the public to identify solutions and achieve societal change. Political leaders are conceding their own limitations whilst noting the importance of citizen experts and commissioning visible and wide-ranging forms of public input.

Jennifer Lees-Marshment The University of Auckland

Session: Wednesday 1:00 – 2:30pm

COMING UP FOR AIR: DEGREES OF FREEDOM IN LOCAL POLITICAL LEADERSHIP

Current research on political leadership draws attention to its contested and stretched characteristics. We conceptualise this milieu as representing the terrain for the identity work of political leaders, and the space generated for political leadership. This paper adopts a narrative analysis of ethnographic and in-depth interview data to map out the degrees of freedom (the leadership space) of political leaders. We seek to explore ways in which the space for political leadership is both opened up and closed down, and ask what this might tell us about possibilities for political leadership in the future.

Owain Smolovic Jones New Zealand Leadership Institute, The University of Auckland
Keith Grint Warwick Business School, University of Warwick
Clare Holt University of Warwick

Session: Wednesday 1:00 – 2:30pm
**DEVELOPING LEADERSHIP IN CONTEXT: USING THE “LIFE EXPLORER” PROCESS**

This highly interactive workshop will provide a quick overview of recent comparative cross-cultural research (in China, India, Singapore, and the U.S.) on how business leaders learn to lead. We will describe the R&D process of turning that knowledge into a powerful process for leader development in context. Participants will revisit their own key developmental events and leadership lessons using the Life Explorer™ card deck, and interact and consult with others with similar and different experiences for debriefing, reflection and action.

*Meena Surie Wilson* Center for Creative Leadership – India

*Ellen Van Velsor* Center for Creative Leadership

Session: Wednesday 3:00 – 4:00pm

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**CORPORATE LEADERSHIP AND INNOVATION: IMPERATIVES FOR LASTING PROSPERITY**

This presentation will seek to establish imperatives for lasting economic prosperity as defined by corporate leadership and innovation. The innovation process starts with ideas, supported and encouraged by executive and technical leaders -- product champions -- who transform new ideas to patents to commercial products. We only have to look to contributions of U.S. Apple Inc. with its “i-products” and slippage as its innovation trajectory slowed. Our summary hypothesis is that innovation and prosperity are essentially about leadership of a kind exemplified, albeit imperfectly at times, by U.S. Nucor and J&J.

*Bryan Poulin* Lakehead University

Session: Wednesday 1:00 – 2:30pm

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**CREATING AUTHENTIC COLLABORATION IN FEEDBACK TO STAFF**

This practical, yet theory-rich, session will outline inauthentic and authentic feedback, and introduce a recently published model (Piggot-Irvine, 2012) of progressively deepening levels of ‘authentic collaboration’ in feedback and the attendant skill identification. The deepest, dialogical and non-defensive, level of interaction in authentic collaboration is rare, despite the fact that it is widely espoused by leaders. Empirical research associated with the outcomes of application of the model and skills will be provided via a case study which shows developmental and improvement outcomes for leaders, staff and the organisation.

*Eileen Piggot-Irvine* Royal Roads University

Session: Wednesday 10:30 – 12:00 noon

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**DO NOT PASS GO**

The Leadership Development Centre is working closely with public sector chief executives to identify the development needs of its high potential leaders. The assessment programme is based on the principle of evaluating where the individual wants to go in their career, where their development needs are and working with them to achieve this through a robust development plan. This presentation will use the Monopoly board game as a framework for describing the leadership journey and why ‘not passing go’ until you find out where you are heading is important for the future of leadership capability in the state sector.

*Raewyn Pointon* Leadership Development Centre

Session: Tuesday 1:00 – 2:30pm
EMERGENCY PREPAREDNESS IN HIGHER EDUCATION:
THE DIFFERENCES BETWEEN RESEARCH AND PRACTICE

This presentation will explore a potential connection between the theoretical framework of transformational leadership and emergency preparedness. In the wake of major incidences, researchers evaluate established best practices and opportunities for further advancement. However, a theoretical framework of leadership has not been identified to guide these practices. This paper will have significance for leaders across contexts, as leaders frequently find themselves involved in emergency situations. However, the paper will have particular significance for leaders in higher education in organising a comprehensive plan for emergency preparedness grounded in established leadership theory.

Tracey Brown  Alvernia University
Peggy Bowen-Hartung  Alvernia University

ENABLING AND BENCHMARKING DISTRIBUTED LEADERSHIP IN HIGHER EDUCATION

Distributed leadership is being heralded as the appropriate conceptual model for higher education given its focus on engaging experts in leadership. Over the last decade the sector has explored new leadership approaches based on both public and private sector models. Based on empirical research in Australia, an enabling resource accompanied by a benchmarking framework has been developed. This workshop is designed to actively engage participants in exploring whether, and how, these resources could be used more widely across the higher education sector and beyond.

Sandra Jones  RMIT

Session: Wednesday 10:30 – 12:00 noon
Session: Tuesday 10:00 – 12:00 noon

The Leadership Mindset Programme

Applications now open for August - November 2013 programme

Go to >> www.nzli.co.nz
ENGAGING A RELATIONAL LEADERSHIP APPROACH IN AN ANALYSIS OF MĀORI LEADERS IN THE SCREEN INDUSTRY

This paper offers results from a study that qualitatively investigates careers of Māori leaders in the screen industry. Data was analysed over a four-year period and participants included Māori leaders, entrepreneurs and industry practitioners. In integrating theory and practice, we engage a relational approach to leadership. Findings illuminate how culture, identity and worldviews shaped careers of Māori leaders. In enacting their careers in the quest for social transformation, these leaders enacted a distinct Māori screen industry.

Rachel Wolfgramm The University of Auckland
Ella Henry Auckland University of Technology

FEEDFORWARD COACHING AND STRENGTH BASED DEVELOPMENT. THE EVALUATION OF A LEADERSHIP DEVELOPMENT INITIATIVE IN A NZ RESEARCH ORGANISATION

Plant and Food Research has run a strength based leadership development programme, featuring feedforward coaching at a personal leadership level (people without direct reports) since 2007. Since then 180 people have completed the programme, providing benchmark data from 270-degree feedback reports. Forty-eight people who completed the programme in 2011 were resurveyed in 2012 with very positive results. The presentation will look at how the programmes are constructed and measured, what we have learned about implementing feedforward coaching, and case studies on the impact the programme has had on those who have transitioned from ‘good to great’.

Mark McSherry Plant & Food

FOLLOWER JOB SATISFACTION AS A PREDICTOR OF LEADER-FOLLOWER EXCHANGE

Well-established leader verbal communication theories such as motivating language theory and leader-member exchange theory have traditionally examined job satisfaction as an outcome variable. Resulting from the study of a random voluntary pool of 1,046 participants who comprised the operations division of an eatery in the southwestern United States, this presentation will examine the unique results which suggest that follower job satisfaction serves as a predictor variable for leader-follower exchange in an organisational dyad in which the follower also leads.

Rob Koonce Can We Communicate

Session: Tuesday 10:00 – 12:00 noon
Session: Tuesday 1:00 – 2:30pm
Session: Wednesday 1:00 – 2:30pm
**GETTING TO THE HEART OF THE MATTER**

This presentation will explore the relevance of Emotional Intelligence to the practice of developing leadership in the business arena. We will examine Emotional Intelligence as a concept; take a practice-oriented view of its development within business and finally what that might mean for leadership development. We will look at a combination of research findings, case studies of practical application and we will investigate how leadership practitioners are approaching Emotional Intelligence as a facet of leadership development.

**Tracy Street** Centre for Vision and Leadership

Session: Wednesday 10:30 – 12:00 noon

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**HARNESSING SOME PRACTICAL LEADERSHIP BENEFITS FROM COMPLEXITY THEORY**

Complexity theory has a lot to offer leadership development and we would like to put our organisation forward as a practical model for analysis, observation and active experimentation. Although we arguably already have a successful track record and an enviable culture of distributed leadership, we are still striving to enable even better collaboration amongst staff. We suspect that complexity theory may hold an important key to our ongoing business development, as we prepare for the uncertainty of the future.

**Paul Wilkinson** Tonkin & Taylor

Session: Tuesday 10:00 – 12:00 noon

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**‘HE APITI HONO, HE TĀTAI HONO’: ANCESTRAL LEADERSHIP, CYCLICAL LEARNING AND THE ETERNAL CONTINUITY OF LEADERSHIP**

Ancestral leadership accounts for eternal continuity of leadership, inclusive of past, present and future. It is what comprises a ‘genealogy of leadership’ that drives this workshop. It draws upon knowledge that is built on earlier realities and continues to reflect leadership emergence by virtue of a continuous exchange between three realities: the human, the cosmos, and the divine. In this workshop we will articulate the cultural interface of leadership research and leadership development through ancient knowledge within contemporary contexts.

**Dara Kelly** The University of Auckland  
**Rangimārie Mules** Asia Pacific Leadership Program

Session: Wednesday 3:00 - 4:00pm

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**HOW TO LEAD EFFECTIVELY WHEN TIME IS LIMITED AND THE STAKES ARE HIGH**

How do you unite nine very different organisations and get them to think and act as one team to achieve a common goal? When the stakes are high and time is limited, constructive and united leadership is critical. This case study highlights the highs, the lows and the lessons learned through the collaboration of nine different organisations who became an alliance to deliver a large, challenging and complex roading project and why united leadership was pivotal to success.

**Philippa Hair** Tonkin & Taylor  
**Kym Williams** BRS results

Session: Wednesday 10:30 – 12:00 noon
LEADERS ARE READERS? READING LISTS IN PROFESSIONAL MILITARY EDUCATION

Senior military figures have long stressed the vital part professional reading plays in the development of leadership and command skills. Many modern defence forces publish professional reading lists containing recommendations for all stages of an officer's career. This paper will give an overview of the contemporary military reading list phenomenon and present findings from an analysis of the reading lists and consider what we can learn from this about the military's concept of leader education now and in the future.

Emmet McElhatton  Victoria University of Wellington

LEADERSHIP BY AND FOR NURSES: THE THEORETICAL BASE FOR A RESEARCH PROGRAMME

This presentation aims to describe and have debate about the theoretical base behind a leadership research programme that has begun in the School of Nursing at the University of Auckland. While there is no definitive definition of what leadership as a nurse actually means, it is clear that disempowerment is a factor that impacts on a nurse's ability to operate as a clinical leader at the point of care and when managing staff. In this presentation we will examine a theoretical model that has been developed combining theories of workplace empowerment of nurses with complexity leadership theory.

Stephen Phillip Jacobs  The University of Auckland

IMAGINATION, DIALOGUE, LIBERATORY PRACTICE: “OTHER” VOICES IN LEADERSHIP DEVELOPMENT

With objectives to give voice to the “culture of silence” to change internalised, marginalising power structures in education, Paolo Freire and bell hooks worked to shift paradigms in educational theoretical approaches (pedagogies) away from directive domination by privileged groups to instead address the needs of students. Just as their liberation practices included students and other educators as critical actors to determine and address oppressive education, other leadership members could participate in conscious, critical, reflexive dialogue or dialogical symbolic processes to imagine and develop an inclusive, empowering leadership process. In this essay, we consider how situated knowing by non-dominant other-leader/follower participants might contribute to leadership development.

Jeanne Marie Sutherland  Union Institute & University
Andrew Armitage  Ruskin Anglia University

INSIDE OUT LEADERSHIP: A METHODOLOGY FORGED AT THE INTERSECTION OF RESEARCH AND DEVELOPMENT

The founders of Personal Leadership (PL) were tasked with developing professionals able to translate intercultural knowledge into applied competence. Iterative cycles of action research in the context of intercultural leadership development brought forth the Personal Leadership methodology. Deceptively simple, PL illuminates the internal processes leaders call on when faced with complex conditions. It is being incorporated in global business and education around the world. Working from the inside out, participants will come away with a pathway for translating what we know about effective leadership into skilful action in context.

Taruni Falconer  Intercultural Dynamics Pty Ltd
LEADING CHANGE THROUGH ORGANISATIONAL THEATRE

This presentation begins by looking at the concept of organisational theatre and its relevance to the R&D of leadership. It then reviews the findings of a worldwide study of theatre-based intervention providers carried out at the end of 2012. The primary aim of the study was to form a better understanding of the impact of theatre-based interventions on leadership development in organisations. It is hoped that this research may provide opportunities to begin using such techniques in leadership development in New Zealand.

Leny Woolsey The University of Auckland

Session: Wednesday 1:00 – 2:30pm

LIFTING THE CURTAIN: THE ORGANISATIONAL WORK OF LEADERSHIP DEVELOPMENT

The purpose of this workshop is to generate discussion in an area of leadership development that we believe to be under-valued within organisations and within published research. That area is the organisational work of leadership development, the work behind the scenes to generate a purpose and demand for leadership development, as well as the construction of the necessary support to maintain leadership development. It is hoped that this workshop will bring together development professionals and researchers to shed fresh theoretical and practical light on an important facet of leadership development.

Owain Smolovic Jones New Zealand Leadership Institute, The University of Auckland

Jan McCarthy Waitemata District Health Board

Session: Tuesday 10:00 – 12:00 noon

Leadership and the Humanities: Call for Papers

Leadership and the Humanities is a peer-reviewed international journal dedicated to advancing understanding of, research on, and applications concerning leadership. The journal offers rigorous but readable scholarship on leadership from the broad field of the humanities, an increasingly popular focus for leadership studies.

Authors are invited to submit articles up to 9,000 words long including footnotes for any of the forthcoming editions of the journal. Please send your submissions to: LATHeditor@e-elgar.com.

Any book review submissions should be a maximum of 2,500 words. US book review submissions should be sent to: nicholas.warner@cmc.edu; Asia book review submissions should be sent to: limaosen@ruc.edu.cn and Rest of World book review submissions should be sent to: lorenzo_santoro@yahoo.it.

For more information about this journal please visit: www.elgaronline.com/lath
METAPHOR-LED LEADERSHIP

This workshop offers an innovative take on working with poetic metaphors that invites participants to discover some surprising things about themselves through their leadership metaphor. Metaphors are ancient, communal symbols, objects and images that possess the power to carry over meaning. Often the clash of two unlike things being thrown together causes an energetic friction and sidesteps conventional meaning. There are a few precedents for taking poetry into the corporate environment that demonstrate an ability to create a more engaged, responsive, creative organisation able to respond to the increasingly dynamic demands in our world.

Selina Tusitala Marsh The University of Auckland

Session: Wednesday 3:00 – 4:00pm

NAVIGATING TERRITORIES OF INDIGENOUS LEADERSHIP

This paper explores the experiences and practices of Australian Indigenous arts leaders within the context of practical leadership application. Based on in-depth interviews, the paper examines four distinctive territories or contexts across which artists and arts managers work to provide leadership to their communities. While some are more interested in art than leadership, the paper finds that they do indeed deliver unique, dynamic forms of leadership to their communities and Australian society, from which broader leadership scholarship can learn new lessons.

Michelle Evans Melbourne Business School
Amanda Sinclair Melbourne Business School

Session: Tuesday 10:00 – 12:00 noon

NEGOTIATING WORLDS OF DIFFERENCE: DEVELOPING A RESEARCHER/PRACTITIONER PARTNERSHIP IN LEADERSHIP DEVELOPMENT

This workshop explores stories related to the forging of a collaborative relationship between researchers and practitioners in the design and delivery of a Leadership Development programme over a three year period. We share stories from the researchers' point of view and stories from the point of view of the L&D professionals in the host organisation. In doing so we begin opening up terrain that is dynamic, conflictual and not well understood. We argue that the benefits of collaboration are enormous but so too are the differences between the worlds of research and those of practice.

Fiona Kennedy New Zealand Leadership Institute, The University of Auckland
Sue Christie Waitemata District Health Board

Session: Wednesday 10:30 – 12:00 noon

NEUROSCIENCE AS AN EMERGING LEADERSHIP DISCIPLINE: ACADEMIC AND PRACTITIONER PERSPECTIVES

The recent salience of neuroscientific research as applicable to leadership has interest and warrants further discussion. Leadership scholar Warren Bennis encourages greater integration. Similarly, Leadership Quarterly has devoted a special issue to the topic. This session is designed to: 1) alert participants to recent developments in neuroscience and potential implications for how leadership in the future might be researched and developed, and 2) promote debate as to “so what?”, including the validity and relevance of this emergent field.

Jennifer A McDonald Continuum Consulting Group
Paul McDonald Victoria University of Wellington

Session: Tuesday 10:00 – 12:00 noon
NEWSROOM LEADERSHIP AT ITS BEST: AN APPRECIATIVE INQUIRY INTO HOW NEWSROOM LEADERS EMPOWER LEARNING

The world needs good journalism and this requires good leadership. In brief, journalism is a field that has paid less attention to leadership development and research. Based on these challenges we will show how the role of a researcher joining with people in newsrooms can generate a theoretical and practical base for the development of the business of journalism. This presentation will explore how the innovative, strengths-based process of Appreciative Inquiry has potential for leadership research and development.

**Bernard Whelan** Victoria University Pacific Leadership Cluster

Session: Tuesday 10:00 – 12:00 noon

PACIFIC LEADERSHIP PROGRAM AND THE SUPPORT FOR COLLECTIVE ACTION ON YOUTH EMPLOYMENT IN THE PACIFIC

The Pacific Leadership Program (PLP) is an AusAID initiative aimed at supporting inclusive and durable development change from the exercise of collective Pacific leadership. A notable component underpinning the programme’s theory of change is that regional, national and local leaders in the Pacific, especially when they act collectively, are able to foster equitable development by influencing policy, government activity and institutional reform or change. This is a presentation of the PLP as a case study of an effective contextualised leadership development programme.

**Peni Tawaki** Pacific Leadership Programme

Session: Tuesday 3:00 - 4:00pm

PARALLEL WORLDS: HOW COGNITIVE NEUROSCIENCE THEORY, COMPLEXITY LEADERSHIP THEORY AND POSITIVE ORGANISATIONAL PSYCHOLOGY RESEARCH IS TRANSFORMING LEADERSHIP DEVELOPMENT PRACTICE

This paper and presentation seeks to expand the knowledge of leadership development activities that are most effective, given what we are learning about the emerging fields of cognitive neuroscience, complexity leadership theory and positive organisational psychology. It compares the design and content of successful leadership programmes with what we are learning about how to develop leaders and leadership capability, and builds a case for the R&D of leadership development incorporating thinking from these emerging fields.

**Amanda Martin** Melbourne Business School

Session: Tuesday 10:00 - 12:00 noon
This workshop draws on critical-constructionist approaches to authenticity to problematise and explore what it means to be authentic in one’s leadership. Instead of seeing authenticity as an inward journey to discover an essential self, this workshop positions it as an inter-subjective, contextual, and political process. Through a series of exercises, workshop participants will unpack popular definitions of authenticity, as well as their own, in order to redefine what it means to lead authentically (and inauthentically) in organisations and society.

Brigid Carroll New Zealand Leadership Institute, The University of Auckland
Helen Nicholson Lund University

REFLECTIONS ON THE WAKA: WAYFINDING AND LEADERSHIP

During this session Hoturoa Kerr, an exponent of wayfinding who has been the captain of traditional voyaging waka on numerous journeys across Oceania, will join John Panoho and Dr Chellie Spiller to facilitate a discussion on wayfinding and leadership. Those who participated in the welcome on Monday are invited to reflect on their experience and contribute towards the discussion. Those who did not take part on Monday are also very welcome to join in as we identify the key tenets of wayfinding and leadership in this unique context.

Hoturoa Kerr Te Wananga o Aotearoa
Chellie Spiller The University of Auckland
John Panoho Navigator Tours
RELATIONAL LEADERSHIP MEETS LEADERSHIP DEVELOPMENT

This presentation will explore the implications of recent constructionist theories of leadership for leadership development. In particular it will explain and document a recent attempt to develop an executive MBA leadership programme informed by relational leadership theory and leadership-as-practice perspectives. The discussion will move through three phases: a review of constructionist theories of leadership; implications for the practice of leadership; and an account of the leadership development programme informed by these theories and understandings of leadership practice.

Richard Hall The University of Sydney

Session: Tuesday 3:00 - 4:00pm

RELATIONSHIP-BUILDING TACTICS: LESSONS FROM EFFECTIVE LEADERS

Relationships are vital for leaders. This study explores leaders’ tactics to build quality relationships with followers and external strategic partners analyzing 82 interviews with 35 effective leaders and their followers. The data, analysed by two researchers, shows emerging themes for relationship-building with followers which include developing followers, leading the team, empathy and emotional support and communication. Themes emerging for relationship-building with external partners include having clear ultimate goals and deliverables, collaboration and managing the boundary of responsibilities and communication.

Sophia Zhao Center for Creative Leadership
Hwee Sing Khoo NUS Business School
Emily Hoole Center for Creative Leadership

Session: Wednesday 1:00 - 2:30pm

SEEKING THE GENDER DIVIDEND IN NEW ZEALAND’S LEADERSHIP

This work aims to combine information from leadership research and practice to find pragmatic solutions to address the leaking talent pipeline of women from New Zealand organisations. Like many countries New Zealand has fewer women than men in leadership positions and international research suggests that the underlying causes for the leaking pipeline are complex and no single solution will be sufficient. The work subsequently focuses on three key areas: reasons for the leaking pipeline; the business case for greater gender diversity in leadership; and actions to plug the pipeline and increase gender diversity.

Julia Porter Ministry of Women’s Affairs

Session: Wednesday 1:00 - 2:30pm

SELF DETERMINATION THEORY BROADENS AND BUILDS FLOURISHING LEADERS

Given the stress and complexity leaders in New Zealand face in the current turbulent business environment, and the lack of research on leaders flourishing in New Zealand, this paper presents the findings of a study of flourishing using two distinct samples of leaders in New Zealand. Flourishing, as opposed to languishing, is characterised by a growth and self-expansive orientation, where the emphasis is on continued growth. Flourishing individuals are associated with greater self-development, generativity, growth resilience as well as enjoying enhanced physical and mental health outcomes.

Maree Roche Wintec
Jarrod Haar Massey University

Session: Wednesday 3:00 - 4:00pm
TEACHING BUSINESS LEADERSHIP FOR BETTER OUTCOMES

This is a topic, or issue, rather than an empirical article. Much business teaching emphasises ‘brute’ capitalism rather than ‘moral’ capitalism (Young, 2003). The discourse of leadership in business schools – and not just in ‘leadership’ courses – generates a brute capitalism reality that is de-personalised, often de-humanised and incapable of generating willing following from members of the organisation. This presentation proposes a critical discourse analysis of leadership rhetoric, and will involve an exploration of a discourse / narrative orientation in leadership teaching such that an alternate reality can be created in the world of business leadership – social purpose and moral capitalism.

Ken Parry  Bond University

Session: Tuesday 3:00 - 4:00pm

THE COMPLEXITY OF DISTRIBUTED FORMS OF LEADERSHIP IN PRACTICE

Distributed leadership is a free-floating concept that is often oversimplified as a mode of leadership and development suitable for twenty-first century organisations, particularly in education. This paper provides an alternative view. It draws on observations of leadership practice to provide a re-conceptualisation to distributed forms of leadership. These forms reveal the complexity of how positional authority and symbolic power co-exist in hybrid configurations to reflect day-to-day practice and provide a deeper sociological frame that can be applied to leadership development.

Howard Youngs  Unitec Institute of Technology

Session: Tuesday 10:00 - 12:00 noon

TAKING A PUNT ON LEADERSHIP DEVELOPMENT: IMPROVING THE ‘ODDS’ FOR R&D OF LEADERSHIP IN CHANGED AND CHANGING TIMES

In this session we consider ways of working with, and talking about, contemporary conditions for leadership development that are marked by volatility, uncertainty, complexity and ambiguity (VUCA). We focus on leadership development that is characterised more as ‘mindset’ work rather than ‘skillset’ work since the former orientation is more strongly connected to contemporary conditions and less attached to ‘known’ outcomes. In this workshop we invite conversation around some of the language and ideas that can help us engage and work with unknowns while also ‘knowing’ something worthwhile about our effort and investment.

Heather Davis,  LH Martin Institute, The University of Melbourne
Fiona Kennedy  New Zealand Leadership Institute, University of Auckland

Session: Tuesday 10:00 - 12:00 noon

TE MAURI PAKEAKA: LEADING FROM THE THIRD SPACE

This workshop is designed to let participants explore their own understandings of Te Mauri Pakeaka through responding to aesthetic experiences. Participant responses to contextual images and stories from Māori leaders provide an opportunity to develop a deeper understanding of others perspectives as we engage in conversation about what it means to live comfortably with multiple and sometimes competing discourses. Finally, an open discussion will be facilitated in order to evaluate the workshop as a leadership development opportunity.

Margot Edwards  Massey University
Ralph Bathurst  Massey University

Session: Wednesday 1:00 - 2:30pm
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**Exploring Leadership Roles for Local Peace & Global Justice**

May 16 - 17, 2013 | The Hague, The Netherlands | Leiden University

The Public Leadership Member Interest Group of the ILA, in partnership with the Leiden Leadership Centre at Leiden University, presents a topical forum on the challenges, successes, and failures of leadership in the context of peace and justice.

**Building, Bridging, & Blazing Pathways for Women & Leadership**

June 9 - 12, 2013 | Pacific Grove, California, USA | Asilomar Conference Grounds

The inaugural conference of the ILA's Women and Leadership Affinity Group brings together top scholars, leaders, and practitioners to discuss the latest research and work touching on women and leadership.

**Leadership for Local & Global Resilience: The Challenges of a Shifting Planet**

Oct. 30 - Nov. 2, 2013 | Montréal, Québec, Canada | The Fairmont Queen Elizabeth

The ILA's 15th Annual Global Conference seeks to examine leadership through the lens of resilience. The conference theme serves as a springboard for a broader exploration of leadership across contexts and methods.

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THE DEVELOPMENT OF REFLEXIVE LEADERS

Reflexivity is an understanding of the intersubjective space that embraces a ‘living in’ experience of WE. Reflexivity is claimed to guide more ethical and purposeful leadership through its focus on ‘otherness’. This relational approach to leadership is a way of engaging with the world in which the leader holds herself/himself as always in relation with, and therefore morally accountable to others. This paper therefore examines a framework that can assist future leaders to develop such a reflexive perspective through student journals. The journals assist in developing a deeper awareness of self within interconnected and mutually reciprocal experience.

Kathryn Pavlovich  University of Waikato

Session: Wednesday 10:30 - 12:00 noon

THE LEADERSHIP PACIFIC MOVEMENT: MOVING THE PACIFIC FOR LEADERSHIP

The strategic vision of the Leadership Pacific (www.leadershippacific.org) Movement is to grow 1,000 New Generation Pacific leaders by 2015. To date, close to a thousand university students have undertaken training in the Leadership Pacific leader development programmes and several hundred more have participated in the Movement’s organised workshops and conferences. This panel, comprising members of this Cause Movement, will explore the vision, philosophy and performance of the Leadership Pacific, and share insights from this leadership development initiative within a Pacific regional context.

Panelists:

Maciu Raivoka  (Fiji; Victoria University of Wellington)
Frances Koya  (Fiji)
Dunn Vunariri  (PNG)
Kabini Sanga  (Solomon Islands; Victoria University of Wellington)

Session: Wednesday 1:00 - 2:30pm

THE POWER OF PEER COACHING: TOOLS FOR EFFECTIVE LEADERSHIP COACHING GROUPS

Peer coaching groups combine the powerful benefits of coaching with the insights of peer-to-peer learning. This experiential workshop, introduces peer group coaching as a leadership development tool. Through learning with and from their peers, individuals develop the capacity to reflect, build skills to coach others and strengthen their network of learning relationships across an organisation. Participants will experience the power of these tools in small groups, and walk away having made significant learning connections with other conference participants.

Aly McNicoll  NZ Coaching & Mentoring Centre & Unitec NZ

Session: Tuesday 1:00 - 2:30pm

THE POET LEADER

What if the language of leadership was too small to contain the breadth and depth of experience of those who would lead and follow? This workshop offers an opportunity for participants to experiment with the use of poetry to expand their vocabulary of leadership experience and to develop their observation, creativity and thinking skills. Leadership is more than a transaction or function. It is the engagement of people and organisations in the essential conversations of being and doing. Poetry is a ‘bridge’ to that conversation.

Andrew Norton  Executive Wilderness Retreats

Session: Tuesday 1:00 - 2:30pm
THE QUEST FOR TRULY IMPACTFUL LEADERSHIP CASES: EXPLORING THE NEXUS BETWEEN RESEARCH AND DEVELOPMENT

This presentation will explore how research and development intersects at a great teaching and learning tool: leadership case studies. Researchers have demonstrated that cases are an effective way of teaching, but there are a myriad constructions and philosophies. Drawn from over 600 articles, papers and texts from both gurus and practitioners, this presentation will summarise case typologies, lengths, structures, notes, delivery methods, learner readiness and philosophical approaches and their suitability for impactful leadership learning.

Sam Young Auckland University of Technology

Session: Wednesday 3:00 - 4:00pm

THE SELF INTELLIGENT LEADER

This is an experiential workshop where we look at the elements of Self Intelligent leaders. Self-Intelligence is made up of two parts - self-awareness and self-management. While the importance of ‘know thyself’ has been noted for centuries, it has been considered one of the hardest elements of leaders to teach. This workshop will examine the principles underpinning the JOLT Challenge programme from Mind Warriors International. The programme is designed to ‘bridge the gap’ between knowing and doing by providing individuals with the time, space, tools and strategies to increase their self-awareness and develop their self-management skills.

Wade Jackson Mind Warriors International

Session: Tuesday 3:00 - 4:00pm

THE THREE BRAINS OF LEADERSHIP

Recent Neuroscience has uncovered complex and functional neural networks - or ‘brains’- in our heart and gut as well as our head. This knowledge, combined with behavioral modeling research, has created a new field of leadership development known as mBIT (multiple brain integration techniques). This presentation will outline the history and development of this new field, exploring the modern technology that has allowed new knowledge to emerge about the less well known neural networks. We will explore what constitutes a ‘brain’ in recent literature and offer an introduction to how to access and communicate with these ‘brains’ in a leadership context.

Grant Soosalu mBIT International Pty Ltd
Marvin Oka mBIT International Pty Ltd
Suzanne Henwood Unitec

Session: Tuesday 10:00 - 12:00 noon

THE “VALUE” OF BEETHOVEN? CULTURAL, SOCIAL, AND ECONOMIC CAPITAL IN ORCHESTRAL LEADERSHIP

In this presentation, we will examine the process of professionalisation of orchestral ensembles in Auckland and how this led to the formation of the Auckland Philharmonia (APO). Using data collected from ethnographic and archival sources, we will explore leadership dynamics in the development of a group of semi-professional string players into a fully professional ensemble. The APO is used as a case study to demonstrate the importance of utilising cultural, economic, and social capitals in contexts of ongoing leadership pressure.

John Robert Tedesco The University of Auckland

Session: Wednesday 10:30 - 12:00 noon
THE VERY FAST TRAIN TO CHINA: LEADERSHIP DEVELOPMENT AND THE TRANSFORMATION OF AUSTRALIAN PUBLIC SERVICE LEADERS

Jack Mezirow and Edward Taylor (2009) describe the practice of transformative learning as an “approach to teaching based on promoting change, where educators challenge learners to critically question and assess the integrity of their deeply held assumptions about how they relate to the world around them”. Through an exciting multimedia, oral and visual presentation, we will show how the Global Leadership Practices (GLP) programmes achieve their transformative potential for participating Australian Public Service Leaders.

Andrew C Simon Yellow Edge Pty Ctd

Session: Tuesday 1:00 - 2:30pm

TO THINE OWN SELF BE TRUE? AUTHENTICITY AMONG BANKING CEOS

Despite a growing body of research around authentic leadership, our understanding of this concept has been limited by the assumption that leaders automatically convey their authenticity to followers. In contrast, this study reveals how leadership authenticity is negotiated through the media. Through the visual and verbal analysis of media representations of Australia’s major bank CEOs, the study shows that authenticity is socially constructed via the combination of three distinct but interrelated components of coherence, consistency, and conformity.

Helena Liu Swinburne Leadership Institute

Session: Wednesday 10:30 - 12:00 noon

TURNING THEORY INTO ACTION: AN AXIOLOGICAL PERSPECTIVE

Many development programmes incorporate elements to ensure participants apply the learning rather than leave it in the classroom. However, the reality of getting managers to put leadership theory into action remains difficult. This presentation will provide insights into Axiology, its implications for thinking and learning styles and the approaches Altris have taken, as a result, to encourage application of learning. Through sharing our experience, we hope to build increased awareness of issues that need to be considered and addressed in turning theory into action.

Martin Fenwick Altris Limited

Session: Tuesday 3:00 - 4:00pm

VALUES-BASED LEADERSHIP: A PACIFIC CASE STUDY ON LEADERSHIP IN FIJI, SOLOMON ISLANDS, AND VANUATU

This presentation will introduce a values-based perspective on leadership development, which has emerged out of the body of social psychology research. Values are described as central to the human persona, and the primary determinant of human attitudes and behaviors. The values-based perspective raises questions about “who we are as leaders”, and this paper draws on regional case studies to highlight the importance of a values-based perspective for the development of future leaders in the region.

Josiah Qalovaki Congress WBN
Jay Newdick Victoria University Wellington

Session: Tuesday 3:00 - 4:00pm
VISION, VERBS & VIAGRA: SHARING NATURE’S LEADERSHIP GIFTS FROM THE RAINFOREST

Tipu Ake ki te Ora is an organic leadership model that nurtures potent action in the domain of complexity, planting seeds for rich growth in a “living”, inter-dependent world. It is shared by the small school and its Maori community in the Whirinaki, Rainforest, Te Urewera, NZ at www.tipuake.org.nz. This presentation will test many assumptions about organisational behaviours, innovation, leadership, governance and management. Be challenged by radical learning that supports the vision of NZ as “A Testing Ground for Global Leadership”.

Peter Goldsbury  Tipu Ake Team  Session: Tuesday 10:00 - 12:00 noon

WHAT IS IT THAT DEVELOPS? LEADERSHIP DEVELOPMENT THROUGH AN DEVELOPMENTAL LENS

In the phrase “leadership development”, it is the first word that tends to get our attention. In this workshop, we’ll also turn our attention to the second word and wonder: What is it that actually develops? After a look at a key theory of adult development, we’ll explore the practice and research implications by playing with the habits of mind that we have synthesized from theory and research from diverse fields. As we explore these ideas, participants will add to them through their own experience—so that researchers and practitioners can weave new ideas together on this adult developmental frame.

Jennifer Garvey Berger  Cultivating Leadership  Keith Johnston  Cultivating Leadership  Session: Tuesday 3:00 - 4:00pm

WHEN FRAGMENTS COLLIDE-WORKING WITH MONTAGE TO ENCOUNTER SOMETHING NEW

This exploratory workshop directly addresses the conference call for conversations that allow for the collision of viewpoints in order to allow for ‘new thinking and innovation.’ To do this we introduce the theory of montage as it was developed by one of the most important figures in the history of cinema, the Russian film director Sergei Eisenstein. Working with Barry’s (1994) concept of analogically mediated inquiry, participants will work with the principles of montage, deliberately constructing and assembling some of the different worlds that exist within the conference.

Fiona Kennedy  New Zealand Leadership Institute, The University of Auckland  Ralph Bathurst  Massey University  Session: Tuesday 1:00 - 2:30pm
This inaugural conference has come to fruition due to the collective effort, energy and dedication of a number of very special people who have been animated by a specific cause: to promote and enhance leadership research and development within Oceania.

The ILA 2013 Oceania Conference Convenors would like to thank all of those who generously gave their time and energy to bring this conference to life:

**Conference team:**
- Sarah Bowman
- Bridget Chisholm
- Josh Firth
- Malka Goldberg
- Brad Jackson
- Ann Moore
- Julie Polzer
- Rob Purdy
- Shelly Wilsey

**Steering committee:**
- Jan Byars
- Cynthia Cherrey
- Richard Hall
- Kevin Lowe
- Kabini Sanga

**Reviewers:**
- Jan Byars
- Brigid Carroll
- Joline Francoeur
- Kathryn Gaines
- Richard Hall
- Ann Hutchison
- Fiona Kennedy
- Kevin Lowe
- Helen Nicholson
- Ken Parry
- Laura Santana
- Tom Sechrest
- Andrew Simon
- Owain Smolovic-Jones
- Chellie Spiller
- Shelly Wilsey
- Rachel Wolfgramm

**Welcome collaborators:**
- Hoturoa Barclay-Kerr
- Manuka Henare
- John Panoho
- Chellie Spiller

**UABS support:**
- Melanie Barr
- Rachel Hopkins
- Julia Powell
- Amanda Stanes

**Key suppliers:**
- Shaun Campbell
- Karim Rostami

**Session chairs:**
- Brigid Carroll
- Martin Fitzgerald
- Joline Francoeur
- Richard Hall
- Kevin Lowe
- Helen Nicholson
- Ken Parry
- Tom Sechrest
- Owain Smolovic Jones
- Rachel Wolfgramm
We are hugely appreciative to New Zealand sculptor Virginia King who has generously agreed to allow us to use images of her sculpture, Lookout/Pacific Radiolaria for our conference material. We chose to use this not only because it is a stunning piece of New Zealand art that celebrates life in Oceania, but also because Pacific Radiolaria, a microscopic diatom that is part of the ocean’s plankton, is a foundational part of a delicately balanced and complex ecosystem upon which we are dependant, yet they are invisible to us spread across our oceans. The ILA 2013 Oceania Conference is seeking to build R&D; part of that work is to recognise our interdependence with one another, look for existing connections that may be unseen or undervalued and work with the complexities that make our leadership R&D landscape rich.