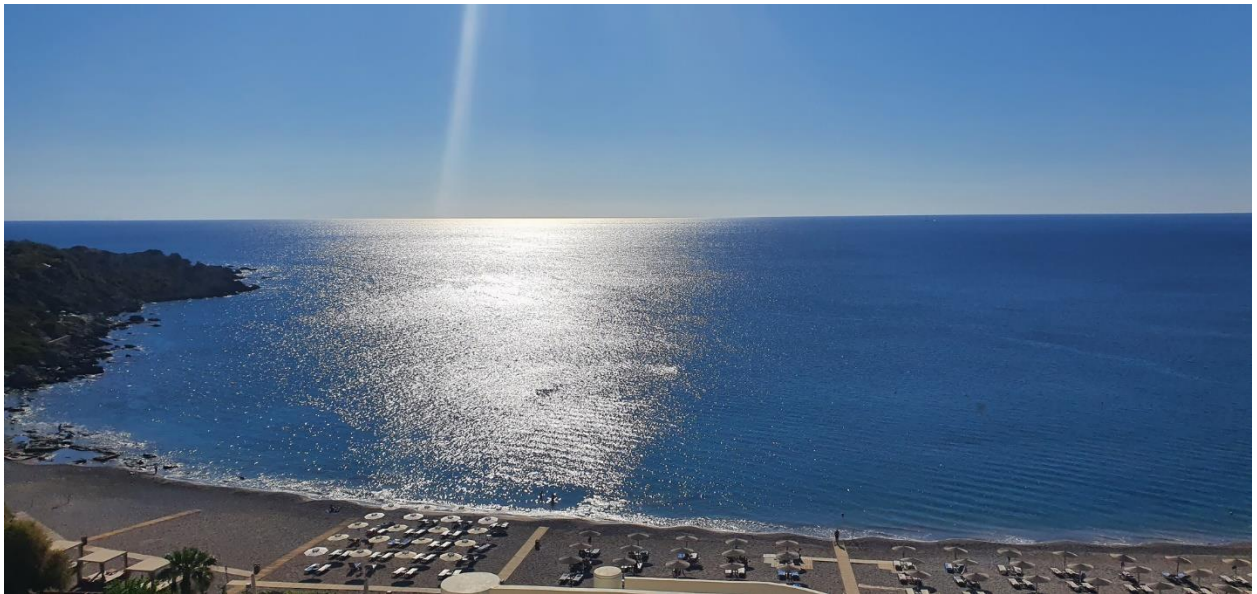


Call for Papers
6th Interdisciplinary Perspectives on Leadership Symposium

Theme:
The Yin and Yang of Leadership and Followership



www.leadership-symposium.com

3-6 May 2023, Rhodes, Greece

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The Yin and Yang of Leadership and Followership

“Yin and yang...heaven and earth, light and darkness, thunder and lightning, cold and warmth, good and evil... the interplay of opposite principles constitutes the universe.”
~ Confucius

Many papers have been written about the ‘bright’ side of leadership and on how to stimulate positive leader behaviors. The tradition of leadership research is rooted in admiration for charismatic and exceptional leaders and their positive impact on followers and organizations (Dinh et al., 2014; Gardner et al., 2020; Hiller et al., 2011; Meuser et al., 2016; Zhu et al., 2019). As such, decades of research have been devoted to bright sides of leadership as represented in many approaches such as transformational (Bass, 1999; Wang et al., 2011; Judge & Piccolo, 2004), ethical (Brown & Treviño, 2006; Den Hartog, 2015) or authentic (Avolio & Gardner, 2005; Gardner et al., 2011) leadership, to name only a few. However, this leader-centric bright-side focused view ignores that leadership does not exist in a vacuum. Leaders, followers, and organizational context form complex and dynamic systems which evolve over time and in context. Elements involved in this process can start out both good and bad and can cause both happiness or havoc (Padilla et al., 2007; Thoroughgood et al., 2018; Wisse & Rus, 2022). Through this *Call for Papers* we seek to encourage a discussion on the yin and yang of leadership and followership in which the interplay between leaders, followers, and contexts is seen as encompassing both bright and dark sides.

The lack of integration between bright and dark side leadership, followership, and other organizational theories as well as their dynamics over time and in context is concerning. First, static perspectives on leader characteristics are limited in terms of their ecological validity and implications for organizational functioning. For example, recent research increasingly suggests that expression and consequences of Dark Triad traits such as leader narcissism depend on contextual moderators (e.g., team accountability; Carnevale et al., 2018). Moreover, dark-side traits can also have multiple facets that need to be

accounted for as they have vastly different implications, some of them positive and some of them negative. Also, *too much of a good (or bad) thing* approaches offer new and valuable insights into non-linear relationships between leadership characteristics and their outcomes, challenging current linear predictions (Pierce & Aguinis, 2013).

Second, the role of followers has been generally neglected in organizational scholarship, and research that takes into account dark side processes is no exception to this. Only recently, more attention has been paid to the dark side dynamics that can evolve between leaders and followers when the latter are seen as active contributors of the interpersonal process (e.g., suspicion and perceptions of abusive supervision; Schyns, 2021). Rather than passive recipients of dark-side leadership, it is important to acknowledge the factors within followers and the environment that can sustain dark leadership (Breevaart et al., 2021). Furthermore, motivations that followers ascribe to dark side leadership are critical for their perceptions and responses (e.g., injury, pressure, disposition; Kim et al., 2019).

Third, leaders and followers typically interact in organizations and the existing climates, norms, values, HR systems, rules and regulations can impact bright and dark leadership processes and outcomes. A thorough understanding of bright and dark sides of leadership and followership must take into account the contexts that facilitate the development of negative dynamics. Notably, acknowledging the notion that organizations function in a broader societal context may be helpful too. Our predominantly Western views of dark side leadership limit the conceptual scope and potential practical impact that current scholarship can unfold. Not all conceptualizations of constructs and their sub-facets are culturally universal (e.g., narcissism; Žemojtel-Piotrowska et al. 2019). Also, perfectly acceptable behavior in one culture, may be seen as rude or abusive in another (e.g., depending on power distance orientation; Vogel et al., 2015).

Given the rapidly changing environments in which leaders and follower operate, and the pressures that they are required to deal with individually and collectively, we believe it is high time to progress the integration between bright and dark side leadership and followership. We call for contributions that conceptually and empirically expand the current lenses, integrate dark sides of leadership, followership, and contexts, and offer new, dynamic perspectives. The 6th IPLS symposium aims to bring together scholars from multiple disciplines and institutions around the world who are interested in the ying and yang of leadership, followership, and wider organizational dynamics.

The following is an indicative, but not exhaustive, list of topical areas which could be addressed:

- How have the bright and dark side of leadership been contrasted and modelled in existing theories of leadership?
- How have theories of dark side followership evolved and how can they inform future research?

- What are potential dark sides of bright leadership (e.g., authentic, ethical)? What negative implications may bright sides of leadership and followership have (e.g., for health and wellbeing)?
- What are the dark sides of established bright side constructs in organizational research (e.g., trust and distrust, knowledge sharing and hiding)?
- What types of research designs can help us better understand the dynamic notions of the dark sides of leadership and followership?
- What insights can dark side leadership and followership research gain from other knowledge domains (e.g. strategy, economics, psychology, biology, sociology, and anthropology)? How do dark leader/follower traits, or configurations of such traits, influence organizational outcomes?
- Are women and minority members in leadership positions perceived differently than men and majority members when they display dark leadership?
- How do dark and bright leader traits and behaviors influence leadership and followership identities? How does identity threat relate to dark side leadership and followership?
- How does context activate dark and bright leader characteristics, and how do they interact to influence leader, follower, and organizational outcomes?
- How does context (e.g., organizational, industrial) shape others' perceptions of bright and dark leadership?
- How do cultural norms and values shape perceptions and enactment of the dark sides of leadership?
- How can followers and organizations respond to the dark sides of leadership? How can leaders and organizations respond to the dark sides of followership?
- How do temporal aspects influence the perceptions of dark and bright leadership and followership as well as their downstream consequences?
- How might events-based perspectives enrich our understanding of dark side leadership and followership?
- How can leader(ship) and organizational development programs address the dark sides of leadership?
- Which organizational level interventions could mitigate destructive influences of leaders and followers?

Submissions

The 6th IPLS will take place on 3-6 May 2023, on the island of Rhodes, Greece. Interested participants must submit an abstract by December 15th, 2022 through the IPLS website. The abstract should be of no more than 1,000 words (including references). To submit your paper please visit the symposium's website: www.leadership-symposium.com. Authors will be notified of acceptance or otherwise by the end of January 2023. The venue of the symposium is Elysium Resort & Spa Rhodes, Greece (www.elysium.gr). Further details on the logistics of the symposium will be published on the IPLS website.

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