DONNA LADKIN BA MBA MA PhD

Curriculum Vitae

March 2021

DONNA LADKIN BA MBA MA PhD

Professor of Leadership and Ethics

Graduate School of Leadership and Change
Antioch University
900 Dayton Street
Yellow Springs, Ohio USA

Phone: +1 207 504 0156
E-mail: dladkin@antioch.edu

Home:
41 Goose Ledge Road
Harpswell, Maine 04079
USA

SUMMARY

An experienced doctoral supervisor and teacher of research philosophy and methods, I am also an internationally recognised leadership and ethics scholar whose philosophically informed publications explore aesthetic, ethical and embodied aspects of organizing and leading**.** My theoretical work is underpinned by a strong commitment to the realm of practice and is informed by extensive consulting experience in both public and private organizations. My current research focuses on exploring the structural and organizational dynamics which limit follower and leader agency within organizations particularly in relation to their desire to act ethically.

EDUCATION

BA Music and Philosophy, **Yale University**, New Haven, CT USA, Awarded 1981

MBA Cranfield School of Management, **Cranfield University**, Awarded 1988

PhD "The Outcomes of Personal Development within Manager Development as Exemplified by the Use of the Outdoors", Cranfield School of Management, **Cranfield University**, Awarded 1992

MA Environmental Philosophy, **Lancaster University**, *Awarded with Distinction* December 2003

PROFESSIONAL AFFILIATION

- Fellow, **Royal Society of Arts, London UK**
- Distinguished Fellow, **Schumacher Institute, UK**
- Member **American Academy of Management**
- Member **International Leadership Association**

CAREER HISTORY

Present

2018-Present **Professor of Leadership and Ethics,** Graduate School of Leadership and Change, Antioch University, USA.

Previous Posts

2014-2018 **Professor of Leadership and Ethics**, Graduate School of Management, Plymouth University, Plymouth UK

2010-2014 **Professor of Leadership and Ethics,** Cranfield School of Management

2007-2010 **Senior Lecturer in Organizational Learning and Leadership**, Cranfield School of Management

2005-2007: **Senior Lecturer in Leadership Studies**, Centre for Leadership Studies, University of Exeter

1997-2009: **Visiting Fellow** at University of Bath, Centre for Action Research in Professional Practice

1997-2004: **Founder and Partner in Learning Matters,** consulting organization specialising in coaching Senior Executives and their teams

1992-1997: **Lecturer in Organisational Behaviour**, Cranfield SOM

1988-1992: (while undertaking Phd) **Teaching Fellow**, Cranfield SOM

1985-1987: **Courses Administrator**, International Summer Schools, Board of Extra-mural Studies, Cambridge University

1982-1984: **Manager,** Yale Symphony Orchestra, New Haven CT, USA

PUBLICATIONS

Journal Articles – Peer Reviewed

"Problematizing authentic leadership: How the experience of minoritized people highlights the impossibility of leading from one's "true self". ***Leadership***, 2021 (in press).

"What President Trump's Response to Covid 19 Tells us: It's time for our Romance with Leaders to End" ***Leadership*** 2020, 16(3): 272-278.

"From sovereign to subject: Applying Foucault's conceptualization of power to leading and studying power within leadership". With Joana Probert**.** ***The Leadership Quarterly***, (in press).

"Self Constitution as The Foundation for Leading Ethically: A Foucauldian Possibility", **Business Ethics Quarterly**. In press. (sole author)

"The Journey of Individuation: A Jungian Alternative to the Theory and Practice of Leading Authentically" **Leadership**. In press. (Lead author, with Chellie Spiller and Gareth Craze).

"The Aesthetic' and its Relationship to Business Ethics: Philosophical Underpinnings and Implications for Further Research" **Journal of Business Ethics**, (in press).

"How Did That Happen?: Making Sense of the 2016 US Presidential Election Result through the Lens of the ''Leadership Moment'', **Leadership**, **2017 13**(4), pp. 393-412.

"Caring orientations: The Normative Foundations of the Craft of Management' ***Journal of Business Ethics***, **2015**, **128**(3), pp.575-584. (with Steven S. Taylor and Matt Statler).

"Leading as Craft-work: The Role of Studio Practices in Developing Artful Leaders", ***Scandinavian Management Journal***, **2014 30**, pp.95-103. (with Steven S. Taylor).

"Creating Engaged Executive Learning Spaces: The Role of Aesthetic Agency", ***Organizational Aesthetics*****, 2013 2**(1), pp. 105-124. (with Ian Sutherland).

"From Perception to flesh: A Phenomenological Account of the Felt Experience of Leadership", ***Leadership*****,** Special Issue: The Materiality of Leadership, **2013 9**(3), pp. 320-334.

"Performing Leadership: Observations from the World of Music", ***Administrative Sciences*****,** ***Special Issue: Teamwork and Leadership in Organizations*****, 2012 2(**1), pp. 99-119. (with Ralph Bathurst).

"The Art of 'Perceiving Correctly': What Artists Can Teach Us About Moral Perception", ***Tamara - Journal of Critical Organization Inquiry*, 2011 9**(3-4), pp. 91-101.

"Leadership as Art: Theme and Variations", ***Leadership,* 2010 6**(3), pp. 235-242. (Lead author, with Steven S Taylor).

"Enacting the 'true self': Towards a theory of embodied authentic leadership", ***Leadership Quarterly,* 2010 21(**1), pp. 64-74. (Lead author, with Steven S Taylor).

"Developing Leaders in Cyber-Space: The Paradoxical Possibilities of On-Line Learning" ***Leadership***, **2009 5**(2), pp. 193-212. (Lead author, with Peter Case, Patricia Gaya Wicks and Keith Kinsella).

"Understanding Arts-Based Methods in Managerial Development", ***Academy of Management Learning & Education***, **2009 8(**1), pp. 55-69. (2nd author with Steven S Taylor).

"Leading beautifully: How mastery, congruence and purpose create the aesthetic of embodied leadership practice", ***Leadership Quarterly***, **2008 19**(1), pp. 31-41.

"When Deontology and Utilitarianism Aren't Enough: How Heidegger's Notion of 'Dwelling' Might Help Organisational Leaders Resolve Ethical Issues", ***Journal of Business Ethics***, **2006 65**(1), pp. 87-98.

"The Enchantment of the Charismatic Leader: Charisma Reconsidered as Aesthetic Encounter", ***Leadership***, **2006 2**(2), pp. 165-179.

"Does 'Restoration' Necessarily Imply the Domination of Nature", ***Environment and Values***, **2005 14**(2), pp. 203-219.

"The enigma of subjectivity': How might phenomenology help action researchers negotiate the relationship between 'self', 'other' and 'truth'?", ***Action Research***, **2005 3**(1), pp. 108-126.

"Back to the workplace: How organisations can improve their support for management learning and development", ***Journal of Management Development***, **2004 23**(3), pp. 234-255. (With Ruth Belling and Kim James).

Please note between 1997 and 2004 I left academia and did not pursue academic publishing during this time.

"Towards an Understanding of Ethical Behaviour in Small Firms", ***Journal of Business Ethics,* 1997 16**(15), pp. 1625-1636. (4th author with Shai Vyakarnam, Andrew Bailey and Andrew Myers).

"Using the Outdoors to Facilitate Personal Change in Managers", ***The Journal of Management Development,* 1994 13**(9), pp. 14-24. (With Kim James).

"Body/Mind Psychology in Manager Development: A Route to Enhanced Managerial Effectiveness", ***European Management Journal***, **1993 11**(4), pp. 466-472. (With Kim James).

"Clarifying the Confusion: A Practical Framework for Evaluating Outdoor Development Programmes for Managers", ***Management Education and Development*, 1992 23**(2) pp. 106-122. (With Paul Dainty).

Journal Articles - Practitioner

"Perception, Reversibility, "Flesh": Merleau-Ponty's Phenomenology and Leadership as Embodied Practice", ***Integral Leadership Review*, 2012 January**.

"The Aesthetic of Leadership", ***Henry Stewart Talks; Leadership Series***: Editor Keith Grint, in process to be published on the internet in early 2010.

"Mobilising for Sustainability", in ***European Business Forum***, Spring, 2008.

"Walk a Mile in My Shoes: Dwelling as the Path towards Ethical Leadership", in ***Leadership Matters,*** Autumn, 2006, pp. 3-6.

"Leading Beautifully: A Path Towards Inspirational Leadership?", in ***Leadership Matters***, Spring, 2005, pp. 44-46.

"Leadership: what's the big deal?", in ***Management Quarterly***, The Institute of Chartered Accountants, April, Part 11, 2001, pp. 28-32.

"Lateral Success-an Interview with Edward deBono", in ***Alodis for Self Employed Professionals***, November/December, Issue 9, 2001, pp. 32-34.

"Fail safe—an interview with Edward DeBono", in ***Alodis for Self Employed Professionals,*** October, Issue 8, 2001, pp. 34-39.

"Empowerment by subterfuge", in ***Management Quarterly***, Institute of Chartered Accountants, October, Part 13, 2001, pp. 9-12.

"Influencing Others", in ***Management Quarterly*,** The Institute of Chartered Accountants, January, Part 6, 2000, pp. 32-35.

"Thinking outside the Box", in ***Management Quarterly,*** The Institute of Chartered Accountants, July, Part 8, 2000, pp. 31-35.

"Exercising Better Management Skills", in ***Personnel Management***, January, 1994, pp. 42-46.

Books

Mastering Ethics in Organizations, (2021) Sole Author Edward Elgar

***Rethinking Leadership (Second Edition*) (2020)** Sole Author, Edward Elgar

***Mastering the Ethical Dimension of Organizations*, (2015)** Sole Author, Edward Elgar Publishers. **Shortlisted for CMI Book of the Year Award, 2015.**

The Physicality of Leadership: ***Gesture, Entanglement, Taboo, Possibilities*** **(2014)** co-edited with Steven S. Taylor, Emerald Publishers.

Authentic Leadership: Clashes, Convergences and Coalescences, co-edited with Chellie Spiller, Edward Elgar Publishers, **2013**. **In final 10 of the International Leadership Association's 'Book of the Year' award for 2013.**

Rethinking Leadership: A New Look at Old Leadership Questions, Sole Author, March **2010**, Edward Elgar Publishers. **Awarded the Integral Leadership Review's 'Book of 2010' award.**

Book Chapters

Leading with Embodied Care, (2020) (with Amanda Sinclair) in ***Paradox and Power in Caring Leadership***, L.Tomkins, (Ed) Edward Elgar, pp63-74.

Caring beyond Kinship: Applying Jane Addams' social ethic to the organizational domain, in ***Paradox and Power in Caring Leadership***, L.Tomkins, (Ed) Edward Elgar, pp 210-221.

"The Last Leaders" in ***After Leadership***, (2019) in B.Carroll, J. Firth & S. Wilson (eds). New York: Routledge, pp: 223-228.

"Stepping down rather than up: The Ethical option for business in our troubling times", in ***Ethical Business Leadership in Troubling Times***, (2019), J.Ciulla, & T Scharding, (Eds) Edward Elgar, pp. 8-21.

"Developing Ethical Leaders' in ***Field Guide to Leadership Development***, (2017) S. Kempster, A. Turner & G Edwards, (Eds) Edward Elgar, pp15-28.

"Writing with the body: Political, personal, practical" , with Amanda Sinclair, in ***Sage Handbook of Qualitative Methods***, Anne Cunliffe, (Ed.) London: Sage (in press).

"Leadership, management and headship: Power, emotions and authority in organizations' in ***Leadership: Contemporary Critical Perspectives***, Brigid Carroll, Jackie Ford and Scott Taylor (Eds.), London: Sage, pp. 3-25.

'In through the nose, out through the mouth: How conscious breathing can help mere mortals cope with the difficulties of leading', in ***The Physicality of Leadership: Gesture, Entanglement, Taboo, Possibilities***, Donna Ladkin & Steven S Taylor, (Eds.) Bingley, UK: Emerald, pp221-238/

"Arts-based interventions and organizational development: It's what you don't see" (with Ariane Berthoin Antal and Steven S. Taylor), in ***The Routledge Companion to Visual Organization***, Emma Bell, Samantha Warren and Jonathan Schroeder (Eds.), Routledge: Abingdon, 2013, pp. 261-272.

"Philosopher, Poet, Trickster: New Role Models for Corporately Responsible Leaders" in ***Cranfield on Corporate Sustainability***, David Grayson and Nadine Exter (Eds.), Sheffield: Greenleaf Publishers, 2012, pp. 53-63.

"Creating an Aesthetic of Inclusivity: A New Solution to the 'Problem' of Women Leaders" in ***UK Arts Council Leadership Development Reader***, 2010.

"The Aesthetics of Leadership Development" (with Alan George), in ***Leadership Learning: Knowledge into Action***, Kim Turnbull James and James Collins (Eds.) London: Palgrave, 2008, pp. 77-92.

"Meeting the Challenge of Leading in the 21st Century: Beyond the 'Deficit Model' of Leadership Development" (with Kim Turnbull James), in ***Leadership Learning: Knowledge into Action***, Kim Turnbull James and James Collins (Eds.) London: Palgrave, 2008, pp. 13-34.

"Human Well-Being and the Natural Environment", in ***Community Empowerment and Sustainable Development***, Schumacher Institute: Converging World Series, 2008, pp. 109-124.

"The Event's the Thing: Brief Encounters with the Leaderful Moment" (with Martin Wood), in ***Leadership Perspectives: Knowledge into Action,*** Kim Turnbull James and James Collins (Eds.) London: Palgrave, 2008, pp. 15-28.

"Action Research", in ***Qualitative Research Practice***, Clive Seale, Giampietia Gaba, Jaber F Gubrium and David Silverman (Eds.), London: Sage, 2003 pp. 536-548.

Case Study: "British Telecom: Establishing Training for Women Managers", in ***Human Resource Management in Europe: Strategic Issues and Cases***, P. Lawrence, L. Manzolini, P. Poirson, V. Soler, and S. Tyson, (Eds.) 1993.

Book Reviews

Getting Better at Doing Good, a review of ***Peter Singer's The Most Good You Can*** *Do,* in **Resurgence** January 2016

The Ways of Aristotle: Aristotelian Phronesis, Aristotelian Philosophy of Dialogue, and Action Research, Olav Eikeland (Studies in Vocational and Continuing Education, (Vol 5) Berlin: Peter Lang, ***Action Research***, 2010, 8(4) pp. 444-448.

Conference Papers and Symposia

'Critical perspectives on authentic leadership' Symposium facilitated with Chellie Spiller, Academy of Management Conference, All-Academy Programme, Philadelphia PA, 1-5 August 2014.

'Realising the potential of art-based methods in managerial learning' (with Claus Springborg). Academy of Management Conference, Philadelphia PA, 1-5 August 2014.

'What is aesthetic sensibility and how can it contribute to the development of ethically astute managers?', Philosophy of Management Conference, DePaul University, Chicago ILL, 14-16 July 2014.

'The constitutive role of communication for coordinated safety behaviour in an organization managing high-hazardous processes' (with Hugo Marynissen, David Denyer and Colin Pilbeam), Poster presentation at the Society for Risk Analysis (SRA) Annual Meeting, Baltimore, MD, 8-11 December 2013.

'The role of individual risk perception in an organization managing high risks' (with Hugo Marynissen, David Denyer, Eric Snoeijers and Tim Van Achte), Third International Conference on Engaged Management Scholarship, Atlanta, GA, 19-22 September 2013. **Winner Best Qualitative Paper.**

'Creating engaged executive learning spaces: The Role of aesthetic agency' (with Ian Sutherland) Art of Management Conference, University of York, 4-7 September 2012.

"The impact of risk communication on individual perception in a complex interactive and tightly coupled organisation" (with Hugo Marynissen, David Denyer, Eric Snoeijers and Tim Van Achte), SRA Annual Meeting, San Francisco, CA, 9-12 December 2012.

"The Ethical Possibilities of Managing as a Craft Discipline" (with Steve Taylor and Matt Statler), 2012 Academy of Management Annual Meeting, Boston, Massachusetts, 3-7 August 2012.

"The relationship between risk communication and risk perception in complex interactive and tightly coupled organizations: a systematic review" (with Hugo Marynissen), SRA (Society for Risk Analysis) World Congress on Risk, Sydney, 18-20 July 2012.

"The Ethical Possibilities of the Craft of Management" (with Steve Taylor and Matt Statler) 27th EGOS Colloquium, Gottenburg, 7-9 July 2011.

"The Making of Moral Myopia: The Case of British Members of Parliament and their Expenses Claims" (with Kim Turnbull James), 8th International Studying Leadership Conference**,** University of Birmingham, 7-8 December 2009.

"The Language of Leading for Sustainability: From Directing to Connecting", Academy of Management**,** Chicago, 6-11 August 2009.

"The Aesthetics of Leadership Performance: Insights from Musical Performance Practice", Fourth Art of Management and Organization Conference, Banff, Canada, 9-12 September 2008.

"The Flesh of Leadership: How Merleau Ponty's Phenomenology Contributes to a Relational Theory of Leadership", Philosophy of Management, St Anne's College, Oxford, 11-13 July 2008.

"Leading from the Middle: Operational Leadership as Hermeneutic Practice", 6th International Studying Leadership Conference, Warwick University, 13-14 December 2007.

"Constructing Authenticity: Arts-Based Methods as a Means of Developing the Authentic Leadership Self" (with Steve Taylor), Academy of Management, Philadelphia, Pennsylvania, August 2007.

"Explaining Arts-Based Methods for Development and Change in Organizations" (with Steve Taylor), Academy of Management, Philadelphia, Pennsylvania, August 2007.

"Mobilising for Sustainability: The Role of Leadership", Positive Organisational Scholarship Symposium**,** University of Michigan, Ann Arbor Michigan, 6-9 December 2006.

"The Event's the Thing: Brief Encounters with the Leaderful Moment" (with Martin Wood), 5th International Studying Leadership Conference**,** Cranfield University, 14-15 December 2006, **Winner of Sage Best Paper Award.**

"The Good, the Bad and the Ugly: Researching the Aesthetics of Embodied Leadership Performance", Art in Organisation Conference, Krakow, Poland, 6-8 September 2006.

"An Aesthetic Approach to Developing Authentic Leaders: Art Making as a Means of Constructing an Authentic Leadership Self" (with Steven Taylor), European Conference for Group and Organization Studies, Bergen, Norway, 6-8 July 2006.

"Leading Beautifully: How the Theory of Performative Aesthetics Might Inform Leadership Practice", Studying Leadership 4th International Conference, Lancaster University, 12-13 December 2005.

"How Might Heidegger's Notion of Dwelling inform the Ethical Practice of Leadership?", Philosophy of Management International Conference, St Anne's College, Oxford, 6-10 July 2005.

"The Enchantment of the Charismatic Leader: Charisma Reconsidered as Aesthetic Encounter", Studying Leadership 3rd International Conference: Leadership Refrains, Encounters, Conversations and Enchantments, Centre for Leadership Studies, University of Exeter, 15-16 December 2004.

"An Enquiry into the Development of Professional Leadership" (with Robin Ladkin), Studying Leadership 3rd International Conference: Leadership Refrains, Encounters**,**

Conversations and Enchantments, Centre for Leadership Studies, University of Exeter, 15-16 December 2004.

"The Impact of Women's Only Training on the Development of Women Managers" (with S. Vinnicombe), Gender and Education International Conference, University of Warwick, April 1997.

"Psycho-dynamic Approach to Understanding Organisational Learning", The Learning Company Conference**,** Warwick University, March 1995.

"Psychological Dynamics and Organisational Learning: From the psychopathology of the dysfunctional organisation to the healthy organisation" (with Kim James and Michael Jarrett), The Learning Company Conference, Warwick University, March 1995.

"The Heroic Journey: Viewing Manager Development from a Mythological Perspective", Critical Management Studies Conference Post Modern Approaches in Manager Development, Leeds University, January 1995.

"Using the Outdoors to Facilitate Personal Change in Managers" (with Kim James), Training for Change Conference, Aix en Provence, May 1994.

"Towards an Understanding of Ethical Behaviour in Small Firms" (with Shai Vykarnam, Andrew Bailey and Andrew Myers), BAM Conference, Milton Keynes, September 1993.

"How Body-Mind Psychology can Assist Innovation and Performance" (with Kim James), EFMD Global Management Forum, Barcelona, June 1993.

"An Increasing Demand: Body/Mind Approaches to Manager Development" (with Kim James), EFMD Global Management Development Forum, Barcelona, June 1993. Published in the 1993 Global Management Development Forum proceedings, European Foundation for Management Development, 1993, pp. 52-53.

"Managing Learning in an Organisation that Understands Teaching" (with Kim James), International Conference on "Post Modern Management and its implications for learning", Organised by the Critical Stances on Managing Learning in Organisations Network, Escola D'Alta Direccio I Administracio, Barcelona, September 1989.

Editorial Roles

Section Editor: Philosophical Approaches to Leadership Ethics – Qualitative Methods ***Journal of Business Ethics*** since Jan 2021

Associate Editor: ***Leadership,*** since 2013.

Founding Editor: ***Organizational Aesthetics,*** Established January 2011

Co-Editor: Special Issue of **Leadership:** ***Leadership as Art***, with Steven S Taylor (published in August 2010).

Editorial Advisory Board: ***Action Research***, since 2008.

Editorial Board: ***Organisation Development Journal***, since 2007.

Reviews Editor: ***Worldviews: Environment, Religion and Culture***, published by Brill Publications, 2003-2006.

RESEARCH ACTIVITIES

Research Funding

CICAT 2021: Finnish Government Project into How the Arts can Inform Sustainable Development, (International Advisor, 2019-ongoing)

Her Majesty's Inspectorate of Constabularies (£50,000): Principal Investigator on a study to help HMIC develop their approach to inspecting leadership within police forces throughout the UK. Conducted Feb-Sept 2017.

British Council (£50,000): Co-Applicant and Co-Investigator in Evaluation of British Council Pan African Leadership Development Programme. Funding awarded through peer-reviewed process. Conducted April-December 2005.

Unilever and Institute for the Environment, Philosophy and Public Policy, University of Lancaster (£60,000): Co-Applicant and Co-Investigator Researching Consumer Perceptions of Risk. Funding awarded through competitive process. Conducted: November 2003-April 2004.

PhD and DBA Completions

- ***Ruth Belling***: Transferring managerial learning back to the workplace: The influence of personality and the workplace environment; PhD, Cranfield University 1997.
- ***Helen Wyber***, Making space for the imagination: A Search for personal meaning and creativity in practice-based research; PhD, Centre for Action Research in Professional Practice, Bath University 2003.
- ***Alan George***: The Aesthetic in practice, with particular reference to play and poetics; PhD, Centre for Action Research in Professional Practice, Bath University 2006.
- ***Judy Ryde*:** Exploring white racial identity and its impact on psychotherapy and psychotherapy organizations; PhD, Centre for Action Research in Professional Practice, Bath University 2005 .
- ***Patta Scott-Villiers***: A Question of understanding: Hermeneutics and the play of history, distance and dialogue in development practice in East Africa; PhD, Centre for Action Research in Professional Practice, Bath University 2009.
- ***John Pillay***: Corporate turnaround as knowledge subversion: A Dialogic perspective on transformational change; DBA, Cranfield University 2013 (co-supervised with Ashley Braganza).
- ***Hugo Marynissen***: A constitutive view on risk communication in organisations managing high-risk processes: Towards a conceptual framework; DBA, Cranfield University 2014.
- ***Megan Reitz***: How Buberian dialogue contributes to relational leadership theory; PhD, Cranfield University 2014.
- ***Rajiv Maher*:** Explaining mining company/community relations: Cases studies in Brazil and Chile; PhD, Cranfield University 2014.
- ***Claus Springborg:*** Arts based methods within management development; PhD, Cranfield University 2015.
- ***Joana Probert:*** Becoming the CEO: The CEO identity construction process in the transition of newly appointed Chief Executives; PhD, Cranfield University 2016.
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ACADEMIC LEADERSHIP

- **Initiator and Convenor Leadership Research Hub, Cranfield** Jan 2012-2014;
- **Director, MRes in Management Research**; Cranfield School of Management, Sept 2012-Sept 2014;
- **Director DBA Cohort 2007-2011 DBA** intake (academic and pastoral care for a group of 12 DBA students studying a range of disciplines);
- **Initiator and convenor** of the **Leadership Learning Lab**, a collaborative learning space for academics and practitioners to develop links between the theory and practice of leadership, Cranfield SOM, Academic year 2008-2009,
- **Initiator and convenor** of **Leadership Development Discussion Forum**, a collaborative space in which those involved with leadership development from a

range of locations within the Cranfield SOM gather to discuss current research and best practice, 2008-ongoing.

- **Mentoring responsibility** for junior academic colleagues.

TEACHING ACTIVITIES

Teaching Awards

- Nominated for 'SSTAR' award for 'Inspirational Teaching' each year since 2014 at Plymouth University.
- Chosen by students as Cranfield School of Management's nominee for 'Best Business School Teacher' ABI International Prize, 2012.

Post-graduate Teaching

- Module Leader for MSc core module: HRL710, Management and Leadership Essentials, 2017-ongoing.
- Module Leader for Leadership in Action module for NHS SW programme, 2015-ongoing.
- Module Leader for Organisation Studies Module to DBA, Full and Part-time PhD students, Cranfield School of Management 2007-2011.
- Module Leader for Framework for Writing Skills for DBA students, Cranfield School of Management, 2007-2013.
- Module Leader for Teaching and Learning Module of MRes Programme, Cranfield School of Management, 2009-2013.
- Module Leader: Mastering the Ethical Dimension of Organizations Elective for Full-time MBA programme 2009-2013.
- Module Leader: Ethics of Sustainable Organizations module on MSc in International HRM 2013.
- Contribution to Full Time and Executive MBA Core OB programmes, Cranfield School of Management, 2007-2013.
- Design and delivery of MRes in Leadership delivered by E-learning, Centre for Leadership Studies, University of Exeter; 2005-2007.
- Action Research teaching as part of Core Tutor Team, Centre for Action Research in Professional Practice, Bath University, 1997-2005.

Executive Development and Consulting

- Academic lead for Leadership module of **Director as Strategic Leade**r Open Programme November 2010-ongoing;
- Academic leader for design and delivery of Leadership Development programme for Executive Board and Senior Managers of **London and Quadrant Housing Association**, (input into winning this **£100,000 contract**) January 2009-ongoing;
- Academic Co-leader for Design and delivery of Leadership Development programme for Senior Academics and Managers of **University College Dublin**, October 2007-October 2008;
- Academic leader for design and delivery of Leadership Development programme for Executive Board of **Brita Water PLC**, October 2008-January 2009;
- Organisational Behaviour input to programmes for clients including the **National Audit Office**, **National Health Service SouthWest**, **Sony, UNICEF,** and **Kuehne and Nagel**

EXTERNAL ROLES

Examining

External Programme Examiner: Winchester University MA in Christian Approaches to Leadership, 2014-2017**.**

External Programme Examiner: Danish School of Education, Masters in Leadership and Innovation, 2010-ongoing.

External Programme Examiner: Lancaster School of Management, MA in Leadership for Sustainability: 2009-2013.

External Field Examiner: Bristol Business School Organisation Studies Masters Degrees: 2009-2013;

External Programme Examiner: Tavistock Clinic and University of East of London MSc in Strategic Change: 2007-2011;

Supervision of PhD Supervisors: Ashridge Doctorate in Consulting Programme: 2007-2012.

External Validator: Roffey Park Masters in Organisational Learning: 2005.

External PhD Examiner:

- Ralph Bathurst, University of Auckland, New Zealand Thesis *The Aesthetics of Organization*: Sept 2007.
- Elizabeth Hayes, University of the West of England, *The Reluctant Leader: Leadership Learning in Public Sector Contexts*, July 2010.
- Doris Gray, University of Bangor, *Learning from Adverse Incidents: An Action Research Account*, March 2011.
- Perttu Salovaara, University of Tampere, Finland, *From leader-centricity toward leadership: A Hermeneutic Narrative Approach*, October 2011
- Rick Warm, Antioch University, Massachusetts, USA, *Leading Deeply: A Heroic Journey toward Wisdom and Transformation*, June 2011.
- Mindy Crespi, University of Exeter, *Volunteers to Advisors: An educational process of empowerment using the notion of 'Caveat Leadership'* May 2011
- Stephen Allen, Lancaster University, *Making Sense of Sustainability: Seeking to Enact Modesty and Humility in (Re)searching*, September 2012.
- Rita Gardiner, University of Western Ontario, *Thinking with Arendt: Authenticity, Gender and Leadership*, August 2013.

- Barton Friedland, Warwick Business School, *Posthuman Leadership and the Role of Computational Objects*, September 2015.
- Jane Riddiford, Ashridge/Hult Mangement College, *An Autoethnographic Inquiry into Leadership framed within a Cosmic and Ecological Story* September 2016.
- Claire O'Neill, University of Bristol, *Reversibility, Dys-appearance and the Telic Demand: A Phenomenological Investigation of Women's Experiences of their Bodies in Leadership*, December 2016.
- Tshepo John Danny Ditsele, University of Johannesburg, South Africa, *The Contexualization of Leadership,* October 2017.
- Charlotte von Bulow: University of the West of England, Bristol UK, The Practice of Attention in the Workplace: Phenomenological Accounts of Lived Experience, March 2019
- Eva Jordan, Intercultural Communication, University of Warwick, 2021.

Speaking and Conferences

Keynote Speaker: International Leadership Association Conference October 2018 Authentic Leadership: How can Barack Obama and Donald Trump both be considered Ethical Leaders, West Palm Beach, Florida, US.

Keynote Speaker Ohio State

Keynote Speaker: Leadership Conference, Exeter University March 2017**.**

Keynote Speaker: Developing Leadership Capabilities Conference: Developing Ethical Leaders, Ashridge Management College, July 2016.

Distinguished Professor Address: Fallen from Grace: Why is Leading Ethically so Difficult and What Can Leaders Do About it? University of West of England, June 2016.

Keynote Speaker: MODEM, Sarum College, Salisbury: 'Is it Possible to Teach Leaders to be Ethical?, December, 2013.

Keynote Speaker: 10th International Studying Leadership Conference "Putting Skin in the Game: The Blood and Guts of Leading Ethically", Bristol, December 2011.

Public Lecture: Massey University, Auckland, New Zealand "Ethics Beyond Compliance"**,** February 2011.

Public Lecture: University of Auckland Business School, Auckland, New Zealand, "Aesthetics of Leadership", January 2011.

Chair: European Leadership Conference, University of Bled School of Management, 27-28 May 2010.

Invited Colloquium Participant: Aesthetics and Ethics in Management Education, University of St Thomas, Minneapolis, Minnesota USA; 6-8 November 2009.

Keynote Speaker: Arts-Based Practices in Management Development
POEMME Conference, University of West of England, 25 September 2009.

Research Seminar Speaker: The Leadership Moment: A Phenomenological Approach to Leadership; University of Bristol, May 2009.

Track Chair and Convenor: Leadership as Art, Art of Management and Organization International Conference; Banff, Canada, September 2008 (with Steve Taylor, Maria Daskalaki and Miguel Imas).

Research Seminar Speaker: The Flesh of Leadership; Kingston Management School, Kingston University; July 2008.

Research Seminar Speaker: Dwelling: A Phenomenological Approach to Ethical Deliberation, University of Essex, May 2007.

Invited Speaker: New Constructions of Leadership: UN Leadership Academy, Jordan, 2007.

Research Seminar Speaker: Mobilising for Sustainability, Cranfield School of Management Lunchtime Seminar Series, Spring 2006.

Symposium Co-convenor: The Participatory Worldview, Fetzer Institute, Michigan, 1996 (with Peter Reason).

External Teaching Roles

Visiting Faculty: University of Vaasa, Finland: PhD Module on Leadership, May 2012.

Visiting Faculty: Bled School of Management, 'Leadership' module of Doctoral Programme, ongoing since 2012.

Visiting Scholar: Massey University, Palmerston North, New Zealand Jan-March 2010.

Visiting Faculty: Danish School of Education, Copenhagen; Week-long course on Action Research delivered to International Doctoral Students, April 2009.

Visiting Fellow: Centre for Action Research in Professional Practice, University of Bath, from September 1997-2009.