



The 14th Developing Leadership Capacity Conference (DLCC) 2024

# Developing leadership for enterprise, innovation & creativity

Greater Manchester Business School,  
University of Bolton, Great Moor Street, Bolton, BL1 1SW  
24 - 25 June 2024



# Welcome to the 14th Developing Leadership Capacity Conference (DLCC), hosted by the Centre for Leadership and Empowerment at the Greater Manchester Business School, University of Bolton.

We are delighted to have you join us for this pivotal two-day conference themed “Developing Leadership for Enterprise, Innovation, and Creativity.” Our goal is to enhance your leadership capabilities in dynamic environments and expand our collective understanding of leadership through the lenses of enterprise, innovation, and creativity.

We extend our heartfelt thanks to all attendees for participating and to our esteemed speakers for sharing their insights and expertise. Your presence and contributions would make this conference a valuable and enriching experience.

Our programme features a diverse array of paper presentations, professional development workshops, engaging talks, panel discussions, and a gala dinner.

We are confident that these sessions will be valuable, offering numerous opportunities for learning, networking, and professional growth.

As the founding director of the Centre for Leadership and Empowerment, I am honoured to have the opportunity to organise this timely conference. We live in uncertain times marked by complex systems, cycles of global recessions, climate change, and the ever-increasing use of technology. These internal and external challenges put leaders and their leadership to the test, as people continue to look up to their leaders for solutions. In such uncertain conditions, timely, legitimate, effective, and forward-thinking responses are expected from leaders. In dynamic and diverse organisational contexts, we need leaders who can combat challenges and provide an equitable and inclusive experience for their followers.

At the Centre for Leadership and Empowerment (CLE), we advance novel insights into leadership and empowerment within a dynamic and diverse environment. We develop leaders from diverse backgrounds through impactful research, engagement, applied education, and collaboration. Leadership is a personal journey, and leaders need to commit to developing their own skills continuously. This is our focus and that of the conference.

Thank you once again for being here. We hope you find the conference inspiring and impactful.



Professor Christian Harrison  
Conference Chair & Director | Centre for  
Leadership & Empowerment (CLE)

## Conference programme

# Monday 24 June 2024

# Day One

8:30am - 9am

### Arrival and registration

Greater Manchester Business School (GMBS),  
University of Bolton (Room: Y0-02)

9am - 9:15am

### Opening address

Professor Christian Harrison,  
Conference Chair (Room: Y0-02)

9:15am - 9:30am

### School welcome

Carol Brown, Interim Head of School, Greater  
Manchester Business School (Room: Y0-02)

9:30am - 9:45am

### University welcome

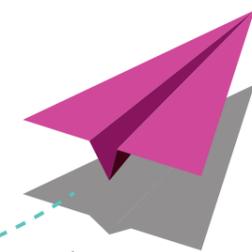
Sharon Germaine-Cox, Assistant Vice  
Chancellor/MD Group Wide Academic Support and  
Professional Support Services (Room: Y0-02)

9:45am - 10:30am

**Keynote address:** Why leadership matters,  
but not any old leadership will do - Professor  
Karise Hutchinson (Room: Y0-02)

10:30am - 10:45am

**Networking break** (Room: Y0-02)



10:45am - 12pm

Parallel sessions: streams 1-3

Room: Y4-02, GMBS

Room: Y4-07, GMBS

Room: Y2-06, GMBS

### Stream 1

*Leadership learning and development (LLD) research and theory: perspectives on leaders and leadership*

Chair: **Lawrence Ngoe**

*Navigating tensions in responsible leadership: insights from a developing economy*

**Opeyemi Titus**; Nottingham Trent University, UK

*Servant leaders in SMEs: a skills based framework*

**Kate Mcquade**; University of the West of Scotland, UK

*Entrepreneurial leadership: competency perspective*

**Fida Ahmed**; University of the West of Scotland, UK

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### Stream 2

*Leadership and leadership development case*

Chair: **Dr Imran Akhtar**

*Enhancing organisational performance through Participative Action Research (PAR): a case study in urban social services in the UK*

**Miriam Gosling Gage**; Wise Thinking Partners. **Beth Isaacs**. **Jonathan Gosling**; Pelumbra Ltd, **Richard Bolden**; University of the West of England

*Practice based, case study informed review of senior leadership roles, appointment processes and leadership transitions in universities authors*

**Tom Kenzie**; Ranmore Consulting, UK. **Robin Middlehurst**; Kingston University, UK

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### Stream 3

*Leadership and leadership development practical workshop*

Chair: **Dr Andrew Chimanya**

*Reflective and reflexive learning in action*

**Emma Watton** and **Neil Ralph**; Lancaster University, UK

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12pm - 1pm

Lunch, GMBS Café, 3 Floor

1pm - 2:15pm

Parallel sessions: streams 1-3

Room: Y4-02, GMBS

Room: Y4-07, GMBS

Room: Y2-06, GMBS

### Stream 1

*Leadership learning and development (LLD) research and theory: perspectives on leaders and leadership*

Chair: **Dr Sarath Menon**

*Leadership theories: The way forward*

**Ibiyemi Omeihe**; University of the West of Scotland, UK. **Christian Harrison**; University of Bolton. **Kingsley Omeihe**; University of the West of Scotland

*Unveiling emotional intelligence: the cornerstone of effective leadership during times of crisis*

**Bilal Zaghmout**; York St John University, UK

*Exploring the role of leadership in driving sustainable green human resources practices in the hospitality sector in Scotland, United Kingdom*

**Damilare Olusesi Lateef** and **Christian Harrison**; University of Bolton, UK

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### Stream 2

*Leadership learning and development (LLD) research and theory: leadership development and reflection*

Chair: **Meksha Ragoo**

*Becoming a leader: from non-deliberative practical coping to informed responsive practical coping*

**Chris Saunders**; Lancaster University, UK

*A phenomenological study of culture and cultural beliefs on ethnic minority micro-business leaders in London*

**Jeff Etemah**; University of the West of Scotland, UK

*Exploring managerial heuristics, decision-making and sustainability in small and medium enterprises (SMEs) in emerging markets: a comparative study of family-owned vs. non-family-owned firms*

**Bernard Ofose Boateng**; University of the West of Scotland, UK

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### Stream 3

*Leadership learning and development (LLD) research and theory: new approaches to leadership*

Chair: **Professor Kumud Wijayaratna**

*Bolt on, built in or embedded – how far do we want to go with sustainability and responsibility in leadership development*

**Marian Iszatt-White** and **Emma Watton**; Lancaster University, UK

*An exploration of building of a cross-sectoral leadership constellation: a social capital perspective*

**Charlotte Finlay**; University of Ulster, UK

*Leadership and governance: inspiring the trend into new models for Decentralised Autonomous Organisations (DAOs)*

**Ikpenmosa Uhumuavbi**; University of Bolton, UK

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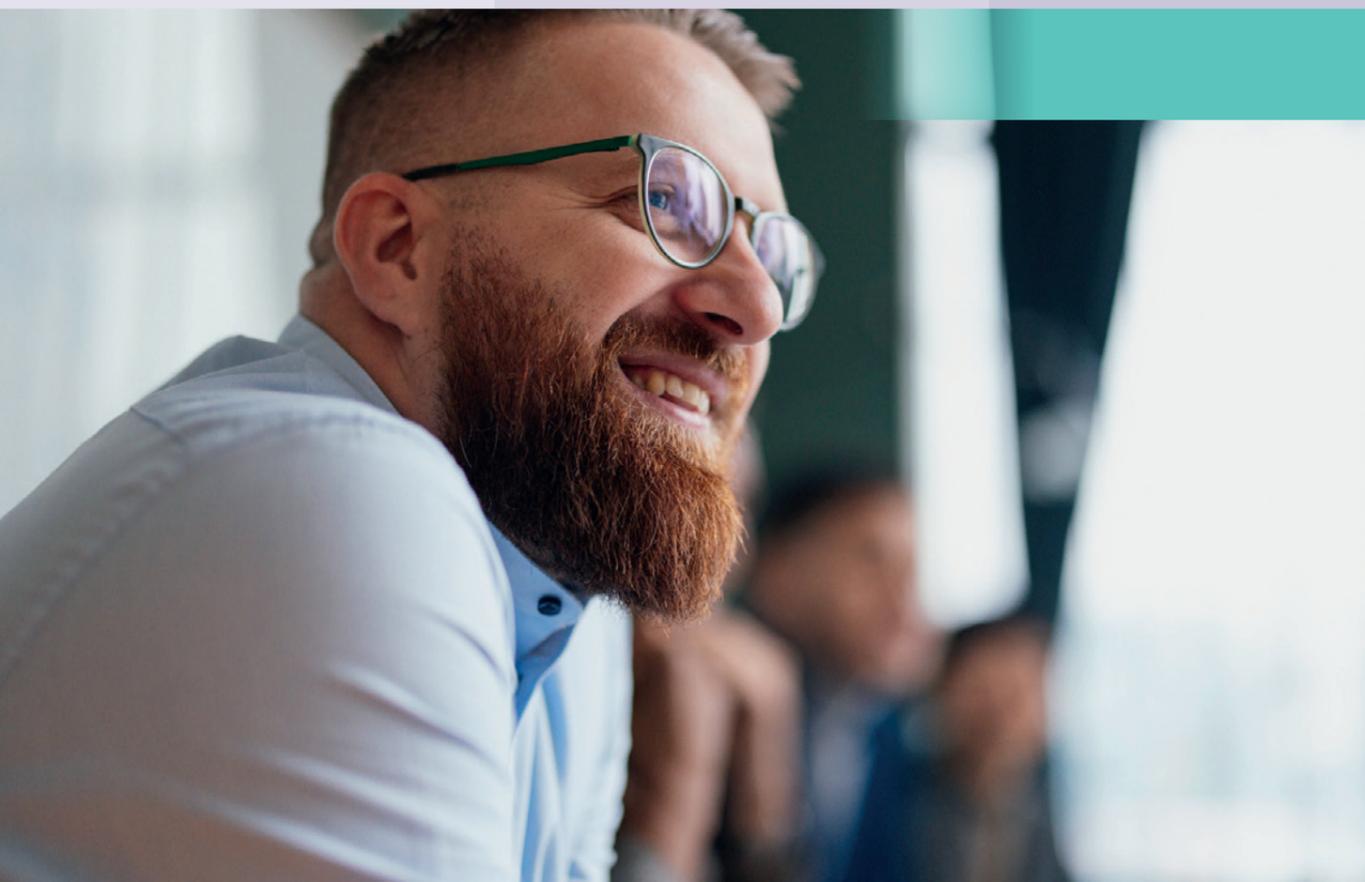
2:15pm - 2:30pm

Break (Room: Y0-02)

2:30pm - 3:30pm

**Panel discussion:** Developing Leadership for Enterprise, Chair: Professor Christian Harrison (Room: Y0-02)

Peter Cook, Human Dynamics and The Academy of Rock; Beth Penfold, Director of Moving Forward Consultancy Ltd; Professor Carol Jarvis, Professor in Knowledge Exchange and Innovation in the University of the West of England; Gulnaz Brennan, Founder, Shelnspires Network; Sonny Zulu, Managing Director and CEO of Standard Chartered Bank Zambia; Michelle Howard, CEO, Michelle Howard Consulting Ltd.



3:30pm - 3:45pm

**Laughter yoga session**, Sara Kay (Room: Y0-02)

3:45pm - 4pm

**Networking break** (Room: Y0-02)

4pm - 5pm

**Professional development workshops**

- Conceptualising Innovative Leadership - Professor Ying Zhu (Room: Y2-02a)
- How to Make Successful Leadership Appointments: Search, Select, Appoint. Job Done. Really? - Dr Tom Kennie (Room: Y4-02)
- Developing Strong and Healthy Leadership - Professor Karise Hutchinson (Room: Y4-07)
- Meet the Editors Session: Editor of International Journal of Management Reviews and Editor of Leadership - Professor Gareth Edwards and Dr Marian Iszatt-White (Room: Y2-06)

5pm - 5:30pm

**Taking stock** (Room: Y0-02)

6:30pm - 7pm

**Drinks reception**, Holiday Inn Bolton Centre, 1 Higher Bridge Street, Bolton, BL1 2EW

7pm - 9pm

**Dinner**, Holiday Inn Bolton Centre, 1 Higher Bridge Street, Bolton, BL1 2EW

Conference programme

# Tuesday 25 June 2024

# Day Two

8:30am - 9am

**Arrival and registration**  
Greater Manchester Business School,  
University of Bolton (Room: Y0-02)

9am - 10am

**Formula One race simulation**, NCME Building, University of Bolton, Deane Road, Bolton, BL3 5AB

10am - 10:30am

**Networking break** (Room: Y0-02)

10:30am - 10:45am

**University welcome** (Room: Y0-02)

10:45am - 11am

**Conference welcome** - Professor Christian Harrison (Room: Y0-02)

11am - 11:45am

**Keynote address:** Developing Good Leaders and Leaders for Good - Professor John Adair (Room: Y0-02)



Room: Y4-02, GMBS

### Stream 1

*Leadership learning and development (LLD) symposium: the anthropology of leadership learning*

Chair: **Professor Gareth Edwards**

*The cast and characters in the liminal spaces of leadership learning: tricksters, sun-gods and other archetypes*

**Gareth Edwards**; University of the West of England, UK

*Flexing and fluxing leadership development facilitation*

**Arthur Turner** and **Selen Kars**; University of the West of England, UK. **Burcu Guneri-Cangarli**; Izmir University of Economics, Turkey

*Legitimacy and communication – three strategies of managing dialogue and monologue*

**Michal Izak**; Chester University, UK. **Peter Case** and **Sierk Ybema**; University of the West of England, UK

*The story of Narcissus: Reflecting leadership*

**Anna Zueva**; University of Huddersfield, UK

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Room: Y4-07, GMBS

### Stream 2

*Leadership learning and development (LLD) research and theory: innovation, creativity and enterprise*

Chair: **Dr Iain Stalker**

*Leadership of 'enough': reframing creativity, development and growth*

**Carol Jarvis**, **Selen Kars-Unluoglu** and **Hugo Gaggiotti**; University of the West of England, UK

*Reshaping the helm: the influence of artificial intelligence and emerging technologies on leadership structures and decision-making in Innovative organisations*

**Fred Chan** and **Lawrence Ngoe**; University of Bolton, UK

*How to maintain the competitiveness of small IT firms? The joint effects of innovative leadership and contextual factors on creativity and innovation*

**Ying Zhu**; The University of South Australia, Australia.

**Afsaneh Bagheri**; University of Lincoln, UK, **Haibo Wang**; School of Business, Guangdong University of Foreign Studies, China

**Wang**; School of Business, Guangdong University of Foreign Studies, China

*Network leadership in SDG challenged energy industry: a new framework in the context organisational change challenge*

**Nawaf Al-Ghanem**

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Room: Y2-06, GMBS

### Stream 3

*Leadership learning and development (LLD) research and theory: gender and leadership*

Chair: **Olufemi Kusimo**

*How girls from Anglo, Latin American, and SE Asian Cultures develop Leader self-identity, and how resources and opportunities can influence a girl's approach to leadership*

**Fiona Cummings**; Benedictine University, USA

*The leadership and empowerment of women: the Afghanistan experience*

**Sayed Hamid**; University of Bolton, UK

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### 1:30pm - 2:30pm

**Lunch**, GMBS Café, 3 Floor

### 2:30pm - 3:30pm

#### Professional development workshops

- **Facilitating Effective Organisational Change: The role of friendly consulting** - Professor Jonathan Gosling and Miriam Gage (Room: Y4-07)
- **Action Learning: Enabler of the development of collaborative and shared leadership capability** - Professor Clare Rigg (Room: Y2-02a)
- **Applying for British Academy of Management (BAM) research funding** - Professor Stefanie Reissner (Room: Y2-02b)
- **Conducting a Systematic Literature Review: A focus on entrepreneurial leadership** - Professor Christian Harrison (Room: Y2-06)
- **The Anthropology of Leadership Learning continued: Empowered group meetings using visual metaphors: Planning for customer engagement** - Mikko Illi, Robin Gustafsson, and Masood Masoodian; Aalto University, Finland  
Concluding session: Harriet Shortt; University of the West of England, UK and Pepper Barney; BiBO, UK (Room: Y4-02)

### 3:30pm - 3:45pm

**Break** (Room: Y0-02)

### 3:45pm - 4:45pm

**Panel discussion: Developing Leadership for Innovation and Creativity**, Chair: Professor Christian Harrison (Room: Y0-02)

Professor Jonathan Gosling, Emeritus Professor of Leadership at Exeter University, UK; Carol Campayne, Executive Director of the Diversity Practice; Professor Chimezie Anyakora, CEO of Bloom Public Health; Jackie Hyde, Owner-Managing Director of Stanmore Insurance Brokers Ltd; Jack Farren, Co-Founder and CEO of Rural Inclusion

### 4:45pm - 5pm

**Laughter yoga session** - Sara Kay (Room: Y0-02)

### 5pm - 5:15pm

**Taking stock** (Room: Y0-02)

### 5:15pm - 5:30pm

**Farewell** (Room: Y0-02)

For further reading and background please find supporting digital information:

- Conference abstracts
- Workshop synopses
- Full speaker and panelist profiles
- Background reading



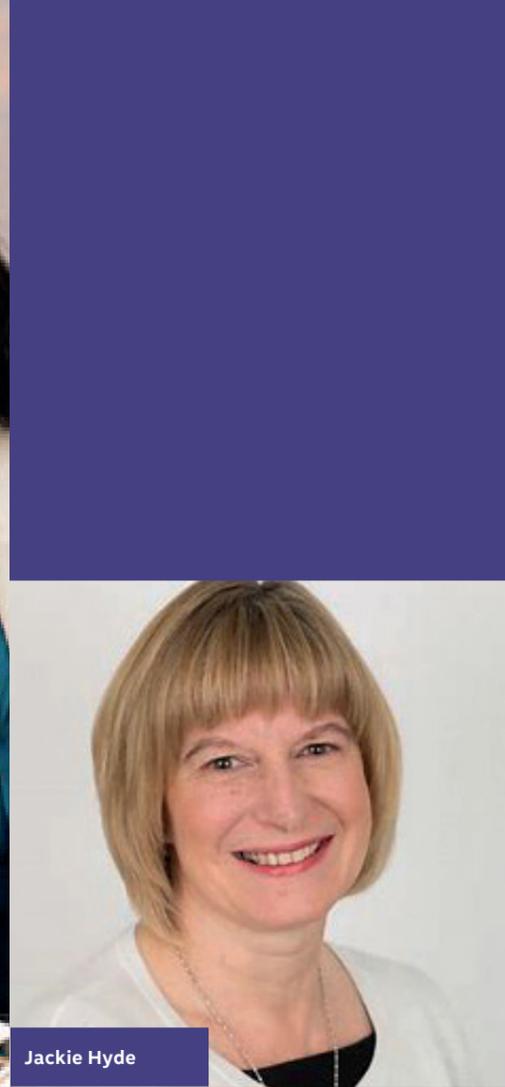
## Keynote speakers & panellists DLCC 2024



Michelle Howard



Gulnaz Brennan



Jackie Hyde



Beth Penfold



Carol Campayne



Professor Chimezie Anyakora



Professor John Adair (Keynote speaker)



Professor Jonathan Gosling



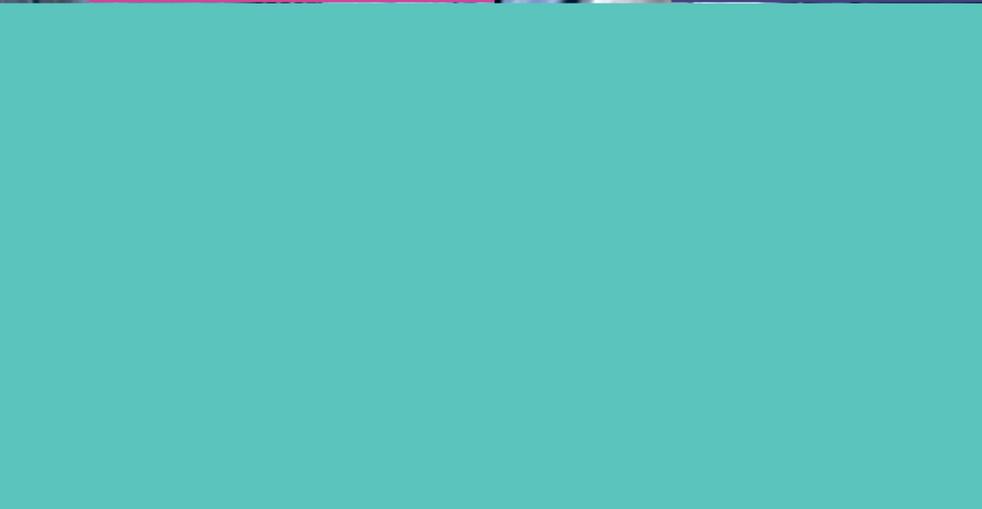
Sonny Zulu



Peter Cook



Professor Karise Hutchinson (Keynote speaker)



Jack Farren



Professor Carol Jarvis

Greater Manchester   
Business School

