

## **DRAFT AGENDA**

### ***Leadership, Professionals, and Power***

#### **Cass Business School's Annual Summer Leadership Symposium**

**in association with Allen & Overy, LLP**

**May 20, 2016**

This one-day symposium brings together leading scholars, senior professionals, regulators, and clients from around the world to discuss the challenges, implications, and prospects for leadership and power in the changing context of professional work. Each speaker will deliver a brief presentation, showcasing key insights from their research and professional practice, followed by a debate among presenters and participants. The day is organised around four broad themes.

#### **Welcome from Professor Laura Empson (Cass) and Wim Dejonge (Allen & Overy)**

##### **Session 1: Leading Autonomous Followers (9am-10:30am)**

It is axiomatic that leaders by definition must have followers. However, in the context of professional service firms, concepts such as 'leaders' and 'followers' are problematic as traditional hierarchical power dynamics are replaced by more ambiguous and negotiated relationships amongst professional peers. A professional may be reluctant to take on leadership roles but even more reluctant to accept the role of a follower. So how does anything ever get done in a professional service firm and why don't things go wrong more often? Should we stop thinking in terms of individual leaders and followers and think instead about leadership as something that professionals do together? Speakers:

- Professor Laura Empson (Cass - Chair)
- Professor Mary Uhl-Bien (TCU, USA)
- Professor David Collinson (Lancaster)
- Philip Davidson (Managing Partner, KPMG LLP)

##### **Session 2: Dark side of leadership, professionals, and power (11am-12:30pm)**

Professional service firms are particularly political environments. Successful leaders need to be good at lobbying, bargaining, and influencing in order to build consensus among diverse individuals and interest groups. But what happens when political activity amongst professionals goes too far? This session explores the dark side of leadership. It looks at how leaders derail and cause damage to their organizations. What can professionals learn from the world of politics? How can professionals learn to come to terms with their dark side? Speakers:

- Professor Jo Silvester (Cass - Chair)
- Professor Dennis Tourish (Royal Holloway, London)
- Professor Mats Alvesson (Lund, Sweden)
- Andrew Roscoe (Global Practice Leader, Egon Zehnder)

### **Session 3: Regulators, professionals, and power (2:00-3:30pm)**

Self-regulation was once a defining characteristic of a profession but recent decades have seen a sustained erosion of public confidence in professional conduct as scandal after scandal has rocked the professions, and there has been a steady encroachment of regulatory control in response. So who's in charge now? Does the client come first, as professional service firms like to claim, or is it the regulator, as the regulator would like to think? An elite group of professional firms occupy an immensely powerful position in the global economy. What power can any national regulator have against these global giants? Speakers:

- Professor Andre Spicer (Cass – Chair)
- Professor David Cooper (Alberta)
- Professor Hugh Willmott (Cass)
- Margaret Cole (PwC, General Counsel and former Managing Director, FSA)

### **Session 4: Expert leadership and leading experts (4:00-5:30pm)**

We return to the themes that started the day. When authority is contingent and autonomy is extensive, how does leadership *happen*? Why should someone who is a respected authority in their own professional field be any good as a leader? Why do professionals prefer to be led by professional experts? When everyone is focused on doing their professional work, why do some people get singled out for leadership roles and others passed over? This session draws on learning from the broader professional context including the NHS and academia, as well as law and investment banking, to explore these themes and to consider the implications for leadership more generally. Speakers:

- Dr Amanda Goodall (Cass – Chair)
- Professor Marianne Lewis (Cass, Dean)
- Dr Sara Louise Muhr (Copenhagen Business School, Denmark)
- Wim Dejonghe (Senior Partner Elect, Allen & Overy)

**Closing remarks: 5:30pm - Professor Laura Empson**