

PROGRAM FOR FGV-EAESP
October – December, 2017

Sensemaking, Leadership and Ethics

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Program Content

The program will provide research students in organization and management studies with advanced training in the philosophical, theoretical and practical aspects of sensemaking, leadership and ethics. The course will cover multiple perspectives on each of the three topics, but will emphasize a more critical perspective.

Learning Outcomes:

As a result of this program participants will be able to:

- Discuss the various philosophical underpinnings of theory and research in sensemaking, leadership and ethics.
- Explain how sensemaking, leadership and ethics are connected and why they are important.
- Understand key contemporary theories in each topic
- Evaluate the strengths and weaknesses of different perspectives.
- Understand and apply a more critical and reflexive approach to sensemaking, leadership and ethics.

Program Delivery:

Both didactic and experiential approaches will be used, including lecture, seminars, discussion and observation.

Participants should read the required articles prior to each class. The first week of the course is a reading week to enable students to obtain and reading the required articles.

Course Syllabus
Room 605: 9am – 12.50pm

<u>Week</u>	Title	Readings
October 11th	Reading Week	<u>Offsite.</u> As this is a holiday week, there will be no class at FGV. Please read all the articles listed below as class readings (not the book or the seminar articles) and write a 1-2 page summary of each to bring to class on Oct 18th. These will not be marked but provide a basis for class and group discussion. I will be available in the classroom during class time if you would like to come and discuss the readings.
Oct 18th	Introduction: Why these topics are important. Philosophical underpinnings. 'Reading' articles	Cunliffe, A. L. (2011) Crafting Qualitative research: Morgan and Smircich 30 years on. <i>Organizational Research Methods</i> . 14: 647-673.
Oct 25th	Sensemaking: Key Theories.	Cunliffe, A. L. & Coupland, C. (2012) From hero to villain to hero: Making experience sensible through embodied narrative sensemaking. <i>Human Relations</i> , 65: 63-88. Rouleau, L. (2005) Micro-practices of strategic sensemaking and sensegiving: How middle managers Interpret and sell change every day. <i>Journal of Management Studies</i> , 42(7): 1413–1441. Weick KE, Sutcliffe KM & Obstfeld D (2005) Organizing and the process of sensemaking. <i>Organization Science</i> 16(4): 409–421.
Nov 1st	Historical overview and contemporary issues and approaches to	Carroll B, Levy L & Richmond D (2008) Leadership as practice: Challenging the competency paradigm. <i>Leadership</i> , 4: 363–379. Cunliffe A. L. & Eriksen, M. (2011) Relational leadership. <i>Human Relations</i> , 64: 1425-1449.

	leadership.	<p>Lipman-Blumen, J. (2005) Toxic Leadership: When grand illusions masquerade as noble visions. <i>Leader to Leader</i>, 36: 29-36.</p> <p>Tourish, D. (2014) Leadership, more or less? A processual, communication perspective on the role of agency in leadership theory. <i>Leadership</i>, 10(1): 79–98.</p>
Nov 8th	Critical Approaches to Sensemaking and Leadership	Cunliffe, A. L. (2014) <i>A Very Short, Fairly Interesting and Reasonably Cheap Book About Management</i> . London: Sage Publications. 2 nd Edition. Chapters 1 – 4.
Nov 15th		HOLIDAY, NO CLASS
Nov 22nd	Ethics: Then and Now	Cunliffe, A. L. (2014) <i>A Very Short, Fairly Interesting and Reasonably Cheap Book About Management</i> . London: Sage Publications. 2 nd Edition. Chapter 5.
Nov 29th	Student-led seminars	<p>Gender and Leadership</p> <p>Responsible Management</p> <p>Ecological Sensemaking</p> <p>Ethics and Leader Identity</p>
December 6th	Reflexivity and Ethics	Hibbert, P. & Cunliffe, A. L. (2015) Responsible management: Engaging moral reflexive practice through threshold concepts. <i>Journal of Business Ethics</i> . 127: 177-188.

Assessment

The assessment will comprise of a student-led seminar and a final written paper.

STUDENT-LED SEMINARS

Gender and Leadership

- Elliott C & Stead, V. (2017) Constructing women's leadership representation in the UK press during a time of financial crisis: Gender capitals and dialectical tensions. *Organization Studies*, DOI: 10.1177/0170840617708002
- Forster, M.E., Farah Palmer, F. & Barnett, S. (2016) Karanga mai ra: Stories of Māori women as leaders. *Leadership*, 12(3): 324–345.
- Ford, J. (2006) Discourses of Leadership: Gender, Identity and Contradiction in a UK Public Sector Organization. *Leadership*, 2(1): 77-99.

Responsible Management

- Nonet, G., Kassel, K & Meijs, L. (2016) Understanding responsible management: Emerging themes and variations from European business school programs. *Journal of Business Ethics*, 139(4): 717-736.
- Ghoshal, S. (2005) Bad management theories are destroying good management practices. *Academy of Management Learning and Education*, 4(1): 75-91.
- Siltaoja, M., Malin, V & Pyykkönen, M. (2014) 'We are all responsible now': Governmentality and responsabilized subjects in corporate social responsibility. *Management Learning*. 46(4): 444-460

Ecological Sensemaking

- Colville, I., Hennestad, B. & Thoner, K. Organizing, changing and learning: A sensemaking perspective on an ongoing 'soap story' *Management Learning*, 45, 2: 216-234.
- Whiteman, G. & Cooper, W.H. (2011) Ecological Sensemaking. *Academy of Management Journal*, 54:889-911.
- Allen, S., Cunliffe, A. L. & Easterby-Smith, M. (2017) Understanding sustainability through the lens of radical reflexivity. *Journal of Business Ethics*, DOI: 10.1007/s10551-016-3420-3

Ethical Leadership and Sensemaking

- Koning, J & Waistell, J. (2012) Identity talk of aspirational ethical leaders. *Journal of Business Ethics*, 107(1): 65–77.
- Thiel, C. E. et al (2012) Leader ethical decision-making in organizations: Strategies for sensemaking. *Journal of Business Ethics*, 107(1): 49–64.
- Bauman, D. C. (2013) Leadership and the three faces of integrity. *Leadership Quarterly*, 24(3): 414-426