

What's more Effective than Affective Leadership?

In search of embodied ethics in research and practice

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In search of embodied ethics in research and practice

- *Affective* – **making a difference thru bodily energy**
- *Effective* – a **positive result**
- *Leadership* **affects** material & non-material matters
- Leadership is **affected by context**
- *Question mark* raises issues of ambiguities and ambivalences & how we can **affect** leadership
- *Is ethical leadership* **embodied and affective?**



“I would like you to be more self-reliant, show more initiative, and take greater personal responsibility — but check with me first!”

ACCOUNTING FOR THE MARGINALIZED BODY

Cognitive/ representational knowledge built on dualisms between:

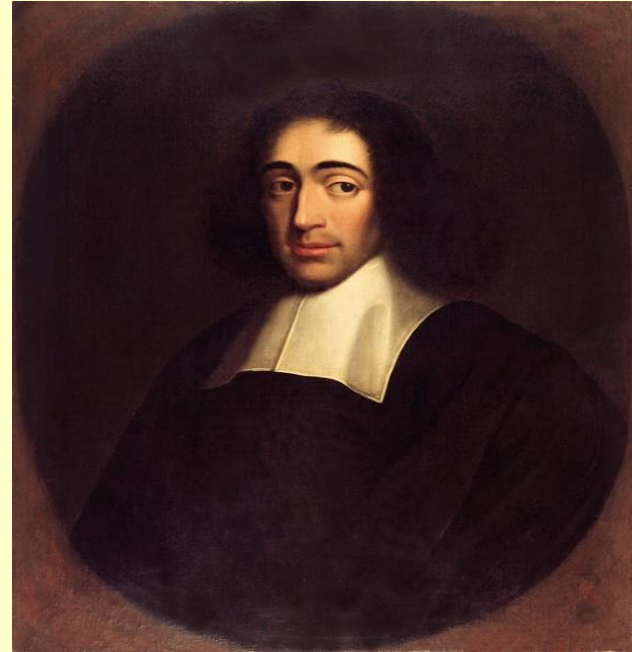
- Subjects and Objects – Ontology
- Nominalist and realist – Epistemology
- Agents and structures – Methodology
- Difference and Diversity – Politics

Methodology and methods

Dualism



Monism



- Need to escape the idea/practice of leadership as property of individual
- Invert logic of participant observation into observant participation
- Grasp action-in-the-making, not action-already-accomplished
- The ‘affective turn’ and leadership

Approaching Affective Leadership and embodied research

- Much is descriptive (Ladkin, 2013) but she focuses on flesh
- Sinclair (2005; 2013) - links to gendered aspects
- Hansen (2007) - aesthetics – sensory, felt meaning but subjectivist
- Fisher & Robbins, 2015) - practitioners own embodied experience
- Raelin (2011) - Leaderly Practice – from content of, to actionable, knowledge

Neglect of masculinities that render practices disembodied or narrowly manly

These sustain *masculine, manipulative mentalities* enshrined within *calculative, cut-throat, competitive & controlling corporealities/ corporations.*

Approaching Affective Leadership and embodied research

- Limitation of body as primarily perceptual faculty
- Neglects visceral dimension (e.g. circulation, digestion & respiration) hidden to consciousness yet vital to lived embodiment
- The body is simultaneously the subject and object of the same action...can apply this to leadership through the *Affective Turn*
- Affective leadership not obedience but enhancement of capacities for reasoned action with others
- Auto-ethnography but not to the point of self-indulgence

Ethics and Embodied Engagement

Ethics dominated by:

- Deontological rules of constraint
- Consequentialism such as utilitarian rules of constraint
- Virtue

All are grounded in a masculine humanism that elevates man over all it surveys

Alternative is embodied engagement where we enhance our capacities for reasoned action

Questions

Do narcissism and masculinity serve as obstacles to engaged and embodied leadership?

What is affective leadership?

Is affective leadership effective?

Why is embodied engagement ethical?

Is it possible to imagine leadership without leaders?