

## **The Development of Ethical Leaders**

The final seminar in the series, *Developing Ethical Leaders: The Contribution of Philosophy and Spirituality*

Sarum College, 21 October 2016

### **Programme**

From 0915	Registration
0940	(Optional) <b>Meditation in Sarum College Chapel</b>
1000	<b>Welcome</b> from Revd Canon Dr James Woodward, Principal of Sarum College
1005	<b>Introduction: Christian belief, Christian ethics and good leadership</b> Prof. Andy Henley, Cardiff Business School
1015	<b>The romance, sacralisation and scapegoating of leaders: a MacIntyrean corrective to a Girardian perspective</b> Prof. Geoff Moore, Durham University Business School  The leadership literature speaks of the 'romance of leadership' which leads to the notion of a 'sacred space' for leadership or its sacralisation by which it is distinguished from other activities, notably management. A perspective from the work of René Girard identifies the related potential for the scapegoating of leaders which is both implicit in the process of creating the leader, and is often realised in practice. This, it is argued, is an unhealthy state of affairs but one which can be resolved by reference to Alasdair MacIntyre's understanding of organisations and of the role of leadership within them.
1100	<b>Break</b>
1130	<b>Developing Ethical Leaders and the Knowing Doing Gap - Lessons from Spirituality</b> Dr Karen Blakeley, Winchester Business School  Research suggests that whilst we know how to design programmes that produce profound attitudinal shifts around responsible and ethical leadership, it is difficult to transfer this learning back to the workplace. This session will explore what we can learn from the spiritual disciplines that might help to address the knowing-doing gap.

1215	<b>Group conversations arising from the morning sessions</b>
1300	<b>Buffet lunch</b>
1400	<p><b>Characters and caricatures? Why we need leaders of good character</b> Dr Eve Poole, Activist Theologian</p> <p>One problem with the deafening supremacy of the capitalist narrative is that it smuggles in an uncontested ethic of utilitarianism. Consequently, ethics in business schools is largely taught through the case method with a focus on optimising outcomes. This generates a cadre of leaders who are primed to develop their risk assessment skills, to the detriment of a focus on their character. This session uses original neuro-biological research on how leaders really learn to revisit the notion of virtue ethics for leaders, and how best to develop their character for the future.</p>
1500	<b>Break</b>
1500	<p><b>Ethical leadership in practice</b> Tom Stables, Managing Director, National Express UK Coach</p> <p>A business perspective on ethical leadership. Why is it important? How can it become a reality? What does it really mean for customers, staff, stakeholders and shareholders? Tom discusses the organisational and personal challenges he encounters as National Express Coach seeks to develop and grow as an ethical business.</p>
1600	<b>Review and concluding remarks</b>
1630	End of seminar

Places are free and include a buffet lunch. Numbers are strictly limited so booking is essential. To book, please contact Alison Ogden ✉ [aogden@sarum.ac.uk](mailto:aogden@sarum.ac.uk), ☎ 01722 424826.

Sarum College has a well-stocked bookshop on site. Seminar delegates are entitled to a 10% discount on new book purchases. [www.sarumcollegebookshop.co.uk](http://www.sarumcollegebookshop.co.uk)

After the seminar has finished, delegates are welcome to attend Choral Evensong in Salisbury Cathedral. It starts at 5.30pm.

For details of the whole ESRC seminar series, visit [www.ethicalleadership.org.uk](http://www.ethicalleadership.org.uk)

## About our speakers

**Karen Blakeley** has over 20 years' experience of leadership development working for multinational organisations such as British Airways, PriceWaterhouseCoopers and Barclays Bank. On joining Winchester Business School in 2009 she set up the Hoare Centre for Responsible Management and has written about responsible leadership for both scholarly and practitioner publications. In 2015 Karen jointly ran three responsible leadership collaboratories in London, Barcelona and Portsmouth for the British Academy of Management and was recently asked to be a key speaker at a collaboratory run by the UN Global Responsible Leadership Initiative. Her more recent clients include the Body Shop and the Salvation Army. Karen has also been interviewed on TV and radio concerning the dynamics leading to bad leadership. She has written a book on leadership blind spots and currently specialises in responsible leadership development and training.

**Geoff Moore** is Professor of Business Ethics at Durham University Business School. One particular focus of his work has been on the application of the moral philosopher Alasdair MacIntyre's ideas to organisations in general and business organisations in particular. A more recent interest is in the work of the historian, literary critic and philosopher of social science René Girard. This paper is an attempt to synthesise their work in relation to leadership. It may not come off.

**Eve Poole** is an Associate of Ashridge Business School, the William Temple Foundation, St Paul's Institute, and Faith in Business. Her focus is on leadership, learning, emotional intelligence and ethics. Eve's first degree was in Theology; she started her career at the Church Commissioners for England before gaining an MBA from the University of Edinburgh, for which she won the Association of MBA's Student of the Year Award. She then worked for Deloitte Consulting, where she specialised in change management, particularly in the financial services industry. Eve studied part-time for her PhD, graduating from Cambridge University in 2010. She has written on spirituality and management/leadership: her publications include *Capitalism's Toxic Assumptions* (Bloomsbury, 2015) and *The Church on Capitalism* (Palgrave, 2010).

**Tom Stables** is Managing Director, National Express UK Coach. He joined National Express in 2011 as Group Business Development Director, responsible for a variety of commercial projects including leading the bid for the Essex Thameside rail franchise. Before joining National Express, Tom was Senior Vice President, Commercial Development, for FirstGroup America, with responsibility for building the commercial contracting capability of the business. Previously he held a number of roles at First Great Western Trains, including two years on the Board as Commercial Director.

## Convenors

**Tim Harle** is Programme Leader for Sarum College's MA in Christian Approaches to Leadership. Tim lives at the interface of business and faith: he has worked at senior levels in service sector companies and, earlier in his career, with government ministers in Whitehall. Tim studied at Cambridge and INSEAD, and is a Visiting Fellow at Bristol Business School. He is a Licensed Lay Minister (Reader) in the Church of England, and served on the Chapter of Bristol Cathedral. His publications include 'Questioning Business Schools' in *Developing Leadership* (Sage, 2015) and 'Creating Meaning Together' in *Faithful Improvisation* (CHP, 2016). His work often embraces complexity theory, although he is currently researching 'good enough leadership'.

**Andy Henley** is Professor of Entrepreneurship and Economics at Cardiff Business School, Cardiff University. His personal leadership journey has involved stints in senior management roles at two other universities in Wales. Between these posts he secured EU funding for and directed a major programme of leadership development for entrepreneurs across Wales. His published research is eclectic, spanning applied economics, entrepreneurship, leadership and ethics. He currently serves on the ESRC's Capability Committee.