

Capturing the Messiness of Leadership

The Challenge of Developing and Assessing Leadership

Tuesday 14th June 2016, 09.30–16.00



Research and industry invest heavily in leadership in an attempt to understand it better and develop it further. The underlying hope is that these investments will pay off in leadership quality and return the investments sufficiently.

But there are very limited results showing clear indications of improvements. There is an increasing frustration about how to progress at a time where the answer to most challenges seems to be – more and better leadership.

At this conference, we will be questioning what good leadership is and how to develop it. Furthermore, we will be questioning how to assess the development and performance of leadership. Is it time to challenge the dominating person-focused and positivist way in assessing leadership and development? What do more performative approaches in leadership assessment have to offer?

These are the questions this conference will be addressing. We aim to facilitate a dialogue between invited researchers, HR-managers, and consultants to share and develop their ideas, thoughts, and experiences on developing and assessing

leadership. The goal is to enable knowledge sharing across the research-practice barrier, enable mutual inspiration, hatching new ideas, and creating network relations among researchers, industry, and HR-managers.

The conference is a result of a current collaboration between Grundfos, Aalborg University, and Aarhus University, who have worked together on producing new knowledge and better practices for developing and assessing leadership. At the conference, we will be sharing our findings and encourage further discussions of dilemmas, ideas, and experiences in developing and assessing leadership.



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The conference will be hosted by The Poul Due Jensen Academy at Grundfos in cooperation with Aalborg University and Aarhus University. Since the seats are limited, they will be assigned based on first-come-first-served and a balanced mix of participants. There is no fee for signing up, but out of courtesy we urge you to free your seat should you be prevented from attending.

Programme:

- 09.30 Registration and light breakfast
- 10.00 Welcome and opening by Henrik M. Christiansen, CHRO, Grundfos Holding A/S
- 10.30 Current trends in Developing and Assessing Leadership by Lene Tanggaard and Claus Elmholt
- 11.15 The drive for learning results in industry by Lars Mersh
- 11.45 Lunch break
- 12.45 Learning good leadership – a matter of assessment? by Kasper Elmholt
- 13.15 Roundtable dialogues and presentations
- 14.00 Coffee break
- 14.15 Capturing messiness by contextualising the assessment of leadership by Stephanie Bäckström
- 14.45 Assessing and developing versatile leadership in a messy world by Robert B. Kaiser
- 15.45 Take aways and final questions
- 16.00 Thanks and goodbye

Presenters

Robert B. Kaiser

President, Kaiser Leadership Solutions

Lene Tanggaard

Professor, Department of Communication and Psychology, AAU

Kasper Elmholt

Ph.d., Department of Management, AU

Stephanie Bäckström

Chief consultant, LEAD

Lars Mersh

Lead Consultant, Grundfos Holding A/S

Claus Elmholt

Associate Professor, Department of Communication and Psychology, AAU; Co-founder and Director at LEAD

Current concerns from research

Leadership is embraced as an essential element in the success of organizations both in the private sector (Antonakis and House 2014) and the public sector (Van Wart 2013). Many organizations invest great effort and resources into developing and assessing leadership qualities in people and organizations (Smolovic-Jones, Grint, and Cammock 2015).

However, the personal learning and organizational impact of leadership development activities have been challenging to assess (Day et al. 2014; Hannum and Craig 2010), and the value of formal performance assessment programs and 360-degree assessment tools is increasingly questioned (Haines and St-Onge 2012; Pulakos and O’leary 2011; Buckingham and Goodall 2015).

Research and practice is reacting by developing increasingly more advanced methods for assessing the impact of leadership.

However, the question remains whether these methods actually capture the messiness of leadership practice.

Practical information

Time

Tuesday 14th June 2016, 09.30 – 16.00

Enrolment

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