Money or social impact? Coherence or innovation? Digital or human work?

Most leaders struggle to select the best out of contradictory options, while some change the world by choosing not to select.

Paradox & Plurality
24th MAY 2018 | LEADERSHIP & SOCIETY FORUM

Exploring the power of paradoxical thinking, plural approaches, dynamic equilibrium, and consistent inconsistency to transform business and society

with: LINDA PUTNAM, CHARLES HAMPDEN-TURNER, MIGUEL PINA E CUNHA, and WENDY SMITH
1. INTRODUCTION

Presently, leaders all around the world are confronted with ambiguous solutions to different problems, creating tensions when inevitably there are no right answers. The time has come to create tools so that paradoxes can be accepted as challenges, and pluralities can be received with creativity and tolerance. The theme of the event in Paradoxes and Plurality aims to respond to these and many other challenges, in an open model of sharing and interaction between academics, the corporate world, and society in general.

The Leadership Chair of Fundação Amélia de Mello and Nova School of Business & Economics would like to invite you to attend this exclusive and ground-breaking event at Centro Cultural de Cascais. – May 24th (confirm your presence here).

2. CONCEPT

Should organizations invest in projects that are economically viable or privilege those that create value to different stakeholders, even if not profitable? In a world of limited resources, should healthcare systems increase patient care or privilege cost effective solutions? Open and closed, digital and human, are contradictory ways of working: which should organizations privilege?

These questions have no clear answer. Traditional management models may indicate that there is one best option to select and that different contexts will lead to different choices, but they rarely consider that the question is not to be “solved”. To a ground-breaking field of research that explores paradox and plurality, the problem with these questions is their “either/or” nature. Leaders are often pressured to emphasize opposing options and behave consistently towards their choices, creating tensions from unwanted manifestations of the unselected and the forgotten voices. It is time to provide them with tools to address contradictions as recurrent challenges and embrace the tensions with tolerance and creativity. This calls for a different kind of sensitivity and approach to problem-solving, far more based on sense-making, mindfulness, and stakeholder dialogue across different sectors of society.

Paradoxes have always been present in society, but they are increasingly salient to decision-makers and researchers, because they emerge naturally in a world of increased volatility, uncertainty, complexity and ambiguity, brought by globalization and digitalization.

This year’s Leadership & Society Forum will address this challenge with an inclusive and interdisciplinary approach to research, focused on co-creating knowledge with business ecosystems and the society at large. Paradoxical approaches are brought to interdisciplinary and practical discussions on:

- The state of paradoxical research
- Methodological approaches to paradox and plurality
- General and specific paradoxes that permeate current society:
  - Paradoxes in Sustainability
  - Paradoxes in Leadership
  - Paradoxes in Work

3. OBJECTIVES OF THE FORUM

The Leadership & Society Forum is an Annual event, sponsored by Fundação Amélia de Mello’s Chair on Leadership and intends to be a space of collaboration between Science, Corporations and Society. This first Forum is co-sponsored by Nova School of Business and Economics, Câmara Municipal de Cascais, and Revista LÍDER.
The theme for this first Forum is “Paradox and Plurality” and aims at:

- **Creating leadership for social impact**, by raising the Leaders and societal awareness to the paradoxical nature of relevant social challenges (i.e., contradictory, interrelated, persistent), to the need to achieve balance and reconciliation of conflicting interests, and to the need to address them with more integrative and synergetic strategies. The Forum will provide public speakers and media with discussions and research that are not bended by one voice nor defend one pole of the contradiction, but instead emphasize the interrelation of opposites.

- **Engaging business and societal stakeholders in an inclusive knowledge hub** to co-create high quality research, and bring new understandings on old themes that were traditionally investigated and discussed with polarized views and disregard for the society at large. The Forum will be explicitly interdisciplinary and intends to build intellectual and social resources that establish a fruitful dialogue among research communities and the society they serve.

- **Uncovering the paradoxical tensions that both drive and hinder societal development**, by exploring the potential of conflict as a source of creativity and by preparing the research communities, the public and private leaders, and the society at large, to a future that is not driven by predictable patterns but instead by the co-evolution of plural realities. By creating bridges that link different stakeholders in open reflections about our paradoxical realities, the Forum will expose the bright and dark sides of innovation, the co-existence of different rhythms and paces of business disruption and public regulation, and the need to reconcile the early adopters with the excluded from innovative technologies.

4. **AGENDA**

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<th>Time</th>
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<td>09:00 – 09:20</td>
<td>Registration</td>
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<td>09:20 – 09:35</td>
<td>Opening remarks – Daniel Traça (Nova SBE)</td>
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<td>11:10 – 11:40</td>
<td>Coffee-break</td>
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| 11:40 – 13:00 | Roundtable discussion: “Bringing paradoxical perspectives to address business and social challenges”.
  - Catarina Barosa (LÍDER)
  - Henrique Pulido (Brisa)
  - João Castro (Nova SBE) |
LEADERSHIP AND SOCIETY FORUM - PARADOX AND PLURALITY
24th May 2018, Centro Cultural de Cascais

- José Miguel Leonardo (Randstad)
- Miguel Pinto Luz (CM Cascais)

Facilitator: Miguel Pina e Cunha (Nova SBE)

13:00 – 14:30 Lunch break

14:30 – 17:00 Interdisciplinary Parallel Working Sessions:
- Working Session 1 – Paradoxes in Sustainability (@ Ala Norte Room)
- Working Session 2 – Paradoxes in Leadership (@ Auditorium)
- Working Session 3 – Paradoxes in Work (@ Coffee Break Room)

17:00-17:30 Closing remarks - Miguel Pina e Cunha (Nova SBE)

5. ACADEMIC PROGRAM – PARALELL WORKING SESSIONS

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<tr>
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<td><strong>Facilitators:</strong></td>
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<td>Jonathan Schad &amp; Miguel Alves Martins</td>
<td>Filipa Castanheira &amp; Luca Giustiniano</td>
<td>Emanuel Gomes &amp; Sónia Oliveira</td>
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Papers:
- Cerne, A.: Navigating in a landscape of paradoxes: Female leadership in social enterprising for global sustainability
- Snelson, A., Powell, Russ, Vince: Sustainability in Business Schools: Building-in and Bolting-On
- De Bernardis, L.: Tertium non datur? How leaders can support sensemaking process of forging organizational identity in order to make sustainable an innovative business model balanced between contradictory options.
- Lancastre, F., Santos, F., Lages, C.: Business model innovation in social entrepreneurship
- Pedrosa, P. & Story, J.: The rise of the iceberg: making sense and use out of the ambiguity and paradoxes of authenticity in leadership
- Sousa, M.: The paradox of serving in leadership, a typology across the field
- Sparr, J.L.: Paradoxical leadership: Literature review and development of a preliminary framework

Papers:
- Babri, M. & Gaim, M.: Moral Engagement through Paradoxical Mindset
- Faden, M. & & Cunha, M.P.: The bow of paradox: Exploring the management of tensions in an innovative law firm
- Cunha, M.P., Gomes, E., Mellahi, K., Miner, A. and Rego, A.: Strategic agility through improvisational capabilities: Implications for a paradox-sensitive HRM
- Hafenbrack, A.C. & Vohs, K.D.: Mindfulness Meditation Impairs Task Motivation but Not Performance

6. GUEST SPEAKERS

The Guest Speakers for the Forum on Paradox and Plurality are global top researchers that aim to introduce paradoxical and plural perspectives in social sciences, and particularly in managerial studies:
Linda Putnam joined the Department of Communication at Santa Barbara in August 2007 after serving as a Regent’s Professor and as the George T. and Gladys H. Abell Professor of Communication at Texas A&M University. At Texas A&M, she was also Department Head and Director of the Program on Conflict and Dispute Resolution in the Bush School of Government and Public Service. Her research focuses on negotiation and conflict management in organizations, organizational discourse studies, groups and teams, and gender studies in organizations. Using interaction analysis, sequential data analysis, and a discourse lens, this work examined arguments, interaction patterns, narratives, and rituals in negotiations. Her research on gender applied a feminist lens to rethinking organizational theories and traditional bargaining and her discourse work in organizations highlights the contradictions, paradoxes, and dialectical tensions that emerge in formal negotiations and organizing practices. In addition, she has analyzed conflict framing in multiparty environmental disputes and labor conflicts, including the 2007-2008 Writers Guild Strike.

Wendy K. Smith earned her Ph.D. at Harvard Business School, and is currently an associate professor of organizational behavior at the Alfred Lerner School of Business at the University of Delaware. Her research focuses on strategic paradoxes—how leaders and senior teams effective respond to contradictory agendas. She studies how organizations and their leaders simultaneously explore new possibilities while exploiting existing competencies, and how social enterprises simultaneously attend to social missions and financial goals. Her research has been published in journals such as Harvard Business Review, Academy of Management Review, Academy of Management Journal, Organization Science, and Academy of Management Learning and Education. Wendy teaches leadership, organizational behavior, and business ethics, and has also taught executive and senior leadership teams how to manage interpersonal dynamics, emotional intelligence, high performing teams, organizational change and innovation, managing in times of crisis, and managing strategic paradoxes.

Charles Hampden-Turner is a leading management consultant and author of eighteen book including, Maps of the Mind, Building Cross-Cultural Competence, The Seven Cultures of Capitalism, and 21 Leaders for the 21st Century. A graduate of Cambridge University, he received an MBA and a DBA from Harvard. Charles is currently at the Judge Business School, Cambridge University. He is a past recipient of Guggenheim and Rockefeller fellowships and a leading thinker on the paradoxical nature of value creation. His books, Maps of the Mind (1981) was a Book of the Month Club Alternate Selection and a Premium Book for the BMC for Science. He is co-founder of Trompenaars Hampden-Turner and, with Fons Trompenaars, co-authored the bestseller Riding the Waves of Culture.

7. ORGANIZING TEAM

The Leadership & Society Forum is organized by top scholars and expert practitioners in the fields of Leadership, Sustainability, Organization, and Transformation, namely:

Miguel Pina e Cunha is the Fundação Amélia de Mello Professor of Leadership at Nova School of Business and Economics. His research emphasizes process-views on organizations, the paradoxes of organizing, virtuous and toxic leadership, and the unfolding of positive and genocidal forms of organization. He has been published in journals such as the Academy of Management Review, Applied Psychology: An International Review, Human Relations, Journal of Applied Behavioral Science, Journal of Management, and Organization Studies. He served as academic director of the undergraduate program at Nova, academic director of The Lisbon MBA, and as Associate Dean for graduate programs. He presently heads the school's Faculty Council.

Luca Giustiniano is Professor of Organization Studies at the LUISS Guido Carli University (Rome, Italy) and is Director of the Centre for Research in Leadership, Innovation, and Organisation (CLIO). His research interests are focused on organisation design. He has been visiting scholar at the Viktoria Institute, Wharton School of Management, and the Sauder School of Business, the Interdisciplinary Centre for Organizational Architecture in Denmark and at Nova SBE. His papers have appeared in the British

Sónia Oliveira is Advisor to the Dean of Nova SBE and was Associate Director at the School’s Center Leadership for Impact. She completed her PhD in Management (Dualities in International Management) at Nova SBE and was also a Researcher-in-Residence at the University of Zurich. She leverages her research projects in a 13 years’ experience as a management consultant in Deloitte and is interested in the practical applications of paradoxical and plural perspectives to create social impact, specifically in their power to build more integrative and synergetic views on the digital and social transformations that challenge global leadership and talent management practices. She currently works with the Big Four consultants to address the challenges of the largest Portuguese and Angolan companies, and multinational companies present in these countries.

Milton de Sousa is Associate Professor and Associate Dean for Institutional Relations and International Development at NOVA School of Business and Economics. He is also Academic Director of the CEMS MIM programme. Previously, he was Director of the MBA Programs at the Rotterdam School of Management, Erasmus University in the Netherlands. He is a founder and served as President of the Estoril Institute for Global Dialogue, a think tank dedicated to globalization and local change, chairing 3 editions of the Estoril Conferences. In business, Milton founded Leaders2Be and worked in various research and management positions. His research interests emphasize the paradoxical notion of servant leadership, the reconciliation of ethical dilemmas, stakeholder management and the tension between control and empowerment through the concept of complex adaptive systems.

Jonathan Schad is a post-doctoral researcher at Cass Business School (City, University of London) on a scholarship from the Swiss National Science Foundation. He received his PhD in management studies from the University of Geneva, Switzerland. Using a paradox lens, his research investigates competing demands in contexts such as stakeholder management. His work on paradox has been published in the Academy of Management Annals. Jonathan is one of the organizers of the 2018 paradox track at the European Group for Organizational Studies (EGOS) Colloquium in Tallinn.

These top scholars are supported by Nova SBE's Knowledge Center Leadership for Impact for the coordination and setup of this event.

8. VENUE & DATE

The Leadership & Society Forum will take place on the 24th of May at the Centro Cultural de Cascais, located in the beautiful coastal town of Cascais, part of the Lisbon region in Portugal.

Centro Cultural de Cascais, Avenida Rei Humberto II de Itàlia, 2750-642, Cascais, Portugal

HOW TO GET THERE:

By car: From Lisbon are approximately 36Km. Go along the marginal avenue (N6). When you arrive in Cascais, head towards Ribeira Beach (Cascais Bay) and then continue along Dom Carlos Avenue. There is a car park in front of the Centro Cultural de Cascais called Parque Estacionamento Marina Terra Cascais. Just follow the signs.

By public transport: the simplest form is the train that departs from the Cais do Sodré station in Lisbon. The journey takes approximately 40 minutes. When disembarking at the station of Cascais walk at about 900 meters towards the Bay of Cascais and the Marina of Cascais, then follow the Avenida Dom Carlos I until arriving to a roundabout, where is located the Centro Cultural de Cascais. Alternately, taxis are quite cheap, and they will drop you off directly in front of the venue (Centro Cultural de Cascais)

* RESTAURANTS' SUGGESTIONS:
Around the Centro Cultural de Cascais there are many option for a suggestive meal, here some suggestions:

- A ver o parque (€): Sandwich, cafe. Parque Marechal Carmon (±190 m)
- 5 Sentidos (€€): Seafood, portuguese. Largo da Assuncao (±160 m)
- Confraria (€€): Japanese, Sushi. Rua Luis Xavier Palmeirim 14 (±200 m)
- Taberna da Praca (€€€): Tapas, portuguese. (±110 m)
- Baia do Peixe (€€€): Fish, seafood, grill. Avenida Dom Carlos I (±250 m)
- Marina de Cascais has a wide range of restaurants to choose from (±500 m)

9. CONTACTS

For any questions please contact Michele Beretta at leadershipchair@novasbe.pt.