



# Gender, Work & Organization Conference

28-30 June 2023 | Stellenbosch | South Africa

GENDER, WORK & ORGANIZATION



Stellenbosch Business School

SUPPORTED BY  
**PRME**  
an initiative of the  
United Nations Global Compact



## Gender, Work and Organization

13th International Interdisciplinary Conference

28-30 June 2023, Stellenbosch, South Africa

### Conference theme

*Marginalized gender identities - how can intellectual activism transform work and organization?*

(Read more about the conference theme on the conference website).

## CALL FOR ABSTRACTS/PAPER SUBMISSIONS

### STREAM TITLE:

Exploring leadership through the lens of 'whiteness' and intersectionality

### STREAM LEADERS:

Dr Pontso Moorosi, University of Warwick  
Dr Victoria Showunmi, University College London

[www.usb.ac.za/usb\\_events/gender-work-organization](http://www.usb.ac.za/usb_events/gender-work-organization)

International conference of 500+ people. Linked to the prestigious Gender, Work and Organization journal.



[GWO2023Conference@sun.ac.za](mailto:GWO2023Conference@sun.ac.za)



[@GWO2023\\_CT](https://twitter.com/GWO2023_CT)



[GWO 2023](https://www.facebook.com/GWO2023)



[GWO2023-Conference](https://www.linkedin.com/company/GWO2023-Conference)

Leadership is one of the most debated aspects of business and contemporary organisations. Much has been said about corporate leaders and what defines them as ‘successful’ or ‘effective’. However, these definitions hardly include or represent people of marginalised gender identities. Current leadership models are usually devised within a homogeneous, Westernised, white male-oriented paradigm (Lumby and Coleman, 2007) that marginalises non-Western contexts (Lumby and Moorosi, 2022). Theorists have noted the inadequacy of many leadership perspectives, urging a move from ‘colonial’ models of managing ‘otherness’ to incorporate minority ethnic voices (Gillborn and Ladson-Billings, 2004; Lopez, 2003; Osler, 2008) as well as voices of minority gender identities or sexual minorities. These changes have implications for current discourse on leadership theory and practice such as ‘authentic leadership’ (Goffee and Jones, 2005), ‘distributed leadership’ (Spillane and Diamond, 2007) and ‘aesthetic approach’ (Hansen et al., 2005). For instance, what are the implications of ‘authenticity’ for nontypical leaders such as Black, Asian and Minority Ethnic (BAME) individuals of minority genders? What are the implications for shared leadership in the context of power dynamics inherent in cross-gender identity group relationships? With increasing globalisation and cultural, ethnic and gender diversity, new leadership models ought to draw upon more lateral notions of leadership, potentially encompassing a wider range of leadership discourses, conceptions and styles from different societal and cultural backgrounds. This lateral way of thinking about and practising leadership arguably holds prospects for intellectual activism in the discourse on minority gender identity as intersecting minority ethnic identities. Of central significance in this stream is the intersectionality of minority ethnicities and minority genders through the lens of whiteness. Indeed, in clarifying Crenshaw’s (1989) initial usage of intersectionality, which illuminated the point of axis for competing identities, Yuval-Davies (2007) emphasised the complexity of the interweaving, co-existing oppressive systems.

This stream will provide authors with the opportunity to evaluate the dominant models and conceptions of leadership as part of advocating alternative models of leadership that acknowledge the multiple permutations of diversity of genders and ethnicities across the world. The discussion will draw on the authors’ own personal background and experience to illustrate the complexity of leadership as a concept and the complexity of the development of leaders’ own individual leadership identities. The experience of being brought up as privileged white, upper middle class juxtaposed with being a black female has influenced the leadership style within higher education of the first stream organiser, Dr Victoria Showunmi (see Showunmi and Tomlin, 2022), while the second organiser, Dr Pontso Moorosi, has reflected on her identity as a Black African female and how this has impacted on her form of leadership identity development in a Western context (Moorosi and Showunmi, 2022).

Considering the popularity of the term ‘intersectionality’ and the embryonic and exploratory nature of much of the research in this area, as stream convenors, we would like to invite researchers and evidence-based practitioners to engage in a ‘conversation’ on the ethnic/gender minority-related implications of leadership practice and theory in international contexts. Specifically, we are inviting established researchers as well as those in the early stages of their research careers to submit theoretical and empirically informed papers for a series of presentations and round-table discussions that are informed by intellectual activism. In writing about intellectual activism, Collins (2012) challenges scholars to think about what their work means to contemporary societies. We encourage authors to consider questions for open discussion and debate such as practical or theoretical issues needed to advance thinking and/or research in the area. Additionally, we ask authors to think about how their work might speak to the wider public and how it might lead to social change.

**Possible themes include the following:**

- The intersection of facets of diversity with leadership (e.g. black women leaders).
- The absence of Black leaders / gender, racism and leadership.
- The challenges faced by gender/ethnic minority leaders.
- The role of organisations in developing BAME leaders.
- The case for Black-only leadership development programmes.
- Potential learning from other established leadership literature streams such as women in leadership, disability and leadership, and sexual orientation and leadership.
- New models of leadership drawing on spirituality, creativity, ethics and aesthetics.
- Leaders in the community and their relevance to organisational leadership.
- Critical leadership in education, business and industry.
- Complexities of gender and leader identity development.

**Key words:**

Diversity, ethnicity, gender, leadership, whiteness, intersectionality

**Publication plans:**

An article in a journal such as the *British Journal of Management* or the *International Journal of Human Resource Management*.

An edited volume of the papers presented at the conference to be published by Palgrave MacMillan.

For stream enquiries, please contact Dr Pontso Moorosi at P.C.Moorosi@warwick.ac.uk.

Abstracts of approximately 500 words should be submitted directly to the GWO2023 conference website in a ONE-page (A4-size, single-spaced, excluding references, with no headers, footers or track changes) Word document, NOT PDF. Abstracts are invited by the end of day 7 November 2022 (Central Africa Time - CAT), with decisions on acceptance to be made by stream leaders by December 2022. Prospective contributions will be independently refereed. Abstracts should include full contact details, including your name, institutional affiliation, mailing address and e-mail address. We are hoping to circulate abstracts prior to the 2023 GWO conference to those attending the conference.

Subject to full peer review, this stream may select suitable full papers for a special issue of the *Gender, Work and Organization* journal post the conference. If your abstract is accepted for this stream, you are encouraged to submit a full paper (5 000 to 7 000 words excluding references) by 28 February 2023, which may be considered for such a GWO journal special edition.

**More information about the conference can be found at:**

[https://www.usb.ac.za/usb\\_events/gender-work-organization/](https://www.usb.ac.za/usb_events/gender-work-organization/)

**Follow us at:**

Twitter: @GWO2023\_CT

Facebook: GWO 2023

LinkedIn: GWO2023-Conference

**More information about the *Gender, Work and Organization* journal can be found here:**

*Gender, Work and Organization* is a scholarly journal published by Wiley and edited by Alison Pullen and Banu Ozkazanc-Pan. The journal has an Impact Factor of 5.428 (2021) ISI Journal Citation Reports and a ranking of 2/44 (Women's Studies); 95/226 (Management).

## References

- Collins, P.H. (2012). *On intellectual activism*. Philadelphia: Temple University Press.
- Crenshaw, K. (1989). Demarginalizing the intersection of race and sex: A black feminist critique of antidiscrimination doctrine, feminist theory, and antiracist politics. *University of Chicago Legal Forum*, 140, 139-167.
- Gillborn, D., & Ladson-Billings, G. (Eds.). (2004). *The Routledge Falmer reader in multicultural education*. Psychology Press.
- Goffee, R., & Jones, G. (2005). Managing authenticity: The paradox of great leadership. *Harvard Business Review*, 83(12), 86-94.
- Hansen, H., Ropo, A., & Sauer, E. (2007). Aesthetic leadership. *The Leadership Quarterly*, 18(6), 544-560.
- Lopez, G.R. (2003). The (racially neutral) politics of education: A critical race theory perspective. *Educational Administration Quarterly*, 39(1), 68-94.
- Lumby, J., & Coleman, M. (2007). *Leadership and diversity: Challenging theory and practice in education*. SAGE.
- Lumby, J., & Moorosi, P. (2022). Leadership for equality in education: 50 years marching forward or marching on the spot? *Educational Management Administration & Leadership*, 50(2), 233-251.
- Moorosi, P., & Showunmi, V. (2022). Understanding leadership identity construction: A gendered analysis, in Gu, G. & Leithwood, K. (Eds.), *International encyclopedia of education*.
- Osler, A. (2008). *Citizenship education and the Ajegbo report: Re-imagining a cosmopolitan nation*. *London Review of Education*.
- Showunmi, V., & Tomlin, C. (2022). *Understanding and managing sophisticated and everyday racism: Implications for education and work*. Lanham: Rowman & Littlefield.
- Spillane, J.P., & Diamond, J.B. (Eds.). (2007). *Distributed leadership in practice*. New York: Teachers College, Columbia University.
- Yuval-Davies, N. (2007). Intersectionality, citizenship and contemporary politics of belonging. *Critical Review of International Social and Political Philosophy*, 10(4), 561-574.