

**Number of ECTS credits** : 2

**Course language** : Anglais

**Course leader** : MAIRESSE Philippe

**Speakers** : MAIRESSE Philippe

## ≡ COURSE DESCRIPTION

Leadership is an expected talent for future managers and entrepreneurs, whatever their field of activity. Beyond the simple ability to relationships and fostering involvement and cohesion, leadership is about the capacity to transform, impulse and open new perspectives. One can learn to be a good leader, which quality to acquire, through which methods.

However, the “good” leader ahead of the collective can turn out to be “the Bad” who leads teams towards disaster – numerous examples in recent history prove it. Is leadership about manipulation and strategy, as taught long ago by Machiavel? Some propose to consider leadership as an art, and compare the inspired leader to the artist. Will we soon see more “artist-leaders” practising an “aesthetic leadership”? The leader has the capacity to build and share stories. She or he is a storyteller, the architect of the history of the firm, the writer of its collective legend. Is the leader a liar? An author? In domains like finance or HRM, relying on storytelling could be problematic.

Some speak about the “end of leadership”. The decrease or loss of control, the depreciation of authority, and horizontal technologies, question the power structure of the firm, and modify the relation between leaders and “followers”. There is an increasing call to collaboration, participation and democracy in the organization. Does it mean the end of the individual leader?

The course will study the main approaches to leadership and its social and collective mechanisms. It will explore the contemporary perspectives on “artful” leadership and the role of creativity (and art) in leadership.

## ≡ COURSE OBJECTIVES

The student at the end of the course will:

- Know about the latest approaches to leadership
- Understand how new forms of leadership are based on creativity
- Be trained at practicing the basics of leadership.
- Evaluate and mitigate the risks of the new forms of leadership

## ≡ LEARNING GOALS

**LG03 - Analysis** : Use cross-disciplinary approaches

**LG11 - CSR** : Identify ethical issues and act on them from an ethical perspective

## ≡ TACKLED CONCEPTS

- Emotional intelligence
- Storytelling and narrative leadership
- Artist-leader
- Collaborative leadership
- Distributed leadership
- Collective intelligence

## ≡ LEARNING METHODS

The pedagogy will focus on collectively studying movies about leadership, nurtured by theoretical presentations and case studies (great leaders, benefits and damages). Practical exercises will follow (leading a group in an assigned task).

## ≡ ASSIGNMENTS

Homework: Screenings (film to be studied). Readings (books, academic papers)

In-class presentations: film / sequence analysis.

Leadership exercises (groups)

### **Aimed acquisition of skills:**

Use cross-disciplinary approaches / Select appropriate disciplinary fields to resolve a problem / situation.

Evaluation criteria: Advice an adapted new form of leadership for a given situation, explain why and refer to the corresponding concepts.

Identify ethical issues and act on them from an ethical perspective / Clarify one's own positioning on ethical issues, adapt decisions to these ethical and responsible aspects

Evaluation criteria: Identify specific ethical issues in leadership situations; propose and argue specific positioning as a leader to answer these issues

## ≡ BIBLIOGRAPHY

*The end of Leadership.* Kellermann

*Bad Leadership.* Kellerman

*Aesthetic leadership : managing fields of flow in art and business .* Guillet de Monthoux, Gustavsson, Sjöstrand

*Miser sur l'imprévu: management et leadership du changement émergent.* Bouchart et Picq

*La face cachée du leadership.* Kets de Vries.

*Les CoDir du 3e millénaire : De la gouvernance solitaire au leadership collectif .* Added, Saint-Aubert.

*Théories du leadership: Modèles classiques et contemporains .* Plane.

Leadership : contemporary critical perspectives. Sage.

*The Art Firm.* Guillet de Monthoux.

*Propaganda,* Edward Bernays.

*Les décisions absurdes,* Christian Morin

*Every leader is an artist ,* (book, HBR paper) Michael O'Malley and William Baker

*Le Prince,* Machiavel

*The Leader's Guide to Lateral Thinking Skills .* Paul Sloane.

## ≡ EVALUATION METHODS

**100 % :** Contrôle Continu

## ≡ SESSIONS

### **1 Approaches to leadership**

LECTURE : 03h00

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Classical approaches to leadership. Contemporary approaches. Historical overview. Power, authority and influence. Reversal of the leader: the tyrant. Film: *The Idiots* (Lars von Trier).

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### **2 Narrative leadership**

LECTURE : 03h00

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The sense-making function of leadership. Storytelling and construction of the meaning. Rhetoric, persuasion techniques, structure of narratives. Risks and manipulation. Film (documentary): *The Boss-of-it-all* (Lars von Trier).

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**3****Creativity and leadership**LECTURE : 03h00

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Leadership in cultural and creative industries. Authority relationship in creative context.

Critical creativity, norms and marginality. Deviants and dominants. Collaborative creative processes. Film: *One day with Peter* (Pablo Trégin-Marçot) (documentary about Peter Aalbaeck, producer, founder and leader at Zentropa).

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**4****Leadership in uncertainty**LECTURE : 03h00

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Crisis situations and leaders. Information technologies, ownership and diffusion of information. Terror and protection. Leadership and cooperation. Cooperation mechanisms.

Films: *Promised land* (Gus van Sant). *Cube* (Vincenzo Natali).

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**5****The leader-artist**LECTURE : 03h00

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The artist as a leader, the leader as an artist, the art of leadership. The aesthetic dimension of leadership: visionary or listener? Connecting the fields of action, control and meaning. Limits and risk of the aesthetic leadership. Film: *Ai Weiwei, Never sorry* (Alyson Klayman), documentary.

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