engendering Leadership
THROUGH RESEARCH & PRACTICE

PERTH, WESTERN AUSTRALIA
21 – 24 JULY 2008
Where will you be in 2020?

This is one conference that can make a difference. Its broad scope will create great interest within academia, governments, business and the community, for organisations and individuals.

The conference will:

- provide the opportunity to hear and meet some of the world’s most acknowledged leaders and thinkers in their fields.
- provide space to meet new people, discuss the issues and network widely.
- explore avenues of new thinking about gender and leadership.
- be of vital importance to both men and women seeking to meet the challenges posed by leadership development and organisational culture in a rapidly changing world.
Conference Overview

This exciting international conference will generate new thinking about gender and leadership by providing a creative forum for researchers and leaders from business, government and community. At a time when the world is seeking ways to effectively meet the challenges of sustainability, environment and globalisation, many people are re-thinking the ways in which we ‘do’ leadership and what we expect of our leaders. Part of this re-think is about gender and leadership.

The conference is structured to ensure that participants will have time and space to meet new people, discuss the issues and network widely. New research will be presented in ways that ensure both reflective and lively discussion. Panels and roundtables will provide for a robust exchange of ideas.

Conference participants will have the opportunity to hear about leadership ideas and experiences from across the world on topics ranging from mentoring, leadership development, organisational culture, politics, media images, performing arts, entrepreneurialism, ethics and cultural perspectives.
Conference overview

21-24 JULY 08: ENGERDERING LEADERSHIP THROUGH RESEARCH AND PRACTICE

Keynote Speakers
Professor Jillian Blackmore (Australia)
Adjunct Professor Pat Dudgeon (Australia)
Dr Joyce Fletcher (US)
Professor Jeff Hearn (Finland/Sweden/UK)
Professor Judi Marshall (UK)
Professor Joanne Martin (US)
Professor Debra Meyerson (US)
Professor Amanda Sinclair (Australia)
Chief Commissioner Christine Nixon (Australia)

Presenters
Some 120 presenters from Australia, Belgium, Brazil, Cambodia, Canada, China, Finland, Germany, Ireland, Iceland, India, Indonesia, Italy, Malaysia, New Zealand, The Netherlands, Nigeria, PNG, Singapore, South Africa, Sweden, United Kingdom and United States will be participating.

Streams
Creative Contexts, Criminal Justice, Cultural Perspectives, Developing Leaders, Education, Entrepreneurship, Intergenerational Perspectives, Leadership Alternatives Masculinities, Organisational Culture, Public Policy, Theory into Practice.

Conference Venue
The University Club
Situated just eight minutes drive from the Perth CBD on the banks of the Swan River, the new University Club is located on campus at The University of Western Australia. Breathtaking views of Matilda Bay and the Perth city skyline make the Club the perfect place to work, relax or entertain.

The University Club is equipped with state-of-the-art audiovisual capabilities and a range of flexible, functional spaces ideal for this major international conference.
## Conference Program

**21-24 July 08: Engendering Leadership through Research and Practice**

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<tr>
<th>Date</th>
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<th>Event</th>
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<tr>
<td><strong>Sunday 20 July 2008</strong></td>
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<td></td>
<td>2pm – 4pm</td>
<td>Conversations About Ethical Leadership (Free public event)</td>
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<td><strong>Monday 21 July 2008</strong></td>
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<td>6pm – 8pm</td>
<td>Official Conference Opening, Cocktail Party and Welcome to Country</td>
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<td><strong>KEYNOTE:</strong> Professor Joanne Martin</td>
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<td><strong>Tuesday 22 July</strong></td>
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<td></td>
<td>9pm – 5pm</td>
<td><strong>KEYNOTES:</strong> Professor Jeff Hearn and Professor Judi Marshall</td>
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<td>5pm – 7pm</td>
<td>Leading in Creative Contexts Roundtable</td>
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<td><strong>Wednesday 23 July</strong></td>
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<td>9am – 5pm</td>
<td><strong>KEYNOTES:</strong> Adjunct Professor Pat Dudgeon and Professor Jill Blackmore</td>
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<td>Indigenous Women’s Leadership Panel</td>
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<td>Sponsored by Saint John of God Health Care</td>
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<td>6.30pm – 10.30pm</td>
<td>Conference Dinner (Hackett Hall UWA)</td>
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<td><strong>SPEAKER:</strong> Chief Commissioner Christine Nixon</td>
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<td><strong>Thursday 24 July</strong></td>
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<td>7am – 9am</td>
<td>Women in Politics Breakfast</td>
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<td>9am – 4.30pm</td>
<td><strong>KEYNOTES:</strong> Professor Debra Meyerson, Professor Joyce Fletcher, Professor Amanda Sinclair</td>
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<td>Criminal Justice Panel</td>
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<td><strong>CONFERENCE PAPERS</strong></td>
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<td>4.30pm – 6pm</td>
<td>Closing Celebration</td>
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Registration and Cost

Early Bird $675.00  
Full $775.00  
Student $475.00 (+$100.00 for dinner)  
Day Rate $300.00 (+$100.00 for dinner)  
Corporate registrations (4 or more people $600.00 each)

You can register online or by using the printable registration form (for return by mail).

The registration fee (Early Bird or Full only) includes:

- Conference opening and cocktail party, Monday 21 July
- 3 day conference, Tuesday 22 to Thursday 24 July
- Lunch, morning & afternoon teas
- Conference bag & materials
- Book of abstracts
- Conference dinner, Wednesday 23 July

Conference website

For more information about the conference contact Jacquie Hutchinson at:
Consortium for Diversity at Work  
+61 8 6488 1434  
Jacquie.hutchinson@uwa.edu.au

For registrations: Veronica Cavlovic: Events Organiser +61 8 6488 2936 or veronica.cavlovic@uwa.edu.au  
Joanne Martin is best known for her research on organizational culture, and the study of gender in organizations. Recent projects focus on large-scale, cross-institutional efforts to improve gender equity, here and abroad; the process by which gender is socially constructed in organizational settings; and the subtle and often unintended ways organizational cultures place women at a disadvantage.

Joanne is the Fred H. Merrill Professor of Organizational Behavior and, by courtesy, Sociology at the Graduate School of Business, Stanford University. She received a PhD in Social Psychology from Harvard in 1977 and honorary doctorates from Copenhagen Business School in 2001 and the Vrej University in Amsterdam in 2005.

In addition to her work at Stanford, Joanne has been elected to serve on: the Board of Governors of the Academy of Management; the Stanford University Advisory Board (reviewing all tenure appointments); the Board of Directors of C.P.P., Inc.; and the International Advisory Board of the International Center for Research in Organizational Discourse, Strategy, and Change, for the Universities of Melbourne, Sydney, London, and McGill.

Prof. Martin has received numerous awards, including the Gordon Allport Intergroup Relations Award from the American Psychological Association in 1988 (for a paper with Thomas Pettigrew on barriers to inclusion for African-Americans); the Distinguished Educator Award from the Academy of Management in 2000, the Centennial Medal from the Graduate School of Arts and Sciences, Harvard University, for research-based contributions to society, in 2002; and the Distinguished Scholar Career Achievement Award from the National Academy of Management, Organization, and Management Theory Division in 2005.
Jeff is a sociologist and one of the founders of critical studies on men. His research focus includes:

- Critical studies on men, including men’s violences to women and children;
- Sociology of organisations and management, including gender, sexuality and violence in and around organisations;
- Globalisation and trans-nationalism, with a focus on men, organisations, management and social welfare;
- Social theory;
- Sociology of culture.

Jeff has participated in a number of international projects including:

- EU-Project CROME - Critical Research on Men in Europe, comparative studies of the situation of men in Europe.
- Invited expert of Amnesty International Finland.

Professor Judi Marshall has an international reputation for her work on women in management. Core publications include two books - Women Managers: Travellers in a Male World (1984); and Women Managers Moving On: Exploring Career and Life Choices (1995) - an analysis of careers, communications and job stress. Her 1995 research concerned women who had reached middle or senior level management positions and decided to leave or temporarily pause their careers. A key feature of the book was finding appropriate forms of representation to tell the women’s stories, provide a critical analysis and work openly with notions of ‘truth’.

A major strand of Judi’s research work has been the development of self-reflective, action-oriented forms of inquiry, contributing to the field of action research. Judi supervises and coaches research students using action research. With her colleague Peter Reason she initiated a series of biennial research conferences entitled Emerging Approaches to Inquiry, the tenth of which was in September 2004. These attract participants from around the world. Judi is frequently invited to act as external examiner to people adopting self-reflective, action-oriented approaches to their MPhil and PhD research. She is especially interested in issues of representation and form when writing from action research. Her other research interests have included organizational cultures, change and careers.

In 2005, Judi received a prestigious ‘Beyond Grey Pinstripes European Faculty Pioneer Award’ for her pioneering activities in promoting management education into sustainability and social justice issues. The Award was in joint cooperation between the European Academy of Business in Society (EABIS), the Aspen Institute’s Business and Society Program, and the World Resources Institute (WRI).
Pat Dudgeon is from the Bardi people of the Kimberley. A psychologist, she is well known for her role in higher education commencing in 1990 when she joined the Centre for Aboriginal Studies at Curtin University. Pat was subsequently appointed Head of the Centre going on to lead the organization through significant growth and change. Amongst the many projects, grants and awards achieved during this time, of special significance was the establishment in 1997 of the Curtin Indigenous Research Centre (CIRC). Currently Pat continues to provide leadership in higher education with her adjunct associate professor role at School of Indigenous Studies at UWA.

In addition to her work in higher education, Pat has made a significant contribution to the field of psychology and Indigenous issues. The first convener of the Australian Psychological Society Interest Group: Aboriginal Issues, Aboriginal People and Psychology, Pat has been instrumental in convening many conferences and discussion groups at national levels to ensure that Indigenous issues are part of the agenda in the discipline.

Pat is considered one of the ‘founders’ of academic work in the area of Indigenous people and psychology. Key publications include: ‘Third Spaces within Tertiary Places: Indigenous Australian Studies’ (with J. Fielder) in The Journal of Community and Applied Psychology, and Co-editor and contributor to Australian Indigenous Women’s Intellectual Traditions and Gendered Writings (working title only), The University of Western Australia and Batchelor Institute for Tertiary Education. Pat’s doctoral thesis is entitled Mothers of Sin: Indigenous Women’s Perspectives of their Identity and Sexuality.
Dr Jill Blackmore is a Professor of Education in the Faculty of Education, Deakin University and Director of Educational Futures and Innovation Research Cluster. Her research interests include feminist approaches to globalisation, education policy and governance; educational leadership and reform; organisational change and innovation; teachers’ and academics’ work; and the changing relations between the individual, community, family and the state.

Currently she is working on an ARC research project Redesigning Schools and Leadership. Publications include Performing and Re-forming Leaders: gender, educational restructuring and organisational change (with Judyth Sachs 2007, SUNY); Troubling Women: Feminism, Leadership and Educational Change (1999, Open University Press); Answering Back (with Kenway, Willis and Rennie 1998); Counterpoints: Quality and Educational Research (Special Issue Australian Educational Researcher co-edited with Jan Wright 2006). She is past president of the Australian Association of Research in Education (2002), past Managing Editor of the Australian Educational Researcher, Regional Editor of International Journal of Educational Leadership, on the Editorial Board of British Educational Research Journal, American Educational Research Journal, New Zealand Journal of Educational Leadership, Journal of Educational Administration and History and international review panels of Journal of Education Policy, Globalisation, Societies, Education etc. She undertakes professional development and policy consultancies with professional and community organizations (principal, teacher and parents), government and NGOs (eg Victorian Council of Social Services, Oxfam International), and community organizations. She is on the Post-compulsory Curriculum Committee of the Victorian Curriculum and Assessment Authority and has been a critical friend in the recent Leadership Development Framework in Victoria.
Christine Nixon is the Chief Commissioner of Victoria Police, an organisation of 14,000 staff and an annual budget of $1.6 billion operating out of 550 work locations, including 330 police stations, throughout the state. She is Chair of the CrimTrac Agency, the Australia and New Zealand Policing Advisory Agency (ANZPAA) and the Australian Police Professional Standards Council. Co-Chair of the Australian Institute of Police Management (AIPM), and board member of the Australian Crime Commission.

Member of the Senior Officer in Government since 2001. Ms Nixon is the recipient of many awards, most recently BRW 10 Most Innovative Leaders (2007) and SACS Consulting Inaugural Leadership in Victorian Public Sector 2007.
Debra is Associate Professor of Organizational Behavior at Stanford University’s School of Education and (by courtesy) Graduate School of Business, and co-director of Stanford’s Center for Research in Philanthropy and Civil Society. She currently teaches courses on organizing for diversity, the leadership of social change, and social change processes and organizations.

Debra conducts research in five areas: a) gender and race relations in organizations, specifically individual and organizational tactics of change aimed at removing inequities and fostering productive inter-group relations; b) the role of philanthropic organizations and other intermediaries in fostering and diffusing change within institutions; c) leadership of innovation and change in educational institutions; d) the scaling of social innovations and the role of funding institutions in enabling and promoting “scale”; and e) the construction (and destruction) of work-life boundaries through the uses and interpretations of communication technologies.

The author of Tempered Radicals: How Everyday Leaders Inspire Change at Work (2001) and over forty articles and chapters in academic and mainstream publications, Debra’s work has been widely featured in national media. She has been repeatedly named by the San Francisco Business Journal as one of the Bay Area’s most influential women in business and was recently honoured by the National Organization for Women as “Educator of the Year.”

She serves as a board director of Envision Schools, a charter management organization based in San Francisco.
Keynote speakers

21-24 JULY 08: ENGENDERING LEADERSHIP THROUGH RESEARCH AND PRACTICE

24 July

JOYCE FLETCHER
DISTINGUISHED RESEARCH SCHOLAR, FACULTY AFFILIATE, CENTER FOR GENDER IN ORGANIZATIONS, BOSTON UNIVERSITY

Senior Research Scholar at the Jean Baker Miller Training Institute, Wellesley College Centers for Women. Dr. Fletcher, an authority on leadership and the interaction of gender and power in the workplace, is a frequent speaker at national and international conferences on the topic of women, power, and leadership. Joyce uses a gender lens to analyse an organization’s systems, practices, and norms that make it difficult for different groups of women (and often men) to be optimally effective. Her work with many organizations shows that performance is enhanced by gender equitable workplaces that enable both women and men to be productive contributors.

Published extensively in academic journals, Joyce has co-authored a widely read Harvard Business Review article entitled "A Modest Manifesto for Shattering the Glass Ceiling." Joyce’s book, Disappearing Acts: Gender, Power and Relational Practice at Work, was nominated as one of the best management books of the year by the Academy of Management in 2001. This study of female design engineers has profound implications for attempts to change organizational culture. Her research shows that emotional intelligence and relational behaviour are often viewed as inappropriate because they collide with powerful, gender-linked images. Dr. Fletcher describes how organizations say they need such behaviour and yet ignore it, thus undermining the possibility of radical change.

She shows why the “female advantage” does not seem to benefit women employees or organizations. She offers ways that individuals and organizations can make visible the invisible work. Joyce has also co-authored Beyond Work Family Balance: Advancing Gender Equity and Workplace Performance, about how to lead organizational change efforts to achieve equity and effectiveness.
AMANDA SINCLAIR
ALCOA VISITING PROFESSOR UWA BUSINESS SCHOOL
FOUNDATION PROFESSOR MANAGEMENT DIVERSITY & CHANGE AT THE MELBOURNE BUSINESS SCHOOL

Amanda Sinclair is an academic, consultant and researcher with particular expertise in the areas of leadership and ethics, organisational culture and change, gender and diversity. At MBS, she teaches leadership and change and management and ethics, in the MBA and EMBA programs.

Amanda’s work has been widely published and her sometimes controversial conclusions have generated significant debate. Her books, Trials at the Top and Doing Leadership Differently, argued that gender, sexuality and power have shaped and limited leadership in business.

New Faces of Leadership (with Valerie Wilson) highlights how trust, openness and a moderate ego are emerging as critical capabilities in leading diverse workforces effectively.

Her latest book, Leadership for the Disillusioned: Beyond Myths and Heroes to Leading that Liberates, suggests leadership should be directed towards new purposes of promoting freedom and well-being. Here she argues that we need new approaches to help leaders grow and develop.

Program Leader for the new Mindful Leadership Executive Program at Mt Eliza Centre for Executive Education, Amanda also consults to organisations and coaches individuals and senior management teams.
Conference related events

21-24 JULY 08: ENGENDERING LEADERSHIP THROUGH RESEARCH AND PRACTICE

20 JULY
TIME: 2PM – 4PM
VENUE: OCTAGON THEATRE, UWA CAMPUS

‘Conversations about Ethical Leadership’
>> STAN AND JEAN PERRON FELLOWSHIP IN ETHICAL LEADERSHIP
‘Conversations’ will take the form of a moderated discussion between people from a variety of backgrounds who will provide a different and personal perspective on ethics and leadership. Led by Mr Mark Scott (ABC Managing Director), Professor Debra Meyerson (Stan and Jean Perron Fellowship in Ethical Leadership), Mr John Poulsen (Managing Partner Minter Ellison and State Chair CEDA), Professor Amanda Sinclair (Alcoa Visiting Professor) and Mr Wayne Osborn (inaugural Chair GESB Mutual and former Alcoa Australia Managing Director), this event will generate wide interest in our community. We hope that ‘Conversations’ will be a thought provoking, lively debate and will engage a broad audience with ideas and issues that confront us as a society, a community, and individuals in all aspects of our lives.

22 JULY
TIME: 5PM – 7PM
VENUE: THE UNIVERSITY OF WESTERN AUSTRALIA

Creating Leaders: Art and Business Working Together
>> ROUNDTABLE
This roundtable will explore relationships between artistic and other organisations for professional development of corporate, government and community leaders. The concept of using collaborative partnerships between the corporate and creative sectors for mutual professional development, including sabbatical training periods (artists in business, and business people in the arts) will be explored by representatives from both corporate and creative sectors that have experienced such relationships. Panel members: Henry Boston (Australia Business Arts Foundation); Helen Carroll-Fairhall (Wesfarmers Arts), Julian Donaldson (Perth International Arts Festival) Suzie Haslehurst (Magabala Books); Anthony Hasluck (Clarity Communications); Kate Miller (Barking Gecko), Dr Helen Lancaster (Queensland Conservatorium Research Centre) Dr Sherene Suchy (DuoPlus).
23 JULY
TIME: 10.30AM – 12PM
VENUE: THE UNIVERSITY OF WESTERN AUSTRALIA

Speaking up and Speaking Out

>> INDIGENOUS WOMEN LEADERS’ PANEL
SUPPORTED BY ST JOHN OF GOD HEALTH CARE

This panel will be led by Associate Professor Darlene Oxenham (UWA School of Indigenous Studies) and joined by June Oscar, Kathy Cox, Cissy Gore-Birch and Denese Griffin. These panellists from different communities and sectors will share their leadership stories, highlighting the cultural and gendered influences impacting on them in their day-to-day work and role as leaders. There will be an opportunity for questions and audience discussion. An important aspect of the international Engendering Leadership conference is the opportunity for research into gender and leadership to be considered alongside leadership from different, cultural perspectives and a range of contexts whether in business, government or community. Therefore, the conference is encouraging a strong Australian Indigenous theme within a specific Cultural Perspectives conference stream, as well as across other conference streams.

24 JULY
TIME: 7AM – 9AM
VENUE: THE UNIVERSITY CLUB

Women in Politics
Breakfast by the Bay

>> ‘WOMEN BELONG IN THE HOUSE... AND THE SENATE’

Is politics the last male bastion? This special breakfast will feature a panel of women from all sides of politics who will share their fascinating insights into political life – the good, the bad and the ugly! The panellists at this special breakfast event include Jaye Radisich (MLA Swan Hills) and Giz Watson (MLC North Metropolitan Region).
24 JULY

TIME: 10AM – 11AM
VENUE: THE UNIVERSITY CLUB

Women and Leadership in Criminal Justice

>> ROUNDTABLE DISCUSSION

The session will focus on the experiences of women working in the criminal justice system and the challenges of being in managerial and leadership roles in professions that have traditionally been male-dominated. Anne Worrall (Keele University and UWA) Barbara Etter (WA Police) and Heather Harker (WA Correctional Services).

Conference Sponsors

Alcoa

Business School (University of Western Australia)

Department of Consumer and Employment Protection (WA)

Department of Premier and Cabinet (WA)

Leadership Development for Women Program (The University of Western Australia)

St John of God Heath Care

Office for Women’s Policy (WA)

The University of Western Australia
UWA Business School
- Consortium for Diversity at Work (CDW)

The nature and organisation of work is undergoing rapid and far-reaching change in response to the pressures of an increasingly competitive global economy and the ever-growing demands for skills. The most striking aspect of these changes is the diversity of the workforce – women and men, different cultural and ethnic backgrounds, life experiences, age, aspirations and family circumstances. How governments, industry and communities choose to deal with this diversity has significant implications for the well-being of individuals, organisations and society.

CDW sponsors and provides high quality, responsive and timely research and consultancy on all aspects of diversity and work centred around four core themes:
- Labour market and workforce diversity
- Work/life quality and diversity
- Leadership and diversity
- Governance and diversity

Based in the UWA Business School, CDW brings together multi-disciplined research and teaching excellence across UWA and other Australian and international universities, to work in partnership with industry, government, non-government and community based organisations. CDW is focussed primarily on undertaking new research and analysis that will, in turn, support a full range of consultancy services for practical diversity management.

Gender Work and Organisation

Launched by Blackwell Publishing in 1994, Gender, Work and Organization was the first journal to provide an arena dedicated to debate and analysis of gender relations, the organisation of gender and the gendering of organisations.

The journal has full ISI listing and is edited jointly by Deborah Kerfoot and David Knights. It is anticipated that a special edition of the GWO journal will be published from papers presented at the 2008 event.

Visit: www.blackwellpublishing.com/journal.asp?ref=0968-6673