

# ABSTRACTS AND BIOGRAFICAL NOTES

## 1. Dr Joanna Goćłowska-Bolek (Poland)

Affiliation: University of Warsaw, Center for Political Analysis

Paper title: "***Only death will take me the streets***". ***The rise and fall of Luiz Inacio Lula da Silva - a Brazilian most famous leader.***

**Abstract:** Lula da Silva served as president from 2003 to 2010, when tens of millions of Brazilians benefited from his administration's social programs. He was a charismatic leader who managed to lead the crowd of Brazilians, but also to convince many South American nations to his vision of social policy. He became a symbol of the struggle for the rights of the excluded, a model leader for many other South American presidents, admired and respected by people in other parts of the world. His spectacular fall has surprised many observers. He is the highest-profile political figure convicted so far in a wide-ranging investigation related to the giant state-controlled oil company Petrobras. The author discusses the circumstances of the rise and fall of this political leader, analyzes the factors that have influenced the change in the assessment of his presidency and points to the consequences of his downfall to the political situation in Brazil.

**Bio:** Economist, Latin Americanist. Specializes in economic and social development of Latin America, economic integration of Latin America, and the European Union's economic and political relations with the Latin American region. Author of numerous publications on Latin American economic development, including "Latin America in the search of a new economic development strategy. Science, technology and innovation in the building of a knowledge-based economy", Warsaw, 2017. Expert on Latin America in the Center for Political Analysis of the University of Warsaw. Advisor to the Rector of the University of Warsaw on cooperation with Latin America. Ex-Director of the Center of Latin American Studies CESLA, University of Warsaw (2012-2016). Promoter of academic cooperation between Polish and Latin American universities.

## 2. Dr Maciej Bachryj-Krzywaźnia (Poland)

Affiliation: University of Wrocław, Department of European Studies

Paper title: ***How to lose and remain undefeated? Post-failure rationalization of unfavourable electoral results in political leaders' narratives.***

**Abstract:** An electoral defeat is an inevitable stage of every political career. It happens to both - organizations and the people involved. Therefore not only political party needs to deal with unfavourable electoral result but also its leaders, who have to deal with psychological consequences of failure, experience of cognitive dissonance and a threat to self-image. The

narratives leaders develop about electoral defeat may be seen as a rationalization tool that helps them to deal with the distorting experience of failure. In my presentation I will present several types of such narratives, reconstructed on the basis of several IDI's and media coverage.

**Bio:** Chair of European Studies, University of Wrocław, member of PTNP and PTSE. Unorthodox political scientist who finds inspiration for research also in other disciplines - philosophy, psychology and linguistics. The issue of narrative and its applications to analysis of political phenomena has been currently his main field of study.

### **3. Jo Chaffer (United Kingdom)**

Affiliation: University of Cumbria UK, Institute for Leadership & Sustainability (IFLAS)

Paper title: ***Who determines failure, when and with what authority?***

**Abstract:** As leadership is a social construct contextually and temporally situated, so too is the judgement of its relative success or failure. Who gets to decide, who constructs the 'failed' narrative and why do we 'listen' to this voice? When is the 'failing' constructed and what does this temporal shift 'do'? Whom or what did leadership fail? This paper critiques the inherently positivist, romantic notions held in narratives of doing both 'failure' and leadership through social, psychodynamic and critical lenses of the Western academies and also through other global epistemologies.

**Bio:** She is a Ph.D. candidate at Lancaster University (UK) with the Institute for Leadership & Sustainability. She works globally in leadership development across sectors.

### **4. Prof. Roman Backer (Poland)**

Affiliation: University of Nicolaus Copernicus in Toruń, Faculty of Political Sciences and International Studies

Paper title: ***Bifurcation leaders position***

**Abstract:** Bifurcation process. Main categories and types of bifurcation. Repellers of leaders bifurcation. Trajectories of leaders bifurcation. Examples of leaders bifurcation.

**Bio:** Professor of Political Sciences at Nicolaus Copernicus University in Toruń. The president of Polish Political Science Association in 2010-2016, the first dean of the Faculty of Political Sciences and International Studies, Nicolaus Copernicus University in Toruń, the author and co-author of books and articles about Russian and European political thought, totalitarianism, the theory of politics, and methodology of political sciences.

## 5. Dr Magdalena Łuzniak-Piecha (Poland)

Affiliation: SWPS University in Warsaw, Department of Management

Paper title: ***Failed Leadership or Faked Leadership ?***

**Abstract:** Prestigious universities within their Business School programs lecture about the principles of a transparent management, focused on developing competence and leadership talents. Large research programs and leadership studies also show the importance of the development of personality potential and supportive organisational cultures. Obviously, an authentic care for people in the organisation, ability to listen to subordinates and understand what is happening in "the system" require time and energy. Is it always worth investing time and energy in solving organisational problems? Especially problems of interpersonal nature? Or perhaps sometimes one can just fake his/hers own commitment and the leadership skills? Can such false leadership be effective? Or maybe faked leadership is a failed leadership? What types of organisational cultures foster the development of false leadership? Is it possible to make a fake leader an effective leader? The author of the presentation will sum up her own research on the managerial misconduct and organisational pathologies leading from faked leadership to failed leadership.

**Bio:** Psychologist. She specializes in increasing the efficiency of organizational cultures as well as in preventing organizational pathologies. Her research focuses on managers' personality, communication, diversity and change management. She studies organizational psychopaths, narcissists and histrionic personality disorders in management. Her professional interests also include game-simulation techniques in training, consulting and research practice.

## 6. Dr Włodzimierz Świątek (Poland)

Affiliation: SWPS University in Warsaw, Department of Management

Paper title: ***The Dark Side of Leadership: Why Leaders Fail ?***

**Abstract:** Does dark leadership reflects a part of leadership reality? The dark side of leadership became a real phenomenon that had been silently creeping its way into many organizations. For a long time, leadership research has focused too much on idealized, romantic, and "good" forms of leadership but neglected the antagonistic part: the dark side of leadership. The research shows that we have some leaders with Dark Triad in organizations worldwide. The Dark Triad in psychology refers to the personality traits of narcissism, Machiavellianism, and psychopathy, which are called "dark" because of their malevolent qualities. Research on the Dark Triad is used in applied psychology, especially within the fields of law enforcement, clinical psychology, and business management. People scoring high on these traits are more likely to commit crimes, cause social distress and create

severe problems for an organization, especially if they are in leadership positions. To base on a Dark Triad Model I will try to find an answer to the key question: Why leaders fail? A case study of corporate psychopath CEO are an important part of my paper.

**Bio:** Psychologist, facilitator, training consultant and coach. His research interests include management and leadership, psychology of leadership, effective communication, art of facilitation, group process, conflict resolution, building and developing high performing teams, stress management and work-life balance. Author of over thirty professional publications. He lectured at the SWPS University (Faculty of Psychology), Warsaw University (Faculty of Management), Warsaw School of Economy (Executive MBA Programme), Business School of Warsaw University of Technology (ongoing), SWPS University (ongoing, Management and Leadership Programme). He is a general secretary of International Center for Research on Leadership at SWPS University.

## **7. Pedro Ponte e Sousa (Portugal)**

Affiliation: New University of Lisbon, Faculty of Social Sciences and Humanities (FCSH-UNL); Portuguese Institute of International Relations (IPRI)

Paper title: ***Failed leadership in right-wing EU contestation: the case of Portugal***

**Abstract:** The CDS-PP (Social Democratic Center – People’s Party) is one of the main Portuguese political parties, in Parliament since 1975, with a center-right to right-wing political position. It has from time to time made coalitions with the other center-right party, the Social Democratic Party (PSD), and very occasionally with the Socialist Party. It has usually obtained between 4 to 15% of the popular vote, granting it between 4 to 46 seats (in 230-250 possible) in Parliament. Thus, it has been able to sustain its role as the party furthest to the right. While these three parties (the only one which have held government positions to this day) have largely been unanimous in foreign policy issues and are widely pro-European, the CDS-PP when through a period of strong Euroscepticism between 1992 and 2002, then returning to a more favorable of the European integration process. In this paper, we aim to assess the evolution, continuity and change of CDS-PP positions over time regarding the EU. Using electoral programs (for both national and European elections) as the key primary source, we will also explore official statements and public stances by different CDS-PP MPs and members, as to better comprehend the role of different political actors for policy stances.

**Bio:** He is a Ph.D. candidate in Global Studies at the Department of Political Studies, Faculty of Social Sciences and Humanities, New University of Lisbon (FCSH-UNL), Portugal. He is also a researcher at the Portuguese Institute of International Relations (IPRI). His research interests include Portuguese foreign policy, foreign policy analysis, diplomacy, and security and defense. His dissertation focuses on the interaction between globalization, foreign policy, and global governance in Southern Europe (Portugal, Spain, Italy, and Greece). He

holds an MA in History, International Relations and Cooperation, and a BA in Languages and International Relations, both from the Faculty of Arts, University of Porto (FLUP).

#### **8. Prof. Ian Barnes (United Kingdom)**

Affiliation: University of Lincoln, UK, International Business School

Paper title: ***Failed Leadership and the British attempts to exit the European Union (Brexit)***.

**Abstract:** "This paper utilizes different models of leadership style to analyse why the UK's attempts at Brexit got into such difficulties and failed to achieve a timely outcome. In particular it looks at the failures of the British Prime Minister's leadership."

**Bio:** He is an economist in the University of Lincoln's International Business School and holds the title of Professor of European Integration. His main areas of teaching interest are the operation of the European market and EU environmental policy. His research interests are related to finding economic solutions to the problems posed by European Integration and are currently focused the implications of Brexit and on comparative EU China environmental policy and the operation of the emissions trading schemes working with a colleague in Chongqing Technology and Business University. His most recent published work was Nuclear Energy: 'too costly to meter' in Pamela M Barnes (2018) *The Politics of Nuclear Energy in the European Union: Framing the Discourse*; Barbara Budrich Verlag. He has also published in the area of EU migration.

#### **9. Prof. Richard Little (United Kingdom)**

Affiliation: University of Cumbria, Institute for Leadership and Sustainability, UK

Paper title: ***Flying Saucer of Leadership***

**Abstract:** My concern is not with the question whether this or that leader succeeded or failed, but with the broader and more urgent question whether the broadest interests of humanity are served well or badly by the idea of leadership itself. Salient in contemporary discourse is, pace Castoriadis, a false imaginary of leadership: its neoliberal function is to situate all endeavour, social change and social responsibility in the individual realm. I will argue that leadership can and should be a modality of democracy – that we can and should see it as a salutary form of action that serves the common good.

**Bio:** He is Professor of Sustainability Leadership at the Institute for Leadership and Sustainability (IFLAS, University of Cumbria, UK). He is also a leadership specialist with Impact International with whom, for 35 years, he has consulted to clients worldwide: in business corporations, in the voluntary sector, universities, governments and civil society organisations. Richard believes that organisational and social justice – preconditions for true

sustainability – call for leadership that is inclusive, open, collegiate and dialogical. As an international facilitator and trainer, Richard has developed short programmes and academic courses in facilitation, moderation and consulting and supporting social theory.

#### **10. Darwen Shamooun Yousif (Iraq)**

Affiliation: Schlumberger Business Company, Erbil, Iraq

Paper title: *Powerful leader*

**Abstract:** Leadership is the ability of an individual or group of individuals to influence and direct followers or other members of the organization. Leadership involves making sound decisions - sometimes difficult - creating and clarifying a clear vision, setting achievable goals, and providing those with the necessary knowledge and tools to achieve those goals. Failure with one of these steps can lead to difficulties in work or work, sometimes especially for recent graduates without experience. I decided to participate in this conference as an active participant can benefit from the experience and listen to their experiences and can participate in the times as an active participant and the presentation. Since I am graduated from environmental Sciences-Salahaddin University. Currently working as procurement specialist in Schlumberger (World's largest oilfield services company) especially in this position I will be needing a lot of good communication skills and making serious decisions that I can gain many new experience that can benefit my career. Schlumberger employees approximately 105,000 people representing more than 140 nationalities working in more than 85 countries. Schlumberger is operating in our region and representing more than 17 nationalities, a diverse culture in a workplace means the organization employs workers from a wide array of backgrounds, including ethnicity, race, gender and religion. This is an advantage to improve morale, broader perspectives, community relationships...etc. I personally attracted the name of the conference. Many people talk about how to succeed in a particular area. But the right way to succeed is to learn from our mistakes. This is what the conference title indicates so that the participant can take advantage of the following: Think Strategically, Learn to Listen, Create Coaching Methods, Better Room Presence, Proper Time Management, Know What Right is from what's Popular, Do Less, But Better.

**Bio:** She is procurement specialist at Schlumberger business company in Iraq. She graduate from Salahaddin University (Bachelor in Science, Faculty of Environmental). Volunteer experience and leadership: trainee at the American Consulate in Erbil, volunteering at TEDx at Nishtiman, volunteering work for poor and disable people in Erbil, volunteering work at Saint Josef Church, Youth Center and different primary schools helping people who free from Mosul, distributing food, and all the necessary needs. Darwen can speak 4 languages (e.g. English, Arabic, Kurdish).

### **11. Prof. Andrzej Kondratowicz (Poland)**

Affiliation: SWPS University in Warsaw, Department of Management

Paper title: ***Donald Trump – a failed leader? An economist’s assessment***

**Abstract:** The subject is divided into (1) a theoretical introduction and (2) an applied resolution. (1) explains the difficulty of defining "a failed or successful leader" in positive terms. The further one drifts away from a management/business studies perspective in the direction of economics and other social sciences, the more normative these concepts become. Also, the longer the time perspective, the more dubious the assessment. (2) is an economist’s attempt to classify Donald Trump as either a failed or a successful leader, given the reservations obtained in part (1).

**Bio:** He is a professor of economics at the SWPS University in Warsaw. Graduate of the University of Warsaw and the State University of New York at Stony Brook. Member of the Forecasting Committee of the Polish Academy of Sciences. Former Visiting Scholar at the Sussex University and alumnus of the Salzburg Seminar in American Studies. Guest lecturer at several universities in Europe, US, Asia and Africa. His current work concentrates on institutional economics, theory and measurement of economic freedom, as well as the US economy.

### **12. Piotr Czarnecki (Poland)**

Affiliation: SWPS University in Warsaw, Management and Leadership Programme

Paper title: ***How leaders can fail in agile transformation***

**Abstract:** The case study of digital transformation program of one of the Polish banks based on the agile methodology. Changing the leadership roles and responsibilities as well as the impact on the conventional organization. Managerial (especially midlevel managers), operational (through processes) and social (through human capital) consequences of failed leadership in building the enterprise agility.

**Bio:** MSc. Eng. a graduate of the Warsaw University of Technology. Alumni of Harvard University and Columbia University. Leader and business practitioner with 30 years of experience in banking, telecommunications and digital business. For the last 16 years he has been running Raiffeisen Bank Polska as President & CEO. Certified Mentor (EMCC).

### 13. Prof. Krzysztof Obłój (Poland), Przemysław Powalacz (Poland)

Affiliation: Kozminski Business School in Warsaw, Geberit Poland

Paper title: ***Ignoring the past: how missing a right anchoring can harm leadership mission?***

**Abstract:** Numerous theories and guidelines for managers and leaders embrace a future-focused orientation. What is gone is gone, the key is to predict as accurately as possible upcoming occurrences and emerging trends. But concentrating all intellectual efforts on future without a proper retrospection and understanding the past of the organization often results in leadership failure. Just by ignoring legacy of the past in two fundamental dimensions: organizational culture foundation and historical strategic decisions' outcome.

**Bio:** *Krzysztof Obłój:* He is a distinguished professor of Strategic and International Management. He holds chairs of Strategic Management departments at Kozminski University and School of Management of University of Warsaw. He has regularly taught at Bodo Graduate School of Management in Norway, ESCP-EAP in Paris, Henley Management College in UK, and Bled School of Management in Slovenia. He published several books in the US ("Management Systems", 1993; "Winning: Continuous Improvement Theory in High Performance Organizations", 1995, "Passion and discipline of strategy", 2010) and coauthored a few in Europe. He has published articles in scholarly journals like Entrepreneurship: Theory and Practice, Journal of Management Studies, International Small Business Journal, Business History, European Journal of International Management, European Management Journal, Industrial&Environmental Crisis Quarterly, Cybernetics and Systems: An International Journal, PostCommunist Economies, Journal of East West Management and several Polish journals. He was advisor to Polish President B Komorowski during 2013-2016.

**Bio:** *Przemysław Powalacz:* Since 2015 Managing Director & President of Geberit Poland. 2008 -2015 Managing Director & President of Sanitec Koło and Senior Vice President of Sanitec Group, responsible for the CEE region, Russia and Ukraine. 2004-2008 – responsible for marketing and sales in the CEE region as Sanitec Koło executive board member. He began his career in 1997 in marketing services and consulting sector, initially in Poland, then in Germany. Member of supervisory board at OTCF S.A (owner of 4F brand). Member of the Advisory Board of Krakow School of Business, at University of Economics in Krakow. Mentor at Leadership Academy for Education Leaders. He conducts individual mentoring practices in the area of leadership, strategy and management. Lecturer at SWPS University and at Krakow School of Business (Executive MBA) . Board Member of Polish-Swiss Chamber of Commerce. Member of Program Council of Open Eyes Economy Summit. Graduate of SGH Warsaw School of Economics and MBA programme of the University of Warsaw & University of Illinois. He also completed several executive education programmes at INSEAD, London Business School, HEC, Harvard Business School and Columbia Business School.



#### 14. Dr Marta Żerkowska-Balas (Poland)

Affiliation: SWPS University in Warsaw, Institute of Social Sciences

Paper title: *The Revolt of the Masses - political opinion leadership in digital era*

**Abstract:** One of key aspects of contemporary political debate is the source of people's political beliefs and opinions which are translated into political participation. Some emphasize the important role of political leaders, stating that opinions and beliefs are shaped by political elites through media (Zaller 1992). Others claim that political leaders have failed - the masses hate elites, hence they turn to the vague impressions of other people just like themselves (Achen, Bartels 2016). As one of the key responsibilities of political leader is the ability to win supporters, the above described phenomena should be reflected in relation between parties and partisans. The failure of political opinion leadership of party leaders or part members should negatively influence the emotional attitude and the loyalty towards political parties, as well as change determinants of vote choice. The main objective of the present paper is empirical verification of the hypotheses related to opinion-forming role of elites and masses in Polish political context with both quantitative and qualitative data.

**Bio:** Sociologist, political scientist, adjunct at the Department of Management and Institute for Social Science University of Social Sciences and Humanities in Warsaw. Her research interests focus on empirical study of electoral behaviour, with special focus on young voters, relations between citizens and political parties and issues related to theory and practice of democracy.

#### 15. Dr Marcin Jacoby (Poland)

Affiliation: SWPS University in Warsaw, Department of Asian Studies

Paper title: *Failed Political Leadership in Ancient China: Lu Buwei and the First Emperor of Qin*

**Abstract:** The paper discusses "Lushi Chunqiu" – an ancient Chinese compendium of political and ethical thought, created c. 241 BC by a group of scholars under the guidance of Lu Buwei, for the purpose of educating the young king of Qin. The king, however, did not become a sage leader as Lu intended, but a feared despot, establishing the first Chinese Empire through the use of brute force and ruthless policies. Lu's educational incentive seemed to have failed. The First Emperor of Qin, despite his personal accomplishments and limitless power, in the end also became a failed leader, as the empire he created toppled just 4 years after his death. "Lushi Chunqiu" is thus a failed attempt at creating a sage political leader, while the First Emperor, ignoring Lu's teaching, failed in his capacity to create a stable, lasting empire.

**Bio:** Sinologist (Ph.D. from the University of Warsaw, 2008), translator and interpreter, cultural manager. From March 2017 Director for International Relations at the SWPS University of Social Sciences and Humanities, and assistant professor at the Department of Asian Studies. Between 2008–2017 Manager of the Asia Programme at the Adam Mickiewicz Institute, and assistant professor at the Sinology Department, Faculty of Oriental Studies, University of Warsaw. Between 2002-2008 worked at the Oriental Art Department of the National Museum in Warsaw. Specialises in Chinese pre-imperial literature and thought, and Chinese art theory. Author of translations from Chinese classical literature, numerous scholarly and general-reader publications, organiser of over 500 cultural events in Poland and Asia (including large-scale art exhibitions, theatre performances and concerts). Member of editorial board of the “Azja-Pacyfik” yearly, member of the Polish Institute of World Art Studies.

### **16. Rostislav Benak (Czech Republic)**

Affiliation: Assessment System

Paper title: ***Leadership Derailing and Failures: Where Central Europe & World Matches or Differs***

**Abstract:** A well-researched psychological roots and taxonomy of leadership derailing will be introduced and afterwards the data-based trends and national differences between our “new EU countries” (CE/EE) versus developed economies will be presented and debriefed.

**Bio:** Psychologist (Charles University), manager (University of Economics), top executive coach since 1999. Delivered leadership development programs in over 25 countries. Founder of Assessment Systems, human capital advisory company in 10 countries.

### **17. Joanna Meyer (Germany)**

Affiliation: StepIntoLife - Mindful Leadership Consulting, Germany

Paper title: ***Risk Management Systems' Blindness to Leadership Failures***

**Abstract:** Enterprise Risk Management is a purely task oriented approach aiming to preserve shareholders value. Leaders' behaviour and character traits, the actual basis for the task execution, are barely part of the concept even if they cause the failure. Examples: Leader's hubris at Volkswagen; Dr Tania Singer: bullying empathy expert; Leaders' craving for the absolute power: the Bayer-Monsanto merger. In none of these cases the corrupted character of the leader in power had been identified as a risk. Leaders' failure requires a new human perspective on the organisations.

**Bio:** She spent 16 years in Internal Audit, Risk Management and Compliance working for international corporations and leading projects and teams. Today, as a co-founder of Natural

Leader Academy and certified HeartMath Coach she advises leaders on mindfulness, Emotional and Somatic Intelligence for more fulfilment and success.

### **18. Dr Agnieszka Bógdał-Brzezińska (Poland)**

Affiliation: University of Warsaw, Institute of International Relation

Paper title: ***The collapse of the idea of socio-political reforms of the Emperor Joseph II of Austria (1780-1790) - psychological and political consequences***

**Abstract:** The paper is devoted to the circumstances of the fall of the idea of socio-political reforms created by emperor Joseph II of Austria (1780-1790) and an analysis of the political decisions made by this ruler. The main thesis of the presentation is that health, personality, as well as the perception of reality have an extremely strong influence on political decisions and the effectiveness of the leadership of statesmen in the past, as in the present. The paper serves to answer the following research questions: What is the impact of the process of making wrong decisions on the health of the decision maker? What is the effects of wrong decision-making processes; How can the impact of misperception of political sphere be reflected in the future of leader?

**Bio:** Ph.D. in Political Science Assistant Professor; Institute of International Relations University of Warsaw. Interest: History of international relations; Decision-making processes in international relations; Influence of ICT on international relations (legal, social and political aspects); Biopolitics, neurocognitive science in decision-making processes; Theory of international relations, especially post-positivist approach.

### **19. Michał Kaźmierski (Poland)**

Affiliation: Gilead, Poland

Paper title: ***Influence of „Folwark Culture” archetype on contemporary management styles and behaviors of Polish managers***

**Abstract:** Quality of leadership is directly linked with individual and organizational performance. For example Gallup research points out that managers account for “70 percent of the variance in employee engagement scores.” Leaders that are micromanaging, withholding information or supporting “blame culture” can undermine trust and cause employees to become disengaged. There is substantial amount of research data pointing at differences in the managers’ management styles and work relations in Polish companies that may raise concerns with regards to traits mentioned above. Compared to their international peers Polish managers's leadership style seems to rely strongly on paternalistic, meritocratic approach build on knowledge rather than on "social" skills. The culture prevailing in Polish organization's is often referred to as the "Folwark Culture" – the phenomenon, according to some scholars, dating back as much as to the XV century where Europe started to divide into “modern West” with nascent capitalism and “conservative East” who's large serfdom-based

feudal farms (called "folwark") served as food supply base for developing West. The paper's aims are twofold. First, to identify the most important discrepancies in leadership behaviors between Polish managers and their international peers - here datasets containing survey data collected by public institutions and executive search companies are analyzed. Second, to attempt to answer the question around the origin and cultural and biological mechanisms that may serve as a basis for their development and persistence over time - here data from the European Values Survey (EVS) and the works of Hofstede (cultural dimensions) are considered. Additionally the paper presents results of own research conducted among Polish managers working in multinational companies that intended to verify if long time exposure to "Western" organizational culture, management concepts and styles can overcome the legacy of "Folwark Culture".

**Bio:** He is manager, organizational consultant and lecturer. Graduated as a Medical Doctor from Poznań University of Medical Sciences. Holds Executive Master degree in Consulting and Coaching for Change (INSEAD, Fontainebleau). Brings over 20 years of business experience – held roles of increasing responsibility and scope at Merck (US), Amgen, General Electric and Gilead Sciences. Lecturer and trainer at the Academy of Leadership Psychology at Warsaw University of Technology Business School, faculty member of Management and Leadership course at the University of Social Sciences and Humanities in Warsaw.

## **20. Kazimierz Żurek, Arkadiusz Grochala (Poland)**

Affiliation: 4Results, Poland

Paper title: ***How not to fail in managing young employees? 4Results survey results***

**Abstract:** The survey was accomplished by 557 managers from various industries. We asked them about the key challenges in managing people under 30 years old. The results clearly show that today's managers fear that young employees would decide to leave the company soon, because they are not attached to the organization. According to managers, key challenge is the ease of boredom and little patience of young people. The solution can be to find them interesting tasks and use modern forms of communication.

**Bio:** *Kazimierz Żurek* – Marketing Manager/Research manager in 4Results company. 12 years of professional experience as an author of business text, copywriter, brand manager, research project coordinator. He graduated from the Faculty of Psychology and Faculty of Polish Literature at the University of Warsaw. Graduate of the School of Market Researchers organized by Polish Association of Public Opinion and Marketing Research. Co-author of scientific publication "Entrepreneurship and Protestant Work Ethic".

**Bio:** *Arkadiusz Grochala* – Director and Trainer in 4Results. For over 20 years, he has been associated with the area of management of organizations, "soft" HR and corporate communication. In the area of corporate communication, he specializes in communication of change and Employer Branding strategies. He is a graduate of the Warsaw Medical

University, he also completed Human Resources Management at the Academy of Leon Koźmiński, Public Relations at the Warsaw School of Economics, the London School of Public Relations and the School of Business Trainers TROP. He is a lecturer at the Academy of Leon Koźmiński.

### **21. Dr Vartika Dutta (India)**

Affiliation: Goa Institute of Management, India

Paper title: ***Failed Leadership in Education: Evidence from Select Indian Secondary Schools***

Abstract: Education is the backbone of any economy and a primary indicator of a nation's progress. School systems are organizations that feature various stakeholders that include principals, teachers, students, parents and community members who function interdependently to achieve a common goal. The challenge posed by the target of universal access to quality education is changing the landscape of educational accountability. In these times of heightened concern for schooling outcomes, educational leadership remains a key strategic issue. Wide variations in student outcomes have been reported even with the same level of inputs and school environment (Carron et al., 1998; Michael and Mourshed, 2007). Clearly, improvement in teaching and learning is strongly influenced by the quality of school leadership. The need of the hour is a localized study to see the real effect of school leadership on student outcomes. It is imperative upon us to find the factors which clearly define the success or failure of school leadership. The manifold local complexities faced by the schools today definitely warrant for consideration of crucial contextual factors necessary for a healthy and conducive learning environment.

**Bio:** She is an Assistant Professor in the area of Organisational Behaviour and Human Resource at Goa Institute of Management. She completed her PhD in management from Indian Institute of Technology Kharagpur. Her thesis was on school reform that focused on organisational behaviour in education. She has taught courses in the area of organisational behaviour, leadership, managing talent in organisations and HR management. Her research interests are in the domain of organisational behaviour, educational leadership, virtual learning environments and social data analysis. She comes with rich experience in training, research and consulting and has held major positions in the training and development vertical of reputed financial and skill development firms. Vartika also holds a Master's degree in Political Science and a Post Graduate Diploma in Business Management. She has research publications in refereed international journals and has presented her work in several national and international conferences. She has also conducted numerous management development programs and workshops for the working executives in the area of leadership, communication, managing and retaining talent in turbulent times.

## 22. Dr Gil Bozer (Israel)

Affiliation: Sapir Academic College Shderot, Israel

Paper title: ***Leadership under fire: to be or not to be***

**Abstract:** This case study is based on a true heroic rescue operation that took place in a combat zone during the Second Lebanon War, on June 20, 2006. Lieutenant Colonel Avner Balkany, an experienced pilot of a Black-Hawk search and rescue helicopter, and his search and rescue team were called on to evacuate a wounded IDF soldier. A mission that appeared to be relatively safe and simple, soon turned into a complex and dangerous under-fire rescue operation, almost "mission impossible". This case highlights bright and dark aspects and dilemmas of in extremis leadership. For examples, to what length should a leader go to transform followers' attitudes and aspirations to achieve a collective goal? To what extent should a leader risk the lives of a team to accomplish a mission? What are the risks and dark consequences of in extremis leadership? Do the considerations change when a mission is about saving lives? This is a crucial time and test for leadership. The leadership principles and characteristics manifested by Balkany and his team are timely and can be applied in various organizational levels and settings: on the production floor, in the various functional departments, in the boardroom, and in the military. While this case occurred in extreme conditions, the relationships revealed and dilemmas that arose, can and most often do, assist our thinking about the leadership process and relationships within different contexts and settings. In an uncertain competitive world, every team leader is required to make fast decisions on the basis of often inaccurate, unavailable, or equivocal information. **KEYWORDS:** Authentic Leadership, Ethical Leadership, In Extremis Leadership, Military.

**Bio:** He is a workplace coaching researcher, senior lecturer, and consultant. Gil's areas of expertise include workplace coaching, leadership, talent development, and executive succession. Gil is on the faculty at Sapir Academic College, Israel. Gil had taught in executive education, MBA, DBA, Ph.D., and corporate training programs. He has presented at many international conferences and published in a variety of academic and practitioner journals and books.

## 23. Dr Katarzyna Adamiak (Poland)

Affiliation: University of Ecology and Management in Warsaw

Paper title: ***The role of leadership in coopetition***

**Abstract:** How to create leadership style? This is key question, special in untypical organizations like clusters. From 2009 in Poland clusters developed very dynamic. At the best time in Poland existed more than 300 clusters, but a lot of this organizations have fallen. Very important question is what kind of impact is between failure clusters and

leadership style. Author would like to analyze how failed leadership influences on development and condition in polish clusters.

**Bio:** She is vice dean of Faculty of Engineering and Management in University of Ecology and Management in Warsaw. She had 10 years experiences in business – management and marketing. She graduated with M.A. degree and doctoral degree in Management from the Warsaw School of Economics in Warsaw. From 2018 she is expert in Business Centre Club. Her research fields are cooperation, coopetition special clusters and strategic alliances.

#### **24. Mateusz Trawiński (Poland)**

Affiliation: CentroPolis S.A, Poland

Paper title: ***Rules of engagement. Failed leadership and (past and future) financial crisis***

**Abstract:** Rules of engagement steams from military. This metaphor is used to describe leadership styles in Bear Stearns – leading investment bank that collapsed in 2008 and triggered financial crisis. In this paper we analyse to what extent corporate mechanisms that should keep C-level managers engaged in company business generate failed leadership and strengthen inefficient decision-making processes.

**Bio:** Deputy CEO at CentroPolis S.A. - leading public sector consulting company. His professional experience consists of either private or public sector projects. During his PhD studies he investigated social causes of financial crisis of 2008. Author of several scientific papers on management, sociological and discourse theory. Alumni of first edition of PFR School of Pioneers.

#### **25. Krzysztof Tarka (Poland)**

Affiliation: TES Change/Tarka Executive`s

Paper title: ***Under pressure. Technologies, networks, youth. Polish leaders failing to stay in control***

**Abstract:** Polish leaders are charismatic. They are individualistic. They hardly listen to advice. Those characteristics made THEM effective during Polish market and social transition. And THEY followed this path of success during the dotcom and latest global financial crisis. In both, we as Poland, did pretty good in comparison to other economies. Now, our leaders are starting to fail. They are exhausted. They have created meagre work environment. They reject youths. Why is that? THEIR management pattern is inadequate to world around us: new technologies, new networks, and new youths.

**Bio:** Managing Partner at TES CHANGE (TARKA EXECUTIVE`S). The author of concepts, methodologies and tools underpinning TES executive research. In his speech he builds on 25-year experience in top leadership, organisational, and human resources diagnosis, advisory, and development.

## 26. Wojciech Koć (Poland)

Affiliation: SWPS University, Management and Leadership Programme

Paper title: ***Leadership and spirituality - looking for new ways to break paradigm***

**Abstract:** "Progress in science is not a simple line leading to the truth" Thomas Kuhn. The leader, like any other complex organism, can "break" from time to time. He goes through crises, falls, rises and fights. Modern science and psychology support him in these difficult times. Despite such extensive knowledge in the field of psychology and easily accessible specialists and therapists, depression affects more and more leaders and managers. Enchanted by the materialistic, mechanistic concept of humanity, we do not see its other dimension. Time to change the paradigm.

**Bio:** Entrepreneur and manager with over thirty years of experience. Currently a second-year student of Management and Leadership at the SWPS University. A traveler, photographer and spiritual practitioner. In his academic work, he is interested in studying the dependencies and influences of the spiritual dimension of a leaders' personality on the decision-making processes.

## 27. Michał Kobosko (Poland)

Affiliation: SWPS University, Management and Leadership Programme

Paper title: ***Who screwed up Brexit ?***

**Abstract:** It all started with David Cameron's decision to call a national EU referendum in 2016. The slight majority gave a green to the idea of UK leaving the bloc. Easier said than done. The project turned to become a combination of an endless soap opera and the political drama. The leading actors represent all drawbacks of the modern political class: the lack of vision and charisma. The arrogance and short-termism. The inability to build coalitions. It is worth analyzing who did what adding to the Brexit drama.

**Bio:** Senior Advisor and Country Representative at the Atlantic Council of the United States. Veteran journalist and media manager. Former Editor-in-Chief of "Forbes", "Newsweek Polska", "Dziennik Gazeta Prawna", "WPROST" and the Polish edition of Project Syndicate, a global opinion website. He is a member of the board of Junior Achievement Foundation, president of the board of Leopoldus for Future Foundation. Runs his own political TV show at Wirtualna Polska.

## 28. Jan Gargul (Poland)

Affiliation: SWPS University, Management and Leadership Programme

Paper title: ***Toxic leaders: the way they operate and impact***



**Abstract:** This report is mainly focused on describing the phenomenon of toxic leadership. I clarify the process, by which leaders considered as toxic are influencing the people around them. In the second part of my paper I'm trying to outline the effects caused by this type of managing. In the following analysis conclusions are based on published reports, studies and books written on the topic.

**Bio:** He is a first year student in SWPS University Management and Leadership course. While still exploring the university's area, he's in the same time working for one of the worlds' biggest FinTech companies as a Consultant in part of Professional Services.

### **29. Bohdana Sybikowska (Poland)**

Affiliation: University of Warsaw, American Studies Center

Paper title: ***Woodrow Wilson's Failed leadership in the League of Nations issue***

**Abstract:** The First World War was one of the most destructive and devastating conflicts in the history of mankind. The consequences of this hard-fought and ferocious war were not only significant losses among the population and changes in the world economy, but also a revision of the world order, which had been formed after the Napoleonic wars. The compelling need for the new regulation of the post-war international relations has become the predominant reason for the establishing the organization that will readjust security issues on the global level. The 28th U.S. president, Woodrow Wilson was the one to propose an idea of creating an international body that could indeed make a practical contribution to the regulation and institutionalization of the security in international relations. The League of Nations was established as a main guarantor of the post-war world order and international peace. However, Woodrow Wilson's failure to advance his vision of the U.S. foreign policy and promote the involvement of the United States with the League subsequently had tremendous consequences for the history of the 21st century. This article attempts to analyze the factors behind the failure on the basis of the concept proposed by James Barber.

**Bio:** She is a Ph.D. student in security studies at the University of Warsaw and a student of the Master's program in American Studies. Her research interest is primarily concentrated on collective security system, the institutionalization of security and the United Nations reform. Prior to completing her Master's program in international relations, she won the award for the best research of the year and managed to organize numerous conferences on international security. Her commitment to the organization of Warsaw Security Forum 2017 was recognized by the Organizing Committee. She currently is a member of the project «Young European Ambassadors in the Eastern Partnership region», which is funded by the European Union, and is mainly interested in evolving democracies in the region.