



Call for Papers for a Special Issue
“Leadership in special contexts”
Submission deadline: January 31, 2023

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BACKGROUND

Context is one of the three vertices of the leadership triangle (along with leaders and followers) (Bass, 2008). It is expected to influence these other elements, as well as the overall leadership process and its outcomes, given that, as Fiedler (1978) recognized, “leadership does not occur in a vacuum.” Exploring the influence of different contexts in leadership as sparked only intermittent interest (Oc, 2018), with different research questions remaining open (Gardner et al., 2020). However, the increasingly complex, uncertain, and dynamic environment, which is giving birth to a “new normal” (El-Erian, 2010), emphasizes the relevance of context (Ahlstrom et al., 2020) for leadership research.

This special issue will examine leadership in special contexts, defined as those that require organizations to make sense of an emerging reality and/or exert specific forms of contextual agency. We will focus on two types of special contexts: *emerging contexts* and *crisis contexts*, which coexist and coevolve in this new normal, as highlighted by the Covid-19 pandemic (Madhock, 2021).

Changes that are “economic, demographic, socio-political, and technological” (Ahlstrom et al., 2020, p. 414) are driving the creation of new, emerging contexts that, in turn, support new models of relationships and organizations (e.g., digital platform-based sharing economy companies, organizations with new structural shapes) and push companies to face new scenarios and challenges. Following Hannah et al. (2009, p. 899), we consider a crisis context as one “in which crisis episodes (i.e., crises) are likely to occur,” with “events that are perceived by leaders and organizational stakeholders as unexpected, highly salient, and potentially disruptive” (Bavik et al, 2021, p. 2).

Therefore, based on this background, we invite scholars to elaborate new theories that are well-suited for studying the role of *emerging* and *crisis contexts* in leadership processes and outcomes and to examine methodological and empirical approaches that can redefine leadership research.

Possible research topics include, without being limited to, the following:

- **Leadership in emerging contexts:**
 - Are new technologies and digital contexts challenging our conception of leadership?
 - What distinctive skills should leaders have to succeed in new models of organizations?
 - Will artificial intelligence and deep learning lead to new challenges for leaders? If so, what will these new challenges be?
 - Which structures best promote teamwork in teams comprising humans and intelligent machines? What aspects of leadership are leaders willing to share with intelligent machines?
 - How can leaders resolve conflicts, motivate team members, and develop cohesion, trust, and affective ties among organizational members across distance or through teleworking?
 - Is the hierarchical leadership-team performance association weaker in technological or virtual contexts?
 - Does the effect of gender stereotypes on leadership prevail in digital or other organizational types or in novel organizations?
 - Does leadership influence the subjective well-being of members of new organizational models?
 - Does social media engagement impact strategic leaders' supervisory processes?
 - Are multileader team configurations more effective than individual leadership in emerging contexts? Is collective leadership (paradoxically) most needed where it is most difficult to achieve?

- **Leadership in crisis contexts:**
 - Are extra-leadership skills required to manage an organization in crisis contexts? If so, what are they?
 - Do women have singular skills enabling them to lead in crisis contexts?
 - How do other groups underrepresented in higher management (e.g., people with mental health problems, LGBT) handle extreme situations? What is the role of heterogeneity (i.e., the diversity of individual experience) in these situations?
 - What personal traits give leaders the ability to lead in times of fracture and fear?
 - Is shared leadership in crisis contexts associated with better performance more than nominal leadership? If so, is this association influenced by the diversity of leaders (e.g., gender, backgrounds, personal traits)?
 - Which type of leadership (shared or individual) leads to more entrepreneurial, innovative, and/or creative organizations in crisis contexts?
 - Is the influence of leadership on the subjective well-being of organizational members higher in crisis contexts? If so, why?
 - How do individual and environmental factors moderate the relationship between leadership and stress?

SUBMISSION PROCESS AND DEADLINES

- The deadline for paper submission is January 31, 2023.
- Completed papers should be submitted online at <https://mc.manuscriptcentral.com/brq>.
- Please follow the manuscript submission guidelines for *BRQ Business Research Quarterly* at: <https://journals.sagepub.com/author-instructions/BRQ>.
- Papers will be reviewed according to the *BRQ* double-blind review process.

- Publication of the Special Issue is scheduled for the spring of 2024 (tentative).
- We welcome informal enquiries on proposed topics and potential fit with Special Issue objectives. Please direct questions to the Guest Editors:
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SPECIAL MANUSCRIPT DEVELOPMENT WORKSHOP

To provide opportunities for authors to develop their manuscripts, the guest editors are planning to hold a workshop in Mérida (Spain) in the spring of 2023 (details will be provided at a later date). Authors who are invited to revise and resubmit a manuscript will be invited to attend this workshop. Please note that participation in the workshop does not guarantee acceptance of the paper nor is it a prerequisite for publication.

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