



## **Focus Business & Economics**

<b>Project</b>	<b>Responsible leadership in an era of globalization</b>
<b>Project Leader</b>	Moritz Patzer, Christian Voegtlin, Andreas Georg Scherer
<b>Background</b>	The research project differentiates two areas of interest that call for a changing understanding of leadership and an extended responsibility of leaders in organizations. (1) From a normative point of view, authors convincingly call for an extended (political) responsibility of organizations. This in turn implies a call for an extended responsibility of the central actors in organizations, the leaders. The extended responsibilities include e.g. securing working conditions, avoiding human rights violations, or preventing environmental damages. (2) The descriptive reality shows that business leaders in recent crises did not always live up to their responsibility. It can be seen, for instance, that non-responsible leadership conduct has lead to the violation of human rights in third world countries.
<b>Research Objective</b>	The aim of the research project is to develop an understanding of leadership that (1) from a normative perspective enables leaders to act in a (morally) good sense by guiding them in establishing generally accepted norms and values through dialogue with all affected constituencies and (2) can be operationalized, thus enabling a descriptive access to the phenomena of (responsible) leadership. Among other things, we want to answer the question: How can leaders secure human rights in a globalized world?
<b>Approach</b>	The theoretical part of the research project addresses the new challenges for leaders in the era of globalization. From there on we deduct a conceptual understanding of responsible leadership. In the following empirical part a responsible leadership scale will be validated.
<b>Results</b>	An extended conceptualization of (responsible) leadership based on discursive conflict resolution and deliberative practices is able to address the new challenges of globalization.
<b>Publications</b>	<p>Patzer, M. <i>Führung und ihre Verantwortung und den Bedingungen der Globalisierung</i>, 2009 forthcoming.</p> <p>Voegtlin, C. Responsible Leadership as Presupposition of Successful Stakeholder Management. <i>Paper presented at the Academy of Management Meeting</i>, Chicago 2009.</p> <p>Voegtlin, C. &amp; Patzer, M. Responsible Leadership: A Research Agenda. <i>Paper presented the EGOS Conference</i>, Barcelona 2009.</p> <p>Voegtlin, C. Towards a Descriptive Model of Responsible Leadership. <i>Paper presented at the EGOS Conference</i>, Amsterdam 2008.</p>