

Mini-Conference on Leadership and Sustainability in the Workplace**28th-30th of April, 2027****NEOMA Business School Reims****5th anniversary edition**

NEOMA Business School, Reims campus will be hosting an "in-person only" three-day Mini-Conference on Leadership and Sustainability in the Workplace.

Information about the topic

The topic of our 5th anniversary leadership mini-conference is **Leadership and Sustainability in the Workplace**. We define sustainability broadly based on the United Nations' Sustainable Development Goals (United Nations, 2015), in particular good health and wellbeing, quality education, gender equality, decent work and economic growth, reduced inequalities, climate action, and peace, justice and strong institutions. Achieving these goals poses leadership challenges for leaders on different levels of the organisational hierarchy as well as followers' leadership relevant actions.

Many of these goals are realised, or undermined, in everyday interactions between leaders and their teams. Leaders influence whether employees act in an environmentally sustainable way at work, through their own behaviour, and the context they create for their teams (Zacher et al., 2023, 2024). Leaders can be a valuable asset or a significant risk to their employees' well-being: positive leadership is linked to increased work engagement and reduced burnout, while negative leadership exhibits the opposite trend (Pletzer et al., 2024). Importantly, neither leadership nor well-being is static. Leadership, including shared leadership among team members, fluctuates from day to day and is linked to collective well-being over time (Klasmeier & Lehmann-Willenbrock, 2024). This highlights the need for a consideration of what makes leadership and the well-being of those involved sustainable.

Workplace sustainability also encompasses the social and ethical aspects of organizational life that are closely related to leadership. Demographic changes and ageing workforce raise questions about whether employees can stay healthy, motivated, and employable throughout their working lives and how leaders can help them achieve this (Zacher, 2015). Gender and ethnic equality remains a pressing issue in terms of diverse representation in leadership positions (Goryunova & Madsen, 2024; Zhang et al., 2025), as well as in the ongoing debate about the "business case" for gender equality (Pletzer et al., 2015). Additionally, there are challenges that female and minority leaders face in their interactions with their teams (Preston et al., 2024; Van Gils et al., 2018). The quality of the employment relationship is also crucial for decent work. This includes whether organisations honour their commitments to employees, how employees respond to job insecurity (Costa & Neves, 2017; Coyle-Shapiro et al., 2019), and how leaders can influence organization-employee relations. Finally, strong and just institutions require ethical leadership; however, the impact of ethical and unethical leadership is not uniform and may be shaped by followers themselves (Kim et al., 2024; Van Gils et al., 2015).

In sum, achieving sustainability goals poses challenges for leaders at different levels of the organizational hierarchy. It also highlights the active role of followers, whose leadership-relevant actions can either foster or hinder sustainability. With this broad framework, our aim is to bring together scholars from various fields of leadership and followership research, and stimulate discussion on how leadership can contribute to sustainable workplaces for people, organizations, and society.

Mini-Conference Format

We invite scholars interested in the topic to submit their abstracts via the link provided below. Please note that the event is in-person only.

In addition to the oral presentations, there will be 2 keynote speakers and 2 invited guests, presenting their work and helping with the development of the selected papers. The mini-conference will be kicked off with a methodological workshop by Kai Klasmeier (Federal Institute for Occupational Safety and Health, Germany). Additionally, a panel discussion will take place guided by Irena Hempel (Catalyse, UK) and Kai Klasmeier (Federal Institute for Occupational Safety and Health, Germany), focusing on the advantages and disadvantages of different types of data collection methods.

Keynote speakers

- **Hannes Zacher - Leipzig University, Germany**
- **Suzanne van Gils - BI Norwegian Business School, Norway**

Invited guests

- **Jan Pletzer - Erasmus University Rotterdam, the Netherlands**
- **Sandra Costa - Instituto Universitário de Lisboa, Portugal**

Method workshop

- There will be a method workshop held by Kai Klasmeier to kick off the mini-conference on Wednesday 28th April 2027 on Leadership Temporal Dynamics.

Call for papers

We are inviting papers based on empirical and theoretical studies on leadership and followership (broadly defined) that are related to the mini-conference theme “Leadership and Sustainability in the Workplace” including such topics as how to lead through environmental change and crisis, leader and follower (sustained) wellbeing, aging workforces, diversity and equality, and humanity (versus AI) at work. We also welcome contributions related to emerging trends – such as shifting information access, human-AI collaboration, and shifting societal expectations – and how they reshape the demands placed on leaders and influence how leadership potential is measured, identified, developed, and enacted. The choice of papers for the presentations will be based on submitted extended abstracts in a structure including the following sections a) Purpose, b) Design/methodology/approach, c) Findings, d) Originality/Contributions. Presentations will be selected based on the quality of the submission by a committee (members of the organization team, the keynote speakers, and the invited guests). Applicants will be prioritized for seats if their submissions were not selected for presentations.

Submissions

The event will take place on 28-30 April 2027, in Reims, France.

Interested participants must submit an abstract by **January 20st, 2027** via the following link:

https://neoma.eu.qualtrics.com/jfe/form/SV_41SCD0LoluJD9Xw

The abstract should be of no more than 1,000 words (including references). Authors will be notified of acceptance or otherwise by February 16th 2027.

Additionally, the participants can submit a working paper version of their abstract (voluntary) by March 22nd, 2027.

Please note that the regular participation fee is 150 euros and 100 euros for students. Paper presenters and participants will need to cover their travel and accommodation. For any questions about the event, please contact the organizers Prof. Urszula Lagowska (urszula.lagowska@neoma-bs.fr), Professor Birgit Schyns (birgit.schyns@neoma-bs.fr), or Prof. Iris K. Gauglitz (iris.gauglitz@neoma-bs.fr).

Program:

28 th April	29 th April	30 th April
	9.00 to 10.15 Keynote	9.00 to 10.15 Keynote
	10.15 to 10.30 Coffee break	10.15 to 10.30 Coffee break
	10.30 to 12.30 Sessions	10.30 to 12.30 Sessions
	12.30 to 14.00 Lunch	12.30 to 14.00 Lunch
14.00-16.15 Welcome and Method workshop	14.00 to 16.00 Sessions	14.00 to 16.00 Sessions and closing
	16.00 to 16.15 Coffee break	
17.00 Champagne house visit	16.15 to 17.15 Data collection panel discussion	
19.00 Welcome dinner		