

Photo: Mariano Cecowski, Cueva de las Manos (Cave of the Hands), Río Pinturas, Argentina, c. 7,300 BC

EMPOWERING THE INTANGIBLE

exploring, feeling and expressing through the arts

The 8th Art of Management & Organization Conference 1 - 4 September 2016
hosted by IEDC-Bled School of Management, Postgraduate Studies, Slovenia
www.artofmanagement.org/bled-slovenia-2016



AoMO 2016

Conference Programme

Hosted by IEDC, Bled School of Management, Slovenia

Convened by Jenna Ward

aomo2016@gmail.com

EMPOWERING THE INTANGIBLE

1st -4th September 2016 The 8th Art of Management & Organization Conference

**Empowering the Intangible:
Exploring, Feeling and Expressing Through the Arts**

8th Art of Management & Organization Conference

IEDC-Bled School of Management, Slovenia, 1-4 September 2016

In the spirit of exploration, play, creativity and critique, the 2016 Art of Management and Organization conference highlights the intangible aspects of organizational life. Proliferating our academic and professional discourses are calls to recognize, engage and empower the intangible aspects of organizational life – the felt, sensory and emotional aspects that so often go under the radar. Like the medieval court jester that could speak of things courtiers could not, the conference theme “Empowering the intangible” seeks out novel ways of exploring, feeling and expressing management and organization through the arts.

Building on the work of the 2012 Creativity & Critique theme in York and the 2014 Creativity and Design theme in Copenhagen, the 2016 conference embraces the arts and aesthetics as critical design elements – as inquiry, methodology, development resources, etc. – to explore, feel and express the felt, sensory and emotional aspects of management, leadership and daily organizational life. The 2016 Art of Management & Organization Conference sees over 150 delegates from around the world coming together to explore, feel and express what it means to empower the intangible through the arts in the form of conference paper presentations, interactive workshops, community art projects, films, installations and performances. Where else would you find such an open, critically creative approach to business and management studies?

For more information about the Art of Management & Organization conference and other activities including the journal Organizational Aesthetics please see our web site and Facebook page www.facebook.com/ArtofManagementandOrganization



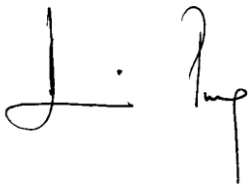
Welcome

It is my pleasure to welcome you to the IEDC-Bled School of Management - a global leader in arts-based management education.

Our school is designed as an art gallery, a place for reflection, creativity and innovation. Musicians, poets and philosophers, film directors, actors, and architects have become well acquainted with our classrooms, because we believe in the power of art, as a tool for reflection, inspiration, and for change management. There is no change without a strong emotional engagement or, as Edgar Schein says: "Art is helping us to see more, to hear more, to feel more. Art is shocking, provoking and inspiring".

At the IEDC-Bled School of Management, we have spent the last 20 years introducing our students to the arts, along with sustainable development and ethics. These are also the three pillars of the school's philosophy. Since the very beginning, we developed a robust research agenda around the arts, bringing together faculty and PhD students to explore arts-based pedagogy, learning processes and the long-term impacts of artistic business learning. This year we celebrate the 30th anniversary of IEDC-Bled School of Management and we are very proud to host the Art of Management and Organization Conference in the frame of this celebration.

I wish you all an inspiring, beautiful and impactful conference!

A handwritten signature in black ink, appearing to read 'J. Zup'.

Events & Highlights

Miha Pogačnik

Miha Pogačnik is a visionary, a violinist and an exceptional virtuoso, both on the musical stage as well as on the management platform. He is the creative force behind cultural and diplomatic missions; his music is the medium for his thoughts and his vision development. Miha is actively engaged in cultural, business and political spheres as well as academia and civil society. His visions had led him to explore influence of formative principles of Art on evolution of society. It is his practical insight that creative environments need to be developed. On a raised resonance platform Art forces attract, “compose” and bind together different social fields. His method of interdisciplinary transfer from musical masterpieces to leadership and cultural development, inspiring scores of global companies such as Shell, Novartis, ING, Porsche, Nike and Microsoft, leading business schools, UN agencies and gatherings like Alpbach and the World Economic Forum. When on stage, his audiences experience the power of classical music on organizational transformation and his exceptional capacity to provoke “thinking out of the box”. Through his genius and deep insight into human existence, Pogačnik’s methodology builds on powerful synergies between intellect and emotion as a crucial factor for true leadership and innovation.

On Thursday evening, in the beautiful surroundings of the town of Radovljica, you will be seated among the Terra Parzival Symphony Orchestra (conducted by Dominik Hormuth) to experience the process and performance of Beethoven Violin Concerto Op 61. Through his method of “performance disruption”, Miha will guide you through the “musical architecture of feelings”, exploring a unique learning environment for leadership development. Through this process of musicality, emotionality, leadership and visual arts you will be encouraged to reflect on a number of issues; including whether it is possible to find solutions to pressing organizational dilemmas in the parallel world of a musical masterpiece? And whether it is possible for the musical drama of a classical Sonata to heal the contemporary omnipresent “crisis of meaning” by revisiting the **sacred** human creative biography?



You can find out more about Miha’s work at www.mihavision.com

Philip Mirvis

Philip Mirvis is an organizational psychologist whose studies and private practice concerns large-scale organizational change, the character of the workforce and workplace, and business leadership in society. In areas of personal, group, and leadership development, Mirvis has designed corporate “consciousness raising” experiences involving theater and the arts, orchestrated rituals for merging companies, and led outdoor team building in the Rockies, Pyrenees, Alps, and Himalayas. He has led corporate journeys and community service efforts in the urban U.S., Paris, London, Dubai, and Sao Paulo, in rural India, China, Greenland, Tanzania, Thailand, and Vietnam, and among aboriginal peoples in Borneo, Paraguay, and Australia, plus stakeholder dialogues on environmental and socio-economic issues.



From Sandra Waddock, *Intellectual Shamans*

Mirvis has made a career of being what he calls a gadfly and a raconteur or story teller. In one sense, the intellectual shaman as sensemaker/spiritual leader is always on what the great mythologist Joseph Campbell would have called a quest. Perhaps it is that constant questing—for new ideas, information, connections—that explains the insatiable curiosity that seems to characterize the intellectual shamans. Phil Mirvis is someone who has both written about consciousness-raising in executives and is always on a quest for interesting new experiences

From Tojo Thatchenkery & Param Srikantia, *Change Thinkers*

His work is an invitation to organizational change practitioners to expand their creativity in leveraging dramaturgy and the performing arts more powerfully in their work even while seeking to unravel the mystery of organizational change through the metaphor of change as theater. Mirvis has dedicated his life to discovering the hidden life forces that give vitality and momentum to human organizing when the constraints of rationality, rigid bureaucracy and mechanistic thinking are transcended.

Prof Mirvis will present a keynote on ‘Designing Experiences’ on Friday 2nd September at 5.15pm

Haris Pašović

Haris Pašović has been one of the leading theatre directors in South Eastern Europe for more than two decades. His education includes Academy of Arts in Novi Sad; Fulbright Scholarship in the USA (University of Hawaii, Honolulu, New York University and University of Wisconsin, Madison); UNESCO High Levels for Directors, Festival d'Avignon, France and other professional trainings. He is the artistic leader of the East West Theatre Company in Sarajevo.



He

He directed in some of the most important theatres in ex-Yugoslavia and participated in a number of festivals across the region. His productions of Wedekind's "Spring's Awakening" and "Calling the Birds" based on Aristophanes' play "The Birds" (both at the Yugoslav Drama Theater, Belgrade 1987/90) have been considered as the landmarks in the theatre of the former Yugoslavia.

During the siege of Sarajevo (1992-95) Pašović spent most of the time in Sarajevo directing the International Theatre Festival MES. He directed the plays and produced several shows among others "Waiting for Godot" directed by Susan Sontag. This work with Sontag has been reported across the globe. He also organized the first Sarajevo Film Festival "Beyond the End of the World" in 1993 while Sarajevo was still under the siege. Pašović managed even to tour in 1994 in several European countries (under UNESCO auspices) with the Sarajevo Festival Ensemble invited by Peter Brook and Theatre Bouffe du Nord.



After the war Pašović directed several documentaries including "Greta" about Prof. Greta Ferusic who survived both the Auschwitz and the siege of Sarajevo; documentary trilogy "Home," "Love Thy Neighbor" and "Balkans – Blood and Honey" about the American journalists David Rieff, Peter Maass and Ron Haviv who reported from Bosnian war and the art documentary "A propos de Sarajevo" about the Sarajevo International Jazz Festival.

Pašović has received many awards including Best Director at the International Theatre Festival MES Festival, Sarajevo; Best Director at the BITEF, Belgrade; Best Yugoslav Director, UCHIMURA Prize, Best Director at the Festival of Bosnian Theatres, etc. His shows, the actors and other artists working with Pašović have received numerous awards as well.

Pašović is a co-founder of the Directing Department at the Performing Arts Academy. Several of his students are today the internationally acclaimed film directors. Pašović lives in Sarajevo. He is a professor at the Performing Arts Academy in Sarajevo and Bled School of Management, Slovenia.

Haris will present a keynote on 'Art and Leadership in an Uncertain World' on Friday 2nd September at 6.30pm

Emmanuel Guy

As an artist, I began as a woodworker. I work with restored antique hand tools to produce functional furniture with modern aesthetic. My practice is evolving towards art installation; using traditional woodworking techniques to produce wearable, kinetic or interactive sculptures. As an academic, I made contributions on the influence of discourses and institutional culture in the evolution of shipping policies and markets. My current work proposes to view policy making as spaces for individual stakeholders to (re)appropriate the strong paradoxes embedded in their industrial identity. My residence will be the beginning of an exploration on how these two practices relate to each other.

In Bled, I will design and build a chair using locally available wood. I will work in situ with hand tools only aiming to translate some of the energy of the conference and its setting into a functional art piece. In doing so I will raise two questions. What about craft? While it encompasses all the artistic questioning of sense, it is necessarily rooted in technics, functionality and traditions. Does factoring these material dimensions changes how we think of art and organizations? And what about chairs? There are highly sculptural by nature and must work with the human body, but they are also highly political: often strong symbols of power. What paradoxes do they hold?

Emmanuel Guy is the AoMO Heather Höpfl Artist in Residence 2016-2018. He will be working throughout the conference and we encourage delegates to engage with him and his artwork as much as possible! Emmanuel will present 'the chair' on **Sunday 4th September** and speak about his craft, the conference experience and how he sees the Artist in Residency working for him and the AoMO community!





Mary Jo Hatch (PhD. Stanford University) is the C. Coleman McGehee Eminent Scholars Research Professor of Banking and Commerce, Emerita, at the University of Virginia (USA) and Visiting Professor IEDC Bled School of Management (Slovenia). Previously she served in Visiting Professor roles at Singapore Management University and Copenhagen Business School as well as Gothenburg University where she was involved with Business and Design Lab, a joint program of the School of Business, Economics and Law and the School of Craft and Design. Her research has focused on corporate branding; organizational culture and identity; and art, design and organization, with a particular interest in applying studio pedagogy to teaching about organization. She has published over 75 articles in academic and practitioner journals as well as several books including: *Organizations: A Very Short Introduction* (2011, Oxford University Press); *Taking Brand Initiative: How Companies Can Align Strategy, Culture, and Identity Through Corporate Branding* (with Majken Schultz, 2008, Jossey-Bass/Wiley); and *The Three Faces of Leadership: Manger, Artist, Priest* (with Monika Kostera and Andrzej Koźmiński, 2005, Blackwell). She is currently working on the 4th edition of her textbook, *Organization Theory: Modern, Symbolic and Postmodern Perspectives* (Oxford University Press). She speaks regularly to business executives and has taught graduate students across Europe, Brazil, Singapore and the US. Professor Hatch is also an avid and accomplished painter.



Mixing it up a little at this year's AoMO will be our Keynote Listener. Throughout the conference we will have a "fly on the wall" – Mary Jo Hatch will navigate her way through the conference, attending sessions and engaging in conversations with participants to weave together a tapestry of the emerging dialogue and debate. This exercise will culminate in an interesting on-stage dialogue between Mary Jo and the audience on **Sunday 4th at 11.30am** – Prof Steve Taylor will act as discussant during this session.

The artistic studio: an ongoing community art building experience: An ongoing artistic project

Cecilie Meltzer, Assistant Professor in Art-based Learning, University College of Oslo and Akershus, Norway

Ellen Speert, ATR-BC, REAT, Director of the California Center for Creative Renewal

This ongoing AoMO community project is designed to recognize, engage and empower the sensory and emotional intangible responses of individuals from diverse backgrounds, as they come together to express their sense of self and sense of place and to make these elements tangible.



The intention of the project is to give participants space for individual creative expression as well as a longitudinal experience of how creative processes evolve. This will be facilitated through a space where you can create and reflect; a place where the use of different materials can express and embrace your experiences from the conference.

The project will be located in the heart of the conference, both physically and emotionally. This will provide you with the opportunity to modify the “self-sculpture” as the conference strengthens responses evolving among you as AoMO participants.

An introduction to the ‘Artistic Studio’ will take place on Thursday as part of the informal opening of the conference. You will have the opportunity to collect your self-sculpture materials and then contribute to the community art building experience throughout the conference programme. Please visit and re-visit us and your self-sculpture. On Sunday morning, we will hold a debrief over breakfast in the garage – providing you with an opportunity to see, feel and share in each other’s experiences and understand a little more about the evolution of the community installation.



The Age of Loneliness by Steve Taylor

Goffman (1959) taught us how we could understand organizations as theatre. In his academic work Steve Taylor has been more interested in how plays are used *within* organizations (e.g. Nissley, Taylor, & Houden, 2004; Steven S. Taylor, 2000, 2003, 2008) as an example of a much larger movement of the use of arts-based methods within organizations (cf Steven S. Taylor & Ladkin, 2009). Alongside his academic work, Steve have written plays as a different way of thinking – even theorizing (Steven S. Taylor, 2000) – about organizations, believing that artistic understanding embraces its inherent subjectivity and is well suited for making meaning in complex phenomena such as organizations.

Steve has debuted a play at AoMO conferences since 2002 and this year is no different! 2016 sees the inaugural performance of *The Age of Loneliness*. In *The Age of Loneliness*, June, a young playwright struggles with what comes after her success with her play, *The Adventures of Yahweh and Kapital* (seen previously in, *The Invisible Foot*). Can Yahweh and Kapital get along, what sort of relationship will they have, can they survive in a post-growth world, should she even keep writing the play? If this truly is the end of the neo-liberal consensus, what comes next? Can an omnipotent, immortal die?

Steve Taylor's Play at the Art of Management and Organization Conferences

The Age of Loneliness. 2016. Bled, Slovenia.

Through the Reading Glasses. 2014. Copenhagen, Denmark.

The Invisible Foot. 2012. York, England.

Cow Going Abstract. 2008. Banff, Canada.

Blasphemy & Doubt. 2006. Krakow, Poland.

Ties That Bind. 2004. Paris, France.

Soft Targets. 2002. London, England.

References

Goffman, Erving. (1959). *The presentation of self in everyday life*. New York: Doubleday.

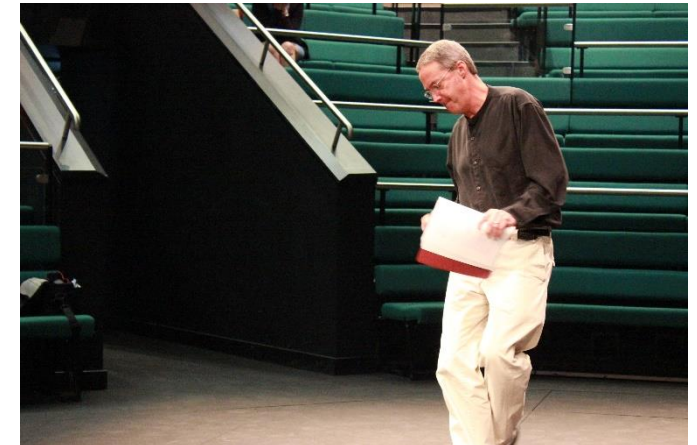
Nissley, Nick, Taylor, Steven S., & Houden, Linda. (2004). The politics of performance in organizational theatre-based training and interventions. *Organization Studies*, 25(5), 817-840.

Taylor, Steven S. (2000). Aesthetic knowledge in academia: Capitalist pigs at the academy of management. *Journal of Management Inquiry*, 9(3), 304-328.

Taylor, Steven S. (2003). Knowing in your gut and in your head: Doing theater and my underlying epistemology of communication. *Management Communication Quarterly*, 17(2), 272-279.

Taylor, Steven S. (2008). Theatrical Performance as Unfreezing: Ties That Bind at the Academy of Management. *Journal of Management Inquiry*, 17(4), 398-406.

Taylor, Steven S., & Ladkin, Donna. (2009). Understanding arts-based methods in managerial development. *Academy of Management Learning & Education*, 8(1), 55-69.



Streams

Nr.	Title	Convener(s)	Email
1	The Power of Poetry/Poetics	Per Darmer	pd.ioa@cbs.dk
		Andrew Armitage	Andrew.Armitage@anglia.ac.uk
		Louise Grisoni	lgrisoni@brookes.ac.uk
2	Making the intangible tangible	Dr Cathryn Lloyd	cathrynlloyd@maverickminds.biz
		Geof Hill	Geof.Hill@bcu.ac.uk
3	Leadership as a performance art	Gloria Burgess	gloria@jazz-inc.com
4	Fashion Futures	Anja Overdiek	a.overdiek@hhs.nl
		Emily Huggard	e.huggard@fashion.arts.ac.uk
5	Art, Space and the Body	Jonathan Vickery	J.P.Vickery@warwick.ac.uk
		Ian W. King	i.king@fashion.arts.ac.uk
6	Organizing Movement: On Dance, Sound, Embodied Cognition and Organizations	Claus Springborg	claus@cocreation.dk
		Brigitte Biehl-Missal	brigitte.biehl-missal@businessschool-berlin.de
7	A Home for Happy People: creativity, critical reflection and be-longing in organisations	Anne Pässilä	anne.passila@lut.fi
		Allan Owens	a.owens@chester.ac.uk
		Clive Holtham	
8	The Virtual Studio	Steven S. Taylor	sst@wpi.edu
		Nancy Adler	nancy.adler@mcgill.ca
9	Improvisation and the Art of Innovating Uncertainty		
		Wolfgang Stark	
		Fritz Böhle	
		Jost Buschmeyer	jost.buschmeyer@gab-muenchen.de
10	Arts-Based Community Development	Fredricka Joyner	fjoyner@iue.edu
11	Open Stream	Jenny Knight & Paul Levy	jk92@brighton.ac.uk

Programme Information

1. All paper presentations are 20mins + 10mins Q&A, unless negotiated with your stream convener and communicated to Jenna.
2. For those wanting to extend your AoMO experience we are hosting a pre-conference masterclass on 'Finding the Voice of Leadership Archetypes' facilitated by Monica Redden and Frankie Armstrong. This workshop will start at 10am at the IEDC on Thursday morning and run through to 4.30pm.
3. Registration officially opens at 1pm.
4. Immediately after the formal opening of the conference at the IEDC, you will be escorted onto coaches and taken to the nearby town of Radovljica to experience an intense orchestral workshop run by the Cultural Ambassador of the Republic of Slovenia and world famous violinist, Miha Pogačnik. There will also be a wine reception and traditional Slovenian buffet in the surroundings of a Baroque palace.
5. Given the beauty of Lake Bled and the number of local lakeside restaurants Friday evening is your free time. However, please note the well-loved Poetry Slam, will take place in the Art Cafe close to the IEDC at 8pm. Followed by Prof Sam Warren's very first live DJ set! Bring your dancing shoes guys!!
6. The book of abstracts, workshop adverts and a full list of delegate email addresses can be found at www.artofmanagement.org

Thursday 1st September 2016

Time	Rooms	Garage	Small Coffee Area	Mobitel	Luka Koper/Krka
10am -1pm	Pre-conference Events				Masterclass: Finding the Voice of Leadership Archetypes (Frankie Armstrong & Monica Redden)
1.00pm-2.00pm	Registration & Coffee				
2pm-2.45pm	Informal Opening of Conference - Housekeeping Brief introductions to ‘The Artistic Studio’, ‘Derive’ & ‘Is this Choreography?’	Telekom & Riko			
3pm-4.30pm	Workshops	Visual Coaching for Leadership Development (Regina Rowland)	Dance n Leadership (Helle Winther)	Maestro: Leadership as a Performance Art (John & Gloria Burgess)	
4.30pm-5pm	Coffee, Tea & Juice				
5pm-6.15pm	Formal Opening of Conference – Danica Purg – President & Dean of IEDC Bled School of Management Introduction of Emmanuel Guy, AoMO Heather Höpfl Artist in Residence 2016-2018	Telekom & Riko			
6.30pm	Buses Depart IEDC				
7pm-9pm	Miha Pogačnik’s Orchestral Workshop in Radovljica				
9pm-10pm	Dinner				
10.15pm	Buses Depart Radovljica				
10.30pm	Buses Arrive back in Bled				

8am-9am	'Is this choreography?' Tuning-in Session - On the grass						
Time	Mobitel	Lek	Telekom	Riko	Luka Koper	Krka	College for Hospitality and Tourism Bled
09.00-10.30	<ol style="list-style-type: none"> 1. Cathryn Lloyd Stream Intro 2. An experiential approach to crafting your personal narrative and career identity: The Art of Management and Organisation conference as identity workspace. (Nissley, 60mins) 	<ol style="list-style-type: none"> 1. BeWeDō®: Co-creating possibilities with movement (Bradford) 2. Visual Categories of Leadership (Martikainen, et al) 3. Temporary Spaces of Aesthetic Involvement as Opportunities for New Interactions (De Molli & Mengis) 	<p>Derivé (Ruth et al)</p>	<p>Personal Leadership Inspired by Nature (Rowland)</p>	<ol style="list-style-type: none"> 1. Stream Intro 2. How Did Designers Come to Epitomize Empathy? Exploring the Meaning of Empathy within the Design Thinking Discourse (Zidulka) 3. Using video case narratives to blend studio and online learning activities (Hessel & Austin) 	<ol style="list-style-type: none"> 1. Exploring Connections between Community and Creativity in a Management Classroom (West) 2. Chronicle of Us: A Proposal for Shared Capturing (Mellanen) 3. Arts-based reflecting about work (Skobe-Pilley) 	<p>Flashmob Laboratory Part 1 (Scibor)</p>
10.30 - 11.00	Coffee & Tea						
11.00-12.30	<ol style="list-style-type: none"> 3. Organisational Cartographies: mapping stories (Thomas, 45mins) 4. Bringing the body into change practice through storied performance (Bryant, 45mins) 	<ol style="list-style-type: none"> 4. Dysfunction (Bobadilla et al) 5. Fire and Warmth: Bodies, music and space in the craft of underground DJing (Warren) 6. Integrating the visual and verbal in developing an artistic inquiry process; <i>The artist as researcher perspective</i> (Pickford) 	<ol style="list-style-type: none"> 1. The Use of Improvised Film in Organisational Change (Levy) 2. Exploring Leadership Mind-set Through Visual Arts (Walravens & Purg) 3. The Art of Responsible Change: Sustainable Entrepreneurship, Tacit Knowing and Artistic Processes (Stark) 	<p>On being an arts-based academic or practitioner in mangt education (Kernan)</p>	<ol style="list-style-type: none"> 4. Acting Responsibly: Disruptive Innovation (Dickinson et al) 	<ol style="list-style-type: none"> 1. Strategic steps towards Equality through Arts (Pasilla et al) 2. Life in Noah's Ark (Meltzer) 3. A safe haven for emotional experiences (Chemi) 	<p>Flashmob Laboratory Part 2 (Scibor)</p>

							Higher Vocational College for Hospitality and Tourism Bled
<i>Time</i>	<i>Mobitel</i>	<i>Lek</i>	<i>Telekom</i>	<i>Riko</i>	<i>Luka Koper</i>	<i>Krka</i>	
13.30- 15.00	6. Stored Stories: How Body-based Work Changes Old Narratives (Le Baron & Alexander, 60mins) 7. Body Maps: Embodied Stories and Artefacts (Lloyd, 30mins)		4. Empowering ethical leadership through creative learning environment (Braček Lalić) 5. Integrating and Synthesizing Learning with Film: A Story- Centered Approach 6. What is your story? Exploring fallibility at work (Kvalnes)	BeWeDō® (Bradford)	5. Face to Face: An Experiment in Virtual and Physical Theatre (Levy)	6. Strategic steps towards Equality through Arts (Holtham & Bech) 7. Happy people make things happen! (Ahmas)	
15.00 - 15.30	Tea & Coffee						
15.30- 17.00	8. Beating the Blues (Pinter) 9. Stories as a process for Organisational and Management inquiry (Lloyd & Hill)	7. Opening Windows: Choice and Opportunity to Demonstrate Mastery in a Graduate Management Course (Sawyer) 8. Arts In Business Education As A Balance Of Digitalization (Filonovich) 9. Towards a Strange New Dawn (Woglom)			6. Dialogical making (Mairesse)		Practitioner as agent (McDonagh)

Friday 2nd September – Evening

An exciting evening of keynote speakers and performances.

You are invited to make the most of the evening around Lake Bled. Dinner is not included on Friday evening.

17.15-18.15	Keynote: Phil Mirvis: 'Designing Experiences'
18.30-19.30	Keynote: Haris Pašović: 'Art and Leadership in an Uncertain World'
20.00	Poetry Slam Competition & Prof Sam Warren's Fire and Warmth DJ Set at the Art Cafe

Saturday 3rd September

8am-9am	'Is this choreography?' Tuning-in Session - On the grass						
Time	Mobitel	Lek	Telekom	Riko	Luka Koper	Krka	Higher Vocational College for Hospitality and Tourism Bled
09.00-10.30	10. Hill & Lloyd Introduction 11. Continuing Professional Development as a tool for team development (Cutler) 12. Film as Arts Based Intervention in Management (de Paoli) 13. Reflective practice/Curated practice (Trelfa)	10. Putting the Senses back into Sense-making (Antonacopoulou et al) 11. Artful Inquiry as a Leadership Skill (Dars o) 12. Making Value More Clear, and Clearer Still (Hesketh)	1. Improvisation by subjectified action at work and music (Bohle) 2. Actions to be taken towards creating an innovative organizational culture (Toft) 3. Improvisation in working process (Arens-Fischer et al)	1. Enterprise orientations in the Detroit start-up fashion sector (Huggard) 2. Fashionable interventions (Overdiek)	1. Appraisal of Power – The dread of Appraisal (Knight) 2. Dialogues, mirrors and windows: writing poetry as self-leadership (Stanley & Semler-Hayes)	1. Arts Spaces as Catalysts for Economic Development: The Indianapolis Experience (Lad) 2. Back to the Future? (Marcy)	1. Designing Artistic Interventions using Choreography (Bozic Yams) 2. My dance: Embodied emotions in work-related interaction (Hujala & Aunola)
10.30 - 11.00	Coffee& Tea						
11.00 - 12.30	14. Do Stories Catalyse Changes in Management Practice? (Ely, 45mins) 15. Storytelling in Negotiations (Young, 45mins)	13. Drawing is Thinking (Duijnsteet) 14. Silence as the essence of organization (Sigurjonsson)	3. Performative Pattern Languages and the Improvisational Field (Stark) 4. Are you improvising or just not clever enough to do it right? (Helldorf)	3. Mathematician meets Fashion designer: (Toeters & Feijs) 4. Jeon – Virtual Presentation 5. The Dress: Temporality, aesthetic judgement and accomplishing identity in Parisian courture dressmaking (Korica & Bazin)	3. Empowering the Intangible (Lad) 4. Unveiling the Limn (Stanley & Stanford) 5. On Transition - The Binary and The Biological (Noussala)	3. Giving female scholars and football players a voice through art (Human et al) 4. Innovating Social Change through Leadership Practices in the Arts (Mitra)	1. Follow the Follower: Leadership as 'pull', not 'push' (Matzdorf & Sen) 2. When work becomes dance. A deconstruction of gesture (Reinhold & Schnugg) 3. Good to Grace... A dance informed perspective on leadership (Matz)

<i>Time</i>	<i>Mobitel</i>	<i>Lek</i>	<i>Telekom</i>	<i>Riko</i>	<i>Luka Koper</i>	<i>Krka</i>	Higher Vocational College for Hospitality and Tourism Bled
13.30-15.00	16. Narrative Fiction and Career Awareness (Brokerhof, 30mins) 17. Stream Close (30mins)	15. Artist(ic) freedom as Key Competence for Innovation Management (Gebel) 16. “What my arts taught me” Inquiry into artful knowing (van Meer) 17. Coaching in the key of life (Doherty)	1. Theatre performance as a way to leadership maturation (Zangl) 2. Creating and Leading the Aesthetic Venture (Taylor) 3. Podium – Innovative Talent Development (Gutierrez)	6. “The Brand Nobody Knows” (Barr) 7. Prymitywy (Fryca)	6. Writing the Limn: an experimental invitation to soul-recovery 1 (Stanley et al)	Rendering the Invisible Part 1 (Otter)	1. Acknowledging the Body in Leadership (Zeitner) 2. Organisation and space: Site-specific dance (Biehl-Missal) 3. Dance a Poem and Tango Sprouts – dance and community building. (Springborg)
15.00 - 15.30	Coffee & Tea						
15.30-17.00	Form and Content (Burn & Brummett)		Artful Business (Greg Stone)	(9) Dressing up research DYI (Dax)	Writing the Limn (Stanley et al)	Rendering the Invisible Part 2 (Otter)	
17.15-18.30	‘The Age of Loneliness’ by Steve Taylor in Festival Hall						
19.00	Buses Depart IEDC for Gala Dinner @ Ljubljana Castle						

Sunday 4th September 2016

9.15am-10am	Coffee & Tea	Community Art Project Debrief in Telekom/Riko			
	Rooms	Mobitel	Luka Koper	Lek	Small Coffee Area
10am-11.30am	Workshops	Derivé debrief (Ruth et al)	‘Letting you go, Joe’ - A Play by Paul Levy	Dancing between Realms (Ali)	Towards Crystalline States of Expression (Scibor)
11.30am - 12.15pm	Keynote Listener Panel Session Prof Mary Jo Hatch & Regina Rowland – Discussant Prof Steven Taylor	Telekom/ Riko			
12.15pm- 12.45pm	Unveiling of the Chair: Emmanuel Guy				
12.45pm-1pm	Closing Speech – Danica Purg				
1pm	Closing Lunch & Flashmob Performance				

Conference Close

Wifi access in the IEDC Building and Festival Hall

Wifi access is free and can be accessed using the passcode 0707070707

Computing and Printing:

- All presentation rooms have a desktop computer connected to the internet and a projector screen.
- If you have an AppleMac then you will need to collect a Mac connector from the reception table prior to your session and return immediately after. We have a limited number of Mac connectors and so it is vital that you co-operate in this system of 'lend and return'.
- There are a good number of desktop computers throughout the IEDC in public spaces. They are free to use, connected to the internet and a printer. No passcode is required.
- Please 'think before you print'!

Social Media:

- **Twitter:** @Ao_Management
- **Facebook:** @ArtofManagementandOrganization
- **Website:** www.artofmanagement.org
- **Email:** aomo2016@gmail.com
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Conference Phone Numbers:

In case of emergency you can call +386 4 5792 500 or +44 7736755977 at any time from the 31st August – 4th September

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