

About the 21st European Conference on Management, Leadership and Governance, 2025

The European Conference on Management, Leadership and Governance has evolved significantly over the past 21 years, adapting to the changing landscape of management and leadership practices. Initially focusing on foundational theories and practices in management, the conference has expanded its scope to include a diverse range of topics reflecting contemporary challenges in the field.

In its earlier years, the conference mainly emphasized traditional management principles, leadership styles, and governance frameworks. As global business dynamics shifted, so did the conference's themes, incorporating emerging trends such as digital transformation, sustainability, and ethical leadership.

Aims and Scope

The aims of the conference now not only include sharing academic research but also fostering dialogue among practitioners, policymakers, and scholars to address pressing issues facing organizations today.

Recent editions have featured discussions on topics like organizational resilience, innovation management, and cross-cultural leadership, showcasing the conference's commitment to staying relevant in an ever-evolving business environment. This evolution reflects a broader understanding of management and governance as interdisciplinary fields that require collaborative approaches and innovative solutions.

Topics Covered

The call for papers for the ECMLG conference asked for contributions that considered the following topics. In addition, the committee welcomed papers on a number of specialist mini-tracks which can be seen at the end of this list.

Leadership Styles and Theories:

Exploring various approaches to leadership, including transformational, transactional, and servant leadership, and their impact on organizational culture.

Strategic Management:

Discussions on the formulation and implementation of strategies that drive organizational success, emphasizing agility and adaptability in changing markets.

Digital Transformation:

Examining the role of technology in shaping management practices, including the integration of artificial intelligence and data analytics in decision-making processes.

Sustainability and Corporate Social Responsibility (CSR):

Addressing the importance of ethical leadership and sustainable practices in organizations, highlighting the balance between profit and societal impact.

Cross-Cultural Management:

Investigating the challenges and opportunities of managing diverse teams across different cultural contexts, emphasizing communication and collaboration.

Innovation and Change Management:

Focusing on how organizations can foster a culture of innovation and effectively manage change to remain competitive.

Organisational Behaviour:

Exploring the dynamics of team interactions, motivation, and employee engagement in enhancing organizational performance.

Governance and Policy Making:

Analysing the frameworks and practices that guide effective governance in both public and private sectors.

Experts in the field proposed mini tracks on the following topics. Papers accepted on these topics after the double-blind peer review process were presented as mini tracks at the conference and are also published in these proceedings.

- Artificial Intelligence Applied to Management, Leadership and Governance
- The Role of Corporate Governance in a Sustainable Business Environment
- Leadership and Management Beyond Borders
- Women in Leadership: The Liminal Fluctuating Spaces They Occupy

The programme from the 2025 conference can be downloaded from here and full details about the conference can be seen from the conference website: <https://www.academic-conferences.org/conferences/ecmlg/>

ECMLG Preface

These proceedings represent the work of contributors to the 21st European Conference on Management Leadership and Governance (ECMLG 2025), hosted by ACI and CESI, Paris-Nanterre on 13-14 November 2025. The Conference Chair was Stéphanie Buisine, and the Programme Chairs was Muriel Davies both from CESI, Paris-Nanterre.

ECMLG is a well-established event on the academic research calendar and now in its 21st year the key aim remains the opportunity for participants to share ideas and meet the people who hold them. The aims and scope of the conference is to be a forum for practical, technical and theoretical exchange about the study, management, development and implementation of issues pertaining to management, leadership and governance from a multidisciplinary context.

The opening keynote presentation was given by Stéphanie Buisine from CESI Paris-Nanterre, who spoke about The Future of Leadership. The second day of the conference opened with an address from Daniel Ahlers, Centre for Coaching (Europe) who discussed Team Coaching: Overcoming Corporate Contradiction.

With an initial submission of 156 abstracts, after the double blind, peer review process there are 47 Academic research papers, 7 PhD research papers, 2 Masters Research papers and 5 work-in-progress papers published in these Conference Proceedings. These papers represent research from Belgium, Bosnia and Herzegovina, Brazil, Bulgaria, Canada, Croatia, Cyprus, Czech Republic, Finland, Germany, Greece, Iceland, India, Israel, Italy, Kenya, Latvia, Lithuania, Malaysia, Mexico, Morocco, Netherlands, Norway, Poland, Portugal, Romania, Saudi Arabia, South Africa, Sweden, Türkiye, UAE UK, USA

We would like to thank everyone who participated in this conference.

Stéphanie Buisine and Muriel Davies

CESI, Paris-Nanterre

November 2025

Biographies of Chairs and Keynote Speakers

Conference and Programme Chairs



Stéphanie Buisine is Research Director at CESI, and leads innovation research at LINEACT laboratory. Her career has taken her from technological innovation issues (ex: Human-Computer Interaction) to the methodological and strategic dimensions of innovation (ex: Creativity, Prospective on future needs), up to organizational innovation. Through innovation, her research aims to support self-determination of users, designers and collaborators.



After studying engineering and management, **Muriel Davies** worked 14 years in the textile industry on several plants as supply chain or quality manager. She joined CESI in 2009 as a pedagogical manager, and the LINEACT CESI 8 years ago as researcher. Today she conducts research on culture and organizational innovation with the current socio-environmental challenges as structural framework.

Keynote Speakers



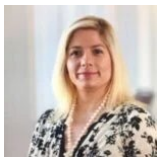
Daniel Ahlers is Managing Partner of the Centre for Coaching (Europe), as well as a Certified Professional Integral Coach®, Systemic Team Coach, and experienced facilitator. With over 12 years of coaching experience, drawing on Swiss and South African heritage, he helps executives and leadership teams navigate transformational shifts and enhance stakeholder value. A background in Chemistry and Information Systems and his prior leadership roles in finance and marketing inform his evidence-based, strategically aligned approach. Passionate about developing confident, authentic leaders, he also teaches, mentors, and designs leadership interventions worldwide, driving meaningful impact across diverse organisational contexts.

Mini Track Chairs



Dr. Ghayur Ahmad holds a Bachelor of Arts in English Literature and Law, as well as a Master of Philosophy/Psychology from the University of Peshawar, Pakistan. He was awarded a scholarship by the University of Bedfordshire, United Kingdom, where he earned his Master's degree in Human Resource Management. Dr. Ahmad pursued his doctoral studies at Preston University, Kohat, completing his coursework before being granted a prestigious scholarship by the Higher Education Commission of Pakistan to finalize his PhD dissertation at the Carlson School of Management, University of Minnesota, USA. With over 18 years of professional and academic experience, Dr. Ahmad has taught and worked in various countries, including the United Kingdom, Pakistan, the United States, and Saudi Arabia. He has held positions at the University of Bedfordshire, UK, as well as esteemed institutions in Pakistan such as the National University of Sciences and Technology (NUST) and Islamia College Peshawar. Dr. Ahmad has successfully managed multi-million-dollar projects in Pakistan and currently serves as an Assistant Professor at the College of Business Administration, Prince Mohammad

Bin Fahd University, Al Khobar, Kingdom of Saudi Arabia. His research focuses on motivation, commitment, and reward systems within organizations, particularly the role of rewards in employee motivation. He has published numerous articles in international journals and is an active participant in national and international conferences and seminars. Additionally, Dr. Ahmad has held significant leadership roles, including serving as the founding General Manager of the Industry Relations Department at NUST and as the Founding Director of the Student Startup Center at Islamia College, Peshawar.



Dr Maryam Shadman-Pajouh joined Teesside University in September 2008 as a part-time Lecturer in International Management whilst pursuing her PhD in Management. In 2013 she was appointed to the full-time position of Senior Lecturer in Human Resource Management (HRM). She completed her PhD at Teesside University on “The Challenges of Importing Knowledge from Other Cultures: A Case Study of an Iranian Hotel Chain” 2015. Her project studied one of the largest corporations in the tourism sector in Iran, which examined the challenges the corporation faced in the areas of absorptive capacity and knowledge transfer in relation to training and innovation advancement. She studied the corporate from 2005 until 2012, using ethnography and held over 200 in depth interviews with staff and senior management. Her work is considered pioneering in the area of the impact of culture on HRM. She received a BA (Hons) in Accounting from Karaj Azad University in Iran, a Masters in International Business from Hull University and a Masters in Research in Business and Management also from Hull University

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