



**Maynooth  
University**

National University  
of Ireland Maynooth

**School of Business  
Research Seminar Series 2017-2018**

***‘Reflexive Management and Leadership Learning:  
The Neglected Role of Persuasion’***

**Dr Richard Cotter**

**Date: Wednesday, 14 March 2018**

**Time: 12.00pm**

**Venue: Staff Development Room, John Hume Building**

**Paper Abstract**

Reflexive approaches to management and leadership learning are becoming more prevalent in theory. Yet in practice they remain rare and difficult to operate, even as the need for them increases. This paper claims that this may in part be due to the neglect of the importance of persuasion in current conceptualisations. Drawn from an empirical study of reflexive learning in context, a contribution is offered which would address this via a form of reflexive facilitation called political pathfinding.

The talk should interest those working in the field of management learning, education and development generally. It will also speak to the topics of leadership, learning and change in organisations with an emphasis on the role of HRD teams and professionals in this process. Methodologically, those interested in ethnographic approaches to studying organisations should also find it of interest.

**About the Speaker**

Dr Richard Cotter is a practitioner-scholar who currently works as Head of Organisation Development and Research for the Irish entity of multi-national financial services firm. Richard’s primary research focus is on the role of reflexivity and reflection in management learning interventions. He holds a PhD from Maynooth University School of Business, having graduated in 2015.

To RSVP, please email [business@mu.ie](mailto:business@mu.ie)