Subjectivity and Leadership

Laurent Lapierre
Pierre-Péladeau Chair in Leadership
HEC Montréal
Canada

Abstract

Starting from the premise that leadership is a practice based on judgement, the author adopts a subjective analytical approach. He describes how an aggressiveness toward authority, which is a corollary of one’s education, can become a source of learning provided it is constructively channelled into action. In order to gain deeper insight into the different styles of leadership, the author advocates a subjective analytical method based on the clinical approach of storytelling. Based on the confidences shared by the leader, the researcher explores the inner worlds that are reflected in his movement into action, action being a characteristic trait of all leaders. The life story produced by the researcher is meant to serve as a revelatory portrait based on a suggestive teaching method and the projective identification it seeks to provoke.

Key words: Subjectivity, Management, Leadership, Practical Intelligence, Reflection