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Tim Riley / Lesley MacRae

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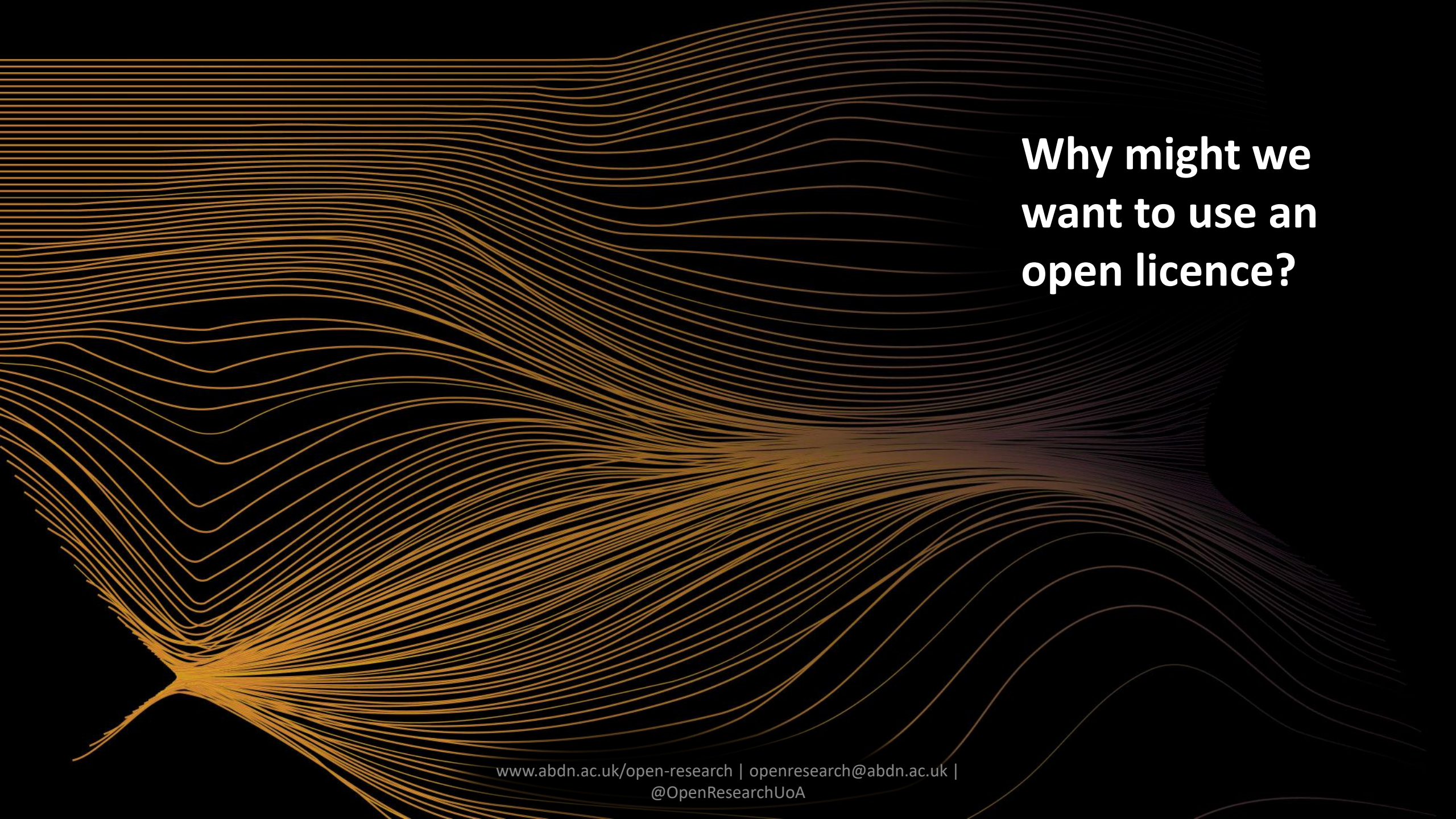
A man with dark hair and a beard, wearing a red polo shirt, is pointing his right index finger directly at the camera. He is looking slightly off-camera to the left. The background is dark and out of focus.

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**in most cases*

A young man with dark hair, wearing a grey t-shirt, is shown from the chest up. He is looking slightly to the right of the camera with a thoughtful expression. His right hand is raised to his forehead, with his index finger pointing upwards. The background is a plain, light-colored wall.

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Original Article



Surviving a zombie apocalypse: Leadership configurations in extreme contexts

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Management Learning
2019, Vol. 50(2) 152–170
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Abstract

What can the classic zombie movie, *Day of the Dead*, tell us about leadership? In our analysis of this film, we explore leadership behaviours in an extreme context – a zombie apocalypse where survivors face persistent existential threat. Extreme context research presents methodological challenges, particularly with regard to fieldwork. The use of films as proxy case studies is one way in which to overcome these problems, and for researchers working in an interpretivist perspective, ‘social science fiction’ is increasingly used as a source of inspiration and ideas. The contribution of our analysis concerns highlighting the role of leadership configurations in extreme contexts, an approach not previously addressed in this field, but one that has greater explanatory power than current perspectives. In *Day of the Dead*, we observe several different configurations – patterns of leadership styles and behaviours – emerging, shifting and overlapping across the phases of the narrative, each with radically different consequences for the group of survivors. These observations suggest a speculative theory of leadership configurations and their implications in extreme contexts, for exploring further, with other methods.

Keywords

Extreme context, feature film, leadership, fictional narratives, process perspective, social science fiction, zombie apocalypse

Introduction

A group of survivors is cut off from society, threatened by zombies who feast on human flesh. There is no possibility of rescue or support. Compared with their attackers, they have superior intellect, mobility, weapons and other resources, but in zombie movies, most of the survivors die.

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Data Availability Statement: All scripts and data are available at doi: [10.5281/zenodo.7289133](https://doi.org/10.5281/zenodo.7289133).

RESEARCH ARTICLE

People with more extreme attitudes towards science have self-confidence in their understanding of science, even if this is not justified

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Abstract

People differ greatly in their attitudes towards well-evidenced science. What characterises this variation? Here, we consider this issue in the context of genetics and allied sciences. While most prior research has focused on the relationship between attitude to science and what people know about it, recent evidence suggests that individuals with strongly negative attitudes towards specific genetic technologies (genetic modification (GM) technology and vaccines) commonly do not objectively understand the science, but, importantly, believe that they do. Here, using data from a probability survey of United Kingdom adults, we extend this prior work in 2 regards. First, we ask whether people with more extreme attitudes, be they positive or negative, are more likely to believe that they understand the science. Second, as negativity to genetics is commonly framed around issues particular to specific technologies, we ask whether attitudinal trends are contingent on specification of technology. We find (1) that individuals with strongly positive or negative attitudes towards genetics more strongly believe that they well understand the science; but (2) only for those most positive to the science is this self-confidence warranted; and (3) these effects are not contingent on specification of any particular technologies. These results suggest a potentially general model to explain why people differ in their degree of acceptance or rejection of science, this being that the more someone believes they understand the science, the more confident they will be in their acceptance or rejection of it. While there are more technology nonspecific opponents who also oppose GM technology than expected by chance, most GM opponents fit a different demographic. For the most part, opposition to GM appears not to reflect a smokescreen concealing a broader underlying negativity.

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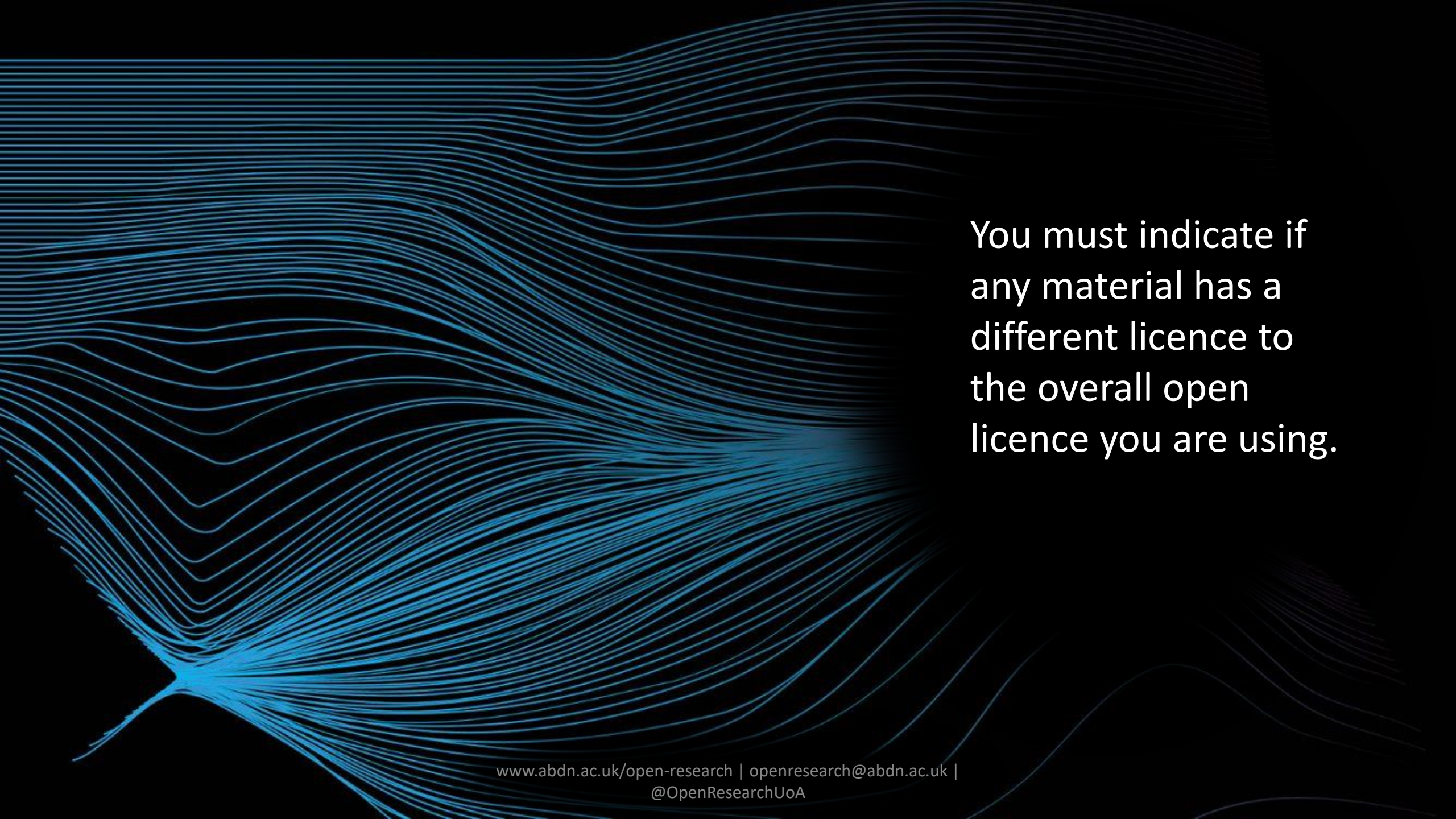


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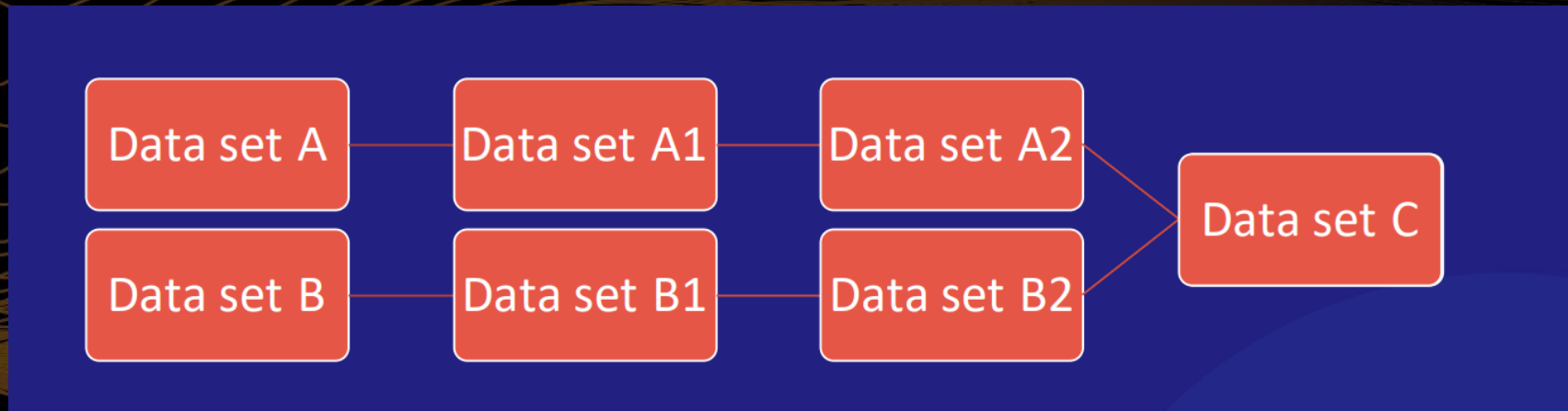
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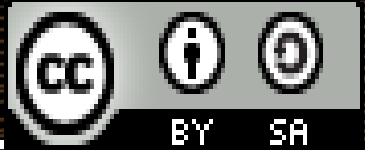


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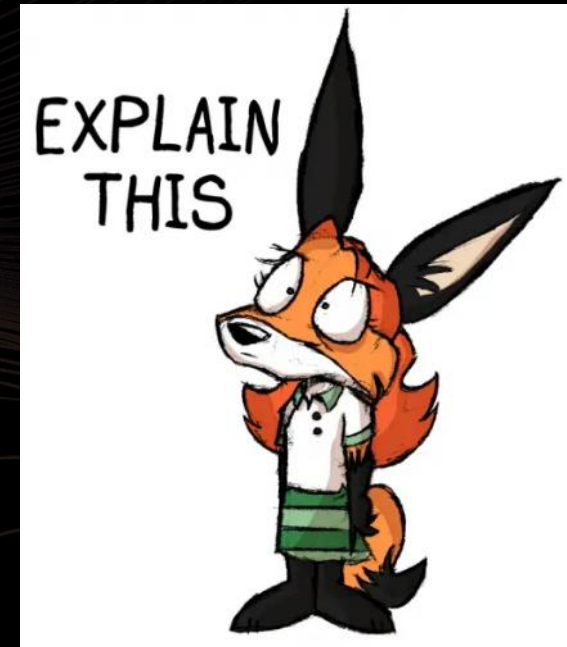
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