The Next Managerial Leadership

Continuation of a Research Agenda

Peter Hernon

Managers or Leaders?

The manager The leader administers innovates Maintains* develops focuses on systems and focuses on people structures relies on control inspires trust has a long-range has a short-range view perspective asks how and when asks what and why has eye on bottom line has eye on horizon challenges status quo accepts status quo

Bennis, W. G. (2003). On becoming a leader (rev. ed.). New York: Perseus. (p. 39).

leadership managerial **leadership** management research

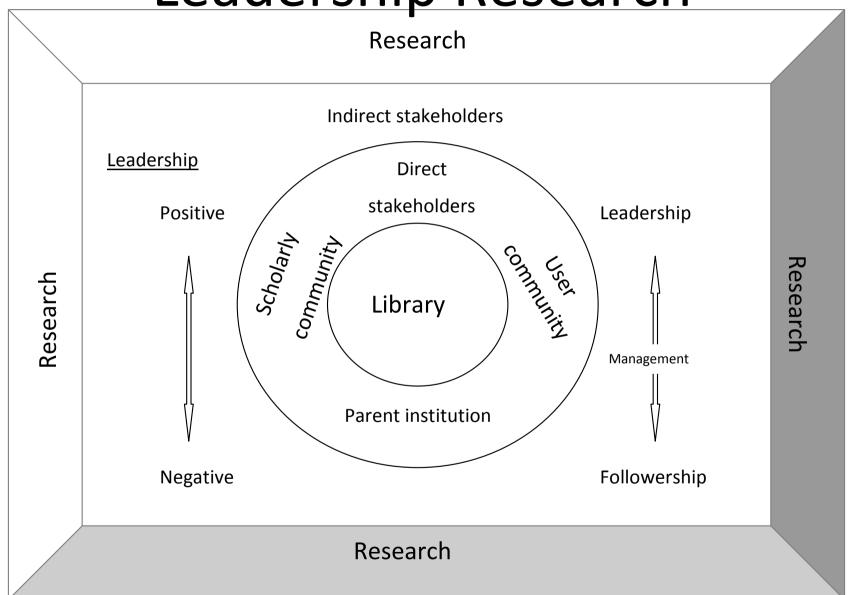
Chain of Reasoning

- Reflective Inquiry
 - Problem statement
 - Literature review, theoretical framework
 - Logical structure
 - Objectives
 - Research questions and hypotheses
- Procedures
 - Research design
 - Methodology
- Data Quality

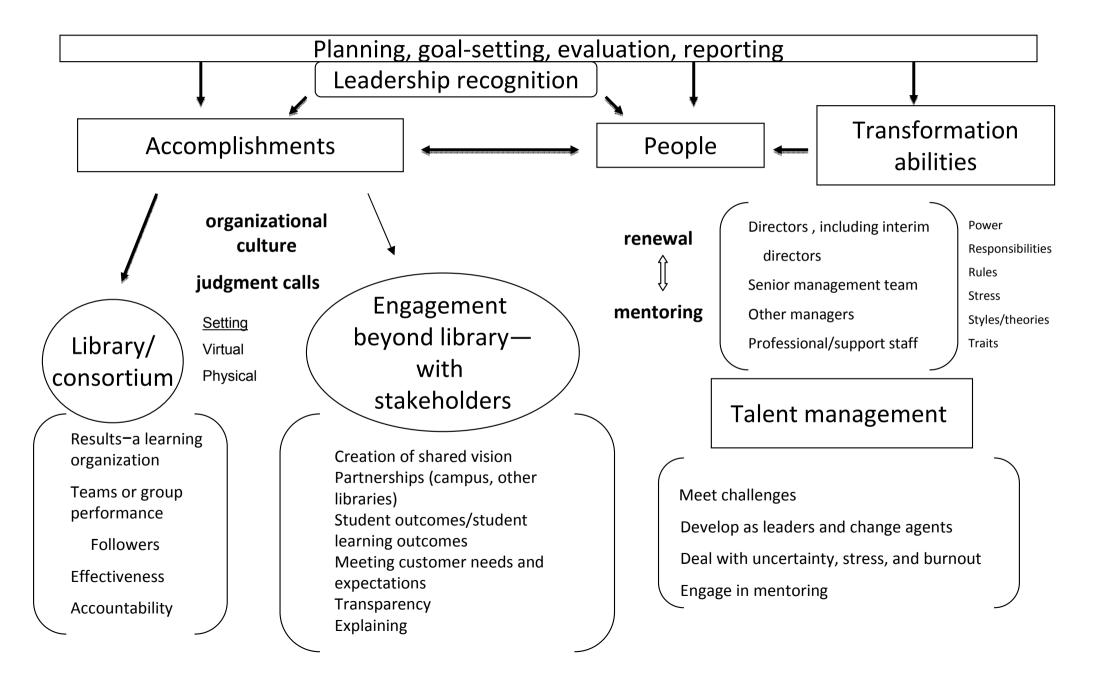
NOTE:

Many studies that I see submitted for publication offer a limited chain of reasoning

Leadership Research



Research Agenda (Within a Country and Cross-Countries)



Good Source:

Karin Klenke, Qualitative Research in the Study of Leadership (Emerald, 2008)

Traits Possessed

Trust

C. Shawn Burke, Dana E. Sims. Elizabeth H. Lazzara, and Eduardo Salas, "Trust in Leadership: A Multi-level Review and Integration," *The Leadership Quarterly* 18, no. 6 (2007): 606-632

Negative

Emotions:

Anger/

sadness

Juan S. Madera and D. Brent, "The Effects of Leader Negative Emotions on Evaluations of Leadership in a Crisis Situation: The role of Anger and Sadness," *The Leadership Quarterly* 20, no. 2 (April 2009): 103-114

Leadership*

- Is performance
 - Application: the setting, staging, performance
 - Occasions that require a performance and how these impact on leadership

- As performance
 - Performing arts
 - theatre of rhetorical skills
 - Getting audience to accept
- Peck, Freeman. Six, and Dickinson, Performing Leadership: Towards a new research agenda in leadership studies? *Leadership* 5, no. 1 (2009): 25-40.

Commonly-used Methodologies

- Survey
 - Self-reports or comprehension of behaviorally-based leadership assessment tool (e.g., for EI)
 - Interviews: Personal or focus group interviews
- Content analysis
 - Open-ended questions
 - Biographies of leaders

- Citation analysis
- Meta-analysis
- Delphi technique

Less Commonly-used Methodologies

Concept mapping

Task of department Pressure: exerted by the own supervisor Lack of scope Conflicts between leader Conflicting and followers corporate Difficulties of leaster role goals. Amount of operational work Culture of a former state-owned company Number of subordinates Lack of dramater Interaction Increasing Lack of leader personality market Antecedents of competition Lack of leader abilities negative leadership Lack of work attric Environment Person Fear Lack of intrinsic motivation. Work-related knowledge Lack of Downstring Bias for operational work Lack of leadership competence experience No intrapreneunitip Deficient succession Feor and artistucio. Limited chances of planning insecurity behavior change Deficient reward Authoritarian leademhio Problematic systems philosophy Lack of knowledge subondinate leaden

Figure 2 Concept map of the antecedents of negative leadership

Source:

Jan Schilling, "From Ineffectiveness to Destruction: A Qualitative Study on the meaning of Negative Leadership," *Leadership* 5, no. 1 (2009): 112.

Less Commonly-used Methodologies (Continued)

- Simulation
- Scenarios "Event" analysis

Categories (Presidential Leadership)

Other

Gergen and Zelleke

Values Attributes/competencies Employing a diverse workforce **Judgment** Weaknesses/causalities People from whom I have learned Building a team Coalition building/advocacy Decision-making style Increasing participation Leading change Innovative thinking/innovation Building the confidence of others

Jack and Suzy Welch

Trust
Vision
Innate ability to hire
appropriate people
Resilience
See around the corners
Execute

NOTE (for previous slide)

- Gergen, David, and Andy Zelleke, "A Question of Presidential Leadership," Boston Globe (June 12, 2008), A-13. I collapsed 15 categories into 13 and relabeled one category
- Welch, Jack and Suzy, "Chief Executive Offer-in-Chief: The President Needs the same Skills as a Topnotch CEO—Only Sharper," Business Week issue 4069 (February 4, 2008), 88

Examples

Values

- On a scale of 1 (very unimportant) to 7 (very important), how important
- What are three of your core values?
- How do they shape how you lead?

Building a Team

- On a scale of 1 (very unimportant) to 7 (very important), how important
- Tell me about a high performing team that you've built.
 What made it high performing? What did it accomplish

Examples (continued)

- Decision-making style
 - On a scale of 1 (very unimportant) to 7 (very important), how important ____
 - A director's role requires decisiveness. Please share an example of your ability and willingness to be decisive
 - Can you recall an instance when a lack of decisiveness got a director into trouble? In retrospect, what might that person have done differently?

Two Studies

Study One

- Examine all of the categories: Presidential leadership
- What methodologies are appropriate— why?

Study Two

- Let's devise a follow-up study
 - Focusing on selected categories

– What methodologies are appropriate— why?

Research Agenda (Within a Country and Cross-Countries)

