

The Next Managerial Leadership

Continuation of a Research Agenda

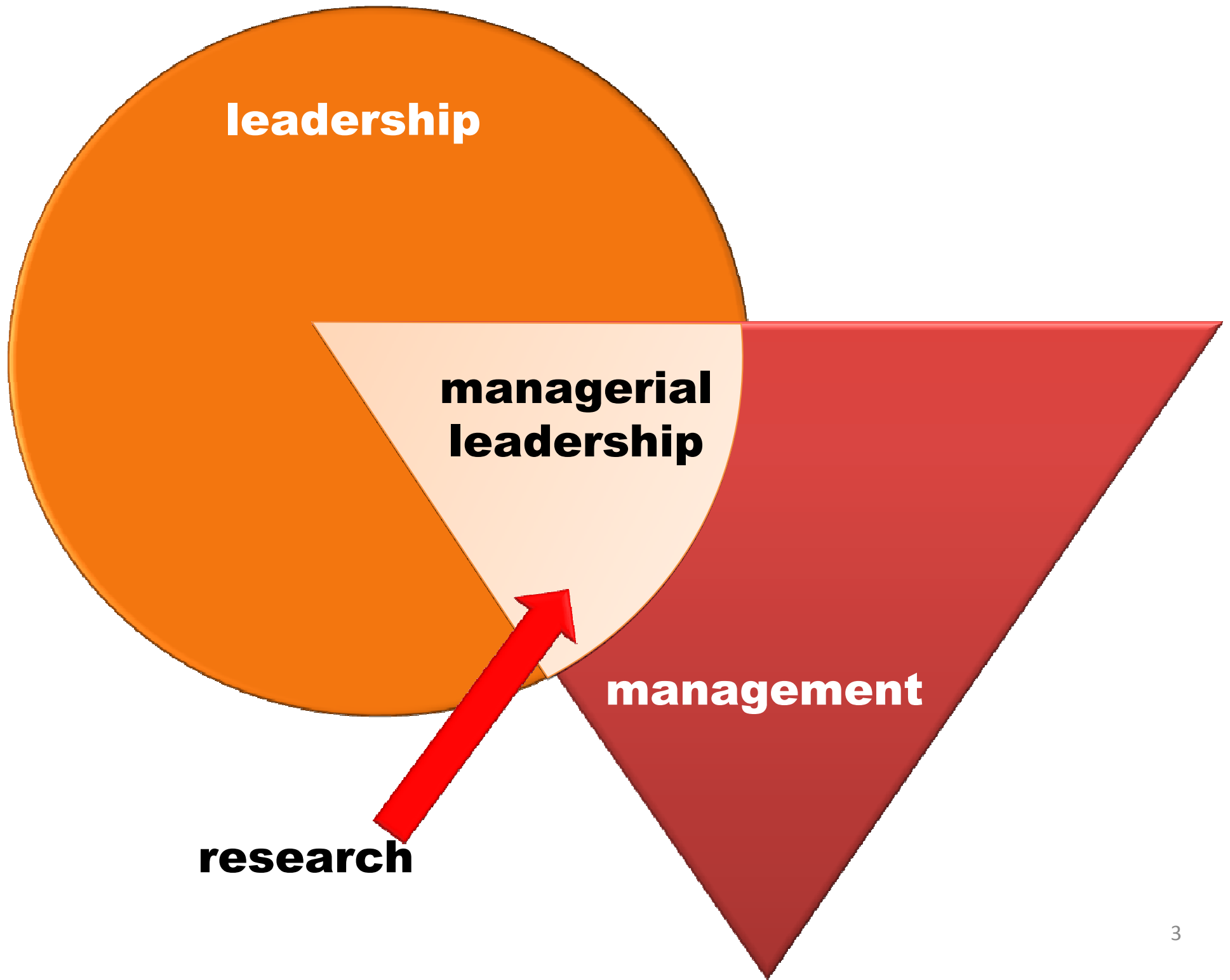
Peter Hernon

Managers or Leaders?

The manager

The leader

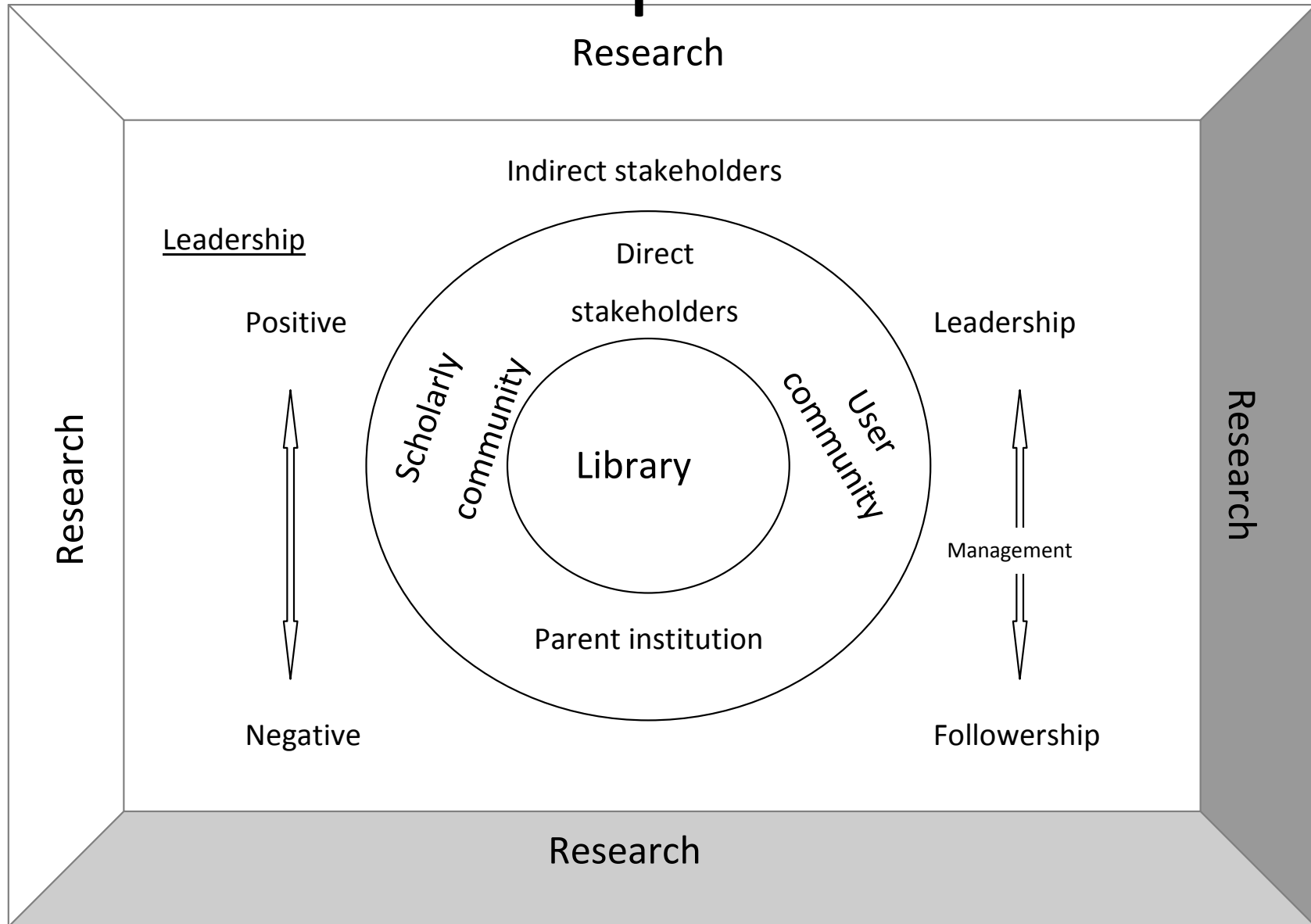
administers	↔	innovates
Maintains	↔	develops
focuses on systems and structures	↔	focuses on people
relies on control	↔	inspires trust
has a short-range view	↔	has a long-range perspective
asks how and when	↔	asks what and why
has eye on bottom line	↔	has eye on horizon
accepts status quo	↔	challenges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



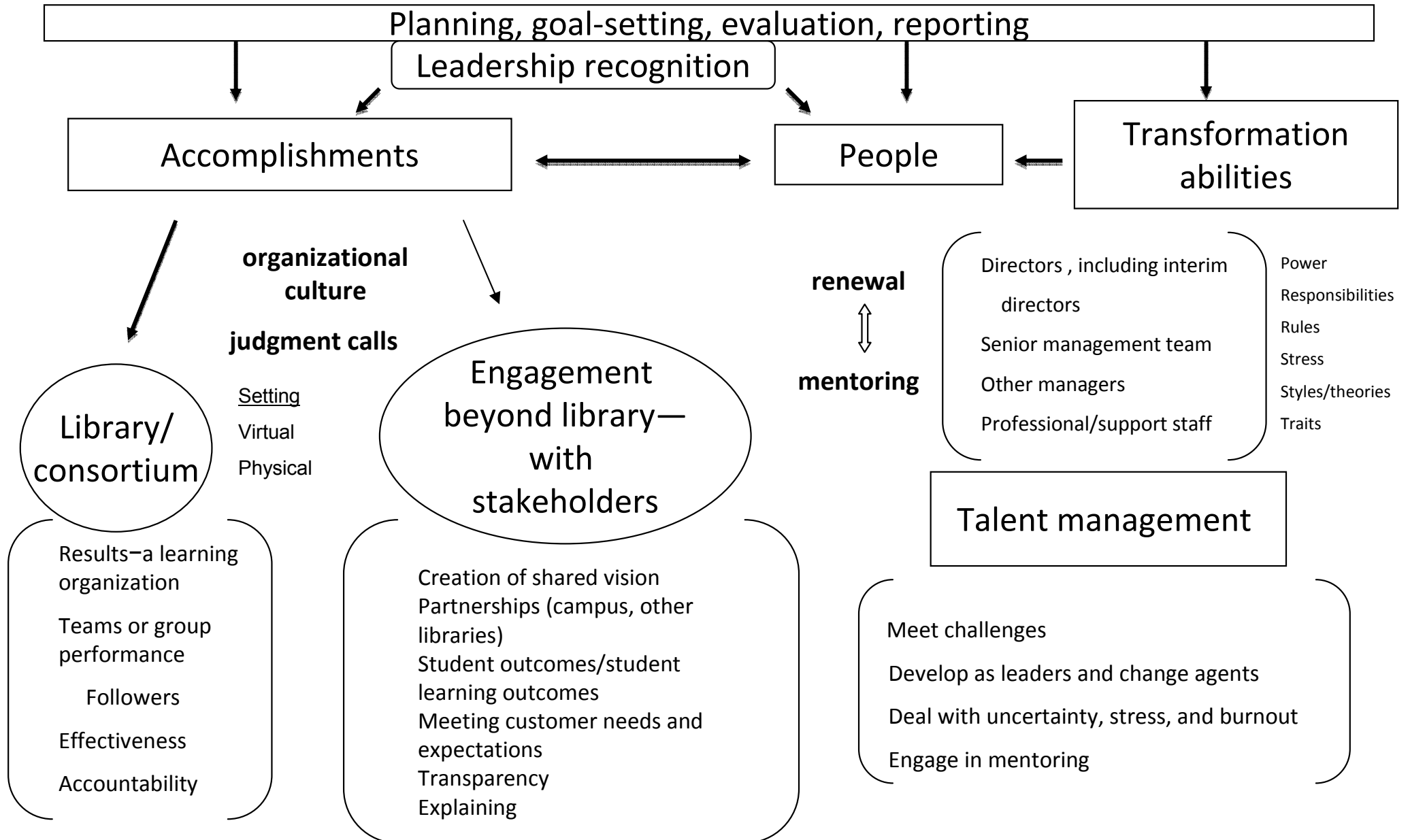
Chain of Reasoning

- 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.

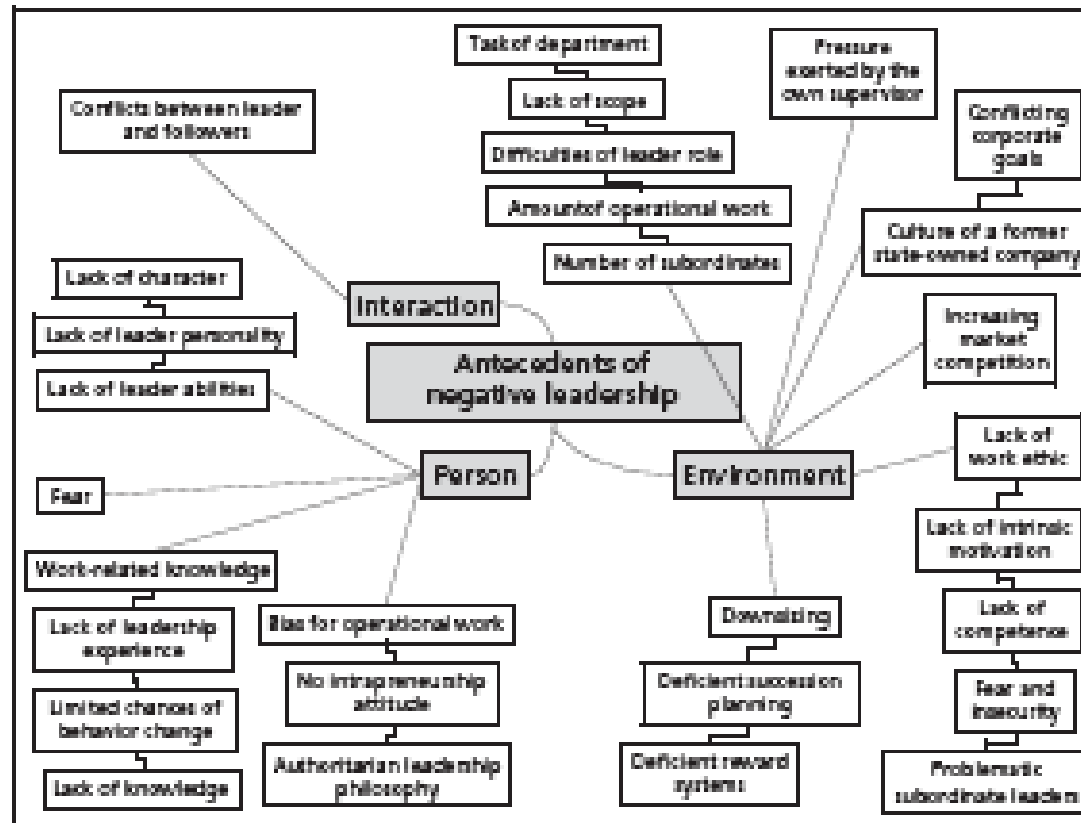
Commonly-used Methodologies

- 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

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

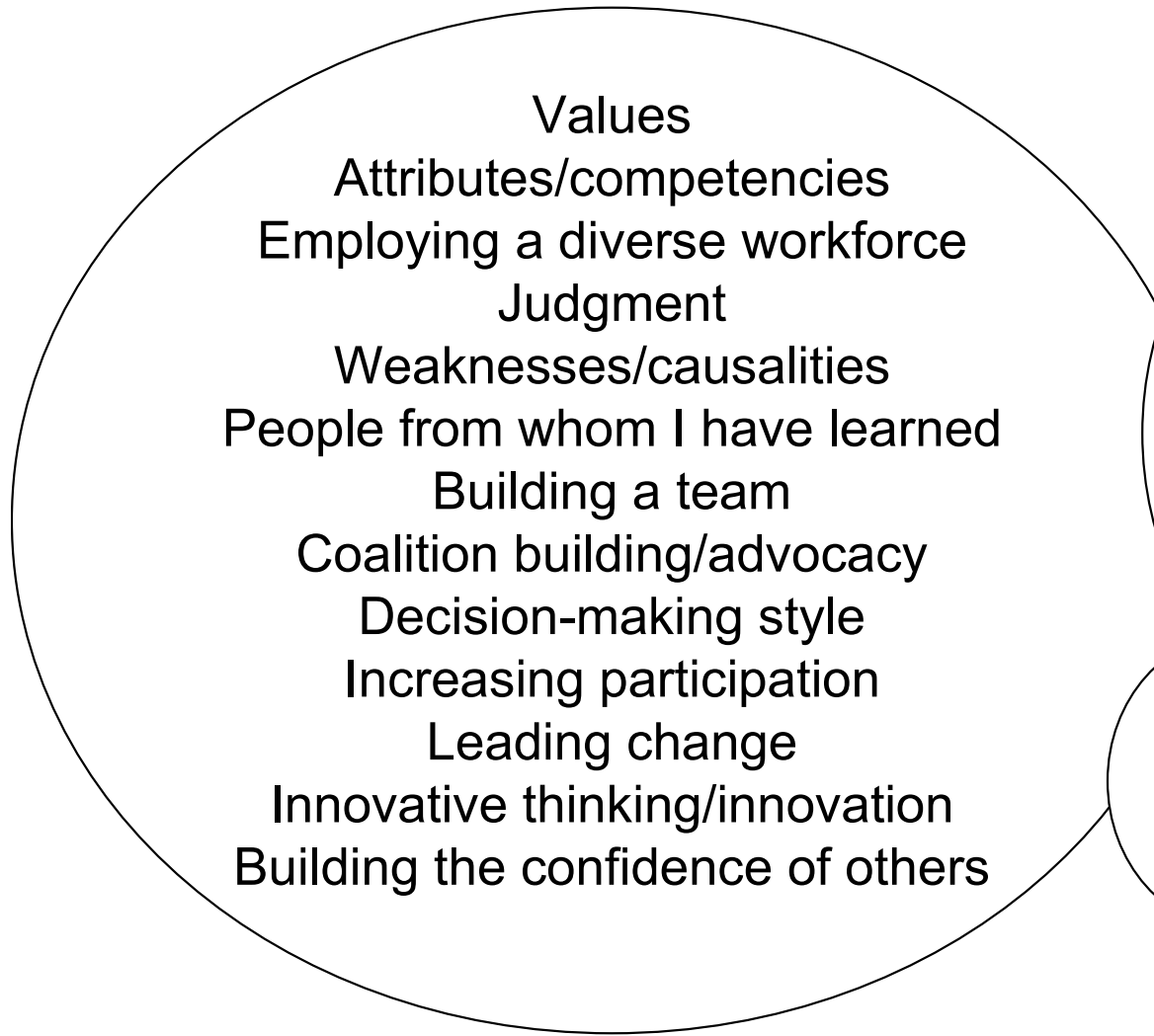
- Scenarios



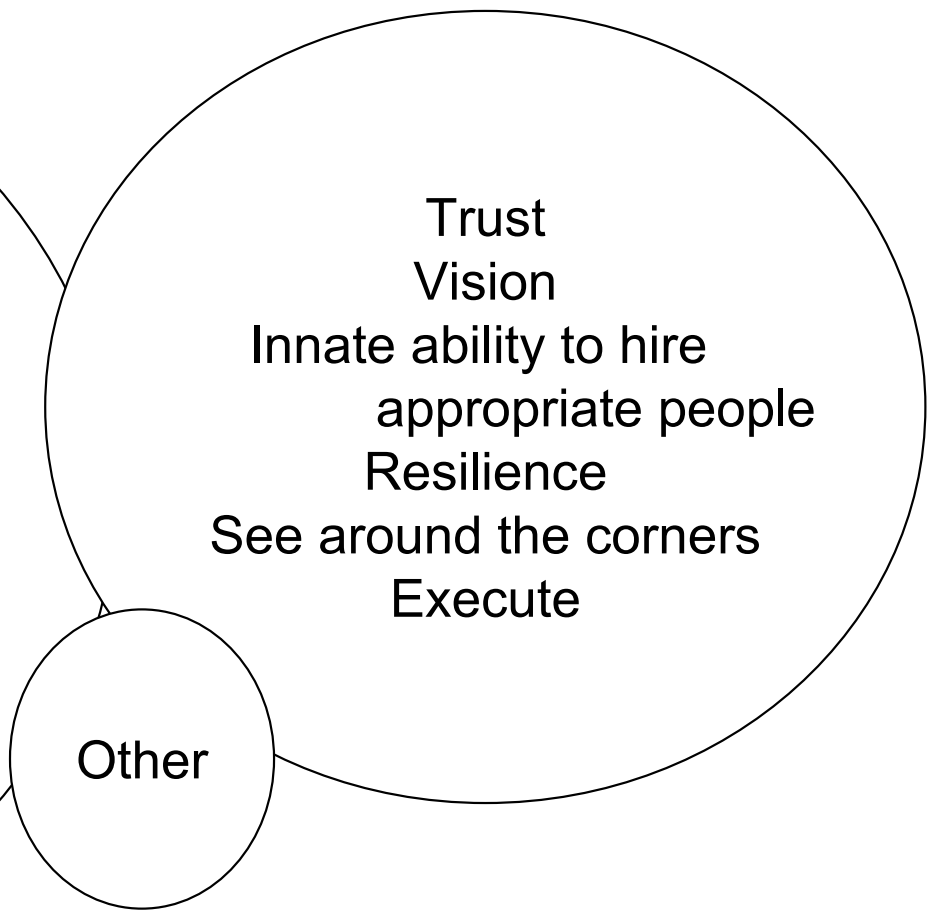
“Event” analysis

Categories (Presidential Leadership)

Gergen and Zelleke



Jack and Suzy Welch



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 Top-notch 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)

