

**In press, *European Journal of Work and Organizational Psychology*, special issue on “Leadership and Fairness”.**

## Fairness and Other Leadership Heuristics: A Four-Nation Study

Annick Janson and Lester Levy; University of Auckland

Sim B. Sitkin; Duke University

E. Allan Lind; Duke University & University of Auckland

Leaders’ fairness may be just one of several heuristics—mental shortcuts—that followers use to decide quickly whether they can rely on a given leader to lead them to ends that are good for the team, rather than just good for the leader. Other leadership heuristics might include whether the leader is seen as exemplifying the values and aspirations of the team and whether the leader sacrifices his or her personal interests for the interest of the team. We predicted that if these other factors do function as leadership heuristics they would interact with fairness such that the often-observed relationship between fairness and leadership evaluations would be relatively weak when either of the other factors was high. In two studies, both using the Lind-Sitkin Multiple Domain Leadership Instrument, we measured followers’ impressions of their supervisors’ fairness and “prototypicality,” and their leadership evaluations and ratings of team community; in Study 2 we also measured impressions of leaders’ sacrifice. To test the generality of the phenomena, Study 1 included data from respondents in the U.S., India, and Germany; Study 2 included data from respondents in New Zealand and the U.S. The results supported the predictions.