

Empirical Tests of Leader Behaviors and Effects

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Brief History of Leadership Research

“Of all the hazy and confounding areas in social psychology, leadership undoubtedly contends for top nomination.” (Bennis, 1959)

How have things changed in the past 50 years?

Slowly

Avolio 2007: "...field of leadership has evolved over the last 100 years...Leadership theory and research has reached a point in its development at which it needs to move to the next level of integration – considering the dynamic interplay between leaders and followers...."

Two Illustrative, Historically Dominant Paradigms

Leader-member exchange

Based on social exchange

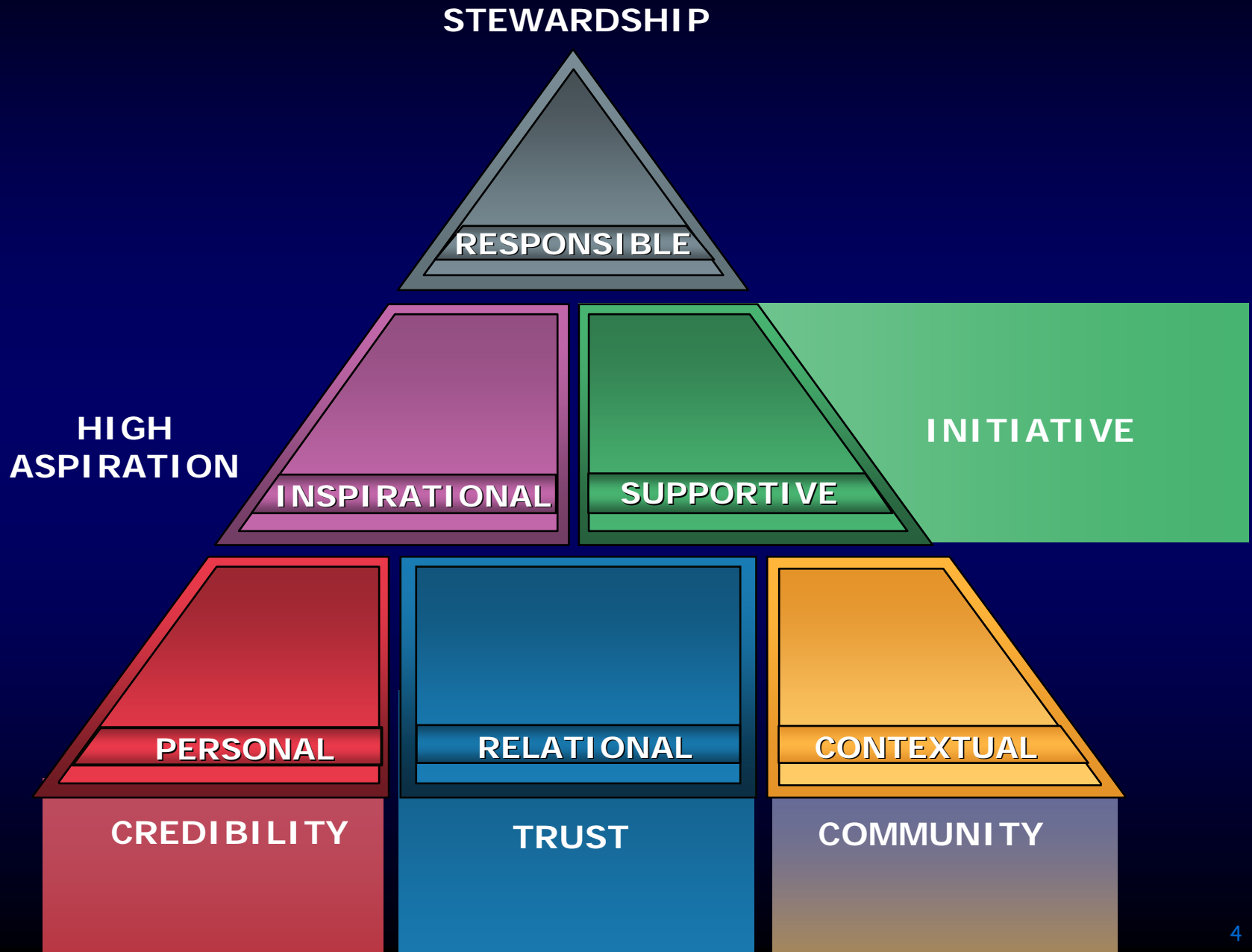
- Role-taking, role-making and routinization

Transformational leadership

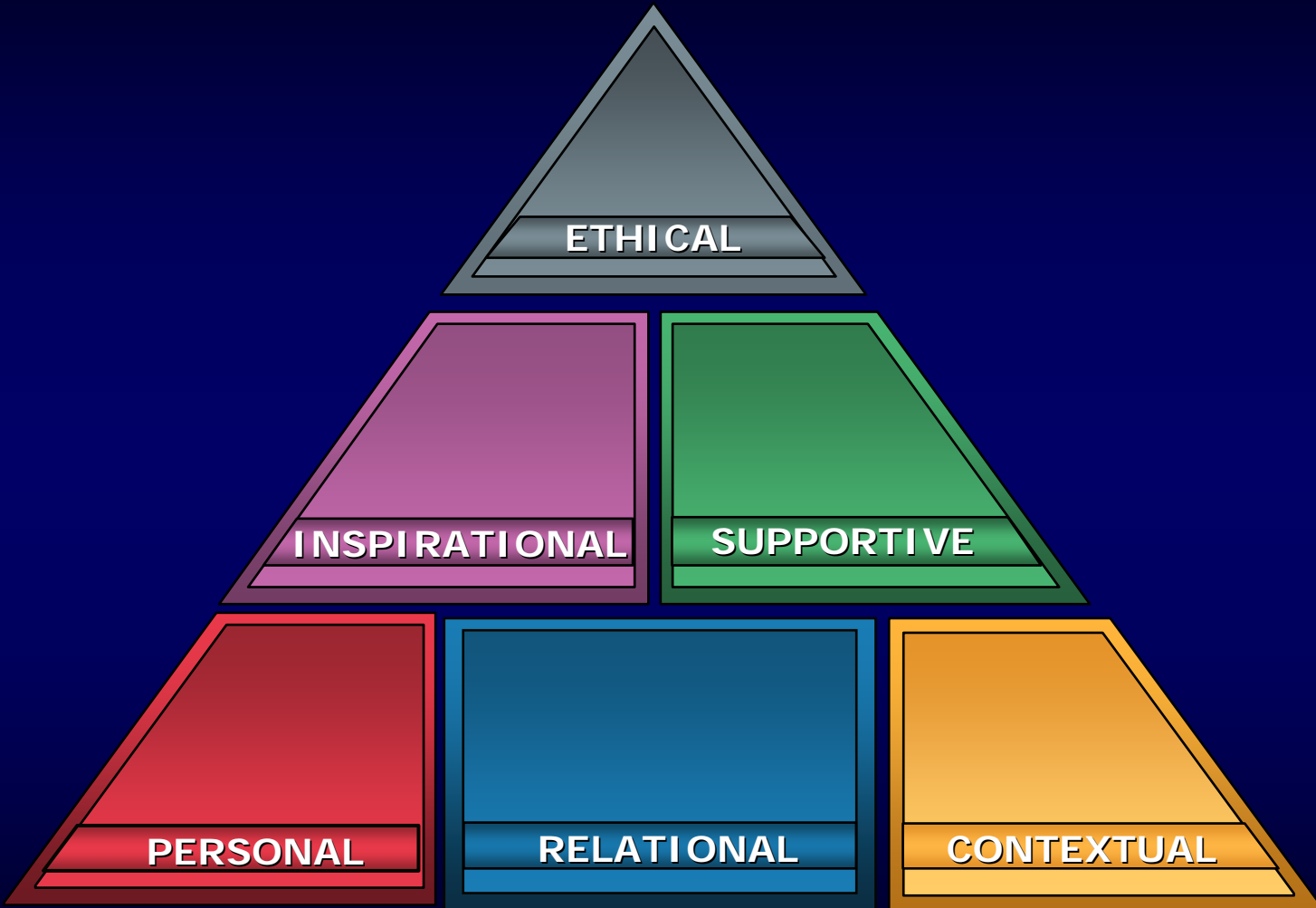
Leaders and followers raise one another to higher level of motivation and morality

- Idealized influence, inspirational motivation, intellectual stimulation, individualized consideration

Leadership domains and effects



Leadership domains



Core focus of the domains



Consequences of effective leadership

STEWARDSHIP

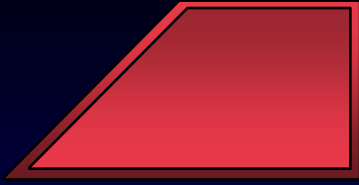
HIGH
ASPIRATION

INITIATIVE

CREDIBILITY

TRUST

COMMUNITY



Personal Leadership

- Competence
(insight and knowledge)
- Authenticity
(values and personality show in actions).
- Dedication
(commitment to the team and courage in pursuing its goals are evident)



***Effective personal
leadership yields***



CREDIBILITY



Relational Leadership

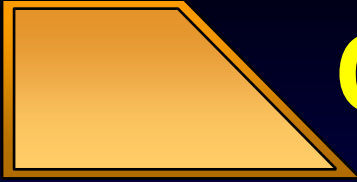
- Concern
(for follower's interests)
- Understanding
(of the follower and his/her needs as a person and professional)
- Respect
(for the follower as a person and professional)
- Fairness
(demonstrate that you will treat people fairly)



***Effective relational
leadership yields***



TRUST



Contextual Leadership

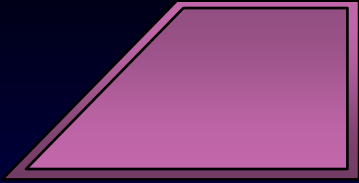
- Stress Identity
(emphasizing pride and belonging)
- Coherent Focus and Simplification
(emphasizing a sense of understanding)



*Effective contextual
leadership yields a
sense of*



COMMUNITY



Inspirational Leadership

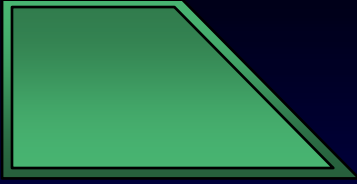
- Create a climate of Excellence
(through strongly conveyed expectations of high performance)
- Encourage Innovation
(through creativity and persistence)
- Enthusiasm and Optimism
(convey positive energy and affect)



***Effective inspirational
leadership yields***



**HIGH
ASPIRATION**



Supportive Leadership

- Efficacy

(by fostering feelings of individual and collective efficacy)

- Security and Blame Control

(through acceptance and protection; accountability, not blame)



***Effective supportive
leadership yields***



INITIATIVE



Responsible Leadership

- Public role

(Model ethical, balanced behavior)

- Ethics

(Promote frank discussion of ethical dilemmas and resolution and felt responsibility for effects)

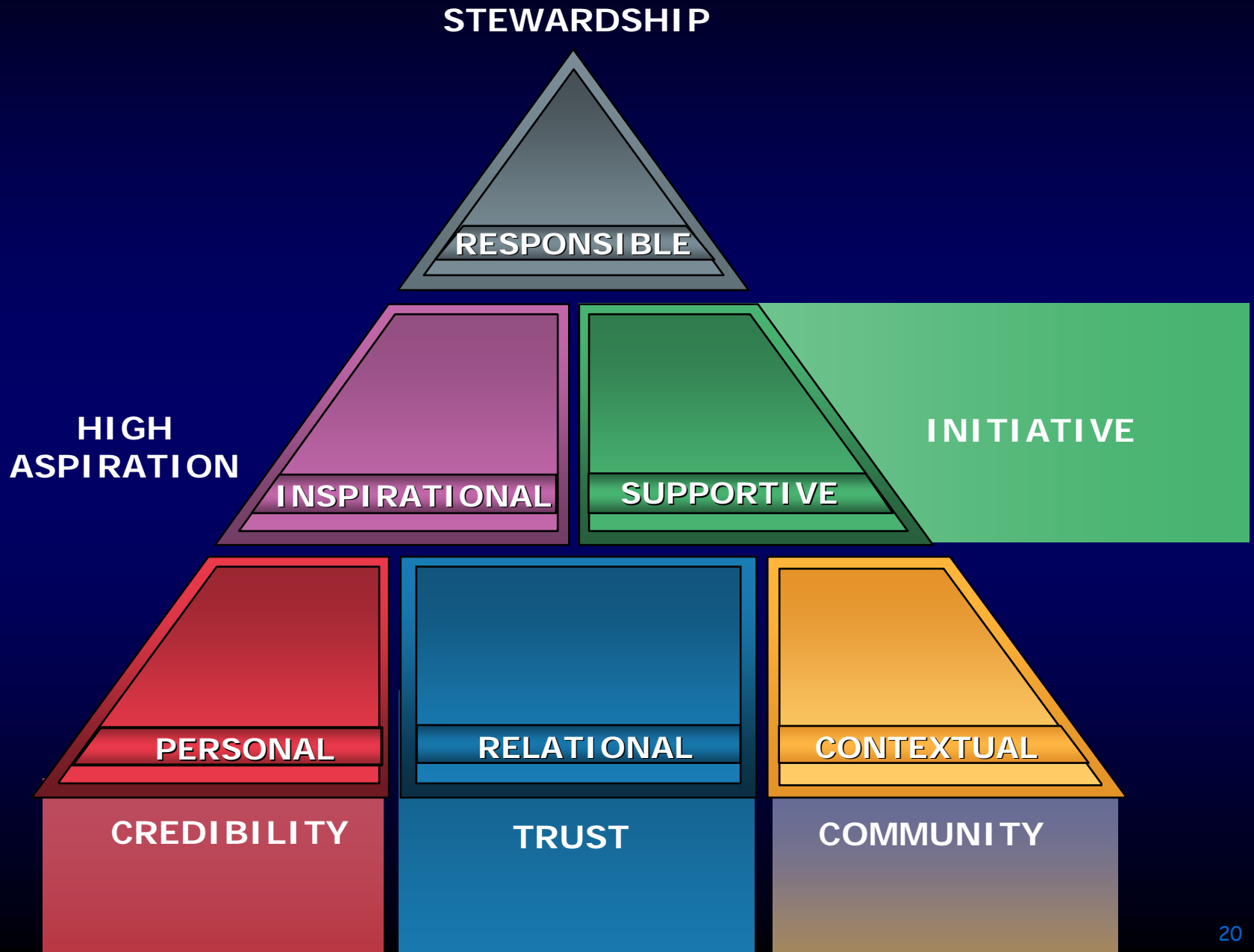
- Balance

(Encourage integrative and balanced action, including responsibility to others outside the firm)

***Effective responsible
leadership fosters***

STEWARDSHIP

Leadership domains and effects



Method and Sample

Leaders (n = 229)

Direct Reports (n = 545)

Peers (n = 777)

15% female

Executive MBA students and their raters;
did not use corporate samples

Quick Summary of Hypotheses

All six domains → Overall Leadership

Each sub-domain

→ *Domain effect*

→ *Overall Leadership*

Summary of Results

1. Majority of hypotheses are supported
2. The pattern of effects is largely consistent across domains
3. Sub-domains function just like the overall domains that they are hypothesized to be a part of
 1. *Load onto domains*
 2. *Sub-domains have the same effect as overall domain*

Overall Results

Direct Reports:

Outcome	Variable	β	t
Overall Leadership	Personal	.38	6.69**
	Relational	-.04	-.86 <i>ns</i>
	Contextual	.09	1.97*
	Inspirational	.09	1.91 [◇]
	Supportive	.22	3.56**
	Responsible	.16	3.32**

$R^2 = .703$ ($F = 209.856$, $p < .000$)

$n = 545$ direct reports

Cronbach's alpha for Overall Leadership = .823 (two items, mean of 5.123)

Overall Results

Peer Sample:

Outcome	Variable	β	t
Overall Leadership	Personal	.42	9.74**
	Relational	-.17	-4.19**
	Contextual	.28	6.44**
	Inspirational	.09	2.33*
	Supportive	.18	3.83**
	Responsible	.04	.91 <i>ns</i>

$R^2 = .641$ ($F = 222.945$, $p < .000$)

$n = 777$ peers

Cronbach's alpha for Overall Leadership = .831 (2 items, mean = 4.81)

Comparison on Main Results

	PEERS		DIRECT REPORTS	
	Overall Leadership	Domain Effect	Overall Leadership	Domain Effect
	β	β	β	β
Personal	.43**	.70**	.38**	.79**
Relational	-.17**	.71**	-.04 <i>ns</i>	.81**
Contextual	.28**	.60**	.09*	.61**
Inspirational	.09*	.67**	.09 ^o	.64**
Supportive	.18**	.53**	.22**	.49**
Responsible	.04 <i>ns</i>	.58**	.16**	.56**

Exceptions to the Overall Pattern

Relational is negative (peers) and ns (DR)

Proposed Interpretation: Among peers, one can be concerned, understanding, and fair, but stepping away from leadership

Responsible is non-significant (peers)

Proposed Interpretation : Peers look out for overall good; responsibility underpins relationship

Summary of Results

1. Hypotheses are largely supported
2. The pattern of effects is largely consistent across domains
3. A few exceptions to the overall pattern, but further empirical testing needed

Limitations

Multicolinearity

Less of an issue when looking at sub-domains and domain effects

- Multicolinearity plagues leadership research

Single-source, single-method

All self-report

** Just preliminary evidence; need further testing **

Future Directions

Adding learning to the model

Figuring out relational leadership

More advanced statistical methods

Different datasets

Testing links experimentally

Cross-cultural effects

Datasets from multiple countries

QUESTIONS?

Correlations

		Personal Leadership	Relational Leadership	Contextual Leadership	Inspirational Leadership	Supportive Leadership	Ethical Leadership	Overall Leadership
Personal Leadership	Pearson Correlation	1	.821**	.824**	.826**	.855**	.818**	.812**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	544	543	543	543	541	540	540
Relational Leadership	Pearson Correlation	.821**	1	.758**	.723**	.846**	.813**	.720**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	543	543	543	543	541	540	540
Contextual Leadership	Pearson Correlation	.824**	.758**	1	.785**	.843**	.759**	.751**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	543	543	543	543	541	540	540
Inspirational Leadership	Pearson Correlation	.826**	.723**	.785**	1	.801**	.730**	.737**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	543	543	543	543	541	540	540
Supportive Leadership	Pearson Correlation	.855**	.846**	.843**	.801**	1	.818**	.790**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	541	541	541	541	541	540	539
Ethical Leadership	Pearson Correlation	.818**	.813**	.759**	.730**	.818**	1	.748**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	540	540	540	540	540	540	538
Overall Leadership	Pearson Correlation	.812**	.720**	.751**	.737**	.790**	.748**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	540	540	540	540	539	538	540

** . Correlation is significant at the 0.01 level (2-tailed).

How other leadership theories deal with multicollinearity issues:

Bass (1997: 133) on TFL:

"The transformational components are intercorrelated. Nevertheless, they are assessed separately because they are conceptually distinct and important for diagnostic purposes. Analogously, anxiety and depression correlate highly but need to be treated differently."

"Components better describe the conceptually but not empirically distinct constructs. The same leaders tend to be high or low in each, but the behaviors involved are different and require different remediations."

- Where we may differ - - leaders can get dramatically different scores on the different domains

Results – Peers

Outcome	Variable	B	SE B	β	t (p)	R ²	F (p)
Overall Leadership	(constant)	-.606	.169		-3.591 (.000)	.641	222.945 (.000)
	Personal	.601	.062	.425	-4.194 (.000)		
	Relational	-.210	.050	-.168	-4.194 (.000)		
	Contextual	.322	.050	.276	6.444 (.000)		
	Inspirational	.111	.048	.088	2.332 (.020)		
	Supportive	.234	.061	.185	3.826 (.000)		
	Responsible	.051	.056	.037	.911 (.363)		

n = 777 peers

Cronbach's alpha for Overall Leadership = .831 (two items, mean of 4.81)

Results – Direct Reports

Two hypotheses are marginally significant:

4a: Inspirational leadership → overall leadership

5b: Blame control → initiative

Two hypotheses are not significant:

3b: Simplifying behaviors → community

***2a: Relational leadership → overall leadership*

Relational Leadership → Overall Leadership

Our explanation: Relationship is under-pinning of everything

Alternative explanations?

Outcome	Variable	B	SE B	β	t (p)	R ²	F (p)
Overall Leadership	(constant)	-.238	.163		-1.454 (.147)	.703	209.856 (.000)
	Personal	.452	.068	.382	6.694 (.000)		
	Relational	-.048	.056	-.042	-.855 (.393)		
	Contextual	.102	.052	.095	1.972 (.049)		
	Inspirational	.105	.055	.087	1.914 (.056)		
	Supportive	.248	.070	.217	3.557 (.000)		
	Responsible	.196	.059	.156	3.323 (.001)		