

Leader Affective Displays and Leadership Effectiveness: The Information/Contagion Model

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Leadership and Affect

- Leadership as influence
- Affect and emotions
 - primary driver of attitudes and behavior
 - largely neglected in leadership theories
- Affective displays and influence
- So what?
 - theory development
 - leadership selection & development

State of the Art

(van Knippenberg, van Knippenberg, Van Kleef, & Damen, in press)

- Emotional contagion
- Positive affective displays and charisma
- Anger and status/competence
- Positive and negative affective displays
→ behavior/performance
- Largely 'main effects' models – inconsistencies
- Little theory/data on process

Information/Contagion Model

- Leader affective displays matter
 - Main effects models don't do the job
 - Moderators?
 - Mediators?
- The Information/Contagion Model (ICM)

ICM: Processes

- Emotional (affective) contagion
- Affective displays as information
 - task, relational, etc.
 - follower affect, but partly affect-independent
- Partly independent processes
 - 'information' need not elicit affect
 - 'information' may elicit different affect

ICM: Outcomes (1)

- Positive affect
 - creativity
 - cooperation
 - perceptions: charisma, attraction
- Negative affect
 - information processing
 - effort/persistence
 - competition
 - perceptions: status/power/competence

ICM: Outcomes (2)

- Affect as information
 - “affective mindset”?
 - task feedback
 - relationship feedback
 - ...?

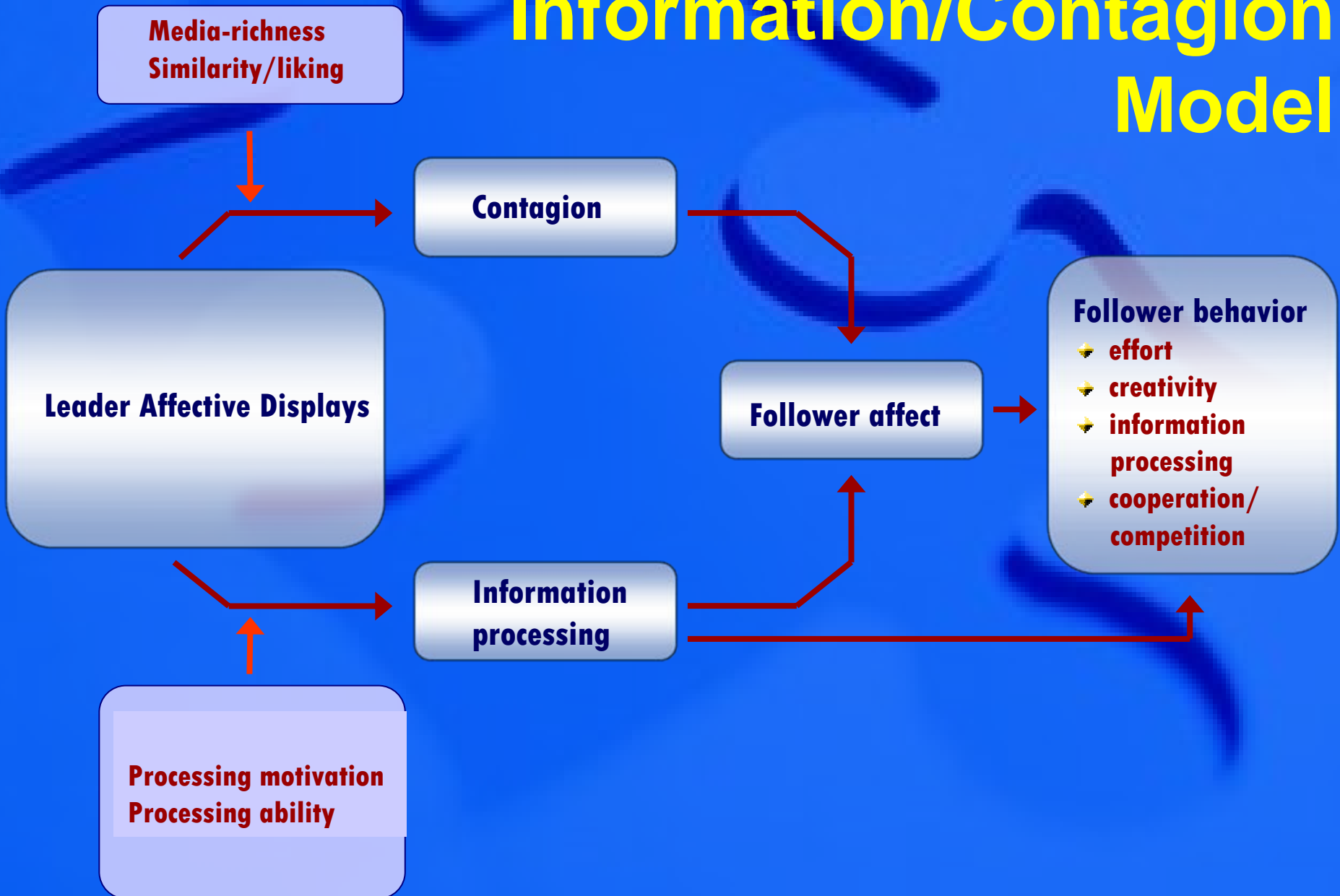
ICM: Moderators Contagion

- Media-richness
- Liking/identification/similarity

ICM: Moderators Information

- Processing motivation
(Van Kleef et al., in press)
- Processing ability

Information/Contagion Model



Discussion

- A model of affective information
- Determinants of affective displays?
 - emotional intelligence?
 - emotional skills?
 - positive/negative affectivity
- ...?