Leadership reset.

Re-set leadership?

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Leadership: current approaches

Popular leadership models…

1   Transformational Leadership: the leader inspires and motivates followers through vision, passion, and shared goals.

2   Servant leadership: Leader prioritizes the needs of followers to foster community and shared power.

3   Situational leadership: Leader adapts leadership style to the maturity and competence level of followers in a given task.

4   Authentic leadership: emphasizes genuine, transparent, and ethical leadership, with leaders build trust and loyalty by being genuine.

5   Network leadership: leaders build connections across diverse, often decentralized groups, to foster innovation, adaptability, and collective problem-solving.

Leadership: current approaches

Leadership-focused HR processes:

1 Recruitment: Recruiting future leaders

2 Performance Management: Setting expectations, monitoring, and evaluating leadership performance criteria.

3 Succession Planning - Preparing and identifying future leaders to fill critical roles.

4 Leadership Development Programs: Offering coaching, mentoring, and training to enhance leadership capabilities.

5 Compensation and Rewards: Recognizing and rewarding effective leadership behaviors.
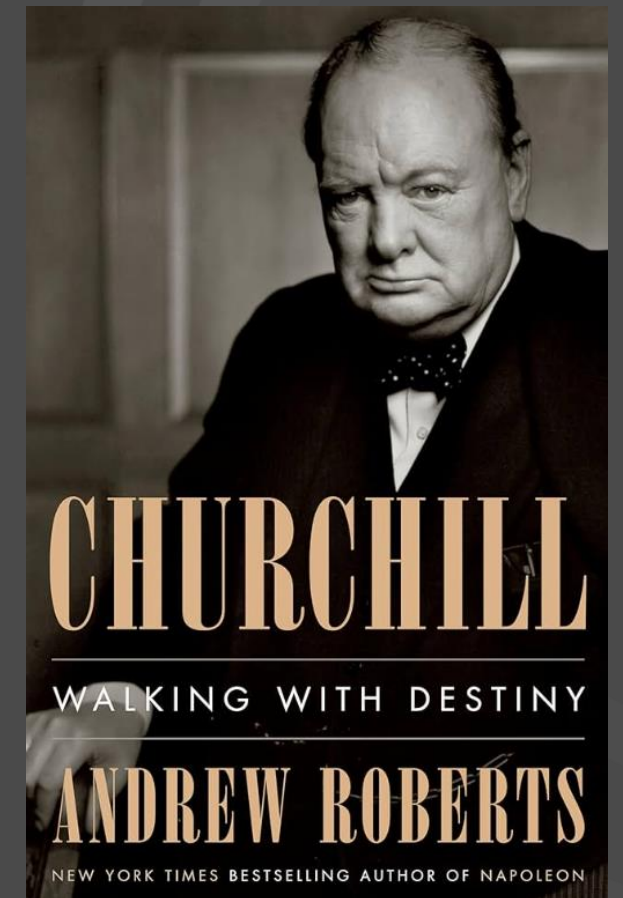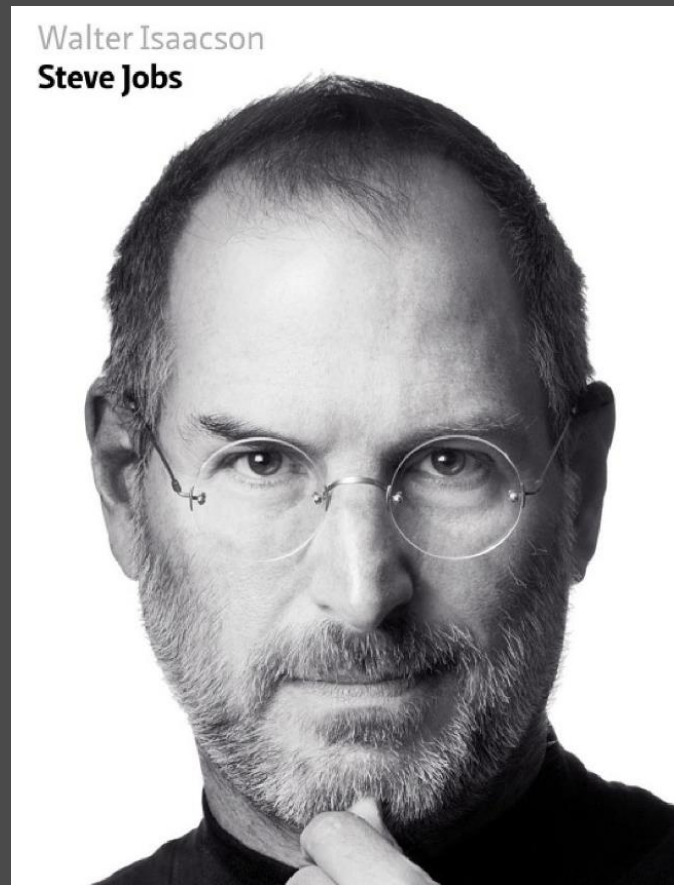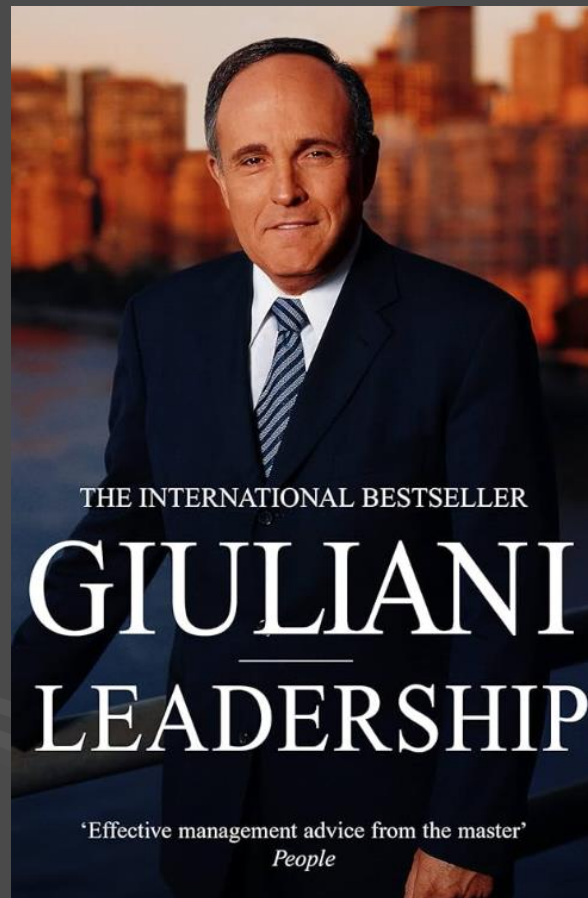
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Any communalities?!

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Conventional thinking about leadership is "leader-centric"

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Five common **myths** about leadership!

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#1 Leadership is about bright traits

Key assumption: To understand leadership we need to understand the best leaders...
...and we do this at the expense of understanding followers and their relationship with the leaders

#2 great leaders share some common traits

- Key assumption: specific traits or qualities (e.g., intelligence, charisma) are the only essential ingredients.

- Taken together, follower characteristics and their relationship with the leaders matter more than the leaders' characteristics.

- …plus, traits (antecedents) of leadership translate into actual behaviors via mediators.

Table 1
Meta-Analysis of the Antecedents of Leader-Member Exchange

Variable	K	N	r	ρ	SD ρ	Q	80% CV Lower	80% CV Upper	95% CI Lower	95% CI Upper	Fail Safe N
Follower characteristics											
Competence	6	2,958	.32	.38	.19	98.68***	.14	.61	.23	.52	279
Positive affectivity	12	2,482	.28	.31	.12	35.48***	.18	.43	.24	.38	360
Negative affectivity	17	3,732	-.16	-.19	.11	64.45***	-.35	-.03	-.26	-.12	387
Follower personality measures											
Agreeableness	9	2,290	.16	.19	.06	14.73	.12	.27	.15	.24	162
Conscientiousness	9	2,075	.17	.20			.17	.24	.15	.25	171
Extraversion	11	2,919	.13	.16	.09	29.09**	.04	.28	.09	.23	132
Emotional stability (neuroticism)	6	1,456	-.10	-.11	.14	29.81***	-.30	.07	-.24	.01	77
Openness	5	1,249	-.02	-.02	.11	16.62***	-.14	.10	-.16	.13	2
Locus of control	8	1,653	.22	.26	.26	90.48***	-.06	.58	.08	.44	225
Leader behaviors and perceptions											
Contingent reward behavior	6	1,900	.65	.73	.18	136.74***	.51	.96	.58	.88	542
Transformational leadership	20	5,451	.66	.73	.19	447.81***	.49	.97	.64	.81	1,805
Supervisor's expectations of followers	7	1,549	.32	.37	.08	9.34	.32	.43	.32	.43	252
Leader personality measures											
Extraversion	4	859	.16	.18	.14	16.06**	.01	.36	.04	.34	64
Agreeableness	4	859	.15	.18	.00	2.29	.18	.18	.11	.27	68
Interpersonal relationship variables											
Perceived similarity	9	1,278	.45	.50	.42	468.15***	-.04	1.00	.22	.78	441
Affect or liking	19	3,879	.43	.49	.25	348.60***	-.19	.80	.38	.61	1,145
Ingratiation (supervisor reported)	6	945	.21	.27	.23	39.75*	.00	.55	.07	.46	197
Ingratiation (subordinate reported)	15	2,804	.22	.27	.17	62.07***	.08	.46	.18	.36	491
Self-promotion influence tactics	4	1,132	.38	.45	.25	64.74***	.13	.77	.22	.70	176
Assertiveness influence tactics	8	1,638	-.10	-.12	.19	40.65***	-.34	.10	-.26	.01	88
Leader trust	18	4,918	.62	.73	.24	423.95***	.42	1.00	.64	.84	1,625

Follower traits

L-M-X relationship

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#3: 'Dark traits' of 'Dark Lords'

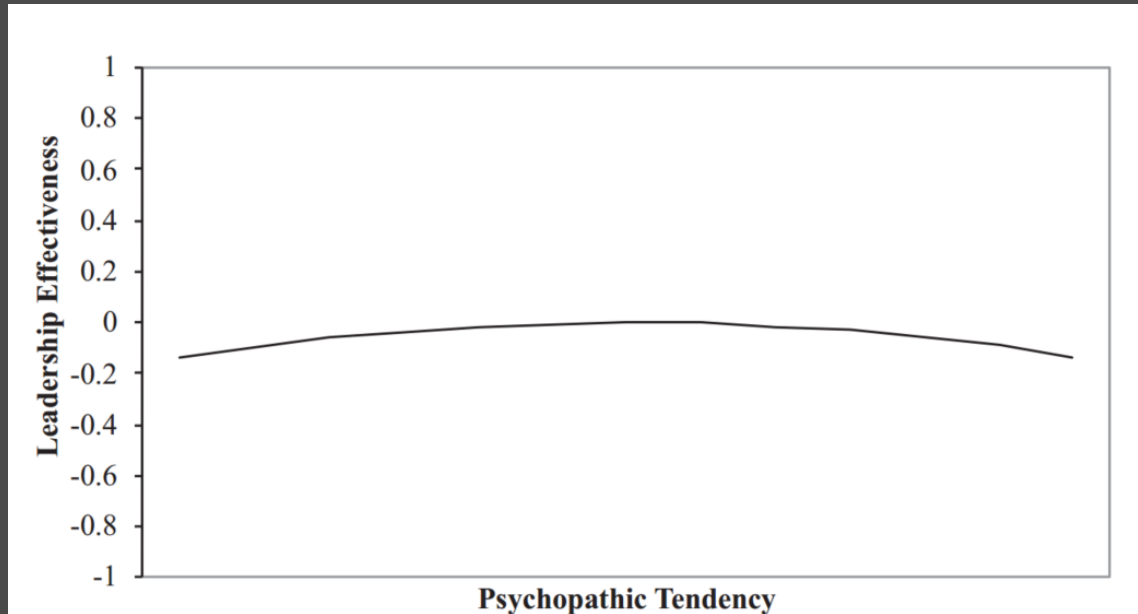- Curvilinear relationships, both U and inverted-U – useless for prediction

Figure 2. Curvilinear association between psychopathic tendencies and leadership effectiveness.
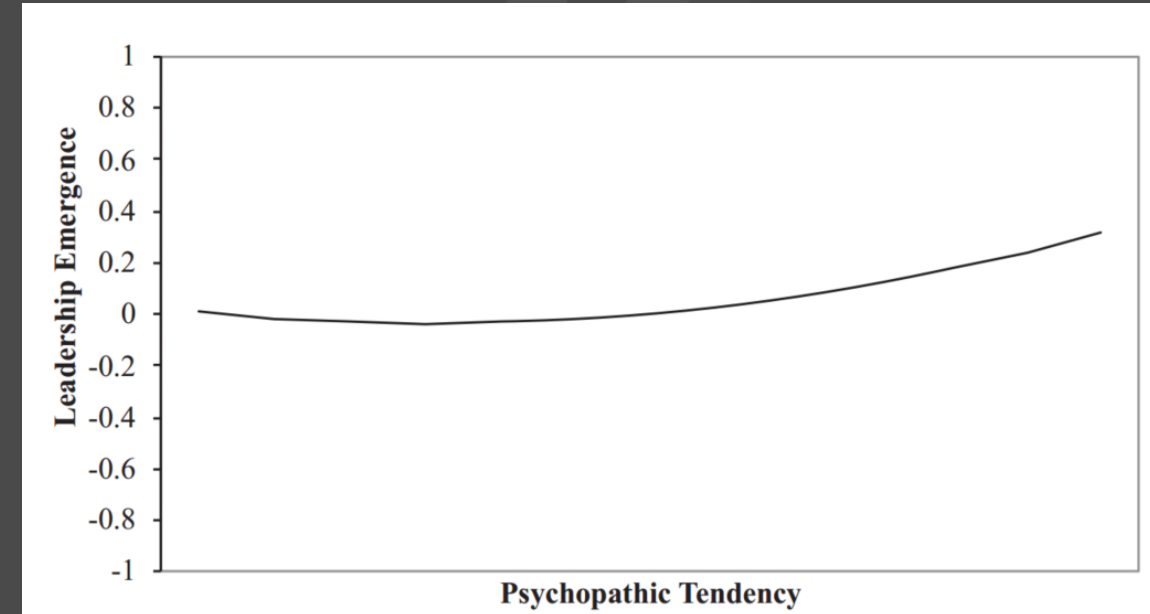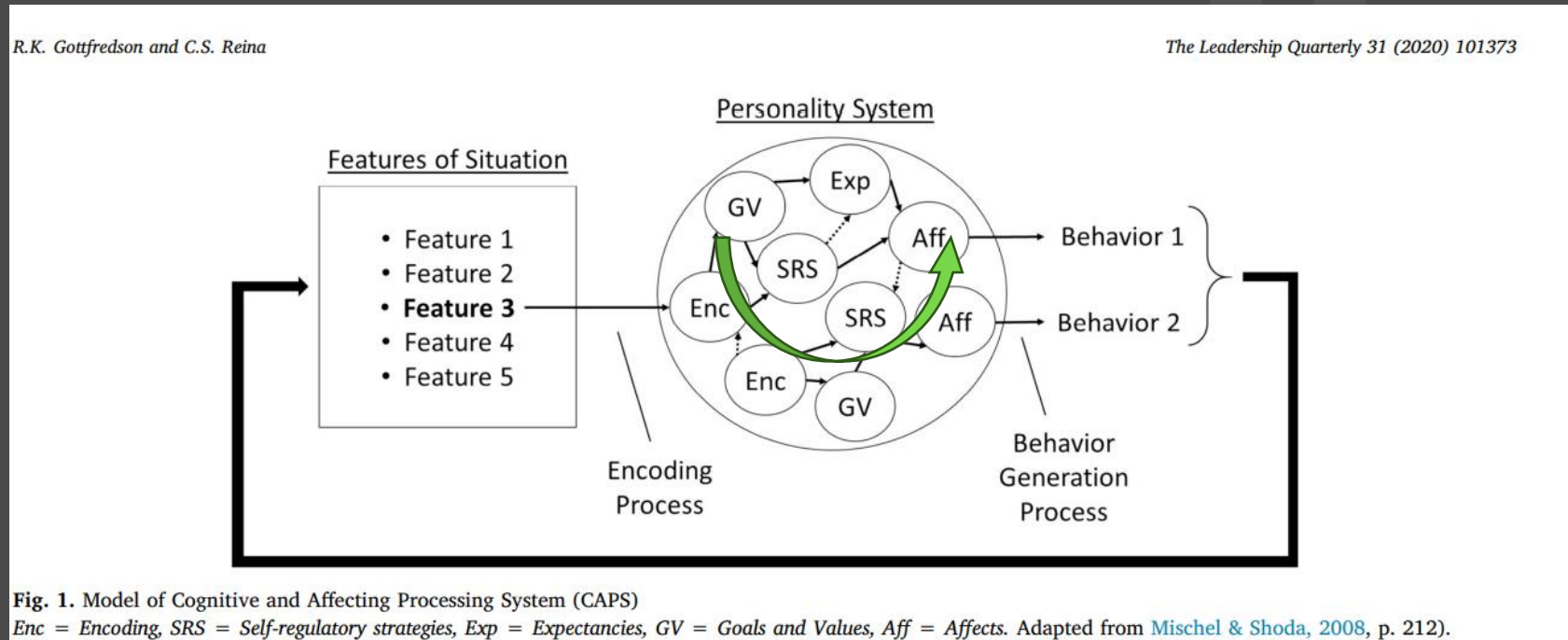

Figure 1. Curvilinear association between psychopathic tendencies and leadership emergence.

Source: Landay et al., (2019). Shall We Serve the Dark Lords? A Meta-Analytic Review of Psychopathy and Leadership. *Journal of Applied Psychology*.

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#4 Leadership consistency

- …across persons and situations

- Key assumption: Once we identify a "leader" and invest in him/her the leader will be the key ingredient for the organization's success.

- Research shows that within-person fluctuations in leadership effectiveness are as large as between person differences…

R.K. Gottfredson and C.S. Reina   The Leadership Quarterly 31 (2020) 101373

Fig. 1. Model of Cognitive and Affecting Processing System (CAPS)
Enc = Encoding, SRS = Self-regulatory strategies, Exp = Expectancies, GV = Goals and Values, Aff = Affects. Adapted from Mischel & Shoda, 2008, p. 212).

Four ways to **think differently** about leadership!

#1 enable leaders' insights

- From individual assessments to talent dashboarding for le...

- E...

Leadership Foundations

Enterprise Leadership

...lent Insights

Graph | Table

"When you can measure what you are speaking about, and express it in numbers, you know something about it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind; it may be the beginning of knowledge, but you have scarely, in your thoughts advanced to the stage of science."

— Lord Kelvin

Strengths

32%

Strengths

20%

Network Leadership
- Building the Network
- Energizing the Network
- Creating Interdependence
- Enabling the Network

immediate team

Team Task Performance
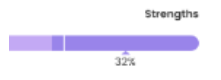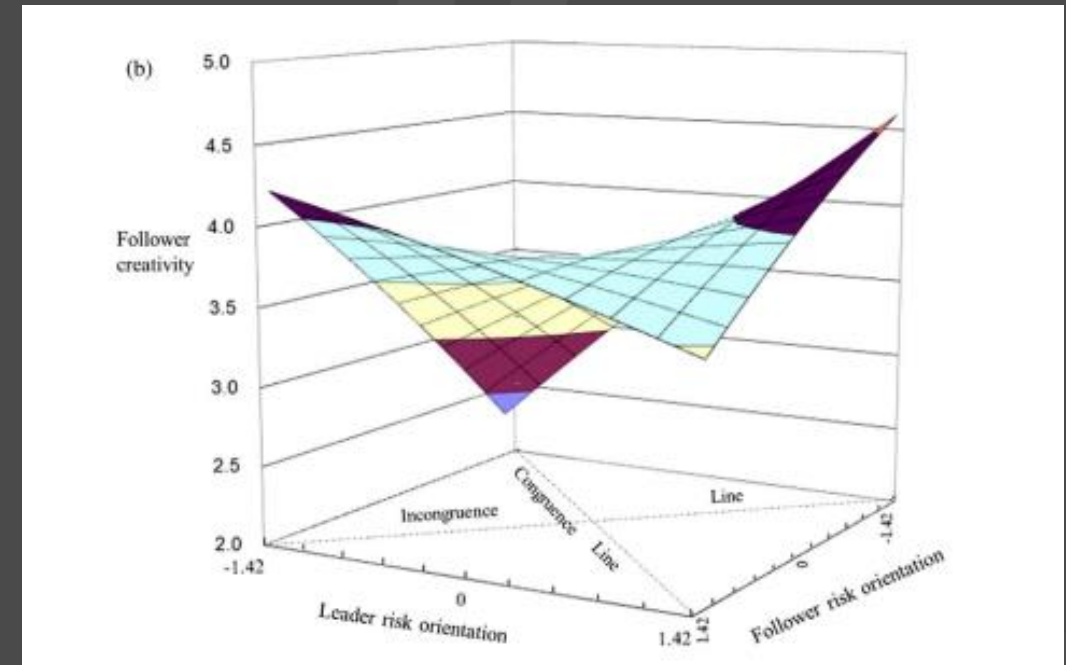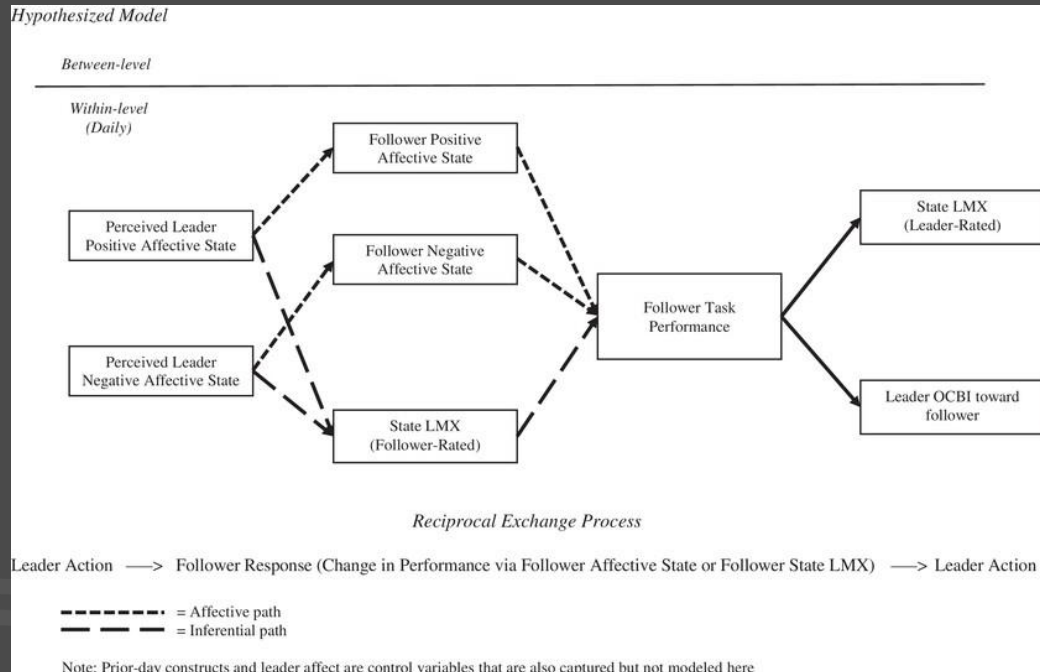- Leading teams to achieve their collective tasks and assignments

Strengths

40%   37%

14 | SHL
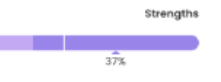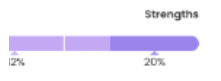
#2 look beyond the leaders

- Dyads, teams and their (not)corresponding behaviors and attitudes

- Example – use the incongruence line if you want your teams to be creative


Source: Liu et al., (2020). Leader–follower risk orientation incongruence, intellectual stimulation, and creativity: A configurational approach. *Personnel Psychology*.

Bartels et al., 2021. With a frown or a smile: How leader affective states spark the leader-follower reciprocal exchange process. Personnel Psychology.
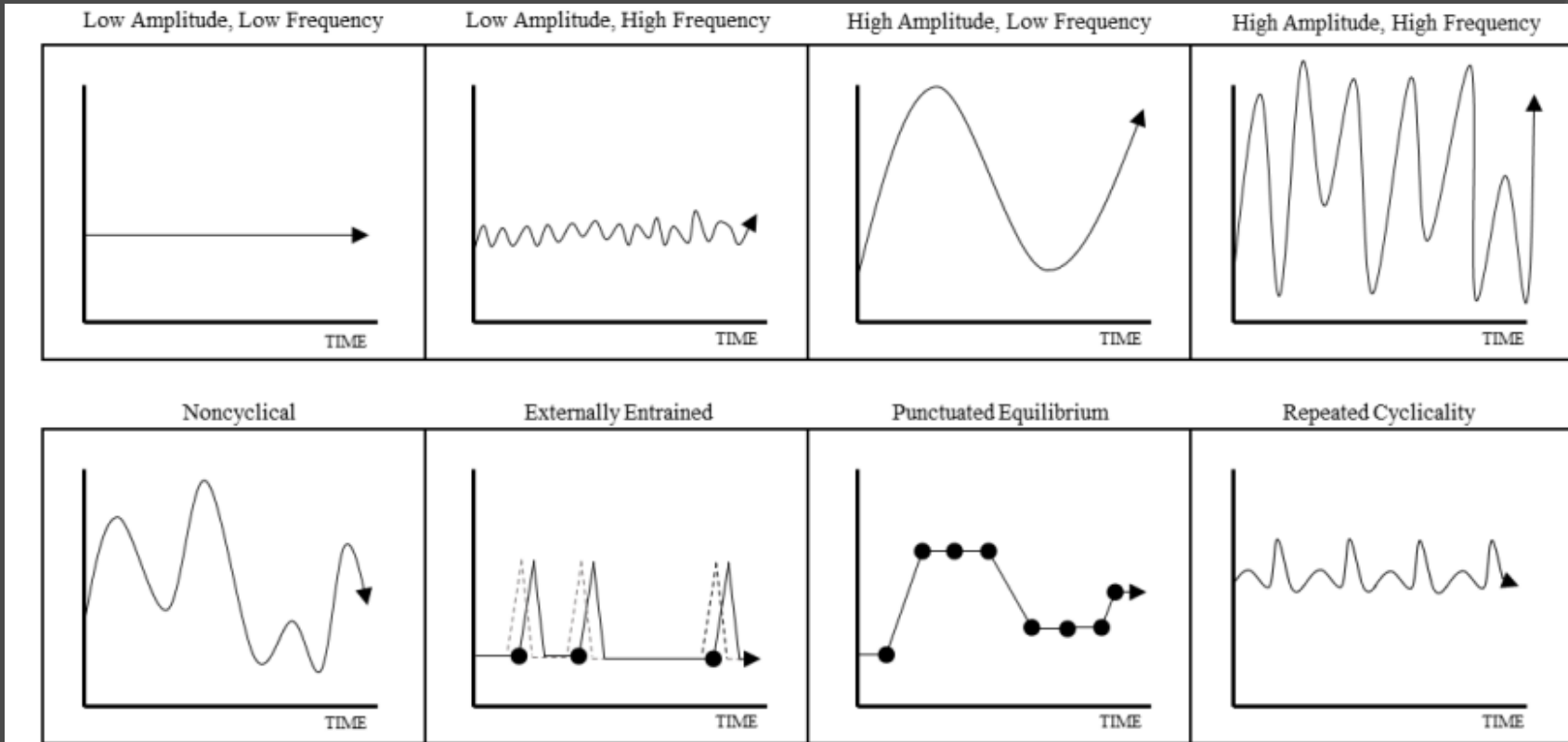
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#3 Contextualize...align, but not always

- Dyads, teams and their (not)corresponding behaviors and attitudes
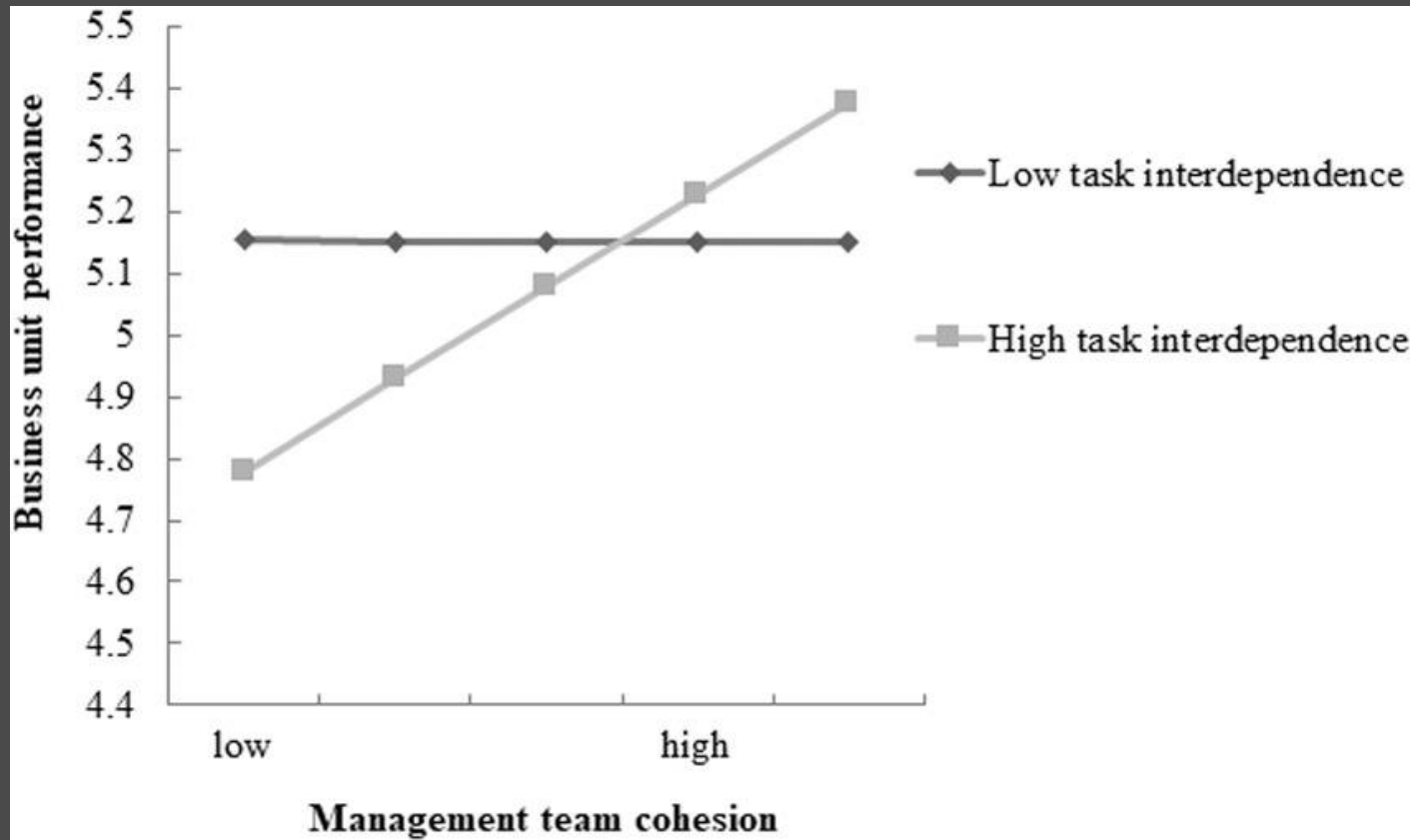
Source: Song et el., (2020). A multiplex view of leadership structure in management teams. Personnel Psychology, 31 (2).

#4 Shift the explanatory lenses

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- ...to dynamic, cyclical, multi-determined, non-linear phenomena

Source: Song et el., (2020). A multiplex view of leadership structure in management teams. Personnel Psychology, 31 (2).

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#4 Shift the explanatory lenses

- From static, sequential, binary and unidimensional conceptualizations...
  - What caused this event?
  - What is the main factor explaining leadership performance?
  - What happened first?
  - What are the key lessons that can be learned here?
  - Which factor is the most important determinant of leadership success?

- To...dynamic, cyclical, multi-determined, non-linear ones:
  - How do different influences interact to produce this result?
  - What recurring cycles or feedback loops are present in this phenomenon?
  - How might changes in the surrounding environment alter the outcome?
  - How does the process evolve or shift over time?
  - Are there tipping points where a slight change might drastically alter the system?
  - How does the interplay across various levels (individual, team, organization, etc.) affect the overall system?

Source: Song et el., (2020). A multiplex view of leadership structure in management teams. Personnel Psychology, 31 (2).

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Think about Leadership as a "mani-fold" space

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Think about Leadership as a "mani-fold" space

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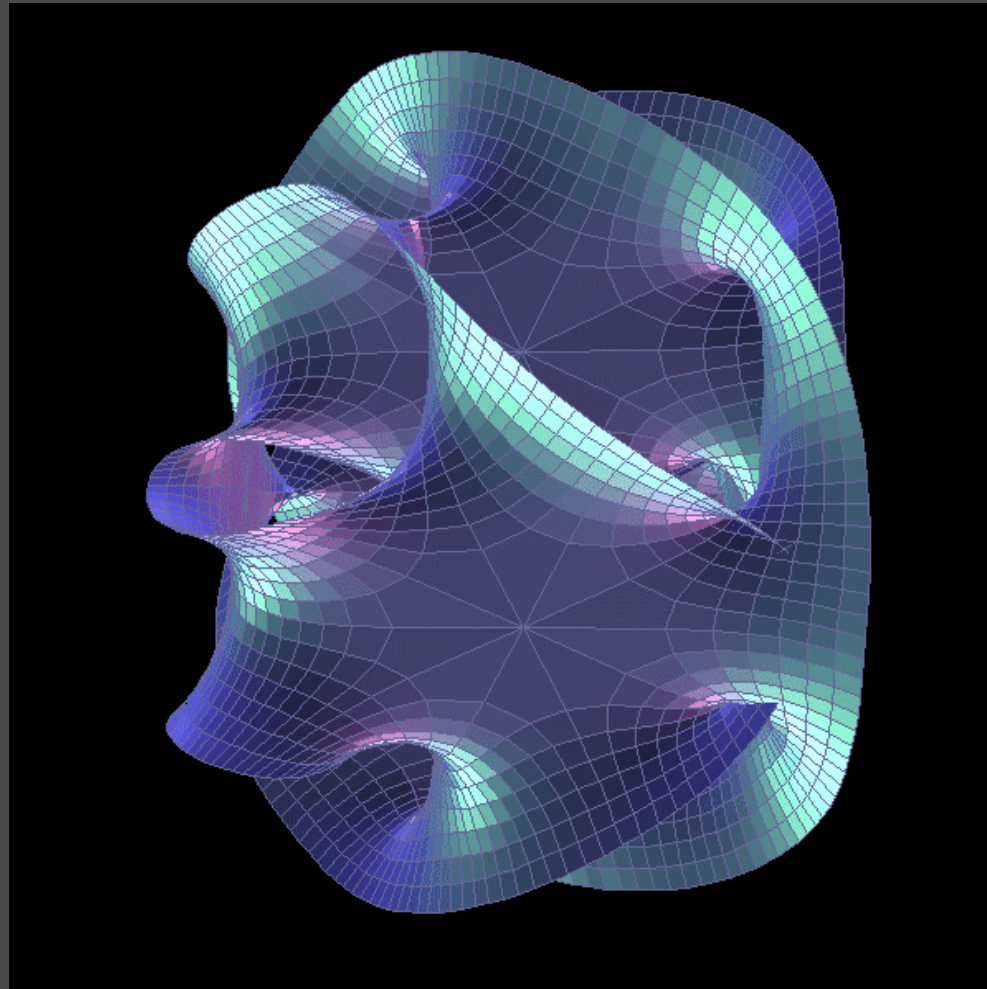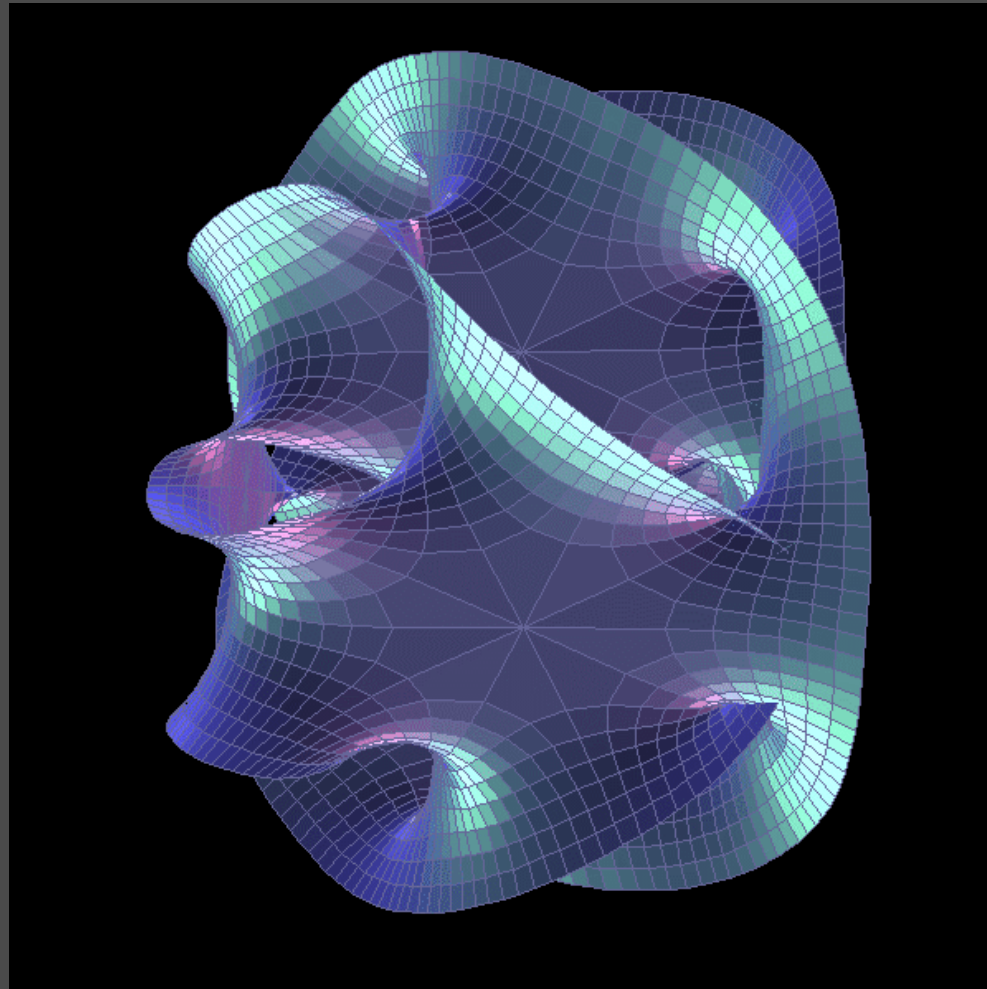
Think about Leadership as a "mani-fold" space

Table 1 Basis for formation of leadership: representative theories of leadership emergence [a]

Level		Compilational UEP: Property emerges from lower-level unit properties	Compilational ULP: Property emerges from compilation of lower-level unit properties
Event	A	Leadership skills/competencies[b]	Adaptive leadership theory
Individual	Trait theories of leadership	Relational leadership theory	Charismatic leadership theory
Dyad	LMX theory	Implicit leadership theory	Social process theory of leader and follower identity construction
Group	Idiosyncrasy credit model of leadership	Leadership categorization theory	General theory of leadership in small groups Functional leadership theory
Organization	Upper echelons theory	Attraction–selection–attrition models of organizational climate[b]	Complex adaptive systems theory
Common thread among theories	Stable attributes are important antecedents to processes at each level	Individuals function independently; individuals fulfill similar functions	Outcomes emerge from interactions of different units; individuals and groups perform different functions

HR processes focus here…

…and here…

...and remember: leading people is like doing therapy...

except your patients didn't ask for it.

Good luck out there!

- all complaints should be submitted at: andrei.ion@shl.ro