

A Practical Overview of Leadership: Research-Based Principles and Tools for Action

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SOCIETY for
INDUSTRIAL and
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PSYCHOLOGY

SCIENCE FOR A SMARTER WORKPLACE





Reasons for failure?

Communicating Goals/Priorities/Feedback

- Employees often complain about leader communication.
- What is the ratio of complaints about overcommunication to undercommunication?

Goals of this session



Broadly describe the social scientific study of leadership



3 important psychologically-related factors

[How have psychologists been involved and how can they be involved?]



Common misunderstandings



5 questions/ challenges that might help you lead better



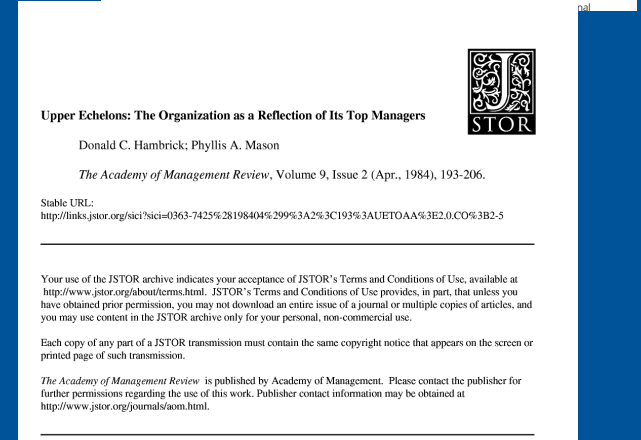
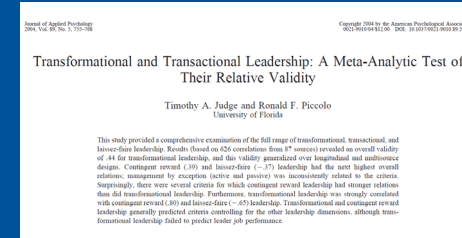
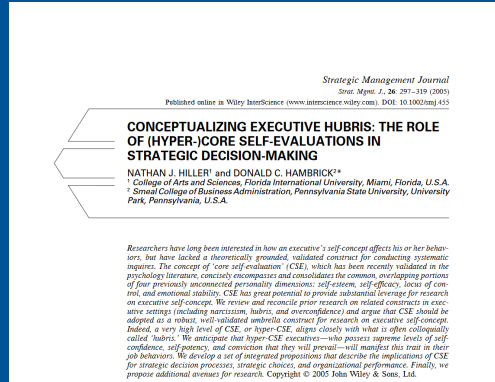
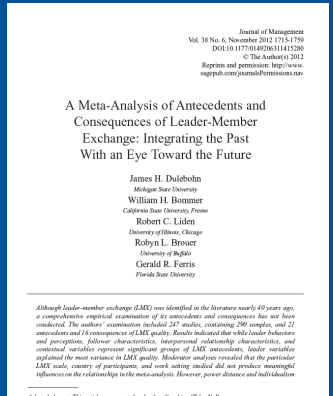
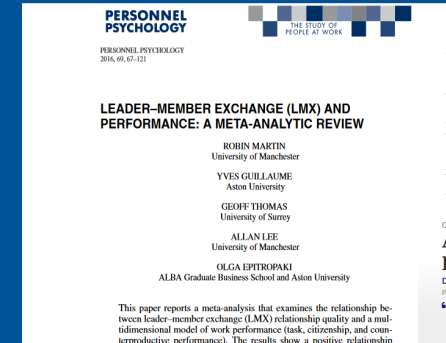
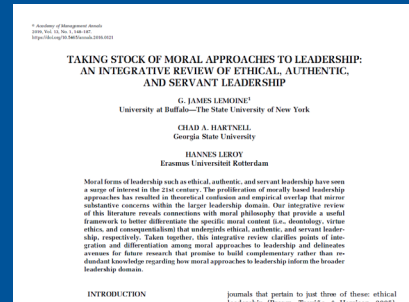
Select research- and practice-focused resources

Social Science (Psychology) of Leadership

- Expanding research literature and ascendance of topic-specific journals (**The Leadership Quarterly & Journal of Leadership and Org. Studies**)
 - plus widespread appearance of leadership and leadership-related articles in essentially all major journals in applied psychology
- Continuing robust emphasis on leadership (development) in organizations
- Hundreds of 'pop' books on leadership each year – some of which are research-backed
- Burgeoning field of executive coaching – which often intersects with leadership

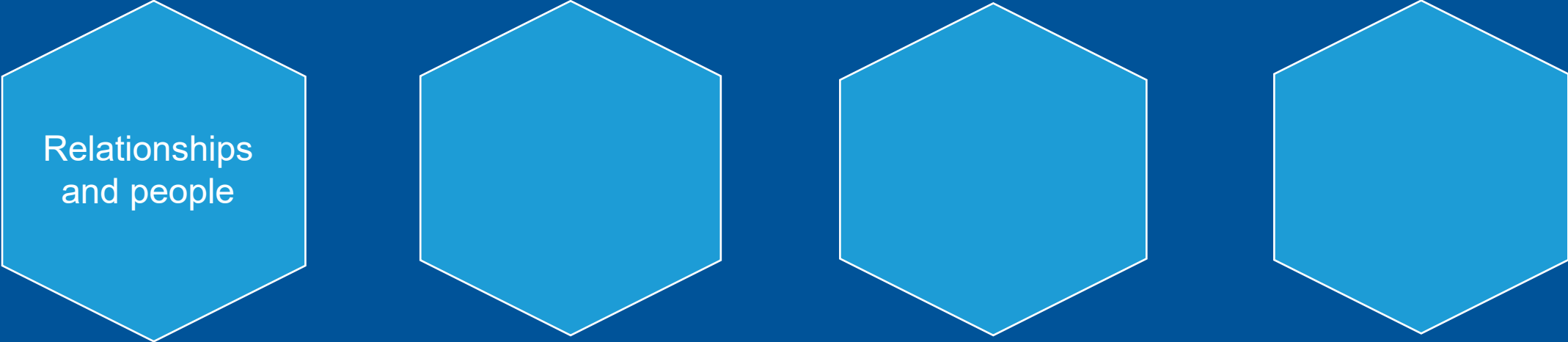
Some Prominent Theories/Approaches

- Leader-member exchange (importance of high-quality relationships)
- Transformational leadership
- Servant/ethical leadership
- Authentic leadership
- Shared/collective leadership
- Upper echelons theory/strategic leadership
- And...economic, biological/neuroscience, evolutionary, trait, etc.



A cut-through model of leadership tasks/competencies

Key Behavioral Clusters of Leadership




Relationships
and people

Examples:

- High-quality individual relationships
- Managing emotional temperature of the team
- Developing leadership under/around you
- Being trustworthy
- Treating people fairly/inclusivity

Key Task/Behavioral Clusters of Leadership



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Results &
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Examples:

- Goal-setting/managing progress to goals
- Structure processes and manage resources
- Skill development of team
- Solve problems
- Provide/ensure feedback
- Contributing technical expertise

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Change & Strategy

Examples:

- Anticipating external trends, threats, opportunities
- Proactively re-organizing structures and processes
- Leading strategy
- (Re)-aligning team within organization.
- Advocating for the team/unit/organization
- Influencing the environment

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(Managing) Self

Examples:

- Self-knowledge/insight
- Leadership self-construal
- Managing emotions
- (growth) Mindset
- Flexibility/agility – mental and behavioral
- authenticity

3 Important Psychologically-Related Factors

- 1 - what do you think effective leaders/leadership is? What does it do?
What does it look like?
(implicit theories of leadership)
- 2 - do you see yourself as a leader?
(leadership self-identity)
- 3 - do you think that you can develop as a leader?
(leadership growth mindset)



Possible reasons for failure?

- Employees didn't value/recognize the approach to managing/leading
- Employees wouldn't accept/grant leadership credibility

1 – What do you think leadership is? What does it look like?

Implicit Leadership Theories

- Surface AND deep-level characteristics
- Involves both who leads and what leadership can/should look like

*Claiming and Granting
(DeRue & Ashford, 2010)*

****Combined – implicit leadership theories set the stage and limits for leaders/leadership being granted (or not), and set boundaries for how one enacts leadership****





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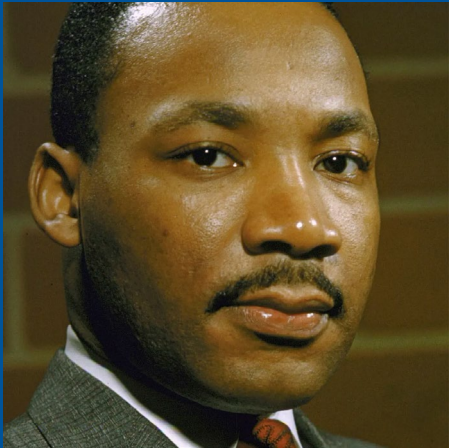
- **Employees didn't value/recognize the approach to managing/leading**
- **Employees wouldn't accept/grant leadership credibility**
- Actual skills/behaviors demanded in new role were different (i.e. formula for leadership success was not the same)
- Non-work spillover effects
- Couldn't adapt to new country culture and norms
- Organizational culture was different – same behaviors didn't work in new organization
- What was previous leader like?
- How were they introduced/brought-in? Does everyone know this was the, for example, the second choice for the role?
- What did they do in new role in their first 90 days?

- Leaders
- Followers
- Situations



**Do you see yourself
as a leader?**





2 - Do you see yourself as a leader?

- is it part of your identity

- Phenomenon of the 'rich get richer'
- when working with 'leaders', the answer is often yes, but to widely varying degrees.
- but this leaves a lot of people behind...many people who could/should be involved in leadership are reluctant leaders and may not have much of a leadership identity.
 - New leaders need to develop (be encouraged to develop) a leadership identity.



3 - Do you believe you can develop as a leader?

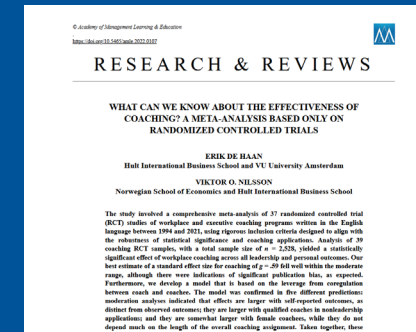
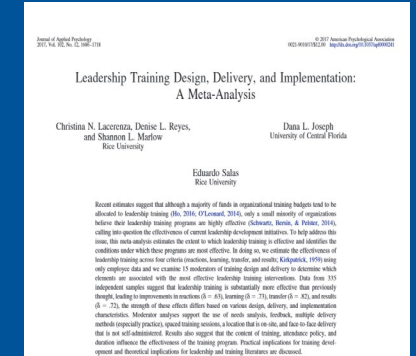
- efficacy and growth beliefs matter
- 'trait' beliefs about leadership hurt this assessment for many people

But wait..... can you really develop leadership?

And if so, how?

Two Studies to Know

- - Leadership development effects (Lacarenza et al, 2017 Journal of Applied Psychology)
- - Randomized Controlled Effects of Coaching - New AMLE article (de Haan & Nilsson, 2023)
- Current Initiatives/Developments – *that will help improve inferences*
 1. Evidence-based leadership development program awards (Network of Leadership Scholars and League of Leadership)
 2. Emphasis on measuring leadership development effectiveness (i.e. Doerr Institute)
 3. Naturalized experiments/regression discontinuity designs and field experiments



The focus of leadership development should be on ***behaviors and self-growth*** --- much less on 'traits' or heroic leaders.

Leadership development can be maximized with:

- Deliberate attention
- Practice & behavioral experimentation
- Leadership identity that gets some social and task reinforcement
- Hardship/challenges
- Opportunity
- Mentorship/coaching/Feedback [CCL Model: Assessment/challenge/support]

And a BELIEF that leadership ***skills and behaviors*** are developable

Questions/Challenges for YOU

(and others)

- Who can you 'grant' leadership to? Who can you encourage?
- Is your 'model' of leadership narrow and rigid? Does your leadership adapt and flex?
- Behavioral experimentation is key – and will not feel 'authentic'
- Transitions are key (pain) points -- pay attention to new roles and promotions – leadership changes across levels
- **You're almost certainly undercommunicating strategic direction and priorities. When and how will you do this? (Flynn & Lide, 2022)**
- Caring relationships matter – empathy matters, connection matters. Who do you need to connect with?

Getting 2% better (by making small tweaks in behaviors) in leading can pay massive dividends

What can you get 2% better at?

Some Practical Resources

- *Develop Your Leadership Style* by Peterson, Abramson & Stutman (2020; Harvard Bus. Rev.)
 - <https://hbr.org/2020/11/how-to-develop-your-leadership-style>
- *Mindsets of a Leader* by Maidique & Hiller (2018; MIT Sloan Management Review)
 - <https://sloanreview.mit.edu/article/the-mindsets-of-a-leader/>
- *Managing Yourself: Zoom in, Zoom Out* (2011; Harvard Bus. Review)
 - <https://hbr.org/2011/03/managing-yourself-zoom-in-zoom-out>
- *What got you here won't get you there* (Marshall Goldsmith)
- *Immunity to change* (R. Kegan & L. Leahy)
- *Practice Perfect* (D. Lemov, E. Woolway, & K. Yezzi)
- *Coaching Psychology* (Frisch & Vandaveer)
- *Coaching Shift* (S. Waters & B. Riordan)
- *Inclusify* (S. Johnson)
- siop.org
- FIU - Leadership Competency Builder - <https://lead.fiu.edu/resources/the-leadership-competency-builder/index.html>
- Center for Creative Leadership -<https://www.ccl.org/insights-research/>



A few scholarly papers...

Day, D. V. (2000). Leadership development:: A review in context. *The Leadership Quarterly*, 11(4), 581-613.

Day, D. V., Riggio, R. E., Tan, S. J., & Conger, J. A. (2021). Advancing 21st -century leadership development: Theory, research, and practice. *The Leadership Quarterly*, 32(5), 101557.

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Hernandez, M., Eberly, M. B., Avolio, B. J., & Johnson, M. D. (2011). The loci and mechanisms of leadership: Exploring a more comprehensive view of leadership theory. *The Leadership Quarterly*, 22(6), 1165-1185.

Hiller, N. J., DeChurch, L. A., Murase, T., & Doty, D. (2011). Searching for outcomes of leadership: A 25-year review. *Journal of Management*, 37(4), 1137-1177.

Keloharju, M., Knüpfer, S., & Tåg, J. (2023). CEO health. *The Leadership Quarterly*, 101672.

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Morgeson, F. P., DeRue, D. S., & Karam, E. P. (2010). Leadership in teams: A functional approach to understanding leadership structures and processes. *Journal of Management*, 36(1), 5-39.

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- Questions ?

Thank you!

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