



Leader Behavior Profiles

Research Presentation by Steven Zhou
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Proliferation of “Adjectival” Leadership (Eacott, 2011)

Table 2
Frequency, percentage, and overall rank of leadership theories grouped by thematic category (published in 10 top-tier journals, 2000 – 2012).

Established theories	Frequency	%	Rank	Emerging theories	Frequency	%	Rank
<i>Neo-charismatic theories</i>	294	39	1	<i>Strategic Leadership</i>	182	24	1
Transformational leadership	154	20	1	Strategic/top executive	92	12	6
Charismatic leadership	78	10	7	Upper echelons theory	70	9	8
Transactional leadership	35	5	17	Public leadership	20	3	26
Ideological/pragmatic, outstanding leadership	12	2	29				
Self-sacrificing leadership	8	1	33				
Pygmalion effects	5	<1	35				
Inspirational leadership	2	<1	38				
<i>Leadership and Information Processing</i>	194	26	2	<i>Team Leadership</i>	112	15	2
Leader and follower cognition	95	13	5	Leadership in team and decision groups	112	15	4
Implicit leadership	50	7	12				
Attribution theories of leadership	29	4	21				
Information processing and decision making	20	3	26				
<i>Social Exchange/Relational Leadership Theories</i>	156	21	3	<i>Contextual, Complexity and System Perspectives of Leadership</i>	110	15	3
Leader-member exchange (LMX)	115	15	3	Contextual theories of leadership	42	6	14
Relational leadership	32	4	18	Social network theories of leadership	31	4	19
Vertical dyadic linkage (VDL)	8	1	33	Complexity Theories of leadership	23	3	23
Individualized leadership	1	<1	39	Integrative leadership	14	2	28
<i>Dispositional/Trait Theories</i>	149	20	4	<i>Leader Emergence and Development</i>	102	14	4
Trait theories	117	16	2	Leadership development	67	9	9
Leadership skills/competence	30	4	20	Leadership emergence	35	5	17
Leader motive profile theory	2	<1	38				
<i>Leadership and Diversity; Cross-Cultural Leadership</i>	81	11	5	<i>Ethical/Moral Leadership Theories</i>	80	11	5
Leadership and diversity	49	7	13	Authentic leadership theory	31	4	19
Cross-cultural leadership	32	4	18	Ethical leadership theory	24	3	22
				Spiritual leadership theory	14	2	28
				Servant leadership theory	11	1	30
<i>Follower-Centric Leadership Theories</i>	69	9	6	<i>Leading for Creativity, Innovation and Change</i>	72	9	6
Followership theories	54	7	11	Leading for creativity and innovation	39	5	16
Romance of leadership	12	2	29	Leading organizational change	22	3	24
Aesthetic leadership	3	<1	37	Leading for organizational learning and knowledge	11	1	30
<i>Behavioral Theories</i>	64	8	7	<i>Identity-Based Leadership Theories</i>	60	8	7
Participative, shared leadership; delegation and empowerment	41	5	15	Social identity theory of leadership	31	4	19
Behavioral approaches (OSU/LBDQ)	17	2	27	Identity and identification process theories of leadership	29	4	21
Leadership reward and punishment behavior	6	1	34				
<i>Contingency Theories</i>	55	7	8	<i>Other Nascent Approaches</i>	101	13	8
Path-goal theory	10	1	31	Emotions and leadership	59	8	10
Situational leadership theory	10	1	31	Destructive/abusive/toxic leadership	22	3	24
Contingency leadership theory	9	1	32	Biological approaches to leadership	11	1	30
Leadership substitute theory	5	<1	35	E-leadership	4	<1	36
Adaptive leadership theory	5	<1	35	Leader error and recovery	3	<1	37
Normative decision model	5	<1	35	Entrepreneurial leadership	2	<1	37
Cognitive resource theory	4	<1	36				
Life cycle theory	3	<1	37				
Multiple linkage model	2	<1	38				
Flexible leadership theories	2	<1	38				
<i>Power and Influence of Leadership</i>	52	7	9				
Power and influence of leadership	31	4	19				
Political theory and influence tactics of leadership	21	3	25				

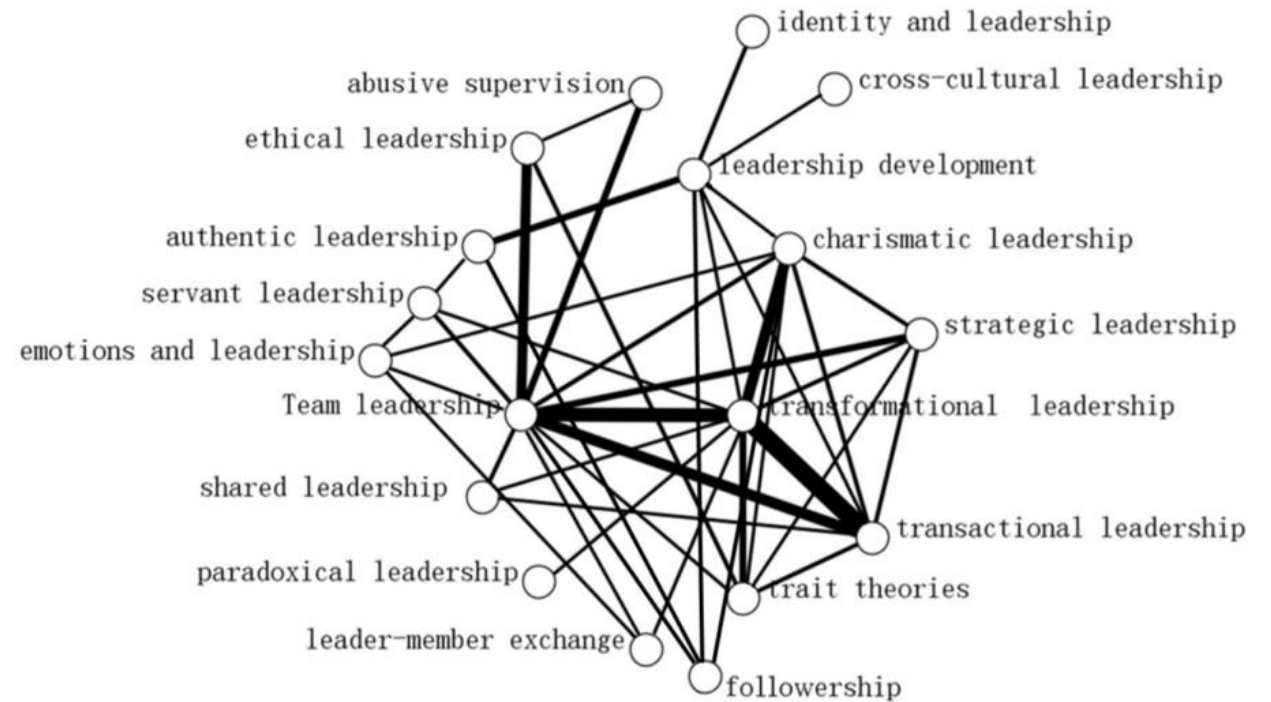


Fig. 3. The network of major leadership constructs used in 200 landmark leadership documents.

Challenges We Face

1. Overlap between constructs (especially in subdimensions)

- Empowering leadership (Amundsen & Martinsen, 2014): autonomy support and development support
- Servant leadership (Liden et al., 2008): emotional healing, creating value for community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically
- Ethical leadership (Kalshoven et al., 2011): fairness, power sharing, role clarification, people orientation, integrity, ethical guidance, concern for sustainability

Challenges We Face

2. Studies in isolation

- De Vries (2012): ethical, charismatic, supportive, and task-oriented
- DeRue et al. (2011): task-oriented, relational-oriented, change-oriented, and passive

3. Mixture of behaviors in practice

- “I am only an ethical leader and never a servant leader!”

Alvesson (2020) Upbeat leadership: A recipe for - or against - “successful” leadership studies

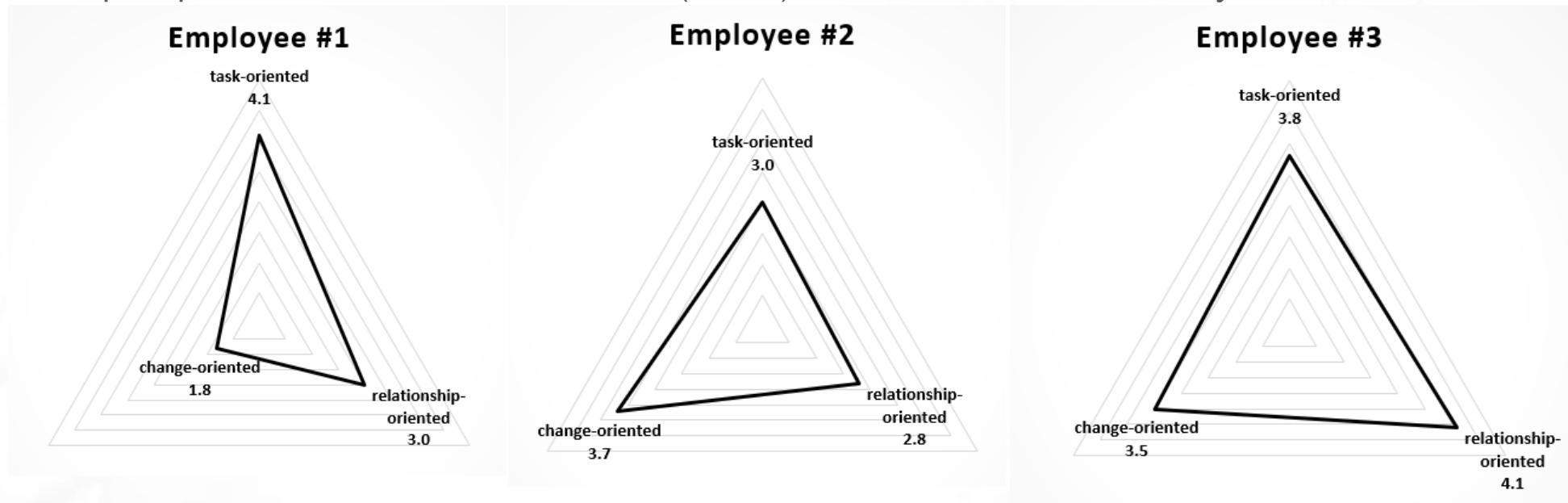
- Critiques proliferation of “positive” leadership constructs that add little usefulness and is “dangerous” in practice due to lack of empirical and theoretical distinctiveness

Great need for an integrated model (Anderson & Sun, 2017; Bormann & Rowold, 2018)

Profiles of Leadership Behaviors

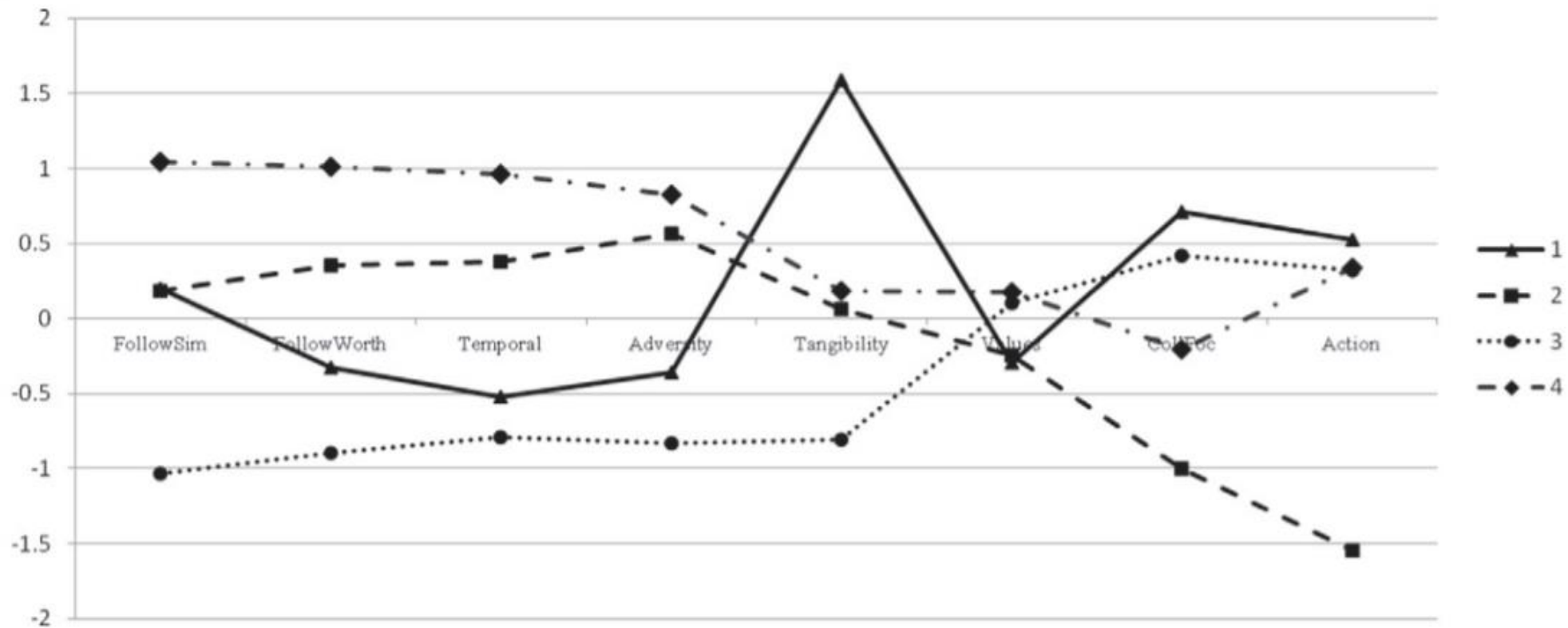
“patterns of relative behaviors that leaders might incorporate into their repertoire when engaging in leadership across different times and situations”

Example “profiles” based on Yukl et al.’s (2002) three-dimension taxonomy:



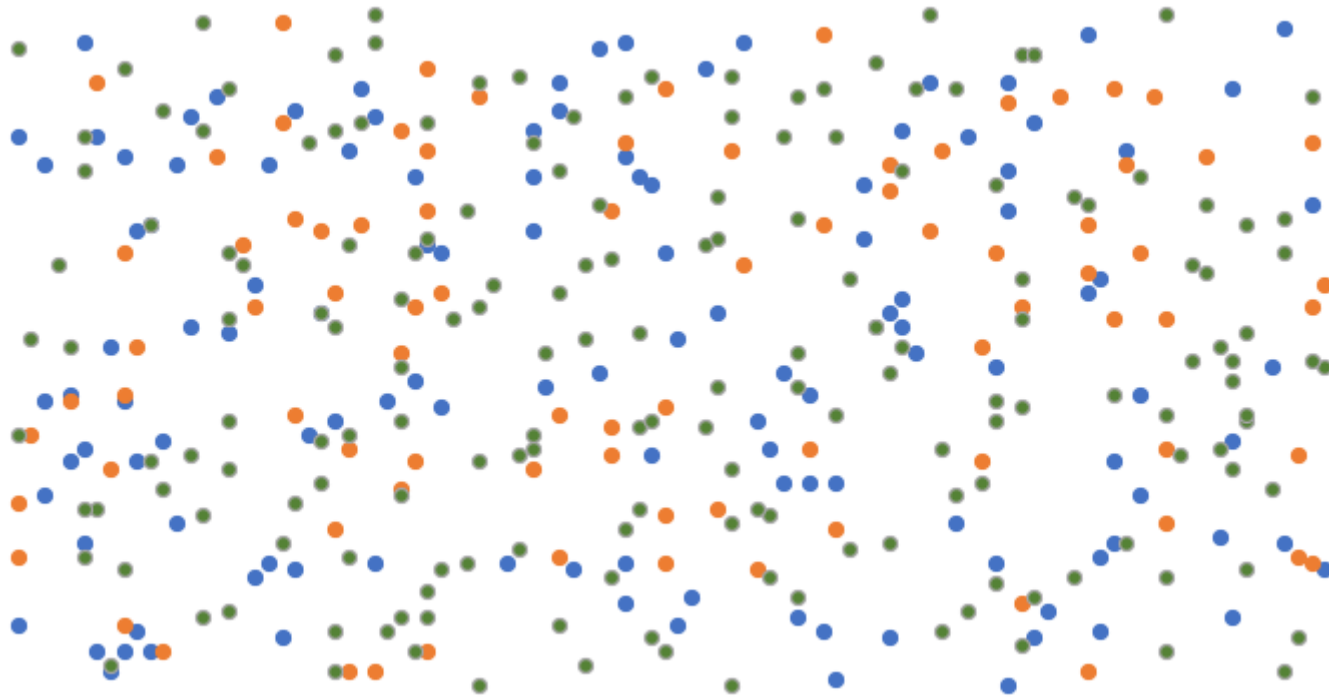
A Motivating Example (Baur et al., 2016)

Profiles of charismatic rhetoric used by presidential candidates:



Mixture Modeling

Analysis methods that are “person-centered... the collective aim of such strategies is to identify subgroups within populations” (Woo et al., p. 816)



- High Task, Low Relations, Medium Change
- Medium Task, High Relations, Medium Change
- High Task, High Relations, High Change

Mixture Modeling Examples

Zaccaro et al. (2018) highlighted the recent trend of using mixture models (e.g., latent class/profile analysis) in leadership studies, suggesting that we need more and need to expand them to include more than just a few traits or behaviors:

- Foti et al. (2012): latent profile analysis on four traits (social sensitivity, intelligence, dedication, and tyranny) → four groups (prototypical, anti-prototypical, laissez-faire, and autocratic)
- Winsborough & Sambath (2013): cluster analysis on seven traits (e.g., sociability, prudence) → three groups (alphas, mavericks, and pragmatics)
- Parr et al. (2016): latent cluster analysis on Big 5 personality → six groups (power players, protocol followers, creative communicators, unpredictable leaders, conscientious backend leaders, and unpredictable leaders with low diligence)
- Nascimento Jr. et al. (2018): latent profile analysis on five behaviors (training, social support, reinforcement, democratic, and autocratic) → three groups (democratic, ambivalent, and autocratic)

Mixture Modeling Process

1. What are the indicators?

- Needs to *comprehensively* cover the behaviors that leaders can differ on

2. How many subgroups?

- Not too many, not too few

3. What are the differences between groups?

- Meaningful labels derived from theory and data

4. What are predictors of group membership?

- Best way to empirically “validate” the groupings

1. What are the indicators?

51 dimensions of leader behaviors (322 items) with published measures:

providing an appropriate model	ideological	balanced processing	influence
articulating a vision	pragmatic	ethical	shared
fostering acceptance of goals	emotional healing	vision	functional
high performance expectations	creating value for the	altruistic love	exploration
intellectual stimulation	community	hope/faith	exploitation
providing individualized support	conceptual skills	integrative thinking	creative
initiating structure	empowering	integrative behaviors	operational
consideration	helping subordinates grow and	integrative leadership	entrepreneurial
autonomy support	succeed	resources	moral person
development support	putting subordinates first	integrative structures and	moral manager
authoritarianism	behaving ethically	processes	multistakeholder consideration
benevolence	self-awareness	proactive political behaviors	sustainable growth focus
morality	relational transparency	reactive political behaviors	directive
charismatic	internalized moral perspective	symbolic and nonverbal	supportive

SMEs sorted (using definitions and items, no labels) in 96 items across 18 dimensions

1. What are the indicators?

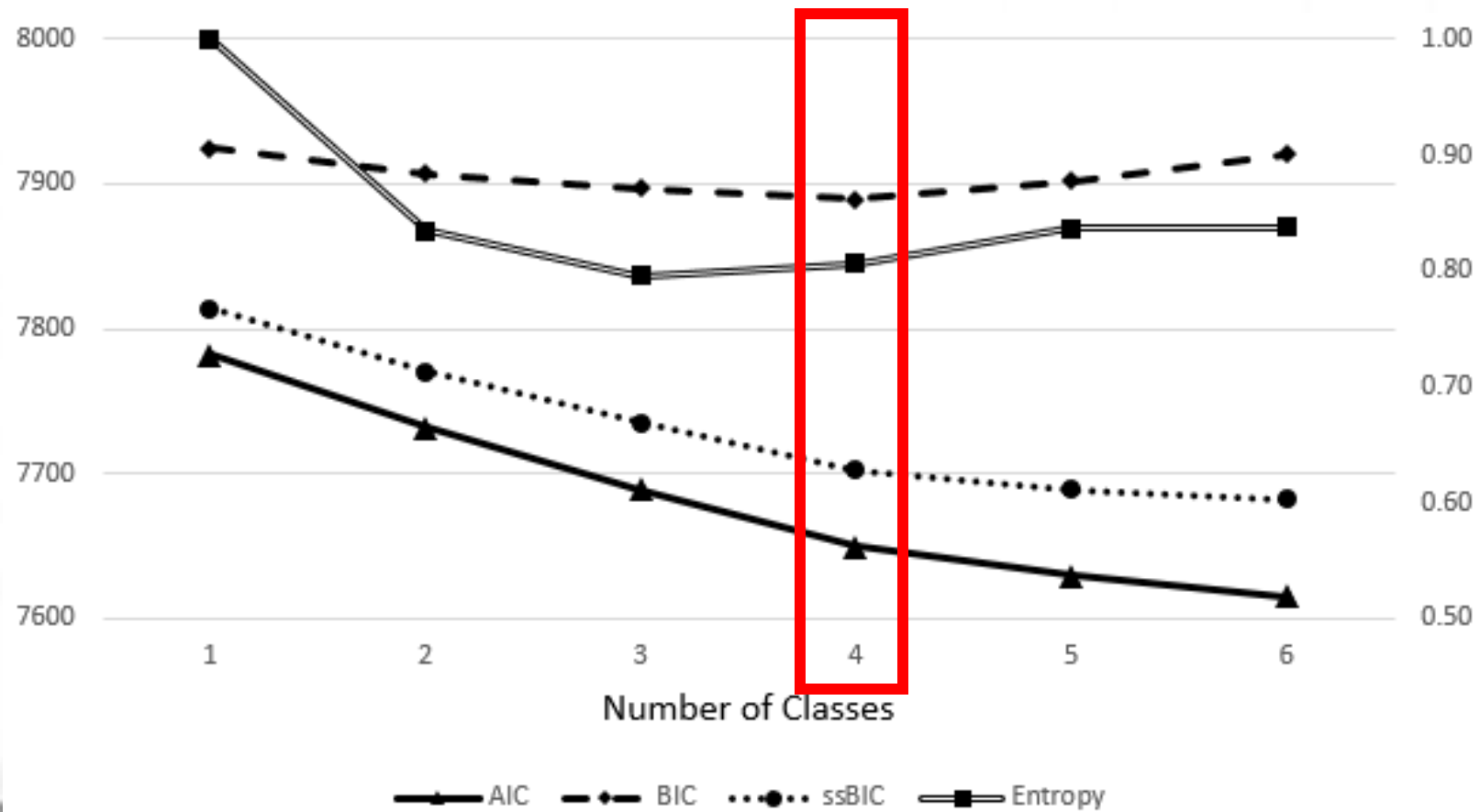
EFA on 96 items with a sample of 433 employees (promax rotation, parallel analysis for extraction)

Six overall factors (“macro-categories”) of leader behaviors:

1. goal-oriented: “I get the group to work together for the same goal” and “I implement or help the team implement solutions to problems”
2. follower-oriented: “I give team members power” and “I work to develop close personal relationships with employees”
3. external-oriented: “I help different teams communicate with one another” and “I encourage team members to volunteer in the community”
4. control-oriented: “I ask my team members to obey my instructions completely” and “I take corrective action”
5. creation-oriented: “I encourage experimentation with different ideas” and “I challenge and push team members to act in a more innovative way”
6. ethics-oriented: “I oppose the use of unethical practices to increase performance” and “I do not take advantage of team members for personal gain”

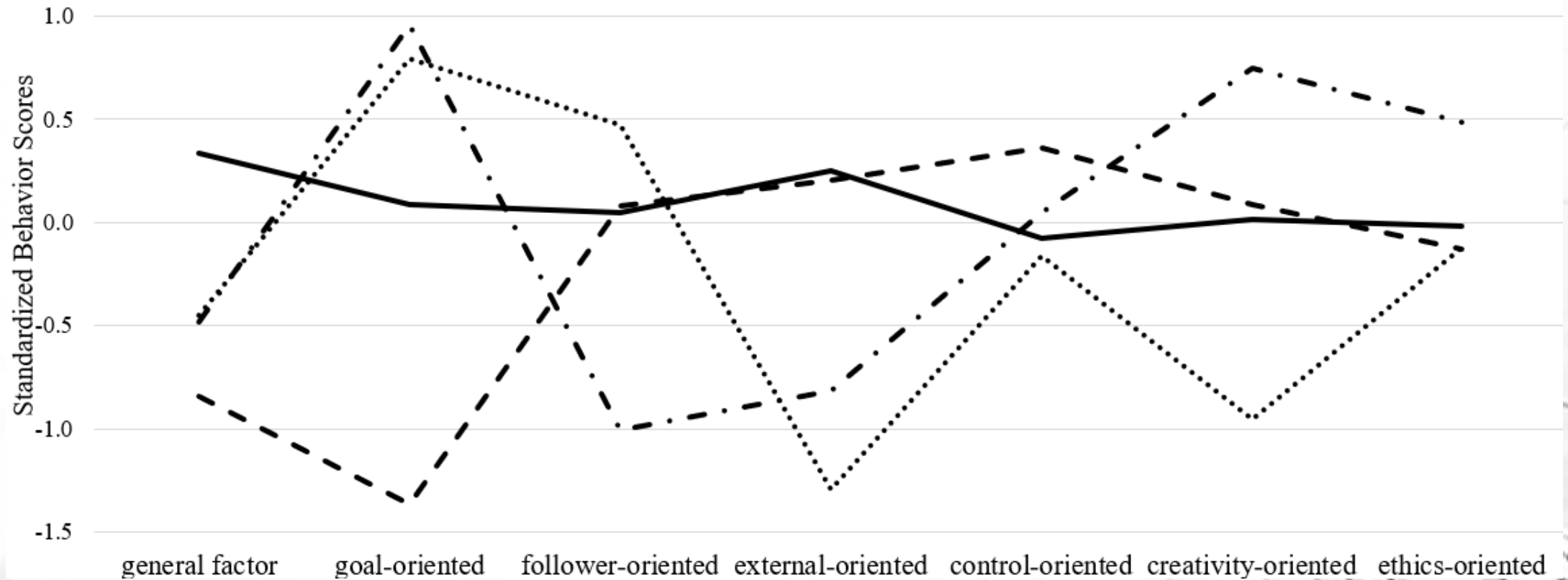
2. How many subgroups?

Consider: AIC, BIC, ssBIC, entropy, and profile membership percentages

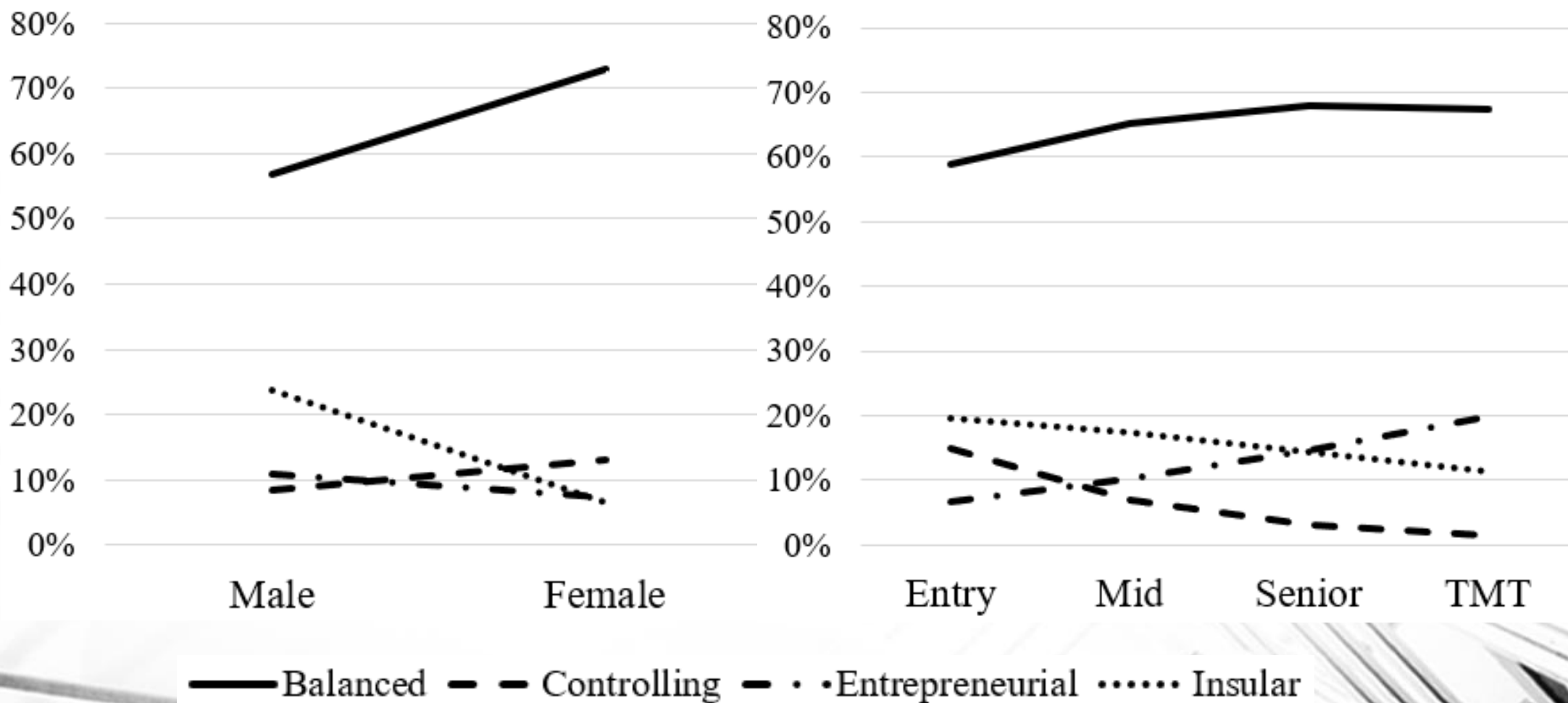


3. What are the differences between groups?

— Profile 1 (n = 283) aka Balanced - - Profile 2 (n = 70) aka Controlling - · Profile 3 (n = 39) aka Entrepreneurial ····· Profile 4 (n = 41) aka Insular



4. What are predictors of group membership?



Takeaways

1. Six macro-categories of leader behaviors derived from SME sorting and EFA on a comprehensive list of 51 dimensions (300+ items)
2. Four profiles of leader behavior styles based on the six behavioral indicators: balanced, controlling, entrepreneurial, and insular
 - Interpretable as *patterns of relative behavior* across time and situations
3. Females more likely to be Balanced, less likely to be Insular (relative to male)
4. High-level more likely to be Entrepreneurial, less likely to be Controlling (relative to lower)

Limitations & Future Research

- Cross-sample validation of the behavioral indicators factor structure and the latent profiles
- Test for effectiveness as an outcome
- Further examination of the “Balanced” profile
- Longitudinal data to further explore within-person trends for promotion to higher levels



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