

Featured Publication & Special Members Only Downloadable Chapter

ILA Members publish on the topic of leadership from a variety of perspectives. We are pleased to feature a selection of these publications in this newsletter and our website.

In the *Member Connector*, authors take you behind the scenes, sharing their perspectives on the work, how the work informs contemporary issues, and highlighting points of interest to ILA members.

Thanks to ILA member John Antonakis for contributing to this issue.

If you have a recent publication and are interested in being featured in this column, please contact Debra DeRuyver, ILA membership services, at ila@ila-net.org or 310.405.5218.



Featured Publication *The Nature of Leadership*

by John Antonakis, ED
(SAGE, 2004)

Debra DeRuyver, ILA Staff Member: **What was the impetus of the book?**

Dr. John Antonakis: Basically the idea was concocted by my postdoctoral advisor at Yale, and volume coeditor, Prof. Robert Sternberg. It seemed that was a need for an advanced level, integrated leadership textbook written by many experts in the relevant areas of leadership. Our idea was to write an acceptable leadership text for students that would also appeal to researchers. By text I mean a kind of a textbook similar to Peter Northouse's or Gary Yukl's but focused more toward upper-level courses. To have the breadth and depth of knowledge needed for such a book we could not possibly do it alone—

the domain of leadership is way too vast. So, we worked with 26 scholars, from the eminent to the up-and-coming. Sage liked the idea and gave us a contract. We then started recruiting chapter authors. For example, the chapter pertaining to the intersection of leadership and gender is written by Alice Eagly and Linda Carli, both experts in the subject. Marshal Sashkin wrote the chapter on transformational leadership. Warren Bennis wrote an integrative chapter on the “stuff” of authentic leaders. Even though we used different authors or author teams for each chapter, the chapters together are complimentary and make a cohesive textbook—as if it were written by one or two authors. To achieve this level of

cohesiveness, we invited people to write on a particular topic and we reviewed what they did so we could tie it in to the other chapters. In this way, we produced what we believe is a one-of-a-kind edited volume that can serve as a textbook or research handbook, not only useful for students and researchers, but for human resources specialists who can get up-to-date information about the status of the leadership field and on the validity of the most important leadership models.

As you know, ILA's membership is made up of a wide variety of leadership scholars,

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educators, students, consultants, business leaders, and public servants. What appeal does this volume hold for these diverse audiences?

We would be primarily appealing to people who teach courses in leadership and people who do research. Those are the two major groups of people to whom the book is targeted. The secondary market that might be interested is consultants and HR specialists. Our book is definitely not a how to guide that managers might be interested to read. Rather, if they were to buy it, they would find it useful in terms of understanding leadership

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from a historical point of view and also to be able to evaluate what claims other books might make. So that's how a manager can use it, but it's certainly much more scaled by the teacher market. And we've been quite encouraged. A lot of people in upper division B.A. programs and at the Master's level have started using our text.

In the introduction to the book, you classify yourself as a scholar from the "realist," as opposed to the "skeptics" school of leadership. What did you mean by this?

As we say in the book, leadership as a construct was severely threatened at many different times, which led to several paradigm shifts over the years. Most recently in the mid 1970s, researchers

claimed that leadership was too slippery a construct to study or that it was just a myth that people invent to explain certain experiences (i.e., they attribute organizational outcomes to the leader without knowing really if leadership matters—that is, followers have a "romantic" view of leadership). So when I classified myself as a realist I did so not based on faith that leadership matters, but based on real hard data that leadership really does matter and that what the leaders does is linked to organizational outcomes. So it's indubitable in my mind. However, the skeptics were not entirely wrong and some of their thinking has influenced one of the theories I'm working on now—the theory of leader distance. You see, we do tend to make attributions when leaders are very distant. When we don't have much information on them we tend to

allow the image management techniques of the leader, his/her oratory skills, as well as the performance outcomes associated with the leader to influence us in various ways (e.g., we might see the leader as being more charismatic and effective even though they might not really be very effective). For example, when we judge politicians, who are very distant from most of us, how they manage the symbols around them, the images they project, their vision, and so

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forth does have a big impact. However, how do we know if they are any good as leaders? We don't. We attribute this fact to them based on the image management of the leader. In that sense we do construct "leadership" from almost nothing; however, we don't do that as much when our leader is close (in which case the leader has to walk the talk!). For example most people don't have much concrete information

about George W. Bush, yet people associate him with certain things. Bush, by the way, was much more effective than Kerry was at manipulating the image he projected—which is why back in June I was already telling my students that he would trump Kerry come November (easy to say now because my prediction was reified!).

The book seems very concerned with helping people evaluate leadership products, for example in a business setting.

What role can social science play in the evaluation of leadership products? Should leadership scholars or associations create stamps of approval or gold star ratings that they give to particular products?

I wish we did have an FDA of sorts that evaluated leadership as well as other such types of products. Unfortunately, this will never be the case, which makes it important for consumers of these products

to be informed. In chapter three we talk about the fact that consultants/popular writers peddle their wares to companies/consumers; however, companies/consumers do not know whether these products work or not. It makes me think of Wild West charlatan film characters or snakeoil doctors who claim to have miracle cures and many satisfied clients to prove it; but don't have any hard data, from controlled conditions, to support their contentions. I think it's a waste of money to buy into particular leadership products that have little or no scientific evidence to back up their claims. I've personally written two papers on this subject regarding emotional intelligence and the lack of proof to back up the claims of its proponents—especially the popular proponents (e.g., Daniel Goleman, who made some hyperbolic claims regarding emotional intelligence). In the case of emotional intelligence (EQ), practice is way ahead of what research results have shown to be true. For example, a recent meta-analysis shows that EQ only correlates .24 with work performance, whereas IQ correlates in the .50 to .60 range. More importantly, EQ does not add incremental validity to IQ (i.e., did not predict variance in performance beyond that predicted by IQ)—contrary to Goleman's claims that EQ is twice as important as IQ for leadership. The data concerning the EQ-leadership link are equivocal and oftentimes go against what EQ theory would suggest. So, utilizing an emotional intelligence product could be very imprudent

because if you're basing interventions on models that haven't been validated, you may be jeopardizing the economic and ethical goals of your company.

Are there any theories that have been sufficiently proven or vetted?

One that jumps to mind, and which I have been working on is Bass and Avolio's full range model—in terms of a behavioral leadership theory. However, even here I would not use the term “proven”—in science we talk only of probabilities. Furthermore, the model, as are all models, is incomplete. Yet, it predicts sizeable portions of the variance in leader outcomes. Even though it is the most studied contemporary leadership model, we still don't understand very well the personality traits of transformational leaders, how leaders develop, what make one leader ethical and another unethical, and so forth.

Some of what I've been reading seems to indicate that drawing upon the work of cultural anthropologists is a new trend.

Yes, absolutely. The chapter that Deanne Den Hartog and Markus Dickson wrote, for example, is heavily drawn from cultural anthropology. We can look at it as a hierarchy—when we want to understand social systems and culture we need to use the tools of

cultural anthropology. To better understand groups and situational impacts on behavior we turn to sociology and social psychology. When we study mostly the individual, we use tools mostly from other branches of psychology (e.g., differential, cognitive, etc.).

Ultimately, what do you hope the book leaves people with?

Most importantly, I firmly believe, from the methodological aspect, that people shouldn't go around

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and teach about certain leadership models if the validity of those models hasn't been tested.

I also want people to better understand how leadership developed

as a field, why it is composed of various streams, and where it is heading—and this all done by scholars more specialized than we, the editors, were. For example, Steve Zaccaro (and associates) who wrote the chapter on traits has been “in the trait game” over the last 20 years of so—a leader in this specialized domain. Zaccaro and colleagues show that, even though buried decades ago, the trait perspective of leadership research has been resurrected, contrary to what many might think. In the past, researchers didn't have the methodological know-how to integrate data from independent studies (i.e., to do meta-analyses). They saw inconsistent results across studies and thus couldn't figure

out, for example, if intelligence (or other traits) really mattered for leadership—we know now that many of those inconsistencies were actually just methodological artifacts or moderation effects. The first meta-analysis undertaken in the mid 1980s showed that intelligence is very important for leader emergence. So, until recently people didn't have the proper statistical tools and computing power. They also did not have the appropriate theories to group traits into cohesive clusters (e.g., the "big five" personality model). But, now we have all this and we

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can bury the myth that traits don't matter. This is big news because so many researchers and teachers still believe the contrary. They haven't kept up to date because many textbooks, particularly Organizational Behavior texts, take a long time to get updated. There's been a lot of work done in the 90s and the early part of this century that hasn't made its way into text books yet. And, the problem is, if you're one person and you're trying to keep up to date, it's impossible. So that's why we used the approach we did by having specialists write each chapter. It will give you quickly packaged knowledge about the most important streams of leadership research that have been written by a team of experts. That's the second thing I'd like people to take from the book.

MISSION

The International Leadership Association (ILA) is the global network for all those who practice, study, and teach leadership.

The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide

Visit the member area of the ILA Web site to find additional information on *The Nature of Leadership* and download Chapter 13 "*Ethics and Leadership Effectiveness*," by Joanne B. Ciulla -- If you plan to order this book from SAGE be sure to use the 15% off discount code that was mailed to ILA members in January: A041058



Maastricht Forum, Afternoon Program



Maastricht Forum, Discussing the Lecture



Bonnefanten Museum, Maastricht

Welcome New Board Members

John Antonakis



John Antonakis is Professor of Organizational Behavior in the Faculty of Economics and Business Administration (HEC) of the University of Lausanne. He received his Ph.D. from Walden University in Applied Management and Decision Sciences and was a postdoctoral fellow in the Department of Psychology at Yale University. His research centers on predictors of effective leadership, the contextualized nature of leadership, the links among leadership, work design, and motivation. His research has appeared in a variety of scientific outlets, including an edited book (with A. T. Cianciolo & R. J. Sternberg) titled *The Nature of Leadership* (2004, Sage Publications). Professor Antonakis teaches courses on Leadership and Organizational Behavior, Human Resources Selection and Measurement, and Cross-Cultural Management. He is on the editorial board two major leadership journals (*Leadership* and *The Leadership Quarterly*) and is also a member of various professional organizations including the Society for Industrial and Organizational Psychology, the International Association of Applied Psychology, the American Psychological Association, and the International Association of Cross-Cultural Psychology.

Jeffrey Beeson



Jeffrey Beeson is the founding member of the Entheos Group. He has a varied international background, having lived in Mexico, the United States, France and Germany, where he currently resides. Jeffrey graduated with honors from Haverford College. He continued his studies at the Wharton School of Business where he received an M.B.A and an M.A. in International Business from the Lauder Institute. Jeffrey worked as a management consultant for various management consulting firms including Bain and McKinsey. Over the years, his experience in strategy formulation with major multinational corporations raised questions about its effectiveness. How can well-crafted strategic plans be effectively implemented within an organization? The idea for the Entheos Group was born as Jeffrey began to realize that truly effective implementation required more than strategy formulation alone. The implementation of a well-crafted strategy requires winning over not only the minds but also the hearts of the people in an organization. This insight led Jeffrey to devote himself to the field of leadership development and organizational culture change. After many years of experience in the field, he established the Entheos Group in 2002. Jeffrey is co-chair of ILA's 2005 Conference in Amsterdam.

Margie Nicholson



Margie Nicholson is a faculty member at Columbia College Chicago, where she teaches Inspired Leadership in the Senior Seminar Program and Culture, Race and Media in the Television Department. Professor Nicholson has an M.B.A. from the Kellogg Graduate School of Management at Northwestern University and an M.A. and B.A. from the University of Wisconsin-Madison. Her professional experience prior to teaching was in the field of independent and community media. She launched the community cable television channels in Chicago (CAN-TV), managed a grantmaking program for independent media centers at the MacArthur Foundation, and served on grant review panels for the National Endowment for the Arts, U.S. Department of Commerce, and other grantmakers. She has worked as a consultant for the MacArthur Foundation, Benton Foundation, Retirement Research Foundation, and Executive Service Corps. In addition to her media and consulting activities, she has organized conferences on nonprofit leadership for the Executive Service Corps of Chicago and on strategic communications for nonprofits for the Donors Forum of Chicago and Community Media Workshop. She was recently appointed chair of ILA's 2006 conference in Chicago.