WDVN FRPSOH[LW\ WKH SDLU SV\FKRORJLVWV FRXOG KDYH
IURP WKLVVWXG\

'HVSLWH WKHVH DGPLWWHG VKRUWFRPLQJV WKH <HUNHV 'R
SULQFLSOH LQ H[DPLQLQJ KXPDQ SHUIRUPDQFH SDUWLFXO
)XUWKHU VWXGLHV RI WKLV FRQFHSW LQ WKH FRQWH[W RI
<HUNHV 'RGVRQ /DZ LQWR WKH VWXG\ RI OHDGHUVKLS)LU
LQ HVVHQFH LQ WKH ILHOG RI SV\FKRORJ\ ZLWK WKH XVH R
ZHUH SURYHQ LQ DQLPDOV WZLFH PRUH DIWHU SV\FKRORJL
H[SHULPHQW ZDV WKH DWWHQWLRQ RI HDFK VWXG\ GHWHU
EH DQ LQYHUVH 8 FXUYH EHWZHHQ DURXVDO VWUHVV DQG
SHUIRUPDQFH RI D SDUWLFLSDQW LQFUHDVHV ZLWK PHGLXP
ORZ DQG KLJK OHYHO DURXVDO)URP WKLV SRLQW WKH LP
EHFDPH NQRZQ DV WKH <HUNHV 'RGVRQ /DZ ZKLFK JUHZ WR
VWXGLHV UDQJLQJ IURP HGXFDWLRQ EXVLQHVV OHDGHUVK

'HVSLWH WKH SUHYDOHQFH RI WKH <HUNHV 'RGVRQ /DZ WK
VXUURXQGLQJ WKH IDPRXV UDW H[SHULPHQW 7KHUH DUH P
JHQHUDO VFRSH WR OHDG WR HUURUV)RU LQVWDQFH <HU
RULJLQDO SDSHU WKDW WKHUH ZHUH SOHQW\ RI SDWKZD\V
QRW HQWHUWDLQ VXFK DV H[DPLQLQJ D JUHDWHU YDULHW
SRVLWLYH UHLQIRUFHPHQW IRU VXFFHVVIXO SHUIRUPDQFH

1RWDEO\ VRPH SV\FKRORJLVWV WR FRQWULEXWH WR WKLV

WKHVH LQQDWH WHQGHQFLHV GHQRWH D SUHIHUHQFH IRU
ZLWK WKH *DOOXS UHVXOWV WKDW VWDWH PDQDJHUV DUH
QHYHU PDGH WKH RUJDQL]DWLRQ FDQ UHIHU WR WKLV SHU

7KH DFNQRZOHGJPHQW RI WKLV SHUVRQDOLW\ WHVW PXVW
WR WKH FRQWHQW RI WKLV WKHVLV $W ILUVW WKH GLVFR
D OHDGHU·V EHKDYLRUV LQ VLWXDWLRQV RI VWUHVV ,I D
WKDW LV HLWKHU DOLJQHG ZLWK VWURQJ OHDGHUVKLS RU
UHVHDUFK PD\ EH FRUUHFW ,I WUXH WKHQ DORQJ ZLWK W
QHHG IRU DFDGHPLF VWXGLHV RI OHDGHUVKLS RZHYHU W
GHWHUPLQLVW QRWLRQ

In Rejection of Determinism based on the Birk

7HQGHQFLHV DUH QRW $FWLRQV

:KLOH OHDGHUV PD\ KDYH EHKDYLRUDO WHQGHQFLHV ZKHQ
ZLWKGUDZDO RU RYHU DVVHUWLRQ WHQGHQFLHV WKHPVHO
SHUVRQ ,QVWHDG WHQGHQFLHV DUH LQFOLQDWLRQV ZLWK
LPSURSHU DFWLRQV WKDW FUHDWH SRRU OHDGHUVKLS 7KH
WUXWK LQ WKDW FRSLQJ PHFKDQLVPV IRU LOO DGYLVHG VV
WHQGHQF\ )RU LQVWDQFH WKH PHWKRG UHFRPPHQGV WKR
WDNH IUHTXHQW EUHDNV WR PXVWHU HQHUJ\ GHYHORS SO
DFFXPXODWH VWUHQJWK WR FRPEDW WKH LQFOLQDWLRQ W

3HUVRQDOLW\ LV (YHU (YROYLQJ

1RZKHUH FDQ LW EH IRXQG WKDW SHUVRQDOLW\ LV D VHW
WKHVLV SRVLWV WKDW DOO SHRSOH FDQ FKDQJH RYHU WLP
EHKDYLRUV WR WKHLU VLWXDWLRQ IRU EHWWHU RU ZRUVH
WKH VWXG\ RI OHDGHUVKLS (YHU\RQH FDQ EH D JUHDW OH
LI WKRVH EHKDYLRUV DUH FRQWUDU\ WR RQH·V SHUVRQDO

7 K H I R O O R Z L Q@)l W

/DLVVH])DLUH¬/HDGHUVKLS

/DLVVH])DLUH /HDGHUVKLS LV RIWHQ FRQVLGHUHG¬WKH OH
GHILQLWLRQ LW LV WKH DJEVWEQEWLRDOOH\DGHWWMKLPSZ¬LWK FR
FDQ ZRUN DXWRQRPRXVO\ XQGHU DQ DEVHQW OHDG¬HU EXW
WKH RWKHU VW\OHV 7KH SUDFWLFH RI /DLVVH])D¬LUH /HDG
WR PDQ\ WHDPV 7KLV VW\OH FDQ OHDGSRWRWEWWOOXLPQDJWDLQGV
GLVRUGHUQG RYHUDO¬O GLVWUHVV

&RQVLGHUDWLR¬Q /HDGHUVKLS

$FFRUGLQJ WR 5RZROG &RQVLGHUDWLRQ /HDGH¬UVKLS LV Z
DWWHQWLRQ IRU HDFK WHDP PHPEHU WR EXLOG F¬RPSUHKH
ZHOO DV WR SURYLGH FRDF,KQLQJ DULQ7KEDPRPHQW¬GHUDWH
WR GR ZHOO ZLWK WHDPV KL¬JK LQ JHQGHU GLYHUVLW\

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5RZROG ´ 5HODWLRQVKLS EHWZHHQ/HDGHUVKLS %HKDYLRUVDQG3HUUP DQFH´
6NRJWWG HWDO 7KH'HWWUFWLYHQHVVRI/DLVH])DLUH/HDGHUVKLS %HKDYLRU
6NRJWWG HWDO 7KH'HWWUFWLYHQHVVRI/DLVH])DLUH/HDGHUVKLS %HKDYLRU

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WKLV FRXUVH GDWD ZLOO EH FROOHFWHG RQ HDFK OHDGH
HIIHFWLYH OHDGHUVKLS EHKDYLRUV

7KHUH DUH NH\ HOHPHQWV ZLWKLQ WKLV FRXUVH WKDW FU
FORVHQHVV RI FROODERUDWLRQ WR ZRUN RQ SURMHFWV W
IROORZHG E\ WKH FORVH HYDOXDWLRQ RI WKH FRXUVH LQV
FUHDWHV KLJK VWUHVV OHYHOV /LNHZLVH WHDPV KDYH F
SURMHFW 2IWHQWLPHV WKHVH VWUHVV IDFWRUV KHLJKWH
ZKLFK UHTXLUHV VWURQJ OHDGHUVKLS WR RYHUFRPH

&ROODERUDWLYH /HDGHUVKLS 6HPLQDU

:KLOH WKH REVHUYDWLRQ RI %$ VHUYHV DV D PHDVXUH
HYDOXDWLRQ RI WKHLU WDVNV LQ D FRQWURO JURXS ZLWK
DV D ERG\ RI ZRUN WR FRPSDUH DJDLQVW ,Q WKLV ZD\ WK
DOO OHYHOV RI VWUHVV LQFOXGLQJ QRQH DW DOO 7R FUH
FRQIHUHQFH WLWOHG WKH &ROODERUDWLYH /HDGHUVKLS 6
FRQIHUHQFH VHUYHV DV D ZD\ IRU VWXGHQWV PRVW RI ZK
LQ WKH *6 /&& WKH IROORZLQJ WHUP WR JDLQ UHOHYDQW
FKDOOHQJHV LQ WKH VW\OH RI WKH %$ FODVV :KLOH VW
VWUHVV IUHH FRQIHUHQFH WKHLU UHVXOWLQJ EHKDYLRUV
FODVV DV D FRQWURO JURXS

,Q DQ DWWHPSW WR FUHDWH D ORZ VWUHVV HQYLURQPHQW
HDVH WKH VWUHVV RQ SDUWLFLSDQWV 7KH FRQIHUHQFH E
H[HUFLVH IRFXVHG RQ FDOPLQJ WKH SDUWLFLSDQWV LQWR
WHDPV ZHUH RIIHUHG UHIUHVKPHQWV GXULQJ WKH SURJUD
WKHLU WHDPV RQ WKHLU EXVLQHVV FKDOOHQJHV

7KH IROORZLQJ FULWHULD VHUYH DV WKH EHKDYLRUDO DVV
VLPXODWLRQ 7KLV VHW RI FULWHULD LV EDVHG RQ WKH FU
&RPSHWLDQLQRQWKH FULWHULD IRU HIIHFWLYH SDQDHUV VHV
(DFK PHDVXUHPHQW LV HLWKHU WDNHQ GLU
VRXUFH RU LV D FRPELQDWLRQ RI WKH WZR /LNHZLVH HDF
IURP WKH EHJLQQLQJ WR WKH HQG RI OHDGHUVKLS LQWHUD
ZKLFK LV FRQVWDQW WKURXJKRXW WKH OHDGHUVKLS LQWH

6LWXDWLRQDO $QDO\VLV

7KH ILUVW VWHS LQ SUREOHP VROYLQJ LV FRUUHFW SUREO
DQDO\]H D VLWXDWLRQ TXLFNO\ DQG KROLVWLFDOO\ VR WK
7KLV VHFWLRQ RI WKH UXEULF ZLOO PHDVXUH WKH OHDGHU
XQGHUVWDQG WKH REMHFWLYHV VHW IRUWK UXOHV RI WKH
DVSHFWV WR WKH WHDP

/LVWLQJ 6WUDWHJLHV

$ JUHDW OHDGHU IDFLOLWDWHV VWUDWHJ\ GLVFXVVLRQV D
VXFFHVVIXO VROXWLRQV 7KLV HOHPHQW RI WKH FULWHULD
IDFLOLWDWH GLVFXVVLRQ H[SORUH PXOWLSOH SDWKZD\V
H[SORUH RSWLRQV DQG VZLIWO\ PRYH WR WKH QH[W SKDV

)RUPLQJ &RQVHQVXV

5HJDUGOHVV RI KRZ VNLOOHG D OHDGHU PD\ EH WHDPV DU
WKLV OHDGHUVKLS VLPXODWLRQ FRQIOLFW PD\ DULVH LQ
SDUWLFXODU 3DUW RI D OHDGHU·V UROH LV WR PLWLJDWH

&RQGXFWLQJ /HDGHUVKLS &RPSHWHQF\ 6RIW 6NLOOV6KHHW
* DQXS ´6WDWH RI WKH $PHULFDQ 0DQDJHUµ
&RQGXFWLQJ /HDGHUVKLS &RPSHWHQF\ 6RIW 6NLOOV6KHHW

FRQVHQVXV 7KLV HOHPHQW RI WKH FULWHULD PHDVXUHV W
EHVW SDWK IRUZDUG DV ZHOO DV PL-WLJDWH FRQIOLFW WK

$VVLJQ 5RROHV &UHDWH $FFRXQWDELOLW\

(IIHFWLYH OHDGHUV FUHDWH D FXOWXUH 3RDUDFRXQKLDELO
FXOWXUH VHWWLQJ WDVN LV WR DVVLJQ UROHV W-R WHDP P
UDWKHU WKDQ WKHLU ZHDNQHVVHV 7KLV SRLQW LQ WKH U
DVVLJQ DSSURSULDWH UROHV WR WHDP PHPEHUV -DQG WKH
ZLWKLQ W-KH WHDP

(YDOXDWLQ-J 5HVXOWV

$ JUHDW OHDGHU LV FRQVWDQWO\ OHDUQLQJ IUR-P SDVW H
VROYH WKH SUREOHPV RI WKH IXWXUH 'XULQJ D-QG DIWHU
HOHPHQW PHDVXUHV WKH OHDGHU·V HYDOXDWLRQ R-I SURJ
DQG DIWHU WKH-H H[SHULPHQW

$VVHUW 5HODWH- DQG 0RWLYDWH

7KLV ODVW PHDVXUHPHQW LV D VHULHV RI U-HODWHG EHK
GHPRQVWUDWH FRQVLVWHQWO\ WKURXJK D OHDGH-UVKLS L
GLIIHUHQWLDWH D OHDGHU ZLWK VWURQJ HUWKDW GR SRZH
LQIOXHQFH

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* DQQXS ´6WDWH RI WKH $PHULFDQ 0DQDJHUµ
5DYHQ DQG)UHQFK -U 7KH %DVHV RI 6RFLDO 3RZHU ¬

%HORZ LV DQ H[DPSOH RI WKH WRRO XVHG WR PHDVXUH WK
UXEULF WUDFNV D OHDGHU·V HIIHFWLYHQHVV LQ HDFK FDW
VLWXDWLRQ FUHDWHV RQ D VFDOH RI EHLQJ WKH PRV
UHVSHFWLYHO\ 7KHVH GDWD SRLQWV DUH WUDFNHG RQ D

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5XEULF¬	Time & Description (minutes)						
	6WDUWLQJ¬ 6LWXDWLRQ						
Criteria							
6LWXDWLRQDO¬ $QDO\VLV¬							
/LVWHQLQJ¬ 6WUDWHJLHV¬							
)RUP L_A3)T							

9 D U H G-D

$QDO\VLV-

7KH GDWD ZDV YLVXDOL]HG ZLWK UHJUHVVLRQ DQD-O\VLV Z
WUHQGV ZLWKLQ WKH GDWDVHW 7KHVH PRGHOV- FDQ YDU\
FRQVLVWHQF\ RI WKH GDWD 7R GHWHUPLQH UH-OLDELOLW\
UHJUHVVLRQ PRGHOLYQJOXDOZKGFWKUHLWVRUQHDLDEW- VF
+XPDQ EHKDYLRU LV JHQHUDOO\ WRXJKHU WR SUHGLFW 1H

7DNHDZD\V¬

7KH WDNHDZD\V IURP WKLV WKHVLV GHPRQVWUDW¬H LWV LP
KRZ LW UHMHFWV WKH FOS LtaVt ePDGfH E\heDOAOnYeSr·Vcan Mana
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8OWLPDWHO\ WKLV WKHVLV GHWHUPLQHG WKDW ¬ORZ PHGL
OHDGHUVKLS EHKDYLRUV 7KHVH ILQGLQJV DUH VLP¬LODU W
PHGLXP VWUHVV OHYHO FUHDWHV RSWLPXP SHUIRU¬PDQFH
WKDW SHRSOH DUH HLWKHU ERUQ WR OHDG RU ¬GHVWLQHG
RWKHUZLVH ,W VXJJHVWV WKDW OHDGHUV QHHG ¬ORZ PHGL
&RXUWHV\ RI WKH <HUNHV 'RGVRQ /DZ LW LV DOV¬R NQRZQ
SHUIRUP WKHLU EHVW :KHQ VWUHVV LV VHW WR¬ WKLV OHY
UHVXOWV E\ XWLOL]LQ¬ WKH EHVW EHKDYLRUV
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7KHVH ILQGLQJV RQ EHKDYLRU FDQ VHUYH DV D SR¬LQW RI
WKDW UHTXLUH OHDGHUVKLS IURP LQIRUPLQJ EHW¬WHU OH
FRQGLWLRQV IRU H[HPSODU\ OHDGHUV LQ RUJDQL]D¬WLRQV
ZRUOG LQ QHHG RI EHWWHU OHDGHUVKLS DQG PRU¬H FUHDW
GHPRQVWUDWHV KRZ SHRSOH FDQ EH SRVLWLR¬QHG EHVW W
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2QH NH\ REVHUYDWLRQ ZDV WKH ZD\ SDUWL¬LSDQWV SHUFH
H[SHULPHQWV :KLOH WKHUH ZDV DQ LQWHQGHG ¬VWUHVV O
H[SHULPHQW FHUWDLQ SDUWLFLSDQWV H[SHULH¬QFHG VWU
EDVHG RQ WKHLU VHQVLWLYLW\ WR VWUHVV (YHQ¬LQ WKH
WR H[LVW D VWUHVV OHYHO ¬ZDV DFKLHYHG LQ SUDFWLFH
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,Q UHJDUG WR WKH QHHG IRU OHDGHUVKLS DFURVV YDULRX
SHUFHSWLRQ KDV VWURQJ LPSOLFDWLRQV RQ OHDGHUVKLS
VHQVLWLYLW\ WR VWUHVV ZKLFK DFFRUGLQJ WR WKLV VWX
EHKDYH ZHOO LQ D OHDGHUVKLS FRQWH[W +RZHYHU IRFX
FDQGLGDWHV IRU OHDGHUVKLS SRVLWLRQV HVSHFLDOO\ W
FDQ UHGXFH WKHLU VWUHVV OHYHOV LQ OHDGHUVKLS VFHQ
JDUQHU JUHDWHU OHDGHUVKLS EHKDYLRU DQG SHUIRUPDQ
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$OO LQ DOO WKLV WKHVLV VHW RXW WR DIILUP /RZQH\·V T
HYHU\RQH LV OHDGLQJ DOO RI WKH WLPH DOEHLW SRRUO\
*DOOXS·V FODLP WKDW RQO\ RI SHRSOH FDUU WKH SUR
*DOOXS YLHZV OHDGHUVKLS DV D WUDLW +RZHYHU /RZQH\
/HDGHUVKLS YLHZ LW DV D EHKDYLRU :KHQ YLHZHG DV D E
DQ\RQH LV FDSDEOH RI OHDGLQJ ZHOO MXVW DV DQ\RQH F
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&ROH / : 7KH 5HODWLRQ RI 6WUHQJWK RI 6WLPXOXV WR 5
QR ¬

&ROOHJLDWH /HDGHUVKLS &RPSHWLWLRQ 6ROYH 6NLOO
&ROOHJLDWH /HDGHUVKLS &RPSHWLWLRQ 5LGHU 8QLYH

&RUEHWW 0DUWLQ)URP /DZ WR)RONORUH :RUN 6WUHVV
QR
GRL KWWS G[GRL RUJ ¬03

'RGVRQ - ' 7KH 5HODWLRQ RI 6WUHQJWK RI 6WLPXOXV WR
WKH .LWWHQ Journal of Anima QR Behavio¬ur

*DOORXS State of the American Manager: Analytics a
:DVKLQJWRQ '&
KWWSV ZZZ JDOOXS FRP VHUYLFHV VW¬DWH DPHU

)DUEHUPDQ +EDsUsYa¬Hv\s$ in Interas$UFkoZnDi\s3tXESOoLo¬VKoLQJy

)LQN 6KDURQ % DQG 6WTHhSeKDBQiLrHk&aaSSDMeHoo: Your P
+RERNHQ -RKQ :LOH¬ 6RQV

/HH .HOOH\ /L] 6LWXDWLRQDO /HDGHUVKLS TDDQDJLQJ WK
QR
GRL KWWS G[GRL RUJ ¬¬

/RZQH\ &HkeLVic Leadership: Best Practices from
/R\OD 3UH¬VV

/RFNH -RKQ 6HFRQG7UHDWLVH Two TreaQiGes of Go
GRL FER ¬

9DUHOD

.RNNRQHQ $QGUHM DQG $QGHUV 6XQGHOO 'HOLYHULQJ 6
$XWRFUDWLF 6XUYLYDO LQ (XURSHDQ $UFKLHVPol i
QR GRL KWWS G[GRL R
6 ;

.RUQ)HUU\ 5HWDLO (PSOR\HH 7XUQRYHU 8S $V %ODFN)UL
6HDVRQ 1HDUV $FFRUGLQJ WR .RUQ)HUU\ 6XUYH\ RI 7
0DUNHW:DWFK /DVW PRGLILHG 1RYHPEHU
KWWSV ZZZ PDUNHWZDWFK FRP SUHVV UHOHDVH UHV
DV EODFN IULGD\ DQG KROLGD\ VKRSSLQJ VHDVRQ QHD
VXUYH\ RI WRS XV UHWDLOHUV

.UXVH .HYLQ :KDW ,V /HDGHUVKLS")RUEHV /DVW PRGLIL
ZZZ IRUEHV FRP VLWHV NHYLQNUXVH ZKDW LV
E F E

5DYHQ %HUWUDP + DQG -RKQ 5)UHQFK Eur cy7KHo%DVHV
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5RZROG -HQV 5HODWLRQVKLS EHWZHHQ OHDGHUVKLS EHK
QR
GRL ¬

6Q\GHU 0DUN DQG :LOOLDP ,FNHV 3HUVRQDOLW\ DQG 6R
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6NRJVWDG $QGHUV 6WDOH (LQDUVHQ 7RUEMRUQ 7RUVKHL
+HWODQG 7KH 'HVWUXFWLYHQHVV RI /DJJVUHnDLUHf/H
QR Q G 7KH GHVWUXFWLYHQH
ODLVVH] IDLUH OHDGHUVKLS EHKDYLRU

:RUOG (FRQRPLF)RUXP /DFN RI /HDGHUVKLS 2XWORRN R
$FFHVVHG 2FWREHU
KWWS UHSRUWV ZHIRUXP RUJ RXWORRN JOREDO DJHQ

9DUHG D

WUHQGV RI ODFN RI OHDGHUVKLS "GRLQJBZSBFU

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<HUNHV 5REHUW 0 DQG -RKQ ' 'RGVRQ 7KH UHODWLRQ
UDSLGLW\ RI KDELWDW GHJUDGDWLRQ
Comparative Neurol
QR GRL FQH