

Identity Leadership: Why it is important and how to apply it.

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- Begin with a Question
- Who Are You?
- Please answer in a sentence or two. We'll come back to your answer in a few minutes.

Who am I?

Who am I?

- Professor at Durham University since March 2013
- MA & Ph. D from Carnegie-Mellon University
- Social-cognitive-organizational psychologist; background in economics
- Taught at University of Akron; Department of Psychology for 38 years



Durham
University

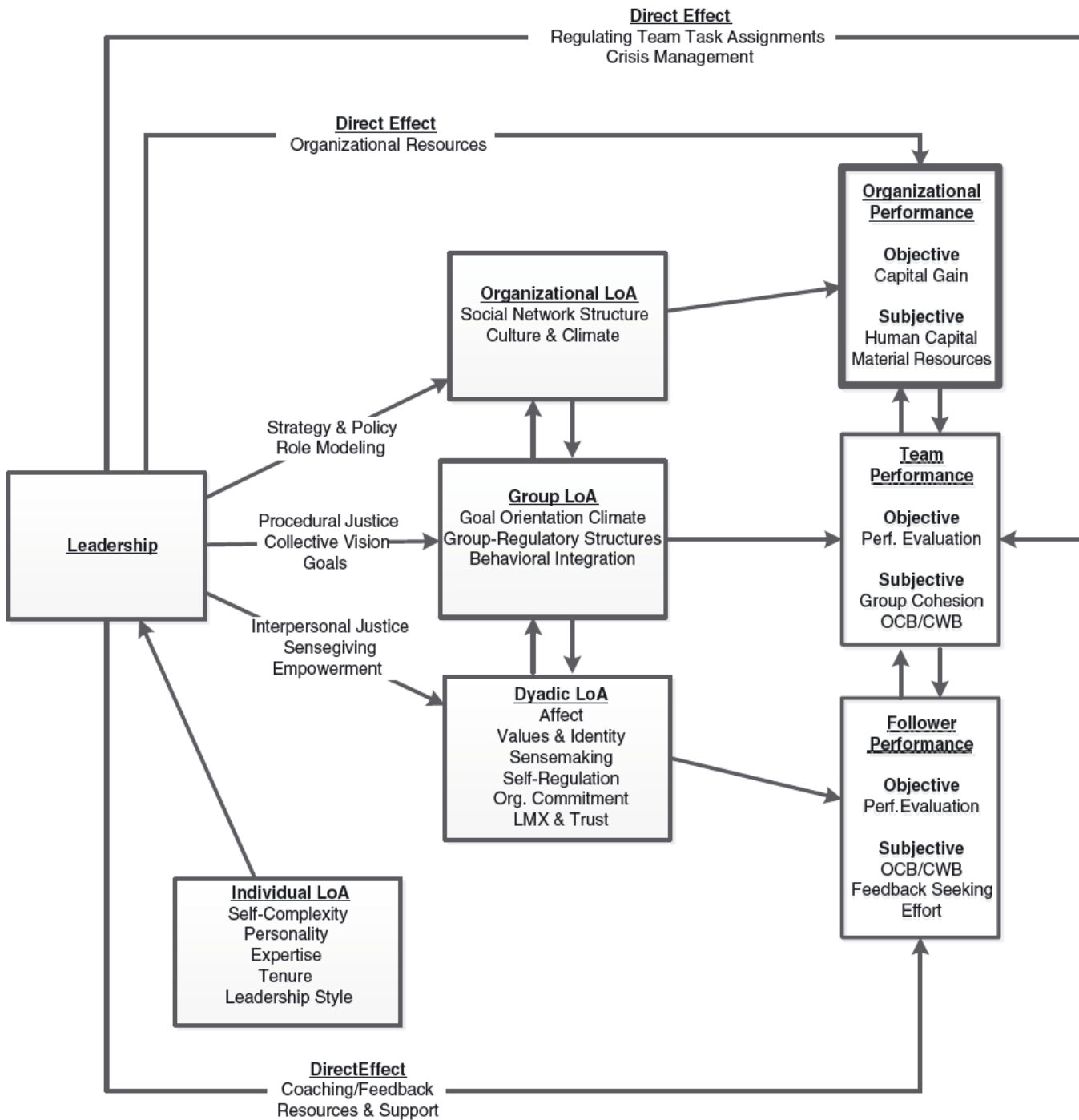


Key premise: Leadership Operates Through Others



- Who assumes leadership positions depends on the perceptions of others
 - We know much about influence and perceptual processes
 - People have implicit theories that guide their conceptualization and perceptions of leaders and followers (Lord, Epitropaki, Foti, & Hansbrough, 2020; Sy, 2010)
- Effects of leaders on performance of individual, groups, and organizations occurs through their influence on others
 - Extensive research on how leadership qualities and visions influence individual, dyadic, group, and organizational processes

Lord & Dinh, 2014



Processes can be understood in terms of surface and deep structures

- Surface level
 - Behaviors such as transformational or abusive leadership behavior; follower enthusiasm or citizenship
 - Traits or personalities of leaders (or followers)
- Deeper level -- Effects of self-concept and active identities
 - Identities are guides for both perception and behavior
 - Self involves both general enduring structures – self-schema -- and situated applications or identities.
 - Identities are key structures for organizing and accessing leadership skills (Lord & Hall, 2005).



Schema Accessibility and Use

Skill

- Leadership skills are **domain specific and** must be learned and **accessed** to be used (Lord & Hall, 2005)
- Accessing skills facilitated by integration with identities (e.g. leadership identity)



Leadership Development

- Leadership experience has greater benefits if leader identities are stronger (Day & Sin, 2011)
- Effects over time process can lead to positive or negative spirals

Self-concept

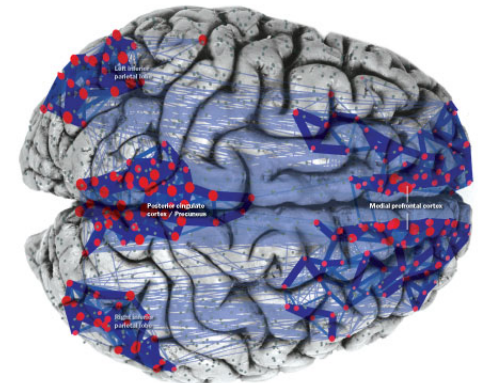


Definitions

- *Cognitive or affective beliefs about the self* (Fiske & Taylor, 2013)
- *Overarching knowledge structure* (Khilstrom & Klein, 1994)
 - Composed of modular schema, which are local processing structures that guide information processing when active --Working Self Concept -- (Markus & Wurf, 1987)

Scientific Traditions

- *Psychological tradition*: Self as an individual with properties that make him/her distinct from others, e.g. self-aspects
 - René Descartes (1637) Dutch philosopher
 - William James (1890) American psychologist
- *Sociological tradition*: Self is part of various social units and is defined in terms of those units
 - Social interactionism (Mead, 1930s)
 - Social Identity theory (Hogg, 2001)
 - Social construction of self (Asforth & Schinoff 2016)
- Neurological
 - Personal Semantics (types of memory)
 - Default Networks



Key Framework: Brewer and Gardner (1996)

Self can be represented at alternative levels, both chronically and situationally

- Personal
- Relational
- Collective

Level of Representation Changes (P, R, C)

- Basis for self evaluation (traits, roles, group prototypes)
- Frame of reference (interpersonal comparison, reflection, intergroup comparisons)
- Basis for social motivation (self-interest, other's benefit, collective welfare)
- The nature of leadership skills that develop

Who Are You?



How many people described themselves at:

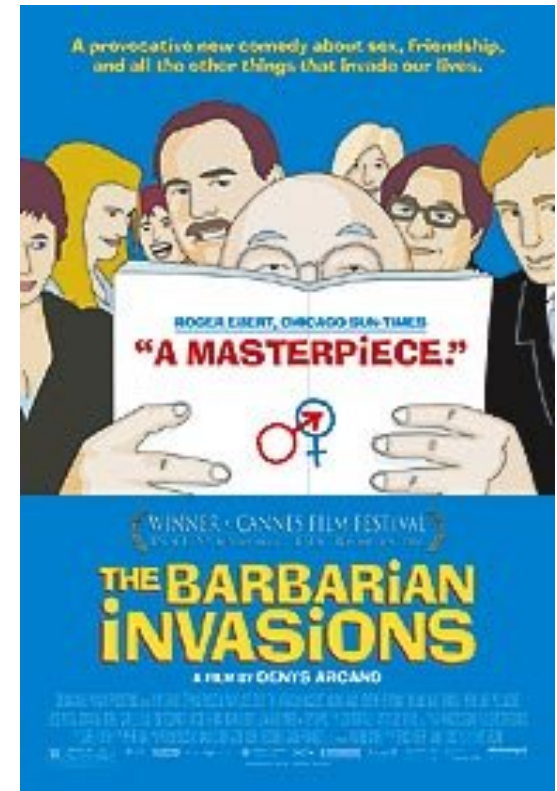
- Individual Level?
 - Relational Level?
 - Collective Level?
 - Multiple Levels?
-
- Alternative themes and levels reflected in understanding of everyday life (Gatti, 2018) and in leadership
 - 3 item quiz to test your understanding as reflected in movie themes

- **THE NATURAL.** Directed by Barry Levinson, starring Robert Redford and Glenn Close. USA, 1984.
- Plot: An unknown comes out of seemingly nowhere to become a legendary player with almost divine talent.

Level?



- **LES INVASIONS BARBARES** (*The Barbarian Invasions*). Directed by Denys Arcand, starring Remy Girard and Stéphane Rousseau. France, 2003.
- Plot: During his final days, a dying man is reunited with old friends, former lovers, his ex-wife, and his estranged son.
- Notes: The memories of a life which is about to end are closely connected to the important people who shared pleasures and pains, successes and defeats.
- **Level?**



Level?

- **X-MEN.** Directed by Brian Singer, starring Hugh Jackman, Halle Berry, James Marsden. USA, 2000.
- Plot: Two mutants come to a private academy for their kind whose resident superhero team must oppose a terrorist organization with similar powers.
- Notes: The X-Mansion with its aims and rules is a place where mutants can find a safe haven and build up their “identity”.



How do we measure identity?

- Accessibility with implicit measures
- Endorsement with explicit measures

Explicit (Endorsement)

Level of Self-Concept Scale

Individual

- I appreciate work that helps me grow as a person.

Relational

- People close to me shape who I am.

Collective

- I define myself by being a member of groups that are important to me.

Implicit (Accessibility)

Word Fragment Completion

Individual

- O_ _
- Own, One vs Out

Relational

- _ IND
- Kind versus Mind

Collective

- MEM _ _ _
- Member versus Memory

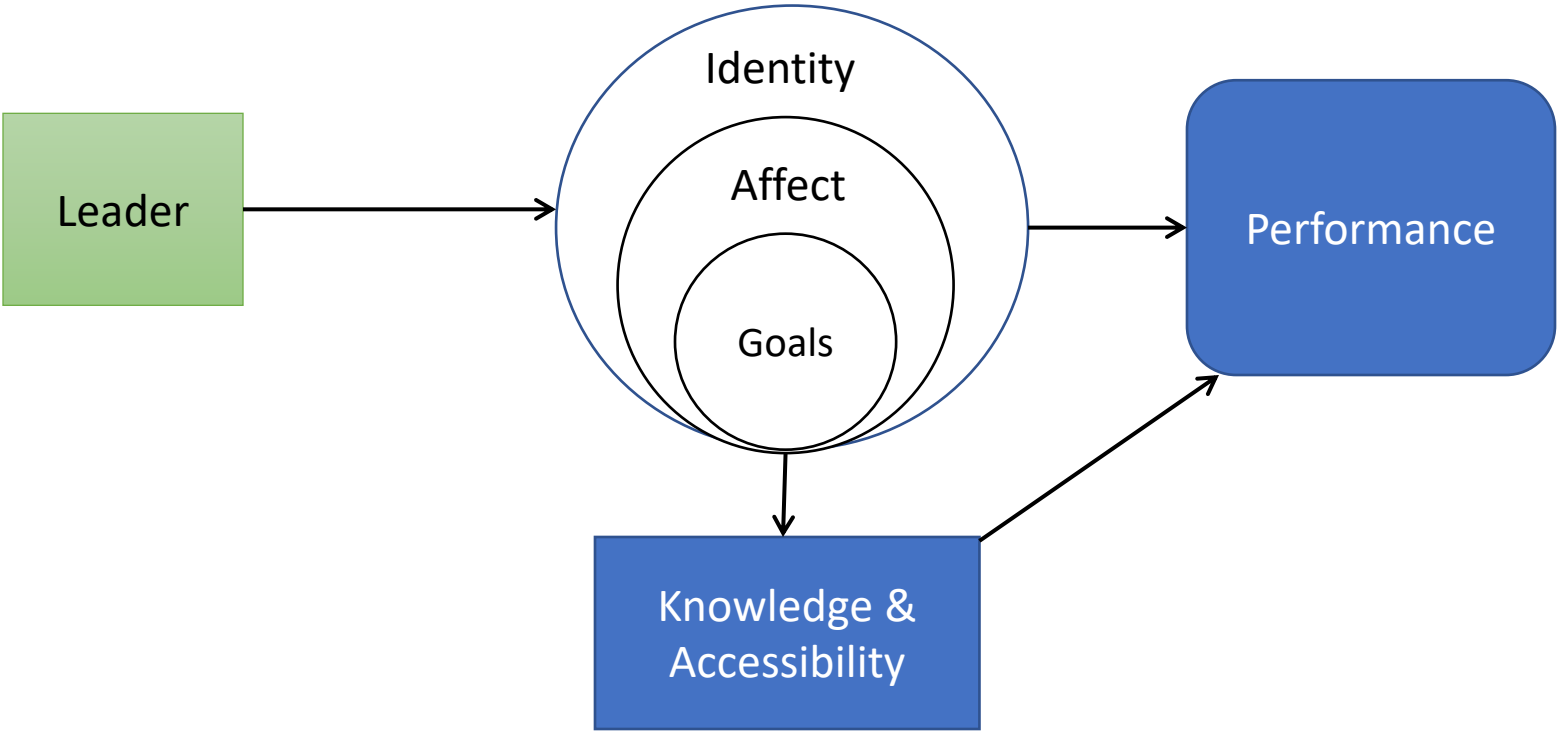
Point



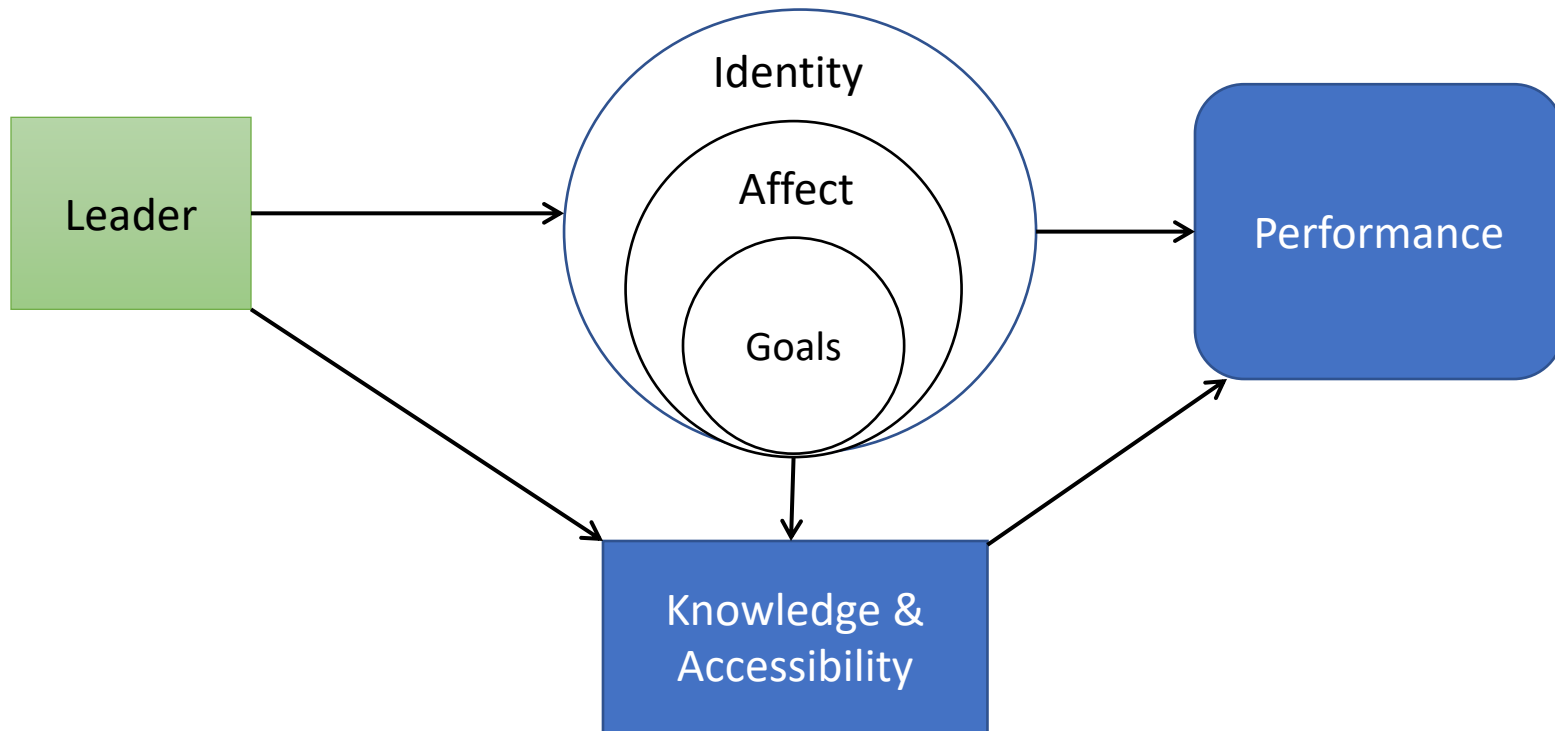
- Expectations, understanding, behavior and skill guided by self-representation level
- Level changes with situations but it is also influenced by leaders
- How has this been applied to leadership?
 - Leaders prime self-identity level in followers or teams. Then, identity affects self-regulatory processes & behavior (Lord & Brown, 2004)
 - Leader primes → identity → proactive behavior (Wu, Parker, Wu, & Lee, 2018)

L → I → Self-regulation

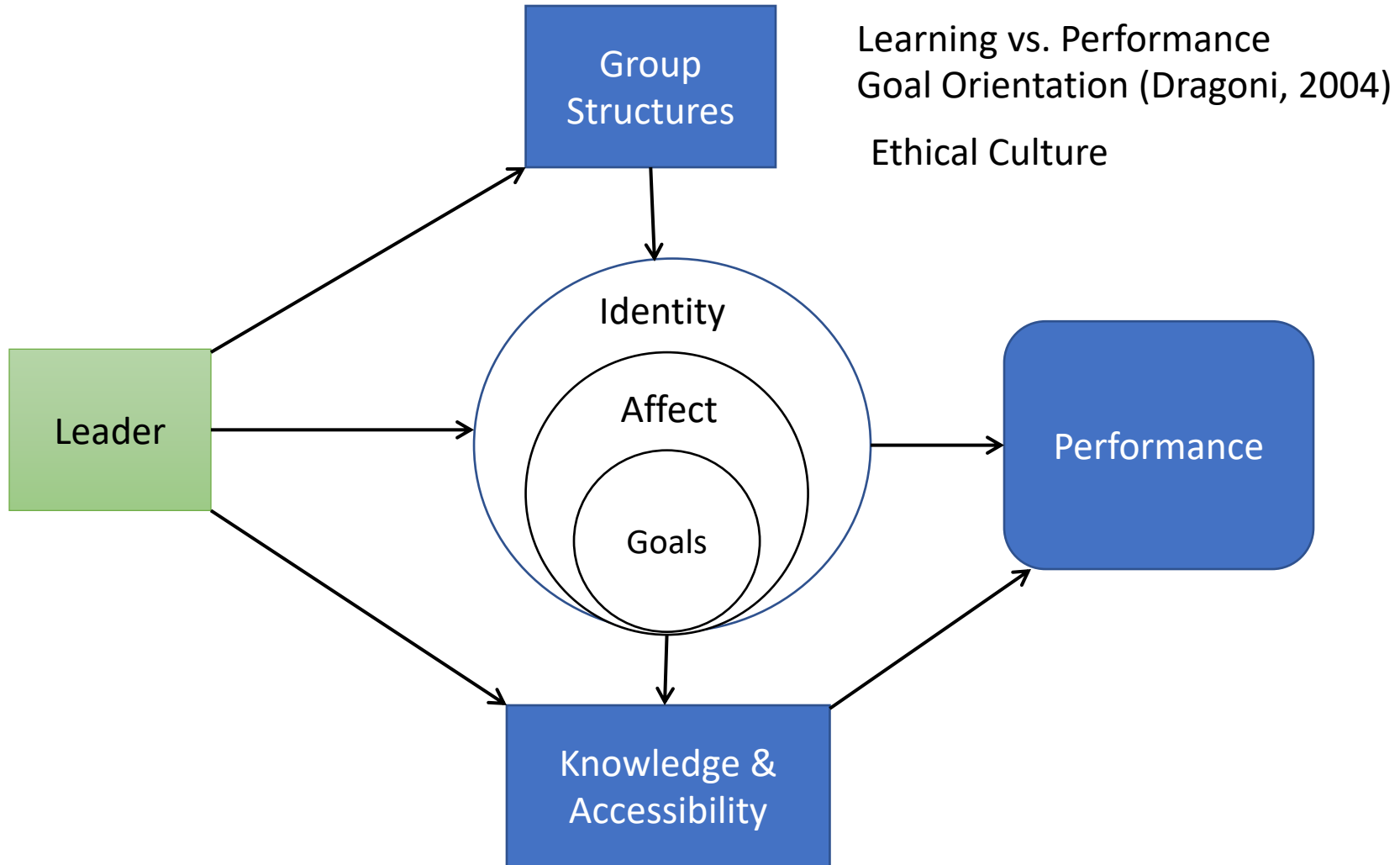
Direct Performance Model: Mediated



Direct Performance Model: Mediated



Indirect Performance Model: Mediated



Ethical Leadership —

Definition: emphasizes normatively appropriate behavior for self and others(Brown, Trevino, & Harrison, 2005)

My leader...

Conducts his/her personal life in an ethical manner

Defines success not just by results, but also by the way they are obtained

Listens to what unit members have to

Disciplines unit members who violate ethical standards

Makes fair and balanced decisions

Can be trusted

Discusses ethics or values with unit members

Sets an example of how to do things the right way in terms of ethics

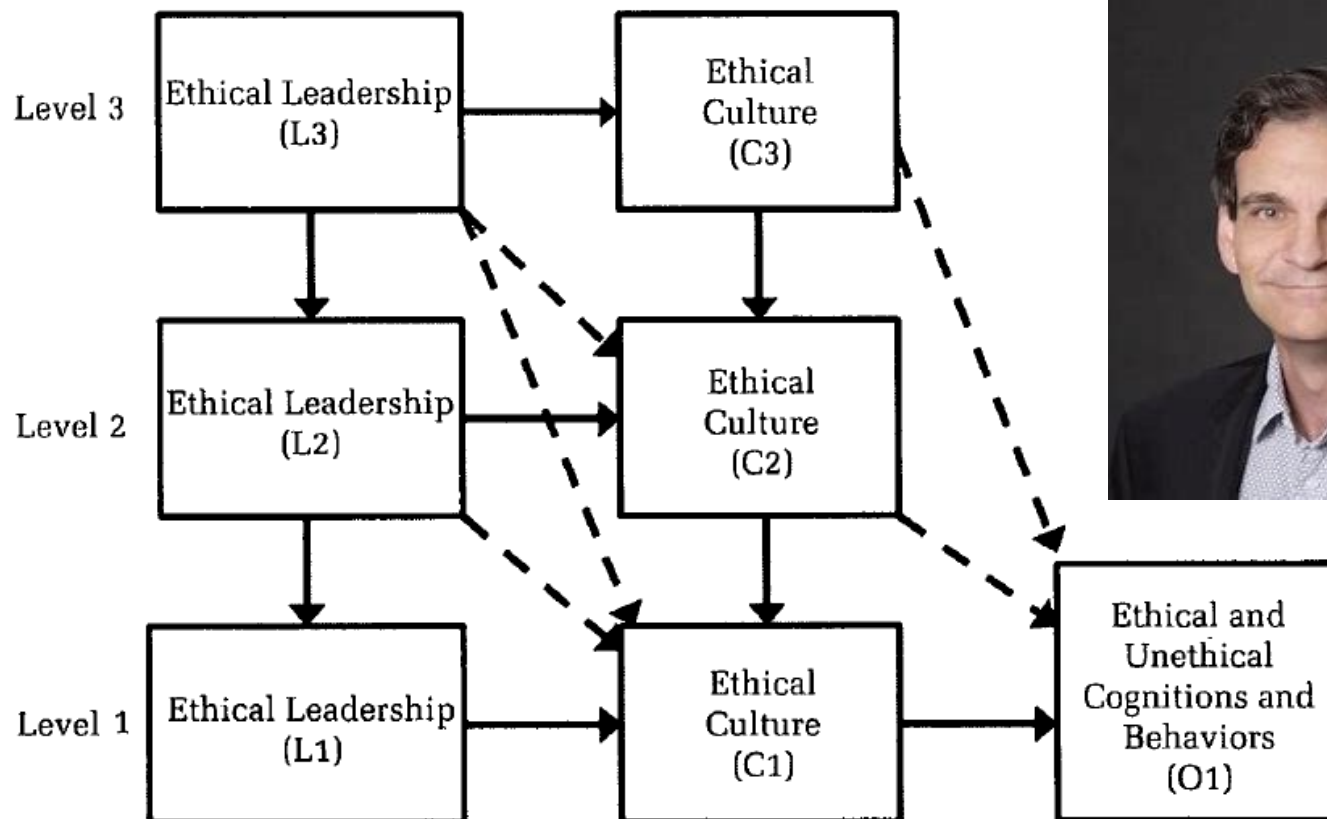
Has the best interests of the unit members in mind

When making decisions, asks "what is the right thing to do?"

Leader's effect on company, platoon, and squad culture and soldier's ethical behavior

Schaubroeck et al. 2011

Direct and Indirect Effects of Ethical Leadership and Ethical Culture across Hierarchical Levels^a



^a Dashed lines denote unexplained direct effects that have been conventionally labeled as “bypass” effects.



Leadership and Identity? (Sean Hannah)



Soldiers in Combat Assignments

- Obtained 2572 completed surveys from U.S. Army forces in Iraq in May 2009
- Multi-level, cross-sectional study of effects of ethical leadership, ethical culture, and soldiers' ethical preparation on ethical behavior
- Also surveyed on chronic individual, relational, & collective identity using LSCS scales & obtained reports of individual behavior

Leadership, Identity, and Affect as Predictors of Hitting or Kicking Noncombatants (range 0 to 5) from Multiple Regression

Predictor	Standardized weights	Chance probability <
Ethical Leadership	-.25	.01
Individual	.20	.17
Relational	-.83	.001
Collective	.31	.02
Neg. Affect	.59	.001

Why might identity relate to this behavior?

Contemporary Applications?

- Identity and Policing
 - Ethical leadership and relational primes may create different climates
 - → More considerate treatment of people who may be violating law

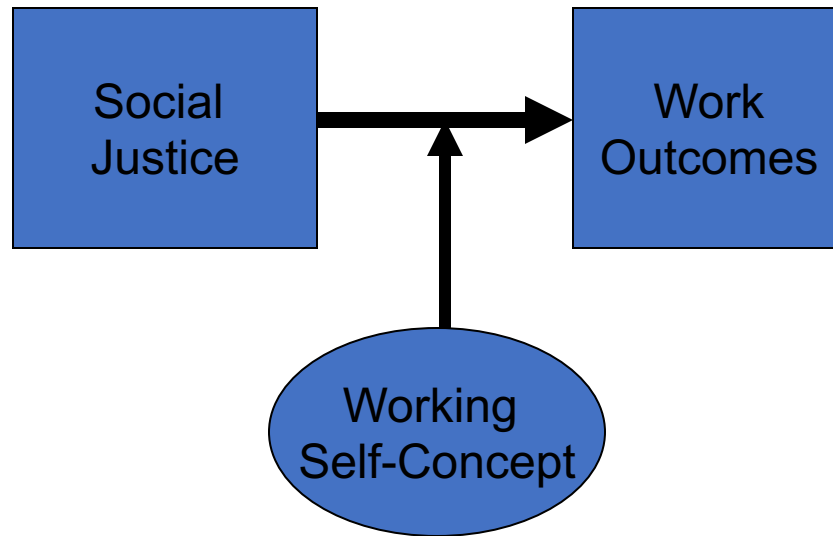
Identity and Covid 19

- Individual → Stay safe → wash hands carefully
- Relational → Protect others by wearing mask
- Collective → Rule compliance → shelter at home, social distancing

Identity as *deep structure* affects many processes which are indirect routes for leadership

Social Justice

- Identity is a critical moderator affecting the interpretation of social processes



Alignment of Identity and Justice

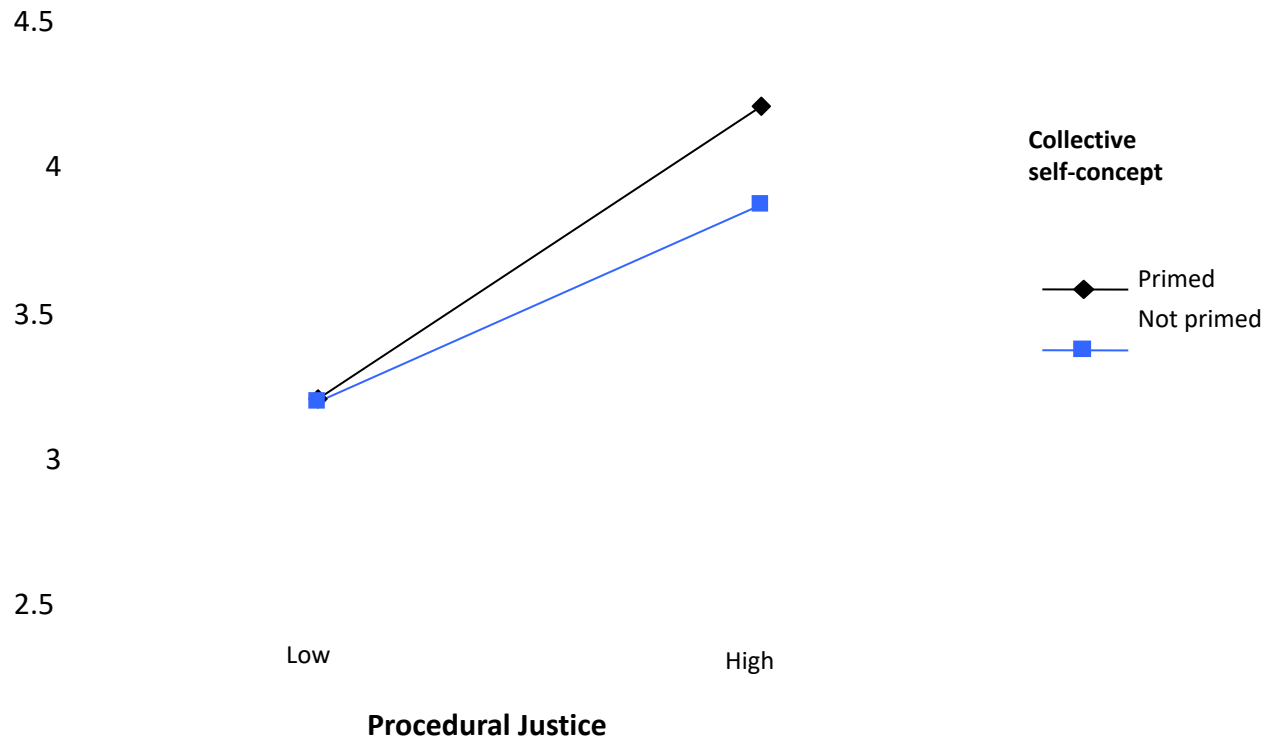
Johnson, Selenta & Lord(2006)



- **Individual → Distributive**
 - Individual identity makes social comparison a salient source of uniqueness
 - Personal outcomes signal self-worth
- **Relational → Interactive**
 - Relational identity makes relations and roles salient
 - Evaluation by others signals self-worth
- **Collective → Procedural**
 - Collective identity makes group procedures salient as signal of inclusion

Procedural Justice by Collective Identity Interaction

- Company Satisfaction



Flynn (2005) Identity & Social Exchange



Individual → Negotiated Exchange: expect direct reciprocation of benefits for contributions

- High transaction costs
- Each episode or task needs to be compensated

Relational → Reciprocal Exchange: expect personal benefits at some time, but not for each contribution

- Role expectations need to be satisfied
- Trust is key glue that holds this together

Collective → Generalized Exchange: expect collective (but not necessarily self) to benefit from contributions

- Needs adherence to collective norm to avoid exploitation
- Fairness may be the critical factor

Final Point: Time and Followers are part of leadership system

- Incorporates followers in creating double interacts $L \rightleftharpoons F$
- Basis for emerging structure in groups (DeRue, 2011)

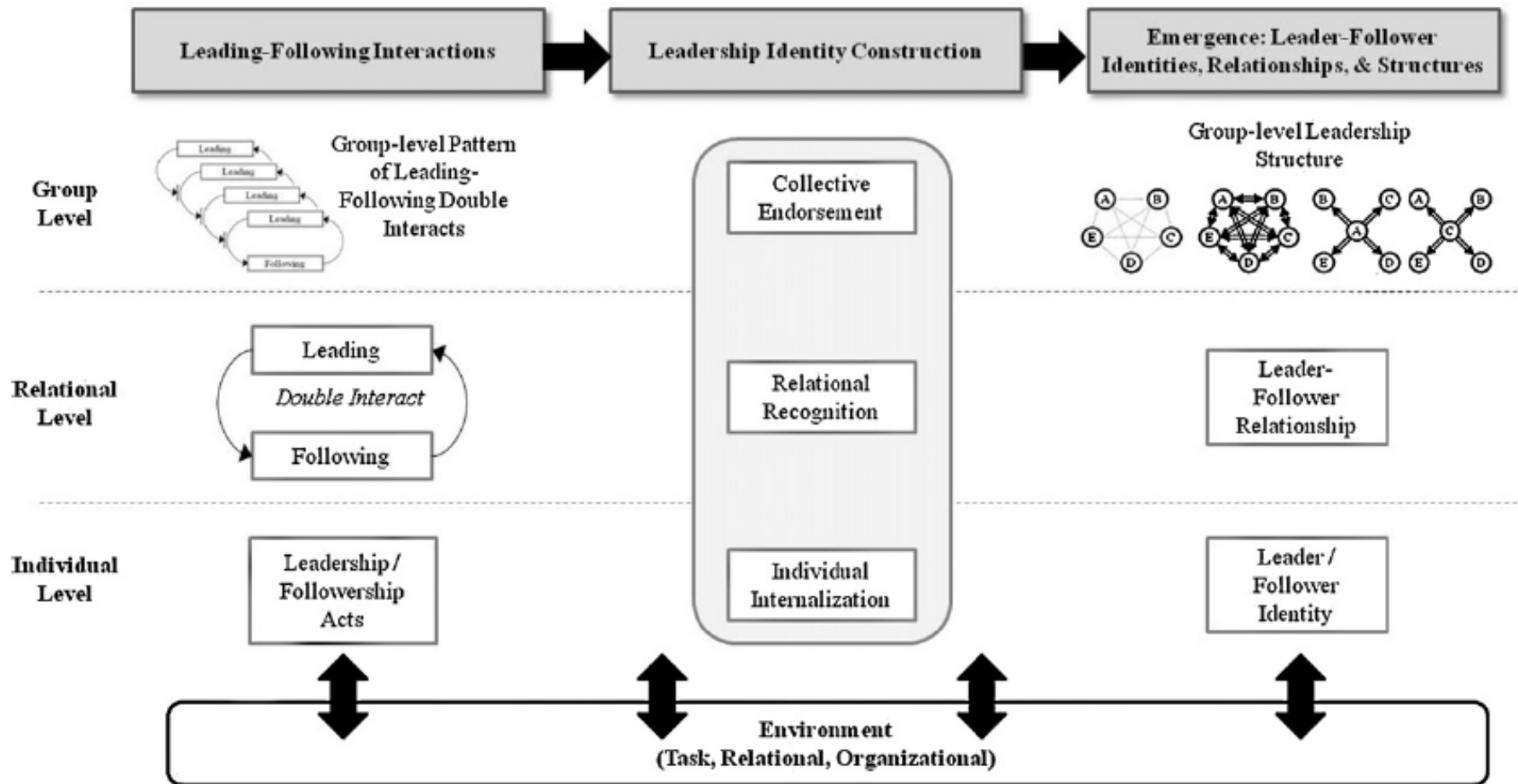


Fig. 1. Adaptive leadership theory: a conceptual model.

Scott DeRue climbing Mount Everest



Summary

1. Leaders operate through influencing others
2. Leaders can foster a deep structure for individual and organizational processes by priming identities
3. Individual, relational and collective identity activation changes with context (and leader primes) and affects:
 - Self-Regulatory Affect, Goals and Behavior
 - Cognitive processes like Social Perceptions
 - Social processes like Justice and Exchanges
4. Leaders can have indirect effects on outcomes by affecting organizational structures, climates,
5. Emergent processes involving followers create double interacts and team structures (Adaptive Leadership)

- Thanks for your attention
 - Questions?

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