



Ausschreibung: Bachelor/Masterarbeit in der A & O (ab Januar 2020)

Research topic: Behind the scenes - what makes emergent leaders?

How do team members attribute social influence (i.e., emergent leadership) to each other? Emergent leadership is a dynamic social process (Acton et al., 2018; Gerpott, et al.; 2018) which helps to coordinate team efforts and helps teams to work effectively (De Souza & Klein, 1995; Oh, 2012; Taggar et al., 1999). Consequently, understanding this process is of great interest. With this project we take a behavioral approach with the objective to understand the underlying mechanisms of this phenomenon.

Research shows that displaying particular behaviours plays a critical role for emerging as leader in teams (Gerpott et al., 2018; Lanaj & Hollenbeck, 2015), but also individual traits, such as gender, are predictive for emergent leadership (e.g., Badura et al., 2018). Yet, it remains unclear how exactly these two aspects act together to give rise emergent leadership. Is behaviour interpreted differently when shown by one person (e.g., a man) versus another person (e.g., a woman)? How do different interpretations of behaviour influence the subsequent team interaction?

This question will be approached using behavioral data from laboratory groups. To analyze the data, we will employ the coding software INTERACT (experience with INTERACT is a plus but not a must).

Suggestions for research questions:

- Do men and women showing the same behavior trigger different patterns of team interaction?
- What is the role of followers' reactions for being ascribed emergent leadership?

Please write a short application letter on why you find this topic interesting and which previous experiences and skills equip you to work on this project. You may email your application to the contact detailed below.

Note: You may also conduct your project in German.

Selected Literature:

Acton, B.P., Foti, R.J., Lord, R.G., & Gladfelter, J.A. (in press). Putting emergence back in leadership emergence: A dynamic, multilevel, process-oriented framework. *The Leadership Quarterly*, doi: 10.1016/j.leaqua.2018.07.002

Badura, K. L., Grijalva, E., Newman, D. A., Yan, T. T., & Jeon, G. (2018). Gender and leadership emergence: A meta-analysis and explanatory model. *Personnel Psychology*, 71, 335-367.
[doi:10.1111/peps.12266](https://doi.org/10.1111/peps.12266)

DeRue, D.S., & Ashford, S.J. (2010). Who will lead and who will follow? A social process of leadership identity construction in organization. *Academy of Management Review*, 35(4): 627-647.

Gerpott, F. H., Lehmann-Willenbrock, N., Voelpel, S. C., & van Vugt, M. (2018). It's not just what is said but also when it's said: A temporal account of verbal behaviors and emergent leadership in self-managed teams. *Academy of Management Journal*, doi: 10.5465/amj.2017.0149.

Kauffeld, S., & Lehmann-Willenbrock, N. (2012). Meetings matter: Effects of team meetings on team and organizational success. *Small Group Research*, 43, 130–158. doi:10.1177/1046496411429599

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