

*3rd Interdisciplinary Perspectives on Leadership Symposium*

**"WHAT LEADERS ACTUALLY DO"  
10-12 MAY 2018,  
CHANIA, CRETE, GREECE**

**KEYNOTE SPEAKERS**

John Antonakis,  
University of Lausanne,  
Switzerland

Jeffrey R. Edwards,  
University of North Carolina,  
USA

Monisha Pasupathi  
University of Utah, USA



**CONVENER**

Niels Van Quaquebeke,  
Kühne Logistics University,  
Germany

**CONVENER &  
ORGANIZER**

Olga Epitropaki,  
Durham University  
Business School, UK

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## **Wednesday, May 9<sup>th</sup> 2018**

18:30-21:00 Registration & Welcome Reception –  
21:00-23:00 Dinner

## **Thursday, May 10<sup>th</sup> 2018**

09:00-09:30 Welcome by conveners:  
**Olga Epitropaki**, Durham University, UK  
**Niels Van Quaquebeke**, Kühne Logistics University (KLU)

09:30-10:30 Keynote Address, *Increasing Theoretical Precision in Leadership Research*  
**Jeff Edwards**, University of North Carolina, USA

10:30-11:00 Coffee Break

11:00-13:00 **Parallel Sessions I**

13:00-14:00 Lunch

14:00-15:30 **Parallel Sessions II**

15:30-16:00 Coffee Break

16:00-17:15 **Parallel Sessions III**

19:00 DEPARTURE for Chania port

20:00-23:00 Dinner at Chania Port

## **Friday, May 11<sup>th</sup> 2018**

09:00-10:00 Keynote Address, *On studying leadership consequentially*  
**John Antonakis**, University of Lausanne, Switzerland

10:00-10:30 Coffee Break

10:30-12:30 **Parallel Sessions IV**

12:30-13:30 Lunch

13:30-15:00 **Parallel Sessions V**

15:00-15:30 Coffee Break

15:30-16:45 **Parallel Sessions VI**

20:00-23:00 BBQ Dinner (Thalassa Restaurant, Minoa Palace)

## **Saturday, May 12<sup>th</sup> 2018**

09:00-10:00 Keynote Address, *Good Leaders Listen*  
**Monisha Pasupathi**, University of Utah, USA

10:00-10:30 Coffee break

10:30-12:30 **Parallel Sessions VII**

12:30-13:00 Closing

13:00-14:00 Lunch

**Under the Auspices of**



# Thursday, May 10<sup>th</sup> 2018

## 11:00-13:00 Parallel Sessions I

Room: Imperial I Chair: Jochen I.Menges	Room: Imperial II Chair: Maria Kakarika
<b>IPLS-106</b> What leaders actually do: The role of charm and savoir faire in shaping leader effectiveness, <b>Kevin B. Lowe, Ronald E. Riggio</b>	<b>IPLS-022</b> From leaders to leadership: Studying actual interaction rather than behaviors, <b>Magnus Larsson</b>
<b>IPLS-069</b> The dark side of kindness: Too much kindness can hurt organizational performance, damage the leader-follower relationship, and contribute to the unhealthy environment, <b>Ksenia Keplinger, Mai Chi Vu</b>	<b>IPLS-042</b> Accomplishing leadership through possibilities and constraints of materiality in a virtual team meetings, <b>Liv Otto Hassert, Lise Dahl Arvedsen</b>
<b>IPLS-024</b> Emotional capital in leader-follower relationships: Do daily positive interactions buffer against set-backs at work?, <b>Jochen I. Menges, Sarah Kern, Leander De Schutter</b>	<b>IPLS-043</b> Leaders Clinging to the Top: Power Threat, Distrust, and Lack of Power Sharing, <b>Sanne Feenstra, Jennifer Jordan, Janka Stoker, Frank Walter</b>
<b>IPLS-041</b> Thriving Across Boundaries: The Moderating Effect of Formal and Informal Leadership, <b>Cynthia K. Maupin, Kristin L. Cullen-Lester, Alexandra Gerbasi, Dorothy R. Carter</b>	<b>IPLS-053</b> Mitigating the Negative Effects of Hierarchy through Leader Vulnerability, <b>Lisanne van Bunderen</b>
<b>IPLS-076</b> Horizontal and Vertical Social Exchanges, the Benefits of both Giving and Receiving, <b>Allan Lee, Alexandra Gerbasi, Geoff Thomas, Alison Legood</b>	<b>IPLS-005</b> Informal Leadership across Tasks – The Role of Face-to-Face Contact in Leadership Perception Change, <b>Alexandra (Sasha) Cook, Bertolt Meyer, Christine Gockel, Alexander Zill</b>
<b>IPLS-072</b> Subordinate Relative Deprivation and Supervisory Relationship Quality: The Role of Envy, <b>Brooke Gazdag</b>	<b>IPLS-073</b> Leader Gossip And Follower Indebtedness: A Social Exchange Perspective, <b>Jennifer A. Harrison, Maria Kakarika, Michelle Bligh</b>

## 14:00-15:30 Parallel Sessions II

Room: Imperial I Chair: Sarah Chace	Imperial II Chair: Astrid Schutz
<b>IPLS-010</b> Dangerous Liaisons: The Affects of Adultery on the Day-to Day Leadership of US Presidents, <b>Joanne Ciulla</b>	<b>IPLS-050</b> Leading by gaze. Aesthetic leadership practice in theatre, <b>Arja Ropo</b>
<b>IPLS-089</b> Following Bad Leaders: The Role of Leader Legitimacy in Transgressive Leadership, <b>Andre Marques, Isabel Pinto, Ana Leite, Georgina Randsley de Moura, Jan-Willem van Prooijen, Jose Marques</b>	<b>IPLS-044</b> What do paradoxical leaders actually do? Development of a preliminary framework, <b>Jennifer L. Sparr</b>
<b>IPLS-088</b> Thinking Outside of the Triangle: How Dostoevsky's The Possessed Extends our Understanding of Destructive Leadership, <b>Cecile Emery, Claudia Jonczyk</b>	<b>IPLS-030</b> Authentic leadership in paradoxical environment – The use of sensegiving to explain contradictions, <b>Yizhaq Benbenisty; Gil Luria</b>
<b>IPLS-031</b> Panic Break: Political leadership in Sweden against the background of the so-called 'refugee crisis', <b>Martin Blom, Mikael Lundgren</b>	<b>IPLS-052</b> Changing between Creativity and Implementation - Specific Leadership Behaviors for the Innovation Process, <b>Friederike Gerlach, Kathrin Rosing</b>
<b>IPLS-023</b> Between Land and Water: Humanly possible leadership behaviors emerging through the body. Evidence from refugee camps in Greece, <b>Emmanouela Mandalaki, Alyson Lee Meister</b>	<b>IPLS-025</b> Leading modern ACOs - What roles does it take?, <b>Andrea Mueller, Leticia Labaronne</b>

## 16:00-17:15 Parallel Sessions III

<b>Room: Imperial I</b> <b>Chair: Ruth Sealy</b>	<b>Imperial II</b> <b>Chair: Nicole Alexy</b>	<b>Imperial III</b> <b>Chair: Suzanne van Gils</b>
<b>IPLS-101</b> Leading diversity in the boardroom: How can board evaluators support board Chair's behaviours in pursuit of diversity?, <b>Ruth Sealy, Louise Tilbury</b>	<b>IPLS-071</b> Sharing the lead - understanding shared leadership in creative work contexts, <b>Karolina Nieberle, Susanne Braun, Tanja Peter, Dieter Frey</b>	<b>IPLS-065</b> Psychological Reactance to Ethical Leadership: What Leaders Do Can Matter as Much as What They Say, <b>Isaac H. Smith, McKenzie Rees, Andrew Soderberg, Tony Simons</b>
<b>IPLS-066</b> Break on through: How female leadership inspires advancement, breaks barriers, and destroys biases to propel other women forward, <b>Brittany K. Lambert, Phoenix Van Wagoner, Stefanie K. Johnson, Christina N. Lacerenza and David R. Hekman</b>	<b>IPLS-091</b> Working and Leading the Way to Mars: How Work Affects Shared Leadership, <b>Jessica Mesmer-Magnus, Ashley Niler, Leslie A. DeChurch, Noshir S. Contractor</b>	<b>IPLS-087</b> Ethical leaders, stress-free employees: the mediating role of meaningful work and identification, <b>Suzanne van Gils</b>
<b>IPLS-048</b> Laughable leadership material? Humor as a status signal for female employees, <b>Jamie Gloor, Agnes Baker</b>	<b>IPLS-097</b> Leadership Duos: Nature, Emergence, and Effects, <b>Claudia Buengeler, Deanne den Hartog</b>	<b>IPLS-014</b> Alignment of Leaders' Words and Actions: A Leader-Focused Diary Study, <b>Anders Friis Marstand, Olga Epitropaki, Graham Hieke, Jeremy F. Dawson</b>
<b>IPLS-067</b> Leader Behavior, Organizational Climate and Sexual Harassment in the Military , <b>Paul Hanges, Jeffrey Lucas, Kelly Beavan, &amp; Jordan Epistola</b>	<b>IPLS-103</b> "Allow Me To Introduce You to Your New Team Member"; the Ironic Effects of Personalizing Socially Distinct Entrants to a Team, <b>Bret Crane, Melissa Thomas-Hunt, Selin Kesebir</b>	<b>IPLS-021</b> How leaders give effective feedback? A Three-fold approach, <b>Alexandros Psychogios, Margarita Nyfoudi, Feim Blakcori</b>

# Friday, May 11<sup>th</sup> 2018

## 10:30-12:30 Parallel Sessions IV

Imperial I Chair: Nicolas Bastardoz	Imperial II Chair: Lindred L. Greer
<b>IPLS-099</b> What you signal is what you get? A behavioral perspective on charisma signaling, charisma attributions, and emergent leadership in self-directed teams, <b>Fabiola H. Gerpott, Nicolas Bastardoz, Deanne den Hartog</b>	<b>IPLS-081</b> Time Pressure as an Antecedent of Leader Disrespectful Inquiry and Incivility, <b>Vanessa Martini, Pat Sniderman</b>
<b>IPLS-107</b> Leadership emergence, power, and empathy: A test of the dual-hormone hypothesis, <b>John G. Vongas, Raghid Al Hajj, John Fiset</b>	<b>IPLS-082</b> Killing meaning: Leaders' impact on the erosion of followers' meaning at work, <b>Petra Kipfelsberger, Ronit Kark</b>
<b>IPLS-061</b> Social Skills as a Predictor of Leadership Potential and Leader Role Occupancy, <b>Ronald E. Riggio, Zhengguang Liu, Rebecca J. Reichard</b>	<b>IPLS-051</b> Causing (or Inhibiting) Emotional Exhaustion at Work: Regulatory Matching between Leaders' Attachment Orientations and Followers' Emotion Labour Strategies, <b>D. Gruda, K. Kafetsios</b>
<b>IPLS-092</b> The Self-made Leader. The Role of Proactive Behavior in Leader Emergence, <b>Desmet Lien, De Stobbeleir Katleen</b>	<b>IPLS-006</b> When and Why Emotionally Unpredictable Leaders Harm Team Functioning: Effects on Resource Allocation Uncertainty, Team Power Struggles and Performance, <b>Lindred L. Greer, Gerben A. Van Kleef, Annel H. B. De Hoogh, Carsten K. W. De Dreu</b>
<b>IPLS-054</b> The Moderating Effect Of Values On Charismatic Outcomes, <b>Philippe Jacquart, Nicolas Bastardoz</b>	<b>IPLS-004</b> How norm violations influence power perception, moral outrage, and leader support: The moderating role of cultural collectivism and tightness, <b>Eftychia Stamkou, Gerben A. van Kleef, Astrid C. Homan, Michele J. Gelfand (please see the attached document for the rest of co-authors)</b>
	<b>IPLS-047</b> An Intent Based Model and Theory of Abusive Leadership, <b>Benjamin R. Levine</b>

## 13:30-15:00 Parallel Sessions V

Imperial I Chair: Rudolf Kerschreiter	Imperial II Chair: Zahira Jaser
<b>IPLS-104</b> Leader Identity Self-concordance: Is it what they do or how they signify what they do?, <b>Elisa Adriasola, Tamara Hernandez</b>	<b>IPLS-084</b> When and Why Do Leaders Feel Authentic? Personal Resources, Promotion Focus, and Ethical Work Climates as Antecedents of Leaders' Felt Authenticity, <b>Martin P. Fladerer, Susanne Braun</b>
<b>IPLS-056</b> A Conceptual Model: Using Language to Inform Leadership Identity, <b>Michelle Dickson</b>	<b>IPLS-055</b> Challenging authentic leadership. An in-depth, longitudinal study of authentic leaders' actions and words, <b>Susann Gjerde</b>
<b>IPLS-094</b> Merger stress and identity threat in post-merger integration: How do middle managers manage themselves and their followers after being bought?, <b>Veronika Frankenberger, Dr Bernd Vogel, Dr Caroline Rook</b>	<b>IPLS-111</b> Authentically double-faced. An exploration of how managers succeed in being concurrently authentic with their leaders and with their followers, during a period of layoffs, <b>Zahira Jaser</b>
<b>IPLS-086</b> How Leaders Simultaneously Influence Identity And Reputation, <b>Dimitrios Spyridonidis, William Harvey</b>	<b>IPLS-017</b> The relationship between leaders' influence tactics and their authenticity: The case of safety leadership, <b>Gil Luria and Adi Luria</b>
<b>IPLS-100</b> Leaders' use of virtual communication technology and identity leadership interact in predicting team performance: effects beyond transactional and transformational leadership, <b>Rudolf Kerschreiter, Florian Schnitzler, &amp; Kathrin Heinitz</b>	<b>IPLS-085</b> Attachment Styles And Authentic Leadership, <b>Marlies Veestraeten, Mary Kakarika</b>



## 15:30-16:45 Parallel Sessions VI

Imperial I Chair: Fabiola H. Gerpott	Imperial II Chair: Sandra Romenska	Imperial III Chair: Tanja Hentschel
<b>IPLS-027</b> Diary Studies a double-edged sword? An Experiment on the Influence of Diaries on Results of Leadership Studies in Naturalistic Work-Settings, <b>Viktoria Gochmann</b>	<b>IPLS-034</b> Booster Activities in Leadership Training: Comparing E-mails with Telephone Coaching, <b>Susanne Tafvelin, Ulrica von Thiele Schwarz, Andreas Stenling</b>	<b>IPLS-026</b> Responsible Leadership: A Behavioural Perspective, <b>Floccy Joseph, Hwee Hoon Tan</b> – Skype Session
<b>IPLS-016</b> Introducing a process-focused measurement application to capture temporal behavioural dynamics of leader-follower ambidexterity, <b>Florian Erik Klonek, Fabiola H. Gerpott, Sharon K. Parker</b>	<b>IPLS-035</b> The effect of a brief mindfulness intervention on leaders' active and empathic listening – A multi-source study, <b>Annika Nubold</b>	<b>IPLS-098</b> Climbing the ladder with style – Gender-typed leadership behaviors and promotability, <b>Tanja Hentschel, Susanne Braun, Claudia Peus, Dieter Frey</b>
<b>IPLS-038</b> Effective Leadership for Innovation: Insights gained from the Process Reconstruction Method, <b>Ronald Bledow</b>	<b>IPLS-018</b> Constructing leadership development from leadership practice, <b>Emma Jeanes; Will Harvey</b>	<b>IPLS-020:</b> Emotions and Leadership emergence: the mediating role of communication and trust, <b>Adi Luria , Gil Luria, Arik Cheshin</b>
<b>IPLS-075</b> Identifying the behaviours that internal student-team leaders use through a methodology that codes behaviour in real-time, <b>Daria Naieli Hernandez Ibar</b>	<b>IPLS-060</b> What leaders actually do to develop? A content analysis of leaders' developmental goals, <b>Rebecca J. Reichard, Thiraput Pitichat, Sarah Shults, Amber Kea-Edwards</b>	<b>IPLS-077</b> Toward Understanding psychological drivers of leadership behaviours: the role of Self-levels, regulatory focus, and contextual factors, <b>Ahmed H Embarak, Tom Hoyland</b>
		<b>IPLS-029</b> “Birds of a feather flock together” or “opposites attract” - Does leaders' behavior better suit followers with similar or different self-regulatory preference?, <b>Kai Sassenberg</b>

## Saturday, May 12<sup>th</sup> 2018

## 10:30-12:30 Parallel Sessions VII

Imperial I Chair: Annebel De Hoogh	Imperial II Chair: Krystin Zigan
<b>IPLS-003</b> What do leaders actually do? –The case of vulnerable narcissists, <b>Birgit Schyns, Sarah Gilmore, Iris Koch</b>	<b>IPLS-013</b> Legitimation of absenteeism behaviors by prototypical leaders in subgroups, <b>Andra F. Toader, Florian Kunze</b>
<b>IPLS-033</b> How narcissistic leaders see the world: The role of attributions in the relationship between grandiose and vulnerable narcissism and abusive supervision tendencies, <b>Susanne Braun, Birgit Schyns, Robert G. Lord</b>	<b>IPLS-040</b> An exploration of the leader-follower dyad using implicit theory, <b>Krystin Zigan, YingFei Heliot</b>
<b>IPLS-078</b> Showing One's True Colors: Trait Activation and Leader Machiavellianism, <b>Annebel H.B. De Hoogh, Deanne Den Hartog, Frank Belschak</b>	<b>IPLS-068</b> When the favor is not seen as genuine – the moderating roles of social- and economic-LMX on the relationship between empowering leadership and OCB, <b>Marthe N. Berntzen, Sut I Wong, Fredrik Steen</b>
<b>IPLS-074</b> An Upside Of Narcissism: Leaders Who Think Highly Of Themselves Are Less Reactive To Threats To Their Power, <b>Burak Oc, Michael R. Bashshur, Gary J. Greguras</b>	<b>IPLS-028</b> Dynamic Perspective Of Hr Practices And Leader-Member Exchange In Organizational Change, <b>Lea Rutishauser, Steffen R. Giessner</b>
<b>IPLS-110</b> Playing the Trump Card: Why We Select Overconfident Leaders and Why it Matters, <b>Richard Ronay, Janneke Oostrom, Nale Lehmann-Willenbrock, Samuel Mayoral, Hannes Rusch</b>	<b>IPLS-007</b> The curvilinear relationship between leadership and safety outcomes: The moderating role of group context, <b>Tal Karz-Navon, Ronit Kark, Marianna Delegach</b>