



Sub-area Future of Leadership

EAWOP Small Group Meeting on Leader Behaviours and Their Perception across Organizational Levels

9th-11th of April, 2025
NEOMA Business School Reims

Information about the topic

Leader behaviours and their perception across organisational levels are a critical and evolving area in leadership research: the distinction between leaders' behaviours and the ways in which these behaviours are perceived by others. While there have been recent calls among leadership scholars to focus more on leader behaviours rather than relying on how they are perceived (Banks, 2023; Banks et al., 2023; Fischer et al., 2020; Fischer & Sitkin, 2022), understanding leadership also requires an examination on how leader behaviours are interpreted across different levels of the organization. Leader behaviours and their perception can vary dramatically depending on the observer's position in the organisational hierarchy (Berson & Halevy, 2014). Therefore, a unique feature of this mini-conference will be its focus on multiple levels of analysis (e.g., individual, team, or organizational level).

The topic is relevant both for theory and practice as it relates to the ongoing debate on how leadership should be measured, developed, and defined. Research shows that to get a more complete picture of leadership effectiveness, we need to focus on both leader behaviours and how these behaviours are perceived and interpreted by different actors within the organization. Moreover, the topic has key importance for practice and the elaboration of leadership training programs. The effectiveness of such programs depends on a strong foundation of scientific evidence (Leroy et al., 2023), which can only be achieved by gaining a deep understanding of both leader behaviours and how they are interpreted by perceivers at different levels in the organization. Finally, incorporating within- and between-person methods is essential to fully capture the complexity of these interactions. We hope that multi-method approach will provide opportunities for rich discussions during the SGM, allow a deeper understanding of leadership dynamics, and contribute to the development of more effective leadership practices.

General concept of the event

Future of Work (FoW) Area of Excellence at NEOMA Business School, Reims campus, will be hosting an "in-person only" two-day Small Group Meeting (SGM) on Leader Behaviours and Their Perception across Organizational Levels in collaboration with University of Bamberg and

EAWOP. There will be 2 keynote speakers and 2 invited guests, who will present their work that corresponds to the topic of the event and help with the development of the invited papers. Further, the event will include 15 oral paper presentations as well as a methodological workshop.

In addition, the meeting involves a publication opportunity, as we want to propose a Special Issue to the EJWOP

Keynote speakers

Rosanne Foti - Professor at Virginia Tech who is an expert on research methods and leadership emergence, as well as an Associate Editor of Leadership Quarterly.

Deanne Den Hartog - Professor and Head of the Leadership and Management section and research program at the University of Amsterdam, member of several editorial boards including Journal of Management, Journal of Organizational Behavior, and Leadership Quarterly.

Invited guests

Claudia Buengeler - Professor at Kiel University; Editor in Chief of the Organizational Psychology Review and Editorial Board Member of the Journal of Human Resource Management, Journal of Business and Psychology, and Journal of Leadership & Organizational Studies. Her research interests include dark sides of leadership and leader identity.

Pedro Neves – Professor at Nova School of Business and Economics. He currently serves as an Associate Editor of the Journal of Applied Behavioral Science and is a member of the editorial board of several journals, such as The Leadership Quarterly.

Methodological workshop

Fabiola H. Gerpott - professor at WHU – Otto Beisheim School of Management; Associate Editor of Leadership Quarterly. She is an expert on capturing leader behaviours as well as publishing preregistered reports.

Call for papers

We are inviting the submission of papers based on empirical and theoretical studies on leadership and followership (broadly defined) that are related to the mini-conference theme, that is, which investigate leader behaviours and how these are perceived across organizational hierarchies (e.g., subordinates, peers, or supervisors) from the perspective of different levels of analysis (e.g., individual, relational or team). This includes topics like cognition and emotions in leadership processes (identity, diversity, leadership development literature), projects based on innovative way of measuring leader behaviours, various leadership styles, including constructive and destructive leadership, for example. The selection of papers for the presentations will be based on submitted extended abstracts in a structure including the following sections a) Purpose, b) Design/methodology/approach, c) Findings, d) Originality/Contributions. Presentations will be selected based on the quality of the submission and the fit with the topic by the organization committee.

Submissions

The event will take place on 9-11 April 2025, in Reims, France.

Interested participants must submit an abstract by **January 21st, 2025** to the following email addresses: birgit.schyns@neoma-bs.fr and iris.gauglitz@uni-bamberg.de

The abstract should be of no more than 1,000 words (including references) and must indicate whether the presenting author is a current EAWOP member. Authors will be notified of acceptance or otherwise by the 15th of February.

Additionally, if they wish to be considered for the Best Working Paper award, the participants can submit a working paper version of their abstract by March 21st, 2025 (submitted papers must not have been submitted, published, or accepted for publication).

Please note that the regular participation fee is 100 euros and 50 euros for students. Paper presenters and participants will need to cover their travel and accommodation. For any questions about the event, please contact Professor Birgit Schyns (birgit.schyns@neoma-bs.fr) or Dr. Iris Gauglitz (iris.gauglitz@uni-bamberg.de).

Program:

9.04.2025

14.00 – 16.00 Opening of the mini conference and methodological workshop by Dr Fabiola Gerpott (WHU – Otto Beisheim School of Management)

19.00 Welcome dinner and socializing

10.04.2025

9.00 – 10.30 Keynote speech and coffee break

10.30 – 12.30 Morning sessions with oral presentations and feedback

12.30 – 14.00 Lunch

14.00 – 16.00 Afternoon sessions with oral presentations and feedback

16.00 – 16.15 Coffee break

16.15 – 17.15 Challenge and advice

11.04.2025

9.00 – 10.30 Keynote speech and coffee break

10.30 – 12.30 Morning sessions with oral presentations and feedback

12.30 – 14.00 Lunch



14.00 – 16.00 Afternoon sessions with oral presentations and feedback

16.00 Closing

Organizing committee:

Birgit Schyns (NEOMA Business School)

Iris Gauglitz (University of Bamberg)

Urszula Lagowska (NEOMA Business School)

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