

EAWOP Small Group Meeting

Leader Behaviours and Their Perception across Organisational Levels



EXECUTIVE SUMMARY

1. Meeting overview

In total 25 participants from 8 countries took part in the EAWOP Small Group Meeting “Leader Behaviours and Their Perception across Organisational Levels”, which took place from 09.04.2025 – 11.04.2025, at NEOMA Business School, Campus Reims, France. The meeting was organised by Birgit Schyns (NEOMA Business School), Iris K. Gauglitz (University of Bamberg), and Urszula Lagowska (NEOMA Business School) with the support of Irina Fandolea from the local administration and two PhD students (Dhruv Pratap Singh, NEOMA Business School, and Melissa Schuetz, University of Bamberg). Keynote speeches were given by Deanne Den Hartog (University of Amsterdam) and Kimberly Jaussi (Binghamton University). Pedro Neves (Nova School of Business and Economics) and Claudia Buengeler (Kiel University) moderated the oral paper presentations, encouraged discussions and gave feedback to the presenters. The EAWOP SGM was a continuation of a leadership mini-conference that was held twice at NEOMA Business School, in 2023 and 2024. Joining the existing distribution lists of previous conferences with the call via EAWOP resulted in a greater diversity of participants. At the same time, keeping the topic narrow stimulated inspiring conversations and helped to ensure that the feedback to participants was meaningful in terms of the development of their research.

2.Key Highlights

The keynotes by Deanne Den Hartog (University of Amsterdam) and Kimberly Jaussi (Binghamton University) on leader perceptions and behaviours were very well received. Not only did they stimulate an intensive discussion after their presentations, but the issues raised became the guiding principle of the following presentations and feedback.

As in previous years, we held a so-called “Challenge and Advice” session, which is an open session in which participants can raise any challenges they experience concerning their own research for which they would like advice from others. This year, the emerging topic was around research productivity. Feedback from participants indicated that this session was very well received and participants not only felt that the exchange helped them in their own research organisation but also praised the psychological safety of the exchange.

Another highlight was the Best Working Paper Award, organized for the first time this year. The award went to the team of Kühn, A., Oostrom, J., Holtrop, D., Vranjes, I., and Gerritsen, E. for their paper “Digital Dictators and Ghost Managers: Destructive Leadership Behavior in Virtual Work Environments”, a qualitative study on destructive behaviour in online contexts.

3.Meeting Outcomes

The meeting proved to be a highly productive and enriching event, yielding several key outcomes across areas of knowledge exchange, collaboration, and academic development.

Knowledge Creation

One of the most valuable outcomes was the significant knowledge creation fostered throughout the meeting. Participants engaged in insightful discussions that not only enhanced their own understanding but also contributed to the refinement of ongoing research. Many of these projects, having benefited from peer input, are now being further developed for future publication. The global diversity of the participants enriched the dialogue, offering a variety of perspectives that elevated the academic rigor and relevance of the work discussed.

Collaboration and Networking

The meeting also served as a catalyst for meaningful professional connections. Participants actively engaged with each other during and after the event, with email contacts exchanged to support ongoing dialogue and collaboration. These networks are expected to contribute to sustainable partnerships beyond the conference, enhancing research impact and fostering new joint projects. Concretely, the idea of an inconsistency network emerged for a sub-group of participants. There was also an idea to join forces to improve existing instruments related to destructive leadership, based on the work presented which showed that the instruments are not exhaustive.

Feedback on Unpublished Projects

A central feature of the meeting was the opportunity to receive in-depth feedback on unpublished work. Presenters benefited from detailed and constructive criticism, which will assist them in navigating the publication process more effectively. This aspect of the meeting proved to be especially valuable for early-career researchers wishing to submit their work to peer-reviewed journals. Participants particularly noted that they felt the audience to be benevolent in their feedback and that they felt safe to talk about work in progress.

Special Issue Preparation

As a direct outcome of the meeting, a special issue call is now being prepared for the *European Journal of Work and Organisational Psychology*. This initiative will provide a platform to showcase selected contributions from the event and beyond, further amplifying its academic impact and supporting the dissemination of high-quality research.

Participant Satisfaction

Survey results indicated high levels of participant satisfaction. Attendees appreciated both the intellectual environment and the opportunity to connect with peers in a focused, collaborative setting. Moreover, they were satisfied with the quality of keynote speeches, the time allotted to each presentation allowing for in-depth discussions of each project, and smooth organization. This positive feedback underscores the success of the meeting in achieving its objectives.

Best Working Paper Award

The Best Working Paper Award went to the team of Kühn, A., Oostrom, J., Holtrop, D., Vranjes, I., and Gerritsen, E. for their paper titled "Digital Dictators and Ghost Managers: Destructive Leadership Behavior in Virtual Working Environments." The paper was recognised for its innovative approach, theoretical contribution, and practical relevance in understanding leadership in digital contexts.

Overall, the small group meeting in Reims not only advanced individual research agendas, but also strengthened the broader academic community through collaboration, support, and shared learning.

ACTIVITY REPORT

1. Event General Information

Date and Place: 9 – 11.04.2025, NEOMA Business School, Campus Reims

Organizers: Birgit Schyns (NEOMA Business School), Iris K. Gauglitz (University of Bamberg), Urszula Lagowska (NEOMA Business School)

Topic: Leader Behaviours and Their Perception across Organisational Levels

Keynotes: Prof. Deanne Den Hartog (University of Amsterdam), Prof. Kimberly Jaussi (Binghamton University)

2. Program Overview and Course Of the Meeting

General Topic and Specific Topics overview

The general topic of the conference was explored by various participants throughout the event, beginning with the methodological workshop by Fabiola Gerpott sponsored by NEOMA Business School, and keynote speeches by Deanne den Hartog and Kimberly Jaussi, which set the stage for two days of deep engagement. In particular, participants debated on ways to measure leader behaviours and their relationship with follower perceptions. Presenters also addressed challenges related to issues such as coding of leader behaviours. Participants learned about tools that help with doing behavioural coding. Finally, related to perceptions of leader behaviours, participants discussed topics such as consistency and congruence of these perceptions, as well as the role of context and gender in shaping how leaders behave and how followers interpret these behaviours. Other topics included followers' well-being, future of work (e.g., AI) and extreme work environments, as well as best practices related to open science and pre-registered reports.

Meeting Format/Organization

The conference took place over three days (methodological workshop on day 1 and conference on days 2 and 3) at the NEOMA Business School Reims campus, providing an engaging and well-structured environment for academic exchange and collaboration. The event was organised to balance scholarly depth with interactive and social elements. It began with a Neoma-sponsored methodological workshop on the first day, which focused on coding of leader behaviour, open science practices, and the use of pre-registered reports. This workshop offered participants hands-on insights into enhancing the transparency, rigor, and reproducibility of leadership research.

The second and third days of the SGM started with keynote speeches. Furthermore, over the course of the conference, 16 oral presentations were given in thematic sessions, covering a range of timely topics including leadership behaviours, stress and support in

the workplace, virtual and gendered leadership contexts, and inconsistency in leadership. Each presentation was followed by structured feedback, fostering meaningful dialogue among scholars, and a final discussion with all presenters and attendees.

The format was designed not only to highlight academic research but also to create space for ongoing interaction and networking. Regular coffee breaks, a welcome dinner, and the "Challenge and Advice" session encouraged participants to continue discussions in a more informal setting. These social components played a crucial role in deepening relationships, enabling participants to reflect on common challenges, and laying the groundwork for future collaboration.

3. Short Description of the SGM Topic Discussion

Main Conclusions/Lessons Learned related with the Meeting Topic

The conference offered participants a comprehensive overview of the current state of research on leader behaviours and how these behaviours are perceived across organizational contexts. Presentations and discussions highlighted that while we have developed a nuanced understanding of various leadership styles and their effects, much of the existing knowledge remains fragmented. Notably, the conference shed light on the complexity of the relationship between leader behaviours and perceptions – underscoring that these two aspects do not always align neatly. Furthermore, questions were raised around what should legitimately be categorized as "leader behaviour," revealing a lack of consensus in the field. Methodological challenges also emerged, particularly in the accurate coding of observable behaviours and the reliable capturing of subjective perceptions, both of which are critical for advancing leadership research. A key takeaway from the event was the call to move beyond dichotomous thinking in leadership studies. Rather than viewing leader behaviours and perceptions as separate or competing areas of inquiry, scholars were encouraged to bridge these domains to gain a fuller understanding of leadership processes. Future research should aim to integrate behavioural data with perceptual insights, using innovative and transparent methods. This integrated approach promises a richer, more accurate portrayal of leadership as it unfolds in real-world settings – ultimately supporting more effective leadership development and organizational practices.

Contributes for a Research Agenda

The event made a meaningful contribution to the broader research agenda on leadership by taking stock of current knowledge on leader behaviours and their perceptions. Through a diverse range of presentations and in-depth discussions, the conference provided a clear picture of where the field stands today – highlighting established findings, emerging trends, and areas of consensus. At the same time, it also delineated several important avenues for future inquiry, including the need to clarify the relationship between actual behaviours and how they are perceived, to refine conceptual definitions of leader behaviour, and to address methodological limitations in capturing both observable actions and subjective experiences.

Beyond advancing theoretical understanding, the event also supported the development of responsible and impactful research practices. The methodological workshop and several sessions emphasized practical knowledge related to scientific transparency, research ethics, and methodological rigor. Topics such as the role of bias in science, dialectical thinking and counterfactual thinking, open science, the use of pre-registered reports, and the challenges of coding complex leadership behaviours were explored. By fostering dialogue around these themes, the event equipped participants with the tools and standards necessary to produce credible, ethical, and replicable work – ultimately strengthening the foundation for future leadership research.

4. Meeting Implications/Outcomes

Scientific Expected Outcomes

The meeting led to several important scientific outcomes that are expected to have a lasting impact on the field of work and organizational psychology. Central among these is the preparation of a special issue for the *European Journal of Work and Organisational Psychology*, which will feature selected papers developed during the conference and outside of it. This special issue will not only highlight cutting-edge research but also serve as a curated collection that reflects the key themes and advances generated by the meeting.

Participants received extensive feedback on their ongoing research, significantly aiding the development of manuscripts for future submission. The focused format of the meeting allowed for in-depth discussions and critical evaluation, helping researchers to strengthen their theoretical frameworks, refine their methodologies, and clarify their contributions to the literature. This support is expected to accelerate the publication process for many of the projects presented.

Importantly, the meeting fostered a more holistic view of the conference topic. Discussions emphasized that leader behaviours and follower perceptions are deeply interwoven rather than mutually exclusive. This insight encouraged a more integrated perspective, consolidating existing knowledge and offering a more nuanced understanding of leadership dynamics, particularly in complex or virtual environments.

Finally, the meeting facilitated the identification of promising avenues for future research. Several participants highlighted gaps in the literature and emerging questions that deserve further exploration. These directions will likely inform and inspire ongoing and future studies, ensuring that the meeting's scientific contributions extend well beyond its conclusion.

Knowledge Transference---Applied Expected Outcomes

The conference featured a methodological workshop that provided participants with valuable tools and insights to apply in their own research and professional practice.

The part of the workshop dedicated to the issue of open science practices equipped attendees with practical skills to enhance transparency, reproducibility, and credibility in their research. Participants gained a better understanding of pre-registration, data sharing, and pre-registered reports, and many expressed intent to incorporate these practices into their future studies. This knowledge is expected to improve the quality and integrity of forthcoming publications, while also aligning research efforts with evolving scientific standards and expectations.

In addition, the part of the workshop on coding leader behaviours offered participants concrete techniques for identifying and categorizing behavioural patterns in both qualitative and quantitative data. This hands-on training will directly benefit researchers conducting observational studies or working with behavioural data, allowing them to apply more rigorous and systematic approaches in their analysis.

The meeting also played a crucial role in fostering awareness around the variability of individual perceptions of leadership behaviours. Discussions highlighted that individuals do not perceive the same behaviour in the same way, and that these differences in perception can significantly influence outcomes such as well-being, motivation, job satisfaction. This realisation encourages researchers and practitioners to move beyond one-size-fits-all interpretations of leadership and to consider the dynamic interplay between behaviour and perception in context.

Altogether, the applied outcomes of the meeting will empower participants to conduct more methodologically sound, perceptually sensitive, and socially responsible research – ultimately contributing to more effective leadership practices in organizations.

Networking Development

The meeting was not only a venue for scientific exchange but also a valuable platform for networking and professional connection. To facilitate ongoing collaboration, the organizers shared the email addresses of all participants (with consent), enabling easier follow-up communication and the development of potential research partnerships.

One of the standout moments for peer connection was the dedicated "Challenge and Advice" session. This open-format discussion provided space for participants to share and reflect on some of the challenges they face within the academic profession – including issues related to publishing, career progression, and work-life balance. The session encouraged open conversations and mutual support, helping to build a sense of solidarity and trust among attendees.

In addition to formal sessions, informal networking played a key role throughout the meeting. Coffee breaks and the conference dinner offered relaxed settings for participants to engage in personal and professional conversations, exchange ideas, and explore shared interests. These unstructured moments were instrumental in forming connections that extended beyond individual research topics.

Following the conference, many participants took to LinkedIn to post about their experiences at the event. These posts helped to disseminate the meeting's outcomes more broadly and served as a secondary platform for networking. Tagging fellow participants and engaging with their posts helped to reinforce professional ties and expand visibility within the wider academic and practitioner communities.

5. SGM Evaluation

5.1 Self-Assessment of the SGM

Overall, we were very satisfied with the SGM. It clearly showed that we were able to apply our learning from the last two meetings held at NEOMA Business School. For example, this year, we kept the "Challenge and Advice" session, we kept the time slots for presentations longer than normal conference slots to encourage deeper feedback. We also added a Best Working Paper Award. Here, we engaged the help of several colleagues (Brian Kim and Helena Gonzales Gomes from NEOMA Business School, as well as Melissa Schuetz from University of Bamberg) to evaluate the submitted papers. Also, the organization went really smoothly due to the help of our experienced administrator, Irina Fandolea.

We also reduced our carbon footprint by encouraging participants to bring their own reusable water bottles and use the water fountains and by providing less processed food (fruit rather than pastry). Based on last years' experience, we were able to reduce our food waste by providing smaller lunch options.

Building on the experience from this year's meeting, in a future edition we would keep the format of keynotes and invited moderators as well as the length of the slots per paper. We would also retain the healthy snack option. In addition, we would consider making the keynotes more widely available, either by using a hybrid format or by videotaping them for later use.

5.2 Participants Assessment of the SGM

Here are some quotes from our feedback questionnaire that indicate that participants were happy with the event:

"Well-organized conference in great atmosphere"

"great opportunity to connect with researchers with similar interests"

"From scheduling and breaks to dinner arrangements, the logistics were handled perfectly"

"one of the best conferences I've attended recently"

"The keynote speakers were top-notch"

". I'm so happy I came and had the chance to meet so many great people"

"Engaging keynotes, high-quality presentations and discussions."

"Particularly valuable was the space provided for informal exchange as it fostered meaningful conversations and new connections beyond the formal agenda"

"Nice to connect to other researchers, get to know the university, and gain feedback on own research"

“The clear focus of the event was incredibly helpful in connecting with researchers who share similar interests”
 “the fact that it had a small dimension allowed for deeper conversations between participants”

There were also LinkedIn posts praising the conference. Please see some examples below:

The image displays three screenshots of LinkedIn posts from different participants of the conference. Each post includes a profile picture, name, title, and a text-based review of the event, often accompanied by a group photo of attendees.

- Pedro Neves (1st):** Professor at Nova School of Business and Economics. His post describes the 3rd Leadership mini-conference organized by NEOMA Business School and EAWOP. He mentions a two-day discussion on "Leader Behaviours and Their Perception across Organizational Levels" and congratulates the organizing committee. He also shares a humorous anecdote about a "Champagne Marc Chauvet" and a guess about the answer to a question.
- Urszula Lagowska (1st):** Associate Professor at NEOMA Business School. Her post is a wrap-up of the event, mentioning the "Leader Behaviors and Their Perceptions Across Organizational Levels" conference. She thanks the organizers and keynote speakers, and mentions the collaborative atmosphere and the debate on "leader behaviors vs perceptions".
- Anne Kühn (1st):** Senior Manager - Commercial Strategy & International Sales Collaboration. Her post expresses honor in sharing that their research received the Best Paper Award at the EAWOP Small Group Meeting. She thanks the selection committee and organizers for their collaboration and support.

ANNEXES

Final Program

9 th April	10 th April	11 th April
	9.00 to 10.15 Keynote (Deanne den Hartog)	9.00 to 10.15 Keynote (Kimberly Jaussi)
	10.15 to 10.30 Coffee break	10.15 to 10.30 Coffee break
	<p>10.30 to 12.30 Sessions</p> <p>SESSION A: Context (<i>Claudia Buengeler</i>)</p> <ol style="list-style-type: none"> 1. Leadership Behaviors in the Public Sector: Navigating Challenges in and Activity-Based Working Environments – A Mixed-Methods Approach Remote (<i>Löfstrand, P., Wall, E., Nordenmark, M., & Vinberg, S.</i>) 2. Perceptions of managers' leadership behaviors in a heavy industrial industry: relationships with managers' and subordinates' health and job satisfaction (<i>Vinberg, S., Jakobsson, M., Lööw, J., Widar, L., & Larsson, J.</i>) 3. Perceiving incidents and perpetrators – Abuse of power in higher education in Germany (<i>Schilling, J., May, D., & Kluge, A.</i>) <p>SESSION B: Development (<i>Kimberly Jaussi</i>)</p> <ol style="list-style-type: none"> 1. Developmental Leadership and Skills Obsolescence: Shaping Perceptions of Developmental Opportunities in the Workplace (<i>Messioui, A.</i>) 2. My leader, my leader's leader, and the organization: A person-centred approach to examining behavioural integrity (<i>Ho, J. A. & Connelly, C. E.</i>) 	<p>10.30 to 12.30 Sessions</p> <p>SESSION A: Virtual (<i>Pedro Neves</i>)</p> <ol style="list-style-type: none"> 1. Digital Dictators and Ghost Managers: Destructive Leadership Behavior in Virtual Working Environments (<i>Kühn, A., Oostrom, J., Holtrop, D., Vranjes, I., & Gerritsen, E.</i>) 2. Exploitative Leadership Behaviour in Digital Collaboration: A Qualitative Investigation (<i>Vilser, M.</i>) 3. "Is abusive supervision worse in the office than at home? Abusive supervision, employee sleep quality, and turnover intention: The buffering effect of working regime" (<i>Lagowska, U., Kim, D., & Schyns, B.</i>) <p>SESSION B: Gender (<i>Deanne den Hartog</i>)</p> <ol style="list-style-type: none"> 1. "Now Watch Me Lead": The role of gender bias reactance in women's motivation to lead and well-being (<i>Algner, M., Diller, S., Lorenz, T., Fay, D., & Frey, D.</i>) 2. Gender, Leader Behavior, and Leadership Effectiveness (<i>Haeckl, S. & Onozaka, Y.</i>)

	12.30 to 14.00 Lunch	12.30 to 14.00 Lunch
14.00-16.15 Welcome and Method workshop (<i>Fabiola Gerpott</i>)	14.00 to 16.00 Sessions SESSION A: Inconsistency (<i>Pedro Neves</i>) 4. Inconsistent Leadership: Scale Development and Validation (<i>Biricik Gulseren, D., Lyubykh, Z., Wang, L. & Kelloway, K.</i>) 5. The Double-Edged Sword of Perceived Ambivalence in Leaders: Appearing Ethical but Risking Status (<i>Richter-Killenberg, S., Pauels, E., Rothman, N. & Schneider, I. K.</i>) 6. The Affective Core of Leadership: Emotional Dynamics in Paradoxical Leadership Situations (<i>Büchner, H., Ritter, M., & Kauffeld, S.</i>) SESSION B: Stress (<i>Claudia Buengeler</i>) 1. Exploring the Perspective-Taking Ability of Supervisors on Stress-Preventive Management Competencies and Its Relationship with the Psychosocial Work Environment: Implications for Practice (<i>Cioffi, G., Toderi, S., & Balducci, C.</i>) 2. The Role of Perceived Supervisor Supportive Behaviors for Subordinates' Recovery Experiences: A Diary Study (<i>Iser-Potempa, L., Neshor Shoshan, H., & Sonnentag, S.</i>) 3. A Little Help From A(I) Friend: 1 Leader Cost and Benefits of AI versus Peer Support in Leadership Tasks (<i>Schweitzer, V.M., van der Velde, A., & Daldrop, C.</i>)	14.00 Closing
	16.00 to 16.15 Coffee break	

	16.15 to 17.15 Challenge and advice	
19.00 Welcome dinner		

List of participants

Last name	First name	Affiliation
ALGNER	Mona	Universität Potsdam, Germany
BIRICIK GULSEREN	Duygu	York University, UK
BÜCHNER	Hannah	TU Braunschweig, Germany
CIOFFI	Glauco	University of Bologna, Italy
GAUGLITZ	Iris K.	Bamberg University, Germany
HO	Jen	University of Saskatchewan, Canada
ISER-POTEMPA	Julia	University of Mannheim, Mannheim, Germany
KÜHN	Anne	Tilburg University, The Netherlands
MAY	Daniel	Freie Universität Berlin, Germany
VILSER	Melanie	University of the Bundeswehr Munich, Germany
MESSIOUI	Angela	Maastricht University, The Netherlands
ONOZAKA	Yuko	University of Stavanger , Norway
LÖFSTRAND	Pär	Mid Sweden University, Sweden
RICHTER-KILLENBERG	Stefanie	TU Dresden University of Technology, Germany
SCHILLING	Jan	Fachhochschule Bielefeld, Germany
SCHUETZ	Melissa	Bamberg University, Germany
SCHWEITZER	Vera	University of Cologne, Germany
VINBERG	Stig	Mid Sweden University, Sweden
BUENGELER	Claudia	Kiel University, Germany
DEN Hartog	Deanne	Unversity van Amsterdam, The Netherlands
JAUSSI	Kim	Binghampton University, USA
NEVES	Pedro	Nova School of Business and Economics, Portugal
SCHYNS	Birgit	Neoma Business School, France
LAGOWSKA	Urszula	Neoma Business School, France