Emotional Abilities and Leadership: Examining the Complex Relationship between Emotion Recognition and Leader Emergence

By

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All interested are welcome
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ABSTRACT

The role of emotional abilities is a hot - and fiercely debated - topic in leadership research. In this presentation, I first give a brief overview of the current state of this area of inquiry, based on a thorough review of the empirical literature linking emotional abilities and leadership. I then present a series of two studies that address some of the issues identified in this literature. These studies examine the complex relationship between individuals’ emotion recognition capability and their emergence as leaders. It is hypothesized that the association between emotion recognition and task-oriented behavior is stronger for individuals with higher levels of extraversion, and that task-oriented behavior, in turn, increases the likelihood of emerging as a leader. This pattern of mediated moderation is tested using multisource data from two diverse, independent samples. Study 1 demonstrates the hypothesized relationships in a sample of student project teams in the Netherlands, and Study 2 demonstrates that the predicted model holds for assessment center participants in the United States. These findings were obtained using a performance-based measure of emotion recognition (viz., DANVA) and controlling for individuals’ cognitive ability, the remaining Big Five personality traits, self-monitoring, and gender.

Brief Bio:

Frank Walter is an assistant professor of organizational behavior and human resource management at the University of Groningen, the Netherlands. He received his Ph.D. in business administration from the University of St. Gallen, Switzerland. His research interests include emotions in organizations, leadership, and team processes. His work has been published, for example, in the Journal of Applied Psychology, Journal of Organizational Behavior, Journal of Management, and Journal of Management Studies.