

THE HONG KONG POLYTECHNIC UNIVERSITY  
DEPARTMENT OF MANAGEMENT & MARKETING  
DEPARTMENTAL RESEARCH SEMINAR

# **Modeling Proactive Work Behavior: A Social Cognitive Approach**

By

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Date: Monday, 19 September 2011

Time: 2:30 p.m. - 4:00 p.m.

Venue: M802

All interested are welcome

# **Modeling Proactive Work Behavior: A Social Cognitive Approach**

## **Abstract**

In this paper, I explore how leaders in the workplace guide followers to behave proactively through social learning. Current literature has shown how leaders promote followers' proactive behaviors. However, less is known about the social learning processes that determine leaders' influence. I offer a functional model that sheds light on the impact of transformational leadership on followers' social learning that induces proactive work behavior (i.e. taking charge, voice, individual innovation and problem prevention). The aim is to advance our understanding of how followers acquire knowledge in social interactions with their leaders and learn how to behave proactively. I draw on research evidence in the building of the model. Lastly, I discuss theoretical and practical implications and conclude with thoughts for future research.

The paper went through peer review, acceptance, presentation and discussion in the 2011 AOM Conference in San Antonio. I am ready to share reviewers' comments and my learning experience with you.