

This research project is being conducted by Vicky Ellam-Dyson of City University. For further details please contact: v.ellam@city.ac.uk.

The research will aim to answer the following questions:

- How/Are leaders' beliefs linked to their leadership behaviours?
- How/Do their beliefs and behaviours have an effect on how engaged their staff are?
- How/Do their beliefs and behaviours have an effect on the functioning of their team?

Why are these questions interesting/important?

Poor team building is said to be one of the main causes of leadership derailment. Team effectiveness requires the team members to be engaged at an individual and group level. An understanding of how transformational and transactional leadership styles affect teams can help inform improvement of employee engagement and team climate. Understanding what lies behind transformational and transactional leadership behaviours can influence how leaders work towards positive behaviour change.

How can this research make a difference?

The implications of this research are such that more positive long term behaviour change can be accomplished through exploring beliefs and working to adapt them to be more functional. As such, leadership development, e.g. executive coaching, could have improved value by working with leaders' beliefs as well as behaviours.

Who is required to take part in the research?

Middle to senior managers and at least 3 current direct reports each. There are 2 surveys; one for managers and one for their direct reports.

What is required of managers as participants?

Spend 10-15 minutes answering an on-line survey with questions about:

- their leadership style
- their ratings for perfectionist beliefs
- their self presentation beliefs

Managers will be provided with a link to their survey. They are asked to designate 3-5 direct reports to complete a related on-line survey (details below). For methodological consistency the researcher will require the email addresses of the direct reports in order to contact them directly to provide them with the link to their survey.

What is required of direct reports as participants?

Spend 10-15 minutes answering an on-line survey with questions about:

- their managers leadership style
- their own perception of the team climate
- their own levels of engagement within their role

What is the return for spending 10-15 minutes of your time completing the survey?

Apart from helping to build the evidence base for how we can potentially understand and improve leadership style, to create better team dynamics, and to increase employee engagement, participants have the option to enter into a prize draw for an Amazon or Majestic Wine voucher for £75 (or equivalent for overseas participants). A report outlining the findings will be made available to all involved.