# LEADERSHIP NOW: REFLECTIONS ON THE LEGACY OF BOAS SHAMIR

# MONOGRAPHS IN LEADERSHIP AND MANAGEMENT

## Series Editor: Yair Berson

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# LEADERSHIP NOW: REFLECTIONS ON THE LEGACY OF BOAS SHAMIR

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# ABOUT THE EDITORS

**Israel Katz** is an Associate Professor at the Departments of Psychology and Sociology (where he is also the Director of Organizational Studies) in the Hebrew University in Jerusalem. He is also a Founder and the Head of Zofnat – the Institute of Research, Development and Organizational Consulting. He serves as the Chief Editor of *Organizational Analysis* (a professional publication in Hebrew) and has published several books and numerous articles, mostly in Hebrew, on the topic of organizational leadership.

**Galit Eilam-Shamir** holds a Ph.D. in Business Administration from the Hebrew University and a Master's degree in Organizational Behavior from Tel Aviv University. She is a Senior Lecturer and heads the MBA program in Organizational Management Studies at the Faculty of Business Administration at Ono Academic College. Her career straddles academic interests and practical work. In her studies and publications, she focuses on the subject of managing and leading change and on leadership, more particularly authentic leadership. Part of her research work in this field was conducted in tandem with her late spouse, Prof. Boas Shamir. Their joint investigations in this area have shed light on the concept of authentic leadership, while also challenging the concept itself. They suggested that authentic leaders act according to their self-perception as shaped by their life story and evolving within it. Their work also addressed a number of practical implications of developing authentic leadership. Dr Eilam-Shamir boasts extensive experience in organizational consulting and personal consulting to managers in business and public organizations. Her consulting activity centers on providing comprehensive professional guidance to organizations undergoing change processes. Another aspect of her consulting activity involves work with senior executives on developing personal leadership, based on their personal and professional life stories.

**Ronit Kark** is an Associate Professor of Leadership and Organizational Psychology in the Department of Psychology at Bar-Ilan University (BIU). She was the Founder and the Director of the Graduate Gender Program "Gender in the Field: Linking Feminist Theory and Practice," at BIU. She is also an affiliated Scholar at the Center for Gender in Organizations at Simmons College, Boston, MA. She received her Ph.D. from the Hebrew University, Jerusalem, and completed her postdoctoral studies at the University of Michigan. Her research interests include leadership and followership, positive relationships in organizations, identity and identification processes, gender and leadership, and leading for creativity. Her work was published in leading journals including: *AMR, AMA, LQ, JOOP, JOB, Organization, AMLE,* and *JAP.* Prof. Kark is an Associate Editor at the *LQ* and also served on the Editorial Boards of the *AMJ*, *AMR,*

*AMD, Frontiers in Psychology*, and *IJMR*. She was awarded the Best Paper Prizes by the *International Leadership Association* (ILA, 2005), the *International Academy of Management and Business* (IAMB, 2012), and the *Academy of Management Annals* (AMA, 2016, #2). She also received the *AOM* 2012 Award for her "Scholarly Contributions to Advancing Women in Leadership" and the 2016 prize for an "Outstanding Researcher" at BIU. She consults to organizations (private, public sector, and non-governmental organizations, NGOs) on leadership development and on enhancing socially responsible leadership and serves voluntarily on the advisory committees and boards of NGOs that aim to enhance social change and equity.

**Yair Berson** is an Associate Professor at the Department of Psychology of Bar-Ilan University, and a Visiting Research Professor at New York University's Stern School of Business (2017–2021). He received his Ph.D. in Management from the Center for Leadership Studies/School of Management at SUNY Binghamton. He previously served as an Assistant Professor of Management at Polytechnic University (now NYU Tandon School of Engineering) and as a Senior Lecturer at the University of Haifa. In addition, he was a Visiting Professor at the Kellogg School of Management, Northwestern University. Dr Berson's research focuses on the role of leaders' characteristics, in particular, personal values and visionary leadership, in shaping organizations and individuals through strategic processes, such as organizational learning and change. Most recently, he expanded his work to examine the role of leaders in facilitating neuro- and physiological-synchrony among followers. Dr Berson's work has been published in venues such as *Psychological Science*, the *Journal of Applied Psychology*, the *Journal of Experimental Psychology-General, Personnel Psychology, Personality and Social Psychology Bulletin,* the *Journal of Organizational Behavior*, and *The Leadership Quarterly*. He is a co-author of *The Dream Weavers: Strategy Focused Leadership in Technology-Driven Organizations* (IAP, 2004). Dr Berson's work has also been featured several times in the business literature in such venues as *Forbes*, *Financial Times*, *Psychology Today*, and Israel's business magazines *Globes* and *The Marker*. He has been serving on the board of *The Leadership Quarterly* since 2004.

# ABOUT THE AUTHORS

**Bruce J. Avolio**, Ph.D. is the Mark Pigott Chair in Business Strategic Leadership Executive Director, Center for Leadership & Strategic Thinking in Michael G. Foster School of Business, the University of Washington, Seattle, WA. Bruce has published 12 books and over 150 articles on leadership and related areas. In 2017, Bruce was recognized as being among the top 70 most highly cited researchers in the United States in economics and business, and among the top 3,000 across all sciences around the globe (Thompson Reuters).

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**Deanne N. Den Hartog** is a Professor of Organizational Behavior, the Head of the Leadership and Management Section and the Director of the Research Institute at the University of Amsterdam Business School, the Netherlands. Her research focuses on leadership, including charismatic, cross-cultural, and ethical leadership as well as proactive work behavior, HRM, and trust. Her research has been published in journals including the *Journal of Management*, the *Journal of Applied Psychology*, *The Leadership Quarterly*, and many others and Deanne serves on several editorial boards.

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**Micha Popper** was the Head of the Organizational Psychology Program at the University of Haifa Israel and has been a Visiting Professor at the University of Western Ontario and Simon Fraser University. Prior to his academic career, he was the Head of the Israel Defense Forces School for Leadership Development and was one of the founders and director of the Center for Quality Leadership in Israel. His research concerns leadership and followership as evolutionary-cultural phenomena, leadership development, dynamics of leader–follower's relationship, and learning processes in organizations.

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**David A. Waldman** is a Professor of Management in the W. P. Carey School of Business at Arizona State University, AZ. His interests focus on leadership processes, including interdisciplinary efforts involving neuroscience, technology transfer, and social responsibility. His accomplishments include over 120 articles in such journals as the *Academy of Management Journal,* the *Academy of Management Review*, the *Journal of Applied Psychology*, *Personnel Psychology*, *Administrative Science Quarterly*, *Organization Science*, and the *Journal of Management*. He currently is on six editorial review boards, and is a Fellow of the American Psychological Association and the Society for Industrial and Organizational Psychology.

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# INTRODUCTION: FROM LEADER-CENTRIC TO COLLECTIVE LEADERSHIP

Israel Katz, Galit Eilam-Shamir,
Ronit Kark, and Yair Berson

The initiative for this book came in the wake of the sudden passing of Professor Boas Shamir on November 8, 2014. Professor Shamir was a teacher, partner, colleague, and one of the key scholars of leadership in our time. We sought to bring together some of his impressive scholarly works alongside new studies that correspond with his contribution to the field. The initiative for this book originated in the "Leadership Today" conference hosted by the Hebrew University in Jerusalem, Professor Shamir's academic home for more than 30 years, in November 2015, one year following his passing.



Photo courtesy of Tel Aviv University.

Boas Shamir was, during our close acquaintance, a sensitive, modest man, a man of integrity, and exceptionally diligent as attested by the 122 articles and books that he authored and co-authored over the years beginning in 1980. These unique qualities echoed on a webpage created in his honor. Colleagues and students emphasized his originality and in-depth approach, his meticulous style, and openness to new ideas. Furthermore, they noted his talent for constructive criticism that brought out the best in others. Boas's opinion was highly regarded among his colleagues, and his articles remain points of reference, despite the passage of time. As an anchor in the lively discourse on leadership in recent decades, Boas represented a position of professional leadership, which is entirely the result of his intentionality and the admiration for him in the scientific community. His work integrated different research methods including advanced quantitative methodologies to qualitative analysis of leaders' speeches and secondary analyses of accumulated research findings. He had outstanding knowledge of a virtuoso in his research field and the ability to establish discourse with different theoretical traditions with both respect and constructive intellectual challenge.

Boas's interest in leadership began quite early, but on the advice of his teachers he wrote his dissertation in England on another subject. Their sense, and his at the time, was that there was an abundance of research in the field of leadership and that it was a commonplace and saturated field, and that despite all this, our knowledge on the subject was not really well founded or expanding with the accumulation of years. When, despite this, he returned in the 1990s to his original desire to study leadership with a systematic research effort in the field, it was with the intent of challenging the prevailing positions of the time, which saw leadership as a given attribute of individuals and made a sharp distinction between leaders and followers. Boas, instead, viewed charismatic leadership as a relationship that develops in certain contexts through a complex bond between leaders and followers. Precisely this complex position enabled him to create a dialogue with longstanding traditions (that focused on heroic leadership) and new concepts (such as relational–construal models), while formulating his own complex position. For Shamir, leadership, captures the *impact* of individuals on society, it is *asymmetrical* in nature, and anchored in a *shared connection* in which there is a *formative* role for both leaders and followers.

This book seeks to integrate eight of Boas Shamir's scholarly contributions with four articles that have been written especially for this volume by other prominent scholars in the field, who were all influenced by Boas Shamir's work and respected it. The works are organized into three parts inspired by Boas Shamir's editorial logic evident in one of his most recent works: a series of four volumes on leadership published by SAGE, in which each volume has a different focus (Shamir, 2015). The three parts reflect both the evolution of Shamir's work from a focus on a single entity, the leader, through the leader–follower relationship, to larger entities and contextual conditions. At the same time, Shamir insisted on the traditional focus on a single leader and hence the life story approach, a leader centric approach, which engaged him in his last decade (Shamir & Eilam, 2005). The choice of articles that we reprinted in this volume also reflects Shamir's

legacy. Among these are not only his most cited theoretical works (i.e., Howell & Shamir, 2005; Shamir, House, & Arthur, 1993; Shamir & Howell, 1999) but also works that received somewhat less attention but shed light on his creative writing (i.e., Shamir, Arthur, & House, 1994; Shamir, 1991, 1995). Overall, these articles reflect 20 years of his writing, and, in line with his legacy, we consider them to be among his most influential writings.

*Part I* of this book focuses on leader-centric approaches, including charismatic and authentic leadership, both of which highlight the ways in which leaders motivate followers through a common bond they form with them. The opening article of this collection is arguably Boas's most influential article (Shamir et al., 1993), as demonstrated by the impact it has had on the field of leadership and organizational behavior. This article lays the foundations for the motivational effects of charismatic leaders and as such serves as the theoretical backbone for the neo-charismatic approaches to leadership, long considered most influential among leadership scholars. It is, indeed, one of the most cited article in the field with over 3,500 citations. In this article, Shamir with Robert House and Michael Arthur, outlined the role of the leader in the harnessing followers' self-concept by infusing meaning into the task, the establishment of a sense of value, and expression of faith in the follower and the collective. All of these lead followers to identify with the collective and ultimately perform better.

The second article in this section, published in the following year (1994), is written by the same group of authors (Boas Shamir, Michael B. Arthur, and Robert J. House), and focuses on leadership discourse as rhetoric. It includes an analysis of a particularly impressive speech from the 1988 Democratic Party National Convention, comparing it to another speech at the same conference. In this article, the authors examined the links between rhetorical and charismatic leadership. On the basis of text analysis and by providing a theoretical perspective, the article presents the elements of speeches that create desired effects, including emphasis on the intrinsic value of effort, empowerment of followers, the intrinsic value of goal accomplishment, and instilling faith in a better future.

A more recent article that still takes a leader-centric perspective, yet with a significant contribution to the field, is co-authored with Galit Eilam-Shamir and emphasizes Boas Shamir's view of authentic leadership. This article focuses on the way in which the leader's self-concept is expressed in his or her behavior. This takes place through presenting a vision and perspective for the work of the group or organization, through originality and through an expression of beliefs and values in interactions with followers. Rather than being a prescriptive approach, Shamir and Eilam-Shamir argue that every leader has his or her own version of leadership, and part of the challenge of being authentic involves expressing the leader's own personal approach, on the basis of experiences that the leader has accumulated throughout his or her career.

An article written especially for this collection by Bruce J. Avolio, Benjamin M. Galvin, and David A. Waldman is integrated into this section. This article seeks to restore the status of singular leadership, leadership by individuals that has prominent results in relation to the actions of others. They demonstrate the importance of singular leadership both through links with positive outcomes,

such as effects on organizational outcomes, and through their destructive influence. In their contribution, Avolio et al. discuss how and why singular leaders are important, the nature of their influence on followers, peers, and organizational outcomes, and present a theoretical model aimed at clarifying the influence of different forms of singular leadership within organizations.

Another contribution was written especially for this collection by Dov Eden, a renowned scholar of leadership and organizational behavior. Dov Eden notes how the two concepts of charisma and the Pygmalion effect developed separately, and how clarifying the link between them is important to research on leadership. Whereas charisma deals with the way in which an aura is constructed around the leader, the notion of Pygmalion, self-fulfilling prophecies, is about the way that directing high expectations to followers generates displays of ability and action. The aura of charisma is charged with a combination of emotion and values, transmitted by signals conveyed by the leader that ultimately lead to the formation of a self-fulfilling prophecy among followers. Eden discusses the importance of the simultaneous operation of these two effects, in a way that empowers both the influence of the leader and the feeling of self-generativity among the followers at the same time. Obama's "Yes, we can" chant reflects this interesting combination.

The articles in *Part II* focus on the leader–follower relationship. Two articles on this topic were chosen for this collection, written by Boas Shamir alone and in collaboration. Shamir saw charisma as the way in which a leader influences others, and its behavioral expressions as dynamism and energy, displaying of self-confidence, high-level commitment and motivation, setting high-performance standards, action-directed toward innovation, setting goals through using ideological concepts, and displaying confidence in followers while setting high expectations of them.

In his 1991 article (Shamir, 1991), which opens this section, Shamir compares six common explanations of the effects of charismatic leaders on their followers, and demonstrates how it is possible to derive fertile but distinctive research hypotheses from them. Alongside this mapping, the article has a distinct focus on deciphering the charismatic relationship in which the leader and the followers function as partners.

In the second article chosen for this section, Jane M. Howell and Boas Shamir (2005) distinguish between two types of charismatic relationships in which both the leader and the followers play a role. The distinction is according to the level of relational identity and self-concept clarity among followers. When these are high, the connection with the charismatic leader is perceived as mutually empowering and based on a collective-socialized orientation. When these are low, the relationship is perceived as personalized, one that relies on a position of weakness and vulnerability on the part of the follower, leading followers to unquestioned obedience and other harmful consequences.

An original contribution to this section, also focusing on the leader–follower relationship, is a contribution by Deanne N. Den Hartog and Corine Boon. They argue that congruence between leaders and followers on organizational identification will yield more followers attributions of charisma to the leader. Specifically, leaders who identify with the organization are more likely to embody

and communicate its values, an act that will facilitate followers' attributions, only if followers too identify with the organization. Followers, low on identification, will identify with leaders who are also low on identification. They report a study in the healthcare sector, demonstrating these effects as well as carryover effects of charisma to organizational citizenship behavior.

In another contribution to this volume, Mary Uhl-Bien and Melissa Carsten follow on Shamir's "reversing the lens" approach to the study of followership in the context of charismatic leadership. Taking Shamir's approach, they study followership within leadership rather than independently. They focus in particular on the challenges associated with this approach, by demonstrating how followership theory adds new perspectives to the study leadership as a "dynamic, fluid, relational process." They show several alternative views, some focus only on leadership and followership and others offer interesting combinations of these phenomena. They demonstrate how these views are reflected in Shamir's legacy as a scholar.

In *Part III* of the book, we deal with the issues of distance in terms of social distance and networks. Two articles by Boas Shamir (one of which is co-authored with Jane M. Howell) are included here, and they deal with the relationship between distance between leader and followers and the attribution of charisma by followers.

In his 1995 article, Shamir attempts to distinguish between leaders whose followers have direct, immediate experience of them, and leaders who are distant, mostly represented by state-level leaders. This article demonstrates that a distant leader is perceived with more idealization, a rather stereotypical image that has been created for him or her as a result of followers' perceptions. In contrast, close leaders are perceived more "as they appear," perceptions are more linked to behaviors, and on the basis of followers' concrete experience of the leader.

The second article in this section, by Boas Shamir and Jane M. Howell, published in 1999, casts a spotlight on the organizational context in which leadership is enacted. It distinguishes between "weak" situations, characterized by ambiguity and instability, that serve as an excellent incubator for charismatic leadership and "strong" situations, in which relative order and stability prevail, and in which charismatic leadership is less common or is even inhibited.

This section also contains an article written especially for this volume by Micha Popper. Like Boas Shamir, Popper emphasizes the importance of social distance. Building on construal level theory of psychological distance (Trope & Liberman, 2010), he examined the role of follower emotional perception of the leader as a determinant of the whether the leader is construed abstractly or concretely. He reports the results of a study including interviews and testing correlations on an online pool.

Finally, this section also includes an article by Smadar Porat, who was a doctoral student of Boas Shamir up until the time of his passing. The article deals with the transition from the perception of the leader as an orchestra conductor (with an emphasis on his differentiation and dominance) to an approach of the "jazz band," in which, alongside the constant need to improvise and demonstrate flexibility, leadership is perceived as an emergent phenomenon. Leadership

occurs as part of a social process with multiple interactions in which members of the relevant group are involved in ongoing negotiations regarding the role of the leader. This work is framed within social networks theory and is based on examples from research that examines when and from who people seek advice in any given context.

In addition, to reflecting on how the work of Boas Shamir has evolved throughout his career and summarizing how it echoed in the works included in this volume, we also include at the end of this volume is a brief version of Galit Eilam-Shamir's 2015 speech from the conference, we mention above, to the memory of Boas Shamir. This speech is based almost completely on quotes from Boas Shamir's writings throughout his career. This was Galit's way of honoring her husband's request not be eulogized, and at the same time to convey his spirit and teachings on the subject that so occupied him in his scholarly research.

We hope that the readers will find value in this collection and that it will contribute to the intensive discourse about leadership that accompanies our lives.

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