

Coverage page

Submission to UNC Charlotte's Areas of Existing and Emerging Excellence

Title: Leadership Reimagined: Science-based Solutions for Inclusive Organizations

Participating disciplines: Data Science, Management, Psychological Science, Sociology

Names of three individuals responsible for leading and organizing the collaborative research area: George Banks, Janaki Gooty, and Scott Tonidandel

Target category: Existing and Emerging Excellence

5 key words: Leadership; Inclusion; Data Science; Equality; Research Methods

Executive Summary

Background. Leadership is a key area of inquiry across multiple social science disciplines -- Our expertise is in the understanding and development of the next generation of diverse business leaders. Our strategic priority is to fundamentally *redefine leadership and in turn its application across countless leader development and training programs in business and society*. We take a multidisciplinary approach to researching and teaching leadership as well as addressing the barriers that women and people of color face in rising to leadership positions and challenges they experience once they are in these roles. We employ traditional mixed (qualitative & quantitative) methods as well as cutting edge advances in the use of big data sources and data science techniques in 1) building theoretically grounded taxonomies of leader behaviors that are gender and race neutral; 2) we test such models as well as the role of ethical behaviors in leadership across a wide swath of leaders and followers; 3) we develop leadership training and development initiatives that are scientifically based and applicable to leaders regardless of background 4) We are developing machine learning algorithms that minimize the perceptual and implicit biases in typical leadership ratings.

Area of Existing and Emerging Excellence. As we will show below, this team has achieved international prominence in research, teaching and professional service positions in the area of leadership broadly defined as a process of social influence. This team has contributed to the scholarly conversation in leadership and inclusion, in each of the disciplines of Sociology, Psychology, Management, and Data Science as well as across Business and Society via 1) elite publications and subsequent media attention, 2) securing 11 external grants for funding dollars totaling **\$5,792,732 since 2016**, 3) leadership positions in national and international professional organizations, and 4) 10+ editorial appointments at top, interdisciplinary journals 5) Achieved new prominence and is now ranked in the top leadership schools in the world based on research productivity per rankings released in 2020 (<https://doi.org/10.1016/j.leaqua.2019.101379>)

Alignment with Regional and National Priorities. Our work ties in with strategic priority areas for UNC Charlotte, organizations and businesses within the state of North Carolina, as well as national organizations, such as funding agencies like the Department of Defense (DoD) and National Science Foundation (NSF). Effective leadership is critical to organizational functioning, as organizations work to create coherence and stability and galvanize positive social influence. Our work aligns with the strategic priorities of regional and national organizations to develop and build a *diverse pipeline of leaders*.

Evidence of Strength and Excellence

In this section, we explain how our research area of “Leadership reimagined: Science-based solutions for inclusive organizations” has and will continue to achieve excellence at three levels: Locally, nationally, and internationally. As individuals, the collaborators have each achieved a tremendous amount of success per their career stage. This is apparent by the total number of publications individually and in collaborations, grant funding as well as the future trajectory of these outcomes. This is also demonstrated by the number of educational programs this group is involved in at UNC Charlotte, the creation of a diversity pipeline initiative to develop future leaders from underrepresented groups, nationally and internationally as well as dissemination of the accumulated scientific knowledge via media outlets and community outreach. With regard to the latter point, leadership and organizational effectiveness learnings have been used to form 2 initiatives benefiting nonprofit organizations with over 1000 nonprofits in the region and nation being served. Areas of synergy amongst the six collaborators are as follows: Drs. Banks and Gooty are trained in and work across a number of core leadership areas. Their expertise is in building and testing Inclusive models of Leader Behaviors especially those targeting crisis contexts and ethics. Dr. Tonidandel brings a unique and cutting edge focus in Data Science and Big Data techniques to this work in leader behaviors. Indeed, much of the work that is emerging in this area is driven by Dr. Tonidandel’s machine learning algorithms that help minimize perceptual and implicit biases in leadership ratings. Drs. Rogelberg and Yavorsky, each and together, along with the lead collaborators (Banks, Gooty, Tonidandel) contribute to an understanding of how leadership processes such as leader emergence and effective social/interpersonal interactions (e.g., meetings) can be studied via their disciplinary lenses that are varied (e.g., sociology and psychology) from the lead collaborators’ (e.g., management). Dr. Heggestad is the team’s main leader development expert as his work ultimately translates theoretical concepts into actionable measures, selection, and leader development.

Citation impact. Citations from Google Scholar since 2016 are as follows: George Banks (5,457), Janaki Gooty (1,984), Eric Heggestad (2,283), Steven Rogelberg (4,306), Scott Tonidandel (2,582), Jill Yavorsky (501).

Collaborative work. This group has 23 collaborative peer reviewed publications in the last four and a half years and many more are in progress. Google scholar citations for all six team members are listed above indicating the high degree of impact our work is having. In addition, the elite leadership journal in business, *Leadership Quarterly*, releases rankings of the most productive leadership universities globally each decade. For the very first time, UNC Charlotte made the list in 2020 for 2010-2019 (<https://doi.org/10.1016/j.leaqua.2019.101379>). This is further evidence of our existing excellence on a global stage -- we made the list and our ongoing collaborations should rank the university higher in the coming decade. In addition to the number of publications, the ratio of elite publications to all is also quite high. We routinely appear in elite outlets such as *Journal of Applied Psychology*, *Journal of Management*, *Organizational Research Methods*, and *Leadership Quarterly* (all 4 are in top 10 of either *Management* or *Applied Psychology*).

Research Funding since 2016: There are eleven external grants in the team (individually or collaboratively) **with a total of** \$5,792,732 since 2016 from NSF, Army Research Institute, and

Maddie's Fund, to name a few. In addition, we have several internal grants such as the School of Data Science (\$10,000; Summer of 2020; topic of ethical leadership; approximately \$40,000 from Belk College of Business (BCOB) in summer research grants on various leadership topics). While many of us have had success in obtaining funding from sources such as the NSF and Department of Defense (DoD), we have also begun joint submissions to the NSF and DoD.

Opportunities for Future Success: Center for Leadership and Diversity (CLAD)

We are leading the charge for a bold new Center around leadership and inclusion. This Center would house and disseminate leadership research, teaching, and community impact via UNC Charlotte and BCOB. We believe we have the existing expertise and excellence (evidenced via publications, funding, awards, rankings, and community engagement as noted above) to establish a Center for Leadership and Diversity that will in turn firmly imprint the global leadership landscape with the UNC Charlotte logo. From a strategic perspective, Charlotte and the State of NC are ripe for such a leadership research center -- every other metro area with an urban research university has one: We have an extended proposal for such a center for Charlotte (available upon request) based on market research of these other schools/Metros. The Dean of the BCOB is currently seeking corporate funding for the Center, and one such funding proposal is currently under review. Further, while the state of NC has several strengths, NC state, UNC Chapel Hill etc. do not have the critical mass of leadership expertise like we do and thus such a center could fill a key and strategic niche. Very simply, we believe we have the right (serendipitous) confluence of key players in leadership science in the right place at the right time. We will continue to build on our existing excellence in research to emerge as a premier leadership hub locally, nationally, and globally. That vision of being known for leadership even more prominently will be more effectively achieved with internal (University) support and recognition as an existing and emerging area of excellence. We would also benefit from resources so we could attract more external funding for basic research and high quality doctoral students and fund them through the academic year as well as over the summer. Our work is delivering value in our community be it in partnering with Data Science or Executive Education training, or BCOB's Women-in-Business, Emerging Business Leaders (EBL) by the Charlotte Regional Business Alliance or the Diversity Initiative of the Levine Museum of the new South. We will continue to leverage and build on this momentum. For example, we are in initial discussions with UNC Charlotte Athletics, the Society for Neuroscience, and other entities in creating partnerships and alliances. We've also worked with the Center for Creative Leadership.

Table 1: Contributor descriptions

Contributor	Titles and Professional Positions	Contribution and/or expertise of each contributor
George Banks	Associate professor of management; Senior Associate Editor at <i>The Leadership Quarterly</i> Board of Directors at <i>The Center for Open Science</i>	Leadership (training and development, diversity, ethics); Psychometric meta-analysis, open science, and data science
Janaki Gooty	Associate professor of management; Associate Editor, <i>The Leadership Quarterly</i> , Honorary Associate Professor, University of Exeter Business School, UK President, <i>Southern Management Association (SMA)</i> ; Elected Fellow, Southern Management Association President-Elect, Southern Management Association, 2019-2020 ; Program Chair and Vice President, Southern Management Association, 2018-2019. Program Chair Elect and Vice President Elect, Southern Management Association, 2017-2018. Division Representative-at-Large, Research Methods Division, <i>Academy of Management</i> , 2016-2019.	Leadership (Equality, Inclusion, crisis, relationships, emotions); Multilevel modeling
Eric Heggstad	Professor of psychology Associate Editor, <i>Journal of Business and Psychology</i> Executive Board, Society for Industrial and Organizational Psychology (Membership services officer, 2012-2015; Financial officer, 2021-2024; Science Advisory Board member for the Army Research Institute (ARI) and the National Center for State Courts	Social skills; Measurement; Talent assessment; Selection; Personality

Contributor	Titles and Professional Positions	Contribution and/or expertise of each contributor
Steven Rogelberg	Chancellor's Professor; Professor of Psychology and Mgmt; President-Elect, Society for Industrial and Organizational Psychology; Editor, <i>Journal of Business and Psychology</i> ; Associate Editor, <i>Industrial and Organizational Psychology: Perspectives on Science and Practice</i> ; Secretary General, Alliance for Organizational Psychology; Organizational Science director; President-Elect, Society of Industrial and Organizational Psychology	Leader effectiveness and collaboration behaviors (meeting/team leadership).
Scott Tonidandel	Professor of Management; Faculty Affiliate School of Data Science; Associate Editor at <i>Journal of Business and Psychology</i> ; Organizational Science associate director; Society of Industrial and Organizational Psychology Executive Board member; Former Associate Editor <i>Organizational Research Methods</i>	Big data (natural language processing, machine learning); Leadership (effectiveness, diversity, ethics); Diversity (discrimination, climate, effectiveness); Research methods (measurement, relative importance, clustering)
Jill Yavorsky	Assistant Professor of Soc, Director of Organizational Science Summer Institute (OSSI); Expert Contributor, <i>Council on Contemporary Families</i> , 2015-2019; Editorial Board Member, <i>Journal of Marriage and Family</i> ; Editorial Board Member, <i>Social Currents</i> – official journal of <i>Southern Sociological Society</i> .	Gender, work and organizations, family, stratification and inequality; leadership