MASS MEDIA PORTRAYALS OF CHIEF EXECUTIVE OFFICERS (CEOs)

THE INFLUENCE ON THE PERCEIVED LIKELIHOOD OF ORGANISATIONAL SUCCESS

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ABSTRACT

This thesis investigates the influence of mass media portrayals of CEOs on the perceived likelihood of organisational success. In corporate reputation or brand management, CEO image is one of the evaluative criteria in judging organisational leadership and success. For most stakeholders, the image is often configured based on mass media portrayals. The thesis argues that mass media depictions of CEOs often activate a number of leadership archetypes (e.g. the commander, the visionary, the constructor, etc.) that represent prototypes of great leaders stored in the memory and that they have a biasing influence on stakeholders' perceptions in predicting organisational success. The portrayals often have some influence on potential employees, customers and investors in employment, purchase/procurement and investment decisions. However, little is known about what types of leadership are associated with CEOs by mass media and how likely the portrayals influence stakeholders in predicting organisational success.

The thesis has three main research questions:

RQ1:   *a) What are the common leadership archetypes depicted in mass media?;*

       b) Do the leadership archetypes commonly depicted correspond to those in the academic literature?;

RQ2:   *Does the presence of CEO leadership archetypes in mass media profiles of CEOs have a biasing influence on stakeholders in predicting a company's future success?;*

RQ3:   *Does a match between CEO leadership archetypes and situational contexts (critical contemporary issues specified in the CVF quadrants of organisational cultures: generating innovations, improving profitability or market share, ensuring work process efficiency, or engaging employees' commitment) facing the organisations CEOs run have a larger biasing influence on stakeholders in predicting a company's future success than a mismatch?*

To address the research questions, the thesis employed a mixed methods approach that combines the qualitative and the quantitative methods. Specifically, the research was divided into two phases: Study 1 and Study 2. Study 1 addressed the first research

question (RQ1), whilst Study 2 sought to validate the findings in Study 1 and addressed the second and third research questions (RQ2 and RQ3). Both studies used Cameron *et al.*'s (2006) Competing Values Framework (CVF) for Leadership—a framework of analysis that examines leadership through a situational lens.

Through a metaphor-based content analysis of print-based business publications, Study 1 reveals eight mass-media depicted leadership archetypes (coach, diplomat, visionary, innovator, commander, hero, constructor and expert) that fit into the CVF quadrants (collaborate, create, compete, control). Some of the leadership archetypes are found corresponding to those captured in the academic literature, whilst others are absent.

Based on the findings of Study 1, Study 2 examines two of the mass media-depicted leadership archetypes through a computer-mediated experiment to test the influence of leadership archetypes on stakeholder perceptions in predicting organisational success. The two leadership archetypes (a create-oriented visionary and a compete-oriented commander) are considered easily accessible to multiple stakeholders. The results suggest that media descriptions of CEO leadership archetypes override more objective information (e.g. the financial and accounting performance of companies previously run by the CEOs) among stakeholders in predicting CEO likelihood of success in the current positions.

In demonstrating the extent to how the leader-context match influences stakeholder perceptions, Study 2 draws on the theorised matches of the CVF for leadership. The findings suggest the two leadership archetypes that are under examination do not equally bias stakeholders. This in turn only partially supports the CVF theory of leader effectiveness, which is particular leadership archetypes are suitable for specific situational contexts. One leadership archetype (the visionary) appears to bias stakeholders more than the other leadership archetype (the commander0 in predicting organisational success regardless of the situational contexts.

In sum, the research reveals that mass media depicted multiple CEO leadership archetypes and the media-depicted archetypes tend to bias stakeholders in how they predict the success of organisations run by the CEO. The implications of these results

are discussed in the final chapter. The research is shown to have made an important contribution to theory and practice—especially where it bridges the studies of corporate marketing (corporate reputation or brand image) and leadership. The thesis advances the definition of leadership archetypes as representations of the Transformational Leadership Theory (TLT) and one dimension of corporate reputation or brand image. The value of the thesis adopting an emerging methodology (a mixed methods approach) in order to examine the links between these areas of study and practice is also explored. The thesis illustrates how a qualitative content analysis can be combined with an advanced experiment, notes the study limitations, and suggests areas for future research.

ACKNOWLEDGEMENTS

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CHAPTER 1

Research Problem

1.1   Background of the Thesis

In early October 2011, the demise of Steve Jobs, the iconic Chief Executive Officer (CEO) of Apple, received enormous publicity through the mass media (*New York Times, ABC News, CNN U.S; BBC News US & Canada, The Washington Times, The Week*). Jobs was celebrated as a visionary CEO.   Before his departure, Trip Chowdhry, Global Equities Research Analyst was quoted by ABC News, "Apple is Steve Jobs, Steve Jobs is Apple, and Steve Jobs is innovation" (Potter, 2011). The celebration and the statement suggest that a CEO is closely linked to organisations in the minds of consumers, investors, and the public in general. This echoes Pincus *et al.*'s (1991) assertion that CEOs literally and symbolically represent the organisations to stakeholders.

A CEO's persona or "public image is the organisation in the mind of each person in the audience" (McGrath, 1995a, p. 49). His or her image represents part of the image of organisational leadership and success, which is an element of corporate reputation or brand image (Fombrun and Riel, 1997; Hatch and Schultz, 1997; Knox and Bickerton, 2003; Page and Fearn, 2005). "A CEO or managing director, if associated with a corporate brand, must be willing to maintain a more public profile to help to communicate news and information" (Keller, 2008, p. 450). Often, public profiles lead CEOs to be perceived as "exemplary individuals… where their actions, personalities and/or private lives function symbolically to represent significant dynamics, and sometimes alleviate significant tensions, prevalent in the contemporary business environment" (Guthey *et al.*, 2009, p.13).

Some researchers suggest that exemplary CEOs may mislead stakeholders (Ranft *et al.*, 2006; Wade *et al.*, 2008). CEOs may signal to multiple stakeholders that they are

highly skilful and competent leaders and likely to improve their firms' performances (Wade *et al.*, 2008). This perceived capacity may allow CEOs to have more expansive managerial discretions in decision making. The discretion may lead to CEOs' overconfidence in their abilities, overestimating returns on investment decisions, overpaying for acquisitions, funding dubious pet projects, participating in unrelated business activities, and dampening the morale of other executives (see Dess *et al.*, 2003; Wade *et al.* 2008). These tendencies are usually reflected in unfavourable financial results, the ultimate indicator of firm performance. However, the research conclusions on the impact of CEOs on financial measures have not been consistent. For example, some studies revealed positive impact of CEOs on financial performance (e.g. Flynn and Staw, 2004; Waldman *et al.*, 2004), whilst other studies indicated otherwise (see Agle *et al*, 2006; Collins, 2001; Fanelli, 2003). A few researchers found CEOs had no impact on financial performance (see Tosi *et al.*, 2004; Waldman, *et. al.*, 2001). These conclusions suggest that CEO effectiveness has no clear link to organisational success; thus, CEO past achievement may not be the main determinant in predicting organisational success.

Despite assertions that CEOs may mislead stakeholders, mass media continue attributing organisational success to CEOs' leadership (Ranft *et al.*, 2006). Often these mass media depictions focus on the CEOs' competency, personal and integrity dimensions based on accounts of talks and actions in business contexts (Berger and Park, 2003; Hannah and Zatzick, 2008; Park and Berger, 2004). This suggests that CEOs are often perceived as exemplary business leaders who have significant impact on organisational performance. This has been epitomised by the impact of charismatic Jack Welch on the success of General Electric, and visionary Steve Jobs on product diversification success of Apple.

Numerous studies have acknowledged that CEOs are important to organisations (see Finklestein *et al.*, 2009). CEOs are considered to be professional and knowledge-specific experts, and exercise leadership with other employees (see Ferns *et al.*, 2008). These leaders have the power or "the capacity to effect, (or affect) organisational outcomes" (Mintzberg, 1983, p.4). CEOs are "responsible for establishing directions through vision and strategy" (Daft, 2005, p. 535). They make strategic decisions that affect three dimensions of organisational performance: current profitability, the

growth and future positioning of the organisation, and organisational effectiveness (Venkatraman and Ramanujam, 1986). At the same time, CEOs have been found to play different roles to various internal and external audiences (Hart and Quinn, 1993; Mintzberg, 1973, 1975). These roles often represent images that summarise the personal qualities and behaviours of CEOs in given contexts. They have been found to be predictive of specific dimensions of organisational performance (Hart and Quinn, 1993).

This thesis argues that mass media depictions of CEOs often activate a number of leadership archetypes (e.g. the commander, the visionary, the constructor, etc.) that represent prototypes of great leaders stored in memory. These archetypes can be activated by media depictions of CEOs in business contexts. They are impressions of CEOs held by the general audience and "not picture(s)…(or) detailed representation(s), (but)… rather, a few details softened with the fuzziness of perception" (Newsom et al., 1989, p. 364). This research hypothesises that for distant observers, these leadership archetypes, which were conveyed through metaphors, may have biasing influence on stakeholders in predicting the likelihood of CEO success or failures in relevant business contexts or scenarios. For example, the findings of previous studies suggested that observers, who were socially distant with leaders, often perceived leaders as having multiple metaphorical images subject to the situational contexts (see review in Chapter 2 for Akin and Palmer, 2000; Amernic et al.; 2007; Chen and Meindl, 1991; Oberlechener and Mayer-Schonberger, 2002). These images may be used by observers to evaluate leaders' capability in overcoming organisational issues, yet some images in particular contexts may not necessarily lead to organisational success.

Mass media and business journalists started to make CEOs highly visible with favourable images in the 1990s (Useem, 2001, 2002). They often glorify or deify CEOs via the creation and perpetuation of leadership archetypes, which often have some influence on potential employees, customers and investors in employment, purchase/procurement and investment decisions, respectively. Yet, it is not clear how exactly, this is done. What CEOs' leadership archetypes are commonly depicted by mass media? Which specific leadership archetypes are depicted most frequently in the mass media? How is each archetype depicted? Which words, phrases, figures of

speech, etc comprise a given archetype? Study 1 examines these questions via content analysis of stories in several business publications.

Meanwhile, the mass media glorification or deification of CEOs may lead observers to pay more attention to CEO leadership archetypes (personification of leadership qualities based on traits and behaviours in situational contexts) than diagnostic sources of information such as CEO achievements in the previous tenure. This suggests that CEO leadership archetypes may present deviation from assessments based on achievement information, whilst CEO past achievements may not be the only basis in predicting organisational success. Thus, Study 2 examines how mass media depicted leadership archetypes bias the perceptions of stakeholders regarding the future success of organisations run by CEOs**.** The remainder of this chapter presents the thesis contribution and additional research objectives.

1.2   Contribution of the Thesis

The thesis contributes to theoretical knowledge of leadership and corporate marketing, methodological practice of mixed research, and practical knowledge to corporate brand managers in enhancing and protecting corporate reputation or brand images (CBI).

Sashkin (2004) posits that the TLT has three aspects of leadership (traits, behaviours and situations). This assertion appears to be captured by leadership studies focusing on the leadership metaphors (e.g. Alvesson and Spicer, 2011; Amernic *et al.*, 2007; Chen and Meindl, 1991; Fanelli and Grasselli 2006; Kets De Vries, 2007; Mayo and Nohria, 2005; Rooke and Tobert, 2005). These studies described the leadership metaphors in situational contexts, but did not link them to leadership effectiveness. Meanwhile, leadership effectiveness has been associated with the leader-context match concept. This concept appears to represent Cameron *et al.* (2006) Competing Values Framework (CVF) for leadership that assert leadership effectiveness depends on the situational contexts of the organisation being managed. The CVF has been applied to foster successful leadership within organisations and is considered as an emergent leadership theory in assessing leadership success.

Meanwhile, some researchers assert that leadership effectiveness should be measured based on leaders' behaviours (leader-like behaviours) and others' judgements (perceived effectiveness). Most contemporary leadership research focuses on both, yet limit the perceived effectiveness amongst organisational members who often have close encounters with organisational leaders.   These studies often exclude other primary stakeholders, namely, investors and customers who hardly have the opportunities to meet the CEOs in persons. In other words, previous research findings appear not to represent multiple stakeholders' perceptions.

In order to address the identified gaps, the research uses the CVF for leadership to classify media-depicted CEO leadership archetypes and to assess multiple stakeholders' perceptions of leadership effectiveness in achieving organisational success. In essence, the current research contributes to knowledge on strategic leadership, which is often evaluated by primary stakeholders (investors, employees and customers), who are socially distant from strategic leaders. They often gather their impressions from image generators including mass media. For example, socially distant stakeholders may only gather information about CEOs from magazines articles. In the reading process, stakeholders identify metaphorical accounts of CEO behaviours and characteristics such as "soothsaying", "look prescient", and "predictive acumen".   Drawing on Fiske *et al.* (1999) Continuum Model of information processing theory, these metaphors often activate the leadership archetypes familiar to them, that is, a "visionary". The activated leadership archetype tends to override the value of CEO achievements such as, the financial performance of the organisation previously run by the CEO in predicting the success of the organisation currently run by the same CEO.

In marketing, CEOs have been identified as the credible and persuasive spokespersons which represent one of the CEO roles as leaders, but not all CEOs are equals (Reidenbach and Pitts, 1986). Only credible and persuasive CEOs are suggested to be spokespersons in advertisements, and for products/services and organisations. This clearly suggests that CEOs need to portray the right image to influence stakeholders' response positively to brands. In fact, consultants of corporate brand image or reputation have identified several models to assess corporate brand image. Two of the models (i.e. Reputation Institute's RepTrak® Scorecard and Harris-Fombrun's

Reputation Quotient^{m}) included leadership as one of the elements, but have not specified the types of leadership that can enhance corporate brand image among multiple stakeholders. Though corporate reputation represents an overall assessment of organisations by multiple stakeholders (Reil and Fombrun, 2007), most stakeholders were exposed to corporate leaders (CEOs) through image generators such as mass media. However, little is known what leadership archetypes are commonly portrayed to most stakeholders through mass media, to what extent media-depicted leadership archetypes influence stakeholders' perception in predicting organisational success, and whether a particular match or mismatch between leadership archetypes and particular organisational contexts matters to stakeholders in predicting organisational success. The research addressed these 3 issues accordingly and gave some insights how media-depicted CEO leadership archetypes can be capitalised to create favourable impression amongst multiple stakeholders.

In addressing the gap in leadership studies and marketing research, the thesis incorporated a mixed methods (MM) approach. This approach involves combining qualitative and quantitative datasets in one research (Creswell and Plano-Clark, 2007) and comprises two options: parallel design and sequential design (Molina-Azorin and Cameron, 2010). The parallel design (equally simultaneous and dominant simultaneous) refers to concurrent or simultaneous data gathering, whilst the sequential design (equally sequential, and dominant sequential) allows researchers to divide the research into two phases (see review by Molina-Azorin and Cameron, 2010). The MM approach requires researchers to collect, analyse, and mix both qualitative and qualitative data in a series of two or more studies. Specifically, the qualitative study involves "induction, discovery, exploration, theory/hypothesis generation" whilst the quantitative study focuses on "deduction, confirmation, theory/hypothesis testing, explanation, prediction, standardized data collection, and statistical analysis" (Johnson and Onwuegbuzie, 2004, p. 18). In organisational research, most MM studies applied the sequential design. These studies typically started with a qualitative data collection and followed by a quantitative data gathering with either equal or unequal priority. For example, most of the published research in the Strategic Management Journal placed greater priority on quantitative method (Molina-Azorin, 2009) whilst those research works published in the Journal of

Organisational Behaviour had greater emphasis on the qualitative method (Molina-Azorin and López-Fernández, 2009).

MM research has limited application in leadership studies and corporate reputation (see Chapter 3 for detail review). A review suggests that MM sequential designs were most frequently published in *Leadership Quarterly* (*LQ)*, whilst extremely limited number was published in other leadership journals such as *Journal of Leadership and Organisational Studies* (*JLOS*), *Journal of Leadership Studies* (*JLS*) and *Leadership*. Similarly, the design was most often used by empirical research in *Corporate Reputation Review (CRR)* compared to other top 4 journals publishing quality corporate reputation articles such as *Journal of Marketing (JM), Academy of Management Review (AMR)*, and *Business and Society* (*BS*) (see Walker, 2010).

Adapting the current organisational research tradition, this research added the number of business and management research employing the same approach, but with equal priority. Specifically, the research employed an equivalent status exploratory sequential design. The design was chosen to suit the research questions. The thesis started with exploratory qualitative research (Study 1) to enable the researcher to develop the instruments for the subsequent quantitative study (Study 2). The qualitative study represents an emergent qualitative research method in management and marketing disciplines, that is, metaphor analysis. This method was implemented to explore CEOs' leadership archetypes depicted by mass media and identify whether or not mass media-depicted leadership archetypes were consistent with those discussed in the academic literature. The findings from the metaphor-based content analysis (Study 1) was then used in a quantitative study (Study 2) implemented through a computer-mediated experiment to examine the effect of leadership archetypes on stakeholders' assessment of CEOs' in achieving organisational success. These findings will help scholars to identify media-driven sources of bias among consumers, investors and employees in predicting organisational success. The results of both studies are discussed and compared.

Combined, both studies are important in understanding how media-driven sources bias impressions of CEOs among stakeholders (consumers, investors, and employees) and how these impressions can be used to predict CEO success. The results suggest

that investors, consumers, and potential employees may be more influenced by CEO leadership archetypes, instead of CEO previous achievements, in predicting the success of the organisation currently run by the CEO. Besides, a match or mismatch between leadership archetypes and situational contexts suggested by the CVF for leadership appeared not as significance as suggested to influence socially distant stakeholders in predicting organisational success. In practice, these results can assist the corporate brand managers on what information should be shared with journalists in order to gain favourable impressions from stakeholders.

1.3   Summary of Research Objectives

The main research objective is to assess the influence of CEOs' leadership archetypes on the perceived likelihood of CEO effectiveness in achieving organisational success. The research questions are as follows:

1. a. What leadership archetypes are commonly depicted in mass media?

    b. Do the leadership archetypes commonly depicted correspond to those in the academic literature?

2. Does the presence of CEO leadership archetypes in mass media profiles of CEOs have a biasing influence on stakeholders in predicting a company's future success?

3. Does a match between CEO leadership archetypes and situational contexts (generating innovations, improving profitability or market share, ensuring work process efficiency, or engaging employees' commitment) facing the organisations CEOs run have a larger biasing influence on stakeholders in predicting a company's future success than a mismatch?

1.4   Structure of the Thesis

The remainder of this thesis is organised into eight chapters. Chapter 2 reviews the literature relevant to the research. It highlights the key concepts related to CEOs to provide some basic understanding of the research area and the research focus. The review includes the role of CEOs, the effects of CEOs on three main stakeholders: shareholders, employees and consumers, mass media depictions of CEOs and leadership, and the development of the main research questions. Chapter 3 gives an overview of the research methodology underpinning the thesis. Chapters 4 and 5

present the method and the results of a content analysis of CEO archetypes in trade publications through employing metaphor-based analysis. Chapter 6 outlines the hypotheses that test the influence of CEO archetypes on stakeholder perceptions of the likelihood of success for various types of business initiatives. Chapter 7 describes the method for testing the hypotheses and Chapter 8 goes on to present and discuss the results of testing the hypotheses. Chapter 9 outlines the research contributions to theory and practice and discusses the ways in which the thesis has demonstrated the significance of the links between leadership and corporate marketing. The value of the thesis adopting an emerging methodology—one that incorporates a mixed methods approach—is also explored. The chapter goes on to argue that on the basis of the research results, CEO archetypes in mass media profiles seem to matter more than the CEO previous achievements. Further, a match between a CEO leadership archetype and the situational context facing the organisation that they lead do not have a biasing influence on stakeholders predicting organisational success with one archetype appearing most influential regardless of the situational contexts. It is also noted that a mismatch has the same effect. The chapter concludes by reflecting the study limitations and areas for future research.

CHAPTER 2

How Do Stakeholders Perceive CEOs? A Review

2.1   Introduction

This chapter provides the background literature for the thesis. It presents seven main sections: CEO roles and effects, corporate brand image and CEO, CEO leadership, the leader-match concept, leadership types in situational contexts, evaluating CEO effectiveness, and the research questions. The first section clarifies the roles and effects of CEOs. The second section reviews the influence of CEOs on corporate brand image. The third section presents the leadership theories related to CEOs. This section suggests that CEO leadership is often associated with Burns' (1978) Transformational Leadership Theory (TLT). The fourth section explains how TLT is associated with the leader-match concept suggested by Cameron *et al.* (2006) competing values framework (CVF) for leadership. The fifth section reviews recent studies on CEO leadership in situational contexts based on both quantitative and qualitative approaches. This review classified each type of leaders in situational contexts discussed in the academic literature into the CVF.

The sixth section argues that primary groups of stakeholders evaluate CEO effectiveness on two measures: financial and non-financial aspects of organisational performance. The primary groups are members of capital, labour and product markets (see Hitt *et al.*, 2007). In line with the thesis research design, the chapter focuses on three subgroups of the primary groups: investors/shareholders, employees and customers. Investors/shareholders tend to evaluate CEO effectiveness based on the financial performance of the organisations they run. Employees and customers seem to rate CEO effectiveness based on CEO characteristics. In analysing perceived evaluation of CEO effectiveness by these sub-groups, the chapter also demonstrates that the evaluations of CEO leadership on financial measures have led to mixed

conclusions, whilst the evaluations on non-financial measures tend to be positive. However, it is not clear which CEO characteristics are perceived to be most influential among these stakeholders. The seventh section outlines the thesis research questions.

2.2   CEOs: Roles and Effects

CEOs or managing directors are the highest ranking corporate officers in charge of the management of organisations. In profit-oriented organisations, CEOs oversee business functions comprising management, marketing, finance, human resource management, and community and public relations. They supervise activities, develop strategies and manage relations with the external environment of organisations (Mintzberg 1973). Successful CEOs are presumed to be "decisive and committed to nurturing those around them, to helping the firm create value for customers and returns for shareholders and investors" (see Hitt *et al.*, 2007, p. 24). This suggests that CEOs deal with multiple stakeholders, thus playing multiple roles such as figureheads, leaders, liaisons, monitors, disseminators, spokespersons, entrepreneurs, disturbance handlers, resource allocators, and negotiators (see Mintzberg, 1973).

Kitchen and Laurence (2003) posit that CEOs "enact the most visible leadership role" within an organisation (p. 106). As leaders, CEOs may act as facilitators, mentors, team-builders, innovators, entrepreneurs, visionaries, hard-drivers, competitors, producers, coordinators, monitors, and organisers (Cameron *et al.*, 2006). As representatives of organisations, CEOs' public images often represent the organisations to the public (McGrath, 1995a and 1995b). A study revealed that firms with a positive brand image had higher market value of equity, superior financial performance, and less risky (Smith *et al.*, 2010). These assertions and findings suggest that CEOs' success as leaders may represent the success of organisations and influence stakeholders' opinions about the organisations they run. Kaiser *et al.* (2008) assert that leaders' success should be measured based on emergence ("standing out") and approval ("perceived effectiveness") criteria. The first set of criteria refers to leader-like behaviours (e.g. participation rate in task-oriented group discussions) and

the second (e.g. leaders' performance ratings) represents the judgement of others on the leaders' effectiveness.

The emergence criterion is in line with the Tietze *et al.*'s (2003) premise that "what counts as leadership is constructed through accounts that are provided of a leader's actions by others and (leaders) themselves" (p. 134). Thus, CEO leadership can be abstracted through accounts of leaders' expressions and actions provided by others, and the CEOs themselves. These accounts are often presented in mass media and other publications. To observers, the accounts are often simplified into archetypes (personifications of abstract leadership qualities in situational contexts) that are familiar to them. These archetypes are influential on stakeholders in predicting the likelihood of CEO success. In other words, if a media depiction of a CEO activates an archetype in memory ("she's a real visionary", "he's a maverick; likes to break rules") the CEO is viewed as being likely to succeed in relevant future initiatives. Meanwhile, the approval criterion refers to perceived leaders' effectiveness in performing tasks related to situational contexts. Previous research findings suggest that determinants of the perceived CEO effectiveness are inferred from group performance, media priming, and CEOs' characteristics (see Chapter 5). For organisations, the group performance often refers to 3 dimensions, namely, current profitability, the growth and future positioning of the organisation, and organisational effectiveness (Venkatraman and Ramanujam, 1986). The media priming represents the media's attribution of organisational success to CEOs. The leaders' characteristics typically refer to CEOs' behaviours and traits. This thesis argues that leaders' characteristics in situational contexts represent leadership archetypes that may have a great influence on stakeholders' impressions of CEO effectiveness in achieving organisational success.

2.3   Corporate Brand Image and CEOs

Corporate reputation or brand image represents "the overall estimation in which a company is held by its constituents....., the 'net' affective or emotional reaction-good, bad, weak, or strong—of customers, investors, employees, and general public to the company's name" (Fombrun, 1996 cited in Reil and Fombrun, 2007, p. 44). In strategic management research, CBI represents stakeholder knowledge (rational) and

emotional reactions (e.g. affect, esteem) towards a firm, whilst in marketing research, CBI can reflect public esteem judged by others (Srivoravilai *et al.*, 2011). These definitions treat CBI as an evaluative judgment, which is one of the five categories of CBI measures (Clardy, 2010).

Several models have been developed to assess evaluative judgment of CBI comprising rational and social dimensions. Among the models are Young and Rubicam Inc.'s (2000) BrandAsset® Valuator (BAV), WPP's (1998) BrandZ, Harris Interactive's (1989) Harris Poll EquiTrend®, CoreBrand's (1990) Brand Power, HayGroup®'s and Fortune's (1997) FORTUNE Most Admired Companies (FMAC), Harris-Interactive's (1999) Harris Poll Reputation Quotient® (RQ®, and Reputation Institute's (2006) RepTrak® System (see Riel and Fombrun, 2007 for the summary).

As shown in Table 2.1, in total the seven models capture fourteen reputation attributes, namely, leadership, ethics and governance, customer focus, quality, emotional bond, social responsibility, performance, management quality, employee skills, relevance, reliability, value, presence/familiarity, and differentiation, but some models have similar dimensions (Riel and Fombrun, 2007). For example, the BAV focuses on consumers' rating of well-known brand based on four dimensions: differentiation, relevance, esteem, and familiarity. One dimension of the BAV (relevance) is exactly the same with of the dimension of BrandZ and two dimensions of the BAV (differentiation and familiarity) are also captured by the the EquiTrend®. One dimension of BrandZ (bondage) is also captured by the RQ® (emotional appeal).

Table 2.1   Corporate Reputation Models

Young and Rubicam's (2000) BAV	WPP's (1998) BrandZ (high to low rank)	Harris Interactive's (1989) EquiTrend®	CoreBrand's (1990) Brand Power	HayGroup® and Fortune's (1997) FMAC	Harris-Fombrun's (1999) RQ®	Reputation Institute's (2005) RepTrak® System
Differentiation*	Bondage*	Expectations	Ads Investment	Value of Long-term Assets	Emotional Appeal*	Governance*
Relevance*	Advantage	Distinctiveness*	Corporate Size	Quality of Products*	Product and Services*	Products/Services*
Familiarity*	Performance*	Purchase Intent	Other Factors (Public relations, etc.)	Quality of Management*	Visions and Leadership*	Leadership*
Esteem*	Relevance*	Quality*	Low Dividend*	Ability to Attract, Develop, and Keep Talented People*	Workplace Environment*	Workplace*
--	Presence	Familiarity*	Stock/Share Price*	Financial Soundness*	Financial Performance*	Performance*
--	--	--	Earning Volatility*	Community and Environmental Responsibility*	Social Responsibility*	Citizenship*
--	--	--	--	Innovativeness*	--	Innovation*
--	--	--	--	Value of Corporate Assets	--	--

*These dimensions are captured in more than one corporate reputation models.

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Other models also have some common dimensions. For example, financial performance is included in five models: BrandZ, the Brand Power, the FMAC, the RQ® and the RepTrak® System. Of the seven models, only the FMAC, the RQ®, and the RepTrak® System include social responsibility and quality of management or leadership as one of the factors contributing to corporate reputation (Reil and Fombrun, 2007). The FMAC has eight attributes: quality of management, quality of products or services, financial soundness, ability to attract, develop, and keep talented people, use of corporate assets, value as long-term investment, innovativeness, and community and environmental responsibility. These attributes are rated by a large group of managers, analysts and corporate directors each year. The rating has been used since the 1980s (e.g. Chakravaty, 1986; McGuire et al., 1988) in the corporate reputation research including some most recent studies (e.g. Flanagan *et al.*, 2011; Gok and Ozkaya, 2011; Lee *et al.*, 2009), but being criticised as producing biasing responses and lacking rigorous methodology in scale development (Riel and Fombrun, 2007).

In comparison, the other two models have clearly prescribed that leadership is part of corporate reputation. For examples, the RQ® has detailed six attributes of corporate reputation, namely, emotional appeal, product and services, visions and leadership, workplace environment, financial performance and social responsibility. The leadership component consists of capitalising market opportunities, possessing excellent leadership and having clear vision for the future. The six attributes were identified through the 1998 to 2000 mixed methods research in USA, Australia, and Europe (Reil and Fombrun, 2007). The RQ® was used in a number of research works (e.g. Alniacik *et al.*, 2012; Groenland 2002; Kang and Yang, 2010; Thornbury and Brooks, 2010; Walsh and Wiedmann, 2004). However, the instrument was criticised for its validity around the globe (see MacMillan *et al.*, 2005), and later remedied by the development of the RepTrak® System (Reil and Fombrun, 2007).

The RepTrak® System has listed seven dimensions: performance, products/services, innovations, workplace, governance, citizenship and leadership. The scorecard was "created from qualitative and quantitative research conducted in six countries...since 1999" (Reil and Fombrun, 2007, p. 253). Four of the RQ® dimensions (performance,

products/services, workplace, and leadership) are retained. The leadership dimension comprises an appealing leader, excellent management, clear vision for the future as well as being well-organised. The system was employed in a number of corporate reputation research (e.g. Fombrun and Pan. 2006; Jarmon, 2009; Wang *et al.*, 2012).

Since the CBI is defined as multiple stakeholders' evaluative judgement of organisations, the appealing leader sub-dimension seems to suggest that such a leader should be the most visible leadership role within and beyond of an organisation, that is, the CEO of an organisation. In other words, CEOs are likely be the most accessible touch point of organisational leadership contributing to CBI.

2.4   CEO Leadership

CEOs' leadership research falls into the scope of strategic leadership (Finkelstein et al; 2009) and represents leadership "of" an organisation (Boal and Hooijiberg, 2001; Hunt, 2004). Strategic leadership theory "contends that top managers' values, cognitions, and personalities affect their field of vision, their selective perception of information and their interpretation of information" (Cannella and Monroe, 1997, p. 230). This leadership "connotes management of overall enterprise… and implies substantive decision making responsibilities, beyond the interpersonal and relational aspects usually associated with leadership (in organisations)" (Finkelstein *et al.*, 2009, p. 4) and is characterised as "a person's ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organisation" (Ireland an Hitt, 2005, p. 63). This notion of leadership has six components: determining a firm's purpose or vision, exploiting and maintaining core competencies, developing human capital, sustaining an effective organisational culture, emphasising ethical practices, and establishing balanced organisational control (Ireland and Hitt, 2005).

Strategic leadership research has three main streams: Hambrick and Mason's (1984) upper echelons (see also Hambrick, 2007 for updates), the full range of leadership (studies since Burns, 1978), and visionary leadership (Elenkov *et al.*, 2005). The upper echelon stream acknowledges the importance and influence of heterogeneity of top management teams (TMT). Upper echelons theory asserts that the entire TMT

represents leadership, not just the CEO. The theory contends that "executives' experiences, values, and personalities greatly influence their interpretations of the situations they face and, in turn, affect their choices" (Hambrick, 2007, p. 334).

The full range of leadership represents the dichotomy of transactional-transformational leadership. Transactional leadership deals with contingent reward and/or managing by exception (attending and investigating significant differences between expected and actual results) whilst transformational leadership constitutes individualised consideration, intellectual stimulation, inspirational motivation and idealised influence (see Avolio *et al.*, 1991). Transactional leadership requires goal clarification and acceptance. Transformational leadership, which originates from Burns' (1978) Transformational Leadership Theory (TLT), is manifested through mentoring roles, stimulating followers' thinking and being stimulated by them, generating excitement and confidence, and developing referent power and influence over followers.

Visionary leadership, meanwhile, takes its origin "from intuitive perception and calculative analysis of the characteristics on the present situation and it directs attention towards achieving desirable, but realistic, future outcomes" (Elenkov *et al.*, 2005, p. 668). This type of leadership has been interchangeably referred to as charismatic leadership which represents the charismatic leadership theory or CLT (see Steyrer, 1998, Sashkin, 1988). It is currently associated with the TLT which is a hybrid leadership theory (Sashkin, 2004) and "occupies a central place in leadership research" (Northouse, 2010, p. 171). As illustrated in Table 2.2, the TLT "combines "three basic aspects of leadership: leaders' personal characteristics (traits), leader behaviour, and the situational contexts of leadership" (Sashkin, 2004. p. 188). In other words, leadership is influenced by leaders' personality (traits and behaviours) and situational contexts. However, most leadership studies focus one or another (Sashkin, 2004).

Table 2.2   Transformational Leadership Theory: Aspects of Leadership

Five Central Leaders' Traits (Northouse, 2010)	Three Behavioural Meta-Categories (Yukl, 2006; Yukl *et al.,* 2002)	Two Situational Contexts of Leadership (Sashkin, 2004)
Intelligence Self-confidence Determination Integrity Sociability	Task Relation Change	Organisational Cultures (Social Systems) Organisational Structures (Hierarchy)

2.4.1 Traits-based Leadership

Traits-based leadership studies present five central leaders' attributes: intelligence, self-confidence, determination, integrity and sociability (Northouse, 2010). Effective leaders possess nine traits: dominance, sensitivity to others, stability, high energy, self confidence, integrity, internal locus of control, intelligence and flexibility (Lussier and Achua, 2007). The most recent study lists six key leader attributes: cognitive capacity, personality, motives and needs, social capacities, problem solving skills and tacit knowledge (Zaccaro, Kemp and Bader, 2004). These lists echo each other and most of the traits or attributes represent the prototypical attributes of leaders identified by studies of the implicit leadership theories (ILTs).

For example, as illustrated in Table 2.3, a survey among international respondents examined prototypical traits among business leaders based on Lord *et al.*'s (1984) list of 59 attributes. The findings were classified into high, medium, and low prototypical leadership attributes and 5 attributes (being intelligent, determined, decisive, goal oriented, and responsible) were identified as most frequently perceived as prototypical attributes of business leaders (Gerstner and Day, 1994).

Table 2.3   Prototypical Attributes of Leaders based on ILTs

House *et al.*'s (2004) leadership dimensions and their subscales	Lord *et al.*'s (2001) leadership schema	Kenney *et al.*'s (1996) prototypes of influential leaders	Gerstner and Day's (1994) prototypical leadership attributes	Offermann *et al.*'s (1994) ILT General Factors
Charismatic/Value-based (visionary, inspirational, self-sacrifice, integrity, decisive, performance-oriented) **Team-oriented** (collaborative, integrative, diplomatic, reverse malevolent, administratively competent) **Self-protective** (self-centred, status-conscious, conflict inducer, face saver, procedural) **Participative** (reverse autocratic, reverse non-participative) **Humane-Oriented** (modesty, humane-oriented) **Autonomous** (independent, individualistic)	Dominance Decisive Masculine Extraverted Intelligence Flexible	**Appointed leaders:** **S**ympathetic (funny, caring, interested, truthful, open to others' ideas, imaginative); Taking Charge (knowledgeable, responsible, speaking well, active, determined, influential, aggressive, in command) **Elected leaders:** Well-dressed (tall, clean-cut); Kind (open to others' ideas, respect group members, friendly, caring, honest, enthusiastic, humorous, popular); Authoritative (knowledgeable, responsible, independent, influential, determined, taking risks, aggressive, in command)	**High (9):** Intelligent*; Determined*, Decisive;* Dedicated; Informed; Charismatic; Goal-oriented*; Organised; Responsible* **Medium (10):** Industrious; Caring; Well-dressed; Humanitarian; Likable; Strong Convictions; Persistent; Forceful; Healthy; Well-groomed **Low (10):** Dishonest; Strict; Unemotional; Athletic; Conservative; Manipulative; Minority; Patriotic; Tough Note: *Most frequently perceived as prototypical attributes of business leaders	**Positive Attributes:** Sensitivity (sympathetic, sensitive, compassionate, understanding) Dedication (dedicated, disciplined, prepared, hard-working) Charisma (charismatic, inspiring, involved, dynamic) Intelligence (intelligent, clever, knowledgeable, wise) **Other attributes:** Strength (strong, forceful, bold, powerful) Tyranny (domineering, power-hungry, pushy, manipulative) Attractiveness Masculinity (male, masculine)

Meanwhile, a study aimed at identifying ILTs general factors revealed four positive attributes of leaders: dedication, charisma, intelligence and sensitivity, whilst other attributes associated with a leaders include being masculine and domineering (Offermann *et al.*, 1994). The findings were based on a factor analysis of leaders' traits or characteristics generated by psychology undergraduates and were validated by working adults.

A later study on ILTs listed being decisive, together with being dominant, masculine, extraverted, intelligent and flexible as part of leadership schema (Lord *et al.*, 2001). A hierarchical cluster analysis, based on a list of exemplars generated by psychology undergraduates revealed that influential appointed leaders were expected to be sympathetic and take charge, whilst the elected leaders were perceived should be well dressed, kind, and authoritative (Kenney *et al.*, 1996). Taking charge and being authoritative have one common subcomponent that is, being aggressive.

Meanwhile, a recent large scale study known as Global Leadership and Organisational Behaviour Effectiveness (GLOBE) studies conducted among middle management across 62 societies, identified 6 universal culturally endorsed implicit leadership behaviour/attribute dimensions (charismatic/value-based, team-oriented, self-protective, participative, humane-oriented, and autonomous). Each dimension has specific subscale components, but has varying level of importance based on national cultures (House *et al.*, 2004).

In short, four dimensions or factors of ILTs (being masculine, decisive/aggressive, dominant, and intelligent/knowledgeable) were repeatedly identified as prototypical leadership attributes, whilst five factors (being intelligent, determined, decisive, goal-oriented and responsible) were most frequently perceived as prototypical attributes of business leaders. Of the four to five factors, only two factors (intelligence and determination) appeared among the five central leaders' traits (see Table 2.2). Nonetheless, these four to five factors appear to be important in ensuring effective leadership.

2.4.2 Behavioural Leadership

Traits or attributes of leaders are often manifested into leaders' behaviours. The behavioural construct of leadership presents a comprehensive hierarchical taxonomy of leadership behaviour which was derived from multiple leadership scales and instruments (Yukl, 2006; Yukl *et al.*, 2002). The taxonomy has three behavioural meta-categories: task, relation and change, which identify behaviours potentially relevant for effective leadership subject to the specific situation (see Table 2.2). Task behaviours refer to planning short-term activities, clarifying task objectives and role expectations and monitoring operations and performance. Relation behaviours involve providing support and encouragement, providing recognition for achievements and contributions, developing member skill and confidence, consulting with members when making decisions, and empowering members to take initiative in problem solving. Change behaviours are manifested through monitoring the external environment, proposing an innovative strategy or new vision, encouraging innovative thinking, and taking risks to promote necessary changes. Successful leadership should have a balance among these three behavioural categories (see McCauley, 2004).

2.4.3 Situational Leadership

Importantly, the relative effectiveness of task, relation and change leadership behaviours depends on the situational context of the organisation being managed. Situational focus leadership has three main topics of research: the impact of group communication patterns on leadership emergence, the relationship between space and seating arrangements and leadership, and the effect of support and feedback on leader emergence (Chemers, 1997 as cited in Ayman, 2004). This leadership has a number of contingency models and theories, namely, Fiedler's (1964) Contingency Model of Leadership Effectiveness (CMLE), Fiedler and Garcia's (1987) Cognitive Resource Theory (CRT), Vroom and Jago's (1988) Normative Model of Leadership Decision Making (NMLDM), House's (1971) Path Goal Theory (PGT), Hersey and Blanchard's (1969) Situational Leadership Theory (SLT), and Yukl's (1971) Multiple Linkage Model or MLT (as cited in Ayman, 2004). The CMLE and CRT are based on the relationship between leader traits and the outcomes, whilst NMLDM, PGT, SLT, and MLT relate the leader behaviour to the outcome (Ayman, 2004).

Meanwhile, the situational contexts of the TLT refer to organisational cultures and structures (Sashkin, 2004). The organisational cultures represent "the social systems within which leaders and followers are embedded" (Shaskin, 2004, p. 179), whilst the organisational structures pertain to levels of the organisational hierarchy. Parsons (1956a, 1956b,, 1960) argued "all social systems must deal effectively with four issues: adaptation (how people deal with external forces), goal attainment (the nature of organisational goals and how organisational goals are defined and their importance), coordination (how people work together to get the job done) and shared values and beliefs (the degree to which people in the organisation generally agree that certain values and beliefs are important and should guide their actions)" (as cited in Shaskin, 2004. p. 187).

Jaques (1986) argued that different levels of organisational hierarchy require different levels of ability to think through cause-and-effect relations in order to understand the means of achieving goals (cited in Sashkin, 2004). For example, higher level organisational leaders are often required to have a higher level of cognitive power (ability to think) than lower level organisational leaders to construct and manage large and complex social systems. Very often, a leader's cognitive power is manifested through his or her behaviours. Repetitive behaviours are usually interpreted as traits. Jaques (1986) posited that "the key to effective leadership is the match between a person's cognitive power and the requirements of the job" (cited in Sashkin, 2004, p. 179). These arguments suggest that at the top level of organizational hierarchy, CEOs are likely perceived as having high cognitive power, but dealing with varying issues. In other words, CEO leadership effectiveness is subject to situational contexts (large and complex social systems). This appears to represent another person-situation fit concept or a leader-context match concept.

2.5   Leader-Context Match Concept

The leader-context concept has been captured by Cameron, Quinn and DeGraff's (2006) competing value framework (CVF) for leadership (see Figure 2.1). The CVF has been considered as an emergent leadership theory for strategic leadership (Boal and Hooijberg, 2001) and used in diagnosing and changing organisational culture or

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social system (Cameron *et al.*, 2006). The CVF for leadership contends that effective leadership improves organisational performance, which creates values (financial and human capital). However, unlike the person-situation fit of the situational/contingency models and theories, the CVF captures Sashkin's (2002) assertion on the TLT, that is, the TLT encompasses leader traits and behaviour, and organisational culture or social system (see Table 2.2) and has been linked to transformational leadership in five organisations (Den Hartog et al., 1996).

The framework presents at taxonomy of organisational culture with two pairs of opposing dimensions (flexibility-and- discretion versus stability-and-control, and internal-focus-and-integration versus external-focus-and-differentiation) developed qualitatively by a group of researchers from 14 countries (Van Muijen *et al.*, 1999). The CVF has four quadrants of organisational cultures (clan, adhocracy, market and hierarchy) in which each quadrant has a particular orientation (collaborate-, create-, compete-, and control-orientations). Each quadrant is consistent with Parson's (1956a, 1956b, 1960) shared values (capability to mediate belief systems and values among members), adaptation (capacity to interact with the environment), goal attainment (capability to set goals for future and make decisions accordingly) and coordination (capability to harmonise the entire system), respectively. Cameron and Quinn (2006) theorise that each quadrant requires different leadership competencies or styles to achieve effectiveness as illustrated in Figure 2.1.

The clan culture requires collaborate-oriented leaders, whilst the adhocracy culture demands creative leaders. Collaborate-oriented leaders are effective at engaging employees' commitment, whilst create-oriented leaders tend to be successful in generating innovative outputs. The market culture needs compete-oriented leaders, whilst the hierarchy culture asks for control-oriented leaders. Compete-oriented leaders are good at improving profitability and gaining market shares, whilst control-oriented leaders are effective at ensuring work process efficiency. The authors also posit that leaders' dominant styles are diagonally opposite from each quadrant and successful leaders are "self-contradictory leaders….(who) can be simultaneously hard and soft, entrepreneurial and controlled" (Cameron and Quinn, 2006, p. 47). This suggests that successful leaders are likely to be collaborate-and compete-oriented, control-and create-oriented, or both. Such contradictory selves are often triggered by

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situational contexts. In other words, the same leaders can adapt their leadership styles as the challenges faced by their organisations change over time.

Flexibility and Discretion

Culture: Clan	**Culture:** Adhocracy
Orientation: Collaborative	**Orientation:** Creative
Leader type: Facilitator, Mentor, Team-builder	**Leader type**: Innovator, Entrepreneur, Visionary
Value drivers: Commitment, Communication, Development	**Value drivers:** Innovative outputs, Transformation, Agility
Theory of Effectiveness: Human development and participation produce effectiveness	**Theory of Effectiveness:** Innovativeness, vision, and new resources produce effectiveness
Culture: Hierarchy	**Culture:** Market
Orientation: Controlling	**Orientation:** Competing
Leader type: Coordinator, Monitor, Organiser	**Leader type:** Hard driver, Competitor, Producer
Value drivers: Efficiency, Timeliness, Consistency and uniformity	**Value drivers:** Market share, Goal Achievement, Profitability
Theory of Effectiveness: Control and efficiency with capable processes produce effectiveness	**Theory of Effectiveness:** Aggressively competing and customer focus produce effectiveness

Internal Focus and Integration (left vertical axis)

External Focus and Differentiation (right vertical axis)

Stability and Control
Extracted from Cameron and Quinn (2006)

Figure 2.1   Competing Values of Leadership and Theory of Effectiveness

The collaborate-orientation of leadership emphasises flexibility-and-discretion and internal-factors-integration. This leadership orientation requires leaders who are warm and supportive to manage teams (commitment), interpersonal relationships (communication) and the development of others (development). Effectiveness is translated into sensitivity to customers and concern for people.   Leaders act as facilitators and mentors. Facilitators focus on people and process, manage conflict,

seek consensus, get others involved in making decisions and solving problems, and actively pursue participation and openness. Mentors are caring and empathic, aware of others, cater to individuals' needs, and actively enhance morale and commitment. In general, these leaders should be effective in a situational context that requires them to promote shared values and beliefs, or to improve commitment among team members.

The create-orientation of leadership focuses on flexibility-and-discretion and external-factors-and-differentiation. It requires leaders who break rules to manage innovation (innovative outputs), the future (transformation) and continuous improvement (agility). Effectiveness refers to producing unique and new products or services. Leaders act as innovators and visionaries. Innovators are clever and creative, and they anticipate a better future, generate hopes in others, and actively pursue innovation and adaptation. Visionaries are future-oriented, and they focus on organisational direction and possibilities, and actively pursue strategic direction and continuous improvement of current activities. These leaders should be effective in a situational context that requires a company to adapt or interact with the environment in generating innovations and organisational transformation.

The compete-orientation of leadership focuses on stability-and-control and has external-focus-and-differentiation. This orientation requires leaders to be tough and demanding in order to manage competitiveness and customer service (market share and profitability), and energise employees (goal achievement). Effectiveness is reflected in market share and market penetration. Leaders act as competitors and producers. Competitors are aggressive and decisive and actively pursue winning in the marketplace. Producers are task-oriented and work-focused and actively pursue productivity. These leaders are likely to effective in dealing with goal attainment, or improving profitability, market share and financial performance.

The control-orientation of leadership focuses on stability-and-control and has internal-focus-and-differentiation. This orientation requires leaders who reinforce rules to manage coordination (timeliness), the control system (efficiency), and acculturation (consistency and uniformity). Effectiveness is manifested by dependable delivery,

smooth scheduling, and low cost. Leaders following this orientation are monitors and coordinators. Monitors are experts and well-informed and actively pursue documentation and information management. Coordinators are dependable and reliable and actively pursue stability and control. These leaders seem suitable to effectively deal with coordination, or harmonising the entire organisation.

Hart and Quinn (1993) used the CVF in a leadership survey amongst CEOs and presidents. The survey findings suggested that CEOs play four different leadership roles: vision setters, task masters, analysers and motivators (see Figure 2.2). Vision setters are flexible and have external focus (create-orientation). They are future-oriented, focusing on innovation. Task masters focus on stability and external factors (compete-orientation). They are market-oriented, concentrating on performance (market share and penetration). Analysers focus on stability and internal factors (control-orientation). They concentrate on operating systems to ensure efficiency (dependable delivery, smooth scheduling, and low cost). Motivators allow flexibility and have internal focus (collaborate-orientation) especially regarding the commitment of organisational members.

Flexibility and Discretion

Collaborate-Orientation (Shared Values and Beliefs) Motivators (Hart and Quinn, 1993)	**Create-Orientation (Adaptation)** Vision setters (Hart and Quinn, 1993)
Control-Orientation (Coordination) Analyser (Hart and Quinn, 1993)	**Compete-Orientation (Goal Attainment)** Task masters (Hart and Quinn, 1993)

Internal Focus and Integration (left axis label)

External Focus and Differentiation (right axis label)

Stability and Control

Adapted from Cameron *et al.* (2006) Competing Values Framework for Leadership

Figure 2.2   Competing Values Framework for Leadership

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The researchers examined how each role affected Venkatraman and Ramanujam's (1986) three dimensions of organisational performance: current profitability, the growth and future positioning of the organisation, and organisational effectiveness. The studies revealed that motivators, who were collaborate-oriented leaders, were found to be predictive for all three dimensions. The ability to be a taskmaster, a compete-oriented leader, was not predictive of any performance dimension. Vision setters, who were created-oriented leaders, and analysers, who were control-oriented leaders, were most effective at managing the growth and future positioning of the organisation, but not at improving current profitability. The findings suggest that collaborate-oriented leaders were perceived as the most effective leaders, whilst compete-oriented leaders were perceived as the least effective among the four types of leaders for improving organisational performance.

2.6 Leadership Types in Situational Contexts

In this research, the CVF framework provides the basis for organising the literature review of CEO leadership in situational contexts (the organisational critical and contemporary issues). Consistent with Cameron *et al*'s (2006) CVF for leadership, recent research findings on leadership suggest that leadership types appear to be linked to situational contexts (e.g. Alvesson and Spicer, 2011; Amernic *et al.*, 2007; Fanelli and Grasselli 2006; Kets De Vries, 2007; Mayo and Nohria, 2005; Rooke and Tobert, 2005). These research findings were based on critical studies of leadership, surveys of organisational leaders and members, direct observations by leadership scholars and leadership portrayals by image generators such as corporate documents, analyst reports, publications and mass media. They suggest a number of leadership types or archetypes, which fit into each quadrant of the CVF for leadership (see Figure 2.3). These archetypes were often evoked through metaphorical words, phrases or sentences. The next sub-section illustrates how the leadership archetypes in the academic literature fit into each CVF quadrant.

2.6.1 Leadership Archetypes as Person Metaphors to Close Observers

Recent critical studies in *Metaphors We Lead By* suggest that leadership is simultaneously influenced by leaders, followers and contexts (see Alvesson and Spicer, 2011). The studies examined leadership from critical perspectives and presented leaders as saints, buddies, gardeners, commanders, cyborgs and bullies. Saints, who strive for moral peak performance, represent leaders who are servants to others, inner moral super(wo)men, martyrs, champions of good cause and good guys (Alvesson, 2011). Buddies, who make people feel good, are party hosts, pseudo-shrinks/therapists, equals, and ombudsmen/watchdogs (Sveningsson and Blom, 2011).

As illustrated in Figure 2.3, both saints and buddies appear to represent leaders with the CVF collaborate-orientation. Gardeners, who facilitate growth, are sub-divided into landscapers, crop-rotators, pruners, and harvesters (Huzzard and Spoelstra, 2011). Huzzard and Spoelstra (2011) argue that landscapers and crop-rotators focus on empowerment, skills and growth, whilst pruners and harvesters focus on controls, jobs and costs. These focuses suggest that the first two sub-types of gardeners fit into the CVF collaborate quadrant, whilst the latter two sub-types fit into the CVF control quadrant. Commanders, who create clear directions, are leaders of change, ass-kickers, antagonizers, and rule breakers (Spicer, 2011). These leaders who "aim to establish a sense of social order….to drive towards victory over a well-defined enemy" (Spicer, 2001, p. 136) appear to fit into the CVF compete-orientation. Cyborgs, who ensure mechanistic superiority, are charisborgs, technocrats, and perfectionists (Muhr, 2011). Bullies, who "aim to undermine, coerce, exclude and silence" (Karreman, 2011, p. 170), are often malicious and intimidating. Both cyborgs and bullies fit into the CVF control quadrant.

Flexibility and Discretion

Internal Focus and Integration

External Focus and Differentiation

Collaborate	**Create**
Saints (Alvesson, 2011)	Entrepreneurs, Ambassadors (Tappin and Cave, 2008)
Buddies (Sveningsson and Blom, 2011)	Alchemists (Rooke and Tobert, 2005)
Gardeners: landscapers and crop-rotators (Huzzard and Spoelstra, 2011)	Builders; Innovators; Strategists*; Change-Catalyst *(Kets De Vries, 2007)
Misionaries (Tappin and Cave, 2008)	Leaders; Entrepreneurs (Mayo and Nohria, 2005)
Achievers; Diplomats (Rooke and Tobert; 2005)	Architect (Amernic *et al.*, 2007)
Coaches; Communicators; Transactors (Kets De Vries; 2007)	Messiah; Inspirator; Enlightener (Oberlechener and Mayer-Schonberfer, 2002)
Pedagogue; Saint (Amernic, *et al.*, 2007)	Mr Peanut; Maverick; Entrepreneur; Visionary (Chen and Meindl, 1991)
Guru; Facilitator (Oberlechener and Mayer-Schonberfer, 2002)	
Parent; Father; Preacher; Builder (Chen and Meindl, 1991)	
Control	**Compete**
Gardeners: pruners and harvesters (Huzzard and Spoelstra, 2011)	Commanders (Spicer, 2011)
Cyborgs (Muhr, 2011)	Financial Value Drivers (Tappin and Cave, 2008)
Bullies (Karreman, 2011)	Strategists; Opportunists (Rooke and Tobert, 2005)
Commercial Executors (Tappin and Cave, 2008)	Managers (Mayo and Nohria, 2005)
Experts; Individualists (Rooke and Tobert, 2005)	Commander (Amernic *et al.*, 2007)
Processors (Kets De Vries, 2007)	Theseus (Fanelli and Grasselli, 2006)
Physician (Amernic, *et al.*, 2007)	Commander (Oberlechener and Mayer-Schonberfer, 2002)
Mechanic (Oberlechener and Mayer-Schonberfer, 2002)	Competitor; Fighter; Hero; Spartan (Chen and Meindl, 1991)
Whiz ; Wizard; (Chen and Meindl, 1991)	

Stability and Control

* Based on the researchers' conceptual definition, these archetypes fall into more than one quadrant.

Figure 2.3   Common Themes among the Current CEO Leadership Research

Extensive interviews with CEOs of more than 150 companies across the globe, revealed five leadership archetypes: commercial executors, finance value drivers, corporate entrepreneurs, corporate ambassadors, and global missionaries (Tappin and Cave, 2008). Commercial executors could fit into the control quadrant as they payed "relentless attention to detail in order to ensure that operational and strategic ambitions become a reality" (Tappin and Cave, 2008, p. 6). Financial value drivers tended to focus on enhancing shareholders' value, which was often achieved through improving organisational financial performance. These CEOs could be mapped as compete-oriented CEOs. Global missionaries appeared to be collaborate-oriented since they inspired others to achieve the best, whilst corporate entrepreneurs and ambassadors tended to create-oriented since they were responsible for transforming business and industries.

Surveys of managers and professionals in American and European companies have identified seven ways in which leaders interpret and react to situations: opportunists, experts, individualists, diplomats, achievers, strategists and alchemists (Rooke and Tobert, 2005). The surveys revealed that strategists and alchemists were associated with high corporate performance whilst opportunists, diplomats and experts were associated with below-average performance. As illustrated in Figure 2.3, they appear to represent leaders with different CVF orientations. Alchemists, who generate social transformations through integrating material, spiritual and societal transformation, appear to fit into the CVF create-orientation. Strategists, who generate organisational and personal transformations through exercising power of mutual inquiry, vigilance, and vulnerability for both short-term and long-term, and opportunists, who win any way possible through exploiting situations and people, seem to be leaders with the CVF compete-orientation. Experts, who rule by logic and expertise, and individualists, who resolve gaps between strategy and performance through unique structures, represent leaders with the CVF control-orientation. Finally, diplomats, who avoid overt conflicts through bringing people together, and achievers, who meet strategic goals through teams, appear to be aligned with the CVF collaborate-orientation.

Mayo and Nohria's (2005) surveys among organisational members categorised great American business leaders of the last century into three archetypes: entrepreneurs,

(charismatic) leaders, and managers. As shown in Figure 2.3, entrepreneurs, who revolutionized processes, businesses, or even whole industries, and (charismatic) leaders, who reinvigorated businesses or industries, appear to represent business leaders with the CVF create-orientation. Meanwhile, managers, who were skilled at reading and optimizing the situational context of their times, seem to be similar to Rooke and Tobert's (2005) opportunists. These leaders were classified as compete-oriented business leaders. The researchers exemplified business leaders of the twentieth century starting from 1910s to 1990s. For the 1990s, the study exemplified Jeffery P. Bezos of Amazon.com, Jerry Yang of Yahoo! and Thomas M. Siebel of Siebel Systems as entrepreneurs, Roger A. Enrico of PepsiCo, Harvey Golub of American Express Company, and Richard S. Fuld Jr. of Lehman Brothers as (charismatic) leaders, and John T. Chambers of Cisco Systems, Rochelle Lazarus of Ogilvy and Mather, and Lee R. Raymond of Exxon Mobil Corporation as managers.

Instead of gathering results from surveys, Kets De Vries's (2007; see also Kets De Vries *et al.*, 2010) observational studies of real leaders suggest that the effectiveness of leadership types depends on executive situational contexts. The types identified stem from the researcher's argument that individuals' effectiveness within organisations is influenced by a number of recurring patterns of behaviour called archetypes. Highly effective top executives play the role of builders, innovators, transactors, processors, coaches, communicators, strategists and change catalysts. Builders, who embrace leadership as an entrepreneurial activity, and innovators, who treat leadership as a creative idea generation task, appear to fit into the CVF create quadrant. Builders are talented and determined in making their dream come true, and are long-term oriented and work well setting up an unconventional project or other ventures inside or outside the organisation. Innovators are greatly capable of solving extremely difficult problems, long-term-oriented and always on the lookout for future possibilities.

Transactors, who see leadership as a deal-making opportunity, coaches, who embrace leadership as a people development exercise, and communicators, who treat leadership as stage management, appear to represent the CVF collaborate-orientated leaders. Transactors are good at identifying, tackling and negotiating new opportunities, acquisitions or deals, and are short-term oriented. Coaches create high

performance teams and cultures, and institute cultural change. Communicators are influential among various organisational stakeholders and good at overcoming crisis situations. Meanwhile, processors, who emphasise leadership as an exercise of efficiency, appear to represent leaders with the CVF control-orientation. They establish the necessary structures and systems to support organisational objectives.

Strategists, who believe leadership is a game of chess, appear to fall in both create- and compete-orientations. They provide vision, strategic direction and outside-the-box thinking to create new forms of organisations and generate future growth. They are long-term-oriented, and work best in turbulent times when changes in the environment require new directions. Change catalysts, who emphasise leadership as a turn-around activity, appear to fit into both CVF collaborate-, and create-orientations. They reengineer and create new organisational blue-prints (transformations) and work best to integrate organisational culture after a merger or acquisitions, or when spearheading a re-engineering or turn-around project.

2.6.2 Leadership Archetypes as Person Metaphors to Distant Observers

While some researchers gathered leadership perceptions and impressions from surveys and observations, other researchers analysed corporate documents, market analyst reports, publications and mass media. Amernic *et al.*'s (2007) analysis of Jack Welch's letters to shareholders found that the content depicted Welch through five key metaphors: pedagogue, physician, architect, commander, and saint. The researchers framed these metaphors under the transformational leadership approach (the hybrid leadership). Similar to the studies reviewed earlier, each key metaphor was fit into Cameron et al's (2006) CVF for leadership (see Figure 2.3). However, this analysis also highlighted that the same CEO can evolve, moving into different quadrants of the CVF as the organisation develops. This evolution is still essentially captured in terms of metaphors suggesting different leadership archetypes.

As the pedagogue, Welch sounded like a teacher who aimed to convince others about his beliefs and vision, present a management theory, clearly define management terms, and consistently tell the GE story. This initiative could be associated with

efforts in engaging others' commitment to GE as suggested by the CVF collaborate quadrant. As the physician, Welch diagnosed the GE's health and prescribed remedies to GE's ills. The diagnosis and prescriptions were meant to identify and solve GE problems. This often required a leader to analyse the organisational strengths and weaknesses, which could be easily associated with monitoring GE's agility, thus fitting into the CVF control quadrant.

As the architect, Welch defined GE's organisational structure as social architecture that engaged every organisational member. The social architecture was often manifested in new organisational structures, which is the focus of the CVF create quadrant. Welch conveyed himself as the commander through using military metaphors and images, and action-oriented verbs (e.g. upgrade, expunge, dispose, shed etc.). These metaphors, images and verbs represent aggressiveness which is associated with the CVF compete quadrant. As the saint, Welch was portrayed as having compassion, empowering employees and committing to social responsibility which suggests that Welch was employing the CVF collaborate-oriented leadership. Since the metaphor has been associated with transformational leadership, these results suggest that a CEO who practises transformational leadership (hybrid leadership) could portray his/her leadership in a number of metaphoric representations depending on the situational context.

Each metaphoric role was also contextualised into Abetti's (2006) three waves of GE transformation (hard, soft, and soft-cum-hard) and Entman's (1993) framing theory. "Abetti (2006: 77) regards a 'hard wave' as one in which 'the lives of the employees are physically disrupted by mass dismissals, divestments, acquisitions and major organizational changes'; whereas in a 'soft wave', 'the minds and habits of the employees are disturbed because they must absorb new ways of operating and new working practices'" (Amernic *et al.*, 2007, p. 1857). The hard wave (1981-84) involved "the creation of a new vision and strategy to drive reorganisation, mass dismissals, divestments and acquisitions"; the soft wave (1985-95) had "the intent to revolutionise GE to gain the strengths of a big company with the leanness and agility of a small company"; the soft-cum-hard wave dealt with "the intent to develop an integrated, boundaryless, stretched, total quality company with A-players" (cited in Amernic et al., 2007, p. 1860). The hard wave appears to represent a context that

requires coordination (the control quadrant) and goal attainment (the compete quadrant). The soft wave seems to suggest a context that calls for adaptation (the create quadrant). The soft-and-hard wave could be associated with a context in which organisational members have shared values and beliefs (the collaborate quadrant). Based on Abetti's (2006) three waves of GE transformation, Amernic et al's (2007) study revealed that Welch projected his image as the architect (create-oriented) and commander (compete-oriented leader) during the hard wave, the physician (control-oriented) during the soft wave, and the saint (collaborate-oriented) during the soft-cum-hard wave.

Framing theory assumes that the most salient message is placed early in a communication text (Entman, 1993 cited in Armenic *et al.*, 2006). Based on this theory, Amernic *et al.*'s (2007) findings suggest that Welch was predominantly projecting his image as a pedagogue and a commander during all waves of transformation. In other words, Welch consistently framed himself as a CEO who was collaborate-oriented and compete-oriented. These portrayals may be framed for shareholders to whom Welch needed to assert his expertise/knowledge and ability to create shareholders' values (to improve profitability). Such framing appears to suggest that Welch had a match between his leadership archetype (commander) and the situational context (profitability) as theorised by the CVF (see Figure 2.1)

Fanelli and Grasselli's (2006) content analysis of corporate documents and analyst reports illustrated the construction of CEO charisma within the US stock market and the CEOs' persona and vision through metaphors during succession events. The CEO was metaphorically represented as the heroic Theseus, whilst the US stock market was projected as the Minatour, a monster, to project the image of cruelty. The construction of CEO charisma was based on the charismatic leadership theory (CLT) which was represented by Ariande, the daughter of Minos and Pasiphaë. The CLT contends that charisma affects performance, that is, "effective leadership has the potential to enhance organisational performance and promote a more rewarding workplace" (Conger and Kanungo, 1998, p. 36-37). The findings of the study suggest that Theseus (the heroic CEO) defeated the Minatour (the cruel stock market) with the help from Ariandne (the CLT) in the fight. In other words, CEOs who employ

charismatic leadership tend to have powerful influence over the impressions formed by financial analysts. The impression articulated by financial analysts may influence investors' decisions. In essence, depicted as "heroic" in mass media, CEOs tend to have indirect effects on share price movements. The findings suggest that based on the CLT, charismatic CEOs were heroic, which could be associated with the CVF compete-quadrant (defeating the cruel stock market, see Figure 2.3), whilst non-charismatic CEOs were non-heroic, which could be fit into the CVF control-quadrant (monitoring flow of information and financial resources)

Oberlechener and Mayer-Schonberfer's (2002) analysis of written publications by leaders found four leadership metaphors in organisational contexts: war, play, machine and spiritual experience. In wars, the goal is winning at all costs and the leader is a commander, who could be placed into the CVF compete-quadrant (see Figure 2.3). In games, goals are achieved through collaboration and participation and the leader is a facilitator, who seems to have the CVF collaborate-orientation. The machine metaphor has pre-defined goals and the leader is a mechanic who appears to have the CVF control-orientation. In spiritual experience, the leader acts as a Messiah, a guru, an inspirator, or an enlightener, and influences others to achieve goals through conviction with high ethical and moral implications. Based on leadership goals and roles, gurus, who tend to generate hopes in others, appear fit into the CVF collaborate quadrant, whilst Messiahs, inspirators, or enlighteners, who tend to be creative, appear to fall into the CVF create quadrant.

Chen and Meindl's (1991) exploration of mass media portrayals of CEOs leadership in situational contexts examined how business students perceived the leadership of Donald Burr, the founder of People Express Airline Inc. The study examined the portrayals of Burr in popular press media across three time periods: initial and growth stage (1981-83), mixed performance (1984-85) and merger (1986). The initial and growth stage represented the People Express' great success. The mixed performance presented a great expansion which led to intermittent gains and losses.

Based on content analysis, the study revealed thirteen metaphors: preacher, parent/father, builder, wizard, whiz, visionary, Mr. Peanut, entrepreneur, maverick, competitor, Spartan, fighter and Fallen Hero (see Chen and Meindl's Appendix B,

1991). These metaphoric images were elicited from business undergraduates who read selected articles about Burr. They represented familiar characters in the respondents' minds. For example, the preacher who often gave religious instructions was evoked by phrases such as "horizontal-management philosophy", "he condemns and praises", and "the messiah". The parent/father metaphor was expressed in "watched like (a) proud father", "give birth", and "the founding father". The builder metaphor was associated with Burr's priority of developing employees' commitment. This association suggested that Burr treated his employees as family members at the company. The wizard/whiz referred to Burr's exceptional skills. This metaphor seems to capture the CVF control quadrant. Mr Peanut (the logo of Planters, a company, which was started by an immigrant entrepreneur as a small business with innovative products) referred to Burr's unusual ways of doing things as captured in the phrase "peanuts fares". The entrepreneur referred to a business owner who was responsible for managing every aspect of his/her business. The maverick often defied established rules or practices. The competitor, the Spartan, the fighter, and the hero were typically associated with aggressiveness.

Besides the metaphoric roles, the study discovered six major themes of the CEO's image: ability, innovation/vision, motivation, people orientation, overdone, and ill-adaptation (Chen and Meindl, 1991). Chen and Meindl (1991) posited that the ability, the innovation/vision and the people orientation were positive themes, whilst the overdone and the ill-adaptation were negative themes. As illustrated in Figure 2.3, the ability theme, which was represented by phrases such as "very versatile", "very brilliant", and "extremely intelligent", could be associated with the CVF control quadrant. The innovation/vision theme, which consisted of words such as "revolutionary", "radical" and "unorthodox", appears to fit into the CVF create-orientation. The motivation theme, which had words such as "energetic", "enthusiastic", "aggressive", and "zealous" represent the CVF compete-orientation. The people orientation theme, which included phrases such as "a powerful motivator", and "considerate and respectful of the people", seems to represent the CVF collaborate-orientation. The overdone theme, which had phrases such as "overzealous", "very stubborn", "went too fast", and "lacks a bit of realism", appeared to be the shortcomings of the CVF compete-orientation. Ill-adaption, which was captured in phrases such as "unable to adapt", and "too late to change", suggests

the downside of the CVF create-orientation. The researchers argued that each positive theme corresponded to specific metaphors such as "ability" to wizard or whiz, "people orientation" to preacher, parent and father, "innovation" to maverick and visionary, and "motivation" to preacher, competitor, and fighter. Each correspondence seems to represent the control quadrant (ability), the collaborate quadrant (people orientation), the create quadrant (innovation), and the compete quadrant (motivation) of the CVF.

Of the metaphoric representations, the study revealed that the "preacher" (the collaborate-orientation) metaphor appeared consistently across three time periods and represented the unifying metaphor. The competitor (the compete-oriented leader), the wizard/whiz (the control-oriented leader) and parent/father (the collaborate-oriented leader) appeared consistently in the first (the initial and growth stage that presented the create-orientation and the compete-orientation) and the second (the mixed performance that suggested the compete-orientations) situational contexts. The Spartan, the fighter and the hero (the compete-oriented leader) appeared repetitively in the second (the compete-oriented) and the third (the merger that presented the collaborate-oriented) situational contexts. These repetitions suggest that CEO leadership styles depend on the situational context that the organisation faces. However, the takeover of People Express by Texas Air suggests that Burr's leadership archetypes may or may not be suitable for the situational contexts. For example, the initial and growth stage may have required a leader with a combination of create- and control-orientations to ensure the company's agility, and to gain market share and penetration, respectively. The mixed performance may have required a leader with a combination of collaborate-and compete-orientations to ensure business profitability. The merger may have required a collaborate-oriented leadership, to improve commitment among employees.

In sum, most recent research findings suggest that perceptions of leadership could be placed into the four quadrants of the CVF for leadership (see Figure 2.3). Each quadrant is represented by multiple leadership archetypes, which are personifications of abstract leadership qualities. These abstract leadership qualities are conveyed through accounts of CEOs' expressions and actions in situational contexts. Some of them such as achievers, communicators, processors, and strategists sound functional.

Others such as diplomat, coach, entrepreneur, preacher, and Theseus are purely metaphorical. Of these metaphorical leaders, three of them, namely saints, commanders and entrepreneurs were repeatedly mentioned in the academic literature. Collaborated-oriented saints were identified through close observations. Compete-oriented commanders were derived from distant observations. Create-oriented entrepreneurs were mentioned across observations. Drawing from the review, the thesis argues that leadership archetypes are often conveyed via metaphors and tend to be based on situational contexts, that is, the contemporary business challenges faced by the companies they run. In other words, certain leadership archetypes are more appropriate in some organisational challenges than others. However, it is not clear whether leadership archetypes derived from any given situational context would influence stakeholders in predicting CEOs' effectiveness.

2.7   Evaluating CEO Effectiveness

Studies on CEOs implicitly suggest that CEO effectiveness is important to organisational performance. In fact, numerous studies have linked CEOs to organisational performance (see Finkelstein *et al.*, 2009; Finkelstein and Hambrick, 1996). CEOs are perceived as having profound direct and indirect effects on three dimensions of organisational performance: current profitability, organisational growth and future positioning, and non-financial aspects of performance (see Hart and Quinn, 1993). These three dimensions often represent the interests of investors/shareholders, organisational members and customers, respectively. In corporate brand management and strategic management, investors/ organisational members and customers are primary stakeholders. The following subsections will elaborate the findings on the impact of CEOs on these primary stakeholders, which are summarised in Table 2.4.

2.7.1 Investor/Shareholder Evaluations

From shareholders' point of view, "CEOs are primarily evaluated on financial performance" (Epstein and Roy, 2005, p. 75). In this case, CEO effectiveness should be reflected through a company's profitability (e.g. share prices, return on assets, return on investments), which Cameron and Quinn (2006) theorise as a value driver of the CVF compete-orientation. Since CEO image has a spill-over effect on organisational image (McGrath, 1995a, 1995b; Power *et al.* 2008) and a positive firm

brand image had higher market value of equity, superior financial performance, and less risky (Smith *et al.*, 2010), a positive CEO leadership image may influence how investors and shareholders perceive future organisational success. However, research examining the relationships between leadership and hard financial measures has been equivocal (see Table 2.4).

Table 2.4   Findings on the Effects of CEOs on Primary Stakeholders

Capital Market	Labour Market	Product Market
Negative impact on financial measures (Collins, 2001; Agle *et al.*, 2006; Fanelli,2003; Agle, et al, 1999; Harris & Ogbonna, 2001); No impact on financial measures (Waldman, *et al.*, 2001; Tosi *et al.*, 2004); Positive impact on financial measures (Waldman *et al.*, 2004; Flynn & Staw, 2004)	Enhanced the following aspects: Followers' self-concepts (Shamir, 1992); TMT decision making consensus (Flood *et al.,* 2000); Followers' worthy roles models (Gardner, 2003); Employees' engagement and satisfaction (Kantabutra & Avery, 2007); Frontline employees as brand champions (Mohart *et al*., 2009) Customer-contact employee identification with the companies (Wieseke *et al*., 2009) Employee trust in the leader, corporate brand, brand identification, and service recovery performance (Punjaisri *et al*., 2013)	Credible product endorsers (Rubin *et al.*, 1982) Credible spokespersons (Freiden, 1984) Persuasiveness affected consumers' attitude towards advertisements, products, firms (Rienbach & Pitts, 1986). CEO's image spill over corporate brand image, but ruthless image can be detrimental (Power, Whelan & Davies, 2008)

Studies of the effect of charismatic CEOs on profitability have led to mixed conclusions. Collins (2001) suggests companies should avoid charismatic CEOs. In *Good to Great*, the author concluded that this CEO type is detrimental to his/her company in the long run. Agle *et al.* (2006) found that top management team members associated the charismatic CEOs of major U.S. corporations with prior organizational performance, not future organizational performance. Fanelli's (2003) findings from security analyst responses suggest that charismatic CEOs may lead to investors' overconfidence. This overconfidence may bias stakeholders' perception in predicting future organisational success.

Meanwhile, some investigations (Waldman *et al.*, 2001; Tosi *et al.*, 2004) found no link between charismatic CEOs and financial performance. Specifically, Waldman and colleagues (2001) concluded there was no support for charismatic CEOs' link to the net profit margin of Fortune 500 firms. Tosi *et al.*'s (2004) study of public U.S. firms found that there was no link between charismatic CEOs and the firms' shareholder return, or return on assets. However, a later study by Waldman *et al.* (2004) revealed that CEO charismatic leadership predicts firm performance. Flynn and Staw's (2004) investigation found that charismatic leaders contributed to stock appreciation higher than that of comparative companies, especially during financial difficulties, and their appeals led to higher investment in the company. The study concluded that charismatic leaders have a positive impact on accounting-based and/or stock-market-based performance (changes in investments and share prices), which does not necessarily indicate the profit and loss of the business. In essence, the findings suggest that CEOs' images contribute positively to capital sourcing, yet not necessarily to financial returns.

These studies suggest that CEOs do not directly influence the financial performance of the companies they run. In fact, financial performance is determined by the efficiency, adaptation and human capital of organisations (Yukl, 2008). These three determinants are the value drivers of the CVF control-, create-, and collaborate-orientations, respectively (see Figure 2.1). These three orientations were found to be predictive for non-financial aspects of performance, and the collaborate-orientation was positively correlated with the financial aspect of performance (see Hart and Quinn, 1993). In other words, CEOs who practise charismatic leadership influence

financial performance through influencing human capital. Thus, they have an indirect effect on the financial performance. This indirect effect suggests that financial performance may not be the sole indicator of CEOs' effectiveness, but the financial performance is the result of CEO effectiveness in improving commitment among employees.

2.7.2 Organisational Member Evaluations

Studies finding positive direct effects of CEO leadership on non-financial aspects of performance are prevalent (see Table 2.4). CEOs with charismatic/transformational leadership were found to have positive effects on organisational members. Charismatic leaders heightened followers' self-concepts (Shamir, 1992). charismatic leaders and were perceived to be effective through presenting themselves as worthy role models (Gardner, 2003) and this form of leadership has also been identified as culturally universal (see House *et al.* 2004). Flood *et al.*'s (2000) study of the influence of CEO leadership styles on decision making of the top management team in high technology firms revealed that transformational leadership positively predicted consensus among members and consensus decision making significantly predicted the perceived team effectiveness. Kantabutra and Avery (2007) assert the CLT places indirect emphasis on communicating a company's vision to engage employees. They found that vision is associated with enhanced staff satisfaction.

For service industry, transformational leadership enhanced frontline employee retention and brand-building behaviours (Mohart *et al.*, 2009). Charismatic leaders who managed to instil a sense of oneness with the organisation had favourable impact on follower organisational identification (Wieseke *et al.*, 2009). The findings suggest that organisational identification strongly predicts employees' sales performance. Similarly, transformational leadership had positive impact on the trust in leader, corporate brand, brand identification and service recovery performance (Punjaisri *et al.*, 2013).

The findings of these studies suggest that CEO effectiveness should be evaluated via organisational members' perceptions in addition to financial indices such as sales records and return on investment.

2.7.3 Customer Evaluations

Page and Fearn (2005) found that the leadership and success of U.K. and U.S.-based companies are perceived as important by customers. CEOs are part of the leadership dimension which has been identified as one element of the corporate brand image. Keller (2008) asserts that a "CEO or managing director, if associated with a corporate brand, must be willing to maintain a more public profile to help to communicate news and information" (p. 450). This suggests that a CEO often has to be visible spokespersons to customers, which represent two sub-groups, consumers (individuals) and business buyers (procurement representatives).

For consumers, a number of researchers have investigated the effectiveness of CEOs as brand spokespersons in advertisements (see Rubin *et al.*, 1982; Freiden, 1984; Reidenbach and Pitts, 1986). As indicated in Table 2.4, CEOs are perceived to be more credible as product endorsers compared to unknown spokespersons (see Rubin *et al.*, 1982). The effects of spokespersons on consumer responses and effectiveness vary depending on the target group and their interests (see Freiden, 1984). Similarly, credibility varies from one CEO to another; thus, not all CEOs should be the spokespersons for their companies (Reidenbach and Pitts, 1986). Reidenbach and Pitts (1986) found that CEOs' perceived persuasiveness correlates positively with the audience's attitude toward the advertisement, the product, and the firm. The most recent research findings suggest that financial information (company profitability) in advertisements leads to more favourable product inferences by individual consumers (see Posavac *et al.*, 2010). The most recent findings on how undergraduates perceive organisations suggest that consumers tend to perceive for-profit organisations as competent for achieving organisational goals (see Aaker *et al.*, 2010).

Among customers, LeBlanc and Nguyen (1996) found that the reputation of directors was one of the cues used in evaluating corporate image of service firms. Similarly, Power *et al.* (2008) posit that leader image has a spill-over effect on organisational image and is vital for corporate branding. The findings and assertion suggest that the corporate brands associated with the positive images of CEOs can favourably influence customers' perceptions of their corresponding companies. However, "many prominent leaders are seen as ruthless and…this has a negative impact on their

company's brand image" (Power *et al.*, 2008, p. 596). This indicates that CEOs who would like to influence customers' perceptions will need to ensure they are not seen as ruthless.

Drawing on the spill-over effect of CEOs' image on organisations (McGrath, 1995a, 1995b; Power *et al.*, 2008), it is reasonable to expect that CEOs of for-profit organisations should be perceived as being competent leaders in achieving organisational success. In fact, competency, which may comprise traits, skills, motives or bodies of knowledge that often manifest into behaviours, is one of the seven predictors (including deficiencies, behaviours, styles, expertise, experiences and maturity level) of individuals' success (McCauley, 2004). This suggests that consumers are likely to evaluate CEO leadership using non-financial measures such as oratory skills, perceived power, traits, skills, motives or knowledge, while they use financial measures to partly support their evaluations.

2.8   Research Questions

Deducing from the literature on perceptions and evaluations of CEO leadership, this thesis argues that when reading or viewing mass media profiles and depictions of CEOs, most stakeholders are likely to associate CEOs with metaphoric personifications or leadership archetypes such as visionary, commander and others. These leadership archetypes often influence stakeholders' perceptions in evaluating CEO performance in overcoming relevant critical and contemporary issues such as generating innovations, achieving organisational goals (improving profitability), coordination (improving work process efficiency), or shared values and beliefs of organisations (improving employees' commitment). In other words, being profiled in mass media often leads to CEOs being perceived as "exemplary individuals… where their actions, personalities and/or private lives function symbolically to represent significant dynamics, and sometimes alleviate significant tensions, prevalent in the contemporary business environment" (Guthey *et al.*, 2009, p.13).

2.8.1 Leadership Archetypes in Mass Media

Studies have shown that mass media coverage of CEOs often includes background, appearance, personal characteristics and strategic actions (see Park and Berger, 2004; Hannah and Zatzick, 2008). The audience of the coverage usually do not have any personal encounters with the featured CEOs. Nonetheless, they often process the information gathered from mass media to form perceptions and impressions of CEOs.

Media analyses based on the GLOBE study revealed that leaders around the world were depicted as possessing the behaviour/attribute dimensions at varying magnitudes (Chhokar *et al.*, 2007). For example, in the order from the most to the least frequent, American leaders were found to be performance oriented, self-sacrificial, inspirational, visionary, decisive, honourable, the antithesis of procedural, collaborative, team-oriented, diplomatic and autonomous (Hoppe and Bhagat, 2007). British prominent leaders represented energy or dynamism, focused on positive action orientation, strongly promoted change, provided clear direction and inspiration to followers and preferred to exercise power or authority in private (Booth, 2007). Effective Australian leaders were "people of integrity and vision who are decisive with a strong performance orientation" (Ashkanasy, 2007, p. 315). These findings suggest that leaders around the world have universal behaviour/attribute dimensions, but differ in priorities.

The lists in Table 2.3 also suggest that some attributes such as being charismatic, intelligent, and decisive are similarly expected of organisational leaders, including CEOs. Magazine readers would expect the CEOs to possess most of the traits or attributes suggested by the ILTs (see Table 2.3) while processing a range of information available at hand to form impressions of CEOs. Since CEOs are leaders of organisations, the audiences would automatically categorise featured CEOs as leaders who possess some of the characteristics specified by the ILTs. Audiences process the information on exemplary CEOs based on existing knowledge or leadership schema (traits, behaviours and outcomes) derived from collections of beliefs and assumptions that people have about how certain traits are linked to other characteristics and behaviours of leaders. This suggests that CEO-related information may activate leadership characteristics and behaviours associated with familiar

leadership characters (e.g. the wise old man as mentor or teacher, the caring mother-figure, the stern father-figure, the oracle or prophet etc.; see Wheeler, 2012) in audience's minds. For example, the wise man as mentor or teacher is clearly similar to Kets De Vries' (2007) coaches, who focus on developing people, and Chen and Meindl's (1991) preacher, who "praises and condemns" (see Figure 2.3). This personification is often perceived as someone who knows what best for his subordinates. In this thesis, these familiar characters are called leadership archetypes that summarise the accounts of leaders' traits, and behaviours in the CVF situational contexts (critical contemporary issues specified in the CVF quadrants of organisational cultures). However, it is not clear whether the archetypes depicted in the mass parallel leadership archetypes in the academic literature. This leads to research question one as follows:

RQ1a: What leadership archetypes are commonly depicted in mass media?
RQ1b: Do the leadership archetypes commonly depicted in mass media correspond to those in the academic literature?

Metaphors are used extensively in mass media profiles of CEOs and evoke leadership archetypes in audiences' mind. Once these archetypes are activated, other information in the profiles would likely be ignored. Specifically, the moment the audience can associate the profiles include some metaphorical words/phrases such as "steward the ship" and "rough water", they are likely to perceive the featured CEO as a captain or commander. To most audience, the financial details indicating the financial performance of the organisation run by the CEO are less likely to be scrutinized unless they are equipped with the knowledge of assessing organisational performance.

The thesis uses an interpretive approach in order to examine leadership archetypes, namely, metaphor analysis (Todd and Harrison, 2008). Metaphors summarise abstract and perceptual characteristics through stereotypical image, allow the transfer of unnameable characteristics and enable individuals to relate their prior experience or knowledge to the subsequent experiences (Ortony, 1975). In short, metaphors provide highly graphic mental pictures or images. This study argues that a systematic metaphor analysis would reveal specific leadership archetypes in certain situational contexts. The leadership archetype can be derived through identifying the key

metaphors that personify abstract leadership qualities in situational contexts suggested by the CVF. They are derived from natural contexts based on "locally-specific uses and meanings of metaphors and their interaction with other elements of discourse" (Cornelissen *et al.*, 2008, p. 11). For example, the metaphors such as fighter, hero, and Spartan suggest that Burr of People Express Airline was a hero who was working hard to improve the organisational performance (see Chen and Meindl, 1991), whilst other metaphors such as Messiah, inspirators, and enlighteners suggest a leader is a visionary who was capable of predicting the future (see Oberlechener and Mayer-Schonberfer, 2002). These examples suggest that the use of metaphors to describe leadership is apparent in mass media profiles and publications for general audience.

2.8.2 Leadership Archetypes and Organisational Success

As reviewed earlier, CEOs are primed by mass media as being responsible for organisational performance (Meindl *et al.*, 1985). Most recent studies on CEO effectiveness in achieving organisational success were often based on both financial and non-financial measures. The findings suggest that the link between CEO and financial performance appears to be indirect (see Finkelstein *et al.*, 2009; Finkelstein and Hambrick, 1996; Hart and Quinn, 1993), whilst the link between CEO and the non-financial performance tends to be direct (see. Flood *et al.* 2000; Freiden, 1984; Gardner, 2003; Kantabutra and Avery, 2007; Power *et al.*, 2008; Rubin *et al.*, 1982; Shamir, 1992; Rienbach and Pitts, 1986).

Earlier studies investigating the perceived link between leaders and performance among undergraduates suggested that group or organisational performance significantly affected leadership evaluations. Impressive previous performance of leaders (see Awamleh and Gardner, 1999; Meindl *et al.*, 1985; Phillips and Lord, 1981, 1982) enhanced the leadership ratings. However, these studies revealed that performance cues were perceived not as significant as the abstract qualities of leadership (leadership archetypes) to influence leadership evaluations.

Based on the findings of the most recent and earlier studies, the thesis argues that once stakeholders can identify particular leadership archetypes in mass media profiles of CEOs, they tend to use the activated leadership archetypes in judging the CEOs'

leadership ability. Nonetheless, it is not clear whether the leadership archetypes would have biasing influence on stakeholders in predicting CEO effectiveness to the exclusion of more diagnostic sources of information such as the financial performance of the organisation run by a CEO. Thus, the second research question is:

RQ2: Does the presence of CEO leadership archetypes in mass media profiles of CEOs have a biasing influence on stakeholders in predicting a company's future success?

2.8.3 Influence of the Leader-Context Match Concept on Stakeholder Perceptions

Drawing on the leader-context match concept suggested by Cameron *et al.*'s (2006) CVF for leadership, the thesis also examined whether the same concept matters to distant stakeholders. For example, the CVF suggests that commanders (or taskmasters) are suitable for compete-orientated situations, whilst visionaries are suitable for the create-oriented situations (see Figure 2.2). This suggests that a commander is expected to be able to achieve organisational goals such as improving profitability, market share and financial performance. Meanwhile, a visionary, who focuses on organisational direction and possibilities, and actively pursues strategic direction and continuous improvement of current activities, should be effective in adapting to external forces to transform the company s/he runs.

The leader-match concept can be exemplified by Chen and Meindl's (1991) findings on Donald Burr of People Express Airline Inc. (see Figure 2.4). As illustrated in Figure 2.4, the findings on Burr suggest that he simultaneously employed four leadership orientations during the initial and growth stage. At this stage, Burr was create-cum-compete-oriented focusing on the adaptation-and-goal attainment that resulted in the company's great success. He was compete-oriented to attain organisational goals during the second stage (the mixed performance stage), which was characterised by great expansion, loss and gain. Meanwhile, during the merger, after which People Express merged with Texas Air (a larger company), Burr was collaborate-cum-compete oriented.

Figure 2.4 also revealed that Burr seemed to have some matches and mismatches between his leadership archetypes and the situational contexts. For example, being create-oriented, Mr Peanut appeared to match the situational contexts of the initial and growth stage (the create-oriented and the compete-oriented situational contexts). Being a create-oriented maverick, entrepreneur, or visionary, however, appeared detrimental during the mixed performance stage (the compete-oriented situational context) since Burr could not achieve the same level of success as in the initial and growth stage. This suggests that Burr was unable to create a competitive advantage for People Express Airline.

Flexibility and Discretion

Collaborate-Orientation (Shared Values and Beliefs)	**Create-Orientation (Adaptation)**
*Parent; *Preacher; Builder during the initial and growth stage ⊘ match*	*Mr Peanut during the initial and growth stage ⊘ match*
*Preacher, Father during the mixed organisational performance** ⊘ match*	Maverick, Entrepreneur; Visionary during the mixed organisational performance** ⇒ mismatch
Preacher during the merger ⊘ match	
Control-Orientation (Coordination)	**Compete-Orientation (Goal Attainment)**
Whiz ; Wizard during the initial and growth stage ⇒ mismatch;	*Competitor during the initial and growth stage ⊘ match*
*Whiz; Wizard during the mixed organisational performance** ⊘ match*	*Competitor during the mixed organisational performance** ⊘ match*
	Competitor, Fighter, Hero, Spartan during the merger ⇒ mismatch

Internal Focus and Integration

External Focus and Differentiation

Stability and Control
*The dominant archetype
**great expansions, loss and gain

Figure 2.4   Competing Values Framework for Burr's Leadership

Drawing on Cameron and Quinn's (2006) assertion that successful leaders are simultaneously contradictory, Burr may have managed to lead People Express Airline to a great success during the initial and growth stage since he was both a collaborate-oriented preacher and a compete-oriented competitor. The combination, however, did not appear to propel similar organisational success in later stages. Though the mixed performance stage required a compete-oriented leadership archetype, Burr appeared to simultaneously personify created-oriented leadership archetypes (maverick, entrepreneur, and visionary) and control-oriented leadership archetypes (wizard or whiz). Based on the CVF, these archetypes are effective for situational contexts that require adaptation and coordination, not goal attainment. The mismatch between the leadership archetype and the situational context (to achieve goals which improve profitability or market share) may have led People Express Airline Inc. to mixed organisational performance (great financial loss and gain). The inconsistent performance could have affected stakeholders', especially investors', confidence in People Express Airline to create financial value, and subjected the company to being taken over by Texas Air. The same inconsistency also suggests that the diagonally opposite leadership archetypes (the create- and control-oriented) would interfere with the situational context of achieving profitability. This suggests that CEO leadership archetype should match the situational contexts of the company s/he runs. However, it is still not clear whether the leader-match concept would influence stakeholders' impressions of CEO effectiveness. This leads to the third research question:

RQ3: Does a match between CEO leadership archetypes and situational contexts (critical contemporary issues specified in the CVF quadrants of organisational cultures: generating innovations, improving profitability or market share, ensuring work process efficiency, or engaging employees' commitment) facing the organisations CEOs run have a larger biasing influence on stakeholders in predicting a company's future success compared to a mismatch?

The three research questions were addressed in two sequential studies. Study 1 explored media depictions of CEO leadership archetypes in situational contexts through metaphor-based content analysis of magazine articles. Oswick *et al.* (2002) highlight that metaphors have "generative capacity" (Schon, 1993) and offer new

"ways of thinking and seeing" (Morgan, 1980, 1983, 1997). The generative capacity of a metaphor allows perceivers to restructure conflicting frames or perspectives to form a new integrative image (Schon, 1993). Ways of thinking concentrates on "the use of language, cognitive development and the general way in which humans forge conceptions about their reality" (Morgan, 1980, p. 661). In other words, metaphors allow humans to generate integrative understandings of reality. In this study, the integrative understanding of reality refers to leadership archetypes of CEOs conveyed in mass media.

Study 2 examined whether the presence of leadership archetypes has a biasing influence on stakeholders' impressions of CEO ability to achieve organisational success and whether a match (or mismatch) between leadership archetypes and situational contexts have different influence on stakeholders' impressions of CEO effectiveness. The study employed a computer-mediated experiment among undergraduate and postgraduate students of the University of Sydney Business School.

2.9   Conclusions

This chapter has highlighted the key concepts and reviewed the relevant literature that led to the research questions. As mentioned in the chapter, effective organisational leaders including CEOs have become exemplary leaders scrutinised by scholars and primed by image generators. In the academic literature, most studies of exemplary leaders often fall under the hybrid theory of leadership (transformational leadership theory). The leaders are often interchangeably considered as charismatic, visionary and transformational leaders and are perceived as the cause of organisational success.

The review has revealed that instead of limiting the descriptions of CEO as charismatic, visionary and transformational leaders, previous studies suggest that CEOs could be personified based on their functions or roles in situational contexts. The personification is often translated into person metaphors or leadership archetypes (e. g. entrepreneurs, visionaries, commanders etc.). These leadership archetypes can be classified into the CVF to represent their functions or roles in situational contexts.

CEOs also represent part of organisational success (Page and Fearn, 2005) and are often linked to organisational image and reputation (Fombrum and Riel, 1997; Hatch and Schultz, 1997; Knox and Bickerton, 2003). Some researchers suggest that organisational success (current profitability, the growth and future positioning of the organisation, and organisational effectiveness) is the result of CEO effectiveness. These hard and soft measures have been employed in evaluating CEO effectiveness by close and distant stakeholders. Some researchers focus on either the hard measures or the soft measures. Others posit that both measures reflect CEO effectiveness in various situational contexts (e. g. Finkelstein *et al.*, 1996, 2009; Hart and Quinn, 1993).

This research argues that mass media portrayals of exemplary CEOs represent person metaphors or leadership archetypes that are familiar to audiences in situational contexts. Using the CVF for leadership, the portrayed leadership archetypes of CEOs can be classified into the framework's four quadrants: collaborate, create, compete and control. These archetypes may have a biasing influence on stakeholders' perceptions in predicting organisational success. The CVF also presents the theory of effectiveness of each quadrant. Collaborate-oriented CEOs are theorised to be effective at improving teamwork among employees. Create-oriented CEOs should be the best leaders in generating innovations. Compete-oriented CEOs tend to be effective in improving organisational profitability. Control-oriented CEOs are good at achieving work process efficiency. These matches echo the leader-context match of the contingency theory of leadership, but the theory of effectiveness has yet to be established among distant stakeholders.

In general, the review of the literature leads to three research questions that enable the thesis to identify the most common leadership archetypes of CEOs in mass media profiles, and compare them with those identified in the academic literature, and whether leadership archetypes and the leader-context match have a biasing influence on stakeholders' perceptions in predicting organisational success. The answers to these questions will be observed through a mixed method research approach. The first research question (mass media-depicted leadership archetypes) was addressed through a qualitative exploratory study (Study 1) and the second (the biasing influence of leadership archetypes) and the third (the biasing influence of leader-context match)

research questions were examined quantitatively through an experimental study (Study 2). The subsequent chapters describe method and findings of Study 1 (Chapter 4 and 5) and Study 2 (Chapters 6 to 8) before ending with general discussion and conclusion chapter (Chapter 9).

CHAPTER 3

Methodology

3.1   Introduction

This chapter provides an overview of the methodology used to explore CEOs' leadership archetypes depicted in the mass media (RQ1) and to investigate the influence of leadership archetypes on stakeholders' perceptions in predicting organisational success (RQs 2 and 3). The main objective is to describe the overall research approach, and its rationales, advantages and limitations.

3.2   Research Approach

The thesis used a mixed methods (MM) approach that focuses on "collecting, analysing and mixing both quantitative and qualitative data in a single study or series of studies" (Creswell and Plano-Clark, 2007, p. 5). The quantitative approach is aligned with post-positivism, an approach in which the researcher goes about "testing theories deductively, building in protections against bias, controlling for alternative explanations, and being able to generalise and replicate the findings" (Creswell, 2009, p, 4). The qualitative approach represents constructivism, values of "inductive style, a focus on individual meaning, and the importance of rendering the complexity of a situation" (Creswell, 2009, p. 4). Quantitative research findings represent non-contextualised realities, whilst the qualitative findings are subject to contextualised realities. Not surprisingly, the findings of each method can often present two different realities. The main argument of combining both methods is that the findings of mixed method research offer greater understanding of realities than a single method research does. A mixed methods approach allows researchers to reconcile two different realities (Creswell, 2008).

3.3   Research Design

Mixed Methods (MM) research comprises 4 major forms of research designs, namely, triangulation, embedded, explanatory and exploratory designs (Creswell, 2009). The triangulation design allows researchers to compare and contrast data, or validate or expand research findings. The embedded design is used when a data set is meant to support its primary data set. The explanatory design (ED1) has two phases and permits researchers to use the results of the second method to explain or build upon the results of the first method. Similarly, the exploratory design (ED2) is a two-phase design, but researchers use the results of the qualitative method to develop or inform the quantitative method. Among social and behavioural researchers, this design is also known as the exploratory sequential design (Creswell *et al.*, 2003) or the sequential MM design (Tashakkori and Teddie, 2003).

Of the four designs, MM sequential designs (SD) are frequently used in business and management studies (see Molina-Azorin and Cameron, 2010). For example, from 2003 to 2009, about 95 and 75 per cent of research works published in the *Strategic Management Journal* and the *Journal of Organisational Behaviours*, respectively, employed such a design (Molina-Azorin and Cameron, 2010).

In leadership studies, MM research has been published in the *Leadership Quarterly (LQ),* the *Journal of Leadership Studies (JLS),* the *Journal of Leadership and Organizational Studies (JLOS)*, and the *Leadership*. Similar to Molina-Azorin and Cameron's (2010) findings, out of 15 MM studies published in the *LQ* between 2004 and 2012, most studies used SD (Stentz, Plano-Clark and Matkin, 2012). As shown in Table 3.1, the ED1 was used to investigate the relationship between two leadership approaches (result-oriented versus value-based) in the educational context (Currie *et al.*, 2009). The ED2 was employed to examine the relationship between the researchers' taxonomic structure of leadership efficacy with leadership effectiveness based the trait-based theory (Anderson *et al.*, 2008).

Table 3.1   Examples of MM Research with SD in Leadership

Publication	Researcher	MM Design	Tools	Focus
Leadership Quarterly (LQ)	Currie *et al.* (2009)	ED1 (Quan Qual)	• Report • Interviews	The leader-context match
	Anderson *et al.* (2008)	ED2 (Qual Quan)	• Interviews • Self efficacy ratings	Leadership effectiveness and Trait-based theory
Journal of Leadership Studies (JLS)	Dulin (2008)	ED2 (Qual Quan)	• Focus-group interviews • Survey	Leadership preferences of Generation Y
Journal of Leadership and Organisational Studies (JLOS)	Bedell et al (2006)	ED1 (Qual Quan)	• Academic biographies of historic leaders • Likert-scale questionnaire	Machiavellian-ism and outstanding leadership
	Black and Earnest (2009)	ED2 (Qual Quan)	• Focus group interviews • Likert-scale questionnaire	Evaluating and measuring leadership development
Leadership	Pelletier (2010)	ED2 (Qual Quan)	• Open-ended survey • Likert-scale questionnaire	Behavioural and rhetorical construct of toxic leadership

Note: ED1 = Explanatory Design; ED2 = Exploratory Design

Though MM research works have been published in other leadership journals, no known study has identified the most frequently used MM designs. For example, two reviews revealed that in the *JLOS* since 2003 to 2009, less than 10 per cent of articles were based on MM research (see Bohme, Childerhouse, Deakins and Towill, 2012)

while in the *Leadership* between 2005 and 2009, the number of such articles were just 11 per cent (see Bryman, 2011). These reviews do not identify specific MM designs. However, online search using three key phrases such as "mixed methods", "qualitative and quantitative" and "multiple methods" in the other leadership journals within the same time frame suggests that a very limited number of researchers used sequential designs.

As illustrated in Table 3.1, research using both MM sequential designs (i.e., ED1 and ED2) has been published in the *JLOS,* but only ED2 research has been published *in* the *JLS*, and the *Leadership.* In the *JLOS*, the ED1 has been used to explain the relationship between Machiavellianism and taxonomy of outstanding leadership comprising charismatic, ideological, and pragmatic leaders (Bedell *et al.*, 2006). The ED2 has been employed to provide a comprehensive method for evaluating and measuring the impact of leadership development programs after participants had completed them (Black and Earnest, 2009). In the *JLS*, no research using the ED1 was published between 2003 and 2009, whilst the ED2 was used to develop a survey instrument that examined leadership preferences of Generation Y future workforce (Dulin, 2008). In contrast, within the same time frame (2003 to 2009), neither ED1 nor ED2 research was reported in the *Leadership*. Research using such designs first appeared in this journal in 2010. For example, the ED2 has been used to investigate the behavioural and rhetorical construct of toxic leadership (Pelletier, 2010).

As reviewed in 2.3, CEO leadership is part of the corporate brand image (CBI) or reputation. Thus, the thesis argues that CEOs are likely be perceived as the most accessible touch point of organisational leadership contributing to CBI or corporate reputation. Using the same key phrases--"mixed methods", "qualitative and quantitative" and "multiple methods'--, another online search of articles published in the top 4 journals publishing quality reputation research, namely the *Corporate Reputation Review (CRR)*, the *Academy of Management Review (AMR)*, the *Journal of Marketing (JM)*, and the *Business and Society (BS)* suggests that the MM has seen limited application (see Walker, 2010 for a complete list of journals). For example, from 2003 to 2009, the online search revealed a number of MM studies in the *CRR*, only one MM empirical research in the *JM* focusing on product growth for information technology industry, one non-empirical article in the *AMR* proposing the

notion of methodology fit in management field research and seventeen MM research works in the *BS*.

Empirical MM research works with sequential designs published in the three journals are exemplified in Table 3.2. Most MM research in the *CRR* used the ED2 to either develop the instrument for the quantitative inquiry or the theory. For example, the ED2 was implemented to develop a theory and valid measurement for corporate reputation (MacMillan *et al.*, 2005). In the *BS*, the ED1 was employed to explain how trust is diffused in organisations (one dimension of corporate reputation: workplace), whilst the ED2 was used to investigate the association between the beliefs of small business owners and managers and their support for the community (one dimension of corporate reputation: social responsibility).

Table 3.2   Examples of MM Research with SD for Corporate Reputation

Publication	Researcher	Design	Tools	Focus
Corporate Reputation Review (CRR)	MacMillan *et al.* (2005)	ED2 (Qual Quan)	• Focus group interviews • Questionnaire	Theory development and valid assessment of corporate reputation
Journal of Marketing (JM)	Stremersch *et al.* (2007)	ED2 (Qual Quan)	• Archival study • Takeoff and Time-Series Analyses	Indirect Network Effects in New Product Growth
Business and Society (BS)	Williams (2005)	ED1 (Qual Quan)	• Case studies: Interviews and annual reports • Survey	Trust Diffusion in Organisations
	Besser and Miller (2004)	ED2 (Qual Quan)	• In-depth face to face interviews • Likert-scale tele-survey	Business Owners or/and Managers, and Corporate Social Responsibility

Note: ED1 = Explanatory Design; ED2 = Exploratory Design

In summary, MM research has had limited application in leadership studies. Among those researchers who applied the MM approach, the sequential designs have been the most frequently appeared in the *LQ*, whilst an extremely limited number has been published in other leadership journals (*JLOS*, *JLS* and *Leadership*) and corporate reputation journals (*CRR, AMR, JM* and *BS*). Most research incorporating MM sequential designs has included content analyses of reports, interviews and open-ended surveys as tools by which to conduct qualitative inquiry, and used Likert-scales surveys and ratings as the tool of quantitative inquiry. Since the emergence of the MM, a limited number of known studies combined a qualitative inquiry tool with other types of quantitative inquiry such as experiments

3.4   Single Method Research Design versus MM Research Design

As mentioned earlier, qualitative research findings represent a constructivists' view of leadership, yet they could be more valuable if they were investigated further with the addition of using a quantitative approach. The following subsections exemplify previous studies employing a single research method, either qualitative or quantitative, and highlight their limitations. The subsequent sections go on to specify the benefits and limitations of combining both methods and illustrate how the data collection methods meet the research objectives.

3.4.1 Qualitative Research Inquiry of Leadership Metaphors

As illustrated in Table 3. 3, a few researchers have employed metaphor analysis in leadership studies (e.g. Amernic Craig and Tourish, 2007; Chen and Meindl, 1991 based on Lakoff and Johnson's (1980); Fanelli and Grasselli, 2006). Amernic *et al.* (2007) discovered five leadership archetypes (pedagogue, physician, architect, commander and saint) representing Jack Welch's image, former CEO of Chrysler. Chen and Meindl's (1991) study revealed thirteen metaphorical images of Donald Burr (preacher, parent/father, builder, wizard, Mr. Peanut, competitor, maverick, entrepreneur, Spartan, visionary, whiz, fighter and Fallen Hero), the founder of People Express Airline Inc. Fanelli and Grasselli (2006) found that a metaphorical projection of CEO persona represents Theseus (a heroic image).

Table 3.3   Summary of Metaphor-based Studies on the Portrayals of CEO

Researchers	Design, Tools & Samples	Findings			
Armernic *et al.* (2007)	Content Analysis of Letters to Shareholders (20 letters)	SC	efficient and streamlined organisation	new physical infrastructure of GE and how things were done	new GE values, culture and an emotional climate
		LA	pedagogue, commander, architect, physician	pedagogue, commander, architect, physician	pedagogue, commander, architect
Fanelli and Grasselli (2006)	Content Analysis of Corporate Documents i. 2 CEO first letters to shareholders ii. 12 news reports and interviews iii. 45 analyst reports	SC	CEO Succession		
		LA	Theseus (a heroic image) who defeated the cruel stock market		
Chen and Meindl (1991)	Content Analysis of 72 image descriptions based on 22 articles published in 5 journals and 2 newspapers	SC	initial and growth	mixed financial performance	merger with a large company
		LA	parent, builder, wizard, Mr Peanut, competitor	father, maverick, entrepreneur, Spartan, visionary, whiz, competitor	Fighter, Fallen Hero

Note: SC = Situational Context; LA = Leadership Archetype

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These studies employed content analysis to draw leadership archetypes in relation to particular situational contexts (see Table 3.1 for a summary). For example, the five leadership metaphors of Jack Welch, former CEO of GE, were inferred from the corpus of the CEO twenty letters (53894 word corpus) to shareholders (Amernic *et al.*, 2007). The metaphors were associated with transformational leadership and sensitized to six issues namely, power, influence, control, persuasion, justification and resistance. The categories and examples were laid by the main author and circulated three times among other authors for further elaboration to achieve consensus on the root metaphors (images, narratives, or facts that shape people perception of the world and interpretation of reality).

Another study that contextualised the CEO leadership metaphor relied on "content analysis of corporate documents and analyst reports released around two CEO succession events" (Fanelli and Grasselli, 2006, p. 815). The metaphor was associated with charismatic leadership. The findings were based on each CEO first letter to shareholders, twelve news reports and interviews (four for the first CEO and eight for the second CEO) published within six months after the CEO appointment and 45 analyst reports. Each document was coded into two broad themes: the CEO persona and the CEO vision. The CEO persona included text describing CEO exemplary behaviours, whilst the CEO vision represented text on the status quo evaluation, organisational goals and proposals for goal achievement.

Similarly, Chen and Meindl's (1991) thirteen metaphors were aligned with three periods: initial and growth stage, mixed performance, and a merger with a large company. The researchers conducted two analyses: content-analytic methods (Berelson, 1971; and Weber) and conceptual metaphors (the understanding of one idea, or conceptual domain, in terms of another; see Lakoff and Johnson, 1980). The content analysis was conducted on image descriptions by 72 readers of 22 articles on Donald Burr published between 1977 to 1988 in five journals and two newspapers. Six major themes/categories were identified by the researchers and validated by five business students.

These three studies have employed inductive and contextualised metaphors. Inductive metaphors represent metaphors that are derived from natural contexts. Contextualised

metaphors identify "locally-specific uses and meanings of metaphors and their interaction with other elements of discourse" (Cornelissen *et al.*, 2008, p. 11). In sum, it is noticeable then that metaphor-based content analysis represents a qualitative method of inquiry that has been employed in several leadership studies. The findings appear to represent the three aspects of the Transformational Leadership Theory (TLT), namely, traits, behaviours and situational contexts (see Section 2.3 for details) using metaphorical descriptions. To date, the metaphorical descriptions appear to be left as descriptions rather than examined in ways that might tell scholars and practitioners whether or not they represent a means of understanding and expressing what constitutes effective leadership.

3.4.2 Quantitative Research Inquiry of Leadership Effectiveness

One way of enabling the qualitative findings to be used to verify or refute the theory of leadership effectiveness is through experiments. Experiments are meant to establish the cause-effect relations among variables. Independent variables (IVs) are manipulated to determine the effects on dependent variables and combined into experimental treatments with multiple control groups. Recipients (Subjects) are randomly assigned to the experimental treatments.

In social sciences, experiments can be classified into randomised block (Latin-squares) and factorial designs. Both designs can be employed to compare the effects and measure interaction effects of IVs. The Latin-squares allow experiments with a relatively small number of runs. The design can handle nuisance factors that may affect the measured result, but are not of primary interest (NIST/SEMATECH e-Handbook of Statistical Methods, 2012). In essence, the design does employ data screening whilst the factorial design allows experimenters to screen IVs.

Table 3.4 provides some examples of experimental studies that investigate the evaluation of leaders using factorial designs. These studies employed a three-way, mixed design (three IVs with unrelated samples) and used analysis of variance (ANOVA). In each study, the IVs were manipulated through audiovisual stimuli and established questionnaires were used to measure the perceived leadership effectiveness and attribution. While Gardner's (2003) and Awamleh and Gardner's

(1999) studies, were based on the Charismatic Leadership Theory (CLT) and Transformational Leadership Theory (TLT), Phillips and Lord's (1981; 1982) studies focused on the Implicit Leadership Theories (ILTs).

Table 3.4   Summary of Experimental Studies on Leadership Perceptions

Researcher	Designs and Variables	Tools and Samples	Analysis
Gardner (2003)	**2 x 2 x 2 Factorial** i. Content (exemplification vs. pragmatism), ii. Delivery (strong vs. weak) iii. Ethical reputation (honest vs. deceptive)	i. Videotaped interview segments ii. Written biographical profile iii. Multifactor Leadership Questionnaire (MLQ) iv. Romance of Leadership Scale (RLS) v. Exploitativeness and hypocrisy semantic differential scale	Multivariate Analysis of Variance (MANOVA)
Awamleh and Gardner (1999)	**2 x 2 x 2 Factorial** i. Speech delivery (strong vs. weak) ii. Speech content (visionary vs. non-visionary) iii. Performance cues (high vs. low)	i. Videotaped speeches ii. MLQ iii. 304 students (8 groups)	Analysis of Variance (ANOVA)
Phillips and Lord (1982)	**2 x 3 x 2 Factorial** i. Leadership behaviours (Effective vs. Ineffective vs. Non-prototypical) ii. Prototypical behaviours (Presence vs. Absence) iii. Performance cues (good vs. bad)	i. Videotapes of group problem solving ii. Stodgill's (1963) Questionnaire and descriptions of prototypic leaders iii. 128 students (8 groups)	ANOVA
Philips and Lord (1981)	**2 x 2 x 2 Factorial** i. Number of close- up video shots (maximum vs. Minimum) ii. Positions within visual field (central vs., peripheral) iii. Previous performance (good vs., bad)	i. Videotapes of group problem solving ii. Lord's (1977) 12 Leadership Functions iii. 128 students (8 groups)	ANOVA

An experiment with a three-way factorial design exploring the extent to which a leader (school dean) is perceived to be charismatic, effective and morally worthy was conducted among undergraduates of management information systems (Gardner, 2003). The experiment used videotaped deanship interview segments and written biographical profiles. The two level factors were content (exemplification versus pragmatism), delivery (strong versus weak), and ethical reputation (honest versus deceptive). The charisma was assessed using Bass and Avolio's (1995) Multifactor Leadership Questionnaire (MLQ). The ethical reputation was assessed using Meindl and Ehrlich's (1988) Romance of Leadership Scale (RLS) and Gilbert and Jones' (1986) exploitativeness and hypocrisy semantic differential scale.

Another experiment conducted among business undergraduates explored the effects of a bogus CEO's videotaped speech content and delivery, and organisational performance on perceived leader charisma and effectiveness (see Awamleh and Gardner, 1999). The experiment used a three-way factorial designs (content: visionary versus non-visionary; delivery: strong versus weak; performance: high versus low). The leader charisma and leader effectiveness was accessed using the MLQ.

An earlier experiment by Phillips and Lord (1982) advanced a model based on Kelly's (1967) attribution theory, suggesting that "observers would be most likely to ascribe leadership to someone if that person is the most plausible explanation for an observed outcome (or behaviour)" (p. 144). Similar to Awamleh and Gardner's (1999) study, Phillips and Lord (1982) employed a three-way factorial design (number of close-up videos: maximum versus minimum; position within visual field: central versus peripheral; performance: good versus bad) in the experiment conducted among undergraduates using videotaped group discussions without any reference to leadership The leadership perceptions were measured using Initiating Structure and Consideration of Leader Behaviour Description Questionnaire (LBDQ) (Stodgill, 1963) and general leadership impressions.

Another experiment was conducted among undergraduates to investigate the relationship between leadership prototypes (leader typical behaviours) and recall of leadership behaviours (Phillips and Lord, 1982.). A three-way factorial design (leadership behaviours: effective versus ineffective versus non-prototypical;

prototypical behaviour: presence versus absence; performance: good versus bad) was employed. After viewing the videotaped problem solving group, subjects were given mock performance information and completed a leadership questionnaire.

Experiments were also used in assessing the value of CEOs in marketing research. Table 3.5 exemplifies some studies using various experimental designs to investigate the influence of CEOs as spokespersons, one of the CEO roles (Mintzberg, 1973). One of the studies employed a repeated measure design to examine the credibility and persuasiveness of CEOs as spokespersons and their impact on observers' attitudes toward the advertised product/service and the firms (Reidenbach and Pitts, 1986). The study found that CEOs differed in the credibility and persuasiveness ratings and both ratings were significantly correlated with evaluation of advertisement, product and the firm. Superstar CEOs were rated with high scores compared to not well-known CEOs.

Table 3.5   Summary of Experimental Studies on CEOs in Marketing

Researcher	Designs & Variables	Tools and Samples	Analysis
Reidenbach & Pitts (1986)	**Repeated measures** 11 ad-CEO combinations	i. Magazine advertisements ii. Likert-scale questionnaire iii.58 MBA and business persons	ANOVA
Freiden (1984)	**4 x 2 x 2 Factorial** i. Endorser type (celebrity vs. CEO vs. expert vs. consumer) ii. Endorser gender (male vs. female) iii.Audience (adult vs. students)	i. Black and white magazine advertisements ii. Questionnaire iii.Male endorsers (52 students, 61 adults); Female endorsers (51 students ,62 adults	MANOVA
Rubin *et al.* (1982)	**Simple Design** Spokespersons (Company president vs. unidentified spokesperson)	i. Video-taped ad of a small chain of furniture stores ii. 6-point scales on 7 adjectives; overall rating; intent to shop; recommendation to friends or relatives	T-statistics

Another study used a factorial design to compare CEOs with other endorsers in product advertisement to assess their credibility as spokespersons (Freiden, 1984). The three-way experiment manipulated three IVs (endorser type, endorse gender and audience type). The study revealed that endorser and audience types were statistically significant, whilst endorser gender was not. An earlier simple experiment suggests that CEOs were more trusted by viewers compared to unidentified spokespersons (Rubin *et al.*, 1982).

These quantitative researchers aimed to highlight the common factors contributing to effective leadership as perceived by observers. However, the findings may invite criticisms that perceptions are often subject to contextualised realities. For example, Awamleh and Gardner's (1999) experiment used bogus CEO's video-taped speeches to be evaluated by students. Since speech contents and delivery are often tailored to purposes, audience and events, the research findings may not be generalised. For example, the effect speech content and delivery may trigger different effects if delivered to respondents of different background. Meanwhile, organisational performance is typically compared with competing organisations within the same industry, thus, the findings may lead to different conclusions in other industries. In fact, the external environment of organisations may also affect the organisational performance.

Similarly, the findings of an experimental study on CEOs being spokespersons revealed that CEOs were not necessarily credible or persuasive (Reidenbach and Pitts, 1986). These findings refuted earlier studies (Freiden, 1984; Rubin *et al.*, 1982). These contradictory findings may also provide further support that a quantitative enquiry did not take into account the contextualised realities, such as the popularity of CEOs among the respondents while the study was conducted.

3.4.3 Mixed Methods Research of Leadership Effectiveness

Though quantitative research still dominates leadership studies and marketing research (see Hanson and Grimmer, 2007; Stentz *et al.*, 2012), scholars in both disciplines have acknowledged the benefits of MM as the third form of research inquiry. Among these benefits are the capacity to enable the extension of theoretical

thinking, the enhancement and validation of emergent theory, the robustness of research findings and the appropriateness of MM to address particular research questions (see Edmondson and McManus, 2007, Davis *et al.*, 2011, and Stentz *et al.*, 2012).

As highlighted earlier, a single method research employing either qualitative or quantitative approaches represents two contrasting views (constructivism and post-positivism), separately. The findings of the single method leadership research were limited to either descriptions subject to contextualised realities or generalisations ignoring contextualised realities. Combining both approaches allows "reconciling seemingly contradictory perspectives" (Creswell and Tashakkori, 2008, p. 117). For example, some qualitative studies (e.g. Chen and Meindl, 1991; Fanelli and Grasselli, 2006; Amernic *et al.*, 2007) appear to suggest that some leadership archetypes are contextualised into situational contexts. These studies seem to advocate situational leadership, but do not test the impact of leadership archetypes on stakeholders in evaluating CEOs.

Meanwhile, numerous quantitative studies tested the influence of leader behaviours, performance, and oratory skills on stakeholder perceptions (e.g. Phillips and Lord, 1981, 1982; Rubin *et. al.*, 1982; Freiden, 1984; Reidenbach and Pitts, 1986; Awamleh and Gardner, 1999). These studies seem to represent behavioural aspect of the TLT, but do not describe the type of effective leaders. Other studies investigating the effect of CEO leadership on multiple stakeholders (investors, employees and customers) have revealed contradictory findings (see Table 2.4). The findings of reviewed qualitative and quantitative studies appear to present differing perspectives (situational leadership versus behavioural leadership; impact versus non-impact of organisational performance on stakeholders). These differences can be reconciled through employing a MM approach. A qualitative study will be employed to identify common leadership archetypes depicted in mass media, and a quantitative study will test the influence of these archetypes on stakeholders.

Using qualitative and quantitative approach also permits leadership scholars to exemplify a MM sequential design that differs from the design reviewed in the *LQ* (Stentz *et al.* 2012). For example, Anderson *et al.* (2008) employed ED1 to develop

leadership self-efficacy measure through collecting and analysing qualitative data in phase one and later test the instruments quantitatively in phases two and three. The quantitative data collection and analysis were done through surveys. In contrast, the ED1 employed by Meindl *et al*.'s, (1985) study published in the *Administrative Science Quarterly (ASQ),* which was among the top five of reputation journals (see Walker, 2010 for a complete list of journals), incorporated content analysis and an experiment.

As illustrated in Table 3.6, Meindl *et al*. (1985) used the MM ED1 to examine how various publications reflected leadership in relations to national, industry and firm performance and the effects of performance on leadership attributions. The MM research had three archival studies and three experimental studies. The archival studies included non-academic articles and dissertation topics prior 1984. Study 1 "examined the relative emphasis on corporate leaders and leadership in the popular press", whilst Studies 2 and 3 "focused on the correspondence between variations in national economic performance and the general emphasis placed on leadership by young scholars and by the business community in general" (Meindl *et al.*, 1985, p. 82). The performance referred to growth in profits and sales.

The series of archival studies "provided reasonably clear evidence of a general relationship between performance outcomes and degree of emphasis on leadership" (Meindl *et al.*, 1985, p. 88). This notion was investigated through experiments to further explain the nature of relationship. Based on the ANOVA, the series of experimental studies revealed that leaders were perceived as most responsible for extreme outcomes, and that performance significantly affected the respondents' expectations of future organisational outcomes. However, when the expected future outcomes were not met or achieved, they did not affect leadership attributions. In general, the series of experiments refined the nature of relationship between performance and leadership.

The experimental studies used two-way factorial designs. Study 4 examined "attributional patterns when observers were presented with information that varied the magnitude of *positive* performance outcomes" (Meindl *et al.*, 1985, p. 88). Study 5 was a replication and an extension of Study 4 as the study "included conditions that

varied the magnitude of *negative* as well as positive performance outcomes" (Meindl *et al.*, 1985, p. 88). Study 6 aimed to "replicate the pattern of results under more refined conditions (than those in Studies 4 and 5) and … explore the role of expectations on leadership attributions"

Table 3.6   Meindl *et al.*'s (1985) MM Explanatory Design

Qual		→	Quan
Archival Studies Content analysis			*Experimental Studies* • Written vignettes • Ratings of Causal Determinant of the Outcome • Analysis of Variance (ANOVA)
Study 1	33248 articles from 1972 until 1982 about 30 firms in the Wall Streets Journals	Study 4	**2 x 3 Factorial Design** • Outcome determinants : leaders vs. alternatives (subordinate, general economy, or other plausible factors) • Sales performance (Low vs. Moderate vs. High) • 59 students
Study 2	Topic of Dissertation awarded from 1929 to 1983	Study 5	**2 x 3 Factorial Design** (Leader was prominent) • Type of Sales Outcome (Negative vs. Positive) • Degree of Sales Outcome (Large vs. Moderate vs. Small) • 116 students
Study 3	General business articles published in the annual volumes of business periodical index published by H.W. Wilson Company from 1958 to 1983	Study 6	**2 x 3 Factorial Design** (Leader was less prominent) • Type of Sales Outcome (Negative vs. Positive) • Degree of Sales Outcome (Large vs. Moderate vs. Small) • 72 students

The MM used in Meindl *et al.*'s (1985) study addressed two views (constructivism and post-positivism) offered better understanding of leadership. The archival studies were extensively gauged how leadership was being constructively associated with

tangible organisational performance (sales outcome), whilst the experimental studies clarified the relationship between leaders and organisational outcomes. Unlike the single method research works reviewed earlier, Meindl *et al.* (1985) constructed the relationship based on several sources, namely, popular press, academic and business community interests and tested the significance of the relationship. The research also substantiated leadership attributions in relations to national, industry and firm performance, before manipulating the relevant variables in the experiments. In other words, the research took into account the contextualised realities.

3.4.4 Form of MM Data Collection and Analysis

Employing a similar MM sequential research journey, this thesis will identify media-depicted leadership metaphors of CEOs and their influence on stakeholders. The findings will explore Sashkin's (2004) assertion that TLT is a combination of 3 aspects of leadership (traits, behaviours, and situations). These three aspects can be represented as leadership metaphors (personifications of abstract leadership qualities summing up leaders' traits and behaviours in situational contexts). The research aims to identify media-depicted leadership archetypes through Study 1. In other words, Study 1 will address the first research question, a) What leadership archetypes are commonly depicted in mass media?; and b) Do the leadership archetypes commonly depicted in mass media correspond to those in the academic literature?

The findings of Study 1 will be used to investigate the influence of the media-depicted leadership metaphors of the perceived likelihood of organisational success. This will be conducted as Study 2. The findings will also provide a link between leadership studies and marketing research. For example, some consultants of corporate brand image suggested that leadership is part of corporate reputation models (Reputation Institute's RepTrak® Scorecard and Harris-Fombrun's Reputation Quotient[m]), yet did not specify the leadership types or metaphors that appeal to multiple stakeholders in creating favourable impression for an organisation. The identified influence will provide evidence whether the theory of effectiveness based on the leader-context match concept suggested by the Cameron *et al.*'s (2006) CVF for leadership applies to distant stakeholders.

Since the findings of Study 1 are meant to develop the instruments for Study 2, the thesis employs a MM sequential exploratory design to address all research questions. As illustrated in Figure 3, the research placed equal emphasis on the qualitative method and the quantitative method and implemented the data collection and analysis in sequence (see Onwuegbuzie and Collins, 2007). The research is divided into three stages. The first stage represents the exploratory study (Study 1). The second stage involves using the findings of the exploratory study to develop the instruments for the experimental study (Study 2). Specifically, the thesis started with RQ1 (mass media portrayals of CEO leadership) and followed RQ2 (the influence of mass media portrayals on perceived likelihood of organisational success) and RQ3 (the influence of leader-context match concept on perceived likelihood of organisational success).
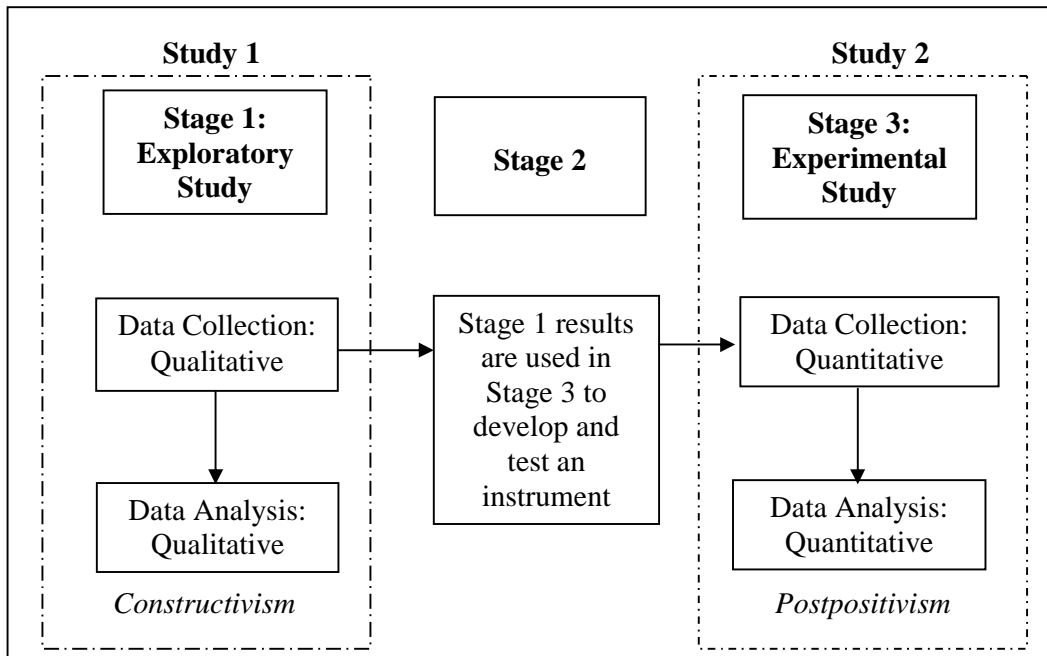
Figure 3   Sequential Forms of MM Data Collection and Analysis

At the same time, the research design poses some challenges such as choosing subjects, deciding sample sizes, and designing valid and reliable instruments (Creswell and Plano-Clark, 2007). These threats will be minimized through using different subjects for each method. Study 1 uses multiple sources and the sample sizes that are deemed sufficient for a qualitative content analysis. The data analysis is metaphor-based, which will be elaborated in the subsequent chapter. Study 2 uses

convenience samples suitable for an experiment and employs statistical data analysis. A pilot study was conducted to refine the instruments for the main experiment to ensure manipulations work as expected.

Besides the challenges posed in data collection and analysis, the MM approach has also subjected itself to a number of controversies. One them is whether the approach adds value beyond the value gained through a mono-method approach (Creswell, 2011). The added value of the MM research is assessable through three approaches. The results of previous studies gained from observations or interviews are compared with those gained from the current research. The results of Study 1 are used to inform Study 2. The outcomes of this mixed methods research will addressed the limitations of the mono-method research results.

3.5   Conclusions

In sum, this chapter has described and justified the overall research approach used in this thesis: the MM. The chapter has examined the use of MM research in leadership and corporate marketing research. In doing so, it has highlighted previous research methods investigating leadership metaphors and effectiveness, and the potential benefits and challenges encountered by researchers who choose to use MM. The chapter has also suggested how the MM approach is expected to offer greater understanding on the value of media-depicted CEO leadership archetypes for organisations.

Following the tradition of previous MM research, the current research employed a sequential MM design to address the research questions, starting with a qualitative method (metaphor-based content analysis) and followed by a quantitative method (an experiment). The design offer the optimal methodology fit for the research questions (the mass media portrayals of CEOs and the influence of mass media portrayals of CEOs on perceived likelihood of organisational success). The identified challenges and limitations are addressed further in the subsequent chapters. Specifically, the procedures and the validity of the exploratory qualitative study are specified in Chapter 4 (Method for Study 1). The procedures and the validity of the experimental quantitative study are detailed in Chapter 7 (Method for Study 2).

CHAPTER 4

Study 1: Method

4.1   Introduction

This chapter explains the methodology used to explore CEO leadership archetypes (i.e. personifications of abstract leadership qualities) projected in mass media. The main objective is to describe the procedure through which CEO archetypes were identified and distinguished from one another. The chapter discusses the research approach, and the process of data collection and analysis. The first section describes the selected research approach, that is, the metaphor-based content analysis. The second section details the data sources and the samples. The third section outlines the procedures to analyse the data. Finally, the last section illustrates how the procedures were employed to identify CEO leadership archetypes before the chapter concludes.

4.2   Metaphor-based Content Analysis

"Leadership is exercised when ideas expressed in talk and actions, are recognised by others as capable of progressing tasks or problems, which are important to them" (Robinson, 2001, p. 93). "What counts as leadership is constructed through accounts that are provided of a leader's actions by others and (leaders) themselves" (Tietze *et al.*, 2003, p. 134). Thus, CEO leadership can be abstracted through accounts of leaders' expressions and actions provided by others, and the CEOs themselves. Consistent with this socially constructed view of leadership, this research treats language as ontology: a systematic account of existence. The research interprets the textual data to find what entities exist or can be said about the entities and how such entities can be grouped, related within a hierarchy, and subdivided according to similarities and differences as a process of sense-making. Specifically, the research uses an interpretive approach through an emergent method, that is, metaphor -based content analysis (Todd and Harrison, 2008).

Lakoff and Johnson's (1980) theory of metaphor "provides a basis for describing everyday cognitive structures using linguistic models and thus making it possible to uncover both individual and collective patterns of thought and action" (Schmitt, 2005, p. 328). In the absence of visual images, this metaphorical depiction reflects Ortony's (1975) ideas on metaphors, that is, they offer compactness, inexpressibility and vividness. The compactness summarises abstract and perceptual characteristics through stereotypical image; the inexpressibility allows the transfer of unnameable characteristics; the vividness enables individuals to relate their prior experience or knowledge to the subsequent ones. In other words, metaphors provide highly graphic mental pictures or images. For example, an article on Gail Kelly, CEO of Westpac entitled "Gail Force" (Cornell, July 2009) included these sentences: "She is likened to an elite sport coach" (p. 19) and "She shoots, she scores" (p. 22). The title and the sentences can be associated with the leadership metaphors for sports (see Bligh and Meindl, 2005; Lord and Maher, 1991; Oberlechener and Mayer-Schonberger, 2002). They can easily depict Kelly as a coach.

Besides producing "vivid imagery" (Ortony, 1975), Oswick, Keenoy and Grant (2002) highlight metaphors also have "generative capacity" (Schon, 1993) and offers new "ways of thinking and seeing" (Morgan, 1980, 1983, 1997). Generative capacity of metaphor allows perceivers to restructure conflicting frames or perspectives to form a new integrative image (Schon, 1993). Ways of thinking concentrates on "the use of language, cognitive development and the general way in which humans forge conceptions about their reality" (Morgan, 1980, p. 661). Contrary to the debates that metaphors are dead, that is, metaphors have lost the original imagery of their meaning due to extensive, repetitive popular usage, these roles of metaphors suggest that metaphors are one useful device for sense making. Metaphors assist perceivers to generate integrative understandings of the reality.

The study combined two central procedures for qualitative content analysis, namely, deductive and inductive category development. Deductive categories were represented by the CVF quadrants (i.e. collaborate, create, compete and control) Inductive categories were the specific themes observed within a quadrant. The themes were derived from conceptual metaphors, the systematic underlying associations in language and thought (see Lakoff and Johnson, 1980). A conceptual

metaphor uses one idea and links it to another to better understand something. The conceptual metaphors were traced from typical and specific contexts of metaphorical keywords, phrases and sentences. For example, the metaphorical word "veteran" is typically associated with a military context, but can also mean "knowledgeable" when used in a phrase such as "tech veteran" to describe a CEO, who leads a high-tech company. In other words, the metaphorical word "veteran" in the specific context (i.e. "tech veteran" and the high-tech company) refers to "locally-specific uses and meanings of metaphors and their interaction with other elements of discourse" (Cornelissen *et al.*, 2008, p. 11) or latent content (see Marying, 2000).

With a combination of deductive and inductive content analysis, the study employed Cornelissen *et al.*'s (2008) two key methodological points for metaphor-based content analysis research: a) developing protocols for metaphor identification and b) familiarizing oneself with the life-world (the situational contexts or the business challenges) of the featured CEOs and metaphoric leadership themes. Specifically, these two points were manifested into procedures (see 4.4).

4.3   Selection of Data Sources

This study focused on bi-monthly and monthly magazines that profiled CEOs in a wide range of industries to identify the common CEO leadership archetypes depicted by major business media. The publications represented a) magazines for business leaders and peers (i.e. *AFR BOSS* and *Chief Executive*) and b) magazines for general business audiences (i.e. *Forbes* and *Fortune*). These magazines were chosen based on their publication profiles that specify the target audience and the content. The selection also had balanced portrayals of CEO to organisational and general business communities.

From January 2008 until June 2009, 56 articles were selected for the metaphor– based content analysis: seventeen articles taken from "Cover Story", "Profiles" and "Strategy" sections of *AFR BOSS,* fifteen articles from the cover story and "CEO Chronicles" sections of *Chief Executive* , thirteen articles from sections such as "The Most Powerful Women", "Technology", "Executive Pay" of *Forbes,* eleven articles from "Features", "10 Global Leaders" and "International Power 50" sections of

Fortune. These articles have accounts of CEO personal information, strategic actions, and achievements.

4.4   Procedures

Each article was read and the textual data describing CEOs were coded based on the procedures adapted from Pragglejaz's (2007) metaphor identification procedure (MIP) with the focus on meaningful lexical units (i.e. multiwords, polywords, phrasal verbs, classical idioms, fixed collocations etc.). The following were the specified steps undertaken:

a. Metaphoric keywords/phrases/sentences describing CEOs were extracted.

b. They were checked against Collins Cobuild English Language Dictionary (1987), Online Etymology Dictionary (2001-2013) and an online corpus, British National Corpus (2010) for synonyms, and commonly associated words and contexts. The associations indicated the conceptual metaphors (see Lakoff and Johnson, 1980).

c. They were grouped into the orientations of Cameron *et al.*'s (2006) CVF for leadership, namely, collaborate, create, compete, and control (i.e. deductive category application)

d. Metaphoric keywords/phrases/sentences in each orientation were sub-grouped into specific themes (i.e. inductive category application)

e. A metaphorical personification was abstracted from the themes and compared to the a priori list of leadership archetypes (see Figure 2.3 in Chapter 2).

4.5   Exemplification of the Procedures

The procedures can be illustrated using an excerpt written about Gail Kelly, CEO of Westpac in "Gail Force" (Cornell, July 2009, pp.19-20) with a subheading "Human Touch" (see Figure 4.1). The deductive (i.e. the four orientations of the CVF) and inductive (i.e. the themes) categories were italicised in brackets, accordingly.

Kelly was appointed as the new CEO to lead Westpac after its merger with St George. The word "force" and "touch" often refer to physical activities, which are often associated with the metaphors of wars and sports, respectively. Independent from context, the first word has a link with the compete-orientation in which a leader is energised to be decisive or aggressive, whilst the second word often has close

association with achieving success through teamwork. Being aggressive often refers to being in a competition, whilst exercising influence is typically required to ensure successful collaboration among multiple parties. In essence, the aggression is often necessary to intimidate opponents during wars, whilst the teamwork is derived from having good relations with other team members in sports. Thus, Kelly appears initially to fall into two CVF quadrants: compete and collaborate orientations.

However, the two orientations were not consistently present in the extract. The compete-orientation with the "aggression" theme merely appeared in the title and the last paragraph. Other paragraphs have other themes derived from learning and sports metaphors. For example, paragraph one has two repetitive words "choice" and "focus" which respectively represents the board's rationales in appointing Kelly as the new CEO, that is, Kelly's knowledge and discipline applied in the post-merger environment. These two themes (i.e. being knowledgeable and disciplined) suggest that Kelly was seen as an admired for being able to control the anxiety associated with a post-merger situation (i.e. control-oriented).

Similar to paragraph one, paragraph two also suggests that Kelly was portrayed as being control-oriented. The paragraph is dominated by words which are associated with metaphors of physical activities such as "move", "carry" and "step". In context, these words represented the stages of Kelly's personal development in her career which contributed to her accumulated knowledge and skills. The acquired knowledge and skills involved increasing range of responsibilities and commitment portrayed through the use of learning metaphors such as "from group executive to CEO", "from being a very accountable, very senior executive to actually being the one who is in charge". These responsibilities often require Kelly communicating and negotiating with stakeholders, and orchestrating and cultivating the thought and behaviours of organisational members to achieve organisational success. In doing so, Kelly was likely to be collaborate-oriented as depicted in negotiating and counselling metaphors like "the one who has to carry that accountability and has to deal with all of the stakeholders from government through to regulators, through to media through to fund managers, analysts, boards external communities and of course your peoples". This phrase also suggests that Kelly was likely to be consultative to sustain good relationship with multiple stakeholders.

Paragraph three was also dominated by learning metaphors presented by the phrases "useful preparation", and "an opportunity to learn and grow". These learning metaphors refer to Kelly's reflection on how she had equipped herself to be the next CEO. Through the process of learning, Kelly was likely to have gathered useful insights through interacting with organisational members at St George. In other words, Kelly understood well the value of St. George's working culture and brand among primary stakeholders (i.e. employees and customers). This understanding made her the best the person who would advice Westpac's board member in ensuring St. George employees' commitment towards achieving the organisational success.

Paragraph four, meanwhile, was dominated by sports metaphors in phrases such as "an elite sports coach", "a sports fan", "lost none of… management team", and "her internal rivals". Within Westpac organisational context, the words such as "elite" (chosen), "lost" (defeat), "team" (togetherness) and "rivals" (competition) suggest that Kelly was depicted as having multiple positions among organisational members, that is, her positions from superior to almost equal team-player. The words associated with a defeat and a competition may have suggested that Kelly was aggressive, yet when juxtaposed with "management teams" and 'internal rivals", they suggest a fair and healthy competition. Besides, being the chosen CEO suggests that Kelly had an exclusive knowledge of the multiple-brands concept, which was unusual for most financial institutions. For example, the same concept is typically associated with household products by Unilever (e.g. personal care brands: Dove and Simple; home care brands: Surf and Sunlight) or nutritional products by Nestle (e.g. Milo and Boost). The application of this unusual branding approach to a financial institution may inspire existing stakeholders to enhance their commitment to both Westpac and St. George. Similarly, exercising togetherness and being in a fair competition may inspire her peers to stay committed to the organisations as Kelly was not intimidating to other key players. The exclusiveness and team spirit suggest that Kelly was inspirational to stakeholders of both Westpac and St. George.

I   The instantly recognisable Kelly, whose staff runs a "book" on how she will dress for public appearances, may today seem the logical choice to run the Westpac-St. George multi-brand, but she was a surprise choice to replace long-standing chief executive David Morgan in February 2008 *(control: knowledge[1])*. An internal candidate had been expected. Kelly, who had been chief executive of St. George for almost six years, was initially questioned by some in the market (*control: knowledge[2)]* despite her success at St. George. But the board was after someone with customer and brand focus (*control: discipline[1]*) saying on her appointment that "Gail is well known for her focus on people and customer service *(control: discipline[2])*."

II   Her prior experience *(control: knowledge[3])* in a CEO role has also helped tip the odds in her favour. "The move from group executive to CEO is quite a big move in any organisation and you don't' realise it until you are actually there," she says. "You move from being a very accountable, very senior executive to actually being the one who is in charge and the one who has to carry that accountability and has to deal with all of the stakeholders from government through to regulators, through to media through to fund managers, analysts, boards external communities and of course your people *(collaborate: consultative[2])*. You set the tone and the culture and the style of an organisation *(control: discipline[3])*. So that's a step."

III   In that sense, the years at St. George were useful preparation *(control: knowledge[4])* for Westpac-even without the merger. "It's a simpler organisation with a simpler business model and a simpler business mix and I did that in a benign time. I had an opportunity to learn and grow *(control: knowledge[5])* in that role, to deal with what it took to be a CEO."

IV   But it was the people skills *(collaborate: consultative[3])* the board emphasised, not the CV. Inside the bank Kelly is likened to an elite sports coach *(collaborate: inspirational[1])* -she is a sports fan *(collaborate:inspirational[2])*-and notably she has lost (*compete: aggression[2]*) none of the highly regarded Westpac management team *(collaborate: inspirational[3])*, not even her internal rivals for the CEO role *(collaborate: inspirational[4])*, head of institutional banking Phillip Chronican and chief financial officer Phil Coffey.

V   Kelly may bristle *(compete: aggression[3])* at suggestions she is considered by the market to be more a people person than a numbers person ("I am sure I should take offence *(compete: aggression[3])* at that—there's nothing wrong with my numeracy skills.") but what is indisputable is she brings to the role a more intimate involvement *(collaborate: consultative[4])* with staff and customers than her rarefied predecessor.

Figure 4.1   An Excerpt from "Gail Force" (Cornell, July 2009, p. 19-20)

Flexibility and Discretion

	Collaborate-Orientation	**Create-Orientation**
	Coach	
	Consultative / **Inspirational**	*No Metaphor*

Consultative

1. Human Touch
2. deal with all stakeholders
3. people skills
4. intimate involvement

Inspirational

1. likened to an elite sports coach
2. a sports fan
3. lost none of the highly regarded Westpac management team
4. (lost) not even her internal rivals for the CEO role

Control-Orientation

Expert

Knowledgeable

1. logical choice to run.....surprise choice to replace
2. initially questioned by some in the market
3. prior experience
4. useful preparation
5. opportunity to learn and grow

Disciplined

1. customer and brand focus
2. well known for her focus
3. set the tone and the culture and the style

Compete-Orientation

Commander

Aggressive

1. Gail Force may bristle
2. should take offence
3. lost... rivals

Internal Focus and Integration (left vertical axis label)

External Focus and Differentiation (right vertical axis label)

Stability and Control

Figure 4.2   Media-Depicted Leadership Archetypes of Gail Kelly in the CVF

In the last paragraph, both compete and collaborate orientations were conveyed simultaneously. For example, the word "bristle" and the phrase "take offence" refer to Kelly's feelings towards the market analysts' criticism of her competence. Each is often associated with annoyance and the need to take action, respectively. In other words, the word and the phrase could evoke an aggressive image of Kelly. The criticism, however, may not be acted upon as the word and the phrase were preceded by "may" and "should". This suggests that taking actions towards non-primary stakeholders (i.e. market analysts) were not Kelly's priority, but demonstrating commitment towards primary stakeholders (i.e. employees and customers) was her major concern. This was clearly conveyed through the sentence, "what is indisputable

is she brings to the role a more intimate involvement with staff and customers than her rarefied predecessor". The word "intimate" implicitly suggests her close relationship with primary stakeholders and being consultative with them.

In sum, the title, the subheading, and the selected words and phrases can be associated with multiple orientations (i.e. compete, control and collaborate) at varying degrees (see Figure 4.2). In the order of frequency, Kelly was depicted as having a control-orientation though being knowledgeable and disciplined, a collaborate-orientation through being consultative and inspirational, and a control-orientation through being aggressive. In the post-merger context which was often associated with a major internal change, Kelly appears to be "the expert" to the board members, "the coach" to the organisational members, and can be potentially "the commander" to the intermediaries (i.e. the market analysts). Kelly gained trust and respect from internal (i.e. Westpac board members and employees of Westpac and St. George). The trust and respect appear to have a spill-over effect among external stakeholders (i.e. customers). Kelly was occasionally portrayed being competitive to the external stakeholders (i.e. the market analysts), but was never projected as being create-oriented in the excerpt.

The identified metaphoric archetypes (i.e. the expert and the coach) appear to echo two of the leadership archetypes suggested in the academic literature (see Figure 2.2). For example, the expert seems similar to Rooke and Tobert's (2005) experts who rule by logic and expertise, whilst the coach appears to represent Kets de Vries's (2007) coach who tends to create high performance teams and cultures (and) believes in participatory management, and Cameron and colleagues' (2006) mentor who is sensitive to customers and cares for others. Being an expert, a coach or a mentor dealing with a post-merger situational context (i.e. sustaining the market shares and the commitment of the employees of each financial institution: Westpac and St. George) also suggests that Kelly was best fit into both the control quadrant and the collaborate quadrant of the CVF. In essence, being knowledgeable and disciplined in addition to being consultative and inspirational, should take precedence for a new CEO to be successful in dealing with the post-merger of service companies.

4.6   Conclusions

This chapter has outlined and exemplified the method used to identify CEO leadership archetypes based on mass media profiles. As mentioned earlier, this interpretive method may reveal that each CEO's profile maps onto multiple distinctive leadership archetypes suggested by previous research works (see Figure 2.3 in Chapter 2). For example, Kelly was simultaneously portrayed as being an expert, a coach and a commander subject to which group of stakeholders she was dealing with during the post merger situation. In other words, mass media profiles may evoke the archetypes as an elevated persona, depending on the situational contexts (i.e. the contemporary organisational challenges).

The exemplification also suggests that the portrayal of Kelly's leadership archetypes has been captured by previous research (Amernic et al, 2007; Kets De Vries, 2007; Oberlechner and Mayer-Schoenberger, 2002; Rooke and Tobert, 2005 and Spicer, 2011). In fact, one of Kelly's leadership archetypes (i.e. compete-oriented commander) is consistent with the 3 most common leadership archetypes (create-oriented entrepreneurs, compete-oriented commanders, and collaborate-oriented saints) identified in the academic literature (see 2.5).

The following chapter presents the findings based on the metaphor-based content analysis. The analysis is likely to reveal that different leadership archetypes are projected to stakeholders subject to the business challenges facing the CEO's organisation. The results were also used to develop hypotheses and experimental stimuli for Study 2 to address the second and the third research questions (i.e. the influence of leadership archetypes and the influence of leader-context match on the stakeholders in predicting organisational success).

CHAPTER 5

Study 1: Results and Discussions

5.1   CEO Leadership Archetypes in Mass Media

This chapter specifies and exemplifies leadership archetypes in situational contexts based on metaphor–based content analysis. The analysis, which was conducted on portrayals of CEOs in four business magazines: *AFR Boss*, *Fortune*, *Forbes* and *Chief Executive*, starting from January 2008 until June 2009, suggested that most sources appear to commonly portray CEOs with a varying intensity of the CVF's two opposing dimensions: flexibility versus stability, and internal versus external. The portrayals were framed according to the situational contexts and all CEOs were portrayed as having more than one orientation. These portrayals represent leadership archetypes (personifications of abstract leadership qualities in situational contexts). Whilst the CEO leadership archetypes in the quadrants were distinctively inferred from the key themes derived from the researcher's content analysis (see Figure 5.1), most of the CEOs were portrayed as having multiple archetypes simultaneously in each article. These multiple archetypes can be diagonally, horizontally or vertically opposites in Cameron and Quinn's (2006) CVF. In other words, the mass media portrayals of CEOs were rarely absolute leadership archetypes. As the preceding analysis of the "Gail Force" article indicated, Gail Kelly was described using a number of different metaphors belonging to different quadrants of the CVF.

The metaphor-based content analysis revealed eight leadership archetypes that represent the personifications of CEO leadership qualities. As illustrated in Figure 5.1, the analysis suggested that the mass media portrayals of CEO captured all four leadership conceptual keys of Cameron and Quinn (2006). Collaborate-oriented CEOs were portrayed as coaches and diplomats. Create-oriented CEOs were depicted as visionaries and innovators. Compete-oriented CEOs were portrayed as commanders

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and heroes. Control-oriented CEOs were depicted as constructors and experts. Except for the control-oriented CEOs, most leadership archetypes echo those identified in the academic literature.
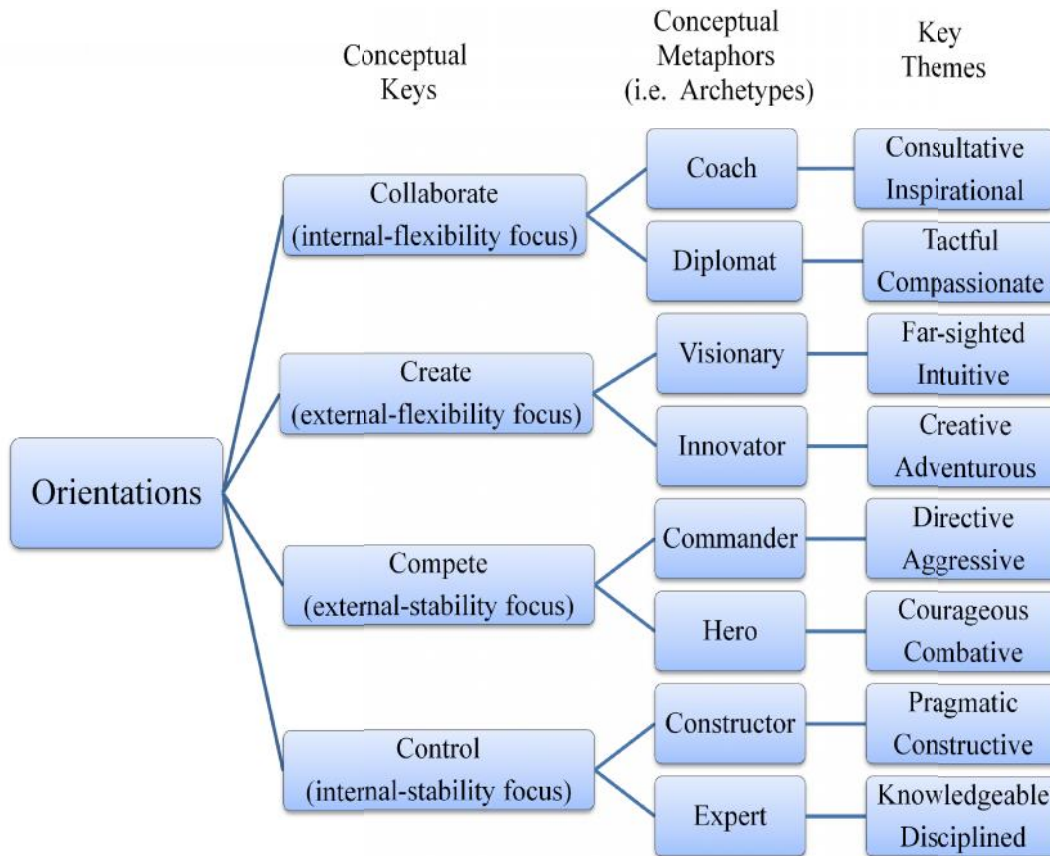
Figure 5.1   Mass Media Portrayals of CEO Leadership

5.2   Collaborate-oriented CEOs

Collaborate-oriented CEOs were found to be consultative, inspirational, diplomatic and compassionate. As suggested by Cameron and Quinn's (2006) CVF, these leaders often have an internal focus. Several articles contained metaphors that portrayed the four key themes (see Figure 5.2) that could be associated with coaches and diplomats. Coaches are consultative and inspirational leaders, whilst diplomats are tactful and compassionate leaders.
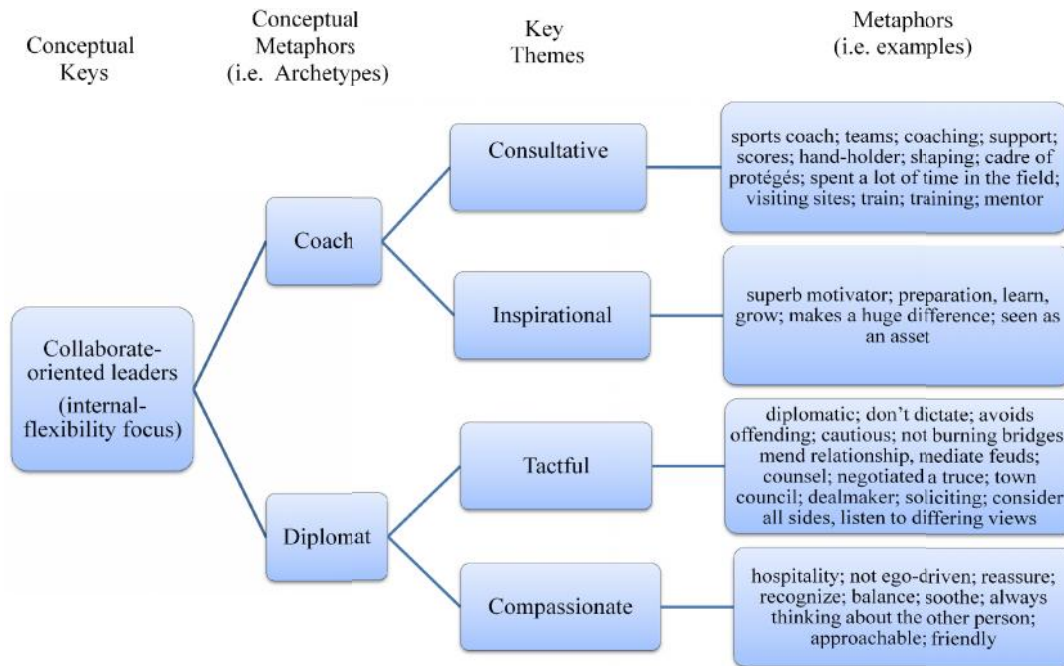
Figure 5.2   Collaborate-Oriented Archetypes

5.2.1 Coaches

Examples of CEOs who are depicted as consultative and inspirational coaches include Anne Mulcahy, former CEO of Xerox in "The X-factor" (Donlon, 2008, pp. 26-27), Malcom Broomhead, former CEO of Orica in "The Orica Army" (Lee, 2008, pp. 22-26), John Murphy of Visy Group in "Thinking outside the Box" (Kitney, 2008, pp. 22 -26), Robert Polet of Gucci Group in Galvanizing Gucci (Gumbel, 2008, p. 80), Sol Trujillo of Telstra in "T-ribal Revival" (Clegg, 2008, pp. 26-32) and Cecile Frot-Coutaz, CEO of FremantleMedia North Amercia in "Reality TV's Jackpot Queen" (Leonard, 2008, p. 114).

In "The X-factor" (Donlon, June 2008, 26-27), Anne Mulcahy, former CEO of Xerox and the 2008 CEO of the Year attributed for the company's turnaround from a potential liquidation, was portrayed as inspirational through the metaphors such as "effective in getting us (i.e. board members) to do just that (i.e. move the ball forward) with her senior team" (p. 26) and "superb motivator" (p. 27). She was also depicted as consultative through other metaphors such as "can push people to step up their game without demoralising them in the process" (p. 28). This phrase suggests

that she consulted internal stakeholders in her actions. The word/phrases "game", and "without demoralising" are often associated with sports metaphors. Another coach was also exemplified by Malcolm Broomhead of Orica Group in "Orica Army" (Lee, March, 2008, pp. 22-26). He was projected as consultative through mentoring metaphors such as "his cadre of protégés" and inspirational through learning metaphor associated with the phrase, "enduring lessons" (p. 22).

However, unlike Broomhead and Mulcahy, other coaches were mainly projected as either consultative or inspirational. For example, being consultative could be inferred about Robert Polet, CEO of Gucci Group in "Galvinizing Gucci" through the mentoring metaphor in the phrase, "hit(ting) the ground coaching people" (Gumbel, 2008, p. 80) and John Murphy in "Thinking outside the Box", through the phrase, "let's get that guy (to) train up another five people" (Kitney, April 2008, pp. 22 -26) Similarly, in "T-ribal Revival", Sol Trujillo was depicted as consultative through the same mentoring metaphor in this phrase, "introduced…Telstra Learning Academy to improve the training; Trujillo's Telstra Tribe" (Clegg, 2008, p. 27).

In "Reality TV's Jackpot Queen" (Leonard, 2008, p. 114), Cecile Frot-Coutaz, credited for the success of *American Idol* and *America's Got Talent* reality TV programmes, was depicted as an inspirational CEO able to use her exceptional interpersonal skills to good effect. Through the use of motivational metaphors such as such as "kept everyone together;" and "kept Paula Abdul from jumping ship" (Leonard, 2008, p. 114), she was portrayed as being successful leading a production team made up of diverse and prominent media personalities.

5.2.2 Diplomats

CEOs who play the role of tactful and compassionate diplomats are exemplified by the depictions of Allan Moss, former CEO of Macquarie Group, in "Good Night and Good Luck" (Maley and Hooper, 2008, p. 38), Michael Fraser, CEO of AGL in "AGL Reloaded" (Nicholas, 2008, pp. 44-47), Trevor O'Hoy, CEO of Fraser Group, in "A Rough Blend" (Gray, 2008, pp. 19-23). Similarly, being diplomats could also be inferred from the depictions of Bob Iger, CEO of Disney Corporation in "Bob Iger Rocks Disney" (Siklos, 2009, p.80), Cecile Frot-Coutaz in "Reality TV's Jackpot

Queen" (Leonard, 2008, p. 114), Ian McLeod, CEO of Coles in "Hard Sell" (Butler, 2008, pp. 24-25), and Brett Godfrey, CEO of Virgin Australia in "Bumpy Ride" (Carruthers, 2009, pp. 20-24).

In "Good Night and Good Luck (Maley and Hooper, 2008, p. 38), Allan Moss who was passing the baton to the next CEO, was depicted as a tactful leader through counselling metaphors such as, "ready to listen to differing views", "people are very relaxed about disagreeing with me (i.e. Moss)" and others "enjoyed his (i.e. Moss) counsel" (Maley and Hooper, 2008, p. 38). Moss was also portrayed as being compassionate through accommodating metaphors such as "friendly", and "approachable", "always thinking about the other person", and "not ego-driven" (p. 38)

Michael Fraser in "AGL Reloaded" ((Nicholas, 2008, pp. 44-47) was in a post disaster stage, was shown to be tactful in rebuilding relationships with multiple stakeholders through relations metaphors such as "don't dictate" and "I (i.e. Fraser) know where the landmines are, where you can push and where you need to be cautious" (p. 47). Fraser was also depicted as compassionate through accepting metaphors such as "recognise the contribution you staff make", "acknowledge that change isn't always easy", and "make values priority" (p. 47).

Being a diplomat was also apparent in the portrayal of Trevor O'Hoy in "A Rough Blend" (Gray, 2008, pp. 19-23). In a post merger with another company, Hoy was illustrated as compassionate CEO through counselling metaphors such as "soothe investors", "reassure staff" and "Mr. Hospitality" (pp. 20-23). His tactfulness was depicted through relations metaphors such as spending "time trying to convince investors of the benefits of the ....deal after it was launched', "meeting employees and walking through factories…wine-yards, meeting customers" and making "channels of communication…much clearer" (p. 22)

Meanwhile, other diplomatic CEOs were depicted as either being tactful or compassionate. For example, in "Bob Iger Rocks Disney" (Siklos, 2009, p.80), Iger was credited for Disney's strategic changes, was depicted as a tactful diplomat

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through relations metaphors such as "working behind the scenes to mend relationships" and "quietly tried to put out whatever fires remained" (p. 80).

Similarly, the article profiling Cecile Frot-Coutaz in "Reality TV's Jackpot Queen" (Leonard, 2008, p. 114) also had relations metaphors such as "mediated feuds", "negotiated a truce" and "kept everyone together" (p.114). In "Hard Sell" (Butler, 2008, pp. 24-25), Ian McLeod was also portrayed as a diplomat through the same metaphors such as "good at listening' and "rapport with staff at all levels". In contrast, Brett Godfrey in "Bumpy Ride" (Carruthers, 2009, pp. 20-24) was portrayed as being compassionate through counselling metaphors such as "soothe" and "reassure staff" and "town council concept" (p. 23).

Overall, both coaches and diplomats appear to focus on collaborating with stakeholders through differing themes. These two archetypes appear to be depicted in numerous profiles of CEOs. Coaches were likely to be portrayed as consultative and inspirational through the use of mentoring and interpersonal metaphors, whilst diplomats were shown as tactful and compassionate through the use of relations and counselling metaphors. CEOs who are coaches appear to simulate Kets De Vries' (2007) coaches, Rooke and Tobert's (2005) achievers and Cameron *et al.*'s (2006) mentors. Coaches regard leadership as a people development process through which they create a high performance team and culture and believe in participatory management and delegation. Achievers meet strategic goals through teams. Mentors are caring and emphatic toward others. Meanwhile, CEOs who are diplomats appear to match leadership concepts of Kets De Vries' (2007) communicators, Rooke and Tobert's (2005) diplomats, and Cameron *et al.*'s (2006) facilitators. Communicators treat leadership as a stage management of a theatre through which they articulate visions, inspire organisational members and appeal to other stakeholders. Diplomats want to belong and to follow group norms, and they seldom challenge the current situation. Facilitators are people-and process-oriented.

5.3   Create-oriented CEOs

Create-oriented CEOs were found to be farsighted, intuitive, creative and adventurous. As suggested by Cameron and Quinn's (2006) CVF, these leaders often have an external focus. Several articles contained metaphors that portrayed the four key themes (see Figure 5.3) that could be associated with visionaries and innovators. Visionaries are far-sighted and intuitive, whilst innovators are creative and adventurous.
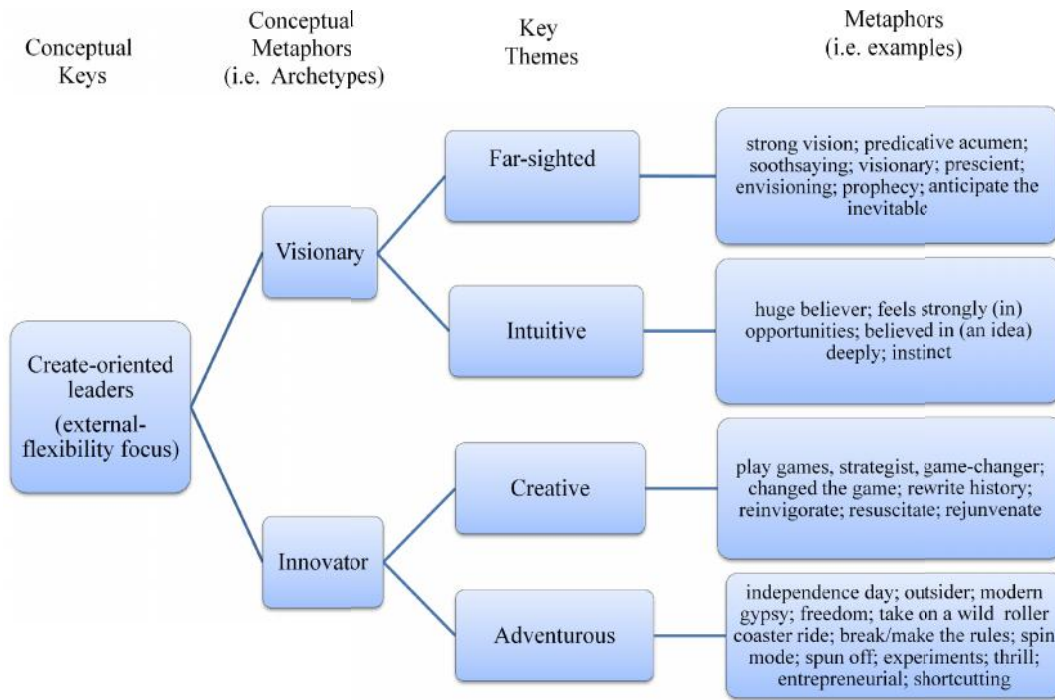
Figure 5.3   Create-Oriented Archetypes

5.3.1 Visionaries

Examples of visionary CEOs referred to Cecile Frot-Coutaz, CEO of FremantleMedia North America (Leonard, 2008, p. 114)., Irwin Gotlieb, CEO of GroupM in "Walk Softly and Carry a Big Checkbook" (Hempel, 2008, p. 103), and Steve Jobs, CEO of Apple in "The Trouble with Steve" Steve Jobs (Elkind, 2008, p. 88).

In "The Trouble with Steve" (Elkind, 2008, p. 88) throughout Steve Jobs his tenure as the CEO of Apple was depicted as far-sighted through faith metaphors such as "a global cultural guru" and "understands desire" (p. 88). Meanwhile, his intuitiveness was portrayed in metaphors such as "got ideas in his head", "we're doing what's right today", and "focus what seemed like an alternative type of thing". These metaphors hinted that Jobs did not rely on typical logics in deciding what consumers like or dislike.

Similarly, Irwin Gotlieb in "Walk Softly and Carry a Big Checkbook" (Hempel, 2008, p. 103), was portrayed as seeing the future through predictive metaphors such as "king", "understands media better than most and has the power to sway the industry to his vision" (p.103), "envisioning...scenario; he's making it happen", "knew the value of data would only escalate", and "market mover" (p. 103). Meanwhile, Gotlieb's intuitiveness could be drawn from metaphors such as "find a fair and equitable way of getting the business arrangements in place", "knack of strategy", and "wary". These three metaphors suggest that Gotlieb made decisions based on hunch.

Being far-sighted and intuitive was also derived from the portrayal of Cecile Frot-Coutaz credited for saving network TV in "Reality TV's Jackpot Queen" (Leonard, 2008, p. 114)., She was depicted as a far-sighted through the use of predictive metaphors such as "her predictive acumen", "looks prescient", "Fort-Coutaz's soothsaying", and "the schlock saviour of network TV" (p. 114). Frot-Coutaz was also portrayed as intuitive through the metaphors of unjustified beliefs such as "has an instinct for high-performance reality television", and "Frot-Coutaz's gut may be working for her again" (p. 114).

5.3.2 Innovators

CEOs who are innovators often regard business challenges as adventures and creations of new ideas to improve profitability. These qualities are exemplified by the depictions of Brett Godfrey, CEO of Virgin Blue, Australia in "Bumpy Ride" (Carruthers, 2009, pp. 20-24), Robert Polet, CEO of Gucci Group in "Galvanizing Gucci" (Gumbel, 2008, p. 80), and Steve Jobs, CEO of Apple in "The Trouble with Steve" (Elkind, 2008, p. 88)

In "Bumpy Ride" (Carruthers, 2009, pp. 20-24), Brett Godfrey facing the challenges of increasing petrol price and operation setbacks, was depicted as creative through innovative metaphors such as "one of the aviation industry's great innovators" (p. 20),"idea that he sketched out on the back of a beer coaster" and "retain supreme confidence in the baby he has piloted" (p. 22.).   Godfrey was illustrated as adventurous through the use of uncertainty metaphors like "remains in strict positive spin mode", "breaking the golden rules,", "it's now or never", "the bold business ", and "flying Virgin in no-man's space" (pp. 20-22)

Being creative and adventurous was also drawn from the portrayal of Robert Polet in "Galvanizing Gucci" (Gumbel, 2008, p. 80), who was the new CEO of Gucci, He was depicted as a creative person through innovative metaphors such as "discovered the joys of experimentation", "entrepreneurial freedom", and "a modern gypsy" (p. 80). Polet was characterised as adventurous through metaphors like "an industry outsider", "went ahead (to try out production of liquid margarine), secretly… (without his boss' permission)", "favourite exhortation for people who work for him: Break the rules", and "take risks" (p. 80).

Similarly, in "The Trouble with Steve" " (Elkind, 2008, p. 88), the controversial Steve Jobs was portrayed as a creative CEO through innovative metaphors such as "creator-in-chief", "co-inventor", "an artist" (p.88). Jobs was also depicted as an adventurous person through the use of metaphors associated with risks such as "the Steve Jobs adventure", "makes his own rules", "roller coaster", "break-the-rules attitude", "likely to continue taking Apple...on a wild ride", and "played by his own rules" (p.88).

In general, both archetypes (i.e. visionaries and innovators) have a create-orientation, but differ in the way they generate innovations. Visionary CEOs think of possibilities and rely on hunch, whilst innovator-like CEOs experiment and take risks. These archetypes were distinctively projected in a number of CEO profiles, but not as common as coaches and diplomats. Unlike the collaborate-oriented CEOs who were depicted as either coaches or diplomats, some visionary CEOs were also projected as innovators (i.e. Cecile Frot-Coutaz and Steve Jobs).

Of these two archetypes, the visionaries appear to have the common attributes of Kets De Vries's (2007) strategists who provide vision, direction and divergent thinking. Similar far-sightedness and intuition would also be required to enable CEOs to emulate Rooke and Tobert's (2005) alchemists, who are typically charismatic, able to renew or reinvent themselves and organisations and live by high moral standards, and Cameron *et al.*'s (2006) visionaries who emphasise possibilities as well as probabilities for continuous improvement.

Meanwhile, innovators appear to echo some leadership roles in the academic literature (see Figure 2.3). For example, being adventurous and creative could be expected in playing the role of Ket De Vries' (2007) builders who see leadership as entrepreneurial activity. Adventurous and creative dispositions are also associated with Rooke and Tobert's (2005) strategists who generate transformations. Adventures and creativity also appear to be required in playing the role of Mayo and Nohria's (2005) change agents (i.e. leaders), who embrace and thrive in seemingly impossible situations and see possibilities and opportunities that others have ignored, and their entrepreneurs who possess ingenuity, perseverance and determination that often lead them to break patterns, take risks and stretch imaginations. Similarly, Cameron *et al*'s (2006) innovators are also expected to be clever and creative in pursuing innovations and adaptation.

5.4   Compete-oriented CEOs

Compete-oriented CEOs were found to be directive, aggressive, courageous, and combative. As suggested by Cameron and Quinn's (2006) CVF, these leaders often have an external and stability focus. Several articles contained metaphors that portrayed the key themes (see Figure 5.4) associated with commanders and heroes. Commanders are directive and aggressive, whilst heroes are courageous and combative.
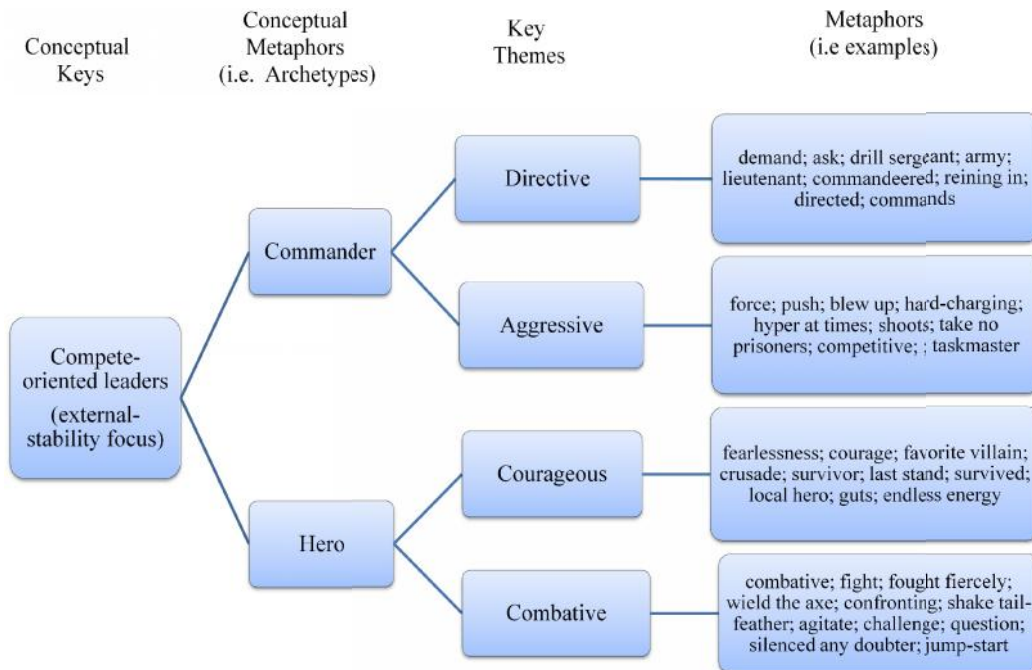
Figure 5.4   Compete-Oriented Archetypes

5.4.1 Commanders

Commanders refer to CEOs who clearly use power or official status in managing the tasks to achieve organisational goals. They appear to act as if they are leading a battle based on a set of rules. They tend to be directive and aggressive. Examples of commanders include the depictions of Malcom Broomhead, former CEO of Orica in "The Orica Army" (Lee, 2008, pp. 22-26), Andy Grove, former CEO of Intel in "Andy Grove's Last Stand" (Dolan, 2008, pp. 70-75), Sol Trijilo, CEO of Telstra in "T-ribal Revival" (Clegg, 2008, pp. 26-32), Ian McLeod, CEO of Coles in "Hard Sell" (Butler, 2008, pp. 24-25), and Carol Bartz of Yahoo in "Yahoo's Taskmaster (Fortt, Apr. 2009, p. 80).

In "The Orica Army" (Lee, 2008, pp. 22-26), Malcolm Broomhead was depicted as a CEO who headed an army that lost its way. The subheading, "Malcolm in the middle" (p. 26) suggested he had been the central force in turning around the company which was described as "directionless", "(in) bad shape", "(having) suffered", and "distressed". Broomhead was portrayed as directive through disciplinary metaphors like "think of the three or four things that only you as the

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CEO can do in the job, focus on those and try to avoid doing anything else", and "the recipe for a company turnaround is not complicated" (pp.22- 26). The instructions were resonated by the words "first", "then", "next" and "finally" that followed his "recipe" (p. 24). Broomhead was shown to be aggressive through imposing metaphors like, "taskmaster", "Malcolm asked me (i.e. the manager) and you don't say no to Malcolm", It's (i.e. following Malcolm's order) as if you're lying on the railway tracks and you can hear the train coming", "discipline", "bluntness", "tough" "uncompromising expectations", "ruthless focus on costs", and was "only interested in…the numbers" (pp. 24-26).

Similar key themes associated with commanders were present in the depiction of Andy Grove in "Andy Grove's Last Stand" (Dolan, 2008, pp. 70-75). Grove was portrayed as directive through the use of instructing metaphors such as "demands", "asks", and "order" and "Whatever is good for me is going to be good for a large constituency," (p. 70). This former CEO of Intel was also aggressive as suggested by imposing metaphors such as "He (Grove) forces me to be better manager" (p.75) and "Grove also delves into the research he finds as if it were his own, questioning results, tracking down related research and proposing new experiments". The words "tracking" and "proposing" hinted how aggressive he was in stem cell research.

As a commander, Sol Trijilo, CEO of Telstra in "T-ribal Revival" (Clegg, 2008, pp. 26-32), who was integrating a non-united conglomerate, was associated with military scenarios through the use of imposing metaphors like "in the commander's seat", "his coterie of imported lieutenants" "takes no prisoner", "fired up the troops", "swept away the vestiges of the previous regime", "launch", "rallying call", "made plenty of enemies", and "regime's approach to government relations" and "took the reins of Telstra" (pp. 26-32). Such aggressiveness was also supported by the phrases like "slashing staff numbers", "fire up an unmotivated employee base", "shake things up", "(made) tough and necessary decisions", "repeatedly clashes with unions", "catch the vision or catch the bus", "Trujillo's reign....a brutal meritocracy", "very decisive...instincts", and "provoke staff and shareholders" (pp. 27-32). Trijilo was also depicted as a directive leader through instructing metaphors such as "summoned a short notice", "cannot bend or buckle his principle", and "lead from the front" (p. 27).

In "Yahoo's Taskmaster (Fortt, Apr. 2009, p. 80)., Carol Bartz of Yahoo was depicted as aggressive through the use of imposing metaphors such as "taskmaster", "lashing", "impose rules", , "is going to push her staff to think up ways" (p. 80). Bartz was portrayed as directive through instructing metaphors like "bring in...order", "exacting standards", "a disciplinarian", and "brought some much-needed decisiveness", (p. 80).

Meanwhile, Ian McLeod, CEO of Coles in "Hard Sell" (Butler, 2008, pp. 24-25), was depicted as being directive through the use of instructing metaphors such as "commands", and "will bring hard-nosed retail discipline" and as aggressive through imposing metaphors like "to hone and implement...plan", "and "takes no prisoners" (p. 24).

5.4.2 Heroes

CEOs, who play the role of heroes, are courageous and combative. Unlike commanders, they do not clearly use power or official status in managing tasks. They are doers who set examples for others to admire and emulate. These characters are exemplified by the depictions of Anne Mulcahy, CEO of Xerox in "The X-Factor" (Donlon, 2008, pp. 26-27), Andy Grove, former CEO of Intel in "Andy Grove's Last Stand" (Dolan, 2008, pp. 70-75), and Brett Godfrey, CEO of Virgin Australia in "Bumpy Ride" (Carruthers, 2009, pp. 20-24).

In "The X-factor" (Donlon, 2008, pp. 26-27), Anne Mulcahy was credited for being successful in turning around a giant company which was at the risk of going bankrupt. The article portrayed her as a hero through metaphors of courage like the "nail-biting turnaround performance" and "had the guts to stick with her plan of investing in R&D when everyone was baying for her to give up" (p. 26). Her combative tendency was depicted through fighting metaphors such as "another challenge: sustain growth against strong economic headwinds", "Mulcany's central strategy is the investment in R&D through good times and bad", and "to put...skates on to stay competitive" (p. 27).

Similarly, Andy Grove in "Andy Grove's Last Stand" (Dolan, 2008, pp. 70-75) was also portrayed as a combative through the use of fighting metaphors such as "a zealot", "on a crusade", "he survived the Nazis, the Communists, scarlet fever,

prostate cancer and Bill Gates… (and now is) saddled with a disease (i.e. Parkinson disease)" (p.70) and "before (the disease) debilitates him, Grove is going to fight" (p.70). The "last stand', and "to seize the day" are often associated with the metaphors of courage which depicted him as a courageous hero facing overwhelming odds of surviving the terminal disease.

Like Andy Grove, Brett Godfrey in "Bumpy Ride" (Carruthers, 2009, pp. 20-24), was also portrayed as a hero through fighting metaphors such as "on a warpath", "one of the aviation industry's great...and survivor" , and "wears like a badge of honour the fact that no staff have ever been retrenched as a result of cost cutting measures" (p. 20). These metaphors suggested that he was likely to be combative in overcoming the challenges of increasing petrol price and operation setbacks. His courageous tendency was portrayed through metaphors of courage such as "keep cool when the turbulence hits", and "we're (the management team) launching a long-haul airline in the toughest time in aviation history, but it's now or never" (p. 25).

In sum, CEOs who were depicted as commanders and heroes appeared to be predominantly striving for organisational control and stability, but they differed in their approaches in achieving it. CEOs who are commanders appear to be functioning in a more military-like scenario fashion than those CEOs who are heroes. Heroes place themselves to be emulated by others, but do not direct or force them. Theoretically, commanders appear similar to Kets De Vries' (2007) change-catalysts who set high standards and monitor performance, Rooke and Tobert's (2005) opportunists who are self-oriented and very dominant and Cameron *et al.*'s (2006) competitors who are aggressive and decisive, and producers who are task-oriented and work-focused. However, as illustrated in Figure 2.3, the heroic archetype was rarely captured in the findings of the previous studies except in Chen and Meindl's (1991) study.

5.5   Control-oriented CEOs

Control-oriented CEOs are pragmatic, structural, knowledgeable and disciplined. As suggested by Cameron and Quinn's (2006) CVF, these leaders often have an internal and stability focus. Several articles contained metaphors that portrayed the four key

themes (see Figure 5.5) associated with constructors and experts. Constructors are often pragmatic and structural, whilst experts are knowledgeable and disciplined.
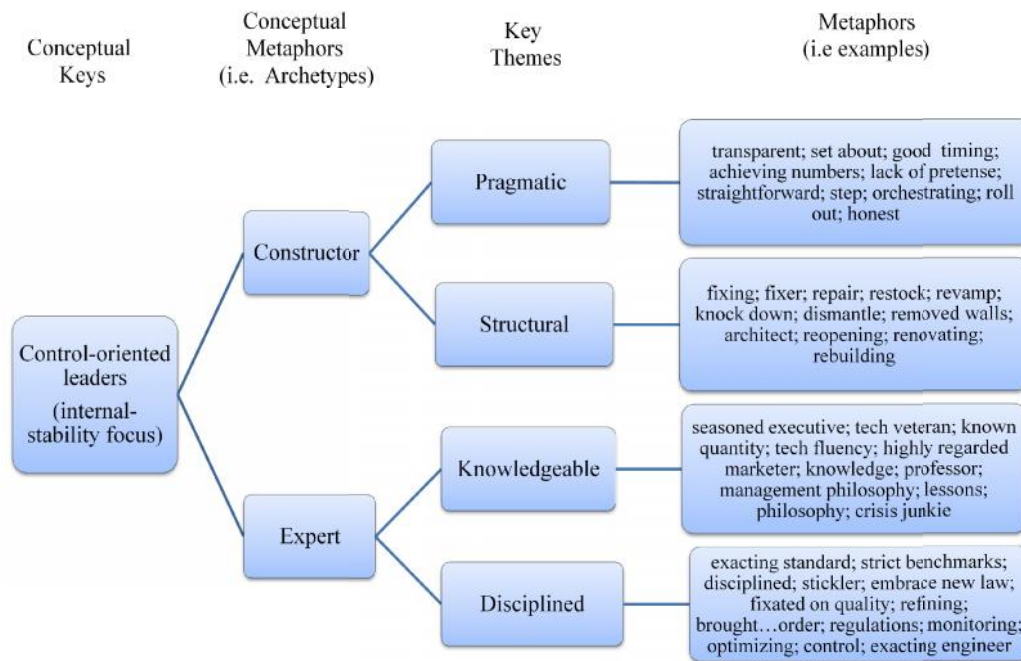
Figure 5.5   Control-Oriented Archetypes

5.5.1 Constructors

Constructor-like CEOs have very practical points of view or considerations (i.e. pragmatic) and clear ideas (i.e. structural) in improving work process efficiency. Constructors were exemplified by the depictions of Peter Biggs of Clemenger BBDO in "Born Again" (Gettler, 2008, pp. 36-38), Ian McLeod, CEO of Coles in "Hard Sell" (Butler, 2008, pp. 24-25), and Bob Iger, CEO of the Disney Corporation in "Bob Iger Rocks Disney" (Siklos, 2009, p.80).

In "Born Again" (Gettler, 2008, pp. 36-38), Peter Biggs of Clemenger BBDO was depicted as a constructor credited for an advertising company make-over. The article portrayed Biggs as pragmatic through the practical metaphors such as "no physical barrier between his desk and mine", and "lack of ceremony" (p. 37) and structural metaphors like through phrases such as "revamp", "knock down....walls", "retooled", and "lifted" (pp. 31-38).

Similarly, while working to turnaround Coles in "Hard Sell" (Butler, 2008, pp. 24-25), Ian McLeod, CEO of Coles, was also depicted as a pragmatic and structural leader. His pragmatism could be drawn from practical metaphors likes "the straight-talking McLeod" and "a typical dour Scotsman" (p. 24). Meanwhile, structural metaphors such as "to fix ....problem", 'headed up the development of packaged goods", "strong ...builder", "setting up", and "building"" (pp. 24-25) portrayed how structural McLeod was in improving efficiency at Coles.

Another example of a constructor CEO was Bob Iger, CEO of the Disney Corporation. In "Bob Iger Rocks Disney" (Siklos, 2009, p.80), Iger responsible for revitalising Disney, was depicted using structural metaphors such as "built a compelling case", "he dismantled...department", and "to fix Disney". Meanwhile, his pragmatism could be drawn from practical metaphors describing him and his actions like "(his actions) make sense", "Iger's easy manner", "good nature", "lack of pretense", and "a very straightforward, easy-to-understand guy" (p. 80).

5.5.2 Experts

CEOs, who are experts, improve work process efficiency through accumulated knowledge (i.e. knowledgeable) and trained experience (i.e. disciplined). Experts are exemplified by the depictions of John Anderson, CEO of Levi Strauss & Co. in "Stretch Jeans" (Smith, 2008, pp. 72-74), Cynthia Carroll, CEO of Anglo American Plc., in "Queen Bee" (Berman 2008, 100-105), and Ian McLeod, CEO of Coles in "Hard Sell" (Butler, 2008, pp. 24-25).

In "Stretch Jeans" (Smith, 2008, pp. 72-74), John Anderson was portrayed as disciplined through the use of work discipline metaphors such a "optimising operations…shortcutting the design process", "set to work", "the first thing he did", "roll out....system", "then he started", "monitoring", "to be patient", "to do it right", "controlled" and "getting it (i.e. right idea) to market', " refining a global structure", "monitoring whether China will be a leader or influencer within its region (p. 74). Anderson was also shown as possessing vast knowledge through word/phrases like "ideas centres" often associated with a source of knowledge metaphor.

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Being knowledgeable and disciplined was also found in the depiction of Cynthia Carroll in "Queen Bee" (Berman 2008, 100-105). The article was laden with phrases and sentences associated with discipline metaphors like "ensuring that safety and efficiency in mining operations", "embraced a new South African law", "enhanced safety regulations" and "Safety and efficiency go hand in hand" (pp.101-104). Carroll was also portrayed as being knowledgeable through phrases such as "making good business sense" (p. 101).

In "Hard Sell" (Butler, 2008, pp. 24-25), Ian McLeod, CEO of Coles was also depicted as knowledgeable with the use of knowledge metaphors likes "turnaround veteran", "well-equipped" (p. 24) "adept at spotting retail trends", and "responsible for …strategic moves. McLeod was portrayed as being disciplined through phrases such as "from the school of hard knocks", and "worked his way up" (p. 25).

In sum, CEOs who were depicted as constructors and experts appeared to be predominantly striving for organisational control and stability, but they differed in their approaches in achieving it. Constructors tend to achieve work process efficiency through demonstrating them clearly to employees, whilst experts achieve work process efficiency through understanding what is needed or critical before acting on it. Theoretically, constructors seem to be missing from the findings of previous studies (refer to Figure 2.3), whilst experts could be likened to attributes of Rooke and Tobert's (2005) experts who focus on work process efficiency and Cameron *et al.*'s (2006) monitors who are well-informed experts.

5.6   Summary and Conclusions

The findings suggest that media-depicted leadership archetypes of CEOs can be mapped on the CVF framework specified in Figure 2.3. The depictions of CEOs in the print media suggest that some CEOs (seven out of 22 examples) have more than one orientation as summarised in Figure 5.6. For example, a CEO who was a collaborate-oriented diplomat (i.e. McLeod) could also be a control-oriented expert. Similarly, a CEO who appears to be a create-oriented innovator (i.e. Brett Godfrey) could also be a control-oriented hero and a collaborate-oriented diplomat. These depictions are

consistent with Cameron *et al.*'s (2006) assertion that the exemplary leaders often have more than one orientation.

<div align="center">

Flexibility and Discretion

</div>

Internal Focus and Integration (vertical left axis) | **External Focus and Differentiation** (vertical right axis)

<div align="center">

Collaborate-Orientation　　　　　**Create-Orientation**

</div>

COACHES	DIPLOMATS	VISIONARIES	INNOVATORS
Examples:	**Examples:**	**Examples:**	**Examples**
i. Broomhead[4]	i. Fraser	i. Frot-Coutaz[1]	i. Godfrey[2]
ii. Frot-Coutaz[1]	ii. Frot-Coutaz[1]	ii. Gotlieb	ii. Jobs
iii. Mulcahy[4]	iii. Godfrey[2]	iii. Jobs	iii. Polet
iv. Murphy	iv. Iger[5]		
v. Kelly	v. McLeod[3]		
vi. Polet	vi. Moss		
vii. Trujillo[4]	vii. O'Hoy		

<div align="center">

Control-Orientation　　　　　**Compete-Orientation**

</div>

CONSTRUCTORS	EXPERTS	COMMANDERS	HEROES
Examples:	**Examples:**	**Examples:**	**Examples:**
i. Biggs	i. Anderson	i. Bartz	i. Grove
ii. Iger[5]	ii. Carroll	ii. Broomhead[4]	ii. Godfrey[2]
iii. McLeod[3]	iii. McLeod[3]	iii. Grove	iii. Mulcahy[4]
		iv. McLeod[3]	
		v. Trijillo[4]	

<div align="center">

Stability and Control

[1] Collaborate, and create-oriented CEO (1 CEO)
[2] Collaborate-, create-, and compete-oriented CEO (1 CEO)
[3] Collaborate-, compete-, and control-oriented CEO (1 CEO)
[4] Collaborate- and compete-oriented CEO (3 CEOs)
[5] Collaborate- and control-oriented CEO (1 CEO)

</div>

Figure 5.6　　Summary of the Exemplified CEO Leadership Archetypes

The identified archetypes represent the images inferred from accounts of CEO talks and actions in the selected magazine articles. Some of the identified archetypes correspond with those in the academic literature (i.e. collaborate-oriented, create-oriented and compete-oriented leaders), whilst some do not (i.e. control-oriented constructors and experts). For example, in both genres of literature, commanders were found to be frequently cited by scholars (see Figure 2.3) and mass media (see Figure 5.6) whilst saints and entrepreneurs were repeatedly identified in the academic literature, not in mass media.

Drawing on findings of both literature genres, the thesis aims to investigate the influence of the most visible leadership archetypes to socially distant stakeholders in predicting whether CEO will achieve organisational success. The create- and compete- oriented leadership archetypes, who focus on external environment and differentiation, are considered to be more assessable to socially distant stakeholders than the collaborate- and control-oriented leaders, who have internal focus and integration.. Specifically, the influence of one create-oriented (i.e. visionary) and one compete-oriented (i.e. commander) leadership archetypes was investigated in Study 2. The visionary leader represents one of the main streams of strategic leadership studies and the commander represents one of the most common metaphorical leadership identified across the academic literature and mass media.

As reviewed in Chapter 2, most mass media profiles of CEOs included a wide range of information including CEO changes, company performance and strategic plans (see Park and Berger, 2004). Very often, when organisations appoint new CEOs, stakeholders tend to assess how likely it is the new CEOSs will be able to implement the organisation strategic plans or achieve better organisational performance. The stakeholders may use the available information (i.e. accounts of CEO talks and behaviours evoking leadership archetypes, company performance, strategic plans etc.) in mass media profiles to predict the likelihood of the CEOs to achieve organisational goals. However, little is known which of these two sources of information (i.e. CEO leadership archetypes versus achievements at previous organisations) has the most influence on stakeholders in predicting organisational success. No known study has investigated whether the leadership archetypes depicted in mass media matter more than what a CEO actually achieved previously, or vice versa. For example, do the iconic visionary like the late Steve Jobs of Apple Inc. and the commander-like Andy Grove of Intel Inc. have a biasing influence on stakeholders' prediction than their previous achievements? Specifically, would a visionary CEO like Jobs, regardless of his previous track records, be able to secure consumers' continuous supports to new products because his leadership? Similarly, would the commanding CEO like Grove, not his previous achievements, be perceived as the trigger for the future success of the organisation he currently runs? In other words, the thesis addressed the second research question (i.e. Does the presence of CEO leadership archetypes in mass media

profiles of CEOs have a biasing   influence on stakeholders in predicting organisational success?)

Meanwhile, the leader-match concept reviewed in Chapter 2 suggests that situational contexts (organisational culture or social systems) may influence the organisational success. This proposition was investigated through the third research question (i.e. Does a match between CEO leadership archetypes and situational contexts facing the organisations CEOs run (i.e. generating innovations, or improving profitability/market share) have a greater biasing influence on stakeholders in predicting a company's future success compared to a mismatch*?).* In order to answer the two research questions, the next three chapters (Chapters 6, 7 and 8) specify the method, and present the hypotheses and the results, respectively.

CHAPTER 6

Study 2: Hypotheses

6.1   Introduction

The exploratory study (Study 1) indicates that the mass media portrays CEO leadership archetypes based on accounts of the CEO expressions and behaviours in situational contexts. The leadership archetypes were defined as personifications of abstract leadership qualities summing up traits and behaviours in situational contexts (generating innovations, improving profitability/market share, ensuring work process efficiency, or engaging employees' commitment). Some of the identified leadership archetypes such as "commander" and "visionary" correspond to metaphoric representations of leadership in the academic literature. However, it is not clear whether and how the mass media portrayals of CEO leadership archetypes influence primary stakeholders' (investors, employees, and consumers) views of CEO effectiveness. Would an investor reading favourable CEO profile be more likely to buy a company's shares based on the leadership archetype(s) compared to reading about company-related information such as share price trends and financial performance? Could the portrayal of the CEO as a "visionary" influence the investors' decision more than the market analysts' financial highlights such as profitability reflected in the financial statement of a company run by a CEO?

This research investigates whether the media-depicted leadership archetypes have a biasing influence on stakeholder perceptions in predicting the likelihood of a CEO to be successful in managing critical organisational challenges (generating innovations, improving profitability, ensuring work process efficiency, or engaging employees' commitment etc.). The research also examines whether the leadership archetypes would prompt socially distant primary stakeholders (potential customers, employees and investors) to ignore more pertinent information (share prices, market share and

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etc.) and whether the leader-match context theorised by the CVF for leadership (see Figure 2.1) matters to these stakeholders. The leadership archetypes examined are the visionary and the commander, while the situational contexts examined are innovation and profitability. Drawing on the theory of effectiveness of the CVF for leadership, a create-oriented visionary is effective in generating innovative products or ideas, while a compete-oriented commander is great in improving profitability.

Specifically, this chapter addresses the second and the third research questions. The second research question asks whether or not the presence of CEO leadership archetypes in mass media profiles of CEOs has a biasing influence on stakeholders in predicting a company's future success. The third research question investigates whether a match between CEO leadership archetypes and situational contexts (a commander needing to cut costs; a visionary needing to create innovative products) has a stronger biasing influence on stakeholders in predicting organisational success, compared to a mismatch (a commander needing to generate innovations; a visionary needing to improve profitability). The two research questions are addressed through a quantitative enquiry, that is, a laboratory experiment. Thus, this chapter presents the overview of how perceptions and impressions of leadership occur, how organisational success is often attributed to "good leadership", and how situational leadership theories focus on leader-context matches. The chapter identifies factors that contribute to a biasing influence among stakeholders in evaluating leadership effectiveness and specifies the research hypotheses.

6.2 Perceptions and Impressions of Leadership

The perceptions and impressions of leadership can be explained through a dual model of information processing (see Lord and Maher, 1990; Martinko *et al.*, 2007) called Continuum Model (Fiske *et al.*, 1999). According to the Continuum Model (CM), impressions are often formed along a continuum between a category-oriented approach (top-down or automatic processes) and an attribute-oriented approach (bottom-up or deliberative processes). The top-down and the bottom-up processes are also known as stereotyping and individuating, respectively. Stereotyping requires less cognitive effort than individuating in processing information.

Stereotyping involves matching a stimulus with an existing category or schema in long-term memory (see Fiske, 1995; Fiske and Taylor, 1991). "Schemata assist us in interpreting and making sense of our surroundings (Weick, 1995) and in generating adaptive responses (Johnson-Laird, 1989; Newell *et al.*, 1989)" (as cited in Brown et. al, 2004, p. 126). Stereotypes are often activated if observers are making judgements based on experience, and are self-motivated and contextually primed. This is applied if observers are cognitively busy, affectively happy, not accountable for their judgments, independent from the target, not personally affected by the judgment, defending egos, limited to the stereotypic information, and fixed in their beliefs of human nature (Quinn *et al.*, 2003).

By contrast, individuating requires observers to process and summarise multiple individual characteristics (Asch, 1946; Anderson 1965) when available information is not consistent with a person category in observers' memory (Smith and DeCoster, 1999). Individuating is often employed when observers need to be accurate, cannot fit the person into existing schema, and want to know the person better.

The CM "assumes that perceivers typically use category-based processes before they use attribute-oriented processes, and that if the category-oriented processes work well enough, perceivers do not engage additional, more (effortful) attribute-oriented processes" (Fiske et al, 1999, p. 236). Drawing on the "sequential processing" assumption of CM, the thesis argues that most distant stakeholders such as magazine readers of CEO profiles would like to form an accurate impression of the CEO leadership ability, but the presence of leadership archetypes prompts them to employ stereotyping. For example, if some metaphorical words/phrases such as "commander" and "previous regime", that are likely be associated with military-like leaders, are contained in a CEO profile, magazine readers are likely to stereotype the featured CEO as a commander. In other words, the use of metaphors in mass media portrayals, as detailed in the previous chapter triggers readers to map the CEOs onto existing leadership archetypes in memory.

The CM suggests that magazine readers, as socially distant stakeholders, will automatically categorise profiled CEOs as leaders, who are expected to possess leadership qualities based on leadership schema or the Implicit Leadership Theories

or ILTs (see Martinko *et al.*, 2007; Davis and Gardner, 2004). ILTs represent a collection of beliefs and assumptions, about how certain traits are linked to leader characteristics and behaviours (Lord and Maher, 1991).

For example, a *Fortune* magazine article entitled "The Trouble with Steve Jobs" (Elkind, 2008) presented a wide range of information on Steve Jobs' characteristics such as "competent tyrant", and "global cultural guru". An *ABC News* article with the title "Steve Jobs's Death: Apple's Future without its Visionary" (Potter, 2011) has phrases such as "chief visionary", and "God creates innovation". Given that Jobs is the CEO of Apple featured by *Fortune* and *ABC News,* readers would automatically categorise him as an exemplary leader who was responsible for his organisational success. Readers are likely to process information on Jobs' characteristics which match Jobs' current status. Specifically, readers of the *Fortune*'s article would easily relate the words such as "tyrant" and "guru" to Jobs as the CEO. Readers of the ABC News' article, on the other hand, would perceive Jobs as a visionary leader through "visionary", and "God". The word "tyrant" would allow magazine readers to associate Jobs with being a bully who was mean, socially offensive, and physically strong, whilst the word "guru" and "*God*" would evoke other associative traits such as being religious, meditative, earthy, and inspiring (see Andersen and Klatzk, 1987). Focusing on stereotypical words (tyrant, guru, visionary, or God) would enable readers to use minimal cognitive effort in processing information available to them. Each word also represents an example of images (a tyrant, guru or God) of distant leaders.

A favourable image can attract "blind" trust among followers (Shamir, 1995). In the *ABC News* example, distant stakeholders would likely perceive the image of Jobs as a visionary or God more positively than his image as a tyrant. For example, in generating innovations for Apple, according to the CM, if readers associate the metaphors in the article with stereotypical leadership archetypes (the personifications of abstract leadership qualities summing up traits and behaviours in situational contexts), they are likely to cease processing additional information. Further if a leadership archetype is activated, readers are more likely to use it as a basis for evaluating the effectiveness of CEO leadership. For example, a CEO depicted as a "*God*" or "visionary" is likely to be perceived as an effective leader for a company in

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need of innovative products, regardless of his/her previous experience. Meanwhile, a CEO described as a "tyrant" or a "bully" is likely to be perceived as effective in improving the financial performance of organisations. The tyrant or bully CEO is often associated with cutting costs, retrenching staff, and making ruthless decisions to improve the organisation's financial performance. As illustrated in the Figure 6, if an archetype is not activated, readers will employ individuating, which involves summarising the objective information (company financial performance) to form an impression of the featured CEO.
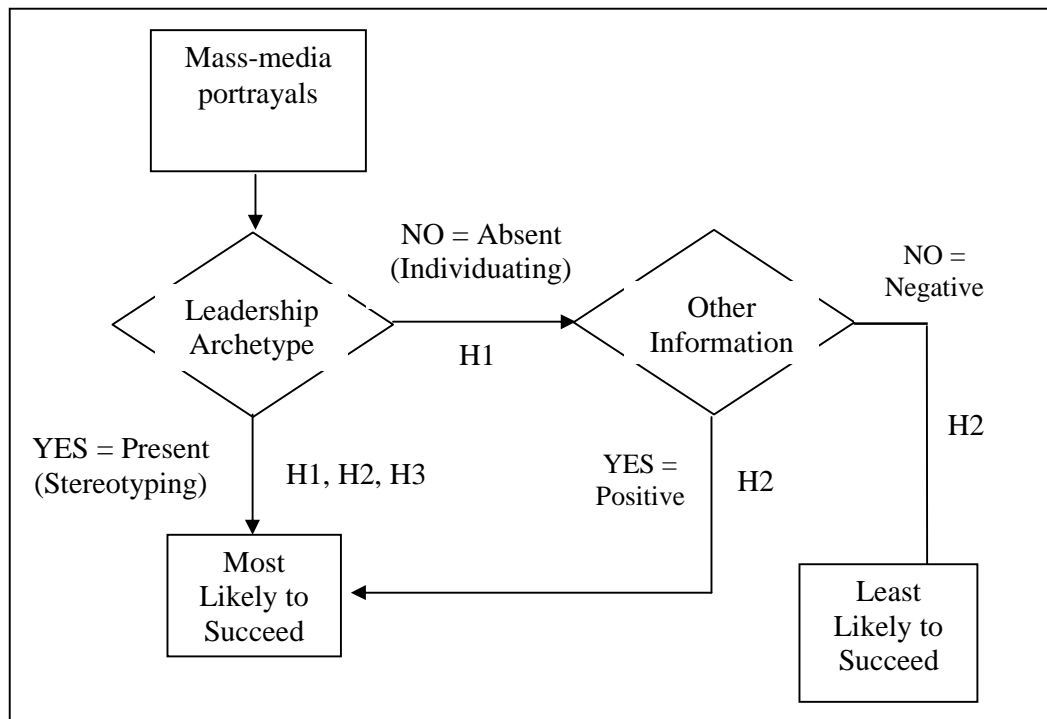
Figure 6   Information Processing of CM

Thus, it is hypothesised that:

Hypothesis 1:

Mass media profiles of a CEO that activate a leadership archetype increase the perceived likelihood of the CEO effectiveness in achieving organisational success compared to profiles that do not activate a leadership archetype.

6.3　Attribution of CEO Effectiveness

The notion of distant stakeholders using little cognitive effort in matching mass media portrayals with existing schematic leadership archetypes suggests that the data used to infer effective leadership can be rather arbitrary. Some scholars suggest distant stakeholders favour leaders who are ideology-oriented, visionary, and rhetorically skilful (see Shamir, 1995). Table 6.1 provides an overview of the literature to suggest that leader effectiveness is determined by both soft measures and hard measures. The soft measures include oratory skills and being visionary whilst the hard measures represent group and organisational performance. Judge *et al.* (2009) distinguish the two measures as subjective versus objective measures of effectiveness, respectively.

Awamleh and Gardner (1999) conducted an experiment investigating the effects of a bogus CEO's videotaped speech content (visionary versus non-visionary) and delivery (strong versus weak), and organisational performance (high versus low) on perceived leader charisma and effectiveness. The visionary speech content typified the visions and language of charismatic leaders (a combination of speech excerpts from Steve Jobs of Apple, Arch McGill of AT&T, and President John F. Kennedy). The non-visionary speech content excluded inspirational themes, symbolic language, and rhetorical devices, and was information-oriented. The speech delivery was represented by eye contact, vocal fluency, facial expressions and hand and body gestures. The strong delivery maximised all aspects of speech delivery, whilst the weak delivery either evaded or minimised them. The high performance conviction referred to a steady rise in market share and profits, whilst the low performance was represented as declining market share and profits.

The experiment revealed that speech delivery was the main predictor of perceived leader effectiveness and that "higher performance levels (yield) stronger attribution of leader charisma and effectiveness" (Awamleh and Gardner, 1999, p. 360). However, strong speech delivery appeared to override the effect of actual performance on the leader's charisma and effectiveness. This suggests a CEO that speaks well in public is assumed to be an effective leader, regardless of what he or she actually says or the organisational performance of the company he/she runs. The effect of strong speech delivery on perceived effectiveness is consistent with Shamir's (1995) hypothesis,

that is, distant leaders are visionary and rhetorically skilful. In summary, Awamleh and Gardner's (1999) experiment indicated stakeholders primarily relied on rhetorical skill to predict a CEO's future success, ignoring important company financial performance in the process.

Table 6.1   A Summary of Factors Affecting Perceived Leaders' Ability

Author	Study Focus	Findings
Awamleh and Gardner (1999)	i. Speech delivery (strong vs. weak) ii. Speech content (visionary vs. non-visionary) iii. Performance cues (high vs. low)	i. Strong delivery was the main determinant of leaders' charisma and effectiveness. ii. Idealised vision enhanced a leader's image iii. Higher performance yielded stronger leadership attribution.
Meindl *et al.* (1985)	i. Media priming ii. Organisational performance outcome iii. Performance expectation	i. Media primed leadership during economic prosperity and economic performance was positively attributed to leadership ii. Extreme positive and negative organisational performance outcomes were attributed to leaders. iii. Any deviation between the expected and actual performance did not affect the leadership attributions.
Philips and Lord (1981)	iv. Individuals' close-up video shots and positions within observers' visual field v. Group previous performance	i. Individuals who had high salience (maximum close-up shots and central visual field) were leaders and determined group performance. ii. Previous group performance significantly affected leadership ratings.
Phillips and Lord (1982)	i. Observed and implied typical leadership behaviours ii. Performance cues	i. Both typical effective and ineffective leadership behaviours were recalled and recognised. ii. Observed and implied typical leadership behaviours could not be distinguished iii. Performance cues significantly affected the evaluation of observed and implied typical leadership behaviours, but not the evaluation of non-typical leadership behaviours.

An earlier series of experiments was based on an assertion that "popular press (e.g. Business Week, *Forbes* and *Fortune*), that serves the general business community, contributes to the credit-giving aspect of the romanticized view (leaders do or should have the ability to control and influence the fates of the organisations in their charge)" (Meindl *et al.*, 1985, p. 96). This credit giving appeared to encourage stakeholders to infer a causal relation between a leader and organisational performance and to perceive a leader as having a prominent role in future organisational success. The study also investigated the attribution of performance outcomes to leaders and revealed that popular press (Wall Street Journal, 1972-1982) and general business periodicals (Barrons, Business Week, *Forbes* and *Fortune*s, 1958-1983) primed the interests in leadership during economic prosperity, and that economic performance was positively attributed to leadership (Meindl *et al.*, 1985). Comparatively, leadership interests in dissertation topics (1929-1983) were associated with either good or bad economic times. Based on these findings, Meindl *et al.* (1985) posited that causal attributions of leadership vary with performance and tested the notions through a series of three experiments using varied versions of organisational performance-related vignettes among business undergraduates.

The first experiment (see Table 3.6 in Chapter 3) examined how respondents attribute varied magnitudes of positive performance outcomes to leaders. In the second experiment, the first experiment was extended to include varied magnitudes of negative performance outcomes. In the third experiment, the researchers explored "the role of performance expectations in making leader attributions" (Meindl *et al.*, 1985, p. 93). The first two experiments revealed that the greatest level of leader attribution occurred at the extreme positive and negative continuum of performance outcome (leaders were perceived as most responsible for extreme sales outcomes). The third experiment indicated that performance significantly affected the respondents' expectations of future organisational outcomes. However, when the expected future outcomes were not met or achieved, they did not affect leader attributions. The findings suggest that stakeholders use the track record of leaders to predict leader effectiveness in achieving future organisational performance, but do not penalise the leaders if their expectations are not met.

Another earlier experiment advanced a model based on Kelly's (1967) attribution theory, suggesting that "observers would be most likely to ascribe leadership to someone if that person is the most plausible explanation for an observed outcome (or behaviour)" (Phillips and Lord, 1982, p. 144). The study highlighted two factors that may contribute to the leadership ascriptions: a) the perceived relation between a cause and an outcome is consistent; and b) the salience of the leader as an important causal agent (Phillips and Lord, 1981). To test these factors, an experiment was conducted among undergraduates using videotaped group discussions without any reference to leadership. In sequential order, the respondents were asked to read the task description, view a tape of a group discussion in a problem solving situation, and complete a descriptive questionnaire measuring causal attribution and leadership perceptions. The questionnaire also had bogus performance information for each group. The leadership ratings used the Initiating Structure and Consideration from the Leader Behaviour Description Questionnaire (LBDQ) (Stodgill, 1963) and general leadership impressions.

The leader's salience (prominence) was manipulated in the task descriptions and the use of camera angles. Respondents in the high salience condition were told to observe the identified leader's behavioural qualities and were exposed to close-up camera shots of the "leader". The high salience was also manipulated by having the leader in the centre of respondents' visual field. Respondents in the low salience condition were not told which of the group members was the leader and not exposed to any close-up shots. The "leader" was also out of the centre of the respondents' visual field. The results (see Table 6.1) indicated that "the leader was rated as significantly more important determinant of the group's performance when he (she) was high in perceptual salience than when he (she) was low in salience" (Phillip and Lord, 1981, p. 151). In essence, leaders' high salience enhanced the attribution of group performance to leaders, even though the leaders' actual behaviour was the same as the behaviour in the low salience condition.

Another subsequent experiment was conducted among undergraduates to investigate the relationship between leadership prototypes (leaders' typical behaviours) and recall of leadership behaviours (Phillips and Lord, 1982.) After viewing the videotaped problem solving group, subjects were given mock performance information and

completed a leadership questionnaire. The results indicated that the observers recognised and recalled typical effective and ineffective leadership behaviours. However, they were less certain in distinguishing whether the behaviours were observed or implied (see Table 6.1). This suggests that viewers were influenced by leadership schema or stereotypes residing in long term memory. Consistent with the previous study, the experiment also revealed that performance cues significantly affected evaluations of effective leadership.

In sum, the findings of the studies in Table 6.1 suggest that indicators of effective leadership are both subjective (e.g. being visionary and demonstrating great oratory skills) and objective (e.g. impressive group or organisational performance). However, the research findings based on romanticized view of leadership suggest that varying levels of leader past performance may enhance, diminish, or have no affect on the perceived CEO effectiveness. This suggests that observers are less serious in processing (individuating information processing) the performance-related information if they can apply stereotyping based on leader traits and behaviour in situational contexts, but may do otherwise if they cannot apply stereotyping. For example, when mass media profiles present both types of information (leader traits and behaviours in situational contexts and leader past performance), the presence of impressive achievements may influence varying levels of CEO previous achievements differently, but the difference is expected to be small since previous research findings suggest that only extreme performance has significant effect (Meindl *et al.* 1985; Awamleh and Gardner, 1999).

Thus, it is hypothesised that:

Hypothesis 2a:
The presence of impressive achievements in a CEO mass media profile increases the perceived likelihood of the CEO effectiveness in achieving organisational success compared to the presence of unimpressive achievements.

Hypothesis 2b:

The difference between impressive versus unimpressive achievements on the perceived likelihood of the CEO effectiveness in achieving organisational success is smaller when a leadership archetype is activated compared to when it is not.

6.4 Leaders' Success in Situational Contexts (Leader-Context Match)

Perceptions of leadership are theorised to be "created by a match to a pattern of characteristics—behaviours, characteristics, and visions—that perceivers expect from leaders" (Lord *et al.*, 2001, p. 318). Yet, other variables such as emotional, situational, organisational and cultural factors pose constraints on leadership image/prototypes (Lord *et al.*, 2001). It has also been suggested that situational contexts may influence stakeholder impressions of leaders (see Emrich, 1999; Lord *et al.*, 1978; Lord *et al.*, 2001; Phillip and Lord, 1981) An empirical investigation supported the notion that contextual cues affect leadership perceptions and a troubled context (e.g. turmoil, crisis, and uncertainty in groups and organisations) magnifies leadership qualities (Emrich, 1999). The theory and the investigation appear to support the contention of leader-match concept, which is, leadership effectiveness is subject to whether leaders' characteristics and behaviours are suitable for situational contexts (critical contemporary issues specified in the CVF quadrants of organisational cultures). For example, a "visionary" or "God" might be perceived as effective for an organisation in need of innovative new products, but not so suitable for a company needing to improve profitability by cutting costs. On the contrary, a "commander" or "tyrant" might be more effective to turnaround the financial performance of a company, compared to a "visionary".

The most recent studies investigating the match between CEO characteristics and situational contexts refer to CEO-strategy fit and CEO-firm orientation fit (see Table 6.2). CEO transformational leadership had a positive relationship with organisational innovation, which is one of sub-strategies of diversification (Jung, *et al.*, 2008). CEO narcissism resulted in a great number and size of acquisitions, but not necessarily commendable organisational performance (Chatterjee and Hambrick, 2007). Findings

on CEO-firm orientation fit suggested that CEO personalities should match organisational orientations (the CVF quadrants of organisational cultures).

As illustrated in Table 6.2, the link between CEO characteristics (Big-Five personality traits) and situational contexts (critical contemporary issues specified in the CVF quadrants of organisational cultures) reveals that only "agreeableness" is correlated positively with the collaborate-oriented situational context (see Giberson, *et al.*, 2009). CEO agreeableness refers to a tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. Meanwhile, CEO status, which refers to "the need to be recognized and respected by others; and a lifestyle organised around attaining symbols and positions of status" (Giberson *et al.*, 2009, p. 129), was positively correlated with a compete-oriented situational context.

Table 6.2 **A Summary of Recent Findings on CEO-Situation Fit**

Researcher	Type of Fit	Findings
Jung *et al.* (2008)	CEO Characteristic-strategy	Transformational leadership had positive relationship with innovation
Chatterjee & Hambrick, (2007)	CEO Personality-firm orientation	Narcissism led to a great number and size of acquisitions, but not necessarily organisational performance
Giberson *et al.* (2009)	CEO characteristics (Big-5 Personality, and Personal Values)-Organisational Cultures (CVF)	Agreeableness was positively correlated to clan culture (collaborate-oriented); Status was positively correlated to market culture (compete-oriented)
Simsek *et al.* (2010)	CEO Personality-firm orientation	CEOs with higher core self-evaluations had significant influence on firm's entrepreneurial orientation
Berson *et al.* (2008)	CEO Values-firm orientation	• CEOs self-directive values were associated with innovation-orientation; • CEOs with security values were associated with bureaucratic orientation

Another study (see Table 6.2) suggested that CEOs who possessed higher core self-evaluations had a more significant positive influence on their firm's entrepreneurial orientation especially when their firms were facing dynamic environments (Simsek, *et al.*, 2010). CEO self-directive values were associated with an innovation-orientation whilst security values were associated with bureaucratic-orientation (Berson *et al.*, 2008). Though neither Simsek *et al.*'s (2010) nor Berson *et al.*'s (2008) studies made specific reference to the CVF, the orientations appear to echo two CVF orientations. Entrepreneurial and innovation orientations seem to capture the create-orientation whilst the bureaucratic orientation appears to match the control-orientation.

Some earlier findings of leadership studies indicated that a match between CEO characteristics and business situational contexts could influence perceptions of the CEOs' effectiveness and future organisational success. For example, CEOs who were vision setters were suited for innovation; CEOs who were task masters were well-suited for improving financial performance; CEOs who were analysers could ensure process efficiency; CEOs who were motivators could promote commitment among organisational members (see Hart and Quinn, 1993). Of these four types of CEOs, three (vision setters, motivators, and analysers) were associated with improving the growth and future positioning of an organisation (Hart and Quinn, 1993). In short, the findings of most previous research suggest that the leader-match concept is vital in predicting the effect of leadership archetypes on the perceived likelihood of organisational success.

Thus, it is hypothesised that:

Hypothesis 3:
The presence of a match between CEO archetypes and the critical contemporary issues facing the organisation ("commander" efforts in improving profitability; or "visionary" efforts in generating innovative products) in mass media profiles increases the perceived likelihood of the CEO effectiveness compared to a mismatch.

6.5   Summary and Conclusions

Drawing on the sequential information processing theory (CM), leadership archetypes are often activated when observers can identify leader-related information that matches their beliefs and assumptions of leaders. Previous research findings on leadership perceptions suggested that most observers develop impressions of leadership via stereotyping rather than individuating. The stereotypes are often based on a collection of beliefs and assumptions about leadership stored in long term memory (e.g. Davis & Gardner, 2004; Martinko *et al.*, 2007; Phillip & Lord, 1982). Once the words/phrases used in the mass media match the beliefs and assumptions of leadership, observers will associate them with leadership archetypes and tend to ignore additional information. For profit-oriented organisations, the activated leadership archetypes are hypothesised to enhance the perceived likelihood of the top organisational leaders' effectiveness in achieving organisational success (H1).

Previous research showed that CEOs were perceived to be visionary (e.g. Shamir, 1995; Awamleh and Gardner, 1999; Judge *et al.* 2009), skilful in oratory (e.g. Awamleh & Gardner, 1999; Clark and Greatbartch, 2011), and the causal agents of organisational performance (e.g. Awamleh & Gardner, 1999; Meindl *et al.*, 1985; Phillip & Lord, 1981). However, some research suggested that the impressive performance of an organisation is perceived as indicating greater effectiveness of the CEO as a leader (see Awamleh & Gardner, 1999; Phillips and Lord, 1982), yet stronger oratory skills overrode the effect of performance on stakeholders' perceptions (see Awamleh & Gardner, 1999). Another study suggested that the previous performance of leaders influenced stakeholders' perceptions in predicting future organisational outcomes and extremely positive or negative performance of an organisation run by a CEO significantly indicated his/her level of effectiveness as a leader (see Meindl *et al.*, 1985). These findings suggest that both soft (e.g. oratory skills) and hard (e.g. previous achievements) measures should be employed to assess leadership effectiveness, but that the soft measures seem to have more influence than the hard measures. The levels of hard measures (extremely positive or negative) also influence observers in assessing leadership effectiveness.

Thus, the research hypothesises that the presence of impressive achievements is mass media profiles of a CEO increases the perceived likelihood of the CEO's effectiveness in achieving organisational success compared to the presence of unimpressive achievements (H2a). However, the difference between the two levels of achievements is smaller when a leadership archetype is activated (H2b).

Early researchers also asserted that situational contexts may influence impression of leadership (e.g. Lord *et al.*, 1978; Phillip & Lord, 1981). More recent research findings also suggested that the leader-context match (e.g. Berson *et al.*, 2008; Chatterjee & Hambrick, 2007; Giberson *et al.*, 2009; Jung *et al.*, 2008; Simsek et al, 2010) lend support to the CVF theory of effectiveness. The theory suggests that leadership effectiveness is subject to a leader-context match. Thus, drawing on this theory, it was also hypothesised that the presence of a match between CEO archetypes and the critical contemporary issues facing the organisation ("commander" efforts in improving profitability; or "visionary" efforts in generating innovative products) in mass media profiles increases the perceived likelihood of CEO effectiveness compared to a mismatch (H3).

CHAPTER 7

Study 2: Method

7.1   Introduction

The previous chapter highlighted the second research question and the third research question. The first research question is "Does the presence of leadership archetypes in mass media profiles of CEOs have a biasing influence on stakeholders in predicting a company's future success?" The second research question is "Does a match between CEO leadership archetypes and situational contexts facing the organisations CEOs run have a greater biasing influence on stakeholders in predicting a company's future success compared to a mismatch") Chapter 6 also presented the associated research hypotheses based on one of the dual information processing theories (the Continuum Model) and the CVF theory of leadership effectiveness. Chapter 7 reports the pilot study and the overall research design for the main study through which the hypotheses from Chapter 6 will be tested.

7.2   Pilot Study

A pilot study was undertaken for three reasons: first, to refine the experimental stimuli and the questionnaire items; second, to gauge the length and ease of the computer-mediated lab experiment; and third, to determine the optimal research design to test the hypotheses, including the manipulation and confounding checks to reveal any necessary modifications for the main experiment (Aronson and Carlsmith, 1968; Wetzel, 1977 cited in Perdue and Summers, 1986; see also Khan, 2010)

7.2.1 Experimental Design

The experimental design chosen for the pilot study was a three-way (3 x 2 x 3) mixed factor design with situational contexts (3) and achievements (2) manipulated between-subject factors and CEO types (3) manipulated within-subject factor. The situational

contexts were profitability, product innovation, and corporate reputation). The two levels of achievements were impressive versus unimpressive. The CEO types were a commander, a visionary, and a non-archetypal. Hence, the pilot study used eighteen stimuli, comprising accounts of CEO personalities/behaviours or hobbies, situational contexts, and previous achievements (*see Appendix A*). These variables were identified as among the important factors affecting individuals' decisions on investment, career, and patronage (see Clark-Murphy and Soutar, 2008, 2005, 2004; Gilbert, Sohi and McEachern, 2008; Gardner *et al.*, 2009; Dannhauser and Roodt, 2001).

Table 7.1   The Experimental Design

		Situational Contexts/ Groups	CEO Types		
Achievements	**Impressive**	1	A1	B1	C1
		2	A2	B2	C2
		3	A3	B3	C3
	Unimpressive	1	A1	B1	C1
		2	A2	B2	C2
		3	A3	B3	C3
Note: A = Commander, B = Visionary, and C = Non-Archetypal CEO (the control); 1 = Profitability, 2 = Innovation, and 3 = Reputation (the control).					

7.2.2 Experimental Stimuli

As illustrated in Table 7.1, two representatives of leadership archetypes—a commander and a visionary—and one non-archetypal profile were selected. The two archetypes represented leaders who fall into the CVF compete- and create-oriented quadrants, respectively. These archetypes were more likely to be visible to distant observers compared to those archetypes in the control and collaborate-oriented quadrants (see Figures 5.5). The non-archetypal condition (the control) described the CEO's social lifestyle. Three situational contexts—profitability, innovation and reputation—were chosen based on the leader-context match concept suggested by the CVF for leadership (see Figure 2.1). Specifically, the create-oriented visionary CEO in the innovation situational context and the compete-oriented commander in the profitability situational context represented the matches, whilst other pairs were the mismatches.

Organisational outcomes—return on assets (ROA), share/stock prices, and profitability and current ratio (current assets against current liabilities)—of companies previously led by the CEOs were included as indicators of CEO effectiveness in achieving organisational success during their previous position (Awamleh and Gardner, 1999) Impressive achievements referred to a double digit increase in ROA (50 per cent), profit before-tax (50 per cent), and share price within a year (twenty per cent). Unimpressive achievements referred to the organisational single digit increase in ROA (five per cent), profit before-tax profit (two per cent), and stable share price within a year.

7.2.3 Participants

Eighty two participants (37 female and 45 male) comprising 41 international and 41 local students were recruited through an internal university website, and awarded two credits for participation. The participants consisted of 21 postgraduates and 61 undergraduates aged 34 years old and below and an equal number of international and local students. They were categorised according to Australian Standard of Classification of Cultural and Ethnic Groups (ASCCEG, 2011). They were mostly represented by South-East Asians (24.4 per cent), North-East Asians (20.7 per cent) and Oceanians (18.3 per cent). All of them enrolled in July semester of 2010 with the Faculty of Economics and Business (now known as the Business School) at the University of Sydney. Of the 82 participants, 55 were marketing majors, of which about 30 had at least one additional discipline major. Thirty six of the participants had a single discipline major, mostly marketing.

7.2.4 Procedure

Prior the experiment, the Human Research Ethic Committee of the University had signed off the research. At the start of the experiment, each participant was requested to give his/her consent for participating. Each participant was exposed to a set of three stimuli, comprising the commander archetype, the visionary archetype, and the non-archetypal CEO (a control condition describing the CEO's social lifestyle) in three different situational contexts and two different levels of achievements. Participants were randomly assigned to one of the six conditions through Saghaei's (2004) *Window's Random Allocation Software.*

For each profile, participants responded to three main questions based on 7-point bipolar scales of likelihood (1=very unlikely, 7=very likely) online (see Appendix C for the print version). The questions started with eliciting participants' general impressions of CEO ability to overcome his company's current challenges ("Would (CEO's name) be successful in overcoming the challenges facing (name of the company)?") The second question asked the participants to take up three different roles of stakeholders and rated the influence of CEO profile in their decision-making ("For each of the roles outlined below—a potential investor, employee and customer—, how would (CEO's name)'s profile influence your decisions—investment, career and purchase).

7.2.5 Results and Discussions

A mixed factor analysis of variance (ANOVA) using the SPSS for Windows-Version 17 was conducted to assess the impact of three different variables (CEO previous achievements, CEO types, and situational contexts) on the perceived likelihood of CEO achieving organisational success. Achievements were manipulated between subjects, and CEO archetypes and situational contexts were manipulated within subjects as part of the 3 x 2 x 3 mixed factor design.

Since the sample size was less than 100, the results were interpreted based on the alpha level of .10 for significance to minimize the probability of rejecting a false null hypothesis and to increase power, and Cohen's (1988) guidelines for effect size (small effect < 0.06; 0.06 < moderate effect < 0.14; large effect > 0.14). The analysis was conducted for the main and interaction effects of stimulus sets (different sequences of archetypes), achievements, and situational contexts. Prior to the analysis, the manipulation checks were conducted for the CEO leadership archetypes.

Manipulation Checks For manipulation checks, the third question ("Do you think that (CEO name) has the following characteristics?") required respondents to identify whether the CEO possesses a list of characteristics such as procedural, disciplined, well-organised, directive/commanding, domineering, aggressive, collaborative/teamwork, efficient, consultative, cooperative, diplomatic, open, approachable, communicative, humane/compassionate, reflective/thoughtful,

independent, resourceful and energetic, determined/persistence, obsessive, willing to take risks, creative, interactive, and inspirational. The list combined the attributes identified in Study 1 and previous ILTs studies (see Appendix D for a complete list of characteristics). Since masculinity has been identified as a typical leadership attribute, the stimuli included only male CEOs (see Table 2.2). This also allowed the experiment to control the effect of gender on participants' perceptions. Some of other typical leaders' attributes most commonly identified in ILT studies (see Appendix D for details), such as being decisive/aggressive, dominant, intelligent/knowledgeable, inspiring, compassionate, and determined, were also included in the experiment.

The experiment also included themes describing Kenney *et al.*'s (1996) appointed and elected leaders to validate or refute the differences between the two types of leaders (see Table 2.2). In general, questions five to 26 were intended to check whether the manipulations of CEO leadership archetypes worked. For example, was the commander rated more as directive and aggressive (see Figure 5.1) than the visionary? Specifically, the commander was expected to be directive (giving a lot of orders), domineering (expecting others to follow his command) and aggressive (making decisions very quickly), whilst the visionary was not.

After assessing the suitability of data for factor analysis, the 24 items measuring each CEO's characteristics were subjected to principal component analysis (PCA). The correlation matrix revealed the presence of many coefficients of .32 and above. Only variables with factor loadings above .5 were kept (see Comrey and Lee, 1992). With 82 valid cases of each CEO, the Kaiser-Meyer-Olkin value was .78 (the commander), .82 (the visionary) and .83 (the non-archetypal), exceeding the recommended value of .6 (Kaiser, 1970). The Bartlett's Test of Sphericity (Barlett, 1954) for each CEO was statistically significant, thereby establishing that the correlations among items were not due to chance. As illustrated in Tables 7.2a to 7.2c, the PCA revealed the presence of between five to six components with eigenvalues exceeding 1, explaining the total variance, respectively. The screeplot of each CEO type revealed a clear break after the second component. Using Catell's (1966) scree test, further investigation was done on the two components.

Table 7.2a   Total Variance Explained for the Commander

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.945	24.772	24.772	5.945	24.772	24.772	5.261	21.922	21.922
2	5.203	21.679	46.451	5.203	21.679	46.451	4.709	19.622	41.544
3	1.568	6.534	52.985	1.568	6.534	52.985	2.079	8.663	50.207
4	1.233	5.139	58.124	1.233	5.139	58.124	1.515	6.312	56.519
5	1.081	4.503	62.627	1.081	4.503	62.627	1.466	6.108	62.627

Extraction Method: Principal Component Analysis.

Table 7.2b   Total Variance Explained for the Visionary

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.642	31.840	31.840	7.642	31.840	31.840	5.141	21.420	21.420
2	2.664	11.102	42.942	2.664	11.102	42.942	2.871	11.962	33.382
3	2.139	8.914	51.856	2.139	8.914	51.856	2.438	10.160	43.542
4	1.295	5.394	57.250	1.295	5.394	57.250	2.228	9.285	52.827
5	1.120	4.667	61.917	1.120	4.667	61.917	1.729	7.205	60.032
6	1.055	4.397	66.314	1.055	4.397	66.314	1.508	6.283	66.314

Extraction Method: Principal Component Analysis.

Table 7.2c   Total Variance Explained for the Non-Archetypal CEO

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.395	30.813	30.813	7.395	30.813	30.813
2	4.408	18.365	49.178	4.408	18.365	49.178
3	1.452	6.049	55.227	1.452	6.049	55.227
4	1.324	5.518	60.745	1.324	5.518	60.745
5	1.057	4.406	65.151	1.057	4.406	65.151

Extraction Method: Principal Component Analysis.
Rotation failed to converge in 25 iterations. (Convergence = .000).

The 24 items were reduced to sixteen items with good factor loadings (factor loadings higher than .6 with no cross-loadings higher than .4; see Appendix F). The sixteen characteristics were grouped into two groups of adjectives associated with Yukl's (2006) and Yukl *et al.*'s (2002) behavioural meta-categories: task-oriented (directive, domineering, aggressive, procedural, well-organized, disciplined, determined or persistent, obsessive, and creative) and relation-oriented (cooperative, approachable, collaborative/teamwork, open, consultative, communicative, humane/compassionate, interactive and inspirational.). Table 7.3 illustrates the descriptive statistics for the two meta-categories of all three CEO types.

Table 7.3   Descriptive Statistics for the 2 Factors of CEO Types

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
TO1	82	1.86	6.71	434.29	5.2962	.96598	.933
TO2	82	2.57	7.00	357.00	4.3537	.73058	.534
TO3	82	2.14	7.00	335.29	4.0889	.86319	.745
RO1	82	1.00	5.44	266.56	3.2507	.95976	.921
RO2	82	1.67	7.00	425.33	5.1870	.93173	.868
RO3	82	2.89	7.00	444.11	5.4160	.98143	.963
Valid N (listwise)	82						

1=Commander; 2=Visionary; 3=Non-Archetypal (Control)
TO = Task-Oriented; RO = Relation-Oriented

A paired-samples t-test was conducted to evaluate the impact of CEO types on the perceived meta-categories (task-oriented and relation-oriented). The mean scores varied significantly from each other as revealed in Table 7.4. The commander was perceived as more significantly task-oriented (M = 5.29, SD = .96), than the visionary (M = 4.35, SD = .73), t (1, 81) = 8.43 and the non-archetypal CEO (M = 4.08, SD = .86), t (1, 81) = 9.01. The same CEO was perceived less relation-oriented (M = 3.2, SD = .98), than the visionary (M = 5.18, SD = .93), t (1, 81) = 12.76, and the non-archetypal CEO (M = 5.41, SD = .98), t (1, 81) = 13.47. Surprisingly, the non archetypal CEO was perceived more favourably than the commander, but similar to the visionary in terms of being relation-oriented. These results revealed that the manipulations for the commander archetype and the visionary worked well, but did not work for the non-archetypal CEO. In essence, though the manipulations of CEO

types were successful, some of the significant differences between the two orientations (task-oriented and relation-oriented) of the non-archetypal CEOs and the archetypal CEOs were small. For example, the commander was perceived more task-oriented (t (1, 81) = 2.73 and p = .00), but less relation-oriented (t (1, 81) = 2.12 and p =.04) than the non-archetypal. The results suggest that the manipulations of archetypal CEO especially for the commander worked too well that he was perceived least relation-oriented among the three CEOs, whilst the manipulations of the non-archetypal CEO did not achieve the intended results. The non-archetypal CEO was expected to less relation-oriented than the visionary.

Table 7.4   Paired Samples Test for the 2 Factors of CEO Types

2 Factor Pairs	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
TO1 - TO2	.94251	1.01211	.11177	.72012	1.16489	8.433	81	.000
TO1 - TO3	1.20732	1.21284	.13394	.94083	1.47381	9.014	81	.000
TO2 - TO3	.26481	.81900	.09044	.08485	.44476	2.928	81	.004
RO1 - RO2	-1.93631	1.37376	.15171	-2.23816	-1.63447	-12.764	81	.000
RO1 - RO3	-2.16531	1.45525	.16070	-2.48506	-1.84556	-13.474	81	.000
RO2 - RO3	-.22900	.97965	.10818	-.44425	-.01374	-2.117	81	.037

1=Commander; 2=Visionary; 3=Non-Archetypal (Control)
TO = Task-Oriented; RO = Relation-Oriented

Descriptive Statistics The descriptive statistics of the perceived likelihood of each CEO in achieving organisational success are illustrated in Table 7.5. The mean contrasts of the three CEOs (two archetypal CEOs and one non-archetypal CEO) are shown in Table 7.6. The contrasts revealed that the perceived likelihood of the commander CEO (M = 3.68; SD = 0.97) in achieving organisational success was significantly different from the visionary CEO (M= 4.62; SD = 1.13), t (1, 81) = 6.29, p = .00, and the non-archetypal (M = 4.39; SD = 1.29), t (1, 81) = 4.31, p = .00. However, the visionary's likelihood of succeeding was not significantly different

from the non-archetypal CEO, t (1, 81) = 1.59, p = .12. These contrasts revealed that the likelihood of the commander archetype to succeed was perceived more negatively than the non-archetypal, whilst the visionary was not perceived differently from the non archetypal. The results suggest that though the visionary and commander differ from each other, the manipulation did not work as planned since the non-archetypal CEO did not differ from the visionary and was perceived more positively than the commander.

Table 7.5   Descriptive Statistics for Perceived Likelihood of Success

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Commander	82	1.50	6.50	302.00	3.6829	.97186	.945
Visionary	82	1.75	7.00	379.00	4.6220	1.12714	1.270
Non_Archetypal	82	1.00	6.75	360.00	4.3902	1.29225	1.670
Valid N (listwise)	82						

Table 7.6   Paired Samples Test for Perceived Likelihood of Success

Pairs	Paired Differences							
				95% Confidence Interval of the Difference				Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	
1-2	-3.75610	5.40590	.59698	-4.94390	-2.56829	-6.292	81	.000
1-3	-2.82927	5.94586	.65661	-4.13572	-1.52282	-4.309	81	.000
2-3	.92683	5.29332	.58455	-.23624	2.08990	1.586	81	.117

Note: 1 = Commander; 2 = Visionary; 3 = Non-Archetypal

Main Effects The mixed effects analysis illustrated the main effects of three independent variables (CEO types, situational contexts and achievements) on the perceived likelihood of organisational success. As shown in Tables 7.7, the tests of between subject effects revealed that the situational contexts produced significant

main effects, $F_{(2, 76)} = 3.45$, p = .04 with moderate effect size (eta^2 = .08). In Table 7.8, the tests of within-subject effects indicated that the CEO types had significant effect, $F_{(2, 152)} = 20.46$, p = .00 with large effect size (eta^2 = .21), whilst the CEO achievements had no significant effect, $F_{(2, 76)} = .750$, p = .39. eta^2 = .01. These results suggest that the manipulations of situational contexts, and CEO types were successful, whilst of the achievements were not.

Table 7.7   Tests of Between-Subjects Effects

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Intercept	70217.457	1	70217.457	2319.964	.000	.968
Achievement	22.690	1	22.690	.750	.389	.010
Situational Context	208.906	2	104.453	3.451	.037	.083
Achievement * Situational Context	9.483	2	4.741	.157	.855	.004
Error	2300.263	76	30.267			

Table 7.8   Tests of Within-Subjects Effects

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
CEO Type	603.836	2	301.918	20.458	.000	.212
CEO Type * Achievement	117.418	2	58.709	3.978	.021	.050
CEO Type * Situational Context	88.591	4	22.148	1.501	.205	.038
CEO Type*Achievement* Situational Context	47.027	4	11.757	.797	.529	.021
Error(CEO Type)	2243.195	152	14.758			

Interactions The tests of between-subject effects in Table 7.7 indicated that there was no statistically significant two-way interaction between situational contexts and achievements, $F_{(2, 79)} = .16$, p = .86 or p > .10. The tests of within-subjects effects in Table 7.8 revealed no significant interaction between situational contexts and CEO types, $F_{(2, 152)} = 20.46$, p = .21, but a significant two-way interaction between achievements and CEO types, $F_{(2, 152)} = 3.98$, p = .02 with small effect size (eta^2 = .05). The tests also revealed that the three-way interaction among CEO types,

situational contexts and achievements was not significant (F (4, 152) = .80, p = .53; eta^2 = .02).

A between-subjects effects analysis was conducted on the significant interaction of two independent variables (CEO types and achievements). The analysis shown in Table 7.9 revealed that there was no significant effect of achievements on the perceived likelihood of the commander CEO in achieving organisational success (M = 3.68; SD =.97; F (1, 80) = .61; p = .44) with a small effect size, eta^2 = .01. In contrast, the effects of achievements were statistically significant for the visionary (M = 4.62; SD =1.13; F (1, 80) = 3.15; p = .08) and the non-archetypal (M = 4.39; SD =1.29; F (1, 80) = 3.15; p = .08) CEOs, with small effect size, eta^2 < .06 for both. These results confirmed that the manipulations of CEOs were successful, whilst the manipulations of previous achievements were not. Specifically, the manipulations of CEO previous achievements did not consistently influence respondents' perceptions in predicting organisational success.

Table 7.9   Tests of Between-Subjects Effects (Achievements)

Source	Dependent Variable (CEO Effectiveness)	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Achievements	Commander	1.317	1	1.317	.607	.438	.008
	Visionary	5.344	1	5.344	3.154	.080	.038
	Non-Archetypal	6.579	1	6.579	3.153	.080	.038
Error	Commander	173.561	80	2.170			
	Visionary	135.546	80	1.694			
	Non-Archetypal	166.933	80	2.087			
Total	Commander	1618.000	82				
	Visionary	2161.000	82				
	Non-Archetypal	1754.000	82				

At individual level of achievements (see Table 7.10), the perceived likelihood of the visionary in achieving organisational success was higher when he had impressive achievements (M = 4.91; SD = 1.00) compared to his unimpressive achievements (M = 4.35; SD = 1.18). On the other hand, the two levels of achievements for the commander had almost similar mean scores. So the commander archetype produced the effect intended on achievements (minimal effect), but the visionary did not.

Table 7.10   Descriptive Statistics for the Perceived Likelihood of CEO Success

CEO Type	Achievement	N	Mean	Std. Deviation
Commander	Impressive	40	3.7438	1.09995
	Unimpressive	42	3.6250	.84147
Visionary	Impressive	40	4.9125	1.00567
	Unimpressive	42	4.3452	1.17773
Non_Archetypal	Impressive	40	4.2438	1.34270
	Unimpressive	42	4.5298	1.24230

Table 7.11   Paired Samples Test

CEO Type	Pairs	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Lower	Upper	t	df	Sig. (2-tailed)
With Impressive Achievement	1-2	-1.16875	1.50574	.23808	-1.65031	-.68719	-4.909	39	.000
	1-3	-.50000	1.68420	.26630	-1.03863	.03863	-1.878	39	.068
	2-3	.66875	1.44270	.22811	.20735	1.13015	2.932	39	.006
With Unimpressive Achievement	1-2	-.72024	1.16242	.17937	-1.08247	-.35800	-4.015	41	.000
	1-3	-.90476	1.25906	.19428	-1.29711	-.51241	-4.657	41	.000
	2-3	-.18452	1.05643	.16301	-.51373	.14468	-1.132	41	.264
By Levels of Achievements	I1-U1	.13750	1.25058	.19773	-.26245	.53745	.695	39	.491
	I2-U2	.58125	1.60167	.25325	.06901	1.09349	2.295	39	.027
	I3-U3	-.32500	1.81005	.28619	-.90388	.25388	-1.136	39	.263

Note: 1 = Commander; 2 = Visionary; 3 = Non-Archetypal;
I = Impressive Achievement; U = Unimpressive Achievement

Mean Contrasts The mean contrasts between two levels of achievement for each CEO type (see Table 7.11) revealed that the mean of the visionary's impressive achievements versus unimpressive achievements differed significantly, t (1, 39) = 2.29, p = .03. Meanwhile, the influence of the commander's and non-archetypal CEO's two-level previous achievements on stakeholders' perceptions was not significantly different from each other, t (1, 39) = .69, p = .49 and t (1, 39) = 1.14, p = .26, respectively. Essentially, the commander archetype produced the hypothesised

result, but the results for the visionary and control conditions were reversed. The most puzzling results were found for the non-archetypal CEO. If achievements only matter when an archetype is absent (according to the CM), then the mean difference should only emerge in the control condition.

In sum, the manipulation of the non-archetypal CEO was not successful to derive the intended responses. The sequence of non-archetypal CEO in the experimental design might have prompted participants not to pay serious attention in evaluating the non-archetypal CEO. With unimpressive achievements, participants may have been primed to make the commander as reference point in judging each CEO and eventually to rank each CEO as the least favourable (the commander), more favourable (the visionary), and the most favourable (the non-archetypal).

7.2.6 Conclusions and Limitations

In general, the pilot study revealed that the manipulations of the independent variables in each stimulus did not work as planned. The average mean scores of the likelihood for the archetypal CEOs in achieving organisational success were expected to be significantly different from the non-archetypal CEO. However, the results revealed that the commander archetype was perceived less likely to succeed than the non-archetypal CEO whilst the likelihood of the visionary to succeed was not perceived significantly different from the non-archetypal CEO. These findings suggest that the description of each CEO needed some modifications.

The pilot study also revealed that situational contexts and CEO types had significant effects on the perceived likelihood of CEO in achieving organisational success, but achievements did not. The achievements of the non-archetypal CEO were expected to influence stakeholders' perceptions in predicting organisational success, but they did not. Specifically, although the interaction effect between CEO types and achievements was significant, the patterns of means contrast were not as the study expected.

The reserved mean scores suggest that other factors such as CEO hobbies or participants' fatigue might have influenced the participants' perceptions. The

inclusion of hobbies in the stimuli of the non-archetypal CEO might have activated the ILTs (see Table 2.2). Besides, being positioned last in each set of stimuli may have prompted respondents to judge the non-archetypal CEO is the most favourable compared to the other two regardless of his achievements. These unexpected patterns suggest that the manipulations of achievements and the experimental design required some modifications to ensure construct validity and minimise carryover effects.

Limitations The results of the pilot study revealed a number of limitations. First, the pilot study suggests that the manipulations of CEO types had differing strengths. The commander manipulation was powerful, but too negative. For example, phrases like "very ruthless", "authoritarian", and "not to take prisoners" describing the commander archetype may have triggered some negative responses from the participants. The visionary manipulation was too weak since this archetype was perceived almost similar as the control CEO (the non-archetypal CEO). The control CEO was perceived more likely to succeed and be trusted or favoured than the commander and was judged almost equally capable to the visionary. Phrases referring to the control CEO's leisure activities such as "spends his summer at the beach", "playing golf with peers and organising barbeques", or hobbies such as "goes to theatre each month, likes the arts, and regularly participates in community activities" may have suggested that the non-archetypal CEO was as relation-oriented as the visionary, but more relation-oriented than the commander. Besides, among the adjectives used to describe the featured characteristics, which were mainly based on the previous findings of ILT studies, some adjectives that could be associated with the visionary CEO appeared missing. The meaning of the given adjectives may also have posed some ambiguity among non-native English speakers.

Second, since the pilot study employed two three-factor experiments with repeated measures, the results may have carryover effects (effects of situational contexts and achievements). The experimental design prescribed each participant to be exposed to the same situational contexts, that is, each participant repeatedly read the need for the CEO to deal with one of the three situational contexts (improving profitability, generating product innovations, or protecting organisational reputation). Participants could have easily guessed to the research questions and the hypotheses and given bias

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responses during the experiment. A similar carryover effect would be expected if the assignment of stimuli was repeated by column (carryover effects of CEO types).

Similarly, since the two levels of achievements used in the pilot study were exactly the same across all three CEO types, participants might have essentially ignored the achievement information in the subsequent profiles. The participants were excessively primed to notice the differences in CEO types and disregarded the achievements after reading the first stimuli. This biased respondents' attention to CEO type and allowed respondents to guess the tested hypotheses of the research.

In short, the experimental stimuli and design may have weakened the strength of certain manipulations and had a number of confounding factors (situational contexts and achievements). In order to counter these problems, the main experiment had modified descriptions of archetypal and non-archetypal CEOs to differentiate them clearly. The figures of achievements were changed to emulate the actual figures of financial performance reported in mass media and the experimental design was changed to Latin-squares.

7.3   Main Study

Drawing on the limitations of the pilot study, this section specifies the experimental stimuli and design used in the main study.

7.3.1 Experimental Stimuli

Similar to the pilot study, profiles of CEOs were adapted from actual magazines describing leadership archetypes and achievements served as stimulus materials. The content of the stimuli was manipulated to combine three CEO-types (two archetypal CEOs and one non-archetypal CEO) with two levels of achievements: *impressive* versus *unimpressive* and the three situational contexts: innovation, profitability, and reputation.

The descriptions of each CEO were modified (see Appendix B). For example, phrases describing the commander CEO in the pilot study like "very ruthless", "authoritarian", "not to take prisoners", and "tyrannical and high-handed" were

omitted. Others phrases such as "leave a lasting impression on a troop of senior executives", "a military leader rallying his army to win a battle.", "clarifies organisational goals to his lieutenants", "strategizes actions", "his force'", "his orders" and "be aggressive to win the war" were used in the main study. These words/phrases are less likely to evoke negative emotion among respondents compared to those used in the pilot study. The descriptions of the visionary included phrases like "a soothsayer", "can anticipate the future", "predictions often turn into reality", "natural in expecting the market needs", "stimulates imagination" and "discoveries".

Similarly, phrases suggesting relations with families, colleagues and community such as "a close knit family", "playing golf with peers and organising barbeques' and "regularly participates in community activities" were deleted from the description of the non-archetypal CEO. In the main experiment, the description of the non-archetypal CEO was limited to his possessions and regular activities stated in phrases such as "owns a beach house, reads widely, and keeps himself updated with current issues"; and "often visits art galleries, museums and iconic landmarks". These changes were to minimise the activation of affective responses, ILTs and central traits associated with leaders, such as sociability (Northouse, 2010).

The manipulated achievements comprised indicators of organisational performance used by previous researchers (share prices) and by the financial analysts (revenues and profits, profitability, and ratios). Specifically, a typical analysis of financial performance included the before-tax profit, return on assets (ROA), and current ratios (Roth, 1997). In contrast to the pilot study, the figures were varied by one point and two decimal point to emulate the financial reports published in mass media (see Appendix B). For example, three different figures for ROA (49.31 or 48.83 or 47.52 per cent increase), share/stock prices (19.8 or 19.5 or 20.1), profit before tax (47.51 or 49.33 or 48.32)) and above 5 for the current ratio (current asset against current liabilities; 8 or 9) were used in the main experiment to represent impressive achievements. A single digit with one or two decimal points growth in ROA (4.31 or 4.81 or 4.52 per cent), share/stock price (1.8, 1.7 or 1.9 per cent), and profit before-tax (4.54 or 4.33 or 4.52 per cent), and below-2 current ratio (current asset against current liabilities; 1.9 or 1.8) represented the unimpressive achievements.

In essence, the percentage differences between impressive and unimpressive achievements were similar with those in the pilot study, but each stimulus in the main experiment had different percentages. This variation was meant to minimise the carryover effects specified in the pilot study. Additional information on organisational performance (the current ratio) was included to keep the participants cognitively busy as the information was one of the main indicators in assessing the financial statement for investment decisions (Roth. 1997). This information would likely be ignored when readers could identify the CEO leadership archetypes.

7.3.2 Experimental Design

The main study was a computer-mediated experiment with three independent variables (achievements, CEO types and situational contexts) and one dependent variable (the perceived likelihood of organisational success). The basic manipulations were modified to overcome the issues identified in the pilot study, and the design was switched to a three-by-three Latin square to minimize carryover effects for efficiency (see Hamlin, 2005; Winer, 1962). As illustrated in Table 7.12, the experimental design had one two-level factor (two levels of achievements) and two three-level factors (three CEO types and three situational contexts). The achievements referred to either impressive (double digit improvement), or unimpressive (a single digit improvement) financial performance of the organisation run by each CEO. The CEO types included two archetypal CEOs (visionary and commander) and one non-archetypal CEO as the control (see Appendix B for details). The three situational contexts facing each CEO represented the organisational need to generate innovation, improve profitability and protect organisational reputation (the control).

Table 7.12   The 2 x 3 x 3 Experimental Design

			Situational Contexts		
		Sets of Stimuli/Groups	1	2	3
Achievements	**Impressive**	I	A	C	B
		II	C	B	A
		III	B	A	C
	Unimpressive	I	A	C	B
		II	C	B	A
		III	B	A	C
i. CEO types: A = Visionary, B = Commander, C = Non-Archetypal CEO (the control)					
ii. Situational contexts: 1 = Innovations, 2 = Profitability, 3 = Reputation (the control).					

The experimental design paired each type of CEO with each situational context. Each pair had a match, a mismatch and a control. Specifically, the visionary was matched with the innovation context, the commander archetype was matched with the profitability context, and the non-archetypal CEO was paired with the reputation context. The matches and the pair represented a standard form of three-by-three Latin square which had nine cells. The matches and mismatches were similar to the pilot study, yet the design altered the sequence of stimuli exposed to participants. Each stimulus was randomised under restrictions by columns and row. The randomised 3x3 Latin square was used for two levels of achievements (impressive versus unimpressive) to test the between-subjects effects as shown in Table 7.12.

Both Latin squares allowed the researcher to test the between-subject effects of CEOs' previous impressive and unimpressive achievements on the perceived likelihood of CEO effectiveness in achieving organisational success. Each square also permitted the researcher to derive the between-and within-subjects effects of CEO-Situational Context matches based on the CVF theory of effectiveness (leader-match concept). This design minimised the influence of judgment on one CEO over the subsequent CEO on perceived likelihood of success in a particular situational context. Specifically, each participant read three different combinations of CEO type, situational context and level of achievement only once. None of the combination was repeated in each set of stimuli. Thus, the design minimises the carryover effects of CEO type, situational context and figure of achievement. However, some interactions and main effects were confounded in this design. In particular, the archetype x situational context interaction effect was confounded with the main effect of serial position (the first, the second and the third stimulus presented). The situational contexts had a fixed sequence: generating innovation, improving profitability and protecting reputation, whilst the CEO types were randomised.

7.3.3 Procedure

Study 2 was conducted among male and female undergraduate and postgraduates, who were 18 years old and above, from the University of Sydney Business School. One hundred and sixty one participants (92 female and 69.male) comprising 67 international and 94 domestic students were recruited through the marketing

discipline website after obtaining the University's Research Ethic Committee's approval. The participants consisted of 29 postgraduates and 132 undergraduates aged between eighteen to 45 years and were categorised according to ASCCEG (2011). They were mostly represented by South-East Asians (27.3 per cent), Oceanians (21.7 per cent), North-West Europeans (16.1 per cent), and North-East Asians (14.9 per cent) All of them enrolled in the January semester of 2011 with the University of Sydney Business School. Of the 161 participants, 133 were marketing majors, of which about 66 had at least one additional discipline major. Ninety participants had a single discipline major, mostly marketing.

Similar to the pilot study, participants were informed that the objective of the study was to investigate individual perceptions and impression of CEOs based on mass media portrayals. Participants' completion of the study was awarded with 2 course credits. Each participant was randomly assigned a set of stimuli through a restricted randomisation which allows the experiment to have a roughly equal number of participants in each group.

Each set of experimental stimuli had three vignettes consisting of two experimental conditions (matches and mismatches) and one control condition. The matches were "visionary and innovation", and "commander and profitability". The mismatches were "visionary and profitability", and "commander and innovation". The control conditions consisted of a non-archetypal CEO and any of the three situational contexts: profitability, innovation or reputation. Similar to the pilot study, participants, who had given their consent to participate, read each stimulus and completed three main questions with their sub-questions on each stimulus before they proceeded to the other two stimuli, sequentially. Each question used a 7-point bipolar scale of likelihood (1=very unlikely, 7=very likely). The questions were as follows:

1. Based on the story of (CEO name), how likely is it that CEO name), will be successful in protecting the (situational context) of (the company)?
2. Based on (CEO name)'s profile, how likely is it that you will make the following decisions?
   a. To invest money in (the company)
   b. To apply for a job at (the company)
   c. To buy products (or services) offered by (the company)

3. Based on (CEO name)'s profile, how likely is it that (CEO name) has the following characteristics?

The restriction to proceed to another stimulus was offered via the LimeSurvey software Version 1.9. Some demographic information (gender; age; study discipline, level and enrolment; cultural and ethnic group) was collected at the end of the experiment.

7.3.4 Manipulation Checks

Question three ("Do you think that (CEO's name) has the following characteristics? in the experiment required respondents to identify how likely the CEO possesses a list of 24 characteristics such as procedural/disciplined/well-organised, directive/commanding, domineering, aggressive, collaborative/teamwork, efficient, consultative, cooperative, diplomatic, open, approachable, communicative, humane/compassionate, reflective/thoughtful, independent, resourceful and energetic, determined/persistence, obsessive, willing to take risks, creative, interactive, conviction for the future, intuitive, and inspirational? Three of the characteristics from the pilot study (procedural/disciplined/well-organised) were collapsed into one to represent Offermann et al.'s (1994) key themes. Two new characteristics (conviction for the future and being intuitive) were added to enhance the distinctiveness of the visionary/ based on one of Gestner and Day's (1994) key themes and the findings of Study 1. In other words, the list combined the attributes identified in Study 1 and previous ILTs studies (see Appendix C). Since some participants were non-native speakers of English, these original adjectives used in the pilot study were expanded into phrases to clarify their meanings. For example, the adjectives such as "domineering", "compassionate" and "inspirational" were expanded into "Expects other to follow his command", "Understands others' needs and concerns", and "Inspires others to achieve dreams" (see Appendix C).

7.4   Summary and Conclusions

This chapter has outlined how the method for Study 2 was determined to test the hypotheses developed for the second and the third research questions (see Chapter 6). A pilot study was conducted to refine the experimental stimuli and the questionnaires,

to gauge the length and ease of the computer-mediated lab experiment, and to determine the best experimental design.

The findings from the pilot study suggested that the manipulations of CEO types and the levels of achievements in the experimental stimuli needed to be modified. The descriptions of CEOs were changed to minimise respondents' affective responses, and the activation of ILTs or central traits associated with leaders (see Appendices A and B). Besides, the words used in the options for CEO characteristics were extended into phrases to clarify meanings of each adjective (see Appendix C). The figures (digits with decimal points) representing the levels of achievements were modified to authenticate the stimuli. The figures for the financial performance of the organisation previously run by a CEO used in the pilot study were absolute numbers, whilst the figures in the main experiment were varied by 1 or 2 decimal points (see Appendices A and B). The variation is meant to prompt participants to exercise their subconscious in processing available information (along the CM continuum) and to minimize hypothesis guessing.

The findings of the pilot study also suggested that an efficient mixed design (a Latin-squares design) should be used to minimize potential carryover effects. The main experiment had two between-subjects factors. The design prevents repetition of paired leadership archetypes and situational contexts. Specifically, each participant read a unique combination of CEO type and situational context only once, instead of a different CEO facing a particular situational context repeatedly. The results of the main study are presented in Chapter 7.

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CHAPTER 8

Study 2: Results and Discussion

8.1   Introduction

Chapter 7 outlined the method used in Study 2. The objective of this chapter is to report the data analysis and the results of the tested hypotheses based on the experimental design (see Figure 7.11). Specifically, the chapter summarises the findings and highlights how likely the presence of CEO leadership archetypes, previous achievements, and the leader-context matches/mismatches would influence the perceived likelihood of organisational success.

Statistical analysis using a mixed factor analysis of variance (ANOVA) was conducted to assess the impact of three different variables (CEO previous achievements, CEO types, and situational contexts) on the perceived likelihood of the CEO achieving organisational success using the SPSS for Windows-Version 17. Achievement was manipulated between subjects, and CEO archetypes and situational contexts were manipulated within subjects as part of the 2 x 3 x 3, which also represented 2 sets of a Latin-square design (see Table 7.12)

The results were interpreted based on the alpha level of .05 for significance and Cohen's (1988) guidelines for effect size (small effect < 0.06; 0.06 < moderate effect < 0.14; large effect > 0.14). The data were decomposed to analyse the main and interactions of the independent variables (CEO types, situational contexts and achievements) to test hypotheses 1 and 2. For hypothesis 3, the data gathered for each CEO were combined to analyse to the influence of the leader-context match on the perceived likelihood of organisational success. Prior to the analysis, the manipulation checks were conducted for CEO leadership archetypes.

8.2   Manipulation Checks

Similar to the pilot study, the 24 items assessing each CEO's characteristics were subjected to principal component analysis (PCA) after examining the suitability of data for factor analysis. The correlation matrix revealed the presence of many coefficients of .32 and above. Only variables with good factor loadings (above .5, see Comrey and Lee, 1992) were kept as pure measure of factors. With 161 valid cases of each CEO, the Kaiser-Meyer-Olkin value was .88 (the visionary), .83 (the commander) and .89 (the non-archetypal), exceeding the recommended value of .6 (Kaiser, 1970). The Bartlett's Test of Sphericity (Bartlett, 1954) for each CEO reached the statistically significance, thereby establishing that the correlations among items were not due to chance.

As illustrated in Tables 8.1a, 8.1b, and 8.1c, the Principal Component Analysis (PCA) revealed the presence of between four to five components with eigenvalues exceeding 1, explaining the total variance, respectively. The screeplot of each CEO type revealed a clear break after the second component. Using Catell's (1966) scree test, further investigation was done on the two components.

Table 8.1a   Total Variance Explained for the Visionary

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.419	35.078	35.078	8.419	35.078	35.078	5.053	21.055	21.055
2	3.099	12.911	47.989	3.099	12.911	47.989	3.691	15.378	36.432
3	1.627	6.778	54.766	1.627	6.778	54.766	2.466	10.273	46.706
4	1.272	5.299	60.065	1.272	5.299	60.065	2.236	9.316	56.021
5	1.029	4.287	64.353	1.029	4.287	64.353	1.999	8.331	64.353

Extraction Method: Principal Component Analysis.

Table 8.1b   Total Variance Explained for the Commander

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.226	25.941	25.941	6.226	25.941	25.941	5.319	22.161	22.161
2	4.461	18.587	44.529	4.461	18.587	44.529	4.600	19.165	41.325
3	1.733	7.223	51.751	1.733	7.223	51.751	2.115	8.811	50.136
4	1.378	5.741	57.492	1.378	5.741	57.492	1.545	6.437	56.574
5	1.042	4.341	61.833	1.042	4.341	61.833	1.262	5.260	61.833

Extraction Method: Principal Component Analysis

Table 8.1c   Total Variance Explained for the Non-Archetypal

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.742	36.424	36.424	8.742	36.424	36.424	5.607	23.363	23.363
2	2.740	11.417	47.841	2.740	11.417	47.841	3.952	16.468	39.831
3	2.005	8.353	56.194	2.005	8.353	56.194	2.801	11.672	51.503
4	1.283	5.347	61.541	1.283	5.347	61.541	2.409	10.038	61.541

Extraction Method: Principal Component Analysis.

The 24 items were reduced to ten items with good factor loadings (factor loadings higher than .6 with no cross-loadings higher than .4; see Appendix F). The ten items were grouped into two groups of adjectives associated with Yukl's (2006) and Yukl *et al.*'s (2002) behavioural meta-categories: task-oriented and relation-oriented. The task-oriented components were determined, competitive, and confident. The relation-oriented components were collaborative, approachable, open-minded, compassionate, interactive and communicative. Table 8.2 illustrated the descriptive statistics for the two meta-categories of all three CEO types.

Table 8.2   Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
TO1	161	2.00	7.00	6.0104	.97995	.960
TO2	161	1.33	7.00	6.1884	.97096	.943
TO3	161	1.00	7.00	5.3188	1.11825	1.250
RO1	161	2.43	7.00	5.4144	1.05199	1.107
RO2	161	1.29	6.29	3.7995	1.03428	1.070
RO3	161	1.43	7.00	4.7303	.98224	.965
Valid N (listwise)	161					

TO = Task =-oriented; RO = Relation-oriented
1=Visionary; 2= Commander; 3=Non-Archetypal

Means Contrasts In order to determine whether the two components for each CEO type varied as intended, a paired samples t-test was conducted to evaluate the mean contrasts of each component of matched pairs.

As displayed in Table 8.3, there was a statistically significant higher score in task-oriented component for the commander (M = 6.19; SD = .98), t (1, 160) = 2.34, p < .05 than for the visionary (M = 6.01; SD = .98). The mean score increase in the task-oriented component for the commander was .17 with a 95% confidence interval ranging .33 to .23.   The eta squared statistic (.07) indicated moderate size. This suggests that the commander is more task-oriented than the visionary. The mean increase was expected for it was consistent with the findings of Study 1 and Hart and Quinn (1993). The commander was expected to be activated by the phrases used in the stimuli such as "a troop of senior executives', "a military leader rallying his army to win a battle", 'his lieutenants", and "sets strict benchmarks for his force" (see Appendix B) and the situational context requiring a company to improve profitability as suggested by the CVF theory of effectiveness.

In contrast, there was a statistically significant lower score in relation-oriented rating for the commander (M = 3.79; SD = 1.03) t (1, 160) = 13.94, p = .00 than the score for the visionary (M = 5.41; SD = 1.05). The mean score decrease in the relations-oriented component for the commander was 1.61 with a 95% confidence interval ranging 1.39 to 1.84. The eta squared statistic (.11) indicated a moderate effect size.

The mean decrease was also expected as the visionary was likely to be activated through phrases such as "a soothsayer", "predictions often turn into reality", "realise the unthinkable", and "often stimulates the imagination of his teams" (see Appendix B) and the situational context demanding a company to generate innovation. In short, the significant differences suggested that the experimental stimuli of both archetypes differed from each other, thus, the manipulation of the archetypes was successful.

Table 8.3   Paired Samples Test

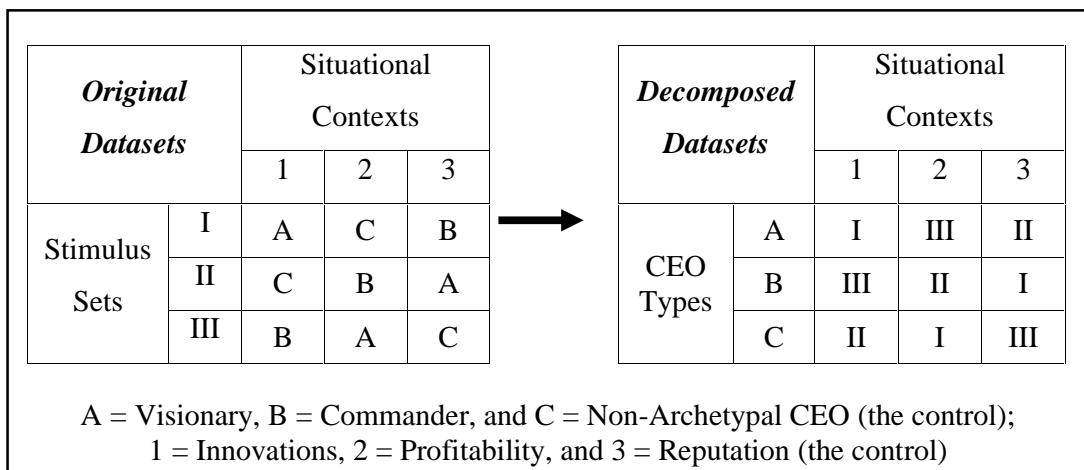| 2 Factors Pairs	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
TO1 – TO2	-.17805	.96540	.07608	-.32831	-.02780	-2.340	160	.021
TO1 – TO3	.69151	1.28374	.10117	.49170	.89132	6.835	160	.000
TO2 - TO3	.86957	1.28462	.10124	.66962	1.06951	8.589	160	.000
RO1 - RO2	1.61491	1.47011	.11586	1.38609	1.84372	13.938	160	.000
RO1 - RO3	.68412	1.24800	.09836	.48987	.87836	6.956	160	.000
RO2 - RO3	-.93079	1.39232	.10973	-1.14750	-.71408	-8.483	160	.000

TO = Task =-oriented; RO = Relation-oriented
1= Visionary; 2= Commander; 3=Non-Archetypal (Control)

For the non-archetypal CEO, there were statistically significant lower mean scores in both task-oriented components (M = 5.32; SD = 7.12), t (1, 160) = 6.84, p < .05 and relation-oriented components (M = 4.73; SD = .98), t (1, 160) = 6.96, p < .05 than those scores for the visionary. In contrast, the mean score of the relation-oriented component for the non-archetypal CEO score was significantly higher than the score of the commander, t (1, 160) = 8.48 and p = .00. These differences suggest that the absence of metaphorical description of the control stimuli did not activate any leadership archetypes. However, other information such as "owns a beach house, reads widely, and keeps himself updated with current issues" and "visits art galleries, museums and iconic landmarks" may have triggered that some elements of ILTs (collections of beliefs and assumptions, about how certain traits are linked to other characteristics and behaviours of leaders; see Lord and Maher, 1991). The

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behavioural aspects of the non-archetypal CEO may have been associated with how the CEO would relate himself to others. Thus, the manipulation of the non-archetypal stimuli did not work as expected. This suggests that virtually any kind of a CEO profile that suggests relation-oriented behaviours biases perceived expectations about how the CEO would perform.

8.3   Analysis

As shown in Figure 8.1, the data were classified according to the CEO types with two levels of achievements.

Original Datasets		Situational Contexts		
		1	2	3
Stimulus Sets	I	A	C	B
	II	C	B	A
	III	B	A	C

Decomposed Datasets		Situational Contexts		
		1	2	3
CEO Types	A	I	III	II
	B	III	II	I
	C	II	I	III

A = Visionary, B = Commander, and C = Non-Archetypal CEO (the control);
1 = Innovations, 2 = Profitability, and 3 = Reputation (the control)

I = Group 1, II = Group 2, III = Group 3

Figure 8.1   The Decomposition of the Original Datasets

The decomposition of data was to test hypothesis 1 (Mass media profiles of a CEO that activate a leadership archetype increase the perceived likelihood of the CEO's effectiveness in achieving organisational success compared to profiles that do not activate a   leadership archetype). The reclassification was also meant to test hypothesis 2 (H2a. The presence of impressive achievements in a mass media profile increases the perceived likelihood of the CEO's effectiveness in achieving organisational success compared to the presence of unimpressive achievements; H2b. The difference between impressive versus unimpressive achievements on the perceived likelihood of CEO effectiveness in achieving organisational success is smaller when a leadership archetype is activated compared to when it is not.), and hypothesis 3 (H3: The presence of a match between CEO archetypes and the critical

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contemporary issues facing the organisation ("commander" efforts in improving profitability; or "visionary" efforts in generating innovative products) in mass media profiles increases the perceived likelihood of CEO effectiveness compared to a mismatch.).

8.3.1 Testing Hypotheses 1 and 2

Main Effects As illustrated in Table 8.4, **t**he mixed between-within subjects effects analysis demonstrated the main effects of the three independent variables (situational contexts, CEO types and CEO achievements) on the perceived likelihood of CEO in achieving organisational success. The main effect of CEO types was significant [F (2, 147) = 26.41, p = .00, eta^2 = .26] (see Table 8.4). Similarly, situational contexts had significant main effects [F (2, 294) = 4.99, p = .01, eta^2 = .03] (see Table 8.5). The significant main effect of CEO types suggests initial support for hypothesis 1.

Table 8.4   Tests of Between-Subjects Effects

Measure: Contexts; Transformed Variable: Average

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Intercept	140529.804	1	140529.804	7019.023	.000	.979
Achievement	27.512	1	27.512	1.374	.243	.009
Type	1057.329	2	528.665	26.405	.000	.264
Achievement * Type	32.223	2	16.111	.805	.449	.011
Error	2943.128	147	20.021			

Table 8.5   Tests of Within-Subjects Effects

Measure:Contexts

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Context	218.147	2	109.073	4.995	.007	.033
Context * Achievement	25.538	2	12.769	.585	.558	.004
Context * Type	601.813	4	150.453	6.889	.000	.086
Context * Achievement*Type	30.997	4	7.749	.355	.841	.005
Error(Context)	6420.563	294	21.839			

In contrast, the effect of CEO achievements was not statistically significant [F (1, 147) = 1.37, p = 0.2, eta^2 = 01], on participant perceptions of future organisational success. The non-significance gave no support for hypothesis 2a

Interactions The tests of between-subject effects showed that there was no statistically significant two-way interaction between CEO types and achievements F (2, 147) = .81, p = .45, eta^2 = .01 (see Table 8.4). Similarly, it was revealed that there was no statistically significant two-way interaction between the situational contexts and achievements F (2, 294) = .59, p = .56, eta^2 = .00 (see Table 8.5). Table 8.5 shows no statistically significant interaction among situational contexts, CEO types and achievements F (2, 294) = .36, p = .84, T eta^2 = .01. The lack of the two-way and the three-way interactions failed to support hypothesis 2b.

In contrast, a statistically significant interaction was found between situational contexts and CEO types, Wilks' Lambda=.83, F (4, 294) = 6.89, p = .00, with moderate effect size (eta^2 = .09) suggesting that H1 and H3 should be tested via planned contrasts.

A between-subjects effect analysis was conducted on the significant interaction of two independent variables (Situational Contexts and CEO). As illustrated in Table 8.6, the analysis revealed that the effects of CEO types were statistically significant in each situational contexts, that is, p < .05 with moderate to large effect size [F (2,150) = 7.55; eta^2 = 0.09 for innovation; F (2, 150) = 16.69 and eta^2 = 0.18 for profitability; F (2,150) = 14.93 and eta^2 = 0.17 for reputation). These results also lent support for H1, but offered no clear interpretation of which CEO type (the archetypal versus the non-archetypal) contributed to the significant effect. Similarly, no interpretation could be done for H3. Thus, the subsequent analyses were conducted.

Table 8.6   Tests of Between-Subjects Effects (CEOs in Situational Contexts)

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
CEO Type	Innovation	694.915	2	347.458	14.929	.000	.166
	Profitability	664.876	2	332.438	16.694	.000	.182
	Reputation	302.235	2	151.118	7.551	.001	.091
Error	Innovation	3491.059	150	23.274			
	Profitability	2987.020	150	19.913			
	Reputation	3001.882	150	20.013			

Means Contrasts Table 8.7 shows the descriptive statistics summarising the perceived likelihood of each CEO type (archetypal and non-archetypal) to succeed across situational contexts.

Table 8.7   Descriptive Statistics

MeanABC

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
						Lower Bound	Upper Bound			
1		161	4.9084	1.06275	.08376	4.7430	5.0738	2.25	7.00	
2		161	4.0435	1.28804	.10151	3.8430	4.2440	1.00	7.00	
3		161	4.1413	1.17220	.09238	3.9589	4.3238	1.00	6.75	
Total		483	4.3644	1.23759	.05631	4.2537	4.4750	1.00	7.00	
Model	Fixed Effects			1.17793	.05360	4.2591	4.4697			
	Random Effects				.27346	3.1878	5.5410			.21572

1 = Visionary; 2 = Commander; 3 = Non-archetypal

Post-hoc comparisons displayed in Table 8.8 using the Tukey HSD test indicated that the mean score of the visionary (M = 4.91, SD = 1.06) was significantly different from the commander (M = 4.04, SD = 1.29, p = .00) and the non-archetypal CEO (M = 4.14, SD = 1.17, p = .00). The mean score of the commander did not differ significantly from the mean score of non-archetypal CEO (p = .74).

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Table 8.8   Multiple Comparisons of CEO Types across Situational Contexts

Dependent Variable:MeanABC

	(I) CEO	(J) CEO	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Tukey HSD	1	2	.86491	.13129	.000	.5563	1.1736
		3	.76708	.13129	.000	.4584	1.0757
	2	1	-.86491	.13129	.000	-1.1736	-.5563
		3	-.09783	.13129	.737	-.4065	.2108
	3	1	-.76708	.13129	.000	-1.0757	-.4584
		2	.09783	.13129	.737	-.2108	.4065

*. The mean difference is significant at the 0.05 level.
1 = Visionary; 2 = commander; 3 = non-archetypal

These results suggested that the visionary contributed to the significant effects of CEO types on the perceived likelihood of organisational success, whilst the commander did not. Thus, the findings provided partial support for hypothesis 1 (Mass media profiles of a CEO that activate a leadership archetype increase the perceived likelihood of the CEO's effectiveness in achieving organisational success compared to a profile that does not activate a leadership archetype) . In other words, only mass media profiles of a CEO that activated the visionary archetype, not the commander archetype, increased the perceived likelihood of the CEO effectiveness in achieving organisational success. The task-oriented commander archetype was not favoured by the respondents, though the archetype has been commonly captured by leadership scholars (Oberlechner and Mayer-Schonberfer, 2002; Amernic *et al.*, 2007; Spicer, 2011). This suggests that archetypal CEOs biased stakeholder perceptions at varying degree in predicting the likelihood of the CEOs in achieving organisational success.

8.3.2 Testing Hypothesis 3

The data of the leader-context matches/mismatches of the archetypal CEOs were reclassified as shown in Figure 8.2. Another newly defined variable was created with two levels: the matches and the mismatches. The matches were the visionary in the

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innovation context and the commander in the profitability contexts, whilst the mismatches were the visionary in the profitability context and the commander in the innovation context.
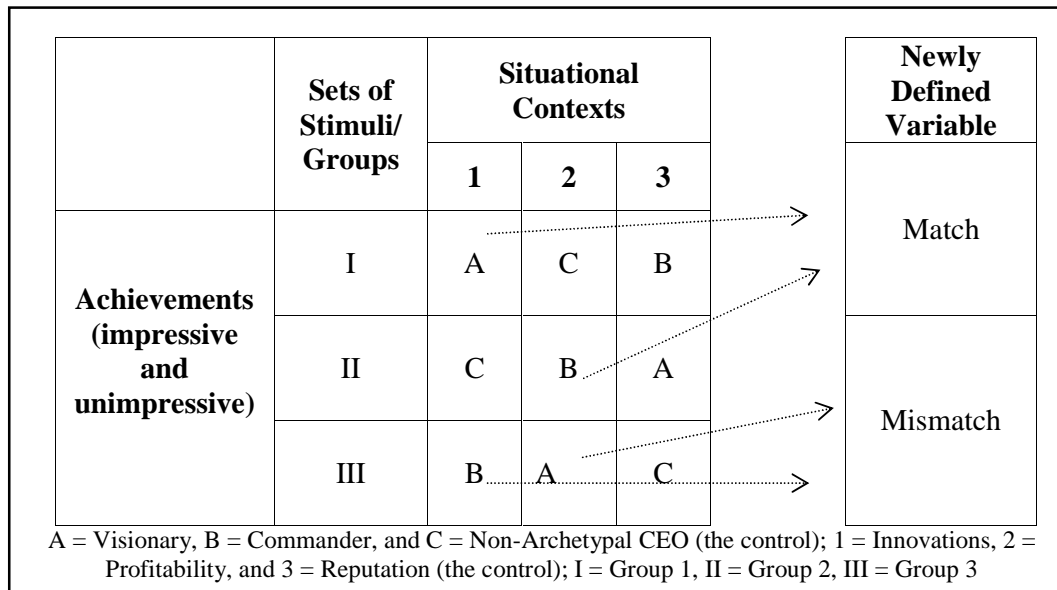
	Sets of Stimuli/ Groups	Situational Contexts			Newly Defined Variable
		1	2	3	
Achievements (impressive and unimpressive)	I	A	C	B	Match
	II	C	B	A	
	III	B	A	C	Mismatch

A = Visionary, B = Commander, and C = Non-Archetypal CEO (the control); 1 = Innovations, 2 = Profitability, and 3 = Reputation (the control); I = Group 1, II = Group 2, III = Group 3

Figure 8.2   Reclassification of Data to Test Hypothesis 3

Means Contrasts Table 8.9 shows the descriptive statistics summarising the results of the match and mismatch.

Table 8.9   Descriptive Statistics

Matches /Mismatches	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
A1	53	2.25	7.00	262.25	4.9481	1.09891	1.208
A2	53	2.25	6.75	261.75	4.9387	1.07183	1.149
B2	55	1.00	7.00	215.25	3.9136	1.34045	1.797
B1	53	2.25	6.50	227.25	4.2877	1.06901	1.143
Valid N (listwise)	53						

A = Visionary; B = Commander; 1 = Innovation; 2 = Profitability
A1 and B2 = Matches; A2 and B1 = Mismatches

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A paired samples t-test was conducted to evaluate the mean contrasts of each match-mismatch pairs. As shown in Table 8.10, there was no statistically significant mean difference between the visionary-context match (A1: M = 4.95, SD = 1.09) and its mismatch (A2: M = 4.94, SD = 1.07), t (1, 52) = .04, p = .97. This suggests that the leader-context match or mismatch for the visionary CEO (A1 – A2) did not have any varying effect on stakeholder perception in predicting organisational success (generating product innovation and improving profitability).

Meanwhile, there was a statistically significant decrease in the leader-context mean score from the visionary-context match (A1) to the commander-context mismatch (B1), t (1, 52) = 3.36, p = .00. The decrease in the leader-context mean scores was .66 with a 95% confidence interval ranging .27 to 1.05. The eta squared statistic (.20) indicated a very large effect size. This indicates that the visionary (A1) had greater influence on stakeholders' perception in predicting the CEO to generate product innovation than the commander (B1)

Table 8.10   Paired Samples Tests

Matches /Mismatches Pairs	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
A1 - A2	.00943	1.65320	.22708	-.44625	.46511	.042	52	.967
A1 - B1	.66038	1.42951	.19636	.26636	1.05440	3.363	52	.001
B2 - B1	-.47170	1.53850	.21133	-.89576	-.04764	-2.232	52	.030
B2 - A2	-1.12264	1.76751	.24279	-1.60983	-.63546	-4.624	52	.000

A1 and B2 = Matches; A2 and B1 = Mismatches

In contrast, there was a statistically significant increase in mean score of the leader-context match for the commander-context match (B2) to the commander-context mismatch (B1), t (1, 52) = 2.2, p = .03. The increase in the leader-context mean scores was .47 with a 95% confidence interval ranging -.89 to -.05. The eta squared

statistic (.21) indicated very large effect size. This result suggests that the commander-context match (B2) did not have a greater influence on stakeholders' perception in predicting the commander to improve profitability than the commander-context mismatch (B1).

Similarly, there was a statistically significant increase in leader-context mean scores from the commander-context match (B2) to the visionary-context mismatch (A2), t (1, 52) = 4.62., p = .0. The increase in the leader-context mean scores was 1.12 with a 95% confidence interval ranging -1.61 to -.64. The eta squared statistic (.24) indicated very large effect size. This indicates that the commander-context match (B2) did not have a greater influence on stakeholders' perceptions than the visionary-context mismatch (A2) in predicting how likely the CEO can improve the profitability of his organisation.

The mean contrasts revealed that the leader-context match and mismatch (A2) of the visionary did not contribute to any significant difference in the stakeholders' perceptions in predicting the visionary to achieve organisational success. Meanwhile, the leader-context match of the commander (B2) did not give a greater influence on the perceived likelihood of the commander to achieve organisational success compared to the mismatches (B1 and A1). These results suggest that the perceived effectiveness of the visionary did not depend on whether he was hired to manage a company needing to create innovations (A1) or one needing to improve profitability (A2). For the commander, the results indicate that the leader-context match was not perceived as having greater influence in predicting organisational success than its mismatch. In this case, the situational context may have greater influence than the CEO archetype in predicting organisational success. The commander who needed to generate innovative products may have been given the benefits of doubts in generating innovative products compared to improving profitability. Thus, these results provided no support for hypothesis 3.

In general, the results of the analysis provided partial support for hypotheses 1, but no support hypotheses 2 and 3. For hypothesis 1, only mass media profiles of a CEO that activated the visionary archetype, not the commander archetype, increased the

perceived likelihood of the CEO effectiveness in achieving organisational success. The presence of a visionary archetype increased the perceived likelihood of CEO effectiveness in achieving organisational success across contexts. The commander was perceived as equally capable as the non-archetypal CEO in achieving organisational success. Meanwhile, for hypothesis 2, the achievements appeared not to make any difference to stakeholders' perceptions in predicting organisational success.

For hypothesis 3, the leader-context match and mismatch of the visionary had similar influence on stakeholders' perceptions in predicting organisational success. The leader-context mismatch of the commander and the visionary had a greater influence on influence stakeholders' perceptions in predicting an organisation's initiative to generate innovative products and to improve profitability, respectively, compared to of the leader-context match of the commander The results suggest that the visionary CEO appears to be more idealised than the commander by distant stakeholders in predicting organisational success. The commander seems to be perceived as more capable in generating innovations compared to improving profitability, but perceived as less likely to be effective in improving the financial status of an organisation compared to the visionary. Thus, the results suggest that the visionary was perceived as a powerful CEO archetype that transcends the specific problems or issues facing an organisation. This notion appears to represent one of the strategic leadership main streams, that is, the visionary leadership (Elenkov *et al.*, 2005).

8.4   Summary, Conclusions and Limitations

Based on the findings of Study 1, this chapter reports the results of testing three (3) hypotheses to answer the second and the third research questions. The second research question (Does the presence of leadership archetypes in mass media profiles of CEOs have a biasing influence on stakeholders' perceptions in predicting a company's future success?) was broken into two hypotheses: hypotheses 1 and 2. The third research question [Does a match between CEO leadership archetypes and situational contexts (generating innovations, improving profitability or market share, ensuring work process efficiency, or engaging employees' commitment) facing the organisations CEOs run have a larger biasing influence on stakeholders in predicting a

company's future success than a mismatch*?*] was addressed through testing hypothesis 3.

Hypothesis 1 examined how likely a mass media profile of a CEO that activates a leadership archetype increases the perceived likelihood of the CEO effectiveness in achieving organisational success compared to a profile that does not activate a leadership archetype. Similar to the results of the pilot study, the experiment revealed that hypothesis 1 was only partially supported. Specifically, the results of the experiment suggest that an archetype such as the visionary was perceived most likely to succeed in achieving organisational success across situational contexts, whilst another archetype such as the commander was perceived as equivalent to any CEO. In other words, a commander was perceived as equally competent as a non-archetypal CEO in achieving organisational success.

Hypothesis 2 tested how likely the presence of achievements is mass media profile of a CEO influences the perceived likelihood of the CEO effectiveness in achieving organisational success. The hypothesis predicted that the presence of impressive achievements increases the perceived likelihood of organisational success rather than the presence of unimpressive achievements and the difference between impressive versus unimpressive achievements on the perceived likelihood of CEO effectiveness in achieving organisational success is smaller when a leadership archetype is activated compared to when it is not. However, the results of the experiment indicated that achievements did not influence stakeholders' perceptions in predicting organisational success. Specifically, neither main effect nor interaction effect of achievements was found. Thus, hypotheses 2a and 2b were rejected.

Hypothesis 3 investigated how likely the presence of a match between a CEO archetype and the critical contemporary issues facing the organisation ("commander" efforts in improving profitability; or "visionary" efforts in generating innovative products), in mass media profiles increases the perceived likelihood of CEO effectiveness compared to a mismatch. The analysis revealed that the visionary was perceived the most superior in the likelihood of a CEO in achieving organisational success regardless of the situational contexts, whilst the leader-context match for the commander was not supported. The visionary was perceived likely to be successful in

generating innovation and improving profitability regardless of the leader-context match or mismatch. The commander was perceived more likely to generate innovation than to improve profitability. In other words, the results of the experiment provided no support for hypothesis 3, thus, the hypothesis was rejected.

In essence, the experiment provided partial support for the influence of the leadership archetypes (H1), but no support for the influence of achievements (H2a and H2b), and the leader-context match concept (H3) on stakeholders' perceptions in predicting organisational success. The findings suggest that the presence of visionary archetypes in mass media profiles of CEOs had biasing influence on stakeholders' perceptions in predicting organisational success, whilst CEOs' achievement at previous organisations and the leader-context match did not influence the stakeholders' perceptions.

Limitations The results of the experimental findings had some limitations. First, the experiment used students who were studying business and participating for credit as samples. These participants may have been exposed to leadership theories throughout their studies and have used their knowledge in evaluating the featured CEOs. The students may have also completed the experiment to gain credit, and not serious in reading each stimuli and responding to the questions.

Second, since each stimulus was presented in a single paragraph description, the limited information about the featured CEOs may activate participant ILTs (a set of prototypical or universal leadership traits or characteristics). Since CEOs are commonly perceived as organisational leaders, the participants may have been cognitively busy matching the traits and characteristics of the featured CEOs to their ILTs. Should that be the case, the achievement information may have not been cognitively processed. This circumstance could have contributed to statistically insignificant effect of achievements on the participant perceptions and the lack of interactions among the achievements, the CEO types and the situational contexts.

Third, the nature of industry in which each CEO involved may trigger other assumptions among participants. For example, media industry may suggest to the participants that it requires creative leaders. Companies in the trade industry such as a

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clothing distributor, meanwhile, may place more emphasis on having efficient leaders, than having creative leaders. Similar to the effect of participant ILTs, such assumptions may have led participants to ignore the achievement information of which was perceived insignificant in predicting organisational success.

Acknowledging the outlined limitations, the findings of the experimental study (Study 2) are summarised and discussed together the findings of the exploratory study (Study 1) and tied back to the literature review in the next final chapter. The final chapter also highlights the research implications and limitations, and suggests areas for further research.

CHAPTER 9

General Discussion and Conclusions

9.1   Introduction

The focus of this thesis has been on examining the effects of media-depicted leadership archetypes on distant stakeholders' perceptions in predicting the organisational success. Specifically, it has sought to address three research questions:

RQ1: a) *What are the common leadership archetypes depicted in mass media?;*

b) *Do the leadership archetypes commonly depicted correspond to those in the academic literature?;*

RQ2: *Does the presence of CEO leadership archetypes in mass media profiles of CEOs have a biasing influence on stakeholders in predicting a company's future success?;*

RQ3: *Does a match between CEO leadership archetypes and situational contexts (critical contemporary issues specified in the CVF quadrants of organisational cultures namely, generating innovations, improving profitability or market share, ensuring work process efficiency, or engaging employees' commitment) facing the organisations CEOs run have a larger biasing influence on stakeholders in predicting a company's future success than a mismatch?*

The research questions were addressed through a mixed methods approach with an exploratory sequential design. The first research question was addressed through an exploratory study (Study 1), and the second and the third research questions were answered through an experimental study (Study 2.). This chapter summarises the findings of both studies. Based on these findings, it discusses the theoretical and methodological contributions and the implications for management practice. It then

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highlights the study limitations, suggests directions for future research and provides concluding comments.

9.2   Media-Depicted Leadership Archetypes

The exploratory study (Study 1), which was a qualitative metaphor-based content analysis, was aimed to identify the common leadership archetypes depicted in the print mass media and to see whether they correspond with those identified in the academic literature. The study sought to address RQ1a and 1b without a conditional proposition. The conclusions were made based on data derived from print mass media.

The leadership archetypes were classified into Cameron and Quinn's (2006) CVF for leadership four (4) quadrants: create-, compete-, control- and collaborate-orientations. The framework specifies that the create- and compete-orientations focus on external environment, whilst the control- and collaborate prioritise the internal environment of an organisation. The analysis also exemplified and differentiated each type of leadership archetypes based on how CEOs overcome the contemporary challenges faced by the organisations they run.

The analysis revealed that mass media profiles of CEOs depicted eight leadership archetypes: visionary, innovator, commander, hero, expert, constructor, coach, and diplomat. Visionaries, who are far-sighted and intuitive, and innovators, who are creative and adventurous, are create-oriented CEOs. Directive and aggressive commanders, and courageous and combative heroes are compete-orientated leaders. Constructors, who subscribe to being pragmatic and structural, and experts, who are projected as being knowledgeable and disciplined, fit into the control quadrant. Coaches, who consult and inspire others, and diplomat, who demonstrate tactfulness and compassion, are collaborate-oriented CEOs. The results of Study 1 also indicated that most CEOs were projected as having multiple leadership archetypes.

Some of the leadership archetypes, such as visionaries, commanders, heroes, diplomats, coaches, and experts correspond to those highlighted in the academic literature (see Figure 2.3). Other leadership archetypes such as constructors and

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innovators were confined to either the mass media or academic literature, respectively.

9.3 The Influence of Media-Depicted Leadership Archetypes on the Perceived Likelihood of Organisational Success

The experimental study (Study 2), which was a computer-mediated lab experiment, was conducted to examine how mass media-depicted leadership archetypes identified in Study 1 influenced the perceived likelihood of organisational success. As such, the study was designed to address the second (RQ2) and the third research (RQ3) questions.

Drawing on the review of the academic literature, the CVF theory of effectiveness, and the findings of Study 1, this study only included the leadership archetypes with external environment focus: a create-oriented leadership archetype (the visionary) and a compete-oriented leadership archetype (the commander), two situational contexts (improving profitability and generating innovation), and two levels of achievements (impressive and unimpressive). The two orientations were assumed to be most visible to multiple stakeholders, and the two situational contexts represented the relevant organisational leadership issues (see Figure 2.1). The CEO achievements at previous organisations were among the information commonly publicised in mass media. A non-archetypal and a non-organisational leadership issue (protecting organisational reputation) were included as the controls.

The research questions were addressed through testing the following three hypotheses:

H1:   Mass media profiles of a CEO that activate an leadership archetype increase the perceived likelihood of the CEO effectiveness in achieving organisational success compared to profiles that do not activate an leadership archetype.

H2a: The presence of impressive achievements in a mass media profile of a CEO increases the perceived likelihood of the CEO effectiveness achieving organisational success compared to the presence of unimpressive achievements.

H2b: The difference between impressive versus unimpressive achievements on the perceived likelihood of CEO effectiveness in achieving organisational success is smaller when a leadership archetype is activated compared to when it is not.

H3:   The presence of a match between CEO archetypes and the situational contexts (the critical contemporary issues facing the organisation: "commander" efforts in improving profitability; or "visionary" efforts in generating innovation), in mass media profiles increases the perceived likelihood of CEO effectiveness compared to a mismatch ('commander" initiative in generating innovation; or "visionary" initiative in improving profitability).

The findings revealed partial support for hypothesis 1, no support for hypotheses 2 and 3. For hypothesis 1, only the presence of one leadership archetype (the create-oriented visionary) in mass media profiles increased the perceived likelihood of the CEO to achieve organisational success, whilst another leadership archetype (the compete-oriented commander) did not. The results of testing hypothesis 2 indicated that CEO previous achievements did not matter to distant stakeholders. For hypothesis 3, the presence of a match or a mismatch between the visionary (the leadership archetype) and the situational context was not perceived significantly different from each other.   Mismatches between leadership archetypes (the visionary and the commander) and situational contexts were perceived more favourably than a match between the commander and the situational context.

9.4   Discussion

Having summarised the main results of the thesis, the chapter now turns to a discussion of how these results might inform our understanding of leadership archetypes, how these leadership archetypes might influence stakeholder perceptions of organisational effectiveness and the significance of such influence.

9.4.1   Leadership Archetypes in Mass Media

CEOs are the most visible representations of organisational leadership (Kitchen and Laurence, 2003). Mass media has been identified as responsible for making CEOs highly visible with favourable images (see Useem, 2001, 2002). Conversely, when

mass media project a CEO having a ruthless image, such a portrayal may, of course, be perceived negatively by distant stakeholders (see Den Hartog *et al.*, 1999; Power *et al.*, 2008). Favourable images tend to attract support from primary stakeholders (investors, employees and customers), whilst unfavourable ones may deter these stakeholders to invest, work or patronage a company's business ventures. These images have a spill-over effect on organisational image or corporate brand image (McGrath, 1995a, 1995b; Power *et al.* 2008). In assessing corporate reputation or brand image, CEOs are indicators of organisational leadership and success (Fombrum and Riel, 1997; Hatch and Schultz, 1997; Knox and Bickerton, 2003; Page and Fearn, 2005; Reil and Fombrun, 2007).

The thesis defines CEO images as leadership archetypes (visionary, commander, coach etc.) that summed up a set of characteristics (behaviours and traits in situational contexts) inferred from accounts of CEO statements and actions while overcoming business challenges. The thesis argues that mass media project leadership archetypes onto CEOs as they seek to examine the CEO' performance in relation to the challenges that the CEOs and their organisations face.

In the academic literature, CEOs appear to be depicted as possessing multiple leadership archetypes. Some of these archetypes are based on functional roles, whilst others are metaphorical. These archetypes can be classified into Cameron *et al.*'s (2006) CVF for leadership, which has four quadrants: collaborate-, create-, compete-, and control-orientations. The review of the academic literature suggests that three leadership archetypes (saints, entrepreneurs and commanders) are believed to be commonly identified by socially close and distant stakeholders. These three archetypes represent leaders who are collaborate-, create-, and compete-oriented, respectively. However, little is known whether these archetypes correspond with those portrayed in mass media.

Consistent with the review of the academic literature, an exploratory study (Study 1) revealed that CEOs were portrayed in the mass media with multiple leadership archetypes, namely, visionary, innovator, commander, hero, expert, constructor, coach, and diplomat. Most of these echo those archetypes identified in the academic literature, except for constructors. The commander (see Amernic *et al.* 2007;

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Oberlechner and Mayer-Schonberfer, 2002; Spicer, 2011), which was the most consistently mentioned archetype in the academic literature, was the most exemplified in the mass media portrayals of CEOs compared to the other two archetypes (entrepreneurs in Chen and Meindl, 1991; Mayo and Nohria, 2005, and saints in Alvesson, 2011; Amernic *et al.*, 2007).

Similar to previous research findings (e.g. Chen and Meindl, 1991; Meindl et. al, 1985), mass media tended to frame CEO leadership archetypes according to the contemporary business challenges or issues faced by the organisations that CEOs run. These challenges were referred to situational contexts prescribed by the CVF for leadership: generating innovation, improving profitability, achieving work process efficiency, and improving teamwork among employees. In essence, the framing appears to suggest that particular leadership archetypes are perceived as the most suitable for CEO to successfully deal with specific business challenges.

9.4.2   Leadership Archetypes and Organisational Success

Scholars have agreed that CEOs are strategic leaders responsible for organisational outcomes (Agle et al, 2006; Daft, 2005; Fanelli, 2003; Flynn and Shaw, 2004; Guthey et al, 2009; Hart and Quinn, 1993; Minzberg, 1983; Waldman *et al*., 2004). The outcomes refer to the current profitability, the growth and future positioning of the organisation, and the non-financial organisational effectiveness (Venkatraman and Ramanujam, 1986). These outcomes often interest the primary stakeholders (investor/shareholders, organisational members and customers).

Investors/shareholders are stakeholders in capital market. As highlighted in 2.7.1, from these stakeholders' point of view, "CEOs are primarily evaluated on financial performance" (Epstein and Roy, 2005, p. 75). However, previous studies linking CEO effectiveness to the current profitability (i.e. financial measures such as return-on-assets (ROA), profit-before-tax etc.) have been problematic. As summarised in Table 2.4, the influence of charismatic strategic leaders (CEOs) on organisational financial performance was negative (see Agle *et al.*, 1999, 2006; Collins, 2001; Fanelli, 2003; Harris and Ogbonna, 2001), absent (see Tosi *et al.*, 2004; Waldman, *et al.*, 2001), and positive (see Flynn and Staw, 2004; Waldman *et al.*, 2004). The results of Study 2

(hypotheses 2a and 2b) reveals that financial performance of the organisation led by the two archetypes (the visionary and the commander) did not influence the socially distant investors/shareholders' perceptions in predicting future success. The null hypotheses 2a and 2b provides support for earlier research findings (e.g. Hart and Quinn, 1993; Waldman, *et al.*, 2001; Tosi *et al.*, 2004) that revealed charismatic CEOs and the firms' shareholder return, or ROA have had no link. This indicated that though previous achievements were hypothesised to have some degree of influence on stakeholders' perceptions in predicting organisational success, the results of Study 2 revealed CEO tangible track records seemed to be ignored by stakeholders. In other words, using financial measures (current profitability) such as return-on-assets (ROA), profit-before-tax etc. to influence stakeholders' support for a company' business ventures was again problematic. This suggests that hard measures do not matter once an idealised leadership archetype is activated in stakeholders' mind and attached to a particular CEO**.** Other types of measure such as "standing out" (leader-like behaviours) and "perceived effectiveness" (the judgement of others on the leaders' effectiveness) criteria should be used (Kaiser *et al.*, 2008)

Many studies of leadership have used the terms charismatic leadership and visionary leadership interchangeably, but in strategic leadership studies, CEO leadership has been associated with visionary leadership (Elenkov *et al.*, 2005). Among stakeholders in labour market (organisational members), previous studies suggested that the impact of charismatic/visionary leaders has been positive (see Shamir, 1992; Flood *et al.* 2000; Gardner, 2003; Kantabutra and Avery, 2007). Some of these studies included some financial measures such sales records (Shamir, 1992) and return on investment or ROI (Flood *et al.*, 2000). Sales records were found to have greater impact than the non-financial measures (prototypical leadership role) on potential employees. This was consistent with Meindl *et al.*'s (1985) findings. However, a causal relationship between ROI and leadership could not be established due to the study limitations. Similarly, the results of Study 2 in this thesis suggest that the participants appear to ignore the financial measures (ROA, share price and profits). In other words, CEO achievements at the former organisation do not have any significant effect on potential employees in predicting organisational success.

Other studies limited the measures of charisma/visionary of CEOs to leader personal attributes (Gardner, 2003) and communication and alignment of organisational vision (Kantabutra and Avery, 2007) on organisational members. Similar to Awamleh and Gardner (1999), communication highly influenced the level of employee engagement and satisfaction, and the worthiness of leaders as role models. This particular aspect can be associated with CEOs who are perceived as being relation-oriented. For example, the manipulation checks in 8.2.1 indicated that the visionary archetype and the non-archetypal CEO were being collaborative, approachable, open-minded, compassionate, interactive and communicative. This suggests that any profile of CEOs that evokes the observers to think that a CEO can communicate effectively, can bias the expectation of CEO future performance. As such, effective communication appears to be a prerequisite of any CEO to succeed in overcoming business challenges.

Previous studies on the effect of CEOs on stakeholders of product/service market (customers) were limited to CEOs as being organisational spokespersons. These studies merely revealed that a CEO had to be credible (Freiden, 1984; Rubin *et al.*, 1982) persuasive (Reidenbach and Pitts, 1986), and not ruthless (Power et al, 2008). Based on ILTs (see Table 2..3), CEO credibility appears to represent two out of 5 most frequently perceived prototypical attributes of business leaders, namely, being intelligent and responsible (Gestner and Day, 1994). The two attributes also echo the central leaders' traits (Northouse, 2010). In this thesis, these two attributes refers to being knowledgeable and compassionate. The manipulation checks in 8.2.1 suggested that these attributes were expected from any CEO type as they did not have good factor loadings (higher than .6 with no cross-loading higher than .4). The absence of good factor loadings indicates that being intelligent and responsible are definitely leader central traits.

Similar to the attributes of being "intelligent and "responsible", the phrase "not ruthless" can be associated with sociability, another central leaders' trait (Northouse, 2010). This particular trait can be associated with the commander archetype in this thesis. The comparative analysis (mean contrasts) among the 3 CEO types in Study 2 indicated that socially distant stakeholders (e.g. customers) did not favour the commander archetype who was perceived as being determined, competitive and

confident (see 8.2.1). In contrast, the respondents favoured the non-archetypal CEO who was perceived as being collaborative, approachable, open-minded compassionate, interactive and communicative. Meanwhile, persuasiveness can be associated with the CEO communication skills. Again, this particular attribute represents one of the elements of a relation-oriented CEO. This suggests that virtually any profile of CEO that includes relation-oriented characteristics (e.g. collaborative, approachable, open-minded etc.), instead of any particular archetype also biases stakeholder expectations about how that CEO would perform.

Consistent with some previous research findings on visionary leaders (e.g. Flynn and Staw, 2004; Flood *et al.* 2000; Gardner, 2003; Kantabutra and Avery, 2007; Shamir, 1992; Waldman *et al.* 2004), Study 2 revealed that the presence of a visionary leadership archetype in mass media profile of CEOs did have a biasing influence on distant stakeholders' perceptions. The results of testing hypothesis 3 revealed that the respondents preferred the visionary archetype to the commander archetype. This suggests that though the commander archetype has been commonly captured by leadership scholars (Oberlechner and Mayer-Schonberfer, 2002; Amernic *et al.*, 2007; Spicer, 2011), the archetype is perceived ruthless and may have difficulty to gain a blind trust from socially distant stakeholders.

In essence, the thesis suggests that using non-financial measures such as leadership archetypes lead consistent results. This is in contrast with the findings of earlier studies indicating that leaders' effectiveness was determined by two types of measures: hard measures, that is, group and organisational performance (Awamleh and Gardner, 1999; Shamir, 1992, Meindl *et al.*, 1985; Philips and Lord, 1981) and soft measures such as oratory skills and being visionary (Clark and Greatbatch, 2011; Gardner, 2003; Awamleh and Gardner, 1999). Unlike the findings of these earlier studies, Study 2 provides no support for the influence of CEO past achievements (hard measure) during the CEO tenures. The findings (the null hypothesis on achievement) suggest that there is a need for leadership scholars to search more rigorously for evidence of the influence of achievements on leadership ratings among stakeholders such as investors/shareholders, employees and customers. The findings of Study 2 also strengthen the research proposition, which argues that organisations should emphasise their CEO leadership archetypes, instead of other details about

CEOs (achievements during previous tenures) so as to influence potential investors, employees, and customers, and to engender a positive perception of the business among them. Moreover, since CEO leadership is part of corporate reputation or corporate brand image, portraying a favourable CEO leadership archetype (the visionary) rather than generic attributes such as being credible, persuasive or not ruthless is more helpful to influence multiple stakeholders.

9.4.3 The Influence of Leader-Context Match on Stakeholders

As mentioned in 9.4.1, the findings of the exploratory study (Study 1) suggest that CEOs who are portrayed in the mass media using leadership archetypes are framed in such a way that the particular archetypes they are associated with are matched to the particular situational contexts that their organisations encounter. The framing is consistent with the leader-context match concept of Cameron and colleagues', (2006) CVF theory of effectiveness. The concept suggests that effectiveness of a leader is subject to situational contexts. The CVF theorises that create-oriented leaders (e.g. visionary or innovator) are effective in generating innovation, transforming organisations, and ensuring company's agility, whilst compete-oriented leaders (e.g. commander or hero) are effective in securing market share, attaining goals and improving profitability. Control-oriented leaders (e.g. constructor or expert) are likely to succeed in improve work process efficiency, whilst collaborate-oriented leaders (e.g. coach or diplomat) are likely to succeed in improving teamwork among employees.

Drawing on the review of academic literature and the findings of Study 1, this thesis put the CVF theory of effectiveness to test in Study 2. The findings of Study 2 suggest that the leader-context-match concept does not apply to socially distant stakeholders in predicting organisational success. The results revealed that the visionary CEO, who was create-oriented, was perceived likely to succeed in achieving any organisational success (generating innovations, improving profitability, and protecting reputation). These findings are in contrast to the findings of earlier research by Hart and Quinn (1993) that revealed a create-oriented leader such as the visionary was not predictive in improving profitability.

The results of Study 2 are consistent with previous research findings on the positive influence of a visionary CEO in improving organisational financial position (Flynn and Staw, 2004; Waldman *et al.* 2004) and organisational members' commitment (Flood *et al.* 2000; Gardner*,* 2003; Kantabutra and Avery, 2007; Shamir, 1992). It was noticeable that the influence of the visionary CEO overrode the leader-context match concept. In essence, the visionary leadership archetype (create-oriented leader) seemed to be more favourable than the commander leadership archetype (compete-oriented leader). This suggests that not all leadership archetypes are perceived favourably by socially distant stakeholders. The commander archetype can be perceived as ruthless, whilst the visionary can earn blind trust among socially distant stakeholders.

In general, the findings in Study 1 and 2 demonstrate the link between media-depicted leadership archetypes and their biasing influence on distant stakeholders' perceptions in predicting organisational success. Through employing metaphor-based content analysis, Study 1 indicates that some mass media-depicted leadership archetypes appear to correspond to those in the academic literature, whilst others do not. In the experimental study (Study2), two of the corresponding common leadership archetypes (commander and visionary) appear to have varying influence on distant stakeholders in predicting organisational success. The results of these two studies suggest that leaders as commanders seem to be less favoured than leaders who are visionaries. This suggests that the commanders as leadership archetypes may be out of date, whilst leaders as visionaries are currently perceived the contemporary leaders. In other words, while the research validates and adds leadership archetypes in the academic literature, it provides no support for the CVF theory of effectiveness among socially distant stakeholders.

9.5   Contributions

The research results enable this thesis to make several theoretical and methodological contributions and to highlight a number of practical implications.

9.5.1   Theoretical Contributions

The two studies conducted in this research contributes to our understanding of CEO leadership where they employ Cameron *et al.*'s (2006) CVF for leadership and link it to corporate marketing research, especially corporate reputation or corporate brand management.

9.5.1.1   Leadership Studies

Leadership research often presents transformational leaders as ideal "types" for CEOs. Sashkin (2004) asserted that transformational leadership stems from the TLT comprising three aspects of leadership: traits, behaviours and situations. Numerous scholars have investigated and debated the value of each aspect separately (Northouse, 2010). For example, the traits-based leadership has been criticised for producing endless and subjective lists of traits, ignoring the situational contexts and leadership outcomes, and being no use for leadership training and development. The behavioural leadership approach that often includes two instruments namely, the Leader Behaviour Description Questionnaire (Hemphill and Coons, 1957) and the Managerial Leadership Grid (Blake and Mouton, 1964) to assess leadership style is hardly linked to performance outcome. Situational leadership has been investigated by a number of scholars (Fiedler. 1978;, Fiedler and Gracia, 1987; House, 1996), but has been criticised as having an ambiguous conceptualization (Northouse, 2010).

Pursuing Sashkin's (2004) proposition and addressing the criticism of each leadership approach, the thesis argues that the three aspects of transformational leadership can be addressed by studying leadership archetypes, that is, personifications of the leadership qualities in situational contexts. The leadership qualities represent a combination of leadership traits and behaviours that are often triggered by situational contexts.

A number of leadership scholars (e.g. Chen and Meindl; 1991; Amernic *et al.*, 2007; Avelsson and colleagues, 2011; Fanelli and Grasselli, 2006; Kets De Vries, 2007; Rooke and Tobert, 2005) have examined leadership archetypes, but have made limited progress. These researchers have proposed various labels of leadership archetypes, and suggested that the identified archetypes can be contextualised according to situations. Some focus on leaders *in* organisations, whilst others focus on

leaders *of* organisations (strategic leadership). These studies appear to be descriptive and some of the studies (e.g. Chen and Meindl, 1991; Avelsson and colleagues, 2001; Rooke and Tobert, 2005) were not clearly linked to any specific leadership theory. Acknowledging these limitations, the thesis argues that leadership archetypes are manifestations of the contemporary leadership theory (TLT) and are activated in stakeholder minds though information processing (CM).

In theory development and advancement, most leadership scholars tend to focus heavily on theory related to leadership *in* organisation, instead of, leadership *of* organisation. For example, the most recent GLOBE studies by House *et al.* (2004) and Chhokar *et al.* (2007) presented the universally endorsed leadership dimensions perceived by members of organisations and societies across approximately 60 countries. Those leadership dimensions were approved by organisational members, and were validated through press media content analyses. The studies appear to advance the ILTs and charismatic/visionary leadership theory. However, since the identification of the leadership dimensions in press media was based on data gathered through surveys among organisational members, the dimensions appear valid only in the sense that they reflect the perceptions of those internal to organisations, not external stakeholders. In contrast, the current thesis advances the TLT and gathers external stakeholder perceptions of senior executives (CEOs) that are based on mass media representations. Therefore, the findings add to the understanding of how a wider "distant" variety of stakeholders view leaders and the companies they represent.

Though most leadership approaches have not included leadership outcomes as part of leadership assessments, a number of scholars have attempted to include them. Chapter 2 have summarised some of the outcomes linked to leadership by these scholars such as financial performance of an organisation, engagement of employees and patronage of customers. As discussed in Chapter 2, attempts to link the hard measures of organisational performance (financial performance) to CEO leadership led to mixed conclusions, whilst linking soft measures (employees and customers' engagement) tended to be positive. The mixed conclusions derived from previous studies prompted the current research to further investigate this link. Study 2 revealed that there was no significant effect of achievement on the stakeholders' perception in evaluating CEO leadership to achieve organisational success. The results suggest that should

leadership outcomes be included in any instrument assessing leadership, they should be limited to the soft, instead of the hard measures.

Besides advancing the TLT, the thesis also investigates the theory of effectiveness introduced by Cameron *et al.*'s (2006) CVF for leadership. Hunt (2004) posited that the CVF for leadership is one the emergent theories deemed useful for strategic leadership (see Hunt, 2004). Through metaphor-based content analysis, the thesis has proven that mass media portrayals of CEO often personify CEO leadership qualities in situational contexts corresponding to the CVF quadrants create-, compete-, control- and collaborate. The CVF theorises that particular types of leaders are effective when dealing with relevant organisational issues. In other words, the concept suggests that specific types of leaders are effective in particular situational contexts, whilst others are not (Cameron *et al.*, 2006). To date, a very limited number of studies have attempted to test whether the theory is applicable to how most individuals might predict CEO effectiveness in achieving organisational success. The thesis sought to do this where it tested the influence of leadership archetypes on stakeholders' perceptions in predicting organisational success.

Though the CVF has been useful to classify mass media portrayals of CEOs in Study 1, contrary to Hart and Quinn's (1993) findings, the results of Study 2 revealed that the leader-match concept was not applicable to socially distant stakeholders (potential investors/shareholders, employees and customers). This suggests that such stakeholders do not consider the match is important in making prediction. In other words, the findings of Study 2 seem to limit the CVF theory of effectiveness to socially close stakeholders such as current organisational members or those stakeholders, who have close encounters with CEOS. Should the theory be tested among other levels of leadership (middle managers or first line managers), the same theory may be supported. Acknowledging this potential criticism, further exploration and testing to validate the CVF theory of effectiveness at different levels of analysis should be conducted in future research.

Nonetheless, the contradiction between the findings of Study 2 and the CVF theory of effectiveness can be explained through relating it to the ILTs. For example, the first two elements of the TLT (leaders' trait and behaviours) are often subject to pre-

existing stakeholders' knowledge (schemata). The leadership schemata, also known as ILTs, represent a set of prototypical or universal leadership traits or characteristics and are often activated when observers process available information. Based on Fiske *et al.*'s (1999) Continuum Model of information processing, the socially distant stakeholders are likely to categorise featured CEOs along a continuum that stretches between a category-oriented approach and an attribute-oriented approach, not separate pathways. The category-based approach involves the activation of ILTs in the mind of the stakeholders, whilst the attribute-oriented approach requires stakeholders to process bits and pieces of information about CEOs before coming to conclusions about them. Since CEOs are leaders of organisations, the socially distant stakeholders are likely to automatically associate their ILTs to the CEOs. The visionary CEO appears to have more positive association in stakeholders' minds compared to the commander CEO. Similarly, implicit theories may have been associated with the situational contexts of generating innovation and improving profitability. Generating innovation may have been perceived more favourably than improving profitability.

In short, the findings of the thesis make three important contributions to the theory underpinning leadership studies. First, leadership archetypes could be one of the manifestations of the TLT. Second, leadership outcomes should be limited to soft measures. Third, once leadership archetypes are in place, the leadership approaches related to the leader-context match such as the theory of effectiveness of Cameron *et al.*'s (2007) CVF for leadership appear redundant.

9.5.1.2   Corporate Marketing Research

Similar to leadership studies, some service marketing researchers have explored the value of organisational leadership on employees. Charismatic/transformational leaders were found to have favourable impact on employee retention, brand-building behaviours, and corporate brand identification (Mohart *et al.*, 2009; Wieseke *et al.*, 2009; Punjaisri *et al.*, 2013. These findings echoed the findings of leadership 'in' organisation studies about the effect of charismatic/visionary leadership on existing internal stakeholders. Little is known whether the same impact applies to leadership 'of' organisation represented by CEOs.

A number of researchers have concluded that CEO images are cues for corporate reputation or brand image (see Keller, 2008; LeBlanc and Nguyen, 1996; Power *et al.* 2008; Reil and Fombrum, 2007). Working together with corporate marketing practitioners, some of these researchers have developed several models to assess corporate reputation or corporate brand image (CBI). Two of the corporate reputation models clearly list leadership as one of the elements in assessing CBI Harris-Fombrun's Reputation Quotient[m] and Reputation Institute's RepTrak® Scorecard (Reil and Fombrun, 2007). The Reputation Quotient[m] assumes that reputation is built by organisations capitalising on market opportunities, possessing excellent leadership and having a clear vision for their future. The RepTrak® Scorecard specified leadership should be represented by an appealing leader, excellent management, organisational policies and procedures that represent "best practice" and, like the Reputation Quotient[m] the company's projection of a clear vision for its future. In essence, corporate reputation scholars assert that leadership of organisation represents part of corporate reputations or brand image (Reil and Fombrum, 2007 for review). Such leadership includes CEOs who are often visible to multiple stakeholders through mass media.

However, a very limited number of marketing studies have investigated the importance of CEOs to organisations. For example, research in consumer marketing has been limited to focusing on the role of CEOs as creditable spokespersons for products (Freiden, 1984, Reidenbach and Pitts, 1986; Rubin *et al.*, 1982). Being a spokesperson is one of managerial roles of a CEO (Mintzberg, 1973). In corporate reputation or CBI research, studies using the Reputation Quotient[m] have assessed employment intentions (Alniacik *et al.*, 2012) and customer purchase intentions (Kang and Yang, 2010), but did not specify what was meant by the construct of excellent leadership and how this influenced the participants' intentions.

Meanwhile, research findings based on the RepTrak® Scorecard have suggested stakeholders external to the company base its reputation on factors such as esteem, admire, feeling and trust for companies (e.g. Fombrun and Pan, 2006; Ponzi *et al.*, 2011). Similar to studies using the Reputation Quotient[m] , none of these studies defines what is meant by "appealing leaders' where this construct is believed to contribute to stakeholders' esteem, admiration, good feeling and trust towards the

company under scrutiny. Having said that, the RepTrak® Scorecard includes the item "having a clear vision for the future", and this may implicitly suggest that visionary leadership is expected to contribute favourably to corporate reputation or CBI. This being the case, the implicit suggestion of the Reputation Quotient[m] and RepTrak® Scorecard, both of which include "having a clear vision for the future" as one of the CBI measurement criteria, is consistent with the findings of the thesis, which suggest that a leader with a visionary archetype appears to be idealised regardless of the situational contexts.

Besides leadership, the financial performance of organisations is also one of the attributes of CBI. Models and approaches such as those underpinning the Reputation Quotient[m] and RepTrak® Scorecard appear to treat financial performance as independent from leadership. In fact, some marketing studies have associated financial performance with consumer attitudes towards products and organisations, but they do not link it with organisational leadership (Aaker *et al.*, 2010; Posavac *et al.*, 2010). This position is in stark contrast with management and organisations scholars investigating perceptions of leadership (Awamleh and Gardner, 1999; Philip and Lord, 1981, 1982; Meindl *et al*., 1985) as well as researchers evaluating CEOs based on hard measures (Collins, 2001; Waldman *et al.*, 2001, 2004; Fanelli, 2003; Flynn and Shaw, 2004*).* As noted previously, these studies provide mixed results regarding the extent to which leadership can be linked to an organisation's financial performance. In line with those studies that find no link (Waldman *et al.*, 2001; Tosi *et al.*, 2004), the findings of the current research lend a similar support (null hypothesis) that financial performance is not perceived as a factor that could influence stakeholders' perceptions in predicting organisational success.

Though some marketing studies have found that CEOs can be perceived as credible spokespersons of products and organisations, this does not apply universally. For example, some prominent CEOs have been found by these studies to be perceived as ruthless and undesirable as leaders (Power *et al*., 2008). It follows from this that mass media portrayals of such CEOs may be unappealing to some stakeholders. The findings of Study 2 appear to demonstrate that the commander is not as appealing as the visionary in overcoming any business challenge. It is, however, acknowledged that since the research only sampled two leadership archetypes, more evidence is

required to validate or refute the current findings and previous findings of corporate marketing research especially corporate reputation studies.

9.5.2 Methodological Contributions

The thesis employed a mixed methods (MM) approach with a sequential design. The approach combines the use of qualitative and quantitative data collections in the same research (Creswell and Plano-Clark, 2007). The research design collects data sequentially (i.e. an exploratory qualitative study followed by a quantitative study) and has been previously used by numerous MM research in organisational studies (Molina-Azorin and Cameron, 2010). It is consistent with the development design of multiple methods in marketing in which the researcher's intention is to use the results obtained from the first method to inform a subsequent study that uses other methods (Davis, Golicic and Boerstler, 2011).

The MM approach used in this thesis adds value through addressing the limitations of the previous research findings (Creswell, 2011). Previous studies of leadership tended to use a single method: content analyses, surveys or experiments and presented only one worldview, either constructivists or post positivists. For examples, studies related to leadership metaphors used content analyses to describe leaders (Chen and Meindl, 1991; Fanelli and Grasselli, 2006; Amernic et al, 2007). The studies took into account the situational contexts facing the leaders, but did not specify whether the metaphors represented effective leadership. Studies based on ILTs used either surveys or experiments to generalise leadership traits, attributes or dimensions (Gerstner and Day, 1994; House *et al.*, 2004; Kenney *et al.*, 1996; Offermann *et al.*, 1994). Of these studies, only the results from House *et al.*'s (2004) quantitative studies were triangulated by Chhokar and colleagues' (2007) qualitative studies. The triangulations, however, appear to limit the findings to descriptive dimensions of leadership image in mass media. In other words, the results have yet to enlighten leadership and corporate marketing scholars and practitioners on what is considered as effective leadership among multiple stakeholders. Moreover, the identified traits, attributes or dimensions appear to represent the trait-based leadership, which has been accused as producing seemingly infinitive lists of traits (Northouse, 2010). As such they seem to down play to another aspect of TLT (situational contexts) and limited the

findings to describing the attributes/dimensions, not testing the influence of multiple aspects of the TLT in predicting organisational success.

The above limitations are addressed through suggesting that leadership archetypes (personifications of leadership qualities summing up traits and behaviours in situational contexts) offer an alternative and more appropriate description and understanding of leader representations and the TLT. Leadership archetypes depicted in mass media is often one of the sources from which stakeholders learn about prominent business leaders. Mass media often frame these leaders' traits and behaviours in situational contexts. Based on these observations, it made sense to combine an exploratory study (Study 1) and an experimental study (Study 2).

In this research, Study 1 (a metaphor-based content analysis) provided results that enabled the construction of what were previously ill-defined representations of leaders among multiple stakeholders in leadership studies and corporate marketing. The research suggests that the representations of leaders as leadership archetypes offer an alternative and more appropriate description and understanding of the TLT and the leadership dimension of CBI. Through Study 1, the identified leadership archetypes extended and validated the concept of leadership metaphors pioneered by some leadership researchers (e.g. Alvesson and Colleagues, 2011; Amernic, Craig and Tourish, 2007; Kets De Vries; 2007; Rooke and Tobert; 2005; Tappin and Cave, 2008). These representations were then subsequently tested through Study 2 (an advanced experiment). Study 2 provided results that enabled the thesis to identify the varying influence of leadership archetypes on stakeholders. The results enlighten corporate marketing researchers and practitioners on the meaning of "excellent leadership" or "appealing leaders", which is part of the leadership dimension of the CBI.

Within the last 10 years (2000 to 2013), though experiments are commonly employed as a mono-method in marketing research and leadership studies, they have a limited used as part of MM research in both areas. Most scholars tend to combine a qualitative method with surveys or questionnaires (see Table 3.1) and no known study has used the MM approach to link leadership archetypes to corporate marketing. Drawing on a closely similar MM design (a content analysis and an experiment) used

in Meindl *et al.*'s (1985) study, this thesis has illustrated how the MM sequential design can be used in leadership and corporate marketing research. The design has also created a bridge between these two areas of research and practice that are closely linked, yet they tend to be studied in isolation from one another. In other words, the combination of methods provides a better understanding of the research problem or the phenomenon than either a qualitative or quantitative approach alone (Creswell and Plano-Clark, 2007). The MM approach creates fresh insights that could not otherwise be achieved using a mono-method (either qualitative or quantitative only).

9.6   Practical Implications

As mentioned in Section 2.3, the three corporate reputation or CBI models (FMAC, Harris-Fombrun's the Reputation Quotient[m] and Reputation Institute's RepTrak® Scorecard) represent tools for evaluative judgment of reputation (Clardy, 2012). A recent review of issues in conceptualisation and measurement of corporate reputation summarised some of the criticisms for the FMAC and Reputation Quotient[m] (see Clardy. 2012). For example, the FMAC was criticised for using biased sampling frames, relying on atypical respondents, reporting research methods poorly, producing merely financial-based outcome, and reflecting rankings, not reputation, whilst Reputation Quotient[m] was questioned on the validity or value of its emotional and rational appeal index. On the other hand, RepTrak® Scorecard, a revised version of the Reputation Quotient[m], has yet to be reviewed. The Scorecard added additional dimensions (innovation) while maintaining and splitting the other existing dimensions of the Reputation Quotient[m]. For example, dimensions such as product/services, leadership, workplace and performance are retained whilst the "social responsibility" is split into "governance" and "citizenship". Despite the criticisms, all three models prescribed leadership as one of the dimensions to assess CBI, but each model has not defined the leadership clearly. This thesis suggests that leadership archetypes offer clear representation of the ill-defined dimension.

9.6.1 Corporate Brand Management

For corporate brand management practitioners, the findings of Study 2 offer some insight what might actually constitute "excellent leadership" or "an appealing leader"

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in the minds of various stakeholders. The findings suggest that corporate marketers have to be cautious in projecting CEOs to multiple stakeholders (potential investors, employees and customers). Should CEOs be used as brand endorsers to enhance CBI, they must portray images that can create favourable impression towards products/services or organisations. Yet, little is known about what leadership image is contributing favourably to CBI.

The results of Study 2 suggest that only visionary CEOs should be the brand endorsers. This being the case, it could be argued that the late Steve Jobs' endorsement of Apple products could be seen as indicative of a strategy to convince distant stakeholders to identify with Apple Inc., patronise Apple brands, and invest in Jobs' ventures which transcended the boundary of various industries (entertainment and technology). Such an example of specific-brand leadership may have been attracting potential employees and customers to Apple Inc. (Mohart *et al.*, 2009; Wieseke *et al.*, 2009 and Punjaisri *et al*., 2013).

In contrast, the findings also suggest that a commander CEO, such as Andy Grove, former CEO of Intel, should not be a product endorser. A commander, who is aggressive and directive (see Chapter 5), could be seen as being ruthless by socially distant stakeholders. His/her prominence in product endorsement may affect his/her company's brand image negatively as asserted by Power *et al.* (2008). This suggests that the leader-context match concept of the CVF for leadership may have limited application to distant stakeholders.

Nonetheless, this research still illustrates how CEOs can be depicted in order to enhance corporate reputation or CBI, which leadership archetypes can influence socially distant stakeholders' perceptions in assessing CBI and how organisations should strategise their corporate brand management. In short, image makers of CEOs could use the findings to assist them in projecting images that can have a spill over effect on corporate brands.

9.6.2 Leadership Development

For leadership development, the findings of Study 1 enlighten leadership trainers and trainees that mass media portrayals of CEOs are likely to activate personifications of leadership qualities in situational contexts. Not all personifications are useful. For example, the results of Study 2 suggest that a task-oriented commander archetype was not as favoured by stakeholders as a create-oriented visionary archetype, though it has been commonly captured in the academic literature and portrayed in the mass media. As such, training aspiring leaders to be more decisive and commander-like may not be useful for senior executives. CEOs with this archetype may deter external stakeholder to engage with the organisation that they run. They should be trained to be visionary leaders. Being visionary appears to give the impression that such CEOs are powerful to overcome various business challenges. This also seems to advocate a stream of strategic leadership research, that is, visionary leadership (Elenkov *et al.*, 2005).

On the other hand, the findings of Study 2 seem to suggest that being visionary may not be much value at the supervisory level. CEOs are more likely to deal with external stakeholders whilst middle and first line managers are often dealing with internal stakeholders. At supervisory levels, being visionary may not help the internal stakeholders if the vision is not communicated or aligned to organisational strategies (Ulrich and Smallwood, 2008). For middle and first line managers, being trained as task-oriented commanders may be useful to ensure organisational success as they can assert their formal authority on subordinates. This suggests that leadership training should be customised to address the skills gaps and the managerial positions of aspirators.

Some developers of leadership programs may argue the identified leadership archetypes are highly suggestive personifications, or merely artistic. Yet, the irony is that the leadership metaphors were gathered from multiple print publications as specified in Study 1, and many of them correspond to the archetypes found in the business and academic literature of leadership development. These leadership archetypes appear more realistic as they are defined as personification of leadership qualities comprising behaviours and traits of CEOs in situational contexts.

9.7 Research Limitations and Future Directions

While the previous section highlighted the theoretical and methodological contributions and practical implication of the research, the research has some limitations worth for further investigations. The following sections highlight five aspects—national culture, measures of success, leadership archetypes, gender, and organizational stakeholders —that should be considered in future research.

9.7.1 National Cultures

According to the GLOBE studies, impressions of leadership are influenced by national cultures and subcultures of two different perspectives: leaders and observers (see Chhokar *et al.*, 2007; House *et al.*, 2004; see also Den Hartog and Dickson, 2004 for review). For example, surveys across 61 societies, identified six universal culturally endorsed implicit leadership dimensions: charismatic/value-based, team-oriented, self-protective, participative, humane-oriented, and autonomous (see Appendix D). Nations with Anglo-Saxon cultures (e.g. Australia, New Zealand, England, Ireland and USA) would expect leaders to practice charismatic/value based leadership followed by team oriented and participative leadership (Chhokar *et al.*, 2007). South Asians (India) endorsed charismatic/value-based and team-oriented, and Confucian Asians (China, Hong Kong, and Singapore) placed high emphasis on team-oriented leadership (Chhokar *et al.*, 2007).

Based on the findings of the GLOBE studies, Chhokar *et al.* (2007) posited that the portrayal of leadership by the media "reflect what the society thinks of its leaders and the phenomenon of leadership" (p.27). For example, effective Australian leaders had unique metaphorical dimensions: game playing, egalitarism or mateship, and a strong work ethic (Ashkanasy, 2007), whilst American leaders were portrayed as cultural heroes (Hoppe and Bhagat, 2007). British prominent leaders represented energy or dynamism, focused on positive action orientation, strongly promoted change, provided clear direction and inspiration to followers and preferred to exercise power or authority in private (Booth, 2007).

These previous research findings suggest that the findings of this MM research may be limited to explain how English writers depicted CEOs to readers and how such

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depictions influence a group of organisational stakeholders in predicting organisational success. For example, Study 1 only explored leadership archetypes portrayed in English magazines for general business readers. CEO profiles in *Forbes*, *Fortune* and *Chief Executive* were written by US-based journalists, whilst those in *AFR Boss* were written by journalists based in Australia. Since the writers are from Anglo-Saxon cultures, their descriptions may be limited to metaphors specific to Anglo-Saxon cultures. In other words, the identified leadership archetypes based on the selected samples for Study 1 may subject to the writers/journalists' national cultures which may not be endorsed by the readers of various ethnic backgrounds.

Similarly, the likelihood of CEO to achieve organisational success is also subject to observers' perceptions. The respondents in Study 2 (the experiment) comprised various ethnic origins with 64 per cent of them originally from the Asia-Pacific region and about 50 percent of them were international students coming from various parts of the globe. Thus, the metaphors-laden stimuli may have varying connotations for 50 percent of the respondents. For example, though some countries belong to the same continent (European) such as Germany and Britain, they have varying preference of leadership behaviours or characters. Germany highly values leaders who are dedicated for specific functions, whilst Britain has high regard for leaders who are adaptable to various functions (Stewart, Barsoux, Kieser, Ganter and Walgenbach, 1994). Similarly, India and Singapore are Asian countries, but Indians prefer both charismatic (visionary) and team-oriented (e.g. coach) leaders, whilst Singaporean highly endorse a coach and merely consider being visionary as an added advantage. These differences may have affected the respondents in predicting success of organisations run by the featured CEOs. In other words, observers' national cultures may have interacted with the sampled leadership archetypes. This potential interaction was not investigated in this mixed methods research. Future research should investigate the influence of stakeholder, journalist (image maker) and CEO national cultures on the perceived likelihood of organisational success.

9.7.2 Measures of Success

The findings of most previous research suggest that leader performance influences the evaluation of leadership success (see Table 6.1). Venkatraman and Ramanujam

(1986) posited that organisational performance represents either one of the three types, namely, the current profitability, the growth and future positioning of an organisation, and the organisational effectiveness. However, most studies evaluating CEO limited the leadership evaluation to the financial information of the CEO organisation as an indicator of success (see Table 2.2). The findings of these studies were contradicting each other. Similar to previous research that found no link between financial performance and leadership effectiveness (Waldman *et al*., 2001; Tosi *et al*., 2004), Study 2 revealed that the financial performance of the organisation a CEO ran prior to current position was ignored. The findings showed that previous achievements of CEOs did not influence the stakeholders' perceptions in predicting future success of the organisations.

Similar results were found by Hart and Quinn's (1993) study. The study revealed that from the perspective of the upper-echelons, a compete-oriented CEO was not predictive of any kind of organisational performance, whilst a create-oriented CEO was identified as having no correlation with current profitability (financial performance). These findings are partly consistent with the results of Study 2. The results of Study 2 indicated that the compete-oriented commander was not perceived as favourably as the create-oriented visionary by the respondents overcoming any organisational issues (generating innovation, improving profitability and protecting reputation). However, the create-oriented visionary was perceived to be predictive for achieving any organisational success. In other words, the visionary CEO was perceived as a powerful CEO archetype that transcends the specific problems or issues facing an organisation.

The contradiction between the findings of previous studies and of Study 2 in terms of using the financial performance as an indicator to predict CEO effectiveness in achieving organisational success suggests that other success indicators should be used. Future research may need to limit the indicators of organisational success to two of Venkatraman and Ramanujam's (1986) categories: the growth and future positioning of an organisation, and the organisational effectiveness. These types of organisational performance are often reflected by sales growth, product development, and market share, product quality, employee satisfaction and overall performance Hart and Quinn, 2993). Some of these items have been used as indicators of

leadership effectiveness among internal stakeholders, but not widely investigated among external stakeholders.

9.7.3   Leadership Archetypes

While this MM research identified eight mass media-depicted leadership archetypes and related these archetypes to the CVF theory of effectiveness, the research does not assume that the depicted leadership archetypes are universal and the theory has been verified or falsified. It is acknowledged that the number of leadership archetypes likely exceed those identified in Study 1 since the study was not as comprehensive as the large-scale GLOBE studies. The research also does not conclude that the leader-context match is absolute since not all identified media-depicted leadership archetypes are tested.

The findings of Study 1 only represent leadership archetypes from a type of print media. For example, unlike previous studies (e.g. Ashknasy, 2007; Booth, 2007; Chen and Meindl, 1991; Chhokar *et al*, 2007; Hoppe and Bhagat, 2007), the print media used in Study 1 did not include newspapers. Not only do the findings appear to represent leadership archetypes depicted by Anglo-Saxon journalists who are bound to be influenced by national cultures mentioned in Section 9.7.1, but they are also not exhaustive since other forms of English mass media namely, broadcast, film, video games, audio recording and reproduction, Internet, and outdoor, were not included. Besides, the metaphor-based content analysis did not explore common leadership archetypes depicted in non-English mass media.

Meanwhile, Study 2 only sampled two of the identified leadership (visionary and commander) in the experiment. The two leadership archetypes represent the create-oriented and the compete-oriented quadrants of the CVF. The two orientations are among the most common orientations (collaborate, create, and compete) found across the academic and mass media literatures. Specifically, Study 2 limited its investigation to the influence of the two leadership archetypes on stakeholders' perceptions in predicting organisational success. The experiment could only draw conclusions on the influence of these archetypes, not all leadership archetypes.

In short, future research should include other forms of English and non-English medium mass media to validate and add on the identified leadership archetypes. The influence of other leadership archetypes (e.g. coaches, diplomats, innovators, heroes, experts and constructors) in particular situational contexts should also be investigated. The inclusion of a broader selection of archetypes in future studies would enable more thorough testing of the theory of effectiveness suggested by the CVF.

9.7.4   Gender

At the beginning of the 21st century, leadership roles have been dominated by men and about 1 per cent of CEOs listed in Global Fortune 500 were women (Eagly and Carli, 2004). This seems to suggest that leadership archetypes may be gender-biased, but this was not investigated in this research. For example, Study 1 summarised the 8 leadership archetypes gathered from articles featuring male and female CEOs. The identified leadership archetypes depicted in the mass media are considered applicable to male and female leaders. Similarly, other studies examining leadership archetypes do not classify them according to gender.

However, a most recent research revealed that gender stereotypes for leaders are still strong (Embry *et al.*, 2008). The findings indicated that participants in that study were more likely to perceive a leader to be a male rather than a female regardless of whether a masculine or feminine leadership style was used. Meta analyses of leadership research revealed that lab experiments tended to evoke gender-stereotypic differences due to lack of experience in leadership roles among respondents (see Eagly and Carli, 2004 for review). Women were perceived to behave more communally—being friendly, unselfish, concerned with others and expressive, whereas men were perceived to behave in more agentic ways—being independent, masterful, assertive, and instrumentally competent (Eagly *et al,* 2003). Male leaders were described as more transactional whilst female leaders were viewed as being more transformational (Power *et al.*, 2004).

Another meta-analysis revealed that more females than men were stereotypically democratic and interpersonally oriented, though their tendencies to be democratic and interpersonally oriented were similar (see Eagly and Johnson, 1990). These

findings appear to suggest that female leaders are seen more favourably than male leaders. However, this could not be verified since Study 2 limited the gender of the CEOs to male. The decision was made based on the research findings of ILTs that suggests masculinity is part of the prototypical attributes for leaders (Lord *et al.*, 2001; Offermann *et al.*, 1994). .

In terms of leadership effectiveness, previous research suggests that a particular leadership style is more effective among a particular gender. For example, the transformational or visionary leadership was more effective for females than males (Eagly and Carli, 2004). All instrumental traits such as being independent, competitive, decisive, aggressive, and dominant were still significantly associated with a typical man whereas all expressive traits such as being helpful, emotional, understanding, compassionate, sensitive to others' needs were significantly associated with women (Spence and Buckner, 2000). Though this thesis does include gender as an independent variable in the main study, the findings of Study 2 appear to be consistent with the results of the previous research. The visionary was perceived as more relation-oriented than the commander. This suggests that the results of Study 2 may include stereotypical responses. In order to verify the gender stereotypes, future research needs to examine whether leadership archetypes are associated with gender.

9.7.5 Organizational Stakeholders

Profit-oriented organisations serve the interests of equity, economic/market and influencer stakeholders (Cornelissen, 2011). The equity stakeholders have direct ownership of organisations (shareholders/investors, directors, minority interests), whilst the economic/market stakeholders have economic interests (employees, customers/consumers, suppliers/distributors, creditors/lenders, competitors). The influencers typically consist of consumer advocates, environmental groups, trade organisations, regulators and pressure groups. In strategic management, three of the subgroups are primary stakeholders namely, shareholders/investors, employees and customers).

Similar to previous experimental studies (e.g. Awamleh and Gardner, 1999; Freiden, 1984; Meindl *et al*., 1985; Phillips and Lord, 1981, 1982; Reidenbach and Pitts, 1986; Rubin *et al.*, 1982), Study 2 used students as proxies for primary stakeholders of organisations. University students are potential customers, employees, and investors; thus, they represent a sub-group of economic/market stakeholders and equity stakeholders who are primary and contractual stakeholders (Cornelissen, 2011). They often do not have close encounters with CEOs of large corporations, but know about them through mass media or third parties.

Using students as surrogates for non-student adults is common in economics and psychology research works, but has been criticised for validity in management and consumer research disciplines (Marriot, 2013). Among the criticism are student responses are homogenous affecting the effect sizes of the results, and research conclusions are not generalizable to non-students (Peterson, 2001). Nonetheless, some earlier researchers concluded that student responses represented the attitudinal levels (Beltramini, 1983) and the inter-variable relationship patterns of non-student adults as consumers (Wilson and Peterson, 1990). In financial investment decision making, students were considered as adequately representing the target group (Liyanarachichi and Milne; 2005).

Considering the highlighted criticism, the findings of this mixed method are limited to represent the attitudinal level (perceptions) of subgroups of socially distant stakeholders. This is in line with the hypotheses specified in Study 2. The hypotheses tested the influence of CEO leadership archetypes, achievements and situational contexts on stakeholder perceptions in predicting organisational success. The conclusions make no suggestion that that the create-oriented visionary leaders are the most favourable among all stakeholders be they are students or non-students. To address this issue, future research should include active organisational stakeholders with varying interests (equity, market and influencer) to examine how CEO leadership archetypes influence their perceptions in predicting organisational success.

9.8   Conclusions

Findings of marketing research indicated that easily recognised organisational brands were preferred by investors (Frieder and Subrahmanyam, 2005), corporate brand dominance influenced product attitudes (Berens *et al*., 2005) and a firm with a positive image had higher market value of equity and superior financial performance, and was judged as a less risky investment (Smith *et al.*, 2010). These findings suggest that organisational images affect how stakeholders perceive firms. One of the cues for stakeholders to assess organisational image (corporate reputation or brand image) is CEOs (Riel and Fombrun, 2007). CEOs literally and symbolically represent the organisations to stakeholders (Pincus, *et al.*'s 1991). They are the most visible leadership roles to internal and external stakeholders (Kitchen and Laurence, 2003) and often become exemplary individuals through public profiles (Guthey *et al.* 2009).

In leadership studies, CEOs are evaluated on their leadership, which has been associated with strategic leadership (Finkelstein et al, 2009), and are recommended to employ transformational leadership approach (Daft, 2005). Such a leadership approach is actually representing three aspects of leadership: traits, behaviours and situations (Shaskin, 2004), but the three aspects have not been widely explored simultaneously by scholars.

This research has argued that the three aspects are often captured in mass media portrayals of CEOs and represented as leadership archetypes (personifications of leadership qualities that sum up traits and behaviours in situational contexts). These leadership archetypes can be classified into Cameron *et al.*'s (2006) CVF for leadership. Though the concept of leadership archetypes exists in the academic literature, the literature review suggests that no known study has investigated what leadership archetypes of CEOs are portrayed by mass media and how the portrayals influence stakeholder perceptions.

Drawing on these observations, the thesis has investigated how leadership archetypes are depicted in the mass media and sought to show whether they influence distant stakeholder perception in predicting CEOs to lead organisations to success. In order to

carry out this investigation, the thesis employed a MM approach and was divided into two studies (Study 1 and Study 2).

Study 1 found that mass media portrayals of CEO presented eight leadership archetypes (visionary, innovator, commander, hero, expert, constructor, coach, and diplomat) that are familiar to distant stakeholders. Some of these leadership archetypes corresponded with the leadership archetypes in the academic literature, whilst some did not. The findings resonate with Sashkin' (2004) assertion that transformational leadership for strategic leaders (CEOs) should capture three aspects of leadership (traits, behaviours and situations) which can be manifested through leadership archetypes. Some of the leadership archetypes projected in the mass media support the widespread use of several leadership metaphors identified by some leadership scholars (e.g. Alvesson and Spicer, 2011; Amernic *et al.*, 2007; Fanelli and Grasselli 2006)

Two of the identified leadership archetypes in Study 1 were used in Study 2 in order to test the influence of leadership archetypes and previous achievements, and the CVF theory of effectiveness (the leader-match-concept). The results suggest that the archetypes biased stakeholder perceptions, but the previous achievements and the leader-match concept did not really matter to stakeholder perceptions in predicting organisational success. The findings provided support for which aspect of mass media portrayals of CEOs had the most powerful influence on stakeholder perception in predicting organisational success. The findings suggest that CEO leadership archetypes are more powerful than CEO actual achievements to impress socially distant stakeholders. This is consistent with the argument that leadership has no direct link to organisational outcomes (Finkelstein *et al.*, 2009), and refutes previous research findings on the direct relationship between CEO leadership and organisational performance (e.g. Agle, et al, 1999, 2006; Collins, 2001; Harris & Ogbonna, 2001; Fanelli, 2003; Waldman *et al.*, 2004).

The results of Study 2 also indicated that though both leadership archetypes (the visionary and the commander) are posited to be highly visible among stakeholders external to organisations, the commander archetype may be perceived ruthless. This suggests that not all leadership archetypes are appealing to stakeholders. Specifically,

the visionary archetype appears to be idealised by multiple stakeholders to represent leadership of organisation, whilst the commander archetype seems more suitable for leadership in organisation. These findings echo one of the strategic leadership research main streams, that is, CEO leadership is represented by visionary leadership.

In short, the research has illustrated how a MM approach can provide new valuable insights to studies of both leadership and corporate marketing. It showed itself to be ideally suited to a study that seeks to bridge two areas that are usually studied in isolation from one another. The thesis enlightens leadership and corporate marketing researchers on the link of organisational leadership and corporate reputation or brand image. The findings advance the transformational leadership theory and corporate brand management. They lend support for the influence of soft measures in assessing leadership outcome, but not the CVF theory of effectiveness among socially distant stakeholders. The results also provide a guide for leadership trainers and corporate marketing practitioners. For example, leadership training should be customised to address competence gap among trainees and particular leadership archetypes should (or should not) be capitalised on in order to gain favourable impression among multiple stakeholders. Future research should investigate how national culture and leader gender, other measures of success and leadership archetypes influence stakeholder perception. The attitudinal level (perceptions) of other organisational stakeholders towards mass media-depicted CEO leadership archetypes in predicting organisational success should also be investigated for validation or comparison. Incorporating these aspects in future research will further strengthen the concept of leadership archetypes and refine the leader-context match.

APPENDICES

Appendix A: Stimuli of the Pilot Study

CEO Types		
Visionary	**Commander**	**Non-Archetypal (Control)**
Paul Jones, the former regional boss of Media Three in Wellington, New Zealand, has been appointed as the new chief executive for Prime Media in Sydney, a prominent media network. Jones is perceived as an *imaginative person who has a great instinct for recognising risks, real talent and ideas.* He is *a soothsayer who has the vision that his plan works though others are pessimistic about it.* He *improvises around rules and creates a culture of divine discontent in his organisation.*	Mike Taylor, the former chief executive of Norm Shores, has been named as the new chief executive of Original Group, a manufacturer, trader and distributor of chemicals for customers. He is known to be very *ruthless, authoritarian, and not to take prisoners.* Taylor believes in the importance of financial discipline and is only interested in performance. (CEO's previous achievements) *The effort was tyrannical and high-handed.*	Tim Hayward, the former managing director of CU Breweries, is the new CEO of FG Group, a global premium-branded beverage company. *Owning a beach house and with a close knit family, Hayward typically spends his summer at the beach, playing golf with peers and organising barbeques. He goes to theatre each month, likes the arts, and regularly participates in community activities. Hayward is generous with his ideas and time, well-read in contemporary issues and active in fund raising for charity.*
Situational Contexts		
Innovation	**Profitability**	**Reputation (Control)**
A similar turnaround is expected when he is hired as the new CEO of (company's name). *The company has lost its competitiveness, and has become inward looking and risk averse. As a result, (to the name of the company) is losing major clients and experiencing a decline in shareholders' confidence. The company has not come up with new products for the last three years and is lack of innovation. The company needs to reinvent itself through focussing more on creating new products than generating money.* This has to start immediately.	A similar turnaround is expected when he is hired as the new CEO of (company's name). The company has gained no positive return on its investments and incurred so high overheads that operations are becoming unprofitable. The internal audit report highlighted several issues. Among them, investments were made without feasibility studies and the middle management's travelling and administrative expenses were too high. These two issues have to be overcome as soon as possible.	A similar turnaround is expected when he is hired as the new CEO of (company's name). *The company has lost its competitiveness. Some customers claimed that (to insert the name of the company and its problems leading to severe relations here).The court cases have just started and have received widespread publicity in the national media over two months. The court cases and the publicity are threatening the company's reputation and share price.* This situation has to stop soon.
CEO Previous Achievements		

Impressive	**Unimpressive**
In his previous role with (company's name), (CEO's name) helped the company *improve return on assets by 50 per cent, increase before-tax profit by 50 per cent, and increase share price by 20 per cent within a year.*	In his previous role with (company's name), (CEO's name) helped the company *gain 5 per cent return on assets, improve before-tax profit by 2 per cent, and stabilise share price within a year.*

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Appendix B: Stimuli of the Actual Experiment

CEO Types		
Visionary	**Commander**	**Non-Archetypal (Control)**
Paul Vinson, the former boss of Media Three, has been appointed as the new chief executive officer (CEO) of Prime Network, a prominent media network. Vinson is perceived as a person who can anticipate the future. He is often described as a soothsayer who seems to know what will happen long before others have a clue. His predictions often turn into reality. Vinson seems natural in expecting the market needs. With his vision, he starts programs to realise the unthinkable, and often stimulates the imagination of his teams. Vinson leads his teams to discover original ideas that often reach the market as new innovative products. Some of his messages to his team are "We're doing things that nobody else in the world is doing" and "We've made discoveries that other people would never have found."	Michael Campbell, the former boss of Norm Apparel, has been named as the new chief executive officer (CEO) of Original Inc., a manufacturer, trader and distributor of clothing for customers. Campbell is known to leave a lasting impression on a troop of senior executives. He is often described as a military leader rallying his army to win a battle. Campbell clarifies organisational goals to his lieutenants, and strategizes actions to achieve them. He also sets strict benchmarks for his force, insists that they meet the standards, and expects that they act on his orders. One of Campbell's messages to them is "We have to be aggressive to win the war against our rivals in the marketplace."	John Norris, the former boss of ABC Beverage, has been appointed as the new chief executive officer (CEO) of SAQ Group, a well-established beverage company. Norris owns a beach house, reads widely, and keeps himself updated with current issues. When he travels overseas, Norris often visits art galleries, museums and iconic landmarks.
Situational Contexts		
Innovation	**Profitability**	**Reputation (Control)**
Now, at (name of the current company), as the new CEO, (CEO's name) is expected to bring back the spirit of innovation into the company. (Name of the current company) has been the market leader in the past, but has introduced only a single product over the last three years. The company is too set in its ways, overconfident in its reputation, overly cautious in adopting the latest technology and generally not willing to try something new. The company is only interested in what it does best and what it is familiar with. There is a lack of creative thinking throughout the company. (CEO's name) has to change this mindset before (name of the current company) loses market share and shareholders' confidence.	Now, at (name of the current company), as the new CEO, (CEO's name) is expected to turnaround the company. (Name of the current company) has been highly competitive for years, but is becoming unprofitable. The recent financial report highlighted several issues. Most departments have extremely high operating costs which are 100 per cent higher than the previous year. They have duplicate and unnecessary expenditures, overblown budgets, and insufficient cash. The company's debt–to-equity ratio is extremely higher than the industry average. This situation may lead the company to have difficulties in paying what it owes to the bank. (CEO's name) has to overcome this financial inefficiency before (name of the current company) loses its profitability and productivity further.	Now, at (name of the current company), as the new CEO, (CEO's name) is dealing with a potential threat to the company's reputation. (Name of the current company) has enjoyed good rapports with its stakeholders for years, but is currently involved in a high profile court case. The case represents 8,000 ex-employees who were laid off during the last corporate restructuring prior (CEO's name)'s arrival. All of them are females and above 45 years old. They were given a 24-hour notice and a two-week pay when asked to leave. These ex-employees claim that the company practised discrimination, and breached their employment contracts. They have filed a major lawsuit for unfair dismissals and compensations. The lawsuit has just started and received widespread publicity in the national media over the last two months. (CEO's name) has to act on this negative publicity before it damages (name of the current company)'s good name.
CEO Previous Achievements		
Impressive		**Unimpressive**
In his previous role at (name of the CEO's previous company), (name of CEO) helped the company increase return on assets (ROA) by (49.31 or 48.83 or 47.52) per cent and profit before-tax by (47.51 or 49.33 or 48.32) per cent, and increase share price by (19.8 or 19.5 or 20.1) per cent within a year of his appointment. When he left, the company's current ratio (i.e. current assets against current liabilities) was (8 or 9).		In his previous role at (name of the CEO's previous company), (name of the CEO) helped the company increase return on assets (ROA) by (4.31 or 4.81 or 4.52) per cent and profit before-tax by (4.54 or 4.33 or 4.52) per cent, and increase share price by (1.9 or 1.9 or 1.8) per cent within a year of his appointment. When he left, the company's current ratio (i.e. current assets against current liabilities) was (1.8 or 1.7 or 1.9).

Appendix C: A Sample of Experimental Stimuli Sets and the Questions of the Pilot Study

Mass Media Portrayals of CEOs 1

What do you think of Chief Executive Officers (CEOs) profiled in the media?
To help us understand better, we ask you to read and review three (3) short profiles of CEOs based on actual magazine articles. Please provide responses to each of the questions that follow each CEO profile and complete the participant's profile section.

Thank you for taking the time to participate in this survey. You will spend about 30 minutes reading three (3) short profiles of CEOs based on actual magazine articles and providing responses to a series of questions. If you are an enrolled student, you will get two (2) marks for you full participation in this project. You may withdraw from participating at any time without affecting your relationship with the researchers or the University of Sydney.

The results of the study will be strictly confidential and only the researchers will have access to information of participants. A report of the study may be submitted for publication, but individual participants will not be identifiable in such a report. The results may benefit you if you plan to invest your money, work or patronise a company based on mass media profile of the company's CEO.

We would appreciate it if you do not communicate with others about the details of this study after completion, especially with other students in the Faculty of Economics and Business. Any discussion could affect the results of the later participants.

If you require further information on the study, you may contact Professor Areni on +612 9351 6485 (Tel.) or any member of the research team.

If you have other concerns, you may contact the Deputy Manager, Human Ethics Administration, University of Sydney on +612 8627 8176 (Tel.); +61 28627 8177 (Fax) or ro.humanethics@sydney.edu/au (Email)

If you give consent to your participation in this research project, you may click Next to proceed.

There are 15 questions in this survey

Mike Taylor

Mike Taylor, the former chief executive of the mining company, Norm Shores, has been named as the new chief executive of Original Group, a manufacturer, trader and distributor of chemicals for customers. He is known to be very ruthless, authoritarian, and not to take prisoners. Taylor believes in the importance of financial discipline and is only interested in performance. In his previous role with Norm Shores, Taylor helped the company improve return on assets by 50 per cent, increase before-tax profit by 50 per cent, and increase share price by 20 per cent within a year. The effort was tyrannical and high-handed. A similar turnaround is expected when he is hired as the new CEO of Original Group. The company has gained no positive return on its investments and incurred so high overheads that operations are becoming unprofitable. The internal audit report highlighted several issues. Among them, investments were made without feasibility studies and the middle management's travelling and administrative expenses were too high. These two issues have to be overcome as soon as possible.

1. Would Taylor be successful in overcoming the challenges facing Original Group? *

Please choose **only one** of the following:

- 1 Very Unlikely
- 2
- 3
- 4
- 5
- 6
- 7 Very Likely

2. For each of the roles outlined below, how would Taylor's profile influence your decisions? *

Please choose the appropriate response for each item:

	Very Unlikely 1	2	3	4	5	6	Very Likely 7
If you were a potential investor, would you invest money in Original Group?	○	○	○	○	○	○	○
If you were a potential employee, would you apply for a job at Original Group?	○	○	○	○	○	○	○
If you were a potential customer, would you buy products (or services) offered by Original Group?	○	○	○	○	○	○	○

3. Do you think that Taylor has the following characteristics? *

Please choose the appropriate response for each item:

	Very Unlikely 1	2	3	4	5	6	Very Likely 7
Follows formal procedures	○	○	○	○	○	○	○
Gives a lot of orders	○	○	○	○	○	○	○
Domineering	○	○	○	○	○	○	○
Aggressive	○	○	○	○	○	○	○
Disciplined	○	○	○	○	○	○	○

	Very Unlikely 1	2	3	4	5	6	Very Likely 7
Well-organised	○	○	○	○	○	○	○
Cooperates well with others	○	○	○	○	○	○	○
Efficient	○	○	○	○	○	○	○
Approachable or friendly	○	○	○	○	○	○	○
Works well in teams	○	○	○	○	○	○	○
Open to new ideas	○	○	○	○	○	○	○
Provides advice to others	○	○	○	○	○	○	○
Communicates readily with others	○	○	○	○	○	○	○
Humane or compassionate	○	○	○	○	○	○	○
Reflective or thoughtful	○	○	○	○	○	○	○
Avoids conflicts	○	○	○	○	○	○	○
Independent	○	○	○	○	○	○	○
Resourceful and energetic	○	○	○	○	○	○	○
Determined or persistent	○	○	○	○	○	○	○
Obsessive	○	○	○	○	○	○	○
Willing to take risks	○	○	○	○	○	○	○
Creative	○	○	○	○	○	○	○
Interacts continuously with others	○	○	○	○	○	○	○
Inspires others	○	○	○	○	○	○	○

Paul Jones

Paul Jones, the former regional boss of Media Three in Wellington, New Zealand, has been appointed as the new chief executive for Prime Media in Sydney, a prominent media network. Jones is perceived as an imaginative person who has a great instinct for recognising risks, real talent and ideas. He is a soothsayer who has the vision that his plan works though others are pessimistic about it. He improvises around rules and creates a culture of divine discontent in his organisation. In his previous role with Media Three, Jones helped the company increase return on assets by 50 per cent, increase before-tax profit by 50 per cent, and increase share price by 20 per cent within a year. Now, at Prime Media in Sydney, as the new CEO, Jones is expected to turnaround the organisation. The company has a lacklustre financial performance. Prime Media has gained no positive return on investments and incurred overheads so high that operations are becoming unprofitable. The internal audit report highlighted several issues. Among them, investments were made without feasibility studies and the middle management's travelling and administrative expenses were too high. These two issues have to be overcome as soon as possible.

1. Would Jones be successful in overcoming the challenges facing Prime Media? *

Please choose **only one** of the following:

○ 1 Very Unlikely
○ 2
○ 3
○ 4
○ 5
○ 6
○ 7 Very Likely

2. For each of the roles outlined below, how would Jones' profile influence your decisions? *

Please choose the appropriate response for each item:

	Very Unlikely 1	2	3	4	5	6	Very Likely 7
If you were a potential investor, would you invest money in Prime Media?	○	○	○	○	○	○	○
If you were a potential employee, would you apply for a job at Prime Media?	○	○	○	○	○	○	○
If you were a potential customer, would you buy products (or services) offered by Prime Media?	○	○	○	○	○	○	○

3. Do you think that Jones has the following characteristics? *

Please choose the appropriate response for each item:

	Very Unlikely 1	2	3	4	5	6	Very Likely 7
Follows formal procedures	○	○	○	○	○	○	○
Gives a lot of orders	○	○	○	○	○	○	○
Domineering	○	○	○	○	○	○	○
Aggressive	○	○	○	○	○	○	○
Disciplined	○	○	○	○	○	○	○
Well-organised	○	○	○	○	○	○	○
Cooperates well with others	○	○	○	○	○	○	○
Efficient	○	○	○	○	○	○	○
Approachable or friendly	○	○	○	○	○	○	○
Works well in teams	○	○	○	○	○	○	○
Open to new ideas	○	○	○	○	○	○	○
Provides advice to others	○	○	○	○	○	○	○
Communicates readily with others	○	○	○	○	○	○	○
Humane or compassionate	○	○	○	○	○	○	○
Reflective or thoughtful	○	○	○	○	○	○	○
Avoids conflicts	○	○	○	○	○	○	○
Independent	○	○	○	○	○	○	○
Resourceful and energetic	○	○	○	○	○	○	○
Determined or persistent	○	○	○	○	○	○	○
Obsessive	○	○	○	○	○	○	○
Willing to take risks	○	○	○	○	○	○	○
Creative	○	○	○	○	○	○	○
Interacts continuously with others	○	○	○	○	○	○	○
Inspires others	○	○	○	○	○	○	○

Tim Hayward

Tim Hayward, the former managing director of CU Breweries, is the new CEO of FG Group, a global premium-branded beverage company. Owning a beach house and with a close-knit family, Hayward typically spends his summer at the beach, playing golf with peers and organising barbeques. He goes to theatre each month, likes the arts, and regularly participates in community activities. Hayward is generous with his ideas and time, well-read in contemporary issues and active in fund raising for charity. In his previous role with CU Breweries, Hayward helped the company improve return on assets by 50 per cent, increase before-tax profit by 50 per cent, and increase share price by 20 per cent within a year. Now, at FG Group, he is hired as the new CEO to manage the acquisition of a national wine group, Sime Corp. The acquisition resulted in no positive return on investments and incurred overheads so high that operations are becoming unprofitable. The internal audit report highlighted several issues. Among them, investments were made without feasibility studies and the middle management's travelling and administrative expenses were too high. These two issues have to be overcome as soon as possible.

1. Would Hayward be successful in overcoming the challenges facing FG Group? *

   Please choose **only one** of the following:

   ○ 1 Very Unlikely
   ○ 2
   ○ 3
   ○ 4
   ○ 5
   ○ 6
   ○ 7 Very Likely

2. For each of the roles outlined below, how would Hayward's profile influence your decisions? *

Please choose the appropriate response for each item:

	Very Unlikely 1	2	3	4	5	6	Very Likely 7
If you were a potential investor, would you invest money in FG Group?	○	○	○	○	○	○	○
If you were a potential employee, would you apply for a job at FG Group?	○	○	○	○	○	○	○
If you were a potential customer, would you buy products (or services) offered by FG Group?	○	○	○	○	○	○	○

3. Do you think Hayward has the following characteristics? *

Please choose the appropriate response for each item:

	Very Unlikely 1	2	3	4	5	6	Very Likely 7
Follows formal procedures	○	○	○	○	○	○	○
Gives a lot of orders	○	○	○	○	○	○	○
Domineering	○	○	○	○	○	○	○
Aggressive	○	○	○	○	○	○	○

	Very Unlikely 1	2	3	4	5	6	Very Likely 7
Disciplined	○	○	○	○	○	○	○
Well-organised	○	○	○	○	○	○	○
Cooperates well with others	○	○	○	○	○	○	○
Efficient	○	○	○	○	○	○	○
Approachable or friendly	○	○	○	○	○	○	○
Works well in teams	○	○	○	○	○	○	○
Open to new ideas	○	○	○	○	○	○	○
Provides advice to others	○	○	○	○	○	○	○
Communicates readily with others	○	○	○	○	○	○	○
Humane or compassionate	○	○	○	○	○	○	○
Reflective or thoughtful	○	○	○	○	○	○	○
Avoids conflicts	○	○	○	○	○	○	○
Independent	○	○	○	○	○	○	○
Resourceful and energetic	○	○	○	○	○	○	○
Determined or persistent	○	○	○	○	○	○	○
Obsessive	○	○	○	○	○	○	○
Willing to take risks	○	○	○	○	○	○	○
Creative	○	○	○	○	○	○	○
Interacts continuously with others	○	○	○	○	○	○	○
Inspires others	○	○	○	○	○	○	○

Participant's Profile

1. Gender *
   Please choose **only one** of the following:
   ○ Female
   ○ Male

2. Age *
   Please choose **only one** of the following:
   ○ 15 to 19
   ○ 20 to 24
   ○ 25 to 29
   ○ 30 to 34
   ○ 35 to 39
   ○ 40 to 44
   ○ 45 to 49
   ○ 50 to 54
   ○ 55 to 59
   ○ 60 and Above

3. Cultural and Ethnic Group *
   Please choose **only one** of the following:
   ○ Oceanian
   ○ North-West European
   ○ Southern and Eastern European

○ North African and Middle Eastern
○ South-East Asian
○ North-East Asian
○ Southern and Central Asian
○ Peoples of the Americas
○ Sub-Saharan African
○ Other

4. Current Discipline Major(s) *
   Please choose **all** that apply:
   ☐ Accounting
   ☐ Business Information Systems
   ☐ Business Laws
   ☐ Economics
   ☐ Finance
   ☐ International Business
   ☐ Marketing
   ☐ Operations Management and Econometrics
   ☐ Work and Organisational Studies
   ☐ Graduate School of Government
   ☐ Other:

5. Type of Student Enrolment *
   Please choose **only one** of the following:
   ○ Domestic
   ○ International

6. Current Level of Study *
   Please choose **only one** of the following:
   ○ Undergraduate
   ○ Postgraduate

Thank you for participating in this survey. We will publish results soon.

Submit your survey.
Thank you for completing this survey.

Appendix D: Description of Attributes Used in the Pilot Study and the Main Study

	Adjectives/Phrases in the Pilot Study (Similar Adjectives* in ILTs)	ILTs Studies	Key Themes**	Descriptions in the Main Experiment
a	Follows formal procedures/ Disciplined/Well-Organised[1]	Offermann *et al.*, 1994)	*Disciplined*	Follows rules and procedures
b	**Efficient (Knowledgeable)**	**All EXCEPT for House *et al.*, 2004**	***Knowledgeable***	**Has the sufficient skills and knowledge**
c	Gives a lot of orders (Commanding)	Kenney *et al.*, 1996	*Directive*	Gives a lot of orders
d	Domineering (Dominance)	Lord et al 2001	*Directive*	Expects other to follow his command
e	**Aggressive (Tyrant /Decisive)**	**All EXCEPT for House *et al.*, 2004**	***Decisive***	**Makes decisions very quickly**
f	Cooperates well with others (Team-oriented)	House *et al.*, 2004	Cooperative	Cooperates well with others
g	Works well in teams (Team-oriented)	House *et al.*, 2004	Team-oriented	Likes to work in teams
h	Provides advice to others	NA	*Consultative*	Gives advice to others
i	**Inspires others (Inspirational)**	**House *et al.*, 2004; Offermann *et al.*, 1994**	***Inspirational***	**Inspires others to achieve dreams**
j	Communicates readily with others (Interactive)	Kenney *et al.*, 1996	--	Communicates readily with others
k	Consultative (Integrative)	House *et al.*, 2004	*Consultative*	Discusses ideas with others regularly
l	Approachable or friendly	NA	*Tactful*	Is easy to talk to
m	**Compassionate/Humane (Compassionate/Humane-oriented)**	**House *et al.*, 2004; Offermann *et al.*, 1994**	***Compassionate***	**Understands others' needs and concerns**
n	Reflective or Thoughtful (Responsible)	Gestner and Day, 1994	*Compassionate*	Thinks deeply of his actions
o	Diplomatic (Diplomatic)	House *et al.* 2004	*Tactful*	Is skilful in dealing with sensitive matters
p	Open to new ideas	NA	Open-minded	Listens to others' ideas
q	**Determined or Persistent (Industrious/Competitive)**	**Gestner and Day, 1994; Kenney et al, 1996**	**Determined or Diligent**	**Works hard to achieve goals**
r	Obsessive	Kenney *et al.*, 1996	Enthusiastic	Is highly enthusiastic in achieving goals
s	Willing to take risks (Risk taker)	Kenney *et al.*, 1996	*Adventurous*	Is willing to take risks
t	Independent	Kenney *et al.*, 1996	Independent	Works independently when needed
u	Creative (Imaginative)	Kenney *et al.*, 1996	*Creative*	Thinks out of the box
v	Resourceful and Energetic	Kenney *et al.*, 1996	Adaptive	Is able to adapt himself to difficult situations
w	Future Conviction (Conviction)[2]	Gestner and Day, 1994	Conviction	Believes strongly in what he can achieve in the future
x	Intuitive[2]	NA	*Intuitive*	Relies on his gut feelings when making decisions

*These represent the approximate adjectives reported in ILTs studies.

**The italicised adjectives represent some of the key themes identified in Study 1.

[1]These attributes were listed as separate attributes in the pilot study, but combined as one in the main study.

[2] These attributes were added in the main study to enhance the manipulation of the visionary archetype.

Appendix E: A Sample of Experimental Stimuli Sets and the Questions of the Main Study

Mass Media Portrayals of CEOs-I

Many magazines, television programs, and newspaper sections regularly feature stories that profile the Chief Executive Officers (CEOs) of major companies. What do you think of the CEOs being profiled in mass media? To help us understand better, we will ask you to read and review three (3) short profiles of CEOs adapted from magazine articles, and respond to a series of questions.

Thank you for taking the time to participate in this study.

This study is being conducted by Professor Charles Areni, Dr. Rohan Miller and Zullina Hussain-Shaari in the Discipline of Marketing and Professor David Grant in the Discipline of Work and Organisational Studies in the Business School.

You will spend about 45 minutes reading three (3) short profiles of CEOs adapted from magazine articles and providing responses to a series of questions after each profile. You will also complete the participant profile.

If you are an enrolled student, you will get two (2) marks for your full participation in this project. You may withdraw from participating at any time without affecting your relationship with the researchers or the University of Sydney, but you will not earn the two (2) marks if you do not complete the study.

The results of the study will be strictly confidential and only the researchers will have access to the information provided by participants. A report of the study may be submitted for publication, but individual participants will not be identifiable in such a report.

We would appreciate it if you do not communicate with others about the details of this study after completion, especially with other students in the Business School. Any discussion could affect the responses of later participants.

If you require further information on the study, you may contact Professor Areni on +612 9351 6485 (Tel.) or any member of the research team.

If you have other concerns, you may contact the Deputy Manager, Human Ethics Administration, University of Sydney on +612 8627 8176 (Tel.); +61 28627 8177 (Fax) or ro.humanethics@sydney.edu/au (Email).

If you understand the above information and give consent to your participation in this research project, you may click
Next to proceed.

There are 15 questions in this survey

Paul Vinson of Prime Network

Paul Vinson, the former boss of Media Three, has been appointed as the new chief executive officer (CEO) of Prime Network, a prominent media network. Vinson is perceived as a person who can anticipate the future. He is often described as a soothsayer who seems to know what will happen long before others have a clue. His Predictions often turn into reality. Vinson seems natural in expecting the market needs. With his vision, he starts programs to realise the unthinkable, and often stimulates the imagination of his teams. Vinson leads his teams to discover original ideas that often reach the market as new innovative products. Some of his messages to his team are "We're doing things that nobody else in the world is doing" and "We've made discoveries that other people would never have found." In his previous role at Media Three, Vinson helped the company increase return on assets (ROA) by 49.31 per cent and profit before-tax by 47.51 per cent, and increase share price by 19.8 per cent within a year of his appointment. When he left, the company's current ratio (current assets against current liabilities) was nine. Now, at Prime Network, as the new CEO, Vinson is expected to bring back the spirit of innovation into the company. Prime Network has been the market leader in the past, but has introduced only a single product over the last three years. The company is too set in its ways, overconfident in its reputation, overly cautious in adopting the latest technology and generally not willing to try something new. The company is only interested in what it does best and what it is familiar with. There is a lack of creative thinking throughout the company. Vinson has to change this mindset before Prime Network loses market share and shareholders' confidence

1. Based on Vinson's profile, how likely is it that Vinson will be successful in bringing back the spirit of innovation into Prime Network? Please choose only one of the following:

    Very Unlikely   1   2   3   4   5   6   7   Very Likely

2. Based on Vinson's profile, how likely is it that you will make the following decisions? Please choose the appropriate response for each item:

	Very Unlikely						Very Likely
a. To invest money at a company run by Vinson	1	2	3	4	5	6	7
b. To apply for a job at a company run by Vinson	1	2	3	4	5	6	7
c. To buy products (or services) offered by a company run by Vinson	1	2	3	4	5	6	7

3. Based on Vinson's profile, how likely is it that Vinson has the following characteristics? Please choose the appropriate response for each item:

	Very Unlikely						Very Likely
a. follows rules and procedures	1	2	3	4	5	6	7
b. gives a lot of orders	1	2	3	4	5	6	7
c. makes decisions very quickly	1	2	3	4	5	6	7
d. has the right skills and knowledge	1	2	3	4	5	6	7
e. cooperates well with others	1	2	3	4	5	6	7
f. is easy to talk to	1	2	3	4	5	6	7
g. likes to work in teams	1	2	3	4	5	6	7
h. listens to others' ideas	1	2	3	4	5	6	7
i. gives advice to others	1	2	3	4	5	6	7
j. understands others' needs and concerns	1	2	3	4	5	6	7
k. thinks deeply of his actions	1	2	3	4	5	6	7
l. is skilful in dealing with sensitive matters	1	2	3	4	5	6	7
m. works independently when needed	1	2	3	4	5	6	7
n. works hard to achieve goals	1	2	3	4	5	6	7
o. is highly enthusiastic in achieving goals	1	2	3	4	5	6	7
p. is willing to take risks	1	2	3	4	5	6	7
q. discusses ideas with others regularly	1	2	3	4	5	6	7
r. inspires others to achieve dreams	1	2	3	4	5	6	7
s. believes strongly in what he can achieve	1	2	3	4	5	6	7
t. relies on his gut feelings when making decisions	1	2	3	4	5	6	7
u. expects others to follow his commands	1	2	3	4	5	6	7
v. thinks outside the box	1	2	3	4	5	6	7
w. communicates readily with others	1	2	3	4	5	6	7
x. is able to adapt himself to challenging situations	1	2	3	4	5	6	7

John Norris of SAQ Group

John Norris, the former boss of ABC Beverage, has been appointed as the new chief executive officer (CEO) of SAQ Group, a well-established beverage company. Norris owns a beach house, reads widely, and keeps himself updated with current issues. When he travels overseas, Norris often visits art galleries, museums and iconic landmarks. In his previous role at ABC Beverage, Norris helped the company increase return on assets (ROA) by 48.83 per cent and profit before-tax by 49.33 per cent, and increase share price by 19.5 per cent within a year of his appointment. When he left, the company's current ratio (current assets against current liabilities) was nine. Now, at SAQ Group, as the new CEO, Norris is expected to turnaround the company. SAQ Group has been highly competitive for years, but is becoming unprofitable. The recent financial report highlighted several issues. Most departments have extremely high operating costs which are 100 per cent higher than the previous year. They have duplicate and unnecessary expenditures, overblown budgets, and insufficient cash. The company's debt–to-equity ratio is extremely higher than the industry average. This situation may lead the company to have difficulties in paying what it owes to the bank. Norris has to overcome this financial inefficiency before SAQ Group loses its profitability and productivity further.

1. Based on Norris's profile, how likely is it that Norris will be successful in bringing back the spirit of innovation into SAQ Group? Please choose only one of the following:

    Very Unlikely   1   2   3   4   5   6   7   Very Likely

2. Based on Norris's profile, how likely is it that you will make the following decisions? Please choose the appropriate response for each item:

	Very Unlikely						Very Likely
a. To invest money at a company run by Norris	1	2	3	4	5	6	7
b. To apply for a job at a company run by Norris	1	2	3	4	5	6	7
c. To buy products (or services) offered by a company run by Norris	1	2	3	4	5	6	7

3. Based on Norris's profile, how likely is it that Norris has the following characteristics?
    Please choose the appropriate response for each item:

	Very Unlikely						Very Likely
a. follows rules and procedures	1	2	3	4	5	6	7
b. gives a lot of orders	1	2	3	4	5	6	7
c. makes decisions very quickly	1	2	3	4	5	6	7
d. has the right skills and knowledge	1	2	3	4	5	6	7
e. cooperates well with others	1	2	3	4	5	6	7
f. is easy to talk to	1	2	3	4	5	6	7
g. likes to work in teams	1	2	3	4	5	6	7
h. listens to others' ideas	1	2	3	4	5	6	7
i.. gives advice to others	1	2	3	4	5	6	7
j.. understands others' needs and concerns	1	2	3	4	5	6	7
k. thinks deeply of his actions	1	2	3	4	5	6	7
l. is skilful in dealing with sensitive matters	1	2	3	4	5	6	7
m. works independently when needed	1	2	3	4	5	6	7
n. works hard to achieve goals	1	2	3	4	5	6	7
o. is highly enthusiastic in achieving goals	1	2	3	4	5	6	7
p. is willing to take risks	1	2	3	4	5	6	7
q. discusses ideas with others regularly	1	2	3	4	5	6	7
r. inspires others to achieve dreams	1	2	3	4	5	6	7
s. believes strongly in what he can achieve	1	2	3	4	5	6	7
t. relies on his gut feelings when making decisions	1	2	3	4	5	6	7
u.. expects others to follow his commands	1	2	3	4	5	6	7
v. .thinks outside the box	1	2	3	4	5	6	7
w. communicates readily with others	1	2	3	4	5	6	7
x. is able to adapt himself to challenging situations	1	2	3	4	5	6	7

Michael Campbell of Original Inc.

Michael Campbell, the former boss of Norm Apparel, has been named as the new chief executive officer (CEO) of Original Inc., a manufacturer, trader and distributor of clothing for customers. Campbell is known to leave a lasting impression on a troop of senior executives. He is described as a military leader who unites his army to win a war. His effort often makes his force march from one victory to another. Campbell clarifies organisational goals for his team, and strategizes plans of attack to achieve them. He also sets strict benchmarks for his lieutenants, insists that they meet the standards, and expects that they act on his orders. Some of Campbell's messages to them are "We must be ready to beat our rivals" and "We have to be aggressive to win the battle in the marketplace". In his previous role at Norm Apparel, Campbell helped the company increase return on assets (ROA) by 47.52 per cent and profit before-tax by 48.32 per cent, and increase share price by 20.1 per cent within a year of his appointment. When he left, the company's current ratio (current assets against current liabilities) was eight. Now, at Original Inc., as the new CEO, Campbell is dealing with a potential threat to the company's reputation. Original Inc. has enjoyed good rapports with its stakeholders for years, but is currently involved in a high profile court case. The case represents 8,000 ex-employees who were laid off during the last corporate restructuring prior Campbell's arrival. All of them are females and above 45 years old. They were given a 24-hour notice and a two-week pay when asked to leave. These ex-employees claim that the company practised discrimination, and breached their employment contracts. They have filed a major lawsuit for unfair dismissals and compensations. The lawsuit has just started and received widespread publicity in the national media over the last two months. Campbell has to act on this negative publicity before it damages Original Inc.'s good name.

1. Based on Campbell's profile, how likely is it that Campbell will be successful in bringing back the spirit of innovation into Norm Apparel? Please choose only one of the following:

         Very Unlikely   1   2   3   4   5   6   7   Very Likely

2. Based on Campbell's profile, how likely is it that you will make the following decisions? Please choose the appropriate response for each item:

	Very Unlikely						Very Likely
a. To invest money at a company run by Campbell	1	2	3	4	5	6	7
b. To apply for a job at a company run by Campbell	1	2	3	4	5	6	7
c. To buy products (or services) offered by a company run by Campbell	1	2	3	4	5	6	7

3. Based on Campbell's profile, how likely is it that Campbell has the following characteristics? Please choose the appropriate response for each item:

	Very Unlikely						Very Likely
a. follows rules and procedures	1	2	3	4	5	6	7
b. gives a lot of orders	1	2	3	4	5	6	7
c. makes decisions very quickly	1	2	3	4	5	6	7
d. has the right skills and knowledge	1	2	3	4	5	6	7
e. cooperates well with others	1	2	3	4	5	6	7
f . is easy to talk to	1	2	3	4	5	6	7
g. likes to work in teams	1	2	3	4	5	6	7
h. listens to others' ideas	1	2	3	4	5	6	7
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r. inspires others to achieve dreams	1	2	3	4	5	6	7
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t. relies on his gut feelings when making decisions	1	2	3	4	5	6	7
u.. expects others to follow his commands	1	2	3	4	5	6	7
v. . thinks outside the box	1	2	3	4	5	6	7
w. communicates readily with others	1	2	3	4	5	6	7
x. is able to adapt himself to challenging situations	1	2	3	4	5	6	7

Participant Profile

1. Gender *Please choose only one of the following:
    a.   Female
    b.   Male

2. Age *Please choose only one of the following:
    a.   15 to 19
    b.   20 to 24
    c.   25 to 29
    d.   30 to 34
    e.   35 to 39
    f.   40 to 44
    g.   45 to 49
    h.   50 to 54
    i.   55 to 59
    j.   60 and above

3. Cultural and Ethnic Group *Please choose only one of the following:
    a.   Oceanian
    b.   North-West European
    c.   Southern and Eastern European
    d.   North Africa and Middle Eastern
    e.   South-East Asian
    f.   North-East Asian
    g.   Southern and Central Asian
    h.   People of the Americas
    i.   Sub-Saharan African
    j.   Other: _____

4. Current Discipline *Please choose all that apply:
    a.   Accounting
    b.   Business Information Systems
    c.   Business Laws
    d.   Finance
    e.   International Business
    f.   Marketing
    g.   Operations Management and Econometrics
    h.   Work and Organisational Studies
    i.   Other: _____

5. Type of Student Enrolment *Please choose only one of the following:
    a.   Domestic
    b.   International

6. Current Level of Study *Please choose only one of the following:
    a.   Undergraduate
    b.   Postgraduate

Thank you for completing the study titled "Mass Media Portrayals of CEOs".

The study aims to examine how mass media portrayals of CEOs influence audience's opinions on CEOs' future success.

This study is being conducted by Professor Charles Areni, Dr. Rohan Miller and Zullina Hussain-Shaari in the Discipline of Marketing and Professor David Grant in the Discipline of Work and Organisational Studies in the Business School.

The details and results of the study are strictly confidential.

For further information, you may contact Professor Areni on +612 9351 6485 (Tel.) or any member of the research team.

For other concerns, you may contact the Deputy Manager, Human Ethics Administration, University of Sydney on +612 8627 8176 (Tel.); +61 28627 8177 (Fax) or ro.humanethics@sydney.edu/au (Email).
Submit your survey.
Thank you for completing this survey.

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Appendix F: Factor Analysis

1. Factor Loadings of the Pilot Study

   a. Commander Attributes

Component Matrix[a]

	Component 1	2	3	4	5
Procedural1	.307	-.336	.421	.421	-.224
Directive1	.391	-.645			.130
Domineering1	.347	-.644		-.281	.183
Aggressive1	.443	-.497	-.175	.232	.218
Disciplined1	.538	-.584	.175		
Organised1	.643	-.259	.292		.118
Cooperative1	.536	.595			
Efficient1	.674	-.374			-.175
Approachable1	.440	.675		.189	.227
Teamwork1	.530	.569			
Open1	.276	.576	-.335	-.381	-.134
Consultative1	.360	.138	.529	-.350	-.145
Communicative1	.690	.223	.323	-.163	.204
Humane1	.188	.637		.159	
Reflective1	.441	.374		.139	-.549
Diplomatic1	.187	.412	.106	.607	.308
Independent1	.394	-.457	-.408	.303	
Resourceful1	.703				-.421
Determined1	.424	-.666			
Obsessive1	.447	-.422	-.181	-.126	.257
Risk1	.488	-.110	-.558		.124
Creative1	.617	.259	-.418		
Interactive1	.554	.440		-.202	.268
Inspirational1	.749	.325			

Extraction Method: Principal Component Analysis.
a. 5 components extracted.

Rotated Component Matrix[a]

	Component 1	2	3	4	5
Procedural1	.343		.230	-.658	
Directive1	.755	-.153			
Domineering1	.753	-.183	-.118		.178
Aggressive1	.679			-.106	-.317
Disciplined1	.755		.158	-.230	.116
Organised1	.634	.287		-.125	.286
Cooperative1		.767	.222		.118
Efficient1	.659	.115	.407	-.135	
Approachable1	-.160	.844			
Teamwork1		.689	.301	.132	.154
Open1	-.223	.392	.342	.595	
Consultative1	.122	.257	.146		.683
Communicative1	.346	.656			.377
Humane1	-.324	.602			
Reflective1	-.118	.319	.740		
Diplomatic1	-.155	.623	-.109	-.387	-.327
Independent1	.551		.296		-.477
Resourceful1	.415	.209	.678		
Determined1	.733	-.190	.149	-.196	
Obsessive1	.668			.180	
Risk1	.441	.201	.217	.400	-.370
Creative1	.221	.485	.414	.349	-.213
Interactive1	.128	.694		.303	.144
Inspirational1	.238	.655	.413		.123

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 13 iterations.

Component Matrix[a]

	Component					
	1	2	3	4	5	6
Procedural2	.278	.579	-.301	-.330	.133	
Directive2	.284	.515		-.176		.147
Domineering2	.205	.640	.299	.282		.227
Aggressive2		.515		.507	.231	.303
Disciplined2	.486	.541	-.140	-.136	-.174	-.127
Organised2	.690	.358	-.223	.112	-.164	-.102
Cooperative2	.777		-.311			.186
Efficient2	.623	.275	-.132	.475	-.134	-.187
Approachable2	.705	-.407	-.201		.316	
Teamwork2	.723		-.200	-.119	.179	
Open2	.610	-.331	.387			
Consultative2	.721	-.276			-.317	.244
Communicative2	.738					.255
Humane2	.681	-.212	-.133	.103	.272	-.125
Reflective2	.523			-.451	-.373	.256
Diplomatic2	.448	.159	-.280	.270	-.169	-.357
Independent2	.611		.451			-.269
Resourceful2	.505	.163	.296	-.275		-.480
Determined2	.109	.390	.471	-.295	.586	
Obsessive2	.260	.246	.618		-.294	
Risk2	.389	-.250	.596	.158		.104
Creative2	.606	-.321	.358	.202	.100	.117
Interactive2	.824	-.189	-.218			
Inspirational2	.663			-.143		.378

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
Procedural2	.158	-.379	.231	.497	.164	.366
Directive2			.124	.502	.289	.238
Domineering2		.185	.156	.240	.722	.189
Aggressive2					.806	
Disciplined2	.125		.513	.524	.133	.202
Organised2	.379		.622	.370	.180	
Cooperative2	.805		.266	.166		
Efficient2	.323	.181	.715		.317	
Approachable2	.858	.123	.111	-.101	-.159	
Teamwork2	.642		.324	.217		.227
Open2	.440	.637			-.155	.103
Consultative2	.591	.354	.130	.373	-.124	-.337
Communicative2	.619	.217	.140	.396		
Humane2	.708	.157	.269			.128
Reflective2	.266	.209		.741	-.154	
Diplomatic2	.223		.692			
Independent2	.259	.660	.277	.109	-.107	.240
Resourceful2	.130	.377	.378	.215	-.219	.529
Determined2		.154	-.206		.268	.819
Obsessive2	-.201	.638	.132	.294	.198	
Risk2	.202	.740				
Creative2	.526	.611				
Interactive2	.779	.174	.318	.150		
Inspirational2	.673	.157		.364		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

c. Non-Archetypal Attributes

Component Matrix[a]

	Component				
	1	2	3	4	5
Procedural3	.352	.299	.648	-.330	
Directive3	.150	.669			-.243
Domineering3		.716	.154		
Aggressive3		.791		.335	-.202
Disciplined3	.396	.612	.108	-.272	
Organised3	.635	.329		-.317	
Cooperative3	.729	-.200	-.364		
Efficient3	.438	.587		-.217	
Approachable3	.743	-.295	-.148		.151
Teamwork3	.721	-.195	-.126	-.136	.245
Open3	.676	-.102	.351	.373	
Consultative3	.770	-.113			-.268
Communicative3	.780	-.152			
Humane3	.695	-.340	.178		.160
Reflective3	.607	-.157	.554		-.119
Diplomatic3	.503	-.241	.223		.362
Independent3	.171	.475	-.317	.301	.506
Resourceful3	.719	.149	-.151	-.288	-.159
Determined3	.445	.516	-.295	-.204	
Obsessive3	.170	.709		.141	.286
Risk3	.198	.616		.283	
Creative3	.579			.577	-.223
Interactive3	.669	-.244	-.235	.153	-.442
Inspirational3	.730	-.198		.120	

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

2. Factor Loadings of the Main Study

a. Visionary Attributes

Component Matrix[a]

	Component				
	1	2	3	4	5
[follows rules and procedures]	.098	-.136	.766	.200	.166
[gives a lot of orders]	.089	.620	.438	.112	.222
[makes decisions very quickly] characteristics?	.093	.619	.116	.115	.477
[has the right skills and knowledge]	.659	.189	.255	-.203	.021
[cooperates well with others]	.725	-.361	.083	-.004	-.034
[is easy to talk to] Based on	.670	-.496	-.065	.075	.190
[likes to work in teams]	.742	-.281	.009	.254	.174
[listens to others' ideas]	.594	-.451	.065	.307	.115
[gives advice to others]	.720	.064	-.203	-.049	.120
[understands others' needs and concerns]	.674	-.397	.077	-.108	.108
[thinks deeply of his actions]	.526	-.188	.320	-.481	-.198
[is skilful in dealing with sensitive matters]	.543	-.231	.429	-.236	-.233
[works independently when needed]	.487	.415	.160	-.122	-.411
[works hard to achieve goals]	.633	.423	-.051	.302	-.238
[is highly enthusiastic in achieving goals]	.687	.419	-.139	.242	-.115
[is willing to take risks]	.563	.416	-.237	.035	-.144
[discusses ideas with others regularly]	.699	-.191	.039	.172	.048
[inspires others to achieve dreams]	.674	-.037	-.057	.336	-.156
[believes strongly in what he can achieve]	.656	.353	.010	.234	-.166
[relies on his gut feelings when making decisions]	.484	.281	-.320	-.221	.314
[expects others to follow his commands]	.190	.591	.301	-.205	.089
[thinks outside the box]	.721	.099	-.300	-.278	-.069
[communicates readily with others]	.721	-.233	-.081	-.058	.065
[is able to adapt himself to challenging situations]	.655	.115	-.152	-.406	.309

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
[follows rules and procedures]	.334	-.167	-.483	.278	.483
[gives a lot of orders]	-.141	.223	-.056	.040	.756
[makes decisions very quickly]	-.084	.146	.228	-.237	.713
[has the right skills and knowledge]	.294	.317	.268	.469	.312
[cooperates well with others]	.685	.191	.135	.356	-.110
[is easy to talk to]	.810	.027	.211	.134	-.147
[likes to work in teams]	.802	.240	.135	.066	.036
[listens to others' ideas]	.803	.112	-.043	.054	-.073
[gives advice to others]	.450	.365	.478	.116	.053
[understands others' needs and concerns]	.679	.033	.225	.351	-.070
[thinks deeply of his actions]	.256	.050	.169	.766	-.031
[is skilful in dealing with sensitive matters]	.375	.126	-.050	.694	.012
[works independently when needed]	-.065	.621	.094	.448	.140
[works hard to achieve goals]	.213	.801	.099	.043	.175
[is highly enthusiastic in achieving goals]	.261	.755	.252	.004	.191
[is willing to take risks]	.090	.645	.367	.051	.084
[discusses ideas with others regularly]	.656	.296	.120	.158	.023
[inspires others to achieve dreams]	.538	.549	.027	.054	-.043
[believes strongly in what he can achieve]	.272	.703	.124	.109	.205
[relies on his gut feelings when making decisions]	.160	.210	.679	-.022	.181
[expects others to follow his commands]	-.223	.239	.183	.258	.565
[thinks outside the box]	.282	.417	.599	.280	-.110
[communicates readily with others]	.608	.213	.325	.246	-.081
[is able to adapt himself to challenging situations]	.316	.118	.713	.270	.176

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

b. Commander Attributes

Component Matrix[a]

	Component				
	1	2	3	4	5
[follows rules and procedures]	.184	.392	.522	.375	-.031
[gives a lot of orders]	.311	.752	.129	.176	-.126
[makes decisions very quickly]	.202	.406	-.191	.245	-.322
[has the right skills and knowledge]	.607	.170	.114	-.029	.155
[cooperates well with others]	.638	-.406	.038	.189	.335
[is easy to talk to]	.472	-.632	-.068	.199	.176
[likes to work in teams]	.529	-.043	-.166	.512	-.070
[listens to others' ideas]	.597	-.538	.090	.097	.003
[gives advice to others]	.580	.258	.224	.033	-.107
[understands others' needs and concerns]	.610	-.468	.205	.118	.023
[thinks deeply of his actions]	.576	-.055	.539	-.332	-.012
[is skilful in dealing with sensitive matters]	.542	-.384	.322	-.111	-.034
[works independently when needed]	.316	.487	.229	-.438	.283
[works hard to achieve goals]	.406	.710	.073	-.007	.030
[is highly enthusiastic in achieving goals]?	.502	.570	-.132	.042	.011
[is willing to take risks]	.394	.101	-.701	-.176	-.072
[discusses ideas with others regularly]	.555	-.450	-.095	.145	-.348
[inspires others to achieve dreams]	.672	-.211	-.097	.046	-.254
[believes strongly in what he can achieve] characteristics?	.502	.508	-.121	-.026	-.193
[relies on his gut feelings when making decisions]	.277	.252	-.321	.345	.637
[expects other to follow his commands]	.260	.749	.029	.080	.034
[thinks outside the box]	.663	-.136	-.271	-.414	-.073
[communicates readily with others]	.643	-.143	.005	-.144	-.006
[is able to adapt himself to challenging situations]	.634	.114	-.298	-.309	.121

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
[follows rules and procedures]	.109	.541	-.543	.048	.022
[gives a lot of orders]	-.106	.841	-.081	.027	.029
[makes decisions very quickly]	-.051	.526	.116	-.331	-.057
[has the right skills and knowledge]	.397	.411	.110	.259	.174
[cooperates well with others]	.747	-.048	.054	.076	.390
[is easy to talk to]	.727	-.291	.091	-.114	.251
[likes to work in teams]	.490	.320	.046	-.408	.256
[listens to others' ideas]	.801	-.119	.075	-.015	.038
[gives advice to others]	.375	.547	.005	.153	-.054
[understands others' needs and concerns]	.801	-.045	-.024	.045	.036
[thinks deeply of his actions]	.550	.232	-.064	.563	-.243
[is skilful in dealing with sensitive matters]	.693	-.029	-.016	.240	-.140
[works independently when needed]	-.055	.434	.124	.670	.077
[works hard to achieve goals]	-.059	.780	.075	.213	.112
[is highly enthusiastic in achieving goals]	.057	.705	.245	.065	.177
[is willing to take risks]	.071	.187	.777	-.171	.138
[discusses ideas with others regularly]	.704	-.004	.212	-.297	-.183
[inspires others to achieve dreams]	.642	.210	.294	-.133	-.106
[believes strongly in what he can achieve]	.093	.685	.288	.014	-.032
[relies on his gut feelings when making decisions]	.031	.242	.111	-.023	.834
[expects other to follow his commands]	-.190	.751	.017	.116	.151
[thinks outside the box]	.470	.124	.650	.207	-.078
[communicates readily with others]	.561	.174	.282	.174	.000
[is able to adapt himself to challenging situations]	.311	.292	.591	.243	.156

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

c. Non-Archetypal Attributes

Component Matrix[a]

	Component			
	1	2	3	4
[follows rules and procedures]	.027	-.251	.737	.194
[gives a lot of orders]	.370	.411	.456	.283
[makes decisions very quickly]	.354	.441	-.058	.362
[has the right skills and knowledge]	.622	.103	.291	-.178
[cooperates well with others]	.743	-.343	.153	.014
[is easy to talk to]	.652	-.480	-.197	.152
[likes to work in teams]	.673	-.288	-.195	.291
[listens to others' ideas]	.661	-.434	-.126	.162
[gives advice to others]	.765	-.007	-.059	.146
[understands others' needs and concerns]	.705	-.380	.044	.099
[thinks deeply of his actions]	.592	-.202	.367	-.096
[is skilful in dealing with sensitive matters]	.607	-.318	.292	-.226
[works independently when needed]	.629	.204	.298	-.166
[works hard to achieve goals]	.595	.300	.363	-.296
[is highly enthusiastic in achieving goals]	.753	.272	-.022	-.134
[is willing to take risks]	.589	.409	-.462	-.183
[discusses ideas with others regularly]	.701	-.239	-.208	.118
[inspires others to achieve dreams]	.620	-.017	-.350	.164
[believes strongly in what he can achieve]	.657	.450	-.004	.096
[relies on his gut feelings when making decisions]	.229	.527	-.212	.393
[expects other to follow his commands]	.336	.651	.259	.183
[thinks outside the box]	.593	.136	-.290	-.491
[communicates readily with others]	.693	-.164	-.002	.123
[is able to adapt himself to challenging situations]	.676	.135	-.169	-.341

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

Rotated Component Matrix[a]

	Component			
	1	2	3	4
[follows rules and procedures]	.075	.331	-.040	-.726
[gives a lot of orders]	.033	.409	.601	-.253
[makes decisions very quickly]	.139	.044	.650	.101
[has the right skills and knowledge]	.264	.639	.172	.074
[cooperates well with others] characteristics?	.700	.450	-.010	-.028
[is easy to talk to]	.834	.087	-.068	.099
[likes to work in teams]	.787	.058	.163	.095
[listens to others' ideas]	.803	.138	-.022	.058
[gives advice to others]	.614	.316	.318	.180
[understands others' needs and concerns]	.746	.310	-.002	-.010
[thinks deeply of his actions]	.429	.577	-.012	-.130
[is skilful in dealing with sensitive matters]	.476	.590	-.172	-.041
[works independently when needed]	.214	.658	.256	.097
[works hard to achieve goals]	.076	.763	.241	.134
[is highly enthusiastic in achieving goals]	.341	.523	.355	.378
[is willing to take risks]	.222	.206	.363	.734
[discusses ideas with others regularly]	.722	.164	.105	.215
[inspires others to achieve dreams]	.583	.042	.267	.347
[believes strongly in what he can achieve]	.247	.388	.594	.279
[relies on his gut feelings when making decisions]	.044	-.124	.689	.194
[expects other to follow his commands]	-.122	.358	.703	.013
[thinks outside the box]	.238	.432	-.016	.672
[communicates readily with others]	.632	.297	.167	.078
[is able to adapt himself to challenging situations]	.325	.476	.102	.528

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

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