Temporal Leadership

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Abstract

The topic of leadership is common in today's world, as the specific behaviors used to lead have been found to have an impact on a group's successes and failures. Because work tasks typically have implicit or explicit deadlines, time is a contextual factor that influences most workplaces. Despite this, research on the time-related aspects of leadership is surprisingly limited. However, recent work has proposed "temporal leadership" as a behavioral style that can be used to influence others to efficiently utilize time. Temporal Leadership is broken down into five dimensions, Temporal Direction, Temporal Modeling, Temporal Intervention, Temporal Monitoring, Temporal Encouragement. Each of these dimensions likely plays a key role in impacting followers to make better use of their time. In this paper, we consider temporal leadership and its dimensions. In doing so, we utilize real-world examples to highlight its practical importance, in addition to where future research can be done to further demonstrate its utility.

Table of Contents

What is Temporal Leadership

Temporal Leadership is the idea that leaders can help their subordinates with completing time-related tasks efficiently and on time. Hitting deadlines in the workplace and in life are extremely important but not as common as you would think. Even the CEOs of wildly successful companies such as Dropbox and Google have described some of their biggest challenges as having to help their employees meet deadlines or just deal with lateness in general. Even with this being the case within so many organizations, temporal variables are neglected when researching leadership.

Temporal Leadership is important because timeliness is integral to success everywhere you go. The majority of jobs have deadlines and in order to hit those, leaders who take time into account are far more successful than those that don't. Leaders can encourage their followers to manage their time better and provide them with certain resources to help accomplish their goals.

Applications

Temporal Leadership can be extremely effective in a multitude of situations in and outside of the workplace. As manager for the Men's Basketball Team at East Carolina, I have been able to hear Head Coach Joe Dooley talk to our players about the importance of time management. Each day our players need to put aside about three hours at the gym. Let's say another two hours go towards classwork and that they sleep about nine hours each night. That leaves approximately eight hours per day to themselves. Coach Dooley preaches to them to utilize their free time smartly, whether that be getting extra shots up in the gym, studying for upcoming tests, or hanging out with friends. Coach's emphasis on scheduling has led to great results for our players on the court and in the classroom.

My Father works for Spectrum Business as Director, Partner of Channel Sales. He oversees regional sales reps up and down the east coast. In order to keep his subordinates organized and time-efficient, he always talks with them about controlling the controllable. It is important to avoid wasted time and effort such as attempting to control the uncontrollable. The controllable include the number of face to face meetings, WebEx meetings, phone calls with sales agents, new sales agents signed up, and the largest sales opportunity. He has them report to him each Friday their numbers for each of these controllables. By giving them time-related goals, he is keeping their minds focused on what is most important for their long-term success and the company's best interest.

Multidimensional Temporal Leadership

Multidimensional temporal leadership is a behavioral style of leadership where leaders focus on influencing others to use their time efficiently. This is an expansion of the normal conceptualization of temporal leadership. This has been broken down into five different dimensions, temporal monitoring, temporal intervention, temporal direction, temporal encouragement, and temporal modeling. (See Figure 1.)

Temporal Monitoring is the first dimension of temporal leadership. This is the idea that leaders check in with their followers so they can see what the followers need in order to succeed. Keep in mind that this is not a form of micromanaging but a way of proactively gathering information. Leaders can find potential upcoming obstacles or issues and prevent them from occurring, saving the organization time and money. As head manager for the basketball team, I like to give my fellow managers tasks to work on solo. I want to give them as much freedom as possible, but I will still check in on them to see how they are doing and if they need any resources. (See Figure 1)

If during the monitoring process a leader finds that one of their subordinates has an issue that they are incapable of fixing by themselves, they may have to intervene. Temporal Intervention is defined as behaviors characterized by active intervention in follower's work to resolve unexpected, time-related problems. The goal of this dimension of temporal leadership is to solve task-completion obstacles through providing direct assistance. In most instances, intervention is needed because of a lack of resources that the subordinate has access to. Once the leader provides that missing resource or removes the obstacle for their follower, the follower will be able to continue the task as planned on time. Occasionally I will have to talk to our Director of Basketball Operations about issues in our program that I cannot fix myself and see if he can help or if he can email someone in the athletic department for assistance.

When I don't know how to schedule my classes as a student here at East Carolina, I email my advisor for help. He gives me the advice I need to complete my class registration. This is a perfect example of the third dimension of temporal leadership, also known as Temporal Direction. Temporal Direction is the act of instructing followers on how to best utilize their time. My advisor, as a leader, instructed me on how to utilize my time through advising me on which classes to take in order to graduate quicker. As a leader, this form of temporal leadership can look like prioritizing tasks, creating a schedule, and other forms of planning. (See Figure 1)

Temporal Encouragement is another way for leaders to support their followers. In this case, leaders provide interpersonal, time-related support to their followers. Rewarding and praising workers who complete their tasks on time is a common form of this dimension. Our coaches will reward players who are working hard and doing all of the right things by giving them captain spots or through having them start in upcoming games. Another time leaders can provide support to their followers is right as a deadline is approaching. Giving confidence to

followers and providing encouragement is another common form of Temporal Encouragement. Throughout each practice I like to give high fives to our other managers as a quick little pick-me-up. My goal is to show them that I see them working efficiently, and to motivate them to continue to complete their tasks in a timely manner the rest of practice. Little comments and confidence builders can motivate workers to continue working towards meeting their deadlines. (See Figure 2)

The last dimension of temporal leadership is Temporal Modeling. Temporal Modeling is the idea that leaders can lead by example. Leaders can do this through coming to work on time, completing tasks before deadlines and working at a productive pace. A good teacher does not show up late to the class he or she is teaching. That would set the precedent for the students that they too can show up late. As a leader, if you can be as timely as possible, you can influence your followers to meet deadlines and complete tasks on time as well.

Temporal Leadership vs Time Management

Temporal Leadership can often be confused for time management. While there are some similarities, time management lacks leadership and the communication factor between two people. Temporal Leadership involves time management because leaders can help their subordinates manage their time effectively, but time management does not involve leadership. Think of the relationship between these two terms like a square and a rectangle. A square is a type of rectangle because a rectangle has two sets of parallel sides, but a rectangle is not necessarily a square. The rectangle lacks the requirement of four equally length sides while time management lacks the requirement of leadership.

Multiple Temporal Leadership Dimensions at Once

In many group settings multiple Temporal Leadership dimensions can be used at once. In the sports world, leaders utilize temporal modeling and encouragement at the same time. The time-related goal in this scenario is to win games or matches and leaders exhibit all these leadership dimensions in order to convince team members to efficiently perform.

Leaders often show their teammates what to do through their actions. Some of the greatest players to ever play such as Michael Jordan and Tom Brady were known for their tireless work ethic. These athletes exemplified temporal modeling in many ways. One example would be through their performance. A basketball player must not let the shot clock run out before they take a shot. Temporal modeling of this behavior means that leaders will never let the shot clock run out. Business leaders always show up to meetings on time. They want to set a precedent to their followers that tardiness is unacceptable. If your boss shows up late why would you worry about showing up on time. Temporal leaders would make sure this type of thing did not happen to them whether it is in the sports or business world. They do everything in their power to model good behavior and in turn this motivates their followers to do the same thing.

Besides leading by example, rewarding and recognizing good behavior is another effective way to lead. With keeping the same analogy from before, temporal leaders should encourage their teammates when they do not let the shot clock run out. Through Temporal encouragement, a leader reinforces good behavior. Football coaches clapping when their quarterbacks snap the ball before the play clock runs out and business leaders giving recognition to their employees when they complete tasks on time are other examples of this dimension of temporal leadership. All these dimensions occur simultaneously! We just are unable to recognize it.

Influence

Temporal Leadership is the answer to many common questions that leaders around the world have each day. "How can I influence my employees?" The goal of Temporal Leadership is to influence others to better utilize their time. Through temporal structure, leaders can help their followers become more effective at their job. They influence their followers through providing schedules, access to resources and/or an example to follow. A boss's main job is to influence their workers to do their job. Bosses are paid more because motivating others is far more difficult than just motivating yourself. Without influence, a leader does not have any way to motivate his or her employees. A team that lacks motivation is normally an unsuccessful one. That is why knowing the answer to how I can influence my followers is important to consider. Luckily we have temporal leadership which is the perfect answer.

Deadlines

"How can I help my staff to hit deadlines?" Hitting deadlines is often the most stressful part of any leader's job. In a survey of over 900 employees from Direct CBD, a Louisville, KY store, 37.8% of employees felt burned out because of the stress from meeting deadlines. Performance is always affected by timeliness. That is why Temporal Leadership focuses on time-related behaviors that leaders can execute. These time-related behaviors help a leader's organization succeed in the long run. It isn't difficult to see the relationship between focusing on time-related leadership behaviors and meeting deadlines. Name a successful business that doesn't have to worry about time. You can't because they all do! The top things that leaders must consider when leading their teams are, what needs to be done and how can our team get it done

in the allotted time period? Temporal Leadership helps them answer both questions (See Figure 3).

Structure

"What structure should I provide for my followers in order to maximize their productivity?" Peter Drucker explained it best when he said, "Mission defines strategy, and strategy defines structure." In order to accomplish a goal or a mission, an organization must have structure. This is on the micro level just as much as the macro. Temporal Leadership emphasizes the importance of providing time-related structure to followers. Leaders can give their followers a calendar, agenda, or planner to help them stay organized. Companies must stay organized as well. From the top-down, structure is important, and everyone must be on the same page. Providing organization and structure within a company or team is important for longevity.

The Restaurant Industry

Outside of sports, one setting in which temporal leadership would increase productivity is in the food business. Everything about the food industry is based around hitting deadlines. As a manager for McDonald's, you need to think about how you can take your customer's order, get their payment and supply them with their food as fast as possible. While all of that is going on you also must keep producing the food and make sure all the orders are correctly distributed. That is a lot of moving parts! What Temporal Leadership can do for a manager or boss in a setting like this is keep the workers in the right mindset. The right mindset means focusing on the task at hand, communicating with one another, and acting in an efficient manner. In order to keep the whole team functioning in a unified and well-oiled machine, a manager can do a few things. The manager may utilize temporal intervention through showing the workers how to insert the customer's order faster. Or maybe the manager will just provide encouragement to the

employees when they do act in a timely manner. Encouragement would help the employees stay loose and motivated. In a lot of scenarios, employees of minimum wage jobs have difficulty staying driven. The actions of those who are around these employees can make or break their day. If the manager shows up late to work, will the employee take his or her job seriously? Of course not and that is why managers need to model good behavior. This isn't just important at fast food restaurants. Any sort of dining establishment is bound to be positively affected by Temporal Leadership.

Sit down restaurants can use Temporal Leadership just as much as fast food ones can. Imagine you are the manager for an Italian restaurant in the downtown of a major city. It is a weekend night and the local football team is playing later that evening. Your goal is to make as much revenue tonight as possible. As manager, you need to make sure people are seated, have their orders processed, and are taken care of in the most efficient way possible. In order to maximize revenue, you need to serve as many customers as you can tonight. How are you going to get your team to perform in a way that will help you accomplish this? Through Temporal Leadership is the answer. As I said earlier, by utilizing the five dimensions of Temporal Leadership, leaders can lead their groups to do amazing things. Managers in this scenario will monitor their employees as they rush to find tables for waiting customers. They can intervene in the dining room to help get food made on time. They will direct their employees on when to take their breaks. Managers can encourage his or her workers to continue their good time-related work. And they must act in an efficient way in order to model how important efficiency is to the restaurant's success.

If I was a researcher who was looking to study more about temporal leadership and its effectiveness in the workplace, I would do my research in the restaurant business. Time-related

work is performed on a consistent basis throughout the day. Employees must always be aware of time in order to help the company succeed. Temporal Leadership will prove to be the most effective way to lead in the dining industry. As a researcher it is very simple to see the leadership structure and effectiveness at a restaurant. A researcher can see how the manager talks to the employees and if the process is running smoothly or if it is a train wreck. I feel like it would be the easiest place to research and learn more about Temporal Leadership.

Temporal Leadership Examples in Basketball

As a basketball coach, Temporal Leadership is ingrained in your job daily. With so many time constraints on games, practices, and recruiting, how coaches spend their time is so significant. There are many examples of common Temporal Leadership tactics in basketball coaching.

College basketball games are made up of two 20-minute halves (Women's four 10-minute quarters). How teams and players utilize their 40 minutes determine who wins and loses. Many coaches preach a "next play" mentality in order to take advantage of each second of the game. This mindset allows players as players to focus on the task at hand. If a player worries about a previous play, then it will affect the next one. Coaches direct their players to make the most of the time remaining instead of pondering on what has passed.

The length of each timeout throughout a college basketball game is different based upon what the team calls. With the amount of time being so short for each timeout, the Head Coach normally divides up responsibilities between his assistant coaches and staff. One assistant oversees figuring out which of the opposing players have checked in or out of the game. Another assistant must give the matchups to the players. The managers are in charge of giving the

whiteboard to the Head Coach and a towel and water bottle to each player. The Head Coach is the one coaching the players on what he/she wants them to do.

Special situations throughout a game such as inbounds plays can be game changers. You only have five seconds to inbound the ball or else it is a violation and the other team's ball. That is why coaches put in specific plays to increase effectiveness in these situations. Players run the plays over and over until they reach perfection. Coaches intervene to fix any problems the players have executing the plays. When game time comes, the players are ready to perform.

In order to improve the flow and organization of practices, many coaches formulate practice plans prior to walking onto the court. The practice plans are basically an agenda for practice. Coaches include what they want to go over and how much time they want to spend on each thing. A manager will put the allotted time up on the clock for each drill and as soon as the time runs out, Coach will move onto the next drill. Coach Dooley at ECU even times the players' water breaks. After consecutive drills, Coach normally provides the players with a water break. The managers put one minute up on the clock and run it. As soon as the clock runs out Coach calls all the players over and gets right back into play (See Figure 4).

The Los Angeles Clippers

The Los Angeles Clippers have been one of the most disappointing NBA teams of the last decade. Even with players such as the likes of Chris Paul, Blake Griffin, Paul George and Kawhi Leonard, LA has not been able to capture an NBA title. This was in large part due to the lack of effective leadership that the team had.

The 2011-2017 seasons for the Los Angeles Clippers were arguably the best stretch of seasons that the franchise has ever seen. The Clippers grouped together a Hall of Fame coach with three all-star caliber players and were perennially a Western Conference favorite. JJ Redick,

a key piece on many of those teams, detailed the failures of the Clippers as stemming from pettiness. He stated, "There was so much just like pettiness… It's weird to think what we had the potential to accomplish and what ultimately derailed that is pettiness." Temporal Leadership would have played a significant positive factor within this team's locker room. It is the job of the leaders, whether that be the Head Coach or certain players, to monitor the players and what is going on in the locker room. The leaders did not do a good job of temporally monitoring what was occurring. The players were not making good use of their time. Instead of doing what is best for the team by discussing certain topics and moving past different issues that individuals within the organization had, they would resort to pettiness and creating more division. A Temporal Leader would intervene if they saw this in a locker room. How is a team supposed to meet their goals and win basketball games if they do not have a good culture? They cannot! The lack of Temporal Monitoring and Intervention were the straws that broke the camel's back. (See Figure 5)

        This past season ended with another brutal playoff exit for the LA Clippers, this time at the hands of the Denver Nuggets. What made this series loss so much more painful was the fact that the Clippers were leading the series three games to one. This all started however back in mid-January when reports started to come out about the Clippers dysfunctional locker room. Players were reportedly irate with the star treatment that Kawhi Leonard and Paul George were receiving. Instead of these star players putting an end to this drama by discussing it in house, it festered for the next couple of months. We can chalk this season's disappointing ending up to the lack of Temporal Leadership as well. When the two-star players miss over 30 total games due in large part to "load management", that can come across as selfish to other teammates. Kawhi and Paul lacked Temporal Modeling. After taking many nights off and not prioritizing culture or

team chemistry, they lost a lot of respect from their teammates. When there is a sense of distrust revolving around your star players, it is impossible to reach the time-related goals the team has set out to accomplish.

Temporal Leadership Coaching Checklist

In order for Coaches to be temporal leaders, certain actions should be considered. Based on the work of previous researchers, I was able to create a Temporal Leadership checklist for coaches to follow. There is no one right way to lead, but what I have created is a good start in the journey of becoming effective temporal leaders.

1. Establish direct communication routes with each player and coach in the program.

2. Have initial meetings with each member of your program to discuss their time-related goals.

3. Explain your own specific, time-related goals, and teach other players and coaches how to set their own. Next, set time-related goals, for the team, together (see below).

4. Figure out how the personal, time-related goals of your players and staff can be interconnected with the broader program's time-related goals.

5. Check in on your players, at least once a week, to see if they need anything to meet their time-related goals.

6. Be the "smartest" (vs. hardest) worker in the building. Create a schedule, in advance, and follow it, so that you are efficiently utilizing your time. This will make it easier to accomplish the program's time-related goals.

7. After the season, have discussions with the members of your program. Discuss the time-related progress of individual and team goals.

References

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Appendices

Figure 1. Examples of the Five Dimensions of Temporal Leadership

1. TEMPORAL MONITORING
   a. "Hello (insert follower's name), How is your project coming along?"
   b. "Can I provide you with any assistance to help you meet your deadline?"

2. TEMPORAL INTERVENTION
   a. "Hold up! It would be way more efficient if…"
   b. "Let's go ahead and do it this way!"

3. TEMPORAL DIRECTION
   a. "Hello, can I give you a piece of advice for your project? I think this will help you meet your deadline…"
   b. "It would be a good idea if you started going about that task by…"

4. TEMPORAL ENCOURAGEMENT
   a. "Way to meet your deadline!"
   b. "You are so close to the finish line. Keep working!"

5. TEMPORAL MODELING
   a. Show up to meetings on time.
   b. "I will complete that for you before your deadline."

Figure 2. Reframing to Encourage
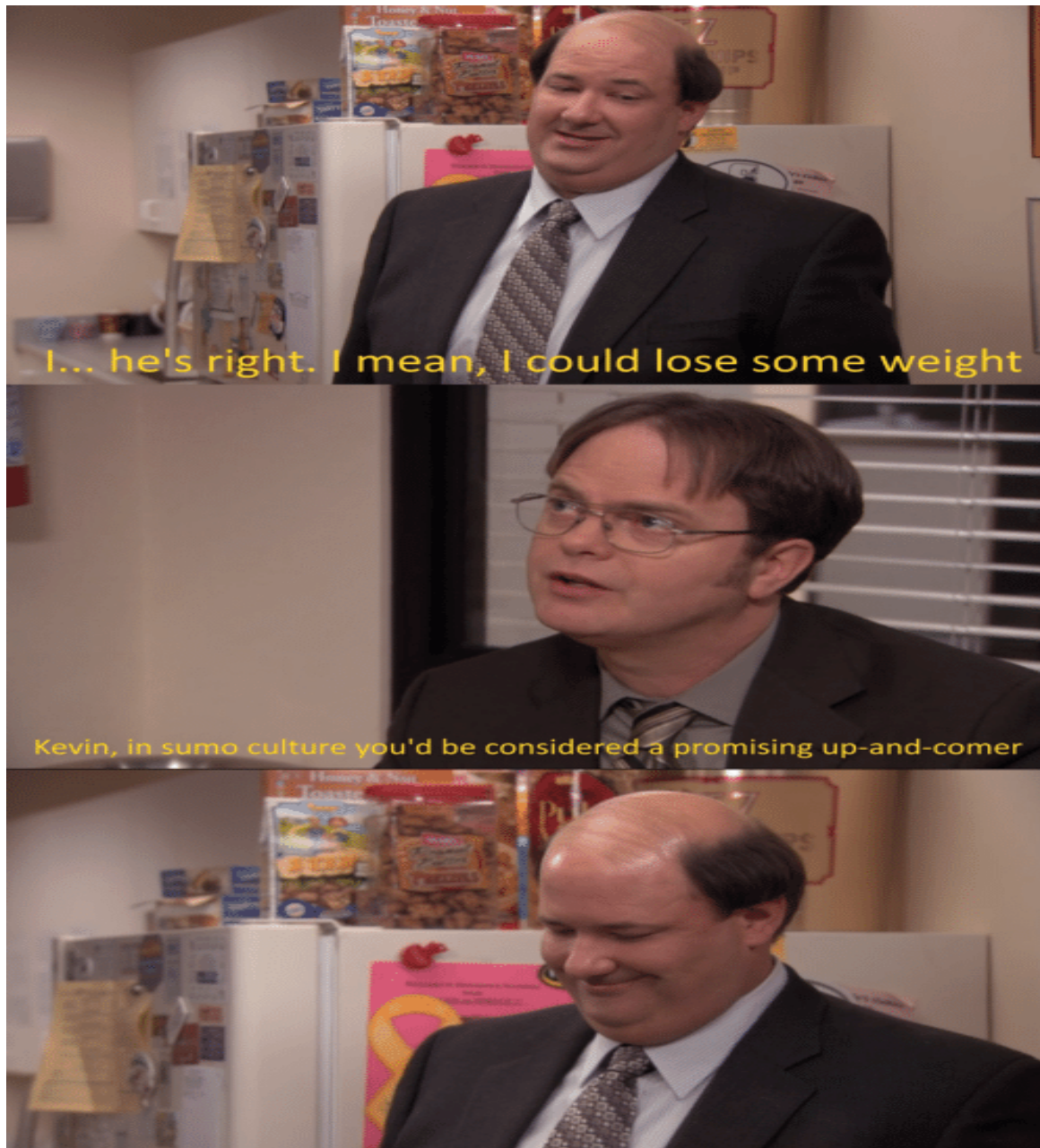
In this picture, an interaction is shown in which a leader reframes a negative comment (i.e., promotes positive emotions). In doing so, *encouragement* is provided.

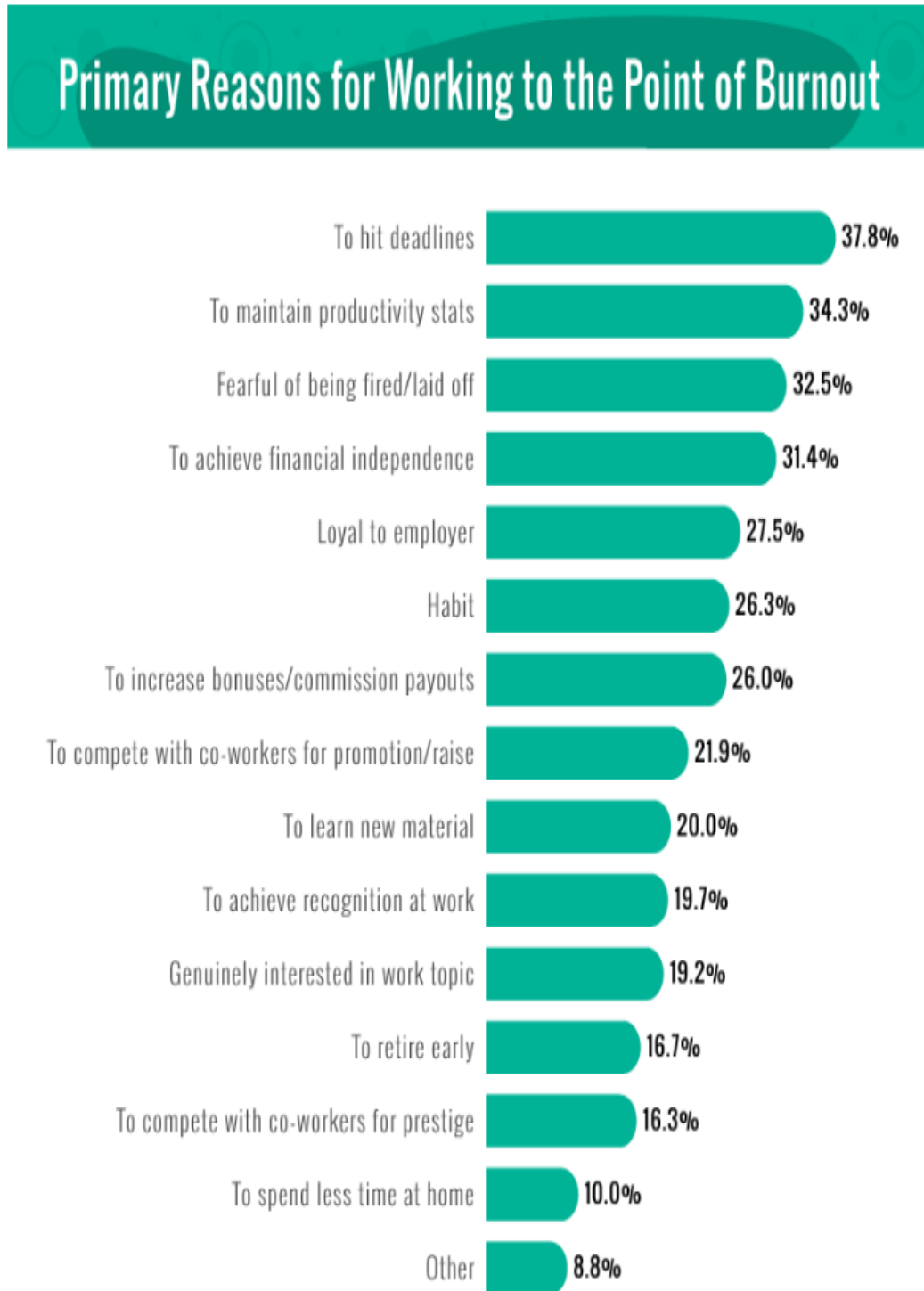*Figure 3. Study Results for Direct CBD: Why Individuals Experience Burnout*

Primary Reasons for Working to the Point of Burnout

Reason	Percentage
To hit deadlines	37.8%
To maintain productivity stats	34.3%
Fearful of being fired/laid off	32.5%
To achieve financial independence	31.4%
Loyal to employer	27.5%
Habit	26.3%
To increase bonuses/commission payouts	26.0%
To compete with co-workers for promotion/raise	21.9%
To learn new material	20.0%
To achieve recognition at work	19.7%
Genuinely interested in work topic	19.2%
To retire early	16.7%
To compete with co-workers for prestige	16.3%
To spend less time at home	10.0%
Other	8.8%

Figure 4. Example of Basketball Practice Plan Using Temporal Leadership

HERSHEY
BASKETBALL PRACTICE PLAN

DAY - TUESDAY   DATE · 11-17-98

START-END	LEN.	ACTIVITY	COACH'S NOTES
3:30 - 3:45	15	FREE SHOOTING (PAIRS)	CONCENTRATE
3:45 - 3:55	10	STRETCHING	WORK AT IT!
3:55 - 4:05	10	3-MAN WEAVE	
4:05 - 4:15	10	SPLIT-VISION DRILL	3 GROUPS
4:15 - 4:30	15	CHECK OUT DRILL	BE AGRESSIVE
4:30 - 4:40	10	SPLIT SQUAD FOR THIS DRILL PERIOD GUARDS-FEED THE POST PASSING DRILL FORWARDS-JUMP OUT DRILL CENTERS-SHAPE UP DRILL	C'S ON SIDE BSKT.
4:40 - 5:00	20	1/2 COURT ZONE DEFENSE WORK	HUSTLE
5:00 - 5:20	20	PRESS BREAKER	HEADS UP · BE ALERT
5:20 - 5:30	10	LINE DRILLS	FOUR APIECE
5:30 - 5:45	15	FREE THROW PRACTICE	MAKE 25 EACH

Figure 5. Recent Records of the Los Angeles Clippers in the NBA Playoffs

	Opening Round			Conference Semi Finals		
Season	Record	Results	Opponent	Record	Results	Opponent
2019-2020	4-2	W L W L W W	Mavericks	3-4	W L W W L L L	Nuggets
2018-2019	2-4	L W L L W L	Warriors	-	-	-
2017-2018	-	-	-	-	-	-
2016-2017	3-4	L W W L L W L	Jazz	-	-	-
2015-2016	2-4	W W L L L L	Trail Blazers	-	-	-
2014-2015	4-3	W L L W L W W	Spurs	3-4	W L W W L L L	Rockets
2013-2014	4-3	L W W L W L W	Warriors	2-4	W L L W L L	Thunder
2012-2013	2-4	W W L L L L	Grizzlies	-	-	-
2011-2012	4-3	W L W W L L W	Grizzlies	0-4	L L L L	Spurs

As seen above, the Los Angeles Clippers did not reach the Western Conference Finals.