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Leaders and Leadership: A Corpus-Based Approach for Evaluating the Evolution of Leadership

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ABSTRACT

Much has been written about leaders and leadership, managers and management. The terms are often used interchangeably. (see http://thesaurus.reference.com). With rapid changes in technology, and the spread of capitalism, networks which use English as the common language are flourishing. Many authors have written about the affects this has had on management and leadership and the differences between the two. This paper reviews common definitions of leadership, explores some of the key concepts associated with the transition from the industrial to the information age, and the evolution of the terminology of leadership, and then reviews the results of a preliminary research project which uses a corpus-based methodology to analyse the text in a diachronic set of documents collated from the Leadership Quarterly 1990 to 2005. Future research will build on this study as the basis for reviewing other sources and domains in the field of leadership, modelling the relationship between cross-cultural issues and leaders in organizations.

Key words: Leaders, Leadership, Managers, Management, Corpus, Corpora, Evolution.

INTRODUCTION

Management and leadership are often considered interchangeable. Yet relatively recent evidence argues in favor of the two becoming separate disciplines – related, but clearly different. The purpose of this paper is twofold: 1) to clarify the differences between management and leadership; and 2) through a corpus based approach, attempt to quantify the evolution of leadership through the words and phrases used to describe leaders and leadership.

Many authors discuss the multiple dimensions of leaders and leadership. Leader-Values.com (Retrieved July 20, 2003) identifies 'a simple set of fundamental truths about all Leaders to review.

1. Leaders always create (and need) change
2. Leaders always create (and need) followers
3. Leaders have a rock-solid value system, which is congruent with their followers.'

Building on these 'fundamental truths', key words (also see Table 3 for further analysis) that could be used to describe a person who creates change include attitude, knowledge, skills, persistence, commitment, enthusiasm, tactful, diplomatic, and ambitious (Tan and Kaufman, Online). In a similar context, words like coerce, inspire, vision, trust, like, support, ideas (see http://changingminds.org/) may be used to identify why people follow leaders. Value-system is defined as 'the principles of right and wrong that are accepted by an individual or a social group' (see http://dictionary.reference.com). Synonyms are ethics, moral principles.[1]

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[1] The key words used above will be used in the analysis section of this paper.
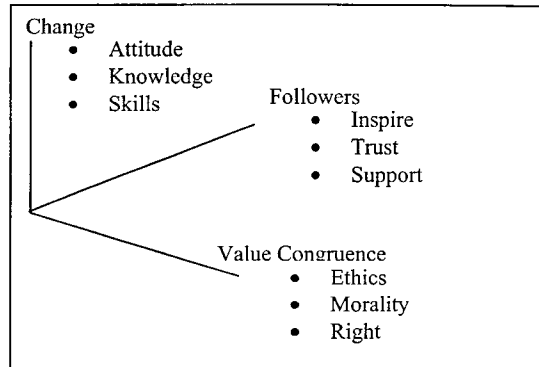
Figure 1: Dimensions of Leadership (Based on Leader-values.com).

As Tan and Kaufman (Online) pointed out, leaders need to have the requisite knowledge to lead the effort; they also need the ability to connect with, and align their team in pursuit of a common objective. The ability to connect with, and align suggest that leaders must be effective communicators – which in today's environment, means that they should have the technical and linguistic ability appropriate for their mission.

Technical ability includes knowing how to leverage both the power of networks, plus increased knowledge and processing power amongst employees. This suggests that the key lies not in the networks, but rather in how the firms manage and lead the use of the networks. As networks proliferate, and time and distance become less relevant, data and information are distributed more rapidly and widely. The common platforms of commerce – digital networks, and a common language (English) are challenging firms, and the people that manage and lead them to redefine more clearly the function of leaders as well as the definition of leadership. (Krebs, Online) Krebs further adds that 'whereas explicit information and data can be codified' converted into a controllable, measurable process, the real competitive advantage of a firm lies in the 'complex, context –sensitive knowledge which is difficult, if not impossible to codify and store.' He continues by noting that 'Core knowledge...and therefore competitive advantage is found individuals, communities of interest, and their connections. Computer networks support people networks in today's living, adaptive organizations, not the other way around.'(Online)

The concept of knowledge management or knowledge sharing makes intellectual sense to the leadership teams in most organizations. Why wouldn't organizations want to learn from our successes and failures, and translate that learning into value? However, there is often a gap between the conceptual understanding and the individual leader's behaviors, and that can be a problem. That may require more than a set of competency frameworks.

To further develop these concepts, as well as to lay the ground work for the research study, it is worth exploring some of the many definitions of leadership, as well as some additional insights into the roles, and principles different authors have put forth. It is also relevant to begin the process of looking at changes in leadership that suggest it has migrated from the 'confused management/leadership are the same' to clearer concepts of leadership. Results will then be shared from an initial study that will attempt to identify significant changes in the definitions and phrases used to describe leadership over the past 10 years.

LITERATURE REVIEW

Much has happened over the past several decades that have challenged leaders in ways they would not have been able to predict 50 years ago. Two events that stand out are development of the World Wide Web and the access to information and rapid communications that it has provided us and the spread of capitalism and democracy.

These two 'events' alone have triggered a wide range of personal, organizational, and societal changes that have challenged the very notions of work, life, and ultimately leadership. More people have access to more information than any other time in history. Information and the knowledge that can be gleaned from it have caused people to behave differently when challenged. Organizations have facilitated the adoption of technology, and of capitalism as a way to increase their success, or to ensure their survival. This has led to individuals being potentially better informed, which means the old hierarchical command structure where the 'leaders' are all knowing, and the followers are subservient no longer works.

Numerous authors (see Nirenberg's (2001) meta-analysis for a comprehensive table of leadership definitions) have suggested that leadership and the associated definitions, and concepts of leadership are changing. As Nirernberg (2001) noted, whereas people have historically described leadership in terms of the position at the top of a hierarchical organization, today's leaders can be found at every level in an organization – meaning that everyone has a potential to be a leader. Hierarchal Organizations with the 'heroic leader' at the top, who don't encourage (i.e. prepare/train) others to lead, risk imminent failure due to this lack of preparation. Networked organizations on the other hand, that are dependent on collaboration and co-dependencies in leadership and decision making (i.e. management) are better able to handle to loss of a 'key' person. Firms should therefore make sure that leadership and therefore, knowledge are distributed relatively equitably to ensure that risk of failure due to poor decision making is reduced.

Rosen (2000) highlighted honesty, integrity, teamwork, communications, and risk-taking as the critical leadership competencies. Management is about risk avoidance and minimization. Leadership is about taking informed risks. Both leaders and followers have had to adapt to the changing expectations of each other, as they apply to the fulfillment of the organizations goals and objectives. Regis McKenna (2000) in discussing the 'digital age' and its impact on leadership attempted to redefine the role of leaders so that they 'accept complex customer information, engage in working relationships across space and time, and are innovative (different) in the marketplace.' He indicated that customers demand constant change, and that organizations must adapt their structure, service, and products constantly to survive. Mapping these concepts out suggests that organizations today not only need leaders, but also the systems and capabilities that allow the firms employees to tap into alternative sources of knowledge such as subjective insights, intuition, and hunches. (Table 1)

Function	Intelligence	Knowledge	Organization Type	Source of Knowledge
Leaders	Emotional (Based on feelings)	Tacit	Living	Subjective Insights Intuition Hunches
Managers	Intellectual (Based on known facts)	Explicit	Machine	Process driven Quantitative Data

Table 1: Leadership vs. Management from a KM perspective.

So where does this alternative source of knowledge lie? In the minds, and perhaps bodies of the people (Goleman, Boyatzis, & McKee, 2002). Effective leaders are able to use the data, information and knowledge which are used to control the processes within the firm as a machine, while also using well developed leader skills often based on softer skills of self management, and social interaction – skills that are often considered within the context of an emotional intelligence framework. All of this suggests that leadership is evolving beyond the initial concepts of the leader-manager as one in the same.

Definitions of Leadership

There are many, many definitions of leadership and leaders. Vecchio (1995) defines leadership as the process through which leaders influence the values, behaviors, and attitudes of others. Lippitt (1999) defined leadership as 'getting people moving in a direction, making a decision, and supporting paths they typically wouldn't have selected.' Cashman (1998) introduced the idea of redefining leadership from the 'inside out' arguing that leaders should 'show up to work as a whole person – with your strengths, vulnerabilities, and career history's. And then to use those attributes to enhance your contribution to the company and those of others to create value.' Nirenberg (2001) in analyzing many different articles and books noted that the English language business press defines leadership as being centered around one person, at the top of an organization who has 'responsibility for all decisions right and wrong.' Nirenberg further highlighted two traditional roles of leaders: 'First, that of the 'CEO' who controls all aspects of the organization 'constantly adjusting the strategy and vision' to ensure organizational success. Second, it is the leader who designs and implements a structure, with the correct processes, that then ensure the success of the organization.' (p. 4)

Other definitions of leadership suggest that the old concepts of a formal structure with a 'heroic' leader at the top of a hierarchical pyramid are becoming obsolete. Tichy and Cohen (1997) suggested that leadership should in fact be a

distributed responsibility shared by many in the organization and that this would become a key competitive advantage. Hickman (1998) expanded on this further by describing leadership in terms of the nature of interrelationships centered on a common purpose.

Some argue that leaders are born, not made (see http://www.leadersdirect.com, http://www.bctechnology.com/statics/bh-may2104.html, for examples), while others argue that leadership skills can be developed. Management and leadership experts like Peter Drucker and Warren Bennis have weighed in with their own perspectives:

- Peter Drucker (1998): 'the person who has responsibility and who has the followers.'
- Warren Bennis (1989): 'Managers are people who do things right, while leaders are people who do the right thing. '

While Druckers definition is simple, Bennis' famous quote gets at the essence of the difference between management and leadership. And yet as noted in the introduction, the two terms are often used interchangeably, as if there is not difference. Other authors have focused on specific aspects of leaders and leadership. Byrd (1987) defines strategic leadership as the leader's abilities to anticipate, envision, and empower others to create change when necessary. Strategic leaders need the ability to 'accommodate and integrate both external and internal conditions, and to manage and engage in complex information processing. (Hagen, Hassen & Amin, 2001) Willner (1984) identified four abilities that help create a bond between leader and followers: invocation of important cultural myths by the leader, performance of what are perceived as heroic or extraordinary feats, projection of attributes with an uncanny or a powerful aura and outstanding rhetorical skills (p. 61). Other authors have focused on a specific type of leadership. Larsson and Ronnmark (1996) discussed charismatic leaders, noted that 'whereas a traditional leader inherits his/her leadership and a rational leader is appointed because of his/her expertise, a charismatic leader is chosen by the people who want to follow him/her because of a conviction that the leader is uniquely endowed.

Jim Collins in From Good to Great (2001) identified the characteristics for what he considered exceptional leaders. According to Collins, these leaders have 1') individual capability; 2) team skills; 3) managerial competence; 4) leadership as traditionally conceived; and 5) a paradoxical blend of personal humility and professional will.' (Collins, 2001) Again, most of these characteristics point to people who have the ability to build positive rapport with people, and to build strong, trust based relationships – less focused on facts, more focused on building great teams, with strong relationships, and a common purpose.

In the Chemical Market Reporter (June 3, 2002), Pamela Sauer asked each of 4 CEO's from major chemical firms 'How would you define your role as chief executive officer, and what do you think is critical for effective leadership?' Only 1 CEO - Michael Power, President and CEO of Dow Chemical mentioned focused on a specific goal maximizing shareholder wealth. The other three, including Chad Holliday CEO and Chairman of Dupont Corporation, Werner Wenning, Chairman of the Board of Bayer AG, Jurgen Strube, Chairman of BASF said that selecting and aligning the right people, team leadership, coordination, and motivation, and 'finding the right direction' were key skills 'critical for effective leaders.' (p. FR15)

As much as we may think leadership has evolved or changed, with a greater emphasis on the emotional skills required, the relatively recent problems at Enron, Parmalatte, Worldcom, etc. suggest that much of what we read about in popular literature is idealistic. Or perhaps we are simply in the midst of radical change – from the old notions of the heroic leader to newer notions of the network or collaborative leaders with the key emphasis that organizations moving forward should focus on the plurality - the need for many leaders – people who can adapt based on the situation, the need at the time – people who are in a collaborative network who can assume leadership at any point in time when the organization needs them to. This is in direct opposition to the old concepts of leadership which encouraged ruthless competition for the 'TOP' spot. Networked leadership implies that leadership and therefore decision making and therefore knowledge is distributed – it is in the companies best interests - as highlighted by Jim Collins in from Good to Great (2001) to distribute leadership and therefore knowledge.

As research has evolved from the leader as an executive, hero, or field general, into the leader as a manager, to today's concepts of leadership that suggest anyone can lead, more and more it seems that the focus is on the skills required to organize, guide, and facilitate the interactions which cause people to communicate, and collaborate with a common purpose or goal. This study will attempt to quantify – through language, and the descriptions used, that the words and phrases used to describe leaders has evolved over the past 15 years – from words and phrases that could also be used to describe managers, to words and phrases that focus more on softer, more emotional skills – the skills required to be a leader in today's world.

METHODOLOGY

This research study investigates the general concepts of the knowledge of leadership (practice of management) and the leadership of knowledge (domain domination). These maybe the two facets of leadership which organizations seek to master in order to sustain their survival.

The key question that has been asked is:

1. Is there a difference in the frequency of terms used to describe leaders and leadership between 1990 and 2005?
2. At this stage, as the research is still preliminary, and a hypothesis has not been fully developed. This is due in part to the limitations set by the researchers:

The goal is to use this initial study to raise further questions, and to then develop several hypotheses which will be explored on a more comprehensive basis.

The study will follow a text-based methodology to analyze a diachronic set of documents collated from the Leadership Quarterly in 1990 and 2005. It will ultimately examine how the knowledge of leadership (*tacit-based*: charismatic leadership...) and leadership of knowledge (*explicit-based*: ...) are manifested in a domain language thus paving the way for investigating the existence of cycles in the education of leadership, that is correlated with the development of information and communication technologies. Such a future study may ultimately lead to the development of a model that can describe the relationship between cross-cultural issues and leadership.

Method for Automated Corpora Analysis

The System QUIRK (AI Group, University of Surrey, UK) was used to conduct the analysis on the text. A random sample of text was selected from published articles in the Leadership Quarterly from 1990 and 2005. This analysis included frequency counts of specific single and compound terms. We then studied the semantic relationships between terms, extracted the candidate's ontology's, and then mapped the ontology's in a database of the chosen domain. Our underlying assumption is that frequency is a correlate of acceptability (Quirk, 1985).

RESULTS

To illustrate the discussion above, a corpus was built containing more than 250,000 words of the Journal - Leadership Quarterly from documents related to leadership in 1995 and 2005. A select set of the most frequently used words is given in the figure below. The collection of documents included 8134 unique terms from 1990 and 9011 from 2005.

These terms were extracted and analyzed, with the results as shown in Tables 2, and 3. Table 2 shows the results in 1990 and 2005 for the key words identified in the introduction (see paragraph 2).

The second set of terms analyzed come from a general review of definitions, as well as from an analysis of terms which rated highly in either 1990 or 2005 (see Table 3). We chose a value of 50 references for each publication year as a starting point for our evaluation of the significance of the term, and as a basis against which we could compare the data. In 1990 (Table 4), 20 terms met the minimum frequency threshold of 50, with Performance, Transformational, and Charisma all exceeding 200.

Other terms often associated with leadership – like Risk, Vision, Knowledge and Strategy fell slightly below the minimum threshold. The results in 2005 were considerably different (Table 5), as some terms like Trust, Follower, Individuals, Complex, Complexity, and Systems fell below the minimum threshold, while other terms like Vision, Positive, Relation, Coach, Motivation, Knowledge, Negative, Like, and Attitude all met or exceeded the minimum.

Values, Group, and Vision all joined Performance, Transformational, and Charisma in exceeding 200 mentions in Leadership Quarterly articles published in the beginning of 2005.

	1990	2005	% Change
Accepted	12	3	-300%
Ambitious	1	2	50%
Attitude	8	52	85%
Coerce	0	0	
Commitment	61	51	-20%
Diplomatic	0	0	
Enthusiasm	2	7	71%
Ethical	0	2	100%
Ethically	0	2	100%
Ethics	4	5	20%
Group	162	301	46%
Ideas	22	48	54%
Individual	131	109	-20%
Inspire	6	0	
Know	38	17	-124%
Knowledge	46	62	26%
Like	29	53	45%
Moral	3	19	84%
Persistence	0	1	100%
Principles	8	2	-300%
Right	28	11	-155%
Skills	54	149	64%
Social	63	175	64%
Support	85	85	0%
Tactful	0	0	
Trust	132	30	-340%
Values	67	317	79%
Value-system	0	0	
Vision	48	255	81%
Wrong	10	1	-900%

Table 2: Key words (and derivations) identified
in base descriptions of leaders.

	1990	2005	% Change
Attitudes	9	22	59%
Charisma	247	406	39%
Charismatic	151	85	-78%
Coach	0	112	100%
Collective	17	47	64%
Committed	14	8	-75%
Complex	84	0	
Complexity	80	47	-70%
Empower	2	6	67%
Facilitate	0	8	100%
Follower	123	0	
Groups	94	93	-1%
Guide	6	25	76%
Idea	9	19	53%
Individuals	98	49	-100%
Individualized	33	16	-106%
Inspirational	4	31	87%
Motivation	21	81	74%
Motivational	4	17	76%
Negative	27	62	56%
Passion	1	0	
Performance	373	600	38%
Positive	41	172	76%
Power	55	167	67%
Relation	0	167	100%
Relationship	100	167	40%
Risk	47	7	-571%
Transformational	252	210	-20%
Wealth	3	6	50%
Motivate	4	13	69%
Systems	70	39	-79%
System	37	46	20%
Morality	1	11	91%
Morale	3	8	63%
Tactics	40	8	-400%
Strategy	42	25	-68%

Table 3: Terms identified through
extraction from Journal and Literature
Review.

1990	
Performance	373
Transformational	252
Charisma	247
Group	162
Charismatic	151
Trust	132
Individual	131
Follower	123
Relationship	100
Individuals	98
Groups	94
Support	85
Complex	84
Complexity	80
Systems	70
Values	67
Social	63
Commitment	61
Power	55
Skills	54

Table 4: Terms used in
Leadership Quarterly in 1990
more than 50 times.

2005	
Performance	600
Charisma	406
Values	317
Group	301
Vision	255
Transformational	210
Social	175
Positive	172
Relationship	167
Power	167
Relation	167
Skills	149
Coach	112
Individual	109
Groups	93
Charismatic	85
Support	85
Motivation	81
Knowledge	62
Negative	62
Like	53
Attitude	52
Commitment	51

Table 5: Terms used in
Leadership Quarterly in 2005
more than 50 times.

DISCUSSION

The results of this analysis are quite interesting and raise many questions that will be explored in further research studies. It is interesting to also review terms that do not appear significantly in either set of data, but which we might normally expect are used to define and describe leadership. For this study, we grouped these terms into three dimensions discussed earlier:

1. Those associated with creating change;
2. Those associated with creating followers;
3. Those associated with value–congruence.

In reviewing the terms that are associated with creating change (Table 6), it can be seen that Attitude, and Skills increased significantly, while other terms like Diplomatic, Persistence, Tactful, Enthusiasm, and Ambitious had few or now references in either 1990 or 2005. Only Commitment and Knowledge stayed relatively the same. What does this say about the evolution of leadership, in terms of creating change, from 1990 to 2005? At this stage in the research very little. But it may point to the delineation between managers and leaders - on the one hand a need for people with the right emotional make up – as manifested in their attitude, who also possess the skills necessary to BOTH manage and lead.

	1990	2005	% Change
Ambitious	1	2	50%
Attitude	8	52	85%
Diplomatic	0	0	
Enthusiasm	2	7	71%

Know	38	17	-124%
Knowledge	46	62	26%
Persistence	0	1	100%
Skills	54	149	64%
Tactful	0	0	
Commitment	61	51	-20%

Table 6: Terms Associated with Creating Change.

For the terms associated with creating followers (Table 7), perhaps the most interesting and significant change is the decrease in the frequency of the use of the word Trust versus the increase in the frequency of the word Vision. Smaller increases are noted in the words Ideas, and Like, while the word Support remains constant. Again, the data set is too small, without any intervening years for comparison or analysis. Yet this may point to a shift in the perspective on what it means to be a leader in the context of creating followers.

	1990	2005	% Change
Coerce	0	0	
Ideas	22	48	54%
Inspire	6	0	
Like	29	53	45%
Support	85	85	0%
Trust	132	30	-340%
Vision	48	255	81%

Table 7: Terms Associated with Creating Leaders.

The final dimension that espouses the idea that leaders must share a common set of core values seems quite clear. And given the recent proliferation of scandalous behaviors amongst the leadership and management at large firms like Enron, MCI Worldcom, and Parmalatte, it is reasonable to expect that a great deal of information would be published in a journal like Leadership Quarterly that would include terms related to value-congruence. And as can be seen in Table 8, this seems to be the case. In particular the term Values increases very significantly, as does the term Social. What is not known at this stage is the context in which each term is used. The other two interesting discoveries in this analysis is 1) the apparent shift in a balance between the use of the terms Group and Individual (1990) versus a clear and significant increase in the use of the term Group in 2005; 2) perhaps the most perplexing result is that the terms ethics, and moral occur with almost no frequency in either 1990 or 2005. This is quite surprising given the scandals, and the increasing emphasis companies and academia seem to be placing on the need for ethical behavior, and moral codes within organizations.

	1990	2005	% Change
Ethical	0	2	100%
Ethically	0	2	100%
Ethics	4	5	20%
Group	162	301	46%
Individual	131	109	-20%
Moral	3	19	84%
Principles	8	2	-300%
Right	28	11	-155%
Social	63	175	64%
Values	67	317	79%
Value-system	0	0	
Wrong	10	1	-900%
Accepted	12	3	-300%

Table 8: Terms Associated with Value-Congruence.

Outside the words defined earlier based on these three dimensions, there were increases in the frequency of terms including Motivation, Coach, Power, Positive, Negative, and Relation, and decreases in the terms Risk, Follower, and Complex.

So where does this lead us? Have there actually been evolutionary changes over the past 15 years, based on the changes during this time period in technology access, and democracy? And does the literature used to analyze and describe leadership adequately do so? This is not clear from this study. While some terms have been identified that may serve as markers for further discoveries, the data set is too small, and an evolutional pattern can not be established based on the two time frames used for analysis.

However, if further research can show the evolutionary path of leadership, it may lead to uncovering additional insights into how an organization moves from a 'management' to a 'leadership' bias – from a firm that tries to minimize risks through tight controls, and a logical, fact base approach to growth and sustainability to an adaptable, innovative organization that uses management to control key processes, while also allowing the organization to change and adapt.

Obviously literature alone may not solve any issues. But the review of the literature, which if properly analyzed may cover both the breadth and depth of recent cases, and theories related to the success and failure of organizations, and therefore, their leadership, may help us to understand and ultimately adjust the emphasis put on certain dimensions. However, even if there is the uncovering of weaknesses in the emphasis put on certain dimensions, it is quite conceivable that today's companies and organizations will fail to react, as the reward mechanism's, culture, structure are often centered around the notion of single heroic leader. And the popular media and literature support this as well. Consider even, the power Jim Collins weals when he shows up to give a speech even though it was a much larger team of graduate students that did a lot of the work. We reward, and cherish our high profile, heroic leaders. This is what our system, our society, our culture seems to want. How do we break out of this pattern? What can we do to shift the paradigm away from the focus on a single heroic leader, to a networked or collaborative leadership style? This is where the educational system may need to engage to assist in the development of a new leadership paradigm that better reflects both a networked society, as well as a more global one. Further exploration of the terminology may reveal distinct patterns that reflect the rise and fall of academic research on the specifics of leadership. We would expect, as and example, that after the scandals at Enron, MCI WorldComm etc. in 2001 – 2003, there would be a somewhat dramatic increase in the number of published articles related to ethics, and morality. The fact that there appears to be little increase, and little discussion in general may suggest our estimation of the timing of such research is off, or perhaps, it may suggest that there is has not yet been a lot of published research. If this proves to be the case, then perhaps this study can serve as a catalyst for challenging academia to increase the focus on these critical topics.

Another challenge that may slow down the evolution of leadership is the need for stakeholders, and shareholders to have a single person, or small group of people responsible for the organizations success. This has led to gross reward, as well as gross mistakes on the part of the stakeholder groups. It is easier for stakeholder groups to have one person or a small team to blame for failure, or bad decisions. Somehow, we have to make the networked team of individual leaders accountable – with equitable rewards.

Other questions that need exploration include how does this map out to different cultures? The Globe project (House, Hanges, & Ruiz-Quintannilla, 1997) has attempted to identify attributes, behavior, and practices that are effective across cultures. Some would seem to be predisposed to either the firm as a machine run by managers while others would seem to be predisposed to firms run by leaders specifically, using Hofstedes (2001) dimensions of culture, one would expect that countries with low power distance such as the Nordic, and Anglo countries to have a higher percentage of firms that are run by leaders which know how to adapt. Similarly, places with high power distance such as Latin or Asian countries where people respect – at least on the surface, a strict hierarchy centered around a patrimonial figure, would be expected to have a higher number of firms run by managers – people who are in control, who manage by objective and fact, attempting to limit and control emotion, risk...i.e. 'the human element'.

FURTHER RESEARCH

As noted previously, this initial study starts the examination of how the knowledge of leadership (*tacit-based*: charismatic leadership...) and leadership of knowledge (*explicit-based*: ...) are used in a domain language. This will then be further developed to investigate the existence of cycles in the education of leadership, with an effort made to ultimately correlate the domain language with the development of information and communication technologies.

Additional investigation will build on this study as the basis for reviewing other sources and domains in the field of leadership, modelling the relationship between cross-cultural issues and leaders in organizations.
The results lead to many additional questions. Clearly, further data extracted from all issues of Leadership Quarterly, within the analyzed time frame, may help the researchers determine if there is an evolution in the terms used to describe leadership.

Through this exploration, the researchers will seek to refine several hypotheses, and will use Leadership Quarterly to serve as a baseline against which to compare. Ultimately, the research may be used to determine if trends in leadership education can be anticipated, helping to prepare students with the skills they will need to help further evolve their companies. Additional research will attempt to see if the evolving leadership styles correlate to different cultural groups. It is also possible in the future, that the research may include other languages, including Chinese, Japanese, German, Arabic, and Spanish in an attempt to ultimately understand how people from within the language groups describe and define leadership.

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