

Leadership Conference 2026 - Leadership Antecedents and Development

Wednesday, 15th April

14.00-16.15 **Welcome and Method workshop: Open Science in Leadership Research: A Glimpse into Foundations and Practical Steps** (*Ingo Zettler*) (1B002)

Many areas of the broader social sciences, including leadership research, have been affected by concerns surrounding the replicability, robustness, and overall credibility of empirical findings. Large-scale replication projects and meta-scientific analyses have highlighted challenges such as flexible research practices, incomplete reporting, limited data or materials availability, and low statistical power. These and other issues make it difficult for scholars, practitioners, and decision makers to rely on findings in evidence-informed leadership development and organizational practice.

This workshop provides a concise introduction to key challenges underlying the credibility crisis, with a specific focus on their relevance for leadership and organizational research. It also outlines widely discussed methodological and procedural solutions, including preregistration, registered reports, transparent workflows, adequate power analyses, and reproducible data and code practices. Although these practices may seem demanding at first glance, many of them can be implemented with manageable effort and can yield immediate benefits for research quality, clarity, and credibility.

The workshop combines short inputs with group discussions and hands-on exercises. Participants will explore how Open Science-aligned practices can be incorporated into their own research workflows, identify common barriers, and reflect on concrete, feasible steps for increasing transparency and rigor in leadership research.

17.00 **Champagne house visit**

19.00 **Welcome dinner**

Restaurant L'Apostrophe

Thursday, 16th April

9.00 to 10.15 Keynote: **Six Impossible Things Before Breakfast: How to Use Personality to Predict Leadership** (*Peter Harms*) **(1B002)**

Trait approaches to leadership are one of the oldest, most established, and widely used frameworks for predicting and understanding leadership. However, there remains a substantial disconnect between the current state of theory, research, and practice in personality psychology and that of leadership scholarship. Viewed through the looking glass of modern personality science, many of the field's most familiar assumptions appear far less settled than they first seem. Consequently, the talk will address six major issues prevalent in the current personality-leadership literature, including models, measurement, analytic approaches, assumptions about the fixed nature of personality, theoretical precision, and the failure to account for context. Join us on a trip down the rabbit hole as we reconsider what personality can, and cannot, tell us about leadership.

10.15 to 10.30 **Coffee break**

10.30 to 12.30 **Sessions**

Leadership and Gender (*Sasha Cook*) **(1C108)**

1. Leaders as Advocates for Male Employees' Allyship Emulation: Does Leader Gender and Use of Storytelling Matter? (*Barthel, A.*)
2. An examination of the effect of anti-wrinkle injections on leader emergence (*Karryna, M. & Zuzanna, S.*)
3. Reject, Suppress, Recover, or Grow? A Theoretical Model Elucidating Women's Varied Leader Identity Trajectories in the Aftermath of Gender-Based Leadership Barriers (*Sharif Esfahani, P. & Shen, W.*)

Dark and Bright leader traits and states (*Peter Harms*) **(1C109)**

1. Power to the psychopath (*Wisse, B. & Rus, D.*)
2. Leadership Situations as Antecedents for Leaders' Dark Triad States: An Experience Sampling Study (*Vofrei, L., Hofmans, J., & Vergauwe, J.*)
3. An investigation of the antecedents of leaders' behavioural integrity from leaders themselves (*Ho, J. & Connelly, C.*)

Mindfulness as a Foundational Capability for Leadership Decision-Making and Organizational Performance (*Ariyasinghe, S.*)

Thursday, 16th April

12.30 to 14.00 **Lunch (1D008)**

14.00 to 16.00 **Sessions**

Leader identity and sensemaking (Urszula Lagowska) (1C108)

1. Who Is a Leader? Sensemaking Processes in the Emergence of Leadership Prototypes (*Souza, F. & Chimentj, P.*)
2. I Am a Leader I Am a Follower: Making Sense of Leadership and Followership in Duality (*Tarmo, C., Peters, K., & Wihler, A.*)
3. Being Led by the Brain: Leader Identity Sensemaking in Datafied Leadership Development Contexts (*Serghini Idrissi, A.*)
4. In Search of Patterns: Exploring Micro-Temporal Configurations of Leadership in Self-Managed Teams (*Hemshorn de Sanchez, C., Stein, M., Büngeler, C., & Lehmann-Willenbrock, N.*)

Specific contexts (Iris Gauglitz) (1C109)

1. "It's like walking on eggshells" - Experiencing abuse of power in higher education in Germany: Qualitative results of a survey study (*Schilling, J., May, D., Klug, A., Vogel, O., Schyns, B.*)
 2. Not One, but Many: Leader Emergence in Multiple Leadership Contexts (*Gencay, O.*)
 3. Measuring the emergence of virtual DLB (*Kühn, A., Vranjes, I., Oostrom, J., & Holtrop, D.*)
- Can Empowering Leadership Be Trained? A Randomized Controlled Field Experiment on Learning and Transfer Conditions in a Digital Training Context (*Wilsker, F. C. & Schermuly, C. C.*)

16.00 to 16.15 **Coffee break**

16.15 to 17.15 **Challenge and advice (Sasha Cook) (1B002)**

Friday, 17th April

9.00 to 10.15 Keynote: **Half a Leader: What happens if the person in charge also has a day job** (*Diana Rus*) **(1B002)**

Across sectors, people in leadership positions retain substantial accountability for their own individual task output: they publish, sell, code, consult, or practice alongside the people they lead. And yet leadership research has largely built its theories, measures, and development programs around the assumption that the leader's role consists entirely of leading. What if that assumption is wrong for most of the leaders we study? This talk explores what might happen when leading is only part of the job. For instance, if executing and leading compete for the same finite attention, where does it go? If the practitioner identity never fully recedes, what does it do to how leaders see their followers and themselves? If the leader is both boss and colleague, what does that introduce into the relationship? These answers may also ask us to reconsider what leadership development is actually targeting and at what level

10.15 to 10.30 **Coffee break**

10.30 to 12.30 **Sessions**

Dark leadership (*Birgit Schyns*) **(1C108)**

1. Abusive supervision and psychological empowerment: A three-wave random intercept cross-lagged panel study (*Gauglitz, I., Held, M., Schütz, M., & Patzl, S.*)
2. Refining the conceptualisation of negative leadership: the introduction of 'unconstructive leadership' (*Van Loon, K.*)
3. Partner Support for Psychological Detachment (PSPD): A New Measure for Employee Recovery in Face of Negative Leadership (*Harel, T., Lagowska, U., & Schyns, B.*)

Follower influences on leadership (*Janey Zheng*) **(1C109)**

1. Under the Surface: Investigating the hidden dynamics of subtle, troublesome behaviors at work (*Münstermann, F. & Felfe, J.*)
2. When Leadership Becomes a Burden: Followers' Misbehaviours, Conflict Management Styles, and Leaders' Well-Being (*Ferrari, F.,*)
3. When Sharing Achievements Is Not Enough: Learning-Oriented Capitalization as a Leadership Antecedent (*Zheng, J.*)

12.30 to 14.00 **Closing (1B002)** and **Lunch (1D008)**