
09:00–10:30 Wednesday 27th June

Brearley Suite

Roundtable: When Leadership Goes Wrong – Negative Leadership in the Workplace

Chair: Birgit Schyns (Durham University, United Kingdom)

Discussants: Birgit Schyns (Durham University, United Kingdom), Tina Kiefer (University of Warwick, United Kingdom), Dirk Lindebaum (University of Liverpool, United Kingdom), Claudia Peus (Technische Universität Munchen, Germany) & Thomas Moldzio (Moldzio & Partner, Germany)

Most of the scholarly literature conceptualizes leadership as a constructive and/or effective process to achieve organizational goals, implicitly or explicitly with positive outcomes for followers as well (Yukl & VanFleet, 1992). In terms of theory and research, the focus has been on the attributes, antecedents and consequences of effective forms of leadership (see e.g. Wang et al., 2011). Yet, many followers have the opposite experience: They have suffered under negative leadership. Negative forms of leadership have gained greater attention among leadership researchers only recently (cf. Schyns & Hansbrough, 2010). This round table will focus on negative aspects of leadership, ranging from destructive behaviour to the role of leaders in affecting their followers' emotions. It will comprise of four brief presentations on recent research in the area of negative leadership. The presentations draw on different theoretical backgrounds and used different methods. We want to use the presentations as a starting point for a discussion around negative leadership, including how negative leadership can be defined, its place in the existing theory, how its processes play out in practice and how negative effects of negative leadership can be prevented.