

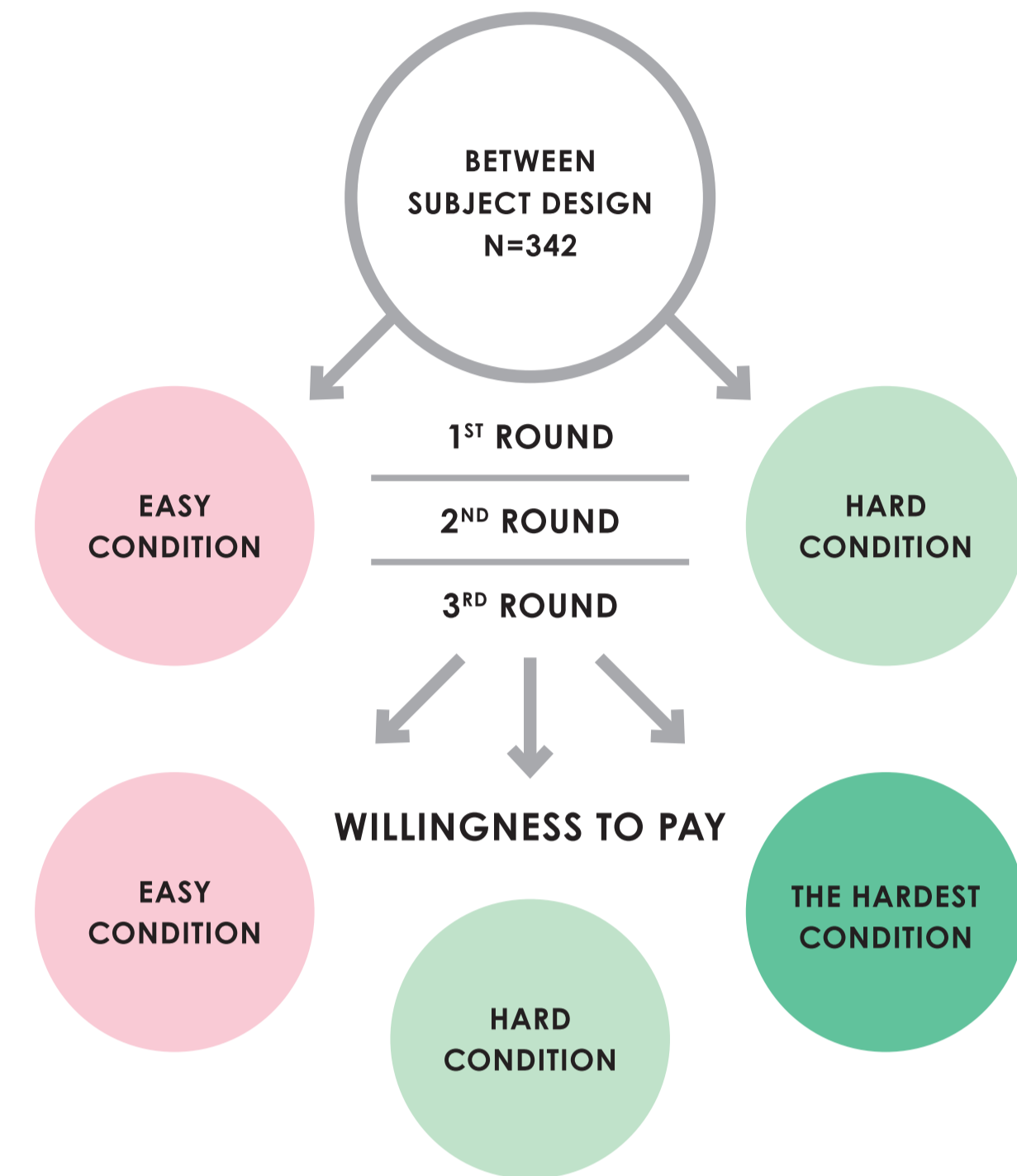
Background

This study responds to the practical urgency to find out how evaluation of leadership skills by followers are influenced by situational factors (Bligh, Kohles, & Pillai, 2011) and the need for experiments in leadership studies (Kirkpatrick & Locke, 1996).

Our goal was to assess how an external factor (task difficulty) will affect the self-assessment and assessment of leaders in the group task.

We wanted to explore how the leader position will be associated with a measure of overconfidence – willingness to pay for a game based on previous experience, and whether this willingness will be affected by the effect of the external factor.

Experimental Manipulation



The Leadership Fallacy

Overconfidence of leaders caused by a random external factor made the team compete in a game in which it was improbable to succeed.

Results

Leaders self-evaluated themselves equally across conditions. This means that leaders in the hard condition did not evaluate their ability according to the results of their teams.

Leaders in the hard condition rated team members worse than in the easy one.

Leaders from the easy condition were more willing to pay for playing more difficult versions of the game.

Leaders in the hard condition bided less than followers in the same condition.

Team members in the easy condition judged leaders more favorably and were also more satisfied with the work of other team members. These results replicated the findings of Weber et al. (2001).

Implications

Our leader-centered approach provides extensive data about the attribution of leadership quality.

Although leaders did not consider themselves more capable among groups, the situation factor influenced overconfidence of leaders in easy condition leading to an unreasonable interest in the next task in which it was impossible for a team to succeed.

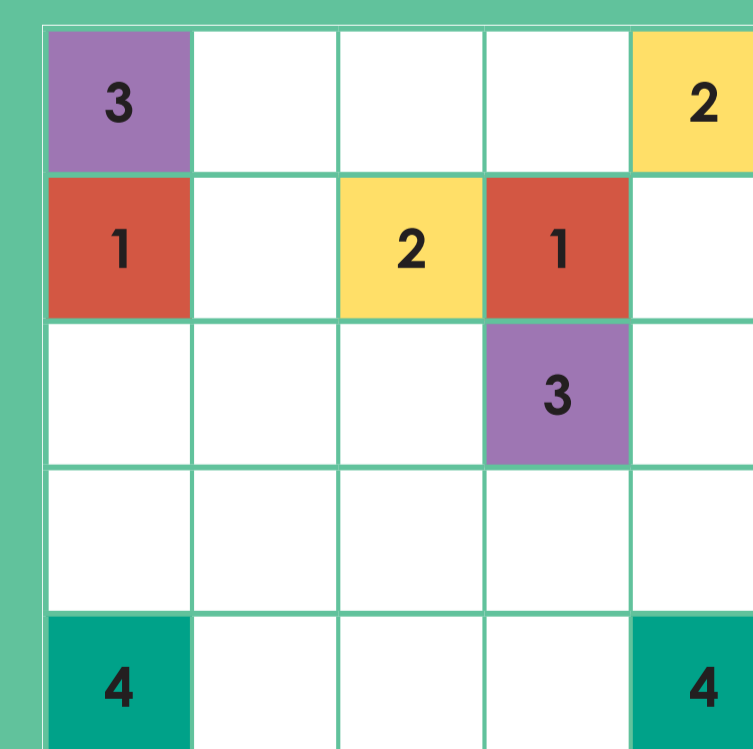
Moreover, leaders in hard condition rated own team members worse than in the easy one. These results point to a significant effect of attribution error in a team evaluation.

References

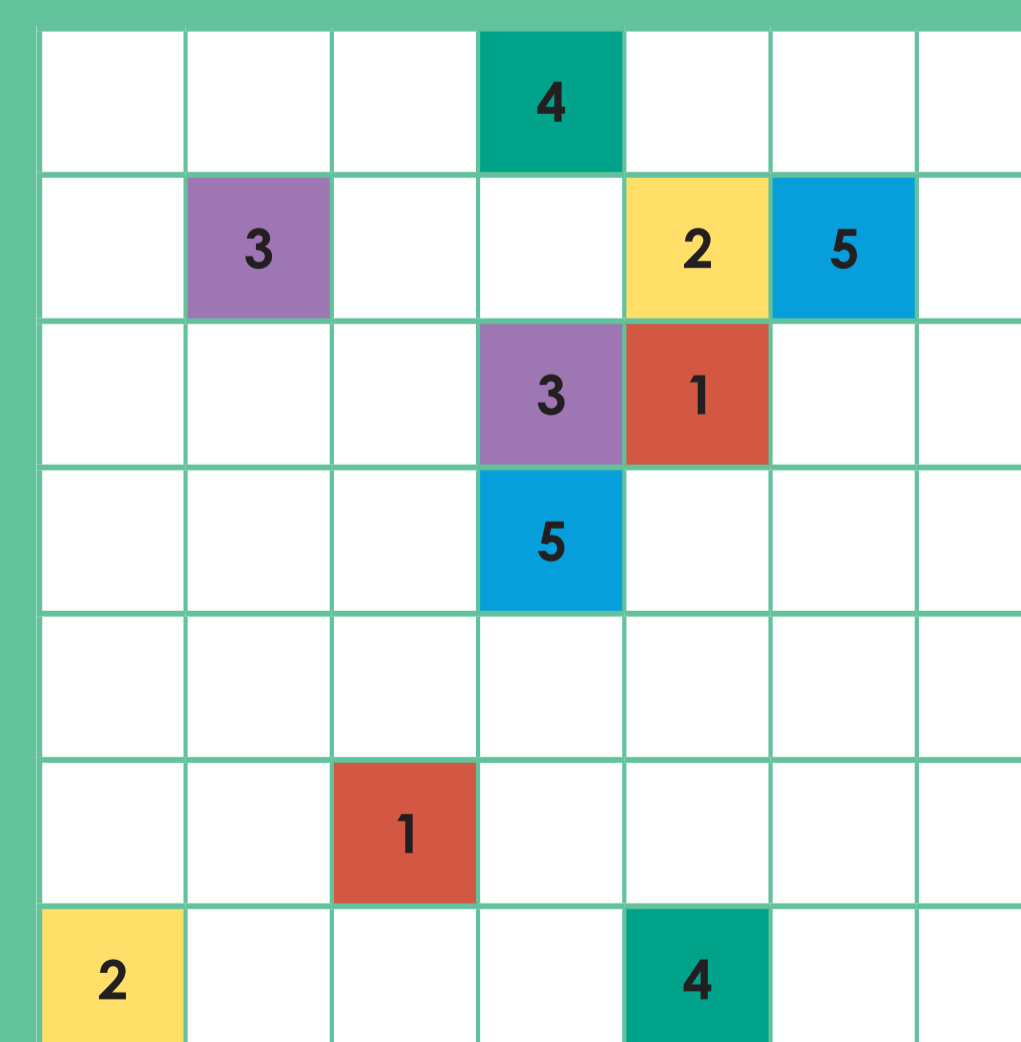
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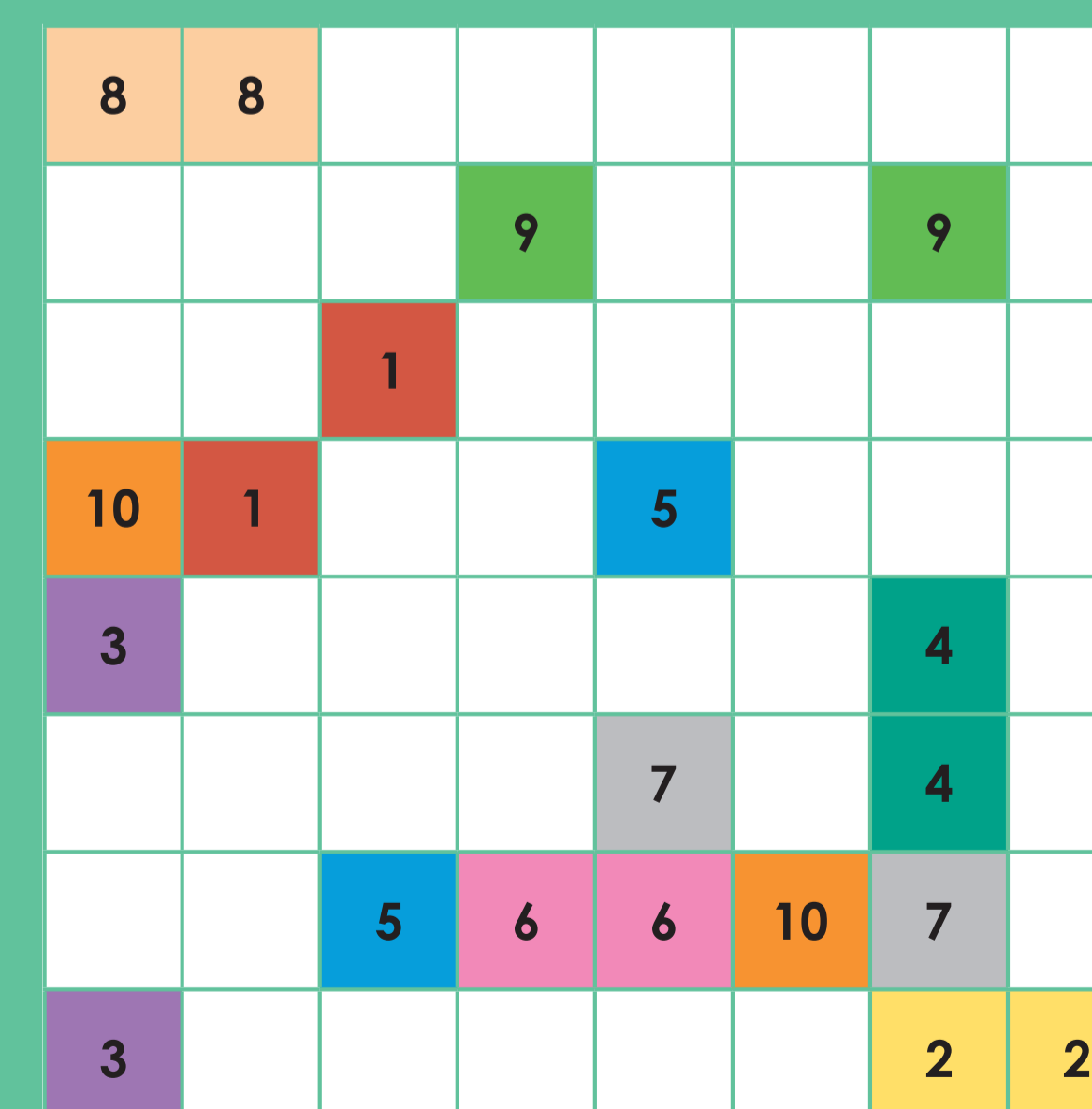
5x5



7x7

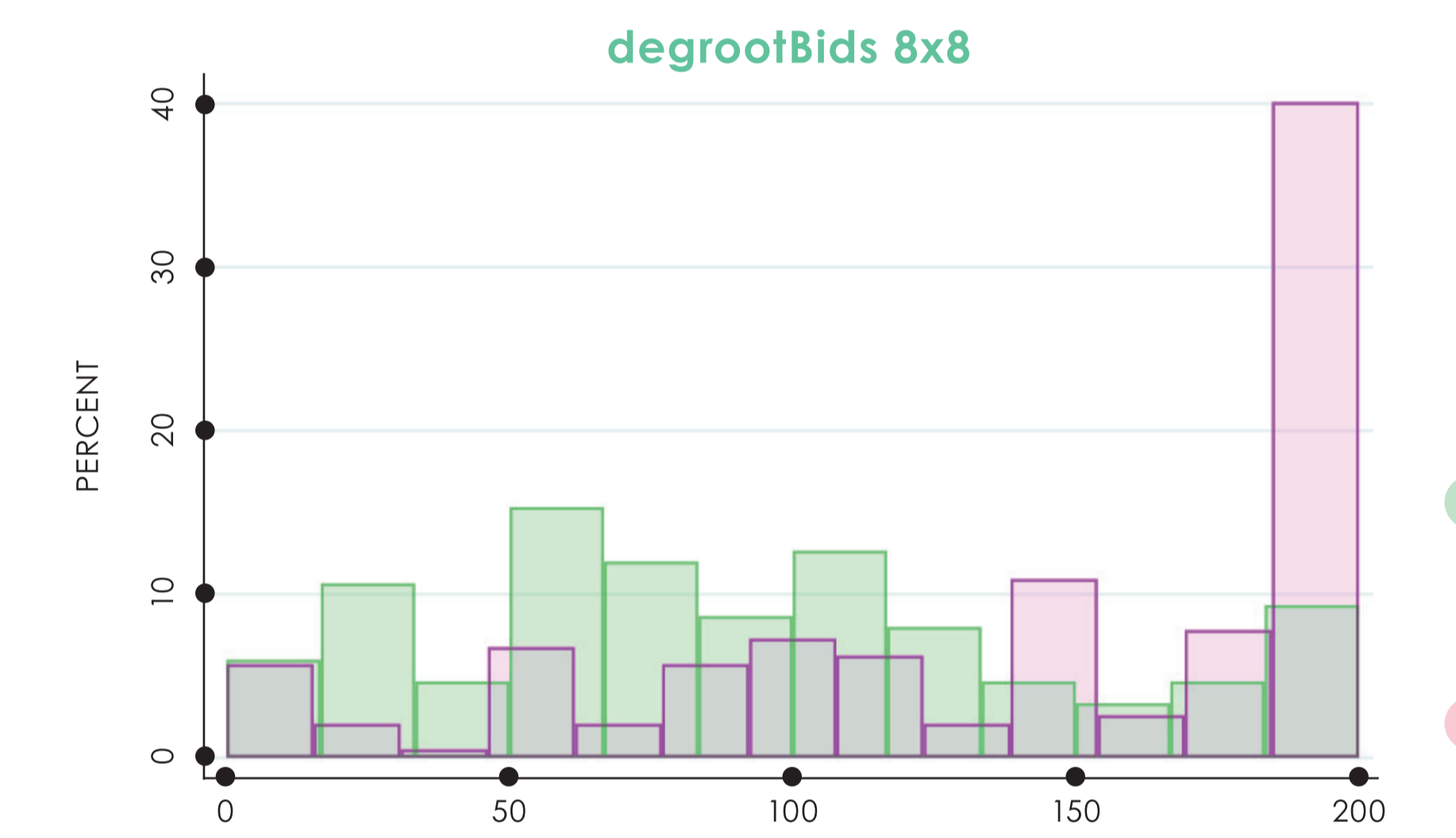
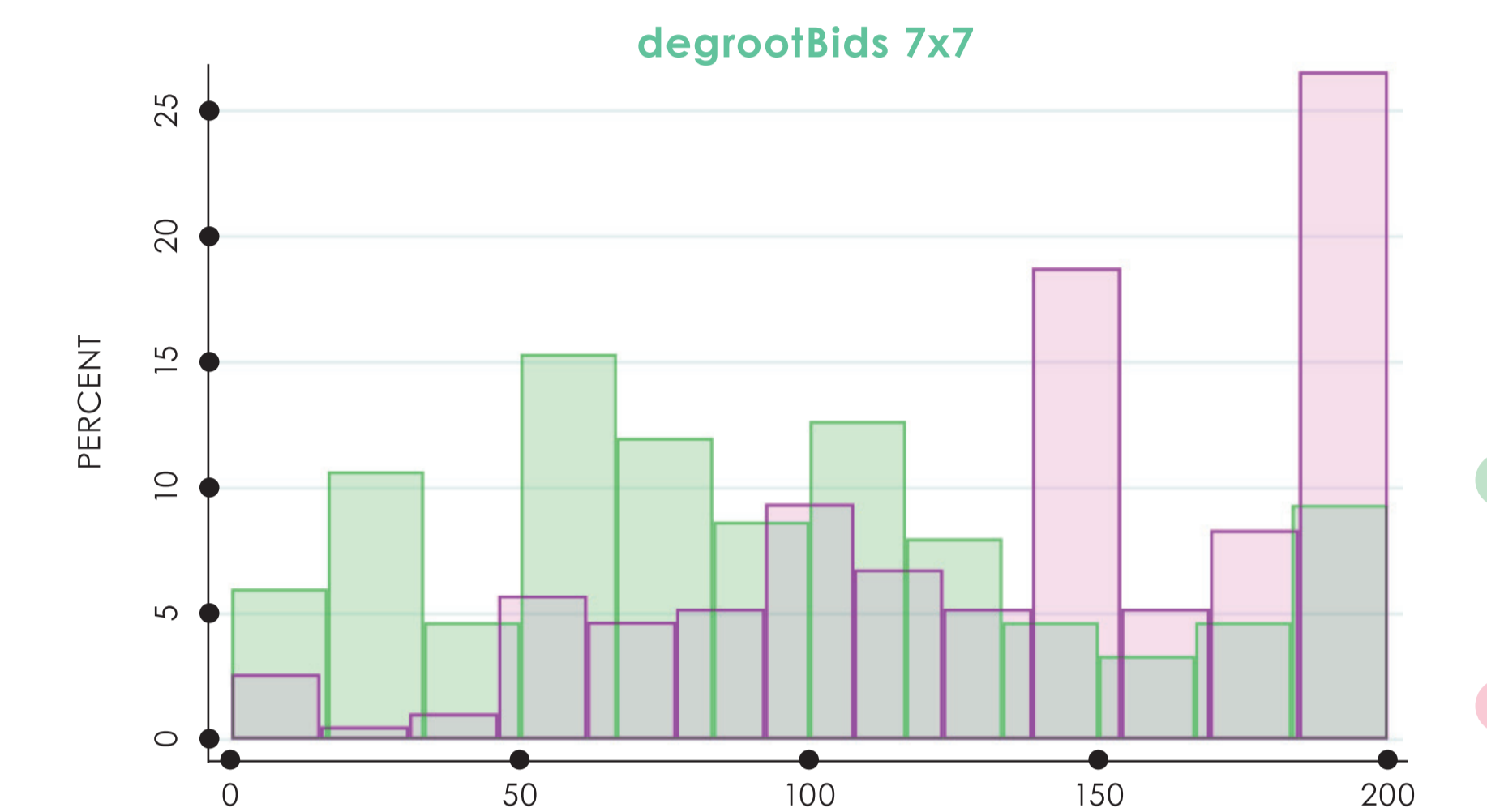
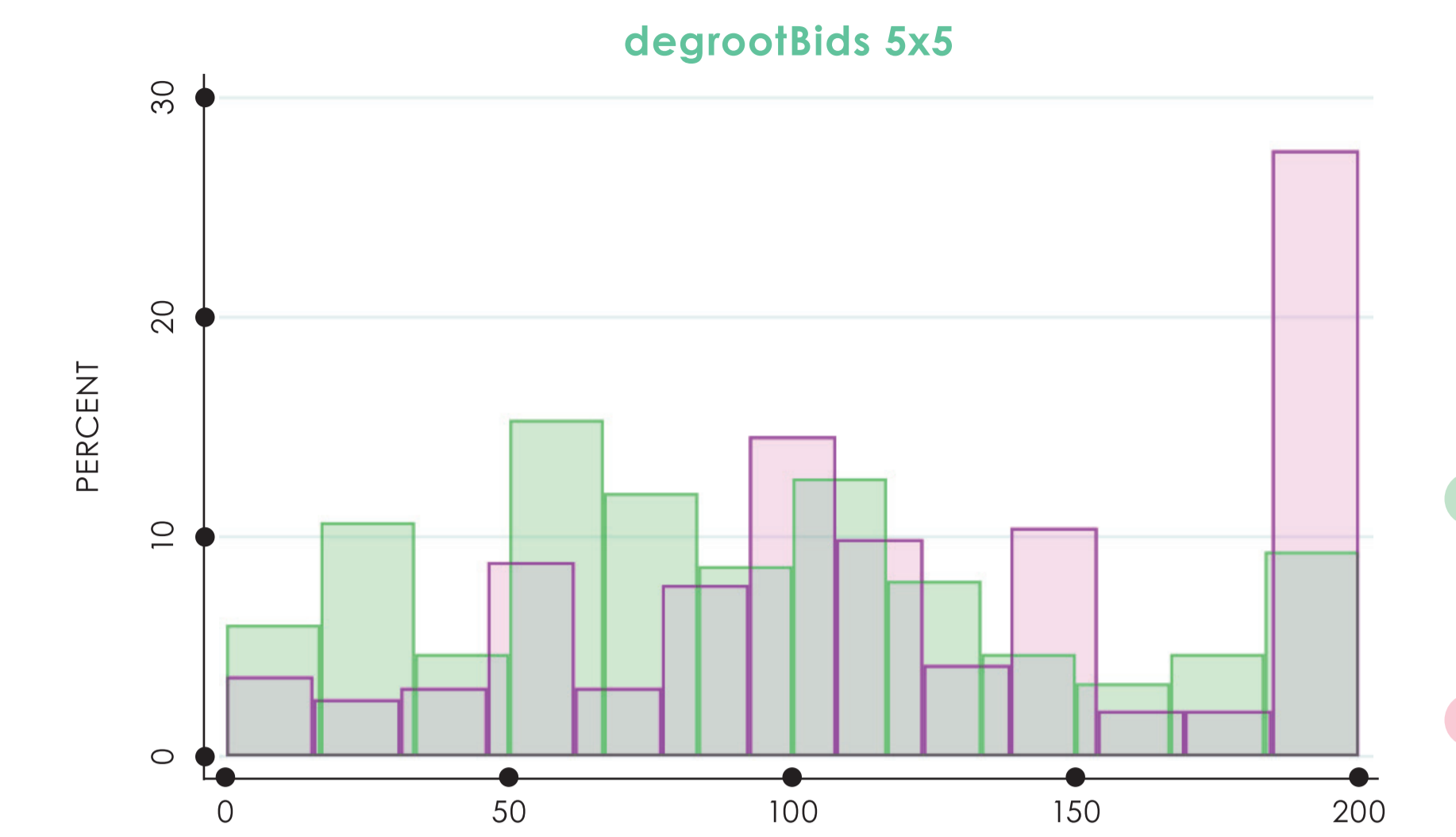


8x8



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Distribution of Willingness to Pay



VARIABLES	(1) WtP for R3 Game type 5x5	(2) WtP for R3 Game type 7x7	(3) WtP for R3 Game type 8x8
Hard=0,Leader=1	-1.867 (8.791)	-3.391 (8.078)	-1.813 (9.399)
Hard=1,Leader=0	-33.77*** (7.664)	-34.00*** (7.042)	-26.89*** (8.194)
Hard=1,Leader=1	-34.11*** (9.577)	-41.1*** (8.790)	-36.99*** (10.24)
Constant (Easy, Follower)	125.1*** (5.076)	140.4*** (4.664)	143.0*** (5.426)
Observations	342	342	342
R-squared	0.077	0.103	0.057
Adj. R-squared	0.0691	0.0945	0.0490

Standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Evaluation of Leader by Followers

VARIABLES	(1) Eval. of L by F After R2	(2) Eval. of L by F After R2	(3) Eval. of L by F Overall	(4) Eval. of L by F Overall	(5) Eval. of L by F Overall
Hard	-1.776*** (0.285)		-1.018*** (0.377)	-0.506** (0.252)	-0.592* (0.303)
Group's score from R2		0.380*** (0.0462)			
Player's pers. score from R2			0.157*** (0.0523)		
Net Reward From R3					0.00537*** (0.00178)
Constant	6.516*** (0.188)	3.214*** (0.335)	5.145*** (0.494)	5.766*** (0.167)	5.355*** (0.369)
Observations	228	228	228	228	136
R-squared	0.147	0.230	0.180	0.018	0.085
Adj. R-squared	0.143	0.227	0.172	0.0132	0.0712

Standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1