

# CAPP

# RESEARCH

# SEMINARS

SPRING | 2021

ZOOM EDITION | 17H - 18H

Inscrições: <https://forms.gle/2v3cibLEycZ8jho69>

## 8th April 2021 | 17h

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**“DOES THINKING OF MYSELF AS LEADER MAKE ME WANT TO LEAD? THE ROLE OF CONGRUENCE IN SELF-THEORIES AND IMPLICIT LEADERSHIP THEORIES IN MOTIVATION TO LEAD”**

#### ABSTRACT

I will present two papers on the implicit self-theories and motivation to lead. The first study focuses on the congruence between implicit self-theories (IST) and implicit leadership theories (ILT) as antecedents of leadership self-efficacy and motivation to lead. Based on DeRue and Ashford we assumed that congruence would be an indicator of a leader identity and increase leadership self-efficacy and motivation to lead. In contrast to other studies, we assessed ILT regarding typical leaders, assuming that participants who rate themselves as higher on IST than typical ILT would be high in leadership self-efficacy and motivation to lead. We surveyed 497 individuals at two time points. For two dimensions of implicit theories, (dynamism and integrity), we found that congruence at a high level is important for leadership self-efficacy. For the dimensions of clever, dynamism, and integrity, we found that leadership self-efficacy was higher when individuals thought that they were higher on these characteristics than leaders in general. For manipulation, neither congruence nor incongruence was related to leadership self-efficacy. Our results further suggest that leadership self-efficacy mediates the significant direct effects of congruence in implicit leadership theories / implicit self-theories and motivation to lead. Since in our study, we found that IST are even more relevant than ILT and congruence, we conducted a second study, only using IST. Here, we address the question whether narcissism represents an antecedent of motivation to lead. Again, based on identity theory, we examine two mediators. We propose agentic self-theories as well as identity levels (i.e., seeing oneself as different from others) as a mediators. Results from two studies supported the relationship between narcissism and affective motivation to lead. In Study 1, agentic self-theories mediated this relationship. In Study 2, individual level identity showed a stronger indirect effect. We add to the understanding of narcissism as an antecedent that drives individuals to lead because they seek to stand out. Overall, our studies underline the importance of IST/ILT and leader identity in motivation to lead.

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