



NINER KNOWLEDGE: *LEADERSHIP SCIENCE IN ACTION*

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**CENTER FOR
LEADERSHIP SCIENCE**



ALUMNI ENGAGEMENT





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UNIVERSITY OF NORTH CAROLINA
CHARLOTTE

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Co-Directors
George Banks & Janaki Gooty

“I think that in any group activity - whether it be business, sports, or family – there has to be leadership or it won't be successful” - John Wooden



Slide 5

JGO

30 seconds

Janaki Gooty, 2025-04-08T17:58:58.058

Belk College of Business

CENTER FOR LEADERSHIP SCIENCE

How can we redefine societal meanings of leadership in an inclusive manner?

How can we improve systems within organizations to aid all stakeholders?

How can we leverage AI to train leader behaviors that are effective regardless of background?

The **Center for Leadership Science (CLS)** takes an interdisciplinary approach to answer these questions and more! Through the research and training of leadership, we'll address barriers and challenges that emerging leaders face in rising to leadership positions.

CHECK US OUT ONLINE!



Slide 6

JGO

1 minute .30 seconds

Janaki Gooty, 2025-04-08T17:59:16.576



An Effective Meeting Culture as an Engine for Inclusion,
Leadership Success and Competitive Advantage

Steven Rogelberg
Chancellor's Professor

An Effective Meeting Culture as an Engine for Inclusion, Leadership Success, and Competitive Advantage

- 1 billion a day...
- 50%...
- Multi-faceted approach to solve...
- Today's focus is just on some broader ecosystem/culture approaches...



- Level-up skills, but meaningfully (agenda example)
- Assessing on engagement and via pulse surveys to create a dashboard and accountability
- Assigning an “owner” champion
- Encouraging new ways of scheduling – clustering or at natural breaks
- Meeting free times—to decrease interruptions (e.g., Finish it Fridays)
- A meeting audit team-by-team
- New cascading cultural conversations
- Ultimately, comes down to each leader raising their hand to be a steward of others time (stevenrogelberg.com)





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How to be a charismatic leader

George Banks

Professor, Department Chair

Co-Director, Center for Leadership Science

Co-Director, UNC Charlotte AI Institute

Charismatic leadership: what is it?

- Some mystical quality?
- Something we're born with?
- “swag”, “confidence”, “attraction”, “heroic”, “passionate” ...and the list goes on..

JGO

Scientific Definition

Values-based, symbolic, and emotion-laden leader

signaling

(Antonakis, Bastardo, Jacquart, & Shamir, 2016, p. 304)

Slide 11

JGO

George's deck starts here and needs to be on 4 min timer

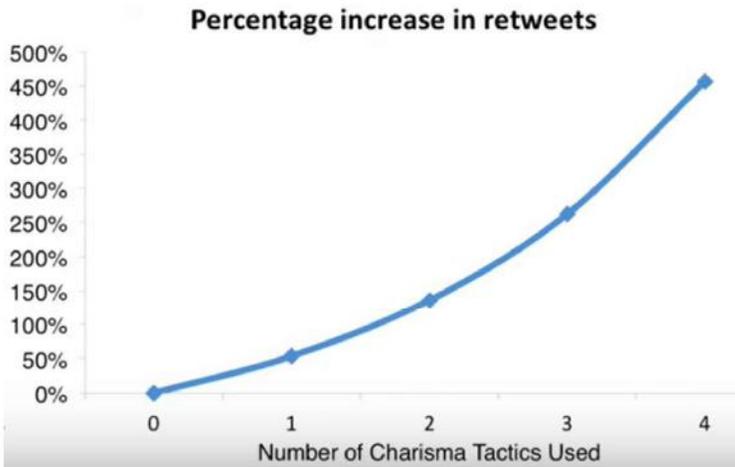
Janaki Gooty, 2025-04-08T18:01:00.688

CLTs:



Verbal	Non-Verbal
Metaphors or Similes	Animated Voice
Stories and Anecdotes	Facial Expressions
Setting High Expectations	Gestures
Create Confidence that Goals can be Achieved	
Contrasts	
Moral Conviction	
Sentiment of the Collective	
Lists and Repetition	
Rhetorical Questions	

Evidence for Charisma





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**(Don't) Leave Your Feelings at the Door:
Harnessing the Power of Emotion in Leading Effectively**

Janaki Gooty

Professor and Director, Charlotte MBA
Co-Director, Center for Leadership Science

(Don't) Leave Your Feelings at the Door: Harnessing the Power of Emotion in Leading Effectively.

Emotions are your internal GPS

For example:

Guilt prevents unethical acts

Fear minimizes risk taking

Anger motivates corrective actions

Disgust sensitizes us to offensive actions

Tune in, listen and tune out.



Slide 15

JG0 A minute for this slide
Janaki Gooty, 2025-04-08T17:57:21.168

JG0 0 The next 4 are mine — each slide needs to be a timer per my comment to each slide — total 4 min
Janaki Gooty, 2025-04-08T18:02:12.175



- × Your internal GPS can go into overdrive, malfunction or repeat dysfunctional, maladaptive patterns.
- ☑ Emotion labeling and then regulation is necessary:
- ☑ Your emotion expressions are signals to your stakeholders

JGO

A minute

Janaki Gooty, 2025-04-08T17:57:33.357

As a leader

What is the one emotion you could use to connect, collaborate and comprise? To build community and work interdependently?



Slide 17

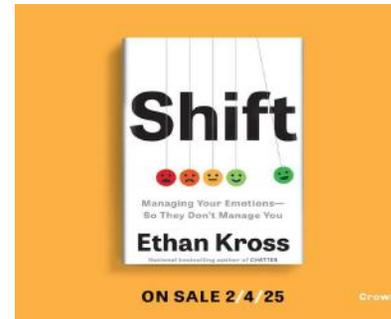
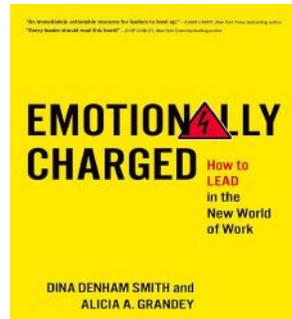
JGO

1.30 for this

Janaki Gooty, 2025-04-08T17:57:45.361

Scientific sources + Popular books

1. Gooty, J., McBride, A., Kreamer, L., Banks, G. C., & Tonidandel, S. (2025). When Super(wo)man Fails to Appear: Beyond Idealized Prototypes in Crisis Leadership. *Journal of Organizational Behavior*.
2. Schilpzand, P., Hamrick, A.B., Gooty, J. and Huang, L. (2025), Pride in the Workplace: An Integrative Review, Synthesis, and Future Research Agenda. *Journal of Organizational Behavior*. <https://doi.org/10.1002/job.2869>.
3. Williams, C.E., Thomas, J.S., Gooty, J., & Dunne, D (2024). Negative Emotions, Difficult Conversations, and Leader-Follower Relationships. *Journal of Occupational and Organizational Psychology*, <https://doi.org/10.1111/joop.12566>
4. Gooty, J., Thomas, J.S., Yammarino, F.J., †Meduagh, M., & †Kim, J. (2019). Positive and negative emotional tone convergence: An empirical examination of associations with leader and follower LMX. *Leadership Quarterly*. 30(4), 427-439
5. Dionne, S., Gooty, J., Yammarino, F., & Sayama, H. (2018). Multi-level dynamics of cognitions and emotions on crisis decisions of collectives. *Organizational Psychology Review*. 8(2-3), 95–124.
6. Little, L. M, Gooty, J., & Williams, M. (2016). The role of leader emotion management strategies in leader member exchange and follower outcomes. *Leadership Quarterly*. 27, 85-97



Slide 18

JGO 30 seconds

Janaki Gooty, 2025-04-08T17:58:05.749



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Leading Dynamic Teams

Scott Tonidandel

Professor, Program Director, Organizational Science Ph.D.



UNDERSTANDING TEAM DYNAMISM



How do teams think, feel, and behave...and how does that change over time



Thinking & Feeling = Emergent states



Behavior = Team Processes

KEY QUESTIONS

Stable or
Dynamic

Relationships
to one
another

Relationships
to
performance





OUR STUDY

- Meta-analyzed 160 prior studies
 - 14,760 teams
 - Over 3,000 correlations

WHAT WE FOUND

Inertia is integral to dynamism

Reciprocal relations

Performance is self-reinforcing





WHAT THIS MEANS FOR LEADERS

- Development efforts need to overcome inertia
 - **Change won't be easy**
- Team development requires ongoing attention and monitoring
 - **Change will take time**
- Team performance is critical for team development—or derailment
 - **Be a goldfish**



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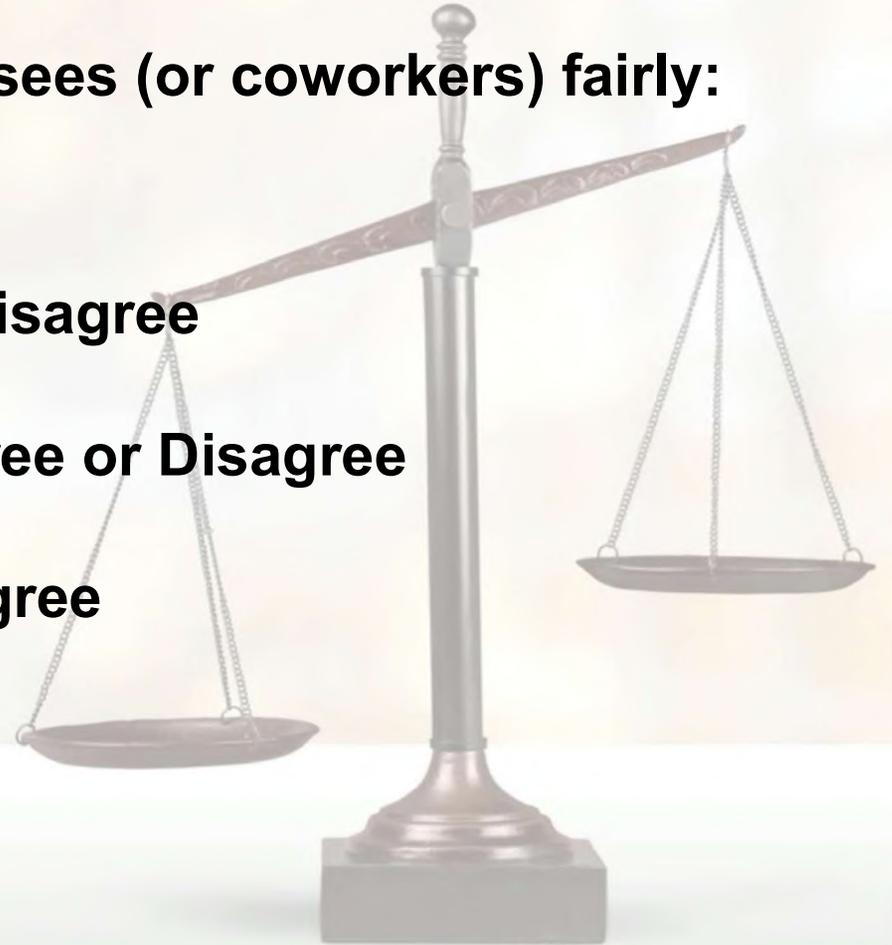
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Assessing fairness accurately as a leader

Nicole Strah
Assistant Professor

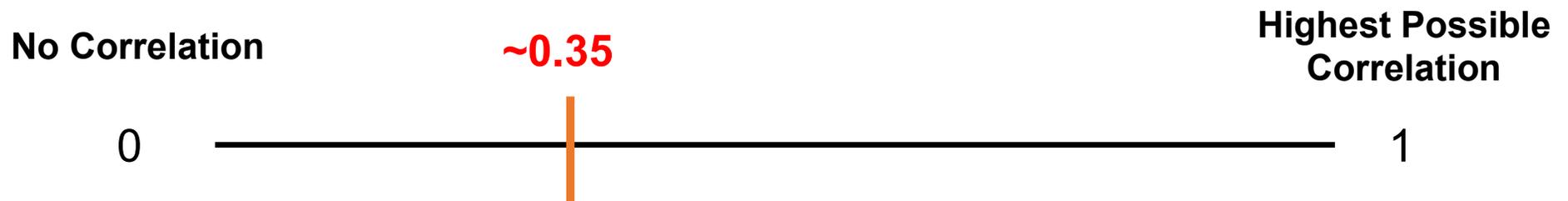
I am able to treat my supervisees (or coworkers) fairly:

- 1 = Strongly Disagree**
- 2 = Disagree**
- 3 = Neither Agree or Disagree**
- 4 = Agree**
- 5 = Strongly Agree**



How do supervisors' ratings of how fair they are correlate with their supervisees' and third-party ratings?

How do supervisors' ratings of how fair they are correlate with their supervisees' and third-party ratings?

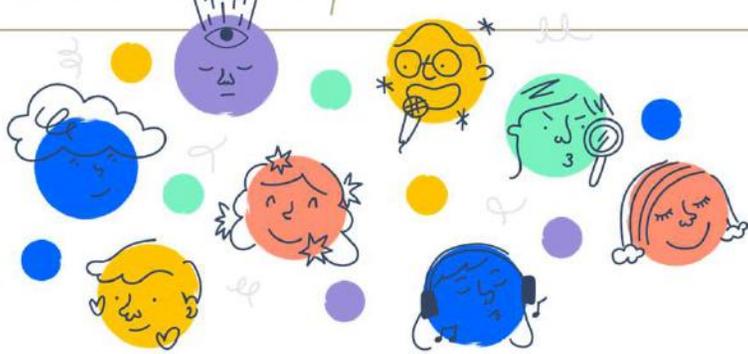


Zapata et al., (2013); Huang et al. (2017);
Whiteside & Barclay (2018)

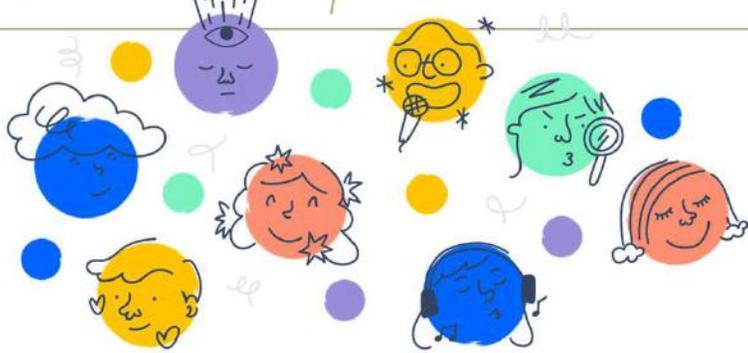
Both being fair and knowing when you're being unfair is A LOT more complicated than we might think



Both being fair and knowing when you're being unfair is A LOT more complicated than we might think

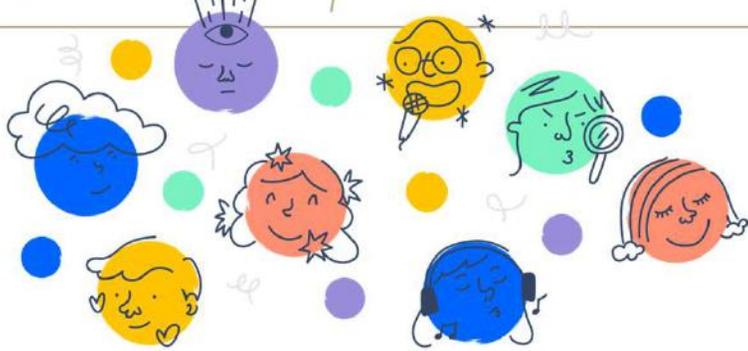


Both being fair and knowing when you're being unfair is A LOT more complicated than we might think

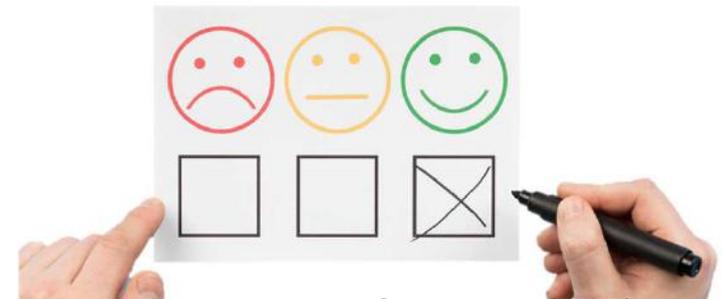


Both being fair and knowing when you're being unfair is A LOT more complicated than we might think





Both being fair and knowing when you're being unfair is A LOT more complicated than we might think



Graso et al., (2020)



Workload (Depletion)

When we're depleted, we treat others less fairly
(and we don't realize it)

e.g., Whiteside & Barclay (2018)



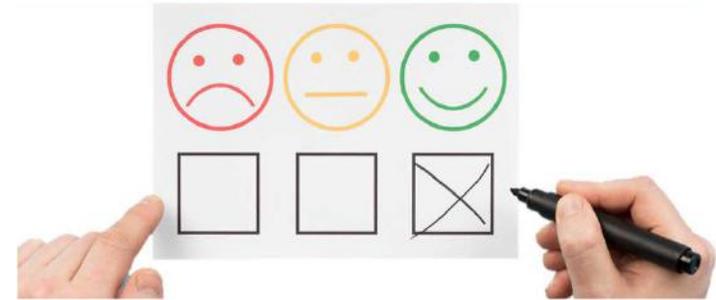
Workload (Depletion)

When we're depleted, we treat others less fairly
(and we don't realize it)

Just knowing that leaders overestimate how fairly
they're treating people, can fix this!

e.g., Whiteside & Barclay (2018)

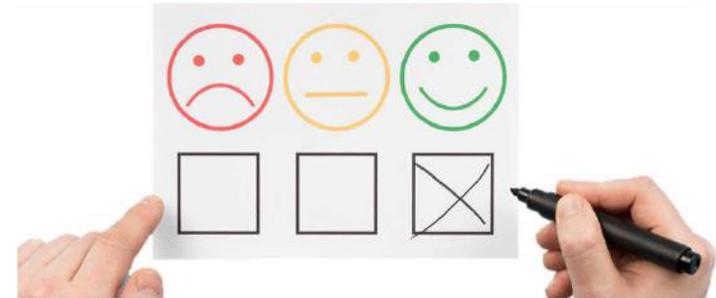
Inaccurate Survey Responses



We want to measure subordinates' fairness ratings....However, this might not be enough (even when anonymous)

We often don't see differences we know are there in the larger workforce

Inaccurate Survey Responses



We want to measure subordinates' fairness ratings....However, this might not be enough (even when anonymous)

We often don't see differences we know are there in the larger workforce

Be specific about different types of unfairness that might be present!



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