The ebbs and flows of transformational leadership behavior: Towards a cognitive-behavioral understanding

Public defense to obtain the degree of DOCTOR OF PSYCHOLOGY of

Mrs Edina Dóci

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Summary

This thesis introduces the Cognitive Behavioral System of Leadership, a model that identifies situational and cognitive antecedents underlying stability and dynamism in transformational leadership behavior. This model proposes that beliefs about oneself, others and the environment (core evaluations) predict between-person differences in the inclination for transformational leadership behavior; and that perceptions of the self, others and the environment (specific evaluations, resulting from the interplay between core evaluations and the situation) predict within-person variation in transformational leadership behavior. The model suggests that positive evaluations provide the psychological resources that are necessary to engage in highly proactive, transformational behaviors. The thesis furthermore closely examines and tests an interaction sequence proposed by the model: namely the relationship between situational features (task complexity, time pressure) and transformational leadership behavior, mediated by the leader’s state core self-evaluations. Finally, the thesis demonstrates that the leader’s psychological resources translate into psychological resources for the subordinate through leadership behavior.

Curriculum Vitae

Edina Dóci was born in Budapest, Hungary, in 1981. She got her masters degree as a sociologist from the Eötvös Loránd University in Budapest, Hungary in 2006. She worked in Brussels as a research assistant for the French think tank Notre Europe on the first pan-European deliberative poll in 2007; and as a research consultant for several deliberative polls and participative democracy initiatives in and outside Belgium. She has worked for the European Commission between 2008 and 2011 on European public opinion and communication strategy related topics.