Vignetten-Studie Leadership PA

Originale

**1. Adopting a familiar or a new solution to a problem.**

Imagine two different road projects. Both projects face a

problem that has different possible solutions. The leader for

project A chooses a familiar solution that he has used before,

while the leader for project B chooses a new solution.

**2. Accepting or going against the advice of the management**

**team.**

Imagine two leaders, leader A and leader B, who both

experience a big problem. Both of them present the problem

to their leader groups. The problem is discussed and

the two groups decide upon an advice for how their leader

can solve the problem. Leader A chooses to follow the

advice of his leader group, while leader B chooses not to

follow the advice and to find his own solution.

**3. Sticking to an original decision or changing one’s mind.**

Leaders often make decisions. Imagine a situation where

two leaders, independent of each other, have to take an

important decision. They both choose initially one of two

possible solutions. After further considerations leader A

chooses to hold on to the original decision, while leader B

changes his mind and chooses the other option.

**4. Wait and see or intervene in a conflict between employees.**

Imagine a situation where two leaders, independent of each

other, are starting to suspect that there is a problem among

their employees. They have a choice between two possible

ways of handling the situation. They can either take action

and confront their employees with the issue and actively try

to solve the problem, at the risk of creating a lot of trouble

and unpleasant attention to a problem that might really just

been minor. Or they can wait and see how it all develops,

at the risk of the problem growing large and difficult to handle

later on. Leader B chooses to actively solve the problem,

while leader A awaits to see if blows over by itself.

Procedure:

All participants were first asked to indicate on a scale from 1 to 7 for each of the four situations how risky they perceived the two alternatives to be. They were then told about the outcome of the decisions. For half of the participants, decisions in Vignette 1 and 4 led to positive outcomes for both decision makers, whereas Vignette 2 and 3 led to negative outcomes. For the other half, Vignette 1 and 4 had negative outcomes, whereas Vignette 2 and 3 had positive outcomes. Subsequently, participants were asked to rate the decision makers according to their responsibility. Participants in Condition 1 gave R1 ratings, by being asked how responsible they thought the two decision makers would feel about the outcome. Participants in Condition 2 gave R2 ratings by being asked how responsibly the two decision makers had acted. Finally, participants were asked to evaluate the decision makers according to their degree of either professional or ethical behavior. These ratings were included to reflect the present company’s avowed leadership values, which explicitly require all managers to act in a professional and ethical manner. These ratings allowed us to check whether R2 judgments were in line with managerial norms.

Adaptiert

**1. Adopting a familiar or a new solution to a problem.**

Imagine two different road projects. Both projects face a

problem that has different possible solutions. The leader for

project A chooses a familiar solution that he has used before,

while the leader for project B chooses a new solution.

* 1. Adopting a familiar or a new solution to a problem.

Imagine two different HR projects. Both projects face a problem that has different possible solutions. The leader for project A chooses a familiar solution that they have used before, while the leader for project B chooses a new solution, relying on the advice a people analytics system (algorithmic decision-support system) made.

**2. Accepting or going against the advice of the management**

**team.**

Imagine two leaders, leader A and leader B, who both

experience a big problem. Both of them present the problem

to their leader groups. The problem is discussed and

the two groups decide upon an advice for how their leader

can solve the problem. Leader A chooses to follow the

advice of his leader group, while leader B chooses not to

follow the advice and to find his own solution.

* 2. Accepting or going against the advice of the management team.

Imagine two leaders, leader A and leader B, who both experience a big problem. Both of them present the problem to their leader groups. The problem is discussed and the two groups decide upon an advice for how their leader can solve the problem. Leader A chooses to follow the advice of his leader group, while leader B chooses not to follow the advice and to find their own solution based on consulting their people analytics system (algorithmic decision-support system).

**3. Sticking to an original decision or changing one’s mind.**

Leaders often make decisions. Imagine a situation where

two leaders, independent of each other, have to take an

important decision. They both choose initially one of two

possible solutions. After further considerations leader A

chooses to hold on to the original decision, while leader B

changes his mind and chooses the other option.

* 3. Sticking to an original decision or changing one`s mind.

Leaders often make decisions. Imagine a situation where two leaders, independent of each other, have to take an important decision. They both choose initially one of two possible solutions which they derived by consulting the recommendations provided by their people analytics system. After further considerations, leader A chooses to hold onto the original decision, while leader B changes his mind and chooses the other option.

**4. Wait and see or intervene in a conflict between employees.**

Imagine a situation where two leaders, independent of each

other, are starting to suspect that there is a problem among

their employees. They have a choice between two possible

ways of handling the situation. They can either take action

and confront their employees with the issue and actively try

to solve the problem, at the risk of creating a lot of trouble

and unpleasant attention to a problem that might really just

been minor. Or they can wait and see how it all develops,

at the risk of the problem growing large and difficult to handle

later on. Leader B chooses to actively solve the problem,

while leader A awaits to see if blows over by itself.

* 4. Wait and see or intervene in a conflict between employee.

Imagine a situation where two leaders, independent of each other, are starting to suspect that there is a problem among their employees. They have a choice between two possible ways of handling the situation. They can either utilise available data on the situation provided by their people analytics system – which incorporates employee feedback to gain its recommendations – take action and confront their employees with the issue and actively try to solve the problem, at the risk of creating a lot of trouble and unpleasant attention to a problem that might really just been minor. Or they can wait, gather more comprehensive data through the people analytics system and see how it all develops, at the risk of the problem growing large and difficult to handle later on. Leader B chooses to actively solve the problem, while leader A awaits to see if blows over by itself.