

Group 5

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Leaders: Scapegoats?



General Eric Shinseki, Former Secretary of Veterans' Affairs walked out due to a Scandal at the US Department of Veterans' Affairs

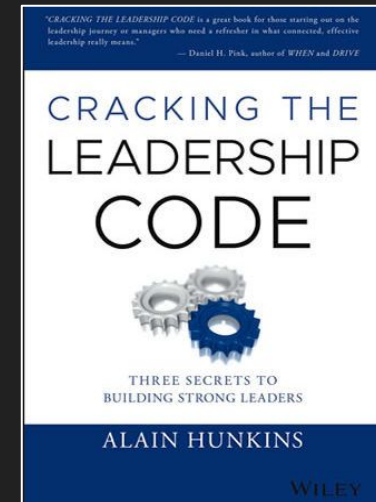
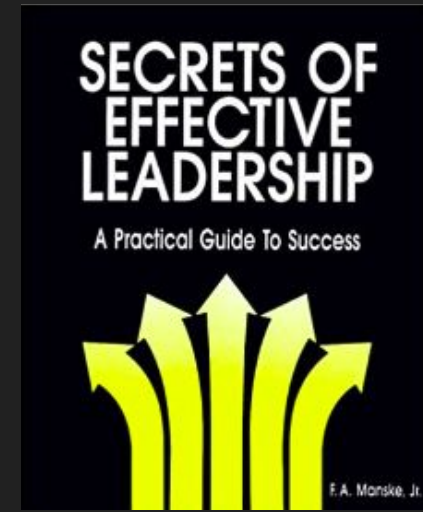


Following the riots in the U.S. Capital, on January 6th, 2021, the Capitol Police Chief offered their resignation



Love affair with the leaders- Leader Romanticism

- Known as romance of leadership (Meindl et al., 1985).
- Leaders and leadership concerns are commonly the preferred justifications for both favourable and adverse organizational outcomes.
- Leadership as a concept has attained enormous and perhaps often unwarranted popularity in our understanding of the world.
- The romance of leadership (RoL) theory was initially articulated as an attributional bias and had, over the years, emerged as a radical, unconventional approach that views leadership as a sensemaking activity that primarily lies 'in the eye of the beholder' (Bligh et al., 2011)



Romance of leadership theory

- Leadership has been seen as a causal category used to explain organizational phenomena, where leaders are given very high credit for the success of the organizations, at the same time, highly criticized for the failures that organizations face.
- Succumbs to the over-simplification of the complex organizational processes to explain the causal linkages.
- Decision heuristic to preserve the limited cognitive resources that people have.
- RoL viewpoint neither rejects nor downplays the significance of leaders in leadership; instead, it contends that it is simpler to have faith in leadership than to demonstrate its value.

Problem Statement

- Do public attribute failures and successes to leaders or the team as a whole?
- Analysis of Distribution of sentiments before, during, and after ICC World Cup.

Success- ICC World Cup 2011 Final (India vs Sri Lanka)

Failure- ICC World Cup 2015 Semi Final (India vs Australia)



The Data

- **Acquired tweets from two time periods -- The Cricket World Cup 2011 and The Cricket World Cup 2015.**
- **Within each World Cup divided our time slots into 3 phases : During the World Cup, during the Final/Semi-Final Matches, and after the crucial matches.**

The Data (Cont.)

- To collect relevant twitter data, we first came up with suitable queries to filter tweets pertaining to our contexts -- MS Dhoni (The Captain of the Indian Cricket Team in both instances) and the Indian Cricket Team.
- After using various keywords, we obtained around 55K tweets related to MS Dhoni in 2011 and 2.25L tweets related to MS Dhoni in 2015 using the tweet downloader, a part of the official twitter API.
- Similarly, we used 's/scrape', a twitter scraper to get tweets related to the Indian Cricket Team during both the world cups. Since this was not an official tweet downloader, we could get only around 5k tweets per context.

The Queries

- *(@msdhoni OR msd OR mahendrasinghdhoni OR dhoni OR mahendra dhoni OR mahendra singh dhoni OR msdhoni OR msd7 OR MSD7) (World Cup OR WC11 OR vsIND OR IndianCricketTeam OR INDvs OR INDIAvs OR cricket OR game OR match OR team OR play OR bat OR captain OR world cup OR wankhede OR Indv)*
- *(@BCCI OR BCCI OR Indian Cricket Team OR Indian Cricket OR Team India OR India OR Indv OR TeamIndia OR IndianCricketTeam OR INDvs OR INDIAvs OR vsIND OR WC2011 OR World Cup) (Wicket OR cricket OR game OR match OR team OR play OR world cup OR Wankhede)*

Data Cleaning

- To keep the sizes of the datasets comparable, we randomly sampled 5K tweets from MS Dhoni's context in both -- the 2011 and 2015 World Cups.
- We defined a function to clean tweets, which removes special characters, stopwords etc, to help us with sentiment analysis of these tweets.
- The aspects defined within the function were:
 - Lowercasing all the letters
 - Removing hashtags and mentions
 - Removing links
 - Removing punctuations
 - Filtering non-alphanumeric characters
 - Tokenization
 - Stop words removal (List obtained from the NLTK library)

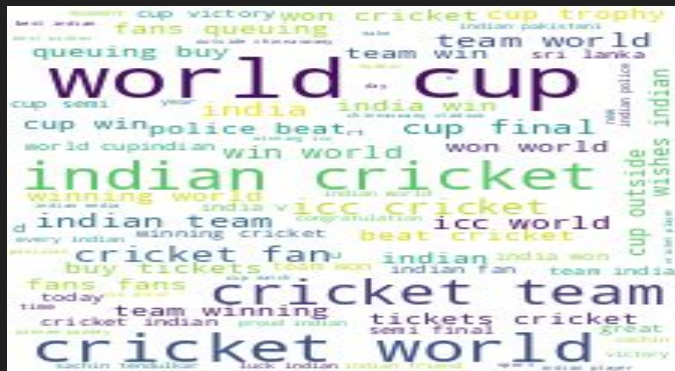
MS Dhoni (WC 2011)



MS Dhoni (WC 2015)



Indian Cricket Team (WC 2011)



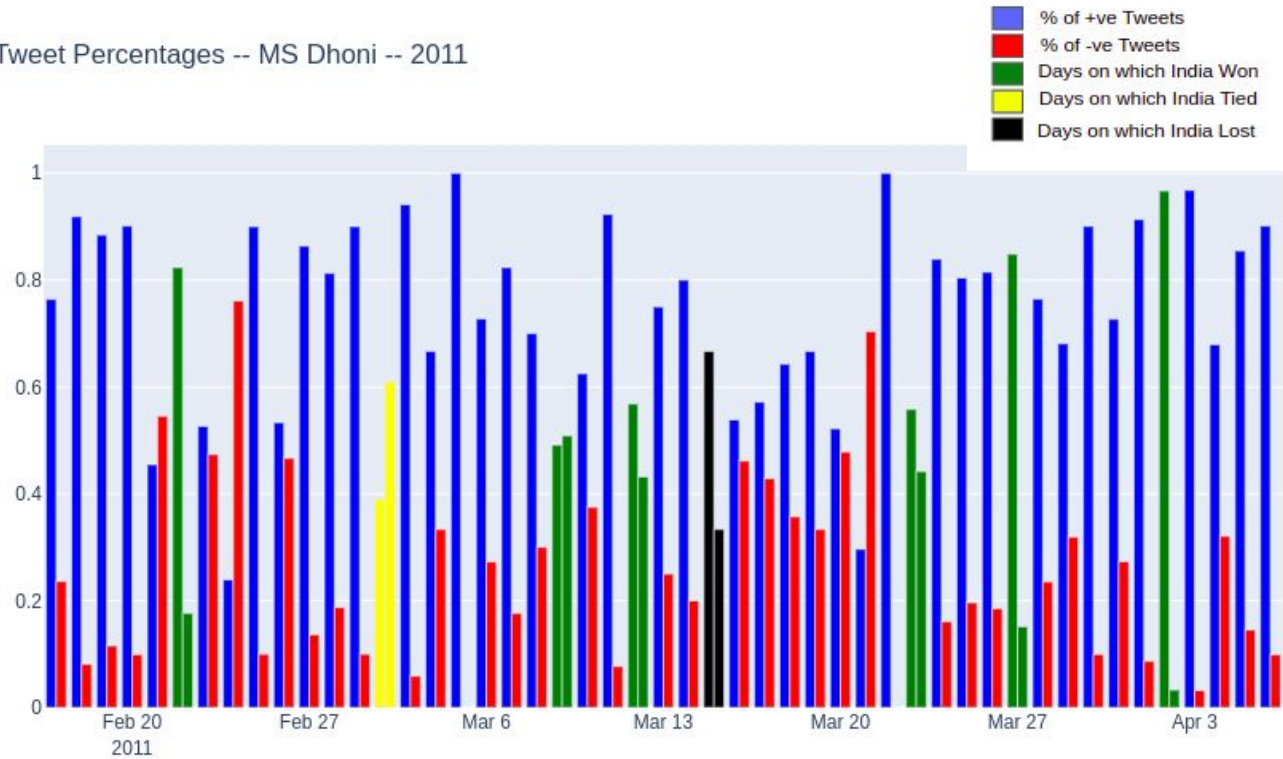
Indian Cricket Team (WC 2015)



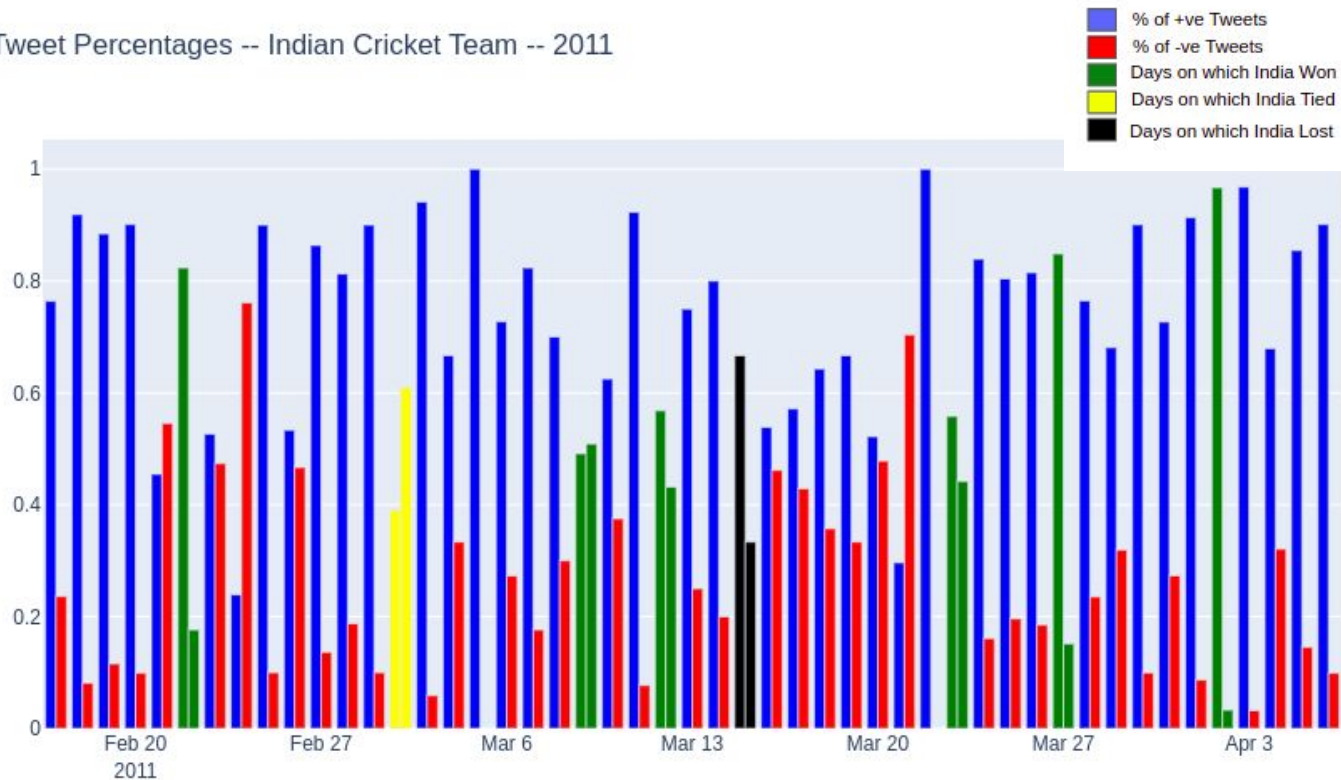
Sentiment Analysis

- Using the NLTK Library, we performed Sentiment Analysis on the cleaned dataset.
- Specifically, we use the pre-trained Sentiment Intensity Analyzer model to obtain the polarity scores for positivity, negativity, neutrality and the overall compound score for a particular piece of text.
- We use the compound scores of various tweets, to explore and understand the behaviour of various users and their changes in sentiments over the course of the two world cups.

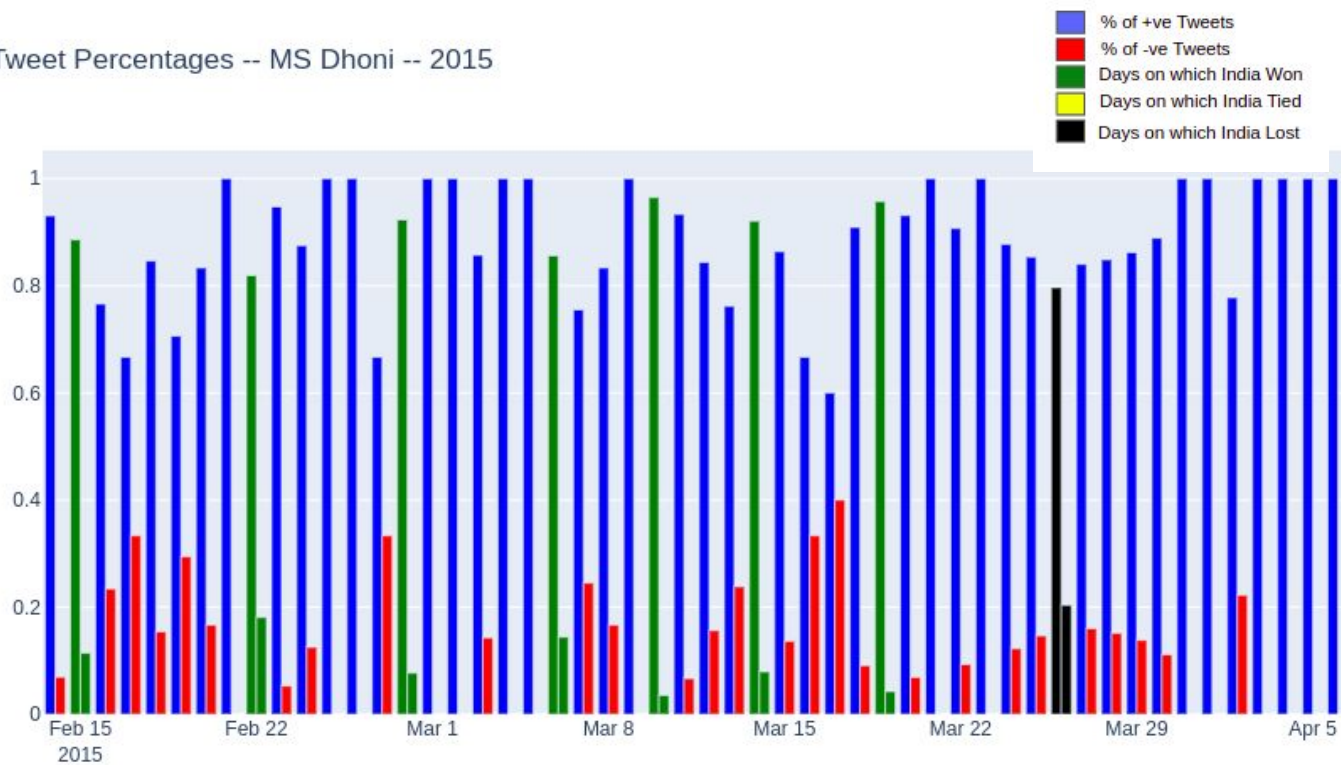
Tweet Percentages -- MS Dhoni -- 2011



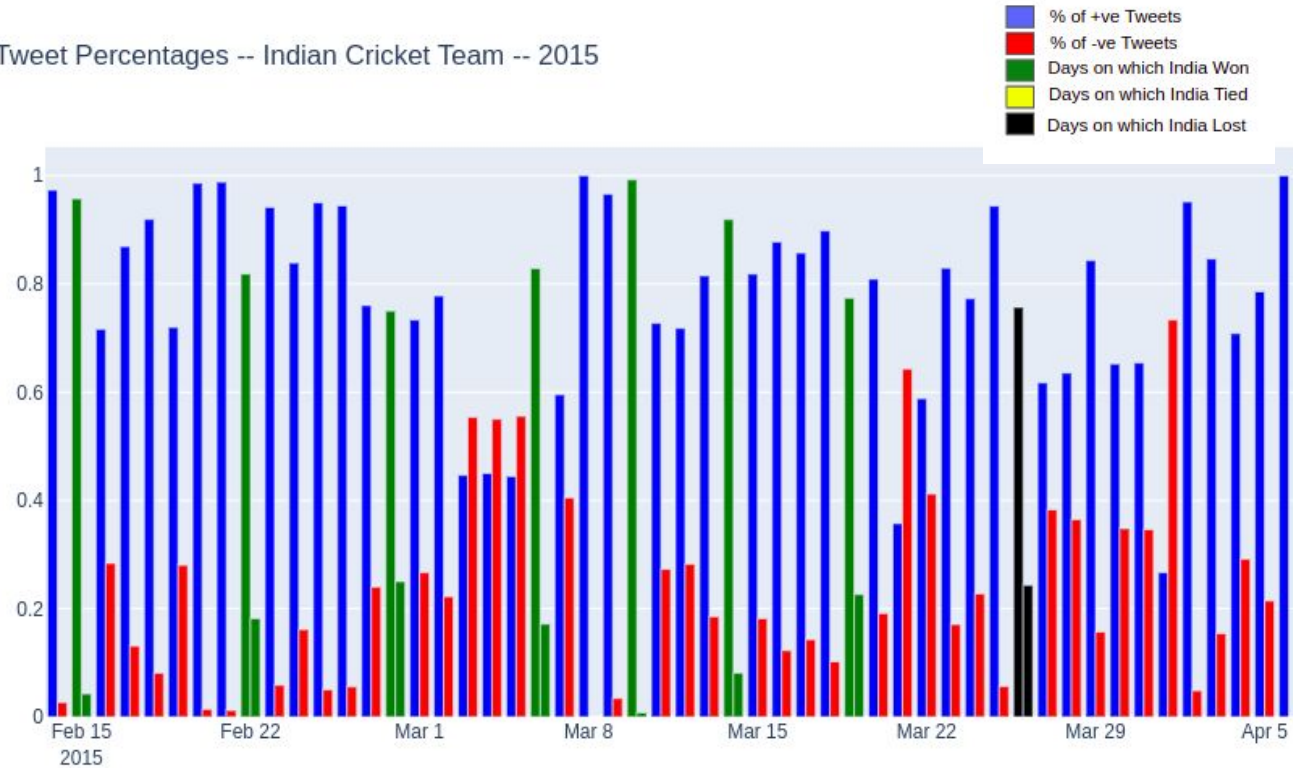
Tweet Percentages -- Indian Cricket Team -- 2011



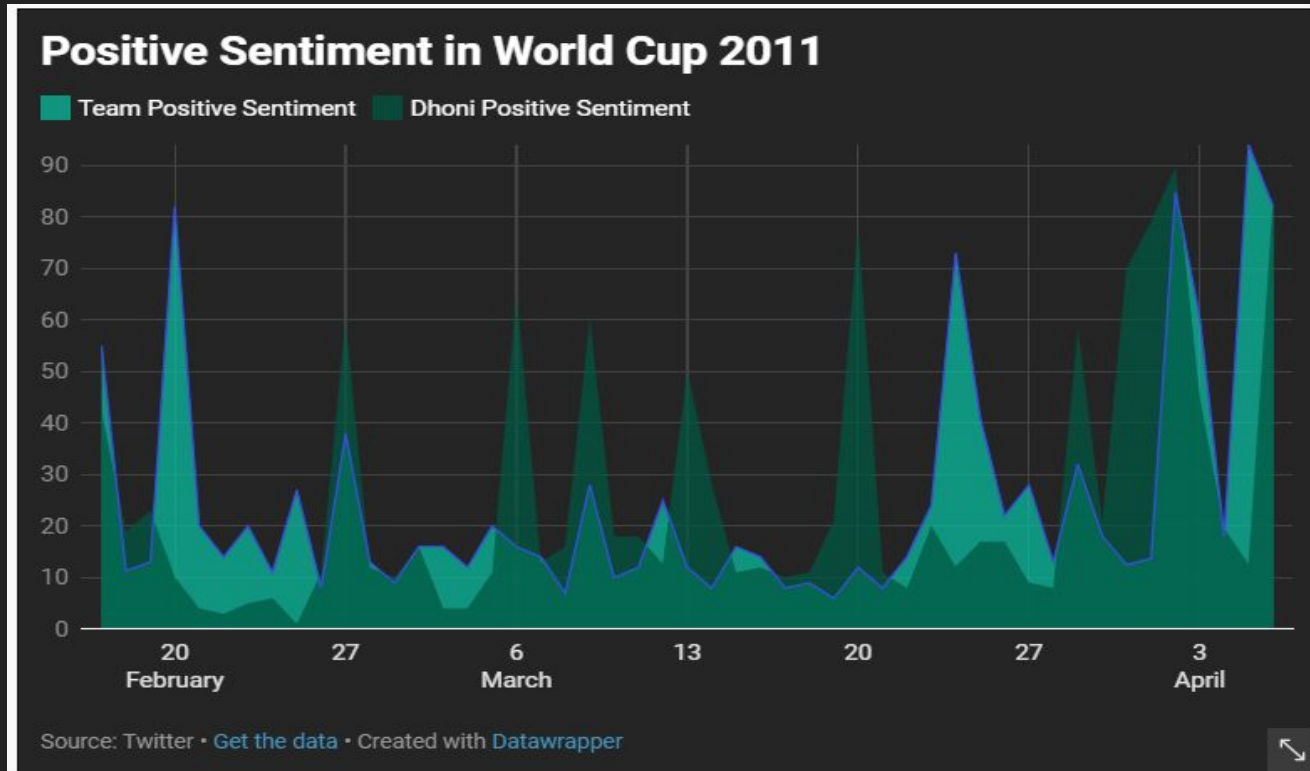
Tweet Percentages -- MS Dhoni -- 2015



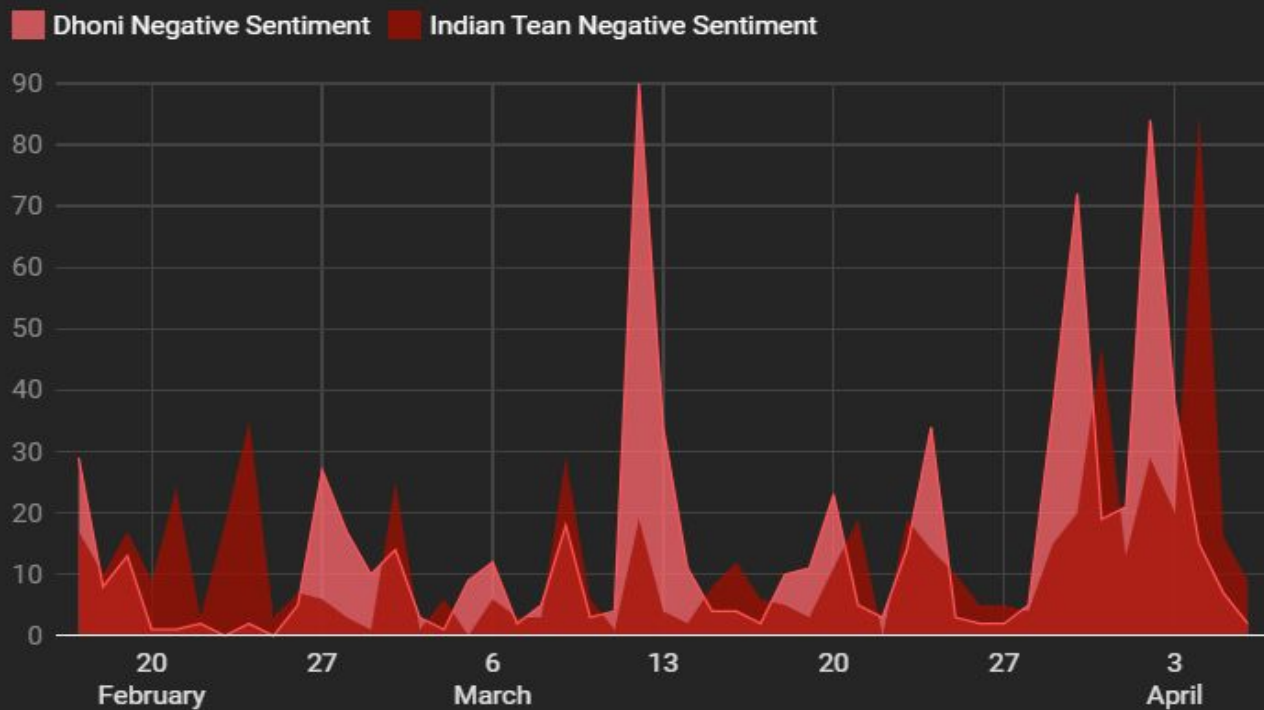
Tweet Percentages -- Indian Cricket Team -- 2015



Relevant Visualizations



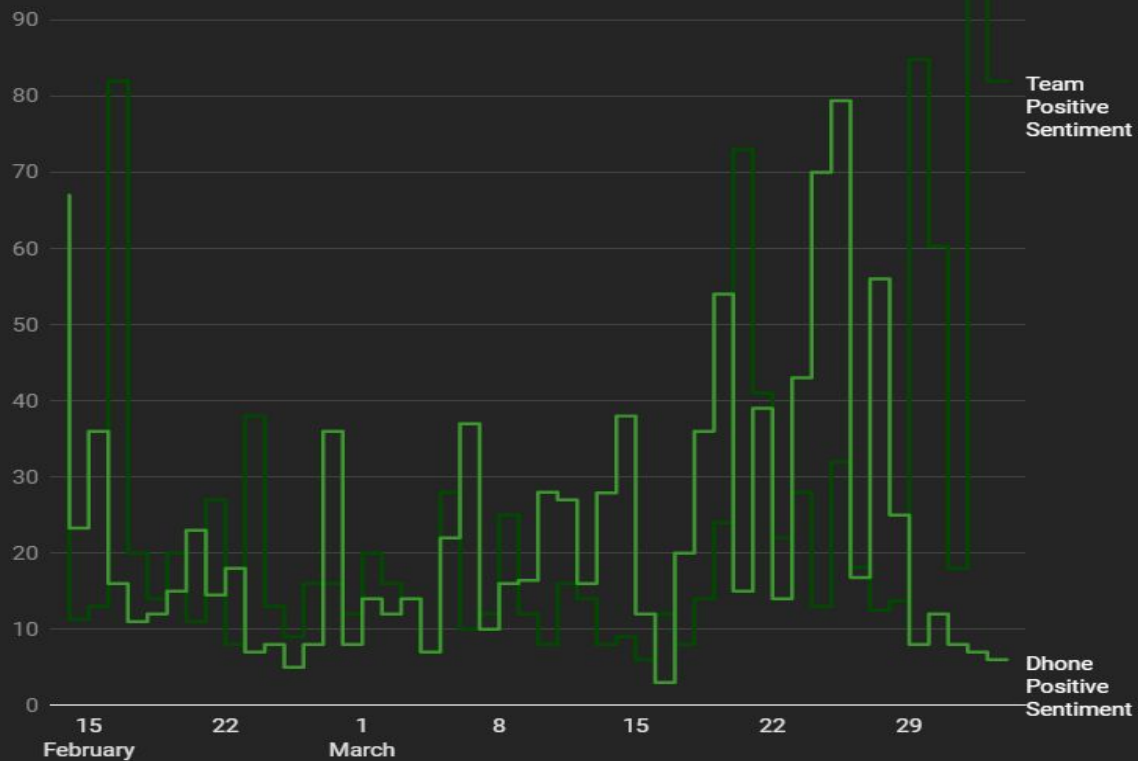
Negative Sentiment in World Cup 2011



Source: Twitter • [Get the data](#) • Created with [Datawrapper](#)



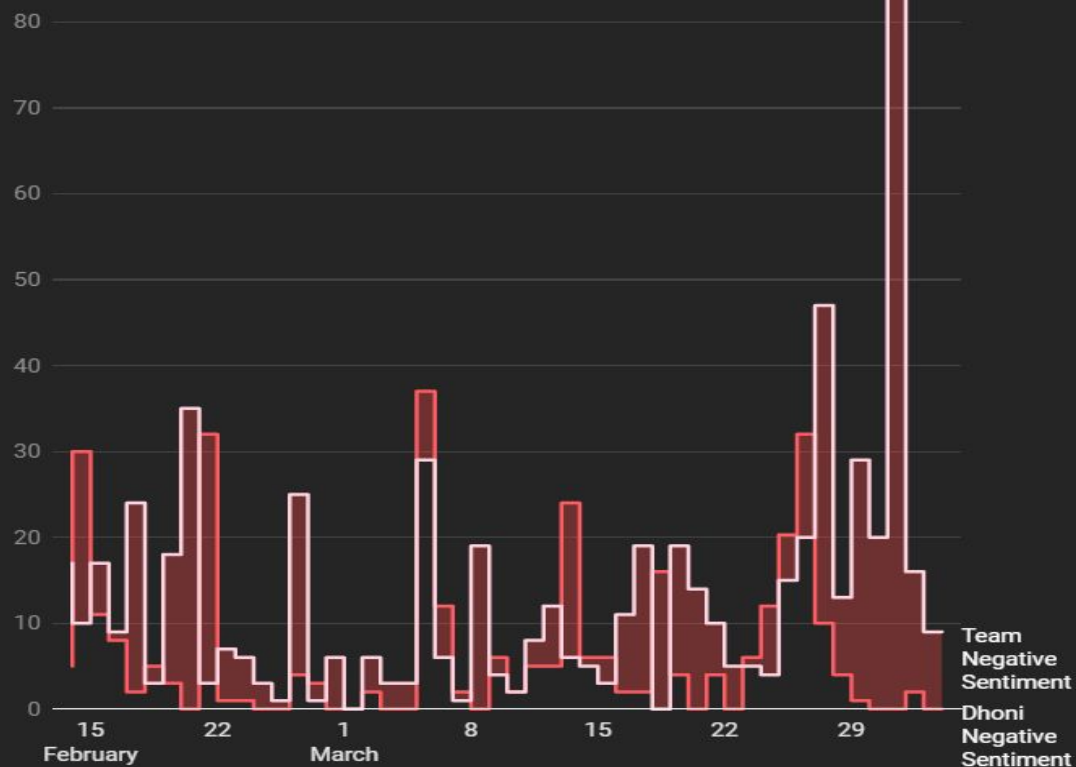
Positive Sentiment in World Cup 2015



Source: Twitter • [Get the data](#) • Created with [Datawrapper](#)



Negative Sentiment in World Cup 2015



Source: Twitter • [Get the data](#) • Created with [Datawrapper](#)



Implications and Way Forward

Policy Makers

Help policymakers to understand these patterns and avoid indulging in decisions succumbing to mass pressure.

Civil Societies

Developing strategies for realistic assessment of leader's contribution and during crisis situations.

Theoretical Contribution

Although our Study does not attempt to make any causal claims, future work can be used to test the theory.

Future Work

- Improved Data using Official Twitter API, algorithm testing (Google API vs NLTK.)
- User Oriented Study -- Analyzing the changes in specific users' behaviours during the course of the World Cups. The behaviour from our data doesn't glean enough insights.
- Harnessing advanced techniques like RDiT, Difference by Difference, Interrupted Time Series etc. in this setting.
- Applying the methodology to analyse leadership in various other sectors like politics, business etc.

References

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