

Development & Validation of the LEAD program and Its Effect of Leadership on Employee Well-Being

EMPOWER Project Lead: Arla Day, PhD
LEAD Principal Researcher: Nikola Hartling, PhD
EMPOWER Partnership Team

Take Home Message

1. Leaders' reactions to the LEAD program were highly positive
2. There were significant overall and weekly increases in transformational leadership behaviours, suggesting that transformational leadership behaviours can be trained. However, there were no multivariate effects with the overall 3 large survey data and wait-list control group. This non-significant finding was due to increases in the wait-list control group prior to going through the training, which may have been due to them being primed before training about the leadership behaviours that were important to develop.
3. LEAD was associated with lower wellbeing for leader, but increased their leadership efficacy and professional efficacy, suggesting that training programs to develop new skills may place a burden on leaders, even while increasing their skills and feelings of accomplishment.

Why was this research done?	How was the research done?
<p>There is limited research on accessible leadership training (via remote learning), using a longitudinal design. Moreover, we need more research on how leadership training affects both leaders and their direct reports.</p> <p>General Research Question:</p> <ol style="list-style-type: none"> 1. Is LEAD an effective way of increasing transformational leadership behaviours and leader self-efficacy? 2. IS LEAD associated with improved wellbeing for both leaders and their direct reports? 3. What are the mechanisms that may help explain how transformational leadership improves individual functioning at work (in terms of motivation and efficacy)? 	<p>STUDY 1: Study 1 involved the development of the LEAD program and survey using classical and modern test theory procedures. Participants = subject matter experts on leadership, scale development, OHS</p> <p>STUDY 2: Participants = leaders from 9 Canadian organizations and a sample of their direct reports.</p> <p>LEAD consisted of 10 phone- and web-based sessions tailored to the individual leader, using expert coaches. A wait-list control design study was used to examine the efficacy of the LEAD program. Regressions, multivariate analyses (with nested design), and latent profiling analyses were conducted using 3 longitudinal surveys for both leaders and their direct reports. Additionally, leaders completed weekly.</p>

What were the findings?	What can be done next?
<p>This research contributed to the theoretical understanding of leadership, employee well-being, and the potential for leadership development as an occupational health intervention. It also provided a means to increase leadership behaviours and leadership efficacy (i.e., confidence in being an effective leader).</p> <p>It provides interesting insight to the potential unintended consequences of leadership development, suggesting that organizations may need to prioritize leader wellbeing during training.</p> <p>Key Findings:</p> <ol style="list-style-type: none"> 1. Leaders were very positive about participating in LEAD. They enjoyed the format and felt that it helped them develop stronger transformational leader behaviours. They found the coaching and the manual and activities very helpful. 2. Leaders experienced significant weekly increases in their transformational leadership behaviours over the first half of the 10 weeks of training, suggesting that future programs may be able to condense the program into a shorter time period to help reduce demands. Caution needs to be taken, however, because the multivariate effects were not significant but in the expected direction (primarily due to increases in the wait-list control group prior to going through the training) 3. Leaders experienced decreased wellbeing over the training period, suggesting that the demands and expectations of the program and organization (to develop more skills and contribute to employee wellness) may have created a burden on some of them. 4. However, they also experienced increased leadership efficacy and professional efficacy, such that LEAD increased their confidence in being able to lead effectively. 	<p>Based on the findings, are there actions that Northwood or similar organizations should implement or take into consideration? What future research is needed?</p> <p>Practical Implications</p> <ol style="list-style-type: none"> 1. In conducting development programs, care needs to be taken to ensure the participants have adequate resources to do the training, and that the goals of the training are supported by upper management as well as by direct reports. 2. Effective leadership behaviours (in terms of transformational behaviours) can be trained. It is important to recognize that how leaders perceive their own abilities may differ from those perceptions of their direct reports. The training process can help align these two perspectives (without it being a situation of one perspective is right and another perspective is wrong). <p>Future Research</p> <ol style="list-style-type: none"> 1. How does the inclusion of self-care into leadership training impact leadership wellbeing? 2. How do we effectively align leader and direct reports perceptions of effective behaviour? 3. To what extent do we need to develop group training (or individual direct report training) to facilitate the leader training. That is, how can direct reports facilitate successful leadership development?