

An Exploration into the Vision and Visioning Activity of Leaders

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To Alyssa & Kosta, my never-ending source of motivation.

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ABSTRACT

The concepts of transformational and charismatic leadership have led to a variety of leadership behaviors and practices that seek to enhance followers' motivation to perform beyond expectations, by changing their values, goals, needs and aspirations at work. One such activity, which has gained momentum and interest in recent years, is the dissemination of a vision. This thesis is an attempt to investigate the nature of the visioning process in organizational leadership through theoretical analysis and empirical investigation.

An analysis of the visioning process yielded two important components: the visioning activity and the visioning product. Based on this analysis and a review of the existing literature, vision was defined as a product with content and the visioning activity a two-stage process involving vision formulation and vision articulation. Building on these definitions, a number of vision content characteristics and visioning behaviors were examined, leading to theoretical propositions and testable hypotheses.

The empirical test of the proposed theoretical framework was carried out in two studies. Study 1 investigated observers' perceptions of leader behaviors, vision content characteristics and related attributions of vision and visionary leadership. This study was conducted using analyses of biographical and autobiographical accounts. Study 2 sought to replicate the investigation with direct observations from followers of "real-life" organizational leaders.

The empirical test substantiated the importance of distinguishing between the various content characteristics of visions as they relate to attributions of vision and visionary leadership on the part of observers/followers. The empirical results also support the importance of distinguishing between the various components of the visioning activity of leaders as they relate to attributions of vision and visionary leadership on the part of observers/followers. Finally, the results suggest distinct relationships between the attributions of vision/visionary leadership and various effects of the visioning process on followers.

In light of these results, suggestions for future research and implications for leadership practice are discussed.

RÉSUMÉ

Les concepts de leadership transformationnel et charismatique ont engendré une variété de comportements et de pratiques de leadership cherchant à accroître la motivation des employés en altérant leurs valeurs, leurs objectifs, leurs besoins et leurs aspirations au travail. Une des pratiques très en vogue au cours des dernières années consiste en la dissémination d'une vision. Cette thèse cherche à étudier la nature du processus de visionnement des leaders organisationnels, par le biais d'une analyse théorique et d'une recherche empirique.

L'analyse du processus de visionnement a soulevé deux composantes importantes: l'activité de visionnement et le produit de cette activité. Tenant compte de ce cadre d'analyse et de la littérature existante dans le domaine, le concept de vision fut défini comme un produit avec contenu et l'activité de visionnement, comme un processus à deux étapes: la formulation et l'articulation d'une vision. À partir de ces définitions, un certain nombre de caractéristiques relatives au contenu de la vision et de comportements de visionnement furent examinés, aboutissant à des propositions théoriques et hypothèses de recherche.

Le test empirique du modèle théorique proposé dans cet ouvrage fut constitué de deux études. La première étude a été réalisée par des observateurs analysant des récits biographiques et autobiographiques. Elle examina les perceptions relatives aux comportements de leaders organisationnels, aux caractéristiques du contenu de la vision de ces derniers ainsi qu'aux attributions de vision et de leadership visionnaire.

La seconde étude fut une reproduction de la première enquête, en utilisant cette fois les observations directes de subordonnés de leaders organisationnels.

Les études empiriques ont démontré l'importance d'établir une distinction entre les différentes caractéristiques du contenu d'une vision dans le but de comprendre la relation entre celles-ci, et les attributions de vision et de leadership visionnaire faites par des observateurs/subordonnés. Elles soutiennent également la nécessité de différencier les composantes comportementales de l'activité de visionnement afin de comprendre leur influence sur les attributions de vision et de leadership visionnaire faites par des observateurs/subordonnés. Enfin, les résultats semblent suggérer certains liens distincts entre les attributions de vision et de qualité visionnaire faites par des observateurs/subordonnés et les effets du processus de visionnement sur les subordonnés. Les résultats obtenus, à la suite de ces études, laissent entrevoir plusieurs avenues futures de recherche et précisent certaines implications pour la pratique de leadership en entreprise.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	I
ABSTRACT.....	II
RÉSUMÉ	IV
TABLE OF CONTENTS.....	VI
LIST OF TABLES.....	XII
LIST OF FIGURES	XVI
CHAPTER 1:	1
INTRODUCTION.....	1
<i>Research Questions.....</i>	<i>3</i>
<i>The Thesis.....</i>	<i>5</i>
CHAPTER 2.....	6
VISION AND THE VISIONING ACTIVITY: A BRIEF REVIEW OF THE LITERATURE.....	6
<i>The Place of Vision in Leadership.....</i>	<i>6</i>
<i>Leadership Vision Defined.....</i>	<i>11</i>
Leadership Visions as Future Oriented Images.....	14
Leadership Visions as Creative Products.....	15
The Focus of Leadership Visions.....	16
<i>The Visioning Activity.....</i>	<i>18</i>

Vision Formulation.....	18
Vision Articulation	23
<i>The Visioning Activity, its Emergence and Consequences</i>	30
Leader Predisposition	30
The Influence of Context	34
Visioning Behaviors and Their Effects.....	38
CHAPTER 3.....	42
A MODEL OF THE VISIONING PROCESS OF ORGANIZATIONAL LEADERS AND SOME TESTABLE HYPOTHESES	42
<i>The Content of Leadership Visions.</i>	44
<i>The Behaviors Exhibited by Leaders in the Visioning Activity</i>	45
Vision Formulation.....	46
Vision Articulation	49
<i>Effects on Followers</i>	52
<i>Integrative Model</i>	54
CHAPTER 4.....	56
METHOD	56
<i>Research Subjects: The leaders.</i>	56
<i>Modes of Inquiry</i>	56
Study 1: The Use of Leader Biographies and Observer Ratings	57
Study 2: The Use of “Real Life” Subjects and Follower Ratings.	61
<i>The Research Questionnaire</i>	62
Part I: Vision Formulation and Articulation Measures.....	63

Part II: Attributions of Vision, Attributions of Visionary Leadership, Vision Content Characteristics and Effects Measures	65
Part III Biographical Data.....	67
<i>Procedure</i>	67
<i>Data Analysis</i>	70
CHAPTER 5	71
PSYCHOMETRIC PROPERTIES OF THE MEASURES	71
<i>The Measurement of Vision Formulation and Vision Articulation</i>	71
Vision Formulation and Vision Articulation Scales Item Analysis	71
Construct Validity of all 8 Visioning Scales	88
Test for Order Effect.....	89
<i>The Measurement of Effects on Followers</i>	90
Measures of Vision Related Effects on Followers	90
Measures of Leader Related Effects on Followers	90
CHAPTER 6	92
RESULTS	92
<i>Relating Perceived Vision Content Characteristics to Attributions of Vision and Visionary Leadership</i>	92
Relating the Magnitude of Change Advocated in the Vision to Attributions of Vision and Visionary Leadership	96
Relating the Time Span of the Vision to Attributions of Vision and Visionary Leadership.....	97

Relating Creative Quality of the Vision to Attributions of Vision and Visionary Leadership.....	99
Relating the Focus of the Vision to Attributions of Vision and Visionary Leadership.....	99
<i>Relating Visioning Formulation Behaviors and Attributions of Vision and Visionary Leadership.....</i>	<i>100</i>
Relating Environmental Scanning and Network Building to Attributions of Vision and Visionary Leadership.....	104
Relating Evaluation of the Existing Organizational Situation to Attributions of Vision and Visionary Leadership.....	107
Relating Synthesizing and weeding out information to Attributions of Vision and Visionary Leadership.....	108
Relating Conceptualization of the Vision to Attributions of Vision and Visionary Leadership.....	109
Relating Adapting the Vision to Meet Organizational Requirements to Attributions of Vision and Visionary Leadership.....	110
<i>Relating Vision Articulation Behaviors and Attributions of Vision and Visionary Leadership.....</i>	<i>111</i>
Relating Articulation of the Vision for Mission Clarification and Attributions of Vision and Visionary Leadership.....	113
Relating Articulation of the Vision for Follower Appeal and Attributions of Vision and Visionary Leadership.....	113
Relating Non-Verbal Articulation of the Vision and Attributions of Vision and Visionary Leadership.....	114

<i>Study of Effects</i>	115
Relating Attributions of Vision and Visionary Leadership and Leader Related Effects	115
Relating Attributions of Vision and Visionary Leadership and Vision Related Effects	119
Relating Vision Content Characteristics and Vision Related Effects.....	123
<i>Summary of Findings</i>	131
Hypotheses Testing.....	131
Study of Effects.....	136
CHAPTER 7	139
RESEARCH OBJECTIVES IN RETROSPECT	139
<i>Discussion of Findings</i>	139
The Content of Visions.....	139
The Visioning Activity	144
Effects on Followers.....	151
<i>Summary of Contributions</i>	157
The Visioning Activity, The Visioning Product and the Attributions of Vision and Visionary Leadership.....	160
The Effects of the Attributions of Vision, the Attributions of Visionary Leadership and Vision Content on Followers	160
Conceptual Refinement.....	160
The Multi-dimensionality of the Visioning Activity	160
The Measurement of the Visioning Activity of Organizational Leaders.....	162

CHAPTER 8	163
CONCLUSION	163
<i>Limitations</i>	<i>163</i>
<i>Directions for Future Research</i>	<i>166</i>
<i>Implications for Leadership Practice</i>	<i>167</i>
REFERENCES	170
APPENDIX I: LIST OF LEADER AUTOBIOGRAPHIES AND BIOGRAPHIES USED IN STUDY 1	183
APPENDIX II: RESEARCH QUESTIONNAIRE USED FOR GROUP 1 IN STUDY 1 AND FOR STUDY 2	185
APPENDIX III: RESEARCH QUESTIONNAIRE USED IN STUDY 1 FOR GROUP 2	196
APPENDIX IV: ANALYSIS OF VARIANCE TABLES USED TO TEST FOR ORDER EFFECT	207
APPENDIX V: ETHICS CERTIFICATE	214

LIST OF TABLES

Table 1: List of Business Leaders Studied in Study 1	58
Table 2: Number of Raters for Each Subject Business Leader in Groups 1 and 2.....	69
Table 3: Environmental Scanning and Network Building Scale Items.....	72
Table 4: Means, Standard Deviations, Item-total Correlations and Intercorrelations of items in Scale 1: Environmental Scanning and Network Building	73
Table 5: Factor Loadings of Environmental Scanning Scale Items	74
Table 6: Evaluation of the Existing Situation Scale Items.....	75
Table 7: Means, Standard Deviations, Item-total Correlations and Intercorrelations of items in Scale 2: Evaluation of the Existing Organizational Situation.....	75
Table 8: Factor Loadings of the Evaluation of the Existing Organizational Situation Scale Items	76
Table 9: Synthesizing and Weeding Out Information Scale Items	77
Table 10: Means, Standard Deviations, Item-total Correlations and Intercorrelations of items in Scale 3: Synthesising and Weeding Out Information.....	77
Table 11: Factor Loadings of the Synthesizing and Weeding Out Information Scale Items ..	78
Table 12: Conceptualization of the Vision Scale Items.....	79
Table 13 : Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 4: Conceptualization of the Vision	79
Table 14: Factor Loadings of Conceptualization of the vision Scale Items	80
Table 15: Adaptation of the Vision to Meet Organizational Requirements Scale Items.....	80
Table 16: Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 5: Adaptation of the Vision to Meet Organizational Requirements	81

Table 17: Factor Loadings of Adaptation of the Vision to Meet Organizational Requirements Scale Items.....	81
Table 18: Articulation of the Vision for Mission Clarification Scale Items	82
Table 19: Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 6: Articulation of the Vision for Mission Clarification.....	83
Table 20: Factor Loadings of Articulation for Mission Clarification Scale Items.....	83
Table 21: Articulation of the Vision for Follower Appeal Scale Items	84
Table 22: Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 7: Articulation of the Vision for Follower Appeal.....	84
Table 23: Factor Loadings of Articulation for Follower Appeal Scale Items.....	85
Table 24: Non-Verbal Articulation of the Vision Scale Items.....	86
Table 25: Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 8: Non-Verbal Articulation of the Vision.....	86
Table 26: Factor Loadings of Non-Verbal Articulation of the Vision Scale Items.....	87
Table 27: Means, Standard Deviations & Reliabilities of Scales Used	87
Table 28 : Eta Values of the Visioning Scales for Group 1, Group 2 and Total Sample	89
Table 29: Means, Standard Deviations, and Intercorrelations of Vision Related Effects Measures.....	90
Table 30: Means, Standard Deviations, and Intercorrelations of Leader and Follower Related Effects Measures.....	91
Table 31: Correlations Between Vision Content Characteristics, Attributions of Vision and Attributions of Visionary Leadership in Study 1.....	94
Table 32: Correlations Between Vision Content Characteristics, Attributions of Vision and Attributions of Visionary Leadership in Study 2.....	95

Table 33: Multiple Regression: Vision Content Characteristics on Attributions of Vision and Visionary Leadership in Study 1.....	97
Table 34: Multiple Regression: Vision Content Characteristics on Attributions of Vision and Visionary Leadership in Study 2.....	98
Table 35: Correlations Between Attributions of Vision, Attributions of Visionary leadership and the Leader's Visioning Behaviors in Study 1	102
Table 36: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and the Leader's Visioning Behaviors in Study 2	103
Table 37: Multiple Regression: Leader's Vision Formulation Behaviors on Attributions of Vision and Visionary Leadership in Study 1.....	105
Table 38: Multiple Regression: Leader's Vision formulation Behaviors on Attributions of Vision and Visionary Leadership in Study 2.....	106
Table 39: Multiple Regression: Leader's Vision Articulation Behaviors on Attributions of Vision and Visionary Leadership in Study 1	112
Table 40: Multiple Regression: Leader's Vision Articulation Behaviors on Attributions of Vision and Visionary Leadership in Study 2.....	112
Table 41: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and Leader Related Effects in Study 1	116
Table 42: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and Leader Related Effects in Study 2.....	117
Table 43: Multiple Regression: Attributions of Vision and Visionary Leadership on Leader Related Effects on Followers in Study 1 and Study 2	118
Table 44: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and Vision Related Effects on Followers in Study 1	119

Table 45: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and Vision Related effects on Followers in Study 2	120
Table 46: Multiple Regression: Attributions of Vision and Visionary Leadership on Vision Related Effects on Followers in Study 1 and Study 2	122
Table 47: Correlations Between Vision Content Characteristics and Vision Related Effects on Followers in Study 1	123
Table 48: Correlations Between Vision Content Characteristics and Vision Related Effects on Followers in Study 2	125
Table 49: Multiple Regression: Vision Content Characteristics on Vision's Perceived Influence on Followers in Study 1 and Study 2	126
Table 50: Multiple Regression: Vision Content Characteristics on Perceived Vision Acceptance in Study 1 and Study 2	127
Table 51: Multiple Regression: Vision Content Characteristics on Perceived Follower Commitment to the Vision in Study 1 and Study 2	128
Table 52: Multiple Regression: Vision Content Characteristics on Perceived Vision Success in Study 1 and Study 2	129
Table 53: Summary of Findings Regarding Hypotheses Testing in Study 1 and Study 2	135
Table 54: Summary of Findings Regarding the Relationship Between Attributions of Vision, Attributions of Visionary Leadership and Effects on Followers in Study 1 and Study 2	137
Table 55: Summary of Findings Regarding the Relationship Between Vision Content Characteristics and Vision Related Effects on Followers in Study 1 and Study 2	138

LIST OF FIGURES

Figure 1: Model of the Visioning Process in Organizational Leadership	43
Figure 2: Relating Perceived Content Characteristics of Vision to Follower/Observer	
Attributions of Vision and Visionary Leadership.....	45
Figure 3: Relating Perceived Vision Formulation Behaviors to Follower/Observer	
Attributions of Vision and Visionary Leadership.....	48
Figure 4: Relating Perceived Vision Articulation Behaviors to Follower/Observer	
Attributions of Vision and Visionary Leadership.....	51
Figure 5: Exploring the Relationships Between Followers’/Observers’ Attributions and	
Effects on Followers, as well as Vision Content Characteristics and Vision Related	
Effects on Followers	53
Figure 6: Model of the Visioning Process in Organizational Leadership and Related	
Hypotheses	55

CHAPTER 1

Introduction

In years to come, businesses will undoubtedly continue to face a wide range of crises, opportunities and challenges. As organizational responses to environmental challenges are largely reflected in the type of leadership practiced by corporate executives (Hambrick & Mason, 1984), many now recognize that potential success is profoundly influenced by the extent to which executives lead their organization with vision and strategic insight (Ambrose, 1995; Drucker, 1989; Kanter, 1989; Peters, 1988, 1992; Sternberg & Lubart, 1996; Tapscott & Caston, 1993). As such, Sternberg & Lubart (1996) suggest that the selection criteria for many CEOs have changed from pleasant personalities, learning and memory skills to the more important dimensions of possessing a creative vision and a real sense of how to lead organizations for future success.

Despite the fact that practitioners and academics agree that one deciding factor in corporate success will increasingly be this visionary guidance of leaders, the literature with regards to vision and the visioning activity is limited. Although a number of writers have worked to describe the essential features of a successful organizational vision (Bennis & Nanus, 1985; Kotter, 1996; Kouzes & Posner, 1995; Nanus, 1992; Tichy & Devanna, 1986), the state of research and theory development in the field shows that researchers have yet to agree on a definition of vision. While some authors have suggested that vision is a form of leadership (Hunt, 1991; Sashkin,

1988), others have viewed it as one of the critical tasks top organizational leaders perform (Pearson, 1989; Phillips & Hunt, 1992), a demonstration of leadership competencies (Sashkin, 1992) and a pattern of organizational values that underlies a unique visionary pattern for an organization's future (Greenwood & Hinings, 1988, 1993; Kouzes & Posner, 1987).

At the same time, while this new model of executive leadership places great importance on the leader's ability to formulate a vision for their organization, few leadership scholars have focused on these aspects of leader role activities and behaviors. This is due, in part, to researchers having mostly employed research strategies involving small groups and supervisory behaviors rather than organizations and leadership behaviors (Mintzberg, 1973, 1982; Sashkin, 1988; Yukl, 1981; Zaleznik, 1977). Theory development in the field has also been impeded by a lingering debate over the nature of the visioning process itself. Some scholars have associated visioning with theatrical drama (e.g. Westley & Mintzberg, 1989), others have elaborated a step-by-step behavioral process (e.g. Sashkin, 1989), while others still argue that visioning is a creative activity which, as such, remains elusive (e.g. Kouzes and Posner, 1987; Tichy and Devanna, 1986). It seems that the mystical aspects that have historically inhibited much research on "creativity" are now plaguing the organizational sciences and preventing much needed investigation into visionary leadership.

The research conducted in this thesis is an empirical investigation into the vision content characteristics and visioning activities of organizational leaders. It is

concerned with testing a model of the visioning process of organizational leaders. It is worth keeping in mind that leadership vision, as an object of scholarly research, is relatively new. There is no universally accepted approach to the study of vision. Given this perspective, this research can be considered an exploratory attempt to understand the visioning process as it relates to observers'/followers' attributions of vision and visionary leadership to a leader.

Research Questions

Building on a review and critique of transformational and charismatic leadership models and research, this thesis attempts to fill a gap in leadership theory by proposing and testing a preliminary model of the visioning process of leaders. An attempt is made to describe the essential and distinguishable characteristics of leadership visions, as well as behavioral components of the visioning activity of organizational leaders. An empirical investigation is designed around two research questions.

First, the investigation addresses the question of the content of leadership visions. Dealing with people who are perceived as having vision and as visionary leaders, the present thesis takes a closer look at the content of the visions offered by these leaders. It is assumed that visions as conceptualizations regarding the prospective state of organizations can vary widely with regards to their content. While many aspects of vision content may be the object of variation, this thesis takes a look at the variations in terms of magnitude of change aspired to, the time horizon targeted, the level of creativity, and the focus of the leaders' visions. Specifically,

this study seeks to determine whether these variations of content features are related to attributions of vision and visionary leadership.

Second, the study investigates the behaviors exhibited by leaders in their visioning activity. It replaces the vague and mystical notion of visioning often used in past leadership studies and investigates the process that leads to the creation and dissemination of a vision. The model developed and investigated suggests that the visioning activity of leaders can be conceptualized as a creative behavioral process determined primarily by the leader's orientation toward information. As it is the task of a leader to identify the demands of the environment through environmental scanning, and then provide direction and support to organizational members (Kanungo, 1998), visioning is presented here as a two-stage process involving vision formulation and vision articulation. It is proposed that during vision formulation efforts leaders carefully examine the state of their organization specifically in terms of environmental opportunities and constraints and generate a set of response possibilities which are assessed and evaluated in view of the factual knowledge they have regarding the organization's internal environment. Vision articulation, on the other hand, is presented as a stage in which leaders enhance the saliency of the vision in their followers' minds by clearly articulating the inadequacy of the present situation and emphasizing the superiority of the vision in view of the present state of affairs. Leaders also articulate the vision in behavioral terms by becoming role models, developing consistent policies and programs, and creating opportunities for followers to share in the vision. The research seeks to determine to what extent those who are

perceived as exhibiting these behaviors are also the persons to whom vision and visionary leadership are attributed.

Related to the problem of defining the "visioning" construct is the problem of developing a conceptual framework in which the phenomenon is related to its antecedent conditions and outcomes. There is a need for identifying various causal variables, dispositional and contextual, that influence the development and emergence of visioning in leaders' behavior. Likewise, there is a need for determining the effects of visionary leadership on follower behavior and perception. As such, this thesis seeks to explore the relationships between vision characteristics such as content and activities, attributions of vision and visionary leadership and various effects measures of the visioning process.

The Thesis

This thesis is organized in the following manner. In the next chapter, the literature on vision and the visioning process in leadership is reviewed. Chapter 3 presents a model of the visioning process in organizational leadership, its product and activities along with a set of hypotheses. Chapter 4 offers a complete description of the research methodology used. In Chapter 5, the psychometric properties of the measures used in the study are presented. Chapter 6 presents the results of the research and hypotheses testing. These findings and their contributions to the understanding of visioning in leadership are discussed in Chapter 7. In conclusion, the limitations of the present research, as well as its implications for future research and leadership practice are examined in Chapter 8.

CHAPTER 2

Vision and the Visioning Activity: A Brief Review of the Literature

Historically, leadership has been studied extensively in the field of psychology starting with Lewin's classical work (1939). The review of the literature on the subject leads to two main research themes: 1) the study of leadership content, which looks at the leadership role behaviors undertaken by leaders, and 2) the study of leadership as an influence process, which looks mainly at the influential effects leaders have on followers. The following section takes a closer look at these two themes and places vision and the visioning activity within this leadership context. Having done so, the concepts of vision and visioning activity are further explored.

The Place of Vision in Leadership

Born out of a concern for understanding the leadership construct, the study of leadership content led researchers to focus on leader role behaviors in groups and organizational contexts. Some of this research focused on the leader's behaviors in making and implementing decisions in group contexts (Coch and French, 1948; Lewin, Lippitt and White, 1939; Likert, 1961; McGregor, 1960; Tannenbaum & Schmidt, 1958; Vroom & Yetton, 1973; Vroom & Jago, 1988). Other researchers sought to identify the leadership role behaviors necessary to attain group objectives as well as maintain group cohesion (Bales & Slater, 1955; Cartwright & Zander, 1968; Fleishmann, Harris and Burt, 1955; Halpin & Wimer, 1952; Yukl, 1994). Three

main leadership roles were distinguished: the decision-making role, the task role and the social role.

While these behavioral descriptions of leaders made considerable contribution to the advancement of leadership research, they were largely criticized for their insufficient explanation of the influential process behind leadership, particularly that which brings about significant changes in the organization and its members (Bass, 1990; Conger & Kanungo, 1988). As a result, a major paradigm shift took place, focusing leadership research on the study of the visionary role of leaders. This shift in paradigm is evidenced by the recent re-emergence of interest in the charismatic leadership phenomenon (Bass & Avolio, 1993; Chemers & Ayman, 1993; Conger, 1989; Conger & Kanungo, 1987, 1988, 1992, 1994; House, 1995; Hollander & Offerman, 1990; Kanungo & Mendonça, 1996; Thomas & Velthouse, 1990), follower attributions of charisma and the empowerment process that follows (Conger & Kanungo, 1988; Hollander & Offerman, 1990; Thomas & Velthouse, 1990).

Max Weber ((1924) 1947) is the standard reference point for writers and scholars on the subject of charisma. According to Weber, charismatic authority derives its legitimacy not from rules, positions, or traditions but rather from a faith in the leader's exemplary character. Under the charismatic leadership model, charisma is an attribution made by followers. While Weber ((1924) 1947) suggested that this attribution is based on the perception that the individual possesses supernatural or at least exceptional powers and qualities not accessible to commoners, current models of

charismatic leadership focus this attribution on more observable dimensions, which give vision a central role.

The attribution of charisma is believed to rest on certain distinguishable behavioral attributes of leaders who engage in the process of moving organizational members from an existing present state toward some future state (Conger & Kanungo, 1998). The Conger & Kanungo (1988) model of charismatic leadership argues that leaders engage in this process by 1) the evaluation of status quo; 2) the formulation and articulation of an inspirational vision and 3) the demonstration of the means to achieve the vision. Conger (1989) later adapted the model to include four stages: 1) the sensing of opportunities and formulation of a vision; 2) the articulation of the vision; 3) building trust in the vision and 4) achieving the vision.

While the preceding approach focuses on the leadership role as a way of understanding the leadership phenomenon, another approach focuses on the social influence process. This approach attempts to explain the linkage between the role behaviors just presented and follower response. Two different theoretical approaches have been used to explore the psychological mechanisms that lead to changes in followers (Burns, 1978). On one hand, leadership influence has been explained from a social exchange perspective, which argues that leaders ensure compliance and reinforce behaviors through transactional means (e.g.: Blau, 1974; Cartwright, 1965; Hollander, 1979; Podsakoff, Todor & Skov, 1982; Sims, 1977). On the other hand, leadership influence has been approached from a motivational perspective in which follower compliance is ensured through transformational means. This form of

leadership seeks to bring about the effective transformation of followers' values, goals, needs, aspirations, and as a result, strengthen their motivation to perform beyond expectations (Bass, 1985; Burns, 1978; Conger & Kanungo, 1988; House, et al., 1988).

The concept of vision is found at the core of transformational leadership theory. Bass' (1985, 1990) transformational leadership model is developed around the articulation of a vision that inspires followers and the leader's display of behaviors that build intense loyalty, trust, and empowerment (Bryman, 1992). Followers' mobilization under transformational leadership is the result of two important factors: their internalization of the leader's vision (Kelman, 1958) and the increase in their self-efficacy belief through the leader's empowering behaviors (Conger & Kanungo, 1988; Menon, 1995; Thomas & Velthouse, 1990). Examining executives and managers involved in transforming their organizations Bennis & Nanus (1985) concluded that by focusing attention on a vision, organizational leaders operate on the emotional resources of the organization, namely its values, commitment and goals.

Whether leadership is viewed as a set of behavioral attributes as in charismatic leadership models, or as an influence process as in transformational/transactional leadership models, scholars in the field basically share similar beliefs about the role of vision in providing direction and meaning and the communication of high expectations as a central activity of leaders. Besides the overlap of specific behavior components, there is also an overlap with respect to the nature of the leadership

influence process across the models. Charismatic as well as transformational leadership models suggest that these leaders use empowerment strategies in order to change followers' attitudes, beliefs, and values rather than simply induce compliant behaviors in them. Again, there is a general agreement that charismatic and transformational forms of leadership lead to attitude changes among followers characterized by identification with the leader and internalization of values embedded in the leader's vision and ideology.

The charismatic and transformational models of leadership have now formed a stable paradigm for the field in that there is fairly universal agreement concerning the importance of the behavioral dimensions they propose. However, while the overarching element in the two perspectives is the mobilization of followers through vision formulation and articulation, we have barely scratched the surface of the complex processes behind a leader's vision. To understand vision and visionary leadership, as far as observers and followers are concerned, we must turn our attention to the basic components of the visionary process: a) its product: the vision and b) its activities: the leader's visioning behaviors. The following sections provide an overview of the principal streams of research that have emerged in the past decades with regard to vision and the visioning activity, and identify the areas where our knowledge still remains shallow.

Leadership Vision Defined

The idea of Disneyland is a simple one. It will be a place for people to find happiness and knowledge. It will be a place for parents and children to spend pleasant times in one another's company: a place for teachers and pupils to discover greater ways of understanding and educating. Here the older generation can recapture the nostalgia of days gone by, and the younger generation can savor the challenge of the future. Here will be the wonders of Nature and Man for all to see and understand. Disneyland will be based upon and dedicated to the ideals, the dreams and hard facts that have created America. And it will be uniquely equipped to dramatize these dreams and facts and send them forth as a source of courage and inspiration to all the world. Disneyland will be something of a fair, an exhibition, a playground, a community center, a museum of living facts, a showplace of beauty and magic. It will be filled with the accomplishments, the joys and hopes of the world we live in. And it will remind us and show us how to make those wonders part of our own lives. (Thomas, 1976, p.246)

For the past several years, there has been growing interest in understanding the concept of organizational vision in various fields of organizational research such as leadership, strategy implementation, and change (Conger & Kanungo, 1988, 1998; Doz & Prahalad, 1987; Hunt, 1991: 199-203; Kotter, 1990; Robbins & Duncan, 1988; Sashkin, 1988). Despite this initial research, vision continues to be a technically poorly defined construct, encompassing many different meanings and descriptions (Child, 1987; Kriger, 1990). Visions have, for example, been defined as a form of leadership (Hunt, 1991; Sashkin, 1988); a critical task of CEOs (Pearson, 1989; Phillips & Hunt, 1992); a leadership competency (Sashkin, 1992) and a pattern of organizational values (Greenwood & Hinings, 1988, 1993; Hinings & Greenwood, 1988; Kouzes & Posner, 1987). As a result, what is considered a vision is still an area of debate (Bryman, 1992).

In general, the definitions of vision in the leadership literature appear, for the most part, flawed in that they include aspects of content, efficiency, and success. In the present study, *vision is defined as a conceptualization concerning the direction of the organization, and its business.* This definition does not imply any potential of success or efficiency. In turn, *visionary leadership is defined as a leadership process involving the development and dissemination of a vision as its central components.* A *visionary leader is therefore understood to be an individual who develops and disseminates a vision as the central components of his leadership influence process.* Operationally, the presence of vision and visionary leadership is asserted by the recognition on the part of observers that the leader has a vision and is a visionary leader.

The Content of Leadership Visions

The confusion and debate over the nature of leadership visions are in part due to the fact that researchers have, with a few exceptions, largely ignored the actual content of these visions (Conger, 1992; Sashkin, 1988; Westley & Mintzberg, 1989). To date, only one large-scale empirical research has attempted to fill this gap in vision research by seeking to characterize the content of vision. In a recent study, Larwood et al., (1995) asked corporate chief executives to write a brief, one-sentence statement of their organizational vision. The CEOs were then asked to analyze their vision with regards to a list of items illustrating the broad range of thinking among researchers as to what constitutes vision. For example, items include "strategic" and "well-communicated" (Conger, 1989); "long-term" and "focused" (Jacobs & Jaques,

1990; Kouzes & Posner, 1987), "inspirational; widely accepted and integrated with the visions of others" (Sashkin, 1988; Sims & Lorenzi, 1992) and "understood and direct effort" (Nanus, 1992). Among items receiving the most affirmative responses were action-oriented, responsive to competition, long-term and purposeful.

While the authors have provided preliminary evidence to the fact that certain aspects of vision may be universally important (such as action-oriented) and others not (such as risky), several issues render generalization of the results somewhat premature. The fact that the results are entirely based on self-assessments begs the question whether vision statements were in fact formulated or articulated by those leaders, or were simply a response on their part to being asked whether they had a vision or not. Such self-assessments would appear prone to very high social desirability effects. In fact, no attempts were made in this particular research to investigate whether the leaders were viewed as visionary leaders. In this sense, the authors have adopted a different definitional approach to vision than that argued in the visionary leadership literature, suggesting that vision is what those who say they have a vision think it is. The leadership literature however appears suggests that to simply possess a vision is insufficient to determining whether a leader is visionary. Several investigators have posited that one of the hallmarks of vision is the fact that it is shared by organizational members (House, 1995; Kouzes & Posner, 1987; Sims & Lorenzi, 1992; Westley & Mintzberg, 1989). When organizational members share a leader's vision, they tend to consider the leader as visionary. This suggests that visionary leadership is an attribution made by followers on the basis of a felt

influence of a leader around an espoused vision. Nevertheless, in light of the fact that research on the visioning process of leaders is limited this research, and many like it, is still useful as a basis for further model and theory development.

Leadership Visions as Future Oriented Images.

The term vision was rarely used in the organizational leadership literature until the 1980s, when the term made its appearance in the charismatic and transformational models of leadership. These models propose that leaders articulate forward-looking goals or visions, for their followers. In a recent review of the limited literature on vision and visionary leadership, Nutt & Backoff (1997) concluded that vision was generally interpreted to be "a mental model of an idealistic future or future perfect state "(p.312). While many definitions of vision exist, most of them agree that visions reflect creative future images or states.

Kotter (1990) asserted that leadership visions generally extend 3 to 20 years into the future, suggesting a wide range of time frames reflected in the vision. Executives in the Larwood et al., (1995) research stated that their visions extended over five years, with a range of 6 months to more than 20 years, supporting the prediction of Kotter (1990). It is not known however, how this notion of future orientation relates to the attribution of visionary leadership to a leader. It would seem logical to believe that the longer the time span of the future orientation, the more likely that visionary leadership will be attributed to a leader. Still, no research has sought to establish such a link between vision content and visionary leadership attribution.

Leadership Visions as Creative Products.

The literature on transformational and charismatic leadership suggests that leadership visions are creative products (Conger & Kanungo, 1988, 1998; Nanus, 1992). Product views of creativity define creative performance to be a product, idea, or solution that is both novel and appropriate (Amabile, 1996; Barron, 1963; Jackson & Messick, 1965; Stein, 1974; Sternberg & Lubart, 1996). Applying these two characteristics to leadership visions entails a focus on follower perceptions.

Oldham & Cummings (1990) have qualified the concept of novel idea by suggesting that it can involve either a significant recombination of existing materials or an introduction of completely new materials. So, a vision that consists of a constructive reaffirmation of the existing organizational situation could still be considered to be creative but low on novelty. On the other hand, a highly novel vision would be seen as highly original and elicit surprise in the observer because it is more than the logical next step even to the point of being revolutionary. This issue is somewhat different from the previously mentioned characterization of leadership visions as future oriented organizational goals. The vision itself, as suggested by the definition of novelty, can very well be oriented toward the past, suggesting a return to old values, missions and goals; the present: a reaffirmation of the values, missions and goals; or the future: a completely new set of values, missions and goals.

An appropriate product satisfies problem constraints, fulfils a need, is sensible and useful (Barron, 1963). Again there is a range of appropriateness from minimally satisfactory to an extremely good fit of problem constraints (Besemer & Treffinger,

1981). Unless products, ideas, or solutions fit the situational or problem constraints they will not be perceived as a creative idea, but simply an unusual and irrelevant response. Thus, visions must be appropriate to followers' goals, needs, or values in order to elicit aesthetic responses from them (Bruner, 1962; Jackson & Messick, 1965).

In fact, as leadership scholars Bennis & Nanus (1985) explain, "vision articulates a view of a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists" (p.89). Notwithstanding the success-related characteristics involved in Bennis & Nanus' definition, it also suggests that in the context of leadership, the recognition or appreciation on the part of observers of the appropriateness of the leader's vision establishes the presence of leadership vision. That, unless followers perceive a vision as such, it is not a leadership vision, but rather simply a novel idea.

The Focus of Leadership Visions

Representations of leadership visions have been very inclusive as to what constitutes a vision. On one hand, visions have been believed to refer to idealized organizational values (House & Shamir, 1993; Kouzes & Posner, 1987), such as exemplified by Mary Kay's admirable mission to "help women develop into the beautiful women that God intended them to be" (Conger, 1989). On the other hand, visions have also been described as being articulated around strategic goals (Tichy & Sherman, 1993), such as the vision presented by Jack Welch of GE which sought to achieve: market leadership, above average return on investments, competitive

advantage and a focus on distinctive capabilities. Scholars also attributed vision to leaders who articulated more operationally projected mental image of the products, services and organization that a business leader wants to achieve (Bennis & Nanus, 1985). For example, Branson's vision for his enterprise provides an operating philosophy of organic growth rather than growth through acquisition (Kets de Vries & Dick, 1995) could be considered tactical. Similarly, Sackley & Ibarra (1995) propose that Beers' vision of the Advertising firm Ogilvy & Mather was articulated around the simple tactical goal of "building clients' brands".

While the preceding discussion sheds some light on the content of leadership vision as involving a certain magnitude of change, a specific time orientation, creative qualities and a determined focus, it does not provide explicit answers as to the particularities of vision attributions. Of particular interest in this research are two questions that remain unanswered. First, do content characteristics affect attribution of vision and visionary leadership to a leader? Second, are these characteristics related to the vision's effects on followers?

As well, other interesting questions remain. How do leaders go about formulating such visions for their organization? How do they persuade followers of the validity of their vision and elicit their commitment to this vision? These are some of the questions that will be addressed in the following section, which describes the principal streams of theoretical and research developments with regards to the visioning activity of organizational leaders.

The Visioning Activity

As we have just discussed, a leadership vision implies that a novel and appropriate idea has been created and that this idea has been recognized as such by followers or observers, as to elicit follower internalization of the vision (Bennis, 1984; Conger & Kanungo, 1988, Conger, 1989, Sashkin, 1988). This suggests that visioning is a dual stage process involving the formulation of the vision on one hand, and its articulation on the other. Vision formulation is defined here to be a creative process, by which a leader collects and synthesizes diverse information, and conceptualizes a vision for his organization. Vision articulation involves the expression of this vision in terms of its context, its content, and the behaviors that put it into action so as to foster its internalization by followers.

Vision Formulation

As discussed earlier, in their model of charismatic leadership, Conger & Kanungo (1988, 1992, 1994) suggest visioning is first triggered by the leader's assessment of the existing situation, which involves a comprehensive assessment of environmental constraints, resources and follower needs and values. This information, in turn, helps the leader realize the deficiencies in the status quo and recognize unexplored opportunities. The leader, then fully aware of his environment and guided by a sense of purpose grabs hold of opportunities not yet apparent to others.

Environmental scanning and network building. It has long been recognized that one of the most important activities of executives is to monitor the external environment and identify threats and opportunities for the organization

(Ginter & Duncan, 1990; Mintzberg, 1973). What's more, the importance of environmental scanning for successful organizational leadership has been widely corroborated by empirical research (Bourgeois, 1985; Jenster, 1987; Komaki, 1986). However, empirical findings also tend to suggest that executives in formal leadership positions are not necessarily effective at scanning their environment. In fact, many have been found to be strongly influenced by the existing beliefs and assumptions (Miller, 1990). They have also been found to be risk-averse, unwilling to see the potential implications of market changes, blinded by short-term performance pressures (Staw, Sandelands & Dutton, 1981) as well as growth opportunities in their own areas of specialization (Burgelman, 1991).

Nevertheless, research on transformational leadership provides considerable insight into how leaders can go about effectively conducting environmental assessments. According to Peters & Austin (1985), leaders ensure that reliable information is obtained from subordinates by establishing a climate of trust, candid rapport and protecting individuals who bring problems to their attention. Transformational leaders have also been found to improve monitoring of their environment by developing a network of formal and informal contacts (Bennis & Nanus, 1985). For instance, successful transformational leaders include a diverse set of outside members on the organization's board of directors; they hold frequent meetings with customers (Tichy & Devanna, 1986). It would also appear that these leaders are highly involved in industry associations, organizational task forces, meetings and personal contacts customers and suppliers. Beyond task forces, formal

meetings, and one-on-one contacts, organizational leaders also use informal public settings and opportunistic moments to ensure contact and flow of information within their organizations (Conger & Kanungo, 1998). Peters and Austin (1985) describe executives who hold informal coffee breaks in company reception areas or have breakfast twice a week in the company cafeteria so employees can join them to discuss issues.

Evaluation of the existing organizational situation. In general, it is safe to say that there is widespread agreement about the importance for visionary leaders to follow environmental monitoring with a thorough evaluation of the organization's current situation. There is, however, lingering debate over the importance of the leader's sensitivity to and involvement of followers for the purpose of formulating a vision. Scholars in the leadership field also tend to disagree about whether the actual visioning process resides within the leader (Kouzes & Posner, 1987; Sashkin, 1988) or is a by-product of multiple decision-makers and influences (Bennis & Nanus, 1985; Conger, 1989).

One line of thinking argues that the vision is shaped around the followers' own needs, values and aspirations (Avolio & Bass, 1988; Bass & Avolio, 1993; Conger & Kanungo, 1987; Shamir et al., 1993). The other sees visions as shaped largely by external opportunities present in the business environment detected by the leader, with little or no influence from follower needs, values or aspirations (Bryman, 1992; Locke et al., 1991). In this respect, a leader enlists subordinate commitment to

his vision by taking followers' needs and values into account in his articulation activities.

The popular notion that vision is the product of a single individual is the legacy of the perception throughout history that extraordinary talent is the product of an innate ability or divine gifts as well as widespread romanticized beliefs about leaders and their powers (Calder, 1977; Conger & Kanungo, 1998; Meindl, 1990; Pfeffer, 1977). Coincidentally, the leadership literature with its emphasis on leader behavior rather than on contextual forces or follower behaviors has reinforced this attribution phenomenon (Yukl, 1994).

In reality, research findings have suggested that formulation of a vision often involves many others and is shaped as much by environmental forces as by the leader and the organization. Research supports the fact that successful visions are formulated so as to appeal to the values, hopes and ideals of organizational members and other stakeholders (Bennis, & Nanus, 1985; Kotter, 1996; Kouzes & Posner, 1995; Nanus, 1992; Tichy & Devanna, 1986). Leaders have been found to formulate their vision by being attentive to the ideas and opinions of others and then select the best vision or a composite of some of the best ideas (Bennis, & Nanus, 1985; Hamel & Prahalad, 1994; Tichy & Devanna, 1986; Westley & Mintzberg, 1988).

However, the extent to which visioning is a participative process may vary widely. For example, as may be the case for entrepreneurs, a leader may formulate a vision for his organization after having himself scanned the environment and before enlisting anyone else in the process. This case, however, is likely to be quite rare in

the face of rapid technological and market changes. In such cases, it is very unlikely that the leader possesses complete even sufficient, up-to-date knowledge to formulate an effective vision (Bower & Doz, 1979; Sutcliffe, 1994; Thomas & McDaniel, 1990). Many other participative processes may exist (i.e. Vroom & Yetton, 1973). For instance, the leader may ask for information from other organization members but formulate the vision himself. Alternatively, organization members may actively participate in the creation of the vision. The visioning process would then put the leader in a purely facilitating role. To date, no empirical research has explored these possibilities. Investigation into the behaviors exhibited by leaders in their visioning activity should shed light on this issue.

Conceptualization of the vision. A second area of debate is concerned with the nature of the vision formulation process. Some argue that visioning is a deliberate and rather systematic, rational process (Nanus, 1992; Quigley, 1993; Sashkin, 1988). Others see visioning as a creative, intuitive and highly illusive phenomenon (Kouzes & Posner, 1987; Tichy & Devanna, 1986).

The process of turning environmental and follower assessments into vibrant organizational visions is a remarkably complex one involving more than strategic planning. In fact, several scholars have argued that leaders use intuition and creativity in their decision-making role (Agor, 1986; Kouzes & Posner, 1987; Lord & Maher, 1991; Mintzberg, 1975; Tichy & Devanna, 1986; Yukl, 1994). Even though reference to intuition in the visionary leadership literature is rampant, it is largely inexplicable and is often a manifestation of an inappropriate grasp of the underlying

process behind visioning. As Conger (1989) suggests, “it would be wrong to think that somehow, quite miraculously, the leader's vision simply appears one day. The process is much more gradual. The leader may experiment with initial ideas to test their possibilities and receptivity of the organization and marketplace” (p.61). Conger (1989) further proposes that what may appear to be intuition is more likely an ability to synthesize diverse information, weeding out the irrelevant and then conceptualizing a coherent picture. Again, our proposed investigation of visioning activity of organizational leaders will seek to address this issue by attempting to explore the phenomenon from a behavioral point of view.

While the depiction and explanation of vision formulation in the leadership field is scarce at best, it does hint to the underlying structure of the phenomenon. In general scholars agree that to formulate visions leaders must first engage in some form of environmental scanning and network building, evaluate the existing organizational situation in light of this information, proceed to synthesize and weed out this information, use it in an attempt to conceptualize a vision for their organization and adapt their vision to meet organizational requirements.

Vision Articulation

Although the previous discussion sheds some light on the leadership behaviors involved in vision formulation, it is an insufficient explanation of the visioning activity. Leadership visioning not only involves a certain production process but also the articulation of the generated idea and its communication to relevant stakeholders.

We must therefore turn our attention to the persuasion aspect of the visioning activity: vision articulation.

Substantial bodies of popular (Labich, 1988; Nussbaum, Moskowitz & Beam, 1985) and academic work (Kotter, 1990; Kouzes & Posner, 1987; Larwood, et al., 1995; Sashkin, 1987; Tichy & Devanna, 1986; Westley & Mintzberg, 1989) support the notion that leaders should clearly articulate the vision they hold for their organization. In fact, in a study by Korn (1989), 1500 CEOs and senior executives from twenty different nations were surveyed on the expected requirements of the CEO in the year 2000. The results show that 98% of respondents feel that the capacity to convey a strong sense of vision is a very important requirement. Another 78% also suggested skills in strategy formulation in order to implement and achieve the vision as crucial to executive performance. This articulation of the vision has been found to serve two fundamental objectives (Bass, 1990; Tichy & Devanna, 1986). The first is to provide a conceptual framework for understanding the organization's purpose and facilitate decision making, initiative, and discretion. The second is to provide an emotional appeal and a motivational pull in which members of an organization can find inspiration.

Articulation for mission clarification. Articulation is important primarily because it will greatly influence the saliency of the vision for followers and provide a renewed direction for the organization and its members. To accomplish this task, leaders must not only provide new goals for the organization and its followers but also juxtapose these goals with the goals currently held by the organization. The first

step in this articulation process involves the clarification of the context in which the leader's vision emerges. Leaders must effectively articulate for followers the nature of the status quo and its shortcomings and seek to elicit dissatisfaction among followers with regards to the status quo. To do this, leaders use their expertise in demonstrating the inadequacy of the traditional technology, rules and regulations of the status quo as a means of achieving the shared vision. Only the negative features of the status quo are emphasized. The classical conditioning studies of attitudes support such contiguous association of negative stimulus with a targeted object as a means of conditioning responses to the target object (see Eagly & Chaiken, 1993 for a review).

After having presented the status quo in a negative manner, the leader presents the vision in a very positive light and emphasizes the clear fit between the vision and the current situation. Leaders demonstrate to followers how their future vision will remove existing deficiencies and provide fulfillment of the hopes, aspirations and needs of followers. The vision is therefore presented as the best possible solution to the challenges or problems faced by the organization. To make this articulation meaningful to followers, leaders emphasize their faith and confidence in their followers' capacity to meet this vision. One should note, however, that while sensitivity to follower needs and values is important in vision articulation, some scholars argue that it only influences the way these goals are articulated and not the content of the goals. Locke (1998) argues that leaders assume their goals will be motivational for most members without actively tailoring goals to individual needs.

The author suggests that careful selection of employees can help organizations ensure that their members will buy into a vision that stresses aspirations for a competency and success.

Articulation for follower appeal. Vision articulation is a means through which leaders link followers' self-concepts to the leaders' vision, or align followers' needs and values with a collective vision (Bass & Avolio, 1993; Chemers & Ayman, 1993; House & Shamir, 1993). Yukl (1994) refers to this influence process as inspirational appeal where the leader attempts to develop enthusiasm and commitment by arousing strong emotions and linking a request or proposal to a person's needs, values, hopes, and ideals. Leaders accomplish this through both verbal and non-verbal modes of articulation.

Yukl (1994) argues that vision communication is more likely to be inspirational if it incorporates vivid images, metaphors, analogies, anecdotes and if the leader also makes effective use of rhetorical techniques such as repetition, rhythm, balance and rhyme. The use of metaphors consistent with existing societal values was found to be a critical element in Iacocca's influential attempts aimed at convincing the government to agree to a loan guarantee (Westley & Mintzberg, 1989). In response to the negative media coverage and to political figures, Iacocca created a comparison between Chrysler as a company and America as a whole. "We are a microcosm of what is wrong in America". It is a metaphoric sleight of hand but it creates a vision of being "as American as apple pie" to use Iacocca's own terminology.

A caveat is in order when discussing the importance of communication style in vision articulation. As a recent study by Baum et al., (1998) suggests, content issues are far more important factors in determining followers' motivation to achieve the vision than communication style. In fact, the intuitively appealing hypothesis that vividness enhances persuasion has been confirmed in very few studies (Collins et al., 1988; Taylor & Thompson, 1982). Some researchers have even demonstrated that vividness can inhibit persuasion by distracting recipients from the essential persuasive arguments (Frey & Eagly, 1993). The complexity of findings in this area argues against drawing any broad conclusions about the persuasive efficacy of vividness manipulations or attention-getting techniques, except to say that attention factors are likely to play an important but complex role in persuasion (Chaiken, et al., 1996).

Furthermore, while the importance of communicating the vision effectively was recently confirmed by a longitudinal study conducted by Baum, Locke & Kirkpatrick (1998), it is more inclusive than simple rhetoric. On one hand, the results of their investigation showed that vision communication mediates the influence of vision on organizational performance. On the other hand, the authors found a residual direct effect of vision on performance. This finding suggests that vision does not work only through verbal or written communication. In fact, leaders can reinforce the values inherent in the vision non-verbally through role modeling, dramatic gestures, selection, training and rewards (Bandura & Cervone, 1986; Kouzes & Posner, 1987; Locke et al., 1991), organization structuring (Conger & Kanungo,

1987; House, 1977; Locke et al., 1991) and feedback and information management (Bass, 1985).

Non-verbal articulation of the vision. As previously mentioned, leaders also engage in various non-verbal articulation tactics, such as: open displays of confidence, ritualistic institutional practices and peer pressures, in order to maintain the appeal of their vision (Bass, 1990; Buckler and Zein, 1996; Deal & Kennedy, 1982; Deal & Peterson, 1990; Hill and Levenhagen, 1995; Howell, 1988; Yukl, 1993). While these tactics are numerous and vary across situations, three main aspects of non-verbal communication make up the appeal to followers: modeling, consistent policies and programs and opportunity to share in the efforts and rewards.

Visionaries are the best of their own followers (Bass, 1990). By modeling, leaders exhibit their values and show their dedication to materialize what they advocate. The more leaders are able to demonstrate that they are persistent and dedicated workers prepared to take on high personal risks and personal costs in order to achieve their vision, the more powerful the modeling efforts (Bass, 1990; Conger and Kanungo, 1988; Yukl, 1993).

It is also imperative to the influential process that communication of the vision be followed by action. A critical step in making the leader's vision real is for the leader and the organization to support words with actions through policies and programs. As suggested by Quigley (1993) sound strategies are essential to ensuring that compelling leadership visions become a reality. Strategies grow out of the vision statement and act to give shape to the organization's commitment to implementing

and reaching its vision (Quigley, 1993; Bennis & Nanus, 1985). Neither leaders nor followers are always able to move in a straight line toward the achievement of their vision, so plans and strategies must be adaptive (Quigley, 1993).

Visionary leaders often complete the empowerment process initiated in the communication phase of vision articulation by building opportunities for others into their vision (Bennis, 1984; Bennis & Nanus, 1985). They build opportunities for followers to take on risks with the leader and share in both the effort and the reward. Thus one of the specific behavioral skills associated with visionary leadership is the ability to create new opportunities for others, therefore increasing the chances of others buying into the leader's vision by taking on new challenges and becoming responsible for owning specific programs or set of activities.

The preceding section has highlighted the major theoretical positions and research findings with regards to the visioning activity of organizational leaders. It has not made reference to factors leading to the emergence of this activity. Also, the discussion has not addressed any specific consequences of this activity for the organization or followers. While it is not the aim of this investigation to study these aspects of the visioning activity in organizational leadership, for a better understanding of the whole process of visioning, the next section will take a quick look at the emergence and consequences of the visioning activity.

The Visioning Activity, its Emergence and Consequences

Leader Predisposition

Leadership has long been thought to be a characteristic of individuals regardless of the situation in which these individuals find themselves. Many scholars (e.g. Bass, 1985; Zaleznik & Kets de Vries, 1975) argue that personality goes a long way in explaining whether leaders will or will not be transformational. Such leaders have been described as self-confident (Bass, 1989), assertive (Bass, 1988; Conger & Kanungo, 1987), active and energetic (Conger & Kanungo, 1987) and socially sensitive (Conger, 1989; Conger & Kanungo, 1987; Sashkin, 1988). These characteristics are not directly related to the visioning activity itself. Visionary leaders have been proposed to be highly cognitively developed (Bennis & Nanus, 1985; Hunt, 1991; Sashkin, 1988; Sternberg & Lubart, 1996), share certain personality attributes such as positivism, and risk-taking (Conger, 1989; Kouzes & Posner, 1987, Sashkin, 1988; Sternberg & Lubart, 1996) and possess a high need for growth and development (Bass, 1985; Burns, 1978).

Cognitive skills. Conceptual skills have been found to predict managerial effectiveness in high-level managerial positions (Bass, 1990). They have also been found to be related to managerial advancement and derailment in several longitudinal studies (Howard & Bray, 1988; McCall & Lombardo, 1983; Stamp, 1988). For example, Boyatzis (1982) described a research program conducted in a variety of different private and public sector organizations in which he found that conceptual skills were significantly related to managerial effectiveness. Effective managers

shared strong conceptual skills such as the ability to identify patterns or relationships in information and events; convey meaning; develop creative solutions; use models to interpret events and situations; distinguish between relevant and irrelevant information; and detect deviations from plans.

One type of conceptual skill called cognitive complexity, which refers in part to the ability to utilize cues to make distinctions and develop categories for classifying things as well as the ability to identify complex relationships and develop creative solutions to problems, warrants further investigation. In fact, cognitive complexity has been argued and found to be a crucial variable in understanding the nature of organizational leadership (Conger, 1989; Hunt, 1991; Jacques, 1986). The more cognitively complex the leader, the more sophisticated the cognitive mapping of interrelationships and the longer the time period over which the leader is able to map these complex interrelationships (Jacobs & Jacques, 1987; 1990). In other words, a leader with high cognitive complexity would be able to develop a better mental model of the organization, the critical factors at play and the interrelationships among them. On the other hand, a leader with weak conceptual skills would tend to develop simplistic mental models that do not reflect the complex processes and the dynamic flow of events present in an organization.

Of more concern to us, findings such as those found in the works of Jacques (1979) and Das (1987) suggest that executives who are older and at senior organizational levels tend to be more cognitively advanced than younger executives and to view their work as extending over longer time periods. This type of evidence

seems to suggest that some aspects of the cognitive complexity needed in organizations may be learned or at least develops with one's exposure to the organizational environment. This hypothesis seems to be supported by the results of a recent study conducted by Thoms & Greenberger (1995) which tested whether future time perspective affects one's visioning skills. The authors found that time perspective had a significant positive relationship with visioning skill but that future time perspective did not moderate the gain in visioning skill over the course of the training program. However, there is ample research evidence to support the proposition that people differ in terms of the time span over which they can think and plan effectively (Das, 1987; Jacques, 1979).

It is these cognitive skills that leaders possess which are of particular interest to the study of visioning. Since visioning requires that leaders be able to comprehend how changes in the external environment will affect the organization, analyze events and perceive trends, anticipate changes and recognize opportunities and potential problems, these skills seem particularly interesting as a possible predisposition to a leader's capacity to develop visions for his organization. However, as we have just seen, very little is known about the cognitive skills required to create and develop a vision.

Experience and knowledge. Part of vision formulation involves the ability to weed out irrelevant information and concentrate the search for a solution on the important aspects of the situation. The question remains as to how one knows what information could be important, and more importantly which opportunities are worth

pursuing or experimenting with? The inspirational vision of a new product or service may seem to spring from out of nowhere, but it is actually the result of many years of learning and experience.

Research on entrepreneurs suggests that technical knowledge and experience are often the root of innovative business ideas and ventures (Westley & Mintzberg, 1989). However, managers can be blindsided by their area of functional expertise, which can constrain their ability to conduct broad assessments of their environments or choose appropriate responses to environmental challenges. Early work by researchers at the Center for Creative Leadership (McCall & Lombardo, 1983, 1988) reveals that while technical brilliance is a source of successful problem solving at lower levels of management, successful executives are more likely to have experience in a variety of different functions and situations. This variety in experience allows executives to acquire a broader perspective on different types of problems, and how to deal with them.

Furthermore, executives in formal leadership positions may also be constrained by their experience with existing beliefs and assumptions underlying current organizational strategies. Miller (1990) shows that the more managers rely on ingrained habits and routines, the more it prevents them from seeing and actively reflecting on new challenges. As a result, what tends to occur is that executives make incremental changes to the existing strategy rather than questioning it (Staw, Sandelands & Dutton, 1981). However, when Conger (1989) observed visionary leaders who shared a broad exposure to not only their product/service, but also to

their industry during the early and mid stages of their career, very different findings resulted. The vast and varied experience obtained by these leaders gave them a comprehensive understanding and a unique vantage point from which to detect shortcomings, emerging opportunities, and assess the viability of their organizational strategies. This tends to suggest that it is not the quantity of experience obtained which helps leaders develop into visionaries but rather the quality and variety of this experience. However, it is believed that use of this experience remains a determining factor. Here again cognitive skills and openness to experience appear to mesh the gap in theoretical reasoning behind this phenomenon.

In conclusion, while considerable progress has been made in identifying traits and skills relevant for leadership effectiveness, development of this line of research has been hindered by some methodological and conceptual limitations. The abstract nature of most traits used in the literature limits their utility for understanding leadership effectiveness. Very few studies or theoretical treatment of leader predisposition have included measures of leader behavior. Another important flaw in this line of research is that most use of personality dimensions, traits and skills in the literature is not guided by a theory that explains how these are related to leadership effectiveness.

The Influence of Context

Until very recently, leadership investigations concerning the role of context and situational factors have been few (Roberts & Bradley, 1988; Trice & Beyer, 1986). At the same time, it is clear that contexts do vary widely, from the nature and

form of follower needs to the opportunities facing a leader. While some have argued for the universality of the transformational leadership phenomenon (e.g. Hartog et al., 1999), others have argued that such leadership is influenced by contextual factors such as, for example, the organization's life cycle (Baliga & Hunt, 1988).

The most common position concerning context argues that visionary leadership arises when crisis is acute, such as when an organization is failing (Berger, 1963, Bass, 1985), or when its ultimate values and culture are being undermined (Bass, 1985; Hummel, 1975; Kets de Vries, 1988). This type of context evokes in followers high levels of uncertainty, helplessness, powerlessness and alienation which often leads to enhanced faith in the leader (Bass, 1985; Kanungo, 1982; Kets de Vries, 1988). In fact, times of stressful change are assumed to encourage a longing for a leader who offers an attractive vision of the future, and facilitate the promotion and acceptance of the vision as an alternative to the status quo (Bass, 1990, 1997; Bryman, 1992; Devereux, 1955; Yukl, 1994). The most important empirical study to verify these propositions was conducted by Roberts & Bradley (1988). Using a field investigation to study the transfer of charisma across context, the authors found that environments in crisis are indeed more receptive to leadership in general and therefore more likely to be open to proposals common to charismatic and transformational leaders for radical change.

An interesting question is raised by studies such as Willner's (1984) that find some leaders in the political arena able to induce or create through their own actions the necessary contextual conditions of a crisis. This suggests that we might be able to

find visionary leaders who are able to foster perceptions of crisis or great opportunity. However, this is only speculation and requires research attention.

This does not preclude visionary leadership from occurring when there is no crisis. Any context that presents unexplored opportunities is relevant for the emergence of visionary leadership (Bass, 1988; Conger and Kanungo, 1988; Tichy & Devanna, 1986). Leaders emerge by providing a vision of a more promising future through vibrant communication of the organization's values and goals. For example, entrepreneurial environments characterized by great opportunities are highly conducive to the emergence of visioning. In fact, in a field research Conger (1989) found entrepreneurs to share visionary leadership qualities.

Boal & Bryson (1988) bring the discussion even further by contending that there are at least two forms of charismatic leadership under crisis conditions: visionary and crisis-responsive. They suggest that under crisis condition, the effects of charismatic leadership are only short-lived. Once the crisis has abated, the effects of charismatic leadership fade significantly faster than other forms of charismatic leadership. A recent investigation into this proposition by Hunt, Boal & Dodge (1999) found support for the hypothesis that there are two forms of charisma: visionary and crisis-responsive. They also found that in the absence of crisis, the effects of crisis responsive charisma deteriorate faster than do the effects of visionary charisma.

There has been only one major theoretical work focusing on contextual conditions internal to organizations. Pawar & Eastman (1997) proposed four factors

of organizations that might affect receptivity to charismatic and transformational leadership: 1) the organization's emphasis on efficiency versus adaptation; 2) the relative dominance of the organization's technical core versus its boundary-spanning units; 3) organizational structures; and 4) modes of governance. Using these dimensions in a series of ideal types, Pawar and Eastman differentiated between organizations that are more conducive to change and therefore to charismatic and transformational leadership and those that are not. In summary, organizations with an adaptation orientation, boundary-spanning units, a simple or adhocratic structure and a clan mode of internal governance are felt to be more receptive to organizational change through the development and promotion of a vision.

While Pawar & Eastman (1997) have provided some interesting theoretical speculations, we remain largely in the dark about the contextual factors internal to the organization, which are more conducive to the emergence of visionary leadership. We do know, from research on charisma, that latitude of initiative and the opportunity to build personal relationships shape perceptions of leadership (Roberts & Bradley, 1988); however, this is based on a single case study. In general, business world settings are largely absent from the existing research into contextual influences. Nevertheless, there is reason to believe that further study into the emergence of visioning in leaders would find that contextual variables play an important role in initiating and sustaining such behaviors.

Visioning Behaviors and Their Effects

The visioning activity of leaders is a process that has been found to increase the perceived congruence between leader and follower values and goals (Kirkpatrick & Locke, 1996). Kouzes and Posner (1987) also found that effective articulation of vision leads to higher levels of clarity about the organization's values and pride in the organization. In fact, there appears to be growing support for the positive effect of visioning on followers' identification with the leader and overall identification with the organization. Through clear and motivated vision articulation, leaders appeal to followers and foster in them strong feelings of identification. As well, by vehemently emphasizing the values inherent in the vision leaders encourage followers' identification with the leader. In a recent study, Conger, Kanungo & Menon (2000) discovered that follower feelings of reverence for their leader were derived from the leader's sensitivity to the environment, their strategic vision and its articulation, their sensitivity to member needs and their demonstration of personal risk.

Another major effect of leadership vision on followers is an increase in intellectual stimulation and self-efficacy beliefs that comes from the embedded empowerment process (Conger et al., 1998). To be engaging, a vision must be stimulating to followers and seek to arouse their higher order needs (Bass, 1985). According to Tichy & Devanna (1986), a vision must also be a source of self-esteem to be motivating. Leaders increase followers' self-efficacy beliefs by verbally and personally exhibiting faith in their followers' abilities, as well as by providing them with an opportunity to share in the process of implementing the vision. The

importance of this empowerment component has been confirmed by a recent study conducted by Kirkpatrick & Locke (1996) who found that the effect of vision on performance is moderated by followers' self-efficacy beliefs. It is therefore imperative that leaders engage in empowerment practices to enhance their followers' self-efficacy beliefs and increase the likelihood of reaching their vision.

Finally, visioning has been found to improve organizational performance with regards to the specific goals articulated in the vision. More precisely, a longitudinal field study conducted by Baum, Locke & Kirkpatrick (1998), demonstrated that vision and vision communication have positive effects on organization-level performance. Significant direct effects were found for vision as well as indirect effects through vision communication.

Because transformational leaders are seen as such positive forces, the liabilities they might possess or cause have largely been overlooked. In contrast, there has been interest in the negative outcomes associated with charismatic leadership (Howell, 1988; House & Howell, 1992; Howell & House, 1993; O'Connor et al., 1995). For instance, drawing upon actual examples of charismatic leaders, Conger (1989, 1990) examined those who had produced negative outcomes for themselves and their organizations. He found that problems could arise with charismatic leaders around 1) their visions, 2) their impression management, 3) their management practices, and 4) their succession planning. On the dimension of vision, typical problems occurred when the leader possessed and exaggerated market-place opportunities for their vision or when they grossly underestimated the resources

necessary for its accomplishment. In addition, visions often failed when they reflected largely the leader's own needs rather than those of constituents or the marketplace or when leaders were unable to recognize fundamental shifts in the environment demanding a redirection of their vision.

In terms of impression management, visionary leaders appear prone to exaggerated self-descriptions and claims for their vision, which can mislead their followers (Conger, 1990; Gardner & Avolio, 1998). For example, they may present information that makes their visions appear more feasible or appealing than they are in reality. They may screen out looming problems or else foster an illusion of control when things are actually out of control. Daniel Sankowsky (1995) has written about the dilemmas of charismatic leaders who are prone to narcissism. First these leaders offer a grandiose vision and confidently encourage followers to accomplish it. Followers, however, soon find themselves in an untenable position. Because of their leader's optimism, they have underestimated the constraints facing the mission as well as the resources they need but currently lack.

In general, there is considerable need to further the study of the effects of visioning behaviors on follower and organizational outcomes. On one hand, we find very little research efforts exploring the many networks of linkages between leader behavior and effects under visionary leadership. Research in mapping these causal links between leader behavior and follower outcomes is one of the most exciting areas for future research. In addition, there are quite a number of specific follower effects, especially at group and organizational levels that need further study. Finally,

research with regards to the potential liabilities of visionary leadership is still in its infancy and should foster considerable interest in years to come considering its undeniable importance as a research topic.

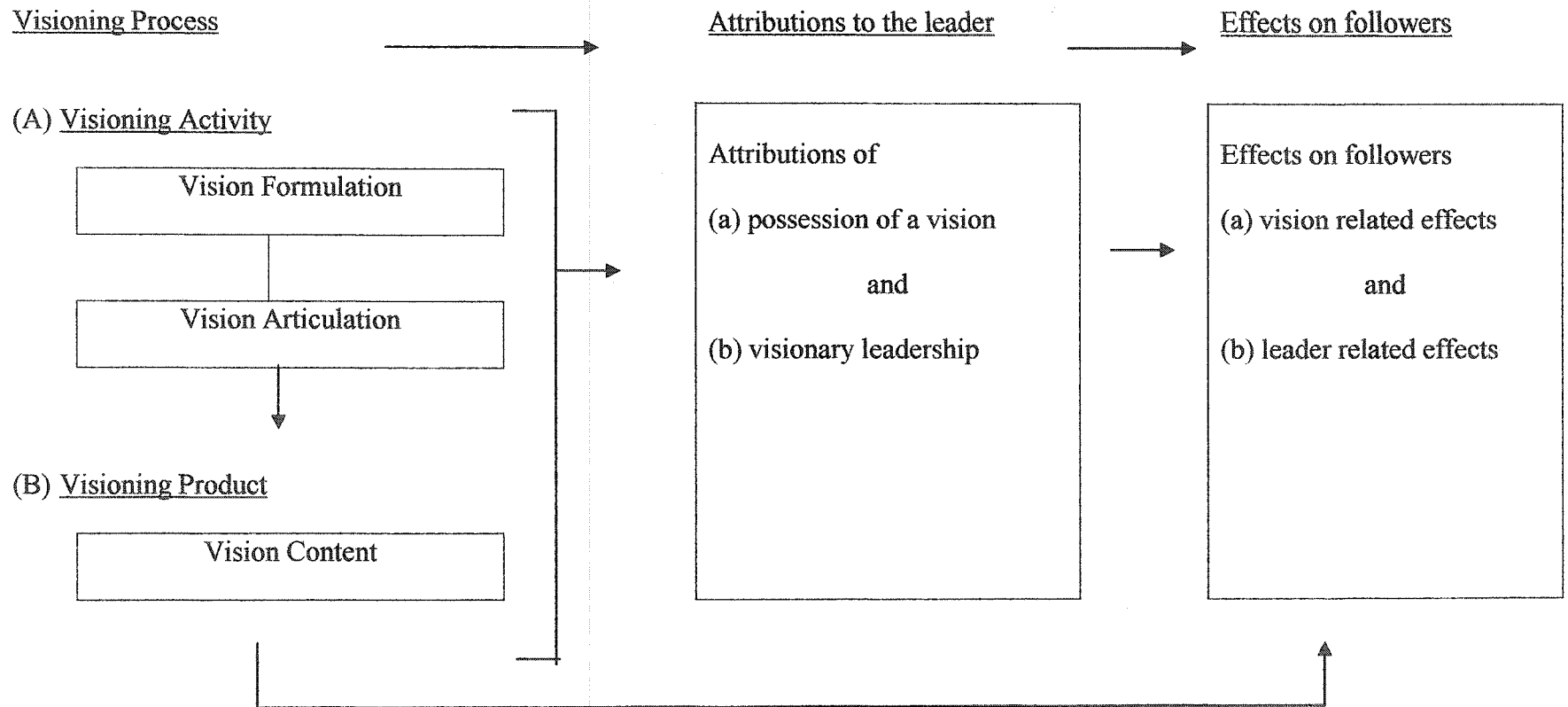
CHAPTER 3

A Model of the Visioning Process of Organizational Leaders and Some Testable Hypotheses.

In the previous chapter on the review of the literature, several dimensions of vision content and activities were identified. Linking these dimensions to attributions of vision and visionary leadership is essential for understanding the visioning process of organizational leaders. Vision and visionary leadership attributions are conceptualized here as subjective labels that result from perceptions of the observable elements of the visioning process.

Figure 1 presents a model suggesting that vision and visionary leadership are attributions made by followers/observers to a leader, based on a set of vision content characteristics and observable visioning behaviors. Analysis of the visioning process involves analyzing two components: vision as a product with content and the visioning activities related to the formulation and articulation efforts on the part of the leader. The model also suggests that attributions of vision and visionary leadership have certain effects on followers. These effects on followers are either related to the vision such as its influence over followers and follower acceptance of the vision, or to the leader himself, such as follower perception of leader charisma, liking of the leader and perceived leader success. Finally, the model proposes a direct relationship between the content of leadership visions and vision related effects on followers.

Figure 1: Model of the Visioning Process in Organizational Leadership



The Content of Leadership Visions.

The description of vision as a change oriented and creative product, which may include values, missions or goals raises the interesting research question of how, if at all, these vision content characteristics are related to followers'/observers' attributions of vision and visionary leadership. While no empirical study exists to test this, the literature seems to suggest that when leaders articulate their vision, the content of the vision will influence attribution. In fact, a recent study by Kirkpatrick & Locke (1996) suggests that the content of leader communication in terms of vision and task cues is more important than communication style in affecting follower attitudes. Their results indicate that vision itself was more strongly related to attitudes than any other component of transformational and charismatic leadership. Therefore, it is proposed that the content characteristics of the visions presented by leaders have an impact on the attribution of vision and visionary leadership to these leaders. Specifically, differences in the attribution of vision and visionary leadership to a leader are hypothesized ($H_{1a,b,c,d}$) to be related to the magnitude of change advocated in the vision, the time horizon over which the vision extends, the creative quality of the vision and the focus of the vision (refer to Figure 2).

Proposition 1: Differences in the content of the vision presented by a leader will be related to vision and visionary leadership attributions.

Specifically:

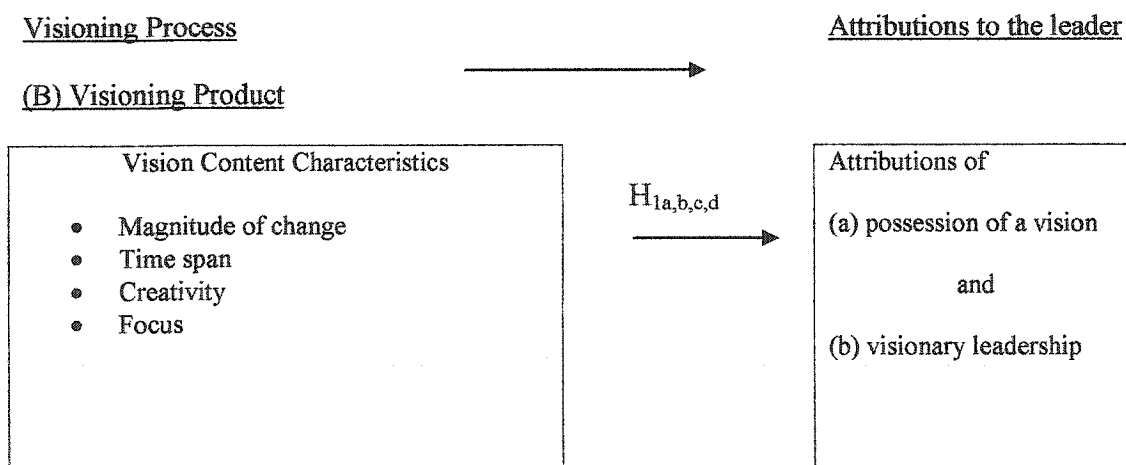
H_{1a}: The greater the change advocated in the vision, the more the leader will be perceived as having a vision and as a visionary leader.

H_{1b}: The more forward looking the vision, the more the leader will be perceived as having a vision and as a visionary leader.

H_{1c}: The more creative the vision, the more the leader will be perceived as having a vision and as a visionary leader.

H_{1d}: The greater the reference to values and strategic goals in the vision, the more the leader will be perceived as having a vision and as a visionary leader.

Figure 2: Relating Perceived Content Characteristics of Vision to Follower/Observer Attributions of Vision and Visionary Leadership



The Behaviors Exhibited by Leaders in the Visioning Activity

As in any form of leadership (e.g. charismatic, participative, etc.) understanding the phenomenon of visionary leadership involves an examination of a set of attributions by followers or other observers based on a set of leader manifest behaviors. Leader behaviors and follower/observer attributions are tied together in the sense that the leader's behaviors form the basis of followers'/observers'

attributions. In sum, understanding the visionary influence process should involve both identifying the various components of leaders' behavior and assessing how these behavioral components affect the perceptions and attributions of followers/observers.

Leadership visioning is depicted here as a two-stage process of vision formulation and vision articulation. In the vision formulation stage the leader's focus is on developing a goal (vision content) that will be a response to the challenges and opportunities facing the organization. In the vision articulation stage the leader is concerned with sharing the vision with followers in order to put the vision into action.

As suggested by Conger & Kanungo (1998) a word of caution is in order: in reality, the stages of visioning activities do not follow such a simple linear flow as indicated in Figure 1. Instead, visioning is a dynamic process in which leaders must constantly revise existing goals and tactics so as to respond and take advantage of unexpected environmental challenges and opportunities. This description of the model in Figure 1 however, nicely simplifies and approximates the dynamic process and allows us to more effectively contrast the differences between visionary and non-visionary leadership based on different features of vision content and visioning activities.

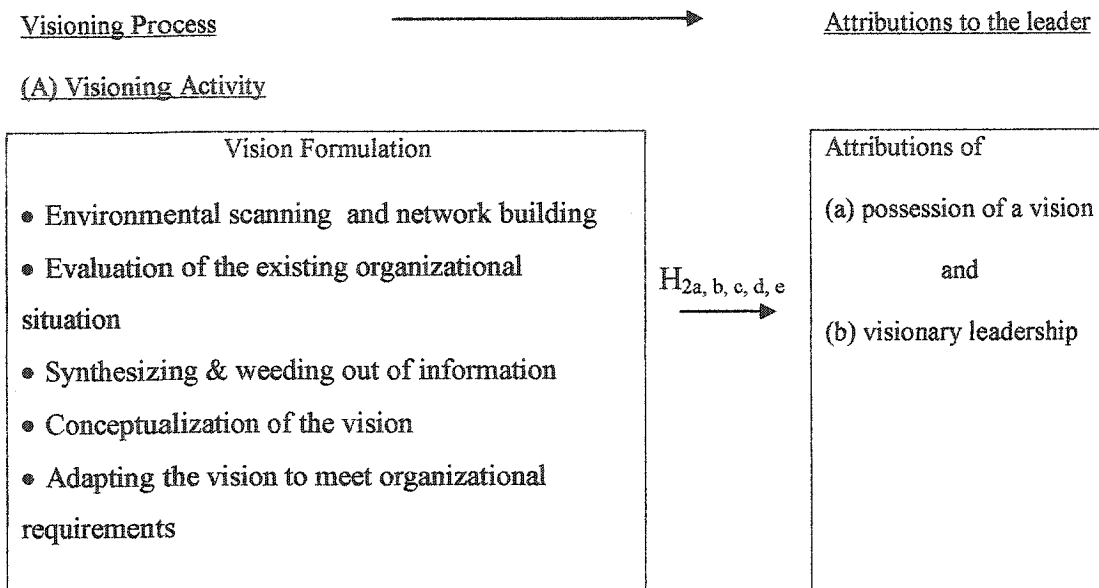
Vision Formulation.

Inasmuch as the treatment of vision formulation in theoretical developments is limited, the existing literature appears to suggest that it can be conceptualized a 5-step process. Visionary leaders appear to start the vision formulation process by monitoring the environment, and engaging in widespread network building. They

actively involve other members of the organization and external stakeholders in their search for information. Visionary leaders gather information from many different sources (government reports and industry publications, professional and trade meetings, employees, customers and suppliers, competitors' products and reports, market research...) so as to understand the organization's environment, and identify opportunities and threats. Following this, visionary leaders evaluate their current organizational situation, identifying organizational deficiencies and poorly exploited opportunities, and focusing on organizational performance. Visionary leaders then conceptualize a new vision after having synthesized and weeded out the information gathered into a coherent picture. Finally, visionary leaders are able to validate their vision based on the information they hold regarding the organization's environment and the constraints this environment presents.

As such, it is proposed here that visionary leaders engage in vision formulation behaviors to a greater extent than non-visionary leaders. As depicted in Figure 3, it is hypothesized ($H_{2a, b, c, d, e}$) that the extent to which a leader engages in vision formulation behaviors will be related to followers'/observers' attributions of vision and visionary leadership to the leader.

Figure 3: Relating Perceived Vision Formulation Behaviors to Follower/Observer Attributions of Vision and Visionary Leadership



Specifically, that the extent to which a leader engages in a) environmental scanning and network building, b) evaluation of the existing organizational situation, c) Synthesizing and weeding out information, d) conceptualization of a vision, and e) adapting the vision to meet organizational requirements will be related to followers'/observers' attributions of vision and visionary leadership to this leader.

Proposition 2: Differences in the extent to which a leader engages in vision formulation behaviors will be related to vision and visionary leadership attributions to that leader.

Specifically,

H_{2a}: The extent to which a leader is perceived to exhibit behaviors related to environmental scanning and network building will be positively related to attributions of vision and visionary leadership to that leader.

H_{2b}: The extent to which a leader is perceived to exhibit behaviors related to the evaluation of the existing organizational situation will be positively related to attributions of vision and visionary leadership to that leader.

H_{2c}: The extent to which a leader is perceived to exhibit behaviors related to synthesizing and weeding out the collected information will be positively related to attributions of vision and visionary leadership to that leader.

H_{2d}: The extent to which a leader is perceived to exhibit behaviors related to the conceptualization of a vision for their organization will be positively related to the attributions of vision and visionary leadership to that leader.

H_{2e}: The extent to which a leader is perceived to exhibit behaviors related to the adaptation of the vision to meet organizational requirements will be positively related to attributions of vision and visionary leadership to that leader.

Although the previous discussion sheds some light on the leadership behaviors involved in vision formulation, it does not explain all components of the visioning activity. Leadership visioning not only involves a certain production process but also the articulation of the generated idea and its communication to relevant stakeholders. We must therefore turn our attention to the communication aspect of the visioning activity: vision articulation.

Vision Articulation

Visionary leaders engage in articulation behaviors in order to bring their visions closer to the values and goals of their followers and as a result, bring

followers to espouse their vision. In essence, vision articulation serves two main objectives: first it seeks to give direction to followers and second it seeks to appeal to followers. Vision articulation for direction purposes involves the presentation of the inadequacy of the status quo, the clarification of the nature of the vision and its superiority in the face of current organizational challenges and opportunities. For instance, charismatic leaders are said to emphasize the discrepancy of their vision from the status quo and present their vision as highly discrepant from the status quo and appropriate for a renewed view of the organization (Conger & Kanungo, 1988; 1998). The articulation of the vision in such a way is believed to enhance the saliency of the vision in followers' mind. Vision articulation for follower appeal involves two different means of articulation. First, leaders appeal to followers by vividly communicating their vision. Leaders are believed to do this verbal and written communications, using metaphors, images, and analogies. Second, leaders are also believed to appeal to followers through non-verbal communication of their vision. To do this, leaders engage in behavior modeling of what is expected to fulfill the vision; put in place reinforcements through consistent policies and programs; and create opportunities for followers to share in the effort and rewards related to the vision.

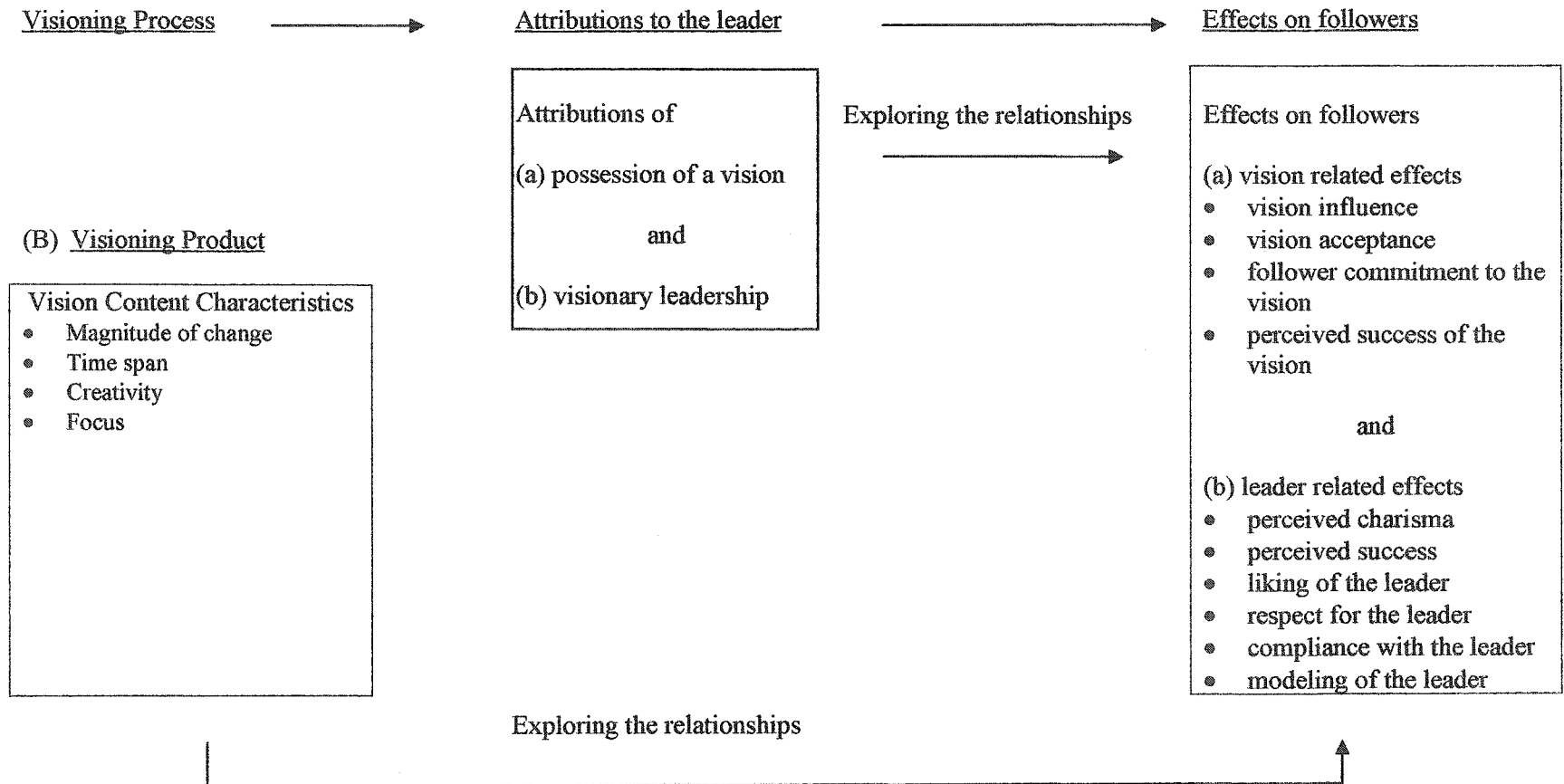
As such, it is proposed here that visionary leaders engage in vision articulation behaviors to a greater extent than non-visionary leaders. As depicted in Figure 4, it is hypothesized ($H_{3a, b, c}$) that the extent to which a leader engages in vision articulation behaviors will be related to followers'/observers' attributions of vision and visionary

H_{3c}: The extent to which a leader is perceived to exhibit behaviors related to the non-verbal communication of a vision will be positively related to attributions of vision and visionary leadership to that leader.

Effects on Followers

The proposed model (Figure1) of visioning as a process of organizational leaders, suggests that attributions of vision and visionary leadership to a leader will have certain effects on followers. Effects on followers are conceptualized as belonging to two sub-groups: vision related effects and leader related effects. Specifically, vision related effects include: vision influence on followers, vision acceptance by followers, follower commitment to the vision and perceived success of the vision. Leader related effects include: perceived charisma, perceived success of the leader, followers' liking of and respect for the leader, as well as followers' desire to comply with the leader and model the leader's behaviors. While no hypotheses are being formulated, the present research explores the relationship between attributions of vision and visionary leadership made to a leader and these effects on followers (refer to Figure 5). Furthermore, the study seeks to explore the relationship between the content characteristics of visions and vision related effects on followers.

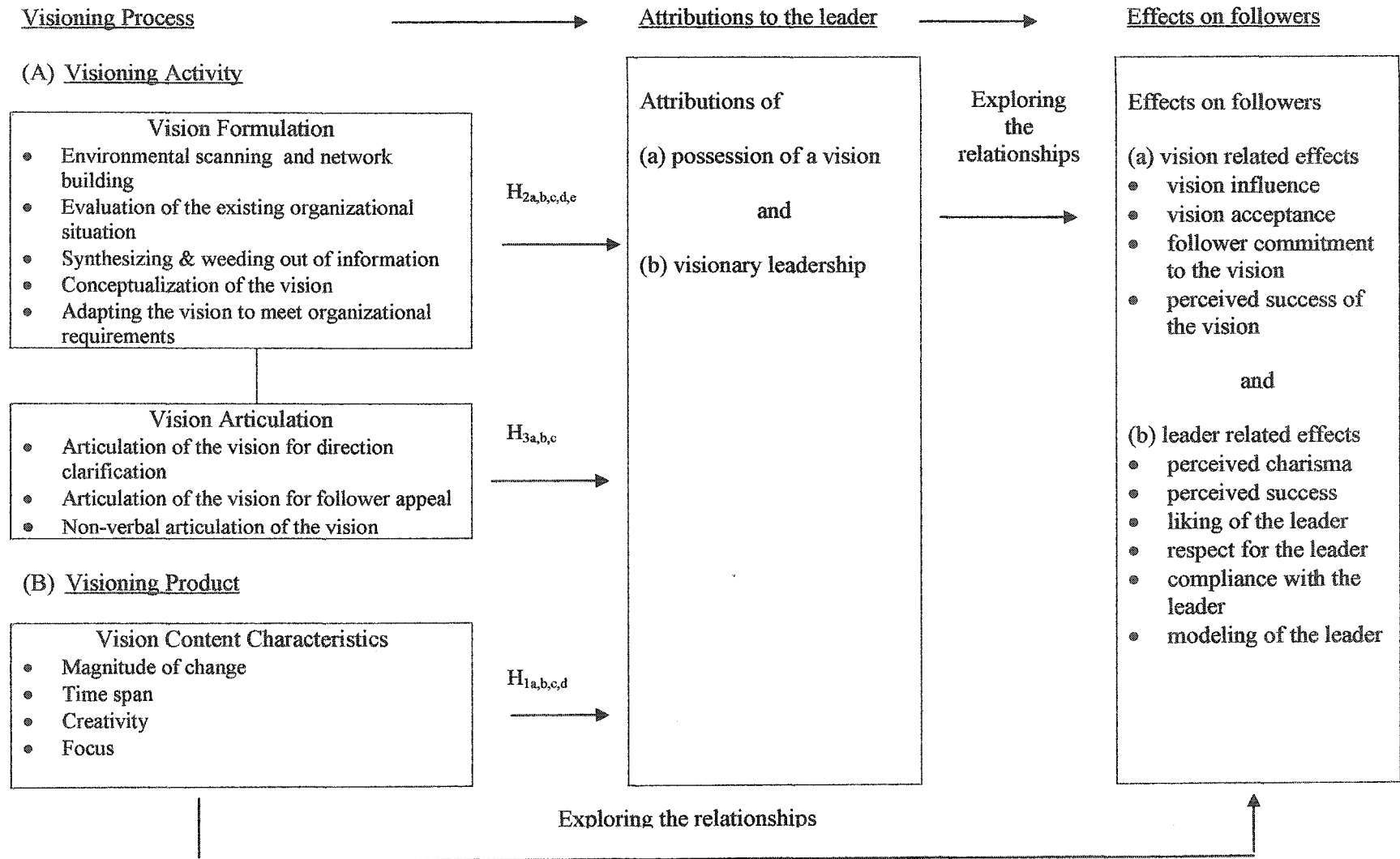
Figure 5: Exploring the Relationships Between Followers’/Observers’ Attributions and Effects on Followers, as well as Vision Content Characteristics and Vision Related Effects on Followers



Integrative Model

Figure 6 offers a summary depiction of the model of visioning in organizational leaders and the related hypotheses investigated in the present research. In review, the model presented and investigated in this research suggests that the analysis of visioning as a process of organizational leaders involves analyzing two components: (A) the visioning activity and (B) the visioning product. It proposes that the visioning activity consists of vision formulation and vision articulation behaviors. The visioning product refers to a vision with a content which varies along certain key dimensions. Together these components of the visioning process lead followers/observers to make attributions to the leader regarding the extent to which he possesses a vision and is a visionary leader. In turn these attributions are linked to certain effects on followers, which are either related to the vision itself or to the leader. Finally, as suggested by the recent research findings of Kirkpatrick & Locke (1996), the content of the vision itself is proposed to have a direct effect on followers.

Figure 6: Model of the Visioning Process in Organizational Leadership and Related Hypotheses



CHAPTER 4

Method

Research Subjects: The leaders.

As reported by Conger (1999), research on charismatic and transformational leaders has involved a wide range of samples such as managers (Conger & Kanungo, 1994, 1997, 1998; Deluga, 1995; Hater & Bass, 1988; Koene et al., 1991); executives (Agle & Sonnenfeld, 1994; Conger, 1989; Conger & Kanungo, 1998); political leaders (House, Spangler & Woycke, 1991); educational administrators (Roberts & Bradley, 1988; Sashkin, 1988); military personnel (Koene et al., 1991; Howell & Avolio, 1993); and students (Howell & Frost, 1989; Baum, et al., 1998; Puffer, 1990 and Shamir, 1992, 1995). In this particular research, the construct of interest is visioning as an activity of organizational leaders. Therefore, the leaders studied here were leaders of business organizations.

Modes of Inquiry

Much of the research on charismatic and transformational leadership has been descriptive in nature and yet, has provided considerable insight into these leadership forms. Several types of descriptive research have been conducted. In some descriptive studies, critical incidents were collected and analyzed to determine if people include transformational behaviors in their descriptions of effective leaders (Bryman, Stephens & Campo, 1996; Kirby, King & Paradise, 1992; Yukl & Van

Fleet, 1982). Some researchers have used interviews with leaders and/or followers to obtain descriptions of leaders' characteristic behaviors, traits, and influence processes (Bennis & Nanus, 1985; Conger, 1989; Howell & Higgins, 1990; Kouzes & Posner, 1987; Levinson & Rosenthal, 1984; Peters & Austin, 1985; Tichy & Devanna, 1986; Shamir, 1995). Other researchers have conducted content analyses of biographies, speeches and writings of famous charismatic / transformational leaders (Chen & Meindl, 1991; House, Spangler & Woycke, 1991; Shamir, Arthur & House, 1994; Van Fleet & Yukl, 1986; Westley & Mintzberg, 1989; Willner, 1984).

This research into the visioning process of organizational leaders uses two different modes of inquiry, in an attempt to empirically validate the model presented in Figure 1. First, a study is conducted using observer ratings of biographical accounts. Second, the study is replicated using follower observations of leader behaviors.

Study 1: The Use of Leader Biographies and Observer Ratings

In the first study, published data was used to conduct multiple case studies of visionary leaders. In order to investigate the behaviors behind the visioning activity of organizational leaders, the leaders studied reflected cases of recognized visionary leadership, successful (e.g. Iaccoca) and unsuccessful (e.g. Delorean), as well as cases of recognized non-visionary leadership (e.g. Henry Ford II). To ascertain which leaders are representative of each category, reputation measures were used. Top executives are constantly in the news and attribution of such qualities is rampant. However, additional means were used to identify potential subjects for the study such

as previous studies of organizational world-class leaders, (e.g. Bass et al., 1997; Conger & Kanungo, 1988) and popular press classification of business leaders (National Post, 1999; 2000). Another selection criterion was that biographical or autobiographical data on these business leaders be readily available to respondents. As respondents came from McGill University and the University of Ottawa, library network catalogues from both schools were used to further delineate the list of business leaders to be used in the research. From these sources, 24 business leaders were identified as case examples to be used in this study. Table 1 presents a complete list of those leaders. As can be observed the sample of business leaders studied presents a significant gender bias as available material was comprised only of male business leaders.

Table 1: List of Business Leaders Studied in Study 1

John Jacob Astor	Lee A. Iacocca
Peter F. Bronfman	Steve Jobs
John DeLorean	Ray Kroc
Walt Disney	Edwin Land
Garth Drabinsky	Henry R. Luce
Henry Ford	Akio Morita
Bill Gates	David Packard
Lou Gerstner	Alfred P. Sloan
Roberto Goizueta	Donald Trump
Andy Grove	Ted Turner
Armand Hammer	Sam Walton
Howard Hughes	Jack Welch

Available materials on the above listed business leaders such as autobiographies, memoirs, diaries, or biographies were identified from the McGill

University and University of Ottawa library computerized and hard-copy catalogues. The best recent one-volume biography of each leader was selected on the basis of references and reviews. The documents identified using the above procedure were scanned by the author as well as a group of 70 undergraduate business students for relevant passages containing substantive information pertaining to the leader's visioning activities as well as influence over his/her followers. In the end, however, the whole work was used to collect data. To assess the books, each student had to submit a 10-page essay to the researcher regarding the leader's leadership styles, behaviors and abilities. The quality of the information contained in the essay was a good source of feedback on the insights provided by the text. Appendix 1 provides a complete look at the volumes used in the study.

As mentioned, analyzing biographies to assess leadership is by no means an original idea. Evidence suggests that it is a valid and reliable means to assess leadership qualities (Gordon, 1972; Bass, 1985; Bass & Farrow, 1977; Bass, Avolio & Goodheim, 1987). Nevertheless, biographies and autobiographies do pose their own problems. The act of writing a biography or autobiography introduces distortion in the facts because of its inherent linearity and retrospective nature. However, to the extent that certain descriptions, depictions and explanations are repeatedly employed, one can uncover important elements of the leader's visioning process.

Data collection. Considerable support exists in the leadership literature for the reliability of using student raters to assess leadership qualities. For example, in a study of nine prominent political figures, Gordon (1972) observed that students made

accurate description and did not project their own responses when completing a leadership quality survey on the leaders they had studied through biographies. Bass and colleagues (Bass, 1985; Bass & Farrow, 1977; Bass, Avolio & Goodheim, 1987) also argued that inter-rater reliabilities reported in their studies provide some preliminary justification for using informed students in the study of world-class leaders. Following these observations from earlier work, data for this part of the investigation into the vision and visioning activity of organizational leaders was obtained from two groups of undergraduate business administration students enrolled in organizational behavior courses at the University of Ottawa and McGill University. The students took on the role of voluntary research assistants who were asked to participate in the study by reading the assigned biographies and filling out the research questionnaire to report on their reading.

The first group of 140 respondents was composed of students from McGill University, enrolled in an introductory organizational behavior course. However, 104 students agreed to participate in the study and completed the questionnaire. Two questionnaires were later rejected because they were incomplete. The second group of respondents consisted of business students at the University of Ottawa enrolled in a similar introductory organizational behavior class. The group was composed of 72 students of which 67 completed the questionnaire. The respective 26% and 7% mortality rates observed in the two groups can be attributed to several factors such as students withdrawing from the courses in which they were registered, absences on the

day of questionnaire administration, and simply students' lack of interest in participating in the study.

The groups of students were fairly homogenous in terms of demographic variables such as age, educational background and work experience. Of the overall group of students, 78 (46.2%) were women and 86 (50.9%) were currently employed. The average age of the respondents was 20 years ($sd = 2.54$ years). As expected very few students: 25 (14.8%) had previous supervisory experience.

Study 2: The Use of "Real Life" Subjects and Follower Ratings.

A second study was conducted to corroborate the findings obtained in the first investigation using a different methodological approach. This time, attributions of vision and visionary leadership to their superiors were gathered from actual followers of real life organizational leaders. Canadian public service employees provided assessments of the vision, visionary leadership qualities, visioning behaviors and vision content characteristics of their organizational leaders.

Data Collection. Data for this second investigation into the vision and visioning activity of organizational leaders was obtained from a group of 42 working public service employees enrolled in an introduction to business administration course as part of a certificate in governance program at the University of Ottawa. Again the respondents took on the role of volunteer research assistants who were asked to participate in the study by filling out the research questionnaire to report their observations of leadership examples at their work organization. All of them

agreed to participate in the study and complete the questionnaire; however two questionnaires were rejected because they were incomplete.

Of the overall final group of 40 respondents, 29 (72.5%) were women and the average age of the respondents was 39 years ($sd = 6.6$ years). However, this group was quite homogeneous in terms of current employment status. All of the 40 respondents were currently employed with the federal government, with 16 (40%) holding managerial positions and 8 (20%) supervisory positions. The respondents worked in varying size departments in the public service with the majority 30 (75%) working in large departments (700 employees or more). As is the reality of the Canadian public sector, the great majority of these respondents 37 (92.5%) were unionized. These characteristics of the raters represent a considerably different reality than that of the raters in the primary investigation.

The Research Questionnaire

To investigate the visioning process of organizational leaders, a three-part research questionnaire was developed. The questionnaire was used to gather data on the content characteristics of leaders' visions and the degree to which the target leaders engaged in vision formulation and vision articulation related activities. The first part of the questionnaire sought to investigate the leadership behaviors displayed by the leader, specifically in terms of vision formulation and articulation. The second part of the questionnaire tapped into the attribution of vision and visionary leadership to the leader. This part of the questionnaire also probed into vision content characteristics by looking at the qualities and characteristics attributed to the leader's

vision and its perceived effectiveness. Finally, the third part of the questionnaire asked respondents basic demographic information such as gender, age and supervisory experience. The development of each part of the questionnaire is described further in the paragraph to follow, and a complete look at the research questionnaire is offered in Appendix 2.

Part I: Vision Formulation and Articulation Measures.

A list of vision formulation and vision articulation related behaviors formed the basis of a behavioral observation questionnaire used to gather quantitative data on the extent to which leaders engage in the given visioning behaviors. The extent to which each leader engages in each of the leadership behaviors was rated on a 7-point Likert scale, ranging from (1) Never, (4) Occasionally, (7) Continually.

There was no established measure of visioning as an activity of leaders published in scholarly journals. Individual researchers have, for the most part, studied visioning by looking solely at its outcome: the vision itself. Since the present study sought to explore the workings of visioning as an activity of organizational leaders there was a need to develop a measure of this activity.

Item generation. On the basis of a review of research published on charismatic, transformational and visionary leadership, a comprehensive list of behaviors reflecting each of the categories of visioning behaviors proposed in the model (see figure 1) was developed. This behavioral list tapped into the five stages of vision formulation as well as different stages of vision articulation.

Items for the scales were generated from published articles and previous qualitative research in the field of leadership and strategic management. In addition, items were also generated by reviewing case descriptions of leaders in various business publications. The items were then analyzed and synthesized in a way to capture the major themes therein. The above approach resulted in an initial item pool of 85 items, averaging about 12 items per stage of the visioning process. The 85 items were then evaluated in terms of their relevance to the domain of visionary leadership, conceptual ambiguity, sentence clarity, conciseness, the sub-scale to which they belonged, and social desirability. The final behavioral list included 54 items.

For example, the first stage of vision formulation: environmental scanning and network building, was described using behaviors like: gathering information from market research; meeting with customers to discover their needs; including a diverse set of outside members on the organization's board of directors; and participating in industry associations, professional trade meetings. Evaluating the existing situation was translated into key behaviors such as: seeking organization members' input into the present situation; assessing available resources; using benchmarking to evaluate current organizational performance; identifying poorly exploited opportunities and challenging current assumptions about the organization. Behavioral indicators of synthesizing and weeding out information included: constantly looking for clues as to what unpopular ideas are likely to go somewhere; using analogies to past experiences; and concentrating on overarching values and principles. Efforts in conceptualizing the vision were reflected in behavioral indicators such as: combining elements into

opportunities; having flashes of insight; playing with ideas; and developing a renewed global view of the organization. Finally, adapting the vision to meet organizational requirements was exemplified by behaviors like: adapting the vision to the ideas and values of followers; and evaluating the possible solutions generated in view of the constraints present in the environment.

Vision articulation behaviors reflecting articulation for mission clarification included emphasizing the inadequacy of the present state of affairs; providing comparison between the new vision and the old vision and describing the vision in a positive light. Articulation for follower appeal was assessed using behavioral indicators such as vividly communicating the vision to members of the organization; using metaphors, images and anecdotes and developing consistent policies and programs to implement the vision.

Part II: Attributions of Vision, Attributions of Visionary Leadership, Vision Content Characteristics and Effects Measures

Part II of the questionnaire was composed of a series of questions regarding the attributions of vision and visionary leadership to the leader, the content characteristics of the vision espoused by the leader as well as its perceived effectiveness.

Of utmost importance was the construction of the questions regarding the dependent variables of vision and visionary leadership attributions. Each of the dependent variables was measured using single-item questions. The two questions asked of raters were: 1) did your leader have a vision? and 2) would you call your

leader visionary? Respondents were asked to rate the presence of vision and visionary leadership quality on a 4-point scale ranging from “definitely no” to “definitely yes”.

After having established whether or not the leader is considered by the respondent to have a vision and be a visionary leader, questions regarding the content of the vision were asked.

The instrument was derived, in part, from the extensive list of statement in the vision examination questionnaire developed by Larwood et al., (1993, 1995). Specifically, raters were asked questions regarding the magnitude of change advocated in the vision, the time span of the vision, its focus and its creative quality. Raters were asked to report on a 4-point scale ranging from “0=Definitely No” to “3=Definitely Yes” whether their leader’s vision advocated the status quo, an incremental change, and/or a revolutionary change; referred to a past, present, and/or future; focused on values, strategic goals and/or operational goals. Raters were also asked to rate the vision’s creative quality on a 7-point scale for novelty, uniqueness, and innovativeness. These items were combined in the analyses into one indicator of creativity. The creativity scale’s alpha score was .55.

The questionnaire also asked questions with regards to vision related effects: the vision's perceived success, acceptance, influence, and follower commitment to the vision. Finally, raters were asked questions regarding leader related effects: the leader's charisma and success, as well as follower's identification and commitment to

the leader. Followers/observers were asked to rate each of the vision and leader related effects on a 7 point scale ranging from “1= Not at all” to “7= Highly”.

Part III Biographical Data

The last part of the questionnaire contained basic demographic questions such as gender, age, work experience, etc.

Procedure

Respondents in Study 1 acted as observer-raters and were randomly assigned a leader from the subject list in Table 1. This random assignment of leaders to student raters was considered necessary to prevent any variance in the data due to prior experience with the leader. A certain control was exercised, so as to ensure that each leader was assigned to at least three different raters. This precaution provided an opportunity to measure inter-rater reliability. As such, Group 1 studied a total of 24 leaders, while Group 2 studied 18 of those leaders. Table 2 shows the distribution of raters among the business leaders studied.

Two different groups were used in this study. The respondents in Group 1 were asked to read the assigned material and write a 15-page essay on leadership style, vision and their understanding of the related leadership behaviors. They were asked to describe any of the behaviors they observed which seem to support and further their understanding of what the leadership activity entails. While this data was not directly subjected to empirical testing, it provided a means of focusing the students' reading. Furthermore, this data may be used later to adapt or expand the proposed behavioral model of visioning. Once the respondents handed in their work,

they were asked to fill out the questionnaire discussed in the previous section. This data provided a quantitative assessment of the observed visioning behaviors exhibited by the leader and the leader's vision characteristics.

While the respondents in Group 1 had not been formally exposed to the model of visioning presented in Figure 1, they could nevertheless be considered an informed group of observers. Respondents in Group 1 were asked to first rate the visioning related behaviors of the leader before they were asked whether or not the leader possessed a vision and was a visionary leader. It is possible that rating the behaviors believed to have a link with visioning might have, to some extent, sensitized respondents to our model of visioning and therefore affected or biased their own attributions of vision and visionary leadership in the leader. To counter this possibility the second group of respondents was subjected to a reverse version of the questionnaire.

Like the respondents in Group 1, the respondents in Group 2 were randomly assigned biographical accounts of the subject leaders and asked to write an essay on leadership. Again a certain control was exercised to ensure that at least three raters were assigned to each leader. However, after completion of this essay the second group of respondents was asked to fill out a modified version of the research questionnaire. This questionnaire asked respondents if they perceived the leaders to have vision or visionary leadership qualities before asking them whether or not they observed visioning behaviors in their leader (refer to Appendix 3). It is believed that in this manner, respondents in the second group could be considered an uninformed

and unbiased sample since the respondents had not been sensitized to the model or behaviors believed to be associated with the process of visioning prior to rating the presence of vision and visionary leadership qualities. This research design therefore provides controls for order-effect.

Table 2: Number of Raters for Each Subject Business Leader in Groups 1 and 2

Subject Leader	Number of raters	
	Group 1	Group 2
John Jacob Astor	3	-
Peter Bronfman	3	4
John DeLorean	6	-
Walt Disney	4	3
Garth Drabinsky	2	4
Henry Ford	4	3
Bill Gates	5	4
Lou Gerstner	4	4
Roberto Goizueta	4	4
Andy Grove	3	3
Armand Hammer	5	-
Howard Hughes	7	-
Lee Iacocca	5	3
Steve Jobs	3	5
Ray Kroc	4	4
Edwin Land	3	4
Henry R. Luce	5	3
Akio Morita	4	4
David Packard	4	4
Alfred P. Sloan	3	3
Donald Trump	7	-
Ted Turner	6	-
Sam Walton	6	4
Jack Welch	2	4

Respondents in Study 2 were asked to fill out the same research questionnaire discussed in the previous investigation, with one minor adjustment to reflect the new type of data sought. The only modification made to the questionnaire was with

regards to the question format from the rating of “the leader you have studied” to the rating of “your current organizational leader”. Since no order effect was found in the primary investigation, the questionnaire used for Group 1 in the first study was used in this part of the investigation.

Data Analysis

The data obtained from the groups of respondents in both Study 1 and Study 2 were threefold: 1) whether the leader was perceived as having a vision and as a visionary leader; 2) what visioning behaviors were exhibited by the leader and to what extent; and 3) what content characteristics are attributed to the leader's vision. To analyze the results, the data obtained in Study 1 were first combined using the 18 leaders common to both groups, so as to determine the reliability and factor structure of the scales used. Analyses of variances were used to look at any significant difference in results between the two groups that might be due to order effect. As the order effect was found to be non-existent, the hypotheses were tested using the collapsed data from both groups on the 24 leaders studied. The data was examined using correlation and regression analyses.

The data obtained in the second study was also used to test the hypotheses. Correlation and regression analyses were used to examine the validity of the hypotheses and the results were scanned for consistency with those obtained with the first study.

CHAPTER 5

Psychometric Properties of the Measures

Since the study of the visioning process in leadership is a relatively new research area, there are no accepted and well established measures of vision related activities, content and effectiveness. As such, the necessity to develop scales to be used in the present study also entails a necessity to test their validity and reliability. The following sections provide a description of the scales used and their psychometric properties.

The Measurement of Vision Formulation and Vision Articulation

The 5 behavior categories of vision formulation and 3 behavior categories of vision articulation were measured using 8 respective scales. Before use in hypotheses testing, the 8 visioning scales were examined for internal consistency and reliability.

Vision Formulation and Vision Articulation Scales Item Analysis

The means and variances for the items of the 8 visioning scales for the 18 leaders, rated by 135 respondents, are presented in the tables below. The correlation matrices of the items included in each scales and the correlation of each item with the other scale items (item-total correlations) are also shown in the tables. These correlations and reliability analyses of each scale were used to assess the fit of each item within the scale. Reliability analyses were conducted on each scale to further assess the fit of each item. Finally, factor analyses were conducted to investigate the presence of latent factors in each scale.

Scale 1: Vision formulation, environmental scanning and network building. The behavioral dimension of environmental scanning and network building was initially measured using 10 items (see Table 3). Table 4 shows the means, standard deviations, item-total correlations and intercorrelations of items in Scale 1: Environmental scanning and network building. None of the items had low variance. Compared to other items in the scale, item 3: monitoring political events and international affairs, had very low correlations with all of the other items. Upon closer inspection of the item it was noted that it refers to a more macro-level aspect of environmental scanning than the other items in the scale. It was dropped from the scale to improve scale consistency.

Table 3: Environmental Scanning and Network Building Scale Items

Item	Content
1	Monitored social, cultural and demographic trends.
2	Monitored economic as well as regulatory developments.
3	Monitored political events and international affairs.
4	Highly involved industry associations, such as conference boards, etc.
5	Gathered information from market research.
6	Attentive to the ideas and opinions of others.
7	Developed extensive external networks, with other CEOs, suppliers, political leaders, etc.
8	Included a diverse set of outside members on the organization's board of directors.
9	Met with customers to discover their needs and concerns.
10	Developed sales teams, which included technical and operations people along with sales representatives.

Table 4: Means, Standard Deviations, Item-total Correlations and Intercorrelations of items in Scale 1: Environmental Scanning and Network Building

Item	Mean	sd	Item-total corr.	1	2	3	4	5	6	7	8	9
1	4.71	1.66	.453									
2	5.32	1.61	.391	.410								
3	4.38	1.69	.307	-	.456							
4	5.11	1.90	.482	-	.366	.311						
5	4.37	1.89	.469	.310	.441	.198	.366					
6	5.15	2.05	.523	.384	-	-	.192	.361				
7	5.04	1.71	.512	.262	-	.198	.298	-	.408			
8	3.87	1.62	.414	.253	-	-	.237	-	.227	.387		
9	3.95	2.06	.522	.269	-	-	.282	.356	.526	.439	.429	
10	4.68	1.84	.508	.247	.221	-	.302	.297	.335	.354	.345	.445

Correlations with $p < .05$ are shown.

In order to investigate the presence of common latent factors underlying the 9 items of the modified environmental scanning and network building scale, a common factor analysis with varimax rotation was conducted. Two factors emerged. The first factor with an eigenvalue of 3.36 was characterized by high loadings for items representing networking. The second factor with an eigenvalue of 1.43 had high loadings for items representing the dimension of information gathering. The variance explained by each of the two factors was 37% and, 16% respectively. The factor loadings are shown in Table 5. For all further analyses factors 1 and 2 will be referred to as Env1 and Env2 respectively.

Table 5: Factor Loadings of Environmental Scanning Scale Items

Item	Factor 1: Networking (Env1)	Factor 2: Information Gathering (Env2)
1	.336	.531
2	-.124	.872
4	.288	.567
5	.164	.739
6	.621	.337
7	.738	.121
8	.694	.030
9	.815	.086
10	.565	.332

Scale 2: Vision formulation, evaluation of the existing organizational situation. The behavioral dimension of evaluation of the existing organizational situation was first measured using 8 items (refer to Table 6). Table 7 shows the means, standard deviations, item-total correlations and intercorrelations of the 8 items in scale 2. There were no items with very low variance. All the items, with the exception of items 3 and 4 were significantly correlated with each other. Items 3 and 4 were not significantly correlated with items 5 and 6. However, inspection of the items suggested that the focus of the items might be the reason rather than lack of fit in the scale.

Table 6: Evaluation of the Existing Situation Scale Items

Item	Content
1	Identified organizational deficiencies and/or poorly exploited opportunities.
2	Assessed the organization's available resources.
3	Used benchmarking to evaluate organizational performance.
4	Measured the organization's performance against that of its competitors.
5	Assessed followers' inclinations, abilities, needs, and level of satisfaction.
6	Challenged the organization's members' current assumptions about the organization itself and its industry.
7	Distributed performance information widely throughout the organization and sought organization members' input concerning present situation and future opportunities.
8	Constantly looked at the environment for clues that indicated which unpopular ideas might work if implemented.

Table 7: Means, Standard Deviations, Item-total Correlations and Intercorrelations of items in Scale 2: Evaluation of the Existing Organizational Situation

Item	Mean	sd	Item- total corr.	1	2	3	4	5	6	7
1	5.37	1.68	.549							
2	5.32	1.54	.614	.450						
3	4.56	1.85	.524	.450	.538					
4	5.28	1.76	.450	.369	.460	.496				
5	5.14	1.77	.444	.246	.307	-	-			
6	5.34	1.54	.337	.182	.286	-	-	.221		
7	4.89	1.94	.518	.363	.236	.281	.173	.476	.285	
8	4.75	1.73	.511	.309	.330	.262	.244	.407	.349	.378

Correlations with $p < .05$ are shown.

To further investigate this possibility, a factor analysis with varimax rotation was conducted on the 8 items of Scale 2. As suspected, two factors emerged. The first factor with an eigenvalue of 3.26 was characterized by high loadings for items representing evaluation of the situation by the leader. The second factor with an eigenvalue of 1.34 had high loadings for items representing the participative dimension of evaluation of the existing situation. The variances explained by each of the two factors were 41% and 17% respectively. The factor loadings are shown in

Table 8. In all further analyses, factors 1 and 2 will be referred to as Eval1 and Eval2 respectively.

Table 8: Factor Loadings of the Evaluation of the Existing Organizational Situation Scale Items

Item	Factor 1: Leader Evaluation (Eval1)	Factor 2: Participative Evaluation (Eval2)
1	.672	.287
2	.753	.279
3	.811	.112
4	.797	.020
5	.082	.784
6	.060	.631
7	.224	.720
8	.260	.675

Scale 3 Vision formulation: Synthesizing and weeding out information.

Synthesizing and weeding out information on the part of the leader was measured using an 8-item scale (refer to Table 9). Table 10 shows the means, standard deviations, item-total correlations and intercorrelations of the items in Scale 3. None of the items had a low variance. Correlations among the items were lower and some of the items did not correlate with other items. Item 1: determined what industry, political, economical, social events would be important to the future of the organization; and item 3: encouraged objective critique and dissenting opinions or proposals; used devil's advocate in decision processes, had low or no correlations with other items in the scale. It was observed that item 1 could be confused with another category of visioning behaviors: environmental scanning and network building. As well, item 3 was found to be confounded with more of a problem

solving behavioral category such as conceptualization of the vision. For scale consistency and brevity, the two items were dropped from the scale.

Table 9: Synthesizing and Weeding Out Information Scale Items

Item	Content
1	Determined what industry, political, economical, social events would be important to the future of the organization.
2	Looked for novel ways to combine inputs gained from the environment.
3	Encouraged objective critique and dissenting opinions or proposals; used devil's advocates in decision processes.
4	Aimed to put a fresh perspective on old problems by approaching them in a new way.
5	Used his past experiences and lessons learned to guide his analysis of current situations.
6	Looked at events, opportunities, and potential solutions simultaneously.
7	Analyzed events, opportunities, and potential solutions by comparing them to each other, rather than looking at each, one by one.
8	Put things together in ways that others didn't.

Table 10: Means, Standard Deviations, Item-total Correlations and Intercorrelations of items in Scale 3: Synthesising and Weeding Out Information

Item	Mean	sd	Item- total corr.	1	2	3	4	5	6	7
1	5.01	1.60	.331							
2	4.99	1.44	.519	.325						
3	4.22	1.98	.322	.231	.313					
4	4.99	1.66	.402	-	.290	.210				
5	5.85	1.34	.375	-	.181	.257	.379			
6	5.55	1.33	.481	.224	.325	-	.223	.181		
7	4.61	1.57	.423	-	.483	.241	-	-	.541	
8	5.66	1.40	.402	.233	.270	-	.347	-	.394	.183

Correlations with $p < .05$ are shown.

In order to investigate the presence of common latent factors underlying the remaining 6 items of the Synthesizing and weeding out information scale, a common factor analysis with varimax rotation was conducted. Two factors emerged. The first factor with an eigenvalue of 2.45 was characterized by high loadings for items representing looking at the information obtained or, in other words, synthesizing the

information for problem solving. The second factor with an eigenvalue of 1.01 had high loadings for items representing weeding out information in a problem solving effort. The variance explained by each of the two factors was 41% and 18% respectively. The factor loadings are shown in Table 11. Factors 1 and 2 will be referred to in all upcoming analyses as Synt1 and Synt2 respectively.

Table 11: Factor Loadings of the Synthesizing and Weeding Out Information Scale Items

Item	Factor 1:		Factor 2:	
	Synthesizing information (Synt1)		Weeding out information (Synt2)	
2	.694		.206	
4	.059		.828	
5	.101		.673	
6	.738		.262	
7	.874		-.008	
8	.339		.621	

Scale 4: Vision formulation, conceptualization of the vision. The fourth stage of vision formulation, conceptualization of the vision, was measured using a 7-item scale. Table 12 lists the scale items. The means, standard deviations, item-total correlations and intercorrelations of the items in scale 4 are provided in Table 13. None of the items had low variance and all the items were positively and significantly correlated with each other. Item 2: concentrated on overarching values and principles crucial to the organization's current situation, had the lowest correlations to the other items. Upon further inspection of the item, it was noticed that it was confounded with vision content. The same could be argued for Item 5: formulated goals for achieving the organization's objectives. However, Item 2 refers directly to a focus object whereas Item 5 remains more general and does not imply a focus object be it, values,

strategic or operational. For conceptual clarity, scale consistency and brevity, Item 2 was dropped from the scale.

Table 12: Conceptualization of the Vision Scale Items

Item	Content
1	Evaluated the possible solutions in view of constraints present in the environment
2	Concentrated on overarching values and principles crucial to the organization's success
3	Formulated opportunities and potential solutions aimed at addressing the organization's current situation.
4	Paid attention to whether a given idea really had the potential to make a difference for the organization's success and survival.
5	Formulated goals for achieving the organization's objectives.
6	Demonstrated a strong sense of strategic vision.
7	Developed a renewed, general, overarching view of the organization.

Table 13 : Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 4: Conceptualization of the Vision

Item	Mean	sd	Item-total corr.	1	2	3	4	5	6
1	5.18	1.44	.593						
2	5.40	1.47	.393	.461					
3	5.48	1.25	.612	.634	.429				
4	5.42	1.56	.740	.465	.324	.533			
5	5.96	1.38	.583	.322	.175	.428	.574		
6	6.20	1.25	.656	.505	.373	.448	.527	.604	
7	5.55	1.45	.489	.263	.258	.350	.491	.369	.464

Correlations with $p < .05$ are shown

In order to investigate the presence of common latent factors underlying the 6 remaining items of the conceptualization scale, a common factor analysis with varimax rotation was conducted. One factor emerged, with an eigenvalue of 3.34 explaining 56% of the variance. The factor loadings are shown in Table 14.

Table 14: Factor Loadings of Conceptualization of the vision Scale Items.

Item	Factor 1
1	.699
3	.725
4	.854
5	.759
6	.785
7	.634

Scale 5: Vision formulation, adaptation of the vision to meet

organizational requirements. The final stage of vision formulation, adapting the vision to meet organizational requirements, was measured using a 4-item scale. Table 15 provides a list of the scale items. Table 16 shows the means, standard deviations, item-total correlations and intercorrelations of the items in scale 5. None of the items had low variance and all were significantly correlated with each other.

Table 15: Adaptation of the Vision to Meet Organizational Requirements Scale Items

Item	Content
1	Adapted the vision taking into account the limitations, skills and abilities of organizational members.
2	Adapted the vision taking into account the ideas and values of followers and other important stakeholders.
3	Adapted the vision having recognized constraints in the physical environment (technological limitations, lack of resources, etc.) that may have stood in the way of achieving organizational objectives.
4	Adapted the vision having recognized constraints in the organization's social and cultural environment (cultural norms, lack of grassroots support, etc.) that may have stood in the way of achieving organizational goals.

Table 16: Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 5: Adaptation of the Vision to Meet Organizational Requirements

Item	Mean	Sd	Item-total Corr.	1	2	3
1	3.77	1.98	.775			
2	3.87	2.07	.771	.718		
3	3.96	1.92	.704	.659	.560	
4	3.65	1.88	.739	.615	.685	.633

Correlations with $p < .05$ are shown.

In order to investigate the presence of common latent factors underlying the 4 items of Scale 5, a common factor analysis with varimax rotation was conducted. As expected only 1 factor emerged, with an eigenvalue of 2.95 and it explained 74% of the variance. The factor loadings are shown in Table 17. As can be seen, all of the items loaded highly on that factor and none of the items were dropped from further analysis.

Table 17: Factor Loadings of Adaptation of the Vision to Meet Organizational Requirements Scale Items

Item	Factor 1
1	.879
2	.866
3	.834
4	.856

Scale 6: Articulation of the vision for mission clarification. The articulation of the vision on the part of leaders for the purpose of clarifying the organizational mission was measured using 6 items (refer to Table 18 for a list of those items). Table 19 presents the means, standard deviations, item-total correlations and intercorrelations of the items in scale 6. None of the items had low

variance and they were all significantly correlated with each other. Item 1: emphasized the inadequacy of the present state of affairs to internal members of the organization; however, had the lowest correlations with the other items of the scale. Upon closer inspection of the item, it was noticed that it was the only item that did not refer to the vision. Conceptually, this item can be argued to be somewhat confounded with the context in which visionary leadership are believed to emerged (Bass, 1985; Hummel, 1975; Kets de Vries, 1988; Roberts & Bradley, 1988). Furthermore, this item appears to deal with issues of legitimacy of the vision as opposed to the goal being sought which is the focus of the other items in the scale. While this item is still believed to be important to visionary leadership, it is now believed to belong to another category of behaviors which might refer more to preparatory establishment of the setting for the vision than to the articulation of the vision itself. Therefore, to enhance the scale's conceptual consistency the item was therefore dropped from the scale.

Table 18: Articulation of the Vision for Mission Clarification Scale Items

Item	Content
1	Emphasized the inadequacy of the present state of affairs to internal members of the organization.
2	Clearly communicated the nature of the new vision and its content.
3	Described the new vision in positive terms.
4	Provided precise comparisons between the old and new visions.
5	Indicated how the new vision fit with the current organizational context.
6	Indicated how the new vision solved the problems with the current situation.

Table 19: Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 6: Articulation of the Vision for Mission Clarification

Item	Mean	Sd	Item-total corr.	1	2	3	4	5
1	4.61	1.72	.412					
2	5.89	1.41	.741	.198				
3	6.06	1.30	.626	-	.452			
4	4.34	1.78	.624	.354	.478	-		
5	5.24	1.57	.738	.183	.635	.374	.372	
6	5.19	1.76	.817	.373	.587	.393	.511	.619

Correlations with $p < .05$ are shown

In order to investigate the presence of common latent factors underlying the 5 remaining items of the articulation of the vision for mission clarification scale, a common factor analysis with varimax rotation was conducted. A single factor emerged, with an eigenvalue of 2.91 and explaining 58% of the variance. The factor loadings are shown in Table 20.

Table 20: Factor Loadings of Articulation for Mission Clarification Scale Items

Item	Factor 1
2	.855
3	.623
4	.664
5	.815
6	.831

Scale 7: Articulation of the vision for follower appeal. The articulation of the vision for the purpose of appealing to followers was measured using a 6-item scale (see Table 21). Table 22 presents the means, standard deviations, item-total correlations and intercorrelations of the items in scale 7. None of the items had low variance and they were all significantly correlated with each other.

Table 21: Articulation of the Vision for Follower Appeal Scale Items

Item	Content
1	Communicated his/her confidence in followers' capacity to attain the new vision.
2	Vividly communicated the vision to organizational members through speeches and pep talks.
3	Communicated the vision in writing through vision and mission statements, slogans, etc.
4	Used emotionally charged language to support the vision.
5	Communicated the vision in writing through personal communication to convince others to support it.
6	Used metaphors, analogies, stories and anecdotes to reinforce the vision.

Table 22: Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 7: Articulation of the Vision for Follower Appeal

Item	Mean	Sd	Item-total corr.	1	2	3	4	5
1	5.38	1.71	.564					
2	5.07	2.04	.715	.509				
3	4.65	1.99	.530	.362	.434			
4	5.03	1.92	.623	.373	.603	.309		
5	4.42	1.89	.645	.519	.462	.537	.368	
6	4.23	1.89	.606	.364	.511	.323	.571	.469

Correlations with $p < .01$ are shown.

In order to investigate the presence of common latent factors underlying the 6 items of the articulation for follower appeal scale, a common factor analysis with varimax rotation was conducted. Only 1 factor emerged, with an eigenvalue of 3.32 and explaining 55% of the variance. The factor loadings are shown in Table 23. As can be seen, all of the items loaded highly on this factor and none were dropped from further analysis.

Table 23: Factor Loadings of Articulation for Follower Appeal Scale Items

Item	Factor 1
1	.702
2	.826
3	.668
4	.755
5	.766
6	.740

Scale 8: Non-verbal articulation of the vision. The final stage of vision articulation, non-verbal articulation of the vision, was measured using a 5-item scale. Table 24 presents a list of the items in the scale. Table 25 shows the means, standard deviations, item-total correlations and intercorrelations for the items in Scale 8: non-verbal articulation of the vision. None of the items had low variance. All of the items were significantly correlated with each other with the exclusion of item 5: Accepted substantial personal risk in his pursuit of the vision. This item was the only item in the scale that referred to a behavior not aimed toward the vision or followers but rather a personal choice by the leader. Conceptually, while often presented as a characteristic of transformational leaders (Conger, 1989), risk taking or risk propensity is a controversial topic. While Forward, Beach, Gray and Quick (1991) and Hitt & Tyler (1991) saw risk propensity as important, the latter were unable to demonstrate its importance in their study of executive decisions. It appears that executives take appropriate mid-range risks and are sufficiently careful that they did not see these risks as truly risks (Brockhaus, 1980; Larwood, et al., 1995; McClelland, 1961; McClelland & Burnham, 1976). Visionary leaders by their in-depth assessment of their environment and evaluation of their proposed solution to

the unsatisfactory status quo, seek in essence to clarify the situation, and as such to reduce the uncertainty surrounding the organization's success. Nevertheless, the type of behaviors they exhibit in putting forward strategies and tactics to reach their idealized vision of the organization's future involve a certain level of risk. Visionary leaders take risks in the implementation phase of their vision, they suggest strategies to reach desired goals, test out these strategies and are constantly adapting them to the situation. However, observers and followers might perceive risk-taking to be somewhat inherent to their job. Furthermore, since visionary leadership project considerable confidence in their vision and its rightfulness, this might significantly reduce the perceptions of risk-taking on their part. For conceptual clarity and scale consistency, the item was therefore dropped from the scale.

Table 24: Non-Verbal Articulation of the Vision Scale Items

Item	Content
1	Developed policies and programs consistent with the vision.
2	Constantly enacted the vision by doing symbolic things that inspired commitment to vision implementation.
3	Provided opportunities for followers to put the vision into action and to share in the rewards associated with attaining the vision.
4	Engaged in unconventional behaviors to show support for the vision.
5	Accepted substantial personal risk in his pursuit of the vision.

Table 25: Means, Standard Deviations, Item-total Correlations and Intercorrelations of Items in Scale 8: Non-Verbal Articulation of the Vision

Item	Mean	Sd	Item-total corr.	1	2	3	4
1	5.71	1.44	.354				
2	5.34	1.68	.647	.345			
3	5.67	1.55	.479	.413	.519		
4	5.30	1.79	.508	.216	.517	.262	
5	5.87	1.61	.301	-	.289	-	.372

Correlations with $p < .05$ are shown

In order to investigate the presence of common latent factors underlying the remaining 4 items of the non-verbal articulation of the vision scale, a common factor analysis with varimax rotation was conducted. A single factor emerged, with an eigenvalue of 2.16. The variance explained by the factor was 54%. The factor loadings are shown in Table 26.

Table 26: Factor Loadings of Non-Verbal Articulation of the Vision Scale Items

Item	Factor 1
1	.655
2	.838
3	.762
4	.671

Table 27 shows the means, standard deviations and reliabilities of the scales used in the present research. All the scales were found to have acceptable reliabilities. Sub-scale 2 of the Synthesizing and weeding out information was found to have a very conservative reliability.

Table 27: Means, Standard Deviations & Reliabilities of Scales Used

Variable Measured	Number of Items	Mean	Std. dev.	Coefficient Alpha
Environmental Scanning - Networking	9	4.65	1.12	.79
Sub-scale 1: Networking	5	4.50	1.37	.76
Sub-scale 2: Info Gathering	4	4.84	1.27	.67
Evaluation Organizational Situation	8	5.09	1.08	.79
Sub-scale 1: Leader	4	5.16	1.29	.78
Sub-scale 2: Participative	4	5.01	1.27	.70
Synthesizing and Weeding out Information	6	5.26	.93	.70
Sub-scale 1: Synthesizing	3	5.04	1.16	.71
Sub-scale 2: Weeding Out	3	5.48	1.09	.56
Conceptualization of the Vision	6	5.60	1.06	.84
Adapting the Vision	4	3.81	1.68	.88
Articulation for Mission Clarification	5	5.38	1.17	.81
Articulation for Follower Appeal	6	4.83	1.37	.84
Non-Verbal Articulation of the Vision	4	5.50	1.17	.71

Construct Validity of all 8 Visioning Scales

One-way multivariate analyses of variance (MANOVAs) were computed using leaders as the between-subjects variable and the 8 visioning scales as the dependent variables to assess whether leader manipulation worked. The resulting multivariate F-ratios in Group 1 alone, in Group 2 alone and both groups combined were significant ($p < .001$). Univariate ANOVAs were computed for each scale to analyze variance in ratings across leaders as compared to multiple rater evaluation of a single leader. The resulting F-ratios were converted to eta coefficients to provide an estimate of interrater agreement. Table 28 provides the eta values for each scale for groups 1 and 2 separately as well as for the two groups combined. Eta coefficients indicated the extent to which raters were in agreement when rating the same leader as compared with ratings of different leaders. As in other research using biographical accounts, estimates of interrater agreement for all visioning are conservative. Previous research using similar modes of inquiry reported modest interrater agreement, and argued that biographical accounts of the same leader read by different respondents provide disparate interpretations and therefore viewpoints of the same world-class leaders (Bass & Farrow, 1977; Bass et al., 1987).

Table 28 : Eta Values of the Visioning Scales for Group 1, Group 2 and Total Sample

Variable Measured	Number of Items	Group 1 (N=102)	Group 2 (N=67)	Group 1&2 (N=169)
Environmental Scanning - Networking	9	.83	.75	.77
Sub-scale 1: Networking	5	.74	.75	.70
Sub-scale 2: Info Gathering	4	.83	.74	.77
Evaluation Organizational Situation	8	.80	.74	.74
Sub-scale 1: Leader	4	.77	.78	.74
Sub-scale 2: Participative	4	.78	.72	.72
Synthesizing and Weeding out Information	6	.77	.61	.65
Sub-scale 1: Synthesizing	3	.74	.51	.59
Sub-scale 2: Weeding Out	3	.69	.68	.59
Conceptualization of the Vision	6	.80	.70	.70
Adapting the Vision	4	.66	.73	.60
Articulation for Mission Clarification	5	.73	.68	.63
Articulation for Follower Appeal	6	.79	.70	.72
Non-Verbal Articulation of the Vision	4	.80	.73	.74

Test for Order Effect

To assess whether the differences in response between groups 1 and 2 were significant, ANOVAs were performed using groups as the independent variables and perceptions of vision and visionary leadership as the dependent variables. The underlying premise is that sequencing might have affected the perceptions of vision and visionary leadership by the sensitization to the visioning behaviors. Group 2's assessment of the vision is considered unbiased, while perceptions of Group 1 might have been biased by a prior exposure to the visioning behaviors in the questionnaire. Groups were compared on their assessment of the same leader. The results of the ANOVAs with and without controlling for the leader studied showed no significant differences between the two groups, thus indicating no significant effect for

sequencing. As such, the collapsed data from both groups on 24 leaders was used to test the hypotheses. Refer to appendix 4 for the ANOVA tables.

The Measurement of Effects on Followers

The research questionnaire also provided an opportunity to gather data on certain measures of vision and leader related effects on followers. All effects were measured using single items.

Measures of Vision Related Effects on Followers

Vision related effects measures included observer/follower ratings of vision influence, acceptance, follower commitment to pursuing the vision and vision success. The means and variances and intercorrelations of the items measuring the vision effects variables, rated by 169 respondents, are presented in Table 29.

Table 29: Means, Standard Deviations, and Intercorrelations of Vision Related Effects Measures

Item	Mean	Std. Dev	1	2	3
1. Vision Influence	6.06	1.03			
2. Vision Acceptance	5.58	1.27	.537		
3. Follower commitment	5.77	1.28	.575	.600	
4. Vision success	6.29	1.21	.459	.436	.400

Correlations with $p < .01$ are shown.

Measures of Leader Related Effects on Followers

The research questionnaire also investigated certain leader related effects on followers. Leader related effects measures consisted of follower/observer attributions of charisma and success to the leader. Follower related effects measures provided

ratings of followers' liking of the leader, respect for the leader, fear of the leader, desire to comply with the leader, and desire to be like the leader. Table 30 shows the means, standard deviations and intercorrelations of the single items measures of leader and follower related effects.

Table 30: Means, Standard Deviations, and Intercorrelations of Leader and Follower Related Effects Measures

Item	Mean	Std. Dev	1	2	3	4	5	6
1. Charisma	5.20	1.84						
2. Success	6.37	1.03	.248					
3. Liking	4.88	1.74	.474	.336				
4. Respecting	5.95	1.40	.402	.410	.579			
5. Complying	5.57	1.25	-	.190	.313	.385	-	
6. Emulating	4.17	1.56	.366	.314	.321	.295	-.165	.274

Correlations with $p < .05$ are shown.

CHAPTER 6

Results

The data obtained from the two studies were analyzed to test the research hypotheses. The data were also examined to explore the relationships between observers/followers attributions of vision and visionary leadership, and effects of the visioning process on followers. The direct relationships between the various content characteristics of visions and vision related effects on followers were studied. The following sections provide a description of the results obtained in the two studies.

Relating Perceived Vision Content Characteristics to Attributions of Vision and Visionary Leadership

In this research three sets of hypotheses were formulated and investigated. The first set of hypotheses suggested a set of content characteristics of vision that would be related to attributions of vision and visionary leadership. Correlations were examined to explore the nature of the relationship between the perceived nature of vision content and the attributions of vision and visionary leadership. The results of the zero-order correlation analyses for Study 1 and Study 2 are presented in Table 31 and Table 32 respectively. The relationships were further investigated using regression analyses to verify proposition 1, which stipulates that *differences in the content of the vision presented by the leader will be related to vision and visionary leadership attributions*, and its related hypotheses. To assess the relative influence of the vision content characteristics on attributions of vision and visionary leadership,

multiple regression analyses were conducted with vision and visionary leadership attributions as the dependent variable and the vision content characteristics as the independent variables. To avoid problems of multicollinearity, standardized scores were used. Table 33 and Table 34 present the results of the regression analyses for Study 1 and Study 2 respectively.

Table 31: Correlations Between Vision Content Characteristics, Attributions of Vision and Attributions of Visionary Leadership in Study 1

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Vision													
2. Visionary	.740												
3. Status Quo	-	-											
4. Incremental	-	-	.215										
5. Revolutionary	.297	.424	-.307	-.445									
6. Present	-	-	-	-	-								
7. Near Future	.173	-	-	-	-	.591							
8. Next few years	.208	.191	-	-	.262	-	.500						
9. Next few decades	.201	.180	-	.190	-	-	-	.424					
10. Long-term	.282	.185	-	-	.189	-.217	-	.268	.511				
11. Creativity	.313	.503	-	-	.302	-	-	.181	-	-			
12. Values	-	.210	-	.172	-	-	-	-	.196	.233	.165		
13. Strategic	-	.168	-	-	.203	-	-	.258	-	-	-	-	
14. Operational	-	-	-	-	-	-	-	-	-	-	-	-	-

Correlations with $p < .05$ are shown.

Table 32: Correlations Between Vision Content Characteristics, Attributions of Vision and Attributions of Visionary Leadership in Study 2

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Vision													
2. Visionary	.733												
3. Status Quo	-	-											
4. Incremental	-.164	-.208	.224										
5. Revolutionary	.454	.532	.275	-.464									
6. Present	-	-	-	-	-								
7. Near Future	-	-	-	-	-	.579							
8. Next few years	.212	.216	-	-	.303	-	.474						
9. Next few decades	.264	.271	-	.150	.247	-	-	.427					
10. Long-term	.271	.196	-	-	.215	-.212	-	.292	.485				
11. Creativity	.506	.536	-	-	.423	-	-	.227	.233	.202			
12. Values	-	.173	-	-	.150	-	-	.218	.216	-			
13. Strategic	.216	.303	-	-	.288	-	-	.271	.158	.146	.191	-	
14. Operational	-		.155	-	-	-	-	-	-	-	-.157	-	-

Correlations with $p < .05$ are shown.

Relating the Magnitude of Change Advocated in the Vision to Attributions of Vision and Visionary Leadership

As shown in Table 31 and Table 32 the results of the zero-order correlations in Study 1 and Study 2 suggest that perceptions of a revolutionary magnitude of change in a vision were positively and significantly correlated with attributions of vision and visionary leadership. A revolutionary magnitude of change was found to be negatively and significantly correlated to lower magnitudes of change.

The results of the multiple regressions for the effects of vision content characteristics on the attributions of vision and visionary leadership in Study 1 and Study 2 (Table 33 and Table 34) further support this observation. In line with Hypothesis 1a, which proposes that: *the greater the change advocated in the vision, the more the leader will be perceived as having a vision and as a visionary leader*, the only magnitude of change variable with a significant ($p < .05$) regression coefficient, for both attributions of vision and visionary leadership, was a revolutionary magnitude of change.

Table 33: Multiple Regression: Vision Content Characteristics on Attributions of Vision and Visionary Leadership in Study 1

Variable	Vision					Visionary leadership				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Magnitude of change:										
Status Quo	-.011	.034	-.027	-.318	.751	-.042	.351	-.050	-.642	.522
Incremental	.010	.030	.031	.323	.747	-.010	.057	-.016	-.174	.862
Revolutionary	.080	.037	.216	2.157	.033	.180	.072	.237	2.519	.013
Time span										
Present	-.031	.031	-.104	-.977	.331	.057	.060	.094	.950	.344
Near Future	.093	.045	.261	2.070	.041	-.062	.086	-.085	-.719	.474
Next few years	-.015	.040	-.045	-.384	.702	.045	.076	.065	.594	.554
Next few decades	.002	.029	.006	.058	.954	.018	.055	.030	.322	.748
Long-term	.047	.018	.259	2.614	.010	.017	.035	.045	.490	.625
Creativity	.068	.024	.231	2.800	.006	.251	.047	.415	5.372	.000
Focus of the vision										
Values	.003	.026	.010	.116	.908	.036	.051	.056	.707	.481
Strategic	.004	.030	.010	.119	.905	.048	.058	.065	.825	.411
Operational	.030	.026	.096	1.176	.242	-.003	.050	-.004	-.058	.954
R ²	.257					.347				

Relating the Time Span of the Vision to Attributions of Vision and Visionary Leadership

In Study 1, perceptions that a vision was articulated for the next few years, the next few decades and the long term were positively and significantly correlated with attributions of vision and visionary leadership. A perceived near future orientation of the vision was positively and significantly correlated to attributions of vision. In Study 2, the articulation of a vision for the next few years or the long term was found to be positively and significantly correlated to attributions of vision. The articulation

of a vision for the next few years and the next few decades was found to be positively and significantly correlated to attributions of visionary leadership.

Table 34: Multiple Regression: Vision Content Characteristics on Attributions of Vision and Visionary Leadership in Study 2

Variable	Vision					Visionary leadership				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Magnitude of change:										
Status Quo	-.009	.041	-.015	-.228	.820	-.036	.061	-.039	-.599	.550
Incremental	-.005	.034	-.012	-.158	.875	-.033	.051	-.047	-.640	.523
Revolutionary	.127	.041	.267	3.079	.002	.183	.061	.249	2.984	.003
Time span										
Present	-.050	.038	-.111	-1.310	.192	.094	.057	.135	1.658	.099
Near Future	.112	.054	.201	2.079	.039	-.092	.080	-.107	-1.152	.251
Next few years	-.059	.046	-.116	-1.288	.200	.006	.068	.008	.091	.928
Next few decades	.029	.034	.069	.878	.381	.059	.050	.090	1.184	.238
Long-term	.050	.021	.180	2.354	.020	.017	.032	.039	.526	.600
Creativity	.140	.027	.363	5.147	.000	.236	.041	.395	5.818	.000
Focus of the vision										
Values	-.012	.031	-.026	-.393	.695	.024	.046	.034	.536	.593
Strategic	.028	.037	.051	.760	.449	.118	.055	.138	2.157	.032
Operational	.010	.031	.022	.329	.743	-.033	.047	-.044	-.703	.483
R ²	.391					.435				

The results of the regression analyses presented in Table 33 and Table 34 were examined to test Hypothesis 1b, which proposes that: *the more forward looking the vision, the more the leader will be perceived as having a vision and as a visionary leader*. Only partial support was found for the stated hypothesis. As can be observed, in both Study 1 and Study 2, none of the regression coefficients for the

influence of the time span on visionary leadership attributions were significant. The only significant results found in both Study 1 and Study 2 were in support of the influence of a perception of a near future and a long-term time span being articulated in the vision on attributions of vision.

Relating Creative Quality of the Vision to Attributions of Vision and Visionary Leadership

The zero-order correlation results for Study 1 and Study 2 (refer to tables 31 and 32) show that the vision being perceived was positively and significantly related to attributions of vision and visionary leadership. Hypothesis 1c, which states that: *the more creative the vision, the more the leader will be perceived as having a vision and as a visionary leader*, was supported by the regression analyses in both Study 1 and Study 2 (refer to tables 33 and 34). In both studies, the regression coefficients for the variable “creative” were significant for attributions of vision as well as for attributions of visionary leadership. The data fully supports the stated hypothesis.

Relating the Focus of the Vision to Attributions of Vision and Visionary Leadership

The results of the zero-order correlations presented in Table 31 show that, in Study 1, perceptions that the vision was focused on values and strategic goals were significantly and positively correlated to attributions of visionary leadership but not attributions of vision. Table 32 shows that in Study 2 a perceived focus on strategic goals was significantly and positively correlated to attributions of vision and visionary leadership, while a perceived focus on values was only significantly

correlated to attributions of visionary leadership. In both Study 1 and Study 2, a perceived focus on operational goals was not significantly correlated to either perceptions of vision or perceptions of visionary leadership.

The regression results presented in Table 33 and Table 34 were examined to investigate Hypothesis 1d: *the greater the reference to values and strategic goals in the vision, the more the leader will be perceived as having a vision and as a visionary leader*. As can be observed, none of the regression coefficients in Study 1 were significant. In Study 2, only the variable “focus on strategic goals” had a significant ($p < .05$) regression coefficient for the influence on visionary leadership attributions. The results of the studies put together therefore do not support Hypothesis 1d.

Relating Visioning Formulation Behaviors and Attributions of Vision and Visionary Leadership

A second set of hypotheses was formulated and investigated to study the link between the leader's visioning behaviors, namely vision formulation, and followers'/observers' attributions of vision and visionary leadership to the leader. To explore the nature of the relationship between the visioning behaviors and attributions of vision and visionary leadership, correlations were examined. Tables 35 and 36 show the zero-order correlation results for Study 1 and Study 2 respectively. To assess the relative influence of the leader's vision formulation behaviors on attributions of vision and visionary leadership as well as examine the validity of proposition 2: *the extent to which a leader is perceived to exhibit vision formulation behaviors will be related to attributions of vision and visionary leadership*, multiple

regression analyses were conducted with vision and visionary leadership as the dependent variables and the vision formulation behavior categories as the independent variables. The results of the multiple regressions for Study 1 are given in Table 37 and the results for Study 2 are given in Table 38.

Table 35: Correlations Between Attributions of Vision, Attributions of Visionary leadership and the Leader's Visioning Behaviors in Study 1

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Vision															
2. Visionary	.740														
3. Envscan	.376	.364													
4. Env1	.330	.362	.903												
5. Env2	.330	.266	.833	.519											
6. Evalorg	.356	.368	.755	.664	.649										
7. Eval1	.194	.203	.574	.438	.589	.850									
8. Eval2	.411	.423	.716	.693	.528	.866	.474								
9. Synthes	.401	.454	.647	.559	.565	.661	.536	.597							
10. Synt1	.374	.440	.527	.466	.444	.596	.490	.530	.842						
11. Synt2	.347	.402	.449	.383	.403	.452	.367	.409	.805	.512					
12. Concept	.421	.421	.705	.569	.667	.759	.650	.651	.732	.629	.546				
13. Adapt	.177	.217	.570	.484	.512	.520	.428	.462	.472	.381	.306	.549			
14. Artmis	.485	.478	.628	.584	.491	.629	.432	.638	.600	.510	.500	.716	.425		
15. Artappl	.376	.368	.524	.519	.367	.578	.345	.637	.407	.397	.262	.527	.299	.598	
16. Artverb	.332	.412	.589	.602	.394	.593	.350	.656	.554	.559	.359	.562	.301	.584	.753

Correlations with $p < .05$ are shown.

Table 36: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and the Leader's Visioning Behaviors in Study 2

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Vision															
2. Visionary	.733														
3. Envscan	.369	.383													
4. Env1	.320	.357	.898												
5. Env2	.331	.314	.836	.512											
6. Evalorg	.403	.452	.740	.659	.626										
7. Eval1	.254	.305	.584	.466	.568	.861									
8. Eval2	.438	.476	.699	.675	.519	.881	.519								
9. Synthes	.442	.496	.571	.505	.483	.638	.538	.572							
10. Synt1	.395	.430	.545	.483	.458	.611	.516	.544	.884						
11. Synt2	.385	.443	.455	.396	.398	.508	.427	.459	.872	.546					
12. Concept	.434	.428	.703	.581	.643	.763	.670	.660	.693	.647	.566				
13. Adapt	-	.180	.543	.485	.456	.524	.435	.475	.391	.369	.318	.537			
14. Artmis	.520	.518	.610	.558	.491	.651	.462	.660	.602	.528	.529	.718	.401		
15. Artappl	.446	.448	.524	.495	.401	.613	.396	.657	.440	.434	.326	.558	.297	.661	
16. Artnverb	.401	.489	.547	.541	.393	.611	.400	.652	.548	.538	.416	.557	.255	.602	.731

Correlations with $p < .05$ are shown.

Relating Environmental Scanning and Network Building to Attributions of Vision and Visionary Leadership

As can be observed in Table 35 and Table 36, the results of the zero-order correlations for Study 1 and Study 2 show that perceptions that the leader exhibits vision formulation behaviors specifically, environmental scanning and network building, were positively and significantly correlated to attributions of vision and visionary leadership. Furthermore, the results of both studies indicate that both sub-scales of network building and information gathering were significantly and positively correlated to attributions of vision and visionary leadership.

The results of the regression analyses for Study 1 and Study 2 (refer to Tables 37 and 38) were examined to explore Hypothesis 2a, which states that *the extent to which a leader is perceived to exhibit behaviors related to environmental scanning and network building will be positively related to attributions of vision and visionary leadership*. These results do not support Hypothesis 2a. The regression coefficients obtained for both sub-scales of the environmental scanning scale: networking and information gathering on either vision or visionary leadership attributions were not significant in Study 1. The same results were obtained in Study 2.

Table 37: Multiple Regression: Leader's Vision Formulation Behaviors on Attributions of Vision and Visionary Leadership in Study 1

Variable	Vision					Visionary Leadership				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Environmental scanning										
Networking	.015	.046	.031	.317	.752	.049	.061	.078	.805	.422
Information gathering	.060	.049	.122	1.239	.217	-.025	.064	-.038	-.395	.694
Evaluation of the situation										
By the leader	-.097	.046	-.197	-2.102	.037	-.109	.061	-.166	-1.805	.073
Participative	.095	.050	.202	1.918	.057	.115	.065	.183	1.775	.078
Synthesizing and weeding out information										
Synthesizing	.068	.048	.131	1.409	.161	.151	.063	.217	2.390	.018
Weeding out information	.062	.045	.115	1.361	.175	.127	.059	.177	2.148	.033
Conceptualization of a vision	.127	.064	.244	1.983	.049	.130	.084	.187	1.548	.123
Adaptation of the vision	-.045	.034	-.129	-1.510	.133	-.029	.044	-.054	-.648	.518
R ²	.264					.296				

Table 38: Multiple Regression: Leader's Vision Formulation Behaviors on Attributions of Vision and Visionary Leadership in Study 2

Variable	Vision					Visionary Leadership				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Environmental scanning										
Networking	-.002	.043	-.003	-.038	.970	.011	.057	.017	.196	.845
Information gathering	.053	.042	.103	1.252	.212	.020	.056	.029	.361	.718
Evaluation of the situation										
By the leader	-.068	.044	-.129	-1.548	.123	-.029	.058	-.040	-.490	.624
Participative	.134	.045	.271	2.961	.003	.200	.060	.301	3.343	.001
Synthesizing and weeding out information										
Synthesizing	.165	.085	.262	1.932	.055	.335	.113	.396	2.966	.003
Weeding out information	-.019	.069	-.035	-.276	.783	-.065	.092	-.089	-.705	.482
Conceptualization of the vision	.130	.060	.233	2.158	.032	.063	.079	.084	.789	.431
Adaptation of the vision	-.086	.030	-.212	-2.884	.004	-.075	.040	-.135	-1.863	.064
R ²	.296					.316				

Relating Evaluation of the Existing Organizational Situation to Attributions of Vision and Visionary Leadership

The results of the zero-order correlation analyses for Study 1 and Study 2 (refer to tables 35 and 36) also show that perceptions regarding the extent to which a leader evaluates the existing organizational situation were positively and significantly related to attributions of vision and visionary leadership. Significant correlations were observed between both sub-scales of the evaluation scale (individual evaluation, participative evaluation) and attributions of vision as well as visionary leadership to the leader. However, in Study 1 the correlations observed between attributions of vision and visionary leadership and the participation-oriented sub-scale of evaluation of the situation ($r=.411^*$ and $r=.423^{**}$ respectively) were considerably stronger than those obtained for the correlation between attributions of vision and visionary leadership, and the leader's individual evaluation of the situation ($r=.194^*$ and $r=.203^{**}$ respectively).

The results of the multiple regressions were used to test Hypothesis 2b, which suggests that *the extent to which a leader is perceived to exhibit behaviors related to the evaluation of the existing organizational situation will be positively related to attributions of vision and visionary leadership*. The results of Study 1, presented in Table 37 provide partial support for Hypothesis 2b. The regression coefficients obtained in the regression on vision are significant for both sub-scales of the evaluation of the existing situation scale. While the regression coefficients for

visionary leadership are not significant ($p=.073$ for sub-scale 1 and $p=.078$ for sub-scale 2) the beta scores are the next largest.

As can be observed in Table 38, the results obtained in Study 2 were somewhat different. The only significant regression coefficients were those for sub-scale 2: the leader's participative evaluation of the existing situation. No support was found for sub-scale 1: the leader's individual evaluation of the existing situation in predicting either attributions of vision or visionary leadership.

Relating Synthesizing and weeding out information to Attributions of Vision and Visionary Leadership

As can be seen in Table 35 and Table 36, the results of the zero-order correlations for Study 1 and Study 2 show that perceptions of the leader's Synthesizing and weeding out information were positively and significantly correlated to attributions of vision and visionary leadership.

The results of the regression analyses obtained in Study 1 and Study 2 were examined to test Hypothesis 2c, which suggests that: *the extent to which a leader is perceived to exhibit behaviors related to synthesizing and weeding out the collected information will be positively related to attributions of vision and visionary leadership.* The results obtained in Study 1, as shown in Table 37, provide only partial support for the hypothesis. The only significant regression coefficients ($p<.05$) were obtained for the sub-scales of the Synthesizing and weeding out information scale on attributions of visionary leadership. The regression coefficients for the prediction of attributions of vision were not significant. The results of Study 2

provide partial corroboration of those in Study 1. As can be observed in Table 38, the results of Study 2 corroborate those of Study 1 with no significant regression coefficients having been found for the attributions of vision. However, the regression coefficient for synthesizing (sub-scale 1) did show a strong beta ($p=.055$). The results corroborate those found in the Study 1, with a significant regression coefficient for the leader's synthesizing of information (sub-scale 1) on attributions of visionary leadership. However, the regression coefficient for the leader's weeding out of information (sub-scale 2) on attributions of visionary leadership was not significant.

Relating Conceptualization of the Vision to Attributions of Vision and Visionary Leadership

The results of the zero-order correlations, in Study 1 and Study 2, show that perceptions of the leader's conceptualization of the vision behaviors were positively and significantly related to attributions of vision and visionary leadership (refer to Table 35 and Table 36). The results of the regression analyses were used to test Hypothesis 2d: *the extent to which a leader is perceived to exhibit behaviors related to the conceptualization of a vision for the organization will be positively related to attributions of vision and visionary leadership*. The results obtained in Study 1 provide partial support for the stated hypothesis (refer to Table 37). In the study of the influence of the leader's vision formulation behaviors on attributions of vision, the regression coefficient for conceptualization of the vision was significant ($p<.05$). However, when attributions of visionary leadership were studied, the regression coefficient for conceptualization of the vision was not significant. The results of

Study 2 (refer to Table 38) completely corroborate those obtained in the first study. The regression coefficient for conceptualization of the vision was only significant for the attribution of vision.

Relating Adapting the Vision to Meet Organizational Requirements to Attributions of Vision and Visionary Leadership

The results of the zero-order correlations in Study 1 (refer to Table 35) show that perceptions that the leader seeks to adapt the vision to meet organizational requirement were significantly and positively correlated to attributions of vision and visionary leadership. However, these correlations were considerably weaker than those observed for the previous formulation behaviors. The results obtained in the second study (refer to Table 36) show no significant correlations between the leader's adaptation of the vision to meet organizational requirement and attributions of vision and visionary leadership.

The results of the regression analyses provided in Table 37 and Table 38 were examined to investigate Hypothesis 2e: *the extent to which a leaders is perceived to exhibit behaviors related to the adaptation of the vision to meet organizational requirements will be positively related to attributions of vision and visionary leadership.* The results in Study 1 provide no support for the hypothesis. Furthermore, the results in Study 2 seem to counter Hypothesis 2e. The regression coefficient for the adaptation of the vision variable was significant in the case of attributions of vision and, although it was not significant ($p=.064$), had a strong beta in the case of attributions of visionary leadership. However, the betas obtained were

negative, suggesting an inverse relationship between the leaders' vision adaptation behaviors and followers' attributions of vision and visionary leadership.

Relating Vision Articulation Behaviors and Attributions of Vision and Visionary Leadership

A final and third set of hypotheses was formulated and investigated to study the link between the leader's visioning behaviors, namely vision articulation, and followers'/observers' attributions of vision and visionary leadership to the leader. To explore the nature of the relationship between the leader's vision articulation behaviors and attributions of vision and visionary leadership, zero-order correlations were examined. Table 35 and Table 36 show the correlation results for Study 1 and Study 2 respectively. To assess the relative influence of the leader's vision articulation behaviors on attributions of vision and visionary leadership as well as examine the validity of proposition 3: that *the extent to which a leader is perceived to exhibit vision articulation behaviors will be related to attributions of vision and visionary leadership to that leader*, multiple regression analyses were conducted with vision and visionary leadership as the dependent variables and the vision articulation behavior categories as the independent variables. The results of the multiple regressions for Study 1 are given in Table 39 and the results for Study 2 are given in Table 40.

Table 39: Multiple Regression: Leader's Vision Articulation Behaviors on Attributions of Vision and Visionary Leadership in Study 1

Variable	Vision					Visionary leadership				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Articulation of the vision for mission clarification	.192	.040	.414	4.749	.000	.204	.053	.333	3.816	.000
Articulation of the vision for follower appeal	.044	.046	.104	.953	.342	.014	.061	.026	.235	.814
Non-verbal articulation of the vision	.015	.051	.031	.293	.770	.130	.068	.205	1.924	.056
R ²	.254					.249				

Table 40: Multiple Regression: Leader's Vision Articulation Behaviors on Attributions of Vision and Visionary Leadership in Study 2

Variable	Vision					Visionary leadership				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Articulation of the vision for mission clarification	.189	.038	.398	4.952	.000	.201	.050	.319	4.023	.000
Articulation of the vision for follower appeal	.050	.042	.113	1.189	.236	.028	.055	.047	.500	.617
Non-verbal articulation of the vision	.047	.044	.094	1.068	.287	.179	.057	.272	3.120	.002
R ²	.300					.319				

Relating Articulation of the Vision for Mission Clarification and Attributions of Vision and Visionary Leadership.

Preliminary investigation into the relationship between the leader's vision articulation behaviors and attributions of vision and visionary leadership, using correlation analyses, shows a positive and significant relationship between articulation of the vision for mission clarification and followers'/observers' attributions of vision and visionary leadership in Study 1 and Study 2. The results of the multiple regressions for the leader's vision articulation behaviors on attributions of vision and visionary leadership were examined to further explore Hypothesis 3a, which proposes that *the extent to which a leader is perceived to exhibit behaviors related to the articulation of a vision for mission clarification will be positively related to attributions of vision and visionary leadership.* As can be seen in Tables 39 and 40, the regression coefficients for articulation of the vision for mission clarification were significant ($p < .05$) in both Study 1 and Study 2, for vision and visionary leadership providing strong support for Hypothesis 3a.

Relating Articulation of the Vision for Follower Appeal and Attributions of Vision and Visionary Leadership

The results of the zero-order correlations, in Study 1 and Study 2, show a positive and significant relationship between perceptions of articulation of the vision for follower appeal and followers'/observers' attributions of vision and visionary leadership. As can be seen in Tables 39 and 40, the regression coefficients for articulation of the vision for follower appeal were not significant ($p < .05$) for either

attributions of vision or attributions of visionary leadership. The results of Study 1 and Study 2 do not support Hypothesis 3b, which proposes that *the extent to which a leader is perceived to exhibit behaviors related to the articulation of a vision for follower appeal will be positively related to attributions of vision and visionary leadership.*

Relating Non-Verbal Articulation of the Vision and Attributions of Vision and Visionary Leadership

The results of the zero-order correlations between perceptions of non-verbal articulation of a vision and followers'/observers' attributions of vision and visionary leadership show positive and significant relationships in Study 1 and Study 2. The results of the multiple regressions for the leader's vision articulation behaviors on attributions of vision and visionary leadership were examined to further explore Hypothesis 3c, which proposes that *the extent to which a leader is perceived to exhibit behaviors related to the non-verbal communication of a vision will be positively related to attributions of vision and visionary leadership.* As can be seen in Tables 39 and 40, the regression coefficients for non-verbal articulation of the vision were not significant on attributions of vision in either study, but were significant on attributions of visionary leadership in Study 1 ($p=.056$). This observation was corroborated in Study 2 by a significant regression coefficient being found for non-verbal articulation of the vision on attributions of visionary leadership. Together these results offer partial support to Hypothesis 3c, suggesting that leaders perceived

to exhibit behaviors related to the non-verbal articulation of a vision are perceived to have visionary leadership.

Study of Effects.

While no hypotheses were formulated, the data obtained in the study provided an opportunity to look at the relationship between attributions of vision and visionary leadership and effects on followers. Questions included in the study regarding the leader's charisma and success, were studied for any relationship with attributions of vision and visionary leadership. Questions regarding follower's liking of the leader, respect for the leader, desire to comply with the leader's wants, and desire to emulate the leader were also examined for any relationship with attributions of vision and visionary leadership.

The data also provided an opportunity to investigate the relationship between content characteristics of the vision and certain vision related effects on followers. Questions included in the questionnaire with regards to the vision's influence, acceptance, follower commitment and ultimate success, were examined for any relationship with content characteristics of the vision.

Relating Attributions of Vision and Visionary Leadership and Leader Related Effects.

A first glance at the relationship between attributions of vision and visionary leadership, and leader related effects of the visioning process was taken using correlation analysis. Tables 41 and 42 show the zero-order correlations between the

attributions of vision and visionary leadership and leader related effects for Study 1 and Study 2 respectively. As suggested by the theoretical models of charismatic and transformational leadership, attributions of vision and visionary leadership are positively and significantly correlated with perceptions of leader charisma. The results also show that attributions of vision and visionary leadership are positively correlated to the leader's perceived success, followers' liking of the leader and respect for the leader. Interestingly enough, attributions of vision and visionary leadership were not significantly correlated with followers' wanting to do what the leader wanted them to do. They were however, significantly correlated with followers' striving to be like the leader.

Table 41: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and Leader Related Effects in Study 1

	1	2	3	4	5	6	7
1. Vision							
2. Visionary	.740						
3. Charisma	.465	.525					
4. Success	.179	.290	.248				
5. Liking	.318	.358	.474	.336			
6. Respect	.349	.357	.402	.410	.579		
7. Compliance	-	-	-	.190	.313	.385	
8. Modeling	.164	.263	.366	.314	.321	.295	.274

Correlations with $p < .05$ are shown.

Table 42: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and Leader Related Effects in Study 2

	1	2	3	4	5	6	7
1. Vision							
2. Visionary	.733						
3. Charisma	.480	.567					
4. Success	.298	.416	.323				
5. Liking	.238	.276	.421	.240			
6. Respect	.305	.348	.385	.379	.595		
7. Compliance	-	-	-	.226	.312	.382	
8. Modeling	.157	.257	.383	.296	.350	.308	.303

Correlations with $p < .05$ are shown.

To further explore the relationships between attributions of vision and visionary leadership and leader related effects on followers, regression analyses were conducted with leader related effects as dependent variables and the attributions of vision and visionary leadership as independent variables. The results of the regression analyses for both Study 1 and Study 2 are provided in Table 43. The results of Study 1 and Study 2 show that while the betas observed were strong, attributions of vision were not significant predictors of leader charisma. In both studies attributions of visionary leadership were significant predictors of perceived leader charisma. The results of both Study 1 and Study 2 also show significant regression coefficients for attributions of visionary leadership in predicting followers' liking of the leader, respect for the leader and desire to model the leader. However, in all cases attributions of vision did not have significant regression coefficients. Finally, attributions of vision and visionary leadership, in Study 1 and Study 2, were not found to be significant predictors of followers' desire to comply with the leader.

Table 43: Multiple Regression: Attributions of Vision and Visionary Leadership on Leader Related Effects on Followers in Study 1 and Study 2

Variable	Study 1					Study 2				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Leader Charisma										
Vision	.510	.275	.177	1.855	.065	.387	.219	.146	1.766	.079
Visionary leadership	.853	.206	.396	4.140	.000	.911	.163	.462	5.575	.000
R ²	.290					.332				
Follower Liking										
Vision	.313	.285	.118	1.098	.274	.188	.242	.076	.775	.439
Visionary leadership	.538	.213	.271	2.520	.013	.406	.181	.221	2.245	.026
R ²	.134					.079				
Follower Respect										
Vision	.399	.229	.187	1.744	.083	.211	.188	.108	1.120	.264
Visionary leadership	.349	.172	.219	2.035	.043	.393	.140	.269	2.802	.006
R ²	.143					.127				
Follower Compliance										
Vision	-.336	.217	-.177	-1.536	.126	-.307	.180	-.174	-1.707	.089
Visionary leadership	.198	.164	.139	1.208	.229	.242	.134	.184	1.801	.073
R ²	.014					.017				
Follower modeling										
Vision	-.160	.265	-.067	-.604	.546	-.160	.218	-.074	-.738	.462
Visionary leadership	.558	.199	.313	2.809	.006	.507	.163	.312	3.106	.002
R ²	.071					.069				
Leader Success										
Vision	-.123	.173	-.079	-.712	.477	-.025	.147	-.016	-.168	.867
Visionary leadership	.408	.130	.348	3.139	.002	.501	.109	.428	4.573	.000
R ²	.087					.173				

Relating Attributions of Vision and Visionary Leadership and Vision Related Effects

A preliminary investigation into the relationship between vision and visionary leadership attributions and vision related effects was conducted using correlation analysis. The zero-order correlation results for Study 1 are provided in Table 44. The results suggest that attributions of vision and visionary leadership are positively and significantly correlated to vision influence, vision acceptance, follower commitment to the vision and perceived vision success on the part of observers. However, the correlations for vision acceptance are significantly lower than for the other vision related effects. The results of the zero-order correlations for Study 2 (see Table 45) corroborate those obtained in the first study. Attributions of vision and visionary leadership were found to be positively and significantly related to all vision related effects studied, with correlations for vision acceptance considerably lower than those obtained for the other effects.

Table 44: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and Vision Related Effects on Followers in Study 1

	1	2	3	4	5
1. Vision					
2. Visionary leadership	.740				
3. Vision influence	.342	.261			
4. Vision acceptance	.181	.190	.537		
5. Follower commitment	.265	.317	.575	.600	
6. Vision success	.292	.333	.459	.436	.400

Correlations with $p < .05$ are shown.

Table 45: Correlations Between Attributions of Vision, Attributions of Visionary Leadership and Vision Related effects on Followers in Study 2

	1	2	3	4	5
1. Vision					
2. Visionary leadership	.733				
3. Vision influence	.497	.435			
4. Vision acceptance	.289	.270	.570		
5. Follower commitment	.343	.337	.589	.645	
6. Vision success	.464	.463	.584	.507	.478

Correlations with $p < .01$ are shown.

To further explore the relationship between attributions of vision and visionary leadership and effects of the vision on followers, regression analyses were conducted with vision related effects as dependent variables and the attributions of vision and visionary leadership as independent variables. The results of the regression analyses for Study 1 and Study 2 are provided in Table 46. The results of Study 1 show a significant regression coefficient for attributions of vision on vision influence. The results of Study 2 corroborate the significance of vision attributions but also show a significant regression coefficient for visionary leadership attributions. While the regression coefficients for attributions of vision and attributions of visionary leadership were not significant for vision acceptance in Study 1, the results of Study 2 suggest otherwise with vision attributions having a significant regression coefficient and a strong beta found for visionary leadership. Visionary leadership attributions were found to be a significant predictor of follower commitment to the vision in both Study 1 and Study 2, but the regression coefficient for attributions of vision was only

significant in Study 2. In both Study 1 and Study 2, the regression coefficients for attributions of vision and visionary leadership were found to be significant ($p < .05$) for perceived vision success on the part of observers/followers.

Table 46: Multiple Regression: Attributions of Vision and Visionary Leadership on Vision Related Effects on Followers in Study 1 and Study 2

Variable	Study 1					Study 2				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Vision Influence										
Vision	.919	.282	.283	3.255	.001	.891	.186	.368	4.779	.000
Visionary leadership	.172	.129	.116	1.332	.185	.299	.110	.209	2.707	.007
R ²	.127					.274				
Vision Acceptance										
Vision	.452	.365	.113	1.239	.217	.536	.232	.198	2.309	.022
Visionary leadership	.243	.167	.132	1.459	.147	.237	.137	.148	1.724	.086
R ²	.046					.097				
Follower Commitment										
Vision	.559	.352	.139	1.587	.115	.592	.227	.218	2.602	.010
Visionary leadership	.452	.161	.245	2.805	.006	.327	.135	.203	2.426	.016
R ²	.114					.143				
Vision Success										
Vision	.629	.330	.165	1.906	.058	.779	.209	.289	3.727	.000
Visionary leadership	.431	.151	.248	2.860	.005	.456	.134	.286	3.688	.000
R ²	.131					.266				

Relating Vision Content Characteristics and Vision Related Effects

A preliminary investigation into the relationship between content characteristics of the vision and certain vision related effects was conducted using correlation analysis. Table 47 shows the zero-order correlations between the content characteristics of the vision (magnitude of change, time span, creativity and focus) and the vision's influence, acceptance, follower commitment and success in Study 1. The results indicate that the magnitude of change advocated in the vision is correlated to vision acceptance, follower commitment to the vision and vision success. The results also suggest that the time span over which the vision applies is related to vision related effects on followers, as measured by vision influence, vision acceptance, follower commitment and vision success.

Table 47: Correlations Between Vision Content Characteristics and Vision Related Effects on Followers in Study 1

	Vision influence	Vision acceptance	Follower commitment	Vision success
Vision influence				
Vision acceptance	.537			
Follower commitment	.575	.600		
Vision success	.459	.436	.400	
Status Quo	-	-.277	-.238	-
Incremental	-	-	-	-
Revolutionary	-	.164	.197	.310
Present	-	-	-	-
Near Future	-	-	-	-
Next few years	.185	-	-	.255
Next few decades	-	-	-	.299
Long-term	.217	.267	.326	.378
Creativity	.303	.198	.273	.196
Values	.200	.324	.312	.205
Strategic	-	.202	.212	.174
Operational	-	-	-.176	-

Correlations with $p < .05$ are shown.

The data was also looked at to see how the creative aspect of the vision was related to its effects. The results strongly support the fact that creativity of the vision is positively related to vision influence, vision acceptance, follower commitment to the vision and vision success. The zero-order correlation results also show that focus of the vision is related to effects on followers. A focus on values and strategic goals was found to be significantly and positively correlated to vision acceptance, follower commitment to the vision and perceived vision success. Furthermore, a focus on values was found to be significantly and positively correlated to vision influence.

The results of the correlations between vision content characteristics and vision related effects in Study 2 are presented in Table 48. The results indicate that the magnitude of change advocated in the vision is related to vision influence, acceptance, follower commitment to the vision and vision success. The results obtained also show significant correlations between time span of the vision and vision influence, vision acceptance, follower commitment and vision success. Creativity was found to be significantly correlated with vision influence, vision acceptance, follower commitment to the vision and perceived vision success. Finally, the correlation results show that a focus on values and strategic goals was found to be significantly and positively related to vision influence, vision acceptance, and follower commitment. Furthermore, a focus on strategic goals was significantly and positively related to vision success. As a whole, the results obtained in Study 2 are in

line with those obtained in Study 1. In fact, they add strength to the links observed previously.

Table 48: Correlations Between Vision Content Characteristics and Vision Related Effects on Followers in Study 2

	Vision influence	Vision acceptance	Follower commitment	Vision success
Vision influence				
Vision acceptance	.570			
Follower commitment	.589	.645		
Vision success	.584	.507	.478	
Status Quo	-.151	-.204	-.171	-
Incremental	-.164	-	-	-
Revolutionary	.309	.227	.248	.386
Present	-	-	-	-
Near Future	-	-	-	-
Next few years	.200	.164	-	.230
Next few decades	.259	.178	.198	.355
Long-term	.213	.277	.317	.355
Creativity	.400	.290	.320	.331
Values	.154	.273	.271	-
Strategic	.155	.213	.218	.222
Operational	-	-.172	-.214	-

Correlations with $p < .05$ are shown.

To further explore the relative influence of each of the vision content characteristics on the effects of the vision on followers, regression analyses were conducted with vision related effects as dependent variables and vision content characteristics as independent variables. Tables 49 through 52 show the results of the regression analyses of the different content characteristics studied on the effects of the vision in Study 1 and Study 2.

Table 49: Multiple Regression: Vision Content Characteristics on Vision's Perceived Influence on Followers in Study 1 and Study 2

Variable	Study 1					Study 2				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Magnitude of change:										
Status Quo	-.219	.113	-.173	-1.941	.055	-.157	.109	-.109	-1.437	.153
Incremental	-.137	.098	-.143	-1.393	.166	-.098	.090	-.093	-1.082	.281
Revolutionary	-.147	.123	-.128	-1.199	.233	.067	.109	.060	.610	.543
Time span										
Present	.019	.104	.021	.185	.853	.063	.101	.061	.630	.529
Near Future	-.034	.148	-.031	-.230	.819	.012	.142	.009	.084	.934
Next few years	.120	.131	.115	.916	.362	-.022	.122	-.019	-.184	.854
Next few decades	-.011	.094	-.013	-.119	.905	.158	.089	.159	1.783	.076
Long-term	.099	.060	.174	1.648	.102	.069	.056	.106	1.219	.225
Creativity	.220	.080	.241	2.738	.007	.248	.072	.275	3.442	.001
Focus of the vision										
Values	.111	.087	.116	1.281	.203	.035	.081	.032	.430	.668
Strategic	.043	.100	.038	.431	.667	.038	.097	.030	.391	.696
Operational	-.004	.085	-.004	-.041	.967	-.059	.083	-.052	-.704	.482
R ²	.161					.223				

Table 50: Multiple Regression: Vision Content Characteristics on Perceived Vision Acceptance in Study 1 and Study 2

Variable	Study 1					Study 2				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Magnitude of change:										
Status Quo	-.403	.120	-.265	-3.348	.001	-.281	.113	-.177	-2.490	.014
Incremental	.023	.105	.020	.216	.829	.039	.093	.034	.418	.677
Revolutionary	-.027	.131	-.019	-.205	.838	.038	.113	.031	.339	.735
Time span										
Present	.250	.111	.227	2.260	.026	.298	.104	.259	2.865	.005
Near Future	-.317	.158	-.239	-2.003	.047	-.277	.147	-.194	-1.880	.062
Next few years	.104	.140	.082	.742	.459	.017	.126	.013	.132	.895
Next few decades	-.070	.101	-.065	-.699	.486	.020	.092	.019	.222	.824
Long-term	.192	.064	.281	3.006	.003	.169	.058	.236	2.896	.004
Creativity	.136	.086	.124	1.590	.114	.177	.075	.177	2.366	.019
Focus of the vision										
Values	.251	.093	.217	2.707	.008	.170	.084	.141	2.033	.044
Strategic	.283	.106	.210	2.664	.009	.269	.100	.190	2.683	.008
Operational	-.146	.091	-.125	-1.610	.110	-.252	.086	-.205	-2.935	.004
R ²	.342					.316				

Table 51: Multiple Regression: Vision Content Characteristics on Perceived Follower Commitment to the Vision in Study 1 and Study 2

Variable	Study 1					Study 2				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Magnitude of change:										
Status Quo	-.337	.128	-.208	-2.631	.010	-.232	.120	-.139	-1.932	.055
Incremental	-.158	.111	-.129	-1.420	.158	-.078	.099	-.064	-.783	.435
Revolutionary	-.046	.139	-.031	-.330	.742	.035	.120	.029	.296	.768
Time span										
Present	-.034	.118	-.029	-.290	.772	.011	.111	.009	.099	.921
Near Future	-.080	.168	-.057	-.478	.633	-.060	.156	-.040	-.385	.701
Next few years	-.099	.149	-.074	-.663	.509	-.155	.134	-.112	-1.131	.247
Next few decades	-.005	.107	-.004	-.044	.965	.100	.098	.087	1.030	.304
Long-term	.194	.068	.267	2.859	.005	.142	.062	.189	2.292	.023
Creativity	.239	.091	.205	2.628	.010	.212	.079	.202	2.669	.008
Focus of the vision										
Values	.302	.098	.246	3.068	.003	.237	.089	.187	2.660	.009
Strategic	.322	.113	.225	2.851	.005	.273	.107	.184	2.561	.011
Operational	-.190	.096	-.152	-1.968	.051	-.251	.091	-.194	-2.744	.007
R ²	.342					.301				

Table 52: Multiple Regression: Vision Content Characteristics on Perceived Vision Success in Study 1 and Study 2

Variable	Study 1					Study 2				
	b	s.e.	β	t	Sig.	b	s.e.	β	t	Sig.
Magnitude of change:										
Status Quo	-.105	.126	-.071	-.832	.407	-.072	.117	-.045	-.619	.537
Incremental	.005	.110	.005	.048	.961	.012	.096	.010	.123	.903
Revolutionary	.192	.137	.143	1.395	.166	.254	.117	.205	2.180	.031
Time span										
Present	.173	.116	.162	1.494	.138	.165	.108	.142	1.534	.127
Near Future	-.008	.166	-.006	-.049	.961	.071	.152	.049	.468	.640
Next few years	.011	.147	.009	.078	.938	-.166	.130	-.124	-1.273	.205
Next few decades	.088	.106	.084	.836	.405	.213	.095	.192	2.245	.026
Long-term	.204	.067	.307	3.035	.003	.188	.060	.259	3.107	.002
Creativity	.112	.090	.105	1.246	.215	.170	.007	.169	2.204	.029
Focus of the vision										
Values	.047	.097	.042	.481	.631	-.047	.087	-.039	-.547	.585
Strategic	.068	.112	.052	.613	.541	.102	.104	.071	.984	.327
Operational	.092	.095	.081	.967	.335	-.010	.089	-.008	-.109	.914
R ²	.229					.284				

As a whole, the results in Study 1 provide interesting insight into the influential effects of the vision content characteristics on vision related effects. For instance, the results of the regression analyses provide interesting results with regards to the magnitude of change advocated in the vision. The only significant regression coefficients ($p < .05$) obtained suggested a negative influence of a lack of change in the vision on all but one of the vision related effects. Lack of change in the vision had a negative influence on vision influence, follower acceptance of the vision and follower commitment to the vision; it did not however have a significant influence on vision success. Time span of the vision had significant regression coefficients for vision acceptance, follower commitment to the vision and vision success. However, the results for vision acceptance were somewhat different than anticipated with both a present and long term orientation showing significant positive influence on follower acceptance of the vision. Creativity was a significant predictor of vision effects for vision influence and follower commitment to the vision. Finally, the results support the hypothesized importance of a focus values and strategic goals held throughout this work, with significant regression coefficients being observed for both vision acceptance and follower commitment. Interestingly, a focus on operational goals also had a positive influence on follower commitment to the vision.

As found in the first study, the results of Study 2 provide very interesting evidence of the influential effects of vision content characteristics on vision related effects. In line with Study 1, significant regression coefficients were obtained for a negative influence of the status quo on vision acceptance and follower commitment.

However, the results of Study 2 also suggest a significant regression coefficient for the influence of a revolutionary change on the success of the vision. Time span of the vision had significant regression coefficients for vision acceptance, follower commitment to the vision and vision success. As previously observed, the results for vision acceptance were somewhat different than anticipated with both a present and long term orientation showing significant regression coefficients. Creativity was the strongest predictor of vision related effects; with significant regression coefficients found for influence of the vision, vision acceptance, follower commitment to the vision and perceived vision success. These results in Study 2 are much stronger than those observed in the first study. Finally, the results of Study 2 support the results obtained in the first study regarding the importance of a focus on values and strategic goals held throughout this work, with significant regression coefficients being observed for vision acceptance and follower commitment. Like in Study 1, the results also show significant regression coefficients for a focus on operational goals for follower commitment, with the addition of vision acceptance in this case.

Summary of Findings

Table 53, Table 54 and Table 55 provide summaries of the findings observed in the present research.

Hypotheses Testing

The investigation into the relationship between perceived vision content characteristics and followers'/observers' attributions of vision and visionary leadership provide partial support for Proposition 1. The hypotheses relating the

magnitude of change, and the creativity of the vision to attributions of vision and visionary leadership (H_{1a} and H_{1c}) were strongly supported by the results of both Study 1 and Study 2. In the case of the relationship between the time span of the vision and attributions of vision and visionary leadership, there are however some significant respects in which the empirical results differ from earlier expectations. The results in both Study 1 and Study 2 suggest that time span is only related to attributions of vision and not attributions of visionary leadership. It appears that the more a vision is perceived to be articulated around not only the long term but also the near future, the more the leader will be attributed vision by followers/observers. Finally, the hypothesized relationship between the focus of the vision in terms of values and strategic goals and perceptions of vision and visionary leadership (H_{1d}) was not supported by the regression results in either Study 1 or Study 2.

In both Study 1 and Study 2, the correlations between the leader's vision formulation behaviors and followers'/observers' attributions of vision and visionary leadership were significant, strong and positive for all the behavioral dimensions of vision formulation except adaptation of the vision to meet organizational requirements. However, the regression results of both Study 1 and Study 2, provide no support for Hypothesis 2a, which suggested a relationship between the leader's environmental scanning and network building behaviors and followers'/observers' attributions of vision and visionary leadership to the leader. The results of the regression analysis in Study 1 and Study 2 provide only partial support for Hypothesis 2b, which suggested a relationship between the leader's evaluation of the

existing organizational situation and followers'/observers' attributions of vision and visionary leadership. While the results of Study 1 provided support for the hypothesis, the results of Study 2, suggests that attributions of vision and visionary leadership are a function of the leader's participative evaluation of the existing situation but not of his independent evaluations. As well, Hypothesis 2c, which related the leader's synthesizing and weeding out information to attributions of vision and visionary leadership on the part of followers and observers, was only partially supported by the regression analyses. The results obtained in Study 1 suggest that the leaders' synthesizing and weeding out information is only significantly related to observers' attributions of visionary leadership. The results of Study 2 do not provide support for Hypothesis 2c. In Study 2 the results are somewhat different than in Study 1, suggesting that only the leader's synthesizing of the information collected has a significant influence on followers' attributions of vision and visionary leadership. The hypothesized relationship between conceptualization of the vision and attributions of vision and visionary leadership (H_{2d}) was only partially supported by the regression analysis. The results of both Study 1 and Study 2 only support a significant influence of this formulation behavior on attributions of vision and not on visionary leadership. Of particular interest are the results obtained in the test of Hypothesis 2e, which proposed a positive relationship between the leader's adaptation of the vision to meet organizational requirements and observers'/followers' attributions of vision and visionary leadership to the leader. Not only were the results not supported by the correlation analysis or the regression

analyses in Study 1, but also the results of Study 2 suggested a significant and negative relationship between the leaders' adaptation behaviors and followers' attributions of vision. While the results for visionary leadership were not significant the beta coefficient was again negative.

Finally, while the leader's vision articulation behaviors were strongly and positively correlated to observers' and followers' attributions of vision and visionary leadership, the results of the regression analyses provide mitigated support for Proposition 3. The results suggest that the leaders' articulation of the vision for mission clarification is related to attributions of vision and visionary leadership on the part of followers/observers (H_{3a}). Surprisingly, the results do not provide support for a relationship between the leader's articulation of the vision for follower appeal and followers/observers attributions of vision and visionary leadership (H_{3b}). The results of the two studies also provide support for a relationship between the leaders' non-verbal articulation of the vision and followers'/observers' attributions of visionary leadership but not vision (H_{3c}).

Table 53 provides a summary of the findings regarding the three sets of hypotheses that were tested exploring the relationships between the content characteristics of visions, leader's visioning behaviors and followers'/observers' attributions of vision and visionary leadership to a leader.

Table 53: Summary of Findings Regarding Hypotheses Testing in Study 1 and Study 2

Attributions	Support in Study 1		Support in Study 2	
	Vision	Visionary leadership	Vision	Visionary leadership
Hypothesis				
H1a: magnitude of change	√	√	√	√
H1b: Future orientation	√		√	
H1c: Creativity	√	√	√	√
H1d: Focus (values, goals)				√
H2a: Environmental Scanning and Network Building				
H2b: Evaluation of the Existing Organizational Situation	√		√	√
H2c: Synthesizing and weeding out information		√		√
H2d: Conceptualization of a Vision	√		√	
H2e: Adaptation of the Vision to Meet Organizational Requirements			√	
H3a: Articulation for Mission Clarification	√	√	√	√
H3b: Articulation for Follower Appeal				
H3c: Non-Verbal Articulation of the Vision		√		√

Study of Effects

The results of the research provide strong evidence of a relationship between attributions of visionary leadership on the part of followers/observers and leader related effects on followers. Significant relationships were found in both Study 1 and Study 2 for all but one of the leader related effects, namely desire to comply with the leader. The results also suggest significant relationships between attributions of vision and visionary leadership and vision related effects on followers. Attributions of vision were significantly related to vision influence, vision acceptance, follower commitment to the vision, and perceived vision success. Attributions of visionary leadership were significantly related to vision influence, follower commitment to the vision, and vision success. Table 54 provides a summary of the findings regarding the exploration of the relationships between attributions of vision and visionary leadership and effects on followers.

The results of the investigation into the visioning process effects on followers also provided support for a relationship between certain vision content characteristics and vision related effects on followers. Table 55 provides a summary of these findings. Overall, vision content characteristics were found to be significantly related to acceptance of the vision, follower commitment to the vision and followers perceptions of the success of the vision.

Table 54: Summary of Findings Regarding the Relationship Between Attributions of Vision, Attributions of Visionary Leadership and Effects on Followers in Study 1 and Study 2

	Relationship found in Study 1		Relationship found in Study 2	
	Vision	Visionary leadership	Vision	Visionary leadership
Leader Related Effects				
Charisma		√		√
Success		√		√
Liking		√		√
Respect		√		√
Compliance				
Modeling		√		√
Vision related effects				
Vision influence	√		√	√
Vision acceptance			√	
Follower commitment to the vision		√	√	√
Vision success	√	√	√	√

Table 55: Summary of Findings Regarding the Relationship Between Vision Content Characteristics and Vision Related Effects on Followers in Study 1 and Study 2

	Relationship found in Study 1				Relationship found in Study 2			
	Vision influence	Vision acceptance	Follower commitment	Vision success	Vision influence	Vision acceptance	Follower commitment	Vision success
Magnitude of change		√	√			√		√
Time span		√	√	√		√	√	√
Creativity	√		√		√	√	√	√
Focus		√	√			√	√	

CHAPTER 7

Research Objectives in Retrospect

The empirical component of this research project described in Chapters 4, 5 and 6 was directed toward testing the model of the visioning process of organizational leaders discussed in Chapter 3. This chapter reexamines the research objectives and associated theoretical propositions in light of the empirical results. The contributions of the research are summarized.

Discussion of Findings

The present thesis attempted to fill a gap in leadership theory by proposing and testing a model of the visioning process of organizational leaders. It sought to describe the essential and distinguishable characteristics of leadership visions, as well as the behavioral components of the visioning activity of organizational leaders as they relate to attributions of vision and visionary leadership on the part of followers.

The Content of Visions

A first objective of the research was to investigate the content dimensions of leadership visions. Conceptually, a multi-dimensional content structure of leadership visions was suggested. Leadership visions were proposed to vary in terms of 1) the magnitude of change they advocate, 2) their time span, 3) their creative quality, and 4) their focus. Perceived differences in the above mentioned content characteristics of vision were proposed to affect attributions of vision and visionary leadership to a leader. It was hypothesized that presentation of a vision with a revolutionary

magnitude of change, a long term time span, a certain creative quality and a focus on values and strategic goals, would increase the likelihood of attributing vision and visionary leadership to the leader.

As hypothesized, the empirical results of the present research demonstrated that the extent to which visions advocate a revolutionary magnitude of change is positively related to followers' and observers' attributions of vision and visionary leadership (Table 33 and Table 34). These results are in line with existing charismatic leadership theories, which suggest that leaders engage followers by advocating a revolutionary change that provides a sharp contrast to the existing organizational situation (Conger & Kanungo, 1998). It appears that the discrepancy of the idealized goal presented by the leader renders it distinguishable from ordinary ideas, and brings forth the notion of vision in followers' minds. In fact, the results suggest that by providing a highly discrepant goal to followers, a leader provides them with a sense of vision. Furthermore, as suggested by the significant relationship with attributions of visionary leadership, by presenting a highly discrepant goal to followers in his/her vision, a leader provides them with a recognizable influential and inspiring force for change.

These findings also bring to the forefront the discussion over the frame-breaking or maintenance-oriented content of leadership visions (Berson et al., 2001; Conger & Kanungo, 1998; Kotter, 1990). While Berson et al. (2001) & Conger & Kanungo (1998) have argued that charismatic/transformational leaders may rely on both inspirational and instrumental vision themes in developing their vision

statements, the results of the present research suggest that frame-breaking content, as opposed to maintenance oriented content is more likely to lead to attributions of vision to a leader. While the latter may be important to the attainment of the vision by rendering it practical for followers, it may not lead to the recognition of the leader's idea as a vision or his leadership as being visionary.

The second content characteristic of vision investigated was time span. As hypothesized, the extent to which visions are forward-looking was found to be positively related to followers' and observers' attributions of vision to the leader. This is in line with commonly held definition of visions as long term projects or goals (Bennis & Nanus, 1985; Collins & Lazier, 1992; Jacobs & Jacques, 1990; Kouzes & Posner, 1987; Larwood et al., 1995). However, the empirical results obtained in the present research also suggest that vision should refer to the near future. In fact, the results show that the articulation of the vision around the near future also has a positive influence on followers' and observers' attributions of vision to a leader. The importance of a clear near future time horizon in the vision appears to be critical to followers' and observers' recognition of the prospective guidance offered to them in terms of goals. Articulating a purely long-term vision may emphasize the inspirational value of the vision but may not be grounded in the present enough to mobilize followers to fulfill this vision. The vision might then be considered impractical, even unrealistic to followers. By providing a long-term goal that is also tied into the near future, leaders may be better able to foster acceptance of their vision. Interestingly, time span of the vision was not found to have a significant

influence on attributions of visionary leadership. This suggests that certain technical components of vision, such as time span, are more suggestive of the leader's possession of an idea or direction, than they are of any specific or distinguishing influential attempts on their part.

The third content characteristic investigated was the creative quality of the vision. The extent to which visions have creative qualities was found to have a significant influence on followers' and observers' attributions of vision and visionary leadership to a leader. These results are in line with Avolio & Bass' (1987) suggestion that the novelty of a leader's message to followers will increase their attention to it. It appears that the novelty, innovativeness and uniqueness of the idealized goal presented by the leader makes it more salient in followers' mind as a vision. Followers also appear to recognize the importance of creativity as an indicator of the leader's visionary leadership qualities. In line with Tichy & Devanna's (1986) and Conger's (1989) argument, visionary leadership appears to be recognized by followers as an influence process which involves the conceptualization of a creative product.

The fourth and last content characteristic of visions studied was the focus of the vision in terms of values and goals. While many leadership scholars have argued that vision is a pattern of organizational values (Greenwood & Hinings, 1988, 1993; Hinings & Greenwood, 1988; Kouzes & Posner, 1987) and strategic goals (Conger, 1989), the present research suggests that whether visions focus on values, strategic or operational goals has no effect on followers' or observers' attributions of vision to a

leader. Focus was strongly believed to be important to vision content and finding no support for the relationship between this dimension and attributions of vision was very surprising. Visions do not appear to be recognizable to followers by an explicit focus but may be more recognizable by their inspirational quality (such as suggested by the findings on creativity) and appropriateness (such as suggested by time frame).

The results with regards to the influence of the focus of the vision on attributions of visionary leadership are mitigated. No support was found for a relationship between a focus on values and attributions of visionary leadership. However, the results of Study 2 suggest that followers' attributions of visionary leadership to a leader are influenced by a focus on strategic goals. These observations were not supported in the study of observers' attributions. One possible explanation for the findings is that leaders are only perceived as visionary to the extent that the focus of their vision is appropriate for the organizational context. In other words, the fact that the respondents in Study 2 were all public servants might have had an impact on their definition and expectations of visionary leadership. Due to organizational constraints, a leader's ability to suggest a change in values in the Canadian Public Service is often limited. Therefore, followers' might perceive strategic guidance to be indicative of visionary leadership in such a context.

In general, the results with regards to proposition 1 suggest that for visions as objects of consideration, magnitude of change, time frame and creativity are important. However, to influence people through visionary leadership attributions, one has to look at magnitude of change, creativity and appropriateness of the vision's

focus. Basically, the results suggest that perceptions of vision as an object and perceptions of visionary leadership are different.

The Visioning Activity

A second objective of the present research was to investigate the relationship between the behaviors exhibited by leaders as part of their visioning activity and followers'/observers' attributions of vision and visionary leadership. Conceptually, a two-stage process of the visioning activity, involving vision formulation and vision articulation, was developed integrating previous research findings and theoretical propositions. Operationally, the presence of the leader's visioning behaviors was determined through observer/follower ratings and related to their attributions of vision and visionary leadership to the leader. It was proposed that the extent to which leaders exhibit vision formulation and vision articulation behaviors has a positive effect on attributions of vision and visionary leadership to these leaders.

Relating vision formulation behaviors to attributions of vision and visionary leadership. It was proposed that the extent to which a leader exhibits behaviors related to vision formulation has a positive influence on followers' and observers' attributions of vision and visionary leadership to that leader. Specifically, the extent to which a leader exhibits behaviors related to: 1) environmental scanning and network building, 2) evaluating the existing organizational situation, 3) synthesizing and weeding out the information obtained during this process, 4) conceptualizing a renewed vision for the organization, and 5) adapting the vision to meet organizational requirements, was hypothesized to have a positive influence on

the attributions of vision and visionary leadership to this leader. Only modest support was found for any influence of these behavior categories on attributions of vision or visionary leadership to the leader (Table 37 and Table 38). This appears to suggest that these behaviors need not be essentially observable to followers to elicit attributions of vision and visionary leadership.

Empirically, no support was found for an influential effect of the leader's environmental scanning and network building behaviors on observers' or followers' attributions of vision or visionary leadership to the leader. This might suggest that as stated by many management scholars, environmental scanning is an integral part of leadership activities and not singularly identifiable to visionary leaders. However, this does not preclude this activity from being crucial to effectiveness, as suggested by previous research. It does suggest that if one seeks to influence followers through visionary means that displaying these behaviors will not increase the likelihood of being perceived as doing so.

The results of the research provide mitigated support for the influential relationship between the leader's evaluation of the existing organizational situation and attributions of vision and visionary leadership on the part of observers and followers. Observers' attributions of vision in Study 1 appear to have been significantly influenced by this leader behavior, while their attributions of visionary leadership were not (Table 37). This would suggest that vision formulation behaviors are recognized by observers as a purely creative activity and not as part of any influential process per se.

Unlike observers' in Study 1, followers' attributions of vision and visionary leadership in Study 2 appeared to have been influenced by the leader's participative evaluation of the existing situation, but not by the leader's individual assessment of the existing situation. These results provide an interesting twist on the debate over the participative or leader-based nature of leadership visions. Followers might not have been influenced by the leader's individual assessment of the existing organizational situation because, again, they perceive these behaviors as job requirements of any manager or leader (e.g. assessing resources and performance). On the other hand, the behaviors related to participative assessment could have been perceived as more important to organizational renewal (e.g. assessing follower needs, seek organization members input). This might suggest that participative assessment of the organizational situation belongs to more transformational and inspirational aspects of visionary leadership than first believed. While, it is often argued that many leaders enlist follower commitment after having developed their vision, it is portrayed here as the crucial link in establishing perceptions of vision and visionary leadership. This clearly has implications for further models of visionary/transformational leadership. Current models of transformational leadership suggest that followers' mobilization is the result of their internalization of the leader's vision (Kelman, 1958) and the increase in their self-efficacy belief through the leader's empowering behaviors (Conger & Kanungo, 1988; Thomas & Velthouse, 1990). The results obtained here open the possibility that followers' internalization of the leader's vision

might result from the leader's empowering behaviors, notably perceived participation in vision formulation efforts.

The results with regards to the relationship between the extent to which leader exhibits behaviors related to synthesizing and weeding out information and observers'/followers' attributions of vision and visionary leadership are puzzling. In both Study 1 and Study 2, the extent to which a leader was perceived to exhibit behaviors related to synthesizing and weeding out information was not related to attributions of vision to that leader. While these behaviors were believed to be crucial to creating a novel and innovative vision for the organization, they do not appear to make the end product of a vision apparent to followers or observers. However, they do appear to make the influential attempts linked to visioning apparent to them. In fact, the behavioral dimensions of synthesizing and weeding out information significantly influenced observers' attributions of visionary leadership in Study 1. In Study 2, only synthesizing of information had a significant influence on followers' attributions of visionary leadership. This tends to suggest that these efforts at using the information collected in a creative manner are perceived as attempts to inspire followers in a visionary way.

The difference in results obtained in Study 1 and Study 2 might be due to the different perspective held by respondents. In Study 2, respondents were direct subordinates of the leader they studied. According to Katz & Kahn (1978), this closeness to the leader might have attenuated attributions of visionary leadership to the leader. They argue that distance is important to visionary leadership as closeness

destroys the illusion of creativity. In the present case, observers might be far removed enough to be influenced by the leader's visioning attempts, while followers in Study 2 might have been too close to perceive the same behaviors as visioning.

The empirical results strongly support the hypothesized relationship between the extent to which a leader exhibits behaviors related to conceptualization of a vision and observers' and followers' attributions of vision. This behavioral category however, was not found to be predictive of attributions of visionary leadership. This suggests that having a vision, or formulating a vision, is not enough to be perceived as a visionary leader. In the case of the behaviors related to vision conceptualization, only the product, or vision, as an object of consideration is apparent. These behaviors however, do not appear to suggest to followers any specific influential attempts on the part of the leader and therefore do not lead to attributions of visionary leadership.

Finally, the extent to which a leader exhibits behaviors related to adapting the vision to meet organizational requirement was not found to have any influence on observers' attributions of vision or visionary leadership in Study 1. However, it was found to have a significant but negative influence on followers' attributions of vision in Study 2. It appears that followers' perspective gave them a very different appreciation of this behavior category. While further investigation into this interesting finding is needed of course, it is possible that the behaviors studied were perceived as a lack of confidence in one's vision and a lack of unwavering commitment to the vision, thus jeopardizing the recognition of this vision. In fact, displays of confidence and dedication to the vision are often argued to be

distinguishable attributes of charismatic/transformational leaders (Bass, 1990; Conger & Kanungo, 1988; Howell, 1988; Yukl, 1993). This presents an interesting dilemma for leadership practice, as adaptation of the vision to meet organizational requirements is believed to be important to developing an appropriate and acceptable vision for the organization. If followers' observations of the behaviors involved in such an activity reduce the likelihood of attribution of vision to the leader, than leaders might have to withhold displaying these behaviors.

Relating vision articulation behaviors to attributions of vision and visionary leadership. It was proposed that the extent to which a leader exhibits behaviors related to vision articulation would have an influence on followers' and observers' attributions of vision and visionary leadership to that leader. Specifically, the extent to which a leader exhibits behaviors related to: 1) clarifying the mission, 2) appealing to followers, and 3) non-verbal articulation of the vision, was hypothesized to have a positive influence on followers' and observers' attributions of vision and visionary leadership to this leader.

Empirically, a significant relationship was observed between a leader's articulation of the vision for mission clarification and attributions of vision and visionary leadership (Table 39 and Table 40). The extent to which a leader clearly states his vision so as to provide a better understanding of the renewed organizational vision, the superiority of the vision compared to the present state of affairs, and its fit with the current organizational context, was found to enhance perceptions that the leader has a vision and is a visionary leader. In so far as attributions of vision and

visionary leadership lead to follower's acceptance and commitment to the vision, these results support current models of charismatic/transformational leadership, as well as previous research findings which suggest that leaders should clearly articulate their vision in order to share the vision with followers and mobilize them to realize it (Bass, 1990; Conger & Kanungo, 1987; Kouzes & Posner, 1987; Larwood et al., 1995; Sashkin, 1987; Tichy & Devanna, 1986; Westley & Mintzberg, 1989).

Surprisingly, while zero-order correlations reveal strong correlations between the leader's articulation of the vision for follower appeal and attributions of vision and visionary leadership to the leader, the regression analysis does not support any influence of this behavior category on attributions of vision or visionary leadership. These results do not support the arguments made in favor of the importance of the communication, or delivery, of the vision in studying visionary-charismatic leadership (Awamleh & Gardner, 1999; Collins et al., 1988; Holladay & Coombs, 1993, 1994; Taylor & Thompson, 1982; Westley & Mintzberg, 1989). For example, Awamleh & Gardner (1999) found in an experimental study that strong delivery of a visionary speech emerged as one of the most dominant predictors of perceptions of charisma. The present results however, are more in line with previous research findings by Kirpatrick & Locke (1996) and Baum, Locke & Kirpatrick (1998) which suggest that communication style may not be the most crucial factor in influencing followers to accept and achieve a vision. In actual fact, the results are supportive of arguments which suggest that attempts at persuasive communications may detract attention from the actual content of the message (Chaiken, et al., 1996; Frey & Eagly,

1993). On the other hand, another possible explanation for the findings is that making an appeal is perceived to be an activity of leaders that is insufficient to attributions of vision or visionary leadership. However, in the case of articulation of the vision for mission clarification it is apparent that the leader has a vision and that it is the basis of his influence efforts. This might hint to distinctions between visionary leadership and charismatic leadership. It is possible that attribution of visionary leadership depends more on mission clarification, while the attribution of charismatic leadership depends more on making an appeal to followers.

Finally, the empirical results reveal that a leader's non-verbal articulation of the vision has a significant influence on attributions of visionary leadership but not on attributions of vision to the leader. This suggests that a leader's non-verbal articulation of the vision does not make the vision itself, as an object, clear or apparent to followers or observers but rather puts emphasis on the influence tactics used as part of the visionary leadership process. In fact, this is consistent with the behaviors exhibited by leaders during this activity which focus on reinforcing the vision through role modeling, action and implementation strategies (Bass, 1990; Bennis & Nanus, 1985; Conger & Kanungo, 1988; Quigley, 1993; Yukl, 1993). These behaviors are not aimed at clarifying the vision but rather at energizing followers to enact the vision.

Effects on Followers

The third stated objective of this research was to explore the relationship between attributions of vision, attributions of visionary leadership, and effects on

followers. Two categories of effects on followers believed to result from the visioning process of organizational leaders were investigated. First, leader related effects on followers such as: perceived leader charisma, liking of the leader, respect for the leader, desire to model the leader and comply with the leader, as well as perceived leader success were examined. Second, vision related effects on followers such as: vision influence, vision acceptance, commitment to the vision, and perceived vision success were considered. While no hypotheses were formulated, attributions of vision and visionary leadership were expected to be positively related to both categories of effects on followers. Furthermore, since vision content is often suggested to be as relevant as delivery to the study of visioning effects on followers (Awamleh & Gardner, 1999; Holladay & Coombs, 1993, 1994; Kirkpatrick & Locke, 1996), the relationships between the vision content characteristics of magnitude of change, time frame, creativity and focus, and vision related effects on followers were investigated.

Attributions of vision, attributions of visionary leadership and leader related effects on followers. The research results appear to suggest that attributions of vision to a leader do not have a significant influence on leader related effects on followers, as measured by perceived leader charisma, follower liking of the leader, follower respect for the leader, followers' desire to emulate or comply with the leader. However, they do suggest that attributions of visionary leadership will have a significant influence on leader related effects on followers such as: perception of

leader charisma, liking of the leader, respect for the leader, desire to try to be like the leader and perceived leader success.

From a conceptual point of view, these results add detail to Conger & Kanungo's (1998) description of the effects of visions, particularly highly discrepant and creative visions, as including a heightened perception of charisma, a strong sense of respect for and liking of the leader, as well as a desire to model the leader's behavior. In fact, Conger & Kanungo (1988) even proposed that charismatic leaders must provide a vision or they will not be perceived as charismatic. The present research findings go further in suggesting that having a vision, is a necessary but not sufficient condition to induce these types of effects on followers. Leader related effects on followers, such as the attribution of charisma, appear to require more than simply being perceived as having a vision and are more the results of a felt leadership influence on the part of followers.

Another interesting finding of the research was the fact that attributions of visionary leadership had no significant effect on followers' desire to do what the leader wanted them to do. While this relationship requires further investigation, one possible explanation is perceptions of visionary leadership do not necessarily mean that followers have accepted the leader's vision, and therefore may not be related to their desire to put it into action. In fact, attributions of visionary leadership were not found to be a significant predictor of vision acceptance in the study of vision related effects on followers.

Attributions of vision, attributions of visionary leadership and vision related effects on followers. With regards to vision related effects on followers, the results of the present research seem to be in line with Bass' (1985) treatment of vision as a component of the inspiration dimension of transformational leadership. In fact, attributions of vision were found to have a significant influence on vision related effects on followers, as measured by vision influence, vision acceptance, commitment to the vision and perceived vision success. The empirical findings also support significant relationships between attributions of visionary leadership and vision related effects on followers such as: vision influence, follower commitment to the vision, and perceived vision success.

As mentioned earlier, attributions of visionary leadership had no significant influence on vision acceptance. It appears that the acceptance of the vision as a viable solution to the status quo rests mainly on the recognition of the leader's idea as being a vision with appropriate content. It does not appear to rest on the totality of leader activities that deal with influencing followers in various ways.

Vision content characteristics and vision related effects on followers. The research also sought to investigate the direct relationship between the vision content characteristics of magnitude of change, time frame, creativity, focus, and vision related effects on followers. The findings with regards to the magnitude of change articulated in the vision provide further insight into the role this vision content characteristic plays in the visioning process. It was observed that the direct relationship between the magnitude of change and effects of the vision on followers

was not centered on the presence of a revolutionary change in the vision but rather on the absence of a lack of change present in the vision. Both vision acceptance and follower commitment to the vision appear to be significantly and negatively influenced by the articulation of a vision around the maintenance of the status quo. These results, when combined with those obtained in the study of the effects of vision content characteristics on attributions of vision to the leader provide strong support for the importance of magnitude of change as a key content dimension of leadership visions.

The content dimension of time span was found to be significantly related to vision acceptance (present and long-term focus), follower commitment to the vision (long-term focus), and vision success (long-term focus). The results with regard to vision acceptance are particularly interesting in that they further support the importance of a certain level of practicality of the vision. The fact that a present orientation has a positive effect on vision acceptance shows again that vision acceptance, like vision attributions, requires some form of clear and applicable goal setting for followers.

As well, the content dimension of creativity was again found to play a significant role in the visioning process. The creative quality of the vision, as measured by innovativeness, novelty and uniqueness, was found to have a positive influence on a number of vision related effects, namely: vision influence, vision acceptance, follower commitment to the vision and perceived vision success. These

results are supportive of the fact that the inspirational quality of a vision is highly dependent on its creative aspects.

Lastly, while the vision content dimension of focus was not found to be directly related to attributions of vision or visionary leadership, it was found to be significantly related to vision related effects. The articulation of a vision around values, strategic objectives as well as operational goals was significantly related to vision acceptance and follower commitment. This suggests that definition of goals and clarification of the vision's application provides clarity and, as such, has a direct influence on followers.

These results are supportive of Yukl's (1998) argument that vision involves both the definition of goals and strategies for attaining these goals. Here, it becomes visible that for visioning to have a significant effect on followers it must include more than simple rhetoric and provide followers with a clear sense of how the vision translates into goals and action. They are also reminiscent of those obtained by Berson, Shamir, Avolio & Popper (2001), which suggested that "effective transformational leaders may emphasize both instrumental and inspirational themes in their vision" (p.67). The authors propose that by providing more operational goals and objectives in their visions, leader are better able to influence even the most hesitant of followers toward achieving their vision.

Caution must be exercised in drawing conclusions from the study of the relationship between vision content characteristics and vision related effects on followers. The results obtained in Study 1 and Study 2 showed distinct variations

between observer and follower ratings. However, for the purpose of understanding the implications of the findings, only the latter were used as we are dealing with effects on followers and not observers. Nevertheless, further research should seek to replicate the findings with wider samples of follower ratings.

In conclusion, given the cross-sectional nature of the present research causality cannot be established. In addition the outcome variables included in the research form only a sub-set of the possible consequences of the visioning process of organizational leaders. However, all the variables that were thought of as being consequences of the visioning activity and product were related to attributions of vision and visionary leadership in the predicted direction. Therefore, even though causality could not be established, significant associations between attributions of vision and visionary leadership and a host of proposed visioning outcome variables were confirmed, opening the door for future longitudinal research to establish causality.

Summary of Contributions

In summary, the research conducted in this thesis has provided a better understanding of the interplay between the visioning activity and product of organizational leaders, and followers' attributions of vision and visionary leadership to those leaders. It has also offered an exploratory look at the potential effects of the attributions of vision, the attributions of visionary leadership and visioning product on followers. In a broader sense, the research has offered three additional contributions to the study of visioning and visionary leadership in organizational settings. First, it

has refined the concepts of vision and visionary leadership attributions, by relating them to certain antecedent conditions and consequences. Second, it has provided evidence of the multi-dimensionality of the visioning activity of organizational leaders. Finally, it has provided a preliminary measurement of this activity.

The Visioning Activity, the Visioning Product and the Attribution of Vision and Visionary Leadership

The present research has shed some light on the interplay between the visioning activity and product of leaders and observers'/followers' attributions of vision to those leaders. Basically, this research supports the fact that some aspects of a leader's vision formulation and vision articulation efforts are influential in eliciting attributions of vision, while suggesting that others are not or may even be detrimental. For example: a leader's adaptation of the vision to meet organizational requirements is proposed to have a negative impact on attributions of vision, while articulation of the vision for follower appeal would have no influence and articulation of the vision for mission clarification a very positive influence. Furthermore, specific aspects of the vision as a product are suggested to have a distinguishable influence on attributions of vision to a leader. Content dimensions of vision such as magnitude of change and time span are introduced as influential factors in the attributions of vision, while the importance of others such as focus is mitigated.

This research has also improved our understanding of the interplay between the visioning activity and product of leaders and observers'/followers' attributions of visionary leadership to those leaders. As a whole, this research suggests that

attributions of visionary leadership rest more heavily on a leader's vision articulation efforts than on observable vision formulation efforts. In addition, specific aspects of the vision as a product are introduced as influential factors in the attribution of vision to a leader, while others are put to the test. Specifically, content dimensions of vision such as magnitude of change and creativity are presented as important influences on the attributions of visionary leadership, while the effect of others such as time span is questioned.

The Effects of the Attributions of Vision, the Attributions of Visionary Leadership and Vision Content on Followers

The research conducted in this thesis has in addition provided an exploratory look at the potential effects of the attributions of vision and visionary leadership as well as the visioning product on followers. On one hand, the results appear to suggest that attributions of vision are influential only insofar as one is concerned with vision related effects, such as perceived vision influence and acceptance. On the other hand, the results obtained in this research indicate that visionary leadership attributions have a wider range of effects on followers, counting both vision related effects such as follower commitment to the vision and leader related effects such as perceived charisma. Finally, the content of the vision itself is introduced as playing a significant role in fostering certain desired effects, particularly in terms of vision acceptance and follower commitment to the vision. In both cases, the magnitude of change advocated in the vision, its time span of the vision, its creative quality as well as its focus are brought in as influential content dimensions.

Conceptual Refinement

The present research has helped refine the construct of visioning in leadership in two important ways. First, it has shown that it is useful to distinguish between the construct of vision as a product with content and the attribution of vision to the leader. For example, the vision content dimension of time span was significantly related to the attribution of vision but not the attribution of visionary leadership. However, the vision content dimension of magnitude of change was significantly related to both attributions of vision and visionary leadership.

Second, it has shown that it is also useful to distinguish between the two similar but different attributions of vision and visionary leadership to the leader. The results of the two studies conducted appear to suggest interesting distinctions between observers'/followers' attributions of vision and attributions of visionary leadership to a leader. For example, the hypothesized antecedent leader behavior of conceptualization of a vision was related to attributions of vision but not attributions of visionary leadership on the part of observers/followers. On the other hand, the antecedent condition of non-verbal articulation of the vision was related to attributions of visionary leadership but not attributions of vision. Similarly, the consequence of perceived leader charisma was related to the attribution of visionary leadership but not attributions of vision. Further study needs to be conducted to investigate the particularities of each attribution.

The Multi-Dimensionality of the Visioning Activity

The present research also provides preliminary empirical support for a multi-dimensional conceptualization of the visioning activity of organizational leaders. First, the results of the confirmatory factor analysis support the presence of the a-priori categories of visioning behaviors. Second, the factor analyses conducted in the research move forward this conceptualization by calling our attention to specific sub-dimensions. For example, the factor analyses suggest that the behavioral dimension of evaluation of the existing situation has two specific sub-dimensions: leader evaluation of the situation and participative evaluation of the situation.

This multi-dimensional conceptualization of the visioning activity is also supported by the observed relationships between the behavioral categories and attributions of vision and visionary leadership support this conceptualization. Case in point, the behavioral dimension of conceptualization of the vision was found to be related to attributions of vision but not attributions of visionary leadership. However, the behavioral dimension of adaptation of the vision was found to have a significant influence on both attributions. Furthermore, the analysis at the level of the sub-scales also supports a multi-dimensional conceptualization. For example, in Study 2 the participative sub-scale of the vision formulation behavioral dimension of evaluation of the existing situation was significantly related to attributions of vision and visionary leadership, while the individual sub-scale was not.

The Measurement of the Visioning Activity of Organizational Leaders

Another significant contribution of this research is the development of a preliminary measure of the visioning activity of organizational leaders. Using a priori established behavioral dimensions which integrated existing approaches to visioning, the present research distinguished between important sub-dimensions of the behavioral categories. For example, the results provided clarification of the environmental scanning behavioral category of vision formulation by demonstrating the usefulness of distinguishing between networking and information gathering. Similarly, the research empirically supported the importance of investigating the individual and participative evaluation of the existing situation as two components of the vision formulation efforts of leaders. Finally, the internal consistency of the scales developed for the 5 vision formulation scales and 3 vision articulation scales is indicated by the fact that the scale reliabilities range from .71 to .88 (with two exceptions as mentioned in the research limitations section), well in line with the .70 minimum acceptable for new scales (Nunnally, 1978). However, since the aim of the research was not to develop valid and reliable measures of the visioning activity but to explore its natures, further research is needed to establish the convergent and discriminant validity of the behavioral scales.

CHAPTER 8

Conclusion

The primary objective of this research project was to examine the visioning process of organizational leaders: its activity, its product and effects. This concluding chapter discusses the limitations of the research in attempting to reach this objective. The implications of the findings for future leadership research and leadership practice are also discussed.

Limitations

The challenge in attempting to fill the gap in leadership theory and research about the visioning process of organizational leaders is heightened by the inherent methodological difficulties in studying it. For one, the cognitive aspects of the visioning process have led researchers to shy away from inquiry into the visioning activity itself for lack of precise definition and measurement. Also, access to visionary leaders is restricted at best. While the methodology used in the present research sought to overcome these challenges it is by no means flawless.

One possible limitation of this research is the fact that all respondents in Study 1 acted as observers and interpreted the observations of the biography or autobiography writer. In turn, biographies may not reflect the true behavior of the leader but rather the writer's own interpretation of it. While this lack of direct observation was addressed by the use of direct subordinate ratings in Study 2, there is a need to replicate the results using bigger samples of subordinate ratings.

A second possible limitation of the research is the fact that all the leaders studied in Study 1 were high-ranking (CEOs) and highly recognizable organizational leaders. This might limit the generalizability of the findings to different organizational levels and contexts. Furthermore, due to the nature of the available biographies and autobiographies, the sample of leaders used in Study 1 was consisted entirely of male leaders. One can then question whether the findings observed can be extended to women organizational leaders. Study 2 offered a means to counter these limitations by providing an opportunity to investigate the visioning process of organizational leaders at different organizational levels, with a less publicized and more varied sample. The sample of leaders observed in Study 2 ranged from middle to high-levels of management, and, according to the informal feedback obtained from respondents, included both male and female leaders.

A third limitation of the research is the fact that the respondents in Study 1 had little or no work experience. This might have biased their ratings or appreciation of the leader's behaviors, by increasing the likelihood of seeing prototypical and socially desirable behaviors being favored. Again the triangulation obtained through Study 2 provided somewhat of a balance to this. However, while all respondents in Study 2 were working individuals, they were also all public servants and hence represent only a sub-section of the total working population. Therefore, the results of the research need to be replicated using other organizational samples.

Together the two studies also share some possible limitations. First, some of the measures of the proposed behavioral categories and content characteristics of

visions had only modest reliabilities. For example, both sub-scales of the Synthesizing and weeding out information scale had reliabilities of .59. Similarly, the measure for the vision content dimension, creativity had a reliability of only .55. This implies that significant results involving these scales have to be interpreted with caution. This issue can only be resolved with further studies using more reliable measures.

Along the same line, another limitation of the two studies is the fact that a lot of the measures used were single-item measures. For instance, all effects on followers were measured using single-item measures. This has a potentially attenuating effect on the relationships observed. The issue can only be resolved using further study with more reliable multiple item measures.

Finally, both studies share the possibility of common method variance. The behavioral scales, the content dimension scales, the effects on followers and the attributions of vision and visionary leadership were contained in a single questionnaire leading to the possibility that the observed relationship between the variables were inflated by common method variance. While method variance is a natural limitation of questionnaire research, a number of measures were taken in the present research to counter the problem. First, Study 1 included a test for order effect that proved to be non-existent and showed that the relationships found were in fact real and not a result of the questions being asked in a given order. Second, a number of different response formats were used. For example, the behaviors were rated on a 7-point Never/Continually scale; magnitude of change advocated in the vision was

measured using a 4-point Definitely No/Definitely Yes scale; and still, vision effects on followers were measured using a 7-point Not At All/Highly scale. The pattern of empirical results obtained also seems to indicate that method variance was not a serious problem in the present research. For instance, if the observed relationship between attributions of vision and visionary leadership, and effects on followers were inflated by common method variance, then the attribution scales should be significantly related to all effects on followers. However, the results of the regression analyses indicate the attributions of vision and visionary leadership are differentially related to the different effects on followers.

Directions for Future Research

The research conducted in this thesis has several implications for future research. The results obtained in the research suggest that further research efforts should be directed toward the operationalization of the concepts of vision and visionary leadership, its causes and effects. This would encourage systematic studies of visionary leadership attributions and its similarities and differences with other leadership constructs or models. While the present research sought to expand our understanding of the visioning process of organizational leaders, specifically its activity and product, it is by no means a comprehensive model or investigation of the visioning process in its entirety. For instance, the present research did not investigate the contextual and individual factors that lead to the emergence of certain visioning behaviors in leaders. Nor did it examine the contextual factors that may influence attributions of vision and visionary leadership qualities to a leader. Finally, the study

did not explore the visionary leader per se, but rather the visioning process leaving the former for future study.

In terms of a general research program for the study of the visioning process of organizational leaders, several research questions deserve further exploration. For instance: what motivational and contextual variables influence the initiation and maintenance of the visioning activity of leaders? Another aspect of the visioning activity that needs to be studied is the use of language that gives shape to the vision. More precisely, how leaders can best frame and articulate their vision for maximum impact (Conger, 1991; Fairhurst & Sarr, 1996). Finally, while this research like some studies before it (Conger & Kanungo, 1992, 1994; Kirkpatrick & Locke, 1996; Podsakoff et al., 1990) has begun to explore the effects of a leader's behaviors on followers' motivation to achieve the vision, our knowledge with regards to how and when these behaviors influence followers' attitudes and behaviors is still limited.

Implications for Leadership Practice

For management practitioners, distilling the essential ingredients of effective visionary leadership has the potential to enhance organizational performance (Ambrose, 1995, Drucker, 1989; Kanter, 1989; Peters, 1988, 1992; Sternberg & Lubart, 1996; Tapscott & Caston, 1993). Furthermore, to the extent that visionary leadership has significant effects on followers, leaders must be prepared to influence them through visionary guidance. As such, the present research provides preliminary evidence of the importance of certain vision content characteristics and behavioral

activities related to vision formulation and articulation which influence followers' attributions of vision and visionary leadership.

This evidence can provide the basis for leadership training programs on the nature and content of leadership visions. Developing an understanding about the content characteristics critical to attributions of visions and visionary leadership, as well as how these characteristics are connected to key effects on followers, should provide leaders with valuable knowledge as to how to elicit these perceptions in followers. Trainees need to learn how to identify and assess these key content characteristics and ensure they are clearly apparent to followers in their vision articulation efforts.

The research results also provide initial guidance to leaders as to what visioning activities are influential with regards to followers' attributions of vision and visionary leadership. This in turn, provides indications as to the possible behavioral content of leadership training programs aimed at fostering perceptions of vision or visionary leadership on the part of followers. However, as Sashkin (1988) points out, training about the nature of visions is rather straightforward compared with training that seeks to help leaders create or implement visions. Nevertheless, leaders can learn the behaviors consistent with being perceived as having a vision and as a visionary leader by engaging in skills training programs such as creativity training (e.g. Amabile, 1983).

In conclusion, further research should be conducted to develop training methods for visionary leaders and assess their effectiveness in eliciting the much

sought after attributions of vision and visionary leadership in followers. In turn, the links to individual performance, motivation and organizational effectiveness should be further investigated.

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APPENDIX I

List of Leader Autobiographies and Biographies Used in Study 1

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APPENDIX II

Research Questionnaire Used for Group 1 in Study 1 and for Study 2

Leadership has long been a phenomenon of interest to organizational scientists. However, certain dimensions of organizational leadership have suffered from poor theory development and research. This questionnaire seeks to collect your observations of specific leader behaviors on the part of the leader that you have recently studied.

This questionnaire contains two parts. In Part I you are presented with a list of behaviors generally associated with leadership. You are then asked to report the extent to which you have observed the behaviors in the leader you studied. In Part II you are asked a series of questions regarding the leader's vision.

Instructions:

- It should take you no more than 20 minutes to complete the entire questionnaire.
- Answer the questions to the best of your ability.
- Once you have completed Part I, move on to Part II. Do not come back to Part I once you have started working on Part II.
- Note: this questionnaire is completely confidential, you will not be asked for your name

Your observations are extremely important to the success of this study. The quality of the results and of the conclusions drawn from the study depends largely on your collaboration.

We thank you in advance.

Julie Beauchamp, M.Sc., Ph.D Candidate McGill University

Prof. Jon Hartwick, Ph.D., McGill University

Part I: The leader's behaviors

Organizational leader studied: _____

Leaders have been proposed to engage in widespread environmental scanning. Based on your readings, to what extent did your leader engage in each of the following behaviors? Please use the following scale to answer each question.

1	2	3	4	5	6	7
Never		Occasionally		Often		Continually
• Monitored social, cultural and demographics trends.	1	2	3	4	5	6 7
• Monitored economic as well as regulatory developments.	1	2	3	4	5	6 7
• Monitored political events and international affairs.	1	2	3	4	5	6 7
• Was highly involved in industry associations, such as conference boards, etc.	1	2	3	4	5	6 7
• Gathered information from market research.	1	2	3	4	5	6 7
• Was attentive to the ideas and opinions of others.	1	2	3	4	5	6 7
• Developed extensive external networks, with other CEOs, suppliers, political leaders, etc.	1	2	3	4	5	6 7
• Included a diverse set of outside members on the organization's board of directors.	1	2	3	4	5	6 7
• Met with customers to discover their needs and concerns.	1	2	3	4	5	6 7
• Developed sales teams, which included technical and operations people along with sales representatives.	1	2	3	4	5	6 7

Leaders have also been proposed to constantly evaluate their current organizational situation. Based on your readings, to what extent did your leader engage in each of the following behaviors? Please use the following scale to answer each question.

1	2	3	4	5	6	7
Never		Occasionally		Often		Continually
• Identified organizational deficiencies and/or poorly exploited opportunities.					1	2 3 4 5 6 7
• Assessed the organization's available resources.					1	2 3 4 5 6 7
• Used benchmarking to evaluate organizational performance.					1	2 3 4 5 6 7
• Measured the organization's performance against that of its competitors.					1	2 3 4 5 6 7
• Assessed followers' inclinations, abilities, needs, and level of satisfaction.					1	2 3 4 5 6 7
• Challenged the organization's members' current assumptions about the organization itself and its industry.					1	2 3 4 5 6 7
• Distributed performance information widely throughout the organization and sought organization members' input concerning present situation and future opportunities.					1	2 3 4 5 6 7
• Constantly looked to the environment for the clues that indicated which unpopular ideas might work if implemented.					1	2 3 4 5 6 7

Organizational leaders have been thought to exhibit a series of behaviors that would help them synthesize and weed out information they have gathered through their environmental scanning. Based on your readings, to what extent did your leader engage in each of the following behaviors? Please use the following scale to answer each question.

1 2 3 4 5 6 7
 Never Occasionally Often Continually

- Determined what industry, political, economical, social events would be important to the future of the organization. 1 2 3 4 5 6 7
- Looked for novel ways to combine inputs gained from the environment. 1 2 3 4 5 6 7
- Encouraged objective critique and dissenting opinions or proposals; used devil's advocates in decision processes. 1 2 3 4 5 6 7
- Aimed to put a fresh perspective on old problems by approaching them in a new way. 1 2 3 4 5 6 7
- Used his past experiences and lessons learned to guide his analysis of current situations. 1 2 3 4 5 6 7
- Looked at events, opportunities, and potential solutions simultaneously. 1 2 3 4 5 6 7
- Analyzed events, opportunities, and potential solutions by comparing them to each other, rather than looking at each one by one. 1 2 3 4 5 6 7
- Put things together in ways that others didn't. 1 2 3 4 5 6 7

Certain organizational leaders have been found to put effort toward the conceptualization of a vision for their organization. Based on your readings, to what extent did your leader exhibit each of the following behaviors? Please use the following scale to answer each question.

- | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------|---|--------------|---|-------|---|---|
| Never | | Occasionally | | Often | | Continually |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | environment |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | Concentrated on overarching values and principles crucial to the organization's success |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | Formulated opportunities and potential solutions aimed at addressing the organization's current situation. |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | Paid attention to whether a given idea really had the potential to make a difference for the organization's success and survival. |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | Formulated goals for achieving the organization's objectives. |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | Demonstrated a strong sense of strategic vision. |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | Developed a renewed, general, overarching view of the organization. |

While certain leaders conceptualize a vision and impose it on their organization, certain leaders seek to adapt their vision to meet organizational requirements. Based on your readings, to what extent did your leader exhibit each of the following behaviors? Please use the following scale to answer each question.

1	2	3	4	5	6	7
Never		Occasionally		Often		Continually

- Adapted the vision taking into account the limitations, skills and abilities of organizational members. 1 2 3 4 5 6 7
- Adapted the vision taking into account the ideas and values of followers and other important stakeholders. 1 2 3 4 5 6 7
- Adapted the vision having recognized constraints in the physical environment (technological limitations, lack of resources, etc.) that may have stood in the way of achieving organizational objectives. 1 2 3 4 5 6 7
- Adapted the vision having recognized constraints in the organization's social and cultural environment (cultural norms, lack of grassroots support, etc.) that may have stood in the way of achieving organizational goals. 1 2 3 4 5 6 7

The articulation of organizational visions on the part of leaders is sometimes aimed at clarifying the organization's mission in the mind of followers. Based on your readings, to what extent did your leader engage in the following vision articulation behaviors? Please use the following scale to answer each question.

1	2	3	4	5	6	7
Never		Occasionally		Often		Continually

- Emphasized the inadequacy of the present state of affairs to internal members of the organization. 1 2 3 4 5 6 7
- Clearly communicated the nature of the new vision and its content. 1 2 3 4 5 6 7
- Described the new vision in positive terms. 1 2 3 4 5 6 7
- Provided precise comparisons between the old and new visions. 1 2 3 4 5 6 7
- Indicated how the new vision fit with the current organizational context. 1 2 3 4 5 6 7
- Indicated how the new vision solved the problems with the current situation. 1 2 3 4 5 6 7

Leaders sometimes also seek to articulate their vision in order to enhance its appeal to followers. Based on your readings, to what extent did your leader engage in the following vision articulation behaviors? Please use the following scale to answer each question.

- | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------|---|--------------|---|-------|---|-------------|
| Never | | Occasionally | | Often | | Continually |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |

Leaders may also try to articulate their vision in non-verbal terms to enhance follower appeal. Based on your readings, to what extent did your leader exhibit the follower vision articulation behaviors? Please use the following scale to answer each question.

- | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------|---|--------------|---|-------|---|-------------|
| Never | | Occasionally | | Often | | Continually |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |

Part II: Leader Vision

1. There are many ways to view leaders. Some leaders have vision; some do not. Please answer the following two (slightly different) questions by circling one of the four responses for each.

- | | | | | |
|---|--------------------|------------|---------------|---------------------|
| • Did your leader have a vision? | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • Would you call your leader visionary? | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |

If your answer to both of the above questions is "definitely no", skip the next few questions and go directly to question 5. Otherwise, please continue by answering the following questions.

2. The visions espoused by leaders may differ in the magnitude and type of change they advocate. Based on your readings, to what type of change did your leader's vision refer?

- | | | | | |
|---|--------------------|------------|---------------|---------------------|
| • No change, the status quo | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • A small, incremental or adaptive change | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • A large, revolutionary change | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |

3. Visions vary widely with regards to their characteristics and content. How would you describe the characteristics of your leader's vision?

(A) What was the major focus of your leader's vision?

- | | | | | |
|--|--------------------|------------|---------------|---------------------|
| • On the organization's central values and mission?
For example: help women be as beautiful as they can be; quality is job one; be all that you can be, etc. | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • On the organization's general strategic goals? For example: have the most advanced technological products on the market at all times; have the highest customer loyalty and satisfaction ratings of the industry, etc. | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • On the organization's concrete operational goals? For example: increase research and development expenditures by 5%; increase sales of new products by 10%; seek ISO 9002 accreditation by year-end; etc. | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |

(B) What was the main time frame of your leader's vision? Was it primarily focused:

• On the present?	Definitely No 0	Maybe 1	Probably 2	Definitely Yes 3
• On the very near future?	Definitely No 0	Maybe 1	Probably 2	Definitely Yes 3
• On the next few years?	Definitely No 0	Maybe 1	Probably 2	Definitely Yes 3
• On the next few decades?	Definitely No 0	Maybe 1	Probably 2	Definitely Yes 3

(C) For each of the following comparisons, please circle a number to indicate whether you believe that your leader's vision was characterized more by the quality on the left (3, 2, 1), equally by the two qualities (0), or more by the quality on the right (1, 2, 3).

Routine	3	2	1	0	1	2	3	Inspirational
Common	3	2	1	0	1	2	3	Unique
Innovative	3	2	1	0	1	2	3	Conservative
General	3	2	1	0	1	2	3	Specific
Ordinary	3	2	1	0	1	2	3	Insightful
Rational	3	2	1	0	1	2	3	Intuitive
Poorly defined	3	2	1	0	1	2	3	Clearly defined
Poorly communicated	3	2	1	0	1	2	3	Well communicated
Short-term	3	2	1	0	1	2	3	Long-term
Deep	3	2	1	0	1	2	3	Shallow
Novel	3	2	1	0	1	2	3	Familiar
Evolutionary	3	2	1	0	1	2	3	Revolutionary
Broad	3	2	1	0	1	2	3	Focused
Trivial	3	2	1	0	1	2	3	Substantial

Demographic Data

In order to complete this research we require certain general information concerning you.

What is your gender? Male Female

What is your age? _____ Years

What is your educational background?

Do you hold a job? Yes No

If so, do you hold

A managerial position? Yes No

A supervisory position? Yes No

Are you unionized? Yes No

What is the size of your organization? Small, <200 employees

Medium, 200-700 employees

Large, >700 employees

**You have now completed the questionnaire.
Thank You.**

APPENDIX III:

Research Questionnaire Used in Study 1 for Group 2

Leadership has long been a phenomenon of interest to organizational scientists. However, certain dimensions of organizational leadership have suffered from poor theory development and research. This questionnaire seeks to collect your observations of specific leader behaviors on the part of the leader that you have recently studied.

This questionnaire contains two parts. In Part I you are asked a series of questions regarding the leader's vision. In Part II you are presented with a list of behaviors generally associated with leadership. You are then asked to report the extent to which you have observed the behaviors in the leader you studied.

Instructions:

- It should take you no more than 20 minutes to complete the entire questionnaire.
- Answer the questions to the best of your ability.
- Once you have completed Part I, move on to Part II. Do not come back to Part I once you have started working on Part II.
- Note: this questionnaire is completely confidential, you will not be asked for your name

Your observations are extremely important to the success of this study. The quality of the results and of the conclusions drawn from the study depends largely on your collaboration.

We thank you in advance.

Julie Beauchamp, M.Sc., Ph.D Candidate McGill University

Prof. Jon Hartwick, Ph.D., McGill University

Part I: Leader Vision

Organizational leader studied: _____

1. There are many ways to view leaders. Some leaders have vision; some do not. Please answer the following two (slightly different) questions by circling one of the four responses for each.

- | | | | | |
|---|--------------------|------------|---------------|---------------------|
| • Did your leader have a vision? | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • Would you call your leader visionary? | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |

If your answer to both of the above questions is "definitely no", skip the next few questions and go directly to question 5. Otherwise, please continue by answering the following questions.

2. The visions espoused by leaders may differ in the magnitude and type of change they advocate. Based on your readings, to what type of change did your leader's vision refer?

- | | | | | |
|---|--------------------|------------|---------------|---------------------|
| • No change, the status quo | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • A small, incremental or adaptive change | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • A large, revolutionary change | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |

3. Visions vary widely with regards to their characteristics and content. How would you describe the characteristics of your leader's vision?

(A) What was the major focus of your leader's vision?

- | | | | | |
|--|--------------------|------------|---------------|---------------------|
| • On the organization's central values and mission?
For example: help women be as beautiful as they can be; quality is job one; be all that you can be, etc. | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • On the organization's general strategic goals? For example: have the most advanced technological products on the market at all times; have the highest customer loyalty and satisfaction ratings of the industry, etc. | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |
| • On the organization's concrete operational goals? For example: increase research and development expenditures by 5%; increase sales of new products by 10%; seek ISO 9002 accreditation by year-end; etc. | Definitely No
0 | Maybe
1 | Probably
2 | Definitely Yes
3 |

(B) What was the main time frame of your leader's vision? Was it primarily focused:

- | | | | | |
|----------------------------|---------------|-------|----------|----------------|
| • On the present? | Definitely No | Maybe | Probably | Definitely Yes |
| | 0 | 1 | 2 | 3 |
| • On the very near future? | Definitely No | Maybe | Probably | Definitely Yes |
| | 0 | 1 | 2 | 3 |
| • On the next few years? | Definitely No | Maybe | Probably | Definitely Yes |
| | 0 | 1 | 2 | 3 |
| • On the next few decades? | Definitely No | Maybe | Probably | Definitely Yes |
| | 0 | 1 | 2 | 3 |

(C) For each of the following comparisons, please circle a number to indicate whether you believe that your leader's vision was characterized more by the quality on the left (3, 2, 1), equally by the two qualities (0), or more by the quality on the right (1, 2, 3).

Routine	3	2	1	0	1	2	3	Inspirational
Common	3	2	1	0	1	2	3	Unique
Innovative	3	2	1	0	1	2	3	Conservative
General	3	2	1	0	1	2	3	Specific
Ordinary	3	2	1	0	1	2	3	Insightful
Rational	3	2	1	0	1	2	3	Intuitive
Poorly defined	3	2	1	0	1	2	3	Clearly defined
Poorly communicated	3	2	1	0	1	2	3	Well communicated
Short-term	3	2	1	0	1	2	3	Long-term
Deep	3	2	1	0	1	2	3	Shallow
Novel	3	2	1	0	1	2	3	Familiar
Evolutionary	3	2	1	0	1	2	3	Revolutionary
Broad	3	2	1	0	1	2	3	Focused
Trivial	3	2	1	0	1	2	3	Substantial

4. While leaders undoubtedly attempt to develop appropriate visions for their organization, the success of the vision rests on many factors. How would you rate your leader's vision with regards to its influence, acceptance, follower commitment to attaining it and ultimate success?

Not at all influential	1	2	3	4	5	6	7	Highly influential
Not at all accepted	1	2	3	4	5	6	7	Widely accepted
No follower commitment	1	2	3	4	5	6	7	High follower commitment
Not at all successful	1	2	3	4	5	6	7	Highly successful

5. In your opinion, was your leader charismatic?

Not at all charismatic	1	2	3	4	5	6	7	Extremely charismatic
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6. To the extent that you saw your leader as charismatic, to what do you attribute his charisma? Rank order the following from 1 to 5, with 1 representing the most important factor and 5 representing the least important factor:

- _____ His interpersonal skills and personality
- _____ His drive, energy and motivation
- _____ His ideas and vision
- _____ His power and resources
- _____ His successful accomplishments

7. Based on your readings, would you say that your leader was successful?

Not at all successful	1	2	3	4	5	6	7	Extremely successful
-----------------------	---	---	---	---	---	---	---	----------------------

8. Based on your readings, how would you rate the follower's identification with your leader? Did they?

- | | | | | | | | | | |
|--------------------------------|------------|---|---|---|---|---|---|---|------------|
| • Like him. | Not at all | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Completely |
| • Respect him. | Not at all | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Completely |
| • Fear him. | Not at all | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Completely |
| • Strive to do what he wanted. | Not at all | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Completely |
| • Strive to be like him. | Not at all | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Completely |

9. If put into a new and different situation today, would you predict that your leader would be successful, or not?

Not at all successful	1	2	3	4	5	6	7	Extremely successful
-----------------------	---	---	---	---	---	---	---	----------------------

Part II: The leader's behaviors

Leaders have been proposed to engage in widespread environmental scanning. Based on your readings, to what extent did your leader engage in each of the following behaviors? Please use the following scale to answer each question.

1	2	3	4	5	6	7
Never		Occasionally		Often		Continually
• Monitored social, cultural and demographics trends.	1	2	3	4	5	6 7
• Monitored economic as well as regulatory developments.	1	2	3	4	5	6 7
• Monitored political events and international affairs.	1	2	3	4	5	6 7
• Was highly involved in industry associations, such as conference boards, etc.	1	2	3	4	5	6 7
• Gathered information from market research.	1	2	3	4	5	6 7
• Was attentive to the ideas and opinions of others.	1	2	3	4	5	6 7
• Developed extensive external networks, with other CEOs, suppliers, political leaders, etc.	1	2	3	4	5	6 7
• Included a diverse set of outside members on the organization's board of directors.	1	2	3	4	5	6 7
• Met with customers to discover their needs and concerns.	1	2	3	4	5	6 7
• Developed sales teams, which included technical and operations people along with sales representatives.	1	2	3	4	5	6 7

Leaders have also been proposed to constantly evaluate their current organizational situation. Based on your readings, to what extent did your leader engage in each of the following behaviors? Please use the following scale to answer each question.

1	2	3	4	5	6	7
Never		Occasionally		Often		Continually
• Identified organizational deficiencies and/or poorly exploited opportunities.					1	2 3 4 5 6 7
• Assessed the organization's available resources.					1	2 3 4 5 6 7
• Used benchmarking to evaluate organizational performance.					1	2 3 4 5 6 7
• Measured the organization's performance against that of its competitors.					1	2 3 4 5 6 7
• Assessed followers' inclinations, abilities, needs, and level of satisfaction.					1	2 3 4 5 6 7
• Challenged the organization's members' current assumptions about the organization itself and its industry.					1	2 3 4 5 6 7
• Distributed performance information widely throughout the organization and sought organization members' input concerning present situation and future opportunities.					1	2 3 4 5 6 7
• Constantly looked to the environment for the clues that indicated which unpopular ideas might work if implemented.					1	2 3 4 5 6 7

Certain organizational leaders have been found to put effort toward the conceptualization of a vision for their organization. Based on your readings, to what extent did your leader exhibit each of the following behaviors? Please use the following scale to answer each question.

- | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------|---|--------------|---|-------|---|-------------|
| Never | | Occasionally | | Often | | Continually |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |

While certain leaders conceptualize a vision and impose it on their organization, certain leaders seek to adapt their vision to meet organizational requirements. Based on your readings, to what extent did your leader exhibit each of the following behaviors? Please use the following scale to answer each question.

- | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|--------------|---|-------|---|-------------|
| Never | | Occasionally | | Often | | Continually |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| • | | | | | 1 | 2 3 4 5 6 7 |
| | | | | | | |
| Adapted the vision having recognized constraints in the organization's social and cultural environment (cultural norms, lack of grassroots support, etc.) that may have stood in the way of achieving organizational goals. | | | | | 1 | 2 3 4 5 6 7 |

Leaders may also try to articulate their vision in non-verbal terms to enhance follower appeal. Based on your readings, to what extent did your leader exhibit the follower vision articulation behaviors? Please use the following scale to answer each question.

1	2	3	4	5	6	7
Never		Occasionally		Often		Continually
•					1	2 3 4 5 6 7
•					1	2 3 4 5 6 7
•					1	2 3 4 5 6 7
•					1	2 3 4 5 6 7
•					1	2 3 4 5 6 7

Demographic Data

In order to complete this research we require certain general information concerning you.

What is your gender? Male Female

What is your age? _____ Years

What is your educational background?

Do you hold a job? Yes No

If so, do you hold

A managerial position? Yes No

A supervisory position? Yes No

Are you unionized? Yes No

What is the size of your organization? Small, <200 employees

Medium, 200-700 employees

Large, >700 employees

**You have now completed the questionnaire.
Thank You.**

APPENDIX IV

Analysis of Variance Tables Used to Test for Order Effect

One-way ANOVAs Between Ratings of Vision and Visionary Leadership in Groups 1 and 2 in Study 1 on all 24 Leaders

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.019	1	.019	.044	.834
	Within Groups	71.733	167	.430		
	Total	71.751	168			
Visionary Leader	Between Groups	.006	1	.006	.008	.927
	Within Groups	128.207	167	.768		
	Total	128.213	168			

One-way ANOVAs Between Ratings of Vision and Visionary Leadership in Groups 1 and 2 in Study 1 for the 18 Leaders Common to Groups 1 and 2

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.128	1	.128	.404	.526
	Within Groups	42.286	133	.318		
	Total	42.415	134			
Visionary Leader	Between Groups	.530	1	.530	.792	.375
	Within Groups	88.996	133	.669		
	Total	89.526	134			

One-way ANOVAs Between Ratings of Vision and Visionary Leadership in Groups 1 and 2 in Study 1 for Each Leader Studied.

Note: Blank boxes in the ANOVA tables indicate complete agreement among raters.

One-way ANOVA for Akio Morita

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000		
	Within Groups	.000	6	.000		
	Total	.000	7			
Visionary Leader	Between Groups	.000	1	.000		
	Within Groups	.000	6	.000		
	Total	.000	7			

One-way ANOVA for Alfred P. Sloan

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.167	1	.167	1.000	.374
	Within Groups	.667	4	.167		
	Total	.833	5			
Visionary Leader	Between Groups	.667	1	.667	1.000	.374
	Within Groups	2.667	4	.667		
	Total	3.333	5			

One-way ANOVA for Andy Grove

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000	.000	1.000
	Within Groups	12.000	4	3.000		
	Total	12.000	5			
Visionary Leader	Between Groups	.667	1	.667	.250	.643
	Within Groups	10.667	4	2.667		
	Total	11.333	5			

One-way ANOVA for Bill Gates

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000		
	Within Groups	.000	7	.000		
	Total	.000	8			
Visionary Leader	Between Groups	.006	1	.006	.025	.879
	Within Groups	1.550	7	.221		
	Total	1.556	8			

One-way ANOVA for David Packard

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000		
	Within Groups	.000	6	.000		
	Total	.000	7			
Visionary Leader	Between Groups	.500	1	.500	3.000	.134
	Within Groups	1.000	6	.167		
	Total	1.500	7			

One-way ANOVA for Edwin Land

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000		
	Within Groups	.000	5	.000		
	Total	.000	6			
Visionary Leader	Between Groups	.107	1	.107	.714	.437
	Within Groups	.750	5	.150		
	Total	.857	6			

One-way ANOVA for Garth Drabinsky

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000		
	Within Groups	.000	4	.000		
	Total	.000	5			
Visionary Leader	Between Groups	.083	1	.083	.267	.633
	Within Groups	1.250	4	.313		
	Total	1.333	5			

One-way ANOVA for Henry Ford

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	1.714	1	1.714	4.286	.093
	Within Groups	2.000	5	.400		
	Total	3.714	6			
Visionary Leader	Between Groups	6.857	1	6.857	5.714	.062
	Within Groups	6.000	5	1.200		
	Total	12.857	6			

One-way ANOVA for Henry R. Luce

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000		
	Within Groups	.000	6	.000		
	Total	.000	7			
Visionary Leader	Between Groups	.033	1	.033	.136	.725
	Within Groups	1.467	6	.244		
	Total	1.500	7			

One-way ANOVA for Jack Welch

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000		
	Within Groups	.000	4	.000		
	Total	.000	5			
Visionary Leader	Between Groups	.083	1	.083	.444	.541
	Within Groups	.750	4	.188		
	Total	.833	5			

One-way ANOVA for Lee Iacocca

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	1.875	1	1.875	1.406	.281
	Within Groups	8.000	6	1.333		
	Total	9.875	7			
Visionary Leader	Between Groups	.675	1	.675	.440	.532
	Within Groups	9.200	6	1.533		
	Total	9.875	7			

One-way ANOVA for Lou Gerstner

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	2.000	1	2.000	6.000	.050
	Within Groups	2.000	6	.333		
	Total	4.000	7			
Visionary Leader	Between Groups	2.000	1	2.000	6.000	.050
	Within Groups	2.000	6	.333		
	Total	4.000	7			

One-way ANOVA for Peter Bronfman

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.429	1	.429	2.143	.203
	Within Groups	1.000	5	.200		
	Total	1.429	6			
Visionary Leader	Between Groups	.429	1	.429	.714	.437
	Within Groups	3.000	5	.600		
	Total	3.429	6			

One-way ANOVA for Ray Kroc

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000	.	.
	Within Groups	.000	6	.000		
	Total	.000	7			
Visionary Leader	Between Groups	.000	1	.000	.	.
	Within Groups	.000	6	.000		
	Total	.000	7			

One-way ANOVA for Roberto Goizueta

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000	.	.
	Within Groups	.000	6	.000		
	Total	.000	7			
Visionary Leader	Between Groups	.125	1	.125	1.000	.356
	Within Groups	.750	6	.125		
	Total	.875	7			

One-way ANOVA for Sam Walton

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000	.	.
	Within Groups	.000	8	.000		
	Total	.000	9			
Visionary Leader	Between Groups	.067	1	.067	.123	.735
	Within Groups	4.333	8	.542		
	Total	4.400	9			

One-way ANOVA for Steve Jobs

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.208	1	.208	1.875	.220
	Within Groups	.667	6	.111		
	Total	.875	7			
Visionary Leader	Between Groups	1.200	1	1.200	1.059	.343
	Within Groups	6.800	6	1.133		
	Total	8.000	7			

One-way ANOVA for Walt Disney

		Sum of Squares	df	Mean Square	F	Sig.
Vision	Between Groups	.000	1	.000	.	.
	Within Groups	.000	5	.000		
	Total	.000	6			
Visionary Leader	Between Groups	.298	1	.298	1.050	.352
	Within Groups	1.417	5	.283		
	Total	1.714	6			