

EAWOP Small Group Meeting: Leadership and Health/Well-being



Call for Papers

20th and 21st June 2019

Drinks reception on the evening of 19th June 2019

University of Exeter Business School, University of Exeter, Reed Hall

Conference theme and scope

The aim of this Small Group Meeting (SGM) is to bring together leadership and health/well-being researchers to share recent developments in the field and develop research ideas for future collaborations. The focus will be on four related themes:

1. **Leadership behaviour and employee health/well-being** – Keynote: [Karina Nielsen](#), Professor of Work Psychology, University of Sheffield Management School;
2. **Leaders' health/well-being, antecedents and outcomes** - Keynote: [Julian Barling](#), Professor of Organizational Behaviour and Borden Chair of Leadership at Smith School of Business
3. **Methodological issues in research on leadership and health/well-being** – Panel discussion with [Andreas Schwab](#), Associate Professor of Management / Dean's Faculty Fellow in Management, Ivy College of Business at Iowa State University; [Jonas Lang](#), Associate Professor in the Department of Personnel Management, Work and Organizational Psychology, Ghent University; [Ilke Inceoglu](#), Professor of Organizational Behaviour and HR Management, Exeter Centre of Leadership, University of Exeter Business School, University of Exeter;
4. **Leadership and the use of technology to improve employee and leader health/well-being** – Keynote: [Roger Maul](#), Professor of Management Systems and Academic Director of Initiative for the Digital Economy at Exeter (INDEX).

This SGM will be an excellent opportunity to channel research initiatives and ideas to strengthen international networks within Europe and outside for a strong theoretically and methodologically robust research agenda for impactful research collaborations (creating scientific and wider societal impact). We outline the rationale for each of the four themes below.

- (1) **Leadership behaviour and employee health.** Leadership behaviour has a significant impact on the behaviour, performance and well-being of employees (e.g., Avolio, Walumbwa, & Weber, 2009). The leadership literature, however, has largely neglected research on employee health/well-being and strongly focused on leader and employee performance instead (Grant, Christianson, & Price, 2007). A growing number of studies demonstrates a clear link between leadership behavior and employee well-being (Arnold, 2017; Montano, Reeske, Franke, & Hüffmeier, 2017) and a leaders' motivation and employee health (Sijbom, Lang, & Anseel, 2018). Yet the processes through which leadership behaviour has an effect on employee well-being are poorly understood, with research suffering from theoretical and methodological shortcomings (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018).
- (2) **Leaders' health/well-being, antecedents and outcomes.** Another emergent research stream has drawn attention to the health of the leader (e.g. Barling & Cloutier, 2017): leadership roles entail specific demands and pressures that have an impact on the leaders' own well-being which in turn can affect employee well-being (e.g. Barling, & Cloutier, 2017; Harms, Credé, Tynan, Leon, & Jeung, 2017; Pinck & Sonnentag, 2018; see also: entrepreneurship and mental health, Stephan, 2018). Moreover, leaders set examples for their employees with their own health behaviours (Kranabetter & Niessen, 2017). To date little research has examined the antecedents, psychological processes and outcomes in the relationship between leadership health and employee health.
- (3) **Methodological issues in research on leadership and health/well-being.** Research on leadership and health/well-being suffers from methodological shortcomings (e.g., Inceoglu et al., 2018). For example, much of the current research is based on cross-sectional studies, often with all data being collected from the followers' perspective. The temporal aspect (changes over time) has been neglected despite the fact that our health (psychological and physical) continuously changes, both in the short and long-term. With a few exceptions (e.g. Hetland et al., 2015), research on leadership and employee health employs research designs that are based on the assumption that health/well-being are fairly static. We need more research that is based on appropriate and methodologically robust research designs.
- (4) **Leadership and the use of technology to improve employee and leader health/well-being.** Despite the rapid development of technology and health-supporting wearable technology (e.g. wristbands measuring health indicators), research on leadership and the use of technology at work to improve health/well-being appears to be absent in work and organisational psychology and management research. Recent research has linked physiological indicators of stress measured with wearable technology (i.e. wristbands) and subjective measures of well-being at work (e.g. Cropley et al., 2017), but implications for leadership have not been explored. How can technology be used to help leaders to increase their own health/well-being and that of

their employees? What are boundaries and issues (e.g. data privacy issues; responsibility of the organisation to look after their employees' health/well-being) and what are implications for leadership training and developing health interventions? This is an emergent area of research in which we need to inform and lead research and develop an evidence-based approach for using technology to increase employee well-being in organizations.

Many organizations operate in international contexts. A central question is whether research on leadership and health/well-being that has been conducted in different countries, and recommendations based on this research for developing intervention at work, is applicable across countries. We will therefore integrate discussion of cross-cultural implications for research across all four themes as such considerations are highly relevant from methodological, theoretical and applied perspectives.

Organizing committee

Organizer and contact:

[Ilke Inceoglu](#), Professor of Organizational Behaviour and HR Management, Exeter Centre of Leadership, University of Exeter Business School, University of Exeter (i.inceoglu@exeter.ac.uk).

Advisory Board:

- [Geoff Thomas](#), Professor of Organisational Psychology, Surrey Business School, University of Surrey
- [Nick Turner](#), Distinguished Research Chair in Advanced Business, Haskayne School of Business, University of Calgary
- [Ute Stephan](#), Professor of Entrepreneurship, King's College London
- [Jonas Lang](#), Associate Professor in the Department of Personnel Management, Work and Organizational Psychology, Ghent University
- [Kara Arnold](#), Professor in Organizational Behaviour and human resource management at the Faculty of Business Administration at Memorial University in St. John's.

SGM Meeting format, location and date

For each research topic, a keynote speech/panel discussion will provide an overview of the state of science in the field. Participants will present short papers on topics that fall within each of the four research themes. Each paper will be presented to the whole group of participants. We do not expect an even number of papers in each theme as in some areas very little research has been carried out to date.

To encourage the active development of research ideas and concrete research plans beyond this SGM, most of day 2 will be dedicated to a **Research Design-athon**, facilitated by a professional facilitator and the organizing committee. Following the **Research Design-athon**, each group will briefly present the outcomes of their work.

The conference fee is €100 (€50 student fee) and includes the evening reception on the 19th, lunch on the 20th and 21st and dinner on the 20th (food and drink both included).

This SGM will be hosted by the [University of Exeter Business School](#), University of Exeter, Devon, UK, which can be reached directly from London by train (2-3 hour train journey). The SGM will be held in the conference rooms of [Reed Hall](#) (located on the University of Exeter's campus) taking place on **20th and 21st of June**, with a drinks reception to welcome participants on the evening of the 19th June.

Abstract submissions

The deadline for Abstract Submission is the 8th of March 2019. We welcome both empirical (completed studies and work in progress) and conceptual papers. Abstracts should be 1000 words long (not including references) and fall within one (or several) of the four themes. Abstracts should include the following:

- (1) theoretical background and research objectives,
- (2) methodology,
- (3) results,
- (4) discussion and conclusion,

(5) who you would like to ideally collaborate with. This could be anyone (also outside the field and not attending the SGM, for example, an entrepreneur, a business leader, a scientist from a completely different discipline, an artist, a writer). You can include several names.

Please submit abstracts to Ilke Inceoglu (i.inceoglu@exeter.ac.uk). Questions should also be directed to Ilke Inceoglu.

We will invite participants to submit their papers to a special issue of a journal (details TBC) and/or to contribute to a position paper for the European Journal of Work and Organizational Psychology.