

Internet Appendix A99: Leadership

A99.1 Illustrative Pitch Template Example – Reverse Engineered

Pitcher's Name	Matt Brenner	FoR category	Leadership	Date Completed	April 8, 2016
(A) Working Title	Steffens, N. K., Haslam, S. A., Reicher, S. D., Platow, M. J., Fransen, K., Yang, J., Ryan, M. K., Jetten, J., Peters, K., & Boen, F. (2014). Leadership as social identity management: Introducing the Identity Leadership Inventory (ILI) to assess and validate a four-dimensional model. <i>The Leadership Quarterly</i> , 25, 1001-1024.				
(B) Basic Research Question	Can the ability of a leader to mobilise and direct followers through social identity management be assessed?				
(C) Key paper(s)	<p>Haslam, S. A., Reicher, S. D., & Platow, M. J. (2011). <i>The new psychology of leadership: Identity, influence and power</i>. London & New York: Psychology Press.</p> <p>Hogg, M. A., van Knippenberg, D., & Rast, D. E., III (2012). The social identity theory of leadership: Theoretical origins, research findings, and conceptual developments. <i>European Review of Social Psychology</i>, 23, 258–304.</p> <p>Steffens, N. K., Haslam, S. A., Kessler, T., & Ryan, M. K. (2013). Leader performance and prototypicality: Their inter-relationship and impact on leaders' identity entrepreneurship. <i>European Journal of Social Psychology</i>, 43, 606–613.</p>				
(D) Motivation/Puzzle	The motivation of the article is to develop, test and validate a measure (ILI) which accesses multiple facets of a leader's social identity management. The measure supports and quantifies a four dimensional model proposed by the authors of a leader's ability to manage a group's social identity. The dimensions include a leader's ability to be seen by the group as being one of them (identity prototypicality), a leaders ability to be perceived by the group members as doing it for them (identity advancement), a leaders ability to influence content and parameters of the groups identity (identity entrepreneurship), and lastly a leaders ability to embed the group into the lives of group members (identity impresarioship).				
THREE	Three core aspects of any empirical research project i.e. the "IDioTs" guide				
(E) Idea?	The authors propose a four dimensional model (ILI) and measure of identity management which postulates that a leader's ability to influence the identification of followers goes beyond being just representative or prototypical of the group, it also reflects their ability to be perceived as an exemplary representative of the group. The model also proposes that a leader's ability to influence identification with the group must be considered beyond just prototypicality. Building on past research the authors argue that leaders must first create a common bond within the group through acts of identity entrepreneurship. The author also argues that a leader must strive to promote the group through acts of identity advancement. Lastly, the model again building on past research proposes that leaders need to embed or instil the group within the lived experience of group members through acts of identity impresarioship.				

(F) Data?	The proposed model and measure of identity management was developed and validated in 4 separate studies encompassing different contexts and sample populations. The sample populations were from Belgium, China, and the United States. Study 1 demonstrated the content validity of each dimensional measure. Study 2, 3, and 4 provided support for the measures construct validity (distinctness of proposed dimensions), discriminant validity (supported the distinctness of the ILI measure in relation to other well supported leadership measures -i.e. authentic leadership, leader charisma, perceived leader quality), and criterion validity (supported the relationship of the ILI measure to key leadership outcomes).
(G) Tools?	Questionnaires were used to examine the proposed model (ILI) and accompanying measures. The data from the questionnaires was analysed using ANOVAs, <i>t-tests</i> , factor analysis and regression.
TWO	Two key questions
(H) What's New?	The Identity Leadership Inventory proposed by the authors offers the first model/measure which attempts to theorise and quantify followers' perceptions of a leader's ability beyond that of just prototypicality to manage a group's social identity.
(I) So What?	The ILI model/measure proposes not only a new approach to examine and assess a leader's impact on the social identification of followers with a group; it also more importantly in some ways proposes a new approach to studying the leadership process.
ONE	
(J) Contribution?	The research not only expands the theoretical understanding of leader's influence on the social identification of followers to a group, it also proposes an instrument to evaluate this influence.
(K) Key Findings	<ol style="list-style-type: none"> 1. The study postulates that a leader's ability to influence the social identification of followers to a group goes beyond a leader's ability to be viewed as representative of a group. The authors expand the definition of prototypicality to also reflect a leader's ability to be viewed not only as an average member of the group, but also in their ability to be viewed as an exemplary member of the group. 2. In relation to my research the dimensional model proposed in the study provides a platform to examine the behaviours of a leader underpinning each dimension. It also provides a basis to statistically examine the relationship between these behaviours and dimensional measures established in the ILI instrument. 3. In relation to my research the dimensional model proposed in the study also provides a platform to statistically examine the relationship of the leader behaviours determined to underpin each dimension of identity management in relation to a followers measure of identification with the work team.