

Event Leadership

Theory and methods for event management and tourism

Instructor's Manual

4: The new wave of leadership studies

This is the instructor's manual produced to accompany the book *Event Leadership – theory and practice for event management and tourism*, by Emma Abson (with contributions by Miriam Firth and Jane Tattersall), 2021, published by Goodfellow Publishers Ltd.

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How to use the book for teaching & learning

The content of the book can easily be adapted to facilitate learning from the content. Instructors using the book will have access to the following:

- ◆ *Learning objectives* - each of these suggests one or more study or discussion questions, as the reader should be able to demonstrate the applicable knowledge drawn from the chapter.
- ◆ *Short explanations of leadership theory* – these can be used to stimulate discussions or debates, as the basis of case study evaluations or to ask students to reflect on their own experiences of leadership.
- ◆ *Scenarios* – these can be used to prompt conversations, for analysis and for problem solving.
- ◆ *Further questions* that could be integrated into study are at the end of each chapter.
- ◆ *Further reading suggestions* are typically 3-5 additional texts which the authors believe will help to develop understanding of key topics further.
- ◆ *'Voice from the event industry'* – these industry insights enable the reader to gain useful insights into how leadership works in the event industry.

It is recommended that instructors use a blend of class discussions, debates, case study evaluation, real life scenario setting and student-led presentations in order to fully utilise the content of the book.

How to introduce the subject of event leadership to your students

A lack of research into human resource development, managerial skillsets and leadership practices of event managers has meant that there is very little understanding of the contribution that leadership makes to the management of experiences. The purpose of this book is to shine a light on leadership theory and explore how it relates to the unique context of planned events and event tourism.

An understanding of leadership is essential for the development of successful event managers and for the delivery of successful event experiences - whilst some sectors of the leisure industry are run by large corporations, with well-established leadership structures in place, the event industry tends to be more transient, and often has temporary management structures which exist only for the duration of the event. In addition, the difference in leadership required for a small-scale local community event and that of a large-scale international event such as Glastonbury Festival is vast. This then is the tension at the heart of leadership within events – event projects are intangible and temporary in nature and they provide only one opportunity to get it right. However, in order to be successful leaders, they also need to work in teams, motivating, empowering and developing team members. This then is the challenge in planned events and makes them a unique context within which to study leadership.

This book explores the key questions of how those who work in events resolve the tension between the intangibility of event experiences, the planned nature of the events, and how event managers become successful leaders and lead successful event experiences. The purpose of this book is therefore to provide a concise introduction to leadership theory and methods for use in event management and event tourism.

Lecture 4

Chapter aims

- Introduce and critically examine the concepts of moral leadership and the role of the 'new heroes'
- Critically discuss the behaviours of an ethical leader, and the benefits of ethical leadership for service encounters
- Examine the concept of authentic leadership, and what it means to be a just and honest leader
- Introduce and critically discuss servant leadership, and its potential to improve service encounters in the event industry
- Focus on leadership in action: learning how to be a leader by Melissa Noakes

In this lecture, you'll introduce students to the new wave of leadership studies – those emerging theories that look at leadership as an ethical or moral issue.

4.1: The new wave of moral leadership studies

Use the following extract to introduce the concept of leadership studies moving into a new thematic era.

In their comprehensive review of leadership research, Dionne et al. (2014) identify 29 different thematic categories of leadership theories, developed over 100 years; 17 are 'classic' leadership categories, and 12 are classified as emerging. Dinh et al. (2014) note seven emerging theories in their review and in their examination of recent theoretical and empirical developments, while Avolio, Walumbwa, and Weber (2009) note 13 significant areas of new inquiry into leadership. These studies indicate that there has been a focus shift in leadership studies, which represents a diversification of thinking around how leadership occurs, and what leadership actually is. In particular, scholars have begun to focus on the moral nature of leaders, suggesting that leaders now need to be concerned with issues of ethics and morality.

This shift in leadership studies can be partially attributed to a number of very public corporate and government scandals, financial crises and economic downturns. Cases such as the 2001 Enron scandal, in which the company executives fraudulently concealed large financial losses in certain projects and the 2008 Lehmann Brothers and Northern Rock collapses have created an interest in how leaders can enhance employee loyalty and commitment to their organisations, and how to foster cooperative aptitudes among employees. Scholars have therefore started to focus on the ethical and moral behaviours of leaders. This has resulted in three emerging forms of 'positive' leadership studies – authentic leadership, ethical leadership and servant leadership. These are sometimes described as responsible or moral leadership – or, as Yammarino (2013) puts it, theories of the 'new hero'. These 'moral' forms of leadership focus on leader behaviours that are ethical, moral, professional and socially responsible. They suggest that the leader's interpersonal dynamics will increase the followers' confidence and motivate them to perform better than is expected.

Discussion point – ask the students to reflect on their understanding of leadership. Does a leader's moral / ethical behaviour matter to them?

You could also ask them to reflect on some of the key scandals over recent years and / or the increase of the term 'fake news' – how do these issues inform their perception of leadership?

Authentic, ethical and servant leadership perspectives are conceptually closely related both to each other, and to the field of transformational leadership and a recent meta-analysis suggested that authentic and ethical leadership, and to some degree servant leadership, were all in fact incremental variances of transformational leadership (Hoch et al., 2018). However, these new theories have been developed beyond transformational leadership in that they now acknowledge that transformational leaders can also be unethical, abusive or self-serving.

4.2: Ethical leadership

Use the following extracts and discussion questions to introduce these concepts.

Ethical leadership is leadership that emphasises the leaders ethical standards. Ethical leaders do the right thing.

Ethical leaders seek to do the right thing, and conduct both their lives and their leadership roles in an ethical manner. They are guided by ethical beliefs and values, and they engage in acts and behaviours that benefit others, whilst refraining from behaviours that can cause any harm to others. They combine their own ethical beliefs and values with a focus on the organisational or cultural norms and they focus on complying with the external expectation created by these norms.

Ethical leaders are perceived to be moral people, setting ethical examples – they have desirable characteristics such as being trustworthy and honesty and they are seen as being charismatic and fair. In particular they show respect for all members of their team; they listen carefully, they value all contributions and are compassionate and consider all viewpoints. They are principled decision-makers who care about the wellbeing of both their employees and the broader society. In short, ethical leadership is a combination of integrity, ethical standards and fair treatment of employees.

Research has shown that ethical leadership is associated with a number of outcomes, including motivation, satisfaction and improved performance of employees. One study found that ethical leadership can result in achieving ethical work outcomes and promote innovation in service organisations such as tourist hotels (Dhar 2016). This suggests that ethical leadership can help improve service innovation and therefore service quality for industries like the events sector and, given the damage the recent Covid-19 pandemic created for the event industry, there is an urgent need for innovative high-quality service to ensure the industry recovers.

Discussion prompt – what are the positives and negatives of ethical leadership? Can students give examples of ethical leaders?

Now use the following extract to demonstrate to the students how business ethics and ethical businesses can set event organisations apart.

Event businesses that are perceived to be ethical can attract more volunteers, recruit better staff and increase turnover. This is evident in the increased use of corporate social responsibility strategies, which often take place at corporate events (see for example Cisco, who helped the charity Stop Hunger Now package more than 100,000 meals for

the hungry during its CISCO Live event in 2015). And some event businesses build their entire business on ethical credentials – these can be charitable event management organisations such as Jane Tomlinson’s Run for All, or social enterprise organisations, that use commercial business practice to meet specific social objectives. An example of a social enterprise is Big Bright Star (bigbrightstar.com) who are a Scottish event management company focused exclusively on running events with a social purpose and creating positive social change. Another is Tickets for Good (ticketsforgood.co.uk) who use ticket sales to create donation programmes within the event industry for charities and social projects. Their organisational mission is to support the improvement of health and well-being and to increase access to events. These two organisations have ethical leadership at the heart of everything that they do.

And event businesses can also build their entire model on unethical behaviours – see for example the now infamous Fyre Festival, which brought into sharp focus some of the darker ethical issues within the event industry. The festival was billed as an exclusive, luxury event, and was launched with a huge influencer campaign enacted on social media. Some of the influencers – including Kendall Jenner – were reportedly paid \$250,000 for Instagram posts about the festival. These Instagram posts had no mention of payment or affiliation, and looked to the general public as genuine celebrity interest. This was misleading at best, and unethical at worse. In addition, the organisers disabled comments on social media platforms, meaning that the flow of information was not transparent, and resulting in the shutting down of any dissenting voices. But the most unethical practices were only revealed after the disastrous opening weekend, in which problems with security, food, accommodation, artist relations and medical services resulted in the cancellation of the festival. The subsequent investigation resulted in one of the organisers – Billy McFarland – being sentenced to six years in prison for one count of wire fraud to defraud investors and ticket holders, and a second count to defraud a ticket vendor (whilst out on bail!) Examples like this are, thankfully, rare in the event industry – but they do happen.

However, the Fyre Festival was ultimately brought down by social media revelations and the ensuing documentaries on Hulu and Netflix. This shows that, with the growth of social media, and the ease in which consumers can check organisations actions, the need for businesses to behave ethically, and for event managers to be ethical leaders has increased. Scholars studying ethical leadership suggest that, as the importance of leadership continues to grow, organisations should try to utilise recruitment and training practices that increase the levels of ethical leadership

4.3: Authentic leadership

Use the following extracts to introduce this concept to the students.

Authentic leadership emphasises self-awareness and being true to themselves. Authentic leaders are honest and just.

In contrast to the ethical leaders’ focus on complying with external expectations, authentic leaders are primarily concerned with their own self-awareness and the importance of being authentic and truthful in interactions with others. As Avolio et al., 2004 suggest, authentic leadership is best captured by the Greek philosophers who described authenticity as ‘know thyself’ or by Shakespeare - ‘to thine own self be true’ – the essence of authentic leadership is to know, accept and remain true to one’s self.

The central premise is that authentic leaders will develop authenticity in followers, through increased self-awareness, self-regulation and positive modelling (Avolio & Gardner, 2005). In other words, they will be both honest and just themselves, and will demand that others are treated justly and honestly. In doing so, they will not just make their own organisations more successful, they will also play a role in improving society.

Ask the students to discuss how authentic leadership would work in the service industry? Use the following to support the discussion.

This use of the leader's own authenticity to improve employee's performance has been shown to have positive results in the service industry (Wang and Xie, 2019). In particular, Wang and Xie show how authentic leadership helps employees to move from intentionally putting on a false display of their emotions when serving people towards genuinely feeling the desired emotion. To put that more plainly, when the leaders are authentic in their dealings with their staff, the staff move from pretending to enjoy service encounters to really enjoying them. An example might be that, in seeing how much their leader enjoys interacting with customers, the staff become motivated to get the same responses. So, through the use of things like positive energy, job security and a safe and trusting atmosphere, the leader encourages their followers to move from pretending to be happy to see the customer, to actually feeling joy when the customer approaches. We can see then that if a leader can foster a positive environment, where staff feel that their jobs are secure and that they can trust their employer, that the employees interactions with their customers will improve. So authentic leadership might well have an important role to play in service encounters in the event industry.

4.4: Servant leadership

Use the following extracts to introduce this concept to the students.

Servant leadership emphasises the needs of the stakeholders. Servant leaders put the needs of others first, and focus on the growth and well-being of their followers, and the communities in which they belong.

Servant leadership has been positioned as a new field of research – it was introduced in an organisational context by Greenleaf (1970), who suggested that servant leaders choose to serve first. He argues that the leader is motivated by a desire to serve and empower followers and the influence necessary for leaders is inspired by the very act of service itself. In a review of studies in this field, van Dierendonck (2011) suggested that servant leadership is demonstrated through empowering and developing people, expressing humility and authenticity and providing direction. It is also reliant on high-quality dyadic relationships – though the focus is on the followers' needs. Relationships must therefore be based on trust and fairness and exist in a working environment that encourages positive job attitudes and has a strong organisational focus on sustainability and corporate social responsibility. Essentially, servant leaders inspire followers to become servant leaders themselves and in doing so, they improve the well-being of followers, which leads to overall effectiveness of individuals and teams.

Servant leadership is generally agreed to comprise of positive, philanthropic attributes and behaviours. Greenleaf (1997) and Spears (2010) listed 10 characteristics of a servant leader.

1. Listening
2. Empathy
3. Healing
4. Awareness
5. Persuasion
6. Conceptualisation
7. Foresight
8. Stewardship
9. Commitment to the growth of people
10. Building community

Ask the students to discuss how servant leadership can be applied in the event industry. Use the following to help.

The application of servant leadership in hospitality should be very interesting to anyone studying events because of the obvious similarities between the industries. As Bavik points out, the hospitality industry is predicated on human interaction, and ‘serving’ customers – this is true also of the event industry, which has service at its heart. After all, there are no events without guests. The central aim of both the hospitality and event industry is to create positive memories for their guests, and because both industries are heavily reliant on the human resource, the quality of the leader-follower relationship becomes a critical aspect of customer management.

Studies have shown that servant leadership boosts helping behaviours among employees in the hospitality industry, and reduces negative behaviours such as lateness. Servant leadership is also shown to improve the quality of the relationship between leader and follower, and thus improve employee outcomes in areas such as work engagement, work performance and work commitment. See Bavir (2020) for a summary of these studies.

In work that recognises how useful servant leadership might be in the service based event industry, Megheirkouni (2018) used a quantitative approach to identify the degree to which leaders in sports events, cultural events and personal events are perceived to be servant leaders. This extent of the servant leadership behaviours were then linked to employee job satisfaction. The findings indicated that servant leadership behaviours were adopted by managers in the context of both sporting events and personal events, but not cultural events. Findings also indicated that job satisfaction varied greatly across the sport, cultural and persona events sector. The research suggests that ‘the results showed that servant leadership behaviours were not seen as being essential to the cultural events’ p.146) but, given each sample was drawn from different middle eastern countries, with the cultural events organisations being situated in Syria – we could therefore expect that leadership would be affected by the instability in the area. That criticism said, however, the work is useful and noteworthy. It is interesting to note the findings suggest that there is a positive interaction between employee job satisfaction and the servant leader’s emotional behaviours.

4.5: Summary

This new wave of leadership studies attempts to build on previous scholarly understanding such as the importance of the interpersonal exchange, and leadership behaviours and – in particular – on transformational leadership studies. Whilst transformational leadership is leader and organisation-centred, this new wave of leadership studies are relationship-orientated. They focus on the development of good leader-follower connections.

- ◆ Ethical leadership focuses on the leader being seen to do the right thing. Ethical leaders are guided by their ethical and moral values, and by external expectations.
- ◆ Authentic leadership is sincere and transparent – authentic leaders focus on being trustworthy and honest, seeking to develop both themselves and their followers.
- ◆ Servant leadership emphasises the importance of serving others. Servant leaders prioritise the needs of the organisation, the employees, the customers and even society over their own needs.

Further activities for seminars / independent learning and / or assignments

- ◆ Debate the following: 'the new wave of leadership is the most important shift in leadership in decades. All leaders need to behaviour in a moral and ethical manner'.
- ◆ Create a presentation about either authentic / servant or ethical leadership. Describe what each type of leadership involves, and give examples of famous leaders for each leadership typology.
- ◆ Create a mind map of leadership failures that led to the collapse of the Fyre Festival.
- ◆ Discuss why ethical leadership might be problematic for the service industry
- ◆ Discuss why servant leadership might be useful for the service industry
- ◆ Using post-it notes, write down as much as you can about servant, authentic and ethical leadership.

Chapter study questions

Each of the learning objectives suggests one or more study or discussion questions, as the reader should be able to demonstrate the applicable knowledge drawn from this and subsequent chapters. Further questions that could be integrated into study might be:

1. Describe the similarities and differences between the three types of moral leadership discussed in this chapter.
2. Discuss why this new wave of moral leadership might be useful to the planning of event experiences.
3. Yammarino (2013) describes ethical, authentic and servant leaders as the new heroes. Why do you think this is?
4. There is a growing interest in servant leadership in the event industry. Why might that be?

5. How might authentic leadership improve service encounters?
6. In certain sectors of the event industry, ethics might be seen as an important factor in the planning of events. What sectors might they be, and what specific ethical considerations might they have?
7. Can you think of any leaders in the event industry who could be described as ethical?
8. Read the Leadership in Action section – do you think Mel could be described as an authentic leader? If so, why and if not, why not?

Assignment suggestions

In addition to the study questions listed above, instructors could use the questions listed as essay questions, or as presentation assignments.

- ◆ Show the students one of the documentaries on the Fyre Festival. Ask them to analyse the film for leadership behaviours.
- ◆ Describe and discuss ethical leadership, authentic leadership and servant leadership. Which one is best suited to the event industry, and why?

Further reading

Use the following texts as guidance for further, independent, study.

- Bavir, A. (2020) A systematic review of the servant leadership literature in management and hospitality literature. *International Journal of Contemporary Hospitality Management*, **32** (1), 347-382.
- Brown, M.E., Trevion, L.K. & Harrison, D.A. (2005) Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behaviour and Human Decision Processes*, **97** (2) 117-134.
- Dhar, R.L. (2016) Ethical leadership and its impact on service innovative behaviour: The role of LMX and job autonomy. *Tourism Management*, **57**, 139-148.
- Wang, Z. & Xie, Y. (2019) Authentic leadership and employees' emotional labour in the hospitality industry. *International Journal of Contemporary Hospitality Management*, **32** (2), 797-814.