

On culture, emotion, and leadership: How interdependence shapes hierarchy relationships and perceptions

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Several studies on leader-follower interaction in Greece, a collectivistic culture, paradoxically find that leaders' emotion suppression-related traits have positive effects on followers' emotion and work attitude outcomes. These findings are explained with reference to followers' implicit cultural schemas, interdependence in particular. The talk will present results from a further field study that found leaders' higher avoidance is associated with positive work outcomes for followers with higher interdependent self-construal. Taken together, this research explicates how shared emotions associated with interdependent self-construal can shape leadership perceptions and relationships. More broadly, the paper will discuss: a) how culturally-shaped understandings of the self and related mindsets can influence collective emotions and hierarchy perceptions and b) the likely implications these observations have for spheres of policy.