

Dissertation Propositions

Proposition 1. Although all leaders at different levels within an organizational hierarchy need to contribute to creating alignment around a vision, leaders higher in the hierarchy are better positioned to be effective (Chapter 2).

Proposition 2. As leaders hold positions higher in an organizational hierarchy, their visionary leadership is more positively related to their team's strategic vision implementation through higher team strategic vision alignment (Chapter 2).

Proposition 3. When there is a misalignment between a customer-oriented corporate vision and customer-oriented CEO visionary leadership, a customer-oriented corporate vision backfires on top management team (TMT) behavioral integrity (Chapter 3).

Proposition 4. In order for a public communication of an organizational vision to have a positive influence on employee and organizational outcomes, it needs to be aligned with the vision communicated within the organization (Chapter 3).

Proposition 5. Organizations can overcome the tendency for corporate volunteering to provide help close to home even when it is more needed in more distant locations by making more resources for helping available, but this primarily works to the extent that this is combined with a vivid vision of helping (Chapter 4).

Proposition 6. Seemingly less feasible visions can lead to higher employee vision pursuit than more feasible visions through increased collective efficacy when the vision communication refers to values inherent to the vision, but lower employee vision pursuit via decreased collective efficacy when their communication does not refer to values.

Proposition 7. When leaders provide coaching to their employees on how to contribute to the achievement of the vision in their daily work, in addition to demonstrating visionary leadership, employees would have higher vision commitment due to increased perceived leader support, as opposed to situations where leaders do not provide coaching.

Proposition 8. Executive leaders' communication of a vision related to diversity, equity, and inclusion is associated with more organizational allyship initiatives.

Proposition 9. When leaders exhibit more narcissistic behaviors, their teams are less likely to have a culture of companionate love.

Proposition 10. When leaders demonstrate more attentive listening to their employees, leaders' communication is also more readily accepted by their employees.

Proposition 11. If leaders could communicate with interpretative dance, the workplace would be a stage, and success would be choreographed with twirls, spins, and the occasional moonwalk.