CHARISMATIC LEADERSHIP, EMOTIONAL INTELLIGENCE AND VALUES IN ORGANIZATIONS

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Charismatic Leadership, Emotional Intelligence and Values in Organizations.

Abstract

This study aimed to investigate whether charismatic leaders are more effective in transferring organizational values to their subordinates. Additionally, the goal was to find out more about the role of Emotional Intelligence in the promotion organizational values by charismatic leaders. The data was gathered amongst 129 subordinates and 42 leaders in a large retail company in the Netherlands and was analyzed using multiple regression. It was expected that charismatic leaders who are emotional intelligent run departments where there is a greater fit between the perception of shared values by the leader and the employees, and a greater fit between the personal values of the leader and the organizational values as perceived by the subordinates. These assumptions were only supported for certain value orientations. In conclusion, explanations for these results and limitations for this study are discussed and suggestions for future research are presented.

Charismatic Leadership, Emotional Intelligence and Values in Organizations.

Leadership is an important topic not only in social sciences, but also in corporate life. Scientists as well as managers are eager to know what makes an effective leader (Alon & Higgins, 2005; Barker 1997). Leaders fulfill an important role in their organizations. They influence the performance of their team (Pirola-Merlo, Härtel, Mann & Hirst., 2002). They are expected to communicate a vision to their subordinates and make sure that output is generated according to this vision (Alon & Higgins, 2005). This means that leaders need to shape a culture that promotes realization of a company's goals and objectives. These are behaviors that are associated with a charismatic leadership style (Conger & Kanungo, 1987). Leaders can use emotion to communicate their vision and to motivate followers (Lewis, 2000). Knowing what it takes to be such a leader helps an organization in many ways. More and more literature is being published that suggest that Emotional Intelligence (EI) could be one of those factors that influence a leader's behavior and thus their impact on the rest of the organization, including the organizational culture (Harrison & Clough, 2006; Goleman, 1999). Emotional intelligence is thought to contribute to effective leadership on specific competencies, such as generating and maintaining positive moods in followers and establishing and maintaining a meaningful identity for an organization, because leadership is an emotion-laden process (George, 2000). This knowledge could provide guidelines for the selection, assessment and development of current and future leaders (Ashkanasy, Härtel & Daus, 2002).

This study aims to investigate whether charismatic leaders are more effective in transferring organizational values to their subordinates. Additionally, the goal was to find out more about the role of Emotional Intelligence in the promotion organizational values by charismatic leaders. The results may contribute to the debate about the importance of EI in assessment and appraisal of effective leadership. The conceptual research model is tested using multilevel data collected in a large retail company in the Netherlands. The data was gathered using a combination of well-validated instruments for measuring charismatic leadership, emotional intelligence and values.

Theory development

The way leaders behave influences their environment (De Hoogh, Den Hartog, Koopman, Thierry, Van den Berg, Van der Weide & Wilderom, 2005; McColl-Kennedy & Anderson, 2002; Schein, 1985). In this paper, it is argued that charismatic leadership predicts

several outcomes concerning organizational culture, and that this relationship is facilitated by EI. We will take a closer look at these concepts, and clarify how they may be related.

Charismatic leadership

Charismatic leadership became a topic of great interest after a resurrection of the scientific field of leadership in the late 1980's and early 1990's which included an increase of publications and the elaboration of leadership theory (Conger & Hunt, 1999). Conger and Kanungo have composed a model of charismatic leadership components in organizations in 1987, to fence off the concept. This model was later confirmed by a factorial analysis with strongly convincing results (Conger & Kanungo, 1994). According to their findings, charismatic leadership can be defined by distinct behaviors that occur in three successive stages. In the first stage of assessing the environment, a charismatic leader perceives the needs of the subordinates and expresses their dissatisfaction with the status quo. The second stage is when charismatic leaders formulate a vision and communicate this vision effectively to their followers. Implementation of the vision happens in the third stage, which requires that leaders behave in a risky and unconventional way to get the commitment of the subordinates, such as willingly exposing themselves to situations with uncertain outcomes and taking chances (Ehrhart & Klein, 2001).

Charismatic leadership can be discerned from several other leadership styles. Probably the most discussed distinction between leaders is between charismatic leaders and transactional leaders. Whereas charismatic leadership is characterized by adding meaning to make the employees put in even more effort, transactional leaders emphasize the trading processes between leaders and employees where the leaders reward the efforts of the employees (De Hoogh, den Hartog & Koopman, 2004). Then there is also autocratic/authoritarian leadership, in which the leader controls all the power in and decisions made by the group, and passive/laissez-faire leadership, a pattern in which the leader lets the subordinates make all decisions and exerts no leadership authority.

A leadership style that is closely related to charismatic leadership is transformational leadership. Researchers do not agree whether these are distinct leadership styles or one concept (Yukl, 1999). They are viewed differently by diverse authors, as two distinct concepts (Yukl, 1999), similar overlapping fields (Conger, 1999) or even as synonyms (De Hoogh, den Hartog & Koopman, 2004). Conger (1999) indicates nine shared components between the two leadership styles: vision, inspiration, role modeling, intellectual stimulation, meaning, appeals to higher-order needs, empowerment, setting of high expectations, and fostering collective identity. Because of this large overlap on prominent aspects, charismatic and transformational

leadership are treated as synonyms in this study, meaning that the terms will be used interchangeably.

I choose to focus on charismatic/transformational leadership in this study, because I expect this style is most likely to influence the transfer of values and thus the shaping of organizational culture in several ways.

Organizational culture and values

As it is often the case with psychological concepts, many definitions exist of organizational culture. The best-known definition is by Schein (1985) who defines three levels of culture: (1) artifacts, technology, behavioral patterns (very visible), (2) shared values (less visible), and (3) basic assumptions of group members (invisible). The less visible levels are manifested through the visible levels. This vision is applied most in organizational psychology, but as mentioned before, there are more definitions and apart from a general organizational culture, subcultures exist that may need to be taken into consideration when exploring organizational culture (Lok, Westwood & Crawford, 2005). Very important theories of organizational culture are focused on the value-level of culture. Because values play such an important role in the conceptualization of organizational culture and the measurement instruments for values are reasonably advanced, culture in this study is defined and measured using values.

Schwartz and Bilsky (1987) combined different definitions of values and they define values as concepts or beliefs that represent desirable end states or behaviors. According to their definition, values transcend specific situations. Therefore they guide selections and evaluation of behavior and events. Last, people order values by relative importance.

Several classifications of values exist to operationalize and measure culture. Although at first there seems to be little coherence between the different classifications of organizational values (Hitlin & Piliavin, 2004), Bilsky and Jehn (2002) have made quite a successful attempt to integrate two main approaches of values, namely one of values at the individual level of Schwartz and Bilsky (1987) and one of organizational values of O'Reilly et al. (1991). Both classifications give an overview of universal values, meaning that the orientations exist consistently in different cultures. Schwartz's set of 10 value orientations focuses on personal values of people and is important because it received much empirical and cross-cultural support (Hitlin & Piliavin, 2004). O'Reilly et al. (1991) developed their Organizational Culture Profile (OCP) as a set of value statements to assess the culture part of person-organization fit. Their classification is meant for the measurement of both personal and organizational values. Bilsky and Jehn (1998) found that the items of O'Reilly's OCP

(1991) can be mapped on the two bipolar dimensions of Schwartz (1992). This integration of two well-validated classifications has resulted in a more complete overview of universal values.

Charismatic leadership and organizational culture

Leaders are thought to have great impact on the shaping of organizational culture by transferring values to subordinates. Schein (1985) describes five mechanisms through which assumptions and values of a leader become clear to followers. Followers can learn about a leader's values and assumptions by observing: (1) what leaders pay attention to, measure and control, (2) leaders reactions to critical incidents and organizational crises, (3) role-modeling, teaching and coaching, (4) criteria for allocation of rewards and status, and (5) criteria for recruitment, selection, promotion, retirement and exclusion. These mechanisms correspond with the behaviors in the second stage of the charismatic leadership process as described by Conger and Kanungo (1987): formulating and communicating a vision. The mechanisms that are manifestations of the leader's values can be conscious and deliberate or unconscious and unintended. For most of the mechanisms, awareness of the process and the effect it has on followers increases the power of the transfer of values (Schein, 1985). According to House and Howell (1992), charismatic leaders must pro-actively engage in social influence behavior to get followers committed to the vision of the leader. De Hoogh et al. (2005) found that charismatic leadership was indeed positively related to a need for social influence and a power motive. This suggests that behavior to communicate visions and values are deliberate in charismatic leaders. It can therefore be expected that charismatic leaders can communicate their vision and values more effectively than non-charismatic leaders and that they accomplish more consensus about shared values among team members. Organizational cultures can differ in the extent to which values are shared amongst the members of the organization. A strong culture exists when there is much agreement between employees on which values are important (Tsui et al., 2006). Charismatic leaders are thought to increase consensus about values between followers through their behavior. Cha and Edmondson (2006) have found confirmation that leaders can appeal to shared values and subsequently enhance organizational performance and employee motivation. Tsui et al. (2006) conclude from their extensive study on the relationship between leader behavior and organizational culture that leaders can shape culture by understanding the context, taking advantage of it, and introducing systems and processes to institutionalize values. Thus, organizational culture is a consequence of the charismatic leadership of the CEO, and it is critical for the creation of shared values.

As mentioned earlier, this study focuses on leaders' influence on two aspects of shared values in organizations: (1) the fit between shared value perception of leaders and followers, and (2) the fit between the personal values of the leader and the shared organizational values as perceived by the employees. These expected relationships are discussed in more detail in the following paragraphs.

1. Fit between shared value perception of leaders and followers. The first aspect of organizational culture that is dealt with in this study is how leaders and their teams perceive shared values. Lord and Brown (2001) suggest that leaders can influence socialization processes and certain behaviors of subordinates to stress the importance of certain values. Charismatic leaders will shape the organizational culture by giving meaning to organizational activities and if they effectively communicate their vision, it may move their employees to become more committed (Koene, Vogelaar & Soeters, 2002). As mentioned before, charismatic leadership consists to a large extent of clear and direct communication (Conger & Kanungo, 1987), which could enable charismatic leaders to effectively express their perception of the status quo of the organizational culture to their followers. The expectation in this study is that leaders who are charismatic will have a perception of the shared values that is more similar to that of their subordinates, as compared to leaders who are not charismatic.

2. Fit between leader's personal values and shared value perception of followers. When leaders shape an organization's culture by embedding certain values, it may be that they do not only transfer organizational values, but consciously or unconsciously also their own personal values.

Several studies suggest a relationship between a leader's personal values and their leadership style. In the past few years, authors have been especially interested in whether specific values can be linked to specific leadership styles. To think that personal values will influence the way leaders behave towards their subordinates is very reasonable, considering that several important studies provide evidence that there is a relationship between values and behavior. A value system guides behavior by providing criteria that an individual can use to evaluate and define actions and events (George & Jones, 1997). As described earlier in this paper, subordinates' understanding of shared values is for a large part determined by several behaviors of their leader (Schein, 1981).

Some researchers have investigated values and behavior on a general level (Bardi & Schwartz, 2003; Buss & Craik, 1983). These studies were aimed at discovering whether people show behavior that is consistent with the universal values they consider important. Other authors have focused on the relationship between values and behavior on specific

behavior, such as consumer behavior and environmentally friendly choices (Shim & Eastlick, 1998; Verplanken & Holland, 2002). A few studies deal with the relationship between personal values and behavior of leaders and entrepreneurs. These studies mostly show a relationship between behavior and value orientations as defined by Schwartz (Corman, Perles & Yancini, 1988; Gorgievski-Duijvesteijn & Ascalon, 2005).

Several studies have been conducted that link certain values to specific leadership styles. Sosik (2005) found that leaders who feel intensely about certain values, such as collectivistic work, are more likely to have a charismatic leadership style. The results of Sosik's study suggest that both leaders driven by traditional values and those driven by openness to change values can be charismatic. However, the latter show the best performance. This study is important, because it not only provides information about values as possible determinants of charismatic leadership, but also shows the importance of this kind of information, as it provides us information about how values of a leader affect performance through leadership. Sosik (2005) interprets his results as consistent with the proposition that charismatic leaders' personal values influence their idealized vision. Implementing a vision in a way that it commits subordinates is the third stage of charismatic leadership (Conger & Kanungo, 1987).

Therefore, if we assume that personal values of a leader influence their leadership style, then it can be expected that charismatic leaders consciously or unconsciously transfer their personal values to their subordinates.

Based on the above reasoning, I developed the following hypotheses:

Hypothesis 1: Charismatic leaders run departments where there is greater fit between the leader's perception of the shared values and employees' perception of the shared values.

Hypothesis 2: Charismatic leaders run departments where there is greater fit between the personal values of the leaders and the employees' perception of shared values.

Emotional Intelligence as a mediator of charismatic leadership / culture relationship

The research model also proposes a mediating role for Emotional Intelligence (EI) in the relationship between charismatic leadership and the transfer of values. Mayer, Caruso and Salovey (2000) define EI as 'an ability to recognize the meanings of emotions and their relationships, and to reason and problem-solve on the basis of them'.

Salovey and Mayer were among the first to introduce an Emotional Intelligence model in 1990. It had an immediate impact on organizations and their managers, giving them guidelines to positive change (Druskat & Wolff, 2001). This is not surprising, because there is

much evidence that EI in the workplace can enhance performance in many ways (Jordan & Troth, 2004; Lyons & Schneider, 2005; Sy, Tram & O'Hara, 2005; Van Rooy & Viswesvaran, 2004; Zhou & George, 2003). Many theories and models on EI are alike in the sense that they are composed of four dimensions (Goleman, 2001). The original conceptualization of Salovey and Mayer (1990) has been further elaborated by the researchers (Mayer, Caruso & Salovey, 2000; Mayer, Caruso, Salovey & Sitarenios, 2001) and their four-factor construct has received empirical support (Law, Wong & Song, 2004; Wong & Law, 2002). Therefore, in this study I use their classification of EI components: (a) appraisal and expression of emotion in the self, (b) appraisal and recognition of emotion in others, (c) regulation of emotion in the self and (d) use of emotion to facilitate performance. Although researchers may agree to some extent about the components of EI, they are still searching for more support for EI as a valid construct. The results seem hopeful. Several studies have shown results that support the view that EI is closely related to personality traits, but a distinct concept (Davies, Stankov & Roberts, 1998; Law, Wong & Song, 2004), and that EI is justly referred to as 'intelligence' as it meets various standards of intelligence (Goleman, 2001), although both conclusions might be dependent on the EI measurement instrument (O'Connor & Little, 2002).

The research model focuses on EI as a factor that mediates the relationship between charismatic leadership and several aspects of organizational culture, because it can be expected that leaders who are skilled at recognizing and regulating ones own emotions and those of others, are more likely to correctly perceive the needs, motivations and wishes of their followers, which, according to Wang, Chou and Jiang (2005), is a characteristic of charismatic leadership. I propose that charismatic leaders are more effective in transferring values because of their emotional intelligence.

Ashkanasy, Härtel and Daus (2002) provide a theoretical explanation of the assumption that charismatic leadership and EI are related. They state that the components of EI clearly resemble the key components of charismatic leadership, because to perform the behavior that is characteristic of transformational leadership, leaders need to have strong emotional self-awareness, be sensitive to followers needs, and to inspire and arouse their followers emotionally. Barling, Slater and Kelloway (2000) found that EI is associated with idealized influence, inspirational motivation and individualized consideration. Which means that leaders who are more emotionally intelligent, display role modeling for followers through exemplary personal achievements, character strengths and/or behavior. They also communicate high-performance expectations through the projections of a powerful, confident

and dynamic presence. And the leader attends to each follower's needs and appreciates the input of every individual follower. Sosik and Megerian (1999) tested the relationship between transformational leadership and emotional intelligence using multi-source data. Their results indicated that EI and charismatic leadership are indeed related and that this relationship is moderated by self-awareness of the leader. A recent study by Barbuto and Burbach (2006) showed moderate support for a relationship between certain components of transformational leadership and certain components of EI. This relationship was especially evident for results concerning self-reported transformational leadership. The authors draw several conclusions regarding the relationship between EI and transformational leadership. They found that leaders who are more empathetic view themselves as transformational leaders and are seen as such by their subordinates. Also, they found several other relationships between aspects of EI and charismatic leadership. The results show that mood regulation negatively correlates with transformational leadership. They explain this unexpected outcome by stating that reduced mood regulation suggests transparent leadership and authenticity. Their study also stresses the importance of interpersonal skills and relationship management in transformational leadership. The outcomes of this study are another indication that EI can play an important role in charismatic leadership. However, the authors did acknowledge that their sample of elected officials represents only a very unique and restricted population. Therefore, testing in other populations is needed to better understand their hypothesized relationships.

These above discussed findings lead us to the assumption that EI is one of the working ingredients of charismatic leadership and it thus partially mediates the relationship between charismatic leadership and different outcomes regarding organizational culture. This leads us to the following hypotheses:

Hypothesis 3: EI partially mediates the relationship between charismatic leadership and the fit between the leader's perception of the shared values and the perception of the employees.

Hypothesis 4: EI partially mediates the relationship between charismatic leadership and the fit between the leader's personal values and the perception of shared values of the employees.

<insert figure 1>

Method

Participants and procedure

The sample for this research consisted of employees of a large Dutch retail fashion company with 112 shops in the Netherlands. This organization is in the process of communicating a desired organizational culture by emphasizing six corporate values, through booklets, training and posters (table 1).

<insert table 1>

Of the 549 employees in the Netherlands that were invited to fill in the relevant questionnaires, 263 filled in the questionnaires, a response rate of 47.9 percent. From the initial dataset, a sample was selected with cases that were part of a team where (a) the leader had filled in the questionnaires, (b) at least one other direct report in the team had filled in the complete questionnaires and (c) who filled in their store number. After matching leaders with their teams and eliminating cases because of missing values on relevant variables, I remained with useful data from 171 participants in 37 teams who run a store together. Every team consisted of one leader and 2 to 6 direct reports, with an average of 3 subordinates per team. Table 2 shows the descriptive statistics on gender, age, years on the job and working hours per week for leaders and subordinates in the research sample.

<insert table 2>

All data were collected through questionnaires. The questionnaires were presented to the employees in two different ways. Employees of the support office received an e-mail message with a link to online versions of the questionnaires. Employees of the distribution center received paper versions of the questionnaires, as did the employees in the shop, because these employees had no computer. The paper questionnaires were distributed with an answering envelope attached that could be sealed and could be sent back.

After participants received the questionnaires they had two weeks to complete the questionnaire during working hours. Persons with a leadership position within the organization as well as their subordinates were asked to fill in the Questionnaire for Charismatic Leadership in Organisations and the Culture Survey. Only the persons with a leadership position filled in the Emotional Intelligence items. It was estimated that the survey would take approximately 30 minutes to complete. With their questionnaires, participants

received a letter / e-mail with information about the procedure and confidentiality. There were no risks for the participants and they were free to choose whether they complete the questionnaire or not.

Measures

Leadership style. Charismatic leadership was measured using the 'charisma items' of the CLIO ('Questionnaire for Charismatic Leadership in Organisations'), which was developed in 2004 by de Hoogh, den Hartog and Koopman. To complete this questionnaire, respondents were asked to read statements and rate on a 7-point Likert-type scale to what extent the statement applied to themselves or to the person they were asked to assess. Examples of these statements were: 'Talks to employees about what is important to them.' and 'Is always looking for new opportunities for the organization.' For this study a Cronbach's alpha of .88 was found for self ratings and .86 for the employee ratings.

Emotional Intelligence. In this study, EI was measured using a 16-item questionnaire, designed and used by Wong and Law (2002) to measure four components of EI:

- appraisal and expression of emotion in the self (SEA)
- appraisal and recognition of emotion in others (OEA)
- regulation of emotion in the self (ROE)
- use of emotion to facilitate performance (UOE)

The items are short statements, like 'I really understand what I feel.' or 'I am a good observer of other's emotions.' For every statement the respondents had to rate on a 7-point Likert-type scale how much the statement applied to them. I found a good reliability estimate (coefficient alpha) for the overall EI scale (.87), which is used for the statistical analysis in this study.

Organizational culture. To measure Organizational Culture, we used a 40-item version of the Organizational Culture Profile (OCP) (Cable and Judge, 1997) supplemented by Gorgievski et al (2006) with 5 new items for the orientations Hedonism, Stimulation, Tradition and Power based on questionnaires from Schwartz (1992). Gorgievski et al (2006) analyzed the structure of their adjusted OCP using exploratory factor analyses, resulting in six scales representing value orientations that were used in this study: High Quality, Ambitious, EasyGoing, Safety, Innovati.ve and People Oriented Reliability statistics for these scales are shown in Table 3.

<insert table 3>

A rating of −1 means that the value is opposite to the organization's own assumptions, a rating of 0 zero means that it is not important and a rating of 4 means that the value is most important. It was decided to use a rating method instead of the original Q-sort method of the OCP, because this method would be too time consuming with this many participants. Respondents were asked to first choose their most and least important values, before rating the other values. This should provide better and more valid measurement than the rate-only method because there should be less end-piling (assigning high ratings to every value), reflected by a lower average importance rating, a higher standard deviation and a higher number of different scale points (McCarthy & Shrum, 2000).

The respondents were asked to rate the values on a 6-point Likert-type scale twice: once to report the extent to which a value was important to them personally (personal values) and once to report the extent to which a value was characteristic of the organization (organizational values).

To establish scores for fit between employees' perception of organizational values and personal or organizational values as rated by leaders, it is necessary to aggregate subordinate values with department as breaking variable. Interrater agreement on organizational values in teams were calculated using intra class correlation (ICC1), which gave coefficients between .10 and .36 (see Table 4). Other researchers have used ICC(1) levels above .20 (Ostroff & Schmitt, 1993, in Judge & Bono, 2000). Based on this, the ICC levels in this study could be considered low for organizational values in the orientations High Quality, Ambitious, People Oriented, Easy Going and Safety. The ICC level could be considered acceptable for Innovative.

<insert table 4>

The fit between the way the leader defines the organizational culture and the organizational values as perceived by the employees (Fit 1) and the fit between the personal values of the leader and the organizational values as perceived by the employees (Fit 2) were obtained by calculating the absolute differences between leaders' scores and employees' scores and aggregating these differences per team.

Statistical Analyses

To test the stated hypotheses we used (multiple) regression analysis. The entry of the predictors followed Baron and Kenny's (1986) steps for testing mediation. I will give a short

summary of these steps with a visual representation (figure 2) of mediation to provide better insight in the analysis.

<insert figure 2>

Step 1: regressing the dependent variable on the independent variable (c).

Step 2: regressing the mediator on the independent variable (a).

Step 3: regressing the dependent variable on the mediator, including the independent variable in the equation (b).

To establish mediation, all of the three expected predictions must be significant and the effect of the independent variable must decrease when the mediator is added to the regression equation.

The dependent variables in these analyses were the strength of the culture in every team, the fit between the way the leader defines the organizational culture and the organizational values as perceived by the employees (Fit1), and the fit between the personal values of the leader and the organizational values as perceived by the employees (Fit 2) on the six value orientations: 'High Quality', 'Ambitious', 'Easy Going', 'Safety', 'Innovation', and 'People Oriented'. Multiple regression analyses were conducted separately for every one of the twelve dependent variables.

Table 5 presents the descriptive statistics for the study variables. When comparing the means for charismatic leadership in this study with the study for developing CLIO (de Hoogh, den Hartog and Koopman, 2004), the means are different. The means for employee ratings of charismatic leadership in this study are higher than the means that the developers of CLIO found (5.30). The means for leader's self ratings of charismatic leadership in this study are lower as compared to the study for developing the questionnaire concerning self-ratings for developmental purposes (6.03), selection (5.97) and 360 degree feedback (5.83). The mean for the EI measure I found in this study is similar to the highest mean for EI that Wong and Law (2002) found in their three studies developing and using this EI scale (5.32).

<insert table 5>

The means for the measures of organizational values are presented in table 6. Employees assign higher scores to the different value orientations than leaders. This difference is largest for Safety and smallest for Innovative. Both leaders and employees assign

highest ratings to the orientations Innovative and People Oriented and the lowest ratings to Easy Going and Safety. Leaders and employees also rate high Quality and Ambitious relatively high. The means for the leaders personal values follow a different pattern. Leaders rate People Oriented as most important to them personally, followed by High Quality and Innovative. Leaders rate Ambitious, Easy Going and Safety as relatively less important to them.

<insert table 6>

Table 5 also shows some interesting correlations. EI is significantly correlated with leader's self-ratings of charismatic leadership ($r = .40$) but not with employee's ratings for charismatic leadership. No significant correlation exists between these two ratings of charismatic leadership. EI is also significantly correlated with the fit between the personal values of the leader and the shared values as perceived by team members on the value orientations Innovative ($r = .25$) and People Oriented ($r = .25$). The charismatic leadership rating by employees is not correlated to any other measures. Leader's ratings of their own charismatic leadership is also significantly correlated with the fit between the personal values of the leader and the shared values as perceived by team members on the value orientations Innovative ($r = .26$) and People Oriented ($r = .17$). The highest correlation exists between the value orientations Innovative and People Oriented for the fit between the personal values of the leader and the shared values as perceived by team members ($r = .90$).

Fit between the way the employees perceive the shared values and the way the leader perceives shared values (Fit1). To test the hypotheses concerning fit 1, I used multiple regression following the steps by Baron and Kenny (1986) for testing mediation. When running the analysis using aggregated data (group means) and employee ratings of charismatic leadership, no significant results were found for fit between the way the employees perceive the shared values and the way the leader perceives shared values on any of the value orientations. Performing the analysis using aggregated data and leaders' self-ratings of charismatic leadership (table 7), it was found that charismatic leadership significantly predicts fit between the way the employees perceive the shared values and the way the leader perceives shared values ($\Delta R^2 = .095$; $p < .05$) for the value orientation Ambitious. Also, a significant partial mediating effect of EI on this relationship showed, when testing step 2 ($\Delta R^2 = .127$; $p < .05$) and step 3 ($\Delta R^2 = .157$; $p < .05$) for this value orientation.

<insert table 7>

The same analyses were performed using de-aggregated data (individual scores). The results are shown in table 8. When running the analysis using de-aggregated data and employee ratings of charismatic leadership, no significant results were found for fit between the way the employees perceive the shared values and the way the leader perceives shared values on any of the value orientations. Entering leaders' self-ratings into the regression instead of employee ratings, showed no significant predictive effect of charismatic leadership on perception of shared values by leaders and employees on any of value orientations. Step 2 for testing mediation, regressing Emotional Intelligence on charismatic leadership gave a significant result ($\Delta R^2 = .157$; $p < .001$). Entering both EI and charismatic leadership into the regression as predictors (step 3) gave a significant predictive effect on Ambitious ($\Delta R^2 = .074$; $p = .01$) and People Oriented ($\Delta R^2 = .055$; $p < .033$).

<insert table 8>

Fit between personal values of the leader and the way the employees perceive shared values (Fit2). When testing Hypothesis 2 and 4, using aggregated data for multiple regression following the steps by Baron and Kenny (1986) for testing mediation did not lead to significant results for any of the value orientations in step 1 or step 2. This result was the same for employees' ratings and leaders' self-ratings of charismatic leadership. Using de-aggregated data and employees' ratings of charismatic leadership (table 9), significant effects were only found when both EI and Charismatic leadership were entered into the regression, meaning that there was no significant partial mediation.

<insert table 9>

Performing the analysis using de-aggregated data and leaders' self-ratings of charismatic leadership (table 9), it was found that charismatic leadership significantly predicts fit between the way the employees perceive the shared values and the way the leader perceives shared values for the value orientations Innovative ($\Delta R^2 = .092$; $p < .005$) and People Oriented ($\Delta R^2 = .068$; $p < .05$).

<insert table 10>

Discussion

This study investigated whether there is a relationship between charismatic leadership and several outcomes concerning organizational culture. It was also tested if emotional intelligence has a mediating effect on this relationship. Hypothesis 1 concerned the expected relationship between charismatic leadership and fit between the way leaders perceive the shared values in the organization and the way employees perceive the shared values. This hypothesis was only supported when using aggregated data and leaders' self-ratings of charismatic leadership and only for the value orientation Ambitious. The expected mediating effect of Emotional Intelligence, as stated in Hypothesis 3, was confirmed for the value orientation Ambitious, using aggregated data and employee ratings. Hypothesis 2 and hypothesis 4 described the expected relationship between charismatic leadership and the fit between the personal values of leaders and the way employees perceive the shared values in the organization, with a partially mediating effect of EI. In this study, this expected predictive effect was only supported when using de-aggregated data and leaders' self-ratings of charismatic leadership, and only for the value orientations Innovative and People Oriented. Also, the expected mediating effect of Emotional Intelligence on the relationship between charismatic leadership and the fit between the personal values of leaders and the way employees perceive the shared values in the organization was confirmed for Innovative and People Oriented. Thus, the expected relationship between charismatic leadership and several aspects of shared values was only supported for certain value orientations and only when using leaders' self-ratings of charismatic leadership in the regression analyses. It may be argued that self-ratings of charismatic leadership are not relevant, because charismatic leadership is mostly determined by leaders' behavior towards their employees. The results of this study also show that self-ratings of leaders may very well be as relevant as employee rating. Although employees may not perceive their leader as charismatic, if leaders perceive themselves as charismatic, it does influence the value orientations of their teams.

A significant relationship was expected between charismatic leadership and several outcomes concerning organizational culture, but this was confirmed for only three out of six value orientations. Why were the expected effects only found for the value orientations Ambitious, Innovative and People Oriented? An explanation for these results may be found in the 'corporate values campaign' that management was running in the organization at the time

that the questionnaires for this study were distributed. When we take a closer look at the corporate values that were communicated to the employees in the organization as described in table 1, many aspects that overlap with the value orientations Ambitious, Innovative and People Oriented, become evident. The corporate values are all aimed at improving performance and power of the organization, which are consistent with the items in the Ambitious subscale. The importance of innovation (value orientation Innovative) is reflected in several corporate values. 'Alertness' stresses the need to notice change in the environment and to establish innovation within the organization to adapt to these changes. The corporate value 'Care' is about taking initiative and the creativity aspect of 'Joy' also represent the importance of innovation. With the value 'Excellence', management stresses the importance of constant improvement to make the organization and its employees the best in the business. Finally, the value orientation People Oriented shows overlap with aspects of the corporate values 'Care' and 'Joy'. These values are focused on common goals, working together, appreciation of individuals and making sure that people feel good about their work. When discussing the results for the value orientations Innovative and People Oriented, the high correlation between the two value orientations concerning the fit between the personal values of leaders and the way employees perceive the shared values in the organization should be considered. This correlation was higher than could be expected for two separate variables (.90). Concerning the fit between the way leaders perceive the shared values in the organization and the way employees perceive the shared values the correlation between these two value orientations was .34. The correlation between the unmodified scores on the value orientations was also high: .74. Considering the very low Cronbach's alpha that was found for the scale for People Oriented when measuring personal values, this may point out a different factorial structure of subscales than was found by Gorgievski et al. (2006).

The ICC(1) results of this study suggest that the within group variance of shared values is relatively high as compared to the between group variance. For the both the unmodified value scores and the fit scores, most of the ICC(1) outcomes were below .20. This outcome may be due to the relatively recent employment of many of the employees in this organization. 39% of the team members have worked for the company for 1 year or less. This may be too short to establish strong cultures within teams. At the same time, it is questionable whether the .20 cut-off level for justifying aggregation is valid. It is also found that in applied field research, ICC values typically vary from .05 to .20 (Bliese, 2000 in van Mierlo et al, 2006). It that perspective, the ICC values in this study are reasonable to good.

The relationship between EI and Charismatic leadership was also tested in this study. I found with this data that EI only correlated with leaders' self-ratings of charismatic leadership (.40). Emotional Intelligence was in this study measured using self-ratings, which might provide an explanation why the results only show a relationship between Emotional Intelligence and leaders' self-ratings of charismatic leadership. According to Ashakanasy et al. (2002) the regulation of emotions of others and self and the effective use of emotion in decision making could be facilitated when emotionally intelligent leaders use charismatic leadership skills. Brown and Moshavi (2005) suggest another possibility. They propose that EI may be an antecedent of transformational leadership. Meaning that higher emotional intelligence causes a leader to engage in behaviors that are distinctive for transformational/charismatic leadership, which seems logical. This causal relationship between these two constructs was not investigated in this study, and provides an interesting topic for future research.

In this study I performed regression analysis to test the proposed hypotheses, using both aggregated and de-aggregated data. Considering the structure of the data, it may be more appropriate to use multilevel analysis, which is especially suitable for data with a hierarchical or multilevel structure. The basic idea of multilevel analysis is that data sets with unexplained variability at each level included in the analysis, such as leaders and their subordinates in organizations, are usually not adequately represented by the probability model of multiple linear regression analysis, but are often adequately represented by the hierarchical linear model. With regard to mediation testing, structural equation modeling may be an appropriate analysis to test hypotheses such as the ones in this study (Baron & Kenny, 1986; Preacher & Hayes, 2004). One of the advantages is that it has a reasonable way to control for measurement errors, which increases the chance that existing indirect effects are found. Of course, the choice for statistical analyses in future research depends on the design.

Another possible explanation for the fact that the relation between EI, charismatic leadership and organizational culture did not become evident in this study is that more variables than leadership style contribute to the way people experience organizational culture, which may be of stronger influence. How much leaders contribute to the organizational culture may differ per department and per organization. Since the data for this research was collected in one company, it may be that in this particular organization, other factors played a larger role in shaping organizational culture. Schein (1992) proposed external adaptation as a function of organizational culture, meaning that cultures help organizations to deal with the external environment. External influences shape cultures by making organizations adopt

certain values to survive. Future research may take these external influences into account when assessing the relationship between leadership and culture.

The aim of this study was to investigate whether Emotional Intelligence is the active ingredient for charismatic leaders in transferring organizational values to their subordinates. Some interesting conclusions can be drawn from the results. The outcomes certainly hand us many suggestions for future research.

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APPENDIS I : TABLES

Table 1. Corporate values communicated in the sample organization

Alertness	Noticing changes, creating and seizing opportunities. Innovation: internal (better organization) and external (better service)
Care	Taking initiative for shared goals. Defining common goals together. Interest in others, sharing success, supporting each other and learning from mistakes together.
Joy	Being able to express and be yourself. Pleasure and passion for your work. Development, creativity, individuality, sharing success, appreciation, tolerance.
Profitability	Defining, planning, guarding and realizing standards for profit
Brand Awareness	Expressing the organizations vision and brand. Guarding the desired image of the organization.
Excellence	Constant learning, improvement and feedback.

Table 2

Descriptive statistics on gender, age, years on the job and working hours per week for leaders and subordinates in the research sample.

Participants (n = 171)		Leaders (n = 42)	Subordinates (n =129)
Gender	male	8	35
	female	34	94
Age	range	21-51	16-53
	mean	30	23.9
	SD	7.8	7.8
Years on the job	range	0-19	0-15
	mean	3.6	2.5
	SD	3.8	3.1
Working hours/ week	range	21-40	5.5-36
	mean	35	21
	SD	3.1	9.4

Table 3. Description of the value orientations found by Gorgievski et al (2006).

Value orientation	Description

High Quality	Valuing quality of al results, correctness, being organized.			
Ambitious	Valuing initiative, decisiveness, and flexibility.			
Easy Going	Valuing relaxation, enjoyment.			
Safety	Valuing stability, security and consistency.			
Innovative	Valuing new ideas, new approaches, inspiration and stimulation.			
People Oriented	Valuing each other, loyalty and enthusiasm.			

Table 4
Reliability for orientation scales and ICC for fit per value orientation

Value orientation	Personal values	Organizational values	ICC Fit 1	ICC Fit 2
High Quality	.75	.84	.25	.15
Ambitious	.80	.76	.35	.19
Easy Going	.43	.68	.26	.16
Safety	.72	.65	.08	.12
Innovative	.74	.82	.19	.85
People Oriented	.58	.80	.19	.87

Table 5

Descriptive statistics for the study variables.

	N	M	SD	Min.	Max	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. EI	42	5.49	0.64	3.44	6.87	-													
2. Charismatic leadership – employee ratings	129	5.68	0.65	4.00	6.91	0.09	-												
3. Charismatic leadership – leaders' self ratings	42	5.53	0.83	3.18	7.00	0.40**	0.03	-											
4. HighQuality_Fit1	129	0.60	0.44	0.00	2.09	0.06	-0.05	-0.06	-										
5. Ambitious_Fit1	129	0.68	0.62	0.00	4.64	0.13	-0.16	-0.16	0.45**	-									
6. EasyGoing_Fit1	129	0.88	0.66	0.00	3.25	0.08	-0.03	0.01	0.12	0.08	-								
7. Safety_Fit1	129	0.78	0.59	0.00	2.75	-0.12	0.02	-0.11	0.18*	0.18*	0.15	-							
8. Innovative_Fit1	129	0.71	0.53	0.00	2.43	0.12	-0.05	0.16	0.40**	0.30**	0.30**	0.06	-						
9. PeopleOriented_Fit1	129	0.57	0.46	0.00	2.00	0.09	0.07	-0.16	0.49**	0.22*	0.24**	0.03	0.37**	-					
10. HighQuality_Fit2	129	0.54	0.40	0.00	2.00	0.16	-0.14	0.05	0.36**	0.24**	-0.03	0.04	0.34**	0.13	-				
11. Ambitious_Fit2	129	0.65	0.53	0.00	3.31	-0.02	-0.03	-0.15	0.38**	0.61**	0.10	0.19*	0.27	0.19*	0.25**	-			
12. EasyGoing_Fit2	129	0.76	0.57	0.00	2.75	-0.09	0.02	-0.07	0.00	-0.01	0.43**	-0.01	-0.01	0.13	0.04	-0.04	-		
13. Safety_Fit2	129	0.70	0.52	0.00	2.00	0.07	-0.05	0.03	0.12	0.25**	0.01	0.56**	0.02	-0.03	0.16	0.06	-0.07	-	
14. Innovative_Fit2	129	0.76	1.17	0.00	6.43	0.25**	-0.04	0.26**	0.23*	0.23**	0.18	0.01	0.42**	0.11	0.18*	0.12	0.02	0.08	-
15. PeopleOriented_Fit2	129	0.77	1.17	0.00	6.50	0.25**	-0.04	0.17*	0.13	0.20*	0.21*	-0.08	0.41**	0.20*	0.14	0.03	0.12	0.06	0.90**

Note. Fit 1 = fit between the employees' perception and leaders' perception of shared values. Fit 2 = fit between the personal values of the leader and the employees' perception of shared values.

 * $p < .05$.

** $p < .01$.

Table 6
Means for employees and leaders on the value orientations.

Value orientations	Leaders' shared values	Leaders' personal values	Employees' shared values
HighQuality	2.40	2.71	2.59
Ambitious	2.47	2.22	2.50
EasyGoing	1.69	2.13	1.84
Safety	1.94	2.28	2.21
Innovative	2.54	2.69	2.56
PeopleOriented	2.56	3.00	2.70

Table 7
Regression results for Charismatic Leadership, EI and fit between the employees' perception and leaders' perception of shared values, using aggregated data and self-ratings of charismatic leadership.

Criterion	Predictor	F	β	Δ R²	Sig. F Change
EI	Step 2: Charismatic leadership	5.830	.357	.127	.020*
High Quality	Step 1: Charismatic leadership	.572	-.120	.014	.454
	Step 3: Charismatic leadership EI	.655	-.173 .147	.033	.525
Ambitious	Step 1: Charismatic leadership	4.077	-.308	.095	.050*
	Step 3: Charismatic leadership EI	3.540	-.403 .267	.157	.039*
Easy Going	Step 1: Charismatic leadership	.108	.053	.003	.744
	Step 3: Charismatic leadership EI	.437	-.002 .153	.023	.650
Safety	Step 1: Charismatic leadership	.521	-.115	.013	.475
	Step 3: Charismatic leadership EI	.349	-.088 -.075	.018	.707
Innovative	Step 1: Charismatic leadership	1.251	.176	.031	.270
	Step 3: Charismatic leadership EI	.687	.153 .066	.035	.509
People Oriented	Step 1: Charismatic leadership	1.855	-.213	.045	.181
	Step 3: Charismatic leadership EI	2.781	-.323 .307	.128	.075

Table 8
Regression results for Charismatic Leadership, EI and fit between the employees' perception and leaders' perception of shared values, Using de-aggregated data, with self-ratings of charismatic leadership

Criterion	Predictor	F	β	Δ R²	Sig. F Change
EI	Step 2: Charismatic leadership	23.588	.396	.157	.000**
High Quality	Step 1: Charismatic leadership	.472	-.062	.004	.493
	Step 3: Charismatic leadership EI	.756	-.102 .100	.012	.472
Ambitious	Step 1: Charismatic leadership	3.318	-.163	.026	.071
	Step 3: Charismatic leadership EI	4.824	-.257 .237	.074	.010**
Easy Going	Step 1: Charismatic leadership	.025	.014	.000	.875
	Step 3: Charismatic leadership EI	.397	-.021 .088	.007	.673
Safety	Step 1: Charismatic leadership	1.527	-.112	.012	.219
	Step 3: Charismatic leadership EI	1.125	-.078 -.084	.018	.328
Innovative	Step 1: Charismatic leadership	3.063	.156	.024	.083
	Step 3: Charismatic leadership EI	1.765	.130 .068	.028	.176
People Oriented	Step 1: Charismatic leadership	3.298	-.162	0.26	.072
	Step 3: Charismatic leadership EI	3.509	-235 .184	.055	.033*

Table 9
Regression results for Charismatic Leadership, EI and fit between the personal values of the leader and the employees' perception of shared values, using de-aggregated data and employees ratings of charismatic leadership

Criterion	Predictor	F	β	Δ R²	Sig. F Change
EI	Step 2: Charismatic leadership	1.027	.090	.008	.313
High Quality	Step 1: Charismatic leadership	2.363	-.136	.019	.127
	Step 3: Charismatic leadership EI	3.140	-.150 .173	.048	.047*
Ambitious	Step 1: Charismatic leadership	.098	-.028	.001	.755
	Step 3: Charismatic leadership EI	.077	-.026 -.021	.001	.926
Easy Going	Step 1: Charismatic leadership	.078	.025	.001	.780
	Step 3: Charismatic leadership EI	.518	.032 -.088	.008	.597
Safety	Step 1: Charismatic leadership	.264	-.046	.002	.608

	Step 3: Charismatic leadership EI	.490	-.052 .076	.008	.614
Innovative	Step 1: Charismatic leadership	.205	-.040	.002	.652
	Step 3: Charismatic leadership EI	4.395	-.060 .255	.066	.014*
People Oriented	Step 1: Charismatic leadership	.166	-.036	.001	.684
	Step 3: Charismatic leadership EI	4.237	-.056 .251	.064	.017*

Table 10
Regression results for Charismatic Leadership, EI and fit between the personal values of the leader and the employees' perception of shared values, Using de-aggregated data, with self-ratings of charismatic leadership

Criterion	Predictor	F	β	Δ R²	Sig. F Change
EI	Step 2: Charismatic leadership	23.588	.396	.157	.000**
High Quality	Step 1: Charismatic leadership	.281	.047	.002	.597
	Step 3: Charismatic leadership EI	1.674	-.020 .169	.026	.192
Ambitious	Step 1: Charismatic leadership	2.823	-.149	.022	.095
	Step 3: Charismatic leadership EI	1.498	-.165 .042	.024	.228
Easy Going	Step 1: Charismatic leadership	.548	-.066	.004	.460
	Step 3: Charismatic leadership EI	.532	-.038 -.070	.009	.589
Safety	Step 1: Charismatic leadership	.091	.027	.001	.764
	Step 3: Charismatic leadership EI	.320	-.002 .073	.005	.727
Innovative	Step 1: Charismatic leadership	8.907	.258	.067	.003**
	Step 3: Charismatic leadership EI	6.313	.188 .175	.092	.002**
People Oriented	Step 1: Charismatic leadership	3.947	.175	.031	.049*
	Step 3: Charismatic leadership EI	4.515	.091 .210	.068	.013*

APPENDIX II: FIGURES
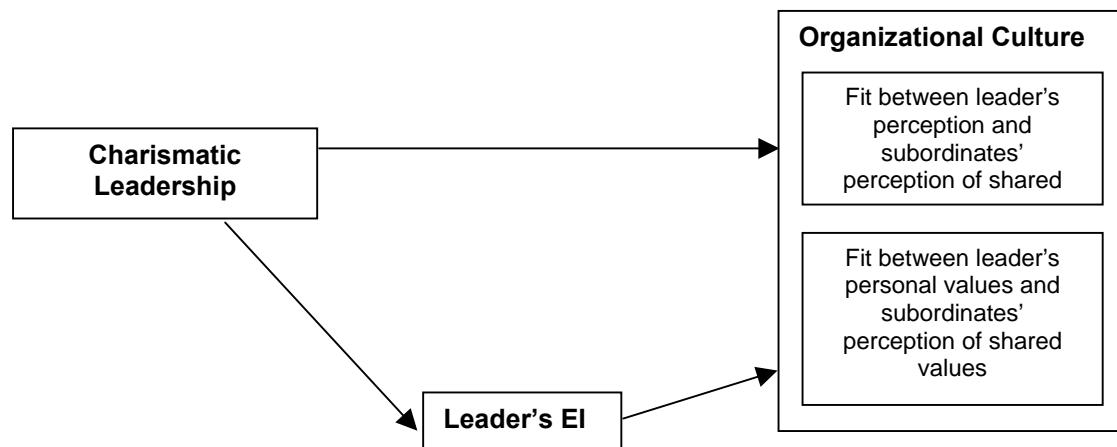
Figure1. Conceptual research model.
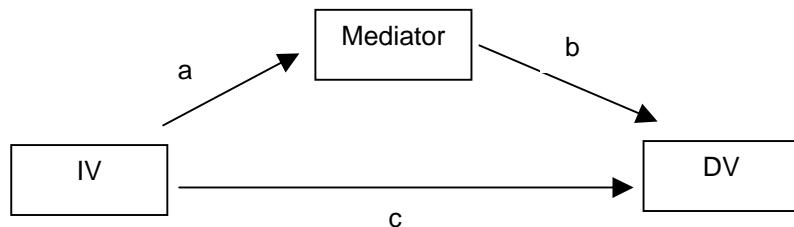
Figure 2. Mediation

APPENDIX III : QUESTIONNAIRES

CLIO: Charisma Scale – employee ratings

Hieronder vind je een aantal uitspraken over **leiderschap**. Geef voor iedere uitspraak aan in hoeverre deze **jouw directe leidinggevende** weergeeft. Daarvoor omcirkel je één van de cijfers 1 t/m 7 die achter de uitspraken staan.

1	2	3	4	5	6	7
helemaal <u>niet</u> mee eens	<u>Niet</u> mee eens	meer niet dan wel mee eens	midden	meer wel dan niet mee eens	mee eens	helemaal mee eens

1. Mijn leidinggevende praat met medewerkers over wat voor hen belangrijk is.

   1 2 3 4 5 6 7

2. Mijn leidinggevende stimuleert medewerkers om op nieuwe manieren over problemen na te denken.

   1 2 3 4 5 6 7

3. Mijn leidinggevende heeft visie en een beeld van de toekomst.

   1 2 3 4 5 6 7

4. Mijn leidinggevende is altijd op zoek naar nieuwe mogelijkheden voor de organisatie.

   1 2 3 4 5 6 7

5. Mijn leidinggevende moedigt medewerkers aan om onafhankelijk te denken.

   1 2 3 4 5 6 7

6. Mijn leidinggevende is in staat anderen enthousiast te maken voor zijn/haar plannen.

   1 2 3 4 5 6 7

7. Mijn leidinggevende betrekt medewerkers bij besluiten die van belang zijn voor hun werk.

   1 2 3 4 5 6 7

8. Mijn leidinggevende stimuleert medewerkers hun talenten zo goed mogelijk te ontwikkelen.

   1 2 3 4 5 6 7

9. Mijn leidinggevende geeft medewerkers het gevoel aan een belangrijke, gemeenschappelijke missie/opdracht te werken.

   1 2 3 4 5 6 7

10. Mijn leidinggevende laat zien overtuigd te zijn van zijn/haar idealen, opvattingen en waarden.

    1 2 3 4 5 6 7

11. Mijn leidinggevende delegeert uitdagende verantwoordelijkheden aan medewerkers.

    1 2 3 4 5 6 7

CLIO: Charisma Scale – self-ratings

Hieronder vind je een aantal uitspraken over **leiderschap**. Geef voor iedere uitspraak aan in hoeverre deze **jezelf** weergeeft. Daarvoor omcirkel je één van de cijfers 1 t/m 7 die achter de nummers van de uitspraken staan.

12. Praat met medewerkers over wat voor hen belangrijk is.	1	2	3	4	5	6	7
13. Stimuleert medewerkers om op nieuwe manieren over problemen na te denken.	1	2	3	4	5	6	7
14. Heeft visie en een beeld van de toekomst.	1	2	3	4	5	6	7
15. Is altijd op zoek naar nieuwe mogelijkheden voor de organisatie.	1	2	3	4	5	6	7
16. Moedigt medewerkers aan om onafhankelijk te denken.	1	2	3	4	5	6	7
17. Is in staat anderen enthousiast te maken voor zijn/haar plannen.	1	2	3	4	5	6	7
18. Betrekt medewerkers bij besluiten die van belang zijn voor hun werk.	1	2	3	4	5	6	7
19. Stimuleert medewerkers hun talenten zo goed mogelijk te ontwikkelen.	1	2	3	4	5	6	7
20. Geeft medewerkers het gevoel aan een belangrijke, gemeenschappelijke missie/opdracht te werken.	1	2	3	4	5	6	7
21. Laat zien overtuigd te zijn van zijn/haar idealen, opvattingen en waarden.	1	2	3	4	5	6	7
22. Delegeert uitdagende verantwoordelijkheden aan medewerkers.	1	2	3	4	5	6	7

Emotional Intelligence Scale

Hieronder vind je een aantal uitspraken. Geef voor iedere uitspraak aan in hoeverre deze **jezelf** weergeeft. Daarvoor omcirkelt u één van de cijfers 1 t/m 7 die achter de uitspraken staan.

1	2	3	4	5	6	7
helemaal niet mee eens	Niet mee eens	meer niet dan wel mee eens	midden	meer wel dan niet mee eens	mee eens	helemaal mee eens

1. Ik heb meestal een goed besef waarom ik bepaalde gevoelens heb.   1 2 3 4 5 6 7

2. Ik begrijp mijn eigen emoties goed.   1 2 3 4 5 6 7

3. Ik weet altijd of ik blij ben of niet.   1 2 3 4 5 6 7

4. Ik begrijp echt wat ik voel.   1 2 3 4 5 6 7

5. Ik kan altijd de emoties van mijn vrienden afleiden uit hun gedrag.   1 2 3 4 5 6 7

6. Ik ben een goede observeerder van emoties van anderen.   1 2 3 4 5 6 7

7. Ik ben gevoelig voor de gevoelens en emoties van anderen.   1 2 3 4 5 6 7

8. Ik begrijp de emoties van mensen om mij heen goed.   1 2 3 4 5 6 7

9. Ik stel mijzelf altijd doelen en doe mijn best om deze te bereiken.   1 2 3 4 5 6 7

10. Ik vertel mezelf altijd dat ik een competent persoon ben.   1 2 3 4 5 6 7

11. Ik ben een zelfmotiverend persoon.   1 2 3 4 5 6 7

12. Ik zal mijzelf altijd aanmoedigen om mijn best te doen.   1 2 3 4 5 6 7

13. Ik ben in staat om mijn kalmte te bewaren, zodat ik moeilijkheden rationeel kan aanpakken.   1 2 3 4 5 6 7

14. Ik ben heel goed in staat om mijn eigen emoties te beheersen.   1 2 3 4 5 6 7

15. Ik kan altijd snel kalmeren als ik erg boos ben.   1 2 3 4 5 6 7

16. Ik heb goede controle over mijn eigen emoties.   1 2 3 4 5 6 7

Value Questionnaire: personal values

In deze vragenlijst wordt je gevraagd voor jezelf antwoord te geven op de vraag: **"Welke waarden zijn belangrijk voor mij persoonlijk?"**

Op de volgende pagina's staan persoonlijke waarden. Daarachter staat tussen haakjes een uitleg wat wij met de waarde bedoelen .

Jouw taak is nu om aan te geven hoe belangrijk elke waarde is voor jou ALS LEIDRAAD IN JOUW LEVEN. Gebruik de volgende schaal:

0 -- betekent dat de waarde in het geheel niet belangrijk is, de waarde is niet relevant voor jou als leidraad in jouw leven.

1 -- enigszins belangrijk

2 -- betekent dat de waarde belangrijk is.

3 -- betekent dat de waarde erg belangrijk is.

Dus hoe hoger het cijfer (0,1,2,3,4) hoe belangrijker de waarde is als leidraad (leidend principe) in jouw leven.

-1 -- geef je aan alle waarden die ingaan tegen jouw principes.

 4 -- geef je aan de waarden die voor jou het allerbelangrijkst zijn is als leidraad in jouw leven. Gewoonlijk heeft iemand niet meer dan twee waarden waaraan een 4 toegekend wordt.

Omcirkel bij elke waarde het cijfer (-1,0,1,2,3,4) aan dat het belang aangeeft van die waarde voor jou persoonlijk. Probeer zoveel mogelijk onderscheid te maken tussen de waarden door alle cijfers te benutten. Je zult meerdere malen van hetzelfde cijfer gebruik moeten maken.

Lees, alvorens te beginnen, de waarden 1 t/m 50 en kies de waarde die het allerbelangrijkste is voor je en geef daar het cijfer 4 aan. Vervolgens
kies je de waarde die het meest ingaat tegen jouw waarden, en geef die het
cijfer -1. Als er niet zo een waarde is, kies de waarde die het minst
belangrijk is voor jou en geef die het cijfer 0 of 1, overeenkomstig de mate
van belangrijkheid. Vervolgens geef je de rest van de waarden (tot en met
50) een cijfer.

-1	0	1	2	3	4
tegen mijn principes	niet belangrijk	enigzins belangrijk	belangrijk	erg belangrijk	aller- belangrijkst

Plezier op de werkvloer	Voor mij is plezier hebben op het werk…	-1	0	1	2	3	4
Genieten	Voor mij is genieten en aangename dingen doen…	-1	0	1	2	3	4
Ontspanning	Voor mij is tijd nemen voor ontspanning …	-1	0	1	2	3	4
Uitdaging	Voor mij zijn een stimulerende werkomgeving en opwindend werk…	-1	0	1	2	3	4
Afwisseling in het werk	Voor mij is afwisselend werk hebben…	-1	0	1	2	3	4
Risico nemen	Voor mij is risico's durven nemen en lef te tonen…	-1	0	1	2	3	4
Innovatief zijn	Voor mij is ruimte voor nieuwe ideeën en creativiteit…	-1	0	1	2	3	4
Autonomie	Voor mij zijn zelfstandigheid en onafhankelijkheid…	-1	0	1	2	3	4
Onderscheidend zijn	Voor mij is het je onderscheiden van anderen door een originele aanpak…	-1	0	1	2	3	4
Enthousiasme	Voor mij is enthousiasme voor het werk…	-1	0	1	2	3	4
hiërarchie	Voor mij is een duidelijk onderscheid in rangen en waarderingsverschil tussen de niveaus…	-1	0	1	2	3	4
Reflectief zijn	Voor mij is het je eigen handelen overdenken…	-1	0	1	2	3	4
Aandacht voor details	Voor mij is aandacht voor detail…	-1	0	1	2	3	4
Conservatief	Voor mij is voorzichtig zijn met veranderingen…	-1	0	1	2	3	4
Op regels georiënteerd	Voor mij is je aan regels houden…	-1	0	1	2	3	4
Stabiliteit	Voor mij is stabiliteit en zekerheid…	-1	0	1	2	3	4
Werkzekerheid	Voor mij is werkzekerheid hebben…	-1	0	1	2	3	4
Verantwoordelijkheids- besef	Voor mij is verantwoordelijkheidsbesef bij de dagelijkse werkzaamheden…	-1	0	1	2	3	4
Beleefdheid	Voor mij is correcte omgang met anderen…	-1	0	1	2	3	4
Loyaliteit	Voor mij is loyaliteit naar collega's en externe contacten…	-1	0	1	2	3	4
Goede reputatie	Voor mij zijn een goede reputatie en een goed imago…	-1	0	1	2	3	4
Assertiviteit	Voor mij is anderen zakelijk (desnoods offensief) benaderen om mijn doelen te behalen…	-1	0	1	2	3	4
Conflict niet uit de weg gaan	Voor mij is zakelijke conflicten en confrontaties niet uit de weg gaan…	-1	0	1	2	3	4
Ambitieus	Voor mij is de ambitie om de meest succesvolle te zijn…	-1	0	1	2	3	4
Hoge beloning voor goede prestaties	Voor mij zijn hoge beloningen voor goede prestaties…	-1	0	1	2	3	4
Veel uren werken	Voor mij is als het nodig is meer uren draaien…	-1	0	1	2	3	4
Nadruk op kwaliteit	Voor mij is de kwaliteit van ons product en dienstverlening voorop stellen…	-1	0	1	2	3	4

-1	0	1	2	3	4
tegen mijn principes	niet belangrijk	enigzins belangrijk	belangrijk	erg belangrijk	aller-belangrijkst

Resultaatgericht zijn	Voor mij is resultaat voor het proces stellen …	-1 0 1 2 3 4
Georganiseerd zijn	Voor mij is goed georganiseerd zijn…	-1 0 1 2 3 4
Invloed en autoriteit	Voor mij is macht en invloed hebben op mens en omgeving…	-1 0 1 2 3 4
Kansen snel benutten	Voor mij is snel en alert reageren om kansen te benutten…	-1 0 1 2 3 4
Besluitvaardigheid	Voor mij is besluitvaardig zijn…	-1 0 1 2 3 4
Analytisch werken	Voor mij is analytisch en logisch te werken…	-1 0 1 2 3 4
Professionele groei	Voor mij is ruimte voor persoonlijke groei en ontwikkeling…	-1 0 1 2 3 4
Duidelijke filosofie als leidraad	Voor mij is een duidelijke visie hebben als leidraad …	-1 0 1 2 3 4
Maatschappelijke verantwoordelijkheid	Voor mij is het nemen van maatschappelijke verantwoording…	-1 0 1 2 3 4
Flexibiliteit	Voor mij is vlot aanpassen aan nieuwe omstandigheden…	-1 0 1 2 3 4
Informatie vrij delen	Voor mij is informatie vrij kunnen delen met andere bedrijven…	-1 0 1 2 3 4
Eerlijkheid	Voor mij zijn eerlijkheid en integriteit…	-1 0 1 2 3 4
Tolerantie	Voor mij is respect voor verschillende opvattingen…	-1 0 1 2 3 4
Op mensen gericht zijn	Voor mij is de menselijke maat…	-1 0 1 2 3 4
Teamgericht zijn	Voor mij is betrokkenheid bij gezamenlijke doelen…	-1 0 1 2 3 4
Informeel	Voor mij is contacten met anderen in een informele sfeer laten verlopen…	-1 0 1 2 3 4
Behulpzaam zijn	Voor mij zijn hulpvaardigheid en betrokkenheid bij anderen…	-1 0 1 2 3 4
Waardering voor prestaties	Voor mij is complimenten geven voor goede prestaties…	-1 0 1 2 3 4
Collegialiteit	Voor mij is collegialiteit en vriendschappelijke omgang met collega's…	-1 0 1 2 3 4
Klantgericht	Voor mij is een hoge prioriteit voor interne en externe klanten…	-1 0 1 2 3 4
Openheid	Voor mij zijn toegankelijkheid en open communicatie…	-1 0 1 2 3 4
Uitbreiding van de organisatie	Voor mij is dat ons bedrijf steeds groter wordt…	-1 0 1 2 3 4
Handelen vanuit emoties	Voor mij is het handelen vanuit emoties…	-1 0 1 2 3 4

Value Questionnaire: organizational values

In deze vragenlijst wordt aan je gevraagd voor jezelf te antwoorden op de vraag: **"Welke waarden zijn kenmerkend voor Cool Cat als organisatie?"**
Op de volgende pagina's staan organisatie-waarden. Achter elke staat tussen haakjes een uitleg om je de betekenis van de waarde te helpen begrijpen.

Jouw taak is nu om aan te geven hoe kenmerkend elke waarde is voor Cool Cat ALS ORGANISATIE. Gebruik de volgende schaal:

0 -- betekent dat de waarde in het geheel niet kenmerkend is, de waarde geeft niet weer hoe Cool Cat is als organisatie.

1 -- betekent dat de waarde enigzins kenmerkend is.

2 -- betekent dat de waarde kenmerkend is.

3 – betekent dat de waarde zeer kenmerkend is voor Cool Cat als organisatie.

Hoe hoger het cijfer (0,1,2,3,4) hoe meer kenmerkend de waarde is voor Cool Cat als organisatie.

-1 -- geef je aan alle waarden die tegengesteld zijn aan hoe Cool Cat is.

4 -- geef je aan een waarde die het allerkenmerkend is voor Cool Cat als organisatie.

Omcirkel bij elke waarde het cijfer (-1,0,1,2,3,4) aan dat aangeeft hoe kenmerkend die waarde is voor Cool Cat. Probeer zoveel mogelijk onderscheid te maken tussen de waarden door alle cijfers te benutten. Je zult meerdere malen van hetzelfde cijfer gebruik moeten maken.

Lees, alvorens te beginnen, de waarden 1 t/m 49 en kies de waarde die het meest kenmerkend is en geef er een cijfer aan. Vervolgens kies je de waarde die het meest tegengesteld is aan Cool Cat, en geef die het cijfer -1. Als er niet zo een waarde is, kies de waarde die het minst kenmerkend is voor jou en geef die het cijfer 0 of 1, overeenkomstig de mate van kenmerkendheid. Vervolgens geef je de rest van de waarden (tot en met 49) een cijfer.

LET OP: Het is belangrijk dat jouw antwoorden **de huidige situatie** weergeven en niet een ideale situatie.

-1	0	1	2	3	4
tegenover-gesteld aan Cool Cat	niet kenmerkend	enigzins kenmerkend	kenmerkend	erg kenmerkend	aller-kenmerkendst

Plezier op de werkvloer	Voor Cool Cat is plezier hebben op het werk…	-1	0	1	2	3	4	
Genieten	Voor Cool Cat is genieten en aangename dingen doen…	-1	0	1	2	3	4	
Ontspanning	Voor Cool Cat is tijd nemen voor ontspanning …	-1	0	1	2	3	4	
Uitdaging	Voor Cool Cat zijn een stimulerende werkomgeving en opwindend werk…	-1	0	1	2	3	4	
Afwisseling in het werk	Voor Cool Cat is afwisselend werk hebben…	-1	0	1	2	3	4	

-1 tegenover-gesteld aan Cool Cat	0 niet kenmerkend	1 enigzins kenmerkend	2 kenmerkend	3 erg kenmerkend	4 aller-kenmerkendst

Risico nemen	Voor Cool Cat is risico's tdurven nemen en lef te tonen…	-1	0	1	2	3	4
Innovatief zijn	Voor Cool Cat is ruimte voor nieuwe ideeën en creativiteit…	-1	0	1	2	3	4
Autonomie	Voor Cool Cat zijn zelfstandigheid en onafhankelijkheid…	-1	0	1	2	3	4
Onderscheidend zijn	Voor Cool Cat is het je onderscheiden van anderen door een originele aanpak…	-1	0	1	2	3	4
Enthousiasme	Voor Cool Cat is enthousiasme voor het werk…	-1	0	1	2	3	4
hierarchie	Voor Cool Cat is een duidelijk onderscheid in rangen en waarderingsverschil tussen de niveaus…	-1	0	1	2	3	4
Reflectief zijn	Voor Cool Cat is het jeeigen handelen overdenken…	-1	0	1	2	3	4
Aandacht voor details	Voor Cool Cat is aandacht voor detail…	-1	0	1	2	3	4
Conservatief	Voor Cool Cat is voorzichtig zijn met veranderingen…	-1	0	1	2	3	4
Op regels georiënteerd	Voor Cool Cat is je aan regels houden…	-1	0	1	2	3	4
Stabiliteit	Voor Cool Cat is stabiliteit en zekerheid…	-1	0	1	2	3	4
Werkzekerheid	Voor Cool Cat is werkzekerheid hebben…	-1	0	1	2	3	4
Verantwoordelijkheidsbesef	Voor Cool Cat is verantwoordelijkheidsbesef bij de dagelijkse werkzaamheden…	-1	0	1	2	3	4
Beleefdheid	Voor Cool Cat is correcte omgang met anderen…	-1	0	1	2	3	4
Loyaliteit	Voor Cool Cat is loyaliteit naar collega's en externe contacten…	-1	0	1	2	3	4
Goede reputatie	Voor Cool Cat zijn een goede reputatie en een goed imago…	-1	0	1	2	3	4
Assertiviteit	Voor Cool Cat is anderen zakelijk (desnoods offensief) benaderen om haar doelen te behalen…	-1	0	1	2	3	4
Conflict niet uit de weg gaan	Voor Cool Cat is zakelijke conflicten en confrontaties niet uit de weg gaan…	-1	0	1	2	3	4
Ambitieus	Voor Cool Cat is de ambitie om de meest succesvolle te zijn…	-1	0	1	2	3	4
Hoge beloning voor goede prestaties	Voor Cool Cat zijn hoge beloningen voor goede prestaties…	-1	0	1	2	3	4
Veel uren werken	Voor Cool Cat is als het nodig is meer uren draaien…	-1	0	1	2	3	4
Nadruk op kwaliteit	Voor Cool Cat is de kwaliteit van haar product en dienstverlening voorop stellen…	-1	0	1	2	3	4
Resultaatgericht zijn	Voor Cool Cat is het resultaat voor het proces stellen…	-1	0	1	2	3	4
Georganiseerd zijn	Voor Cool Cat is goed georganiseerd zijn…	-1	0	1	2	3	4
Invloed en autoriteit	Voor Cool Cat is macht en invloed hebben op mens en omgeving…	-1	0	1	2	3	4
Kansen snel benutten	Voor Cool Cat is snel en alert reageren om kansen te benutten…	-1	0	1	2	3	4

-1	0	1	2	3	4
tegenover-gesteld aan Cool Cat	niet kenmerkend	enigzins kenmerkend	kenmerkend	erg kenmerkend	aller-kenmerkendst

Besluitvaardigheid	Voor Cool Cat is besluitvaardig zijn…	-1	0	1	2	3	4
Analytisch werken	Voor Cool Cat is analytisch en logisch werken…	-1	0	1	2	3	4
Professionele groei	Voor Cool Cat is ruimte voor persoonlijke groei en ontwikkeling…	-1	0	1	2	3	4
Duidelijke filosofie als leidraad	Voor Cool Cat is een duidelijke visie te hebben als leidraad …	-1	0	1	2	3	4
Maatschappelijke verantwoordelijkheid	Voor Cool Cat is het nemen van maatschappelijke verantwoording…	-1	0	1	2	3	4
Flexibiliteit	Voor Cool Cat is vlot aanpassen aan nieuwe omstandigheden…	-1	0	1	2	3	4
Informatie vrij delen	Voor Cool Cat is informatie vrij kunnen delen met andere bedrijven…	-1	0	1	2	3	4
Eerlijkheid	Voor Cool Cat zijn eerlijkheid en integriteit…	-1	0	1	2	3	4
Tolerantie	Voor Cool Cat is respect voor verschillende opvattingen…	-1	0	1	2	3	4
Op mensen gericht zijn	Voor Cool Cat is de menselijke maat…	-1	0	1	2	3	4
Teamgericht zijn	Voor Cool Cat is betrokkenheid bij gezamenlijke doelen…	-1	0	1	2	3	4
Informeel	Voor Cool Cat is contacten met anderen in een informele sfeer laten verlopen…	-1	0	1	2	3	4
Behulpzaam zijn	Voor Cool Cat zijn hulpvaardigheid en betrokkenheid bij anderen…	-1	0	1	2	3	4
Waardering voor prestaties	Voor Cool Cat is complimenten geven voor goede prestaties…	-1	0	1	2	3	4
Collegialiteit	Voor Cool Cat is collegialiteit en vriendschappelijke omgang met collega's…	-1	0	1	2	3	4
Klantgericht	Voor Cool Cat is een hoge prioriteit voor interne en externe klanten…	-1	0	1	2	3	4
Openheid	Voor Cool Cat zijn toegankelijkheid en open communicatie…	-1	0	1	2	3	4
Uitbreiding van de organisatie	Voor Cool Cat is dat het bedrijf steeds groter wordt…	-1	0	1	2	3	4
Handelen vanuit emoties	Voor Cool Cat is het handelen vanuit emoties…	-1	0	1	2	3	4