LEADERSHIP PROJECT: methodology

1. Introduction[1]

Since 2003, one of the applications of the 'triangle model' as developed in the book 'international business-society management' has been to look at the *origins* of the leaders in each of the three main spheres that have been distinguished in chapter 1: states, markets and civil society. This methodology document explains definitional problems and specifies the indicators specified to describe and compare the personal background of leaders in each sphere.

2. Six societal spheres

This research project looks at three different societal spheres or regulatory regimes in which leaders operate:

1. **State leaders:** primarily the heads of state and international governmental organisations (such as the United Nations, the European Union, the World Trade Organisation)
2. **Civic leaders**: primarily the persons heading non-governmental organisations that are not-for-profit oriented and belong to one of the increasingly important around 20,000 international NGOs such as Greenpeace, the FIFA, the International Olympic Committee, Amnesty International and international trade unions (e.g. ICFTU)
3. **Corporate leaders**: primarily the Chief Executive Officers (CEOs) of big Fortune 500 companies that are not only big in terms of sales, but also operate increasingly international (so called 'core companies').

Each sphere has its basic logic and institutions: states are organised around the provision of collective/public goods, security provision, handling the political process and the creation and implementation of laws; civil society is organised around values such as trust, cooperation, voice and collective action; the market is organised around competition, rivalry and prices. These idealtypes can be distinguished in any society.

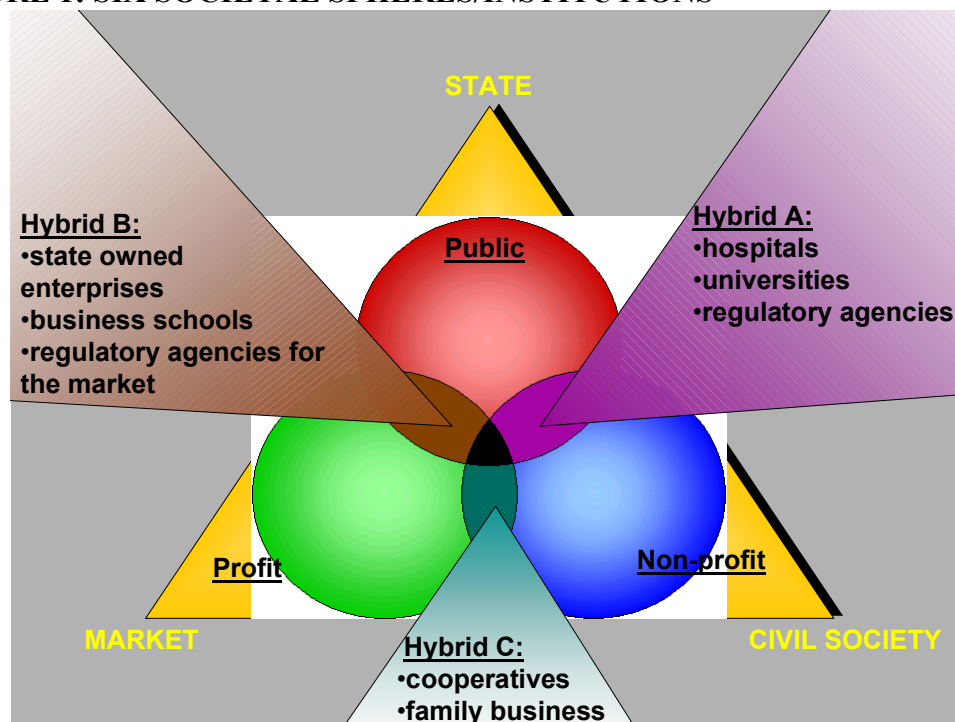A number of hybrid organisational forms can be distinguished as well:

---

[1] This project description was written by Rob van Tulder, with inputs from Peter-Willem van Lindenberg, Li An Phoa and Deirdre de Graaf. Last updated: April 2006

4. **Hybrid A**: between State and civil society: operating and organising on the interface between public and private/non-profit. Organisations such as public hospitals and universities belong to this category, including as well a number of regulatory agencies that monitor civil society and are relatively independent from the state.
5. **Hybrid B:** between State and Market: operating on the interface between public and private/profit. Mirroring hybrid A, but primarily profit-oriented organisations such as regulatory agencies, private universities, but also (former) state-owned enterprises belong to this category.
6. **Hybrid C**: between Market and Civil Society: operating on the interface between profit and non-profit. Organisations such as cooperatives are officially not-for-profit, but nevertheless operating in a for-profit environment. A comparable reasoning can be given for family owned firms: they do not have to show profits (for shareholders) and can still continue doing business. The market logic therefore applies less for family owned firms than for public companies quoted on a stock exchange.

Figure 1 positions the six societal spheres that can be distinguished in the analysis of a leaders' career. For each specific research project, specific sub-categories have been developed to document the career path in more detail (Scheme 3).

FIGURE 1: SIX SOCIETAL SPHERES/INSTITUTIONS

3. Career and learning paths

Following the six spheres in which leaders can mature and function, this project has studied the career/learning path of specific leaders. Next to personal characteristics that belong to the traits of the person and family circumstances, the style of a leader

can be supposed to originate in at least three sources: (1) national cultures, (2) educational background, (3) institutional career path.

Cultural background
The selection of firms, NGOs and state leaders should provide for ample spread of national cultures. The project has chosen to look at all states, the most important core companies in the world and the largest International NGOs. This provides in any case a benchmark for other research projects on perhaps smaller samples of more specific groups of leaders.

Educational background
Secondly, educational background is important. Educational background shapes the *nurture* starting-position for a leader. Scheme 1 specifies the basic educational categories distinguished. One of the leading questions is whether the leader has been educated at home or abroad. This could provide an explanation for the degree of international orientation adopted by a particular leader and the development of universalist or particularist visions, as well as on the influence of cross-cultural career paths. The 'nurture' or 'socialisation' phase of a leader is probably strongest influenced by his/her academic background. The distinction between academic disciplines that is used in the research project, is specified in Scheme 2.

Scheme 1: Educational background of the leader

Education:
Maximum educational background:
☐ No schooling
☐ Secondary schooling
☐ Higher education
☐ University degree in:
☐ Social Sciences;
☐ Humanities;
☐ Life and Environmental Sciences
☐ Mathematical sciences
☐ Physical sciences
☐ Medical sciences
☐ Other, namely: …..
☐ Other, namely: ……………..
Maximum education took place in:
☐ Home country
☐ Other country, namely:
Remarks:

Scheme 2: specifying the academic background

Academic divisions	Education
Social sciences	Sociology
	Economics
	Business Administration/Management
	Law
	Politics
Humanities	Languages
	Art
	History
	Philosophy
	Theology
Life and environment sciences	Anthropology
	Chemical Engineering Biochemistry/Biology
	Mathematics
Mathematical sciences	
	Chemistry
Physical sciences	Engineering science
	Physics
	Medicine
Medical sciences	Psychiatry

Source: www.ox.ec.uk/departments, http://www.cam.ac.uk/cambuniv/index.html

Institutional background

The third career path characteristic (institutional career) can be measured by calculating how long the leader has been active in any of the six societal spheres during his/her previous career. Scheme 2 shows a more detailed framework of analysis that has been used to accumulate the career paths of leaders. First, the number of months in which a leader – after graduating from the highest educational institution – has been active in each organization is calculated. In case it is not possible to draw such a detailed biography, a more general picture can be drawn in which an approximation of the relative time in which the leader under consideration has been active in this particular organization can be given. The relative figure is often more important than the absolute figure.

SCHEME 1: CAREER PROFILE OF LEADERS – BASIC ANALYSIS SHEET

General information

Home Country:	
Analysis for the year(s):	
First & last name of leader:	
Date and place of birth:	
Start of professional career (after education)	
Remarks:	

Background

Category	% of time in each category

1. STATE:

Of which:	1.1 Central/local/regional government	
	1.2 Civil servants	
	1.3 Army	
	1.4 Judiciary	
	1.5 Political parties/parliament	
	1.6 international organisation	
	1.7 Ambassadorship	
	1.8 Other state, namely:….	

2. MARKET

	2.1 Core company (large public corporation), home based	
Of which:	2.2 Core company (large public corporation, Multinational), host based	
	2.3 SME (Small and Medium Sized Enterprise), home based	
	2.4 SME, host based	
	2.5 Other market, namely:…….	

3. CIVIL SOCIETY

Of which:	3.1 Guerilla movement (against state)	
	3.2 Trade union	
	3.3 Civil rights movements	
	3.4 Religious activities	
	3.5 Single-issue group (please specify)	
	3.6 Other Civil Society, namely:…..	

4. HYBRID A: STATE / CIVIL SOCIETY

Of which:	4.1 Hospitals, social care institutions	
	4.2 Lecturer non-university	
	4.3 University	
	4.4 Regulatory agencies insurance and the like, eg: GAK, CITSV, IRS	
	4.5 Other, namely:……	

5. HYBRID B: STATE/MARKET

Of which:	5.1 State owned enterprise	
	5.2 University: business schools	
	5.3 Regulatory agencies for the market sector: e.g. anti-trust organisation, stock exchange regulators, food safety organisations	
	5.4 Other, namely:……	

7. HYBRID C: MARKET / CIVIL SOCIETY

Of which.	6.1 Cooperatives and other non-profit firms	
	6.2 Family business (large/small)	
	6.3 Other, namely:………	

Where (name one of the codes above) did this person *start* his/her career?	
Where (name one of the codes above) did this person came from *just before* (s)he became leader (CEO, head of state, civic leader)	
Remarks:	