



THE LEADERSHIP QUARTERLY

An International Journal of Political, Social and Behavioral Science

AUTHOR INFORMATION PACK

TABLE OF CONTENTS

●	Description	p.1
●	Impact Factor	p.1
●	Abstracting and Indexing	p.1
●	Editorial Board	p.1
●	Guide for Authors	p.5



ISSN: 1048-9843

DESCRIPTION

The Leadership Quarterly is a social-science journal dedicated to advancing our understanding of leadership as a phenomenon, how to study it, as well as its practical implications.

The journal seeks contributions from various disciplinary perspectives, including psychology broadly defined (i.e., industrial-organizational, social, evolutionary, biological, differential), management (i.e., organizational behavior, strategy, organizational theory), political science, sociology, economics (i.e., personnel, behavioral, labor), anthropology, history, and methodology. Equally desirable are contributions from multidisciplinary perspectives.

The aim of the journal is to publish scholarly research, theory, and developmental application from diverse fields of inquiry about leadership. The journal will consider studies of leaders from all walks of social life, including formal or informal leaders of any type of group or organization; non-human leadership will also be considered.

IMPACT FACTOR

2017: 3.307 © Clarivate Analytics Journal Citation Reports 2018

ABSTRACTING AND INDEXING

Scopus
Current Contents/Social & Behavioral Sciences
PsycINFO
PsycINFO
Sociological Abstracts
Social Sciences Citation Index

EDITORIAL BOARD

Editor in Chief

John Antonakis, University of Lausanne, Lausanne, Switzerland

Yearly Review Editor

David V. Day, Claremont McKenna College, Claremont, California, USA

Senior Associate Editors

George C. Banks, University of North Carolina, Charlotte, North Carolina, USA

Michael S. Cole, Texas Christian University, Fort Worth, Texas, USA

Olga Epitropaki, Durham University, Durham, England, UK

Seth M. Spain, Concordia University, Montréal, Quebec, Canada

Janka I. Stoker, University of Groningen, Groningen, Netherlands

Niels Van Quaquebeke, Kühne Logistics University, Hamburg, Germany

Mark van Vugt, Vrije Universiteit Amsterdam, Amsterdam, Netherlands

Dusya Vera, University of Houston, Houston, Texas, USA

Associate Editors

Alice H. Eagly, Northwestern University, Evanston, Illinois, USA

Roseanne Foti, Virginia Tech, Blacksburg, Virginia, USA

William Gardner, Texas Tech University, Lubbock, Texas, USA

Alex Haslam, University of Queensland, Brisbane, Queensland, Australia

Michael Hogg, Claremont Graduate University, Claremont, California, USA

Ronit Kark, Bar-Ilan University, Ramat-Gan, Israel

Kevin B. Lowe, The University of Sydney, Darlington, New South Wales, Australia

Philip M. Podsakoff, University of Florida, Gainesville, Florida, USA

Roberto Weber, University of Zurich, Zürich, Switzerland

Associate Editor and Method Advisor

Nicolas Bastardoz, University of Zurich, Zürich, Switzerland

Philippe Jacquart, EMLYON Business School, Ecully, France

Editorial Board

Renee Adams, University of Oxford, Oxford, UK

Neal Ashkanasy, University of Queensland, Brisbane, Australia

Leanne E. Atwater, University of Houston, Houston, USA

Zeynep Aycan, Koç University, Istanbul, Turkey

Roya Ayman, Illinois Institute of Technology, Chicago, USA

Prasad Balkundi, University at Buffalo, Buffalo, USA

Julian Barling, Queen's University, Kingston, Canada

Michael Ramsay Bashshur, Singapore Management University, Singapore

Yair Berson, Bar-Ilan University, Ramat-Gan, Israel

Michelle C. Bligh, Claremont Graduate University, Claremont, USA

Kimberly Bryan Boal, Texas Tech University, Lubbock, USA

Lotte Bøgh Andersen, Aarhus University, Aarhus, Denmark

Richard E. Boyatzis, Case Western Reserve University, Cleveland, USA

Phillip Braddy, Center for Creative Leadership, Greensboro, USA

Douglas Brown, University of Waterloo, Waterloo, Canada

Melissa Carsten, Winthrop University, Rock Hill, USA

Stephanie Castro, Florida Atlantic University, Davie, USA

Matej Černe, University of Ljubljana, Ljubljana, Slovenia

Jennifer Chatman, University of California, Berkeley, USA

Joanne Ciulla, Rutgers University, Newark, USA

Mark Clark, The American University (AU), Washington, USA

Claudia Cogliser, Texas Tech University, Lubbock, USA

Shane Connelly, University of Oklahoma, Norman, USA

Mary Crossan, Western University, London, Canada

Kristin Cullen-Lester, University of Houston, Houston, USA

Marie Dasborough, University of Miami, Coral Gables, USA

Carsten de Dreu, Leiden University, Leiden, Netherlands

Annebel H.B. de Hoogh, Vrije Universiteit Amsterdam, Amsterdam, Netherlands

Reinout De Vries, Vrije Universiteit Amsterdam, Amsterdam, Netherlands

Deanne Den Hartog, University of Amsterdam, Amsterdam, Netherlands

Marcus W. Dickson, Wayne State University, Detroit, USA

Joerg Dietz, University of Lausanne, Lausanne, Switzerland

Shelley Dionne, State University of New York, Binghamton, USA

Peter W Dorfman, New Mexico State University, Las Cruces, USA

Cesar Douglas, Florida State University, Tallahassee, USA

Robert Dur, Erasmus University Rotterdam, Rotterdam, Netherlands

Dov Eden, Tel Aviv University, Tel-Aviv, Israel

Dawn Eubanks, University of Warwick, Coventry, UK

John Fleenor, Center for Creative Leadership, Greensboro, USA
Donelson R. Forsyth, University of Richmond, Richmond, USA
Tamara Friedrich, University of Warwick, Coventry, UK
Louis Fry, Texas A&M University - Central Texas, Killeen, USA
Harry Garretsen, University of Groningen, Groningen, Netherlands
William Gentry, High Point University, High Point, USA
Alexandra Gerbasi, University of Exeter, Exeter, UK
Steffen Giessner, Erasmus University Rotterdam, Rotterdam, Netherlands
Nicole Gillespie, University of Queensland, St Lucia, Australia
Janaki Gooty, University of North Carolina at Charlotte, Charlotte, USA
Mark Griffin, University of Western Australia, Crawley, Australia
Philip Grossman, Monash University, Clayton, Australia
Rosalie Hall, Durham University, Durham, UK
Donald Hambrick, Pennsylvania State University, University Park, USA
Peter Harms, University of Alabama, Tuscaloosa, USA
Brad Harris, Texas Christian University, Fort Worth, USA
Madeline Heilman, New York University, New York, USA
Holger Herz, University of Fribourg, Fribourg, Switzerland
Nathan Hiller, Florida International University, Miami, USA
Crystal Hoyt, University of Richmond, Richmond, USA
David Hughes, University of Manchester, Manchester, UK
Ronald H. Humphrey, Lancaster University, Lancaster, UK
Sam Hunter, Pennsylvania State University, University Park, USA
Kimberley S. Jaussi, State University of New York, USA
John M. Jermier, University of South Florida, Tampa, USA
Russell Eric Johnson, Michigan State University, East Lansing, USA
Jennifer Jordan, Institute for Management Development, Lausanne, Switzerland
Surinder Kahai, Binghamton University - State University of New York (SUNY), Binghamton, USA
Steven Karau, Southern Illinois University, Carbondale, USA
Tiffany Keller-Hansbrough, Fairleigh Dickinson University, Teaneck, USA
Martin Kilduff, University College London, London, UK
Tony (Dejun) Kong, University of Houston, Houston, USA
Steve Kozlowski, Michigan State University, East Lansing, USA
Florian Kunze, University of Konstanz, Konstanz, Germany
Donna Ladkin, Antioch College, Yellow Springs, USA
Laurent M. Lapierre, University of Ottawa, Ottawa, Canada
Mingxiang Li, Florida Atlantic University, Boca Raton, USA
Robert Liden, University of Illinois at Chicago, Chicago, USA
Robert G. Lord, Durham University, Durham, UK
Jon Maner, Florida State University, Tallahassee, USA
Russ Marion, Clemson University, Clemson, USA
Steven Markham, Virginia Tech, Blacksburg, USA
Robin Martin, University of Manchester, Manchester, UK
Mark Martinko, Florida State University, Tallahassee, USA
Rose McDermott, Brown University, Providence, USA
Jochen Menges, University of Cambridge, Cambridge, UK
Jeremy D. Meuser, University of Mississippi, Oxford, USA
Amalia Miller, University of Virginia, Charlottesville, USA
Michael D. Mumford, University of Oklahoma, Norman, USA
Susan Elaine Murphy, University of Edinburgh, Edinburgh, UK
Jennifer Nahrgang, Arizona State University, Tempe, USA
Pedro Neves, Nova School of Business and Economics, Lisbon, Portugal
Karina Nielsen, University of Sheffield, Sheffield, UK
Charles O'Reilly III, Stanford University, Stanford, USA
Lynn R. Offermann, The George Washington University, Washington, USA
In-Sue Oh, Temple University, Philadelphia, USA
Christopher Olivola, Carnegie Mellon University, Pittsburgh, USA
Richard Osborn, Wayne State University, Detroit, USA
Michael Palanski, Rochester Institute of Technology, Rochester, USA
Pankaj Patel, Villanova University, Villanova, USA
Craig Pearce, University of South Alabama, Mobile, USA
Lisa M. Penney, University of South Florida Sarasota-Manatee, Sarasota, USA
Kim Peters, University of Queensland, Brisbane, Australia
Michael Bang Petersen, Aarhus University, Aarhus, Denmark
James S. Phillips, University of Houston, Houston, USA
Ronald F. Piccolo, University of Central Florida, Orlando, USA
Rajnandini Pillai, California State University, San Marcos, USA

Michael Platow, Australian National University, Canberra, Australia
Micha Popper, University of Haifa, Haifa, Israel
Christopher O. L. H. Porter, Indiana University, Indianapolis, USA
Panu Poutvaara, IFO Institute, München, Germany
Terry Price, University of Richmond, USA
Roni Reiter-Palmon, University of Nebraska at Omaha, Omaha, USA
Christian Resick, Drexel University, Philadelphia, USA
Ronald Riggio, Claremont McKenna College, Claremont, USA
Asleigh Shelby Rosette, Duke University, Durham, USA
Eduardo Salas, Rice University, Houston, USA
Terri Scandura, University of Miami, Coral Gables, USA
Marianne Schmid Mast, University of Lausanne, Lausanne, Switzerland
Chester Schreisheim, University of Miami, Coral Gables, USA
Birgit Schyns, NEOMA Business School, Mont-Saint-Aignan, France
Carl Senior, Aston University, Birmingham, UK
Dean Keith Simonton, University of California, Davis, Davis, USA
James Smither, La Salle University, Philadelphia, USA
John Sosik, Pennsylvania State University, Malvern, USA
William Spangler, State University of New York at Binghamton, Binghamton, USA
Daan Stam, Erasmus University Rotterdam, Rotterdam, Netherlands
Patrick A. Stewart, University of Arkansas, Fayetteville, USA
Rachel Sturm, Wright State University, Dayton, USA
Peter Sun, University of Waikato, Hamilton, New Zealand
Shannon Taylor, University of Central Florida, Orlando, USA
Scott N. Taylor, Babson College, Babson Park, USA
Meredith Thompson, Utah State University, Logan, USA
Christian Tröster, Kühne Logistics University, Hamburg, Germany
Herman Tse, Monash University, Caulfield East, Australia
Mary Uhl-Bien, Texas Christian University, Fort Worth, USA
Rolf van Dick, Goethe University, Frankfurt, Germany
Daan van Knippenberg, Drexel University, Philadelphia, USA
Christopher von Rueden, University of Richmond, Richmond, USA
David Waldman, Arizona State University, Tempe, USA
Frank Walter, University of Giessen, Giessen, Germany
Sandy J. Wayne, University of Illinois at Chicago, Chicago, USA
Tara Wernsing, Instituto de Empresa Business School, Madrid, Spain
Celeste P.M. Wilderom, University of Twente, Enschede, Netherlands
Ethlyn Williams, Florida Atlantic University, Boca Raton, USA
Melissa Williams, Emory University, Atlanta, USA
Barbara Wisse, University of Groningen, Groningen, Netherlands
Michael C. Withers, Texas A&M University, College Station, USA
Francis Yammarino, State University of New York, Binghamton, USA
Gary Yukl, State University of New York at Albany, Albany, New York, USA
Stephen J. Zaccaro, George Mason University, Fairfax, USA
Christian Zehnder, University of Lausanne, Lausanne, Switzerland
Zhen Zhang, Arizona State University, Tempe, USA
Jing Zhou, Rice University, Houston, USA

Past Editors

Bernard M. Bass†, State University of New York at Binghamton, 1990
Robert J. House†, University of Pennsylvania, 1991-1992
Henry L. Tosi, Jr., University of Florida, 1991-1992
Francis Yammarino, State University of New York at Binghamton, USA, 1992-1998
James G. Hunt†, Texas Tech University, USA, 1999-2004
Michael D. Mumford, University of Oklahoma, USA, 2005-2010
Leanne E. Atwater, University of Houston, USA, 2010-2016

GUIDE FOR AUTHORS

Your Paper Your Way

We now differentiate between the requirements for new and revised submissions. You may choose to submit your manuscript as a single Word or PDF file to be used in the refereeing process. Only when your paper is at the revision stage, will you be requested to put your paper in to a 'correct format' for acceptance and provide the items required for the publication of your article.

To find out more, please visit the Preparation section below.

INTRODUCTION

EDITORIAL POLICY

The Leadership Quarterly is a social-science journal dedicated to advancing our understanding of leadership as a phenomenon, how to study it, as well as its practical implications.

The journal seeks contributions from various disciplinary perspectives, including psychology broadly defined (i.e., industrial-organizational, social, evolutionary, biological, differential), management (i.e., organizational behavior, strategy, organizational theory), political science, sociology, economics (i.e., personnel, behavioral, labor), anthropology, history, and methodology. Equally desirable are contributions from multidisciplinary perspectives.

The aim of the journal is to publish scholarly research, theory, and developmental application from diverse fields of inquiry about leadership. The journal will consider studies of leaders from all walks of social life, including formal or informal leaders of any type of group or organization; non-human leadership will also be considered.

Contact Details for Submission

Authors who experience technical difficulties in submitting their paper via EVISE should contact leadershipquarterly@elsevier.com

Types of articles

Apart from special issue calls or the Yearly Review issue call, which provide specific submissions instructions, the Editor in Chief of *The Leadership Quarterly* will consider articles for regular issues; authors should consult the following editorials, published in [2017a Editorial](#), [2017b Editorial](#), [2019 Editorial](#). Articles published in a regular issue of the journal can reflect any epistemological point of view and can encompass one of the following types:

Full length articles, including (a) empirical studies, which can consist of deductive (i.e., theory driven) or inductive (i.e., exploratory research having little or no theory), (b) theoretical articles, (c) meta-analyses, (d) systematic or narrative reviews, (e) in-depth critiques and reflections that shed new light on leadership as a phenomenon, (f) applied methodological articles that present more robust ways in which to study leadership, or which make use of methodological developments from other fields, and (g) adversarial collaborations in the form of an exchange of letters or debates on a particular topic. Such manuscripts should normally be between 12,000 to 15,000 words, all inclusive (i.e., abstract, text, figures, tables, and references). Longer manuscripts will be considered as long as their contribution is commensurate. Short communications, including (a) basic research, particularly the sort that makes an important discovery for which there is little theory to guide the interpretation of the results, (b) replication studies, whether providing additional evidence for or against a particular theory or finding, or (c) methodologically strong studies that present null results. As concerns (b) and (c), the key criterion that will determine acceptance is that such studies are robustly designed and well powered, and whose contribution to the research record will be informative for meta-analyses, reviews, and critiques. Short communications manuscripts should normally be between 5,000 to 10,000 words, all inclusive (i.e., abstract, text, figures, tables, and references). Commentaries of published articles should highlight issues that extend, reinterpret, or question findings presented. Such manuscripts should normally be between 3,000 to 5,000 words, all inclusive (i.e., abstract, text, figures, tables, and references). Proposals-these include proposals regarding (a) registered reports [[see detailed guidelines](#)], or (b) results-masked articles. Registered reports propose to undertake an original empirical study, wherein data have not yet been gathered; in this case authors submit a proposal consisting of an introduction, literature review with hypotheses, and method, which if found appropriate by the editor, is sent for review. Such a proposal may be accepted, revised, or rejected. Authors whose registered report proposals are accepted then gather the data and write up their findings; to the extent that the write up and conclusions are faithful to the accepted

proposal, the manuscript will usually be accepted regardless of whether findings are supported or statistically significant. Results-masked articles concern manuscripts whose data already have been gathered; in this case, authors submit a manuscript consisting of an introduction, literature review with hypotheses, and method, which is reviewed. The proposal can either be accepted or rejected (in rare instances, such proposals may be revised for clarity); that is, any flaws in the theory or method cannot normally be corrected given that the data have been gathered already. Similar to registered reports, to the extent that the write up and conclusions are faithful to the accepted proposal, the manuscript will usually be accepted regardless of the findings.

Data reporting

Declare all data (i.e., all variables) that were gathered and their stopping rules, along with all treatments and all experiments (failed or significant) and not just selectively report statistically significant findings.

Report a correlation matrix, ideally at the item level (or at the factor level if there are too many items), with means and standard deviations (if the matrix is very large, it can be included as on-line supplementary material). For experimental data, binary variables for conditions should be included in the correlation matrix. Interactions modeled for predictors also have to be included in the correlation matrix.

For studies that do not have a large sample size (less than 100), include the data in an Appendix table unless the correlation table reports everything at the item-level.

To the extent possible, post data on permanent repositories. The journal does provide facilities to make data available, see: <https://www.elsevier.com/authors/author-services/research-data>

For meta-analyses, include in an Appendix all studies used in the meta-analysis along with sample sizes and effect sizes of these articles; conduct appropriate tests (e.g., forest or funnel plots) to determine if there is possible publication bias.

Report the size of the effect and the uncertainty of the estimate, that is, the standard error along with the exact p-value (unless the p-value is very small in which case $p < 0.0001$ will suffice); confidence intervals can be reported too in tables (space permitting) or in text where relevant.

As for measures of effect, elasticities or semi-elasticities, standardized estimates (if warranted and if measurement errors are removed from the independent and dependent variables), or some other metric of effect (odds ratio, incidence response ratio, etc.) can help establish the economic or practical significance of the results, as is plotting results and showing marginal effects, particularly for non-linear models.

Disclose the data cleaning or processing procedures to arrive at analyzed datasets and results (e.g., computational steps, programming or needed computer codes)

The study should fully describe its methods and procedures so that other researchers are able to faithfully reproduce it.

Limitations of the article should be honestly assessed and discussed.

Data transparency

Authors who have gathered data that will be or have been used in multiple publications, and this regardless if this data will overlap substantially or not with the current submission, must declare this information in the cover letter to the editor at submission. This declaration must include a description of the variables gathered and how they will be used across the different studies

Submission Checklist

You can use this list to carry out a final check of your submission before you send it to the journal for review. Please check the relevant section in this Guide for Authors for more details.

Ensure that the following items are present:

One author has been designated as the corresponding author with contact details:

- E-mail address

- Full postal address

All necessary files have been uploaded:

Manuscript:

- Include keywords
- All figures (include relevant captions)
- All tables (including titles, description, footnotes)
- Ensure all figure and table citations in the text match the files provided
- Indicate clearly if color should be used for any figures in print

Graphical Abstracts / Highlights files (where applicable)

Supplemental files (where applicable)

Further considerations

- Manuscript has been 'spell checked' and 'grammar checked'
- All references mentioned in the Reference List are cited in the text, and vice versa
- Permission has been obtained for use of copyrighted material from other sources (including the Internet)
- A competing interests statement is provided, even if the authors have no competing interests to declare
- Journal policies detailed in this guide have been reviewed

For further information, visit our [Support Center](#).

BEFORE YOU BEGIN

Ethics in publishing

Please see our information pages on [Ethics in publishing](#) and [Ethical guidelines for journal publication](#).

Declaration of interest

All authors must disclose any financial and personal relationships with other people or organizations that could inappropriately influence (bias) their work. Examples of potential competing interests include employment, consultancies, stock ownership, honoraria, paid expert testimony, patent applications/registrations, and grants or other funding. Authors must disclose any interests in two places: 1. A summary declaration of interest statement in the title page file (if double-blind) or the manuscript file (if single-blind). If there are no interests to declare then please state this: 'Declarations of interest: none'. This summary statement will be ultimately published if the article is accepted. 2. Detailed disclosures as part of a separate Declaration of Interest form, which forms part of the journal's official records. It is important for potential interests to be declared in both places and that the information matches. [More information](#).

Submission declaration and verification

Submission of an article implies that the work described has not been published previously (except in the form of an abstract, a published lecture or academic thesis, see '[Multiple, redundant or concurrent publication](#)' for more information), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. To verify originality, your article may be checked by the originality detection service [Crossref Similarity Check](#).

Data Retention

Authors invited to revise and resubmit their paper, or authors of published articles must be willing to supply their dataset if requested by the editor in a speedy manner (i.e., within a month of request). Thus, prior to submitting an article to the journal, authors must ensure that funding agencies, ethics review boards, or other bodies who have an interest in the data, authorize that the data be released to the journal, whether this concerns data that is quantitative or qualitative. In the case of qualitative data, authors must take the needed safeguards to ensure participant or institutional anonymity can be guaranteed via redaction or masking of identifying information. The data will only be shared with the editors/reviewer and will not be made publicly available.

Preprints

Please note that [preprints](#) can be shared anywhere at any time, in line with Elsevier's [sharing policy](#). Sharing your preprints e.g. on a preprint server will not count as prior publication (see '[Multiple, redundant or concurrent publication](#)' for more information).

Use of inclusive language

Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equal opportunities. Articles should make no assumptions about the beliefs or commitments of any reader, should contain nothing which might imply that one individual is superior to another on the grounds of race, sex, culture or any other characteristic, and should use inclusive language throughout. Authors should ensure that writing is free from bias, for instance by using 'he or she', 'his/her' instead of 'he' or 'his', and by making use of job titles that are free of stereotyping (e.g. 'chairperson' instead of 'chairman' and 'flight attendant' instead of 'stewardess').

Changes to authorship

Authors are expected to consider carefully the list and order of authors **before** submitting their manuscript and provide the definitive list of authors at the time of the original submission. Any addition, deletion or rearrangement of author names in the authorship list should be made only **before** the manuscript has been accepted and only if approved by the journal Editor. To request such a change, the Editor must receive the following from the **corresponding author**: (a) the reason for the change in author list and (b) written confirmation (e-mail, letter) from all authors that they agree with the addition, removal or rearrangement. In the case of addition or removal of authors, this includes confirmation from the author being added or removed.

Only in exceptional circumstances will the Editor consider the addition, deletion or rearrangement of authors **after** the manuscript has been accepted. While the Editor considers the request, publication of the manuscript will be suspended. If the manuscript has already been published in an online issue, any requests approved by the Editor will result in a corrigendum.

Copyright

Upon acceptance of an article, authors will be asked to complete a 'Journal Publishing Agreement' (see [more information](#) on this). An e-mail will be sent to the corresponding author confirming receipt of the manuscript together with a 'Journal Publishing Agreement' form or a link to the online version of this agreement.

Subscribers may reproduce tables of contents or prepare lists of articles including abstracts for internal circulation within their institutions. [Permission](#) of the Publisher is required for resale or distribution outside the institution and for all other derivative works, including compilations and translations. If excerpts from other copyrighted works are included, the author(s) must obtain written permission from the copyright owners and credit the source(s) in the article. Elsevier has [preprinted forms](#) for use by authors in these cases.

For gold open access articles: Upon acceptance of an article, authors will be asked to complete an 'Exclusive License Agreement' ([more information](#)). Permitted third party reuse of gold open access articles is determined by the author's choice of [user license](#).

Author rights

As an author you (or your employer or institution) have certain rights to reuse your work. [More information](#).

Elsevier supports responsible sharing

Find out how you can [share your research](#) published in Elsevier journals.

Role of the funding source

You are requested to identify who provided financial support for the conduct of the research and/or preparation of the article and to briefly describe the role of the sponsor(s), if any, in study design; in the collection, analysis and interpretation of data; in the writing of the report; and in the decision to submit the article for publication. If the funding source(s) had no such involvement then this should be stated.

Funding body agreements and policies

Elsevier has established a number of agreements with funding bodies which allow authors to comply with their funder's open access policies. Some funding bodies will reimburse the author for the gold open access publication fee. Details of [existing agreements](#) are available online.

Open access

This journal offers authors a choice in publishing their research:

Subscription

- Articles are made available to subscribers as well as developing countries and patient groups through our [universal access programs](#).
- No open access publication fee payable by authors.
- The Author is entitled to post the [accepted manuscript](#) in their institution's repository and make this public after an embargo period (known as green Open Access). The [published journal article](#) cannot be shared publicly, for example on ResearchGate or Academia.edu, to ensure the sustainability of peer-reviewed research in journal publications. The embargo period for this journal can be found below.

Gold open access

- Articles are freely available to both subscribers and the wider public with permitted reuse.
- A gold open access publication fee is payable by authors or on their behalf, e.g. by their research funder or institution.

Regardless of how you choose to publish your article, the journal will apply the same peer review criteria and acceptance standards.

For gold open access articles, permitted third party (re)use is defined by the following [Creative Commons user licenses](#):

Creative Commons Attribution (CC BY)

Lets others distribute and copy the article, create extracts, abstracts, and other revised versions, adaptations or derivative works of or from an article (such as a translation), include in a collective work (such as an anthology), text or data mine the article, even for commercial purposes, as long as they credit the author(s), do not represent the author as endorsing their adaptation of the article, and do not modify the article in such a way as to damage the author's honor or reputation.

Creative Commons Attribution-NonCommercial-NoDerivs (CC BY-NC-ND)

For non-commercial purposes, lets others distribute and copy the article, and to include in a collective work (such as an anthology), as long as they credit the author(s) and provided they do not alter or modify the article.

The gold open access publication fee for this journal is **USD 1800**, excluding taxes. Learn more about Elsevier's pricing policy: <https://www.elsevier.com/openaccesspricing>.

Green open access

Authors can share their research in a variety of different ways and Elsevier has a number of green open access options available. We recommend authors see our [open access page](#) for further information. Authors can also self-archive their manuscripts immediately and enable public access from their institution's repository after an embargo period. This is the version that has been accepted for publication and which typically includes author-incorporated changes suggested during submission, peer review and in editor-author communications. Embargo period: For subscription articles, an appropriate amount of time is needed for journals to deliver value to subscribing customers before an article becomes freely available to the public. This is the embargo period and it begins from the date the article is formally published online in its final and fully citable form. [Find out more](#).

This journal has an embargo period of 36 months.

Elsevier Researcher Academy

[Researcher Academy](#) is a free e-learning platform designed to support early and mid-career researchers throughout their research journey. The "Learn" environment at Researcher Academy offers several interactive modules, webinars, downloadable guides and resources to guide you through the process of writing for research and going through peer review. Feel free to use these free resources to improve your submission and navigate the publication process with ease.

Language (usage and editing services)

Please write your text in good English (American or British usage is accepted, but not a mixture of these). Authors who feel their English language manuscript may require editing to eliminate possible grammatical or spelling errors and to conform to correct scientific English may wish to use the [English Language Editing service](#) available from Elsevier's WebShop.

Informed consent and patient details

Studies on patients or volunteers require ethics committee approval and informed consent, which should be documented in the paper. Appropriate consents, permissions and releases must be obtained where an author wishes to include case details or other personal information or images of patients and any other individuals in an Elsevier publication. Written consents must be retained by the author but copies should not be provided to the journal. Only if specifically requested by the journal in exceptional circumstances (for example if a legal issue arises) the author must provide copies of the consents or evidence that such consents have been obtained. For more information, please review the [Elsevier Policy on the Use of Images or Personal Information of Patients or other Individuals](#). Unless you have written permission from the patient (or, where applicable, the next of kin), the personal details of any patient included in any part of the article and in any supplementary materials (including all illustrations and videos) must be removed before submission.

Submission

Submission to this journal proceeds totally online and you will be guided stepwise through the creation and uploading of your files. The system automatically converts source files to a single PDF file of the article, which is used in the peer-review process. Please note that even though manuscript source files are converted to PDF files at submission for the review process, these source files are needed for further processing after acceptance. All correspondence, including notification of the Editor's decision and requests for revision, takes place by e-mail removing the need for a paper trail.

To maintain anonymity, only the title should appear on the manuscript. Attach a cover page with the title of the manuscript, the author(s), affiliation(s), and a complete mailing address for the corresponding author. Editorial questions should be directed to John Antonakis John.Antonakis@unil.ch

Submit your article

Please submit your article via <https://www.evise.com/profile/api/navigate/LEAQUA>

PREPARATION

NEW SUBMISSIONS

Submission to this journal proceeds totally online and you will be guided stepwise through the creation and uploading of your files. The system automatically converts your files to a single PDF file, which is used in the peer-review process.

As part of the Your Paper Your Way service, you may choose to submit your manuscript as a single file to be used in the refereeing process. This can be a PDF file or a Word document, in any format or layout that can be used by referees to evaluate your manuscript. It should contain high enough quality figures for refereeing. If you prefer to do so, you may still provide all or some of the source files at the initial submission. Please note that individual figure files larger than 10 MB must be uploaded separately.

References

There are no strict requirements on reference formatting at submission. References can be in any style or format as long as the style is consistent. Where applicable, author(s) name(s), journal title/book title, chapter title/article title, year of publication, volume number/book chapter and the article number or pagination must be present. Use of DOI is highly encouraged. The reference style used by the journal will be applied to the accepted article by Elsevier at the proof stage. Note that missing data will be highlighted at proof stage for the author to correct.

Formatting requirements

There are no strict formatting requirements but all manuscripts must contain the essential elements needed to convey your manuscript, for example Abstract, Keywords, Introduction, Materials and Methods, Results, Conclusions, Artwork and Tables with Captions.

If your article includes any Videos and/or other Supplementary material, this should be included in your initial submission for peer review purposes.

Divide the article into clearly defined sections.

Peer Review

This journal operates a double blind review process. All contributions will be initially assessed by the editor for suitability for the journal. Papers deemed suitable are then typically sent to a minimum of two independent expert reviewers to assess the scientific quality of the paper. The Editor is responsible for the final decision regarding acceptance or rejection of articles. The Editor's decision is final. [More information on types of peer review.](#)

Please note that empirical articles that are revised will, in addition the usual review process, be checked by the method advisor associate editor to ensure that reporting guidelines are followed, that there are no reporting errors, that there are no flaws in estimation, and that all limitations are clearly mentioned.

Double-blind review

This journal uses double-blind review, which means the identities of the authors are concealed from the reviewers, and vice versa. [More information](#) is available on our website. To facilitate this, please include the following separately:

Title page (with author details): This should include the title, authors' names, affiliations, acknowledgements and any Declaration of Interest statement, and a complete address for the corresponding author including an e-mail address.

Blinded manuscript (no author details): The main body of the paper (including the references, figures, tables and any acknowledgements) should not include any identifying information, such as the authors' names or affiliations.

REVISED SUBMISSIONS

Use of word processing software

Regardless of the file format of the original submission, at revision you must provide us with an editable file of the entire article. Keep the layout of the text as simple as possible. Most formatting codes will be removed and replaced on processing the article. The electronic text should be prepared in a way very similar to that of conventional manuscripts (see also the [Guide to Publishing with Elsevier](#)). See also the section on Electronic artwork.

To avoid unnecessary errors you are strongly advised to use the 'spell-check' and 'grammar-check' functions of your word processor.

Essential title page information

- **Title.** Concise and informative. Titles are often used in information-retrieval systems. Avoid abbreviations and formulae where possible.
- **Author names and affiliations.** Please clearly indicate the given name(s) and family name(s) of each author and check that all names are accurately spelled. You can add your name between parentheses in your own script behind the English transliteration. Present the authors' affiliation addresses (where the actual work was done) below the names. Indicate all affiliations with a lower-case superscript letter immediately after the author's name and in front of the appropriate address. Provide the full postal address of each affiliation, including the country name and, if available, the e-mail address of each author.
- **Corresponding author.** Clearly indicate who will handle correspondence at all stages of refereeing and publication, also post-publication. This responsibility includes answering any future queries about Methodology and Materials. **Ensure that the e-mail address is given and that contact details are kept up to date by the corresponding author.**
- **Present/permanent address.** If an author has moved since the work described in the article was done, or was visiting at the time, a 'Present address' (or 'Permanent address') may be indicated as a footnote to that author's name. The address at which the author actually did the work must be retained as the main, affiliation address. Superscript Arabic numerals are used for such footnotes.

Abstract

- Include an abstract of 150 words or less.
- Type all copy-including abstract, quotations, tabular material-notes, and references-double-spaced, allowing a 1-inch margin on all sides.

Keywords

Immediately after the abstract, provide 3-5 keywords, using American spelling and avoiding general and plural terms and multiple concepts (avoid, for example, "and", "of"). Be sparing with abbreviations: only abbreviations firmly established in the field may be eligible. These keywords will be used for indexing purposes.

Formatting of funding sources

List funding sources in this standard way to facilitate compliance to funder's requirements:

Funding: This work was supported by the National Institutes of Health [grant numbers xxxx, yyyy]; the Bill & Melinda Gates Foundation, Seattle, WA [grant number zzzz]; and the United States Institutes of Peace [grant number aaaa].

It is not necessary to include detailed descriptions on the program or type of grants and awards. When funding is from a block grant or other resources available to a university, college, or other research institution, submit the name of the institute or organization that provided the funding.

If no funding has been provided for the research, please include the following sentence:

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Footnotes

Footnotes should be used sparingly. Number them consecutively throughout the article. Many word processors build footnotes into the text, and this feature may be used. Should this not be the case, indicate the position of footnotes in the text and present the footnotes themselves separately at the end of the article.

Artwork

Artwork General

- Illustrations and charts should be referred to as "Figures" in the text.

Electronic artwork

General points

- Make sure you use uniform lettering and sizing of your original artwork.
- Preferred fonts: Arial (or Helvetica), Times New Roman (or Times), Symbol, Courier.
- Number the illustrations according to their sequence in the text.
- Use a logical naming convention for your artwork files.
- Indicate per figure if it is a single, 1.5 or 2-column fitting image.
- For Word submissions only, you may still provide figures and their captions, and tables within a single file at the revision stage.
- Please note that individual figure files larger than 10 MB must be provided in separate source files. A detailed [guide on electronic artwork](#) is available.

You are urged to visit this site; some excerpts from the detailed information are given here.

Formats

Regardless of the application used, when your electronic artwork is finalized, please 'save as' or convert the images to one of the following formats (note the resolution requirements for line drawings, halftones, and line/halftone combinations given below):

EPS (or PDF): Vector drawings. Embed the font or save the text as 'graphics'.

TIFF (or JPG): Color or grayscale photographs (halftones): always use a minimum of 300 dpi.

TIFF (or JPG): Bitmapped line drawings: use a minimum of 1000 dpi.

TIFF (or JPG): Combinations bitmapped line/half-tone (color or grayscale): a minimum of 500 dpi is required.

Please do not:

- Supply files that are optimized for screen use (e.g., GIF, BMP, PICT, WPG); the resolution is too low.
- Supply files that are too low in resolution.
- Submit graphics that are disproportionately large for the content.

Color artwork

Please make sure that artwork files are in an acceptable format (TIFF (or JPEG), EPS (or PDF), or MS Office files) and with the correct resolution. If, together with your accepted article, you submit usable color figures then Elsevier will ensure, at no additional charge, that these figures will appear in color online (e.g., ScienceDirect and other sites) regardless of whether or not these illustrations are reproduced in color in the printed version. **For color reproduction in print, you will receive information regarding the costs from Elsevier after receipt of your accepted article.** Please indicate your preference for color: in print or online only. [Further information on the preparation of electronic artwork.](#)

Figure captions

Ensure that each illustration has a caption. A caption should comprise a brief title (**not** on the figure itself) and a description of the illustration. Keep text in the illustrations themselves to a minimum but explain all symbols and abbreviations used.

Tables

Type all tables on separate pages, numbered consecutively, with brief descriptive titles, and place at the end of the manuscript following references. Placement in text is located by a phrase such as "Insert Table 1 about here" set off in brackets from the rest of text.

References

References to published works must be cited in text according to the author/date system and listed alphabetically as a separate appendix titled "References" at the end of the manuscript. Examples follow:

Agor. W. H. (1984). *Intuitive management: Integrating left and right brain management skills*. Cambridge, MA: Harvard University Press.

Cameron. K. S. & Whetten. D. S. (1983). *Organizational effectiveness*. Princeton, NJ: Van Nostrand.

Trivers. R. L. (1987). *The evolution of reciprocal altruism*. *Quarterly Review of Biology*. 46. 35-47.

For other examples, consult The Publication Manual of the American Psychological Association, 6th edition, ISBN 978-1-4338-0561-5, copies of which may be ordered from <http://books.apa.org/books.cfm?id=4200067> or APA Order Dept., P.O.B. 2710, Hyattsville, MD 20784, USA or APA, 3 Henrietta Street, London, WC3E 8LU, UK. Details concerning this referencing style can also be found at <http://linguistics.byu.edu/faculty/henrichsenl/apa/apa01.html>.

List:

Data references

This journal encourages you to cite underlying or relevant datasets in your manuscript by citing them in your text and including a data reference in your Reference List. Data references should include the following elements: author name(s), dataset title, data repository, version (where available), year, and global persistent identifier. Add [dataset] immediately before the reference so we can properly identify it as a data reference. The [dataset] identifier will not appear in your published article.

Reference management software

Most Elsevier journals have their reference template available in many of the most popular reference management software products. These include all products that support [Citation Style Language styles](#), such as [Mendeley](#). Using citation plug-ins from these products, authors only need to select the appropriate journal template when preparing their article, after which citations and bibliographies will be automatically formatted in the journal's style. If no template is yet available for this journal, please follow the format of the sample references and citations as shown in this Guide. If you use reference management software, please ensure that you remove all field codes before submitting the electronic manuscript. [More information on how to remove field codes from different reference management software](#).

Users of Mendeley Desktop can easily install the reference style for this journal by clicking the following link:

<http://open.mendeley.com/use-citation-style/the-leadership-quarterly>

When preparing your manuscript, you will then be able to select this style using the Mendeley plug-ins for Microsoft Word or LibreOffice.

Reference formatting

There are no strict requirements on reference formatting at submission. References can be in any style or format as long as the style is consistent. Where applicable, author(s) name(s), journal title/book title, chapter title/article title, year of publication, volume number/book chapter and the article number or pagination must be present. Use of DOI is highly encouraged. The reference style used by the journal will be applied to the accepted article by Elsevier at the proof stage. Note that missing data will be highlighted at proof stage for the author to correct. If you do wish to format the references yourself they should be arranged according to the following examples:

Reference style

Text: Citations in the text should follow the referencing style used by the American Psychological Association. You are referred to the Publication Manual of the American Psychological Association, Sixth Edition, ISBN 978-1-4338-0561-5, copies of which may be [ordered online](#) or APA Order Dept., P.O.B. 2710, Hyattsville, MD 20784, USA or APA, 3 Henrietta Street, London, WC3E 8LU, UK.

List: references should be arranged first alphabetically and then further sorted chronologically if necessary. More than one reference from the same author(s) in the same year must be identified by the letters 'a', 'b', 'c', etc., placed after the year of publication.

Examples:

Reference to a journal publication:

Van der Geer, J., Hanraads, J. A. J., & Lupton, R. A. (2010). The art of writing a scientific article. *Journal of Scientific Communications*, 163, 51–59. <https://doi.org/10.1016/j.Sc.2010.00372>.

Reference to a journal publication with an article number:

Van der Geer, J., Hanraads, J. A. J., & Lupton, R. A. (2018). The art of writing a scientific article. *Heliyon*, 19, e00205. <https://doi.org/10.1016/j.heliyon.2018.e00205>.

Reference to a book:

Strunk, W., Jr., & White, E. B. (2000). *The elements of style*. (4th ed.). New York: Longman, (Chapter 4).

Reference to a chapter in an edited book:

Mettam, G. R., & Adams, L. B. (2009). How to prepare an electronic version of your article. In B. S. Jones, & R. Z. Smith (Eds.), *Introduction to the electronic age* (pp. 281–304). New York: E-Publishing Inc.

Reference to a website:

Cancer Research UK. Cancer statistics reports for the UK. (2003). <http://www.cancerresearchuk.org/aboutcancer/statistics/cancerstatsreport/> Accessed 13 March 2003.

Reference to a dataset:

[dataset] Oguro, M., Imahiro, S., Saito, S., Nakashizuka, T. (2015). *Mortality data for Japanese oak wilt disease and surrounding forest compositions*. Mendeley Data, v1. <https://doi.org/10.17632/xwj98nb39r.1>.

Reference to a conference paper or poster presentation:

Engle, E.K., Cash, T.F., & Jarry, J.L. (2009, November). The Body Image Behaviours Inventory-3: Development and validation of the Body Image Compulsive Actions and Body Image Avoidance Scales. Poster session presentation at the meeting of the Association for Behavioural and Cognitive Therapies, New York, NY.

Video

Elsevier accepts video material and animation sequences to support and enhance your scientific research. Authors who have video or animation files that they wish to submit with their article are strongly encouraged to include links to these within the body of the article. This can be done in the same way as a figure or table by referring to the video or animation content and noting in the body text where it should be placed. All submitted files should be properly labeled so that they directly relate to the video file's content. . In order to ensure that your video or animation material is directly usable, please provide the file in one of our recommended file formats with a preferred maximum size of 150 MB per file, 1 GB in total. Video and animation files supplied will be published online in the electronic version of your article in Elsevier Web products, including [ScienceDirect](#). Please supply 'stills' with your files: you can choose any frame from the video or animation or make a separate image. These will be used instead of standard icons and will personalize the link to your video data. For more detailed instructions please visit our [video instruction pages](#). Note: since video and animation cannot be embedded in the print version of the journal, please provide text for both the electronic and the print version for the portions of the article that refer to this content.

Data visualization

Include interactive data visualizations in your publication and let your readers interact and engage more closely with your research. Follow the instructions [here](#) to find out about available data visualization options and how to include them with your article.

Supplementary material

Supplementary material such as applications, images and sound clips, can be published with your article to enhance it. Submitted supplementary items are published exactly as they are received (Excel or PowerPoint files will appear as such online). Please submit your material together with the article and supply a concise, descriptive caption for each supplementary file. If you wish to make changes to

supplementary material during any stage of the process, please make sure to provide an updated file. Do not annotate any corrections on a previous version. Please switch off the 'Track Changes' option in Microsoft Office files as these will appear in the published version.

Research data

This journal encourages and enables you to share data that supports your research publication where appropriate, and enables you to interlink the data with your published articles. Research data refers to the results of observations or experimentation that validate research findings. To facilitate reproducibility and data reuse, this journal also encourages you to share your software, code, models, algorithms, protocols, methods and other useful materials related to the project.

Below are a number of ways in which you can associate data with your article or make a statement about the availability of your data when submitting your manuscript. If you are sharing data in one of these ways, you are encouraged to cite the data in your manuscript and reference list. Please refer to the "References" section for more information about data citation. For more information on depositing, sharing and using research data and other relevant research materials, visit the [research data](#) page.

Data linking

If you have made your research data available in a data repository, you can link your article directly to the dataset. Elsevier collaborates with a number of repositories to link articles on ScienceDirect with relevant repositories, giving readers access to underlying data that gives them a better understanding of the research described.

There are different ways to link your datasets to your article. When available, you can directly link your dataset to your article by providing the relevant information in the submission system. For more information, visit the [database linking page](#).

For [supported data repositories](#) a repository banner will automatically appear next to your published article on ScienceDirect.

In addition, you can link to relevant data or entities through identifiers within the text of your manuscript, using the following format: Database: xxxx (e.g., TAIR: AT1G01020; CCDC: 734053; PDB: 1XFN).

Mendeley Data

This journal supports Mendeley Data, enabling you to deposit any research data (including raw and processed data, video, code, software, algorithms, protocols, and methods) associated with your manuscript in a free-to-use, open access repository. During the submission process, after uploading your manuscript, you will have the opportunity to upload your relevant datasets directly to *Mendeley Data*. The datasets will be listed and directly accessible to readers next to your published article online.

For more information, visit the [Mendeley Data for journals page](#).

Data statement

To foster transparency, we encourage you to state the availability of your data in your submission. This may be a requirement of your funding body or institution. If your data is unavailable to access or unsuitable to post, you will have the opportunity to indicate why during the submission process, for example by stating that the research data is confidential. The statement will appear with your published article on ScienceDirect. For more information, visit the [Data Statement page](#).

APPEALS OF DECISIONS

If authors believe that a decision was taken in error or is unjustifiable, appeals can be addressed to the Editor in Chief. If the appeal appears to be well motivated the editor will (a) for a decision having been taken by the editor, reconsider the decision or (b) in the event that the decision concerns that of an associate editor, request the associate editor to take a position on the authors appeal. Appeals may be accepted or denied, and depending on circumstances, articles may be sent out for further review prior to a final decision being taken by the Editor in Chief.

AFTER ACCEPTANCE

Online proof correction

Corresponding authors will receive an e-mail with a link to our online proofing system, allowing annotation and correction of proofs online. The environment is similar to MS Word: in addition to editing text, you can also comment on figures/tables and answer questions from the Copy Editor. Web-based proofing provides a faster and less error-prone process by allowing you to directly type your corrections, eliminating the potential introduction of errors.

If preferred, you can still choose to annotate and upload your edits on the PDF version. All instructions for proofing will be given in the e-mail we send to authors, including alternative methods to the online version and PDF.

We will do everything possible to get your article published quickly and accurately. Please use this proof only for checking the typesetting, editing, completeness and correctness of the text, tables and figures. Significant changes to the article as accepted for publication will only be considered at this stage with permission from the Editor. It is important to ensure that all corrections are sent back to us in one communication. Please check carefully before replying, as inclusion of any subsequent corrections cannot be guaranteed. Proofreading is solely your responsibility.

Offprints

The corresponding author will, at no cost, receive a customized [Share Link](#) providing 50 days free access to the final published version of the article on [ScienceDirect](#). The Share Link can be used for sharing the article via any communication channel, including email and social media. For an extra charge, paper offprints can be ordered via the offprint order form which is sent once the article is accepted for publication. Both corresponding and co-authors may order offprints at any time via Elsevier's [Webshop](#). Corresponding authors who have published their article gold open access do not receive a Share Link as their final published version of the article is available open access on ScienceDirect and can be shared through the article DOI link.

AUTHOR INQUIRIES

Visit the [Elsevier Support Center](#) to find the answers you need. Here you will find everything from Frequently Asked Questions to ways to get in touch.

You can also [check the status of your submitted article](#) or find out [when your accepted article will be published](#).

© Copyright 2018 Elsevier | <https://www.elsevier.com>