

Pawel Korzynski¹

LEADING PEOPLE AND LEADING AUTHENTIC SELF THROUGH ONLINE NETWORKING PLATFORMS

Online social networking is more and more important in leading people and leading oneself. Online platforms provide a low-cost, highly accessible way of communication, which enable leaders to build personal brand, maintain relationship with people within and outside leaders' company as well as support task performing through online discussion, sharing knowledge and finding clients.

Leaders should pay special attention not only to their operational or individual network but also to strategic one, which is related to both authentic and functional leadership.

Keywords: leadership, online networking, leading people, leading oneself, social media

Authentic and Functional Leadership theory

There are several approaches to study leadership. The functional leadership theory is closely related to managing people and the authentic leadership theory concerns managing oneself. In the present study we examine what kind of activities leaders undertake online, what activities can influence the usefulness of online social networking as a tool of supporting the authentic or functional leadership.

Theory of functional leadership

The theory of functional leadership is closely related to team leadership and suggests that the role of a leader is to observe which functions are not working well within the group and support group in order to fix them (Schutz, 1961; McGrath, 1962). It is worth mentioning that in leadership theories a considerable attention is often paid to the one who does the leading. In contrary to those theories, functional leadership approach concentrates on how leadership occurs (McGrath, 1962; Hackman & Walton, 1986; Hackman, 2005).

To analyze the leadership functions, it is worth mentioning the leadership locus of control and formality of authority. The locus of control reflects, if a leader is a member of a team and thus engaged in team's task performing (internal locus of control) or if a leader is not a member of a team and thus outside the team's day-to-day activities (external locus of control). The leadership formality explains whether the responsibility for leading a team is formalized in the organization (formal authority) or whether there is not any delegated responsibility for a team's leadership and performance (informal authority). The internal locus of control and the formal authority in leadership are related to formally delegated leaders who are members of the team, like for example the team leaders or project managers. The external locus of control and the formal authority in leadership refer to formally delegated leaders who do not perform daily task in a team, like for example team sponsors, coaches or advisors. The external locus of control and informal authority occur when individuals, sometimes called team mentors or executive coordinators, try to support team leading, while being outside the team (Zaccaro et al., 2009).

Finally, when leadership responsibilities are shared among team members or a team member appears informally as a leader, there is the internal locus of control and the informal authority in a team (Pearce and Conger, 2003, Day et al., 2004; Foti and Hauenstein, 2007).

¹PhD, Visiting Fellow, Harvard University, USA

Functional leadership is often used in situations, where an individual takes leadership responsibility without any formal authority. In this sense he or she helps to guide a team or leads without being put into a leadership position. Thus, the individual does not focus on how to use his or her authority but how to influence the team's behavior. These functions include: environmental monitoring, organizing subordinate activities, teaching and coaching subordinates, motivating others, and intervening actively in the group's work (Hackman and Walton, 1986; Hackman and Wageman, 2005).

Theory of authentic leadership

Henderson and Hoy (1983) developed one of the earliest conceptions of leadership authenticity and inauthenticity. Leaders were also differentiated by other scholars as either authentic transformational leaders or pseudo (or personalized) transformational leaders who lacked authenticity (Avolio and Gibbons, 1988; Bass and Steidlmeier, 1999; Howell and Avolio, 1992).

The conception of George (George, 2003; George & Sims, 2007) reflects many issues of the other definitions in the leadership literature. According to George's conception, there are the following dimensions to authentic leadership:

- understanding the story of one-self's life, drawing conclusions from experiences and interactions with others;
- analyzing others' opinion, the ability to take criticism and learn to tolerate some failures;
- demonstrating the principles and values, derived from beliefs and convictions, which are tested under pressure;
- maintaining the balance between extrinsic motivators like promotions, financial rewards as well as intrinsic ones like personal growth, helping others;
- building support teams, consisting of family members, friends or co-workers, who provide support and advice;
- bringing together all elements of life - work, family, community, and friends;
- finding talents and empowering them to lead.

Afterwards more and more complex models of authentic leadership were developed, which pay special attention to the relationship and employee behaviors like for example performance, commitment and well-being (Avolio et al., 2004; Gardner et al., 2005; Ilies et al., 2005). According to many scholars, there are four main factors, which affect authentic leadership (Walumbwa et al., 2008): self-awareness, transparency, balanced processing and ethics.

Types of social networking platforms and types of leaders networks

There are many companies that are making use of social networking sites such as Twitter and Facebook to promote their products and services. However, these sites are dominated by younger generation, which is more interested in developing new relationships and making new friends. On the other hand, there is a new trend of professional networking where sites are used specifically for business purposes. There are a lot of networking sites that are used by companies and professionals who have made their profiles and disseminate information about themselves.

A good example of such professional networking sites is LinkedIn. LinkedIn was founded in December 2002 and launched in May 2003, is mainly used for professional networking. In March 2011 LinkedIn reported more than 120 million registered users, spanning more than 200 countries and territories worldwide. The site is

available in English, French, German, Italian, Portuguese, Spanish, Romanian, Russian and Turkish. It took LinkedIn six years to reach 50 million users, but it only took a year and a half for the business social network to double that number. Below we attach some LinkedIn's statistics (Parr, 2011):

- 56% of LinkedIn's users are outside the United States. LinkedIn is experiencing its fastest growth internationally.

- LinkedIn's fastest-growing country is Brazil, with 428% growth year-over-year. Brazil is followed by Mexico, India and France.

- There are almost 1 million teachers on LinkedIn; 20% of the site's users work in the service sector, while 9% work in finance and another 9% are in the high-tech industry.

As far as the countries outside the US are concerned, we should mention Viadeo and Xing.

Viadeo is a professional networking site operator competing with LinkedIn by dominating in non-English speaking markets, throwing its weight behind Chinese subsidiary Tianji despite the regulatory challenges. The Paris-based company's CEO Dan Serfaty has moved to Beijing with plans to help Tianji establish a new subscription revenue model. The Chinese website currently earns the bulk of its revenue from recruiting tools, but is free to regular users. Globally, Viadeo earns 30% of revenue from recruiting, 20% from advertising, and 50% from subscription fees paid by users (Hao, 2011).

The difference between LinkedIn and Viadeo appears to lie in what Viadeo is calling its "multi-local" approach, which has seen major growth in China, Asia and Latin America. Overall, the social network is available in 226 countries, spanning five continents and with members working in 322 separate industries. In comparison, LinkedIn covers over 200 countries and boasts executives from all Fortune 500 companies are members, while Viadeo says that one in six members are "either a business owner or entrepreneur", with 70% of members holding middle or senior management positions (O'Hear, 2010).

XING, the European social network for business professionals, passed the ten million registered user mark in 2010. XING, which was founded back in 2003, considering its German roots, is particularly hot in German-speaking countries, where 4.2 million of its now 10 million users hail from. XING's core international markets, Turkey and Spain, are also experiencing accelerating member growth with the former reaching nearly 1 million users and Spain recently passing the 1.5 million users mark (Wauters, 2010).

LinkedIn, Viadeo, Xing are the public or external social networking platforms. It means that they are open for every professional, willing to register and start networking. On the other hand, within many organizations leaders are able to use internal social networks which are usually open only for organization's members. Vendors and their products that offer internal social networking software include: Salesforce.com Chatter, Yammer, Jive, SocialText.

Online networking platforms, especially external ones, are very useful for recruitment and talent search. Today's leaders and their recruiters very often use online networks' ability to reach hundreds of people in a fraction of seconds. The primary aim of social networking is to communicate with many people and this way getting their attention into your organization. Thus, some interested candidates may mention their interest to work with an organization and leader or recruiter can men-

tion to a candidate about a job opening in an organization. Online networking platforms enable leaders or recruiters to make the recruitment more interactive and to have a rough idea about the candidate even before the interview. There are many approaches to study the role of online networking in talent search. Piskorski (2008) is an author of networks overview, which can be observed on online social networking platforms. This survey presents networks as covers. In this conception, interactions with users give actors an excuse to engage in other behaviors and simultaneously maintaining plausible deniability that they are not engaging in such activities. This can be useful to individuals who are employed and would not like to be noticed on the market as users looking for another employer, and of course this can be profitable for leaders, who are able to contact such individuals through networking platform.

Recruiting and job search are the activities from operational or personal networks. But according to the study of Ibarra and Hunter (2007), apart from operational and personal network there is also a strategic one, which plays an important role for leaders. Table 1 presents the network's purpose, type of online networking platform and approach to leadership for different network's characteristics.

Table 1. Network's purpose, recommended type of networking platform and approach to leadership for different network's characteristics

	Operational network	Personal network	Strategic network
Network's purpose	Daily task performing	Developing contacts, sharing knowledge and values, exchanging information	Setting individual and organizational goals as well as accomplishing these goals in a long term
Which type of online social networking platform is recommended?	Internal social networking platform and corporate collaboration group on open social networking platform	External social networking platform	Internal and external social networking platform
Approach to leadership	Leading people (functional)	Leading authentic self (authentic)	Leading people and authentic self (functional and authentic)

Summary of hypotheses:

According to the above, three hypotheses were formulated:

H1. The usefulness of a social networking platform as a tool supporting authentic leadership depends on the number of leadership activities related to leading oneself on the social networking platforms as well as number of risks and number of barriers.

H2. The usefulness of a social networking platform as a tool supporting functional leadership depends on the number of leadership activities related to leading people on the social networking platforms as well as number of risks and number of barriers

H3. Control variables, like gender, age, position, country have no influence on usefulness of social networking platform as a tool supporting authentic or functional leadership.

Method

Sample characteristics

The study's participants were managers, directors and CEOs working in different size organizations (including Fortune 500 companies) in the United States, the United Kingdom, Germany, France, Russian Federation, Australia and China. Data was collected through the structured surveys delivered through LinkedIn to the managers, directors and CEOs. The sample consisted of 114 leaders of which 78.95 percent were males.

Research procedure and measures

The questionnaires consisting of different categories of questions were sent to different leaders through LinkedIn.

The following variables were included in the questionnaire:

– Usefulness of online social networking as a tool for authentic leadership: respondents were asked to evaluate the usefulness in reference to the following authentic leadership elements: learning from life story; practicing and demonstrating personal values and principles; balancing intrinsic (e.g., personal growth) and extrinsic motivators (e.g., financial rewards); building your support team; integrating different part of life (e.g., work, family, community, and friends); and empowering people to lead. The variable was generated as the mean of evaluations.

– Usefulness of online social networking as a tool for functional leadership: respondents were asked to evaluate the usefulness in reference to the following functional leadership elements: monitoring, organizing subordinate activities, coaching subordinates, motivating others, and intervening in the group's work. The variable was generated as the mean of evaluations.

– The number of activities on online social networking platforms supporting leading of their own human capital (leaders were asked to choose their online activities on the social networking platform: building personal brand and controlling the online identity, showing commitment to a cause and demonstrating a capacity for reflection, stimulating the communication among users, encouraging knowledge sharing).

– The number of activities on online social networking platforms supporting leading of human capital in the organization (leaders were asked to choose their online activities on the social networking platform: connecting with experts who could support tasks, communicating with other employees of the organization, discussing projects within the organization, finding potential clients, sharing knowledge with other employees).

– The number of barriers they saw for using online social networks: respondents were able to choose from the list of the following barriers: privacy issues; lack of time; lack of sufficient knowledge; lack of advantages; lack of appropriate tools; focus on other issues; other barriers.

– Number of risks: respondents were able to choose from the following risks: rumors and gossips; cost increase; knowledge escape; increase in employee's turnover; decrease in employees efficiency; decrease in productivity; IT security risks; risk of poor employee behavior on the sites; brand damage; other risk.

– Number of social networking platforms used for business purposes: several networking platforms were listed in the questionnaire and respondents were asked to choose those, which they use in business. They were: LinkedIn; Viadeo; Xing; Facebook; Twitter; Google+; internal social networking platform; other platform.

– Contacts percentage from the same organization on LinkedIn: leaders were asked about the approximate percentage of people who work in the same organization and are in their contacts on LinkedIn. Afterwards we generated a variable with the two following values: 0-40% contacts from the same organization and 41-80% contacts from the same organization.

Data analysis

The statistical package used in this study was STATA. First, descriptive statistics and correlation analysis were applied to establish the hypotheses. In the next stage, we used the ordered logistic regression to find the relative impacts of the study variables on usefulness of online social networking as a tool for authentic leadership and usefulness of online social networking as a tool for functional leadership.

Table 2. Descriptive statistics

Ordinal Variables	Median		Min	Max
1. Usefulness of online social networking as a tool for authentic leadership	3		1	5
2. Usefulness of online social networking as a tool for functional leadership	2		1	5
Discrete/interval variables	Mean	Std. Dev.	Min	Max
3. Number of activities related to leading oneself	6.885965	3.047584	0	13
4. Number of activities related to leading people				
5. Number of barriers for using online social networks	1.403509	.956758	0	5
6. Number of risks of using online social networks	2.692982	1.730145	0	7
7. Number of social networking platforms used for business purposes	2.815789	1.286869	1	6
8. Age	41.92982	9.035544	25	55
Nominal variables	Frequencies	Percentage	Min	Max
9. Company size			0	1
Small and medium companies (1-500 employees)	55	48.25		
Large companies (over 500 employees)	59	51.75		
10. Gender			0	1
Female	24	21.05		
Male	90	78.95		
11. Position			1	5
Manager	37	32.46		
Director	50	43.86		
Board Member	11	9.65		
CEO	13	11.40		
Other	3	2.63		
12. Country			1	7
USA	25	21.93		
China	17	14.91		
Russia	18	15.79		
Australia	11	9.65		
Germany	16	14.04		
UK	17	14.91		
France	10	8.77		

Table 3. Spearman correlation coefficients

	1.	2.	3.	4.	5.	6.	7.
1.	1.0000						
2.	0.4459*	1.0000					
3.	0.2164*	0.1383	1.0000				
4.	0.1817	0.2803*	0.4561*	1.0000			
5.	-0.0848	-0.1489	0.1674	0.0520	1.0000		
6.	0.0208	-0.0949	0.0153	0.1259	0.2681*	1.0000	
7.	0.2143*	0.3304*	0.2349*	0.2369*	-0.0746	-0.0366	1.0000
8.	-0.0716	-0.0184	0.1334	-0.0112	-0.0009	-0.0313	0.1466
9.	0.1125	-0.0063	-0.1357	-0.0112	0.0826	0.0773	-0.2190*
10.	0.1165	0.1919*	-0.0259	0.0739	-0.1970*	0.0020	0.0906
11.	-0.0344	-0.0311	0.2652*	0.1114	-0.0536	0.0246	0.1818
12.	-0.1289	-0.0104	-0.1485	-0.0487	-0.0829	0.0683	-0.0086
	8.	9.	10.	11.	12.	13.	14.
8.	1.0000						
9.	-0.0847	1.0000					
10.	0.0672	0.1583	1.0000				
11.	0.3576*	-0.3287*	-0.0396	1.0000			
12.	-0.0993	0.1156	-0.0339	-0.1092	1.0000		

Notes: * Correlation is significant at the 0.05 level

Results

Descriptive analysis

Table 2 presents the means and standard deviation and Table 3 shows the correlation coefficients of the study variables. We will not focus on the relationships, which seem to be quite obvious, for example: the relationships between usefulness of online social networks for authentic and functional leadership.

We have noticed that the usefulness of online social networking as a tool for authentic leadership is significantly related to the number of activities related to leading oneself on online social networking platforms and the number of networking platforms ($p < 0.05$). In addition, we cannot see any significant relationship between the usefulness of online social networking as a tool for authentic leadership and other variables (like for example age, the size of the company, risks and barriers).

Furthermore, the usefulness of online social networking as a tool for functional leadership is significantly related to the number of activities related to leading people on online social networking platforms, number of networking platforms and gender ($p < 0.05$). It can be noticed that the relationship between age and usefulness of online social networks is not significant. Similar to the previous case, we cannot see any significant relationship between the usefulness of online social networking as a tool for functional leadership and other variables (like for example age, the size of the company, risks and barriers).

From the ordered logistic regression analysis (Table 5) we can conclude that the model is statistically significant ($p < 0.05$) but control variables like: gender, age, country, position are not statistically significant. That is why we can confirm the hypothesis H3.

The usefulness of online social networking as a tool for authentic leadership is statistically dependent on the number of leadership activities related to leading

oneself on online social networking platforms ($p = 0.014$). Thus, for one unit increase in the number of leadership activities, the odds of a very low usefulness are decreased. The other categories combined (Very high, high, middle, low usefulness) are at a 1.521 great likelihood compared to the very low usefulness, given the other variables to be held constant in the model. So, the higher rating of usefulness of online networking is more likely to be observed with a greater number of activities related to leading oneself.

Table 5. Ordered logistic regression analysis with usefulness of online social networking as a tool for authentic leadership as the dependent variable

Ordered logistic	regression	Number of obs	=	114	
		LR chi ² (17)	=	29.08	
		Prob > chi ²	=	0.0338	
Log likelihood =	-146.99728	Pseudo R ²	=	0.0900	
Usefulness of online social networking as a tool for authentic leadership	Odds Ratio	Std. Err.	z	P>z	[95% Conf. Interval]
Number of leadership activities related to leading oneself on online social networking platforms	1.521574	.2589123	2.47	0.014	1.090064 2.123901
Number of platforms used for business purposes	1.772393	.3531605	2.87	0.004	1.199369 2.619192
Company size	1.506185	.1999778	3.08	0.002	1.161083 1.953859
Gender	1.763882	.8626183	1.16	0.246	.6763842 4.599871
Age	.9929218	.022958	-0.31	0.759	.9489292 1.038954
Number of risk related online networking	.7898904	.1692549	-1.10	0.271	.5190084 1.202152
Number of barriers related to online networking	.9399465	.1190666	-0.49	0.625	.7332941 1.204836
Country					
2	1.384378	.9265856	0.49	0.627	.3728483 5.140165
3	1.213801	.7556965	0.31	0.756	.3582617 4.112391
4	.9459209	.6981695	-0.08	0.940	.2226364 4.018958
5	.3197534	.2080192	-1.75	0.080	.0893421 1.14439
6	1.573072	1.009334	0.71	0.480	.4472911 5.532319
7	.2061412	.1502918	-2.17	0.030	.049383 .8605022
Position					
2	.830138	.3739126	-0.41	0.679	.3433604 2.007014
3	.4401105	.3062259	-1.18	0.238	.1125386 1.721163
4	.7636358	.5291568	-0.39	0.697	.1963592 2.969759
5	8.231468	9.868484	1.76	0.079	.7852262 86.28986

Furthermore, the regression coefficients for the number of platforms used for business ($p = 0.004$) and for size of companies ($p=0.002$) are statistically different from zero in estimating the usefulness of online social networking as a tool for authentic leadership. This means that the higher rating of usefulness is more likely to be observed with a greater number of platforms and large companies.

Thus, we can conclude that the part of hypothesis H1 stating that the usefulness of social networking platform as a tool supporting authentic leadership depends on the number of leadership activities related to leading oneself on the social networking platform was confirmed. However, the number of risks and barriers related to networking have no significant impact on the dependent variable.

Table 6. Ordered logistic regression analysis with usefulness of online social networking as a tool for functional leadership as the dependent variable.

Ordered logistic regression		Number of obs	=	114	
		LR chi ² (17)	=	35.61	
		Prob > chi ²	=	0.0052	
Log likelihood =	-125.55529	Pseudo R ²	=	0.1242	
Usefulness of online social networking as a tool for functional leadership	Odds Ratio	Std. Err.	z	P>z	[95% Conf. Interval]
Number of leadership activities related to leading people on online social networking platforms	1.495835	.2093994	2.88	0.004	1.136908 1.968076
Number of platforms used for business purposes	1.934437	.4329022	2.95	0.003	1.247575 2.999456
Company size	1.068241	.1428928	0.49	0.622	.8218809 1.388449
Gender	3.515673	1.968334	2.25	0.025	1.173391 10.53354
Age	1.016837	.0273777	0.62	0.535	.9645688 1.071937
Number of risk related online networking	.8217447	.1657847	-0.97	0.330	.5533621 1.220294
Number of barriers related to online networking	.8291147	.1130604	-1.37	0.169	.6346619 1.083146
Country					
2	.7015867	.4940234	-0.50	0.615	.1764844 2.78905
3	4.050713	2.808857	2.02	0.044	1.040612 15.76791
4	.9581303	.813989	-0.05	0.960	.1812499 5.064904
5	1.136226	.7742128	0.19	0.851	.298858 4.319811
6	1.807189	1.236126	0.87	0.387	.4729089 6.906047
7	.5247911	.4001374	-0.85	0.398	.1177527 2.338848
Position					
2	.4263403	.2076039	-1.75	0.080	.1641606 1.107245
3	.2817094	.222376	-1.60	0.109	.0599624 1.323498
4	.3270913	.2426334	-1.51	0.132	.0764285 1.399854
5	1.239582	1.480114	0.18	0.857	.1193724 12.87201

Taking the ordered logistic regression analysis (Table 6) into consideration, we can notice that the model is statistically significant ($p < 0.05$). Control variables like: age, country, position, are not statistically significant but gender has statistical significant impact of dependent variable. Thus, hypothesis H3 is partially confirmed.

The usefulness of online social networking as a tool for authentic leadership is statistically dependent on the number of leadership activities related to leading people on online social networking platforms ($p = 0.004$). for a one unit increase in the number of leadership activities, the odds of a very low usefulness are decreased. The other categories combined (Very high, high, middle, low usefulness) are at a 1.496 great likelihood compared to the very low usefulness, given the other variables to be held constant in the model. So the higher rating of usefulness of online networking is more likely to be observed with a greater number of activities related to leading people.

The null hypothesis can be also rejected and we can conclude that the regression coefficient for the number of platforms used for business ($p = 0.003$) is statistically different from zero in estimating the usefulness of online social networking as a tool for functional leadership. This means that the higher rating of usefulness is more likely to be observed with a greater number of platforms.

Thus, we can state that the part of the hypothesis H2 stating that the usefulness of social networking platform as a tool supporting functional leadership depends on the number of leadership activities related to leading people on the social networking platform was confirmed. However, in this case the number of risks and barriers related to networking also do not have a significant influence on the dependent variable.

Discussion

The study's goal is to examine what variables influence the usefulness of online social networks as a tool supporting the authentic leadership and the usefulness of online social networks as a tool supporting the functional leadership.

The findings supported some, but not all of the study hypotheses.

It turned out that there are a few variables, which have an impact on the usefulness of online social networks as a tool supporting authentic leadership. As expected, the number of online activities related to leading oneself is an important variable influencing the usefulness of online social networks as a tool supporting the functional leadership. According to many scholars (George and Sims, 2007) authentic leadership skills start with self-awareness. That is why it is not surprising that activities related to managing own human capital, like for example building online brand or showing commitment and values, have influence can increase the usefulness of social networking as a tool for supporting authentic leadership. We need to underline that those activities are not so effective if we take usefulness of networking for functional leadership. Other factors which can influence it networking are the size of company and the number of platforms used by leaders. Risks and barriers are not predictors of the usefulness. It is very likely that some leaders evaluate the usefulness of networking with high rates, even if they recognize many different risks and barriers.

Furthermore from the study we can conclude that the number of online activities concerning leading organizational human capital is an important predictor for usefulness of online social networks as a tool supporting the functional leadership. As we know from the functional leadership theory, leaders, so as to manage their teams effectively, need to undertake different leadership activities. Likewise, on the online networking platforms leaders can perform particular activities like communicating with other employees, discussing projects or sharing knowledge, in order to increase usefulness of online social networking platforms as a tool supporting functional leadership. It is worth mentioning that activities supporting the usefulness for functional leadership are different from the activities influencing the usefulness for authentic leadership. However, the number of online networking platforms increase both usefulness for authentic and functional leadership. Additionally we have noticed that as far as usefulness of social networks for functional leadership is concerned, the higher evaluation occur among males.

An important limitation to this research project is the number of participants. It is very likely that those executives who agreed to take part in the leadership networking survey indicate higher online networking usefulness than the others.

Moreover, in future we should examine more online leadership activities. In this study only several types of online activities related to leading oneself and leading people were taken into consideration.

References:

Avolio, B., and Gibbons, T. (1988), "Developing transformational leaders: A life span approach", in

Conger, J.A., and Kanungo, RN (Ed.), *Charismatic leadership: The elusive factor in organizational effectiveness*, Jossey-Bass, San Francisco, CA, pp. 276-308

Avolio, B., Gardner, W., Walumbwa, F., Luthans F., May D. (2004), "Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors", *Leadership Quarterly*, 15, pp. 801-823.

Bass, B., and Steidlmeier, P. (1999). "Ethics, character, and authentic transformational leadership behavior" *Leadership Quarterly*, 10, pp. 181-217.

Day, D. V., Gronn, P. and Salas, E. (2004), "Leadership capacity in teams", *Leadership Quarterly*, 15, pp. 857-880.

Foti, R. J. and Hauenstein, N. M. A. (2007), "Pattern and variable approaches in leadership emergence and effectiveness", *Journal of Applied Psychology*, 92, pp. 347-355.

Gardner, W., Avolio, B., Luthans, F., May, D., Walumbwa, F. (2005). "Can you see the real me? A self-based model of authentic leader and follower development", *Leadership Quarterly*, 16, pp. 343-372.

George, W. (2003). *Authentic leadership: Rediscovering the secrets to creating lasting value*, Jossey-Bass, San Francisco, CA

George, W., and Sims, P. (2007), *True north: Discover your authentic leadership*, Jossey-Bass, San Francisco, CA

Hao, L.(2011) "A Challenger for LinkedIn in China", available at: <http://blogs.wsj.com/chinareal-time/2011/09/08/viadeo-tianjia-challenger-for-linkedin-in-china/> (assessed 30 March 2012)

Hackman, J. R. (2005), "Rethinking team leadership or team leaders are not music directors", in Messick, D. M. and Kramer, R. M. (Ed.), *The psychology of leadership: New perspectives and research*, Lawrence Erlbaum, Mahwah, New York, pp. 115-142.

Hackman, J. R., and Wageman, R. (2005), "A theory of team coaching.", *Academy of Management Review*, 30, pp. 269-287.

Hackman, J. R., and Walton, R. E. (1986), "Leading groups in organizations", in Goodman, P. S. and Associates (Eds.), *Designing effective work groups*, Jossey-Bass, San Francisco, pp. 72-119

Henderson, J. E., & Hoy, W. K. (1983), "Leader authenticity: The development and test of an operational measure". *Educational and Psychological Research*, 3(2), pp. 63-75.

Howell, J., and Avolio B. (1992). "The ethics of charismatic leadership: Submission or liberation?" *Academy of Management Executive*, 6, pp. 43-54.

Ilies, R., Morgeson, F.P., Nahrgang, J.D. (2005), "Authentic leadership and eudaemonic wellbeing: Understanding leader-follower outcomes", *Leadership Quarterly*, 16, pp. 373-394.

McGrath, J. E. (1962), *Leadership behavior: Some requirements for leadership training*. U.S. Civil Service Commission, Office of Career Development Washington, DC

O'Hear S. (2010), *LinkedIn competitor Viadeo hits 30 million members*, available at: <http://eu.techcrunch.com>, (assessed 30 May 2012)

Parr B. (2011), *LinkedIn Surpasses 100 Million Users [INFOGRAPHIC]*, available at: <http://mashable.com/2011/03/22/linkedin-surpasses-100-million-users-infographic>, (accessed 20 October 2011)

Pearce, C. L., and Conger, J. A. (2003), *Shared leadership: Reframing the hows and whys of leadership*, Sage, Thousand Oaks, CA

Piskorski, M.J. (2008), "Networks as covers: Evidence from an on-line social network" Working Paper, Harvard Business School

Ibarra, H. and M. Hunter. (2007) "How Leaders Create and Use Networks." *Harvard Business Review* 85 (1), pp. 40-47

Schutz, W. C. (1961). "The ego, FIRO theory and the leader as completer", in Petrullo, L. and Bass, B.M. (Ed.), *Leadership and interpersonal behavior*, Holt, Rinehart, and Winston, New York, pp. 48-65

Wauters R.(2010), *Social network for business XING hits 10 million members*, available at <http://eu.techcrunch.com>, (assessed 30 March 2012)

Zaccaro, S. J., Heinen, B., and Shuffler, M. (2009), "Team leadership and team effectiveness", in Salas, E., Goodwin G.F. and Burke, C. S. (Ed.), *Team effectiveness in complex organizations: Cross-disciplinary perspectives and approaches*, Routledge, New York, pp. 83-111

