

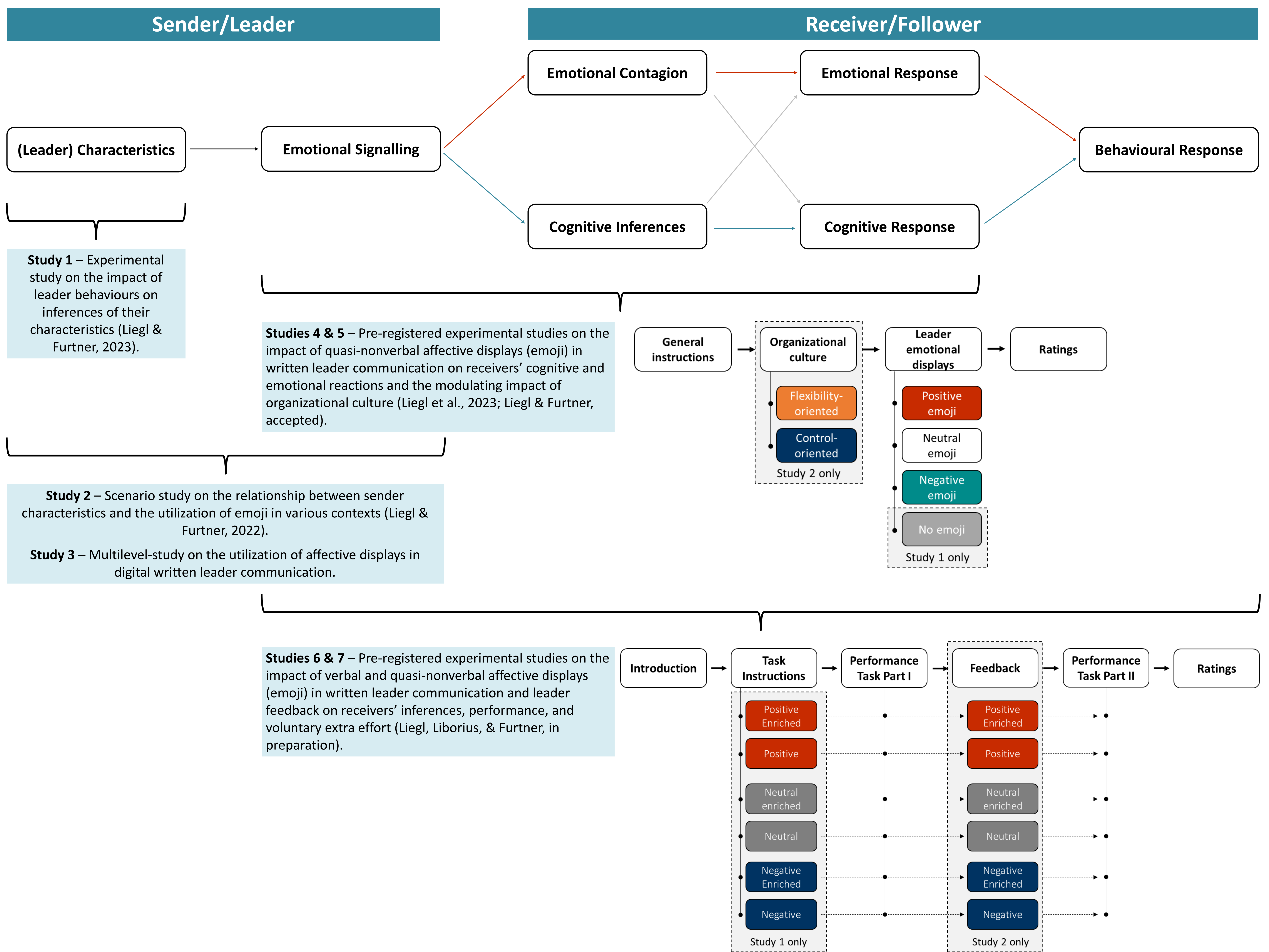
BACKGROUND & OBJECTIVES

The present times of advancing digitalization, globalization, and global pandemics pose exceptional affordances to modern economic, political, and social leaders alike, as they are expected to rally their workforce and steer their organization through the plethora of hindrances put in their way. It is a nearly constant crisis many organizations find themselves in, which gave rise to a re-emergence of a certain kind of leadership particularly well suited for dealing with unpredictable circumstances (Antonakis, 2021): Charismatic leadership. However, findings on charismatic leadership behaviours are mostly limited to leader speeches (e.g., Jacquart & Antonakis, 2015; Meslec et al., 2020), a form of leader-follower-communication that gets less relevant in modern times as digital leadership, decentralized organizations and remote work are on the rise. Written digital communication makes up a substantial proportion of everyday leader-follower communication, thus presenting an auspicious opportunity for leaders to further signal their leadership qualities to increase their

followers' motivation and performance. This increasingly prevalent way of communicating, however, reconfigures the well-established norms of workplace communication and such renders previous findings on who uses charismatic, and especially emotional rhetoric, as well as how they affect others inconclusive.

The objective of this project is thus to explore, which characteristics stimulate emotional digital communication, and, by investigating the factors shaping the reactions of followers to these displays, to provide leaders with suggestions on how to most effectively employ emotional signals in digital written conversations as not to jeopardise their status and effectiveness, but instead granting them favourable attributions. A particular focus therein lies on the role of emoji, a potential and promising substitute for nonverbal affective displays (e.g., Erle et al., 2021; Kaye et al., 2017).

RESEARCH DESIGN & METHODOLOGY



DISSEMINATION

Liegl, S., & Furtner, M. (2023). Introverted and yet effective? A faceted approach to the relationship between leadership and extraversion. *Frontiers in Psychology, 14*, 1185271.

Liegl, S. & Furtner, M. (accepted). Emotional Leader Communication in the Digital Age: An Experimental Investigation on the Role of Emoji. *Computers in Human Behavior*.

Liegl, S., Liborius, P., & Furtner, M. (in preparation). The Emojional Leader: Not Prototypical, but Effective.

Liegl, S., & Furtner, M. (2022). *Quasi-Nonverbal Behaviors in the Digital Age: Who Even Uses Emoji?*. Presented at the 17th European Congress of Psychology, Ljubljana, Slovenia.

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