

**Objectives:**

This project includes several goals to research and develop leaders for a complex world. First, we aim to prepare leaders and other executives for a modern, dynamic, and complex working environment. Second, we develop toolsets that help decision-makers overcome these challenges by means of charismatic leadership, the most effective way to motivate and coordinate employees, thus facilitating organizational change. Third, we highlight the role of organizational unlearning in the context of dynamic organizational environments.

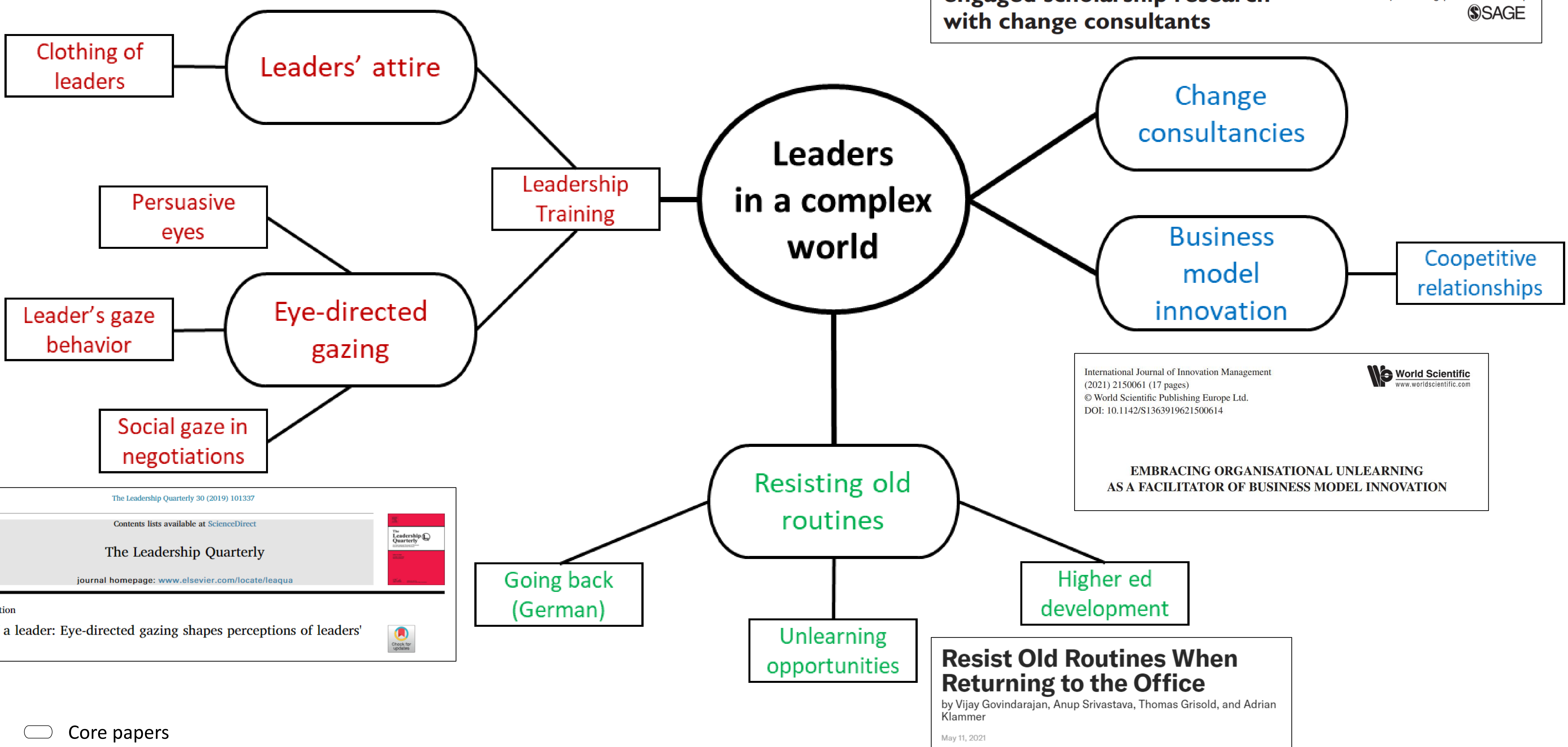
**Key results:**

- > One of the most important ways for decision-makers to lead successfully is efficient communication with employees. Based on this idea and recent empirical findings indicating charisma to be a set of specific communication behaviors, we explored further behaviors with the potential to signal charisma: leaders' attire and their gaze behavior. Based on these findings, we developed and evaluated an evidence-based training program for prospective and active leaders to further strengthen their charismatic leadership skills.
- > We find two different mechanisms of unlearning depending on the desired outcome of organizational change (goal-directed unlearning) or the absence thereof (open-ended unlearning). We further conceptualized organizational unlearning as a facilitator of business model innovation.

**Charismatic leadership**



**Organizational unlearning**



- Core papers
- Accompanying papers

**Leadership and unlearning**

**Core papers:**

Grisold, T., Klammer, A., & Kragulj, F. (2020). Two forms of unlearning: Insights from engaged scholarship research with change consultants. *Management Learning*, 51(5), 598–619.

Govindarajan, V., Srivastava, A., Grisold, T., & Klammer, A. (2021, May 11). Resist old routines when returning to the office. *Harvard Business Review*. <https://hbr.org/2021/05/resist-old-routines-when-returning-to-the-office>.

Klammer, A. (2021). Embracing organisational unlearning as a facilitator of business model innovation. *International Journal of Innovation Management*, 25(6), Article 2150061.

Maran, T., Furtner, M., Liegl, S., Kraus, S., & Sachse, P. (2019). In the eye of a leader: Eye-directed gazing shapes perceptions of leaders' charisma. *The Leadership Quarterly*, 30(6), Article 101337.

Maran, T., Liegl, S., Moder, S., Kraus, S., & Furtner, M. (2021). Clothes make the leader! How leaders can use attire to impact followers' perceptions of charisma and approval. *Journal of Business Research*, 124, 86–99.