

## Ryan S. Hemsley

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### Research Statement

My research aims to unpack leadership dynamics in teams with competing or diverse interests. Specifically, one stream of research examines the different ways people think leaders should meet team needs. This stream of research shifts the focus from static and narrow cognitive structures about leaders (e.g., prototypical traits) to a broader, more dynamic conceptualization of leader cognition. My second stream of research focuses on how leaders manage negotiations involving more than two people. This stream of research aims to expand the scope of negotiation research beyond bargaining dyads by demonstrating that conventional wisdom often does not hold up across levels (e.g., negotiations in teams, networks, or multiteam systems) or time (e.g., multiple stages or episodes of negotiations). Furthermore, to address these longitudinal and multilevel facets of my research questions, I utilize unique data sources and a wide range of contemporary methodologies. I describe my program of research in more detail below.

#### The Dynamics of Leadership

Seminal work demonstrated that people see others as leaders to the extent their perception of the leader (i.e., cognitive representation) matches their conceptualization of the ideal leader (i.e., cognitive referent; Lord et al., 1984). While this cognitive approach revolutionized the leadership literature (Lord et al., 2017), existing theories on the nature of these cognitive structures remain static. Thus, a major thrust of my research involves examining dynamic features of cognition about leadership. Accordingly, my colleagues and I introduce the Normative Schema Theory that centers on dialectic cognitive referents about five leadership functions (Hemsley, Griffin, Hollenbeck, Oh, & Yu, *former R&R at Academy of Management Journal*). For example, leaders can make decisions hierarchically, through consensus, or through a synthesis of the two (e.g., majority-rule voting). We find evidence that which position leaders endorse on the dialectic continuum differentially affects perceptions of leader effectiveness and that this effect is contingent on team development. This work suggests cognitive referents about leadership extend beyond the static, trait-adjective focus of individual difference psychology and include the dynamic, function-verb focus of social psychology.

However, the dynamic nature of cognitive referents are not limited to those about leader functions, but also include leader traits. For example, my colleagues and I examine the potential for cognitive referents to change in a succession context (Hemsley, Burgess, Hollenbeck, Matusik, & Griffin, *under third review at Journal of Applied Psychology*). The primary contribution of this work advances a dynamic and dialectic nature of cognitive referents, compared to the static and monolithic nature of implicit leadership theories. We demonstrate that prototypical definitions of leaders change over time, with teams oscillating in their preferences between extroverted and introverted leaders, for example. Moreover, these oscillating leader succession decisions made by team members rather than trained specialists improve team effectiveness. This work suggests dialectical theorizing about cognitive referents can help advance the field beyond the frequently used, yet static, “fit” finding metaphor.

Ryan S. Hemsley

While these projects examine the potential for dynamics in cognitive referents, my colleagues and I also examine the potential for dynamic cognitive representations (Hemsley, Dana-Le, Hollenbeck, & Matusik, *preparing for resubmission in early fall*). Extending work on gender differences in leader under-emergence (Lanaj & Hollenbeck, 2015), we find that the extent women are victims of under-emergence is contingent on the type of agentic behavior and the stage of team development. Specifically, promotive voice initially results in backlash, but helps eliminate gender differences in under-emergence later on. In contrast, prohibitive voice results in similar patterns of backlash early on, but does not help eliminate gender differences in informal leadership perceptions. This work suggests both cognitive referents (i.e., stereotypes) and cognitive representations (i.e., perceptions of a team member) change over time. Together, this research focuses on shifting the consensus about static and narrow cognitive structures about leadership to a dynamic and broad conceptualization.

### **The Dynamics of Negotiation**

Echoing my focus on the dynamics of leader cognition in teams, my colleague and I received \$20,000 in Negotiation and Teams Research grants to examine the role of leadership in shaping team member cognition during multi-episodic negotiations involving multiteam systems (Griffin\* & Hemsley\*, 2022; Hemsley 2021). When teams are involved, effective negotiating cannot compensate for poor leadership. This research on leadership in negotiating teams is vital, as negotiation researchers are finding that what is effective in dyads is not always effective in standalone teams (Kern et al., 2020). Further, recent developments in the team literature suggest that the conventional wisdom from standalone teams does not always hold in multiteam systems (Davison et al., 2012). However, to date there is no research on multiteam systems engaged in negotiations or mixed-motive decision making (Steiner, 1972), which is problematic given this is how organizations frequently conduct high stakes negotiations (Mannix, 2005). An important contribution of this work is a novel paradigm for studying negotiations, including the introduction of a task where component teams are large (e.g., 4-6 members) and roles are specialized (e.g., lead negotiator, legal, finance, etc.).

Not only does the conventional wisdom often fail to generalize across levels, but also across time. Thus, a major thrust of my dissertation is the development of a theoretical framework to guide future research on multi-episodic negotiations. The empirical portion of my dissertation assesses how integrative strategies underperform distributive strategies in achieving optimal outcomes in dynamic contexts. Together, this beginning of my research pipeline on multi-episodic negotiations in multiteam systems greatly expands the scope of negotiations beyond bargaining dyads.

### **Methodological Plurality**

I firmly believe that the research questions you can ask are shaped by the analyses you can conduct and the data you choose to leverage. My work reflects this belief through using assorted methodologies and diverse data sources. For example, my colleague and I introduce a Bayesian technique and statistical package for analyzing longitudinal network processes in teams (Griffin\* & Hemsley\*, *under second review at Organizational Research Methods*). Our focus is on two processes: how people change because of the network (i.e., influence) and how networks change because of the people (i.e., selection). In summary, I hope to offer a fresh, rigorous approach to the study of leadership dynamics in teams with competing or diverse interests and to one day be recognized as the researcher whose work unpacked the dynamics of leadership and negotiation in teams.