

## DISSERTATION PROPOSAL

# Leadership Development in Network Forms of Organization

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Organizational theorists have argued that traditional notions of promotion and leadership assume a context of hierarchical positions within an organization. Many emerging organizations such as Wikipedia, open source software projects, and citizen journalism groups organize using neither markets, nor hierarchies, but rather network forms of organizing. Rather than a traditional hierarchy for leadership, network organizations rely on a core-periphery structure in which a small core of leaders have a dominant influence over the organization. Leaders are valuable to the core-periphery organization both for their production work and their coordination work. A group of leaders in Wikipedia account for only 2.5% of the organization's active members but produce more than 50% of edits. Without a formal hierarchy or clear organizational roles and responsibilities, it is unclear how leaders emerge from the time they arrive in an organization as peripheral members to the time they are promoted into leadership positions. These proposed studies aim to explore the factors that lead organizational members to become leaders in core-periphery network forms of organization.

The first study examines the production behaviors, interpersonal interactions, administrative contributions and community building behaviors that lead organizational members to become leaders. Using panel data over three time periods, we explore how early, mid-tenure, and late contributions lead Wikipedia editors to become leaders.

The second study uses social network analysis to examine the role weak ties, strong ties, and simmelian ties have on developing organizational members into leaders. We find that early ties to the periphery lead to positive socialization experiences and improved a member's likelihood of becoming a leader. We also find support for our hypothesis that later ties to current leaders which involve mentoring and tacit knowledge transfer will improve a member's likelihood of becoming a leader. We find that simmelian ties to leaders have a substantial impact on developing leaders, and weak ties to peripheral members of the organization have a modest impact on developing leaders.

The third chapter explores what factors influence a leader's success one year after they are elected into a leadership position. We explore the impact pre-promotion factors from the first two studies have in influencing leadership success. We also measure the impact a leader's adjustment to the role has on their later success.