

## **HUBRISTIC LEADERSHIP AND RECONCILIATION IN THE WORKPLACE**

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In organisations, people work closely together, with conflicts and transgressions being common occurrences. Conflicts in the workplace can have detrimental effects on the parties involved. Thus, reconciliation is an essential part of healthy organisational functioning.

How leaders handle conflict is vital to the well-being of the employees and organization. Problems may arise in the case of hubristic leaders - a type of leader characterized by inflated pride, high self-confidence, and contempt for others. We argue that hubristic leaders who commit workplace transgressions will be unwilling to reconcile with their subordinates. This is because hubristic leaders are relatively unempathetic and guilt-free.

We will address this issue via a proposed intervention that will induce empathy in hubristic leaders. In particular, we will conduct three studies. Study 1 will test the idea that hubristic leadership style is associated with lower willingness to reconcile. Study 2 will test the idea that induction of a hubristic leadership style makes one unwilling to reconcile. Study 3 will adopt an intervention approach. We will examine if inducing empathy (ie. perspective taking) in hubristic leaders raises guilt, which in turn will strengthen willingness to reconcile.