AFTER THE FALL:
HOW PERCEIVED SELF-CONTROL PROTECTS THE LEGITIMACY OF HIGH-RANKING INDIVIDUALS AFTER STATUS LOSS

We investigate how higher-ranking organizational members can protect their legitimacy after status loss. We theorize that after status loss, internal stakeholders will scrutinize the behavior of higher-ranking members to determine whether they are still deserving of legitimacy. We argue that being perceived to display self-control after status loss reinforces legitimacy and protects leaders from challenges to their authority. In a laboratory and online experiment, we found that leaders who displayed higher (versus lower) self-control after status loss were judged as more legitimate and were less likely to be challenged (Studies 1 and 2). We also found that this effect of perceived self-control on legitimacy and challenging behavior was explained by affirming internal stakeholders’ moral (Study 1) and instrumental (Studies 1 and 2) concerns. Finally, in a critical incident study (Study 3), we explored whether the type of perceived self-control influenced the efficacy of the self-control strategy. We found that self-presentation was the most effective “type” of self-control display after status loss on legitimacy, and displaying self-control in multiple ways (e.g., task-related and self-presentation) increased the efficacy of perceived self-control. We discuss the implications of this research for legitimacy judgments, status loss, and self-control.

THE ASSOCIATES OF THE ASPER SCHOOL OF BUSINESS
SPEAKER SERIES

SEMINAR:
Friday
Oct 12, 2018
10:30 am -
11:30 am
ARTlab 366

PRESENTER:
Dr. Jennifer Carson Marr
University of Maryland

The objective of the Speaker Series is to invite prominent researchers to provide innovative and leading edge research seminars, workshops and interactions with faculty, graduate research students, Associates and Young Associates. The Associates Speaker Series has been made possible by a gift from the Associates of the Asper School of Business.