

Beyond participation? – Leadership ideals of future managers from Central and East European Countries

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This article analyses the leadership expectations of students in their role of potential future managers, comparing leadership prototypes across countries from Central and Eastern Europe with a focus on participative leadership. The findings suggest a complex web of influences, with individual value preferences being a particular strong predictor of students' participative leadership expectations. Compared with middle managers from GLOBE samples, the students' profiles match the participatory expectations of middle managers in their respective countries, but with a common tendency for managers to rank participative leadership more highly than students of the very country do.

Der Artikel analysiert Führungserwartungen von Studierenden in ihrer Rolle als künftige Manager, indem er Führungsprototypen mit einem Fokus auf partizipative Führung für verschiedene Länder Mittel- und Osteuropas vergleicht. Die Ergebnisse verweisen auf ein Netz von Einflüssen, in dem vor allem die individuellen Werte der Studierenden besonders bedeutsam sind. Im Vergleich mit mittleren Managern aus GLOBE-Studien zeigen sich Ähnlichkeiten, aber mit einer gemeinsamen Tendenz zu höherer Wertschätzung partizipativer Führung durch die mittleren Manager.

Key words: GLOBE, CEE countries, students, intercultural differences, leadership expectations, participative leadership, role models (JEL: J24, M14)

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