



Crossing Conceptual Boundaries X

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Passionate leadership in organizations (PLIO)

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Abstract

The aims of this literature review are to firstly unpack the definition and components of the concept of passionate leadership, and to assess whether it differs from passion in other contexts. From this a second aim will be to critically review the extant literature of passionate leadership, and to assess where gaps may be present. Thirdly it is anticipated that this will generate several research avenues and questions in need of exploration so as passionate leadership in organizations (PLIO) can be further understood.

Researchers and academics from various sectors call for a more “effective, inclusive and legitimate forms of global leadership” (e.g., Gill, 2011). Indeed others such as Gandolfi and Stone (2016) even go so far as to suggest a global leadership crisis.

In response to this, PLIO addresses this global need of a new form of leadership identified as a way of life focused on bettering the world.

Introduction

Recent research in the field of leadership and well-being have led to a renewed interest in exploring forms of leadership which contribute to a better world (Grenville, 2017). Organizational leaders are confronted with unparalleled complexity (Youssef and Luthans, 2012), and others warn against a global leadership crisis (Gill, 2011).

As a response to this crisis, an increasing number of researchers have investigated the correlates between leadership style, employees’ well-being and concomitant impact on business outcomes (Keyes, Hysom and Lupo, 2000). The result of this has been for organizations to not only look at success based on the profit and revenue, but to also shift towards the wellbeing of their staff (De Cuyper, Van der Heijden and De Witte, 2011) and to build a leadership for a better world (Komives and Wagner, 2015).

Research indicate the contribution of employees’ well-being to the organization’s success measured in terms of performance-related outcomes (Cotton and Hart, 2003; (Alimo-Metcalfe *et*

al., 2008). The importance of employee wellbeing to organizational success, and the role of passion as part of wellbeing is now beginning to be explored (Philippe, Vallerand and Lavigne, 2009), (Vallerand, 2012b).

Research on the concept and construct of passion at work also identified as Work passion (WP) and Job passion show evidence that employees perform better (Ho, Wong and Lee, 2011) when harmoniously passionate. Harmonious passion (HP) being defined as an autonomous internalization that leads individuals to choose to engage in the activity that they like and HP promotes healthy adaptation (Vallerand et al., 2003).

Zigarmi (2009) defines WP as “an individual’s persistent, emotionally positive, meaning-based, state of well-being, stemming from reoccurring cognitive and affective appraisals of various job and organizational situations that result in consistent, constructive, work intentions and behaviors” (Zigarmi et al., 2009) pointing its contribution to the state of wellbeing. A correlation between a leader's work passion and an employee's work passion has also been established (Li, Zhang and Yang, 2017) (Smith, 2018), with evidence suggesting that a leader's work passion is transferred to employees through emotional contagion (Li, Zhang and Yang, 2017).

Business practitioners’ publications posit that being a passionate leader is key for an organization’s success (Rosengarten; Bruce, 2010). To provide evidence of the interest of practitioners for passionate leadership, several references² are provided.

However, conducting a literature review upon “passionate leadership”, only one paper of academic rigor is found. Research on EBSCO as of June 2018). This paper (Davies and Brighthouse, 2008) looks at passionate leadership in Education and so it can be concluded that with regards business and organizations that there is a lack of knowledge in this area. passionate leadership is described by Davies and Brighthouse as “a passion to change things for the better, a passion with a moral foundation”. Aligned with the virtuous quality of passionate leadership, contemporary scholars express their concerns to conceive a new form of leadership to contribute to a better world, (Grenville, 2017).

Further literature searches (e.g., academic database EBSCO, Scopus, Science Direct and Google Scholar, June 2018) indicate a similar lack of scientific literature which examine the concept of passionate leadership in an organizational setting (0 result on the academic database as of June 2018). Similarly, there is no empirical research exploring wellbeing and the work outcomes of passionate leadership on the leaders themselves and their followers (0 result on the academic database as of June 2018).

²<https://www.forbes.com/sites/ellevate/2015/07/08/the-art-of-passionate-leadership/#2ec7a10f4484>
<https://www.inc.com/peter-economy/10-powerful-habits-of-highly-effective-leaders.html>
<https://www.theordinaryleader.com/why-passionate-leadership-matters/>
<https://www.businessnewsdaily.com/9489-leadership-lessons-tom-lindberg.html>
<https://leadonpurposeblog.com/2013/07/06/are-you-a-passionate-leader/>
<http://danblackonleadership.info/archives/1273>
<http://www.businessinsider.com/ceo-explains-why-passion-is-key-to-success-2014-5?IR=T>
https://generalleadership.com/passionate_leadership/
<https://www.inc.com/peter-economy/the-5-essential-qualities-of-a-great-leader.html>
<https://www.michelleray.com/passionate-leadership-12-key-traits-that-distinguish-the-best-from-the-rest/>

To avoid confusion, the term "passionate leadership in organizations" (PLIO) will be used to refer to passionate leadership in an organizational and Business environments (Meinhardt, Junge and Weiss, 2018) and to differentiate it between passionate leadership in other settings. (Davies and Brighthouse, 2010).

The proposed research will therefore aim to build the foundations for future investigations on PLIO by exploring this under researched area. It is believed that this will be of valuable for both practitioners and scholars who have an interest in positive psychology, organization development, leadership development, human resource management, among other disciplines.

Defining passion

Attempting to define the concept of passion is not an easy task (Vallerand, 2015). This is hardly surprising as the topic of passion has interested philosophers for several millennia (Rony, 1990). Vallerand in his book dedicated an entire chapter to the history and definition of passion according to philosophers (Vallerand, 2015).

The etymology of the word *passion* (from the latin "passio" for suffering) motivated many philosophers to look into the concept to further investigate the assumed negative impact which is connoted by the work suffering (Miller, 2012).

In ancient Greek time, passion was described as conceded by the gods which implies the idea that a person has no control neither on its original nor on its development (Vallerand, 2015). This was supported by Greek philosophers Solon, Thales, who described passion as "a dysregulated form of energy" (Vallerand, 2015), which "entails a form of passivity as outside of one's control" (Vallerand, 2015).

Passion then became a term with religious connotations, in particular in Christianity as preached by Saint Augustine in the 4th century who voiced the importance of controlling one's passion using god's granted free will (Hecht, 2014) (Roach, 2008) (Vallerand, 2015). Although much later, Aquinas in the 13th century, argued that passion can be also good provided that it can be controlled (Miller, 2012).

Descartes, the 17th century French philosopher, rooted his view of the world in certainty, grounded in what is now called a "Cartesian method". To him, emotion, such as passion, arose from two sources, the intellect and the body (**passions** of the **Soul** and **passions** of the Body) (Albuquerque, Deshauer and Grof, 2003). In this same publication Descartes described how **passions** of the **Soul** were observed as problematic emotions. It is worth noting that this dualistic model of passions has later been explored with a scientific approach, in psychology (Vallerand, 2010).

Beyond emotions, passion has also been opposed to reason by 17th century English thinker Thomas Hobbes in the. "passions are shown as the principle of movement in men, thought being at its service." (Vargas and Verdejo, 2008).

This idea of passion leading to specific behaviour and physical connect is further supported by Scholastic and Cartesian philosophers from the 18th Century. They granted passion a kinetic

dimension of passion (Larllham, 2012). Recent philosophical publications seems to support the role of passion on the body movement indicating that passion offers a corporal judgement from a subjective point of view (Valls, 2011).

Passion has generated interest from many scholars for decades (Benedek, 1977) (Hatfield and Sprecher 1955-, 1986), generating numerous research on passion in relationships (Antar et al., 1997), (Marston et al., 1998), (Lemieux and Hale, 1999) and has received recent attention form the emerging field of positive psychology (Vallerand et al., 2003), (Vallerand and Verner-Filion, 2013). Passion has become a topic of interest, investigated mostly in human and social sciences. The following section will now explore i) passion for an activity, ii) the definition of passion, iii) measurement.

Although passion has been researched in correlation with love and in the context of a relationship several (positive) psychologists and social and behavioural scientists decided to investigate passion in relation to an activity producing a reasonably high number of empirical studies (Rousseau *et al.*, 2002), (Vallerand *et al.*, 2003), (Mageau and Vallerand, 2007), (Vallerand, 2010).

Passion was defined by Vallerand (2003) as a “strong inclination toward an activity that people like, that they find important, and in which they invest time and energy.”.

Two types of passion are proposed: Harmonious passion (HP) and Obsessive passion (OP) in a Dualistic Model of passion – DMP (Vallerand *et al.*, 2003)”. Under this definition, Vallerand constructed a useful comparison table which aims at dissociating the construct of passion based on Vallerand’s definition, versus other constructs which may be perceived as similar: try to describe what this shows or means not just cut and paste into your document.

Table below: passion compared to other constructs using the passion Definitional elements (Vallerand, 2015).

Passion Defining characteristics	Zest and Grit	Flow	Personal Interest	Personal, striving, personal projects, current concerns, and life tasks	Intrinsic motivation	Extrinsic motivation
1 Specific Object Love (or liking) of it	No	Yes	Yes	Yes	Yes	Yes
2 the Object	No	No	No	No	Yes	No
3 Meaningful Object Motivational	Yes	No	Yes	Yes	No	For Some
4 construct Time, Energy,	Yes	No	No	For Some	Yes	Yes
5 persistence	Yes	Yes	Yes	Yes	Yes	Yes
6 Part of Identity	No	No	Yes	For Some	No	No
7 Duality of Passion	No	No	No	No	No	No

There is a growing interest of Practitioners for the concept of Work passion (WP) also called job passion and passion at work, in from professionals in Human Resources Development, leadership development, Coaching and other people-centric roles (Thibault-Landry et al., 2018).

The concept of Work passion is used by practitioners in the context of leadership where it is associated to emotions (Rosengarten et al, 2010), meaning and values (Malphurs; Audrey. 1996), leading to a work-life balance (Goldsmith, 2008) and connected to success (Rosengarten et al, 2010), (Venus, Stam and van Knippenberg, 2013).

Here is a list of websites and practitioners' publications which show evidence of this interests:

- Some³ praise passion at Work, highlighting its importance and its benefits.
- Other⁴ warn against certain malaptative outcomes of passion at work.

This increasing interest has paved the way to many research on passion at work, also found under the WP construct (Zigarmi et al., 2009), (Forest et al., 2011), (Ho, Wong and Lee, 2011), (Gagné et al., 2014), (Nimon and Zigarmi, 2011).

Zigarmi (2009) defines WP as an individual's continuous, emotionally positive, meaning-founded, state of well-being caused by repetitive cognitive and affective judgments of various job and organizational situations which leads to constant, constructive work intentions and behaviors (Zigarmi et al., 2009).

There is a considerable amount of research concerning entrepreneurship and passion (Chen, Yao and Kotha, 2009), (Chen, Liu and He, 2015), (Thorgren and Wincent, 2015). "entrepreneurial passion as an entrepreneur's intense affective state accompanied by cognitive and behavioral manifestations of high personal value" (Chen, Yao and Kotha, 2009).

In line with the self-defining component of Vallerand's definition of passion, a research found that entrepreneurial passion comprises strong positive feelings instigated by engagement in entrepreneurial activities and the significance of these activities for entrepreneurs' self-identity (Bao, Zhou and Chen, 2017).

Scholars also found that through this entrepreneurial passion "shared intense positive feelings for a collective and central team identity for new venture teams" can take place (Cardon, Post and Forster, 2017). Thorgren and Wincent (2015), use the Dualistic Model of passion developed by Vallerand (Vallerand, 2010) and warns that "the obsessive component is particularly evident among habitual entrepreneurs" (Thorgren and Wincent, 2015). Practitioners' publications which discuss entrepreneurial passion can also be found (Clover, 2009), (P. R. Newswire, 2014).

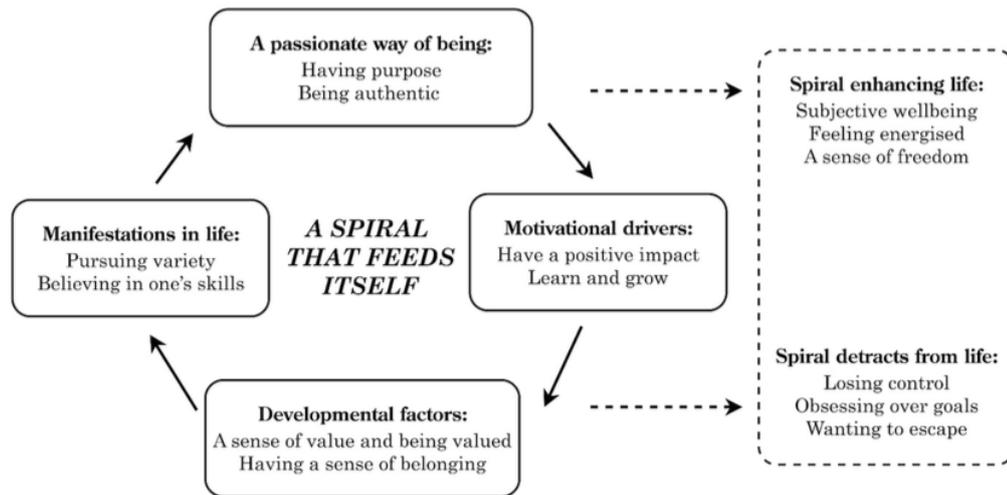
Most scholars examined the object of passion as an activity (Vallerand, 2010), (Lafrenière *et al.*, 2011), (Stenseng, Forest and Curran, 2015), work (Zigarmi *et al.*, 2009), (Forest *et al.*, 2011), or a person / relationship (Carbonneau and Vallerand, 2013), (Ng and Cheng, 2010). A recent research suggests that passion can be intrinsic to an individual in his/her way of being and is characterized by two components: having a purpose and being authentic. "passion is a way of being, or a quality, that the individual holds, rather than passion being a strong desire towards a

³ <https://www.officevibe.com/blog/passion-work-important-engagement>
<https://www.changeafactory.com.au/our-thinking/articles/what-is-passion-at-work/>
<https://content.wisestep.com/passion-at-work/>
<http://time.com/money/5107956/i-asked-5000-people-how-they-stay-passionate-at-work-heres-what-i-found/>
<http://focus-1.com/passion-in-the-workplace.html>
<https://www.theguardian.com/lifeandstyle/2018/apr/02/how-do-i-find-my-passion-work-sharmadean-reid>
<https://www2.deloitte.com/insights/us/en/topics/talent/worker-passion-employee-behavior.html>

⁴ <https://www.forbes.com/sites/work-in-progress/2017/06/28/lets-get-real-about-passion-at-work/#4020613c23b3>
<https://www.inc.com/todd-nordstrom/how-passion-can-destroy-your-potential-according-to-5-experts.html>

specific activity” (Halonen and Lomas, 2014). In that same research, Halonen and Lomas identified the desire to have a positive impact, as one with the highest prevalence of all themes identified. Related to Vallerand’s research (2003), a passionate way of being can lead either to a sustainable subjective well-being, or to negative outcomes such as detracting from life and or loss of control. These findings are represented in a passionate way of being model (see illustration below) as described by Halonen and Lomas (2014).

Figure: components of the passion spiral



Note. Components of the passion spiral were determined through grounded theory analysis, and classified into themes and sub-themes in the passion spiral that feeds itself.

Although the passionate way of being model suggests prevalent themes following a grounded theory analysis (Halonen and Lomas, 2014), the sample analysed was randomly chosen from Ted talk speakers and do not apply specifically neither to Leaders nor to people in organizations which justifies one of the aim of this literature to assess whether passionate leadership differs from passion in other contexts. Prior to that, the definition of passionate leadership in organizations should be unpacked.

To pursue with the concept of a passionate state of being, when applied to leaders, a search on academic databases yields one main research published under a paper (Davies and Brighouse, 2010) and a book (Davies and Brighouse, 2008), on passionate leadership in Education (Davies and Brighouse, 2008). The publications gather a wide-range of authors: Brent Davies, Tim Brighouse, Brian Caldwell, Geoff Southworth, Andy Hargreaves, John MacBeath, Christopher Day, Alan Flintham, and John Novak.

The publications received several critiques (Roberts, 2009), (Eacott, 2009), (Oplatka, 2011) which confirms several themes identifiable in passionate leadership (in Education) :

- a. Involves emotions, emotional intelligence
- b. Establish a set of values and purposes
- c. Generate positive affects
- d. Is associated to successful leadership
- e. Is driven by social justice and moral purpose
- f. Driven by leaders’ passion(s)

g. Generate admiration and delight in the followers

According to the authors, passionate leadership is about “energy, commitment, a belief that every child can learn and will learn, a concern with social justice and the optimism that we can make a difference.”, passionate leadership founds “a set of values and purposes that underpin the educational process in the school. Most significantly it is the individual passion and commitment of the leader that drives the values and purposes into reality.”

The authors therefore recognize that passionate leadership in education is not only focused on its cognitive and behavioral, observable aspects according to Day (Davies and Brighouse, 2008), but that is also contains emotional and moral qualities.

Measuring passion

The concept of passion became a psychological construct when a systematic way to investigate the concept and when measurements of passion were introduced, tested, validated and therefore bringing a systematic way to understand passion (Cox III, 1987), (Dowding, 2013).

As described in section 2, passion as a (scientific and psychological) construct appeared in the early 2000's (Vallerand *et al.*, 2003). In his research, Vallerand proposed a way to measure passion, using a scale providing evidence of both its validity and its reliability (2003), including across languages and culture as set of questions may be interpreted in different cultures and languages (Vallerand, 2015), (Marsh *et al.*, 2013).

Based on a 14-items self-reported report, the passion scale has psychometric qualities and has been translated, tested and psychometrically validated in French, in Spanish, in Italian among other languages. That same scale has been adapted from measurement passion for activities to passion at work (Houlfort *et al.*, 2015), (Serrano-Fernández *et al.*, 2017), and for motivation and gambling (Rousseau *et al.*, 2002).

The scale and questionnaire allow practitioners and scholars to determine whether a person's passion for an activity is related to a harmonious (HP) or an obsessive (OP) character, and possible correlates between HP and OP are corroborated with other factors such as subjective wellbeing (Philippe, Vallerand and Lavigne, 2009), burnout (Kong and Ho, 2018), mindfulness (St-Louis *et al.*, 2018) which allows for a better understanding of the potential maladaptive or positive outcomes of passions on individuals.

However, what Vallerand and his teams have not measured is the concept passion as a way of life or a way of being, rather than passion being a strong desire towards a specific activity (Marsh *et al.*, 2013), (Halonen and Lomas, 2014). Very few research attempt to investigate the correlation between passion and personality with results that “show a pattern of relations between passion and personality” (Balon, Lecoq and Rimé, 2013) with limited contextual factors, hence “ These outcomes nevertheless remain weak (and with) more research needed” (Balon, Lecoq and Rimé, 2013). Scholars recognize the need to develop theories that are practical, often through the lenses of a company employees' engagement (Nimon and Zigarmi, 2011).

To understand the construct of passion, Vallerand (2003) investigated passion in a work setting and produced an original English version of the passion Toward Work Scale (PTWS) composed

of 14 items⁵ (Vallerand *et al.*, 2003), (Serrano-Fernández *et al.*, 2017). The understanding of passion at work is particularly relevant to human resource development professional (Nimon and Zigarmi, 2011) and scholars who wish to further understand the impact of passion in an organizational setting. Although the PTWS is well adapted to identify whether employees passion at Work are associated to HP or to OB, it does not measure the passion at work as way of life or way of being nor does it measure other outcomes of passion on employees' leaders (Balon, Lecoq and Rimé, 2013) such as wellbeing or work.

Entrepreneurial passion (EP) has attracted the attention of researchers and yet, it “lacked a robust and validated instrument for measurement” (Cardon, 2008), (Cardon *et al.*, 2013) . A systematic approach was therefore proposed involving two dimensions: Intense Positive Feelings and Identity Centrality (Cardon *et al.*, 2013) for measuring entrepreneurial passion based on 26 items which can be operated through a self-reported questionnaire (Fellnhofer, 2017).

A limitation which needs to be pointed out is the lack of correlation made between entrepreneurs' passion and leader's passion. Entrepreneur-start up founders-CEO becomes leaders of their own company, leading followers manifesting distinct forms of leadership (Zaech and Baldegger, 2017) and facing different types of challenges requiring different of forms of leadership depending the growth trajectory (Freeman and Siegfried, 2015). Entrepreneurial leaders' passion is yet to be investigated with clear measurements.

Angela Duckworth investigated the personality trait that is found amongst successful individual and discovered that passion + Perseverance for long term goals leads to success; and this trait is called Grit (Duckworth *et al.*, 2007). A Grit scale and later a shorter version based on 12 items, has been constructed. The Grit questionnaire is also a self-reported questionnaire which has been fully tested and validated with various groups of people including organizational leaders (“Grit” the true predictor of success: Talent isn't everything. Being hardy and being able to persevere can help you succeed in business. This learnable trail was the focus of a title that was discussed at the most recent We Read For You presentation.’, 2017), (Clark, 2017).

Passion vs other motivational similar concepts

Given the amount of motivational concepts (Vallerand, 2012a), (Von Culin, Tsukayama and Duckworth, 2014), (Zigarmi, Galloway and Roberts, 2016) which may be associated to passion in an organizational setting, it might prove useful to compare passion to other similar concepts. This would clarify how some of these constructs relate to passion, whether any of these concepts entails passion and how they differ.

Similar scholarly investigated motivational concepts which were associated to leadership in a work context include but are not limited to

- Grit (Kelly, Matthews and Bartone, 2014), (Kelly, Matthews and Bartone, 2014),
- Calling (Longman *et al.*, 2011)
- Zest for work (Peterson *et al.*, 2009)

⁵ Items are distributed into two subscales with 7 items each, the first being harmonious passion, ($\alpha = .70$; e.g. “3.- My line of work reflects the qualities I like about myself”) and the second obsessive passion ($\alpha = .85$; e.g. “11.- I am emotionally dependent on my work”). The responses were gathered using a 7-point Likert- type scale (from 1 = totally disagree to 7 = totally agree).

- Engagement (Breevaart *et al.*, 2014), (Schmitt, Den Hartog and Belschak, 2016)
- Motivation (Shu, 2015), (Fernet *et al.*, 2015)
- Enthusiasm (Glassman and McAfee, 1990), (Damen, van Knippenberg and van Knippenberg, 2004)

Using the definitional elements of Work passion (Zigarmi *et al.*, 2009) the below comparative table has been constructed

	Grit	Calling	Zest for work	Engagement	Motivation	Enthusiasm
A state of well-being	No	No	Yes	No	No	No
Persistence	Yes	For some	For some	For some	Yes	For some
Emotionally positive	No	Yes	Yes	Yes	Yes	Yes
Meaning based	Yes	Yes	No	No	No	No
Recurring cognitive appraisals	Yes	Yes	Yes	Yes	Yes	Yes
Recurring affective appraisals	Yes	Yes	Yes	Yes	Yes	Yes
In job and organizational situation	Yes	Yes	Yes	Yes	Yes	Yes
Results in work intentions/behaviors	Yes	Yes	Yes	Yes	Yes	Yes

What passion is not

With the aim of unpacking the definitional element of passionate leadership in organizations (PLIO), and to avoid confusion, it may prove beneficial to underline what passion at work is not. Based on the two definitions which can apply to passion in organizations, which is where the focus of this review lies, the two definitions of passion below are used to discuss what passion is not. Passion is defined as a “strong inclination toward an activity that people like, that they find important, and in which they invest time and energy”. Two types of passion are proposed: Harmonious passion (HP) and Obsessive passion (OP) in a Dualistic Model of passion – DMP (Vallerand *et al.*, 2003)”.

Work passion is defined as “an individual’s persistent, emotionally positive, meaning-based, state of well-being, stemming from reoccurring cognitive and affective appraisals of various job and organizational situations that result in consistent, constructive, work intentions and behaviors” (Zigarmi *et al.*, 2009).

On the light of these definitions, passion is not

- Associated to activities, a job or organizational situations
 - o which are not self-defining, not part of an individual’s identity
 - o where the individual does not invest time, energy
 - o which is meaningless
 - o where the individual does not find praising element
 - o experienced without positive emotions
 - o where individual does not connect cognitively and affectively
- A state of unhappiness
- A lack of wellbeing

Conceptual definition of passionate leadership in organizations (PLIO)

Following literature on entrepreneurial passion (Cardon *et al.*, 2013), (Murnieks, Mosakowski and Cardon, 2014), (Fellnhofer, 2017), we can posit that passionate entrepreneurs are passionate leaders of their own venture where passion is utilised as a means to turn their business into a success (Chen, Yao and Kotha, 2009), (P. R. Newswire, 2014), (Clark, 2017).

According to a survey conducted on Canadian passionate Entrepreneurs-leaders , 53% believe that balancing work and life commitments is one of the greatest challenges they face on a daily basis (C. Newswire, 2014). This somewhat contradicts Goldsmith (2008) whose view is that passionate leadership leads to a work-life balance. (Goldsmith, 2008).

To arrive to a theoretical definition of passionate leadership In organizations, relevant attributes which pertains to the concept were analysed following a thematic analysis (Braun and Clarke, 2006):

- Data corpus were literature reviews and articles from peer-reviewed academic sources
- Data sources were generated from academic database EBSCO, Scopus, Science Direct and Google Scholar (June 2018)
- Data-driven coding was then performed in a systematic fashion across the entire data sets to find pertinent semantic meanings and latent features
- Themes were being searched for using a broader level of analysis, using an iterative/intuitive stance generating candidate themes
- Themes where then reviewed to keep coherence theme, sub themes with sufficient data to support them, prevalence of theme repeated was analysed and ranked
- Themes were then defined and named using labels

First, linked to passionate leadership: we looked at the cognate areas which pertain to the definition and the qualities attributed to:

- passion
- passionate state of being
- passionate leadership in education

Linked to the focus on the organizational environment, we looked at cognate areas which pertain to the definition and the qualities attributed to:

- Work passion
- Entrepreneurial passion

Second, all attributes which pertain to PLIO have been uncovered arriving to 26 items.

Third, multiple sub themes were created, and classified thematically rolling up to 8 themes, with a label attributed, composed of one word for each theme as illustrated in the table below:

Label	Theme	Sub themes
Purpose	Live life purposefully	Purpose, meaning in life

Identity	Be your authentic self	Value, self-identity
Better	Build a better world	Wellbeing, social and moral purpose
Power	Unleash your Power	Influence on followers
Perseverance	Never give up	Perseverance
Action	Make it happen	Action-driven
Life	A way of life	Emotional, Cognitive, Behavioral, Spiritual
Passion	Yin & Yang	HP, OP
Success	Successful leadership	Effective leadership

Fourth, the 26 item identified as pertaining to PLIO where being attributed a label each as shown below:

Passion

1	Identity	Self-defining
2	identity	Value-based
3	Life	Emotional
4	Life	Cognitive
5	Life	Behavioral
6	Passion	Harmonious passion (HP)
7	Passion	Obsessive passion (OP)

Passionate (state of being)

8	Purpose	With a purpose
9	Identity	Being authentic
10	Better	Desire of a positive impact

Passionate leadership

11	Life	Emotion driven
12	Identity	Value based
13	Purpose	Purpose based
14	Better	Search of Positive impact
15	Better	Longing for social justice
16	Better	With moral purpose
17	Power	Generate admiration and delight from followers

Passion at work

18	Life	Positive emotions
19	Purpose	Meaning-based

20	Better	Wellbeing driven
21	Perseverance	Drive consistent and constructive work intention/behaviour

Entrepreneurial passion

22	Power	intense affective state
23	Action	Behavioral (action-driven)
24	Life	Positive feelings
25	Action	Engagement driver
26	Passion	High propensity for OP

Fifth assessed the count of theme was assessed and three prevalent themes were found as highlighted in green below and listed here after.

In (...) are the prevalence % of theme determined out of 26 identified.

The three prevalent themes are:

- A way of Life (23%)
- Be your authentic self (15%)
- Build a better world (15%)

Label	Theme	Count	Prevalence (%)	Sub themes
Purpose	Live life purposefully	3	12%	Purpose, meaning in life
Identity	Be your authentic self	4	15%	Value, self-identity
Better	Build a better world	4	15%	Wellbeing, social and moral purpose
Power	Unleash your Power	2	8%	Influence on followers
Perseverance	Never give up	1	4%	Perseverance
Action	Make it happen	2	8%	Action-driven
Life	A way of life	6	23%	Emotional, Cognitive, Behavioral, Spiritual
passion	Yin & Yang	3	12%	HP, OP
Success	Successful leadership	1	4%	Effective leadership
		26	100%	

From this analysis, a theoretical definition for passionate leadership we are proposing is:

“Passionate leadership In organizations (PLIO) is a leadership style identified as a way of life focused on bettering the world, while being authentic to oneself.”

And an extension to this definition is: **“PLIO is also characterised by a clear purpose in life, affected by the impact of both Harmonious and Obsessive passions, with an influence on followers, to drive actions forward, persistently leading to success.”**

It might prove useful to compare PLIO with other forms of leadership, using the definitional elements of PLIO. The concept of PLIO has been compared to other forms of leadership. The

most cited leadership types (Gardner *et al.*, 2010) and a global reference publication in the field of leadership education “**Bass & Stogdill's handbook of leadership**” (Bass, 1990a), (Santora, 1992) have been consulted to develop this comparison.

This list includes:

- Transformational leadership may be directive or participative. It required higher moral development, transformational leadership is recognized universally as a concept (Bass, 1999) which includes 5 characteristics ⁶ on the leader. This type of leader has been characterized as one who articulates a vision of the future that can be shared with peers and subordinates, intellectually stimulates subordinates, and pays high attention to individual differences among people (Yammarino 1954- and Bass, 1990), (Lowe and Galen Kroeck, 1996).
- Charismatic leadership: is defined as a leadership which entails five characteristics “five specific personality traits. These include: self-monitoring, self-actualization, motive to attain social power, self-enhancement, and openness to change” (Jung and Sosik, 2006). It includes an element of passion as described by Tucker (1968) “They do not follow him out of fear or monetary inducement, but out of love, passionate devotion” (Tucker, 1968).
- Transactional leadership is defined as exchanges against rewards contingent upon a display of desired behaviors (Lowe and Galen Kroeck, 1996), (Waldman, Bass and Einstein, 1987). It has been investigated by a few scholars (Bass, 1990b), (Wofford and Goodwin, 1994).
- Inspirational leadership is defined as a subfactor of transformational leadership, which centres on delivering a convincing vision to the team, communicating confidence in team members, and invigorating the team (Joshi, Lazarova and Liao, 2009). It is found that investors seek more than inspirational leadership in entrepreneurs they invest in, they look for entrepreneurs who are passionate and tenacious (Murnieks *et al.*, 2016), (Bonau, 2017).
- Authentic leadership has been defined and investigated by scholars (Avolio and Gardner, 2005), (Fusco, O’Riordan and Palmer, 2015). Authentic leadership in organizations is defined as a process which leverages positive psychological aptitudes and a highly advanced organizational setting, which results in both further self-awareness and self-regulated positive behaviors from the leaders and associates, development positive self-development (Avolio and Gardner, 2005).
- Distributed leadership has attracted the interest of many scholars (Tian, Risku and Collin, 2016). As an attempt to define it, it “can be considered to incorporate shared, democratic, dispersed and other related forms of leadership.”(Harris et al., 2007), (Bolden, 2011).

⁶ (1), the Transformational Leader knows to be charismatic and knows how to convey his beliefs (2), the Transformational Leader knows to motivate and inspire the team (3), the Transformational Leader raises creativity and finding original solutions (4), the Transformational Leader pays attention to each member of the team (5) (Barbinta, Dan, Muresbarbinta, 2017).

- Ethical leadership refers to ethical leaders who are altruistically motivated, caring, and concerned about their followers and others in society (Treviño, Brown and Hartman, 2003), (Brown and Treviño, 2006), (Gini and Green, 2014).
- Relational leadership is defined as a social influence process through which emergent coordination (i.e., evolving social order) and change (i.e., new values, attitudes, approaches, behaviors, ideologies, etc.) are built and generated. (Uhl-Bien, 2006).
- Vision-based leadership: it is often assimilated to Transformational leadership (Kantabutra, 2005) with vision which is core to the prevailing vision-based leadership (Kantabutra, 2009).
- Servant leadership which is found to have its roots since the ancient time (Gandolfi et al, 2017), “encourages followers' intellectual and skill development and enhanced moral reasoning capacity so followers become autonomous moral agents. In the workplace, servant-leaders are sensitive to the needs and desires of organizational stakeholders, hold themselves accountable, and encourage the intellectual and moral development of all around them” (Graham, 1991). Servant leadership is found to have its roots.
- Autocratic leadership (also known as authoritarian leadership) is a leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their own ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group (Lewin and Lippitt, 1938), (Malos, 2012). It has attracted recent research (Harms *et al.*, 2018).
- Democratic leadership in groups with not one single leader. Leaderless group differs from leadership-less group. leadership remains but it is “diffused throughout the group” (Haiman, 1953). It is function of three roles: distributing responsibility among the membership, empowering group members, and aiding the group's decision-making process” (Gastil, 1994).
- Directive/participative leadership: these are leadership styles comprised within transformational leadership (Bass and Riggio, 2006). Directive leadership is defined as the process of giving subordinates with a guideline for decision making and action that favours the leader’s perspective (Sagie, 1997), (Hayes, 1999). It is also commonly perceived as a task- oriented behaviour, with a strong tendency to control discussions, dominate interactions, and personally direct task completion (Cruz, Henningsen and Smith, 1999). “Participative leadership is defined as “the process of having a shared influence in decision making, by a leader and his or her subordinates” (Hayes, 1999).

The table here after summarizes the comparison between PLIO with other leadership concepts listed previously

	Leadership style		Way of life		Bettering world		Authenticity		Purpose in life		Impact on HP and/or DP		Influence		Driving actions		Leadership success	
	Yes	No	Unclear	Yes	No	Unclear	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Transformational	Yes	No	Unclear	Yes	No	Unclear	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Charismatic	Yes	No	No	For some	Yes	No	For some	Yes	Yes	For some	Yes	For some	Yes	Yes	Yes	Yes	For some	For some
Transactional	Yes	No	No	No	No	No	No	No	No	No	Yes	No	Yes	No	Yes	No	Yes	For some
Inspirational	Yes	No	Unclear	Yes	No	Unclear	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	For some
Authentic	Yes	No	Unclear	Yes	For some	Unclear	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	For some
Distributed	Yes	No	No	Unclear	No	No	Unclear	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	For some
Ethical	Yes	No	Yes	Yes	Unclear	Yes	Unclear	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	Yes
Relational	Yes	No	Unclear	Yes	Unclear	Yes	Unclear	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	For some
Vision based	Yes	No	Unclear	Yes	Unclear	Yes	Unclear	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	Yes
Servant	Yes	No	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	For some
Autocratic/authoritarian	Yes	No	No	For some	Unclear	No	Unclear	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	For some
Democratic	Yes	No	No	Unclear	No	No	Unclear	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	For some
Directive/participative	Yes	No	No	Unclear	No	No	Unclear	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	For some

Gaps identification

In this study, we investigated the concept of PLIO. Although a conceptual definition has been proposed, it is important to address several elements which are identified as gaps.

- I. More literature could have been included as part of this review to broaden the scope of the definition
- II. The analysis which led to a conceptual definition has not been corroborated with organizational leaders and their followers which leave the definition theoretical and not yet practical
- III. Cultural nuances may impact the attributes collected which compose the theoretical definition of PLIO
- IV. A measure for PLIO has not been identified

Recommendations

This review will serve for further research, and more is required to understand the concept of PLIO.

Although the theoretical definition of PLIO is based on a thorough review of existing scholarly literature, themes identified must be corroborated interviewing organizational leaders and their followers to verify the correlation with the proposed definition.

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