

From the Editor

This issue of JBAM was not intended to be a special issue on the topic of leadership, but three very insightful manuscripts directly dealing with leadership highlight this issue. In “Situational narcissism and charismatic leadership: A conceptual framework”, John Humphreys, Kendra Ingram, and Lloyd Basham of Texas A&M University-Commerce, Daun Zhao of HuaZhong Normal University, and Joe Gladstone of New Mexico State University present a manuscript that one of the reviewers wishfully mused, “This is the paper I wish I had written.” The concept put forth in this theoretical piece is unique in that the authors propose that a transcendental event may lead to a developmental sequence whereby an element of situational narcissism ultimately creates the attribute of charismatic leadership and outcomes inconsistent with the initial motives of the leader.

In “Strategic leadership in the nonprofit sector: Opportunities for research”, Kelly Phipps and Mark Burbach of the University of Nebraska-Lincoln consider that while the field of strategic leadership has traditionally focused on organizational performance in the for-profit sector, knowledge from the field may be applicable to not-for-profit organizations. Propositions concerning learning capacity, capacity for change, managerial wisdom, organizational context and innovation, and mission trajectory are submitted to explain ways in which nonprofit strategic leadership contributes to organizational performance.

In the third manuscript focusing on leadership entitled “Testing the relationship between interpersonal political skills, altruism, leadership success, and effectiveness: A multilevel model”, Jennifer Moss of Bellevue University and John Barbuto, Jr. of the University of Nebraska-Lincoln present a study examining the moderating effect of altruism on the relationship between political skills and leadership success and effectiveness. The results suggest that altruism is an important component of leadership effectiveness, but networking strategies influence both leadership success and effectiveness.

Study of the role of personality in organizational settings has received much attention throughout the past decade, and the fourth article in this issue of JBAM ties that stream of research to ongoing research regarding multiple source feedback. In “Personality and multisource feedback improvement: A longitudinal investigation”. Alan Walker of Auburn University, James Smither of La Salle University, Leanne Atwater of the University of Houston, Joan Brett of Arizona State University West, and Peter Dominick and Richard Reilly of Stevens Institute of Technology test hypotheses about how personality might influence improvement in multisource ratings over time. Examining results from three longitudinal studies, they found little support for the hypotheses that personality influences improvement following receipt of multisource feedback.

The final manuscript in this issue is a teaching case about a professional woman put on a performance improvement plan upon nearing retirement age and eventually offered a severance package to leave her employer. In “Grin and bear it? Jill’s dream or demise”, Andra Gumbus and Valerie Christian of Sacred Heart University address question as to how Jill went from her dream job to her demise, did she deserve to be separated based on performance, and was her separation forced and voluntary. Teaching notes containing expert opinions from legal and professional sources accompany the case.

As with every issue, I want to thank the anonymous reviewers who so graciously put forth the time and effort necessary to ensure that the articles in this issue reflect the scholarly standards set forth by JBAM. I extend my congratulations to the authors for responding to the many revisions requested by their reviewers as their manuscripts moved toward publication. My heartfelt thanks to the Assistant to the Editor of JBAM, Paul Jacques of Western Carolina University, for his commitment of time and effort toward ensuring that the articles in this issue are correctly formatted and reflect APA protocol.

I do hope you enjoy this issue of JBAM, and I would, once again, encourage you to share with me any reflections or response you might have in regard to the articles in this issue. As the editor of JBAM, I am very appreciative of feedback that lets me know how JBAM readers evaluate what appears in the journal.

Dr. Ernie Stark
Editor, *Journal of Behavioral and Applied Management*
Professor, College of Business
Bellevue University
1000 Galvin Road South
Omaha, NE 68005
402-557-7558
ernie.stark@bellevue.edu