

# An Examination of the Impact of Age and Experience Difference in Predicting Leadership Styles and Qualities Among Sales Professionals

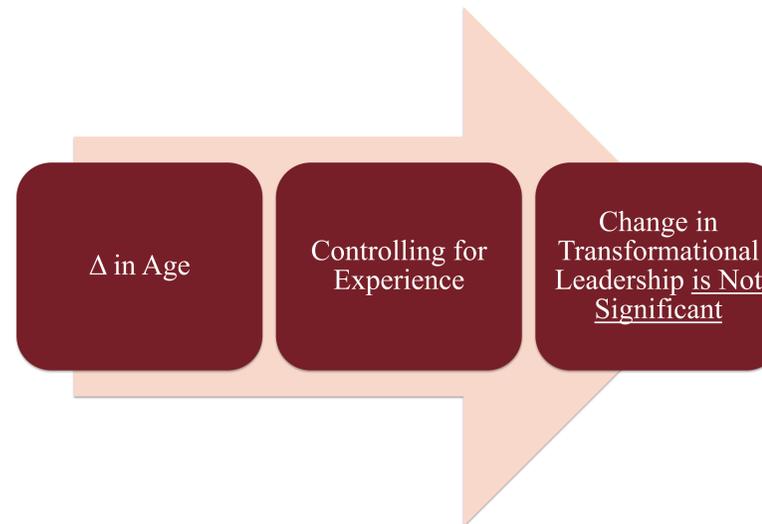
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## Learning Objectives



- Age Differences.** Do age differences predict changes in transformational leadership scores?
- Experience Differences.** Do experience differences predict changes in transformational leadership scores?
- Covariate Analysis.** Does it make a difference if we control for experience or age when examining the impact of the other?
- Transactional vs. Transformational Leadership.** Does it make a difference if we use transactional leadership instead of transformational leadership?
- Leadership Subcomponents.** Which subcomponents of leadership measures are correlated with age and/or experience?

## \*Results



- Demographic Predictors for Transformational Leadership.**
  - Age is not a significant predictor of transformational leadership when controlling for experience. ( $b=.444, t=.86, p=.39$ )
  - Experience is a significant predictor of transformational leadership when controlling for age. ( $b=2.8, t=4.7, p<.001$ ).
- Demographic Predictors for Transactional Leadership.** Both age and experience predict transactional leadership changes when controlling for the other. (age:  $b=-.47, t=-2.3, p=.023$ ; experience:  $b=.46, t=1.98, p=.049$ )
- Transactional Leadership Subcomponents.** Age is a significant predictor (negatively correlated) of passive-avoidant and laissez-faire leadership qualities, but experience is not significant. Note: We controlled for experience when analyzing age, and vice versa. Younger sales professionals tended to have higher passive-avoidant and laissez-faire scores. (

## \*Results

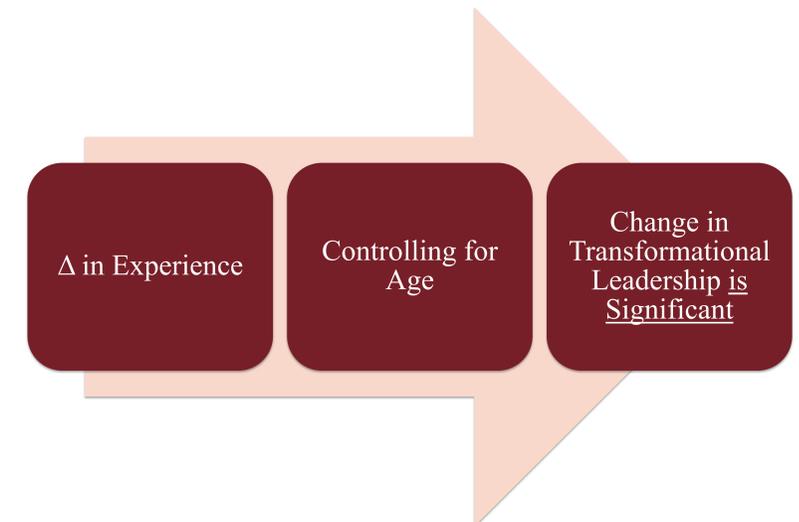


Table 1. *Dependent Variables regressed on Age.*

Dependent Variables	IV-Age
Transformational Leadership Score	$b = .444, t = .86, p = .39$
Transactional Leadership Score	$b = -.47, t = -2.3, p = .023^*$
Passive Avoidant	$b = -1.33, t = -5.02, p < .001^{**}$
Laissez-Faire	$b = -.71, t = -4.95, p < .001^{**}$
Intellectual Stimulation	$b = .10, t = .794, p = .428$
Inspirational Motivation	$b = .225, t = 1.70, p = .089$
Idealized Influence (Charisma)	$b = .088, t = .382, p = .703$

Note: \* significant at the .05 level. \*\* significant at the .01 level.

Table 2. *Dependent Variables regressed on Experience.*

Dependent Variables	IV-Experience
Transformational Leadership Score	$b = 2.8, t = 4.7, p < .001^{**}$
Transactional Leadership Score	$b = .46, t = 1.98, p = .049^*$
Passive Avoidant	$b = .26, t = .86, p = .39$
Laissez-Faire	$b = .14, t = .88, p = .38$
Intellectual Stimulation	$b = .36, t = 2.56, p = .011^*$
Inspirational Motivation	$b = .48, t = 3.23, p < .001^{**}$
Idealized Influence (Charisma)	$b = 1.5, t = 5.8, p < .001^{**}$

Note: \* significant at the .05 level. \*\* significant at the .01 level.

**N = 538**

\*We used the Multifactor Leadership Questionnaire (MLQ) Form 5x as our leadership assessment (Avolio, Bass, & Jung, 1999). Permission received from Mind Garden, Inc. on May 14, 2013. Copyright: 1995 by Bruce Avolio and Bernard Bass.