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UB: Servant leaders are better for bottom line

Study reveals connection to financial success

By the University at Buffalo

A moderate increase in servant leadership can have a significant effect on an organization's revenue, based on new research from the University at Buffalo School of Management.

Available online ahead of publication in Personnel Psychology, the study examined whether servant leadership makes it possible to focus on multiple stakeholder groups and the degree to which an employee's focus on others impacts their business decisions.

Using data collected from 274 employee/supervisor pairs over several months, the researchers used objective cognitive reflection scores - which measure whether individuals think through problems in detail rather than going with simple, gut decisions - and

objective measures of workplace charitable giving.

The researchers were not surprised to find that exposure to servant leadership, where leaders prioritize company goals and profitability as well as the interests of stakeholders (like customers, employees and communities), increases the degree to which employees focus on others.

"We then gave the employees a decision-making test and were able to show a relationship that we had theorized: Those who were more 'other-oriented' made smarter, more well-thought-out decisions," says the study's lead author, James Lemoine, Ph.D., associate professor of organization and human resources in the UB School of Management. "Other-orientation gives you experience

looking at problems from perspectives beyond your own."

According to Lemoine, the better decision-making by those other-oriented employees resulted in more dollars to the company: A one-point increase in servant leadership scores (on a seven-point scale) resulted in \$11.3 million in additional revenue for the company, about a 6% increase. And, at the same time, employees who were more other-oriented were giving more to charities.

The researchers say their findings demonstrate that positive leadership can help communities while driving financial success.

Lemoine collaborated on the study with Chad A. Hartnell, Ph.D., associate professor of management at Georgia State University's Robinson College

of Business; Snehal Hora, Ph.D., assistant professor of management at Drexel University's LeBow College of Business; and Daniel I. Watts, doctoral student at Georgia State University's J. Mack Robinson College of Business.

Now in its 100th year, the UB School of Management is recognized for its emphasis on real-world learning, community and economic impact, and the global perspective of its faculty, students and alumni. The school also has been ranked by Bloomberg Businessweek, Forbes and U.S. News & World Report for the quality of its programs and the return on investment it provides its graduates. For more information about the UB School of Management, visit management.buffalo.edu.

Congresswoman Tenney introduces legislation to support small, local news organizations

Press Release

Congresswoman Claudia Tenney (NY-24) on Friday introduced the Community News and Small Business Support Act alongside Congresswoman Suzan DelBene (D-WA). This bill utilizes tax credits to address the decline of local news organizations and support small businesses.

Under the bill, small businesses that advertise in local news organizations will be eligible for a tax credit, enhancing their own business objectives while supporting hometown news organizations. In addition, this bill aims to bolster hometown news organizations by providing a tax credit to allow for the hiring and employment of local reporters.

"As the former owner and publisher of the Mid-York Weekly, a local weekly newspaper, I understand how essential it is to support local news organizations and provide our communities with locally sourced news," Tenney said. "The Community News and Small Business Support Act ensures that local news organizations can continue to deliver vital news stories that matter most to our communities while allowing for

our small businesses to grow and our communities to stay informed. I am thrilled to introduce this bill alongside Congresswoman DelBene, and will continue to advocate for local news organizations and small businesses."

DelBene said, "In today's digital

world, access to trustworthy and reliable news is more important than ever. Local journalists and newspapers play a critical role in increasing involvement in civic institutions, identifying government corruption, and decreasing polarization. Yet, this industry

is struggling more than ever to keep the lights on. The legislation we are introducing today would provide much-needed support for newspapers so local journalists can continue their invaluable work."



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