

# Leadership Institute

London  
Business  
School

Advancing leadership practice  
for over 10 years



FOREVER // FORWARD

# Thank you

After 11 successful years of cultivating the advancement of global leadership practice, the Leadership Institute at London Business School concluded its activities at the end of the 2024/25 academic year. Over the past 11 years, the Institute has been a powerful force in shaping the future of leadership. This has been made possible thanks to your generous support which enabled the Institute to pursue its mission and expand its impact across research, teaching and outreach.

The Institute has spearheaded groundbreaking research in areas such as boardroom effectiveness, ethical leadership, diversity and inclusion, and organisational transformation. It has funded a total of 28 research projects (some of which have been award winning), launched influential case studies, delivered signature electives and a number of custom Boards Masterclass Programmes delivered in our Executive Education Group, while also playing an integral role in the student Leadership Incubator.

The Leadership Institute leaves behind a legacy of insight, innovation, and inspiration – and a body of work that has made a lasting impact in businesses, boardrooms, and other ecosystems around the world.

Thank you for walking this journey with us. The spirit of the Leadership Institute's work will continue to influence how we teach, lead, and grow together as a community and leadership research and education continue to be key priorities for us.

**Your generosity has sparked fresh ideas, energised our community and advanced the cause of inclusive leadership in tangible and lasting ways. We are deeply grateful for your partnership and look forward to continuing this journey with you beyond the bounds of the Leadership Institute.**

Nader Tavassoli and Randall Peterson,  
Academic Directors of the Leadership Institute

Vyla Rollins  
Executive Director of the Leadership Institute



# Conducting rigorous research

Your generous support has enabled our faculty to focus their research projects on various topics related to leadership, including the below and many more.

---

- *The Elements of Good Judgment: How to improve your decision-making*; Andrew Likierman, Professor of Management Practice in Accounting
- The UK Gender Pay Gap Reporting Database; Aneeta Rattan, Professor of Organisational Behaviour
- *The business case for diversity backfires: Detrimental effects of organizations' instrumental diversity rhetoric for underrepresented group members' sense of belonging*; Aneeta Rattan, Professor of Organisational Behaviour & Oriane Georgeac, Assistant Professor of Management & Organizations at Boston University's Questrom School of Business
- *Leadership by Gender Stereotypes: Systematic Examinations of Culture and Gender of Leaders*; Soo Yun Baik, PhD candidate
- Investigating the Impact of COVID-19 on the Career Prospects of Female Leaders: Evidence From a Large-Scale Study of Global Multinationals; Herminia Ibarra, Charles Handy Chair in Organisational Behaviour; Professor of Organisational Behaviour & Isabel Fernandez-Mateo, Adecco Professor of Strategy and Entrepreneurship; Professor of Strategy and Entrepreneurship & Dana Kanze, Assistant Professor of Organisational Behaviour
- Fostering a Learning Organization during COVID-19; Rohin Borpujari, PhD candidate, Organisational Behaviour & Raina Brands, Assistant Professor of Organisational Behaviour
- The Impact of Brokerage in Fostering Social Inclusion; Eva Lin, PhD Candidate, Organisational Behaviour & Aneeta Rattan, Associate Professor of Organisational Behaviour
- Leadership, Social Inclusion, and the Impact of Social Liberalization Policies on Talent Management in the Music Industry; Sungyong Chang, Professor of Strategy and Entrepreneurship
- Social Inclusion in Startups; Olenka Kacperczyk, Professor of Strategy and Entrepreneurship
- The Causal Impact of Employment on Gender Empowerment; Rajesh Chandy, Academic Director, Wheeler Institute for Business and Development
- Non-academic project: The Power of You: Unleashing your Potential - A new LBS community impact initiative enabling young women to succeed.

## Focus piece: improving social inclusion in the workplace through remote working

Homophily, the tendency for individuals to interact more with similar others, such as men preferring interactions with other men over women, reinforces gender inequality in the workplace. This dynamic, driven by men's greater power and access to information, concentrates valuable resources, such as information, support, advice and mentorship, within male-dominated networks.

In their research titled *Does the 'Boys' Club' Weaken in Remote Work?: A Field Experiment in India*, Stephanie Chan-Ahuja, LBS PhD Candidate in Organisational Behaviour and Yoonjin Choi, LBS Professor of Organisational Behaviour, examined how remote work impacts gender homophily in workplace networks, with an aim to propose solutions for reducing gender inequality in hybrid and remote settings.

Stephanie Chan-Ahuja shared a more profound insight.



**Stephanie Chan-Ahuja**  
LBS PhD Candidate in  
Organisational Behaviour

“Until now, most of the research related to homophily in the workplace has focused on existing relationships. However, since the COVID-19 pandemic, it’s not unusual for people to start their jobs completely remotely.

Whether the new hires can work remotely and how often they need to be present in the office is still an unexplored area and a big dilemma for many companies. And so, we wanted to see how being in a fully remote setting for new hires would affect who creates relationships with whom and whether segregation based on gender is still present. Or is remote working, on the other hand, a chance for better inclusion?

For over a year, we collected data at an IT company in India, which I founded, involving 247 participants. This methodology gave us a lot of control and autonomy compared to partnering with an existing company.

What we found is that for staff working in the office, gender was a significant factor in choosing network contacts. Women were more likely to form ties with other women in their cohort, and men were more likely to form ties with other men. Formal structure (i.e. being assigned to the same team) did not influence workers’ network formation.

In contrast, gender was not a significant factor in choosing network contacts for remote workers. For them, formal structure was the most significant predictor of whether two workers would form ties.

We also found that staff working in person evaluated male colleagues more favourably than females – male colleagues were perceived to be more competent than female colleagues by both male and female workers. Such bias did not exist among remote workers. **In sum, our results suggest that gender bias becomes less salient when working remotely.**

Companies can use our research to decide how to onboard their new hires. This could be particularly useful for startups and other organisations deciding on whether a physical office space is a good investment, as these big financial decisions could make or break them.

There’s already work looking at women facing less discrimination when working remotely. Our research is going a step further. Starting remotely could influence who you’re talking to and who you’re making relationships with, which influences who you reach out to for help and career advice. So, if we change the initial part of how workers form relationships, it could then have a longer-term impact on how inclusive an organisation becomes down the line.

Now that the data collection is complete, we are writing up the paper and aiming to submit it to *Organization Science* in August, and we’ll share the findings at conferences in the future.

**We are grateful for the support and hope this research will improve gender inclusion and equality in the workplace and, as a result, in society as a whole.”**

## Focus piece: supporting leaders to adopt more inclusive practices around help-seeking



**Selin Kesebir**  
LBS Professor of  
Organisational  
Behaviour

In her research *Gender Differences in Seeking Help from Leaders: A Competence Threat Perspective*, Selin Kesebir, LBS Professor of Organisational Behaviour, examined how help-seeking from leaders varies by gender and work tenure and how this understanding can improve inclusion in a workplace:

“We found that whilst initially, men and women show similar help-seeking behaviour, over time, men seek less help while women’s behaviour remains constant. We propose that these patterns arise because women and men differ in their use of a hierometer lens, which emphasises status and hierarchy in help-seeking.

Contrary to the conventional wisdom that men are less likely to seek help than women do, we show that among new or early-tenure employees, women and men are equally likely to seek help from their leaders.

Over time, however, men’s help-seeking declines, while women’s help-seeking does not. This debunks the simplistic notion, showing that context, like tenure, matters.

Knowing that experienced men are less likely to seek help from leaders due to perceived status threats, organisations can design interventions encouraging more open communication and reduce inefficiencies due to a lack of help-seeking. Leaders can be trained to recognise and mitigate the social dynamics that discourage help-seeking, especially among senior male employees. **By understanding how different groups perceive help-seeking, leaders can adopt more inclusive practices that validate and support diverse communication styles and needs.**

More generally, organisations might revise performance evaluation and promotion systems to reduce the stigma around help-seeking, especially for high-tenure employees.

This paper was accepted to last year’s International Association of Conflict Management Conference, and it will be presented in a symposium at the 2025 meeting of the Academy of Management in Copenhagen, Denmark. We’re also aiming to submit the paper to *Organization Science* before the end of 2025, as well as disseminate it in academic forums and public platforms such as Think.”

# Influencing leadership education

For our research to have impact, it is imperative that the findings and actionable insights are translated into practice. Over the years, we have shared these with the leaders of today and tomorrow, starting with our student and alumni community.

---

## Focus piece: Corporate Governance and Board Effectiveness Elective

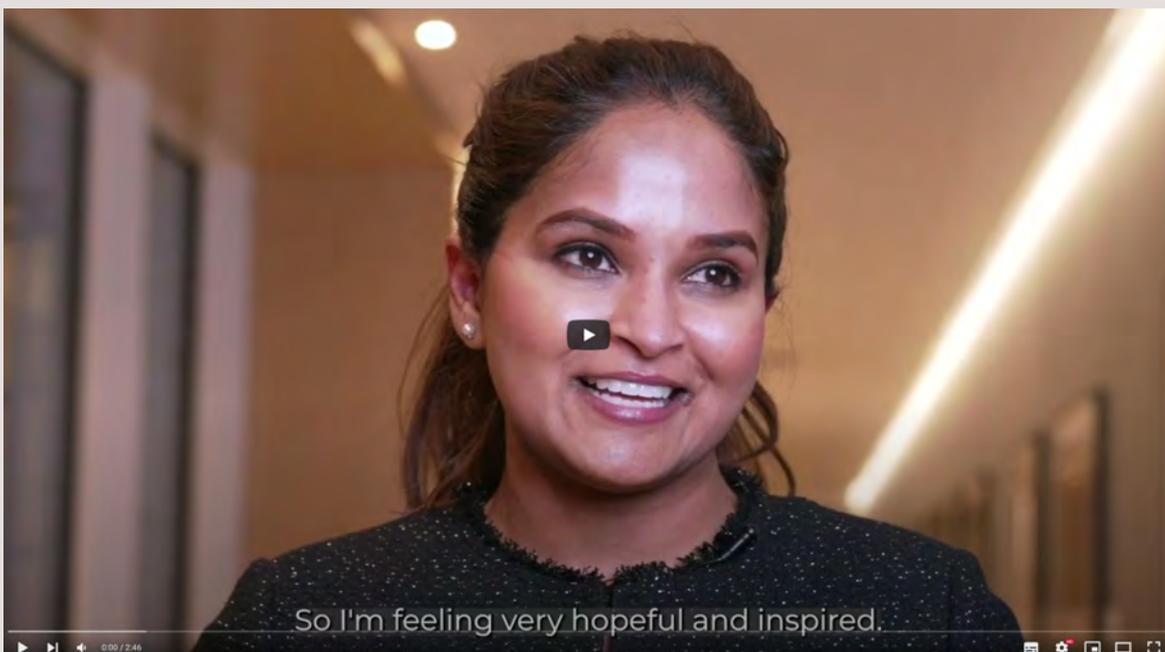
Thanks to a generous donor support, we were able to develop our Introduction to Corporate Governance and Board Effectiveness course and run it for four years so far.

Drawing on the Leadership Institute's substantial research and practitioner work in this area, this elective offers an introduction to corporate governance combined with the topic of board effectiveness.

Students are exposed to a blend of taught and experiential inputs on governance and the often-neglected topic of board dynamics, providing an opportunity to learn as well as build their capability to work as an effective board contributor, adviser or stakeholder.

The course has had excellent feedback from participants. Elerson Nogueira, Sloan 2021, said:

**“We all left the lecture theatre with the confidence that we were prepared to start exploring new possibilities in our fields. Governance is important and professionals that understand its importance and how to adapt accordingly, will contribute enormously to any company they work for, whether as an executive or board member. I am so grateful I had the chance to join this class, and I’m sure I’m better prepared for the challenges ahead.”**



# Thought leadership and engagement

With your support, we have raised the standard of leadership by actively translating research findings into thought leadership that provokes leaders to rethink and improve their practice of leadership.

---

## Focus piece: Disaster in the Boardroom book

One of the highlights from over the years has been the launch and success of the book on Disaster in the Boardroom: Six Dysfunctions Everyone Should Understand, written by Gerry Brown LEP18 (1974), Chairperson of Novaquest Capital and a close supporter of the School, together with Randall S. Peterson, Professor of Organisational Behaviour and Academic Director of the Leadership Institute.



**Randall S. Peterson**  
Professor of Organisational Behaviour  
and Academic Director of the Leadership Institute

Over the years, we have seen many examples of boardroom disasters leading to major corporate scandals. Unfortunately, this has become normalised, and many people don't pay too much attention as they don't see it as their problem. We shrug and move on, accepting they are an unavoidable part of the system that produces incredible wealth for economies and societies. However, when disasters and dysfunctions happen, there are consequences far beyond the boardrooms. Whether it's job losses for thousands of people or major environmental disasters such as in the case of BP and the Deepwater Horizon oil spill, the collateral damage can be enormous.

Our book hopes to shine a light on this reality. It has never been more important to pre-identify and eradicate these boardroom dysfunctions – not least so that their impacts upon society can be better seen, understood, mitigated, and avoided.

Combining research with practice and in-depth case studies of major global corporations, we offer practical understanding of what goes wrong and how to turn things around. The overall message is that boardroom disasters are only going to stop when every director tries to do the right thing for the right reason, with clarity on values and culture.

**Since its launch, the book continues to strike the chord and will hopefully contribute to raising the standard of leadership, creating a generation of leaders who lead from their heart, as well as their head.**



**Gerry Brown LEP18 (1974)**  
Chairman of G Brown Associates Ltd

**I have been very pleased to support the Leadership Institute since its inception, principally because of the very critical need to improve the quality of leadership in society.**

Randall and the team have demonstrated that they have all of the commitment, skills and experience to succeed in raising the awareness of this topic and providing the education to positively change the way in which directors and executives think about this issue. They have also led groundbreaking research some of which has appeared in Disaster in the Boardroom book.

# Thank you

---

Your support of the Leadership Institute has played a vital role in raising the standard of leadership and driving global impact. Leadership research and education remain key priorities for London Business School, and we look forward to continuing this journey with you.

**Thank you for your ongoing support.**

