Using the Multiple Case Study Design to Decipher Contextual Leadership Behaviors in Indian Organizations

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Abstract: This paper demonstrates how the complex phenomenon of contextual leadership in business organizations was studied in a unique manner by using the multiple case study design. In the current context of fast paced change, uncertainty and ambiguity, leadership roles in organizations assume great significance. Recent studies have indicated the relevance and importance of studying leadership behavior in the context in which they appear and not away from it. In this study, the multiple case study design was used for the twin purposes of capturing rich descriptive contexts of the leader and strengthening the patterns of findings using Yin's (1984) replication logic.Within the case studies, mixed methods were employed to generate qualitative and quantitative data simultaneously on the contextual leadership behaviors of senior Indian managerial leaders. The methodology,based on the social phenomenology paradigm, used interviews to capture the interpretation of the leaders about their environments. Qualitative data was collected through interviews, company documents, industry reports and analysts reports. Quantitative data collection methods included a scale based on Ansoff's model, the adaptive capacity scale as well as the Multifactor Leadership Questionnaire. The study proposes a model of leadership based on rich synthesis of patterns of leadership behavior across contexts in an emerging markets scenario using the multiple case study design, mixed methods in data collection and analysis, a combination of data driven and theory driven codes in the coding framework and mixed methods for transforming the raw dataThe objective of this study was to provide insights into designing a multiple case study research and carrying out cross case analysis using matrices. Additionally the study describes the usage of the multiple case study design to study leadership embedded in its context in a novel manner.

Keywords: multiple case study design, leadership, mixed methods, social phenomenology

1. Introduction

In an age of complexity, rapid change, uncertainty and large organizations, leaders are more important than ever (House, Spangler and Woycke, 1991). In the book titled India's Global Powerhouses, Nirmalya Kumar et al (2009) opine that the role of the leader has been an important catalyst for those Indian firms that have transformed from being local Indian players to powerful global players. A study of senior Indian managers highlighted that senior members have to play their strategic, operational, and leadership roles far more effectively than in a sheltered economy (Khandwala, 2004), as in a hypercompetitive economy managers need to be far more versatile and competent.

A primary objective of this study was to explore contextual leadership behaviors in Indian organizations, it was of significant importance to define the context of the Indian business organizations. Additionally, individual behavior is influenced by perception and the sense that we make of our contexts, therefore it was essential to understand the context of the organization as the leader perceived it. This would enable an understanding of the linkage between the leader's perception of the complexity in his environment and the actions taken in response to it. This called for an interpretive and naturalistic approach.

Since the objective of this study was to capture the context of leadership in rich detail, the case study design seemed highly appropriate. When the researcher cannot manipulate the relevant behavior and contemporary events are examined, both conditions in this research, case study is the preferred research design (Yin, 1981). As Yin (1981) notes, because the context is deliberately part of the design, there will always be too many 'variables' for the number of observations made: consequently the application of standard experimental and survey designs and criteria are not appropriate, although issues of validity and generalizability have to be addressed. Yin (1984) stated that though a multiple case design is complex, it permits induction of rich and reliable models. Accordingly, a multiple case design was used in this research, employing two levels of analysis: 1. the external organizational environment as the context 2. the leader.

The remainder of the paper is structured as follows. An overview of the how the appropriate philosophical framework to study leadership was chosen is presented. This is followed by a description of the multiple case study design approach. Next the data collection, data analysis and case study writing sections are presented. The last two sections deal with the cross case analysis and conclusion.

2. Choosing an appropriate philosophical framework to study leadership

"Qualitative researchers approach their studies with a certain paradigm or world view, a basic set of beliefs or assumptions that guide their inquiries"(Creswell, 1998, p. 74). The qualitative approach of the study was informed by Schutz's theory of social phenomenology as both a philosophical framework and a methodology. Schutz's social phenomenology (1967) is a descriptive and interpretive theory of social action that focuses on subjective experience by emphasizing that researchers should look at how actors construct their ideas about the world.

Schutz proposed three essential postulates for the research process. The postulate of logical consistency requires the researcher to maintain a high degree of clarity of the conceptual framework applied and the method followed. A clear process detailing this was outlined in the study. His second postulate requires the model to be grounded in the subjective meaning the action had for the actor. This postulate was rigorously adhered to by using the reflections of the participants, their words and building the participants context based on their interpretation. Schutz's third postulate of adequacy requires the researcher to demonstrate consistency between the constructs as used by the researcher and as understood by the actors. The study adhered to these principles by capturing the interpretation of the leader participants.

3. Using Multiple Case Study Design

Conger(1998) states that qualitative research must play an important role in the investigation of leadership topics irrespective of the stage of study of the topic as the leadership phenomenon is complex. He adds that quantitative methods are insufficient to investigate a phenomenon which involves multiple levels, has dynamic and symbolic components. Quantitative methods are ineffective by themselves in studying the links between multiple levels such as the intrapsychic, behavioral, interpersonal, organizational and environmental to explain leadership events and outcomes (Avolio and Bass, 1995) and are often very narrow in their frame of investigation. Denzin and Lincoln (2000) claim that qualitative research involves an interpretive and naturalistic approach: "This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them". Morgan and Smircich(1980) have highlighted the suitability of qualitative methods to interpretive contexts, such as those in which leadership is defined and experienced.

Gall et al (1996) defined case study research as "the in-depth study of instances of a phenomenon in its natural context and from the perspective of the participants involved in the phenomenon" (p.545). The case studies developed contained the leadership stories within their context and were based on the perspectives of the leaders. The case study approach allowed the researcher to explore leadership as a social process in its organizational environment, thus allowing for understanding the behavior of leaders in the context of wider forces operating within and outside the organization. Seventeen in-depth and rich case studies of Indian managerial leaders were developed.

In this study the multiple case study design was used to produce detailed descriptions of the leadership phenomenon using constructs to order the data and relate to earlier literature. Yin (1994) emphasized that multiple cases strengthen the results by replicating the patterns thereby increasing the robustness of the findings. Literal replication (where the cases are designed to corroborate each other) and theoretical replication (where the cases are designed to cover different theoretical conditions). are two approaches to establish replication logic. Since case studies rely on analytical rather than statistical generalizations, relying on replication logic as per Yin (1984) provided external validation to the findings.. Each case served to confirm or disconfirm the conclusions drawn from the others.

Case Studies combine a variety of data collection methods such as interviews, questionnaires, observation, archives. Data which are qualitative (such as words) or quantitative (such as numbers) or both are generated. A mixed – methods research design, which employs characteristics of quantitative and qualitative methods (Creswell, 2002), was chosen for this study to reach conclusions through the most suitable process of

procedures and established principles (Bogdan and Taylor, 1975) by collecting and analyzing qualitative (predominantly) and quantitative data.

Maximum variation (heterogeneity) sampling, as discussed by Patton (2002), was used in this study. Maximum variation sampling is used "to document variations that have emerged in adapting to different conditions" (Lincoln and Guba, 1985 p.200) and is the preferred sampling mode for constructivist inquiry (Lincoln and Guba,1985; Kuzel, 1999). The researcher purposefully selected leaders from organizations operating in different sectors so as to include a diverse set of organizational contexts. The sample was purposefully built up in a serial manner by using the criteria of including business leaders who would be information rich for the study. Twelve sectors were covered l in order to reflect as many aspects of the Indian business environment as possible. Respondents from both public and private sector organizations were chosen. Both young and old Indian organizations were part of the study. Out of the seventeen leaders studied, two belonged to the ship building sector and one leader belonged to the engineering, healthcare, pharmaceutical, media sector each. Two more leaders were from the retail sector, while two CEOs belonged to the logistics sector. Additionally, one leader belonged to the Oil and Natural Gas (Public) sector and publishing sector each. A total of four leaders were from three service organizations, with two functional heads belonging to the same organization, to ensure variation in leadership behavior due to functional imperatives within the same organizational context. The other two service organizations were an advertising agency as well as an office equipment servicing firm.

Zikmund (2000) suggested that a target population consist of a specific or complete grouping of people who are relevant to a research project and serve a specific purpose. Accordingly, the study included ten leaders at the CEO/MD/President level, one leader at the CTO position, one leader at the Executive Director level, three leaders at the Vice President level, one leader each at the Group Head and General Manager (India) level. All the leaders had at least one year of tenure at the leadership position. Fourteen male and three female leaders were part of the study. Their educational qualifications ranged from graduation to post graduation and advanced programmes in management from foreign business schools. This is consistent with Cooper and Schindler's (1998) recommendation that samples be selected from a population that reflects the characteristics of the target population it represents. By doing so, results are geared to be "sufficiently accurate in most cases" (Zikmund, 2000, p.340).

These issues are further elaborated upon by Patton (2002), who states that there are numerous ambiguities in qualitative inquiry one of which is sample size as there are no rules by which to determine the size of the sample. Rather, the sample size is determined by what the researcher wants to know, the purpose of the research, and what will be credible. "The validity, meaningfulness, and insights generated from qualitative inquiry have more to do with the information richness of the cases selected and the observation/analytical capabilities of the researcher than with sample size' (Patton, 2002, p.245). Accordingly the researcher, after collecting data from seventeen leaders, concluded that a saturation point had been reached as no new themes were being uncovered. At this point the sample size was frozen and no new cases were added to the existing sample.

4. Data Collection Tools and Procedures

A Parallel Mixed –methods approach was chosen within the case study design to collect data and to maximize the benefits of both qualitative and quantitative measures and enable triangulation. A major tenet of Howe's (1988)concept of pragmatism emphasizes that quantitative and qualitative methods are compatible. Mixed method studies are those that combine the qualitative and quantitative approaches into the research methodology of a single study or multi-phased study.

Based on the typology of Creswell & Plano Clark(2007), this study employed the embedded mixed method design where the quantitative data served to support the qualitative data within the overall framework of the case study (Creswell & Plano Clark, 2007). The research design could be annotated in the following manner QUAL + quan, to indicate a qualitatively oriented qualitative and quantitative simultaneous stage design.
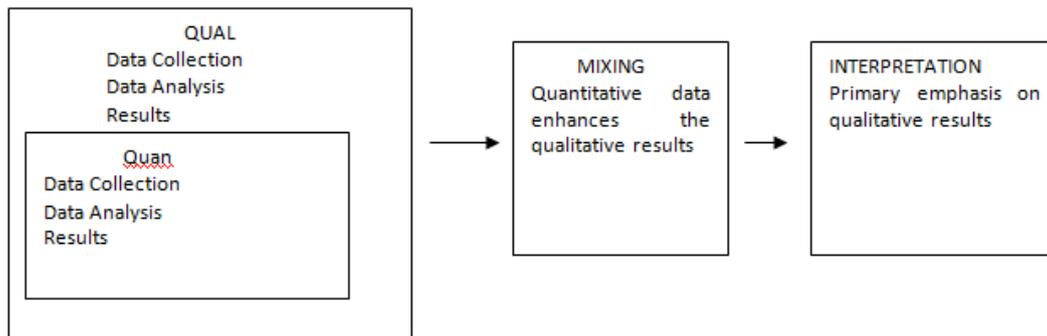
Semi structured open ended interviews were conducted in the qualitative stage and simultaneously quantitative data were collected using the Multifactor Leadership Questionnaire (administered by the researcher), responses to statements describing the turbulence in the environment based on the Ansoff Model and the adaptive capacity scale based on literature review. "In case study research, the researcher collects extensive data on the individual(s), program(s), or event(s) on which the investigator is focused (Leedy and Omrod, 2001, p. 149). The data on the leaders and the organizations and sectors to which they belonged were collected through conduction of semi-structured interviews and administration of questionnaires to the leaders, the researcher's observations, study of company documents, analyst reports, and other relevant published documents. An interview guide, as suggested by Patton (2002), was utilized to provide a framework for discussion and consistency in collecting data from each interviewee. Cover letters with the study objectives were sent to the organizational leaders to request for participation in the research and appointment to conduct the interviews. Visits were made to the leaders' offices in their organizations after taking appointments. Each interview lasted between one to two hours. Permission to record the interview was solicited and biographical information was requested. The interviews were recorded using a recorder, transcribed and coded for analysis. Data were collected from each of the 17 leaders in one public and fifteen private sector organizations in Mumbai

Tashakkori & Teddlie(1998) suggest that all mixed method designs use triangulation techniques. Denzin's (1978) concept of triangulation involved combining data sources to study the same social phenomenon. He discussed four basic types of triangulation: data triangulation (the use of a variety of data sources in a study), investigator triangulation (the use of multiple researchers), theory triangulation (the use of a multiple perspectives to interpret the results of a study), and methodological triangulation (the use of multiple methods to study a research problem). Methodological triangulation was used in this study by combining qualitative and quantitative methods during data collection, analysis and reporting.

Qualitative and quantitative data were simultaneously collected in this study for analyzing similarities and differences in leadership behavior in different contexts. Detailed qualitative responses assisted in the development of an understanding of various complex aspects of the leadership phenomenon as it existed in various organizational contexts. Responses were solicited in response to open-ended questions that were intentionally crafted to minimize the researcher's influence on the responses. Structured open-ended interviews have several advantages:

    They are adaptive so a respondent can discuss a knowledge area in depth
    They are potentially a rich source of data
    They are empathic, and
    They can build rapport (Nadler, 1977).

The questionnaire in the quantitative stage t consisted of three sections.

Section 1: In the first section the participants were requested to read through the four statements describing the external environment of an organization and its management systems, adapted from Ansoff's (1984) Model. They were then asked to specify which statement represented their perception of the turbulence in the external environment of their organization and the corresponding management systems.

Section 2: In the second section, the leaders were asked to assess the relative adaptive capacity of their organization (in relation to their competitors), while considering eleven factors representing the resources and skills of the organization. These eleven factors were adapted from the literature review. Each factor was evaluated on a scale of one to five, with one indicating very low and five indicating very high. The total score indicated the adaptive capacity of the organization.

Section 3: The third section consisted of requesting the participants to complete the Multifactor Leadership Questionnaire, (MLQ Form 5X) proposed by Bass and Avolio(1996). The MLQ is a self report questionnaire consisting of 45 items relating to the frequency with which the participant displays a range of leadership behaviors and is measured on a five-point Likert type scale with "0" meaning the behavior does not occur at all, "1" meaning once in a while, "2" meaning sometimes, "3" meaning frequently and "4" meaning frequently, if not always..Five subscales assess transformational leadership behavior(idealized attributes, idealized behaviours, inspirational motivation, intellectual simulation and individual consideration),while three assess transactional leadership behaviour (contingent rewards, management by exception(active),and management by exception(passive).The MLQ also measures non-transactional leadership or laissez-faire behaviour as well as three outcomes of leadership(extra effort, effectiveness, and satisfaction). Although, some case studies may use only one source of data, using multiple sources increases the reliability and validity of the data.

Secondary data collection involved researching company documents, industry analysts reports and news items relating to the leaders as well as their organizations. Data regarding the business activity in various sectors was researched and used to build up the case studies. Information regarding the leaders was also collected from published sources.

5. Data analysis procedures

In naturalistic inquiry, the distinction between the data gathering and data analysis is less absolute than in experimental (Patton, 2002). Because Data collection is emergent, the researcher needs to analyze data, at least informally, as the data collection progresses. While in the field "ideas for making sense of the data that emerge constitute the beginning of analysis; they are part of the field notes" (Patton, p.436). Immediately following each interview the field notes were typed and added to the case file. The interviews were transcribed verbatim from the audio tapes by the researcher. The transcribed interviews were then analyzed for themes or issues (Creswell, 2003). Data from the secondary sources was integrated with the data from the primary sources.

Data from the MLQ, Ansoff's model, and the Adaptive Capacity scale was also integrated into the cases for the various levels of analysis. The method of analysis chosen for this study was a hybrid approach of qualitative methods of thematic analysis and quantitative methods for the analysis of the MLQ, Ansoff model and Adaptive capacity scale.

5.1 Qualitative analysis

Leedy and Ormrod (2001) suggested the following steps outlined by Creswell (1998) and Stake (1994) when analyzing data in qualitative studies. These include:

1. Organizationof details from the case. The specific "facts" about the case are arranged in a logical (e.g. chronological) order.
2. Categorization of the data. Categories are identified that can help cluster the data into meaningful groups.
3. Interpretation of single instances. Specific documents, occurrences and single instances are examined for the specific meanings that they might have in relation to the case.
4. Identification of patterns. The data and their interpretations are scrutinized for underlying themes and other patterns that characterize the case more broadly than a single piece of information can.
5. Synthesis and generalizations: An overall portrait of the case is constructed. Conclusions are drawn that may have implications beyond the specific case that has been studied. (Leedy and Ormrod, 2001, p.150)

"The best preparation for conducting case study analysis is to have a general analytic strategy" (Yin, 2003, p.115). Yin describes three analytic strategies. Developing "a descriptive framework for organizing the case study" (Yin, 2003, p.1140) is most applicable to exploratory research. When using multiple cases, "a typical

format is to first provide a detailed description of each case and themes within the case, called a within-case analysis" (Creswell, 1998, p.63). The within-case analysis is followed by a thematic analysis across the cases, referred to as cross – case analysis or cross-case synthesis (Creswell, 1998; Yin, 2003).

Accordingly, all the details with respect to each case were organized into the respective case file. Within –case analysis was carried out for all the seventeen leaders.

5.2 Within – Case Analysis

Within – case analysis used thematic analysis. Thematic analysis is a search for themes that emerge as being important to the description of the phenomenon (Daly, Kellehear, and Gliksman, 1997). The process involves the identification of themes through "careful reading and re-reading of the data" (Rice and Ezzy, 1999, p.258). It is a form of pattern recognition within the data, where emerging themes become the categories for analysis. In this study the thematic analysis incorporated both the data-driven inductive approach of Boyatzis (1998) and the deductive a priori template of codes approach outlined by Crabtree and Miller (1999). This approach complemented the research questions and ensured that the principles of social phenomenology were integral to the process of deductive thematic analysis. Inductive coding on the other hand allowed themes to emerge directly from the data.

The coding process involved recognizing (seeing) an important moment and encoding it (seeing it as something) prior to a process of interpretation (Boyatzis, 1998). A "good code" is one that captures the qualitative richness of the phenomenon (Boyatzis, 1998, p. 1). Encoding the information organizes the data to identify and develop themes from them. Boyatzis defined a theme as "a pattern in the information that at minimum describes and organizes the possible observations and at maximum interprets aspects of the phenomenon" (p. 161).

In addition to the inductive approach of Boyatzis (1998), a template approach, as outlined by Crabtree and Miller (1999) was also used. This involved a template in the form of codes from a code list to be applied as a means of organizing text for subsequent interpretation. When using a template, a researcher defines the template (or code list) before commencing an in-depth analysis of the data. For this study the code list was based on the research question and the theoretical framework.

The research analysis was an iterative and reflexive process. The data collection and analysis stages in this study were undertaken concurrently. Development of the themes was grounded in the original data by revisiting the previous stages of analysis before proceeding further.

5.3 Quantitative Analysis

The MLQ consists of 45 items with 4 items each for Idealised attributes, Idealised Behavior, Idealised Influence, Inspirational Motivation and Individualized Consideration. Contingent Reward, Management by exception (active) and (passive), Laissez-faire styles have 4 items each. Extra Effort, Effectiveness and Satisfaction have 3, 4 and 2 items respectively making the total number of items 45. The score was derived by summing the items and dividing by the number of items that make up the scale. The scores from the MLQ were entered into an excel sheet for further comparison and analysis.

The statement selected by the leaders from the Ansoff Model depicted their organizational environment type: Type 1 depicting a Stable/Reactive environment where change is slow and management control after the event is sufficient; Type 2 depicting a Reactive / Anticipating environment exhibiting mid-levels of change and requiring management by extrapolation (of the past) to guide future action; Type 3 depicting an Anticipating / Exploring environment exhibiting rapid and discontinuous change which is slow enough to allow management by anticipation; and Type 4 depicting Exploring / Creative environment, characterized by rapid and unfamiliar change and requiring management through flexible and rapid response. This Organizational Environment Type was transferred into an excel sheet for further comparison and analysis.

The scores for each of the factors in the Adaptive Capacity scale were summed to reflect the perceived level of the organizations' adaptive capacity. The scores for each of the factors in this scale were transferred to an excel sheet for further comparison and analysis.

6. Case Study Writing

Seventeen leaders from various organizations were included in this study. The data collection and analysis yielded detailed descriptions of each case useful for documenting the uniqueness of each organization as well as common themes, patterns and outcomes across the various sectors. "Both are important findings in qualitative inquiry(Patton, 2002, p.235).

The cases were scripted as per a structured format. Developing "a descriptive framework for organizing the case study" (Yin, p. 114) is most applicable to exploratory research. The data points which served as the sources for constructing these cases included the interview with the leaders, researcher's field notes and memos, published documents in the public domain (for the leader level data), research analyst reports, company documents (including company website), news reports and leaders' interviews (for the sector and company data).

The format for each of the seventeen cases began with an introduction to the leader being studied and their insights into how they perceived the external environment of their organization. This section was immediately followed by a mapping of the specific sector in India and included the sector's current challenges, key players, opportunities as well as restraining forces. Next, the organization's details were presented by charting its growth so far and capturing the challenges as well as the opportunities for the organization's future. Finally, the case study dovetailed into the leader's arena presenting the significant events as reported by the leaders, their perceptions and thoughts on multiple dimensions. The case study ended with a brief section on the leaders' evaluation using the MLQ scale.

7. Cross Case Analysis

At this stage, the previous stages were closely scrutinized to ensure that the clustered themes were representative of the initial data analysis and assigned codes. The within-case analysis was followed by a thematic analysis across the cases, referred to as cross-case analysis or cross-case synthesis (Creswell, 1998; Yin, 2003). Using the themes established in the within-case analysis, inductive analysis was utilized for cross-case analysis. The emergent themes from all cases suggested categories that formed broader concepts for consideration and were the beginning of the synthesis (Miles and Huberman, 1994). Integration of the data involved expanding, collapsing, merging and creating categories that best represented initial interpretations of meaning (Miles and Huberman, 1994). It seemed appropriate to retain themes that cut across cases, rather than stand alone themes.

A master display matrix was created containing all the final themes in the form of rows and each case was represented in the form of columns. The data for each theme from each case was filled in using specific decision rules. The final categories representing themes emerging from the data were then used to initiate a search for patterns and connections (Miles and Huberman, 1994).

In order to draw conclusions and specify patterns, a Causal Texture summary tabulation (Figure 1) and three cross site clustered matrices, that is, Site Ordered Descriptive Matrix (Figure 2), Role Ordered Matrix (Figure 3) and the Conceptually Clustered Matrix (Figure 5) were created and refined by ordering the organizations as per their environment types. Categories which revolved around the central themes of perceived causal texture of the organization, leadership events and leadership role related perceptions and behaviors were drawn together while constructing the summary tabulation and the three matrices. Final synthesis consisted of writing up the accompanying text highlighting the patterns drawn from the summary tabulation and the matrices.

The Causal Texture Summary Tabulation(Figure 1) pulled together categories such as Environment type (as per the Ansoff model), environmental aspects, organizational systems, perceptions of complex change, as well as their relative adaptive capacities in the form of Cells. These categories were selected based on the conceptual framework provided by literature review on Causal Texture. The category of Environment Type was then used to order the cases into four types based on the Ansoff's Model.

Environment Type	Environment Aspects	Organizational Systems	Perceptions of complex change	Relative adaptive capacity
4	Young organizations existing in dynamic sectors with tremendous growth opportunity; respondents have recently taken over the leadership position	innovation focus, collaborating with competitors to succeed and actively listening to stakeholders	As opportunities to be explored	Moderately High
3	Young and old organizations formed through inorganic growth patterns - joint ventures and acquisitions - with international players	Customer focused, measurement of performance emphasized; restructuring and design activities	As opportunities to be explored and necessary for revitalizing the organization	High
2	Very large organizations, at least 25 years old	Participative empowered decision making; operational efficiency emphasized	Slower and more cautious approach to bringing about change in the organization after careful consideration	Moderately High
1	Huge 70 year old engineering conglomerate	Reactive culture; Top down learning patterns	Knowledge and learning driven change	Moderately High

Figure 1 :Causal Texture Summary Tabulation with sample of entries

All the themes related to the events described by the leaders and their subsequent actions were pulled together to construct a Site Ordered Descriptive Matrix (Figure 2), so termed since the cases (sites) were ordered as per the Environment Type and provided a summarized description of the leadership context. The themes that were used for creating the cells in this matrix included Type of Events related; Type of Actions undertaken ;Enabling Skills Used ; Thoughts and Concerns of the leader; Impact of the leader's actions.

Environment Type	Type of Events related	Type of Actions undertaken	Enabling skills	Thoughts and concerns of leader	Impact of Leader's actions
4	Organizational Change(16) ; Organizational Growth (7)	Understanding local business context and needs through research; engaging with people; Vision building and communication	People skills; Execution skills; Domain knowledge; Underlying positive core of leader	Active organizational problem solving; Managing people issues; Articulating vision and values	High success rate
3	Organizational Growth (8)	Building alignment with values and goal clarification; Undertaking problem solving measures; Building consensus	Underlying positive core of leader; People skills	Active organizational problem solving; Managing people issues	High success rate
2	Organizational Improvement (2) ; Organizational Growth (2)	Managing perception through communication; building efficient systems	People skills; Execution skills	Managing people issues	High success rate
1	Organizational Improvement	Initiative building; People management	Domain knowledge; People skills	Managing people issues; organizational status enhancement	High success rate

Figure 2: Site Ordered Descriptive Matrix with sample entries

All themes related to understanding the leader's role were pulled together in order to construct the Role Ordered Matrix(Figure 3). This matrix is so termed as the cases have been ordered on the basis of the Environment Type for further analysis of the significant aspects related to the leader's role within the organization. The themes used for creating the cells were Roles adopted by the leader; Positive job related

aspects for the leader; Negative job related aspects; Motivators for the leader; Leader's assumptions about people.

Environment Type	Role(s) adopted by leader	Positive job related aspects	Negative job related aspects	Motivators	Assumptions about people
4	Executive leadership and Enabling Leadership Roles	Challenging and diverse job content coupled with expertise(domain or executive); Autonomy, responsibility, appreciation; Personal development	Uncertainty in external environment; delays in decision making; execution delays; job strain	Self Motivation; Growth opportunities; Top management and stakeholder appreciation	Positive, optimistic, humanist attitude; Belief in high performance ability of employees
3	Executive leadership and Enabling Leadership Roles	Challenging and diverse job content coupled with expertise(domain or executive); Autonomy, responsibility, appreciation; Personal development	Uncertainty in external environment; delays in decision making; execution delays; job strain	Self Motivation; Growth opportunities; Top management and stakeholder appreciation	Positive, optimistic, humanist attitude; Belief in high performance ability of employees
2	Enabling Leadership Roles	Challenging and diverse job content coupled with expertise(domain or executive); Autonomy, responsibility, appreciation; Personal development	Uncertainty in external environment; delays in decision making; execution delays; job strain	Self Motivation; Growth opportunities; Top management and stakeholder appreciation	Positive, optimistic, humanist attitude; Belief in high performance ability of employees
1	Domain leadership, Executive leadership and Enabling Leadership Roles	Challenging and diverse job content coupled with expertise(domain or executive); Autonomy, responsibility, appreciation; Personal development	Barriers in external environment; delays in decision making; execution delays; job strain	Self Motivation; Growth opportunities; Top management and stakeholder appreciation	Positive, optimistic, humanist attitude; Belief in high performance ability of employees

Figure 3: Role Ordered Matrix with sample entries

Leaders across different causal textures reported adopting some roles more than the others. The frequency of the theme Roles adopted by leaders across all environments is displayed in Figure 4.

	Domain expert	Executive leadership	Enabling leadership
Environment 4	2	10	10
Environment 3		3	4
Environment 2			3
Environment 1	1	1	1
Total Frequency	3	14	18

Figure 4: Frequency display of the theme Roles adopted by Leaders across all environments.

A contextual review revealed that the leaders perceived themselves as playing out various significant roles in the organization. This perception would probably have an influence on the leaders' actions. Leaders have emphasized those roles where they are enabling their teams and employees as well as those roles which see them executing tasks and leading the organization from the front. Another significant role was that of a

domain expert / lifelong learner within the organization. This finding is significant when viewed in conjunction with the Enabling Skills category described (Figure 2) as it is able to demonstrate a relationship between the leadership roles as well as the competencies and knowledge possessed.

The researcher was interested in exploring the influence of Emotional Intelligence and Appreciative Inquiry in explaining the leadership behavior. In order to study the degree to which Emotional Intelligence and Appreciative Inquiry behaviors were present in each case, the Conceptually Clustered Matrix (Figure 5) was constructed.This matrix is so termed as it allows the researcher to bring together items that are conceptually related in the research questions. The themes that were used to build the Cells were Transformational Leadership, Emotional Intelligence abilities and Appreciative Inquiry approach. For the Transformational Leadership theme, five cells were included to allow data entries for the subthemes of Idealised Attribute, Idealised Behavior, Intellectual Stimulation, Individualised Consideration and Inspirational Motivation. For the Emotional Intelligence theme, four cells were included to allow data entries for the subthemes of : The appraisal and expression of emotions; The use of emotion to enhance cognitive processes and decision making; Knowledge about emotions; Management of emotions. For the Appreciative Inquiry theme, three cells were included to allow data entries for the subthemes of: Possessing a Positive Attitude, Creating a Positive Workplace, Possessing elements from Appreciative Foundational Core. For entering data into this matrix, scaling of the subthemes was carried out as follows: High - Consistent behavior in every situation; Medium – Behavior displayed sometimes (in some situations); Low- Low frequency of behavior (in very few situations).

Enviro nment Type	Leadership				Emotional Intelligence				Appreciative Inquiry		
	Idealized attribute	Intellectual Stimulation	Individu alized consider ation	Inspirat ional motivat ion	Appraisal and expression of emotions	Use of emotion	Knowledge about emotion	Managem ent of emotions	Possessi ng a positive attitude	Creating a positive work place	Elements from appreciati ve foundatio nal core
4	High	High	High	High	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	High	High	High	High	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	High	High	High	High	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1	High	High	High	High	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Figure 5: Conceptually Clustered Matrix

Two overarching themes were identified that were felt to capture the phenomenon of leadership as it existed in the Indian business environment context. One of these themes was the Common Core of Leadership, which encompassed the subthemes of Transformational Leadership. The other main theme was Distinctive Leadership Behaviors which encompassed the subthemes of Leadership behaviors in Organizational Environments of Type 4, 3, 2 and 1.The themes and the patterns between them finally led to the development of a model of leadership (Figure 6)which was temporal and dynamic in nature.
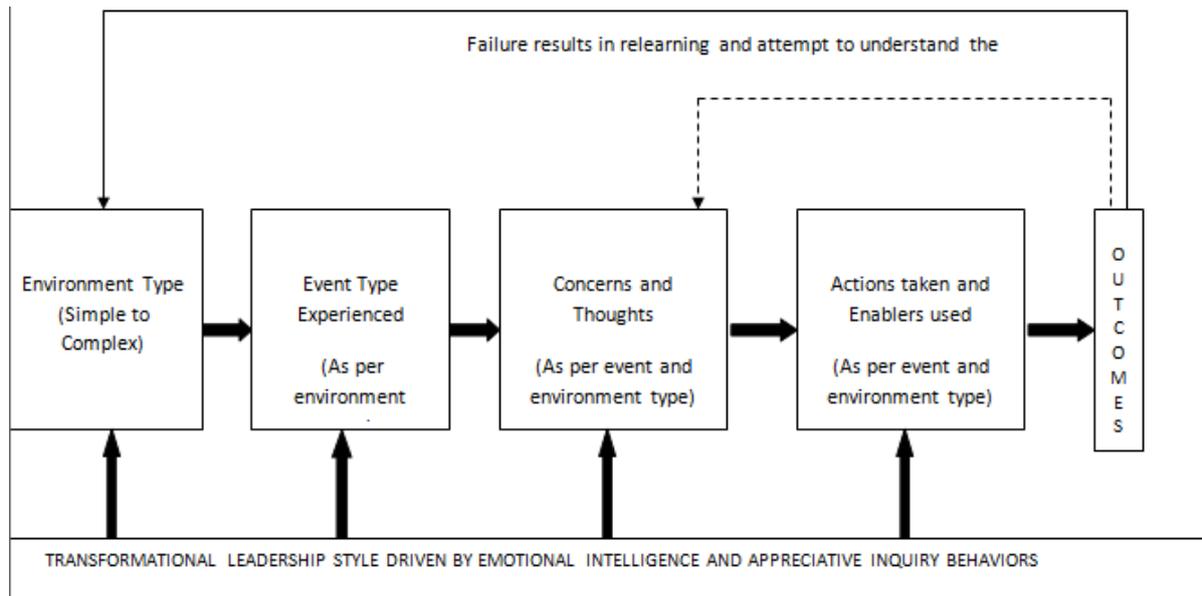
Figure 6: temporal and dynamic in nature.

8. Conclusion

The use of the multiple case study design in a dominantly qualitative paradigm was undertaken for exploring and understanding the leadership process in the Indian business context. This design and methodology was particularly useful for identifying and giving shape to qualities, behaviors and traits of Indian leaders. It was further possible to understand the context of the leader and the organization (as perceived by the leader) in rich detail and therefore add to the understanding of causal textures of current Indian organizations.

The data coding, theme identification and analytic stages have been described in detail. This study proves that it is possible to use novel ways of studying leadership in a meaningful manner. The case studies developed provide rich and detailed data regarding the context of leadership behaviors.

A significant number of organizations exist in turbulent environments of emerging economies. Leaders face myriad challenges while providing direction to these organizations, hence examining leadership behaviors and their contexts using the vehicle of the multiple case study design provides valuable insight on how and why leaders behave as they do across different contexts.

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