

## **Temporal Implications on well-being**

**Andrew Doyle and Dr Jan Francis-Smythe**

Research has demonstrated time to be an important variable within an organizational setting at an individual, group and cultural level of analysis (Francis-Smythe & Robertson, 1999; Schriber & Gutek, 1987; Gevers et al, 2006; Rutoski et al, 2007). Whilst this is the case, there is a limited understanding of the role of time in leadership, which has been highlighted by a number of scholars (Casimir, 2001; Halbesleben, Novicevic, Harvey & Buckley, 2003). In response to this situation, the current research project aims to develop an understanding of how time permeates leadership through a mixed-methods design. One of the main research objectives of this study that will form the basis of discussion for this paper is to examine the implications of a leader's temporal practices on his or her followers' job-related well-being. Based on a review of around 250 articles and a repertory-grid interview study (n=16), the current project has developed a model outlining a leader's temporal practices, referred to as Temporal Intelligence (TI). Recognizing individual differences in temporal preferences (Francis-Smythe and Robertson, 1999), TI proposes leaders should manage their behaviours based on their perceptual ability to identify the behavioural manifestations of these preferences among subordinates. Empirical evidence from studies (Francis-Smythe & Robertson, 2003) investigating the effects of job-person characteristics (temporal) fit on job-related affective well-being will be drawn upon to support this proposition and demonstrate the negative implications of a 'misfit' on well-being. Finally, the prospective research methodologies that aim to empirically inform our understanding of any relationship between TI and well-being will be reflected upon.