

Leader Temporal Orientation, Leader Behavior and their Reflection in Organizational Culture: A Theoretical Review

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This paper examines the role played by time concept in individual (personal) and organizational functioning. In particular, it discusses the theoretical background of the individual time orientation of leaders, their behavior and their reflection in organizational culture.

The time orientation construct, developed by Zimbardo and Boyd (1999) consists of five factors that promote different attitudes toward temporal frames and comprises one attribute of personality. As such, it is mirrored in managerial behaviors that is a significant component of organizational culture and reflects its main characteristic. However, that fact has not yet been widely acknowledged by leadership experts and leaders themselves. This study addresses that lack of recognition and understanding of this important construct and promotes its practical consequences for organizational culture.

Keywords: *Time Perspective, Individual Temporal Orientation, Zimbardo Time Perspective Inventory (ZTPI), Organizational Culture, Organizational Behaviors*

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