

Masculine Leadership through *Succession's* Logan Roy: A Content Analysis"

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Masculine leadership roles are represented in the media with a series of set behaviors, these behaviors are linked to idealistic masculine views. The importance of this research lies in examining a powerful male role in the media and using its discrepancies or lack thereof, as a method to continue assessing world views on masculinity. Understanding masculine leadership requires an extensive view on the societal constructs that have created aspects of masculine leadership to remain dominant and assertive, while displaying lack of emotion and relentlessness in a position of power. The research will provide answers to questions regarding competence in masculine leadership styles and understanding why male leaders' expectations must exhibit behaviors that correlate to traditional male norms. Males tend to be much more represented in the media, through social cognitive theory, it is safe to assume that behaviors focused in the media as masculine are adapted by young male viewers. The research will extend this observation by determining which masculine leadership behaviors are most represented in a successful television development. The analysis conducted includes a quantitative content analysis that summarizes masculine leadership behaviors using the conformity to Masculine norms inventory (CMNI), in the HBO Series Succession's main protagonist Logan Roy, portrayed by actor Brian Cox. This male figure was chosen based on his leadership qualities which display behaviors seen as masculine, or considered affluent in society, such as an individual with political influence, power, social capital and fundamentally holding a relationship with masculine expression. The results will be based on patterns of behavior in Emotional Control, Risk-Taking, Violence, Dominance, Winning, Self-Reliance, Playboy, Primacy of Work, Power over Women, Disdain for Homosexuals and Pursuit of Status.

This senior capstone project will conduct a quantitative content analysis of Logan Roy, the set of behaviors that have been recognized as masculine norms will be assessed in season 1 of

Succession (number of episodes is subject to change). The rationale for using the first season was to gain a full understanding of the character and his development, identifying any differences in masculine behavior through seasons 1. The character of Logan Roy is the founder of a media and entertainment conglomerate, with three children looking to take over the company at the end of their father's life, certain masculine behaviors differ in interactions with each offspring. In analyzing the distinctive behaviors through his character, the research can obtain a more variable list of behaviors but also focus on those that stand out more than others. The conformity to masculine norms inventory is a psychometric assessment presented in Mahalik et al. (2003) that allows research to be understood through 11 validated set of behaviors, with a design that makes it more accessible for visual media as it is designed to model many types of masculine norms. The factors presented as masculine all have different manners of operation and will be assessed differently. The process will use the main character Logan Roy to perform this study, each episode will be examined, and data collection will initiate by observing each behavior and using the criteria at hand (CMNI) to determine the inclusion of the data.

This capstone will examine masculine leadership through a content analysis of the behaviors of Succession's Logan Roy to demonstrate how gender specific norms reinforce harmful stereotypes, that directly influence young males in their vision of what it means to be a leader and how gaining an understanding of your masculinity through the media can make a significant impact in their lives. In this research, there will be seven sources that have been identified to construct an argument for the project.

Literature Review narrative

Zeglin, R. J. (2016). Portrayals of Masculinity in “Guy Movies”: Exploring Viewer–Character Dissonance. *The Journal of Men’s Studies*, 24(1).

In this source masculinity is examined, through an analysis using the Conformity to Masculine Norms Inventory (CMNI). The study uses three popular “guy movies” to identify the most exhibited factors, to determine if they are considered positive social norms displayed by young males through these movies depicting hyper masculinity. Topics covered include sexual identity and Gender identity, their relationship to societal constructs which may directly influence your status, connections with the economic system and your relationship with power and capital. In assessing this source, the analysis is comprehensive and significant, the use of the Conformity to Masculine Norms Inventory includes a robust analysis, with data that is useful to determine how masculinity reflects in popular media. In reflecting on this source, the analysis will help the research in understanding an example of the use of (CMNI) which is included in the research. The effectiveness of the inventory and its ability to identify masculine traits in a large scale provides salient information.

Blazina, C., Eddins, R., & Burrige, A. (2007). The Relationship Between Masculinity Ideology, Loneliness, and Separation-Individuation Difficulties. *Journal of Men’s Studies*, 15(1).

This study performed a quantitative analysis of 179 men through the Brannon Masculinity Scale and The Male Role Norms scale. The analysis examined the relationship between Masculine ideology, loneliness and separation-individuation that concern college men,

predicting that masculine ideologies may lead to a negative impact and a predictor for loneliness. The topics covered include the Sex Role Strain model (SRS) that identifies ten propositions that in correlation to gender roles, focus on the difficulty men experience in following these prescribed gender stereotypes. In accordance to the article there consist three broader concepts within the (SRS) model, gender Role discrepancy, gender role trauma and gender role dysfunction. It analyses the negative psychological aspects associated with these gender role stereotypes. It also includes how theorists through their studies summarize Masculinity as “traditional,” “conservative” and “conventional” these terms are identified in their studies to be the result of what it means to be a stereotypical male in the United States. In assessing this source, the study is comprehensive and provides a detailed analysis using these models to gain an understanding of how fitting to cultural ideas of masculinity may lead to a negative psychological impact. In reflecting on this source my research will benefit by identifying the hypermasculine methods of leadership displayed by the subject Logan Roy and the impact it can have on young men, which may experience symptoms of loneliness through male norm portrayals in popular media.

Mccabe, D., & Knights, D. (2016). Learning to listen? Exploring discourses and images of masculine leadership through corporate videos. *Management Learning*, 47(2).

This article conducts an analysis of corporate videos, by examining two chief executive officers and how they display masculine leadership through their company. The discourse of masculinity is separated into military images and metaphors, while the second emphasizes sport. It seeks to create an understanding of leadership, by highlighting studies that have

digressed the subject by only focusing on the power of language in leadership. The empirical data drawn from visual as well as verbal, introduces the discussion regarding masculine leadership styles and norms in a more succinct way, providing true communication of masculine leadership through the corporate videos visual influence. In assessing this article, the research method contained a substantial amount of documentary data over a 12- month period, where videos produced by the companies consisted of ethnographic research, 4 video tapes were analyzed, and the theme of masculinity leapt out accordingly. In reflecting on this research article, there is a better understanding of masculine leadership by top officials in power and studying data related to masculine leadership and its influence on those subservient to it. This research will help understand the subject Logan Roy of the research and draw similarities in how masculine behavior affects leadership.

Yang, I., & Li Ming, Lily. (2018). 'It is not fair that you do not know we have problems': Perceptual distance and the consequences of male leaders' conflict avoidance behaviors. *European Management Journal*, 36(1).

This article performs a quantitative analysis with three multinational companies based in China to find answers in leadership conflict avoidance, it consists of information regarding a leader's self-awareness and a perceptual incongruence with members of his team. The study explains the effect of perceptual distance on gender roles, indicating that women exhibit a sensitivity to others and a need for social acceptance, when women build this foundation the interpersonal component and other's reaction to them become more important. Men on the other hand focus on self-achievement and gaining satisfaction through their ego. Due to this sensitivity in perceptual distance, women are deemed more affluent in understanding social-emotional

competence. The study focused on two hypotheses that test their theory, with the first focusing on the perceptual distance among male managers, in comparison to female managers. The second included the measurement of perceptual distance in correlation to lower justice climate within members of a team. This source gathered an extensive amount of data, and the results proved that male managers perceived conflict avoidance to be lower in their peers, revealing perceptual distance in their leadership. This source will benefit the research by providing raw quantitative data about masculine leadership.

NEW RESEARCH: MALE LEADERS JUDGED LESS COMPETENT WHEN ASKING FOR HELP. (2015, May 12). *States News Service*

This news article summarizes a quantitative study of a research team, in which they gathered findings around the question of “Are Male Leaders Penalized for seeking Help? They performed experimental and field research with a group of 144 business students who went on leadership building expeditions, the data surveyed a total of 65 of the students 38 men and 27 women evaluating the competence of their leader daily. The data concluded that results were consistent across the board with male leaders who ask for help to be deemed less capable, than the men who did not. These results prove an interesting point regarding assessing the competence of men in leadership positions. These results gathered that through long term career implications, men who ask for help may find difficulty in achieving success. This research gathers data that directly portrays how societal constructs in how masculine leadership is viewed, is influencing a negative psychological impact on men. The research can connect this news articles information to help understand how male leadership behaviors continue to be influenced by a sense of hypermasculinity.

Schaubroeck, M. John, & Shao, Ping. (2012) "The role of attribution in how followers respond to the emotional expression of male and female leaders" *The Leadership Quarterly*, 23(1).

This research article performs an analysis on the topic of emotional expression, within male and female leaders. The article carries its research based on data that the positivity or negativity of leaders "emotional expression" can directly impact follower's emotions. In this phenomenon a leader must not display negative emotions, but also display emotions that are not relative from social norms. The gender role aspect is important because the data shows, female and male leaders are perceived differently in their emotional expression. Female leaders who displayed anger are deemed less equipped to handle situations and vice-versa male leaders who display sadness, experience the same effect. Topics include "Leadership Prototype Theory" it suggests that people match a leader's behavior or character with a prototype of an ideal leader they hold in memory. This ideal leader serves as a threshold, thus affecting general expression of leadership and placing a confirmation bias in followers. The research performs an experiment on male participants age 21 to 30. This research is valuable to draw upon, it provides information on the emotional expression expected of male leaders, including theories effective in gaining an understanding of masculine leadership benchmarks.

Hamstra, R.W. Melvyn. (2014) "'Big' men: Male leaders' height positively relates to followers' perception of charisma" *Personality and Individual Differences*, 56(1), 190-192.

This article performs a quantitative analysis, to propose that male leader's physical height positively relates to follower's perceptions of leader's quality of personality or charisma. Topics include that tall advantage being linked to evolutionary benefits of leadership, with little direct information about physical height being related to more charisma, peacekeeping and status. The article seeks to gather data through this analysis to gain results that may prove this to be correct. The results concluded that physical height did make a significant impact on follower's perception of the quality of their leader (charisma) The article performs a small but compelling research finding, questions around societal views on height, that may stem from our ancestors more useful need of height. It forms an interesting theory regarding mankind's evolution of resources and the drastic shift that may occur as a means of patriarchal leadership views. The article can contribute to the research by providing a unique characteristic and comparing the leadership style of the subject with this insight.

Brown, E. R., Diekmann, A. B., & Schneider, M. C. (2011). A Change Will Do Us Good: Threats Diminish Typical Preferences for Male Leaders. *Personality and Social Psychology Bulletin*, 37(7), 930–941.

This article researches the role congruity theory from a different point of view, their focus is to gather data on how the need for change might create a shift on gender-based leadership preference. According to the role congruity theory, favorability toward leaders results from alignment between what is desired in a leadership role and the characteristics stereotypically ascribed to the leader. The shift occurs under the psychological experience of threat signaling a need for change. The study includes 4 experiments with one study testing how followers seek the need for new directions during times of threat. Gender stereotypes have shown women to be

associated with change rather than consistency in males. the research includes 4 experiments testing different theories, that question our sociopolitical system and gender-based leadership preferences. This research article combines unique data to determine results based on the preference of change and into a new direction during times of crisis. This data is useful in gaining an outside perspective of the follower's expectation in leadership.

Zingales, Luigi. Sapienza, Paola. Biel-Rey, Pedro. Reuben, Ernesto. (2012). "The emergence of male leadership in competitive environments" *Journal of Economic Behavior & Organization*, 83(1), 111-117.

This article researches male leadership in competitive environments, they perform an experiment with three gender differences, in failing to select high-ability women to perform in competitive environments. The experiment consists of a group selecting a leader to represent them and compete against the leader of another group. Results indicated that groups tend to select women 33 percent less often than their abilities would suggest. Topics include male leadership qualities such as over-confidence being a factor for men being chosen more, exaggerating their abilities deems them more fit. It also discusses high ability but underconfident women by asking for statements from chosen leaders and analyzing their answers, including giving prizes in the form of monetization to induce response and analyze leadership behavior in this manner. The research provided gives examples of how overconfidence in men leads to preferability, whether they are correct or not, this data gives insight that can be useful for assessing the subject's behaviors and their value to the societal expectations of masculine leadership.

Hentschel, Tanja. Braun, Susanne. Peus, Claudia & Frey, Dieter. (2018) “The communality-bonus effect for male transformational leaders – leadership style, gender, and promotability” *European Journal of Work and Organizational Psychology*, 27(1), 112-125.

This research article aims to test how men and women are evaluated in their leadership styles, in correlation to career advancement. The theoretical perspectives that are applied to find these results, include the separation of transformational leadership and autocratic leadership. The study explains how leadership effectiveness between women and men are inherently perceived as different, with women being more empathetic and displaying more transformational leadership qualities, the study finds men who have broken the gender stereotype norms and act on transformational leadership can be equally rewarded as it shows a sense of innovation and progression, unlike autocratic leadership skills which has been shown to be ineffective in the long term. The research provides insight into social penalties men and women may face by not acting on their perceived gender stereotypes and gives information about the possibility of breaking these societal views on leadership, to reveal an effective masculine leadership style. The article will provide a discussion to the research regarding breaking gender norms and the expectation of masculine leadership qualities.

In understanding these sources, they all contain valuable information about different theoretical perspectives in masculine leadership and its relationship to women in leadership. To properly analyze the traits of masculine leadership, gender norms and stereotypes must be addressed. These studies provide an insight into these societal constructs of masculine leadership and

contain quantitative data that can be analyzed and used to continue the discussion of the many aspects of leadership in men. In analyzing one subject in the media and performing a quantitative content analysis, these sources can help to supplement views on the character and the influence associated with his role as a leader for a successful company. In Zeglin, R. J. (2016) Portrayals of masculinity are analyzed through three “guy movies” in addition the research utilizes the Conformity to Male Norms Inventory (CMNI) to conduct an analysis on the influence of masculine behavior in a similar method, Knights and Maccabe (2016) perform an ethnographic method of research through corporate interview videos and visual data as a means of identifying masculine leadership traits. These two sources share similar methods of obtaining information in visual data and combining the influence of male behavior in their data.

In the research article of Li Ming and Yang (2018) explain the relationship between followers and their conflict avoidance behaviors, which lead to perception incongruence within a leader and their members. The research gathered focuses on the differences in gender norms, with males associating their behavior as a source of high achievement, while women associate their behavior with social acceptance. There is a similarity in this study with Shao and Schaubroeck (2012) whose focus on emotional expression in leadership can directly affect members of their organization. In these sources masculine leadership is challenged by constructing an argument that male leaders often behave in a stereotypical social norm, but through this may experience a negative psychological impact on themselves as well as their members. The article of Schneider et al., (2011) states the role congruity theory, favorability toward leaders results from alignment between what is desired in a leadership role and the characteristics stereotypically ascribed to the leader. This places threat as an incentive to make change in an organization and relating female

leadership characteristics as an influence for change, this transitions to what is lacking in analyzing masculine leadership and the impact of accepting a more innovative, out of the social norm method of leadership abilities. According to Burrige et al., (2007) separation-individuation difficulties among male leaders has associated male norms with loneliness as a negative psychological impact, in this article a quantitative analysis is performed in which masculine norms and gender stereotypes of what it means to be a male leader is impacted by our societal views. In Reuben et al., (2012) a study is conducted on men and women and how the emergence of male leadership is often preferable than the qualities seen in women. The study gives a perspective on the underconfident and high ability women not encouraged enough to participate in competitive settings, even if they are more fit for the role, in comparison a male leaders overconfidence is generally more accepted regardless of his qualifications. There is correlation in this with Hentschel et al., (2018) in their theoretical perspective of transformational leaders, as male leaders who are adapting to gain attributes that encourage honesty and empathy and its influence on members of a leader, both studies can be connected by assessing where the male leader is exceling and failing in their mastery of leadership that is more accepting and can contribute a better example for young males. Hamstra and Melvyn (2014) Perform research on tall men and how height is associated with a more advantageous journey in life, social status, and economic development. The topic of height in males brings up the question of ancestral views on height in relation to male leaders, height becomes a resource that is part of our evolution with discussions leading to historic advantages for taller men, which results concluded to be in fact true, taller men are more trusted and are better perceived by their followers. In connection with the News article which summarize a study on males who ask for help being perceived as less equipped to lead. Masculine leadership styles all differ and through

studying these articles the result concludes that there is a negative psychological impact on the behavior of male leaders, even following the results to say, gender stereotypes in masculine leadership is alive and causing damage to future males. The character chosen for the study exhibits methods of autocratic leadership as stated by Hentschel et al., (2018) these characteristics seem to weigh a negative psychological and examples of masculine leadership amongst the members of his organization, are directly in conflict with many of his decisions and views. The sources will provide an extensive amount of information to deliver salient information that will be beneficial to the research.

Analysis

Masculine leadership roles as represented in the media, have contributed to the societal standards males have adapted to their own life. In performing this quantitative content analysis, the character of Logan Roy will be examined, and the procedure will consist of coding his leadership style, using the Conformity to Masculine Norms Inventory. The analysis will assess the importance of media representation of masculine leadership behavior, with Logan Roy proving to be a salient source of social cognitive outcomes regarding behaviors in males. The Conformity to Masculine Norms Inventory is a psychometric assessment presented in Mahalik et al. (2003) that allows research to be understood through 11 validated set of behaviors, with a design that makes it more accessible for visual media as it is designed to account for many types of masculine norms. The factors presented as masculine all have different manners of operation and will be assessed differently. “Emotional control” is seen through emotional restrictiveness of lack of emotion from Logan Roy. “Risk-Taking” is determine by impulsive behavior that puts

the character in harm's way. "Violence" is any aggressive act that physically shows itself in the character. "Dominance" is examined by any show of authority or control by the character Logan Roy to another. "Winning" is operationalized as any means of challenge or competitive activity by the main character. "Self-Reliance" is displayed as avoidance of help from others, a form of aggressive independence. "Playboy" is any demonstration of statements in a sexual regard or sexual activity with multiple people. "Primacy of Work" in this analysis any time Logan Roy holds his work in far more value than the people around him. "Power over Women" is operationalized as any behavior deemed to degrade women. "Disdain for Homosexuals" like the previous factor, is any homophobic behavior exuded. Lastly "Pursuit of Status" refers to any behavior characterized as exceptional in his mind. The present analysis conducts a deductive content analysis. The CMNI model will be used to analyze the abstract meaning of the masculine leadership phenomenon, as portrayed by the subject within their discursive language, this will consist of Logan Roy's verbal communication towards members of his organization, and the inclusion of nonverbal communication in his reactions. This study will examine the character of Logan Roy using the CMNI factors, over the course of three episodes. In using Zeglin, R.J. (2016) as a framework, this quantitative content analysis did not tally the characters personal characteristic of the behavior/factor, but rather the subject's individual display of the behavior in accordance to the factor. For example, Logan Roy's continuous Dominant personality does not necessarily mean he displayed the behavior in a scene. The data collection will initiate by observing each behavior and using the criteria at hand (CMNI) to determine the inclusion of the data.

The results indicated that Logan Roy displayed masculine leadership behavior in accordance to 9 of the CMNI factors; a total of 55 factors were displayed across three episodes.

The Dominance factor was the most displayed by the subject, with Winning coming in second and trickled down to EMCON, Risk-Taking, and Primacy of Work. The least displayed behaviors were Self-Reliance, POW and Pursuit of Status. The Playboy and DFH factors were not displayed by the subject, possibly giving insight towards the evolving discussion of representation of masculine leadership in the media.

Winning	1	3	5	9 (50%)
EMCON	2	2	2	6 (25%)
RISK-TAKING	1	4	1	6 (25%)
VIOLENCE	1	0	0	1 (6%)
DOMINANCE	3	11	4	18 (100%)
PLAYBOY	0	0	0	0
SELF-RELIANCE	1	2	0	3 (13%)
PRIMACY OF WORK	2	3	1	6 (25%)

Table 1. Frequency of CMNI Factors.

CMNI Factor	<i>I went to Market (S1:E5)</i>	<i>Hunting (S2:E3)</i>	<i>Pre-Nuptial (S1:E9)</i>	Total
	(n = 3)	(n = 11)	(n = 5)	(n = 18)

Note. CMNI = Conformity to Masculine Norms Inventory; EMCON = Emotional Control; POW = Power Over Women; DFH = Disdain for Homosexuals.

Table 2. Subject Analyzed and his Associated CMNI Factors per episode.

Logan Roy		CMNI factor displayed		
<i>I went to Market (S1:E5)</i>		Winning, EMCON, Risk-Taking, Violence, Dominance, Self-Reliance, Primacy of Work, POW.		
<i>Hunting (S2:E3)</i>		Winning, EMCON, Risk-Taking, Dominance, Self-Reliance, Primacy of Work, POW, Pursuit of Status.		
<i>Pre-Nuptial (S1:E9)</i>		Winning, EMCON, Risk-Taking, Dominance, Primacy of Work, Pursuit of Status.		
POW	1	2	0	3 (13%)
DFH	0	0	0	0
Pursuit of Status	0	2	1	3 (13%)

In this analysis the subject Logan Roy, displayed masculine leadership through Dominance and Winning factors. These factors present salient data retrieved from Logan Roy and can be useful in examining how his masculine leadership style is influenced in conjunction with the CMNI. In using Zeglin, R.J. (2016) as a framework for this study, the results of this study coincide with promoting the social cognitive influence in males in leadership roles. The effectiveness of the CMNI provides insight in these masculinity traits, with the result being Dominance as the major factor contributing to adapted behavior through the media. In examining masculine ideology regarding leadership and maintaining “Dominance”, according to the study by Blazina, C, Eddins, R, & Burrige, A. (2007) masculine ideologies may lead to a negative impact on the mental health of males. The data for the subject showed a not ideal score for EMCON, this basic human trait essentially conflicts with traits such as Dominance and Winning which are at the top. The many ways in which males conform and adapt their behaviors of masculine leadership through the media, can ignite pressure in gender stereotypes, this connection can be interpreted and result in a negative psychological impact.

Primacy of Work is a factor that echoes the research from McCabe, D, & Knights, D. (2016). This qualitative study provides discourse upon leadership styles and the focus beyond their members to attain results within their organization. The male leaders portrayed masculine views through the documentary data of their study, demonstrating the Primacy of Work factor is an influencing behavior that is clearly represented in the media by Logan Roy. Self-Reliance is a factor we observed in the subject, with independence playing an important part of his personality. In this study, Self-Reliance was determined as avoidance of help from others, an aggressive form of independence. Logan Roy demonstrates this by refusing the trust of his members and initiating an aggressive form of seeking, the one who is betraying him. The study

conducted by Yang, I, & Li Ming, Lily. (2018) concluded that male behavior is displayed as perceptual incongruence and lack of self-awareness towards members of their organization, with men focusing on self-achievement and gaining satisfaction through their ego. This form of self-achievement can be translated towards Logan Roy's factor of Self-Reliance as a leader of his organization. According to the data, Logan Roy's ego plays a significant part in his leadership style, In *Hunting*, Logan Roy exhibits his power by forcing his members to bow at their feet and compete for their innocence. In examining these results in masculine leadership, there is a discussion within expectation of the white male version of masculinity. As researcher Park, M. K. (2015) noted in his research " Compared to White or Black men, Asian American men are uniquely subordinated within the hierarchy of hegemonic masculinity ([Chen, 1999](#)). As an out-group stripped of hegemonic ideals of masculinity, Asian-American men have historically been viewed as effeminate, asexual, and passive. Asian-American men are therefore branded with the inability to exude hegemonic masculinity" (p. 367). The embodiment of "being masculine" requires all other men to react and place themselves in relation to it, according to his findings, hegemonic masculinity is racialized masculinity. In this examination we see Dominance as the consistent masculine leadership style, indicating that hegemonic masculinity correlates to Logan Roy, as his ruling method of leadership places him in this category. In *Succession*, Logan Roy demonstrates white masculine leadership norms. This phenomenon minimizes leadership of Asian/Latino/Black men, with the portrayals of white male virtues are often more associated in the media.

The masculine leadership behaviors associated with Logan Roy, connect with Claudia & Frey, Dieter. (2018) whose research article explains that male leadership often lacks the theoretical perspective of transformational leadership, which rely on empathetic, adaptable,

patient behaviors toward members of their organization. Winning is a factor prevalent and the second most displayed factor on Logan Roy. The subject does not possess much empathy for his members. In *Pre-Nuptial*, Logan Roy, shows little disturbance in coming to his daughter's ceremony, even mocking her decision to withdraw from being the heir to the company, practicing competitive behavior and exemplifying hostility. There is research proving evidence that threats allow for change within male leadership roles. Brown, E.R. (2011) state that gender stereotypes provide new directions in leadership, with male association of Self-Reliant and unadaptable traits making them vulnerable to female leaders replacing them. The research indicates change associated with female leaders and consistency within males. This shift in leadership is a result of a threat, in associating the data from Logan Roy there is information which proves he contains Dominant, Winning factors. These traits represented in the media may lead to negative leadership qualities in times of threat in an organization. The portrayals of masculine leadership always involve the competitive nature in these norms, in Zingales, Luigi. (2012) research data suggests male leaders are selected statistically more, over their ability to exude competitive behavior rather than actual knowledge of the concept, with over confidence being a significant factor, in the examination of Logan Roy it is classified as his Winning/Dominant factor is relatively high and this rash method of being number one or first may lead to more opportunity in males adapting these behaviors, despite lacking appropriate skills for the leadership role.

The importance of this research is the following, throughout history masculinity has been attached to traditional norms, that places the phenomenon in a limited space. These limitations have been constructed in our society, to create the perfect male figure, one who portrays true masculinity. The traits of a complex and successful male according to our framework of the

CMNI, all exhibit these factors. The representation of masculine leadership in the media, is significant in conjuring behavioral expectations in young men. The social cognitive theory, created by Albert Bandura states that learning occurs in a social context with a dynamic and reciprocal interaction of the person, environment, and behavior. The unique feature of SCT is the emphasis on social influence and its emphasis on external and internal social reinforcement. This emphasis on social constructs, has been proven to influence in this study the behaviors of male leadership. This masculine leadership style has attained little transformation through history, with these factors remaining in place to this day. In shedding light on this behavior, the empirical data obtained can influence how we may be able to change this behavior, to represent how many different types of male leadership, that do not rely so heavily on a specific factor, is represented in the media. The inclusion of a diverse masculine leadership style in the media, can positively influence males, creating a more diverse scope of leadership for future male generations.

Conclusion & Recommendations for Future Research

This research provided answers to questions regarding competence in masculine leadership styles and understanding why male leaders' expectations must exhibit behaviors that correlate to traditional male norms. Males tend to be much more represented in the media, through the Conformity to Male Norms Inventory, a content analysis was conducted, determining behaviors within the framework that the "Succession's" Logan Roy portrays. In examining social cognitive theory, it is it was concluded that behaviors focused in the media as masculine are adapted by young male viewers. The research extended this observation by determining which masculine leadership behaviors are most represented in a successful television development. The data found factors such as Dominance, Winning and Self-Reliance, were prime behaviors located in masculine leadership styles. Another way this research could go further, is to examine

longitudinal studies in males, perhaps gather ethnographic research through male inhabited environments. The importance of gathering proper empirical evidence and understanding masculine traditional norms, can assist in determining the progression of male leadership in future generations.

Blazina, C., Eddins, R., & Burrige, A. (2007). The Relationship Between Masculinity Ideology, Loneliness, and Separation-Individuation Difficulties. *Journal of Men's Studies*, 15(1).

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