Effective leadership is focused on long-term organizational goals. Employers spend billions of dollars on leadership training programs. Training accounts for increases in leadership behaviors and economic gains. Research has not explored whether training assists leaders in becoming focused on the future consequences of their present behaviors.

**Consideration of Future Consequences (CFC):**
- A measurement to which individuals consider the immediate and probable distant results of their present behaviors and the degree that they are persuaded by those probable results.
- Individuals differ on the degree to which they consider the future consequences (CFC) of their present behavior, and this difference is frequently used in anticipating behavioral decisions and life outcomes.
- Low CFC: indicates placement of generous degree of importance on the immediate consequences of behavior and little importance on deferred consequences of behavior.
- High CFC: indicates considerable importance on the future consequences of behavior and an insignificant degree of importance on immediate consequences.

**Current Study**
The purpose of the current study is to examine how participation in a leadership training program may impact individuals’ CFC.

**Participants:** Junior and Senior level students (N = 294, 53.7% female; Male = 35.23, SD = 10.94) enrolled in an Organizational Leadership class.

**Procedure:**
- Students were randomly assigned to a leadership training program condition (N = 141) or no program (N = 153).
- All participants completed a pre-survey online assessing CFC and demographic information.
- The leadership group participated in the normally planned activities and additionally participated in the NSLS sessions (Orientation, LTD, 3 SNTs, 3 Speakers).
- Upon completion of the sessions at mid-term, participants completed the measure of CFC again.
- The non-leadership group (i.e., control condition) participated in the normally planned activities for the class, but did not participate in the NSLS sessions.
- At mid-term, control participants completed the CFC again.
- The groups were reversed at mid-term in an effort to expose all students to the inclusion of the NSLS; however, data was not collected for the second half of the term.

**Materials:**
- To assess CFC the current study adopted a 14-item measure from Joireman, Strathman, & Balliet (2006).
- 7 items to assess concern for immediate consequences (e.g., “My behavior is only influenced by the immediate [i.e., a matter of days or weeks] outcomes of my actions,”)
- 7 items to assess concern for future consequences (e.g., “Often I engage in a particular behavior in order to achieve outcomes that may not result for many years”).
- 7-point Likert-type scale ranging from 1 = extremely uncharacteristic of you, to 7 = very much like you.

**The National Society of Leadership and Success (NSLS)**
The leadership training program requires about 12 hours of time and effort. Designed for college students, it strives to train leaders to make a better world.

**Method**

**Findings and Conclusions**
To examine whether consideration for immediate and future consequences were affected by the leadership program repeated measure ANOVAs were conducted with leadership program as the between-subjects variable and immediate and future concern as the within-subjects variables (see Table 1 for means and standard deviations).

Immediate concerns did not change between the two time points, F(1, 292) = 1.17, p = .288, η² = .004, or interact with condition, F(1, 292) = 0.05, p = .827, η² < .001.

Future concerns (collapsed across conditions), did not change, F(1, 292) = 1.80, p = .170, η² = .006.

However, the interaction between measurement time and condition was significant, F(1, 292) = 3.95, p = .048, η² = .013.

Pairwise t-tests showed that concern for future consequences increased significantly for participants who completed a leadership program, t(140) = -2.21, p = .028, d = .19, but did not change significantly for participants in the control condition, t(152) = 0.47, p = .642, d = .05.

Participants in the leadership training program exhibited higher degrees of consideration of future consequences than participants in the control condition.

**Table 1**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Condition</th>
<th>Time 1</th>
<th>Time 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Immediate</strong></td>
<td>Leader</td>
<td>3.06 (1.04)</td>
<td>3.05 (1.19)</td>
</tr>
<tr>
<td></td>
<td>Control</td>
<td>3.03 (1.13)</td>
<td>3.14 (1.00)</td>
</tr>
<tr>
<td><strong>Future</strong></td>
<td>Leader</td>
<td>5.45 (0.94)</td>
<td>5.66 (0.83)</td>
</tr>
<tr>
<td></td>
<td>Control</td>
<td>5.48 (0.81)</td>
<td>5.43 (0.81)</td>
</tr>
</tbody>
</table>