MGT 200: Leadership Attributes, Behavior and Styles

Leadership Theories- Personality

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Overview

- Introduce another aspect of leadership orientation: personality
- Personality Model- Big Five
  - Strengths and challenges
  - Developmental Tips
- Thin Slicing

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Personality

- Consistent patterns of ways of thinking, feeling and acting with regard to the environment
- Base point from which you operate
- Stable across time and situations

"No, I don't want to change you, Darryl. But sure, it would be great if you were completely different."

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Personality Assessment: Objectives

- Self: Identify potential strengths/potential limitations of your preferred interpersonal/leadership styles
  - Learn to assess fit between you and your situation
  - Develop strategies for managing self/managing others
- Other: Understand the source of other's interpersonal/leadership styles
- Identify the source of much interpersonal conflict

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Leader personality

- Neuroticism:
  - experience and understand negative emotions
- Extraversion:
  - get energy from being around others; to be dominate in groups
- Openness:
  - interested in new and/or unusual things
- Agreeableness:
  - place high value on getting along well with others
- Conscientiousness:
  - lead a structured and organized life

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Neuroticism

- High
  - Worried, anxious, low self-confidence
  - + energetic, proactive
  - - too nervous, micro-manager, have the blues
- Low
  - Calm, even-tempered, high self-confidence
  - + good in crisis, predictable
  - - indifferent, insensitive

- Developmental Tips
  - Manage stress
  - Verbalize emotions
- Developmental Tips
  - Seek regular feedback from others
  - Create mental spreadsheet to highlight pros and cons

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Extraversion

- High
  - Outgoing, active, dominant, talkative
  - + good networkers, inclusive
  - - don't listen, no time, bulldoze others
- Low
  - Reserved, serious, "loner"
  - + careful thinkers, non-disruptive
  - - smaller networks, not enough contact

- Developmental Tips
  - Let others share the floor- 4 sentence rule
  - Listen and show you have listened
  - Don't assume slow people are slow minded
- Developmental Tips
  - Work on social behaviors, develop proactive team
  - Create time outs for recharge

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Openness

- High
  - Imaginative, broad interests, seek experience
  - + creative, enjoy change, tolerant
  - - inconsistent, impractical
- Low
  - Down to earth, conservative, data driven
  - + detail focused
  - - present focused, fixed idea about world

- Developmental Tips
  - Find someone to keep you grounded
  - Work on plans and practicalities
  - Highlight the critical few objectives
- Developmental Tips
  - Brainstorming
  - Do one thing each day that scares you
  - Challenge yourself

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Agreeableness

- High
  - Compassionate, cooperative, friendly
  - + caring, trusting
  - - transparent, can be taken for a ride
- Low
  - Skeptical, competitive, hard headed, impersonal
  - + thick skinned, tough minded
  - - frequent conflict, low trust in others

- Developmental Tips
  - work on difficult conversations
  - Change mind-set from I want to be liked to I want to be fair
- Developmental Tips
  - Articulate broader goals
  - Tell people about yourself to bond
  - Stress the role you are playing

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Conscientiousness

- High
  - Efficient, well-organized, finisher, dutiful
  - + reliable, hard worker, high drive
  - - workaholic, had on others, controlling
- Low
  - Spontaneous, flexible, sometimes careless
  - + easy going, relaxed
  - - distracted, unreliable

- Developmental Tips
  - Learn to delegate!
  - Switch to coaching- ask questions vs. make suggestions
  - Start cutting 15 min out of your work day
- Developmental Tips
  - Need to increase structure
  - Appoint a devil's advocate
  - Check the analytics

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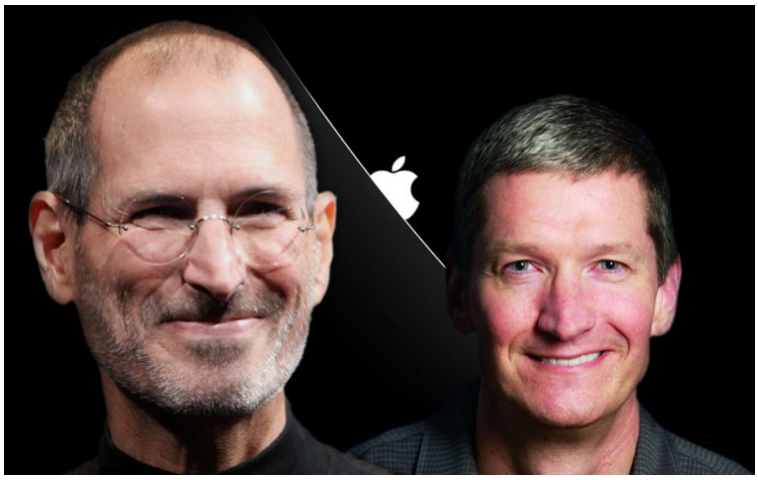
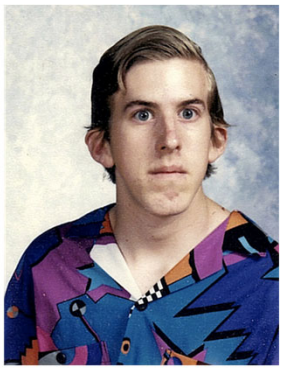
Leader personality + outcomes

	Emergence	Effectiveness
Neuroticism	NS	NS
Extraversion	+	+
Openness	+	+
Agreeableness	-	NS
Conscientiousness	+	NS



Who is more likely to divorce?



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Take-aways

- Taken an in depth look at the trait approach, with a focus on personality
- Learned how to recognize both the strengths and weakness to the Big Five traits
- Provided developmental tips for change
- Introduced the concept of thin slicing

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