# LEADERSHIP AND TEAM EFFECTIVENESS
# LECTURE - 14
## Personality Traits and Leadership

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# Contents

- Definitions of Personality
- Personality Traits and Leadership
- Trait Theory
    - Allport's Trait Theory
    - Cattell's Trait Theory
- Approach-Avoidance Framework
- Big Five or OCEAN Model of Personality
- Case Study
- Research Paper
- Book Recommendation
- References

Persistence. Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. "Press on" has solved and always will solve the problems of the human race.

**Calvin Coolidge,**

U.S. President

# Definitions of Personality

| Author Name | Year | Definition |
|---|---|---|
| Morton Prince | 1924 | "Personality is the sum total of all the biological innate disposition, impulses, tendencies, appetites and instincts of the individual and the acquired dispositions and tendencies." |
| Allport | 1961 | "Personality is the dynamic organization within the individual of those psychological systems that determine his unique adjustment to his environment." |
| R.B. Cattell | 1965 | "Personality is that which permits a prediction of what a person will do in a given situation." |

# Personality Determinants

- Personality reflects heredity and environment.
- **Heredity:** Factors determined at conception; one's biological, physiological, and inherent psychological makeup.
- **Environment Factors** do have some influence; culture, family, background, life experiences, and socialisation process.
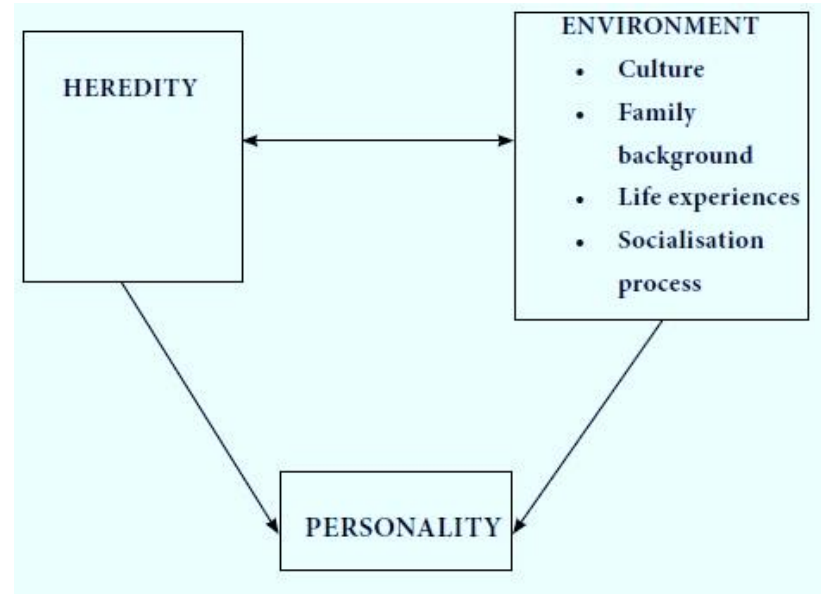


Image Source: http://arts.brainkart.com/media/extra1/xHYwZBb.jpg

# Personality Traits and Leadership

- **Personality** has two meaning:
  - ❑ The impression a person make on other.
  - ❑ Underlying, unseen structure and processes inside a person that explain behaviour.

- Most research about the relationship between personality and leadership is based on the **trait approach**.
  - ❑ **Traits** are recurring regularities or trends in a persons' behavior.
  - ❑ **Trait approach** theory maintains that people behave the way they do, because of the strengths of the traits they possess.

# Personality Traits and Leadership (Cont.)

- **Personality traits** are useful for explaining why people act fairly, consistently in different situations.
    - ❑ Knowing differences in personality traits can help predict more accurately how people will tend to act in different situations.

- **Leader behavior** reflects an interaction between personality traits and various situational factors.
    - ❑ **Weak situations** are unfamiliar and ambiguous.
    - ❑ **Strong situations** are governed by specific rules, demands, or organizational policies, which can minimize the effects that traits have on behavior.

# Traits Theory of Leadership

- Trait Theory of Leadership is based on the assumption that people are born with inherited traits and some traits are particularly suited to leadership.

- The theory aims to discover specific leadership & personality traits and characteristics proven to predict the likelihood of success or failure of a leader and also differentiate leader from follower.

- This theory as described by Kelly (1974) attempts to classify what personal characteristics such as physical, personality and mental, are associated with leadership success.



Image Source: http://www.differencebetween.net/business/difference-between-supervisor-and-manager/

# Traits Theory of Leadership

- **Traits: Also called dispositions**, Traits can be defined as habitual patterns of behavior, thought, and emotion. Traits are relatively stable over time, differ across individuals and influence behavior. Traits are external behaviors that emerge from internal beliefs and processes.
- The trait approach to personality is one of the major theoretical areas in the study of human personality and is focused on differences between individuals.
- The trait approach was one of the first systematic attempts to study leadership. The combination and interaction of various traits forms a personality that is unique to each individual.

# Gordon Allport's Trait Theory

Gordon Allport categorized traits into three levels.

- **Cardinal Traits:** Traits that dominate an individual's whole life, often to the point that the person becomes known specifically for these traits.
- **Central Traits:** The general characteristics that form the basic foundations of personality. These central traits, while not as dominating as cardinal traits, are the major characteristics you might use to describe another person. Terms such as intelligent, honest, shy and anxious are considered central traits.
- **Secondary Traits:** Traits that are sometimes related to attitudes or preferences and often appear only in certain situations or under specific circumstances.

# Cattell's Trait Theory

After Allport, major contribution to trait theory was made by R.B. Cattell. He divided traits into two categories, viz., surface traits, and source traits.

- **Surface Traits** – As the name suggests these are found on the periphery of personality i.e. these are reflected in the day to day interactions of the person. Their expression is so explicit that it leaves no doubt about their existence in the personality.
- **Source Traits** – These represent the structure of personality. These traits are not observable in day to day interactions of the person. Source traits come to notice when some of the surface traits are joined together.

# The Approach-avoidance Framework

Framework organizes traits and may help explain how they predict work behavior.

- **Approach Motivation-** our attention to positive stimuli
  - In approach motivation, behavior is instigated or directed by a positive/desirable event or possibility.

- **Avoidance Motivation-** our aversion to negative stimuli
  - In avoidance motivation, behavior is instigated or directed by a negative/undesirable event or possibility.

# The BIG FIVE or OCEAN MODEL of PERSOANLITY

- Personality Traits or Personality Dimensions
- An integration of personality research that represents the various personality descriptions in one common framework.
- Individual differences in social and emotional life organized into a five-factor model of personality
- "Broad abstract level and each dimension summarized a larger number of … personality characteristics" (Oliver & Srivastava, 1999)
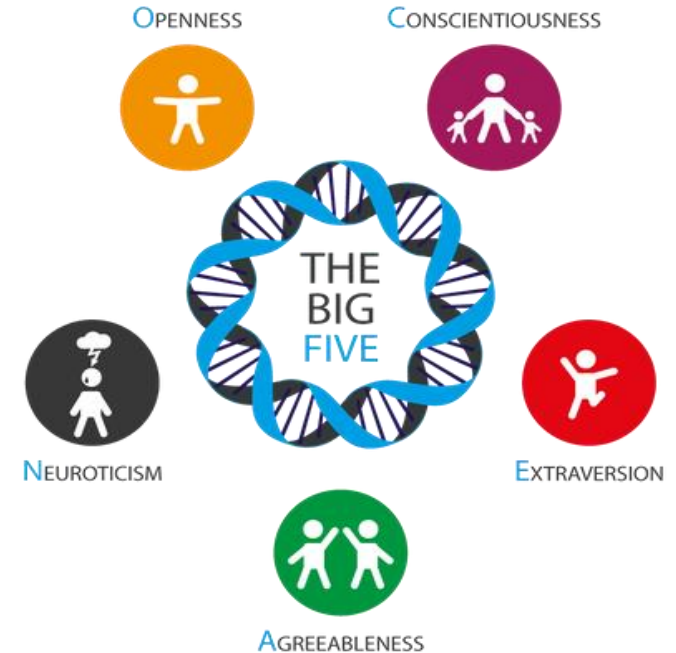


Image Source: http://adaeroproperty.com/do-you-have-the-1-personality-trait-that-guarantees-success/

# The BIG FIVE:  Conscientiousness

- Conscientiousness describes a person's ability to regulate their impulse control in order to engage in goal-directed behaviors (Grohol, 2019). It measures elements such as control, inhibition, and persistency of behavior.

| High on Conscientiousness | Low on Conscientiousness |
|---|---|
| • Competence<br>• Organized<br>• Dutifulness<br>• Achievement striving<br>• Self-disciplined<br>• Deliberation | • Incompetent<br>• Disorganized<br>• Careless<br>• Procrastinates<br>• Indiscipline<br>• Impulsive |

Source: https://www.simplypsychology.org/big-five-personality.html

# The BIG FIVE:  Agreeableness

- Agreeableness refers to how people tend to treat relationships with others. Unlike extraversion which consists of the pursuit of relationships, agreeableness focuses on people's orientation and interactions with others.

| High on Agreeableness | Low on Agreeableness |
|---|---|
| • Trust (forgiving) <br> • Straightforwardness <br> • Altruism (enjoys helping) <br> • Compliance <br> • Modesty <br> • Sympathetic <br> • Empathy | • Sceptical <br> • Demanding <br> • Insults and belittles others <br> • Stubborn <br> • Show-off <br> • Unsympathetic <br> • Doesn't care about how other people feel |

Source: https://www.simplypsychology.org/big-five-personality.html

# The BIG FIVE:  Extraversion

- Extraversion reflects the tendency and intensity to which someone seeks interaction with their environment, particularly socially. It encompasses the comfort and assertiveness levels of people in social situations.
- Additionally, it also reflects the sources from which someone draws energy.

| High on Extraversion | Low on Extraversion |
|---|---|
| <ul><li>Sociable</li><li>Energized by social interaction</li><li>Excitement-seeking</li><li>Enjoys being the center of attention</li><li>Outgoing</li></ul> | <ul><li>Prefers solitude</li><li>Fatigued by too much social interaction</li><li>Reflective</li><li>Dislikes being the center of attention</li><li>Reserved</li></ul> |

Source: https://www.simplypsychology.org/big-five-personality.html

# The BIG FIVE: Openness to experience

- Openness to experience refers to one's willingness to try new things as well as engage in imaginative and intellectual activities. It includes the ability to "think outside of the box."

| High on Openness to experience | Low on Openness to experience |
|---|---|
| <ul><li>Curious</li><li>Imaginative</li><li>Creative</li><li>Open to trying new things</li><li>Unconventional</li></ul> | <ul><li>Predictable</li><li>Not very imaginative</li><li>Dislikes change</li><li>Prefer routine</li><li>Traditional</li></ul> |

Source: https://www.simplypsychology.org/big-five-personality.html

# The BIG FIVE: Neuroticism

- Neuroticism describes the overall emotional stability of an individual through how they perceive the world. It takes into account how likely a person is to interpret events as threatening or difficult. It also includes one's propensity to experience negative emotions.

| High on Neuroticism | Low on Neuroticism |
|---|---|
| • Anxious<br>• Angry hostility (irritable)<br>• Experiences a lot of stress<br>• Self-consciousness (shy)<br>• Vulnerability<br>• Experiences dramatic shifts in mood | • Doesn't worry much<br>• Calm<br>• Emotionally stable<br>• Confident<br>• Resilient<br>• Rarely feels sad or depressed |

Source: https://www.simplypsychology.org/big-five-personality.html

# The BIG FIVE Traits and OB

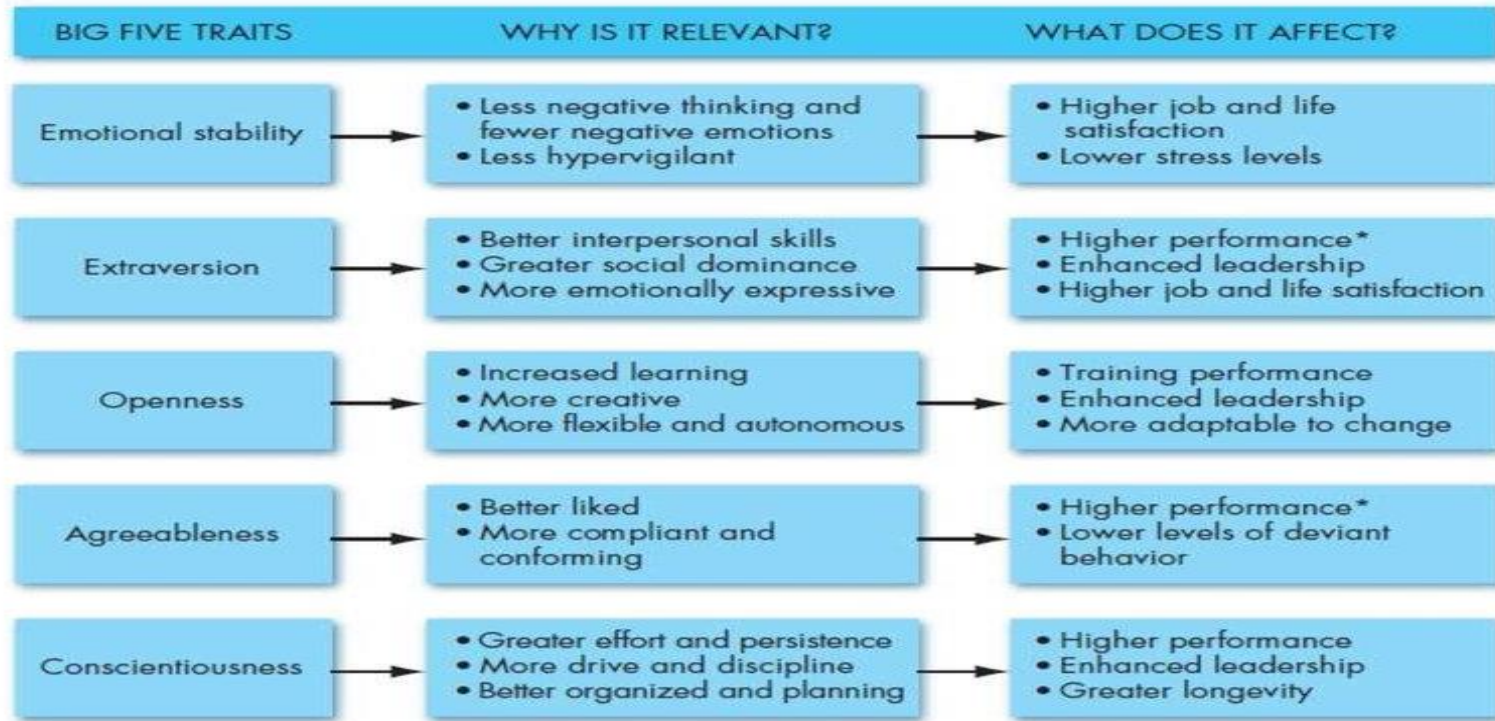| BIG FIVE TRAITS | WHY IS IT RELEVANT? | WHAT DOES IT AFFECT? |
|---|---|---|
| Emotional stability | • Less negative thinking and fewer negative emotions<br>• Less hypervigilant | • Higher job and life satisfaction<br>• Lower stress levels |
| Extraversion | • Better interpersonal skills<br>• Greater social dominance<br>• More emotionally expressive | • Higher performance*<br>• Enhanced leadership<br>• Higher job and life satisfaction |
| Openness | • Increased learning<br>• More creative<br>• More flexible and autonomous | • Training performance<br>• Enhanced leadership<br>• More adaptable to change |
| Agreeableness | • Better liked<br>• More compliant and conforming | • Higher performance*<br>• Lower levels of deviant behavior |
| Conscientiousness | • Greater effort and persistence<br>• More drive and discipline<br>• Better organized and planning | • Higher performance<br>• Enhanced leadership<br>• Greater longevity |

Image Source: https://cf2.ppt-online.org/files2/slide/n/N7cTWBQ389UhImJLy1tnYVHSsGdZkACafq4jO0vwu/slide-8.jpg

# The BIG FIVE or OCEAN MODEL of PERSOANLITY

| FACTOR | BEHAVIOR/ITEMS |
|---|---|
| Openness to experience | I like traveling to foreign countries.<br>I enjoy going to attend learning and development sessions. |
| Conscientiousness | I enjoy putting together detailed plans.<br>I rarely get into trouble. |
| Extraversion | I like having responsibility for others.<br>I have a large group of friends.. |
| Agreeableness | I am a sympathetic person.<br>I get along well with others. |
| Neuroticism | I remain calm in pressure situations.<br>I take personal criticism well. |

# Implications of the BIG FIVE or OCEAN Model

- The Model provides an explanation for leaders' and followers' tendencies to act in consistent ways over time.

  ✓ **Behaviour manifestations** of personality traits are often exhibited automatically and unconsciously.

  ✓ The **OCEAN Model** is useful in many ways.
    - ❑ Leadership gain self-insights to improve decision making.
    - ❑ Leadership researchers categorize findings.
    - ❑ Model helps to profile leaders.
    - ❑ Model seems to be universally applicable across cultures.

# Implications of the BIG FIVE or OCEAN Model

**Personality traits:**

- Can be reliably categorized into the five major dimensions of Five Factor Model.
    1. Are good measure of leadership potential.
    2. Can be used to make predictions about typical behaviour at work.
    3. Tend to be difficult to change.
    4. Are exhibited automatically and without conscious thought.
    5. Predispose people to act in certain ways, but behaviors can be modified through experience, feedback and reflection.

# Case Study: On the Costs of Being Nice

- Agreeable people tend to be kinder and more accommodating in social situations, which you might think could add to success in life. However, one downside of agreeableness is potentially lower earnings. Recent research has shown the answer to this and other puzzles; some of them may surprise you.
- First, and perhaps most obvious, agreeable individual are less adept at a type of negotiation called distributive bargaining.  Distributive bargaining is less about creating win-win solutions and more about claiming as large of a share of the pie as possible. Because salary negotiations are generally  distributive, agreeable individuals often negotiate lower salaries for themselves than they might otherwise get. Perhaps because of this impaired ability to negotiate distributively, agreeable individuals have lower credit scores.

# Case Study (Cont.)

- Second, agreeable individuals may choose to work in industries or occupations that earn lower salaries, such as the "caring" industries of education or health care. Agreeable individuals are also attracted to jobs both in the public sector and in nonprofit organizations.
- Third, the earnings of agreeable individuals also may be reduced by their lower drive to emerge as leaders and by their tendency to engage in lower degrees of proactive task behaviors, such as coming up with ways to increase organizational effectiveness.
- While being agreeable certainly doesn't appear to help one's pay, it does provide other benefits. Agreeable individuals are better liked at work, and generally are happier at work and in life.

# Case Study (Cont.)

Nice guys-and gals-may finish last in terms of earnings, but wages themselves do not define a happy life, and on that front, agreeable individuals have the advantage.

## Questions:

1. Do you think employers must choose between agreeable employees and top performers? Why or why not?
2. Often, the effects of personality depend on the situation. Can you think of some job situations in which agreeableness is an important virtue, and some in which it is harmful to job performance.
3. In some research we have conducted, we have found that the negative effect of agreeableness on earning is stronger for men than for women (that is, being agreeable hurt men's earnings more than women's). Why do you think this might be the case?

# Research Paper

# Measuring leader behaviour: evidence for a "big five" model of leadership

Peter H. Langford and Cameron B. Dougall
*Voice Project, Macquarie Park, Australia and
Department of Psychology, Macquarie University, North Ryde, Australia, and*
Louise P. Parkes
*Voice Project, Macquarie Park, Australia*

## Purpose

The purpose of this paper is to provide evidence for a "leadership big five", a model of leadership behaviour integrating existing theories of leadership and conceptually aligned with the most established model of personality, the big five. Such a model provides researchers and practitioners with a common language to describe leadership behaviour in a field with a plethora of leadership models. The model also describes a wider range of leadership behaviour than other models of leadership, and presents dimensions that correlate with important organisational outcomes as demonstrated in this study.

## Design/methodology/approach

In total, 1,186 employees completed the Voice Leadership 360, a survey designed to measure the leadership big five, collectively rating 193 managers from a range of different sectors and industries, using a 360-degree survey methodology.

## Findings

Confirmatory factor analyses and internal reliability analyses provide evidence for 22 lower-order factors of leadership behaviour that aggregate into five higher-order factors of leadership aligned with the big five personality descriptors. Further evidence for the validity of the model is indicated by significant correlations between 360-degree survey ratings and raters' judgements of leaders' personality, and significant correlations between 360-degree survey ratings and both work unit engagement levels and manager reports of work unit performance.

# Research limitations/implications

The cross-sectional design is the main limitation of the present study, limiting conclusions that changes in leadership behaviours will lead to changes in organisational outcomes. The primary research implications of this study include the support for an integrating model of leadership behaviour that aligns with a large body of psychological research, as well as the development of a survey that can be used for future exploration of the model.

# Practical implications

Practitioners may use the results of the study to rethink how they develop competency frameworks and measure leadership behaviour in organisation development contexts. This broad model of leadership and the familiarity of its dimensions could increase the effectiveness of behaviour change interventions, and the presented survey provides a reliable and valid tool for 360-degree assessments.

# BOOK RECOMMENDATION

**Personality: What makes you the way you are (Oxford Landmark Science)**

**Publisher:** OUP UK; 1st edition (18 July 2016)

**Authors**: Daniel Nettle

**Language:** English

**Paperback: 304** Pages

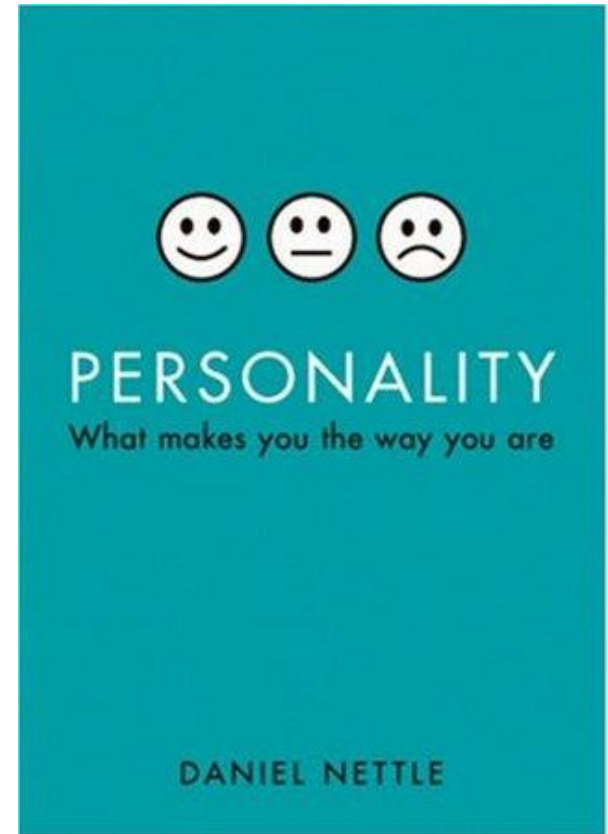**ISBN: 0199211434**

**ISBN13:**  978-0199211432

Image Source: https://m.media-amazon.com/images/I/31BIb5EYi7L.jpg

# BOOK RECOMMENDATION

Daniel Nettle takes the reader on a tour through the science of human personality, introducing the five 'dimensions' on which every personality is based, and using an unusual combination of individual life stories and scientific research. Showing how our personalities stem from our biological makeup, Nettle looks at the latest findings from genetics and brain science, considers the evolutionary origins and consequences of personality variation, and even includes a questionnaire for you to assess your own personality against the five dimensions.

There is no optimal personality to have. Rather, every disposition brings both advantages and disadvantages. Full of human as well as scientific insight, this book will enable you to understand the perils and potentials of your personality to the full.
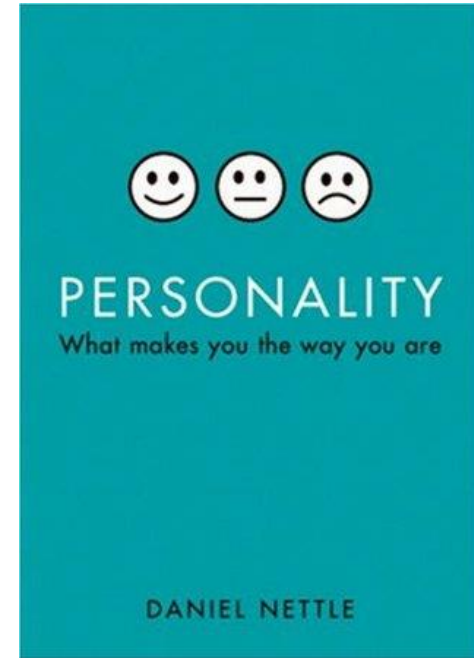
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# THANK YOU