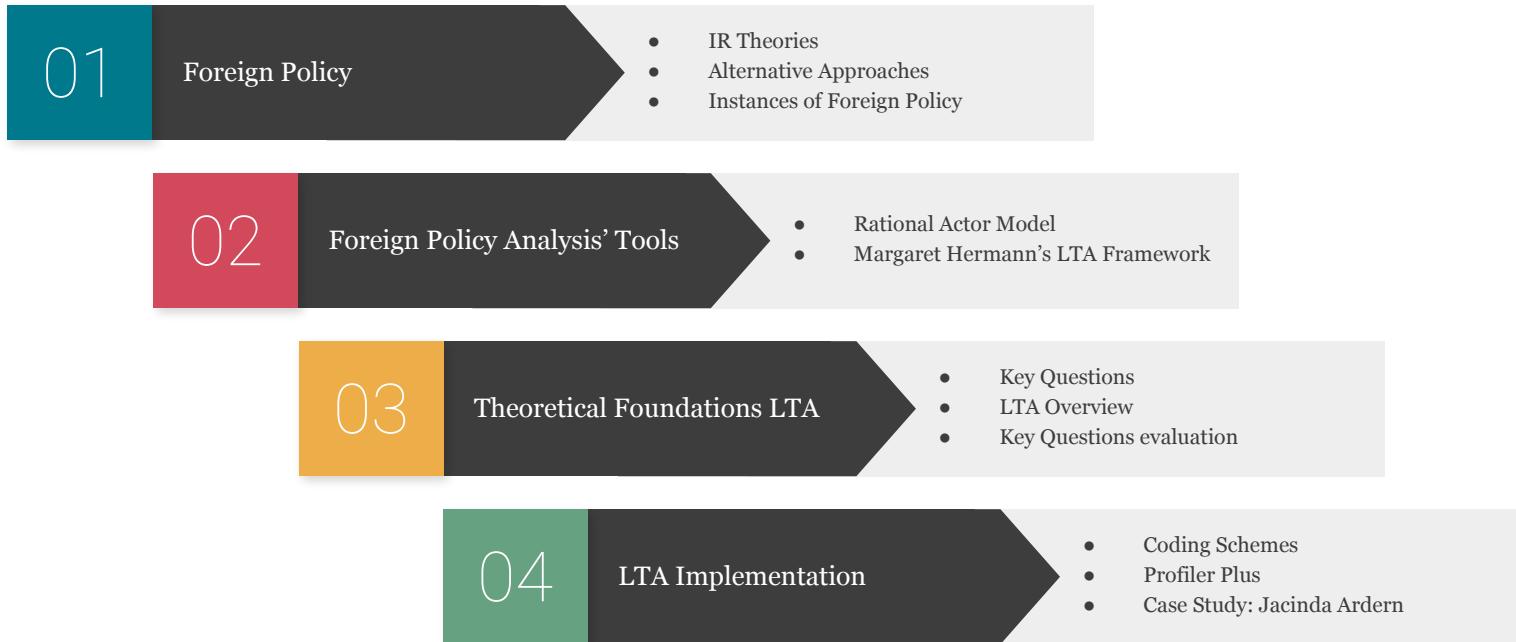




Foreign Policy: Leadership Trait Analysis

By Mauricio Mandujano Marquez | September 27, 2021

Presentation Outline



What is Foreign Policy ?



Mainstream IR Theories

Neorealism

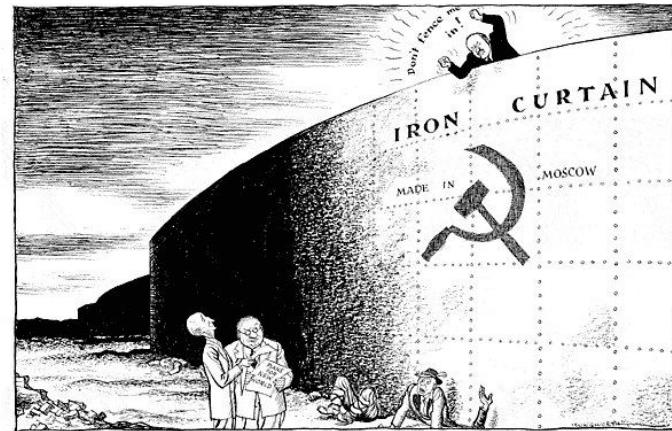
Self-help state behavior to the existing structures in the international system and it may or may not be inherently human behavior (Weber, 2001:20; Waltz, 1959:159)

Neoliberalism

liberal democracy and capitalism as the ordering principles of society and posed the ultimate state of human political evolution in the façade of “liberal democratic governments”(Weber, 2001:20).

Constructivism

Constructivism, bridges neorealism and neoliberalism by saying that “Anarchy is what states make of it” providing individual agency for change (Weber, 2001:64; Went, 1992).



What theory best describes the cartoon?

Alternatives to IR Theories

Two-level game theory

The two-level game theory argues that foreign policy is shaped by the intertwining forces of the domestic and the international (Putnam, 1988:428).

Rational Actor Model (RAM)

Assumes actors to “employ purposive action” and “consistent preferences” and transitivity in their choices, to have preferred outcomes over the others (Mintz & DeRouen, 2010:58).

Leadership Trait Analysis (LTA)

It focuses on assessing individual leadership style instead of assessing the state as a separate unitary actor [...] paying attention to individual human behavior understood in its particular context in order to assess decision making processes (Hermann, 2001:4).



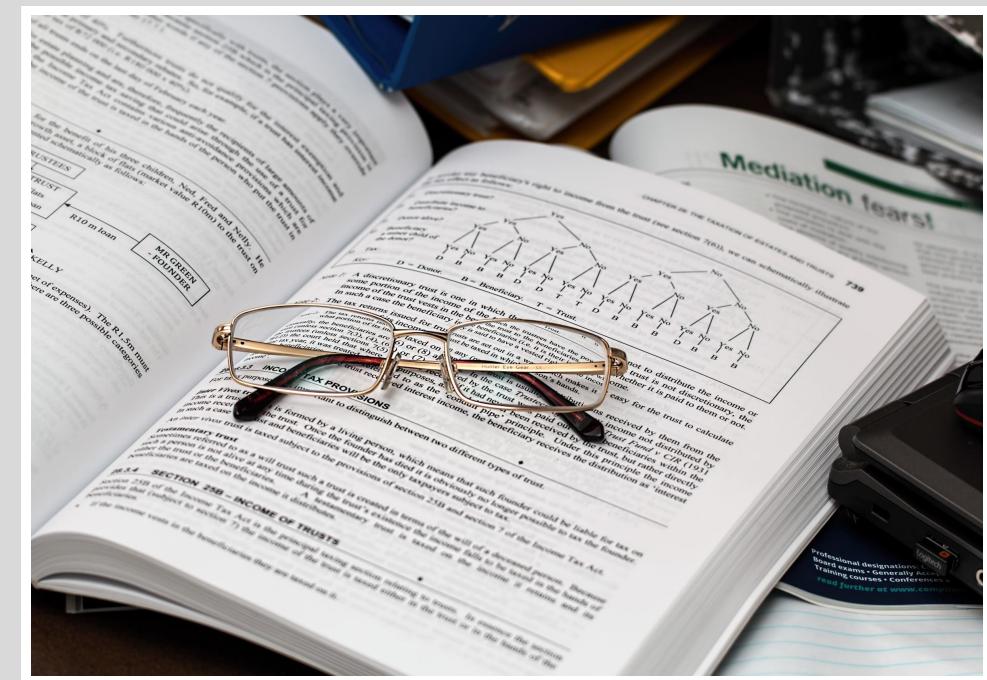
Lee, B. (2019) *The Dangerous Case of Donald Trump: 37 Psychiatrists and Mental Health Experts Assess a President - Updated and Expanded with New Essays*. Thomas Dunne Books



Oslo Accords handshake in 1995 (Riedel, 2018)

Yitzhak Rabin (Left), Bill Clinton(Middle), Yasser Arafat(Right)

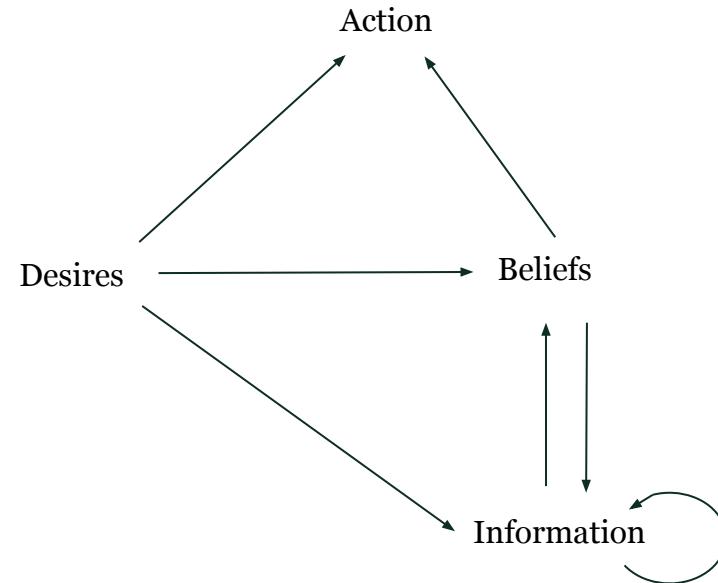
Foreign Policy Analysis' Tools



Rational Actor Model RAM

Based on the Theory of Rational Choice

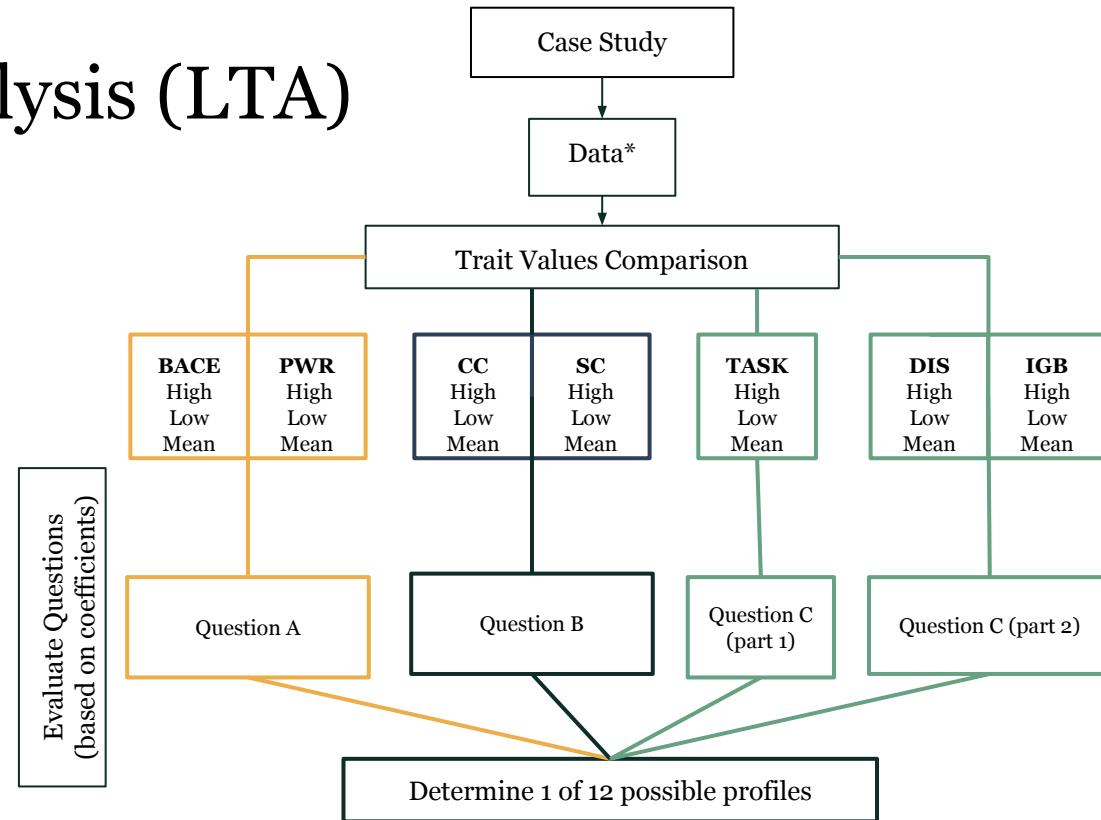
“The theory of rational choice seeks to explain the behavior of the person who behaves wisely and look for to maximize his benefits” (Askari et al, 2019:57)



Leadership Trait Analysis (LTA)

LTA is a statistical framework which analyzes spontaneous speeches, interviews, and questions answered by a political leader to identify what type of leadership she/he has.

Baseline, 122 profiles of political leaders among which 87 were heads of states, from “a range of positions in governments in countries in the Middle East, Africa, the former Soviet Union, and western industrialized democracies” (Hermann, 2001:11).



*at least 50 sources

Theoretical Foundations to construct a LTA profile



Leadership Trait Analysis

Key Questions

(A) "How do leaders react to political constraints in their environment- do they respect or challenge such constraints?

(B) "How open are leaders to incoming information – do they selectively use information or are they open to information directing their response?"

(C) "What are the leaders' reasons for seeking their positions – are they driven by an internal focus of attention within themselves or by the relationships that can be formed with salient constituents?"

(Hermann,2001:5)

Seven Traits

1. Belief can control events
2. Need for power
3. Conceptual Complexity
4. Self-Confidence
5. Task Orientation
6. Distrust
7. In-group bias

Leadership Trait Analysis

Questions

(A) How do leaders react to political constraints in their environment?

Traits

1. Belief can control events
2. Need for power

(B) How open are leaders to incoming information?

Metrics

Belief can control events
Mean = 0.44; Low < 0.30; High > 0.58

Need for power
Mean = 0.50; Low < 0.37; High > 0.62

Conceptual Complexity
Mean = 0.44; Low < 0.32; High > 0.56

Self Confidence
Mean = 0.62; Low < 0.44; High > 0.81

(C) "What are the leaders' reasons for seeking their positions?"

For seeking office

5. Task Orientation

Toward the world

6. Distrust

7. In-group bias

Task Orientation
Mean = 0.44; Low < 0.32; High > 0.56

Distrust
Mean = 0.41; Low < 0.25; High > 0.56

In-group bias
Mean = 0.42; Low < 0.32; High > 0.53

Profile

Twelve possible Leadership styles.

Assessing Question A

Question A

How do leaders react to political constraints in their environment- do they respect or challenge such constraints?

Traits

Belief can control events

“degree of control [...]a perception that individuals, groups, organizations, and governments can influence what happens”.

Need for Power

Focus on verbs which propose an action “[...]attempting to establish, maintain, or restore his or her power[...]”.

Leaders' Reactions to Constraints

Need for power

Score on Belief Can Control Events	Low	High
Low	<p><i>Respect</i> constrains; work within such parameters toward goals; compromise and consensus building important.</p>	<p><i>Challenge</i> constrains but less successful in doing so because too direct and open use of power; less able to read how to manipulate people and settings behind the scenes to have desired influence.</p>
High	<p><i>Challenge</i> constrains but more comfortable doing so in an indirect fashion-behind the scenes; good at being “power behind the throne” where can pull strings but are less accountable for results.</p>	<p><i>Challenge</i> constrains; are skillful in both direct and indirect influence; know what they want and take charge to see it happens.</p>

(Hermann, 2001:15).

Assessing Question B

Question B

How open are leaders to incoming information?

Traits

Conceptual Complexity

Focus on “approximately, possibility, trend” or low conceptual complexity such as “absolutely, without a doubt, certainly, and irreversible, bad, good”.

Self-Confidence

Focus on the pronouns “my,” “myself,” “I,” “me,” and “mine”.

Rules for Determining Openness to Information

Scores on Conceptual Complexity & Self Confidence		Openness to Contextual Information	
Conceptual Complexity	>	Self-Confidence	Open
Self-Confidence Complexity	>	Conceptual Complexity	Closed
Self-Confidence Complexity	&	Conceptual Complexity	Open
Both High Self-Confidence Complexity	&	Conceptual Complexity	Closed
Both Low			

(Hermann, 2001:22).

Assessing Question C (part 1)

Question C1: For seeking office
What are the leaders' reasons for seeking
their positions?

Traits

Task Focus

Focus on 'instrumental activity' (HT) and words reflecting 'concern for another's feelings, desires, and satisfaction' (LT).

Rules for Assessing Motivation for Seeking Office

Score on Task Focus	Motivation for Seeking Office
High	Problem
Moderate	Both Problem & Relationship Depending on the Context
Low	Relationship

(Hermann, 2001:26).

Assessing Question C (part 2)

Question C2: Towards the World

What are the leaders' reasons for seeking their positions?

Traits

In-group bias

Focus at “the modifiers used favorably (e.g., ‘great,’ ‘peace-loving,’ ‘progressive,’ ‘successful,’ ‘prosperous’), if leaders suggest “suggest strength (e.g., ‘powerful,’ ‘capable,’ ‘made great advances,’ ‘has boundless resources’)”

Distrust of others

Focus on nouns and noun phrases about people whom they do not identify

Motivation Toward the World

Ingroup Bias	Distrust of Others	
	Low	High
Low	<p>World is not a threatening place; conflicts are perceived as a context-specific and are reacted to on a case-by-case basis; leaders recognize that their country, like many others, has to deal with certain constraints what one can do and call for flexibility and response; moreover, there are certain international arenas where cooperation with others is both possible and feasible. (<i>Focus is on taking advantage of opportunities and building relationships</i>)</p> <p>While the international system is a zero-sum game, leaders view that it is bounded by a specified set of international norms; even so, adversaries are perceived as inherently threatening and confrontation is viewed to be ongoing as leaders work to limit threat and enhance their countries' capabilities and relative status. (<i>Focus is on dealing with threats and solving problems even though some situations may appear to offer opportunities.</i>)</p>	<p>World is perceived as conflict-prone, but because other countries are viewed as having constraints on what they can do, some flexibility in response is possible; leaders, however, must vigilantly monitor developments in the international arena and prudently prepare to contain and adversary's actions while still pursuing their countries' interests. (<i>Focus is one taking advantage of opportunities and building relationships while remaining vigilant</i>)</p> <p>International politics is centered around a set of adversaries that are viewed as “evil” and intent on spreading ideology or extending their power at the expense of others; leaders perceive that they have a moral imperative to confront these adversaries; as a result, they are likely to engage in highly aggressive behavior. (<i>Focus is on eliminating potential threats and problems.</i>)</p>
High		

Example self confidence

Jacinda Ardern partial address after the Christ Church Attack on March 19, 2019

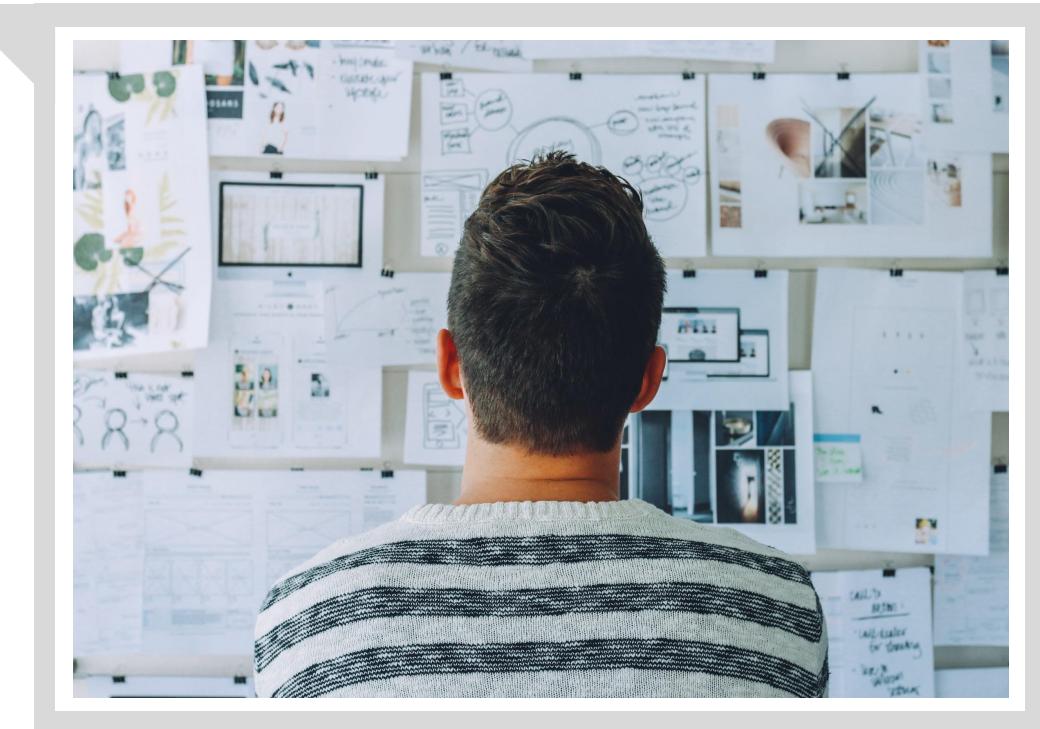
“**My** final words **I** wish to express directly to the women and children of the Muslim faith. As **I** left the mosque **I** visited on Sunday here in Wellington, a child, a very young boy, called out **my** name and asked, “Prime Minister, will **we** be safe now?” Mr Speaker, **I** hear in this House today that **we** are all collectively committing to telling that young boy a resounding yes, as **I** told him. And **we** will do all **we** can do. **We** will do everything in **our** power to ensure that that is the case.”

High Self-confidence: 7

Low Self-confidence: 6

$$\text{Self Confidence} = \frac{\text{HSC}}{\text{HSC} + \text{LSC}} = \frac{7}{7+6} = 0.53$$

LTA Framework: Technical Implementation



Coding Schemes Formula



Key Terminology

Baseline...

Coefficients...

Case Study...

$$Trait = \frac{High\ Count}{High\ Count + Low\ Count}$$

Task Focus

Distrust in Others

$$Task\ Focus = \frac{HT}{HT + LT}$$

$$Distrust\ in\ others = \frac{HD}{HD + LD}$$

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Schemes Available

indicates the scheme is available on this site.

indicates the scheme exists, but it is not available to this site.

			English	Spanish	Arabic	German	Turkish	Farsi (Persian)
▶	Leadership Trait Analysis	Coding schemes for Leadership Trait Analysis , Margaret G. Hermann's seven traits used in the assessment of leadership style: belief in ability to control events, need for power, conceptual complexity, self-confidence, task orientation, distrust, and in-group bias. Spanish language coding schemes are provided courtesy of M. Consuelo Thiers.						
		Unless otherwise requested, the LTA Classic coding scheme will be provided. This is the reference version for most academic research.						
▶	Operational Code Analysis	Stephen G. Walker, Mark Schafer, and Michael D. Young's Verbs in Context System for Operational Code analysis. This coding scheme is used to code the direction (self or other) and intensity (-3 to +3) of transitive verbs. Various indexes can then be constructed from this data.						
▶	Motivations	Coding schemes for David C. McClelland and David G. Winter's Need for Power, Need for Achievement, and Need for Affiliation .						
▶	Conceptual/Integrative Complexity	Peter Suedfeld's Integrative Complexity (IC) is "a measure of the intellectual style used by individuals or groups in processing information, problem solving, and decision making. Complexity looks at the structure of one's thoughts, while ignoring the contents".						
		This coding scheme, Conceptual/Integrative Complexity (CIC), is not an implementation of the rules in Dr. Suedfeld's scoring manual . CIC attempts to approximate Suedfeld's IC scores, using a lexicon of weighted "content flags" described in the IC coding manual along with contextual rules to determine a paragraph score.						
▶	Verbal Behavior Analysis	Verbal Behavior Analysis : 10 of Walter Weintraub's clinical indicators associated with the personality traits: Decisiveness, Anxious disposition, Impulsivity, Moodiness, Angry disposition, Emotional control, Stubbornness, Controlling behavior, Histrionic behavior, Passivity, Domineering behavior, Creativity, Familiar behavior, Resilience, and Response to stress.						

Jacinda Ardern results sample chart

Filename	HD	LD	DIS	HT	LT	TASK	IC	EC	BACE	HB	LB	IGB	HS	LS	SC	HC	LC	CC	HP	LP	PWR
2019_04_10a	1	2	0.3333	1	3	0.25	8	10	0.4444	0	9	0	0	10	0	1	5	0.1667	4	14	0.2222
2019_04_10b	3	12	0.2	20	10	0.6667	22	65	0.2529	7	48	0.1273	18	28	0.3913	64	27	0.7033	17	69	0.1977
2019_04_19	1	2	0.3333	1	3	0.25	8	10	0.4444	0	9	0	0	10	0	1	5	0.1667	4	14	0.2222
Total	73	321	0.1853	708	372	0.6556	376	876	0.300	64	737	0.0799	266	440	0.3768	1221	787	0.6081	242	965	0.200

QA: Does Ardern challenges constraints?



Baseline

Belief can control events

Mean = 0.44

Low < 0.30

High > 0.58

Need for power

Mean = 0.50

Low < 0.37

High > 0.62

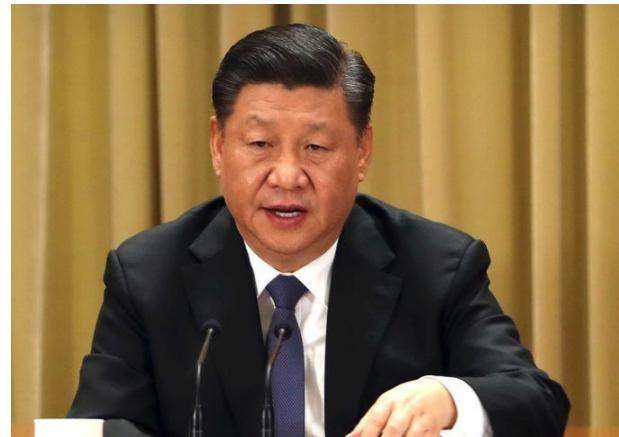
Jacinda Ardern Scores

Belief can control events

BACE = 0.3003

Need for power

PWR= 0.2005



QB: Is Ardern open to information?



Baseline

Conceptual Complexity

Mean = 0.44

Low < 0.32

High > 0.56

Self Confidence

Mean = 0.62

Low < 0.44

High > 0.81

Jacinda Ardern Scores

Conceptual Complexity

0.6081

Self Confidence

SC = 0.3768



QC1: Ardern's motivation toward the world?



Baseline

Task Orientation

Mean = 0.44

Low < 0.32

High > 0.56

Jacinda Ardern Scores

Task Orientation

TASK = 0.6556



QC2: What is Ardern's motivation toward ?



Baseline

Distrust

Mean = 0.41

Low < 0.25

High > 0.56

In-group bias

Mean = 0.42

Low < 0.32

High > 0.53

Jacinda Ardern Scores

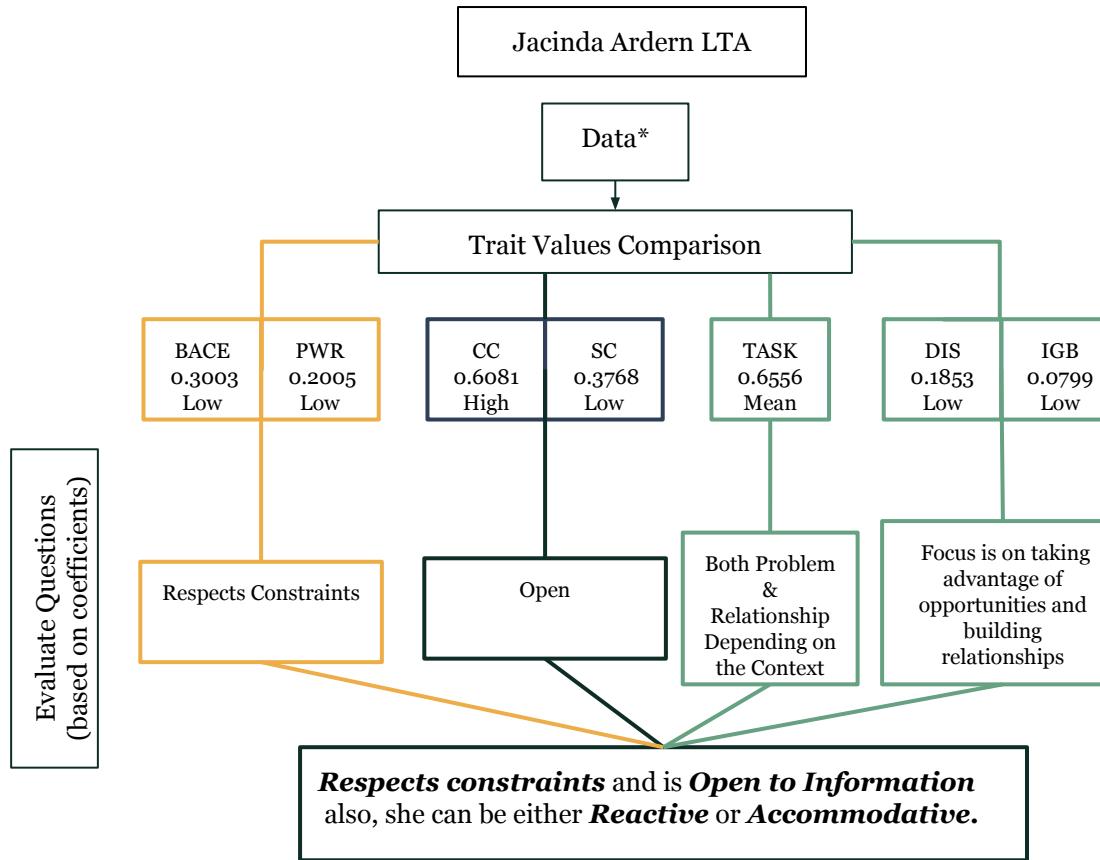
Distrust

DIS= 0.1853

In-group bias

IGB = 0.0799





Tips and Recommendations

- 1.- Select a leader with lots of transcript documentation.
- 2.- Political leader whose language is either English or German.
- 3.-Work in pairs and keep all files on cloud drive.

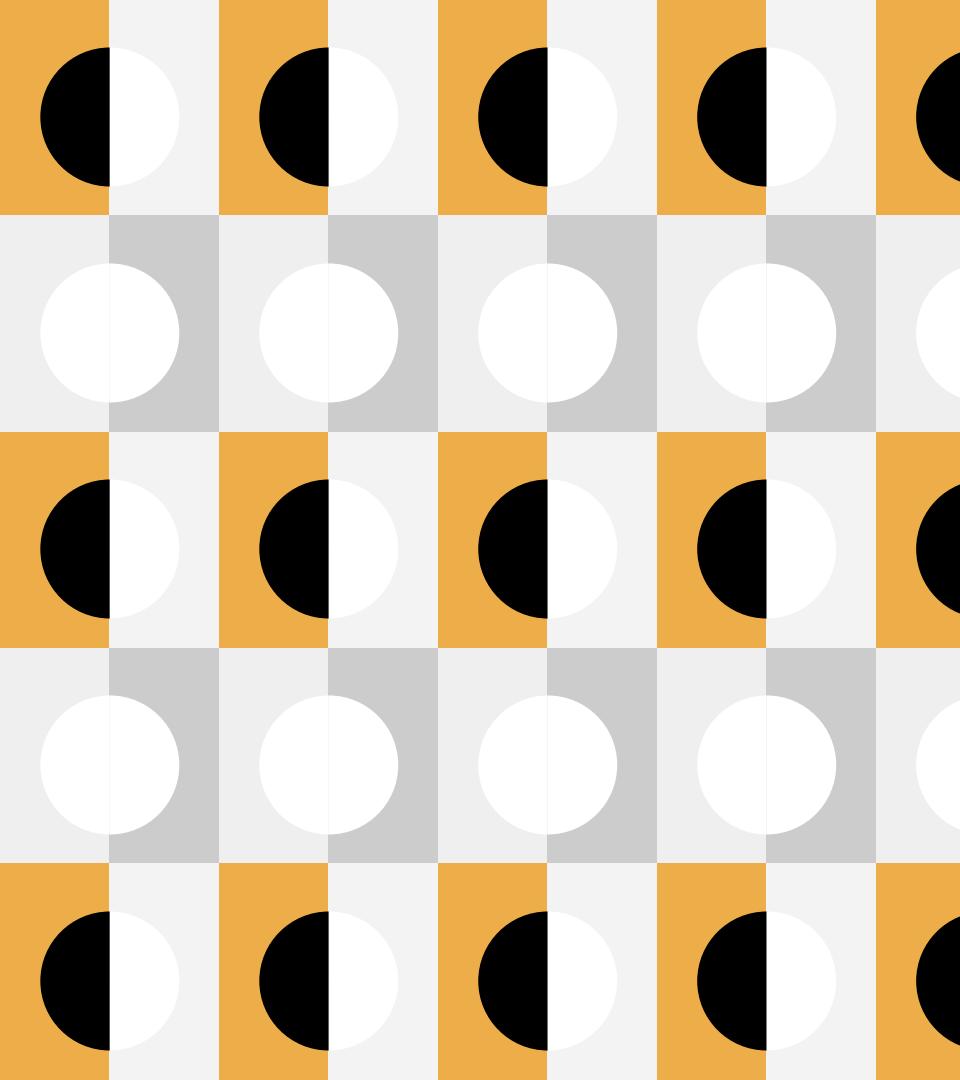


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[New World Leadership Jacinda Ardern](#)
[Through the Leadership Trait Analysis](#)



Thank you!

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