

Linking Personality to Effective Leadership Behaviors

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Agenda

- Limitations of Past Research
- Study Objective
- Study Overview
- Implications for Leader Selection & Development
- Future Research
- Questions

Limitations of Past Research

- Researchers lacked an accepted taxonomy of personality.
- Many researchers tended to focus on perceptions of leaders rather than actual behaviors.
- Researchers failed to establish an empirical link between personality traits and actual effective behaviors.

Study Objective

- Provide a better understanding of the process through which personality influences effective leader behaviors.

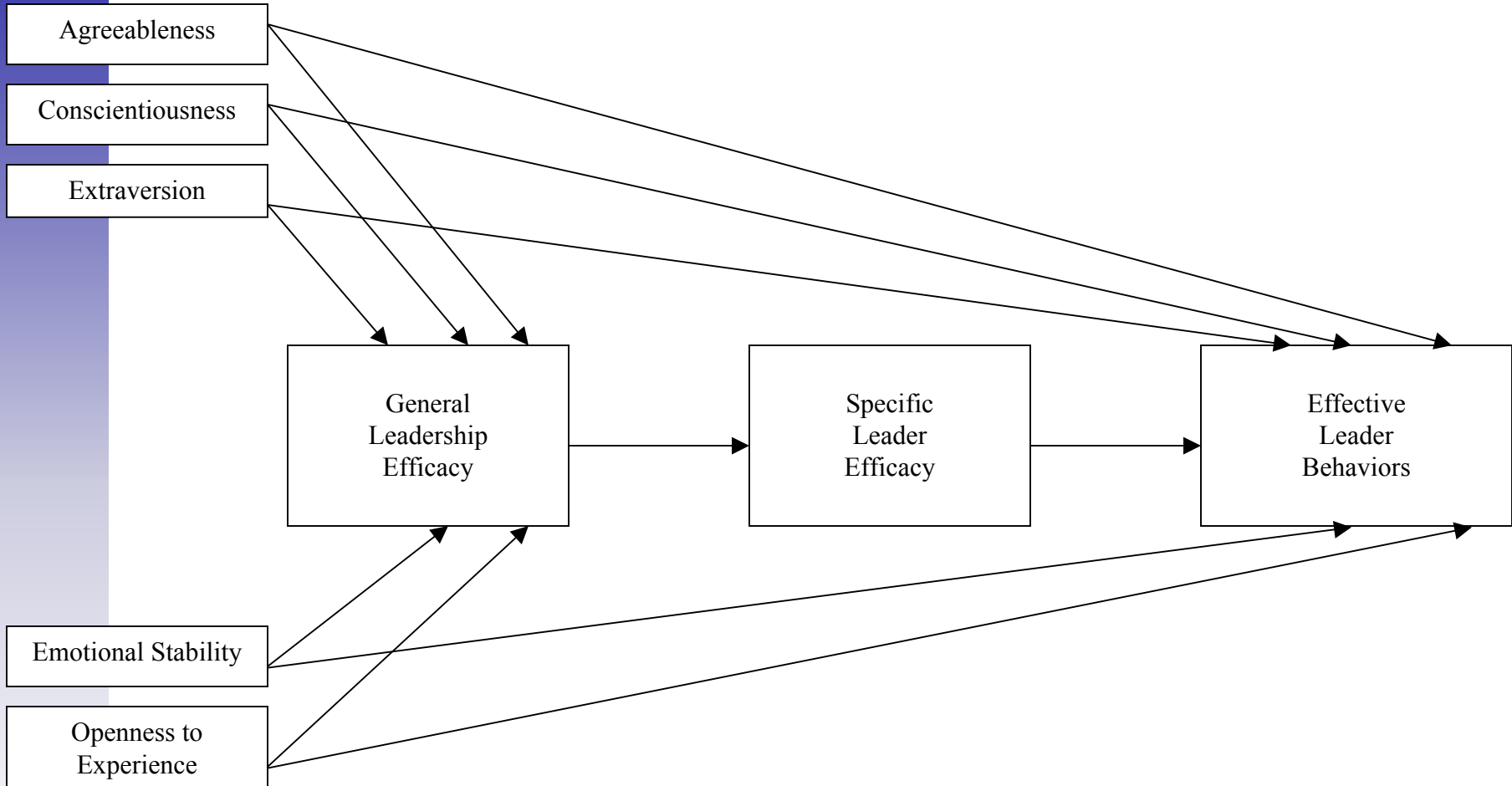
Study Overview

Personality & Efficacy

- The Five-Factor Model- “The Big Five”
 - Extraversion
 - Conscientiousness
 - Openness to Experience
 - Agreeableness
 - Emotional Stability
- Efficacy
 - General Leadership Efficacy
 - Specific Leadership Efficacy

Study Overview

The Hypothesized Model



Study Overview

Methods: Participants

- 27 males and 36 female psychology students participated as leaders.
- 87 males and 98 female students participated as group members.
- 63 videotaped groups were used to assess leader and group interaction.

Study Overview

Methods: The Task

- The “Manufacturing game” created by Zaccaro, Foti, and Kenny, (1991).

Study Overview

Methods: Measures

- Demographics
- Leader Efficacy
- NEO-FFI, form S
- Groups survey measures
- Group performance
- Leader behavior

Study Overview

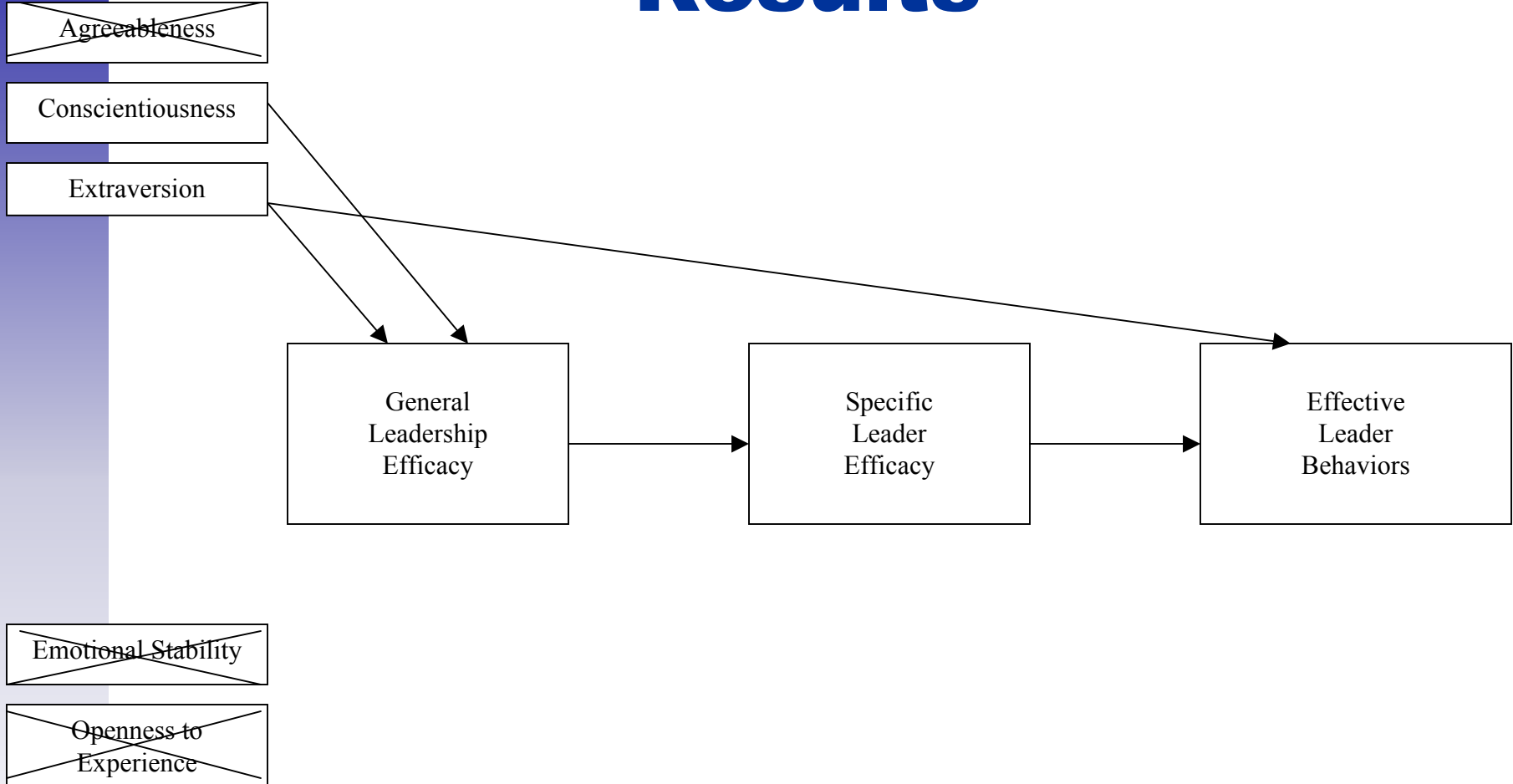
Effective Leadership Behaviors

Based on Hackman & Walton (1986) Functional Leadership Research

- Directing/monitoring
- Develop strategies
- Motivating
- Task behaviors
- Convey information
- Social-emotional behaviors

Study Overview

Results



Study Overview

Interesting Findings

- Extraversion was related to conveying information to group members.
- Specific leader efficacy was related to developing strategies, motivating and directing behaviors.
- Conscientiousness was negatively associated with conveying information to group members.

Study Overview

Strengths of this study

- Examination of actual leader behaviors rather than perceptions of leaders' effectiveness.
- Creation of a model to explain the process of how personality influences effective leader behaviors.
- Using a well-established personality taxonomy.

Implications for Leader Selection & Development

- Measure personality to select leaders
 - Structured Interview
 - Biodata
 - Personality Inventories
 - Training & experience measures
- Leader Development
 - Provide training programs that allow trainee's to master experiences\simulations through role play
 - Provide a safe environment with targeted feedback
 - Provide developmental assignments with periodic feedback

Future Research

- Conduct leader studies that generalize to other leadership settings.
- Conduct studies that use “Real World” leaders and their groups.
- Develop mainstream instruments that measure leader-efficacy.

Questions

