

Personality and Leader Effectiveness

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THEORIES OF HUMAN ACTION

Human action is explained in two different ways:

SITUATIONS

PERSONALITY

OR

Karl Marx
Walter Mischel

Sigmund Freud
R. Hogan




Yes – Situational explanations **are** a form of Marxism.

THEORIES OF LEADERSHIP

Leadership is explained in two different ways:

SITUATIONS		PERSONALITY
Situational explanations rule the world (e.g., the US military, any other large organization).	OR	Although the data support personality explanations, it remains, de facto, the minority view.

TIME TO PUSH RESET

-  Outside observers (business journalists) think the academic study of leadership has produced very little useful news.
-  Academics define leadership in terms of the people in charge. What do the following people have in common: Michael Eisner and Robert Iger; Jack Welch and Jeffery Immelt?
-  It is time to push the conceptual “reset” button—it is time to rethink the meaning of leadership.

LONG VIEW OF LEADERSHIP

Group living is the key to human evolutionary success.	People profit from membership in effective groups.
What is good for the group is always good for the individual, but not vice versa.	Leadership is a resource for the group, not an entitlement for "leaders."

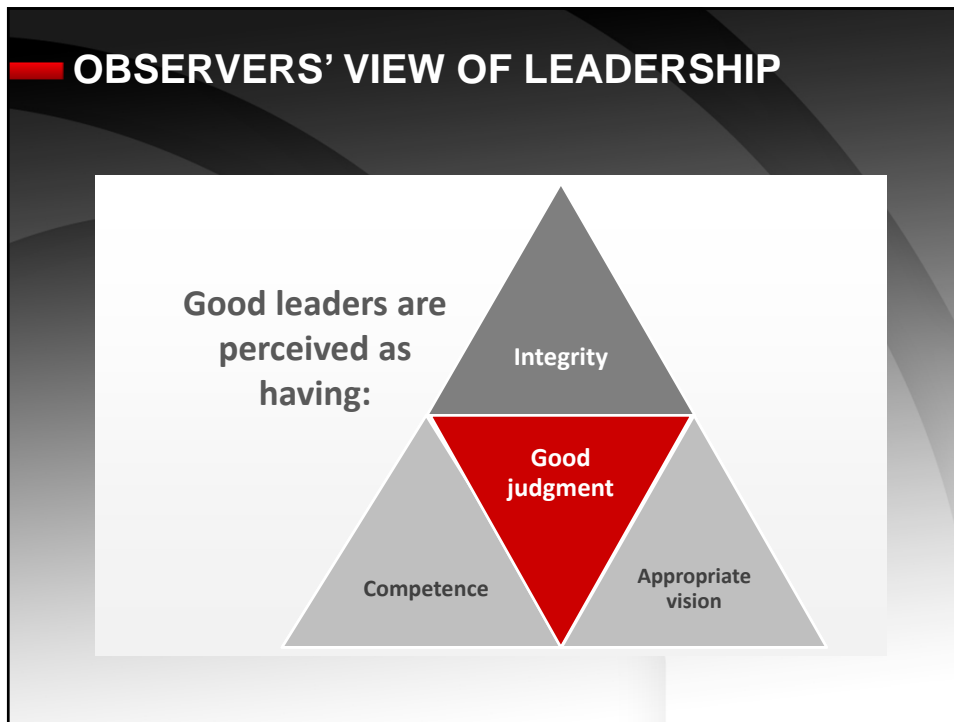
LEADERSHIP MATTERS

THE DATA ARE CLEAR:

- Good management creates engagement.
- Senior management determines whether good management practices are used.
- Organizations with good management practices make more money.
- Nonetheless, **50% to 65%** of existing managers alienate their staff.



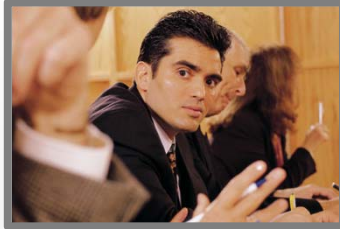
A word cloud visualization on a red background. The most prominent words are 'leader', 'group', and 'leadership'. Other visible words include 'team', 'model', 'organization', 'management', 'situation', 'work', 'effective', 'behavior', 'others', 'performance', 'theory', 'individual', 'members', 'contingency', 'approach', 'authority', 'style', 'research', 'characteristics', 'method', and 'practical'.



PERSONALITY: II

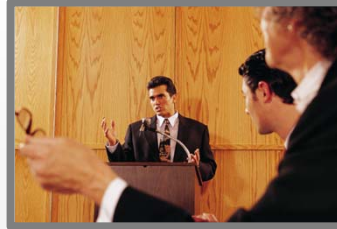
Personality should be defined from two perspectives:

ACTOR



The actor's perspective concerns who you think you are—*your identity*.

OBSERVER



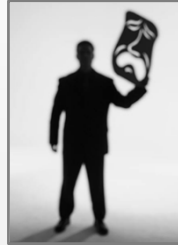
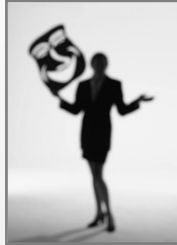
The observers' perspective concerns who we think you are—*your reputation*.

PERSONALITY: III

- Personality research has focused exclusively on identity for over 100 years.
- Identity is hard to study and the results show it.
- Reputation is easy to study and doing so yields robust results.
- ***Social skill translates identity into reputation.***
- Thus, some people get to be who they want to be — and most don't.

SUMMARIZING: I

People want acceptance and status.
They get acceptance and status during social interaction at work.
Identity reflects what actors intend to do.
Reputation reflects how successful they are.
Theory, practice, and research should focus on these themes.



SUMMARIZING: II

We think about personality in terms of the bright side,
the dark side, and the inside.

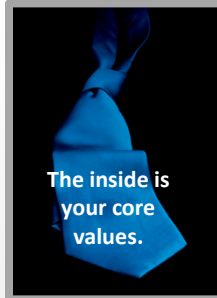
The bright side is
your reputation
when you are at
your best.



The dark side is
your reputation
when you are
just being
yourself.



The inside is
your core
values.



Social skill translates your values into your reputation.

ASSESSMENT

POWER
ALTRUISTIC
AFFILIATION
TRADITION
SECURITY
COMMERCE
AESTHETICS
SCIENCE

RECOGNITION
HEDONISM
MISCHIEVOUS
EXCITABLE
SKEPTICAL
CAUTIOUS
RESERVED
BOLD
LEISURELY
IMAGINATIVE
DILIGENT
DUTIFUL

We assess core values with our
Motives, Values, Preferences Inventory (MVPI)

We assess the bright side with the
Hogan Personality Inventory (HPI)

We assess the dark side with the
Hogan Development Survey (HDS)

Good leaders have distinctive profiles on all three.

ADJUSTMENT
CONFIDENT AND OPTIMISTIC
SOCIALITY
OUTGOING AND COURAGEOUS
INTERPERSONAL
SENSITIVITY
PRUDENCE
AMBITION
INQUISITIVE
LEARNING
APPROACH

