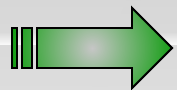


Leadership & Motivation

Lectures 3 & 4



Personality Traits & Leadership



Traits of Effective Leaders

Stogdill (1974)

- Analyzed 163 published studies to discover the role of traits in leadership.
- Found that personality and situational factors play a role in leadership.
- Concluded a leader's characteristics are part of leadership.
- Found that leaders in one situation may not necessarily be leaders in a different situation.
- Leadership is not passive. It is about a working relationship between the leader and other group members.

Stogdill (1974)

Stogdill identified a number of traits that we positively associated with leadership...

1. Drive for responsibility and task completion
2. Vigour and persistence in pursuit of goals
3. Risk taking and originality in problem solving
4. Drive to exercise initiative in social settings
5. Self-confidence and sense of personal identity
6. Accepts consequences of decisions and actions

Stogdill (1974)

7. Readiness to absorb interpersonal stress
8. Willingness to tolerate frustration and delay
9. Ability to influence other people's behaviour
10. Able to influence social interaction to the purpose at hand

Findings of Major Leadership Studies

Stogdill
(1948)

Intelligence
Alertness
Insight
Responsibility
Initiative
Persistence
Self-confidence
Sociability

Mann
(1959)

Intelligence
Masculinity
Adjustment
Dominance
Extroversion
Conservatism

Stogdill
(1974)

Achievement
Persistence
Insight
Self-Confidence
Responsibility
Cooperativeness
Tolerance
Influence
Sociability

Lord, De
Vader &
Alliger
(1986)

Intelligence
Masculinity
Dominance

Kirkpatrick &
Locke (1991)

Drive
Motivation
Integrity
Confidence
Cognitive
Ability
Task
knowledge

Zaccaro,
Kemp &
Bader
(2004)

Cognitive
abilities
Extroversion
Conscientiousness
Emotional
stability
Openness
Agreeableness
Motivation
Social
intelligence
Self monitoring
Problem
solving

Which 5 are most important?

Talk to the person sitting next to you

See if you can agree together on the top 5 most important leadership traits...then we will see how much agreement there is across the class.

Then I will show you a generally accepted top 5

Northouse (2010)

Northouse identifies the following 5 traits as central to leadership:

- Intelligence
- Self-Confidence
- Determination
- Integrity
- Sociability

Intelligence

- Intelligence (intellectual ability) – leaders tend to have higher intelligence than non-leaders
- Verbal ability; perceptual ability and reasoning skills appear to make you a better leader
- A leader's ability should not be too much higher than non-leaders. If the leader's IQ is a lot higher it can be counter-productive...for example; with communication

Self-Confidence

- This is the ability to be certain about one's competencies and skills.
- It includes a sense of self-esteem and self-assurance and the belief that one can make a difference
- Self-confidence allows us to influence others, influencing is important to leadership success

Determination

- This is the desire to get the job done.
- It includes initiative, persistence, dominance and drive.
- People with determination are willing to assert themselves, be proactive and persevere in the face of obstacles
- Determination means being able to show dominance at times where followers need directing.

Integrity

- This is the quality of honesty and trustworthiness.
- People who stick to a strong set of principles and take responsibility for their actions are displaying integrity.
- Leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do.

Sociability

- This is a leader's inclination to seek out pleasant and social relationships.
- Leaders who show sociability are friendly, outgoing, courteous, tactful and diplomatic.
- They are sensitive to others' needs and show concern for their well-being.
- Social leaders have good interpersonal skills and create cooperative relationships with their followers.

Leadership and Masculinity

Two key studies identified masculinity as an important trait of leadership.

Have a look over some questions and we will discuss this as a group.

What is Personality?

We have looked at a number of personality traits or characteristics that influence leadership, but what is *personality*?

Over the past 25 years a consensus has emerged on what makes a personality. These factors are often called The Big 5

The Big 5 Personality Factors

Neuroticism

The tendency to be depressed, anxious, insecure, vulnerable and hostile

Extraversion

The tendency to be sociable and assertive and to have positive energy

Openness

The tendency to be informed, creative, insightful and curious

Agreeableness

The tendency to be accepting, conforming, trusting and nurturing

Conscientiousness

The tendency to be thorough, organized, controlled, dependable and decisive

The Big 5: Self Assessment

I have designed a test for you so that you can assess your personality type.

It will give you an indication of your strengths for leadership

The Big 5 and Leadership

Judge, Bono, Ilies and Gerhardt (2002) conducted a meta-analysis of 78 leadership studies published between 1967 and 1998.

They found a strong relationship between the big 5 and leadership.

Specifically, **extraversion** was strongly associated with leadership (followed by **conscientiousness**, **openness** and **low neuroticism**).

Weaknesses of the Trait Approach

- There's no definitive list of traits. Lists vary on what traits good leaders should possess.
- The list of traits identified seems almost endless.
- Trait leadership does not take into account the situation. Leaders with certain positive traits may not be equally effective in different situations.
- The trait approach has resulted in highly subjective determinations of the most important traits. Who's to say which are worth more than others?
- Traits do not focus on leadership outcomes. How do traits affect groups and their work?

Emotional Intelligence

Another way of assessing the impact of traits on leadership is through emotional intelligence. EQ emerged in the 1990s as an area of psychology.

EQ is about emotions (affective domain) and thinking (cognitive domain).

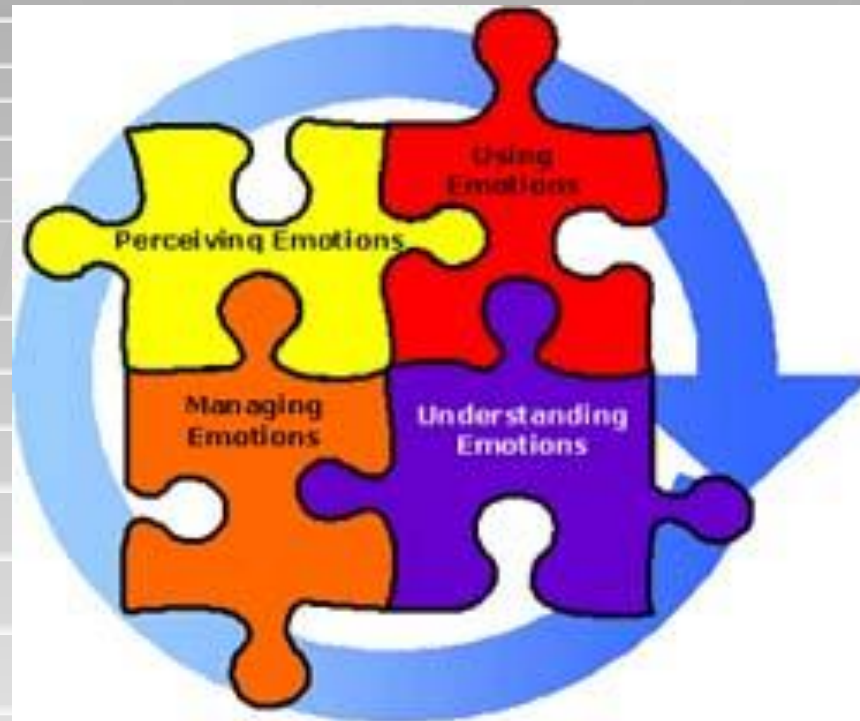
EQ is about ability to understand emotions and apply it to life tasks.

Emotional Intelligence

We can define EQ as “...the ability to perceive and express emotions, to use emotions to facilitate thinking, to understand and reason with emotions and to effectively manage emotions within oneself and in relationships with others

(Mayer, Salovey & Caruso: 2002)

EQ as a model



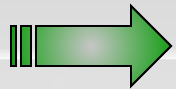
EQ as a model



Leadership & Motivation

MGT 5206

Lecture 5



Ethics and Leadership

Ethics

- What are ethics and why are they important to leadership?

Ethics

code of morality: a system of moral principles governing the appropriate conduct for a person or group. Ethics help us distinguish between good and evil; right and wrong.

Your Ethics

- What ethical principles do you live by?

For example:

not dropping litter on the street

Not speeding in your car

Giving up your seat to the elderly on the bus

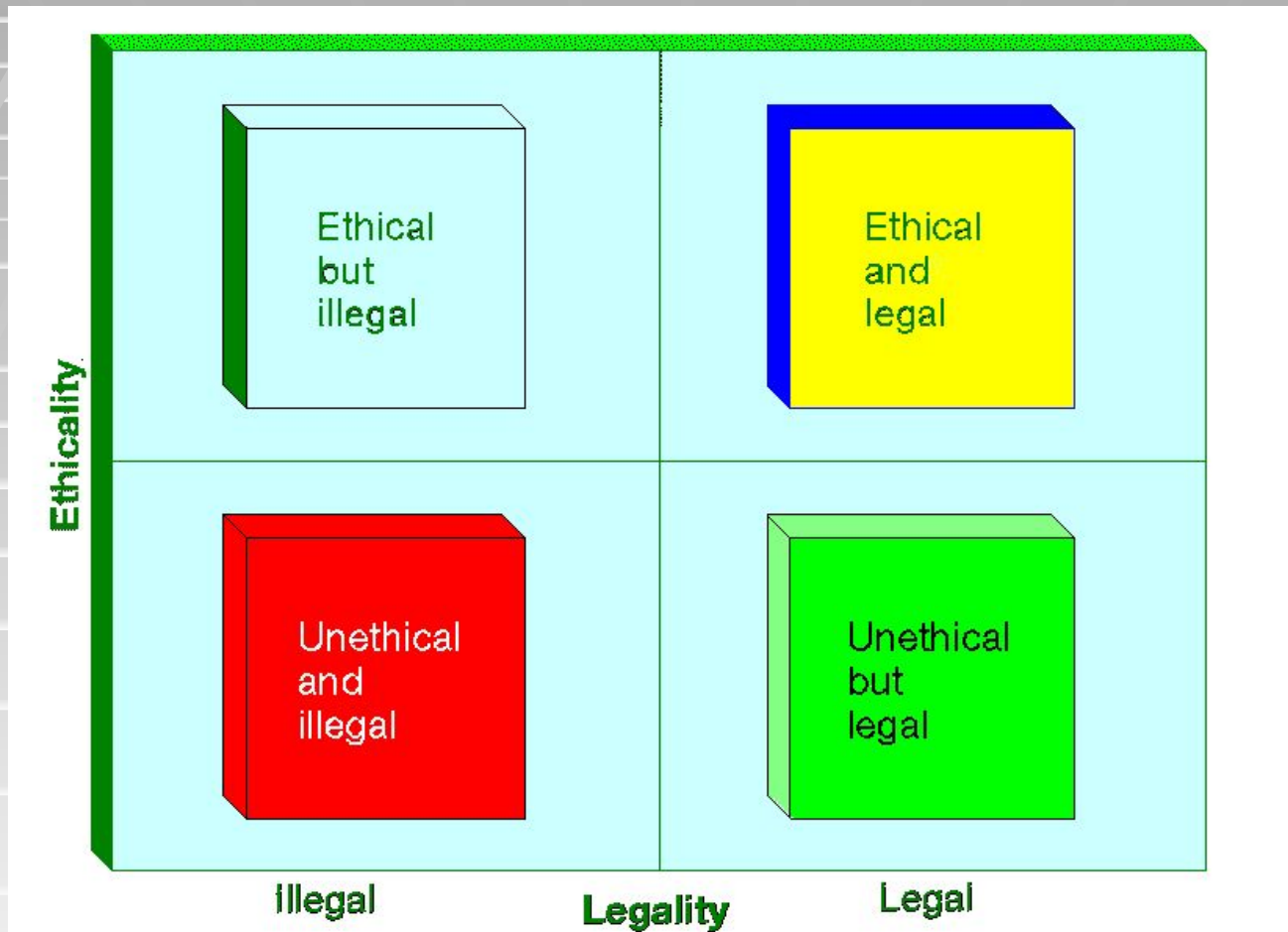
Hot Topic

- Ethics (and Codes of Conduct) are at the top of the list of priorities for organizations today.
- Major corporate collapses due to a failure in business ethics (e.g. Enron; WorldCom – [see the Intranet](#)) have made the issue critical.
- A breakdown in ethics was at the centre of the Global Financial Crisis.
- Governments pass laws to enforce ethics but they don't always work (US Congress Sarbanes-Oxley Act 2002...didn't stop GFC)

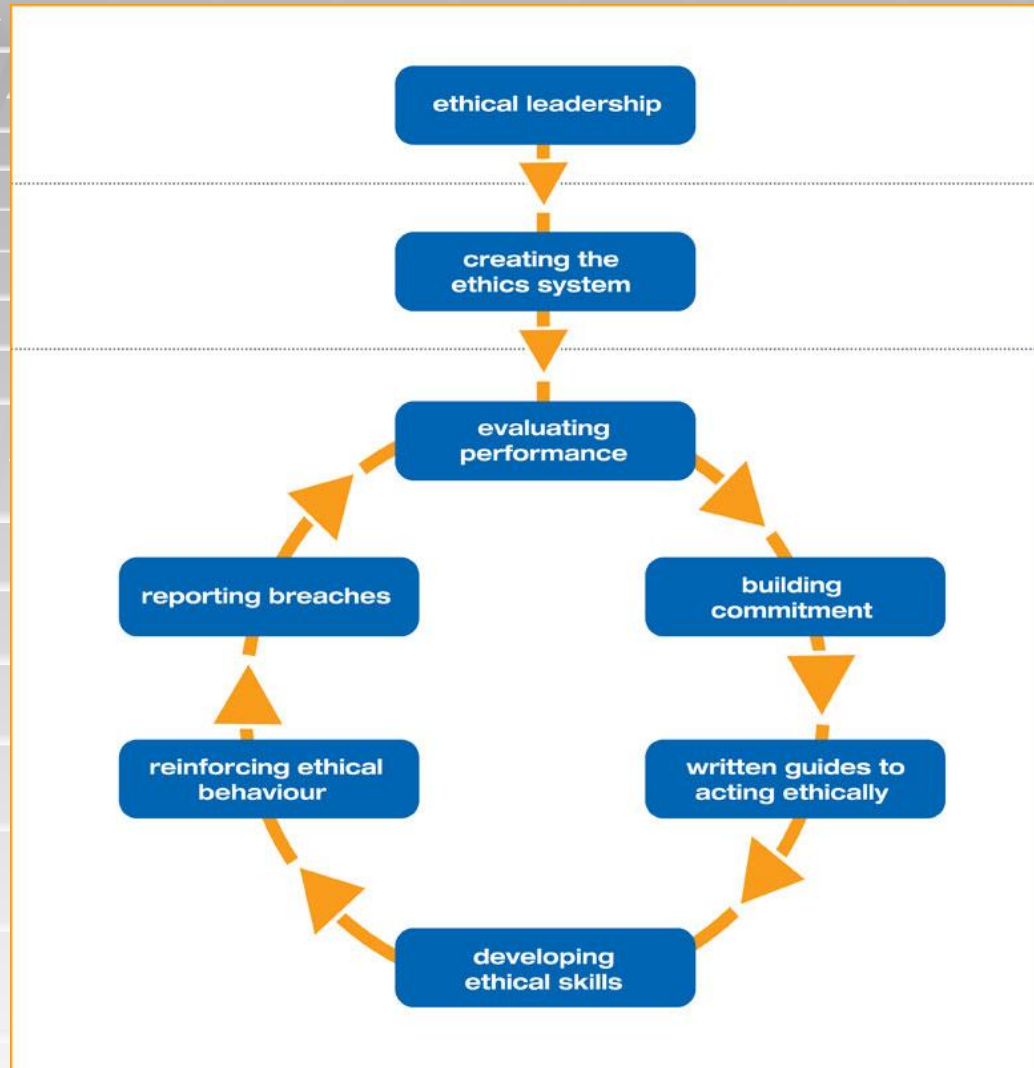
Ethics Differ

- There is no single set of ethics from country to country. What is ethical in one place is unethical in another.
- In many countries bribes are unethical and unlawful...in other countries they are standard business practice.
- Ethical practices also vary from one kind of business to another. The public sector may have a different code of ethics to a fast food chain

Legal-Ethical Contradiction



Organizational Ethics



Traits, Attitudes and Ethics

- Ethical behaviour is related to personality traits and attitudes
- Agreeableness can lead to poor ethical decisions as leaders may just want to please the group
- Openness is positively linked with ethical behaviour
- Leaders with high conscientiousness tend to be more ethical
- Leaders with low extraversion more unethical

Moral Development

- Ethical behaviour is also linked to **moral development**
- Moral development is about understanding right from wrong and choosing to do the right thing
- Our ability to make ethical choices is related to our level of moral development
- There are three levels of moral development: Preconventional; Conventional; Postconventional

Moral Development

- Preconventional – You choose right and wrong based on your self-interest and the consequences
- Conventional – You seek to maintain accepted standards and live up to the expectations of others
- Postconventional – You make an effort to define moral principles that are above everything else

Moral Development

Preconventional: “I lie to customers to sell more products and earn higher commissions for myself”

This leadership style is autocratic towards others while using position for self-advantage

Conventional: “I lie to customers because the other sales reps do”

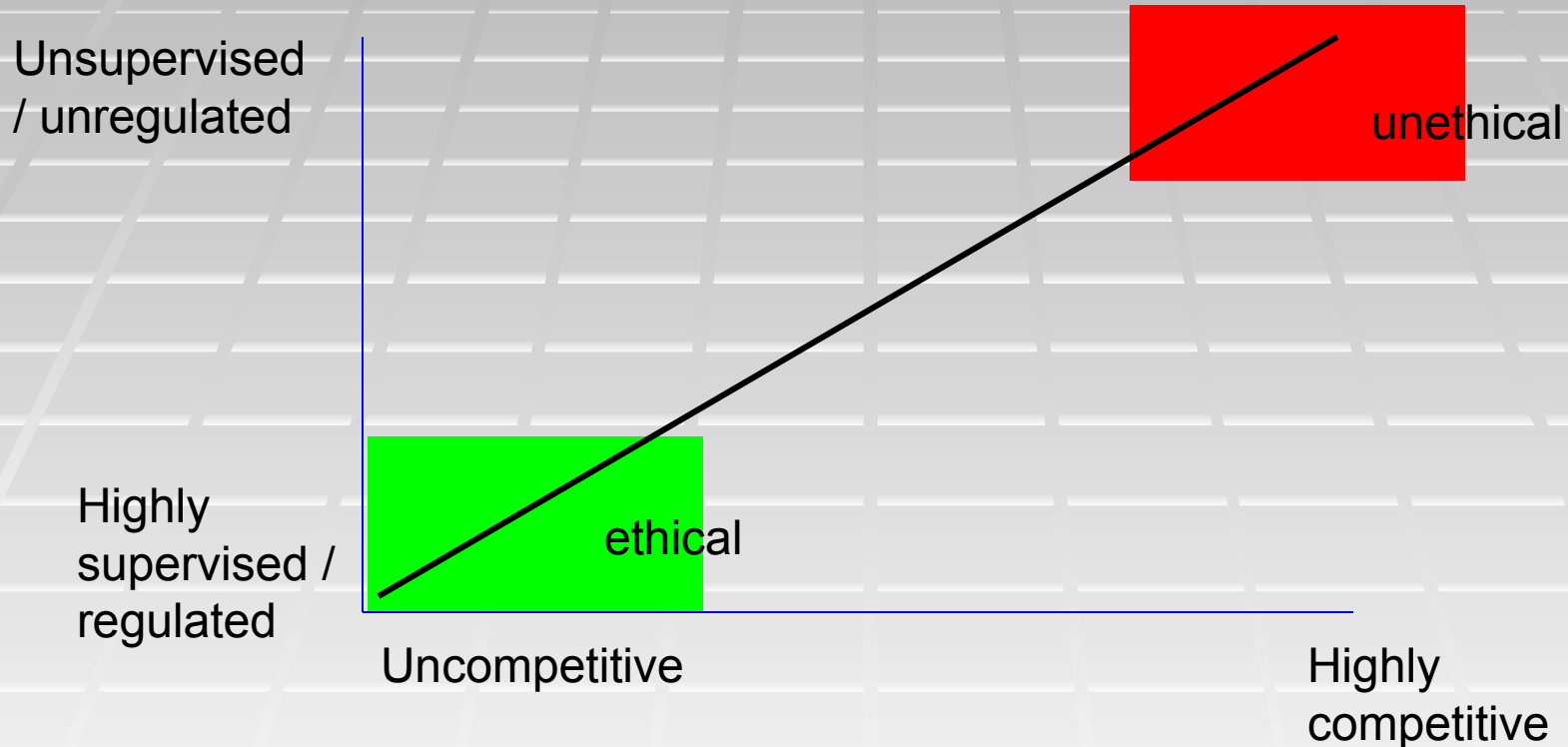
This leadership style is tactical and reactive. It serves a perceived business objective or practice before people and encourages followers to fit in with general practices

Postconventional: “I do not lie to customers because it is wrong”

This leadership style is visionary and committed to serving others and a higher cause while empowering followers to do the same

The Situation

- The third factor influencing ethical behaviour is the situation



What do you think?

- Which industries / organizations / professionals are unregulated and unsupervised?
- Which industries / organizations / professionals are regulated and supervised?

The Situation

Unethical behaviour in organizations also occurs...

- When there is no code of conduct
- When unethical behaviour goes unpunished
- When unethical behaviour is rewarded
- When individuals are paid on commission
- When the offender is popular or senior
- When risk is highly valued
- When people are punished for mistakes

Justifying Unethical Behaviour

Most people do not like to consider themselves as unethical. So, when they do unethical things, they use an excuse to justify their behaviour. This prevents them from having a guilty conscience.

There are 7 common justifications people use

1. Moral Justification

This is where people claim they acted in an unethical / immoral way to achieve a higher good or purpose.

The 9/11 bombers used this justification. They committed their acts as a religious duty; as part of a war against the West and its values.

For 2,000 years people have justified acts of War as being 'holy' or for 'God's glory'. Abortion doctors in the USA have been murdered on moral grounds... 'to save the lives of unborn babies'

2. Displacement of Responsibility

This is where people blame their unethical behaviour on others...

“I was only following orders...”

“She told me to do it...”

This was a defense of many senior Nazis at the Nuremburg trials after WWII. Also in the case of office workers who falsify documents for their boss such as in Arthur Anderson corporate collapse.

3. Diffusion of Responsibility

This is where people use membership of a group to blame what they personally do...

“Everybody here steals from the office...”

“We all take bribes, that’s how it is here...”

“Everyone in the team fakes injury to get a free kick”

Common argument of sportspeople who get caught taking drugs that ‘everybody in the sport’ is doing it.

4. Advantageous Comparison

This is where people compare their unethical behaviour to others who are worse...

“I only steal coins from the store...but he takes the notes as well”

“We pollute less than our competitors do”

In war, each side always says that the other side is doing worse things.

5. Disregard or Distortion of Consequences

This is where people minimize the harm caused by unethical behaviour...

“If I lie on my tax form about my income they will never know, and if they find out I will only get a warning anyway”

Companies that use substitute ingredients in food manufacturing to save money argue “it tastes the same anyway” or “it does not harm anyone”

6. Attribution of Blame

This is where people claim their unethical behaviour was just a response (or caused by) someone else's behaviour

“I hit him because he called my girlfriend a terrible name”

“I had to drive fast because the car behind me was chasing me”

Again, after a war, people say “If I didn't kill that family my captain would have killed me”. Countries sometimes say “we are spying on them because we think they are building nuclear weapons”

7. Euphemistic Labeling

This is where people use “soft” words to describe their unethical behaviour to hide how bad it is.

Freedom Fighter sounds better than terrorist

protest march sounds better than riot

Questioned sounds better than interrogated

Disagreement sounds better than fighting

Test Your Ethics

How ethical are you? Do you have the ethics necessary for leadership?

Take a short inventory and test your ethics