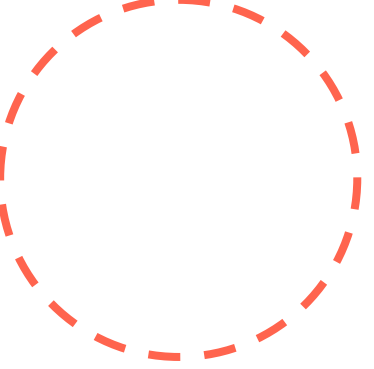
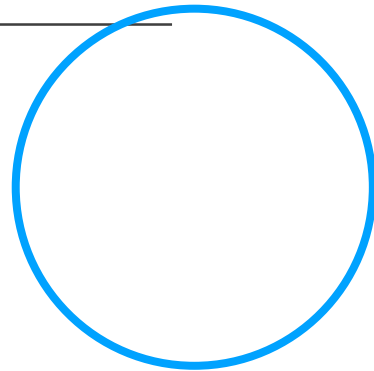


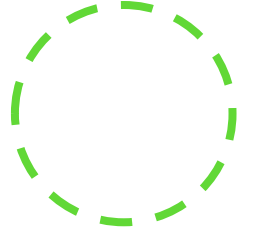
Psychology for Work

LEADERSHIP





WHAT IS LEADERSHIP?



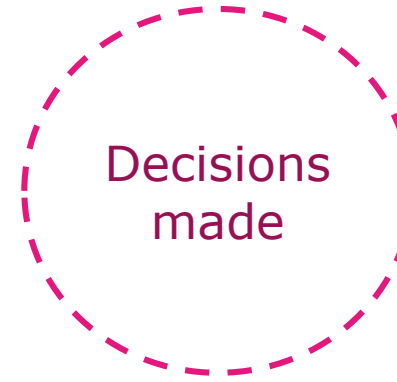
Leadership is defined as....



Personal
qualities



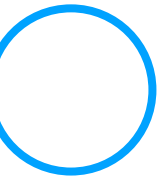
Behaviours
and styles

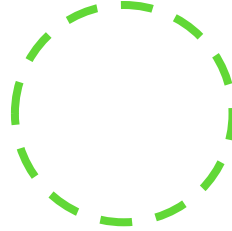


Decisions
made



The
impact /
outcome



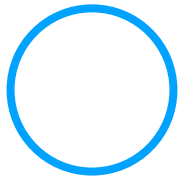


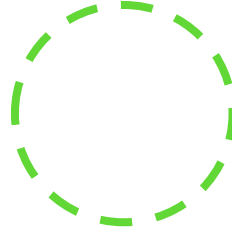
LEADERS AND LEADERSHIP

Leader:

- The person who is appointed, elected or informally chosen to direct and co-ordinate the work of others (Fiedler, 1995)

Leadership:

- A process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2015)
 - The ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organisation of which they are members (House et al., 2004)
- 
- 



LEADERS AND LEADERSHIP

Who becomes a leader and how do leaders differ from other people?

- ❖ Can we predict the emergence of leadership?

How can we describe their leadership?

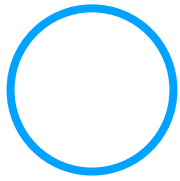


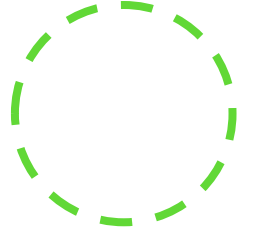
How are they different from other people?

What determines the effectiveness of leaders?

- ❖ What characteristics do they possess, what do they do, what do they say?

How do we know they are effective?

- ❖ Performance?
 - ❖ Grievances against leader?
 - ❖ Voluntary turnover?
- 



THE PURPOSE OF LEADERSHIP

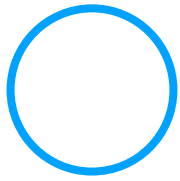
Dependent upon perspective? Situation? Context?

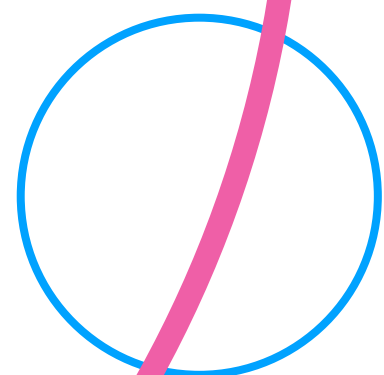
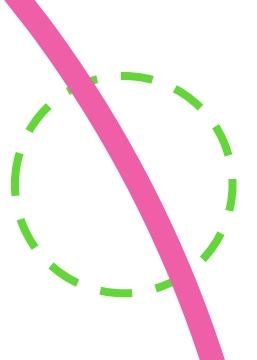
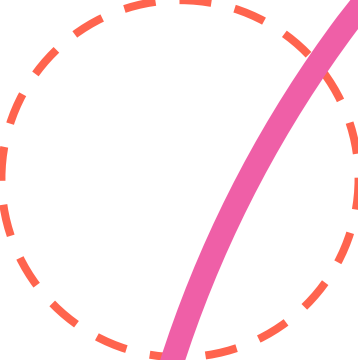
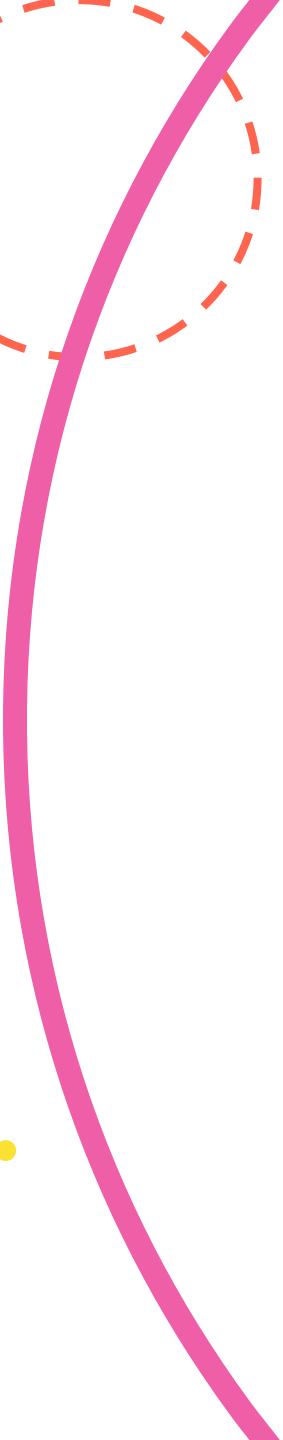
Profit perspective: ensure the organisation follows a strategy/vision that leads to making a monetary profit

People perspective: recognise and support the needs of followers, bringing out the best in people so as to reach common or individual goals



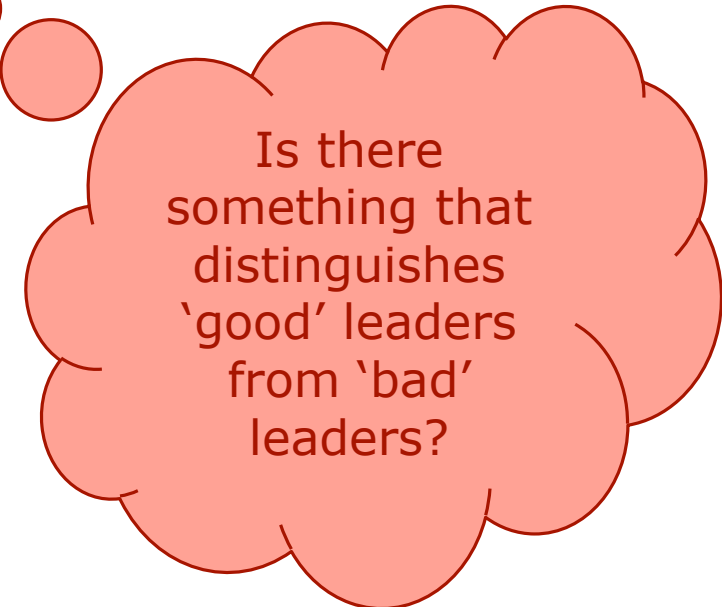
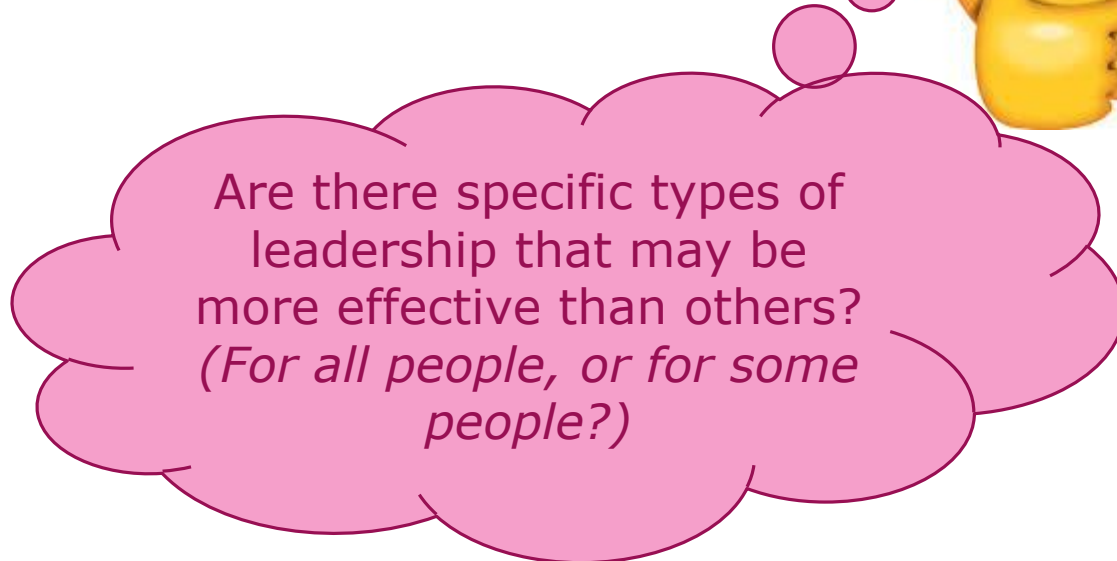
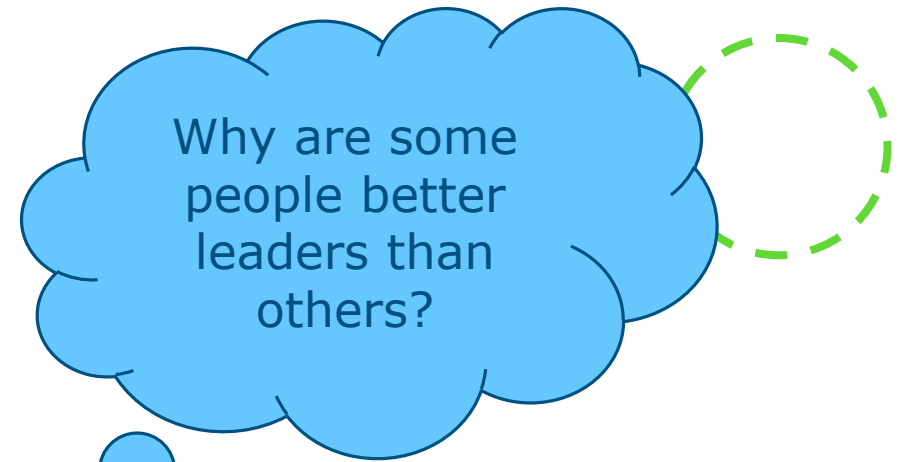
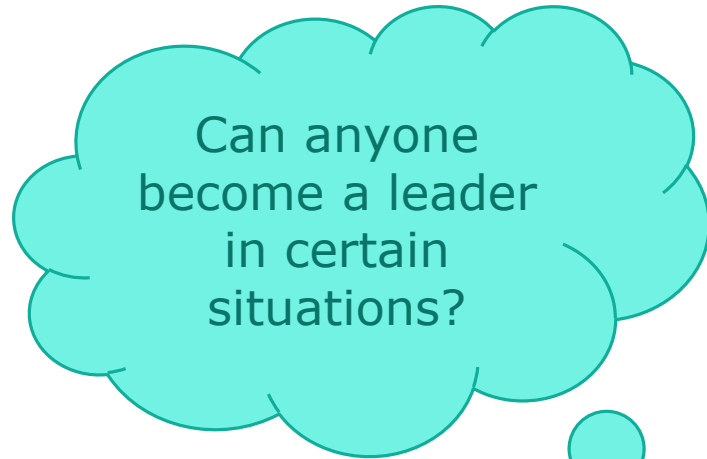
Public-benefit perspective: implement decisions that benefit future as well as current generations



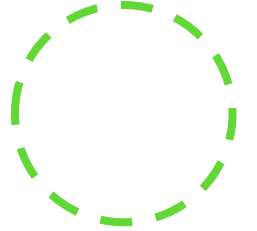


Task:

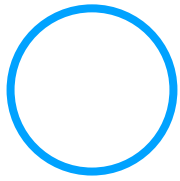
Write down the name of TWO people you consider to be 'leaders', and three characteristics that make you feel that they are leaders





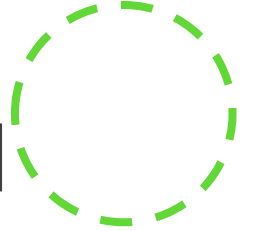


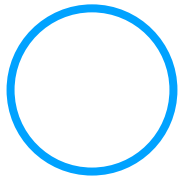
WHAT DEFINES A 'GOOD LEADER'?

- When – and why – is leadership seen as being important?
 - How are 'leaders' perceived as such?
 - Are perceptions of leaders the same across cultures?
- 
- 



KEY FACTORS IN LEADERSHIP RESEARCH



1. Description of the leader rather than the dynamics of the leader's relationship with subordinates
 2. Attempts to identify the characteristics / behaviour of a 'good leader' regardless of the situation
- 
- 



LEADERSHIP CONCEPTUALISED AS:



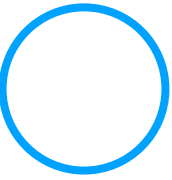
Having the ability to understand group goals

Having the ability to be in charge

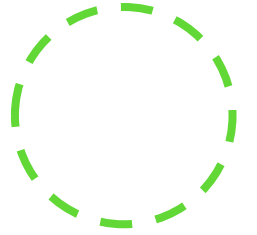
Being perceived as a nice person



Being emotionally calm



BRIEF TIMELINE OF WESTERN LEADERSHIP THEORIES



Starting 1920's

- Trait theory
- 'Great man' theory

1940's

- Behavioural theories

1960's

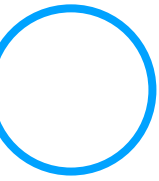
- More behavioural
- Contingency / situational theories

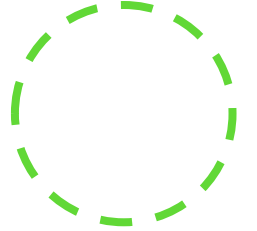
1990's

- Transactional versus Transformational

Since 2000

- Distributed
- Emotionally intelligent leadership
- Transformational (again)
- Charismatic leadership





THE OLDEST ANALYSIS

What personal characteristics do leaders have?

Dominance

Extraversion

Emotional stability

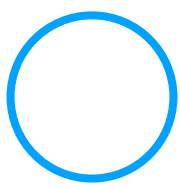
Conscientiousness

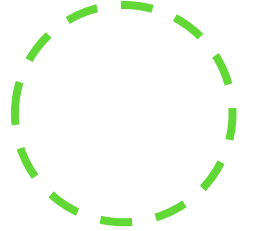
Intelligence



So these are the kinds of people who tend to get into leadership positions.

BUT - What might be the consequences?





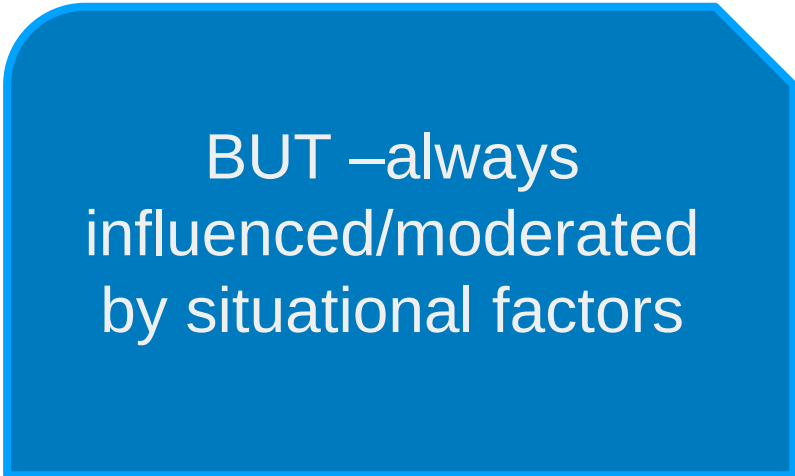
EARLY TRAIT APPROACH

Stogdill (1948)

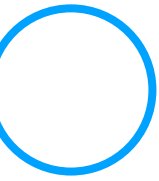
- Review of over 100 studies in 30's & 40's
- Extension of the 'great man' hypothesis

Traits associated with leadership included:

- Self-confidence (N)
 - Dominance (E)
 - Extraversion (E)
 - Intelligence (O)
 - Responsibility (C)
 - Social awareness (A)
- 



BUT –always
influenced/moderated
by situational factors





LORD ET AL., 1984

Leaders perceived as being:

- Caring
 - Outgoing
 - Honest
 - Competent
 - Verbally skilled
 - Decisive
 - Educated
 - Dedicated
 - Aggressive
 - Elegant
- 



STOGDILL, 1974

Leaders tend to higher than non-leaders on:

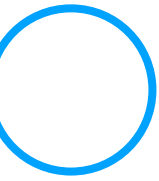
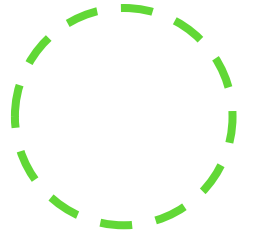
Intelligence

Dominance / need for power

Self-confidence

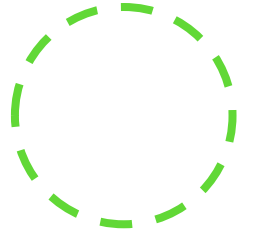
Energy / persistence

Knowledge of the task



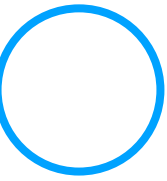


WHAT IS ORGANISATIONAL LEADERSHIP?



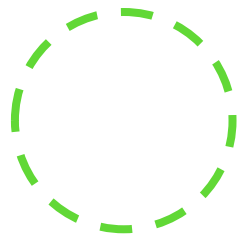
Leaders are often defined by:

- 1) Excellence and outstanding achievement in the field/profession
- 2) The capacity to influence others

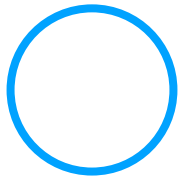


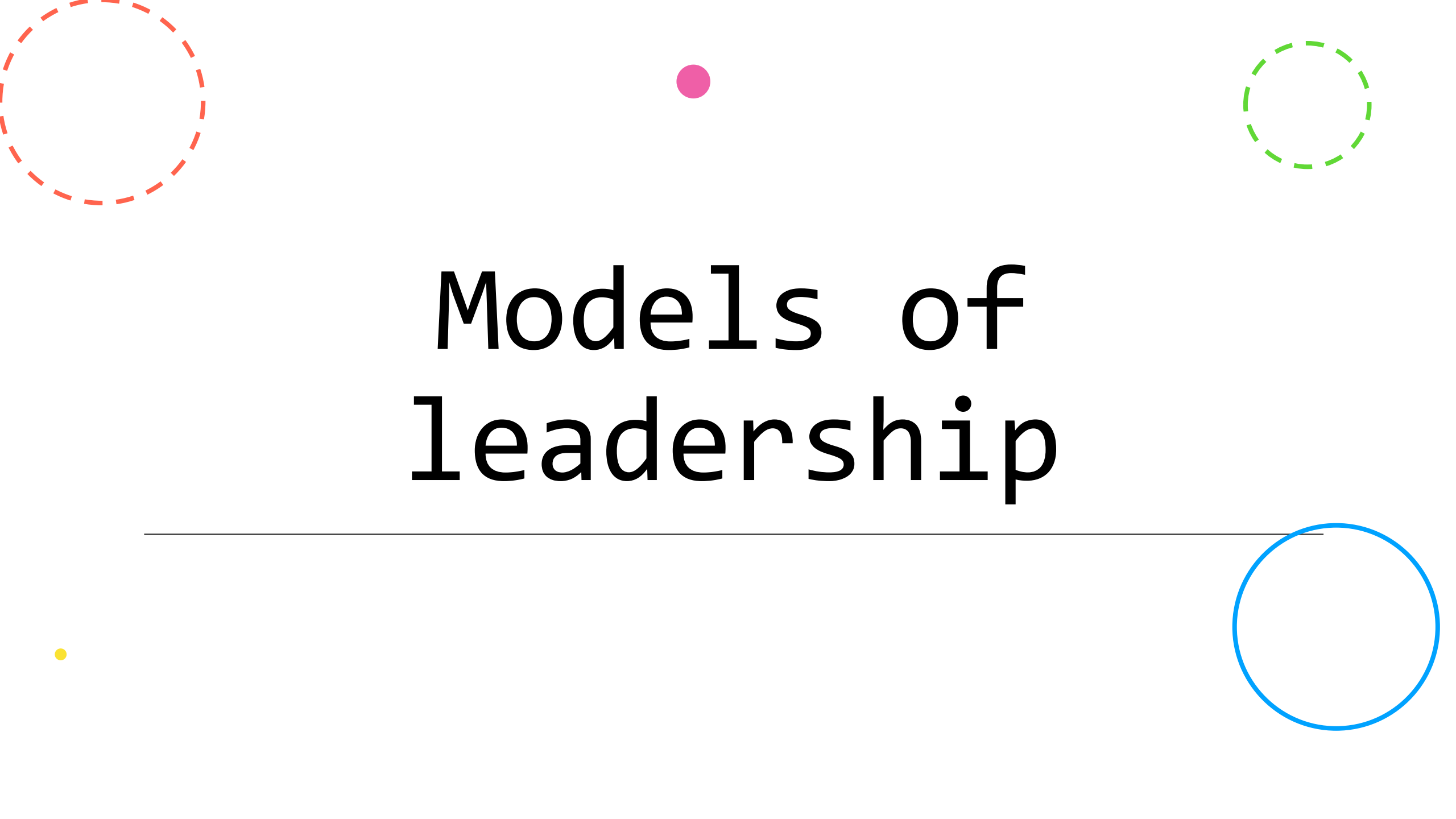


IS ORGANISATIONAL LEADERSHIP IMPORTANT?

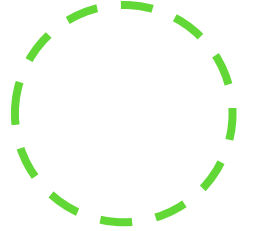


Hogan and Kaiser (2005):

- Leadership is about the performance of teams, groups and organisations
 - Good leadership promotes effective team and group performance
 - **Some personality traits can predict good leadership!**
- 
- 



Models of leadership

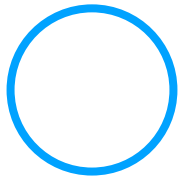


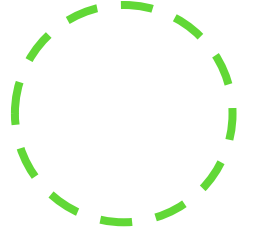
MODELS OF LEADERSHIP

■ Trait approaches:

- What psychological characteristics/attributes define leaders?

■ Behavioural approaches:

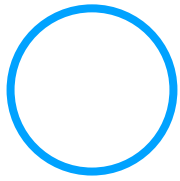
- What style of leadership is the most effective (and in what situations?)
- 
- 

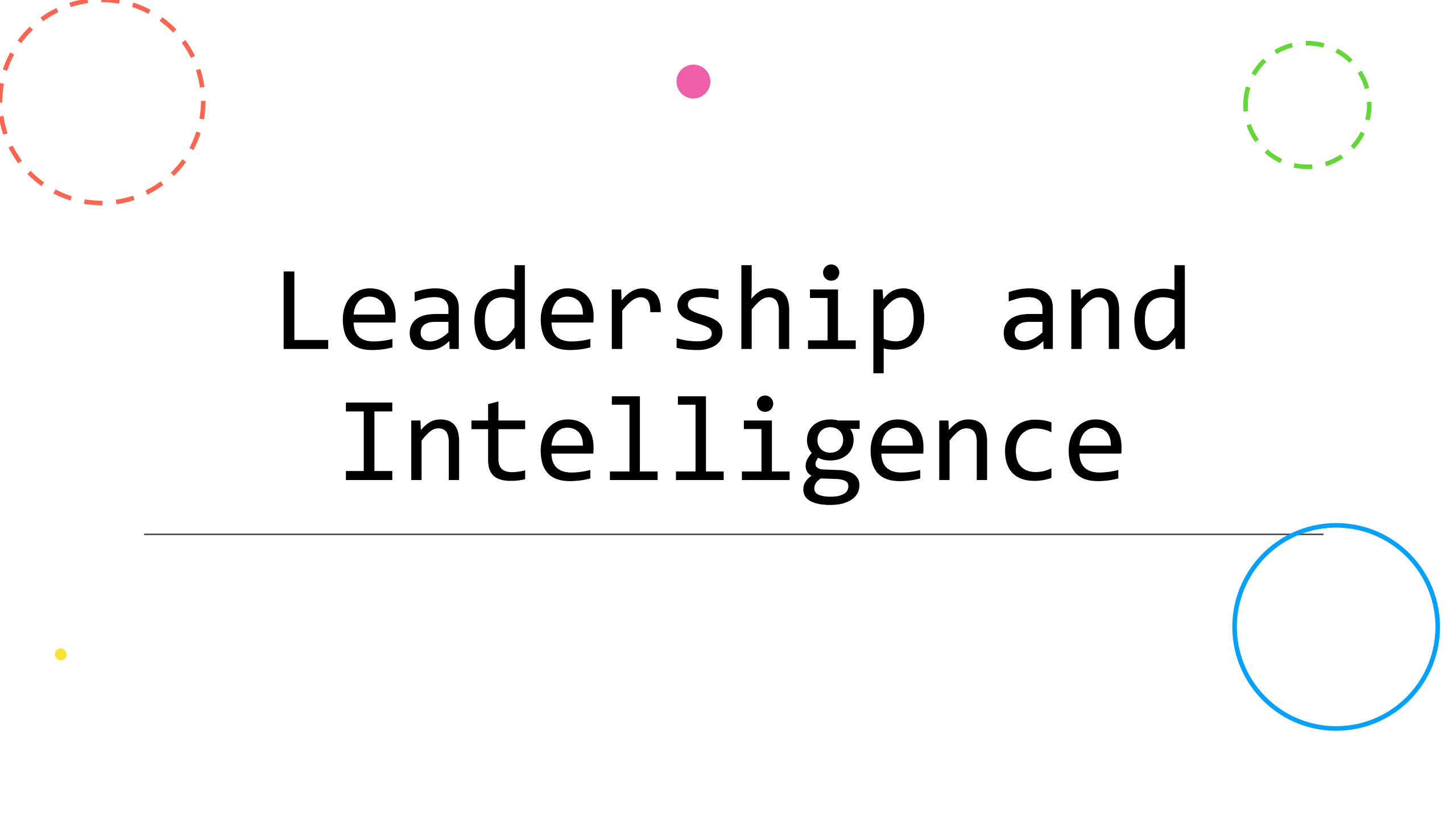


Trait approach fell into disrepute

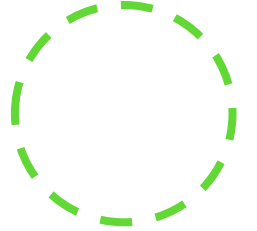
- Conger and Kanungo (1998) – too simplistic!
- *"It appeared that there were few, if any, universal traits associated with effective leadership... consensus that the search for universal traits was futile"* (House & Aditya, 1997)

Revival of the trait approach in 80's:

- Interest in intelligence and leadership
 - Development of Five factor model of personality
- 
- 



Leadership and Intelligence

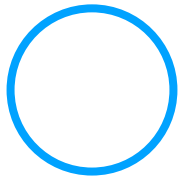


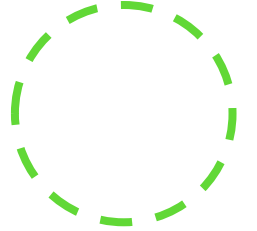
LEADERSHIP AND INTELLIGENCE

Lord et al., 1986:

- Suggested that intelligence may be associated with good leadership
 - $r = .50$

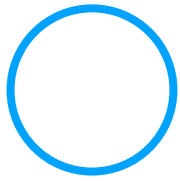
However, recent meta-analyses indicate low predictive validity for intelligence and leadership

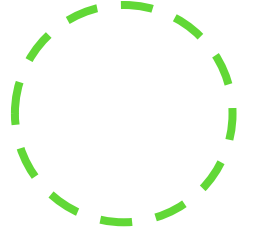
- Judge et al., (2004) $r = .27$
- 
- 



EMOTIONAL INTELLIGENCE?

Components of EI:

- Self-awareness
 - Managing emotions
 - Self-motivation
 - Empathy for others
 - Interpersonal skills
- 
- 

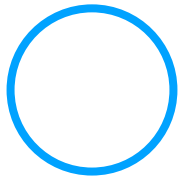


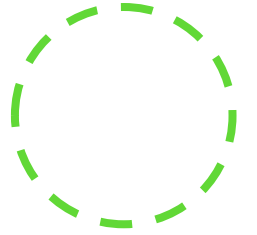
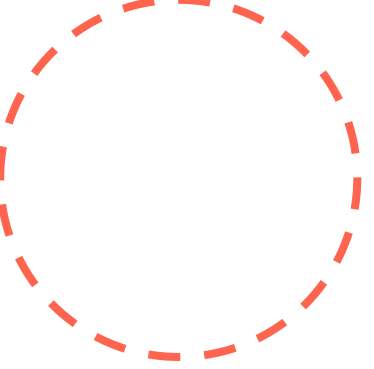
■ **Rosete and Ciarrochi, 2005**

- Higher EI associated with higher leadership effectiveness.
- EI explained variance not explained by either personality or IQ

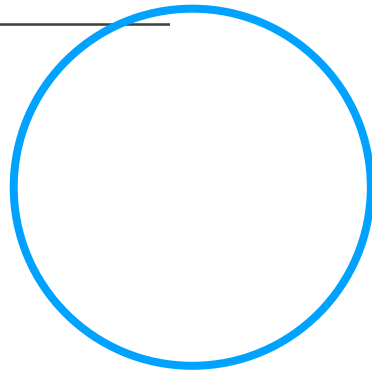


■ **Higgs and Aitken, 2003**

- Relatively strong correlations between EI scores and leadership competencies
- 

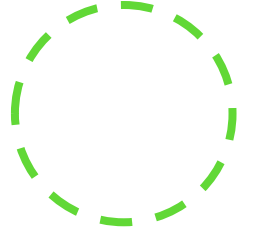


Leadership and Personality





LEADERSHIP AND PERSONALITY



Judge et al., (2002): Personality and leadership

- Meta-analysis using the Big Five

Neuroticism

- $r = -.24$

Extraversion

- $r = .31$

Openness to experience

- $r = .24$



Agreeableness

- $r = .08$

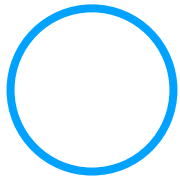
Conscientiousness

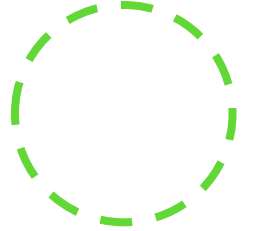
- $r = .28$



Extraversion:
consistent general
predictor across leader
effectiveness and
leader emergence

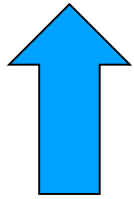
Multiple correlation =
.48 indicating strong
support for the leader
trait perspective





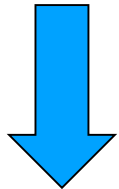
LEADERSHIP AND PERSONALITY

Those who are more likely to emerge as leaders, and be more effective, tend also to be:



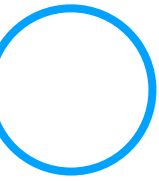
in Extraversion, Openness to experience and Conscientiousness

- Small positive correlations



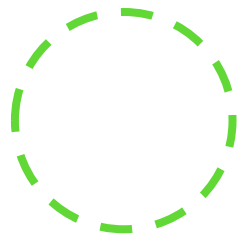
in Neuroticism

- Small negative correlation





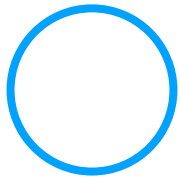
CRITICISMS?

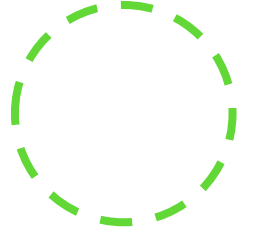


Fails to provide **causal** explanations for individual differences

Doesn't provide a theoretical explanation of individuals **motivation** to become a leader

- Doesn't explain the **interactions** of traits with situational factors to produce leader behaviour and outcomes

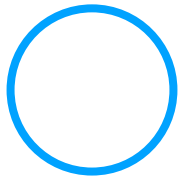


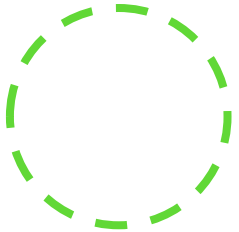
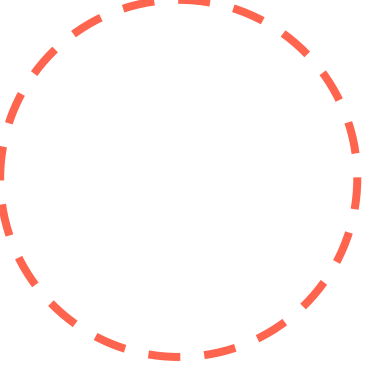


CRITICISMS?

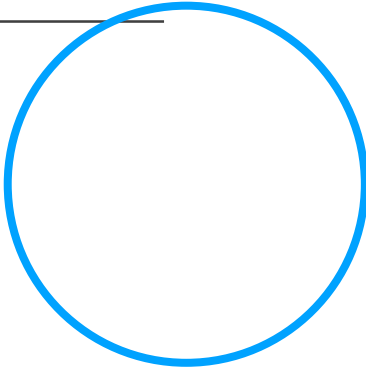
Personality characteristics in themselves **do not make leaders effective!**

Matters how those characteristics are expressed in behaviour, and how that behaviour is understood by others.

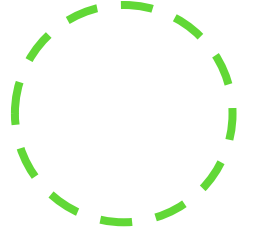




Behavioural approaches to leadership



**TRANSACTIONAL AND
TRANSFORMATIONAL LEADERS**



TRANSACTIONAL LEADERSHIP

Characterised by:

- Tendency to control, rather than inspire
- Exchange of rewards in return for compliance/authority

Two styles of TA leadership;



Contingent reward

- 
- Leader provides rewards if, and only if, sub-ords perform adequately



Management by exception

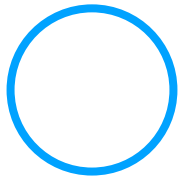
- 
- Leader does not make changes as long as performance goals are met
- 
- Only intervenes if something is wrong

ACTIVE

Leader monitors situation to **anticipate** problems

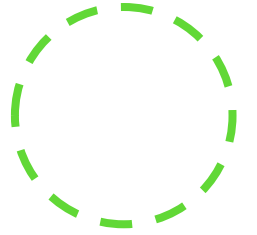
PASSIVE

Leader does nothing **until** problem/mistake has occurred





TRANSFORMATIONAL LEADERSHIP



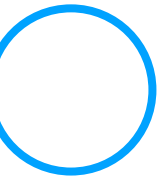
Leaders as mentors

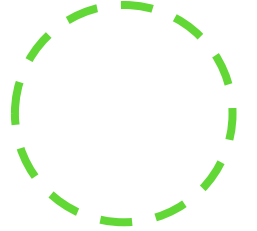
Essentially a charismatic leadership style

- *"Divinely inspired gift"*

Effective leaders possess exceptional personal qualities

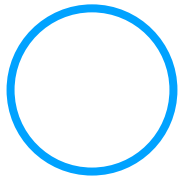
- Core theme: leaders need vision and inspire loyalty and emotional attachment





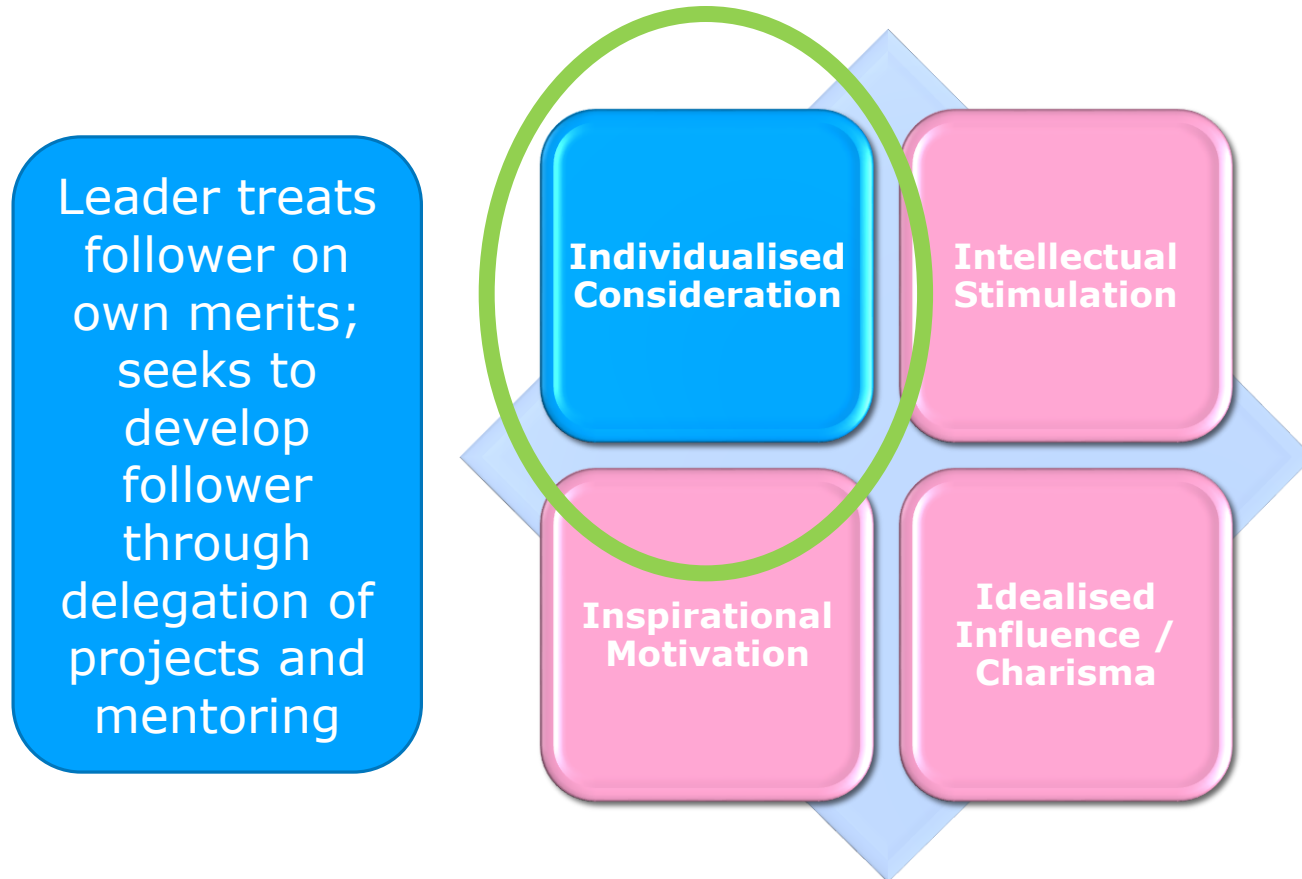
TRANSFORMATIONAL LEADERSHIP

Transformational leaders; 4 behavioural styles (Bass, 1985);

- **Individualised consideration**
 - Develops and mentors followers – fosters self-confidence
 - **Intellectual simulation**
 - Encourages creative problem solving
 - **Inspirational motivation**
 - Leader is optimistic and excited about goals and future plans. Models appropriate behaviour
 - **Idealised influence (charisma)**
 - Makes personal sacrifices, shares glory; arouses strong identification with leader
- 
- 

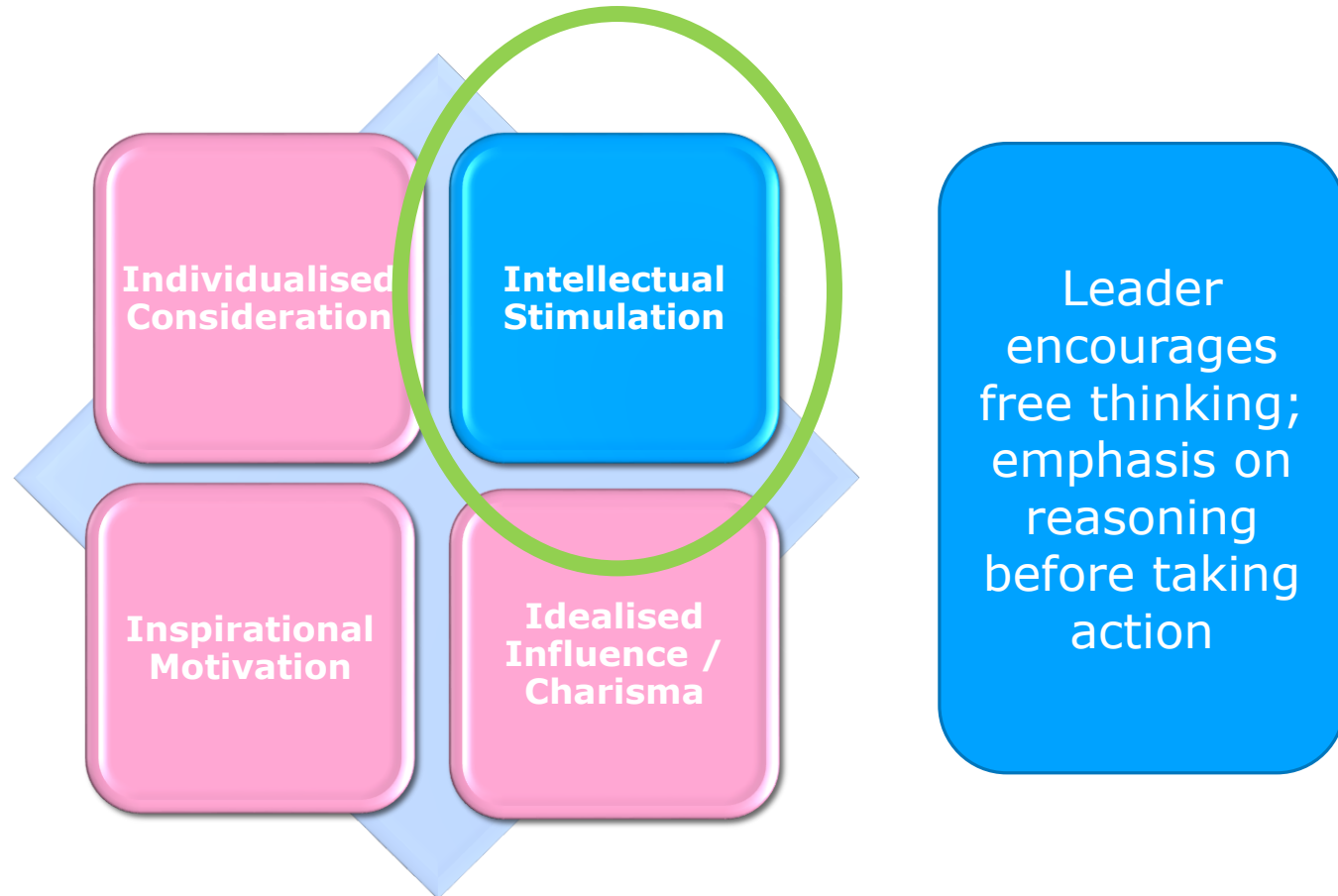
TRANSFORMATIONAL LEADERSHIP

Transformational leaders; 4 behavioural styles (Bass, 1985);



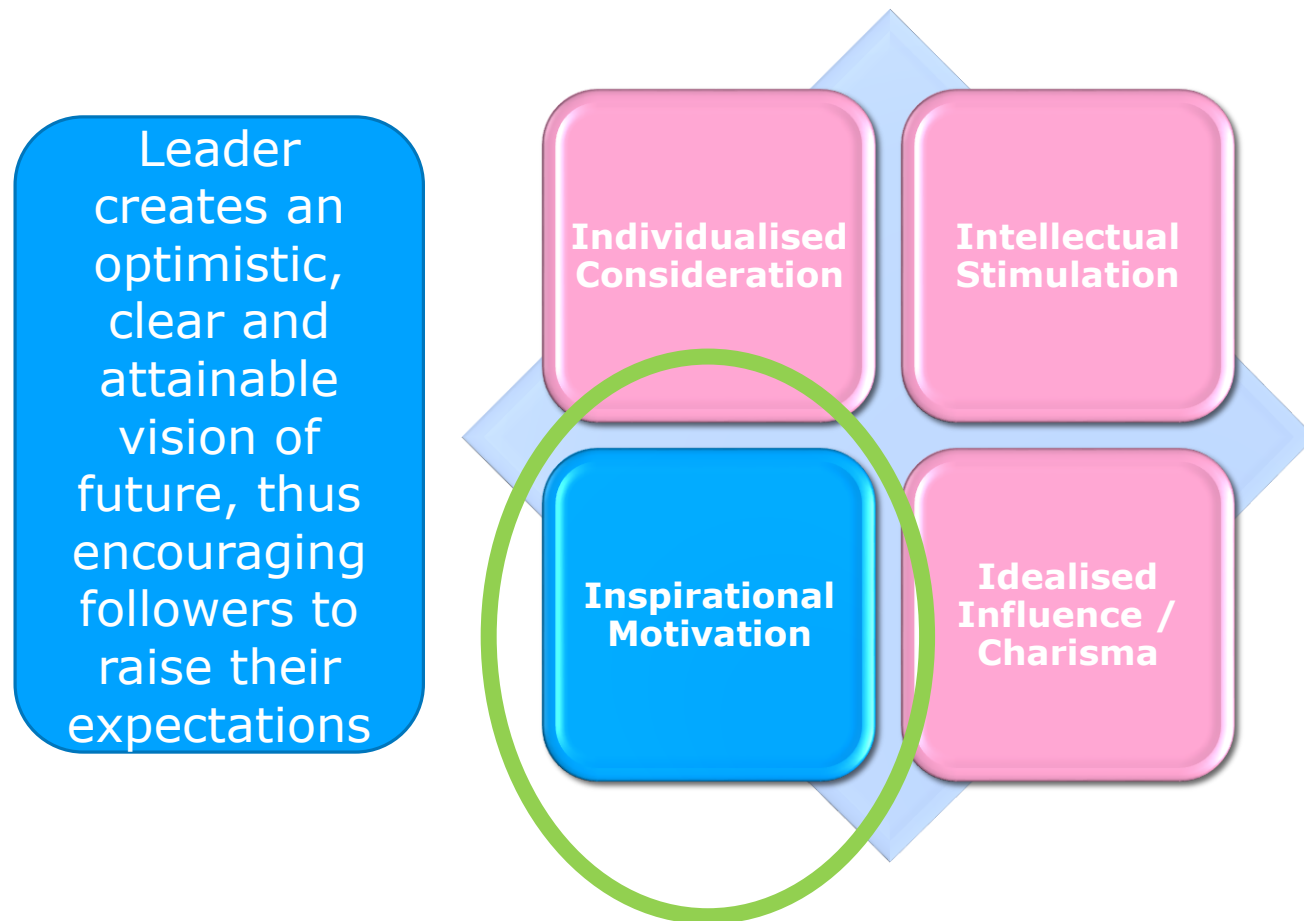
TRANSFORMATIONAL LEADERSHIP

Transformational leaders; 4 behavioural styles (Bass, 1985);



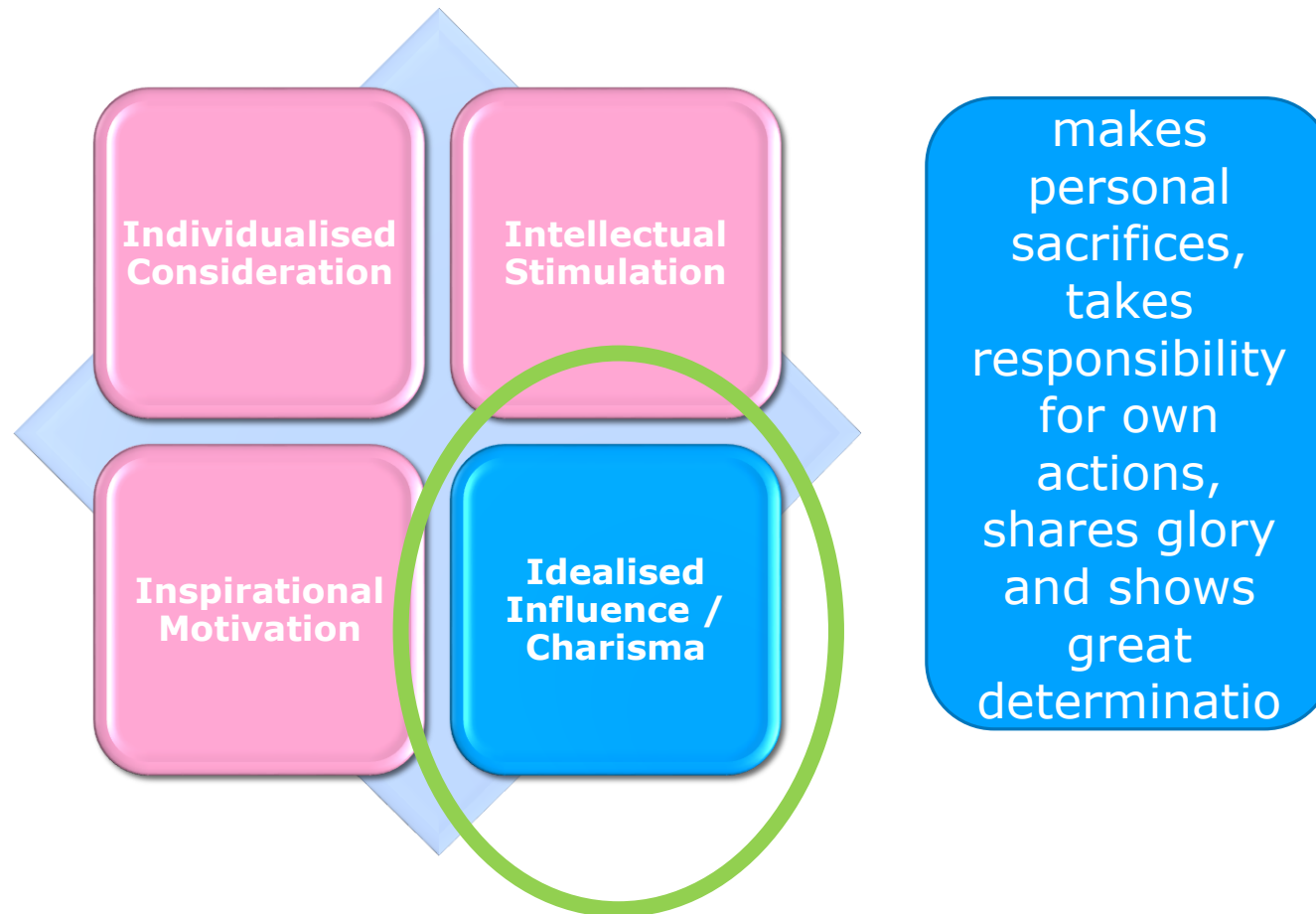
TRANSFORMATIONAL LEADERSHIP

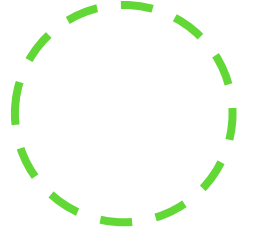
Transformational leaders; 4 behavioural styles (Bass, 1985);



TRANSFORMATIONAL LEADERSHIP

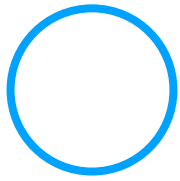
Transformational leaders; 4 behavioural styles (Bass, 1985);

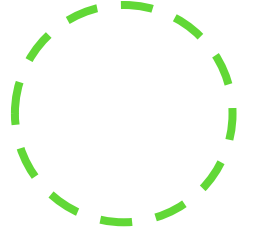




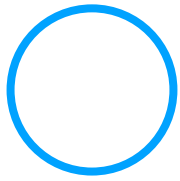
TRANSFORMATIONAL LEADERSHIP

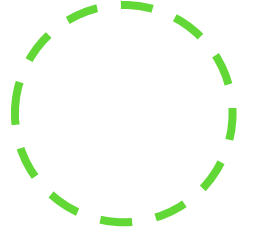
In general, TF is expected to lead to more positive effects on subordinates than TA

- Positive outcomes:
 - Subordinates report extra effort, satisfaction with leader; perceived leader effectiveness (Bass et al., 1996)
- 
- 



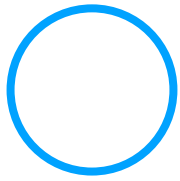
TRANSFORMATIONAL LEADERSHIP

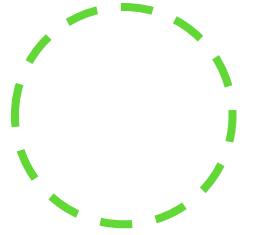
- Negative outcomes:
 - Leader dependence (De Vries et al., 1999)
 - Groupthink – unquestioning obedience (Janis, 1982)
 - Hogan and Kaiser (2005):
 - Critique the cult of the charismatic CEO – self-dramatising and self-promoting
 - Charisma may be confused with narcissism in the short run.
- 
- 



IN SUMMARY...

Transformational leaders...

- Develop and inspire
 - Challenge intellect and encourage self-development
 - Set a personal example
 - Motivate subordinates; they feel committed to the leader
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TA/TF AND PERSONALITY

Bono and Judge (2004) – relationships between personality traits and ratings of TA and TF leadership

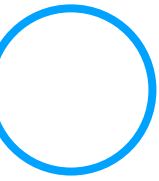
TF leadership

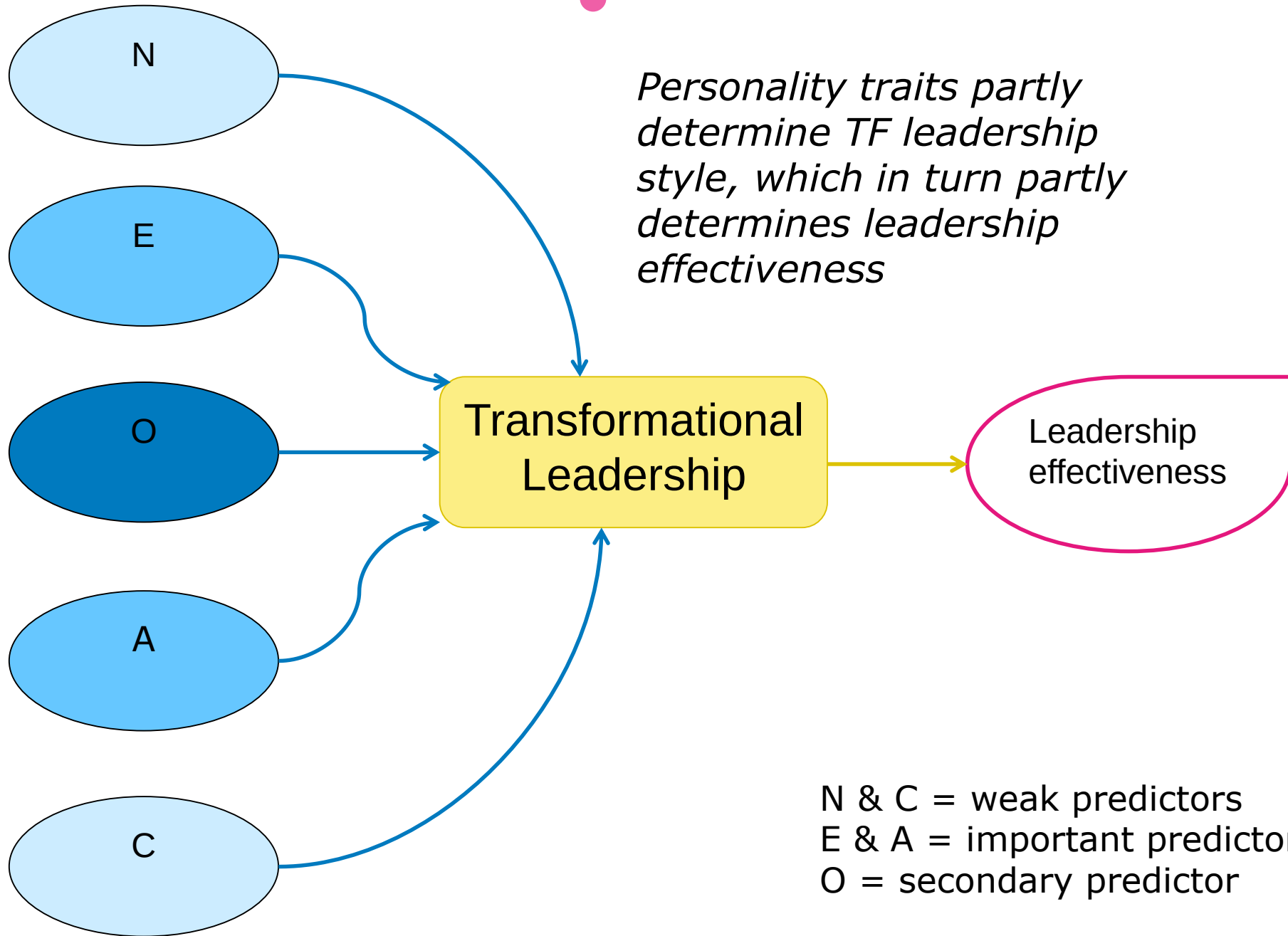
- Extraversion strongest correlate .24
- Neuroticism negatively associated -.17

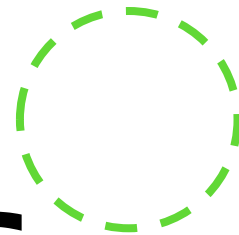
TA leadership

- Less support for personality traits...

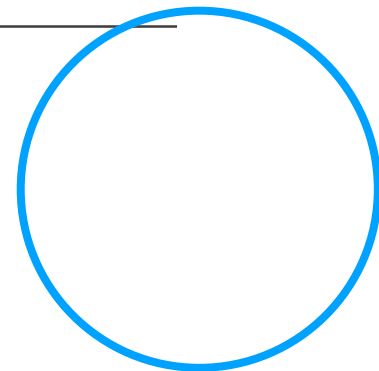
- Suggest need to explore narrower personality traits and non-dispositional elements of leadership

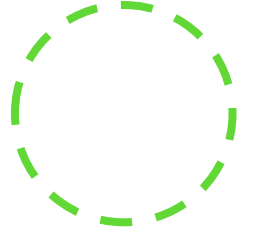






Are good leaders
always *good*
Leaders?





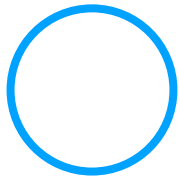
SO FAR...

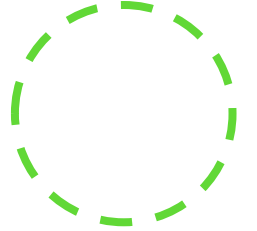
No one trait has stood out as the single most important determinant of effective leadership

- Context matters – situational approaches
- Zaccaro (2007): An integrative model of leadership
 - Traits such as emotional/social competence may make leaders better able to adapt their leadership style to the demands of a specific situation



Traits may interact to determine the quality of leadership

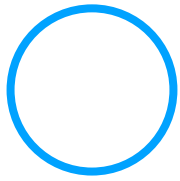


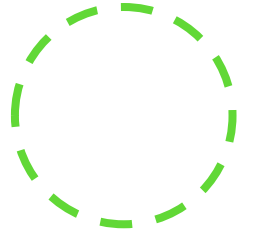
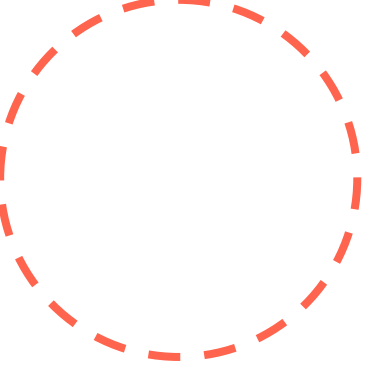


SO FAR...

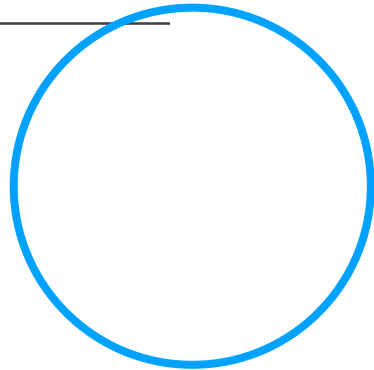
The key role of applied organisational psychologists is to try and **predict** good leadership

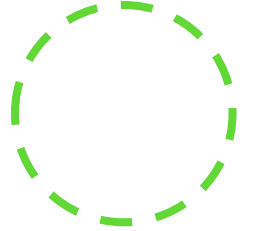
Need to understand the role of individual differences (intelligence, personality) and situational variables in order to answer this question





Leadership and Gender

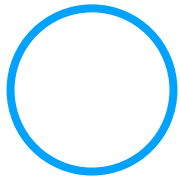


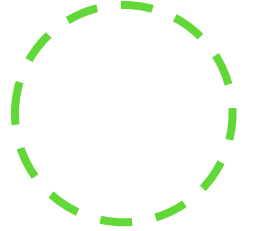


LEADERSHIP AND GENDER

2002 – only 5% of the top US business leaders were women

2015 – 23% of UK political crop are women

- In the 2010 general election, more male MP's were elected to parliament than the combined number of female ministers to pass through Westminster since women got the vote in 1918...
- 
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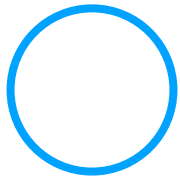


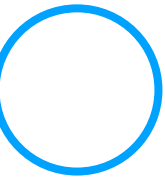
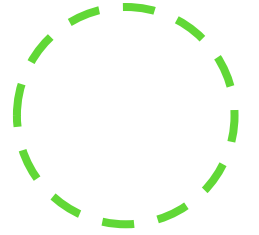
LEADERSHIP AND GENDER

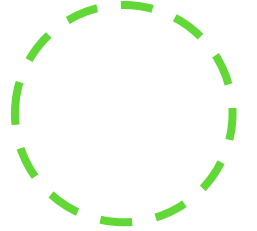
Is good leadership typically defined by masculine traits?

- “think manager, think male” (Schein, 2001).

Does this mean that “only the best” women get into leadership roles? (i.e., get through the selection process)

- Do women have to exhibit masculine traits in order to be seen as leaders?
- 
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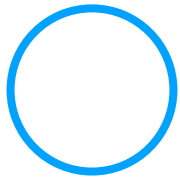
LEADERSHIP AND GENDER

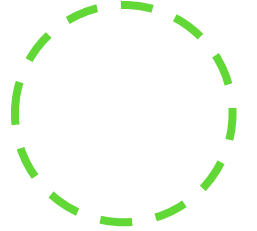
Eagly et al. (1995): no overall difference in performance of male and female leaders

- Some gender specific advantages
 - Men – outdoors/military
 - Women – some areas of business and education



Lewis (2000): Displays of anger damaged women's ratings of leadership more than men's





LEADERSHIP AND GENDER

Eagly and Johnson (1990)/Van Engen (2001) – meta-analysis

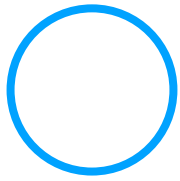
- Female leaders tend to be more democratic than male leaders

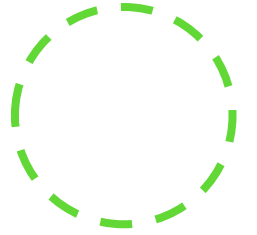
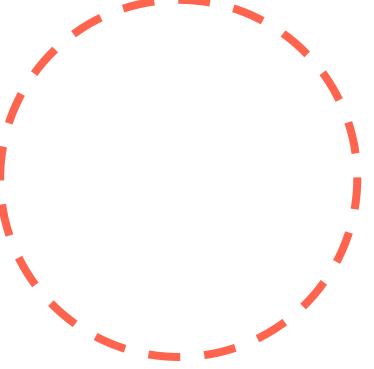
Loden (1985)

- Female leaders tend to be less hierarchical, more co-operative and other-oriented than male leaders

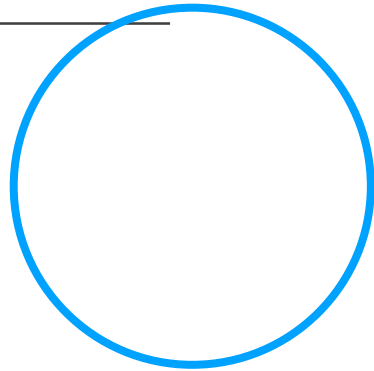


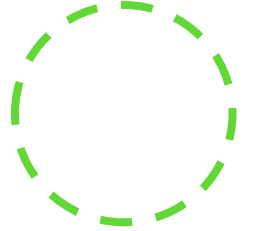
Eagly et al. (2003)- meta-analysis of 43 studies

- Female leaders were rated higher on traits linked to TF leadership style
 - Individual consideration and charisma
- 



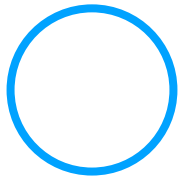
WHY?

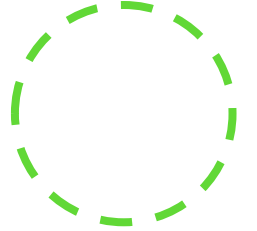




LEADERSHIP AND GENDER

Possible causes of gender differences in leadership:

- Biological and evolutionary factors
 - Different cultural roles
 - Is the concept of leadership based upon male-like attributions
 - Perceived learned gender stereotypes
 - Self-fulfilling prophecies?
- 
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LEADERSHIP AND GENDER

Women still face barriers to leadership, despite evidence that they are equally as (and sometimes **more**) effective than men

- Is this due to the female stereotype not matching the stereotypical “leader” or “manager”?

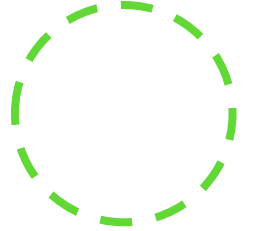
Attractiveness has been shown to ***negatively*** influence selection of female leaders

 BUT – unclear as to the effects of attractiveness on follower ratings of trust and loyalty

Braun, Peus and Frey (2012) – Is Beauty Beastly?



LEADERSHIP AND GENDER

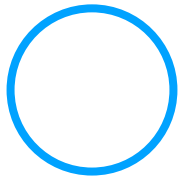


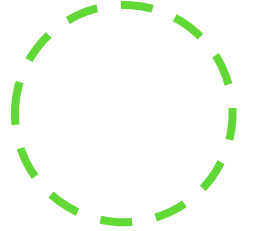
Study hypothesis:

- When displaying a TF leadership style, attractive female leaders elicit lower levels of followers' trust/loyalty than unattractive female leaders. This devaluation effect does not occur in TA leadership.



Braun, Peus and Frey (2012) – Is Beauty Beastly?

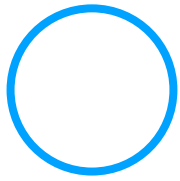




LEADERSHIP AND GENDER

Study methods:

- Experimental study using 253 undergraduate students
- 2x2x2 between-subjects
 - Leader gender (male / female)
 - Leader attractiveness (attractive / unattractive)
 - Leadership style (TF / TA)



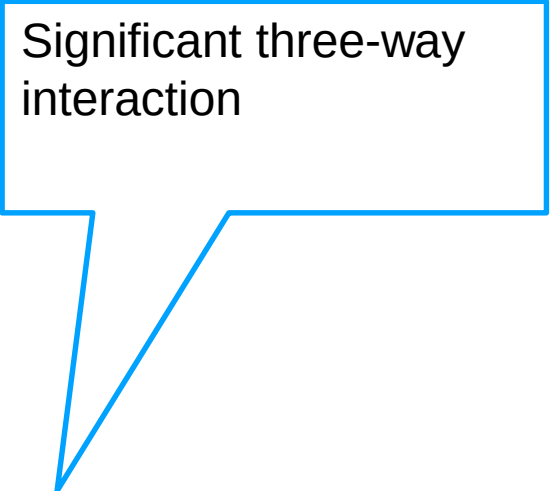
Braun, Peus and Frey (2012) – Is Beauty Beastly?



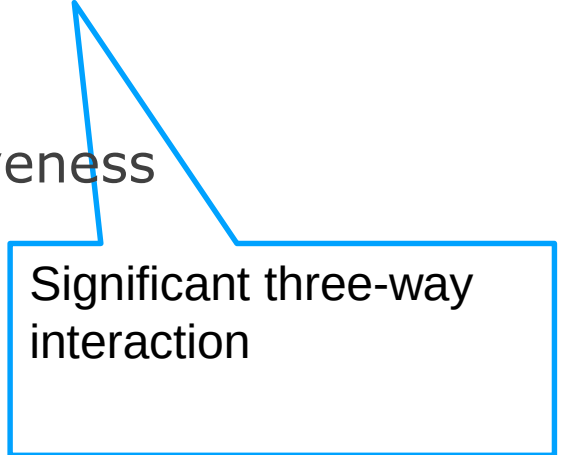
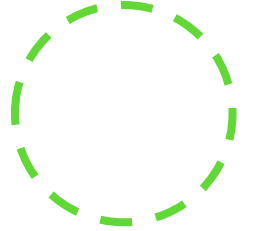
LEADERSHIP AND GENDER

Study findings:

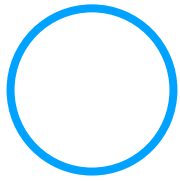
- TF leaders;
 - Attractive female leaders rated significantly LOWER on trust and loyalty compared to unattractive female leaders
 - Attractive male leaders rated significantly HIGHER on trust and loyalty than unattractive male leaders
- TA leaders:
 - No difference in trust or loyalty ratings for attractiveness for males or females



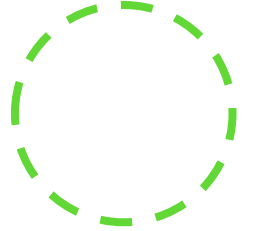
Significant three-way interaction



Significant three-way interaction



Braun, Peus and Frey (2012) – Is Beauty Beastly?



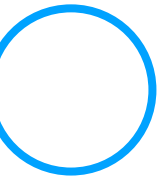
LEADERSHIP AND GENDER

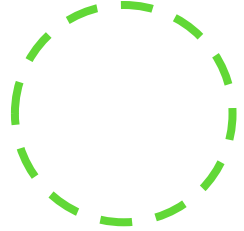
Study conclusions:

- Attractiveness may be a disadvantage for female leaders who show a TF leadership style
- Attractiveness may create a barrier for women achieving leadership positions



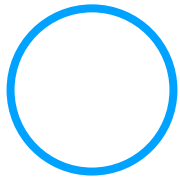
Braun, Peus and Frey (2012) – Is Beauty Beastly?





LEADERSHIP & LEADERS

There is no one perfect indicator of leadership effectiveness, but the work performance of the leader's workgroup or organisation is probably the best

- Although the influence of other factors also needs to be taken into account
- 
- 



ANY QUESTIONS?

