

Psychologically Informed Leadership, Mentoring & Teamwork Skills

ECAS7012



Aims of this week's session

Personality and Leadership

Understanding how personality frameworks like Big Five and HEXACO may influence your current or future leadership behaviour (emergence V effectiveness)

Group Dynamics and Inclusion

Identifying and analysing group dynamics with a focus on inclusive leadership and psychological safety.

Decision-Making Frameworks

Applying structured, evidence-based decision-making grounded in dual-process and naturalistic models

What is 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)

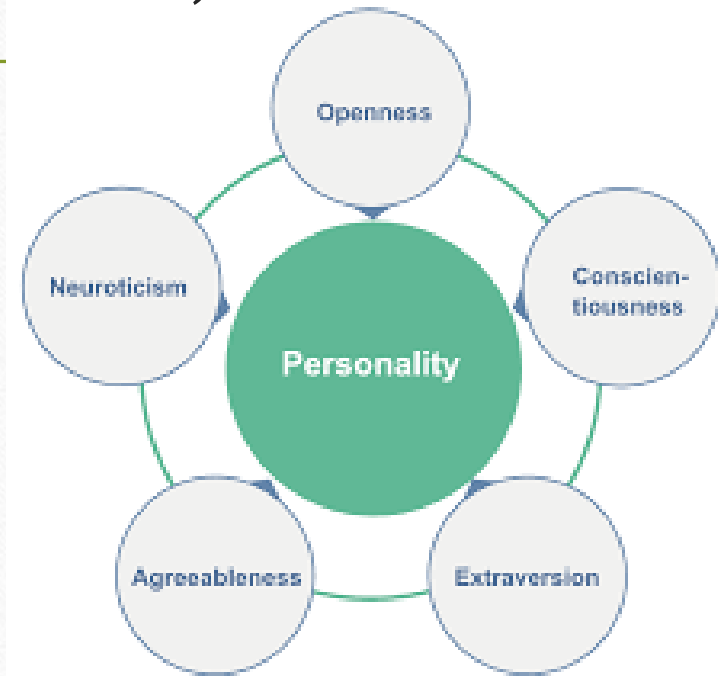
Leaders and leadership

- 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

Big Five/Five Factor Model of Personality (Costa & McCrae)



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

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 stimulation**
 - 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

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

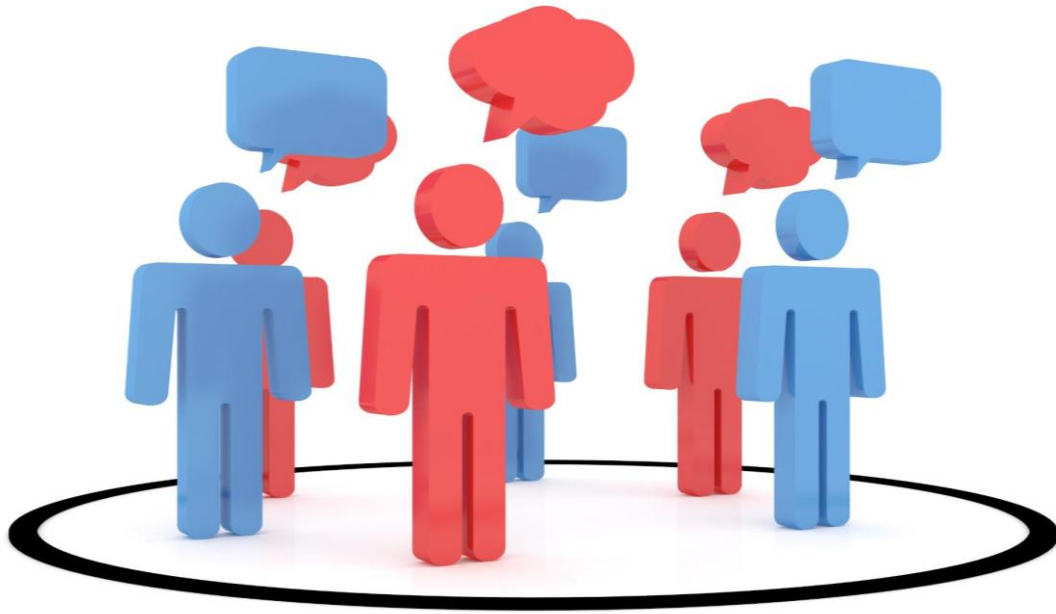
- Positive outcomes:
 - Subordinates report extra effort, satisfaction with leader; perceived leader effectiveness (Bass et al., 1996)

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.

Personality Frameworks in Leadership



Big Five Personality Traits

The Big Five traits predict leadership tendencies, including Extraversion's link to social dominance and Conscientiousness's role in reliability.

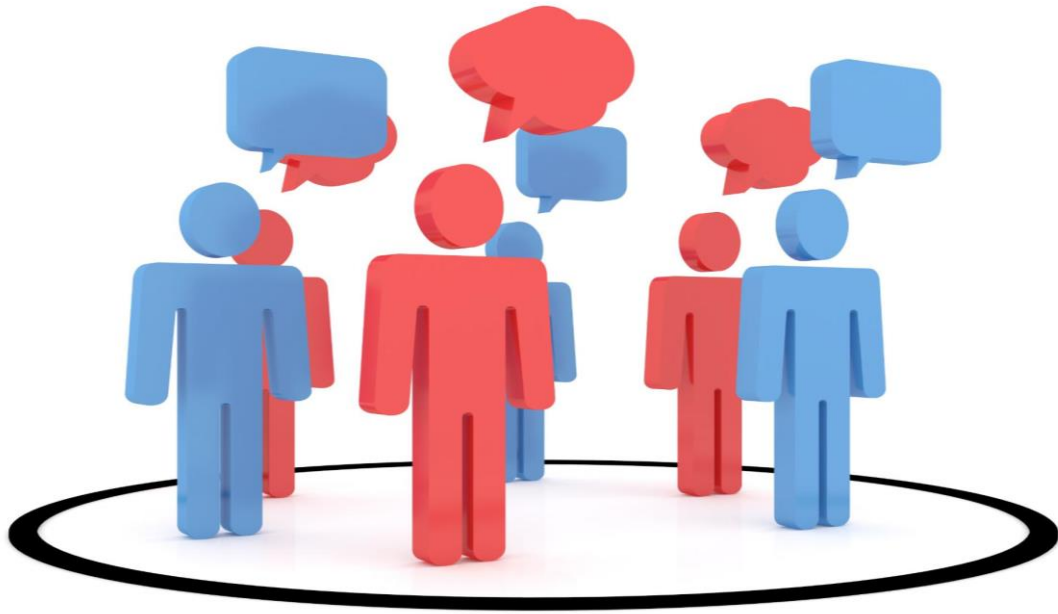
HEXACO Model and Ethics

The HEXACO model highlights Honesty–Humility as key for ethical and prosocial leadership styles.

Additional Personality Constructs

Emotional Intelligence, Need for Cognition and Core Self-Evaluations explain decision-making preferences and emotional resilience in leaders.

Key References

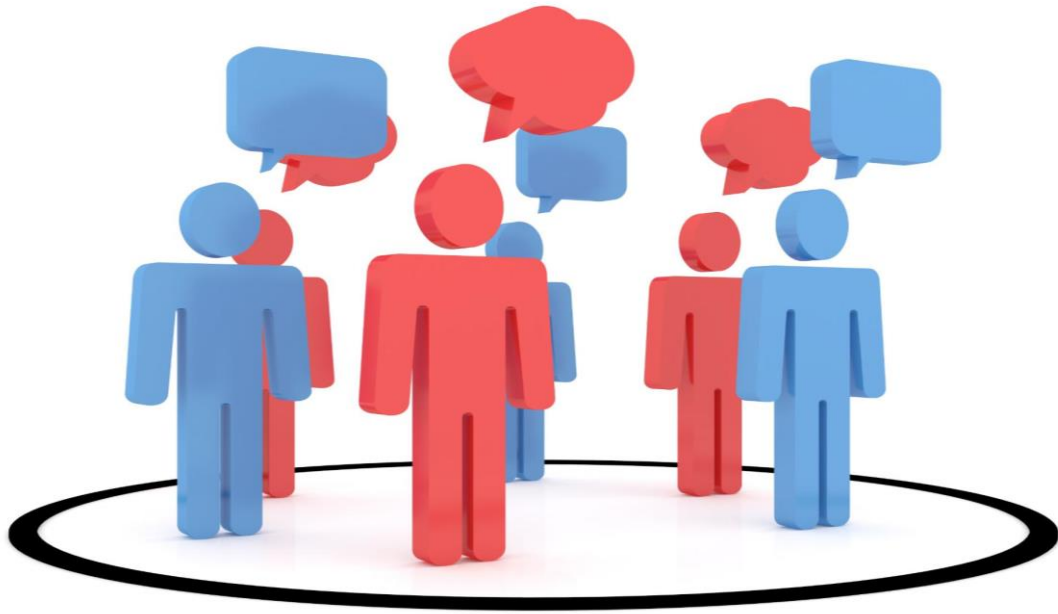


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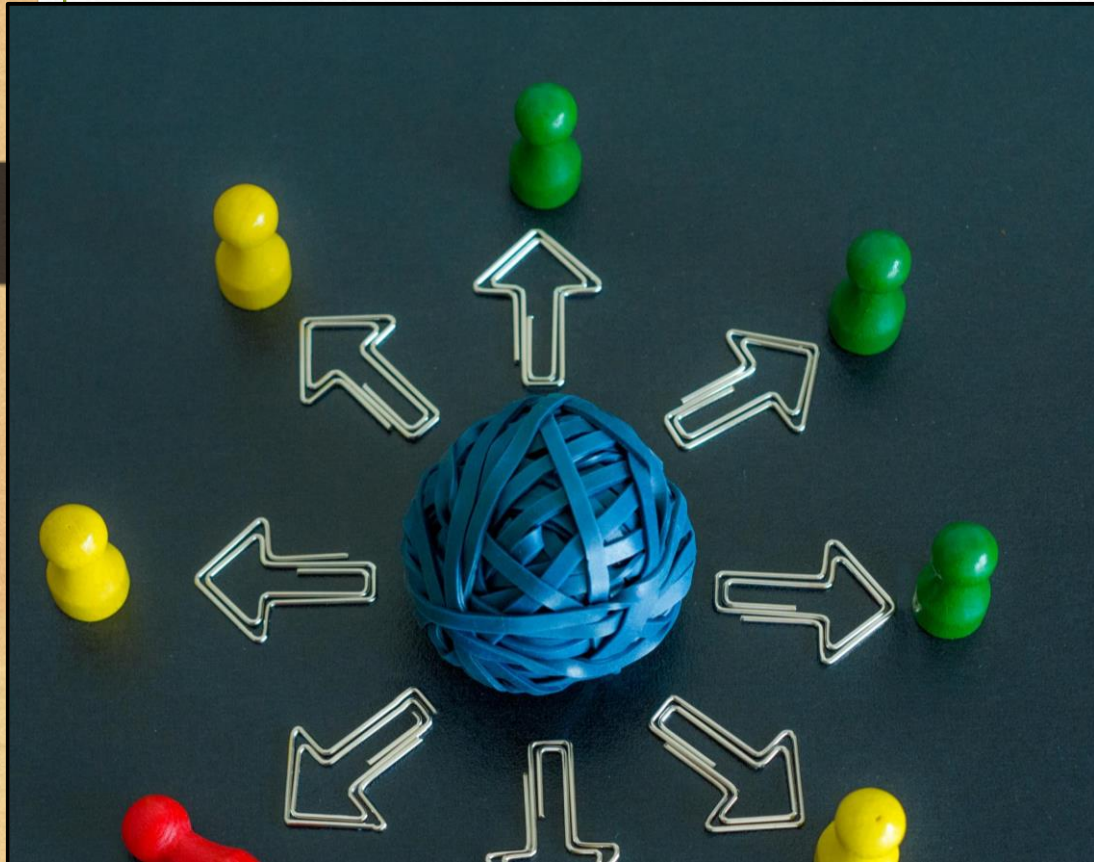
Activity One



Personality in Action Mapping

- Self-report measures and self-reflection (30mins)
- Feedback to group (5mins each)

Flexible Trait–Situation Leadership



Trait and Situation Interaction

Leadership effectiveness relies on flexible adjustment of personality traits based on situational demands to optimise team function.

Implementation Intentions Strategy

Using ‘if–then’ plans helps leaders prepare flexible responses to situational changes, enhancing adaptive leadership.

Adapting to Team Phases

Effective leaders tailor their style to team stages, managing conflict, supporting autonomy, or calming anxiety as needed.

Balancing Natural Tendencies

Leaders balance inherent traits, like extraversion or conscientiousness, with situational needs to avoid dominance or micromanagement.

Inclusive Leadership Behaviours



What do we mean
by inclusive
leadership
behaviours?

Inclusive Leadership Behaviours



Ensuring Equal Participation

Inclusive leaders structure discussions to prevent dominance and invite quieter members to share their views.

Acknowledging Expertise and Humility

Leaders recognise contributions from all disciplines while modelling humility and curiosity to foster inclusion.

Addressing Microaggressions

Effective leaders identify and address microaggressions and interruptions to maintain trust and cohesion.

Fostering Psychological Safety

Leaders encourage psychological safety by normalizing uncertainty, appreciating contributions, and explaining decisions clearly.

Core Group Dynamics Principles



Tuckman's Group Development

Teams progress through forming, storming, norming, performing, and adjourning stages, each with unique challenges.

Social Identity Theory

Team members classify themselves into in-groups and out-groups, influencing communication and behavior.

Power Dynamics in Teams

Recognising who speaks first and whose expertise is valued helps maintain equitable participation.

Psychological Safety

Fostering psychological safety enables open communication, error reporting, and collaboration in teams.

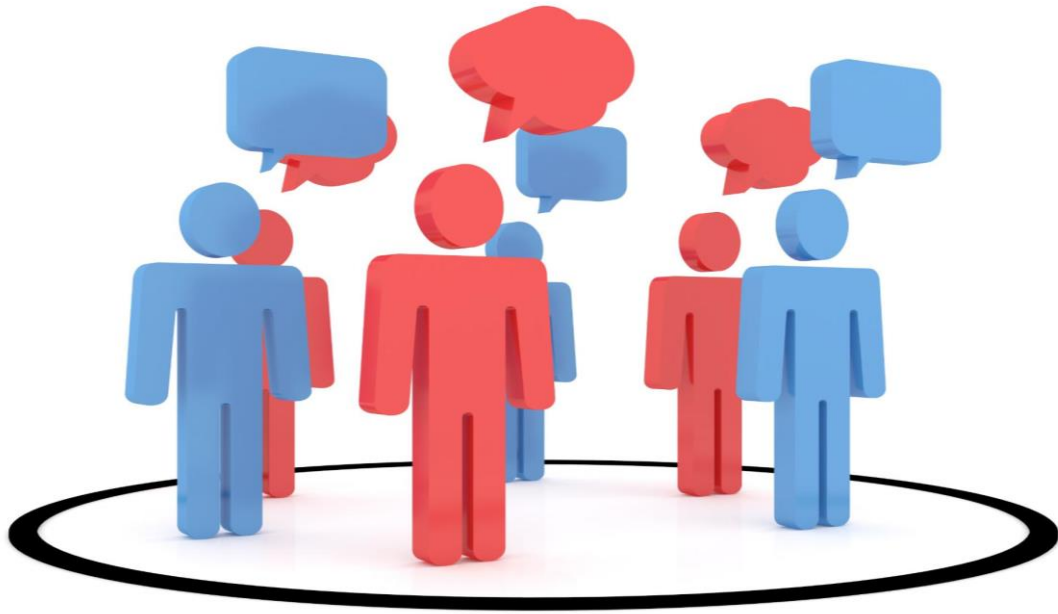
Core Group Dynamics Principles



Critical Reflections:

- Discuss a time you worked in a team that went really well or really poorly.
- What behaviours *helped* or *hindered* team outcomes e.g.,
 - motivation,
 - communication,
 - conflict,
 - delegation

Activity Two



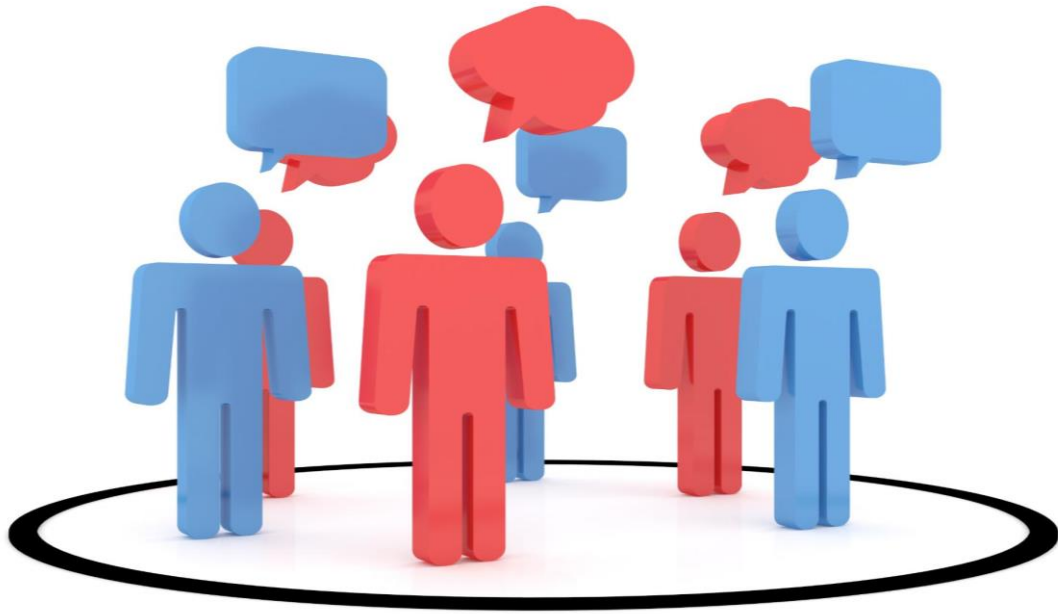
Personality in Action Mapping

In pairs discuss:

- How your traits might help or hinder in a **team meeting**.
- How you would adapt your leadership style when working with others with different traits.

Individually, consider, how you could use Gibbs Reflective Cycle here to reflect on your PD needs here

Personality Frameworks in Leadership



Critical Consideration:

Practical Leadership Applications

Can leaders adapt styles to team needs by using personality insights for communication, motivation, and delegation?

- Trait versus State?
- High stress situations?
- Specific goals?

Spotlight: Javalagi, Newman & Li (2024)

Insights into traits shaping effective
leadership styles



Study Purpose and Theoretical Foundations

Study Objective

The study extends classic trait-based leadership research using extensive multinational data on leader emergence and effectiveness.

Cultural Influence on Leadership

Implicit leadership theory highlights how culturally shaped follower perceptions influence leadership evaluations.

Personality and Social Behaviour

Socioanalytic theory explains how personality drives social behaviour shaping leadership outcomes.

Large-Scale Data Analysis

Over 32,000 participants for emergence and 42,000 for effectiveness enable robust cross-society leadership analysis.

Cross-Cultural Moderation of Personality— Leadership Links

Cultural Variation in Leadership Traits

Personality traits predict leadership effectiveness differently across cultures, with collectivist societies valuing interpersonal traits more strongly.

Importance of Extraversion and Agreeableness

Extraversion and Agreeableness are especially important in cultures emphasizing social harmony and group cohesion.

Leadership Shaped by Culture

Leadership effectiveness is influenced by cultural expectations, values, and social norms beyond personality traits alone.

Global Organizational Implications

Global organizations must consider cultural context when assessing leadership potential for better effectiveness.

Behavioural Mediation: How Traits Influence Leader Effectiveness

Role of Extraversion and Agreeableness

Extraversion and Agreeableness lead to consideration behaviours characterised by warmth and interpersonal sensitivity.

Traits Predicting Initiating Structure

Conscientiousness, Extraversion, and Openness predict Initiating Structure behaviours like goal setting and task monitoring.

Behavioural Mediation Model

The model explains how personality traits translate into leadership behaviours, guiding leadership development.

Honesty– Humility as a Unique Predictor

Core HEXACO Trait

Honesty–Humility is a fundamental HEXACO dimension linked to sincerity, fairness, modesty, and greed avoidance.

Leadership Effectiveness

This trait predicts leader effectiveness beyond Big Five traits by fostering trust and ethical climates.

Theoretical Contribution

Honesty–Humility expands leadership models to include moral characteristics central to success.

Practical Implications

Integrating Honesty–Humility in leadership selection promotes trustworthy and sustainable leadership.

Expanding the Trait Approach?

Contextual Moderators in Leadership

Leadership traits impact effectiveness differently depending on cultural and contextual factors.

Behavioural Mediation of Traits

Traits operate through observable leadership behaviors that mediate their influence on outcomes.

Ethical Dimensions in Leadership

Inclusion of Honesty–Humility highlights ethics as a critical element of leader effectiveness.

Integrative Leadership Frameworks

Combining personality, culture, and behavioral training improves leadership evaluation and development.

Practical Implications for Organisations

Personality Assessments in Context

Calibrate personality assessments by integrating cultural norms to enhance leadership outcome predictions.

Leadership Behavior Training

Train leaders in Consideration and Initiating Structure to boost effectiveness across personality types.

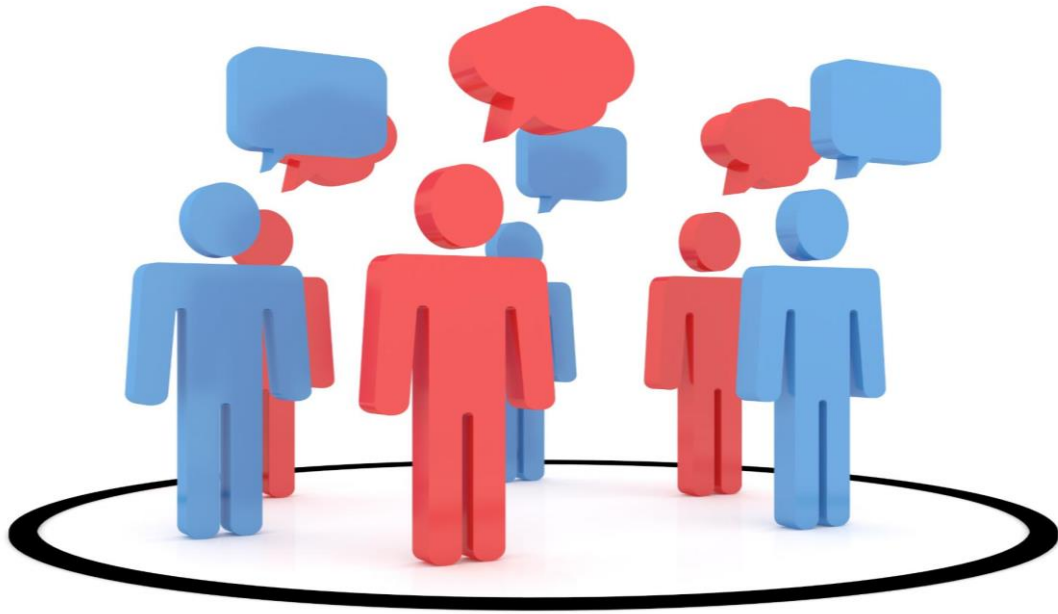
Ethical Leadership Development

Incorporate Honesty–Humility into leadership models to foster ethical and trustworthy leaders.

Cultural Awareness in Leadership

Embed cultural awareness in leadership pipelines for effective global leadership deployment.

Activity Three



In your group generate two strategies for:

➤ *trait-flexible leadership* (e.g., adapting for introverted or dominant team members).

➤ Culturally informed leadership

➤ Inclusive leadership

Putting skills into
practice: Activities and
Simulation

Activity Four



Silent Member Role-Play

- **Leader**
- **Dominant member**
- **Silent member**
- **Task-focused member**
- **Process observer**
- **Task:** Plan a brief “team charter” in 6 minutes *while role-playing.*

Summary

Leadership as Integrated Process

Leadership is shaped by culture, behaviour, and personality working dynamically together.

Predictive Traits and Context

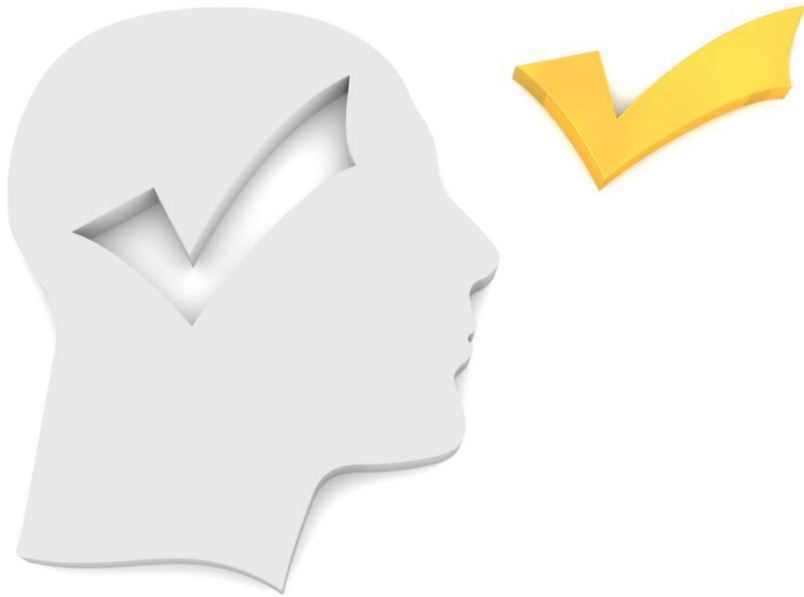
Interpersonal traits and honesty-humility best predict leadership, especially in collectivist cultures.

Practical Implications

Effective leader development requires behavioural training, ethical cultivation, and cultural alignment.

Introduction to Decision-Making and Communication

Decision-Making Models and Biases



Dual-Process Decision Models

Dual-process models differentiate between fast intuitive and slow analytical reasoning in decision-making.

Common Cognitive Biases

Intuitive processes may cause biases like confirmation bias, anchoring, status quo bias, and overconfidence.

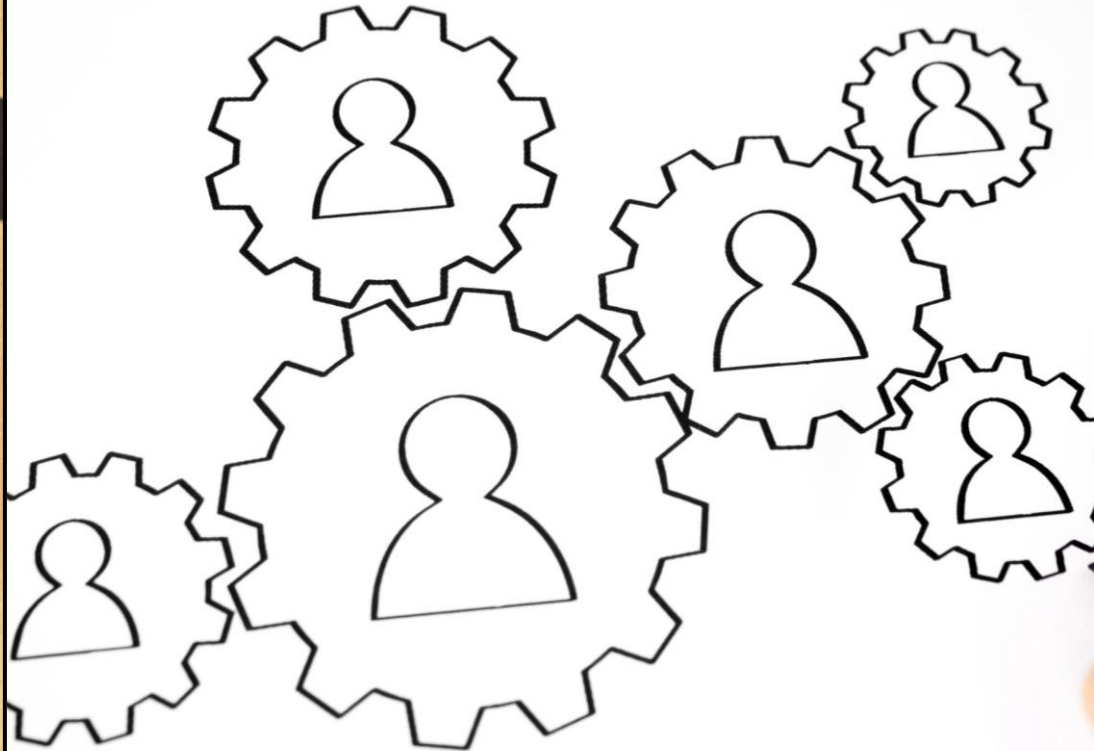
Naturalistic Decision-Making

Naturalistic decision-making theory applies to real-world settings with incomplete information and competing priorities.

Mitigating Biases in Leadership

Leaders use structured tools to improve transparency, reduce errors, and communicate clearly with stakeholders.

Structured Tools for Decision and Communication



SBAR Communication Framework

SBAR promotes clear, consistent healthcare communication by structuring information into Situation, Background, Assessment, and Recommendation.

RACI Accountability Model

RACI clarifies roles and responsibilities to prevent confusion and duplication in delegation and accountability within teams.

Pre-mortem Technique

Pre-mortem encourages teams to anticipate risks by imagining failure and identifying possible causes before decisions are finalized.

Communication Best Practices

Logical sequencing, clear rationale, and explicit action steps enhance decision communication and leadership effectiveness.

Multidisciplinary Team Simulation Overview



Structured Simulation Cycle

The 12-minute cycle includes briefing, discussion, summary, and feedback to practice leadership and communication skills.

Rotating Professional Roles

Students role-play as psychologist, social worker, psychiatrist, nurse, occupational therapist, and team leader to build multidisciplinary skills.

Inclusive and Motivational Leadership

Leaders demonstrate inclusive behaviors, delegate tasks, motivate team members, and structure decision-making processes.

Feedback and Assessment

Observers provide feedback using checklists, evaluating communication, decision rationale, and cognitive bias management.