# SIOP ANNUAL CONFERENCE
## CHICAGO and ONLINE • April 17-20, 2024

# VERSATILE LEADERSHIP
## *Measurement, Validation, and the Curious Role of Personality*

Slides available at:
KaiserLeadership.com

*Whova*

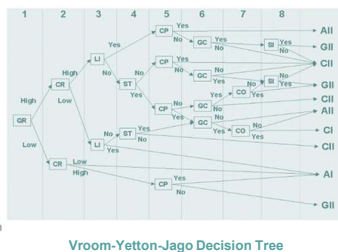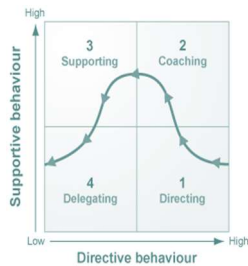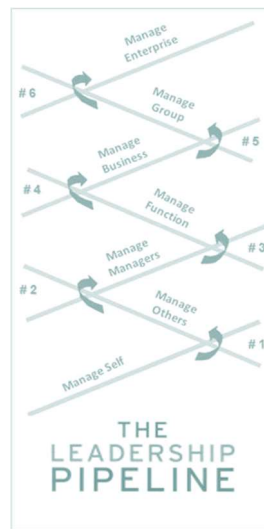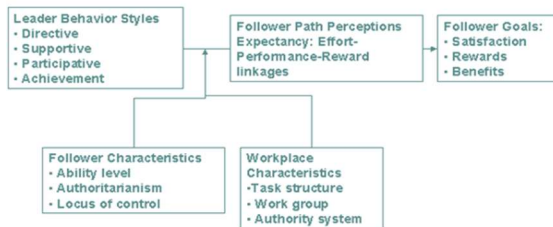| Robert B. Kaiser | Ryne A. Sherman | Peter D. Harms | Robert Hogan |
|---|---|---|---|
| Chair | Presenter | Presenter | Discussant |

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## THE MOST EFFECTIVE LEADER BEHAVIOR DEPENDS ON THE SITUATION



Vroom-Yetton-Jago Decision Tree

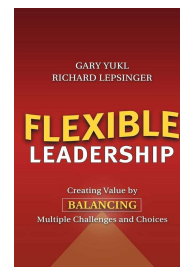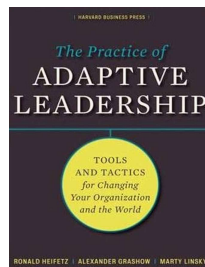Path-Goal Theory of Leadership

THE LEADERSHIP PIPELINE

LEADERSHIP "SITUATIONS" ARE INCREASINGLY COMPLEX, FAST CHANGING, UNPREDICTABLE, AND VARIED

VUCA

VOLATILITY UNCERTAINTY COMPLEXITY AMBIGUITY

disruption

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NEW MODELS FOR DEALING WITH A FURIOUS PACE OF DISRUPTIVE CHANGE

THE VERSATILE LEADER
MAKE THE MOST OF YOUR STRENGTHS—WITHOUT OVERDOING IT
BOB KAPLAN
ROB KAISER

The Practice of ADAPTIVE LEADERSHIP
TOOLS AND TACTICS for Changing Your Organization and the World
RONALD HEIFETZ | ALEXANDER GRASHOW | MARTY LINSKY

LEADERSHIP AGILITY
FIVE LEVELS OF MASTERY FOR ANTICIPATING AND INITIATING CHANGE
BILL JOINER & STEPHEN JOSEPHS

GARY YUKL
RICHARD LEPSINGER
FLEXIBLE LEADERSHIP
Creating Value by BALANCING Multiple Challenges and Choices

Psychology of Leaders and Leadership
© 2022 American Psychological Association
ISSN: 2769-6863
2023, Vol. 26, No. 1, 22–43
https://doi.org/10.1037/mgp0000136

**Causes and Consequences of Adaptive Leadership: A Model of Leaders' Rapid Responses to Unexpected Events**

**Manuel London**
College of Business, State University of New York at Stony Brook

frontiers | Frontiers in Psychology
TYPE: Original Research
PUBLISHED: 27 September 2023
DOI: 10.3389/fpsyg.2023.1149371

**Development and validation of the adaptive leadership behavior scale (ALBS)**

Sophie Nöthel[1]*, Annika Nübold[1], Sjir Uitdewilligen[1], Jan Schepers[1] and Ute Hülsheger[1]

Deliver results *and*
strengthen culture

Engage staff *and* hold
them accountable

Improve offerings
*while* cutting costs

Leaders need a **wide repertoire
of behaviors** to deal with a wide
variety of fast-changing and often
conflicting, even paradoxical,
circumstances, people, and
organizational demands

Move fast *and*
be inclusive

Drive change
*from* a stable base

Do more *with*
less

Think global,
act local

Shareholder returns
*and* social responsibilities

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OPPOSING AND COMPLEMENTARY BEHAVIORS

People-oriented
Participative
Consideration
Transformational
Long-term
Change
Innovation

Task-oriented
Autocratic
Initiation
Transactional
Short-term
Stability
Efficiency

## RECENT EMPHASIS: INTEGRATING OPPOSING BEHAVIORS



**Leadership**

Article

# Dichotomies, dialectics and dilemmas: New directions for critical leadership studies?

**David Collinson**
Lancaster University Management School, UK

*Leadership*
2014, Vol. 10(1) 36–55
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DOI: 10.1177/1742715013510807
lea.sagepub.com

**Paradoxes of Power and Leadership**
Miguel Pina e Cunha, Stewart R. Clegg, Amélia Rego and Marco Berti

**PARADOXICAL LEADER BEHAVIORS IN PEOPLE MANAGEMENT: ANTECEDENTS AND CONSEQUENCES**

**Paradoxical Leadership**
Hierarchical & Participative

**The Genius of AND**

**SIX PARADOXES OF LEADING INNOVATION**

| UNLEASH | HARNESS |
|---|---|
| Individual Identity | Collective Identity |
| Support | Confrontation |
| Learning & Development | Performance |
| Improvisation | Structure |
| Patience | Urgency |
| Bottom-up | Top-down |

**Harvard Business Review**

**HBR Blog Network**

**HERMINIA IBARRA**
Herminia Ibarra is a professor of organizational behavior and the Cora Chaired Professor of Leadership and Learning at Insead. She is the author of *Working Identity: Unconventional Strategies for Reinventing Your Career* (Harvard Business Review Press, 2003).

## Is "Command and Collaborate" the New Leadership Model?

by Herminia Ibarra | Comments (64)

The theme at Davos this year was "The Great Transformation: Shaping New Models." One of the models up for discussion was leadership. Panels with titles like "Leading Under Pressure" and "New

**Ambidextrous Leadership**
How leaders unlock innovation through ambidexterity
Julia Duwe

Springer

**Organizational Ambidexterity in Action:**
HOW MANAGERS EXPLORE AND EXPLOIT

Charles A. O'Reilly III
Michael L. Tushman

**Ambidextrous Leadership**
Exploit & Explore

Fanatic Discipline
Productive Paranoia
Level 5 Humility + Drive

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# VERSATILITY

the ability to **read** and **respond** to **change** with a wide repertoire of opposing but complementary behaviors

Kaiser (2020) The best leaders are versatile. *Harvard Business Review*
Kaplan & Kaiser (2003) Developing versatile leadership. *MIT Sloan Management Review*

# VERSATILE LEADERSHIP
*Measurement, Validation, and the Curious Role of Personality*

**Leadership Versatility: Measurement and Validation of a Meta-competency**
Robert B. Kaiser

**Personality, Versatility, and Leadership Effectiveness**
Ryne A. Sherman

**Versatility: Personality, Leadership, and the Odyssey Ahead**
Peter D. Harms

**Discussant**
Robert T. Hogan

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# LEADERSHIP VERSATILITY
*Measurement and Validation of a Meta-competency*
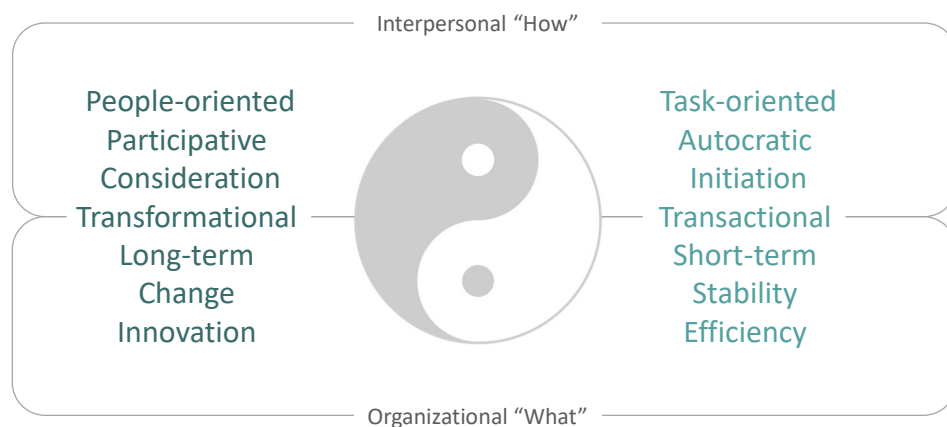
Robert B. Kaiser

# VERSATILITY

the ability to read and respond to change with a wide repertoire of opposing but complementary behaviors
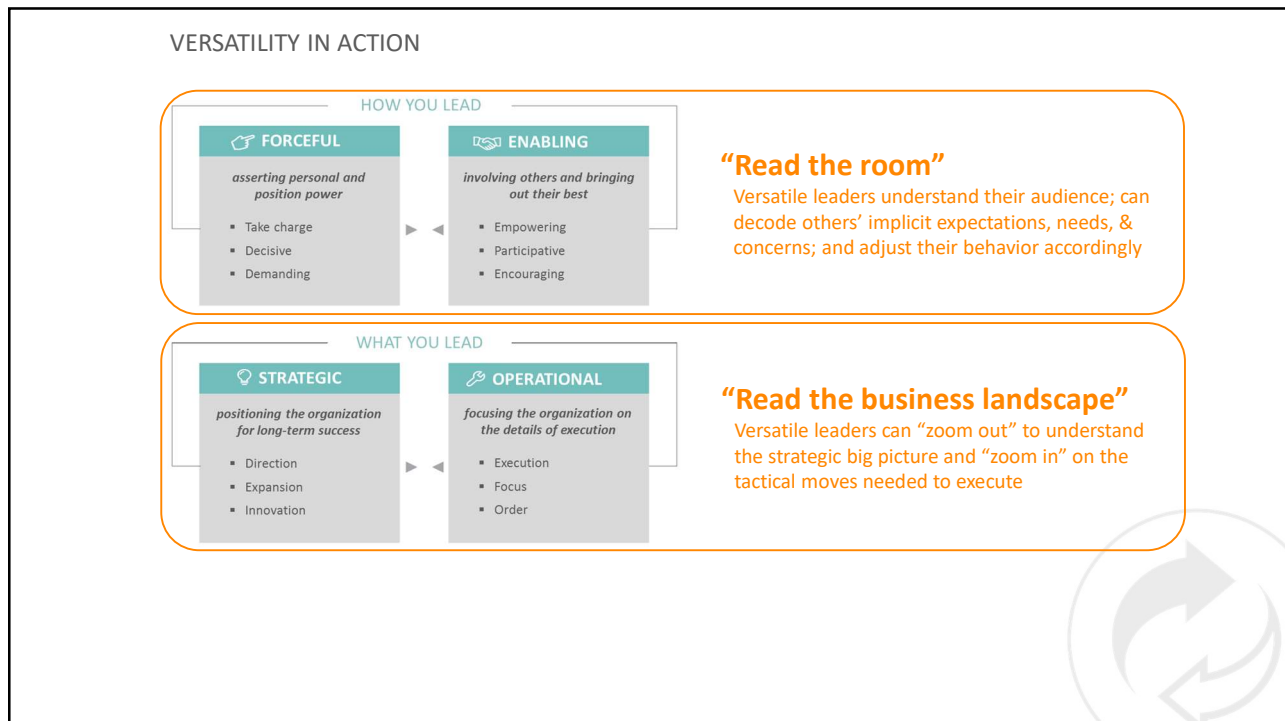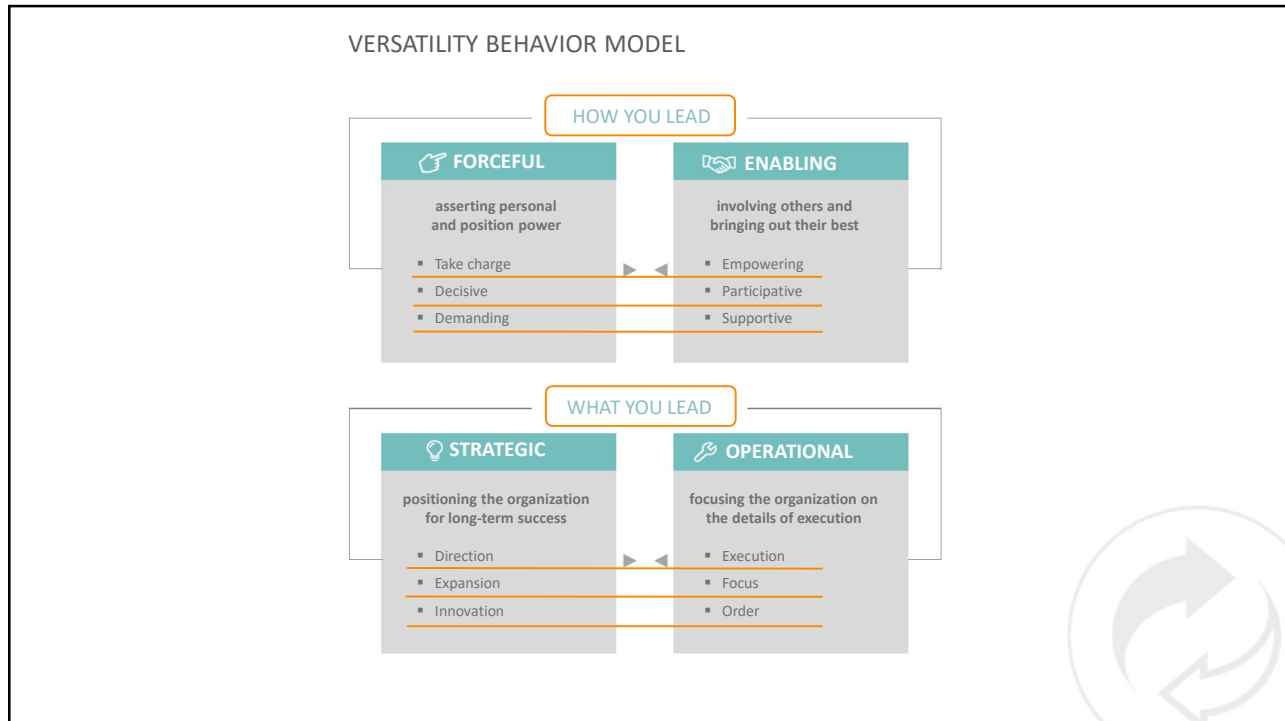
Kaiser (2020) The best leaders are versatile. *Harvard Business Review*
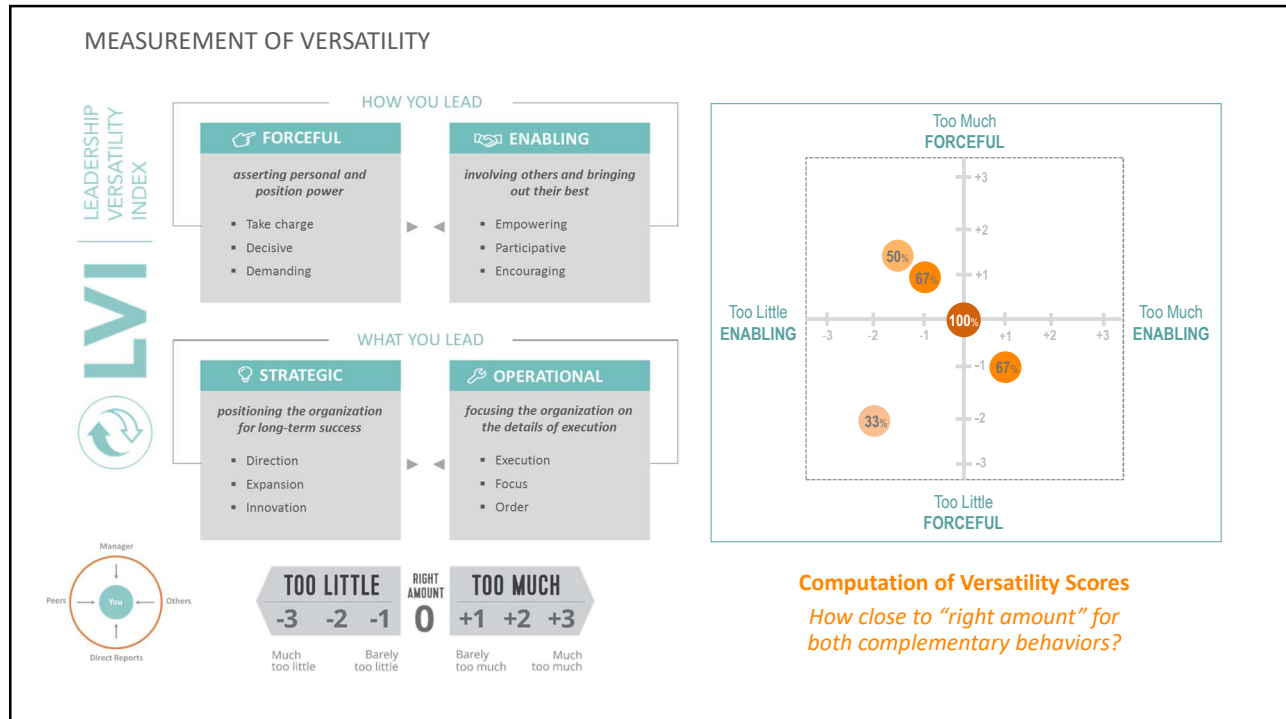Kaplan & Kaiser (2003) Developing versatile leadership. *MIT Sloan Management Review*

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OPPOSING AND COMPLEMENTARY BEHAVIORS
*A KEY DISTINCTION*

Interpersonal "How"

| People-oriented | Task-oriented |
|---|---|
| Participative | Autocratic |
| Consideration | Initiation |
| Transformational | Transactional |
| Long-term | Short-term |
| Change | Stability |
| Innovation | Efficiency |

Organizational "What"

Kaiser & Overfield (2010) Assessing flexible leadership as a mastery of opposites. *Consulting Psychology Journal*
Kaiser, Lindberg, & Overfield (2012) The how and the what of leadership. *Consulting Psychology Journal*
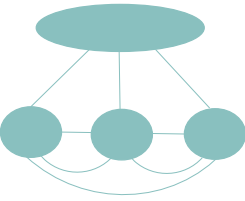
## VERSATILITY BEHAVIOR MODEL

### HOW YOU LEAD

**FORCEFUL**

asserting personal
and position power

- Take charge
- Decisive
- Demanding

**ENABLING**

involving others and
bringing out their best

- Empowering
- Participative
- Supportive

### WHAT YOU LEAD

**STRATEGIC**

positioning the organization
for long-term success

- Direction
- Expansion
- Innovation

**OPERATIONAL**

focusing the organization on
the details of execution

- Execution
- Focus
- Order

## VERSATILITY IN ACTION

### HOW YOU LEAD

**FORCEFUL**

asserting personal and
position power

- Take charge
- Decisive
- Demanding

**ENABLING**

involving others and bringing
out their best

- Empowering
- Participative
- Encouraging

**"Read the room"**

Versatile leaders understand their audience; can
decode others' implicit expectations, needs, &
concerns; and adjust their behavior accordingly

### WHAT YOU LEAD

**STRATEGIC**

positioning the organization
for long-term success

- Direction
- Expansion
- Innovation

**OPERATIONAL**

focusing the organization on
the details of execution

- Execution
- Focus
- Order

**"Read the business landscape"**

Versatile leaders can "zoom out" to understand
the strategic big picture and "zoom in" on the
tactical moves needed to execute

DERAILMENT

**Strengths** can become <span style="color:orange">**weaknesses**</span>



Center for Creative Leadership    McCall & Lombardo (1983) *Off the Track: How and Why Successful Executives Get Derailed* (CCL)
McCall (1998) *High Flyers* (Harvard Business School Press)

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NEW RATING SCALE



| TOO LITTLE | | | RIGHT AMOUNT | TOO MUCH | | |
|---|---|---|---|---|---|---|
| -3 | -2 | -1 | 0 | +1 | +2 | +3 |

Much too little     Barely too little          Barely too much     Much too much

U.S. PATENT NO. 7,121,830

Kaiser & Kaplan (2005) Overlooking overkill. *Human Resources Planning*
Vergauwe, Wille, Hofmans, Kaiser, & De Fruyt (2017) The "too little/too much" scale. *Organizational Research Methods*

## MEASUREMENT OF VERSATILITY



**Computation of Versatility Scores**

*How close to "right amount" for
both complementary behaviors?*

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## IS VERSATILITY A META-COMPETENCY?

### Meta-competency

- A higher-order capability that emerges from competence with interdependent behaviors & skills
  (Briscoe & Hall, 1999; Erpenbeck et al., 2006; Ustav, 2018)

- Enables the acquisition of new competencies & skilled behaviors
  (Briscoe & Hall, 1999; Erpenbeck et al., 2006; Harvey & De Meuse, 2021; Le Deist & Winterton, 2005)

- "*Einer kompetenz der kompetenzen*"
  —"a competence of competences"
  (Bergmann et al., 2006, p. 7)

### Definitional requirements

1. **More than the sum of its parts**
   - Interactive collection of skills & behaviors
   - Combined in an interdependent way
   - Reflect an emergent, higher-order capability

2. **Facilitates development**
   - Enables learning new skills & behaviors and the improvement of existing ones

RESEARCH QUESTIONS

## Measure validation

- *Does measurement model reflect a hierarchical, higher-order structure?*

## Validation of "How" and "What" distinction

- Are F-E & S-O Versatility distinct measurement factors?
- Differential prediction:
  - *Is F-E Versatility more related to engagement?*
  - *Is S-O Versatility more related to productivity?*

## Test of meta-competency requirements

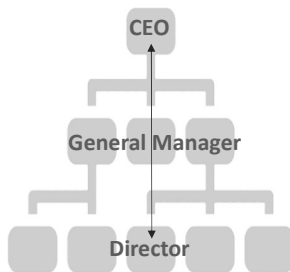- *More than the sum of its parts?*
- *Predict future learning and development?*

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STUDY 1: METHOD

SAMPLE

## Leaders

1,861 upper-level managers
(Director to C-level)

- For-profit American corporations, 9 industries
- Received 360 feedback on LVI (2022 – 2023)
- For developmental applications

## Raters

21,185 coworkers

- At least 1 superior ($M$ = 1.14)
- 3 or more peers ($M$ = 5.18)
- 3 or more subordinates ($M$ = 5.06)

*Mdn* per leader: 11 raters

- 1 superior, 5 peers, 5 subordinates

CEO

General Manager

Director

FOR-PROFIT
BUSINESS

**9**
Industries

Consumer Goods
Energy & Transportation
Financial Services
Healthcare & Life Sciences
Industrials & Manufacturing
Leisure & Entertainment
Professional Services
Technology

## STUDY 1: METHOD

MEASURES
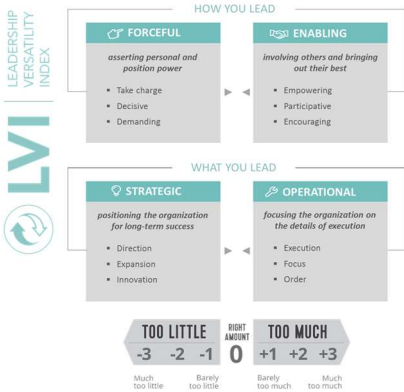
### 48 items

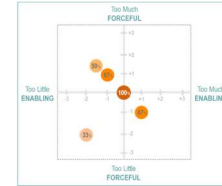### 12 per dimension (4 per subdimension)

### Items written in pairs, rated separately
- "In control" & "Empowers people"
- "Thinks strategically" & "Drives for results"

### Compute versatility for each pair (*n* = 24)

### Aggregated to "360 scores"
- Grand *M* (*M Sup., M Peer, M Sub.*)
- Reflects each perspective equally



LEADERSHIP VERSATILITY INDEX — LVI

**HOW YOU LEAD**

**FORCEFUL** — *asserting personal and position power*
- Take charge
- Decisive
- Demanding

**ENABLING** — *involving others and bringing out their best*
- Empowering
- Participative
- Encouraging

**WHAT YOU LEAD**

**STRATEGIC** — *positioning the organization for long-term success*
- Direction
- Expansion
- Innovation

**OPERATIONAL** — *focusing the organization on the details of execution*
- Execution
- Focus
- Order

**TOO LITTLE** -3 -2 -1 | **RIGHT AMOUNT** 0 | **TOO MUCH** +1 +2 +3
Much too little | Barely too little | Barely too much | Much too much

### Outcome Criteria

**Team Engagement**
- 3 items rated 1-5 by **Subordinates**
  (*their* morale, engagement, & cohesiveness)

**Team Productivity**
- 3 items rated 1-5 by **Superiors**
  (quantity, quality, & timeliness of output)

"Please rate this individual's **overall effectiveness** as a leader on a 10-pt scale, where 5 = adequate and 10 = outstanding."
- Rated by **Sups., Peers, Subs.**
- Aggregated to Grand Mean

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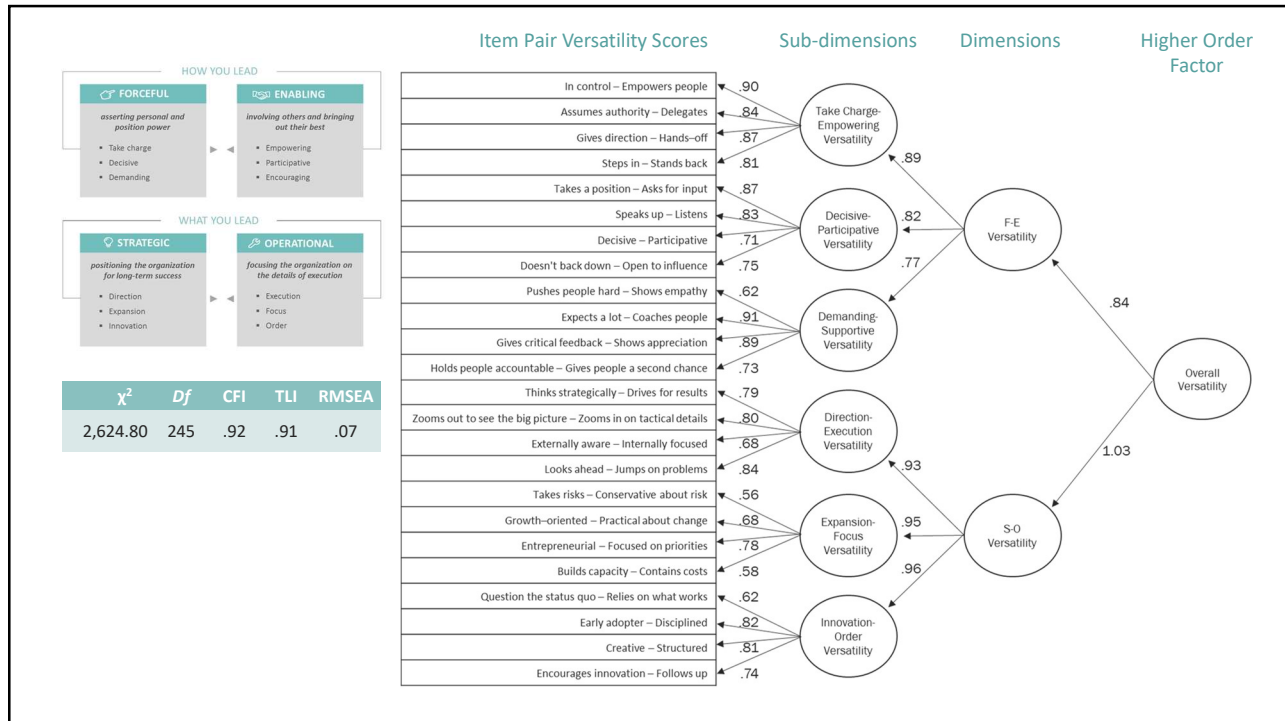## STUDY 1: RESULTS

### Measure validation
- *Does measurement model reflect a hierarchical, higher-order structure?*
- *… that distinguishes F-E (HOW) from S-O (WHAT) Versatility?*

**SEM comparison of 5 alternative models**
**From simple (one factor) to increasingly complex, hierarchical, higher-order models**

| Model | | $\chi^2$ | Df | $\Delta\chi^2$ | CFI | TLI | RMSEA |
|---|---|---|---|---|---|---|---|
| 1. | Baseline: 24 Indicators for one Overall Versatility factor | 7,555.71 | 252 | | .76 | .73 | .12 |
| 2. | 12 indicators for F-E Versatility factor, 12 for S-O Versatility factor, and the factors are uncorrelated | 7,029.75 | 252 | -525.96 | .78 | .75 | .12 |
| 3. | 12 indicators for F-E Versatility factor, 12 for S-O Versatility factor, and the factors are allowed to correlate freely | 5,479.55 | 251 | -2,076.15 | .83 | .81 | .11 |
| 4. | 4 indicators each for 3 F-E subfactors, 4 indicators each for 3 S-O subfactors and the 6 subfactors indicate an overall Versatility factor | 2,928.73 | 246 | -4,626.98 | .91 | .90 | .08 |
| 5. | 4 indicators each for 3 F-E Versatility subfactors which indicate an overall F-E Versatility factor, 4 indicators each for 3 S-O Versatility subfactors which indicate an overall S-O Versatility factor, and the two overall F-E and S-O factors form an Overall Versatility factor | 2,624.80 | 245 | -4,930.91 | .92 | .91 | .07 |

Best fitting model was the more complex, hypothesized one distinguishing F-E vers from S-O vers, which both indicate an overall Versatility factor

## Model Diagram

| | Item Pair Versatility Scores | Sub-dimensions | Dimensions | Higher Order Factor |

**HOW YOU LEAD**

**FORCEFUL** — *asserting personal and position power*
- Take charge
- Decisive
- Demanding

**ENABLING** — *involving others and bringing out their best*
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- Participative
- Encouraging

**WHAT YOU LEAD**

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**OPERATIONAL** — *focusing the organization on the details of execution*
- Execution
- Focus
- Order

| $\chi^2$ | Df | CFI | TLI | RMSEA |
|---|---|---|---|---|
| 2,624.80 | 245 | .92 | .91 | .07 |

Item Pairs and loadings:

- In control – Empowers people .90
- Assumes authority – Delegates .84
- Gives direction – Hands–off .87
- Steps in – Stands back .81
- Takes a position – Asks for input .87
- Speaks up – Listens .83
- Decisive – Participative .71
- Doesn't back down – Open to influence .75
- Pushes people hard – Shows empathy .62
- Expects a lot – Coaches people .91
- Gives critical feedback – Shows appreciation .89
- Holds people accountable – Gives people a second chance .73
- Thinks strategically – Drives for results .79
- Zooms out to see the big picture – Zooms in on tactical details .80
- Externally aware – Internally focused .68
- Looks ahead – Jumps on problems .84
- Takes risks – Conservative about risk .56
- Growth–oriented – Practical about change .68
- Entrepreneurial – Focused on priorities .78
- Builds capacity – Contains costs .58
- Question the status quo – Relies on what works .62
- Early adopter – Disciplined .82
- Creative – Structured .81
- Encourages innovation – Follows up .74

Sub-dimensions: Take Charge-Empowering Versatility (.89), Decisive-Participative Versatility (.82), Demanding-Supportive Versatility (.77), Direction-Execution Versatility (.93), Expansion-Focus Versatility (.95), Innovation-Order Versatility (.96)

Dimensions: F-E Versatility (.84), S-O Versatility (1.03)

Higher Order Factor: Overall Versatility

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STUDY 1: RESULTS

## Distinction between versatility in terms of the "How" and the "What"

*Differential prediction*

- *Is F-E Versatility more related to engagement?*
- *Is S-O Versatility more related to productivity?*

| | Team Engagement | | | Team Productivity | | | Overall Effectiveness | | |
|---|---|---|---|---|---|---|---|---|---|
| | *b* | *β* | *p* | *b* | *β* | *p* | *b* | *β* | *p* |
| Intercept | 1.27 | | .000 | -.35 | | .000 | 1.96 | | .000 |
| F-E Versatility (How) | 2.55 | **.36** | .000 | .61 | .07 | .034 | 3.96 | **.45** | .000 |
| S-O Versatility (What) | .72 | .09 | .007 | 4.40 | **.42** | .000 | 3.49 | **.34** | .000 |
| Model *R* | | .43 | .000 | | .47 | .000 | | .75 | .000 |

*N* = 1,861

Differential validity, consistent with conceptual expectations.
Versatility in terms of both "How" and "What" contribute uniquely to overall effectiveness.

STUDY 1: RESULTS

## Test of meta-competency requirements

- *More than the sum of its parts?*

| | Predictors | Team Engagement R | Team Productivity R | Overall Effectiveness R | Predictors | Team Engagement R | Team Productivity R | Overall Effectiveness R |
|---|---|---|---|---|---|---|---|---|
| Step 1 | Main effect and squared terms for Forceful, Enabling, Strategic, Operational | .37 | .44 | .69 | Main effect of Overall Versatility | .42 | .45 | .75 |
| Step 2 | Incremental validity of Overall Versatility | .45 | .51 | .77 | Incremental validity of main effect and squared terms for Forceful, Enabling, Strategic, Operational | .45 | .51 | .77 |
| | $\Delta R$ | .08 | .07 | .08 | | .03 | .06 | .02 |

Versatility provided more incremental validity relative its component behaviors, indicating that it is **greater than the sum of its parts.**

RESEARCH QUESTIONS

## Test of meta-competency requirements

- *More than the sum of its parts?*
- *Predict future learning and development?*

Study 2

## STUDY 2: METHOD

SAMPLE

### Leaders

**127 upper-level managers
(Director to C-level)**

- For-profit American corporations, 8 industries
- Participants in coaching and leadership programs
  - LVI 360 feedback at T1
  - 360 ratings of behavior change at T2 (~9 months)

### Raters

**1,463 coworkers**

- At least 1 superior ($M\ n$ = 1.10)
- 3 or more peers ($M\ n$ = 5.52)
- 3 or more subordinates ($M\ n$ = 4.89)

*Mdn* per leader: 10 raters

- 1 superior, 5 peers, 4 subordinates

CEO

General Manager

Director

FOR-PROFIT
BUSINESS
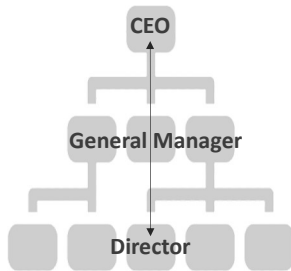
**8**
Industries

| Energy & Transportation |
| Financial Services |
| Healthcare & Life Sciences |
| Industrials & Manufacturing |
| Leisure & Entertainment |
| Retail |
| Technology |

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## STUDY 2: METHOD

MEASURES

### IV: Overall Versatility

LVI

HOW YOU LEAD

**FORCEFUL**
*asserting personal and
position power*
- Take charge
- Decisive
- Demanding

**ENABLING**
*involving others and bringing
out their best*
- Empowering
- Participative
- Encouraging

WHAT YOU LEAD

**STRATEGIC**
*positioning the organization
for long-term success*
- Direction
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**OPERATIONAL**
*focusing the organization on
the details of execution*
- Execution
- Focus
- Order

| TOO LITTLE | RIGHT AMOUNT | TOO MUCH |
|---|---|---|
| -3  -2  -1 | 0 | +1  +2  +3 |

Much too little | Barely too little | Barely too much | Much too much

### DV: Behavior improvement

PROGRESS REPORT

**360 survey with custom content**

- Items written at T1 as part of development planning
- Different items per participant (based on their goals)
  - $M$ = 7.04 items/survey (Range: 3 to 14)
- Retrospective measure of improvement at T2
  - $M$ = 8.85 months later (Range: 6 to 12)
- Rated on a variation on the "Goldilocks scale"

| GOT WORSE | NO CHANGE | GOT BETTER |
|---|---|---|
| -3  -2  -1 | 0 | +1  +2  +3 |

Much worse | A little worse | A little better | Much better

U.S. PATENT NO. 7,121,830

Created an overall measure of behavior improvement
(*M* "360 score" across all behaviors per survey)
- $M$ = +1.24 ($SD$ = .35)

## PROGRESS REPORT

Sample custom items to provide a tailored measure of behavior change based on unique goals for development

Manager

Peers → You → Others

Direct Reports

GOT WORSE | NO CHANGE | GOT BETTER
-3  -2  -1   0   +1  +2  +3
Much worse | A little worse | A little better | Much better

| Sample Participant |
| --- |
| 1. Establishing a clear vision and supporting strategy for R&D |
| 2. Communicating the R&D vision and strategy broadly |
| 3. Challenging the status quo |
| 4. Aggressively pursuing opportunities to generate growth |
| 5. Stepping in to make critical decisions after all inputs have been heard |
| 6. Boldly pushing for high performance |
| 7. Pushing teams toward the execution of plans |
| 8. Holding staff accountable to their commitments |

Setting, communicating, and driving
an ambitious growth strategy

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STUDY 2 RESULTS

### Test of meta-competency requirements

- *Predict future learning and development?*

| | $b$ | $β$ | $p$ |
| --- | --- | --- | --- |
| Step 1 | | | |
| Intercept | | 5.67 | .000 |
| T1-T2 Interval (months) | -.03 | -.36 | .721 |
| Number of T2 Behavior Items | .02 | .27 | .785 |
| Model $R$ | | .04 | .912 |
| Step 2 | | | |
| Intercept | | -1.81 | .073 |
| T1-T2 Interval (months) | .00 | -.05 | .963 |
| Number of T2 Behavior Items | .11 | 1.28 | .201 |
| T1 Overall Versatility | .36 | 4.13 | .000 |
| Model $R$ | | .35 | .000 |
| $\Delta R$ | | .31 | .001 |

Yes, greater versatility at T1
predicted greater behavior
change and improvement at T2

SUMMARY OF FINDINGS

- Measurement of leader versatility fits the conceptual structure

- There is a useful distinction between versatility in terms of:
  - The interpersonal HOW (Forceful-Enabling)
  - The organizational WHAT (Strategic-Operational)

- Versatility is a robust predictor of a range of outcomes

| Versatility x … | R |
|---|---|
| Engagement | .43 |
| Productivity | .47 |
| Overall Effectiveness | .75 |

- Versatility meets the definitional requirements of a "meta-competency"
  - An emergent, higher-order capability that is "more than sum of its parts"
  - Predicts behavior change and improvement ~9 months later in a development process

NEXT

- Conceptual (and empirical) house cleaning
  - Versatile, agile, adaptive, flexible, paradoxical, ambidextrous—what's the difference?
  - What differences make a difference (re: predicting outcomes, developing leaders)?

- Why are some leaders more versatile than others?
  - The DNA of developmental work experience (Diversity, Novelty, & Adversity)?
  - Personality and individual differences?

**HOGAN** | **Predict Workplace Performance**

# Personality, Versatility, and Leadership Effectiveness

**Ryne A. Sherman, Ph.D.**

Chief Science Officer | Hogan Assessments

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# Defining Leadership

## Emergence vs. Effectiveness

- Most people define leadership in terms of the people in charge: Presidents, CEOs, senior military officers, etc.

- But who gets to the top of large, hierarchical, bureaucratic, male dominated organizations?

- Those at the top have won the competition for status—politicians—but they may or may not have any talent for leadership.

  - Bob Iger and Jack Welch come to mind.

## *Real Managers*: Emergence vs. Effectiveness
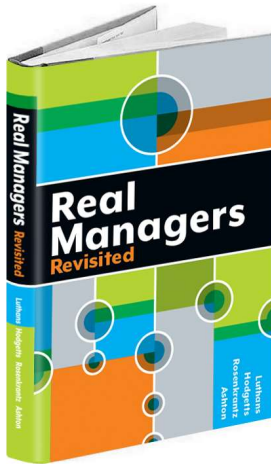
- Found two groups of high performers: (1) Those who advanced rapidly; (2) Those whose teams performed well.

- There was a 10% overlap in the groups (*r* = .30).

- Those who advanced rapidly spent their time networking. These people are high in ***Emergence***.

- Those whose teams performed well spent their time working with their teams. These people are high in ***Effectiveness***.

## Personality and Leadership Emergence

Journal of Applied Psychology
2002, Vol. 87, No. 4, 765–780

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### Personality and Leadership: A Qualitative and Quantitative Review

Timothy A. Judge
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University of Iowa

This article provides a qualitative review of the trait perspective in leadership research, followed by a meta-analysis. The authors used the five-factor model as an organizing framework and meta-analyzed 222 correlations from 73 samples. Overall, the correlations with leadership were Neuroticism = −.24, Extraversion = .31, Openness to Experience = .24, Agreeableness = .08, and Conscientiousness = .28. Results indicated that the relations of Neuroticism, Extraversion, Openness to Experience, and Conscientiousness with leadership generalized in that more than 90% of the individual correlations were greater than 0. Extraversion was the most consistent correlate of leadership across study settings and leadership criteria (leader emergence and leadership effectiveness). Overall, the five-factor model had a multiple correlation of .48 with leadership, indicating strong support for the leader trait perspective when traits are organized according to the five-factor model.

**Five-Factor Model**

Neuroticism = -.24

Extraversion = .33

Openness = .24

Agreeableness = .05

Conscientiousness = .33

Multiple *R* = .53

# Emergence is easy to measure

- Personality clearly predicts who gets to lead
- What about effectiveness?

# Personality and Leadership Effectiveness

## The Criterion Problem

**Effectiveness concerns team performance**

- How do you measure team performance?
  - Stock price? Market cap?
  - Return on assets?
  - Employee engagement?

**Reputation**

- Peer Ratings: "This person is an effective leader"

## Method

- 2,410 Execs and Managers
  - 90 organizations and 21 industries
- Completed HPI, HDS, and MVPI
- Received 360 feedback on the LVI
  - Median = 15 raters each
- Key Variables
  - Main scales of personality assessments
  - Behaviors and Versatility from the LVI
  - Overall Effectiveness on a 10-point scale
    - Aggregated ICC = .78

# Predicting 360 Behavior

# HPI Regressions

| | Forceful | Enabling | Strategic | Operational |
|---|---|---|---|---|
| Adjustment | -.15*** | .14*** | -.05* | -.03 |
| Ambition | .27*** | -.18*** | .16*** | -.09*** |
| Sociability | .02 | -.02 | .04 | -.06* |
| Interpersonal Sensitivity | -.13*** | .16*** | -.03 | -.04 |
| Prudence | .01 | -.01 | -.07** | .19*** |
| Inquisitive | .01 | -.01 | .07** | -.10*** |
| Learning Approach | .02 | -.03 | .01 | .05* |
| *R* | .28*** | .24*** | .22*** | .28*** |

# HDS Regressions

| | Forceful | Enabling | Strategic | Operational |
|---|---|---|---|---|
| Excitable | .24*** | -.22*** | .04 | .02 |
| Skeptical | -.02 | .03 | .02 | -.05* |
| Cautious | -.30*** | .26*** | -.13*** | .07** |
| Reserved | .04 | -.09*** | .03 | .02 |
| Leisurely | -.11*** | .06** | -.05* | -.02 |
| Bold | -.04* | .07** | .00 | .06** |
| Mischievous | -.04 | .07** | .03 | .03 |
| Colorful | .03 | -.01 | .04 | -.11*** |
| Imaginative | .05* | -.04* | .17*** | -.16*** |
| Diligent | .06** | -.07*** | -.06** | .20*** |
| Dutiful | -.03 | .02 | .02 | .00 |
| *R* | .37*** | .30*** | .28*** | .35*** |

## MVPI Regressions

| | Forceful | Enabling | Strategic | Operational |
|---|---|---|---|---|
| Recognition | -.01 | -.01 | .02 | -.10*** |
| Power | .08* | -.00 | .10*** | -.03 |
| Hedonistic | -.04 | .03 | -.02 | .02 |
| Altruistic | .02 | .03 | .04 | -.06* |
| Affiliation | -.00 | .04 | -.02 | -.00 |
| Tradition | .02 | -.02 | -.05 | .02 |
| Security | -.09*** | .05 | -.19*** | .22*** |
| Commercial | -.02 | -.01 | .05 | -.01 |
| Aesthetic | -.00 | .00 | .00 | -.03 |
| Scientific | -.01 | -.06* | .02 | -.02 |
| *R* | .10* | .09 | .22*** | .25*** |

## Versatility Predicts Effectiveness

*r* = .72
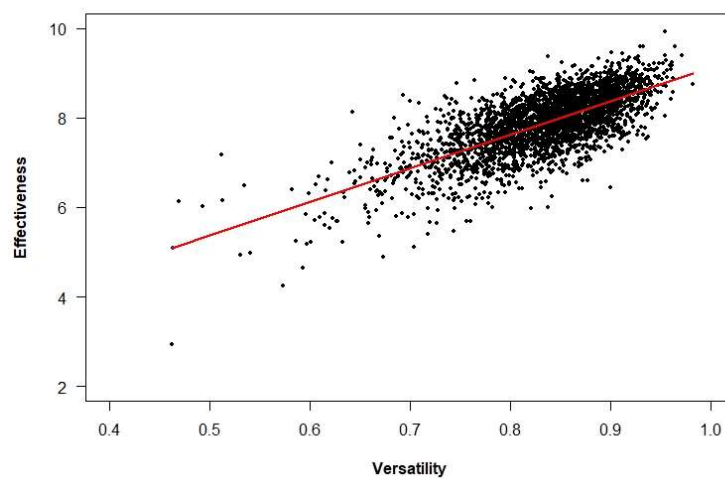
# Predicting Versatility from Personality

<u>Genetic Algorithm</u>
Vers ~ 28 Hogan Scales
Cross-Validate (75% train)
200 iterations, AIC fitness
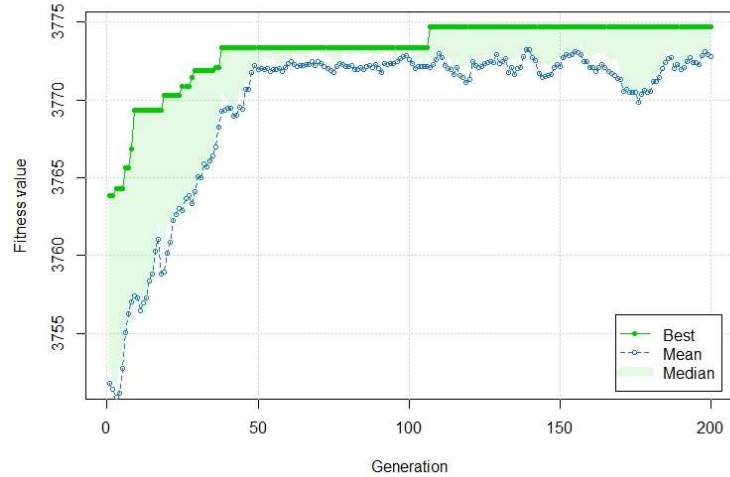


# Personality & Leadership Effectiveness

## Peer-Rated Leader Effectiveness (N = 1,933 Leaders)
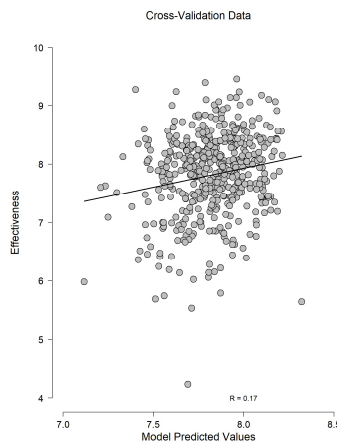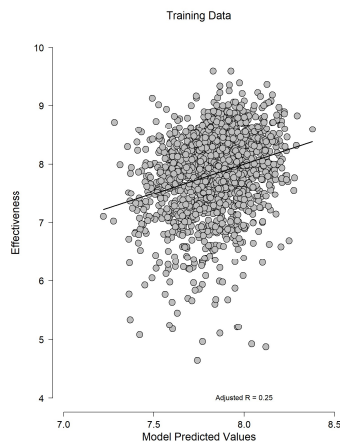


**Cross-validated multiple R = .17**

<u>Standardized βs</u>
Interp. Sensitivity = .05
Learning Approach = .07
Excitable = -.10
Leisurely = -.09
Bold = .08
Recognition = -.11
Power = .07
Hedonism = .08
Affiliation = -.11
Commerce = -.09
Aesthetic = -.09
Science = -.10

# The Paradox:
# Personality Predicts Behavior

# But Doesn't Predict
# Versatility or Effectiveness

## Versatile Leader "Profile"



**95% Confidence Bands for Versatile Leaders**
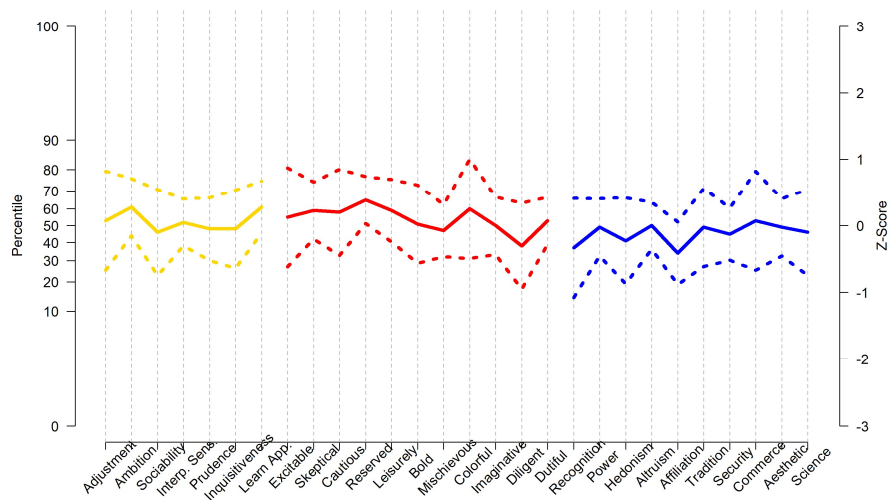
N = 255

# Personality Predicts Ineffectiveness

## Key Points

➤ Emergence ≠ Effectiveness

➤ Personality Predicts Emergence

➤ Personality Predicts Ineffectiveness
Not Versatility

➤ Self-awareness is the starting point for
leadership effectiveness

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# Versatility: Personality, Leadership, and the Odyssey Ahead

**P.D. Harms**

**University of Alabama**

# Remaining Questions

- Versatility is important for leader effectiveness
- Versatility is predictable (weakly) by personality traits

- What's left?

# Versatility in Personality Psychology

- Multiple selves
  - Role theory
  - Identity theory
- Psychological flexibility (Kasdan)
- Fleeson: traits as density distributions

- Political skill
- Machiavellianism
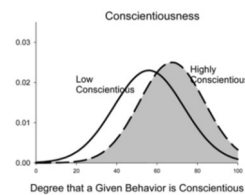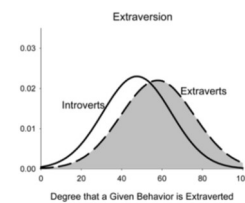
# Versatility in Leadership

- Traditional approaches often assume a static style or recommend a "best style"
  - Paired contrasts of styles
  - There are notable exceptions
    - Path-goal theory (House, 1995)
    - Life cycle theory (Hershey & Blanchard, 1969)
    - LMX differentiation?

- Recent leadership models encourage a more fixed approach based on abilities or values
  - Authentic leadership
  - Strengths-based leadership

# Personality Change?

- Trait approaches to leadership
- Personality generally changes for the better as we age

- Does leadership improve with age? No.
  - What about experience? Unclear.
  - We modify our identities based on experiences and expectations

- There is a tendency to get stuck in patterns that "work"
  - George Kelly
  - Allport, McClelland
  - Derailers
    - Rigidity vs volatility

- McClelland: Power reveals who you are
  - Less need to be responsive to contingencies

# Other Potential Issues

- Fischer et al. (2023) critique of leadership measures
  - Subordinate Appraisals ≠ Behavior
  - Evaluations after the fact are reconstructions
- Must avoid conflating outcomes with causes

- Personality traits
  - Extreme scorers less likely to be flexible?
  - Fleeson's approach is not practical for applied settings and doesn't reflect intentional versatility

- May need to move beyond structuralism…

# Structuralist vs Functionalist

- Structuralist interested in constructs/dimensions
  - What we do (e.g. Big 5 and other traits)
  - Get stuck on most important traits/patterns, but not the many important traits
- Functionalists interested in root causes
  - **M**otives
  - **A**bilities
  - **P**erceptions
  - **S**ituations

# Next Generation Assessment (ESJTs)

- Elaborated Situational Judgment Tests
  - Versatility as a behavioral pattern
  - Balanced leadership scenarios with multiple contingency factors and options for action
    - Informal vs formal leadership; powerful vs weak; high vs low quality relationships; nature of followers; etc.
    - Task vs relationship orientation; influence tactics (reward vs punishment); abstraction vs concrete
  - Ask for final decision
  - Ask for explanations of each step of decision-making
    - Which style or behavior (e.g. carrots vs sticks) yields the best performance outcomes? Relational? Immediate or long-term?

# Next Generation Assessment (ESJTs)

- Identify critical functional antecedents (MAPS) associated with specific deficits in cognitive model associated with high or low versatility
  - Achievement
  - Affiliation
  - Alertness
  - Emotional intelligence ("Read the room")
  - Self-monitoring
  - Political skill
  - Machiavellianism
  - Attachment styles
  - Rigidity

- Use these (and feedback on normative responses) for training and development
- Allows identification of what versatile leaders actually do and how they identify and respond to situational cues

**HOGAN** | **Predict Workplace Performance**

# Effective Leadership

**Robert Hogan, Ph.D.** | Hogan Assessments

## Setting the Scene

- *"Science proceeds one funeral at a time"* – Max Planck

- *"Forget what you learned in graduate school"* – John Holland

- *"Beware zombie leadership theory"* – Alex Haslam

**It is time to rethink leadership.**

# Remembering Wittgenstein

*"In psychology there are empirical methods and conceptual confusions"*

— L. Wittgenstein, 1958

Leadership research is confused in three ways:

1. Defining leadership in terms of who is in charge.

2. Believing the corporate elite is a race of heroes — the leadership positivity bias.

3. Ignoring the distinction between emergence and effectiveness.

# How to Define Leadership

- Leadership is much more than simply being in charge.

- Leadership concerns **building and maintaining** high performing teams.

- Leadership should be evaluated in terms of the **performance of the team**.

- Leadership is a resource for teams, **not a source of privilege** for incumbents.

- Leadership comes down to **how leaders are perceived** by their team.

# Emergence versus Effectiveness

- **Emergence** is about seeming leaderlike, and charisma is key

- **Effectiveness** is being able to build a high performing team, and being trusted is key.

- **Leader emergence** is about getting in the game.

- **Leader Effectiveness** is about winning the game.

# Ineffective Leadership

**Team members want to see four things in their leaders:**

- **Integrity** – can he/she be trusted?

- **Competence** – does he/she know what he/she is talking about?

- **Good judgment** – can he/she make decisions (and fix bad ones) in a timely way?

- **Vision** – does he/she know where we are going and why?

Leaders fail when any of these are missing.  They are necessary but not suffiicient for effectiveness.

# Effective Leadership

*"How do you build a team? One player at a time."* (Red Auerbach)

- Leader effectiveness depends on versatility.

- Versatility depends on treating each individual team member with the right amount of encouragement and accountability, specific performance demands, and visionary aspirations.

- Versatility is best assessed using subordinate appraisals and a Goldilocks scoring method (too much, too little, just right).

# Final Thoughts

1. **Bad leadership is normative and destructive.**

2. **Effective leadership is uncommon but beneficial.**

3. **Understanding leader effectiveness depends on getting definitions right:**

   - Emergence concerns being selected for leadership positions and depends on personality style.

   - Effectiveness concerns building a high performing team and depends on being trusted and versatile.

   - Versatility is best assessed with subordinate ratings and a Goldilocks scoring algorithm.