

Effect of Personality on Leadership

Dr. M. V. Anuradha

IIM Visakhapatnam

Senior Leadership Program

What is Personality?

The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment. - Gordon Allport

The sum total of ways in which an individual reacts and interacts with others, the measurable traits a person exhibits

Nature or Nurture?

Biological Determinism

- This “heredity approach” argues that genes are the source of personality
- Twin studies: raised apart but very similar personalities
- There is some personality change over long time periods



Psychoanalytic Perspective



Emphasis: Childhood experiences and the unconscious mind
Major theorists: Freud, Erikson, and Jung

Humanistic Perspective



Emphasis: Psychological growth, free will, and personal awareness
Major theorists: Maslow and Rogers

Trait Perspective



Emphasis: Identifying, describing, and measuring personality traits
Major theorists: Eysenck, Cattell, McCrae, and Costa

Social Cognitive Perspective



Emphasis: Observational learning, self-efficacy, and situational influences
Major theorists: Bandura

TABLE 6-5

Guidelines for Understanding and Improving Relevant Competencies

- Learn about your strengths and weaknesses.
 - Maintain self-awareness.
 - Identify and develop skills relevant for a future leadership position.
 - Remember that a strength can become a weakness.
 - Compensate for weaknesses.
-

Personality Trait	Definition
Extraversion	<ul style="list-style-type: none"> ● being focused on the outside world ● like to be in other people's company ● more sociable, careless, and adapt to change faster ● more likely to trust e-retailers
Neuroticism	<ul style="list-style-type: none"> ● emotional instability, pessimism, and low self-esteem ● unfavourable position in transaction processes and has no control ● negative influence on trust.
Agreeableness	<ul style="list-style-type: none"> ● positive beliefs toward others and appreciates their values and convictions ● people having respect for others also believe that others have respect for them ● expected to be more trustful
Conscientiousness	<ul style="list-style-type: none"> ● responsible, dutiful, and trustworthy ● more serious and cautious in making decisions ● expect others to be conscientious also and hence, they are more likely to trust
Openness	<ul style="list-style-type: none"> ● open mindedness ● make liberal decisions ● more willingness to embrace new concepts and be more careless with respect to new situations and experiences. ● more likely to trust

Traits of Effective Leaders

High Energy (Conscientiousness/Extraversion)- Stamina, Tolerate Stress well, enthusiasm and don't give up easily

Self Confidence (Conscientiousness, Adjustment)- Self assured in judgments, decision making, ideas and capabilities

- Self confidence is important for influencing others
- Realistically Confident

Locus of Control (Openness to experience)- belief in control over one's destiny

- **External Locus of Control**- No control over their fate, behavior has little to do with their performance
- **Leaders have internal locus of control**-Take responsibility for who they are , their actions and behaviors

Stability (neuroticism)- emotionally in control of themselves, secure and positive

- Have a good understanding of their own strengths and weaknesses
- Act towards self improvement

Integrity (Conscientiousness)- behavior that is honest and ethical

- Trustworthy
- Ability to influence is based on the leader's integrity

Intelligence (Openness to experience): usually have above average intelligence

Multiple intelligence: need to go beyond the conventional notion of intelligence Quotient (IQ)

Emotional Intelligence (Neuroticism)

Self awareness, other awareness, managing emotions/relationships

- **Flexibility (Openness to experience)**- Ability to adjust to different situations
- Leadership requires a lot of change and this requires flexibility

Sensitivity to others (agreeableness)- understanding others, their positions on issues

Leadership influence increases with this knowledge

Jung's: Personality Types

- Differences between people are not random. Instead they form patterns—types.
- Jung and Myers assumed that people are predisposed to develop the preferences that combine to form their type.
- Katherine Briggs & Isabel Myers

MBTI

Dichotomies

EXTRAVERSION



INTROVERSION

SENSING



INTUITION

THINKING



FEELING

JUDGING



PERCEIVING

Extraversion/ Introversion

- Tend to act before thinking
- Prefer to take action quickly
- Talk things through
- More expressive when interacting
- Gain energy from interaction
- Have a breadth of interests

- Tend to think before acting
- Prefer to spend time on reflection
- Think things through
- More contained when interacting
- Gain energy from concentration
- Have a depth of interests

EXTRAVERSION

- Action
- Outward
- Open
- Interaction
- Many
- Expressive
- Speak

INTROVERSION

- Reflection
- Inward
- Private
- Concentration
- Few
- Quiet
- Reflect

Sensing/ Intuiting

- Want to know the facts
 - Look at the specifics
 - Adopt a realistic approach
 - Focus on the here and now
 - Ensure things work in practice
 - Collect observations
- Seek out new ideas
 - Look at the bigger picture
 - Adopt an imaginative approach
 - Anticipate the future
 - Ensure things work in theory
 - Use conceptual frameworks

SENSING

- Facts
- Reality
- Specific
- Present
- Keep
- Practical
- What is

INTUITION

- Ideas
- Imagination
- General
- Future
- Change
- Theoretical
- What could be

Thinking/ Feeling

- | | |
|---|--|
| <ul style="list-style-type: none">• Apply logical reasoning• Use cause and effect analysis• Seek objective truth• Decide using impersonal criteria• Focus on tasks• Provide a critique | <ul style="list-style-type: none">• Apply individual values<ul style="list-style-type: none">• Understand others' viewpoints• Seek harmony• Decide by personal circumstances• Focus on relationships• Offer praise |
|---|--|

THINKING

- Head
- Detached
- Things
- Objective
- Critique
- Analyze
- Firm
- Fair

FEELING

- Heart
- Personal
- People
- Subjective
- Praise
- Understand
- Committed
- Compassionate

Judging/ Perceiving

- Like to come to closure
- Make plans
- Act in a controlled way
- Prefer to act within a structure
- Prefer to schedule activities

- Keep a range of choices available
- Remain flexible
- Respond to emerging information
- Prefer to go with the flow
- Prefer to be spontaneous

JUDGING

- Organized
- Decision
- Control
- Now
- Closure
- Deliberate
- Plan

PERCEIVING

- Flexible
- Information
- Experience
- Later
- Options
- Spontaneous
- Wait

istj

isfj

infj

intj

istp

isfp

infp

intp

estp

esfp

enfp

entp

estj

esfj

enfj

entj