



Predict Workplace Performance

The Transformative Power of Personality and Leadership Effectiveness

Ryne A. Sherman, Ph.D.

Chief Science Officer | Hogan Assessments

Overview

- 1 Leadership is Critical, but often Ineffective
- 2 Leadership Emergence vs. Effectiveness
- 3 What Effective Leadership looks like
- 4 Practical Recommendations

Leadership is Critical

Leadership is the most important problem in human affairs.

When **good** leadership is in place



- Organizations and countries prosper
- Everyone wins

When **bad** leadership is in place



- Organizations and countries fail
- Everyone loses

Modern Leadership is Incompetent

8 out of 10 people have cried at work, so just know you're not alone



By [AJ Willingham, CNN](#)
Updated 3:27 PM ET, Fri August 16, 2019



Ah, the pitter-patter of teardrops falling on a keyboard.

(CNN) – According to a new study from job search company Monster, 8 out of 10 people have cried at work, which means the other two are either lying or wait to have their existential crises in the parking lot.



Modern Leadership is Incompetent



Hannah Whitfield

EXPERT MARKET

Researcher

Majority Of Americans Would Rather Fire their Boss Than Get A Raise



Meghan Casserly Forbes Staff

Entrepreneurs

Entrepreneurship. By women, of women, for women.

- 22% “hate their boss”
- 52% name their boss as main cause of dissatisfaction
- 20% would forgo a pay raise to fire their boss
- 12% have actively fantasized about killing their boss

- 65% would prefer firing their boss to receiving a pay raise

Why Is Modern Leadership So Ineffective?

Personality and Leadership

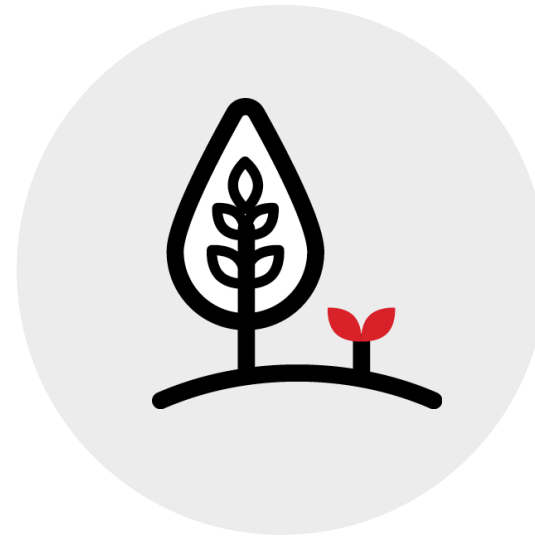
Personality Predicts

Who Leads



+

How They Lead

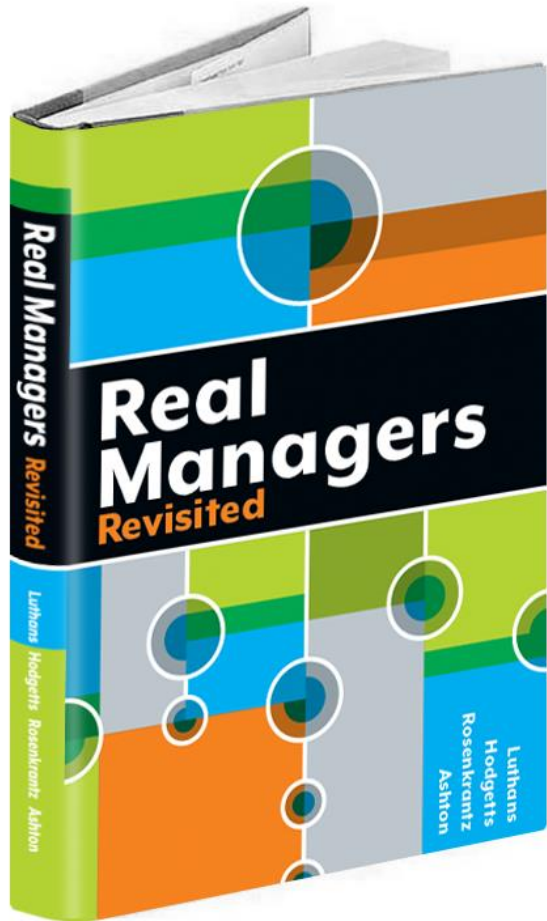


Defining Leadership

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.

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

Copyright 2002 by the American Psychological Association, Inc.
0021-9010/02/\$5.00 DOI: 10.1037/0021-9010.87.4.765

Personality and Leadership: A Qualitative and Quantitative Review

Timothy A. Judge
University of Florida

Joyce E. Bono
University of Minnesota

Renus Ilies
University of Florida

Megan W. Gerhardt
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 = $.24$

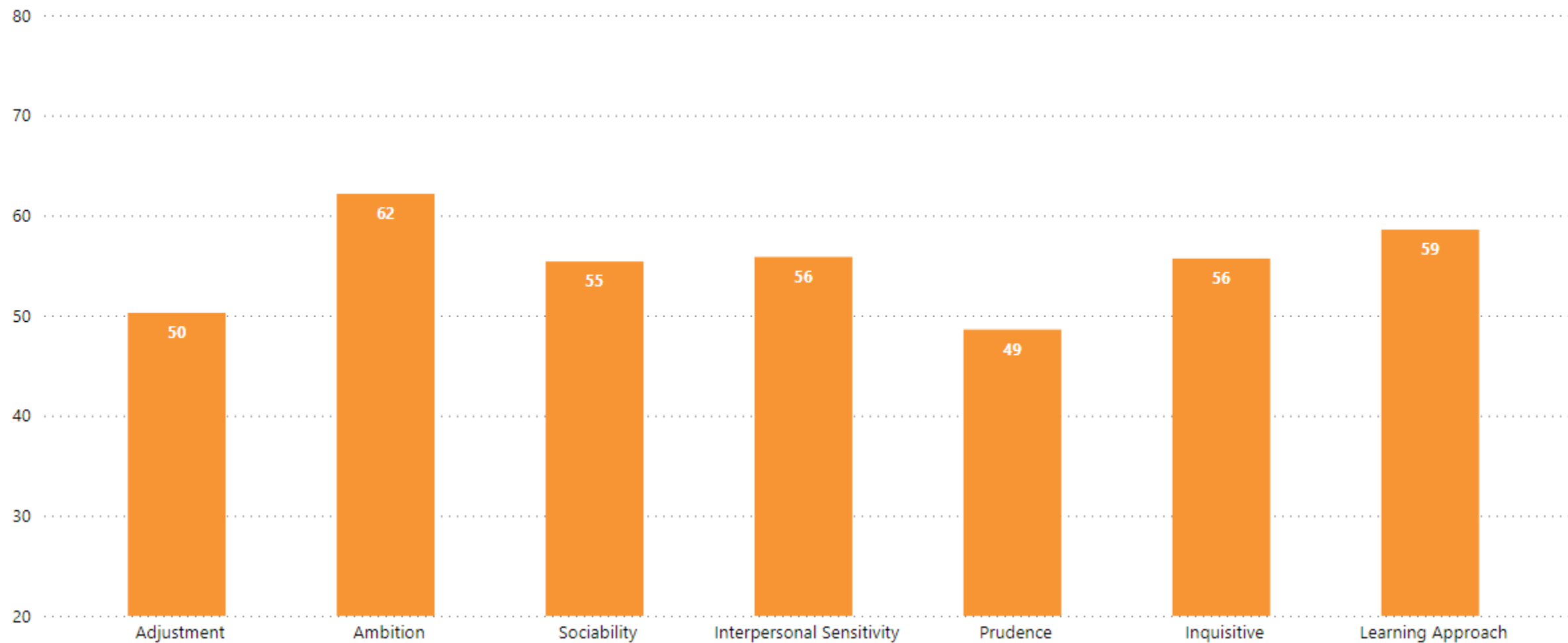
Agreeableness = $.05$

Conscientiousness = $.33$

Multiple $R = .53$

Global Executives

Hogan Personality Inventory



Emergence is Easy to Measure

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

Personality and Leadership Effectiveness

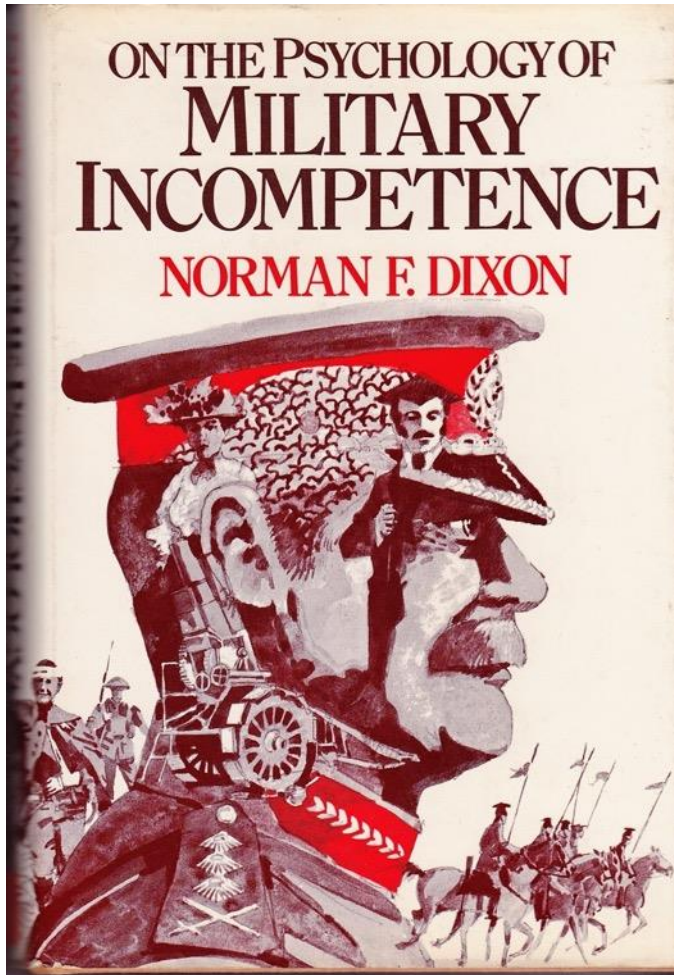
Who is a good leader?

Little consensus among academics

Some converging lines of thought:

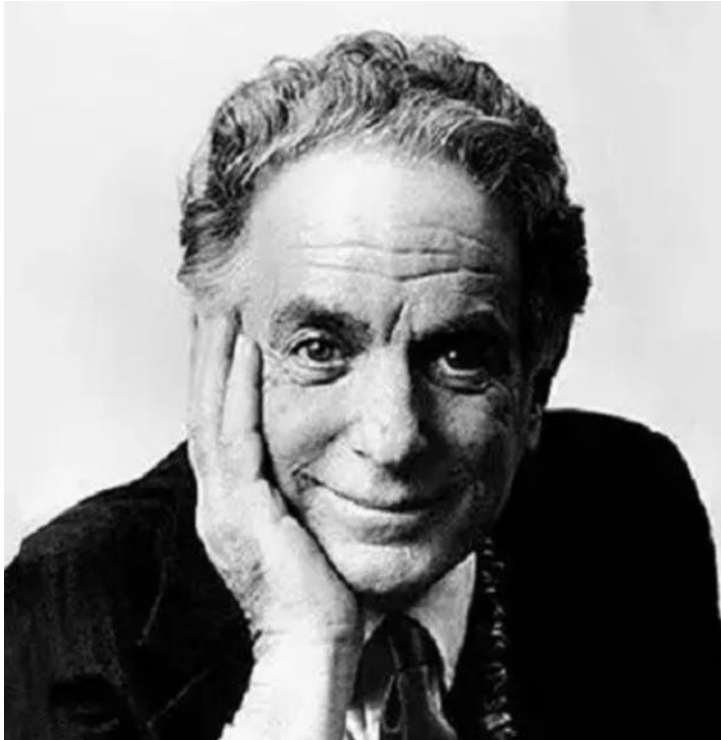
- Ineffective leadership
- Implicit leadership theory
- Collins' research on effective CEOs

Ineffective Leadership & Personality



- What about ineffective leadership?
- 10 British military disasters
- All driven by leadership incompetence

Ineffective Leadership & Personality



Fred Herzberg

- Two-Factor Theory of Motivation
- “Hygiene” factors that alienate employees all related to bad management
- 65% of employees were alienated

Ineffective Leadership & Personality



V. Jon Bentz

- 30 years as Research Director at Sears
- 2/3rds of new managers fail
- All due to personality issues
- Identified 11 categories of failure

Ineffective Leadership & Personality



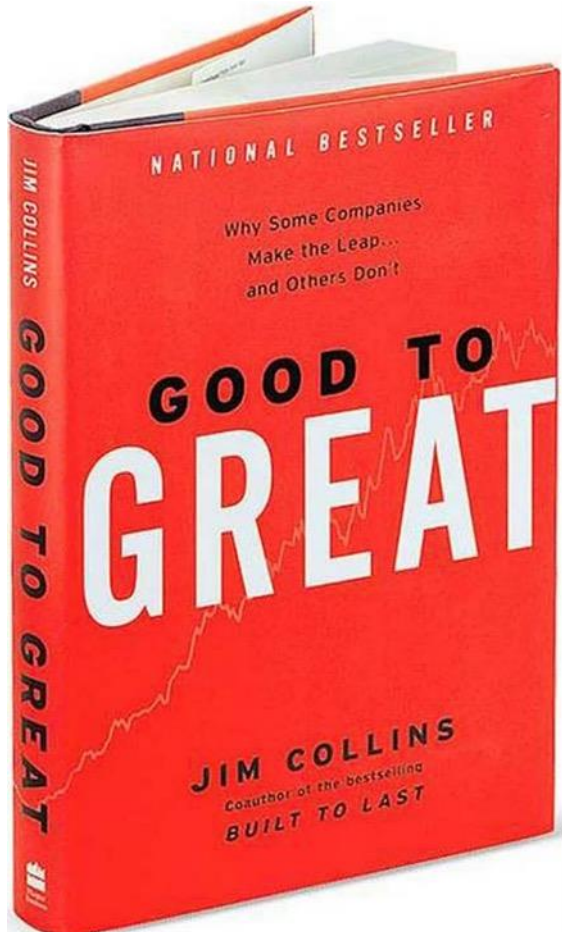
- A substantial number of executives fail
- Mostly due to underlying personality issues
- Classification aligns with Bentz'

Implicit Leadership Theory

People intuitively recognize the characteristics of good leadership.

- 1** Integrity: Being true to your word; not double-dealing
- 2** Competence: Having knowledge of the area you are working in
- 3** Good Judgment: Making reasonable decisions in a timely fashion
- 4** Vision: Inspiring people to work for a common future

Good to Great Themes



- Concerns leader **Effectiveness**.
- Found 11 Fortune 1000 companies with 15 years of mediocre performance and then 15 years of superior performance.
- The CEOs of the companies with superior performance were humble but competitive—not high emergent or charismatic.
- Say goodbye to the myth of charismatic leadership.

Leadership Effectiveness

Leadership Effectiveness involves building engagement

Followers respond best to leaders who seem to:

1. Provide appropriate structure and consideration.
2. Keep commitments; remain steady under pressure.
3. Display expertise and good judgment.
4. Provide an attractive vision for the future.

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 (behavior at work)

- Peer Ratings
 - Two 360 data sets

Workplace Reputation Studies

Study 1

- 3,709 Execs and Managers
 - 90 organizations and 21 industries
- Completed HPI, HDS, and MVPI
- 360 evaluation on 14 key behaviors
 - Integrity, People Skills, Efficiency, Innovation, etc.
 - Median = 12 raters each

Study 2

- 2,410 Execs and Managers
 - 90 organizations and 21 industries
- Completed HPI, HDS, and MVPI
- 360 evaluation on 4 key behaviors
 - Forceful vs. Enabling
 - Strategic vs. Operational
 - Median = 15 raters each

Personality and the Ways We Go Right

HPI Correlations

	Integrity	Resilience	Communication	People Skills	Team Player	Customer Focus	Capability	Efficiency	Results	Engaging	Accountability	Motivation	Strategy	Innovation
ADJ	0.09	0.21	0.00	0.12	0.04	0.00	-0.03	0.01	0.00	-0.02	-0.07	0.07	-0.03	-0.04
AMB	-0.10	-0.10	0.02	-0.04	-0.06	0.05	-0.04	-0.01	-0.02	0.16	0.00	0.01	0.06	0.08
SOC	-0.12	-0.11	0.02	-0.01	-0.02	0.05	-0.10	-0.10	-0.09	0.13	-0.05	0.00	-0.02	0.04
INT	0.07	0.09	0.06	0.16	0.09	0.13	-0.05	-0.03	0.01	0.11	-0.03	0.12	0.03	0.05
PRU	0.10	0.15	0.00	0.07	0.03	0.00	0.02	0.08	0.07	-0.08	0.00	0.02	0.00	-0.06
INQ	-0.10	-0.07	-0.08	-0.09	-0.10	-0.03	-0.07	-0.12	-0.08	-0.01	-0.06	-0.06	-0.03	0.03
LEA	0.00	-0.04	-0.01	-0.04	-0.05	-0.02	0.02	0.02	0.05	0.02	0.00	-0.03	0.03	0.06

HDS Correlations

	Integrity	Resilience	Communi- cation	People Skills	Team Player	Customer Focus	Capability	Efficiency	Results	Engaging	Account- ability	Motivation	Strategy	Innovation
EXC	-0.11	-0.23	-0.03	-0.18	-0.09	-0.04	0.03	-0.02	-0.03	-0.02	0.06	-0.12	-0.02	-0.02
SKE	-0.08	-0.10	-0.03	-0.07	-0.05	-0.04	0.00	-0.01	-0.04	-0.03	0.01	-0.06	-0.03	-0.02
CAU	0.15	0.17	-0.04	0.08	0.07	-0.07	0.06	0.00	0.04	-0.22	-0.10	-0.01	-0.08	-0.09
RES	-0.03	-0.04	-0.11	-0.14	-0.10	-0.12	0.03	0.03	-0.01	-0.15	-0.03	-0.12	-0.07	-0.07
LEI	0.03	0.06	-0.03	0.03	0.00	-0.08	0.00	-0.06	-0.02	-0.10	-0.11	-0.02	-0.09	-0.08
BOL	-0.08	-0.05	-0.04	-0.03	-0.07	0.02	-0.09	-0.04	-0.05	0.02	-0.05	-0.02	-0.01	0.02
MIS	-0.14	-0.14	0.01	-0.04	-0.02	0.08	-0.04	-0.07	-0.08	0.15	0.00	0.02	0.03	0.11
COL	-0.15	-0.14	0.05	0.00	-0.02	0.11	-0.08	-0.09	-0.09	0.21	-0.02	0.04	0.04	0.11
IMA	-0.19	-0.15	-0.06	-0.11	-0.09	0.06	-0.08	-0.09	-0.09	0.12	-0.02	-0.04	0.04	0.15
DIL	-0.02	-0.07	-0.04	-0.07	-0.06	-0.01	0.03	0.05	0.06	-0.02	-0.01	-0.08	-0.02	-0.03
DUT	0.03	0.06	0.02	0.06	0.03	0.03	-0.04	0.00	-0.01	0.00	-0.07	0.00	-0.01	-0.01

MVPI Correlations

	Integrity	Resilience	Communication	People Skills	Team Player	Customer Focus	Capability	Efficiency	Results	Engaging	Accountability	Motivation	Strategy	Innovation
REC	-0.11	-0.10	-0.03	-0.04	-0.07	-0.02	-0.11	-0.08	-0.08	0.02	-0.06	-0.04	-0.04	-0.02
POW	-0.13	-0.12	-0.05	-0.06	-0.07	0.04	-0.06	-0.04	-0.04	0.09	-0.03	-0.03	0.01	0.06
HED	-0.07	-0.04	0.01	-0.01	-0.01	-0.04	-0.08	0.01	-0.06	-0.03	-0.04	0.00	-0.06	-0.05
ALT	0.02	0.01	-0.01	0.06	0.03	0.09	-0.04	-0.04	-0.02	0.03	-0.03	0.03	0.01	0.02
AFF	-0.05	-0.02	0.03	0.06	0.02	0.06	-0.11	-0.06	-0.07	0.11	-0.06	0.05	-0.01	0.01
TRA	0.00	-0.03	-0.01	0.00	-0.02	0.01	0.00	0.03	0.01	0.01	0.01	-0.01	0.05	0.01
SEC	0.06	0.05	-0.02	0.03	0.01	-0.01	0.01	0.05	0.05	-0.08	-0.01	-0.02	-0.02	-0.07
COM	-0.13	-0.12	-0.10	-0.12	-0.11	-0.04	-0.06	-0.05	-0.05	-0.01	-0.05	-0.10	-0.04	0.00
AES	-0.03	-0.06	-0.07	-0.04	-0.05	-0.01	-0.06	-0.08	-0.04	-0.03	-0.04	-0.02	-0.02	0.02
SCI	-0.04	0.00	-0.08	-0.08	-0.06	-0.07	-0.03	-0.04	-0.03	-0.08	-0.06	-0.07	-0.02	0.01

Personality and the Ways We Go Wrong

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
<i>R</i>	.10*	.09	.22***	.25***

Leadership Effectiveness

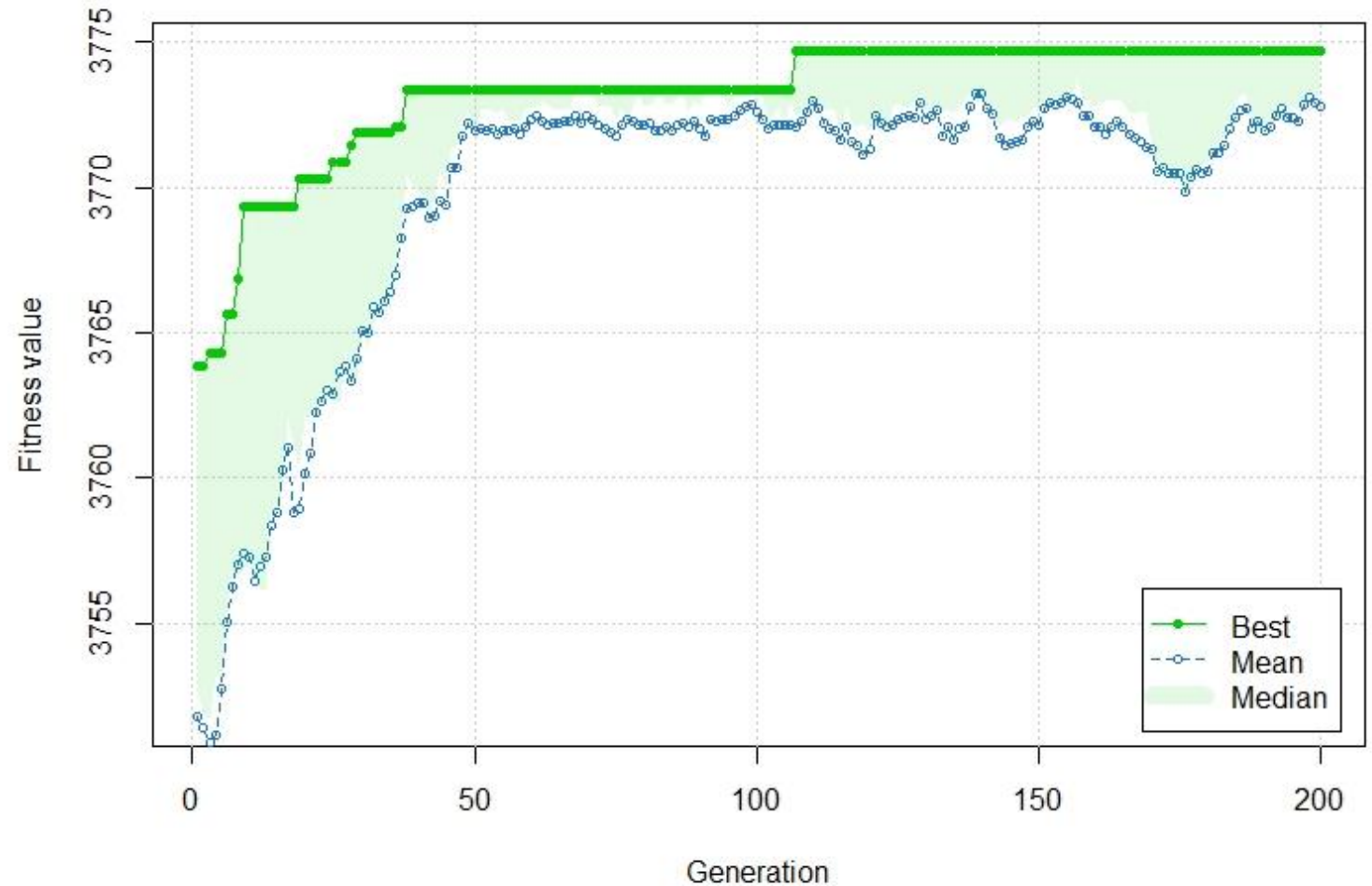
Predicting Versatility from Personality

Genetic Algorithm

Vers ~ 28 Hogan Scales

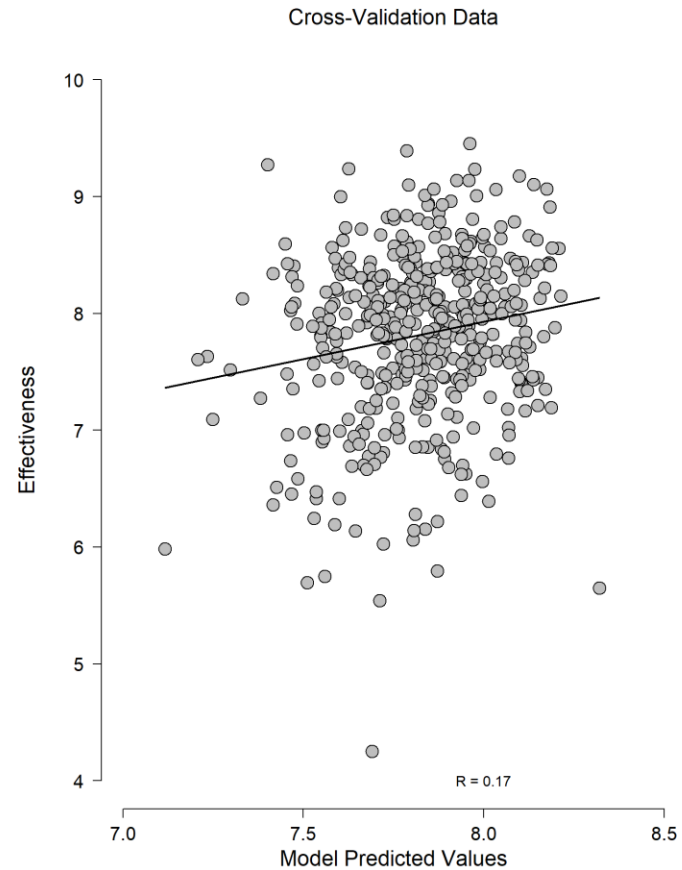
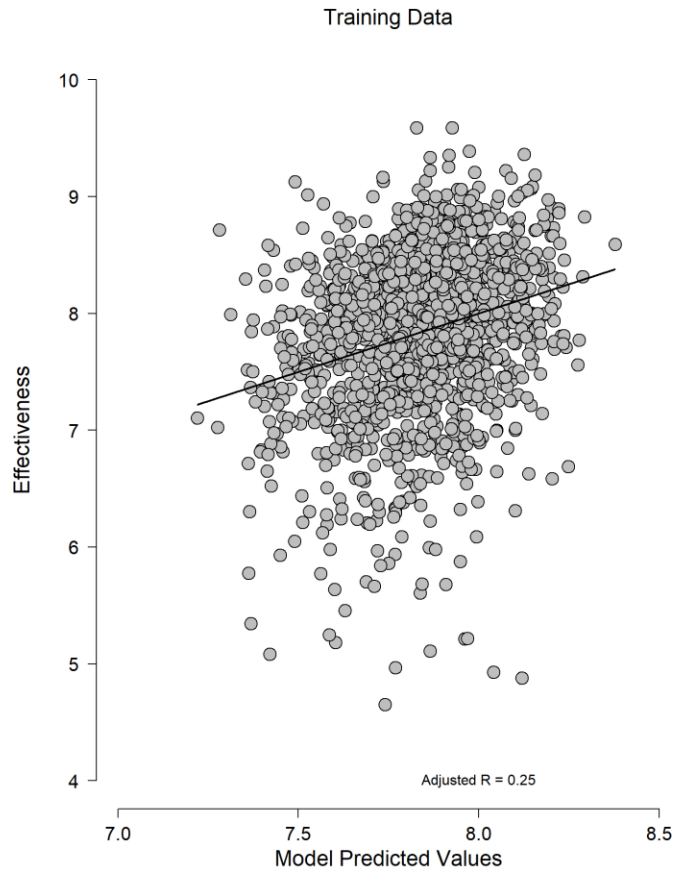
Cross-Validate (75% train)

200 iterations, AIC fitness



Personality & Leadership Effectiveness

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



Cross-validated multiple R = .17

Standardized β s

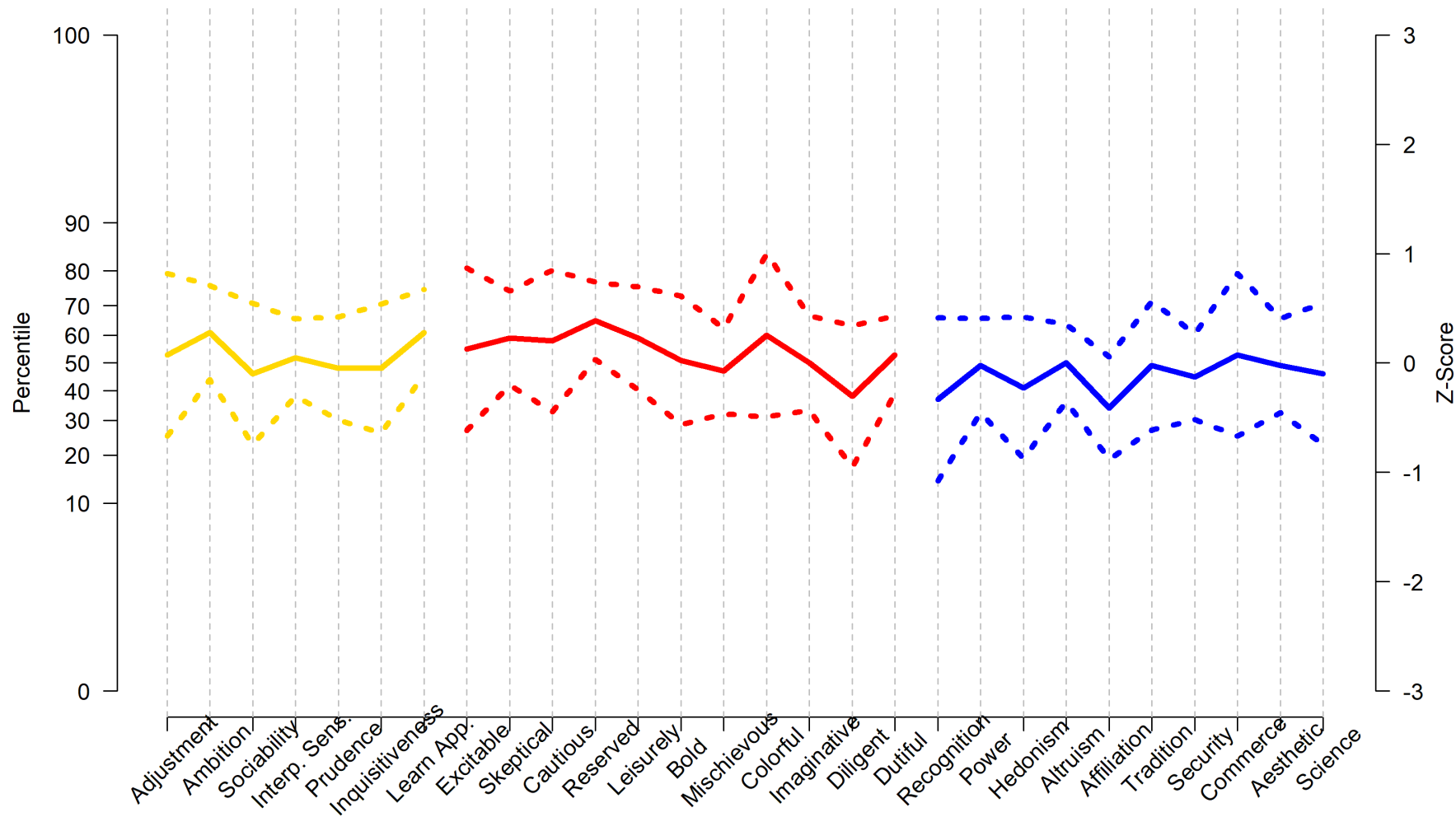
Interp. Sensitivity = .05
Learning Approach = .07
Excitable = -.10
Leisurely = -.09
Bold = .08
Recognition = -.11
Power = .07
Hedonism = .08
Affiliation = -.11
Commerce = -.09
Aesthetic = -.09
Science = -.10

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 \neq Effectiveness



Personality Predicts Emergence



**Personality Predicts Ineffectiveness
Not Versatility**



**Self-awareness is the starting point for
leadership effectiveness**

Understanding Effective Leadership: A Global Perspective



Scan code to participate

https://hubs.ly/Q02Y_c-n0

Call for Leadership Study Participation

Hogan is conducting a groundbreaking study focusing on effective leadership. Your participation will help uncover essential characteristics and values crucial for success in leadership roles.



- ▶ **Personal characteristics for success**
- ▶ **Inhibiting characteristics**
- ▶ **Important values**

This study is focused on the key characteristics of effective leadership, and requires only 15 minutes of your time.

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