Leadership in Organizations: New Answers to Old Questions, Old Answers to New Questions

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What Is Leadership?

- Our problems begin!
- Is it…
  - Behavior?
  - Effect (influence)?
  - Effectiveness (outcome)?
- For better and worse, I think it's all 3:
  - Leadership (*n*): *Actions* which *influence* a group toward the *achievement* of a vision or a set of goals

Are Followers Necessary?

- To pile on even further, it is (arguably) inherently collective

The New York Times
Afghan Leader Lacks Followers

- What's the problem here?
- Was Albert Einstein a leader?

Theories of Leadership
Pre 1985

1920 – 1950

- **Trait Theories**
  - "Great man" perspective
    - Mann's review [Ψ Bulletin, 1965] cast doubt on the perspective

1950 – 1970

- **Behavioral Theories**
  - Ohio State – Michigan studies

1970 – 1985

- **Contingency Theories**
  - Effects of behaviors depend on situation
    - LPC Theory; Substitutes for Leadership; Path-Goal; Vroom-Yetton

Theories of Leadership
Since 1975

1975 – 1989

- **Transformational/Charismatic Leadership Theories**
  - House, 1977; Burns, 1978; Bass, 1985

1990 – 1999

- **Attributional Approaches / Relational Theories**
  - Lord, Brown, & Freiberg, 1996; Meindl, 1990; Graen & Uhlbien, 1995

1997 – 2013

- **Ethical Theories**
  - Ethical Leadership (Brown, Treviño); Authentic Leadership (Luthans, Avolio, Walumbwa)

The Problem (Well, Problem<u>s</u>)

Fix It!

The cure to the purported problems with trait and behavioral theories was not any more valid than the theories they were meant to fix

The theories often confounded causes and effects

The reviews were not based on a systematic review of the evidence (by contemporary standards)

The Upshot

Trait and behavioral theories may have been subject to a premature burial

Leader Traits

Big Five

- Neuroticism
- Extraversion
- Agreeableness
- Conscientious-ness
- Openness

Self-Concept

- Core self-evaluations
- Narcissism
- Hubris

Other traits?

- Self-awareness
- Ambition
- Big Five aspects (Facets)

Leader Traits

Source: Judge, Bono, Ilies, & Gerhardt (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology, 87,* 675-780.

Trait	Leader Emergence k	Leader Emergence ρ	Leadership Effectiveness k	Leadership Effectiveness ρ
Neuroticism	30	-.24*	18	-.22*
Extraversion	37	.33*	23	.24*
Openness	20	.24*	17	.24*
Agreeableness	23	.05	19	.21*
Conscientious ness	17	.33*	18	.16*

* 95% confidence interval excluding zero. k=number of correlations; ρ=estimated mean corrected correlation.

Leader Behaviors

Ohio State/Michigan
- **Consideration** (Relationship)
- **Initiating Structure** (Task)

Transformational Leadership
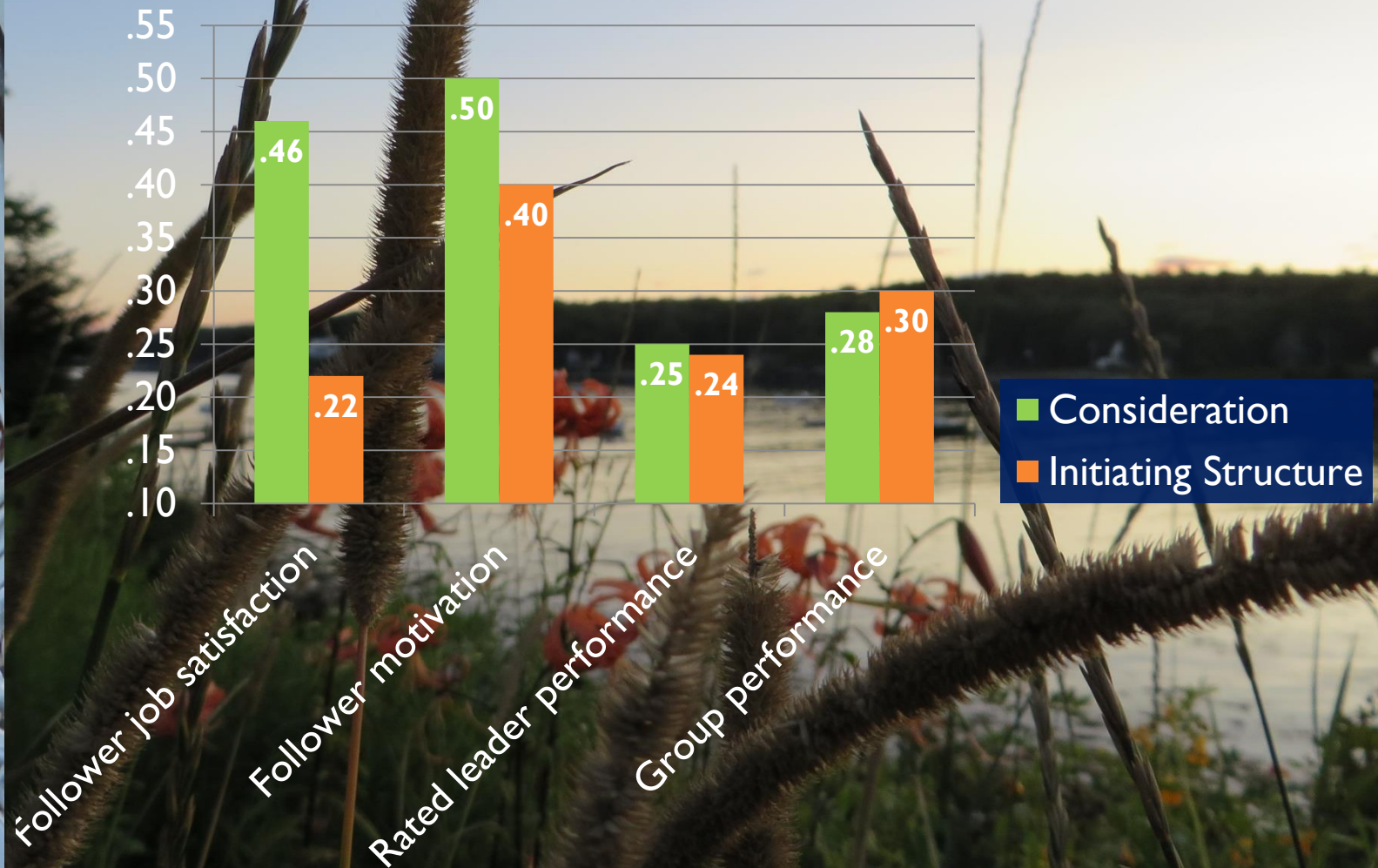- **Charisma**
- **Vision**

Ethical Leadership
- **Ethical Leadership**
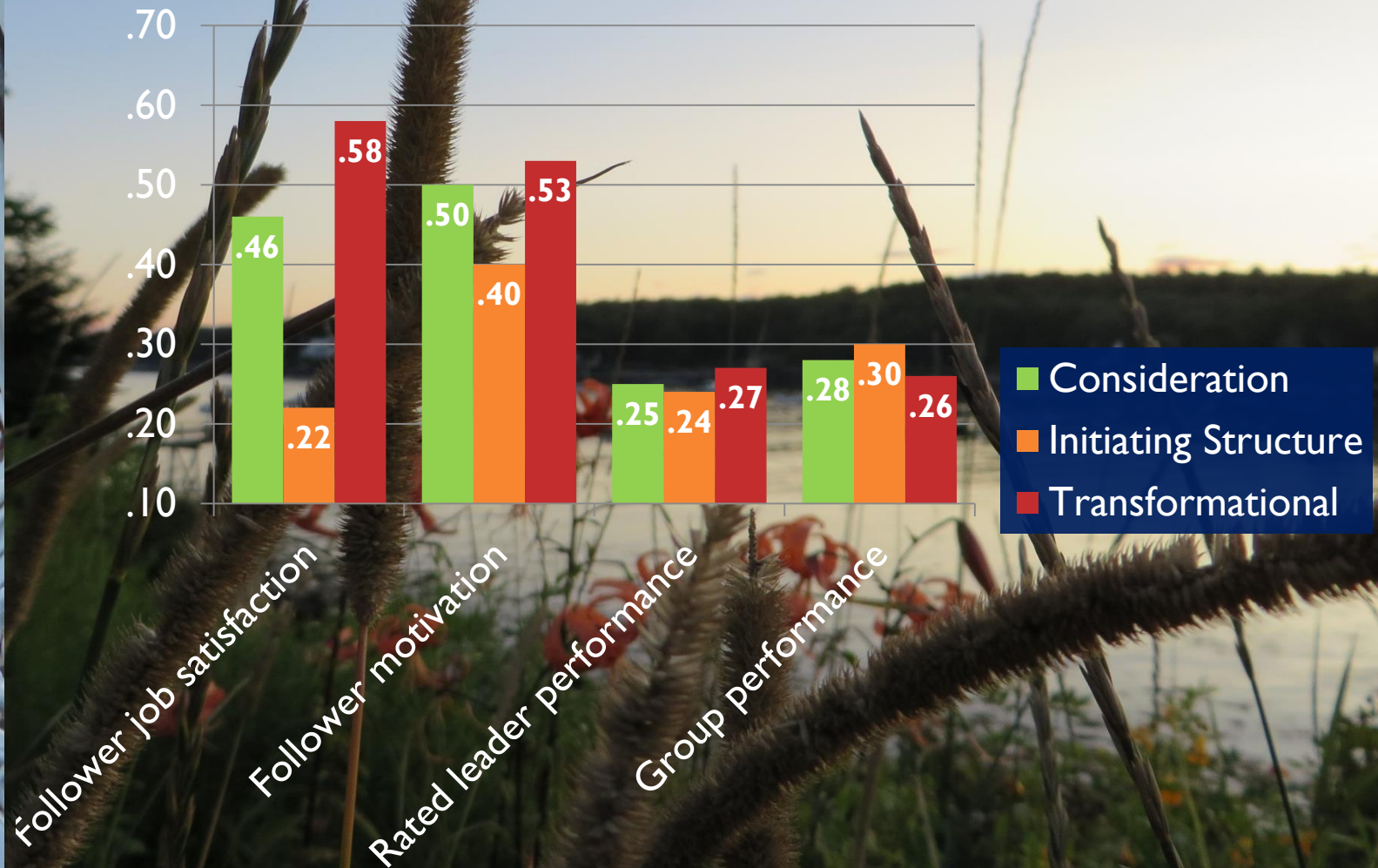- **Authentic Leadership**

Leader Behaviors

Source: Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones?: A re-examination of consideration, initiating structure, and leadership effectiveness. *Journal of Applied Psychology, 89,* 36-51.

Leader Behaviors

Source: Judge, T. A., & Piccolo, R. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. ***Journal of Applied Psychology, 89,*** 755-768.

Bar chart with legend:
- Consideration (green)
- Initiating Structure (orange)
- Transformational (red)

Category	Consideration	Initiating Structure	Transformational
Follower job satisfaction	.46	.22	.58
Follower motivation	.50	.40	.53
Rated leader performance	.25	.24	.27
Group performance	.28	.30	.26

Leader Behaviors
Ethical/Authentic Leadership

- The newest theories of leadership include ethical leadership and authentic leadership
- These theories have been subject to less research
  - Authentic leadership has proven controversial

So What Works?

- Leader traits and leader behaviors (consideration, initiating structure, and transformational leadership) predict various measures of leadership
- Very little research has tried to reconcile these approaches
- Recently, we sought to reconcile leader behaviors

Reconciling
Behavioral Approaches

	Follower Job Satisfaction	**Leader Effectiveness**
Consideration	.23**	.15
Initiating Structure	-.07	.21**
Transformational	.28**	.20**
R	.46**	.45**
R^2	.21**	.20**

Source: Piccolo, R. F., Duehr, E., Rowold, J., Heinitz, K., Bono, J. E., & Judge, T. A. (2012). The relative impact of complementary leader behaviors: Which matter most? *Leadership Quarterly, 23,* 567-581.

Attributional/Relational Approaches

Attributional Approaches

- Implicit Leadership Theory

- Romance of Leadership

Relational Approaches

- Leader – Member Exchange

I won't review now, but they raise issues I will pick up later

Where We Are

- We can predict leadership emergence and effectiveness using both leader traits and leader behaviors
  - Effects are moderate in magnitude
- What more is there is learn?
  - Plenty!
- I now turn to a discussion of some things we don't know
  - Most of my focus is on leader traits

Known Unknowns: I
Do Narrow Traits Matter?
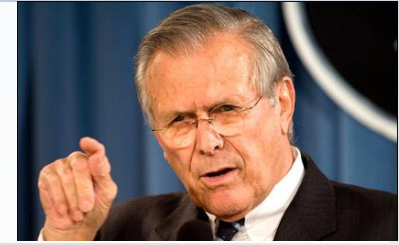
1 One important issue is whether, by focusing on broad traits, leader trait research has under-predicted leadership outcomes

2 Recently (Judge, Rodell, Klinger, Simon, & Crawford, *Journal of Applied Psychology*, 2013), we found that trait facets are promising predictors of performance

3 We consider this study here because its results suggest relevance to leadership research

Known Unknowns: I
Do Narrow Traits Matter?

BROAD

NARROW

Ones & Viswesvaran (1996):

Broad measures have better predictive validities because "there is too much invalid variance in any…measure of specific, narrow personality dimensions"

"Narrow traits are better predictors of job performance than are the factors that subsume them" (Ashton, 1998)

"Using broad, complex measures, although convenient, runs the risk of masking meaningful and exploitable relations at more specific levels" (Tett et al., 2003)

Known Unknowns: I
Do Narrow Traits Matter?

Faceted approaches may produce higher criterion-related validity than broad-trait-only approaches

Psychometrically, if facets of a multidimensional construct are positively correlated and differentially predict a criterion, then a composite of those facets will always produce higher criterion-related validity than the average of the facets

Broad-only measures are more likely to be construct-deficient in that they are likely to sample a narrower content domain than multidimensional measures
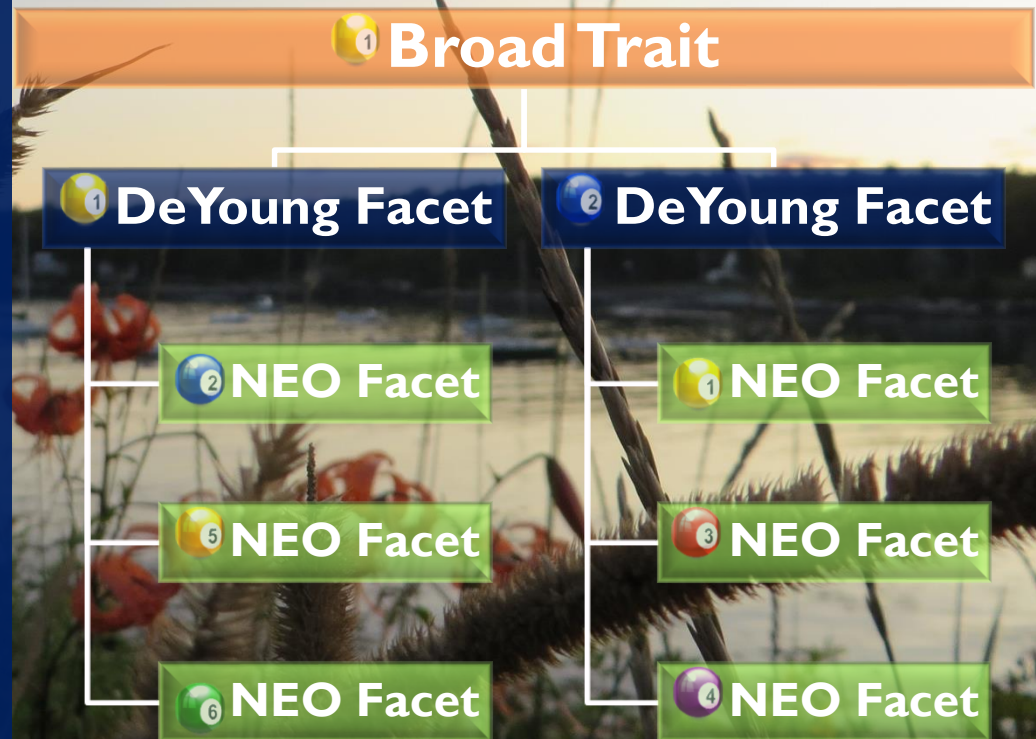
Important given the varying contexts over which organizational behavior occurs

Known Unknowns: 1
Do Narrow Traits Matter?

- Each trait organized by 3 hierarchical levels
  - Single broad Big Five trait
  - Two (DeYoung) facets
  - Six (NEO) sub-facets
- Meta-analyzed 1,176 correlations from 410 samples (N=406,029)

Broad Trait

DeYoung Facet   **DeYoung Facet**

NEO Facet   **NEO Facet**

NEO Facet   **NEO Facet**

NEO Facet   **NEO Facet**

Broad Trait

DeYoung Facets

Neo Sub-Facets

Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Conscientiousness

Industriousness

Orderliness

Achievement

Competence

Self-Discipline

Deliberation

Dutifulness

Order

Do you think these facets have differential validity in predicting leadership?

Broad Trait

DeYoung Facets

Neo Sub-Facets

Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Agreeableness

Compassion

Politeness

Altruism

Tender Mindedness

Trust

Compliance

Modesty

Straight-forwardness

Do you think these facets have differential validity in predicting leadership?

Broad Trait

DeYoung Facets

Neo Sub-Facets

Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Neuroticism

Volatility

Withdrawal

Angry Hostility

Impulsiveness

Anxiety

Depression

Vulnerability

Self-Con-sciousness

Do you think these facets have differential validity in predicting leadership?

Broad Trait

DeYoung Facets

Neo Sub-Facets

Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Openness

Intellect

Experiential Openness

Ideas

Actions

Aesthetics

Fantasy

Feelings

Values

Do you think these facets have differential validity in predicting leadership?

Broad Trait

DeYoung Facets

Neo Sub-Facets

Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Extraversion

Assertiveness

Enthusiasm

Activity

Assertiveness

Excitement Seeking

Gregarious-ness

Positive Emotions

Warmth

Do you think these facets have differential validity in predicting leadership?

Known Unknowns: I
Do Narrow Traits Matter?

	6 NEO Facets		2 DeYoung et al. Facets		Single Broad Trait	
	R	Adj. R^2	R	Adj. R^2	R	Adj. R^2
Overall Job Performance						
Conscientiousness	.261**	.068**	.265**	.070**	.259**	.067**
Agreeableness	.194**	.037**	.166**	.028**	.165**	.027**
Neuroticism	.228**	.052**	.121**	.015**	.098**	.010**
Openness	.300**	.090**	.100**	.010**	.080**	.006**
Extraversion	.406**	.165**	.205**	.042**	.199**	.040**

Known Unknowns: I
Do Narrow Traits Matter?

	6 NEO Facets		2 DeYoung et al. Facets		Single Broad Trait	
	R	Adj. R^2	R	Adj. R^2	R	Adj. R^2
Task Performance						
Conscientiousness	.242**	.058**	.253**	.064**	.249**	.062**
Agreeableness	.244**	.059**	.110**	.012**	.099**	.010**
Neuroticism	.253**	.064**	.095**	.009**	.083**	.007**
Openness	.177**	.031**	.126**	.016**	.120**	.014**
Extraversion	.183**	.033**	.143**	.020**	.124**	.015**

Known Unknowns: I
Do Narrow Traits Matter?

	6 NEO Facets		2 DeYoung et al. Facets		Single Broad Trait	
	R	Adj. R^2	R	Adj. R^2	R	Adj. R^2
Contextual Performance						
Conscientiousness	.326**	.106**	.321**	.103**	.317**	.101**
Agreeableness	.330**	.109**	.178**	.032**	.175**	.031**
Neuroticism	.304**	.093**	.210**	.044**	.162**	.026**
Openness	.183**	.033**	.065**	.004**	.030*	.001*
Extraversion	.491**	.241**	.232**	.054**	.218**	.048**

Known Unknowns: I
Do Narrow Traits Matter?

Direct — *Most common way to assess broad traits is with a direct approach, with single omnibus scale*

- Broad traits assessed with omnibus measures obscure too many facet-level differences to provide optimal estimates of the criterion-related validity of personality, assessed with a single omnibus scale

Faceted — *A hierarchical, faceted approach is superior if criterion-related validity is the standard*

- To maximize construct correspondence (Fishbein & Ajzen, 1974), we would use facets of personality when predicting narrower behaviors—*though our results showed facets were superior even in predicting broad criteria*

Known Unknowns: I
Do Narrow Traits Matter?

- Has the leader trait perspective placed an overreliance on broad trait measures?

- Next step (and let me know if you're interested in collaborating!)

Meta-analytically link lower-order traits to specific aspects of leadership

Leader emergence

Leadership effectiveness

Group perform-ance
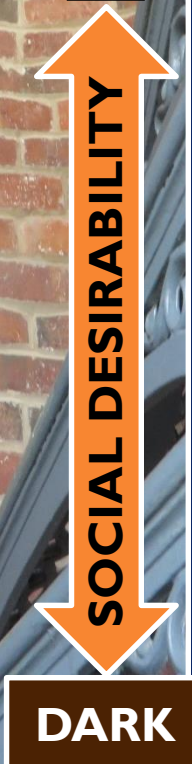
Known Unknowns: II

Trait Paradoxes

- One of the reasons narrow traits are superior – unlike other domains of research – is that traits are paradoxical
  - Effects are often contradictory
  - Very few traits have uniformly positive or negative effects across criteria
  - Therefore relating broad trait measures to broad criteria may under-predict
- Examples

Known Unknowns: II
Trait Paradoxes

BRIGHT ← **IMPLICATIONS** → **DARK**

BRIGHT

SOCIAL DESIRABILITY

DARK

	BRIGHT (positive implications)	DARK (negative implications)
BRIGHT (socially desirable)	Socially desirable trait has positive implications for leaders and stakeholders	Socially desirable trait has negative implications for leaders and stakeholders
DARK (socially undesirable)	Socially undesirable trait has positive implications for leaders and stakeholders	Socially undesirable trait has negative implications for leaders and stakeholders

Known Unknowns: II
Trait Paradoxes

Examine how a bright-side trait can have negative effects on leadership

Example: Are there situations in which extraverted leaders, via social dominance, stress/overwhelm/agitate followers?

Examine how a dark-side trait can have positive effects on leadership

Example: Are narcissists more likely to emerge as leaders in groups, and are there situations in which this is important?

One way to do this is meta-analytically, guided by theory

Known Unknowns: III
Situational Moderation

- Moderator variables have figured prominently in leadership research since the Ohio State/Michigan studies
- Examples:
  - LPC Theory, Situational Leadership Theory, Path-Goal Theory
- Three problems
  - Theories not particularly well supported
  - Not focused on trait theories
  - Disconnected from theories of situation

Known Unknowns: III
Situational Moderation

- Situations are not easily classified, but one means is by levels of analysis
  - Job
    - Organizational culture/climate
    - Social relationships
  - Occupation
    - Nature of work
  - To show how this might operate, I review the results of a study we completed on personality – performance relations

Known Unknowns: III
Situational Moderation

Personality matters more when...

Person

Personality Traits

the individual is situated in a context which allows <u>and</u> demands behaviors that are consistent with the trait

Situation

Job Context

Behavior

Job Performance

Personality

Situation

Behavior

Situation Strength

- Impact of decisions
- Consequences of error
- Responsibility for others
- Unstructured work
- Freedom to make decisions
- Variety

OUTCOME

PROCESS

Big Five Traits

- Conscientiousness
- Emotional stability
- Extraversion
- Agreeableness
- Openness

General situation moderates all traits

Job Performance

Specific situation moderates some traits

Press/Activation

- Independence in completing work
- Attention to detail requirement
- Social skills requirement
- Level of competition requirement
- Innovation/creativity requirement
- Dealing with angry/UP people

Source: **Judge & Zapata, in press,** *Academy of Management Journal*

Known Unknowns: III
Situational Moderation

	Conscientious ness r_{xy} (β)	Emotional Stability r_{xy} (β)
Situation strength composite: Outcomes	.022	-.004
Situation strength composite: Process	.295*	.286*
Independence in completing work	.233**	.062
Attention to detail requirement	-.193*	.083
Social skills requirement	-.146	.234**
Level of competition requirement	-.071	-.018
Innovation/creativity requirement	.218*	-.139
Dealing with unpleasant or angry people	.249*	.220*
R	.449**	.501**
R^2	.201**	.251**

high=strong

high=weak

Source: Judge & Zapata, in press, Academy of Management Journal

Known Unknowns: III
Situational Moderation

	Extraversion r_{xy} (β)	Agreeable-ness r_{xy} (β)
Situation strength composite: Outcomes	.021	-.324*
Situation strength composite: Process	.345**	.424**
Independence in completing work	-.177	.305*
Attention to detail requirement	-.342**	.411*
Social skills requirement	.243*	.259*
Level of competition requirement	.252**	-.400*
Innovation/creativity requirement	-.014	.099
Dealing with unpleasant or angry people	.314**	.251*
R	.709**	.547**
R^2	.502**	.299**

high=strong

high=weak

Known Unknowns: III
Situational Moderation

- In the same way that the context moderates the effect of personality on performance, it may operate similarly with leadership
- Examples
  - Leader extraversion more likely to be effective for competitive or social jobs
    - Sales, lawyers, flight attendant
  - Leader agreeableness more likely to be effective for stressful or demanding jobs
    - Critical care workers, social workers

Known Unknowns: IV
Trait "Fixedness"

Craig is more extraverted than **Jordan**

Lisa is more visionary than **Craig**

Lisa is more considerate than **Jordan**

- What if this process is as dynamic as it is static?
  - **Put another way, what if there is as much within-leader variation in behavior as between-leader variation?**

Hold that thought

Known Unknowns: IV

Trait "Fixedness"

- Variation in personality across situations or over time treated as measurement error (Mischel & Shoda, 1995)
- However, consistent with the density distributions approach to personality (Fleeson, 2001; Fleeson & Jolley, 2006):
  - Experiences at work can predict deviations from central tendencies in traits
  - There are trait-relevant individual differences in responsiveness to work experiences

Known Unknowns: IV

Trait "Fixedness"

- We have begun to study the effect of work on personality variation over short time periods (micro temporal effects)
- Funder: Interactionism (persons, situations, and behaviors) can take other forms beyond P x S
  - Lewin: **B=f(P,S)** Schneider: **S=f(P,B)**
  - Our study: **P=f(B,S)**
  - Within-individual variation in work context will cause within-individual variation in personality

Known Unknowns: IV
Trait "Fixedness"

Work Context	Personality
Prosocial behavior at work (PSB)	Conscientiousness Agreeableness Extraversion Openness
Interpersonal conflict (ICO)	Agreeableness Extraversion Neuroticism
Goal-setting motivation (GSM)	Conscientiousness
Intrinsic motivation (IMO)	Conscientiousness Openness

Known Unknowns: IV
Trait "Fixedness"

- Experience-Sampling Methodology (ESM)
  - Participants completed a survey each day they attended work. Surveys were available only from 3:00PM to 11:00PM
- Daily surveys contained measures of personality and work
- Usable data were available for 122 participants (81.3%)
  - Out of possible 1,220 observations (122 × 10), 1,081 were provided (86.3%)

Known Unknowns: IV

Trait "Fixedness"

- Dataset constructed: Personality and work variables predicted next day levels
- Specification included (estimated links):
  - Autoregressive effects (day-to-day)
  - Day effects (variables assessed on same day)
- General trait factor also was created to control for trait (between person) effects
- Within-week equality constraints
  - T→W assumed same as W→TH

Known Unknowns: IV
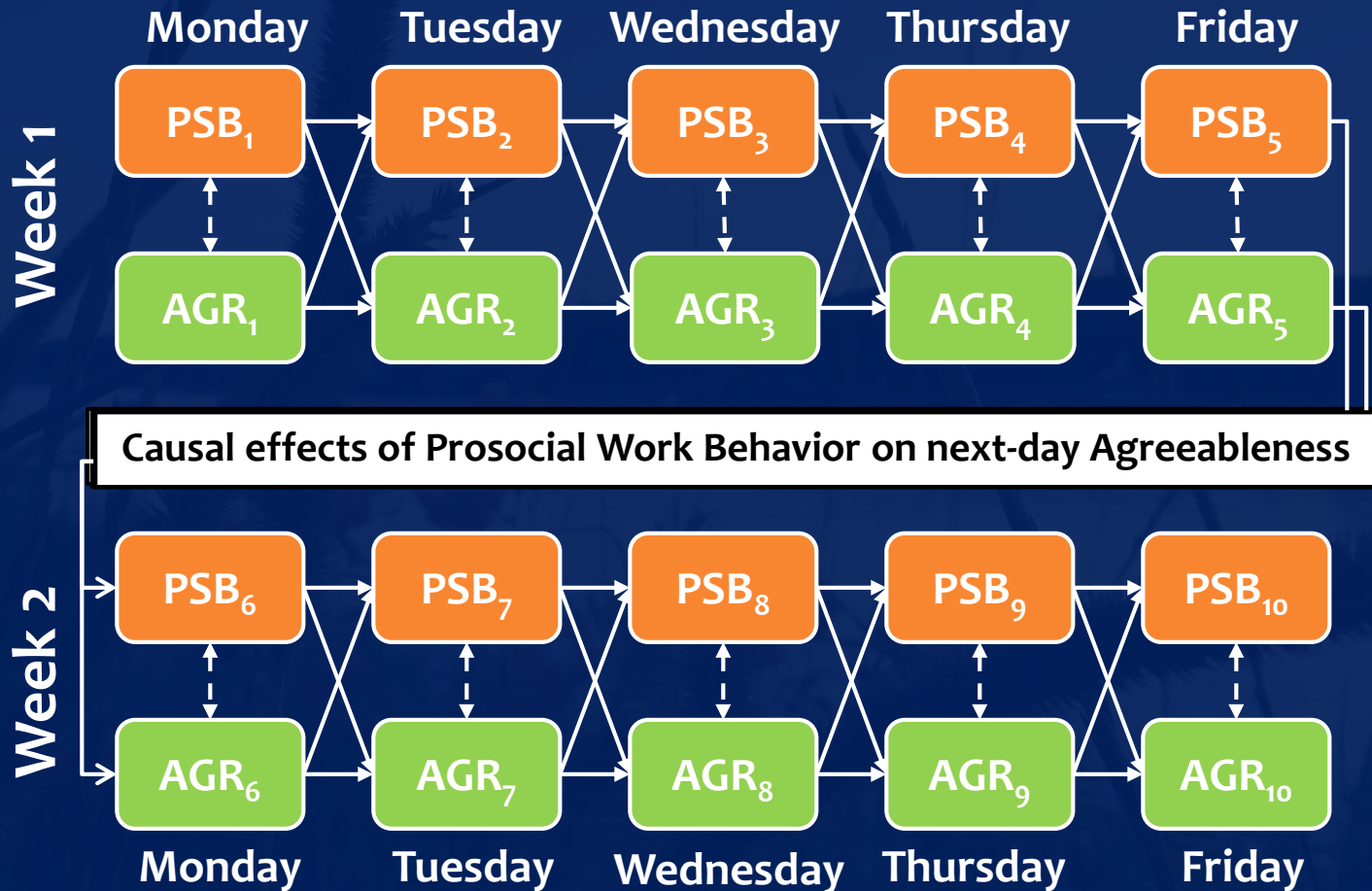## Trait "Fixedness"

PSB – Prosocial Behavior at Work
AGR – Agreeableness

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	PSB_1	PSB_2	PSB_3	PSB_4	PSB_5
	AGR_1	AGR_2	AGR_3	AGR_4	AGR_5

Causal effects of Prosocial Work Behavior on next-day Agreeableness

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 2	PSB_6	PSB_7	PSB_8	PSB_9	PSB_{10}
	AGR_6	AGR_7	AGR_8	AGR_9	AGR_{10}

Known Unknowns: IV
Trait "Fixedness"

	Variance decomposition	
	Between	**Within**
Personality traits		
Extraversion	49.38%	50.62%
Agreeableness	53.47%	46.53%
Conscientiousness	44.06%	55.94%
Neuroticism	53.67%	46.33%
Openness	61.97%	38.03%
Average personality trait	**52.51%**	**47.49%**
Work variables		
Interpersonal conflict at work (ICO)	42.42%	57.58%
Prosocial behavior at work (PSB)	51.90%	48.10%
Goal-setting motivation (GSM)	45.91%	54.09%
Intrinsic work motivation (IMO)	49.39%	50.61%
Average work variable	**47.41%**	**52.60%**

Known Unknowns: IV
Trait "Fixedness"

PSB→Agreeableness

Weekday 1 | Weekday 2

PSB_1 — 0.256** → PSB_2

-0.015

0.179**

AGR_1 — 0.078 → AGR_2

PSB→Conscientiousness

Weekday 1 | Weekday 2

PSB_1 — 0.259** → PSB_2

-0.019

0.127**

CON_1 — 0.197** → CON_2

PSB→Extraversion

Weekday 1 | Weekday 2

PSB_1 — 0.246** → PSB_2

-0.057

0.147**

EXT_1 — 0.070 → EXT_2

PSB→Openness

Weekday 1 | Weekday 2

PSB_1 — 0.235** → PSB_2

-0.004

0.119**

OPE_1 — 0.187** → OPE_2
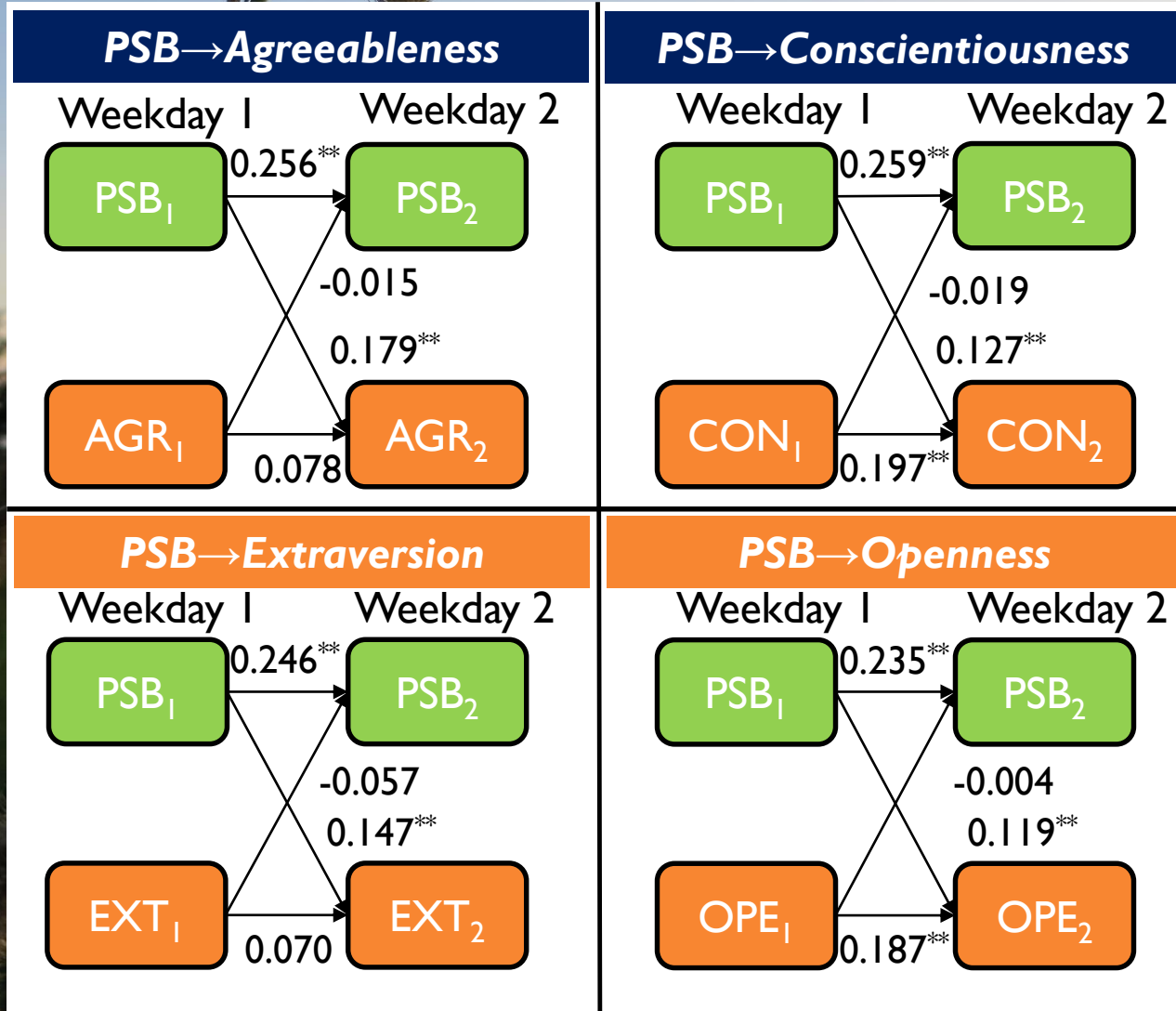
Note. Unstandardized coefficients. * $p < .05$. ** $p < .01$.

Known Unknowns: IV

Trait "Fixedness"

- Personality has much within-individual variation
  - This is not transient error; it was predicted by work context
  - More work $\rightarrow$ personality (9/11) than personality $\rightarrow$ work effects (4/11) were significant
  - Within-week effects much stronger than cross-week effects
- Implications for leadership research?

Known Unknowns: IV

Trait "Fixedness"

Craig is more extraverted than **Jordan**

Lisa is more visionary than **Craig**

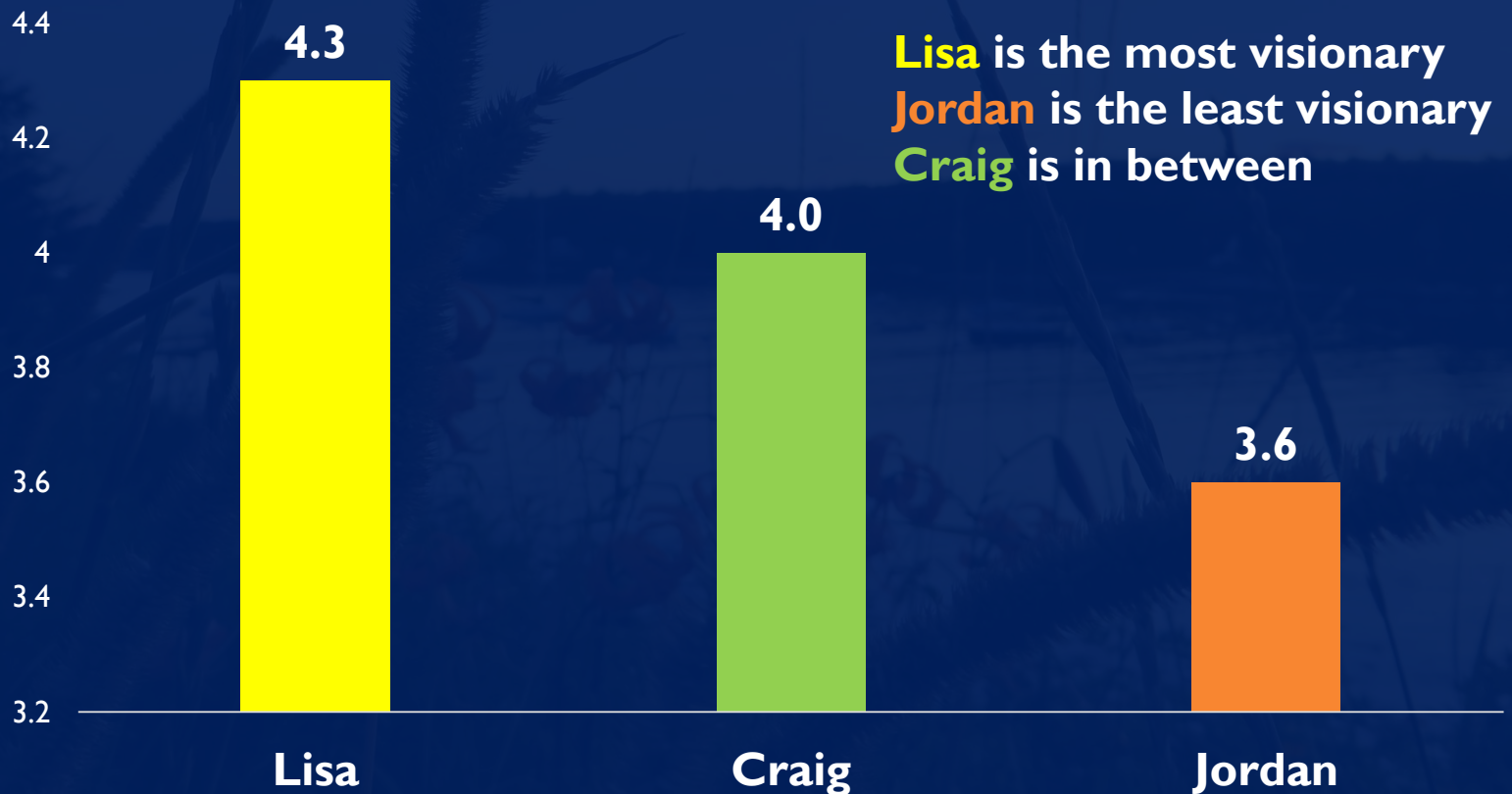**Lisa** is more considerate than **Jordan**

- What if this process is as dynamic as it is static?
  - **Put another way, what if there is as much within-leader variation in behavior as between-leader variation?**
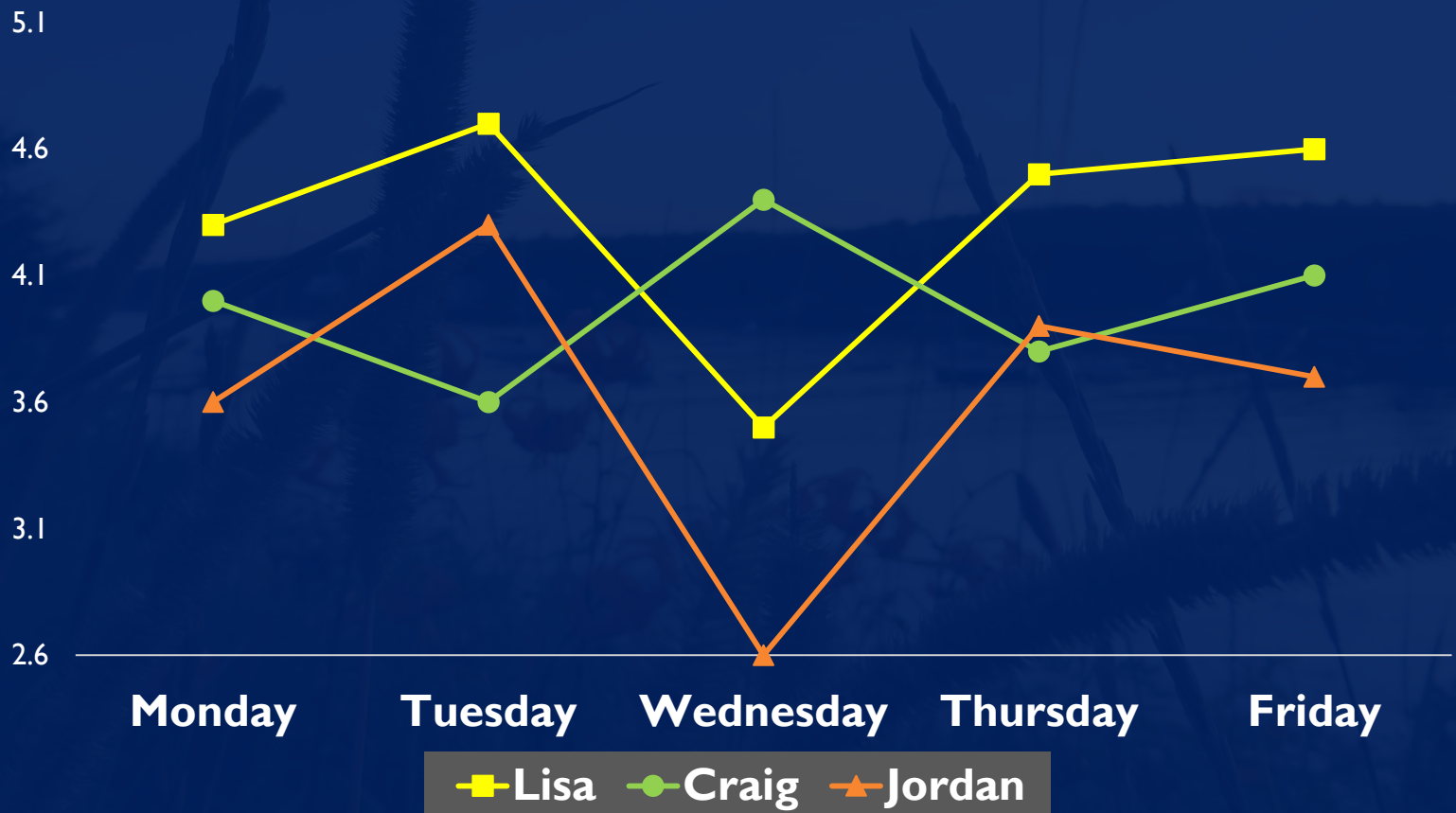
Known Unknowns: IV
Trait "Fixedness"

Score on Visionary Leadership (Averaged Over Follower Ratings)

Lisa: 4.3
Craig: 4.0
Jordan: 3.6

Lisa is the most visionary
Jordan is the least visionary
Craig is in between

Known Unknowns: IV
Trait "Fixedness"

Followers' Rating of Leader Visionary Leadership

Legend: Lisa, Craig, Jordan

Known Unknowns: IV
Trait "Fixedness"

Range and Mean in Visionary Behavior Across Week

Chart showing range (gray bars) and mean (diamonds):
- Lisa: mean **4.3** (yellow diamond)
- Craig: mean **4.0** (green diamond)
- Jordan: mean **3.6** (orange diamond)
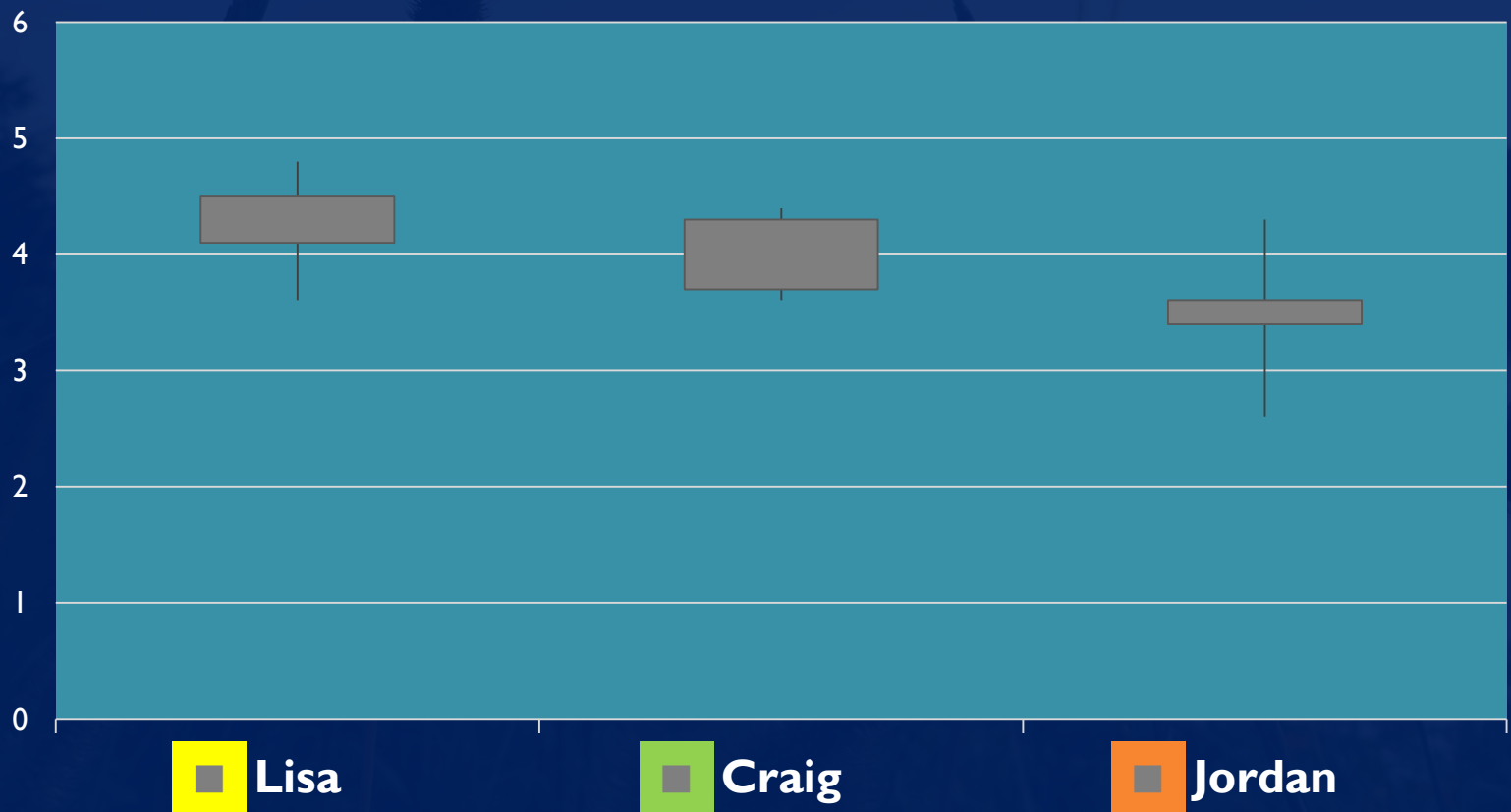
Y-axis: 2.5, 3, 3.5, 4, 4.5, 5

This is absolute range:
What if we constructed 95% CI's from two weeks of data?

Known Unknowns: IV
Trait "Fixedness"

95% Confidence Intervals Around Mean Visionary Leadership Rating

🟨 **Lisa** 🟩 **Craig** 🟧 **Jordan**

Known Unknowns: IV
Trait "Fixedness"

What do these results mean for leadership research?

As much within- as between-individual variability

Leaders — and followers — are persons too!

Need to revisit core assumptions

Ideas for future studies of leadership!

Known Unknowns: IV
Trait "Fixedness"

To what extent is daily variation in leader traits related to daily variation in leader behaviors?

To what extent is daily variation in leader behaviors related to daily variation in LMX?

To what extent do leader traits or characteristics moderate the above effects?

Again, let me know if any of these topics interest you!

Conclusions

1 We can predict leadership outcomes, but we've probably reached a "methodological stalemate"

2 To predict further, need to better incorporate context & within-leader variability into designs

3 Hopefully this talk has provided some tangible ideas and methods about how this can be done

Thank You!

Slides and articles can be downloaded from:
www.timothy-judge.com

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