

Leadership in Organizations

What We Know ... and Don't Know

Oklahoma State University

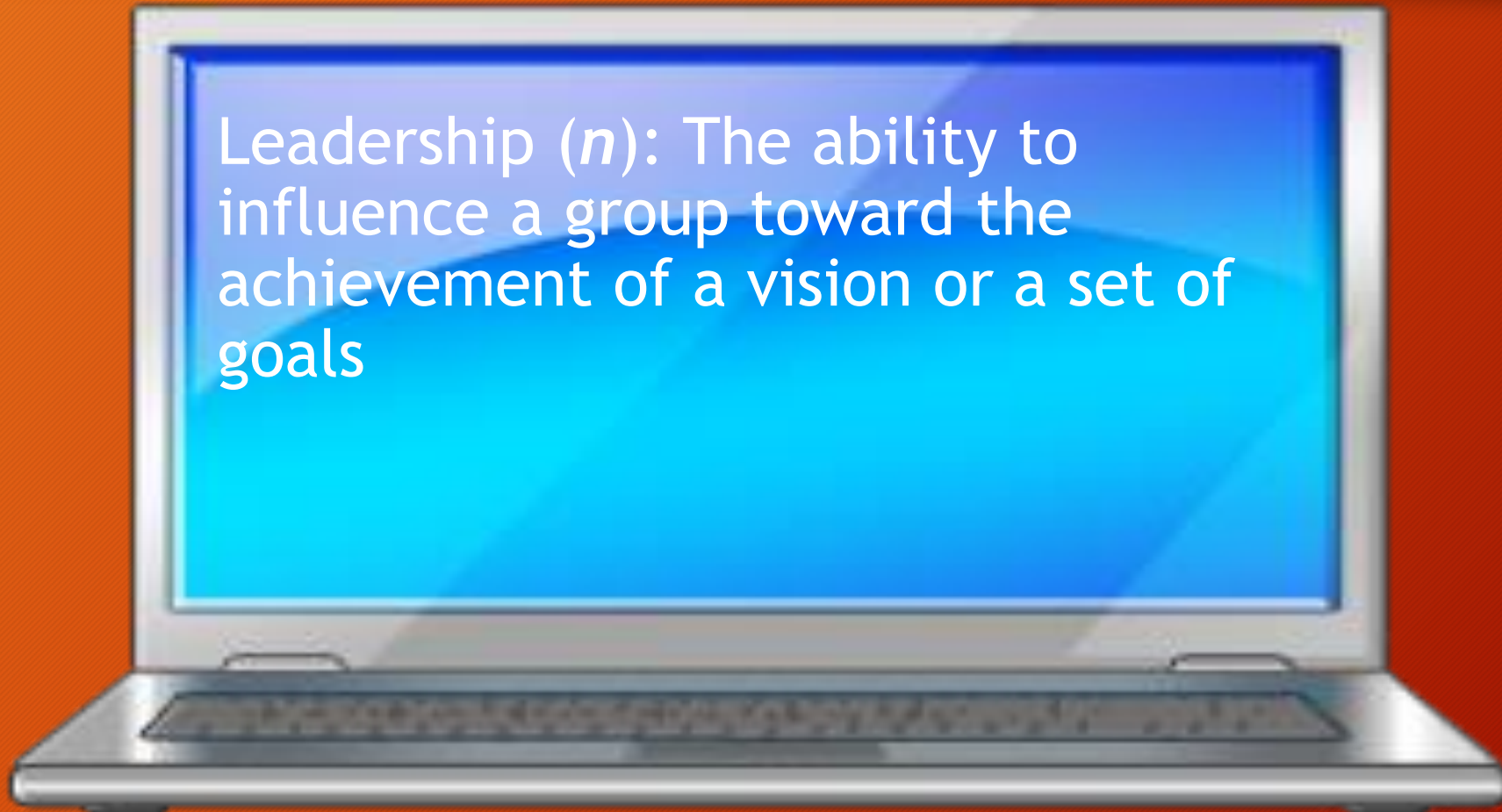
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Leadership Defined

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Theories of Leadership: Pre 1985

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1920 -
1950

- **Trait Theories**

- “Great man” perspective (Mann’s review [*Ψ Bulletin*, 1965] cast doubt on validity of perspective)

1950 -
1970

- **Behavioral Theories**

- Ohio State - Michigan studies

1970 -
1985

- **Contingency Theories**

- Effects of behaviors depended on situation (e.g., LPC Theory; Substitutes for Leadership; Path-goal Theory; Vroom-Yetton)

Theories of Leadership: Post 1975

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1975 -
1989

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

1990 -
1996

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

1997 -
2014

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

The Problem (Well, Problems)

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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

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

Leader Traits

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Big Five

- Neuroticism
- Extraversion
- Agreeableness
- Conscientiousness
- Openness



Self-Concept

- Core self-evaluations
- Narcissism
- Hubris



Other traits?

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

Leader Traits

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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*
Conscientiousness	17	.33*	18	.16*

k =number of correlations. ρ =estimated mean corrected correlation.

* 95% confidence interval excludes zero.

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

Leader Behaviors

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Ohio State Dimensions

- Consideration
- Initiating Structure



Transformational Leadership

- Charisma
- Vision



Ethical Leadership

- Ethical Leadership
- Authentic Leadership

Leader Behaviors

Ohio State Dimensions

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Criterion	Consider- ation <i>k</i>	Consider- ation <i>N</i>	Consider- ation ρ	Initiating Structure <i>k</i>	Initiating Structure <i>N</i>	Initiating Structure ρ
Follower job satisfaction	76	11,374	.46*	72	10,317	.22*
Follower satisfaction with leader	49	7,871	.78*	49	8,070	.33*
Follower motivation	11	1,067	.50*	12	1,041	.40*
Leader job performance	25	2,330	.25*	22	2,085	.24*
Group-organization performance	27	2,008	.28*	27	2,079	.30*
Leader effectiveness	20	1,605	.52*	20	1,960	.39*

* 95% confidence interval. *k*=number of correlations; *N*=combined sample size; ρ =estimated true correlation.

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

Transformational Leadership

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Criterion	Transformational k	Transformational N	Transformational ρ
Follower job satisfaction	18	5,279	.58*
Follower satisfaction with leader	23	4,349	.71*
Follower motivation	16	4,773	.53*
Leader job performance	13	2,126	.27*
Group-organization performance	41	6,197	.26*
Leader effectiveness	27	5,415	.64*

* 95% confidence interval. k =number of correlations; N =combined sample size; ρ =estimated true correlation.
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.

Leader Behaviors

Ethical/Authentic Leadership

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

So what works?

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- Leader traits and leader behaviors (consideration, initiating structure, and transformational leadership) have proven themselves predictive of leadership
- Very little research has tried to reconcile these approaches
- Leader behaviors probably mediate, at least in part, leader traits
- Recently, we sought to reconcile leader behaviors

Reconciling Behavioral Approaches

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	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

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Attributional Approaches

- Implicit leadership Theory
- Romance of Leadership



Relational Approaches

- Leader - Member Exchange



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

Where We Are

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- We can predict leadership emergence and effectiveness using both leader traits and leader behaviors
- In well controlled studies, these 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
 - I highlight areas in which I am interested in collaborating

What We Don't Know In Leadership: I

Do Narrow Traits Matter?

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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, *JAP*, 2013), we found that trait facets offer substantial promise in predicting job performance

3

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

What We Don't Know In Leadership: I

Do Narrow Traits Matter?

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BROAD



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

“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)

What We Don't Know In Leadership: I

Do Narrow Traits Matter?

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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

This is important given the varying contexts over which organizational behavior occurs

What We Don't Know In Leadership: I

Do Narrow Traits Matter?

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- Each trait organized by 3 hierarchical levels
 - Single broad Big Five trait
 - Two facets according to DeYoung et al. (*JPSP*, 2007)
 - Six NEO sub-facets that correspond to each Big Five trait, but also are nested within the DeYoung et al. (2007) facets
- Meta-analyzed 1,176 correlations from 410 samples (N=406,029)
- Formed the 10 DeYoung facets from the NEO facets, and five broad traits from those facets



**Broad
Trait**

**DeYoung
Facets**

**Neo
Sub-Facets**

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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 outcomes?

**Broad
Trait**

**DeYoung
Facets**

**Neo
Sub-Facets**

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

Agreeableness

Compassion

Politeness

Altruism

Tender-mindedness

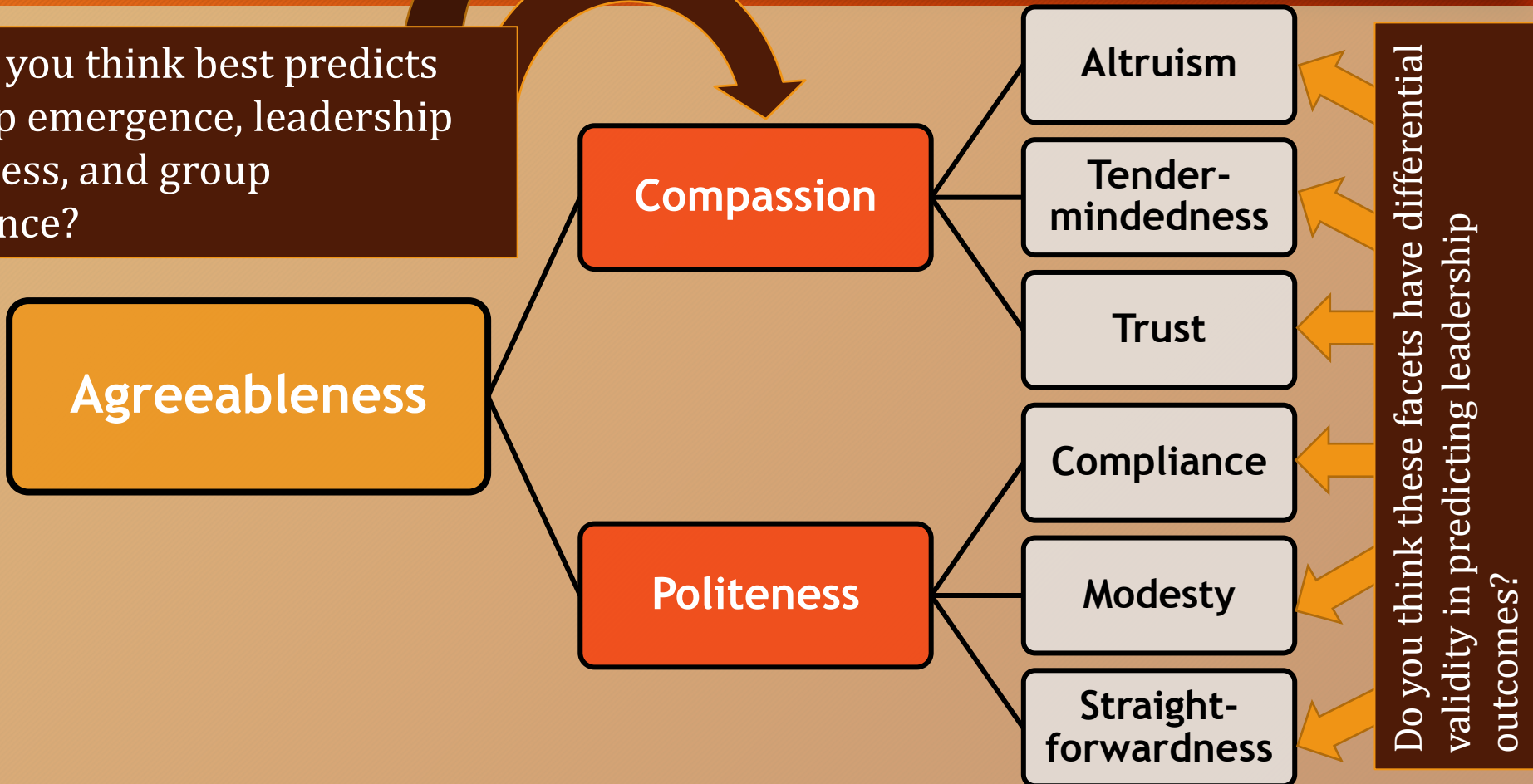
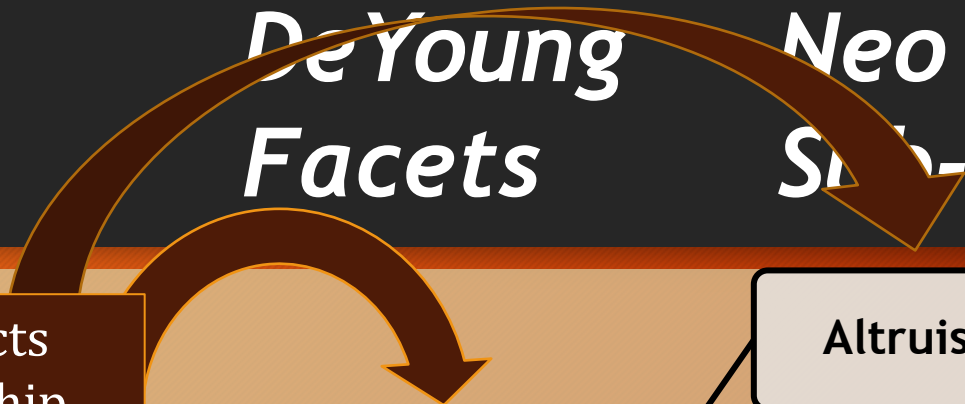
Trust

Compliance

Modesty

Straight-forwardness

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



**Broad
Trait**

**DeYoung
Facets**

**Neo
Sub-Facets**

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

Neuroticism

Volatility

Withdrawal

**Angry
Hostility**

Impulsiveness

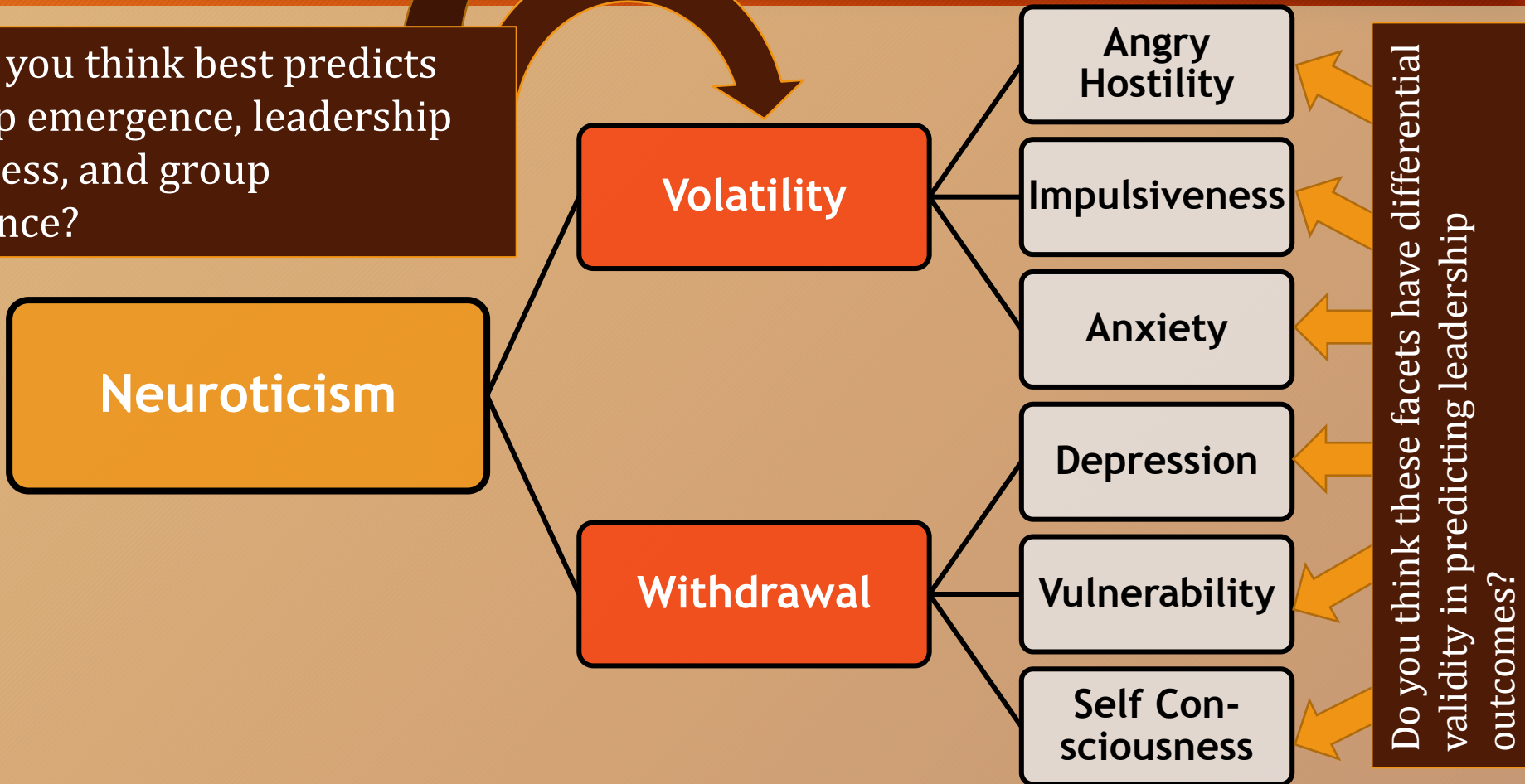
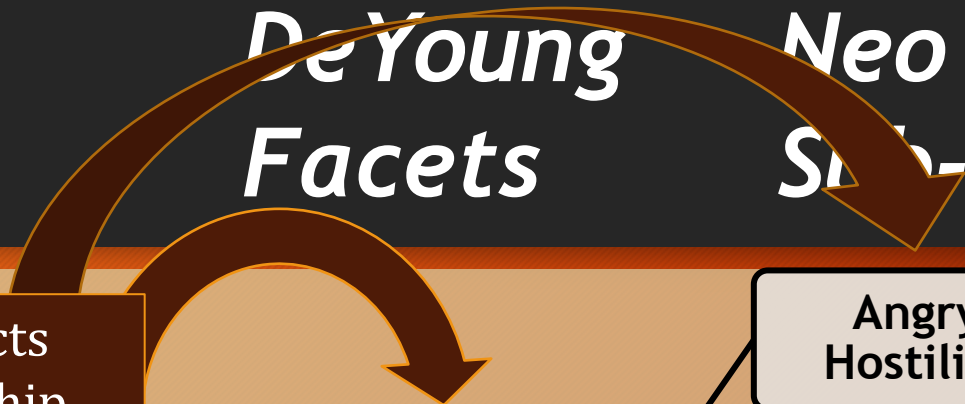
Anxiety

Depression

Vulnerability

**Self Con-
sciousness**

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



*Broad
Trait*

*DeYoung
Facets*

*Neo
Sub-Facets*

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

Openness

Intellect

Experiential
Openness

Ideas

Actions

Aesthetics

Fantasy

Feeling

Values

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

**Broad
Trait**

**DeYoung
Facets**

**Neo
Sub-Facets**

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

Extraversion

Assertiveness

Enthusiasm

Activity

Assertiveness

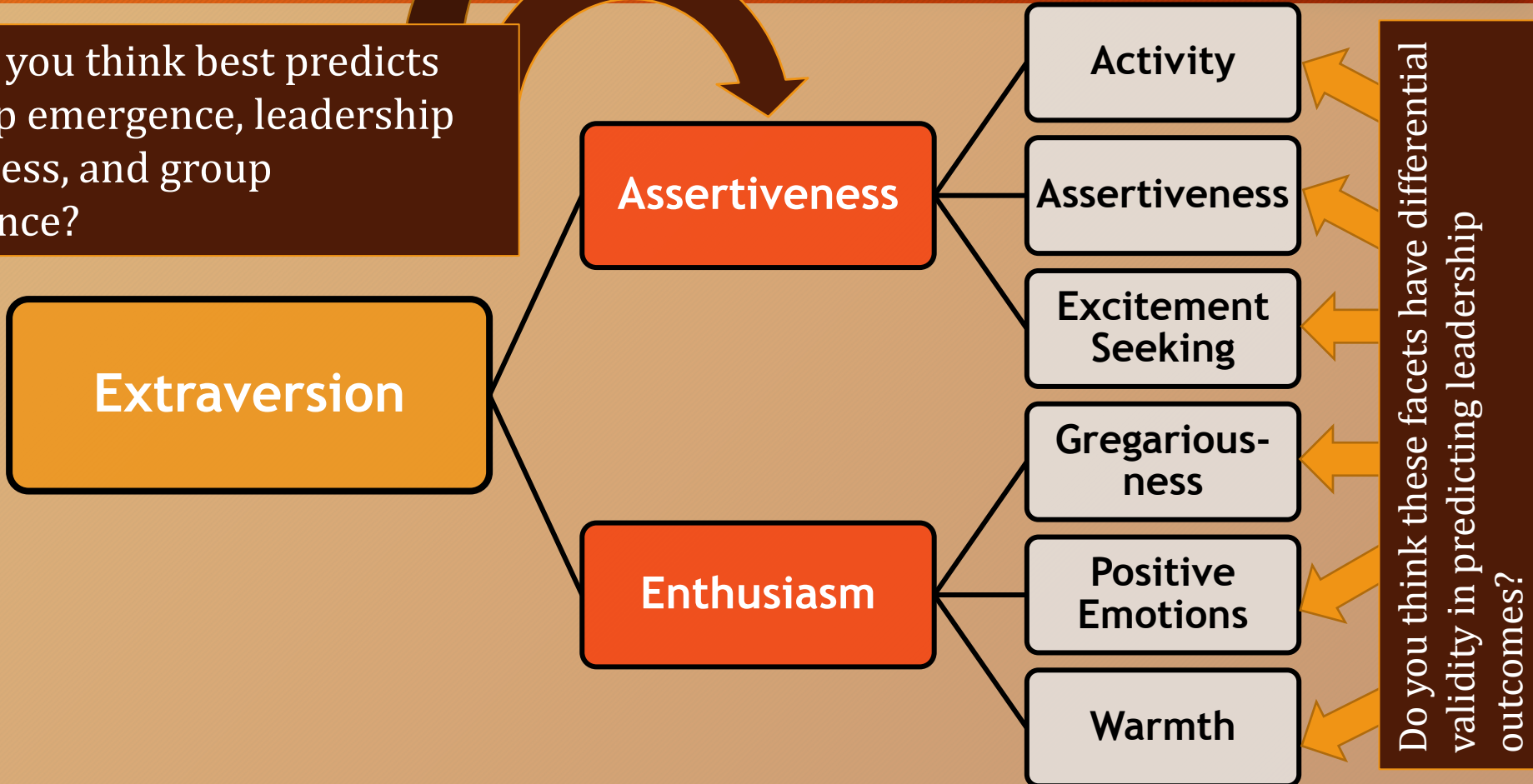
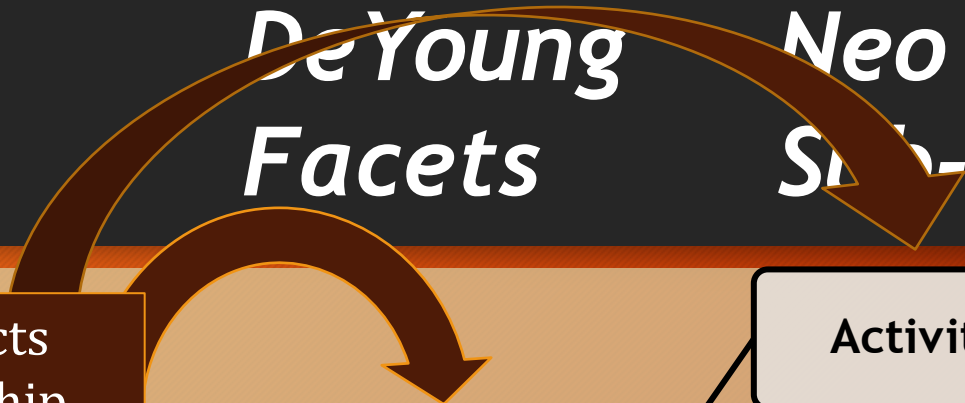
**Excitement
Seeking**

**Gregarious-
ness**

**Positive
Emotions**

Warmth

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



What We Don't Know In Leadership: I

Broad & Narrow Traits Predicting Job Performance

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	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**

What We Don't Know In Leadership: I

Broad & Narrow Traits Predicting Task Performance

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	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**

What We Don't Know In Leadership: I

Broad & Narrow Traits: Contextual Performance

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	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**

What We Don't Know In Leadership: I

Two Ways of Conceptualizing/Measuring Traits

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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*

What We Don't Know In Leadership: I Do Narrow Traits Matter?

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- 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



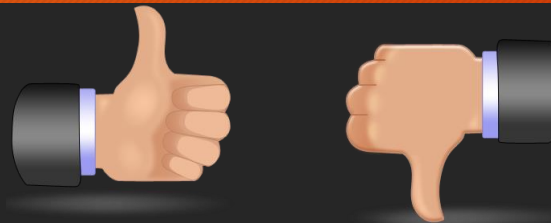
Leadership effectiveness



Group performance

What We Don't Know

Bright versus Dark



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TRAITS

BRIGHT

Socially desirable trait has positive implications for leaders and stakeholders

Socially desirable trait has negative implications for leaders and stakeholders

DARK

Example: Conscientious leader displays high ethical standards in pursuing agenda in long-term interest of organization

Example: Self-confident (high CSE) leader pursues risky course of action built on overly optimistic assumptions

Example: Dominant leader takes control of ambiguous situation, and assumes responsibility for the outcome

Example: Narcissistic leader manipulates stock price to coincide with exercise of personal stock options

DARK

Socially undesirable trait has positive implications for leaders and stakeholders

Socially undesirable trait has negative implications for leaders and stakeholders

SOCIAL DESIRABILITY

What We Don't Know In Leadership: II

Traits Paradoxes - Needed Next Steps

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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

What We Don't Know In Leadership: IIIa

Situational Moderation

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To what extent are trait effects moderated by situation?



Organizational
strategy and
performance



Follower
characteristics



Leader
position
power



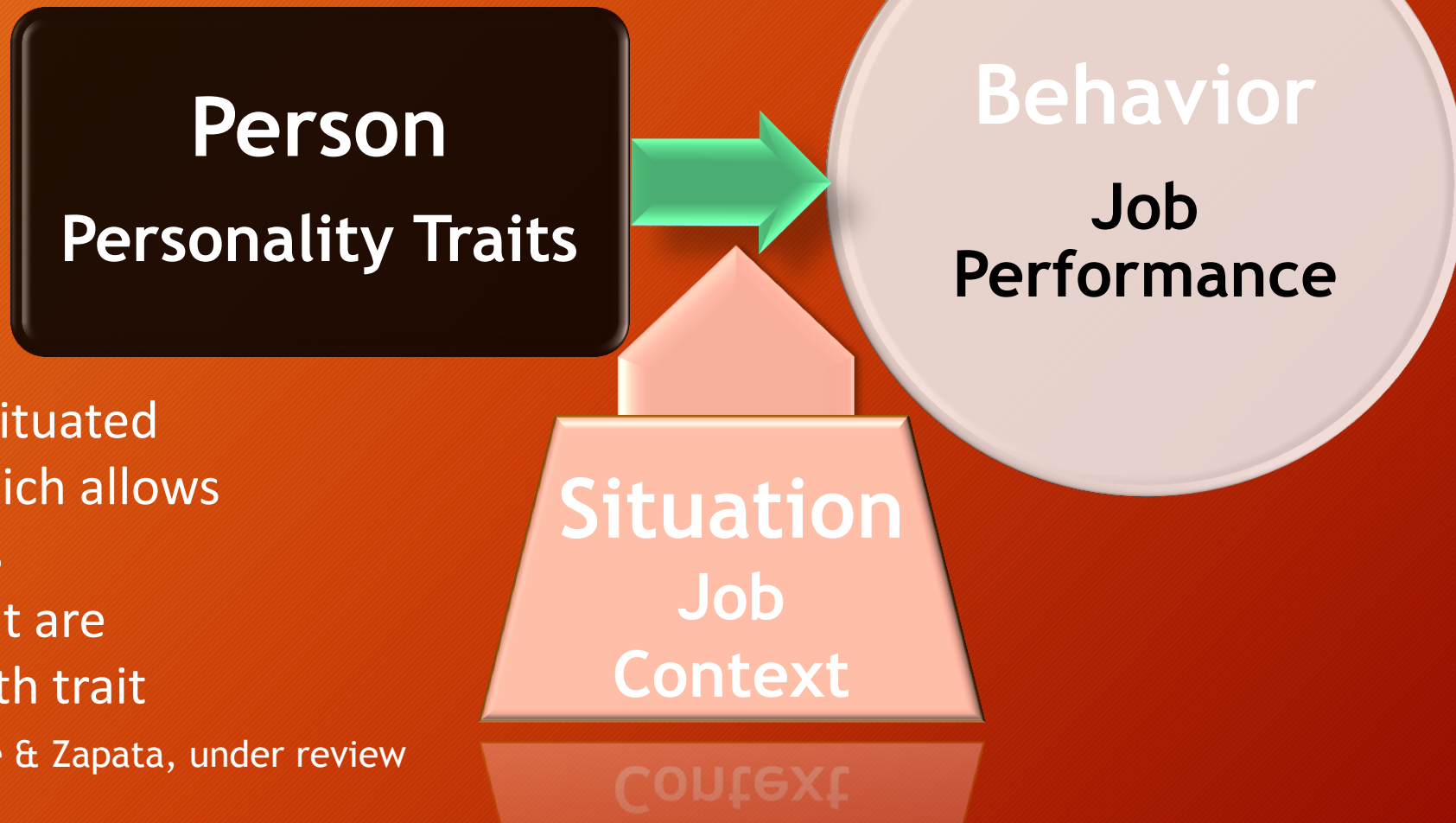
Leader
relationship
with followers

What We Don't Know In Leadership: IIIa

Situational Moderation

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Personality matters more when...



individual is situated
in context which allows
and demands
behaviors that are
consistent with trait

Source: Judge & Zapata, under review

Personality

Situation

Behavior

Situational Strength

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Big Five Traits

- Conscientiousness
- Emotional Stability
- Extraversion
- Agreeableness
- Openness

PROCESS

Situation Strength

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

OUTCOME

General situation moderates all Big Five validities

Specific situation moderates some Big Five validities

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

**Job
Performance**

What We Don't Know In Leadership: IIIa

Situational Strength

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	Conscientiousness r_{xy} (β)	Emotional Stability r_{xy} (β)
Situation strength composite: Outcomes (high=strong)	.022	-.004
Situation strength composite: Process (high=weak)	.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**

What We Don't Know In Leadership: IIIa

Situational Strength

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	Extraversion r_{xy} (B)	Agreeableness r_{xy} (B)
Situation strength composite: Outcomes (high=strong)	.021	-.324*
Situation strength composite: Process (high=weak)	.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**

What We Don't Know In Leadership: IIIa

Situational Strength

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	Openness r_{xy} (β)
Situation strength composite: Outcomes (high=strong)	-.233**
Situation strength composite: Process (high=weak)	.199*
Independence in completing work	.202*
Attention to detail requirement	.013
Social skills requirement	.101
Level of competition requirement	-.115
Innovation/creativity requirement	.332**
Dealing with unpleasant or angry people	.023
R	.453**
R ²	.205**

What We Don't Know In Leadership: IIb

Situational Moderation

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- Do leader traits have different effects on perceived effectiveness vs. actual group performance?
 - “We conclude that personality and effective leadership are indeed linked, and the two key factors mediating the link are: (a) the leader’s socio-political intelligence—his/her ability to understand within and between group political dynamics; and (b) the degree to which the leader is seen as having integrity.”
“We believe the data support the notion that leaders (CEOs) make a difference (for good or ill) in firm performance.” - R. Hogan and T. Judge

Source: Hogan, R., & Judge, T. A. (2013). Personality and leadership. In M. G. Rumsey (Ed.), The Oxford handbook of leadership. New York: Oxford University Press.

What We Don't Know In Leadership: IV

Leadership research has assumed a static process

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Craig is more
extraverted than
Tim



Ken is more
visionary than
Craig



Ken is more
considerate than
Tim

- 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?

What We Don't Know In Leadership: IV

Within-Leader Variability

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- Within-individual variation in experiences at work are partially responsible for within-individual variation in personality states
- What is within-individual variation in personality?

(Fleeson, 2007, p. 826)



“A dimension with the same content and scale as a personality trait but that assesses how the person is at the moment rather than how he or she is in general.”

What We Don't Know In Leadership: IV

Within-Leader Variability

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- 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

What We Don't Know In Leadership: IV

Within-Leader Variability

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- We have begun to study the effect of work on personality variation over very 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

What We Don't Know In Leadership: IV

Hypotheses: Work Context → Next-Day Personality

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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

What We Don't Know In Leadership: IV

Judge, Simon, Hurst, & Kelley (*JAP*, in press)

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- Experience-Sampling Methodology (ESM) was used
 - Participants asked to complete a survey each day they attended work. Links to the surveys were emailed daily; surveys were available only from 3:00PM to 11:00PM
- Daily surveys contained measures of personality and work
- Of the 150 individuals invited to participate in the study, 129 (86%) started the study
- Usable data were available for 122 participants (81.3%). Out of possible 1,220 observations (122×10), 1,081 were provided (86.3%)

What We Don't Know In Leadership: IV

Judge, Simon, Hurst, & Kelley (*JAP*, in press)

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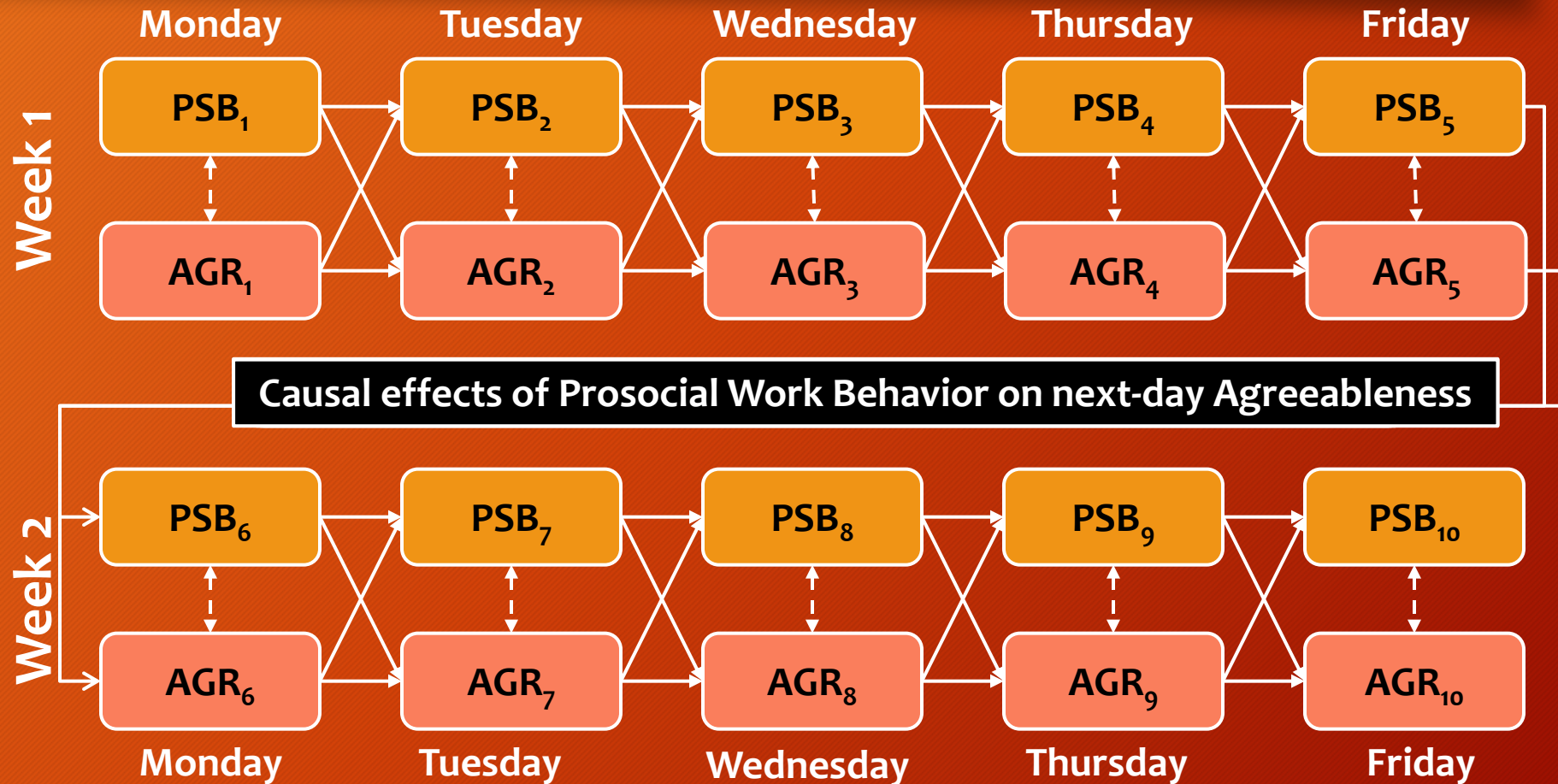
- Dataset constructed so that both personality and work variables were used to predict next day levels of both
- Specification also included (estimated links)
 - Autoregressive effects (day-to-day)
 - Day effects (constructs assessed on common day)
- General trait factor also was created to control for trait (between person) effects
- Within-week equality constraints imposed
 - No reason to believe $T \rightarrow W$ different from $W \rightarrow TH$

What We Don't Know In Leadership: IV

Hypothesis: Prosocial Behavior - Agreeableness

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PSB – Prosocial Behavior at Work
AGR – Agreeableness

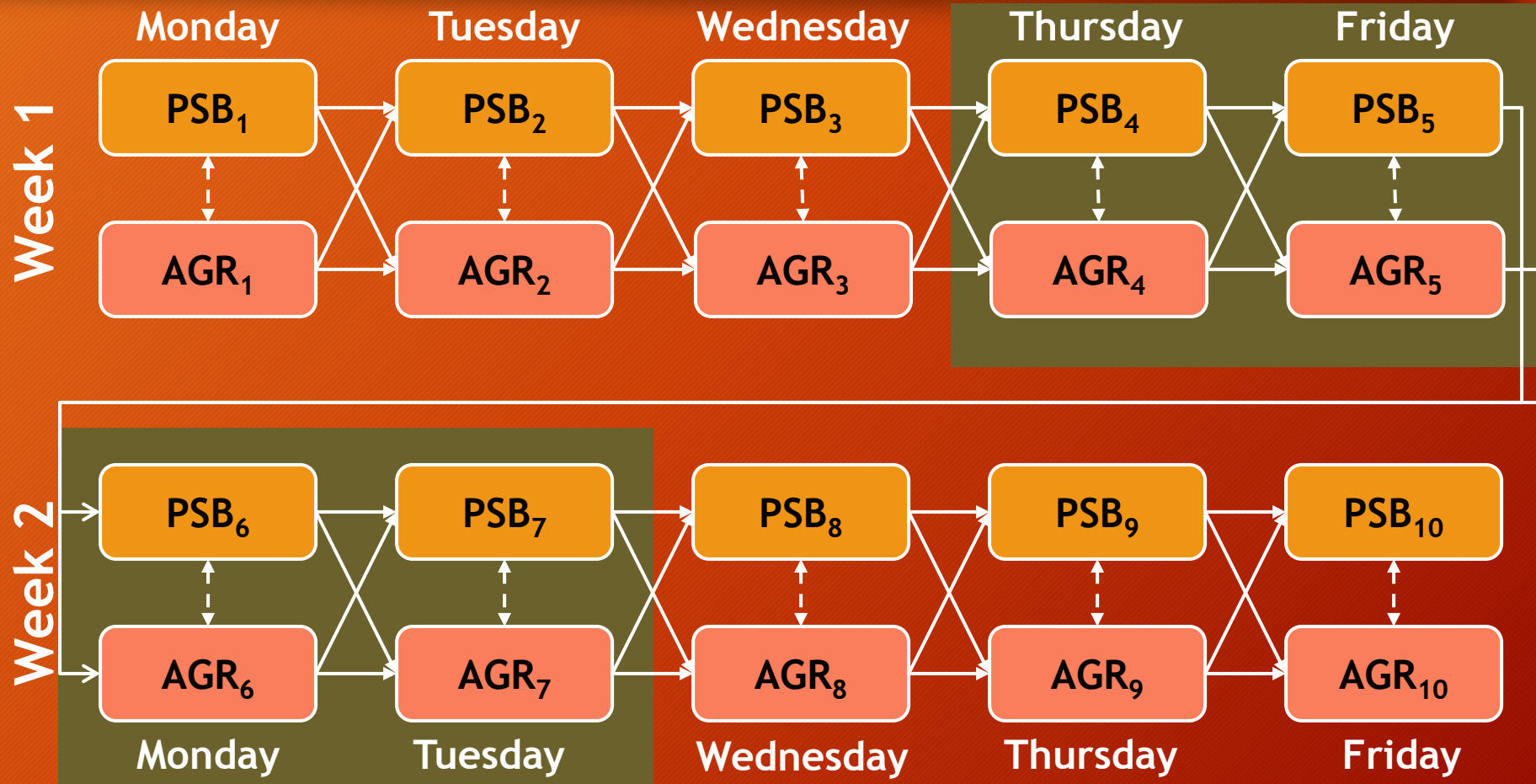


What We Don't Know In Leadership: IV

Hypothesis: Prosocial Behavior - Agreeableness

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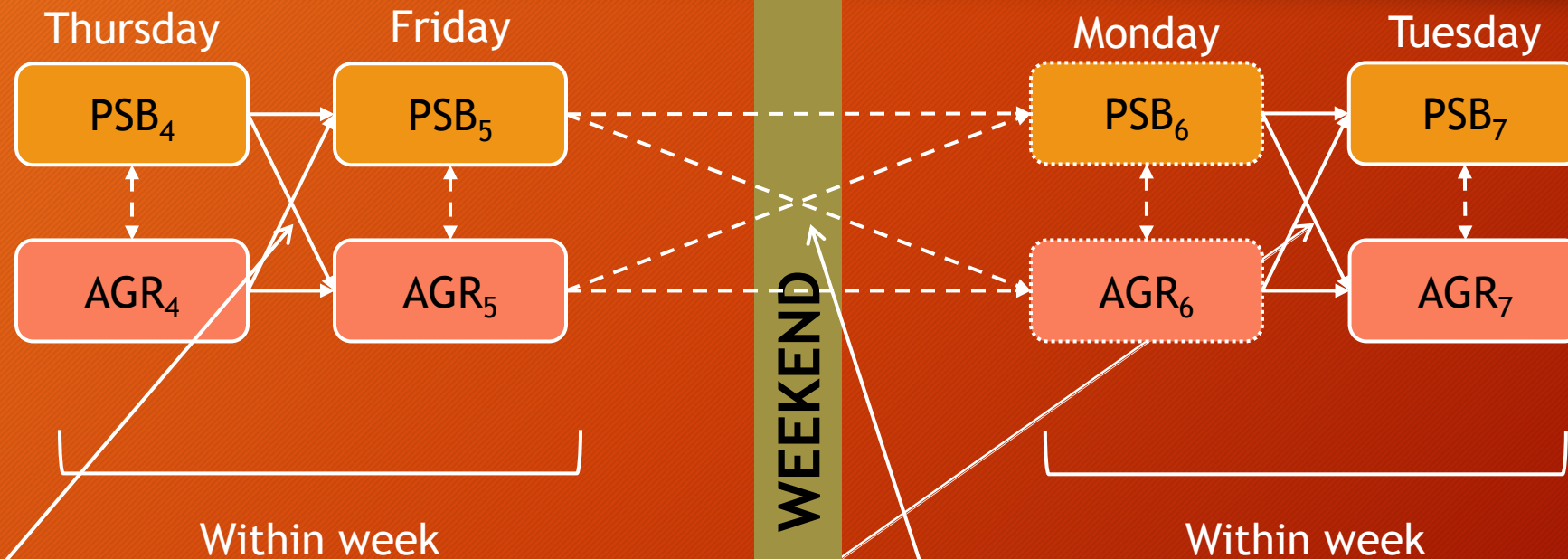
PSB - Prosocial Behavior at Work
AGR - Agreeableness



What We Don't Know In Leadership: IV

Prosocial Behavior - Agreeableness Weekend Effects

PSB - Prosocial Behavior at Work
AGR - Agreeableness



These effects should be the same as other days of the week: M→T; T→W; W→TH; and TH→F should be equal for both weeks

The Friday to Monday effects should be weaker due to:

1. 3-day lag
2. Weekend (non-work) events

What We Don't Know In Leadership: IV

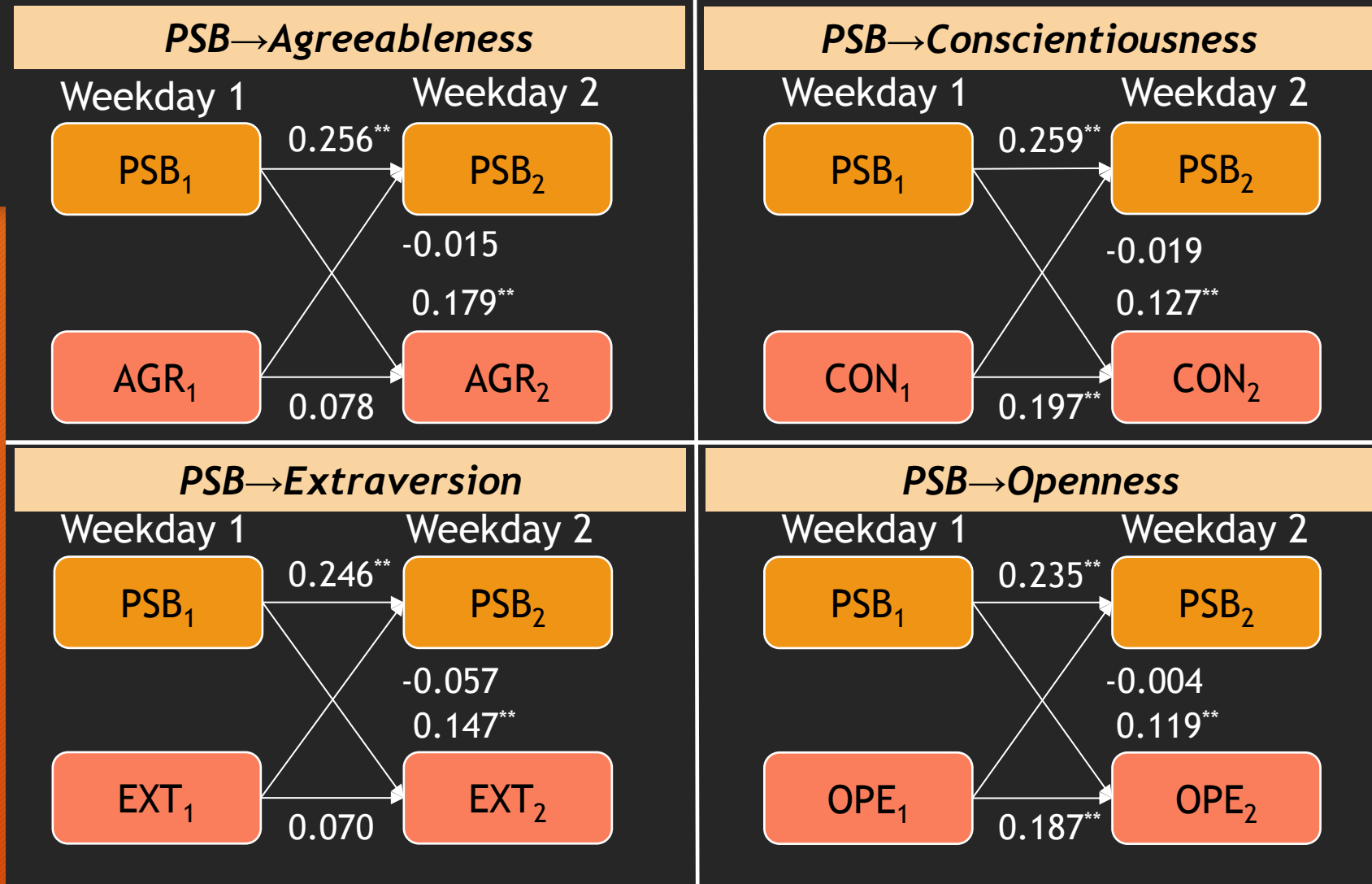
Variability in Work & Personality: Within vs. Between

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	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%

Summary of Results

Prosocial Behavior at Work (PSB)



Note. Unstandardized coefficients. * p < .05. ** p < .01.

What We Don't Know In Leadership: IV

Within-Leader Variability

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- 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
 - In 1 case, only $p \rightarrow w$ significant
 - In 1 case, neither $w \rightarrow p$ nor $p \rightarrow w$ significant
 - Remember, these are within-individual relationships
- Within-week effects much stronger than cross-week effects

What We Don't Know In Leadership: IV

Within-Leader Variability

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Rigorous Specification Controlled For:



Autocorrelated (day-to-day) errors



Within-day correlations



Simultaneous estimation of both directions of causality



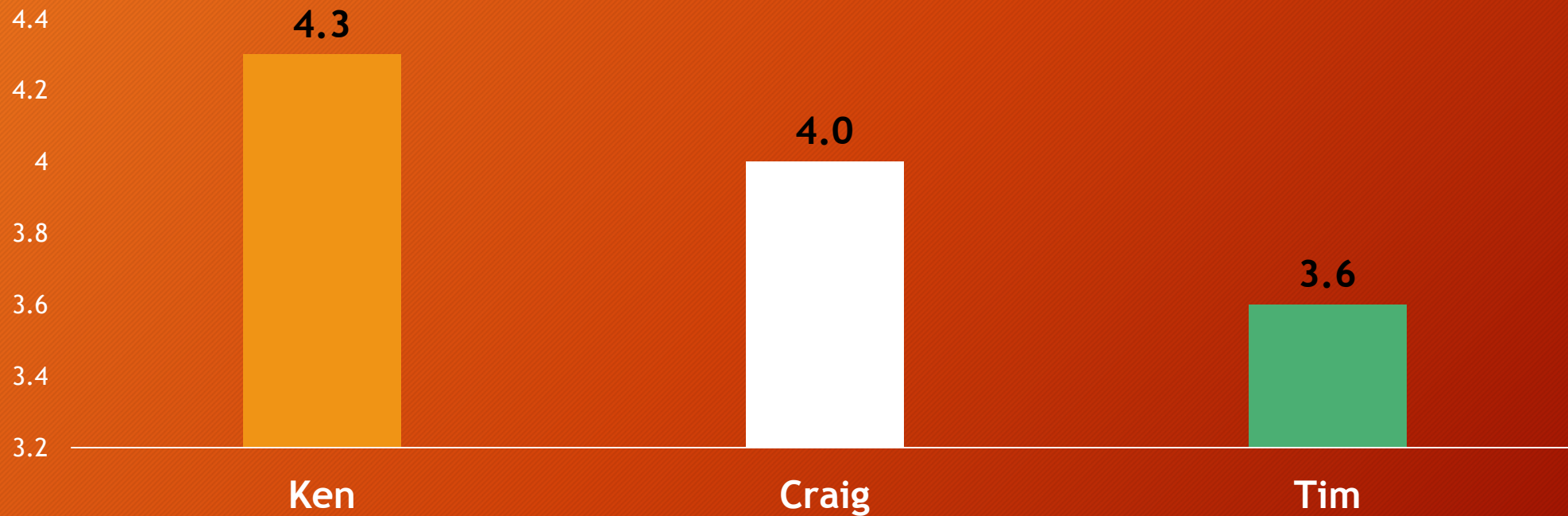
Trait (between-individual personality) effects

What We Don't Know In Leadership: IV

Typical Research Design

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Score on Visionary Leadership (Averaged Over Follower Ratings)

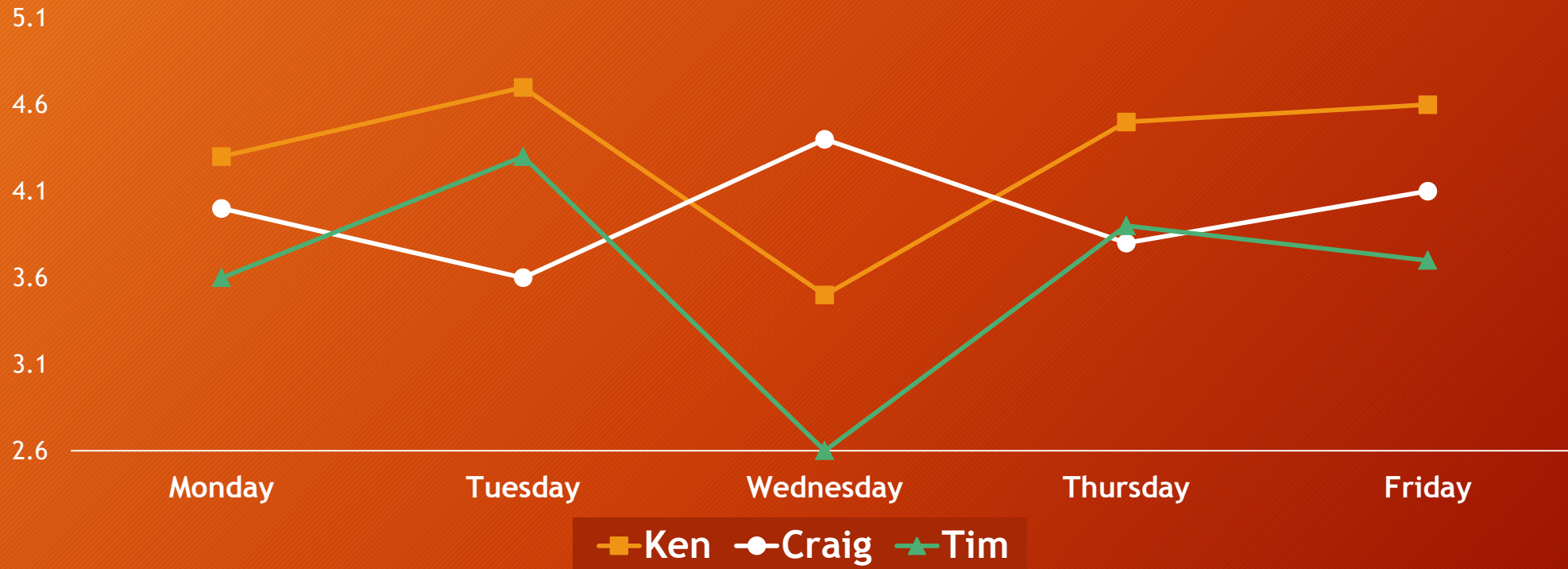


What We Don't Know In Leadership: IV

Within-Leader Variability

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Followers' Rating of Leader Visionary Leadership

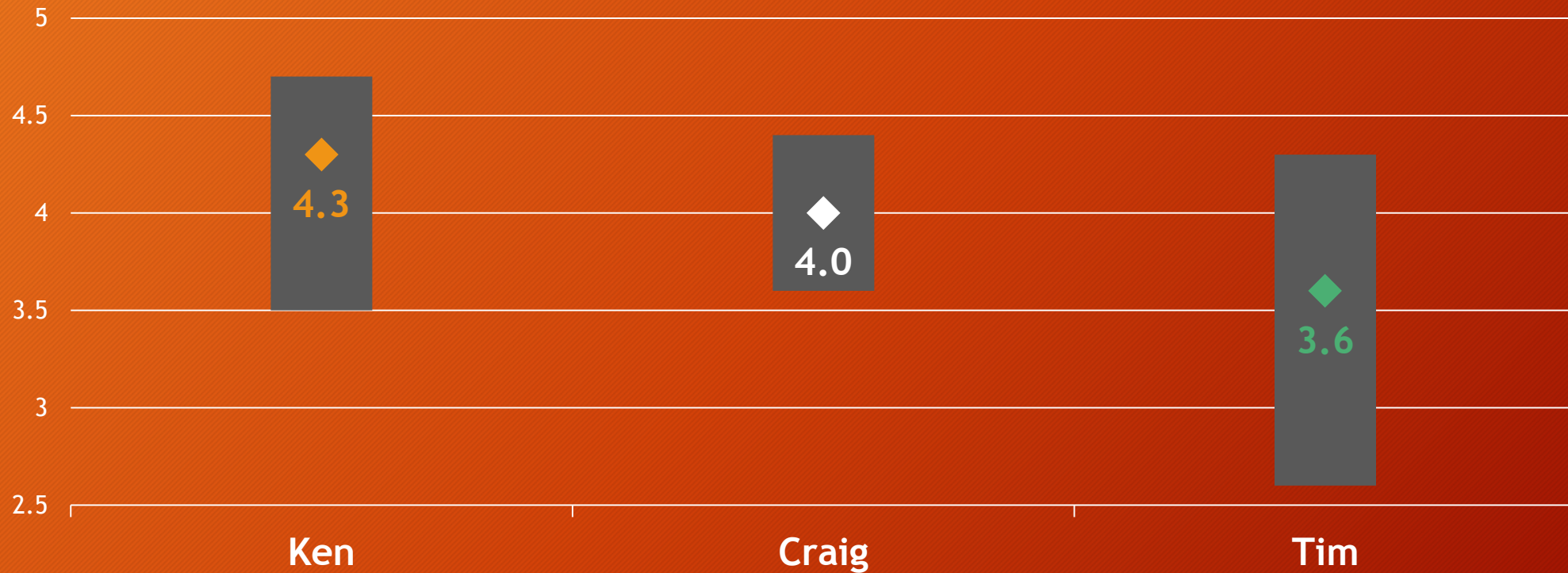


What We Don't Know In Leadership: IV

Between- and Within-Leader Variation

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Range and Mean in Visionary Behavior Across Week



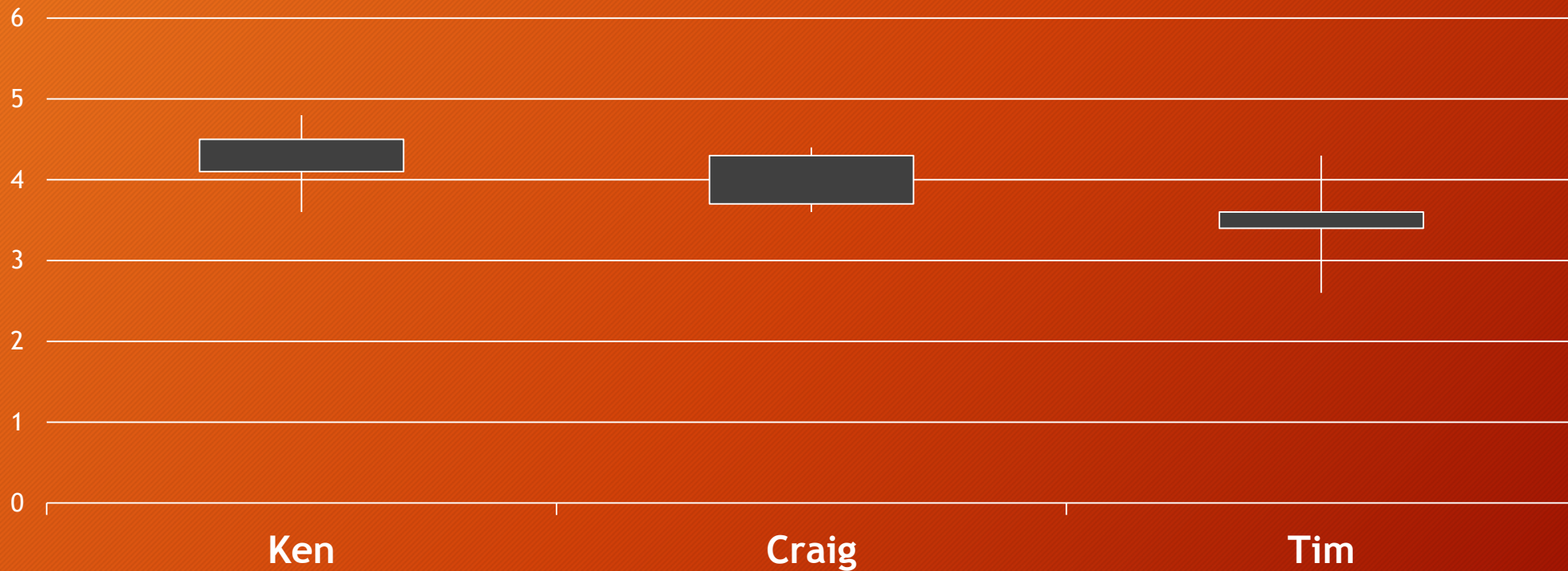
This is absolute range—what if we constructed 95% CI's from two weeks of data?

What We Don't Know In Leadership: IV

Between- and Within-Leader Variation

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95% Confidence Intervals Around Mean Visionary Leadership Rating



What We Don't Know In Leadership: IV

Within-Leader Variability

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What do these results mean for leadership research?



Leaders – and followers – are persons too!

As much within- as between-individual variability

Need to revise core assumptions



Ideas for future studies of leadership!



What We Don't Know In Leadership: IV

Within-Leader Variability

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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

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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 into how this can be done



These slides and my articles
can be
downloaded from
www.timothy-judge.com

Thank you!

Oklahoma State University

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