

# Nuffield CSC Iowa March 2019

## CAPACITY BUILDING PERSONALITY & LEADERSHIP

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# Personality Theory

Theory	Author
16 Personality Factors	(Cattell,1965)
3 Factors - Psychotism/Extraversion/Neuroticism	(Eysenck, 1991)
Five Factor Model (FFM)	(Costa & McCrae,1985)
The Big 5	(Goldberg, 1990)

# OCEAN OR BIG 5

- There are two related, but conceptually distinct five-factor models, although many psychologists refer to the two interchangeably.
- Costa and McCrae's **OCEAN** model is based on factor analyses of questionnaires.
- Goldberg's **Big Five** by contrast, are based primarily on factor analyses of adjectives.

# The Big 5 / FFM

- FFM consistently proven to be the most valid model of personality
- Studies also indicated that it is valid across different languages (Saucier & Goldberg, 2001) and stable across lifespan (Mathews, Dreary & Whiteman, 2003)
- Discussions continue regarding the possibility of a 6<sup>th</sup> factor – Honesty/Humility (Ashton & Lee, 2005)

# The Big 5 / FFM

- NEUROTICISM – Worrying, nervous, inadequate
- EXTRAVERSION – Sociable, active, optimistic
- OPENNESS – Curious, creative, original
- AGREEABLENESS – Trusting, helpful, forgiving
- CONSCIENTIOUSNESS – Organised, reliable, ambitious

Costa & McCrae, 1992

# EXTRAVERSION

- Gregarious
- Active
- Assertive
- Excitement seeking
- Positive
- Warm

Bill Clinton

# AGREEABLENESS

- Straightforward
- Trusting
- Altruistic
- Modest
- Tender minded
- Compliant

Radar from MASH

# CONSCIENTIOUSNESS

- Self disciplined
- Dutiful
- Competent
- Ordered
- Deliberate
- Achievement striving

Spock from Star Trek



# EMOTIONAL STABILITY (negative)

- Anxious
- Self conscious
- Depressed
- Vulnerable
- Impulsive
- Angry hostility

Woody Allen

# OPENNESS (to new experience)

- Imaginative
- Creative
- Curious
- Reflective
- Idea generating
- Sophisticated

Richard Branson

# Hamilton's study

Investigated personality and behavioural characteristics of O/D consultants in the US Navy.

Hamilton (1988) found that the personality and behaviour trends of effective change agents was significantly different to less effective ones.

Measured personality/behaviour using:

- MBTI
- Cattell's 16PF
- Personanalysis

# Consultant Effectiveness Questionnaire (CEQ)

Developed by Hamilton (1988)

- Based on the requisite competency clusters deemed necessary for O/D consultants.
- CEQ employs five point likert scales
- Completed by a Manager who scores each participant on each of nine questions relating to organisational effectiveness.

# Myers Briggs Type Indicator (MBTI)

Extraversion/Introversion (E/I)

Sensing/Intuition (S/N)

Thinking/Feeling (T/F)

Judging/Perceiving (J/P)

position across the four dichotomies results in a four letter personality type e.g. ESFJ.

Myers-Briggs, 1982

# Desirable competencies

- 1) Encourage collaboration and communication
- 2) Realise and promote the benefits of the planned change whilst understanding the disruption
- 3) Motivate and Empower the Team
- 4) Flexible
- 5) Enthusiastic and Positive
- 6) Knowledge of when and how to challenge the team

Several authors also mention the following:

Effective, Competent, Confident, Proficient, Strong and Resilient  
(style/ strength/other)

# Change Agency

- Organisational Change must be a bottom-up process and involve, engage and empower all personnel within an organisation
- Facilitation by an experienced, positive, competent and flexible change agent is the most effective means of achieving this
- However, the role can be extremely difficult, insular and frustrating.



Agrisgôp – It drives you crazy & keeps you sane!

Nigel Bowyer  
Agrisgôp Leader  
October 2011



# Agrisgôp

- Management Development programme for farm & forestry businesses in Wales
- Action Learning utilised to develop ideas & resolve issues
- Over 350 groups run since inception in 2003
- Original Agrisgôp Leaders Ashridge trained

# The Agrisgôp study

- 37 Agrisgôp Leaders completed a BIG 5 questionnaire and the MBTI
- Manager scored each participant on the CEQ
- The data from all three questionnaires was analysed using Multiple Regression.

# Findings

- Agreeableness and Extroversion (of the Big 5) predicted competence in organisational change facilitation
- No relationship found between the MBTI and competence in organisational change facilitation

# Agreeable Extroverts

Although there may not be any advantages to being open and extraverted for early academic performance, these traits gain importance for later academic performance when applied practice increasingly plays a part in the curriculum.

Lievens, Ones and Dilchert, 2009

# Implications

- How does personality relate to change agency?
- Of the Big 5 what about O N & C?
- What about other measures?
- Are individuals who are personally proactive in engaging change more effective as change agents?
- What about personality and Leadership?

# IBM 2010

The most desirable trait for CEOs in the 21<sup>st</sup> Century?

What do you think....?

# IBM 2010

The most desirable trait for CEOs in the 21<sup>st</sup> Century?

**CREATIVITY!**

# Managing Change

- Successful Organisations constantly seek change
- 70% of change interventions fail

(Burnes, 2004)

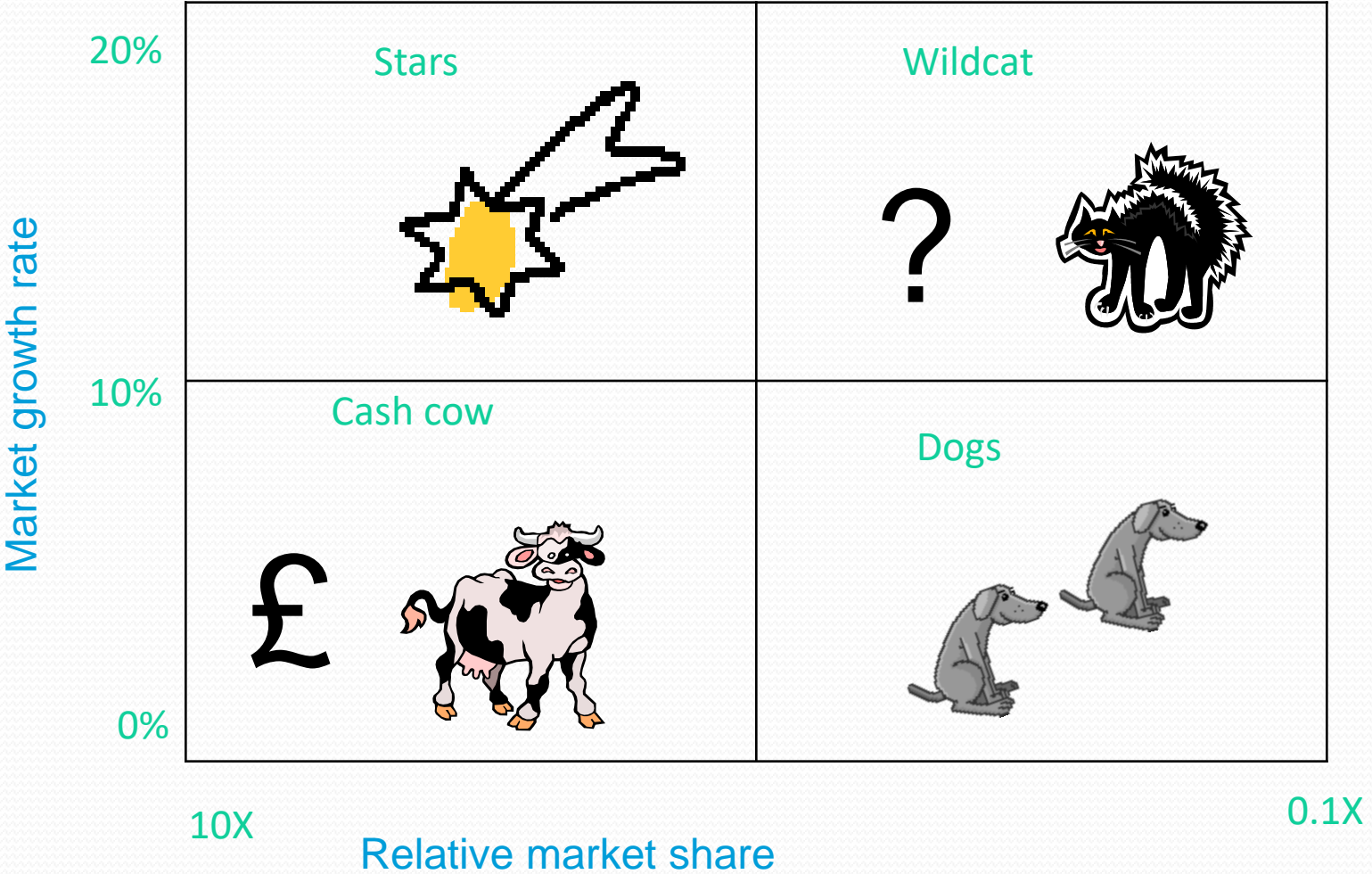


# Managing Change

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(Burnes, 2004)

# BOSTON GROWTH / SHARE MATRIX



# Change

- Change is a loop – always happening
- Change models normalise the process
- Can also help us track
- Change is only bad when imposed upon us

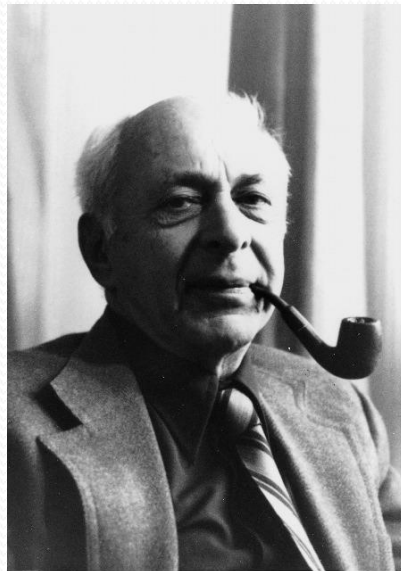


“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

Attributed to Charles R Darwin (1809- 1882)

# Locus of Control

Refers to whether we believe that our fate is controlled by internal, person variables or by external, environmental variables



Julian Rotter

# Attributional style

**Internals:** believe they have an enormous amount of personal control over their destiny

– things happen because they make them happen

**Externals:** are more fatalistic believing they have little control over what happens to them

– things simply occur by chance, luck or the actions of powerful external agents

(Rotter,1966)

# Locus of Control

People having internal locus of control orientations will work harder to obtain a goal believing that they can control the outcome in a specific situation.



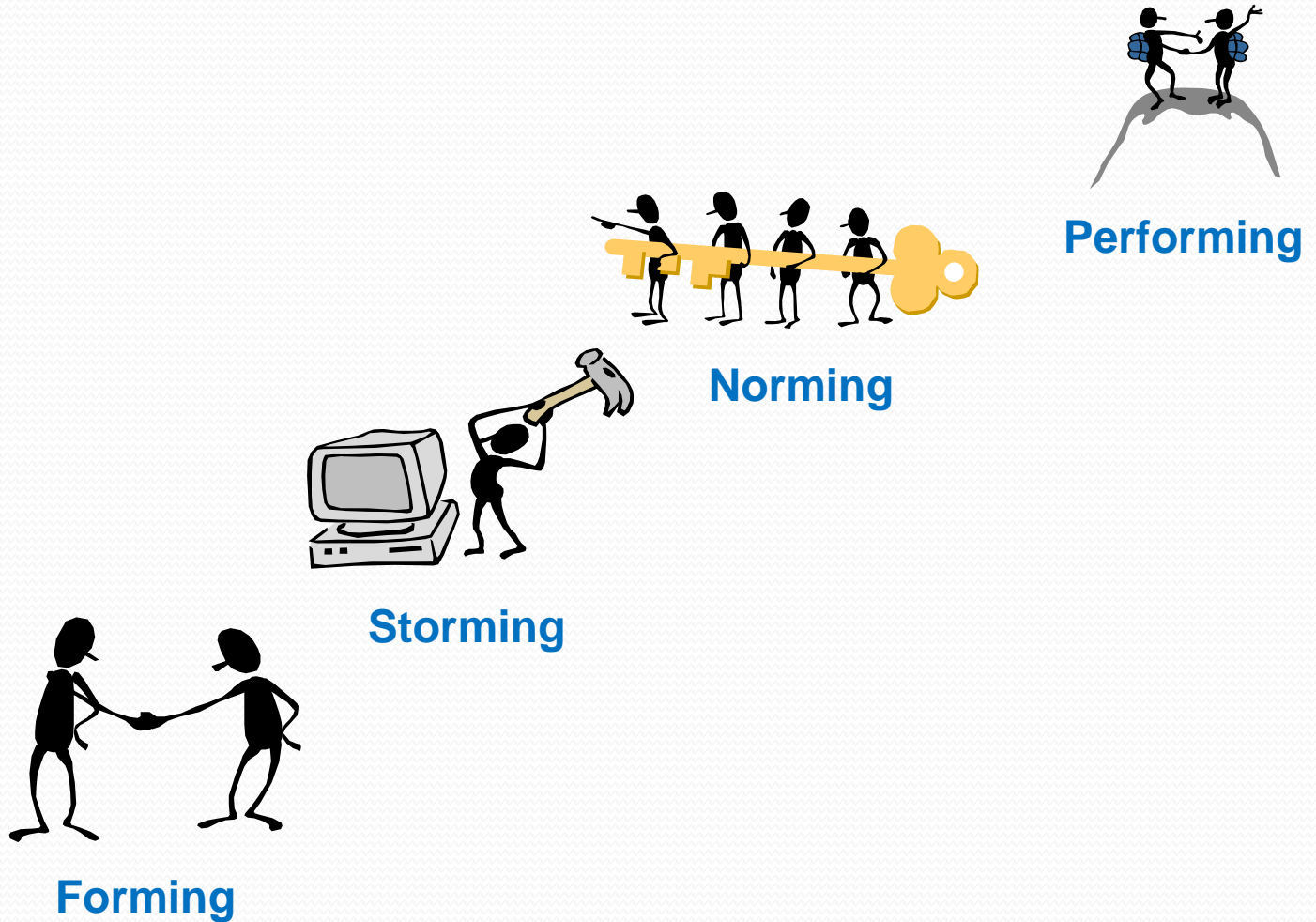
# ***What is a Team?***



# ***What is a Team?***

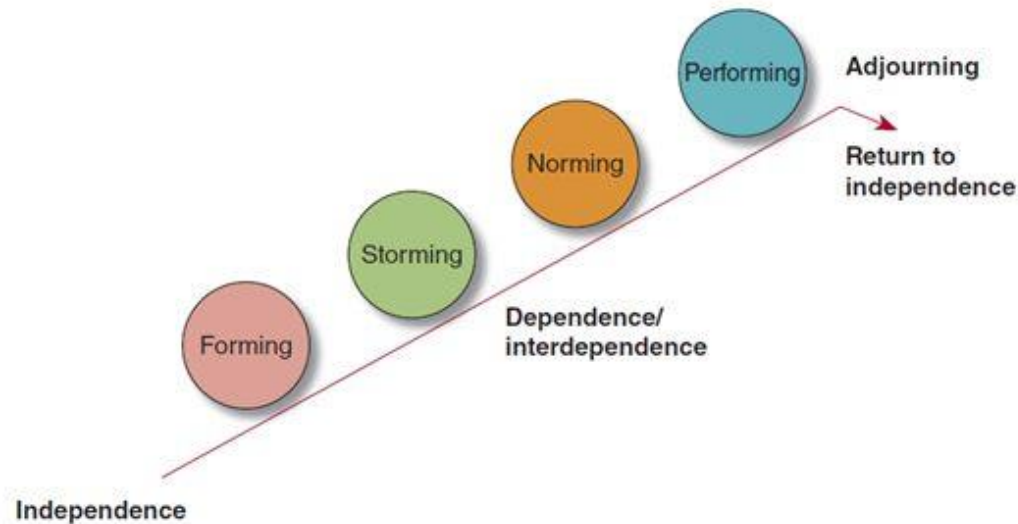
- A reason for co-working
- Utilising co-dependence to reach a common aim
- Commitment to the principle that co-operation produces more effective outcomes
- A sub group within a larger structure

# Team Dynamics



# Tuckman's Five-Stage Theory of Group Development

figure 10-2 Tuckman's Five-Stage Theory of Group Development



<b>Individual issues</b>	"How do I fit in?"	"What's my role here?"	"What do the others expect me to do?"	"How can I best perform my role?"	"What's next?"
<b>Group issues</b>	"Why are we here?"	"Why are we fighting over who is in charge and who does what?"	"Can we agree on roles and work as a team?"	"Can we do the job properly?"	"Can we help members transition out?"

# Belbin Team Roles



TYPE	SYMBOL	TYPICAL FEATURES
Company worker	CW	Conservative, dutiful, predictable
Chairman	CH	Calm, self-confident. controlled
Shaper	SH	Highly strung, outgoing, dynamic
Plant	PL	Individualistic, serious-minded, unorthodox
Resource Investigator	RI	Extroverted, enthusiastic, curious, communicative
Monitor/ Evaluator	ME	Sober, unemotional, prudent
Team worker	TW	Socially orientated, rather mild, sensitive
Completer / Finisher	CF	Painstaking, orderly, conscientious, anxious

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends peoples feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.