LEADERSHIP:
Theory, Application, Skill Development

2d Edition

**Robert N. Lussier
and Christopher F. Achua**

This presentation edited and enhanced by:

George W. Crawford
Asst. Prof. of Mgmt.
Clayton College & State University
Morrow, GA 30260
georgecrawford@mail.clayton.edu

2-1

Chapter 2

Leadership Traits and Ethics

Chapter 2
Learning Outcomes

- Benefits of classifying personality traits.
- Big Five personality dimensions.
- Universality traits of effective leaders.
- Trait of dominance.
- Achievement Motivation Theory and Leader Profile.
- Theory X, Theory Y, Pygmalion Effect.
- Four leadership styles and attitude.
- Three levels of moral development.
- Stakeholder approach to ethics.

Traits and Personality

What are traits?

Traits and Personality

What are traits?

Distinguishing personal characteristics

Traits and Personality

What is personality?

2-6

Traits and Personality

What is personality?

A combination of traits that classifies an individual's behavior

Traits and Personality

- Traits: Distinguishing personal characteristics

- Personality: A combination of traits that classifies an individual's behavior

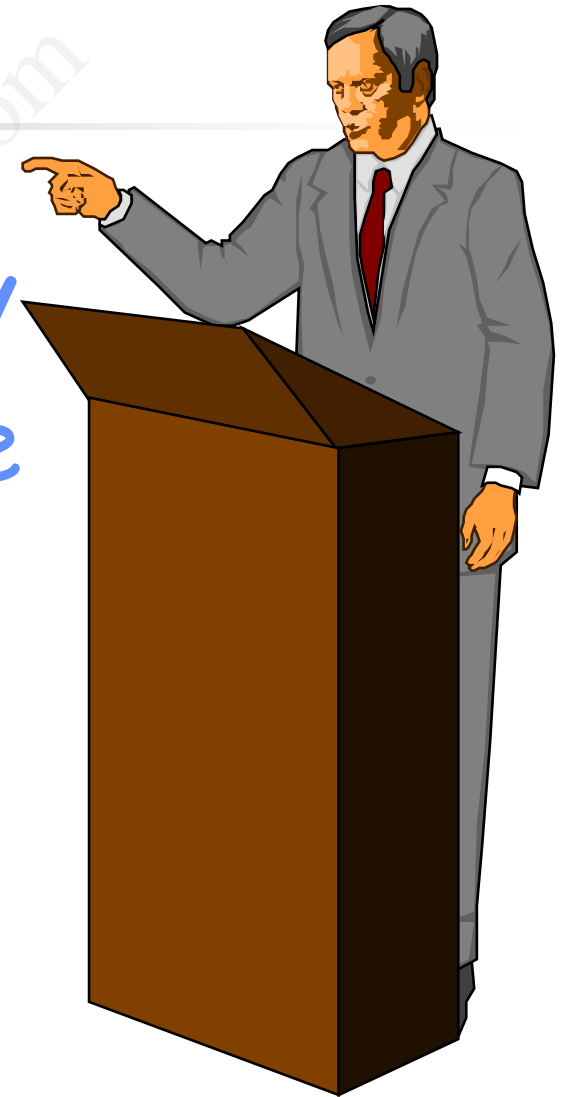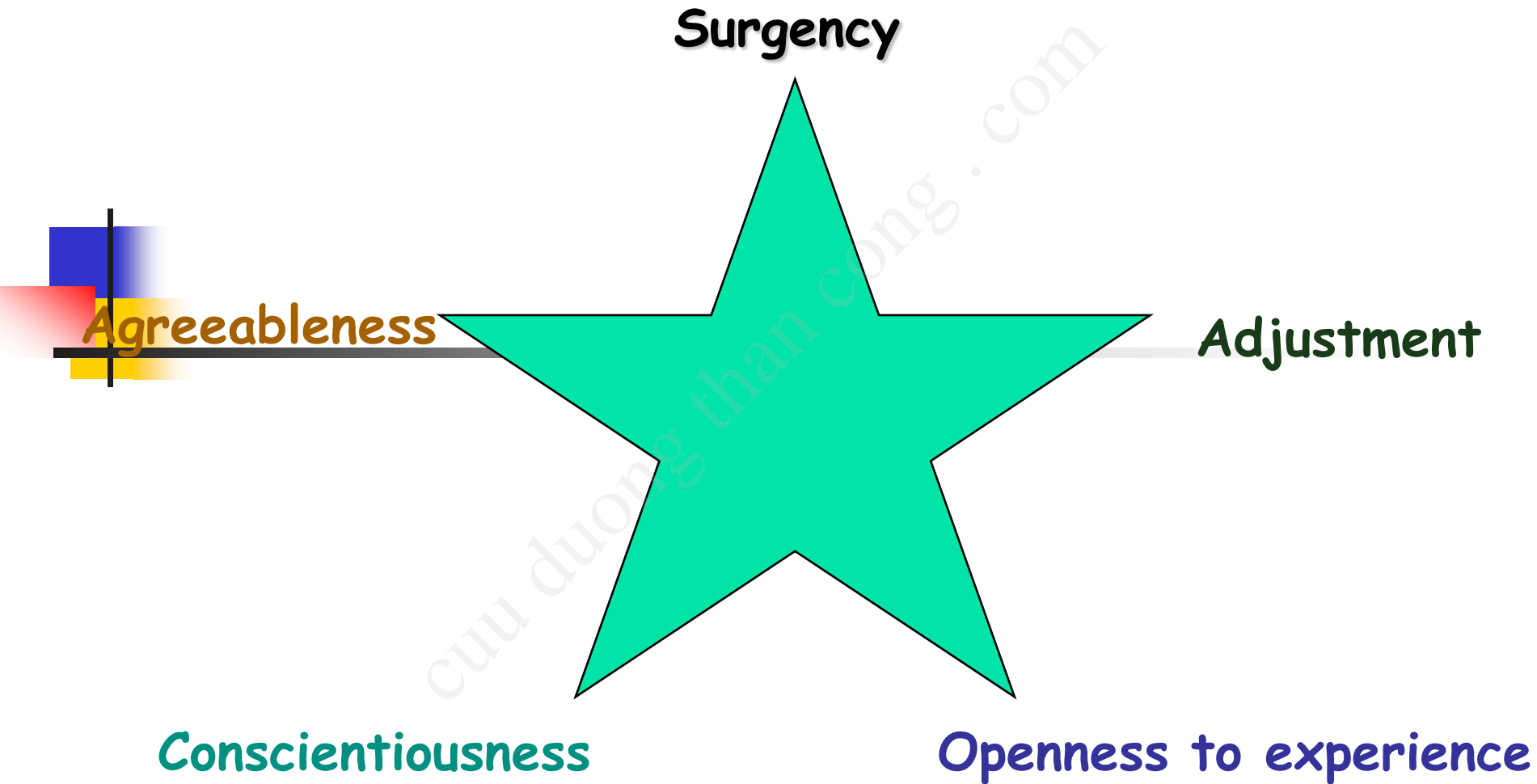- *What value do they have in the study of leadership?*

What is/was the Great Man (Person) Approach?

2-9

Great Man (Person) Approach

- Sought to identify the traits effective leaders possessed.

- *Was it successful?*

Big Five Model of Personality

Surgency

Agreeableness

Adjustment

Conscientiousness

Openness to experience

Source: Adapted from T.A. Judge, D. Heller, and M.K. Mount, 2002. "Five Factor Model of Personality and Job Satisfaction: A Meta-Analysis."
Journal of Applied Psychology,87 (June), 530(12)

The Big Five

- Surgency (dominance)
  - Leadership & Extraversion traits
- Agreeableness
  - Getting along with people traits
- Adjustment
  - Emotional stability traits

The Big Five

- ## Conscientiousness
  - ### Achievement traits
- ## Openness to experience
  - ### Willingness to try new things traits
- ## With all of this, why are many leaders unsuccessful?

6 Major Reasons for Executive Derailment

1. Bullying style

2. Cold, aloof, arrogant

3. Betrayed personal trust

4. Self-centered

5. Specific performance problems

6. Overmanaged

2-14

What are some traits of effective leaders?

9 Traits of Effective Leaders

Locus of Control
Integrity
High energy
Flexibility
Dominance
Sensitivity to others
Self-confident
Stability
Intelligence

Traits of Effective Leaders

- ## Dominance
  - Want to be in charge
  - Affects all other traits
- ## High Energy
  - Drive, hard work, stamina, persistence
- ## Self-confidence
  - Trust own judgments, decisions, ideas, capabilities

2-17

Traits of Effective Leaders

- ## Locus of Control
  - ### Belief in control of own destiny
- ## Stability
  - ### Emotionally in control, secure, positive
- ## Integrity
  - ### Honest, ethical, trustworthy
- ## Intelligence
  - ### Above average, educated

2-18

Traits of Effective Leaders

- **Emotional Intelligence**
  - Self-awareness, managing emotions, motivating oneself, empathy, social skills
- **Flexibility**
  - Change, adjust to changes
- **Sensitivity**
  - Understand group members, communicate well, people centered

2-19

What is Achievement Motivation Theory?

Achievement Motivation Theory

- Attempts to explain and predict behavior and performance based on a person's need for achievement, power, and affiliation.

- *What are the characteristics of each need?*

Need for Achievement

- Internal locus of control
- Self-confidence
- High energy
- Goal oriented
  - Realistic goals
- Moderate risks
- Competitive

Need for Affiliation

- Strong personal relationships
- Sensitivity to others
- Joiners
- Prefer "helping professions"
- Concerned about what people think of them
- Usually have low need for power
  - Avoid leadership

What is the Leader Motive Profile (LMP)?

Leader Motive Profile (LMP)

- A set of traits that match up to the "typical" effective leader

- Tends to have a high need for power, a moderate need for achievement, and a lesser need for affiliation

- These vary significantly from leader to leader

Need for Power

- Want to be in charge (in authority)
- Self-confident
- High energy
- Competitive
- Ambitious
- Less concerned with people

POWER

- Much maligned word
- Power is the fuel of accomplishment
- Leadership = Power
- Socialized Power: Used for the good of one's self, the group, and the organization
- Personalized Power: Used for selfish reasons and contrary to the good of the group and organization

2-27
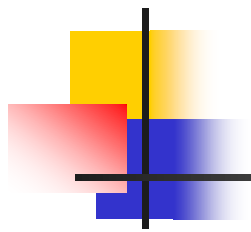
What are Theory X and Theory Y?

Theory X   vs. Theory Y

- People are lazy
- Dislike work
- Do as little as possible
- Must be closely supervised
- Carrot & stick management

- People are motivated
- Get satisfaction from work
- Will do what is right for organization
- Participative management

Theory X .... Theory Y
(Autocratic) (Participative)

Control Support

What is the Pygmalion Effect?

Pygmalion Effect

Managers' attitudes, expectations, and treatment of employees explain and predict behavior and performance.

"If you think you can,
you can,
if you think you can't,
you can't."

What does this mean?

How can a would-be leader develop a positive self concept?

Develop a Positive Self Concept

- Consciously
- Push out pessimism
- Cultivate optimism
- Stop complaining
- Avoid negative people
- Set and achieve goals
- Focus on success
  - Do not dwell on failure

Develop a Positive Self Concept

- Accept compliments
- Don't belittle your accomplishments
- Don't compare yourself to others
- Focus on being the best you can be
- Think for yourself
- Be a positive role model
- Help others

Leadership Styles Based on Attitudes

	Theory Y Attitudes	Theory X Attitudes
Positive Self-Concept	• Gives and accepts positive feedback • Expects others to succeed • Lets others do the job their way	• Bossy • Pushy • Impatient • Critical • Autocratic
Negative Self-Concept	• Afraid to make decisions • Unassertive • Self-blaming	• Pessimistic • Promotes hopelessness

What are ethics?

Ethics

- Ethics are the standards of right and wrong that influence behavior
  - There are moral absolutes
  - Business ethics are always suspected
  - People set the ethical standards, not organizations
  - Integrity is essential in leadership

Ethics and Integrity

- Integrity is an important leadership trait

- Ethics and trust are part of integrity

- Must start within the organization

Traits, Attitudes, and Ethics

- **Ethics related to need and traits**
- **Unethical behavior more likely**
  - **Emotionally unstable**
  - **External locus of control**

Moral Development and Ethics

- Understanding right from wrong
- Three levels
  - **Preconventional**: Based on self-interests
  - **Conventional**: Based on expectations of others
  - **Postconventional**: Based on moral principles regardless of leader or group ethics

Source: Adapted from Lawrence Kohlberg, "Moral Stages and Moralization: The Cognitive-Development Approach." In Thomas Likona (ed.), *Moral Development and Behavior: Theory, Research, and Social Issues* (Austin, TX: Holt, Rinehart and Winston , 1976), 31-53.

The Situation and Ethics

- People are more likely to act unethically
  - Highly competitive situations
  - Unsupervised situations

Justifications for Unethical Behavior

- Moral justification:
  - In terms of a higher purpose
- Displacement of responsibility:
  - Blaming your behavior on others
- Diffusion of responsibility:
  - A group is responsible, no one person

Justifications for Unethical Behavior

- Advantageous comparison:
  - Others are worse
- Disregarding or distorting consequences:
  - Minimizing the harm caused
- Attribution of blame:
  - Caused by someone else's behavior
- Euphemistic labeling
  - Covering it with cosmetic words

Golden Rule

"Do unto others as you want them to do unto you."

or

"Don't do anything to other people that you would not want them to do to you."

Four-Way Test of Ethical Behavior

- Is it true?
- If it fair?
- Will it build good will?
- Will it benefit all concerned?

Stakeholder Approach

"Am I proud to tell the relevant stakeholders my decision?"

2-48

Stakeholder's Approach to Ethics

Creates a win-win situation for relevant parties affected by the decision.

Win-Win

Very few people see themselves as unethical!

Discussion Question #1

- Would you predict that a person with a very strong agreeableness personality dimension would be a successful programmer?
- Why or why not?

Discussion Question #2

- What is the primary use of personality profiles?

Discussion Question #3

- What are some of the traits that describe the high-energy trait?

2-53

Discussion Question #4

- Is the locus of control important to leaders?

- Why?

2-54

Discussion Question #5

- What does intelligence have to do with leadership?

Discussion Question #6

- Does sensitivity to others mean that the leader does what the followers want to do?

Discussion Question #7

- Does McClelland believe that power is good or bad?

- Why?

Discussion Question #8

- Should a leader have a dominant need for achievement to be successful?

- Why or why not?

Discussion Question #9

- McGregor published Theory X and Theory Y over 30 years ago. Do we still have Theory X managers?
- Why?

Discussion Question #10

In test examples related to the Pygmalion effect, Lou Holtz calls for setting a higher standard. Have the standards in school, society, and work increased or decreased over the last five years?

Discussion Question #11

- Do you believe that if you use ethical behavior it will pay off in the long run?

Discussion Question #12

- Can ethics be taught and learned?

Discussion Question #13

- Which personal traits are more closely related to ethical and unethical behavior?

Discussion Question #14

- Do people change their level of moral development based on the situation?

Discussion Question #15

- Why do people justify their unethical behavior?

Discussion Question #16

- Which justification do you think is used most often?

Discussion Question #17

- As related to the simple guide to ethical behavior, how do you want to be led?