

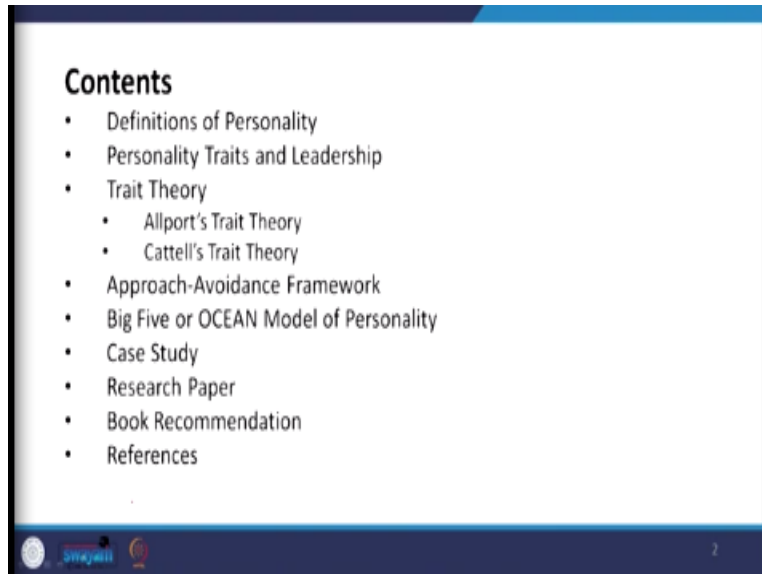
Leadership and Team Effectiveness
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Lecture-14
Personality Traits and Leadership

Today we are discussing a very, very interesting topic that is about the personality of the leaders. That is the and there are so many questions are there related to the personality and the first question arises that what is the personality, how a person develops the personality, why there some persons are very effective leader, how they develop that personality? So, you must be curious about the knowing all these things and in this session we will be discussing this particular issue.

So, first we will talk about the understanding the personality. Now you see there lot of research has been done and the researchers have their now opinion about the personality. The prominent well accepted definition some of them I would like to interact with you. Then actually whatever we say the characteristics it is the personality traits are there and what are the personality traits and leadership is there. Then the trait theory is there then the Allport's trait theory is there, Cattell's trait theory is there, approach-avoidance framework is there, big five or ocean model of personality that we will be discussing.

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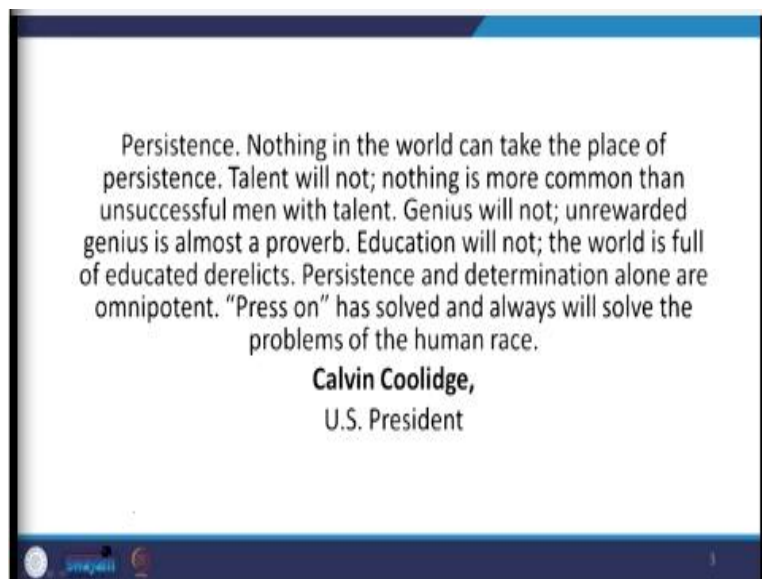
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- Definitions of Personality
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- Research Paper
- Book Recommendation
- References

And as usual the case study, research papers, book recommendations and references will be there in this session also. Now whenever we are talking about the persistence, so nothing in the world can take the place of the persistence. So, in Indian culture also you will find that is we right from the childhood, the value system which we imbibe into the child and that is about the persistence. So, the talent will not nothing is more common than the unsuccessful man with talent.

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A presentation slide with a blue header and footer. The main content is a quote by Calvin Coolidge. The footer contains a logo on the left and the number '1' on the right.

Persistence. Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. "Press on" has solved and always will solve the problems of the human race.

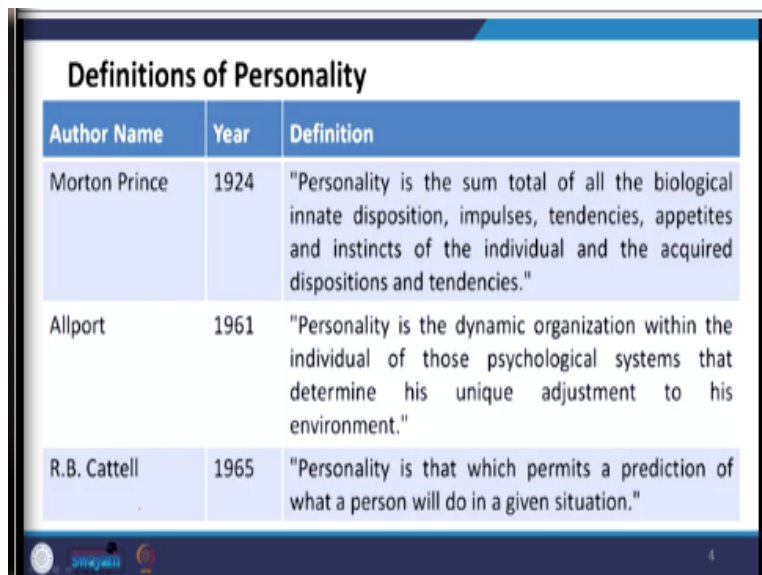
Calvin Coolidge,
U.S. President

So, therefore in that case that is you will find there are talented people are there but they are not successful. So, therefore even they are having the intellectual ability and they are not successful. Genius will not; unrewarded genius is almost a proverb. So, therefore in that case even if you are

genius not necessarily you will get the rewarded. Education will not; the world is full of educated derelicts.

So, therefore in that case it is not like this that is there are if you are very highly educated, so you will be successful. Persistence and determination alone are the omnipotent, but what will make you the successful and it is your persistence and determination. So, press on has solved and always will solve the problems of the human race and therefore in that case what is most important is this that is a persistence, persistence and persistence. As I mentioned it is the different researchers have given the different definitions of the personality on basis of their research, so let us see some of them.

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Author Name	Year	Definition
Morton Prince	1924	"Personality is the sum total of all the biological innate disposition, impulses, tendencies, appetites and instincts of the individual and the acquired dispositions and tendencies."
Allport	1961	"Personality is the dynamic organization within the individual of those psychological systems that determine his unique adjustment to his environment."
R.B. Cattell	1965	"Personality is that which permits a prediction of what a person will do in a given situation."

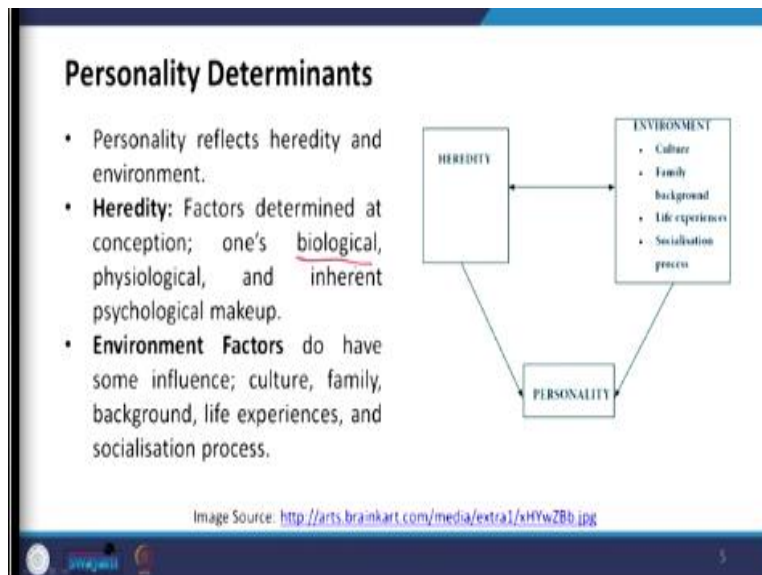
The personality is the sum total of all the biological inert disposition. So, therefore in that case when we talk about your DNA, when you talk about the skin colour, when you talk about the colour of your eyes, colour of your hairs. So, that is a biological inner disposition impulses, psychological tendencies and appetites and instinct of the individual. And therefore that is the acquiring the disposition and the tendencies are there.

Allport is given in 1961 another definition, personality is a dynamic organization within the individual, so it is true, it is every individual is an organization within himself. So, therefore it is within the individual of those psychological systems, they determine his unique adjustment to his

environment. It is a wonderful and you must have also experienced that is we are getting different environment and then we adjust ourselves with the different environment. And they did it psychological adjust system and which it determines that is in a given situation how to adjust.

And that is about the personality according to the Allport is there. R.B Cattell in 1965 is given the definition personality that which permits a prediction of what a person will do in a given situation; it is also response to the situation. So, Allport has talked about in a given environment that is in a given environment what will be the situation. And here it will be in a given situation, so R.B Cattell has talked about that is in a given situation how a person will respond that will decide about the personality of the individual is there.

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Now what determines the personality? So, personality is determined by the heredity, environment and situation. So, personality reflects the heredity and environment and therefore factors determine at conception once biological then the physiological and inherent psychological makeup. And therefore in that case these are the parameters are there which are very, very important and that is about the biological parameters. Like for example the height, so somebody sees your grandparents see you and then they say are your friends talk to you that is you are looking like your father?

So, that is the biological is there. And then when we are talking about the physiological and inherent psychological makeup is there, that will be respond as per the heredity is concerned. Environmental factors are very, very important, do have some influence culture; family, background, life experiences and socialization process is there. So, therefore in the culture, in the family background, so person develops.

Then accordingly the value systems develop whenever we are giving the particular culture or we are living in a particular style of family then our perception, our thought process is also directed towards this type of these thinking system because we have developed into that particular environment. So, personality has 2 meaning, the impression a person make on other, that is how the you make a impression to others by your personality.

And underlying unseen structure and processes inside a person that explain behaviour, this is very, very important dear friends as per as our subject is concerned. So, whatever the person express that we can see, we can understand but whatever the person is inside unseen structure and that is very difficult. All of us are having the an organization within our system, that world is very beautiful that is the yes, it is very difficult to say that what you are seeing and that is the truth only, that is not correct. Under unseen structure and processes that also explains the behaviour of the person.

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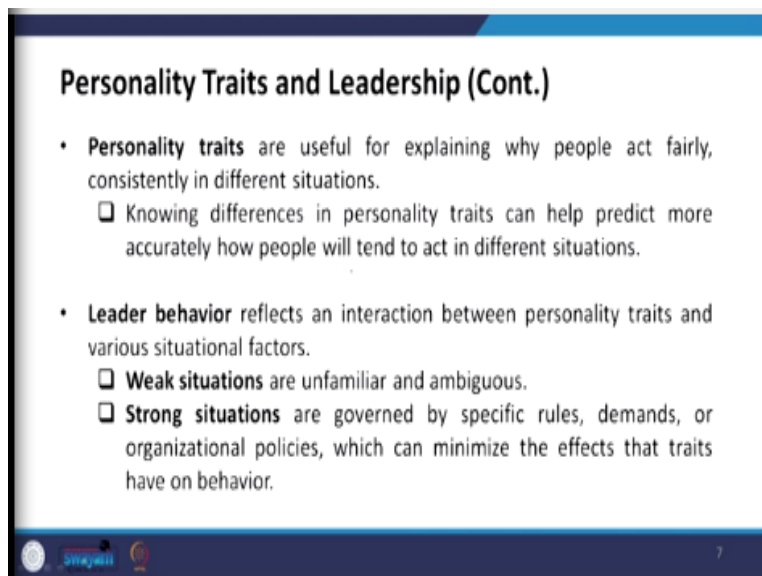
Personality Traits and Leadership

- **Personality** has two meaning:
 - The impression a person make on other.
 - Underlying, unseen structure and processes inside a person that explain behaviour.
- Most research about the relationship between personality and leadership is based on the **trait approach**.
 - **Traits** are recurring regularities or trends in a persons' behavior.
 - **Trait approach** theory maintains that people behave the way they do, because of the strengths of the traits they possess.

Most research about the relationship between personality and leadership is based on the trait approach. Traits are the recurring regularities or trends in a person's behaviour. Trait approach theory maintains that people behave the way they do because of the strength of the traits they possess. So, personality traits are there and therefore in that case this particular theory talks about that whatever type of the traits you are having and that is particular trait theory.

And that will determine that is the how the person will behave? And on basis of these personality traits which are very useful for explaining why people act fairly, consistently in different situations. So, fairly and consistently that you have to note, that is normally whatever the personality traits are there it will very difficult for person to manipulate it, the person will not be able to manipulate.

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Personality Traits and Leadership (Cont.)

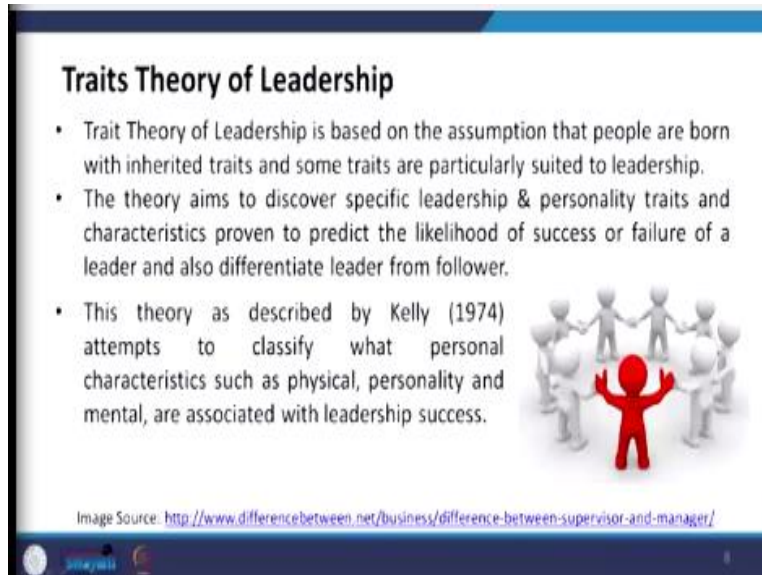
- **Personality traits** are useful for explaining why people act fairly, consistently in different situations.
 - Knowing differences in personality traits can help predict more accurately how people will tend to act in different situations.
- **Leader behavior** reflects an interaction between personality traits and various situational factors.
 - Weak situations** are unfamiliar and ambiguous.
 - Strong situations** are governed by specific rules, demands, or organizational policies, which can minimize the effects that traits have on behavior.

Knowing differences in personality traits can help predict more accurately how people will tend to act in a different situation. But like whatever the unseen is there; the unseen is because of the personality traits and if you are capable enough to identify that unseen personality traits to judge the person. So, therefore the leader when he identifies that type of these unseen personality traits then definitely he will be able to predict your behaviour.

Leader behaviour reflects an interaction between personality trait and various situational factors. Weak situations are unfamiliar and ambiguous is there and strong situations are governed by the

specific rules, demands or the organizational policies which can minimize the effects that traits on behaviour is there. And therefore in that case whenever we are talking about these strong situations are there then these strong situations which can minimize the effect that is trait on the behaviour is there because there is a favourable situation is there.

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Traits Theory of Leadership

- Trait Theory of Leadership is based on the assumption that people are born with inherited traits and some traits are particularly suited to leadership.
- The theory aims to discover specific leadership & personality traits and characteristics proven to predict the likelihood of success or failure of a leader and also differentiate leader from follower.
- This theory as described by Kelly (1974) attempts to classify what personal characteristics such as physical, personality and mental, are associated with leadership success.

Image Source: <http://www.differencebetween.net/business/difference-between-supervisor-and-manager/>

The slide features a 3D illustration of a red leader figure standing in the center, surrounded by several white follower figures. The leader has its arms raised, while the followers are holding hands in a circle around it.

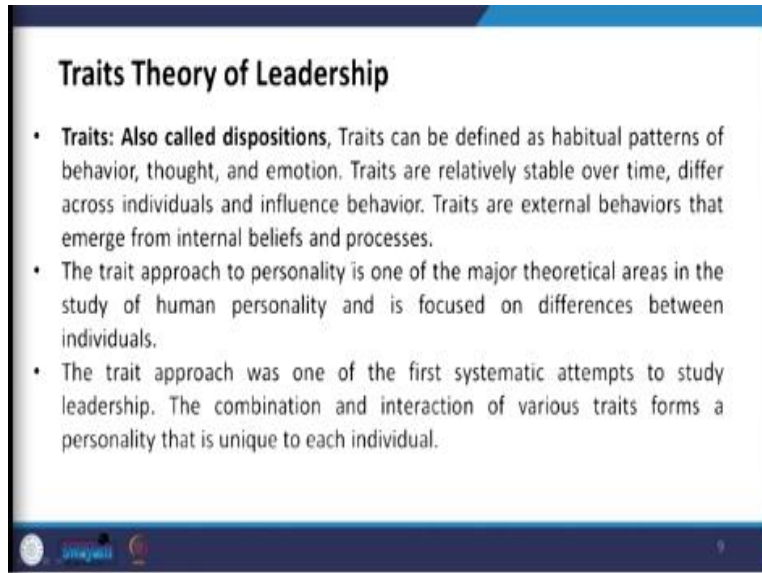
In the trait theory of leadership based on the assumption that people are born with inherited traits and some traits are particularly suited to leadership. So, in earlier session we have talked about leaders are born or leaders are made and here we talk about that is the leaders some traits or the person born with the certain personality traits which is suited to the leadership. The theory aims to discover specific leadership and personality traits and characteristics proven to predict the likelihood of success or failure of a leader and also differentiate leader from follower.

And therefore in that case it will be seen that is whenever we are talking about that success or failure of a leader then definitely this particular trait theories that differentiates the behaviour. And this theory is described by the Kelly in 1974 attempts to classify what personal characteristics such as physical as I mentioned earlier biological, personality, psychological and mental are associated with the leadership success is there.

And therefore in 1974 this theory supported the trait theory, trait behaviour and therefore leaders those who are born with these leadership certain traits then definitely in that case they will be the

successful is there. And these characteristics are the physical and personality and mental are there. Whenever we are talking about this physical and mental personality then these are supported by the personality traits.

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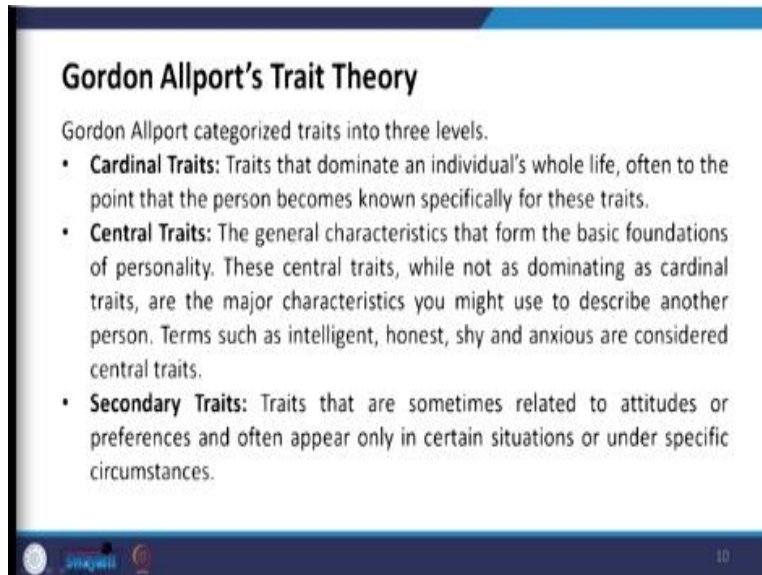
Traits also called dispositions; traits can be defined as habitual patterns of behaviour, thought and emotion. Habitual pattern of the thought also and emotions also, so in a given situation what will be your thought process? A leader will be able to identify and whatever will be your emotions and then he will be able to leader can predict that. So, traits are relatively stable over time differ across individuals and influence the behaviour.

Traits are external behaviors and that emerge from internal beliefs and processes are there. A very beautiful explanation that is these are internal but express externally. The trait approach to personality is one of the major theoretical areas in the study of human personality and focus on difference between the individuals. So, therefore whenever the discussion comes that is what is the difference between the 2 individuals?

So, this trait approach has been considered first that is they are different because of their personality traits are different. So, to study the leadership that is the various different traits of the personality those have been identified and on basis of this identification various traits from a

personality and which is unique to the individual that will determine whether the person will be leader or he will not be leader.

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Gordon Allport's Trait Theory

Gordon Allport categorized traits into three levels.

- **Cardinal Traits:** Traits that dominate an individual's whole life, often to the point that the person becomes known specifically for these traits.
- **Central Traits:** The general characteristics that form the basic foundations of personality. These central traits, while not as dominating as cardinal traits, are the major characteristics you might use to describe another person. Terms such as intelligent, honest, shy and anxious are considered central traits.
- **Secondary Traits:** Traits that are sometimes related to attitudes or preferences and often appear only in certain situations or under specific circumstances.

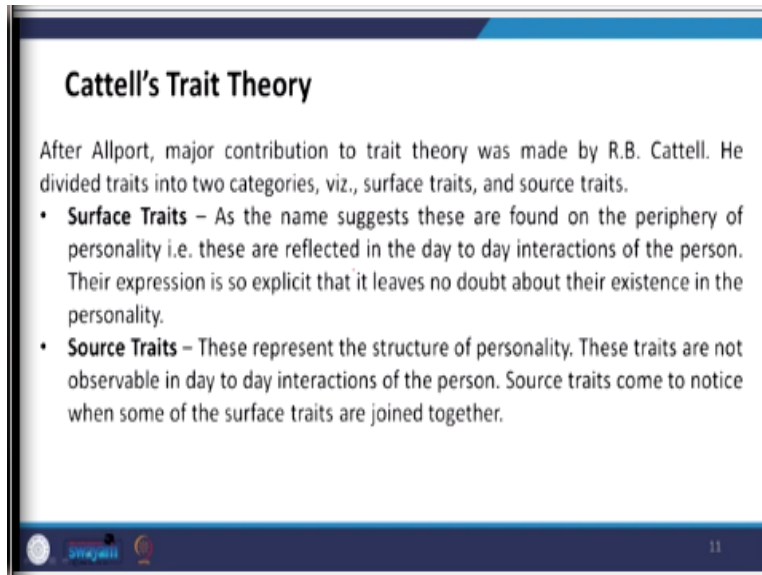
The Gordon Allport's a trait theory, Gordon Allport categorized traits into 3 levels and that is a cardinal traits and the central traits are there. The cardinal traits, a traits dominate an individual's whole life often to the point that the person becomes known specifically for these traits is there. And therefore in that case throughout his life the person showcase is those personality traits. While the central traits are those traits the general characteristics that form the basic foundations of personality and these central traits while not as dominating as cardinal traits are the major characteristics you might use to describe another person.

So, there are these central traits are there which are basically the foundation of personality and the cardinal traits are which are reflecting throughout the life. The secondary traits in the case of the central traits examples have been given intelligence; honest, shy, anxious are considered as a central traits are there. The secondary traits that are sometimes related to the attitudes or preference and often appear only in certain situations are there.

So, secondary traits are for example unfavourable situation, if unfavourable situation arises then definitely there will be the secondary traits will be there. And then under the specific circumstances these secondary traits will be reflecting. So, therefore basically throughout life

cardinal test is there, central traits are there; they form the basic foundation of the personality but may not be reflected every time. And the Cattell's trait theory is how it is different from the Allport's theory.

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Cattell's Trait Theory

After Allport, major contribution to trait theory was made by R.B. Cattell. He divided traits into two categories, viz., surface traits, and source traits.

- **Surface Traits** – As the name suggests these are found on the periphery of personality i.e. these are reflected in the day to day interactions of the person. Their expression is so explicit that it leaves no doubt about their existence in the personality.
- **Source Traits** – These represent the structure of personality. These traits are not observable in day to day interactions of the person. Source traits come to notice when some of the surface traits are joined together.

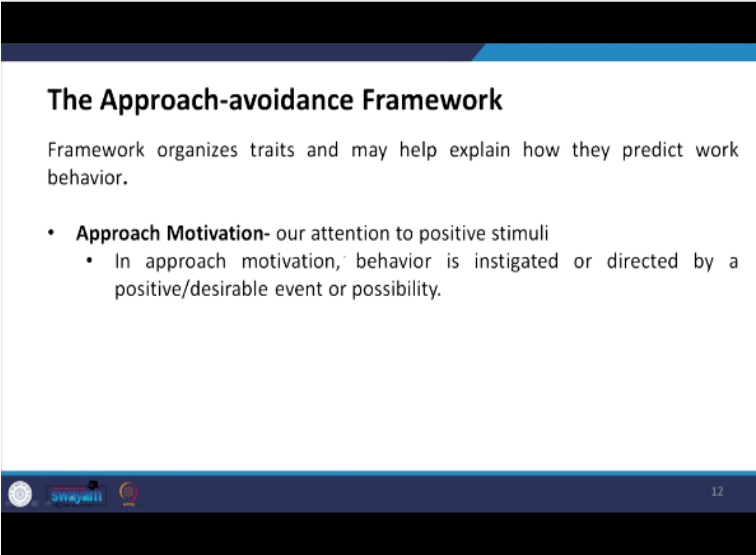
After Allport major contribution to trait theory was made by the R.B Cattell, he divided traits into 2 categories and these surface traits and the source traits are there. So, surface traits say that name suggests these are found on the periphery of personality, these are reflected in the day to day interactions of the person. And their expression is so explicit that it leaves no doubt about their existence in the personality.

So, therefore in that case in a previous slide we are talk about the foundation of the personalities there, central traits were there which were the foundation of the personality. So, in these after Allport this Cattle's trait theory has given the same definition but he has titled it as the surface traits. Then the source traits are there, these represent the structure of personality, these traits are not observable in day to day interaction of the person, there is a secondary traits in case of the previous slide Allport's case.

Source traits come to notice when some of the surface states are joined together. These type of traits that have been titled by the different authors differently but basically there are certain personality traits which will be always reflected. There will be the certain personality traits

which will be reflecting in a given situation, there will be certain personality traits which will be the supporting traits. So, in this case but our concern that we will take further later on that is about the which traits are important for the leadership. Now here it is the approach motivation is there, in approach motivation behaviour approach avoidance framework is instigated or directed by positive desirable event or possibility.

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The Approach-avoidance Framework

Framework organizes traits and may help explain how they predict work behavior.

- **Approach Motivation-** our attention to positive stimuli
 - In approach motivation, behavior is instigated or directed by a positive/desirable event or possibility.

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So, the person acts because he is looking for the positive outcome and a desirable possibility of the outcome that directs his behaviour and for that behaviour he is highly motivated. Second is avoidance motivation, so naturally undesirable or the negative output is there. So, for example if I will study I will score, if I will not study I will not score, so therefore to study is a motivation for to score and that is a desirable event or the possibility is there. Avoidance motivation, not to study that is also a motivation that we should avoid not to study. And why we are avoiding not to study that is a negative undesirable event or possibility is there. So, that fear, fear of getting failure that will be having this particular issue.

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The BIG FIVE or OCEAN MODEL of PERSONALITY

- Personality Traits or Personality Dimensions
- An integration of personality research that represents the various personality descriptions in one common framework.
- Individual differences in social and emotional life organized into a five-factor model of personality
- "Broad abstract level and each dimension summarized a larger number of ... personality characteristics" (Oliver & Srivastava, 1999)




Image Source: <http://adaeroagency.com/do-you-have-the-1-personality-trait-that-guarantees-success/>

Personality traits are personality dimensions are there, these are the big five or ocean model of personality is there. An integration of personality research that represents the various personality descriptions in one common framework is there. That is the openness, conscientiousness, neuroticism, agreeableness and extraversion is there. So, this is called the big five model is there, a lot of research has been done and then an integration of the personality research this is becoming the common framework is coming.

And in this common framework the person who is having the openness, openness means that is always ready to welcome the new ideas are there. The individual differences in social and emotional life organized into a 5 factor model of personality and these are the 5 factors are there. Broad abstract level in each dimension summarized a larger number of the personality characteristics are there.

So, now you see in every individual, there are lot of personality traits, but somewhere we have to combine. So, on the basis of research which has been done on the personality this big five model has been introduced. And therefore somebody says 16000 personality traits are there and out of the 16000 personality traits of the human beings then we have been able to classify on the basis of these big five dimensions.

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The BIG FIVE: Conscientiousness

- Conscientiousness describes a person's ability to regulate their impulse control in order to engage in goal-directed behaviors (Grohol, 2019). It measures elements such as control, inhibition, and persistency of behavior.

High on Conscientiousness	Low on Conscientiousness
<ul style="list-style-type: none"> Competence Organized Dutifulness Achievement striving Self-disciplined Deliberation 	<ul style="list-style-type: none"> Incompetent Disorganized Careless Procrastinates Indiscipline Impulsive

Source: <https://www.simplypsychology.org/big-five-personality.html>

Conscientiousness describes a person's ability to regulate their impulse control in order to engage in goal oriented behaviours. It measures elements such as the control, inhibition and persistency of the behaviour is there. So, first we are taking the conscientiousness, so high on conscientiousness means competence, organized, dutifulness, achievements striving, self-discipline and deliberation. You can find out that is the out of this dimension suppose you are rating from scale 1 to 7, then in liquor scale whether you have high or you are having the low on conscientiousness is there.

In low on conscientiousness is incompetent, disorganized, careless, procrastinates, indiscipline and the impulsive is there. So, we can judge the individual's personality traits on these traits we can judge the individual and then naturally you can identify who can be the leader. The leader who will be the high on conscientiousness then definitely those personality traits a person will be having you are having the number of subordinates and out of the subordinates those you have to give a position or a promotion you can say, simple word is promotion.

How will you give that promotion or so then that will depend on that is the how competent the person is? If the person is highly competent then it is there. But it is as I have already mentioned in earlier that is it is not the competence, it is the convenience also and when I talk about the convenience this agreeableness comes. How people train to treat relationship with others?

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The BIG FIVE: Agreeableness

- Agreeableness refers to how people tend to treat relationships with others. Unlike extraversion which consists of the pursuit of relationships, agreeableness focuses on people's orientation and interactions with others.

High on Agreeableness	Low on Agreeableness
<ul style="list-style-type: none"> • Trust (forgiving) • Straightforwardness • Altruism (enjoys helping) • Compliance • Modesty • Sympathetic • Empathy 	<ul style="list-style-type: none"> • Sceptical • Demanding • Insults and belittles others • Stubborn • Show-off • Unsympathetic • Doesn't care about how other people feel

Source: <https://www.simplypsychology.org/big-five-personality.html>

Convenience, I have mentioned that formula; competence and convenience, do not forget that formula. So, unlike extraversion which consists of the pursuit of relationships, agreeableness focuses on people's orientation and interaction with others. HR skills, so one may be competent but not necessarily successful leader, so HR skills are required. What HR skills are required? Trust, to trust your people because ultimately you have to get work done from them.

If you will not trust the people you will classify your employees on the negative traits like here low on agreeableness, if you are skeptical, demanding or insult and belittles others, stubborn, show-off, unsympathetic, please do not do this. This is the low on agreeableness is there, what is required to be leader high on agreeableness is required that is a modesty, sympathetic, empathy, trust.

These are the traits personality traits, so suppose you ask this or what are the personality traits into the consciousness and agreeableness? So, you should look at the list of those who are high on consciousness and high on the agreeableness. So, therefore they are high on their competency and their high on their these are treating the relationship with others and if you are able to making treating the relationship with others then nicely then definitely you form convert a group into team.

And when you convert the group into team you are a successful leader. You can judge for the others also whether they are the successful; they can become the successful leaders or not if they are high on the conscientiousness and agreeableness, now the extraversion. What is extraversion? Extraversion reflects the tendency and intensity to which someone seeks interaction with their environment.

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The BIG FIVE: Extraversion

- Extraversion reflects the tendency and intensity to which someone seeks interaction with their environment, particularly socially. It encompasses the comfort and assertiveness levels of people in social situations.
- Additionally, it also reflects the sources from which someone draws energy.

High on Extraversion	Low on Extraversion
<ul style="list-style-type: none">• Sociable• Energized by social interaction• Excitement-seeking• Enjoys being the center of attention• Outgoing	<ul style="list-style-type: none">• Prefers solitude• Fatigued by too much social interaction• Reflective• Dislikes being the center of attention• Reserved

Source: <https://www.simplypsychology.org/big-five-personality.html>

Whatever environment is there? Favourable or unfavourable. Particularly socially, social environment is there and when suppose the marriage is there, meeting is there, gathering is there, formal social activity is there, it encompasses the comfort in a certain level of people in social situation, how much comfortable you are? You just come you attend the function and you go without much interacting with others, whatever the minimum interaction is required you just say hello, hi, good morning, good evening and that is all. No, what is required to be successful leader high on extraversion is required, sociable.

Energized by social interaction, excitement seeking, enjoys being the center of attention and outgoing is there. Dear friends this is based on the research. So, therefore you have to develop. Now you will say sir I am low on extraversion, can I convert my low on extra version to the high on extraversion? Yes you can convert. How you can convert? Very simple example if you are a low on extraversion you will prefers the solitude, no, become the more socialized, interact with the people and become the center point of the discussion.

And therefore people surrounding to you they focus on you and they start talking, you will find in your family also if there is a marriage or something is there you find there is one uncle or auntie that everybody is around to that uncle or aunty and they are holding the position and though they are not the parents of the neither the groom or the bride they are not there, but they are the center point are there.

So, that is the extraversion. Openness to experience. Now you see life is a journey and in journey we are having the lot of experiences. So, there will be the different platforms, it is a journey from platform to platform from birth to the funeral. So, therefore in that case so lot of experiences are there and then some are sweet, some are sorrow. So, therefore in that case but what leaders require? Leaders cannot take these things to the heart for long time, you have to adjust with the environment.

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The BIG FIVE: Openness to experience

- Openness to experience refers to one's willingness to try new things as well as engage in imaginative and intellectual activities. It includes the ability to "think outside of the box."

High on Openness to experience	Low on Openness to experience
<ul style="list-style-type: none">• Curious• Imaginative• Creative• Open to trying new things• Unconventional	<ul style="list-style-type: none">• Predictable• Not very imaginative• Dislikes change• Prefer routine• Traditional

Source: <https://www.simplypsychology.org/big-five-personality.html>

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So, high an openness to experience is curious, imaginative, creative, open to trying new things and the unconventionalals are there. So, therefore try why not try? If you will not try then how will you get it? So try maybe otherwise may not be, so if it is may not be ok that is fine, we were knowing it may not be but we tried so it may be that is noticism is there. Describes the overall emotional stability of an individual through how they perceive the world.

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The BIG FIVE: Neuroticism

- Neuroticism describes the overall emotional stability of an individual through how they perceive the world. It takes into account how likely a person is to interpret events as threatening or difficult. It also includes one's propensity to experience negative emotions.

High on Neuroticism	Low on Neuroticism
<ul style="list-style-type: none"> Anxious Angry hostility (irritable) Experiences a lot of stress Self-consciousness (shy) Vulnerability Experiences dramatic shifts in mood 	<ul style="list-style-type: none"> Doesn't worry much Calm Emotionally stable Confident Resilient Rarely feels sad or depressed

Source: <https://www.simplypsychology.org/big-five-personality.html>

It takes into account how likely a person is to interpret events as a threatening or difficult, it also includes once propensity to experience the negative emotions, I come across many times this type of this list is there of the high neuroticism and the low neuroticism and then I come across this type of these issues with my alumni that is the boss is bully and therefore they want to leave the organization.

So, it is basically what happens? That is these are neuroticism how likely a person is to interpret the events is threatening or difficult. So, the Bully boss will be bully for everybody. So, if you ask your colleagues you are seniors they will say he behaves like this only, so but they do not give that much importance, but we are new. So, when we face this type of the situation first time.

So, we are scared that is also natural; I do not say that there is something wrong. But what is important is that is the how you interpret it and then you say this boss will throw me out; my life will be miserable; my family is dependent on me; where I will go; there are new jobs; corona is there. So, then it is an interpretation basically, how do you interpret? How leaders will interpret? Leaders will interpret with the fighting spirit.

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So, when we are talking of these big five traits the emotional stability, extraversion, openness, agreeableness and conscientiousness. Then the less negative thinking and the fewer negative emotions and less hypervigilant are there in emotional stability. What does it affect? Higher job and the life satisfaction and lower stress level is there because they are having the less negative thinking is there those who are emotionally stable.

Extraversion people better interpersonal skills as I have mentioned they are more socializing, greater social dominance and more emotional than the expressive are there. So, higher performance, enhanced leadership, higher job and the life satisfaction is there. In case of the openness increased learning, so therefore training performance enhanced leadership and the more adaptable to the change is there.

In case of the agreeableness better liked more compliant and the conforming is there because they are having the better acceptance. A higher performance, low level of the deviant behaviour is there. The conscientiousness is there greater efforts and persistence, more drive and discipline is there, higher performance, enhanced leadership and the greater longevity is there. So, therefore in that case you will find whenever we are talking about these big five traits then whatever is the way we handle the situation.

Again how the one handles the situation on the basis of hereditary environment and situation but his basic personality traits the core traits which has been given by the Allport and Cattell's model we have seen and therefore in that case we can find out that is on this five dimensions however the one will react that will depend on that is how his personality traits are? So, here openness to experience I like traveling to foreign countries, I enjoy going to attend learning and development sessions.

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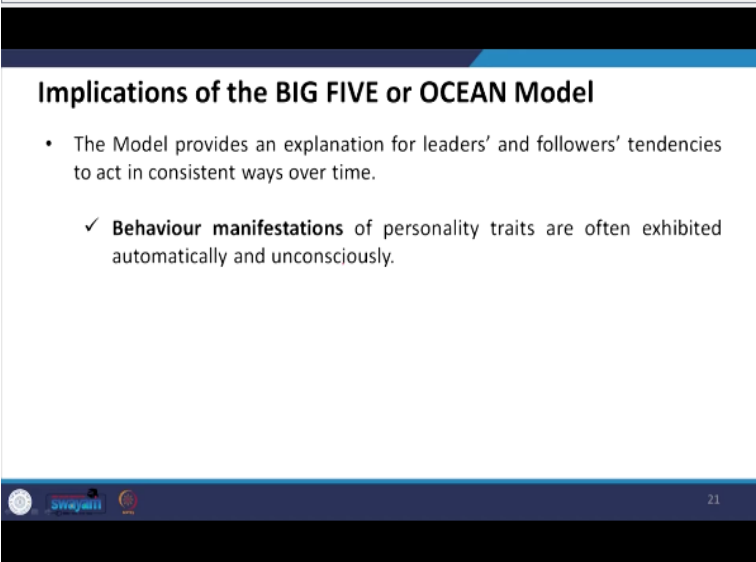
The BIG FIVE or OCEAN MODEL of PERSONALITY	
FACTOR	BEHAVIOR/ITEMS
Openness to experience	I like traveling to foreign countries. I enjoy going to attend learning and development sessions.
Conscientiousness	I enjoy putting together detailed plans. I rarely get into trouble.
Extraversion	I like having responsibility for others. I have a large group of friends..
Agreeableness	I am a sympathetic person. I get along well with others.
Neuroticism	I remain calm in pressure situations. I take personal criticism well.

So, you can find out from yourself or from your those employees to whom you want to give the leadership assignment. That is whether they like the traveling or they enjoy going to attend learning or their focus only on their work and therefore they are happy, they cannot be the leaders because they are narrow downing their premises. Conscientiousness I enjoy putting together, detailed plans are there, I rarely get into trouble. Extraversion is I like having responsibility for others; I have a large group of friends. So, therefore that is more socialization.

Agreeableness: I am a sympathetic person; I get along with others. Neuroticism: I remain calm in present situations, I take personal criticism well. Now this is very, very important point. That is these positive traits openness, conscientiousness, extroversion, agreeableness that is ok, that is fine. But you have also to be very careful in developing neuroticism. So, therefore in that case if you are able to take the pressure of the work environment.

If you are having the ability to compete with whatever the negative situation is there then you will be more successful. So, therefore if you take the personal criticism also very well, that is yes if this is the situation I and the people are saying that is you are having this weakness, no problem I will try to convert my weakness into the strength. So, I develop my strength and minimize my weaknesses and like this the neuroticism will be applicable in developing the leadership by personality.

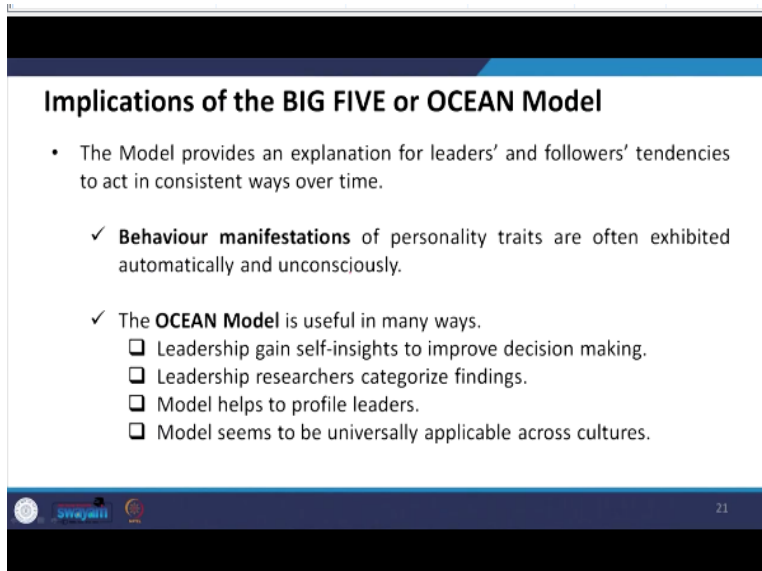
(Refer Slide Time: 30:39)



The slide is titled "Implications of the BIG FIVE or OCEAN Model". It contains two bullet points. The first bullet point states: "The Model provides an explanation for leaders' and followers' tendencies to act in consistent ways over time." The second bullet point, which is checked, states: "Behaviour manifestations of personality traits are often exhibited automatically and unconsciously." At the bottom of the slide, there are logos for "Swagati" and "21".

So, model provides an explanation for leaders and follows tendencies to act in the consistent ways over time. Behaviour manifestations of personality traits are often exhibited automatically and unconsciously. So, therefore in this case you will find that immediate react are you respond? So, that reactions are respond to a given situation and that is about the behaviour manifestation is there and that person cannot hide. So, therefore in that case these big five for the ocean model it talks about that is the leadership gain self insight to improve decision making. So, because you know what is your personality, once you know your personality then it will be helpful for your decision making?

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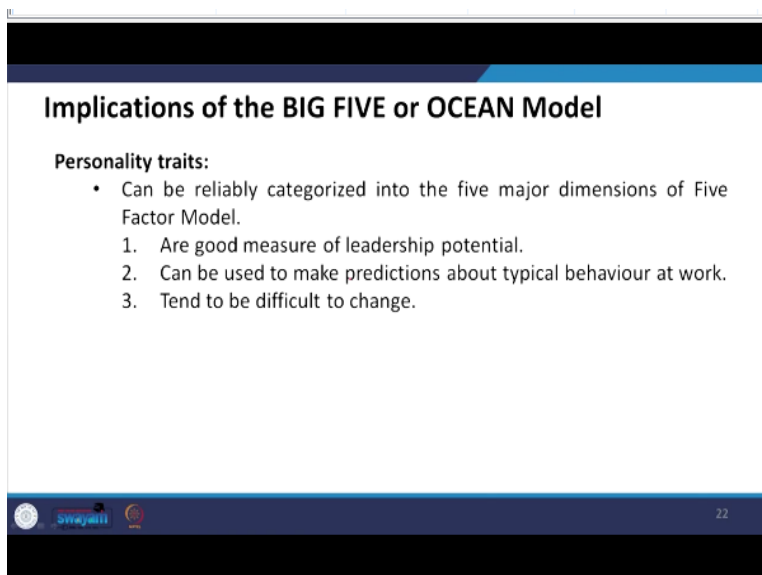
Implications of the BIG FIVE or OCEAN Model

- The Model provides an explanation for leaders' and followers' tendencies to act in consistent ways over time.
- ✓ **Behaviour manifestations** of personality traits are often exhibited automatically and unconsciously.
- ✓ The **OCEAN Model** is useful in many ways.
 - ❑ Leadership gain self-insights to improve decision making.
 - ❑ Leadership researchers categorize findings.
 - ❑ Model helps to profile leaders.
 - ❑ Model seems to be universally applicable across cultures.

swayam 21

Leadership researchers categorize findings that is how the findings are relevant, model helps to profile the leaders and model seems to be universally applicable across the cultures are there.

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Implications of the BIG FIVE or OCEAN Model

Personality traits:

- Can be reliably categorized into the five major dimensions of Five Factor Model.
 1. Are good measure of leadership potential.
 2. Can be used to make predictions about typical behaviour at work.
 3. Tend to be difficult to change.

swayam 22

If this is a situation then these reliably categorize the five major dimensions of this five factor models are good measures of leadership potential, can be used to make predictions about typical behaviour at work. So, what will be behavioral work that you can predict and tend to be difficult to change, are exhibited automatically and without conscious thought? And predispose people to act in certain ways, but behaviours can be modified through the experience, feedback and reflection is there.

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Case Study: On the Costs of Being Nice

- Agreeable people tend to be kinder and more accommodating in social situations, which you might think could add to success in life. However, one downside of agreeableness is potentially lower earnings. Recent research has shown the answer to this and other puzzles; some of them may surprise you.
- First, and perhaps most obvious, agreeable individuals are less adept at a type of negotiation called distributive bargaining. Distributive bargaining is less about creating win-win solutions and more about claiming as large a share of the pie as possible. Because salary negotiations are generally distributive, agreeable individuals often negotiate lower salaries for themselves than they might otherwise get. Perhaps because of this impaired ability to negotiate distributively, agreeable individuals have lower credit scores.

As usual now after the understanding of the personality traits then the definitions of personality and Allport's model and Cattell's model then the big five model. Now we will talk about a particular practical application that is the case study is there. One downside of agreeableness is potentially lower earnings, recent research has shown the answer to these and other puzzles; some of them may surprise you.

So, most obvious agreeable individuals are less adept at a time of negotiation called this distributive bargaining. This is very, very interesting. What is the distributive bargaining where the rewards are given is less about the creating win-win situation and more about claiming as large of a share of the pie as possible. Because salary negotiations are generally distributive, agreeable individuals often negotiate lower salaries for themselves agreeableness because you say ok its fine.

Then they might otherwise get. Perhaps because of this impaired ability to negotiate distributively, agreeable individuals have lower credit scores. So, therefore agreeableness is good but up to a certain extent. Second agreeable individuals may choose to work in industries or occupations that learn low salaries such as the caring industries of the education or health care because they are not looking for the much materialistic, they returns on their efforts. Agreeable individuals are also attracted to jobs both in the public sector and in non-profit organizations.

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Case Study (Cont.)

- Second, agreeable individuals may choose to work in industries or occupations that earn lower salaries, such as the “caring” industries of education or health care. Agreeable individuals are also attracted to jobs both in the public sector and in nonprofit organizations.
- Third, the earnings of agreeable individuals also may be reduced by their lower drive to emerge as leaders and by their tendency to engage in lower degrees of proactive task behaviors, such as coming up with ways to increase organizational effectiveness.
- While being agreeable certainly doesn’t appear to help one’s pay, it does provide other benefits. Agreeable individuals are better liked at work, and generally are happier at work and in life.

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Third the earnings of agreeable individuals also may be reduced by their low drive to emergency leaders and by their tendency to engage in lower degrees of proactive task behaviour such as coming up with the ways to increase organizational effectiveness and therefore they will not come forward much about their in the front row by the social centric behaviour. While being agreeable certainly does not appear to help ones pay it does provide other benefits. Agreeable individuals are better liked at work and generally are happier at work and in life that is the biggest reward to a person who is having the agreeableness.

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Case Study (Cont.)

Nice guys-and gals-may finish last in terms of earnings, but wages themselves do not define a happy life, and on that front, agreeable individuals have the advantage.

Questions:

1. Do you think employers must choose between agreeable employees and top performers? Why or why not?
2. Often, the effects of personality depend on the situation. Can you think of some job situations in which agreeableness is an important virtue, and some in which it is harmful to job performance.
3. In some research we have conducted, we have found that the negative effect of agreeableness on earning is stronger for men than for women (that is, being agreeable hurt men’s earnings more than women’s). Why do you think this might be the case?

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Nice guys-and gals-may finish last in terms of earnings but wages themselves do not define a happy life and on that front, agreeable individuals have the advantage. Do you think employers

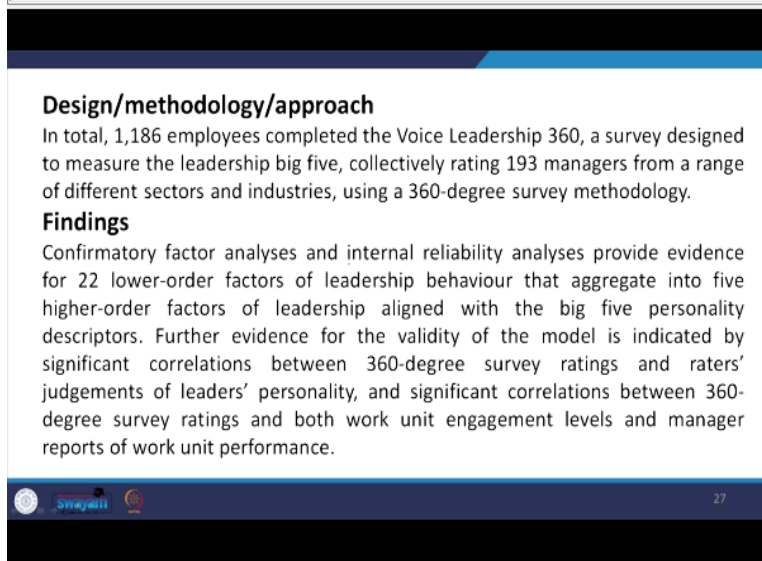
must choose between agreeable employees and the top performers? Why or not? So, this is the assignment for you. These are the questions; the effects of personality depend on the situation. Can you think of the same job situation in which agreeableness is an important virtue and some in which it is harmful to job performance. In some research we have conducted, we have found that the negative effect of agreeableness and earning is stronger for men than for women that is being agreeable hurt men's earning more than women's. Why do you think this might be the case, why in the gender basis that is the agreeableness and the pay structure that is differentiating.

(Refer Slide Time: 35:09)

The image shows the cover of a research paper. At the top left, it says "Research Paper" in a bold font. Below that is a logo for Emerald Publishing, a green and yellow cube. To the right of the logo, the journal information is listed: "Leadership & Organization Development Journal", "Vol. 38 No. 1, 2017", "pp. 126-144", "© Emerald Publishing Limited", "0143-7739", and "DOI 10.1108/LODJ-05-2015-0103". The main title of the paper is "Measuring leader behaviour: evidence for a 'big five' model of leadership" in a large, bold font. Below the title, the authors are listed: "Peter H. Langford and Cameron B. Dougall" (with affiliations "Voice Project, Macquarie Park, Australia and Department of Psychology, Macquarie University, North Ryde, Australia, and Louise P. Parkes" with affiliation "Voice Project, Macquarie Park, Australia"). The submission dates are: "Received 11 May 2015", "Revised 18 October 2015", "2 February 2016", and "Accepted 2 February 2016". The "Purpose" section states: "The purpose of this paper is to provide evidence for a 'leadership big five', a model of leadership behaviour integrating existing theories of leadership and conceptually aligned with the most established model of personality, the big five. Such a model provides researchers and practitioners with a common language to describe leadership behaviour in a field with a plethora of leadership models. The model also describes a wider range of leadership behaviour than other models of leadership, and presents dimensions that correlate with important organisational outcomes as demonstrated in this study." At the bottom left, there are logos for Emerald Publishing and Swagathi. At the bottom right, the page number "26" is visible.

This is the research paper, measuring the leader behaviour, evidence for a big five model of leadership which you can refer.

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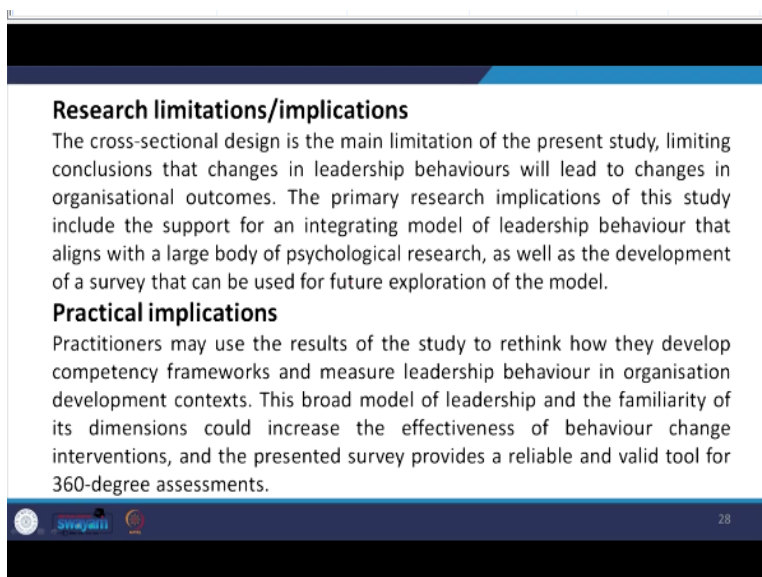
Design/methodology/approach
In total, 1,186 employees completed the Voice Leadership 360, a survey designed to measure the leadership big five, collectively rating 193 managers from a range of different sectors and industries, using a 360-degree survey methodology.

Findings
Confirmatory factor analyses and internal reliability analyses provide evidence for 22 lower-order factors of leadership behaviour that aggregate into five higher-order factors of leadership aligned with the big five personality descriptors. Further evidence for the validity of the model is indicated by significant correlations between 360-degree survey ratings and raters' judgements of leaders' personality, and significant correlations between 360-degree survey ratings and both work unit engagement levels and manager reports of work unit performance.

swayamii 27

And here we can learn from this that this 360 degree survey rating, earlier also we have talked about this 360 degree.

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Research limitations/implications
The cross-sectional design is the main limitation of the present study, limiting conclusions that changes in leadership behaviours will lead to changes in organisational outcomes. The primary research implications of this study include the support for an integrating model of leadership behaviour that aligns with a large body of psychological research, as well as the development of a survey that can be used for future exploration of the model.

Practical implications
Practitioners may use the results of the study to rethink how they develop competency frameworks and measure leadership behaviour in organisation development contexts. This broad model of leadership and the familiarity of its dimensions could increase the effectiveness of behaviour change interventions, and the presented survey provides a reliable and valid tool for 360-degree assessments.

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And here we can find out this study include the support for an integrating model of leadership behaviour and large body of psychological research and the practical implication is this that is we can identify the effectiveness of the behaviour and if it needs a behaviour change you are able to predict you can find out the leaders also.

(Refer Slide Time: 35:47)

BOOK RECOMMENDATION

Personality: What makes you the way you are (Oxford Landmark Science)

Publisher: OUP UK; 1st edition (18 July 2016)

Authors: Daniel Nettle

Language: English

Paperback: 304 Pages

ISBN: 0199211434

ISBN13: 978-0199211432

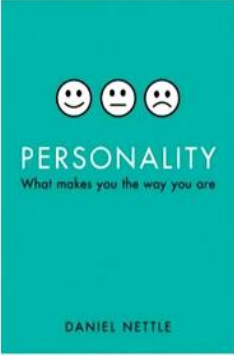


Image Source: <https://m.media-amazon.com/images/I/31Bt5EYi7L.jpg>

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This is the book personality; what makes you the way you are like by the Daniel Nettle and that you can refer if you find it interesting.

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BOOK RECOMMENDATION

Daniel Nettle takes the reader on a tour through the science of human personality, introducing the five 'dimensions' on which every personality is based, and using an unusual combination of individual life stories and scientific research. Showing how our personalities stem from our biological makeup, Nettle looks at the latest findings from genetics and brain science, considers the evolutionary origins and consequences of personality variation, and even includes a questionnaire for you to assess your own personality against the five dimensions.

There is no optimal personality to have. Rather, every disposition brings both advantages and disadvantages. Full of human as well as scientific insight, this book will enable you to understand the perils and potentials of your personality to the full.

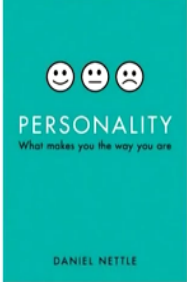


Image Source: <https://m.media-amazon.com/images/I/31Bt5EYi7L.jpg>

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And showing how our personalities system from our biological makeup, I am sure that you will like this particular book and you may refer for this particular further studies.

(Refer Slide Time: 36:06)

References

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- <https://www.slideshare.net/BhwneshwarPanday/trait-theory-of-leadership-15317886>
- <https://www.technofunc.com/index.php/leadership-skills-2/leadership-theories/item/trait-theory-of-leadership-2>
- <https://slideplayer.com/slide/3545415/>
- <https://www.simplypsychology.org/big-five-personality.html>

These are the references which are for this text and also for your further readings and this are all about the personality and leadership behaviour, thank you.