

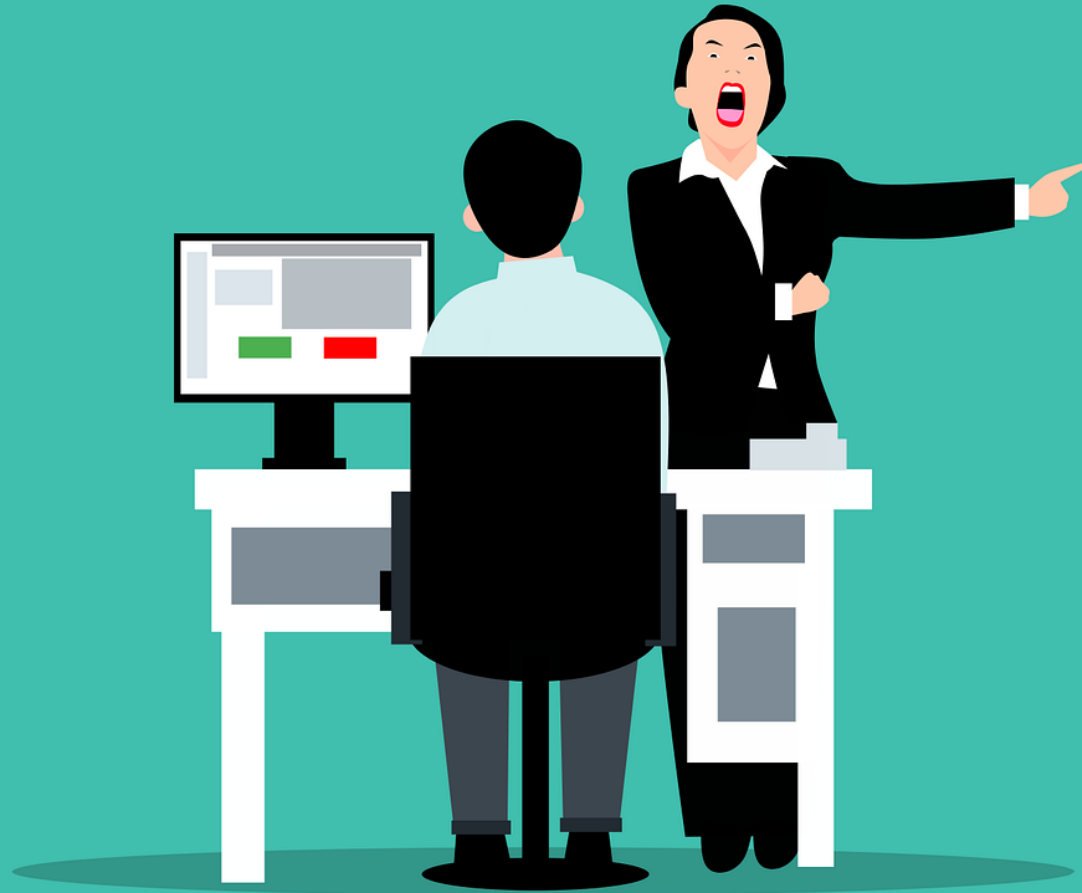
A background network diagram consisting of various sized grey circles (nodes) connected by thin grey lines. Some nodes are solid grey, while others are hollow with a dashed border. The network is more dense on the left side and becomes sparser towards the right.

Evidence-Based Leadership

Janice Belbeck

Contact: jsbelbeck@gmail.com





Leadership Styles



Leadership Theories (a few examples below)

All have something to teach us



Trait Approach

Illustrates desirable leader traits
Desirable leadership traits may be learned or developed



Skills Approach

Leadership competencies that we can learn
Technical - Human - Conceptual



Behavioral Approach

Guides us understand that leaders perform both task-oriented and people-oriented behaviors depending on the need



Situational Approach

Leaders match their style with follower's situational needs
Difficult to use in group leadership



Path-Goal Theory

Leader's central purpose is to help followers define and reach goals by directing, guiding, and coaching



Leader-Member Exchange

We associate with people who add to our strengths
Cautions us to be alert for our own biases

Leadership Styles



Transactional



Servant



Transformational

Transactional Leadership

- ◎ Transactions or exchanges between leaders and led
- ◎ Focus on completion of tasks or assignments
- ◎ Rewards and benefits for completion of expectations/goals
- ◎ Often lacking shared vision/values
- ◎ Can be effective for groups under stress
- ◎ Long-term effectiveness not often an outcome



Servant Leadership

- Notice follower needs and attend to them
- Empower staff and provide resources and support to reach goals
- Recognize contributions
- Outcomes:
 - Follower performance and growth
 - Organizational performance
- Conditions required:
 - Organizational culture
 - Leader attributes (E.Q., agreeable, and low on extraversion)
 - Follower receptivity



Transformational Leadership

- ◎ Inspire and are inspired by their followers
- ◎ Challenge status quo
- ◎ Create a vision – what can be accomplished
- ◎ Engage followers in designing the transformation
- ◎ Long-term focus
- ◎ Accept failure as part of achieving success
- ◎ Outcomes:
 - Follower satisfaction, motivation, and performance
 - Effective in a variety of situations



Transformational Leader



Brian E. Keeley
CEO, Baptist Health South Florida 1986 to 2022

Transformational Leader Attributes:

Knowledgeable

Inquisitive

Charismatic

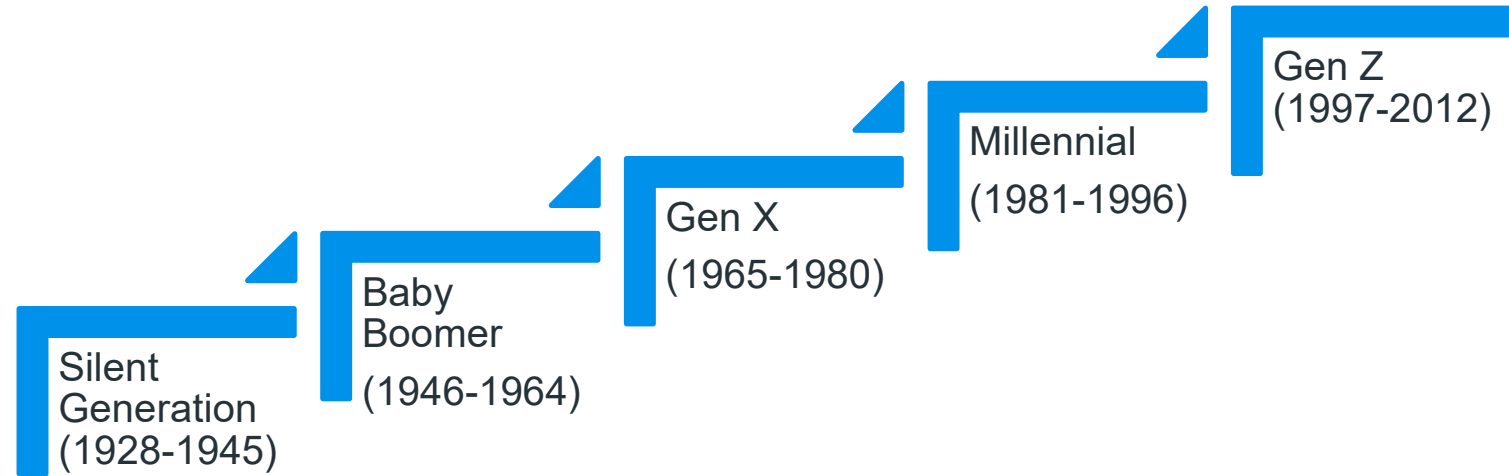
Trustworthy

Self-effacing

Authentic

Tenacious

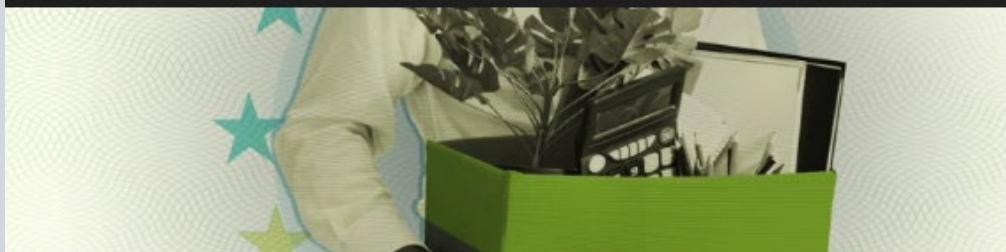
Leading Generations in the Workplace



WORKPLACE MARCH 30, 2021

4 Things Gen Z and Millennials Expect From Their Workplace

BY ED O'BOYLE



Article

4 minute read - 05 January 2022

Millennials and the “staying power” of pay

Money matters more than you think

LEADERSHIP

Managing Millennials In The Workplace



Laura Berger Former Forbes Councils Member

Forbes Coaches Council **COUNCIL POST** | Membership (Fee-Based)




The General Social Survey



Since 1972, the General Social Survey (GSS) has studied the growing complexity of American society. It is the only full-probability, personal-interview **survey designed to monitor changes in both social characteristics and attitudes** currently being conducted in the United States.

<https://gss.norc.org/About-The-GSS>



Ann Am Acad Pol Soc Sci. 2019 March ; 682(1): 43–59. doi:10.1177/0002716218822291.

Work Values in the United States: Age, Period, and Generational Differences

Arne L. Kalleberg*,

University of North Carolina at Chapel Hill

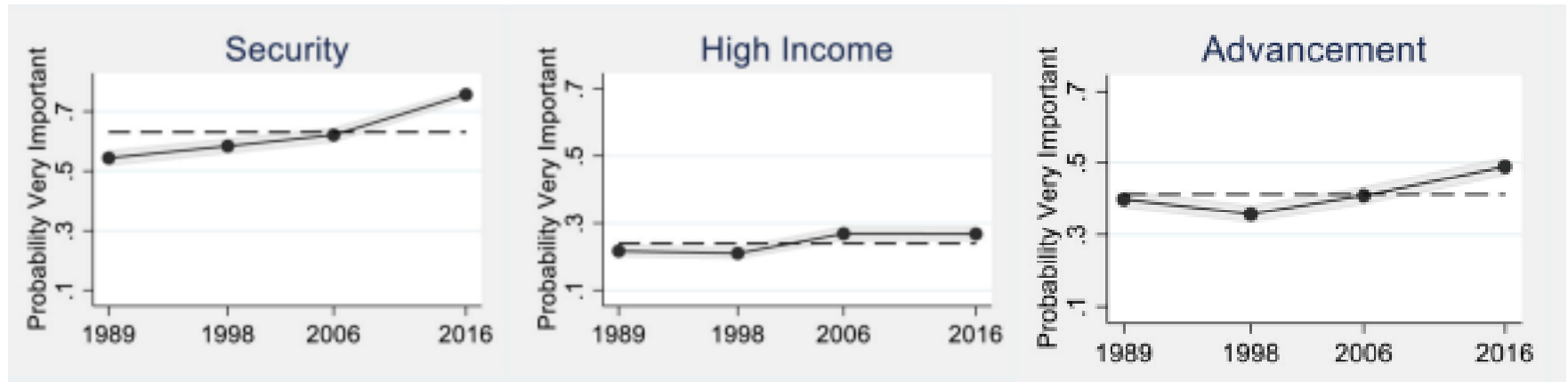
Peter V. Marsden

Harvard University

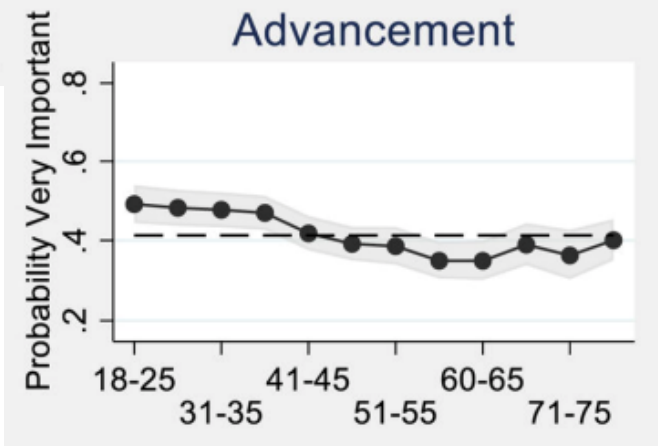
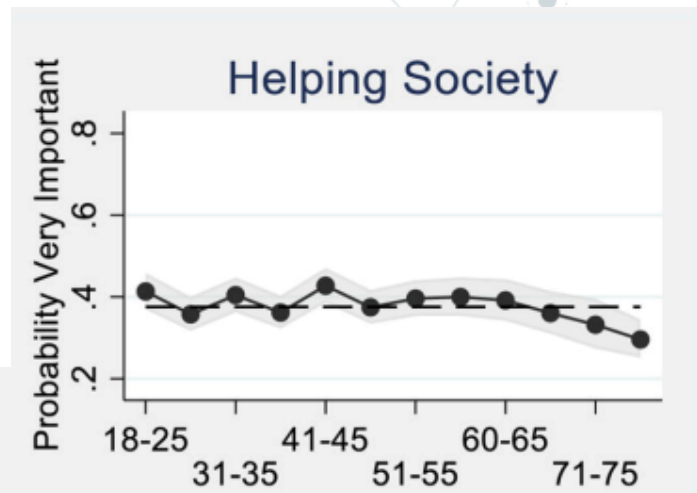
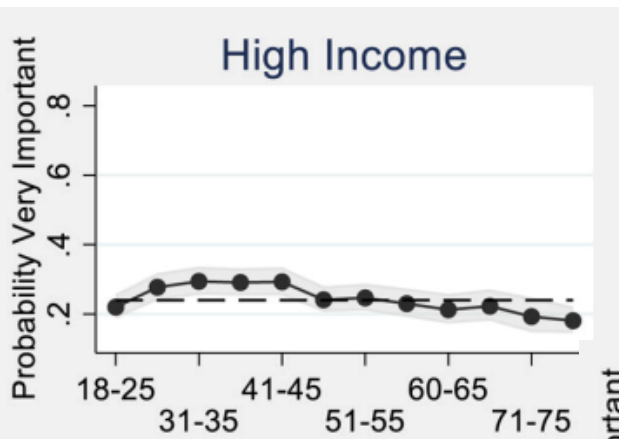


GSS Finding #1: Differences by Period in Time were most significant

In recent periods people have assigned greater priority to:



GSS Finding #2: Some differences in work values are age-related



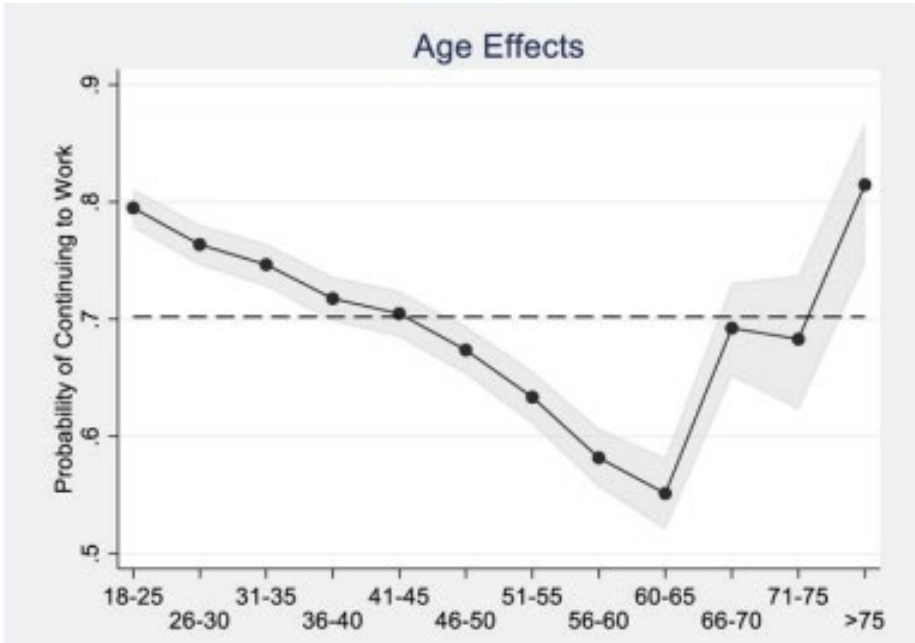
Respondent Age

WORK AS A CENTRAL LIFE INTEREST

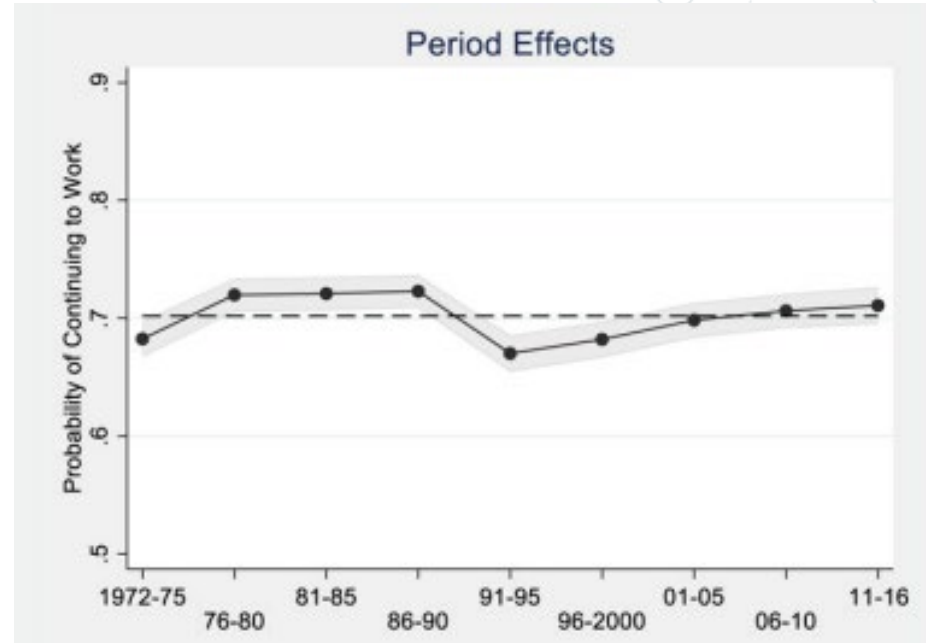
GSS Question: If you were to get enough money to live as comfortably as you would like for the rest of your life, would you continue to work or would you stop working?

2016 Finding: 71.4% of all respondents would continue to work.

Work as a central life interest is strongly age related



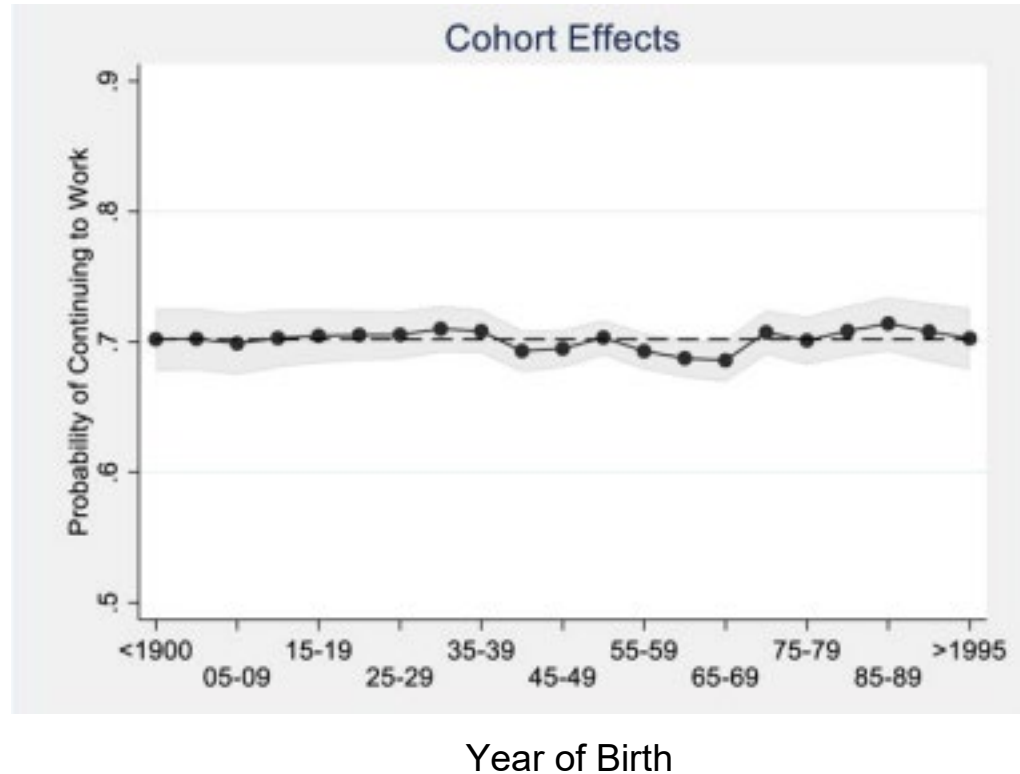
Respondent Age



Survey Year

Overall, it has been stable since 1972

and, attitudes about work as a central life interest has not varied significantly by generation





“

GSS Finding #3: “Few if any meaningful differences in work values among people in different cohorts or generations.”

”Much speculation about the distinctiveness of values for particular generations lacks a strong empirical grounding.”

Personality Assessments in Business

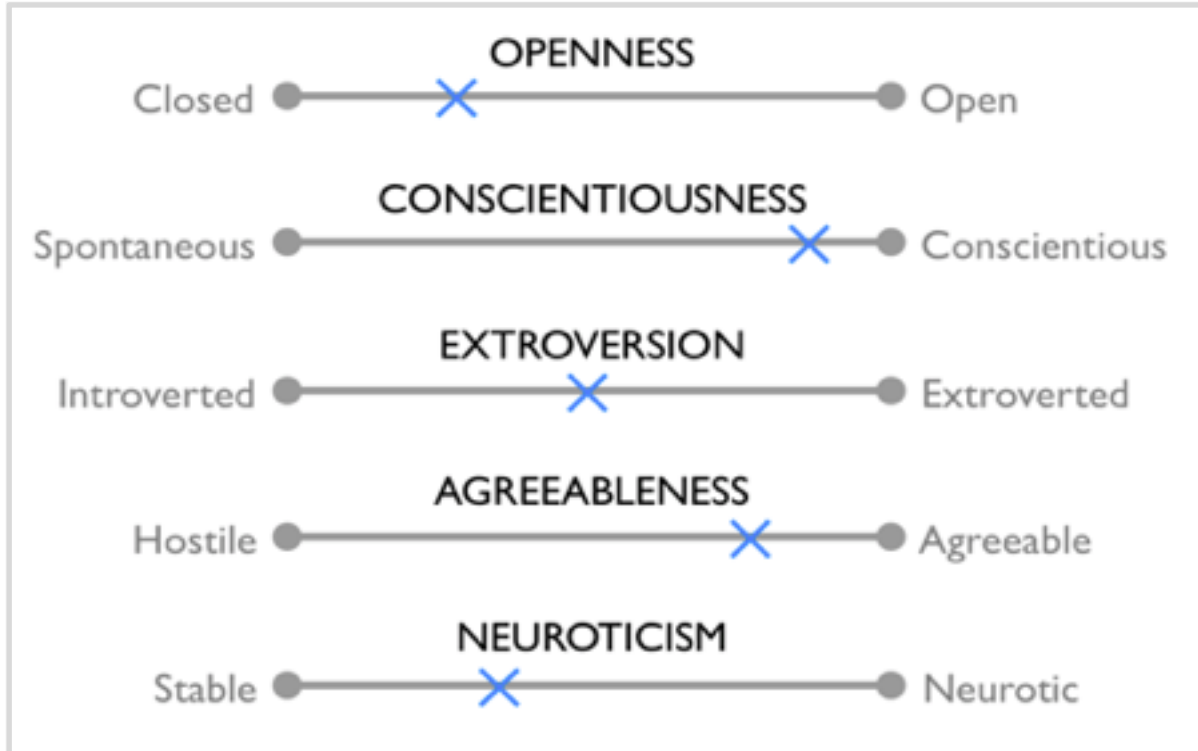
◎ Myers Briggs Type Indicator (MBTI)

- ◎ The Big 5 Personality Test
- ◎ NEO

◎ DISC

◎ VIA Character Strengths

The Big 5



NEO

Openness to Change

Work Ethic

Interpersonal Patterns

Agreeableness

Emotional Reactions

THE BIG FIVE PROJECT PERSONALITY TEST



Trait	Description
O penness	Curious, original, intellectual, creative, and open to new ideas.
C onscientiousness	Organized, systematic, punctual, achievement oriented, and dependable.
E xtraversion	Outgoing, talkative, sociable, and enjoys being in social situations.
A greeableness	Affable, tolerant, sensitive, trusting, kind, and warm.
N euroticism	Anxious, irritable, temperamental, and moody.

What Personality Traits Make the Best CEO?



CEO Personality: The Cornerstone of Organizational Culture?

May 21, 2023

Charles O'Reilly¹ , Xubo Cao¹,
and Donald Sull²

¹Stanford University, Stanford, USA

²MIT, Cambridge, USA

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CEO Personality Study Design/Data Sources

- ◎ 460 CEOs/309 Firms
- ◎ Natural language processing analysis of earnings call data
- ◎ Assessment of CEO personalities using video recordings
- ◎ 1.2 million Glassdoor employee reviews
- ◎ 128 succession events

Nine Dimensions of Organizational Culture

- ⊙ Agility
- ⊙ Collaboration
- ⊙ Customer-oriented
- ⊙ Diversity
- ⊙ Execution
- ⊙ Innovation
- ⊙ Integrity
- ⊙ Performance (results-oriented)
- ⊙ Respect

Associations Found

CEO Personality

Organizational Culture



Conscientiousness ~



Agility

Innovation

Execution

Results-oriented



Neuroticism ~



Innovation



Associations Found

CEO Personality



Agreeableness

~



Organizational Culture

Agility
Innovation
Execution



Openness

~



Diversity
Innovation
Integrity
Respect



Associations Found

CEO Personality



Extraversion

~



Organizational Culture

Agility

Collaboration

Execution

Results-oriented

Integrity

But are slower to change



Typical CEO Personality Traits by Business Sector

- ⊙ Agreeableness: Low in Finance and Insurance
High in Healthcare
- ⊙ Conscientiousness: Low in Technology
High in Manufacturing and Finance
- ⊙ Openness: Low in Manufacturing
High in Technology



Overall Findings

- ◎ There is a significant correlation between CEO personality and organizational culture
- ◎ No causal link can be claimed
 - Personality of CEO influences culture?
 - or
 - CEOs are selected to fit the culture?
- ◎ Results suggest duration of tenure as CEO may increase their effect on culture

BECKER'S

HOSPITAL REVIEW

Leadership & Management

The perfect CEO personality? No such thing

Molly Gamble ([Twitter](#)) - Wednesday, September 13th, 2023

"Although the larger picture suggests that extraversion and agreeableness have the most positive effects on organizational culture, the perfect combination of CEO personality traits does not exist,".

What role do followers play in determining success?



Studies of Collective (Group) Intelligence



Anita Williams Woolley

Associate Dean, Research; Professor of Organizational
Behavior and Theory

Tepper School of Business

Carnegie Mellon University

What is Social Sensitivity?

The ability to pick up on subtle cues and inferences about what others are thinking and feeling.



Irritated

Sarcastic

Worried

Friendly

“Reading the Mind in the Eyes Test”

Collective (Group) Intelligence Research Design



Success on tasks =
collective intelligence

Group Performance Findings



- ◎ Participant IQ not strongly correlated with team performance
- ◎ Group cohesion and camaraderie did not influence outcomes
- ◎ Equality in conversational turn-taking had a positive impact
- ◎ Successful group performance **strongly correlated** with the average social sensitivity of group members

And, the person with the lowest social sensitivity....

was the strongest predictor of team performance.

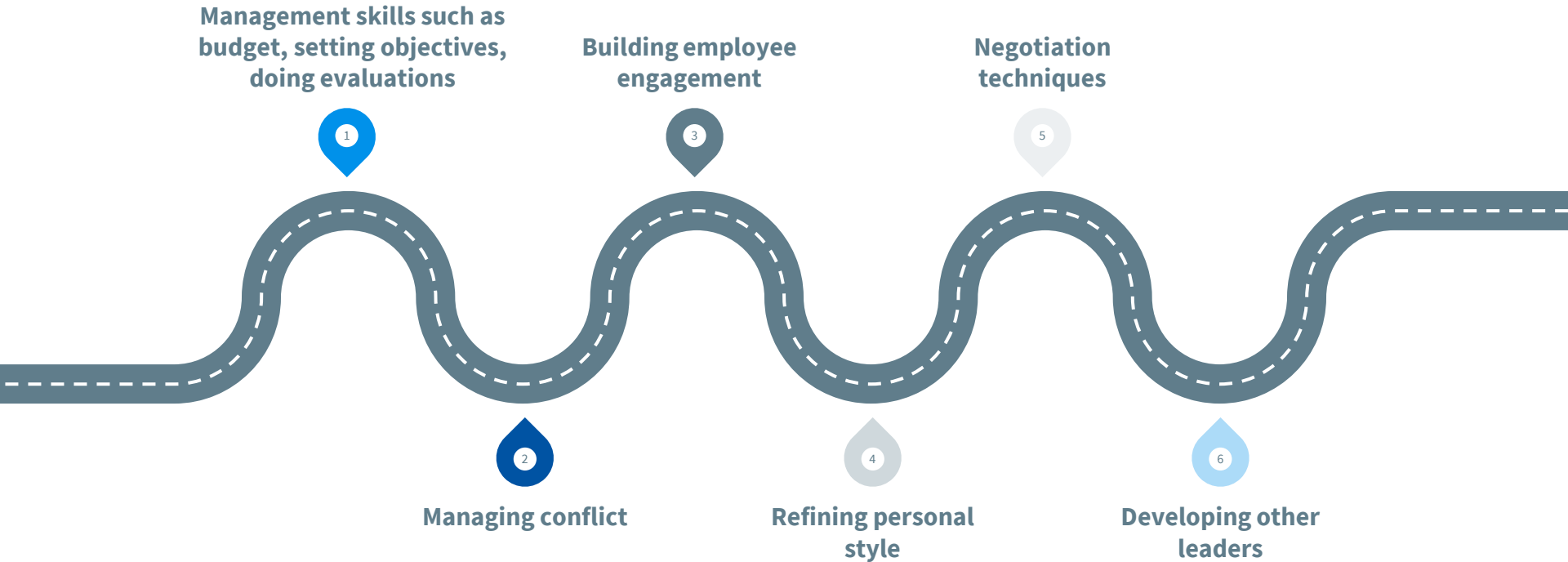


How can we apply these insights about collective intelligence?



Leadership Development Roadmap

New opportunities to grow as a leader are always around the next corner



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