

# **A Personal Perspective on Change-Oriented Leadership**

**David Mattson**

# **My Offerings**

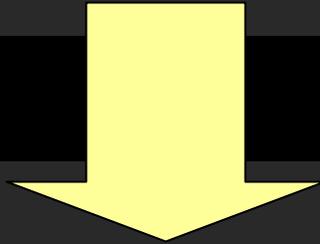
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- **A conceptual frame...**
- **related to my personal experience.**

Assuming you are a change-agent embarked on a mission of change...

## Four key factors

1. Your personality
  - *Knowledge of self*
2. Quality of your argument for change
3. Your knowledge of context



4. "Change space"
  - *Other participants*
  - *Contextual influences*

CHANGE AGENT

CHANGE ENVIRONMENT

## A traditional distinction...

**Transformational**     *Intent on change*

**Transactional**     *Focused on transactions  
within existing norms*

**LEADERSHIP FOCUS OR INTENTIONS (vs. “style”)**

## A traditional distinction...

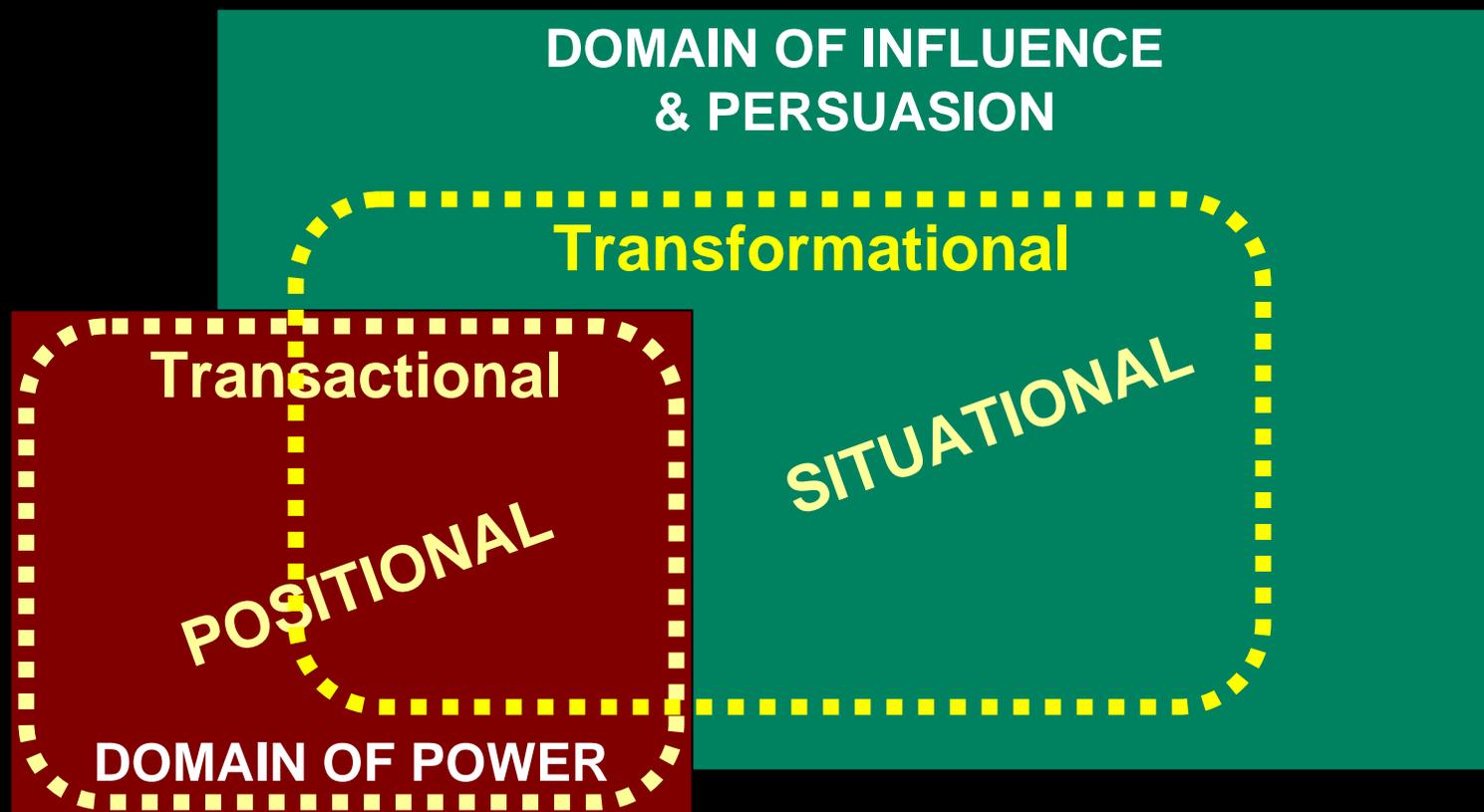
**Transformational**     *Intent on change*

**Transactional**     *Focused on transactions  
within existing norms*

**LEADERSHIP FOCUS OR INTENTIONS (vs. “style”)**

# Transformational & Transactional

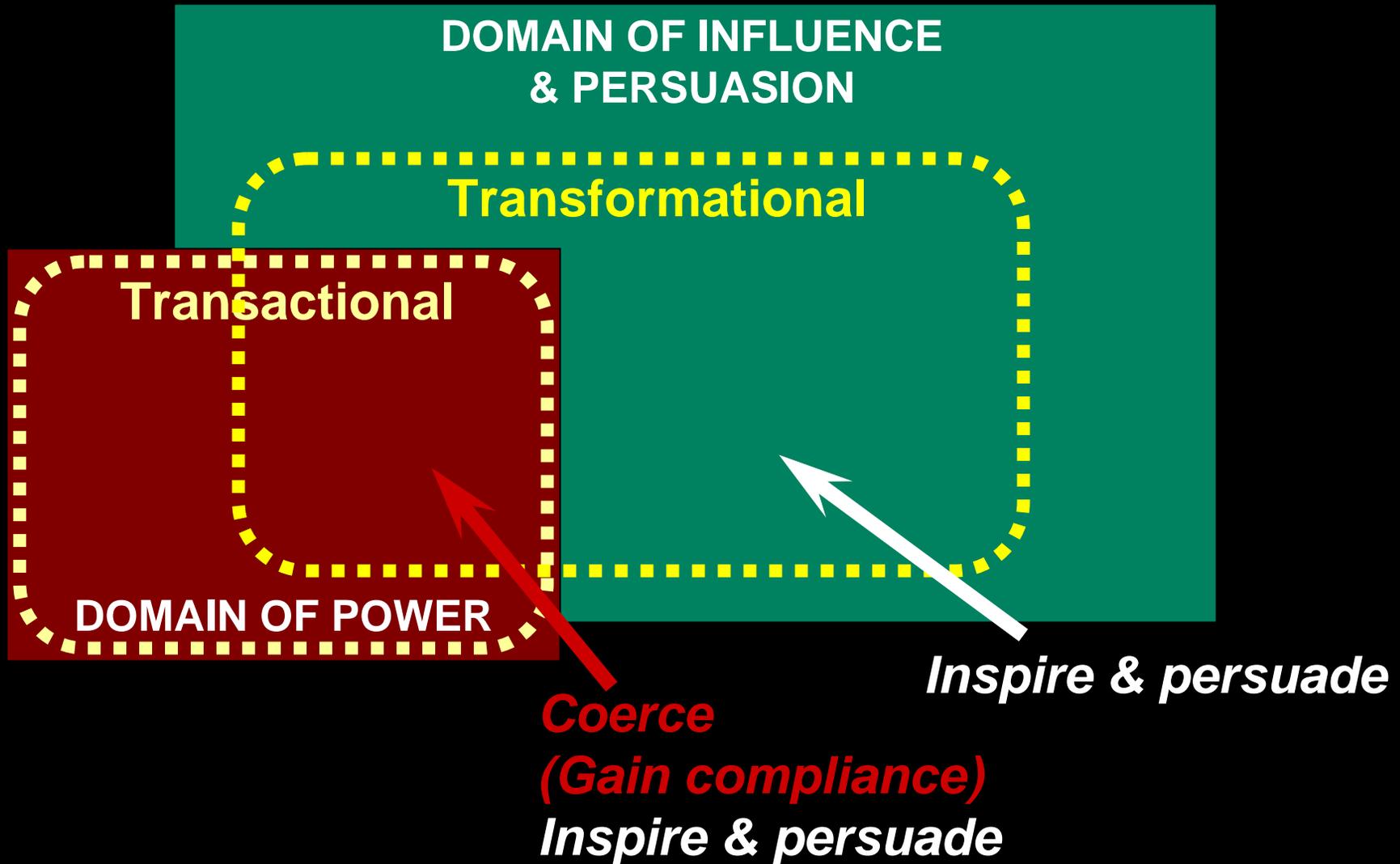
*relative to the domain of power*



*Option on coercion/  
punitive measures*

# Transformational & Transactional

*relative to the domain of power*



# Transformation

*Means of PERSUASIVE engagement*

## Means of Persuasive Engagement

- **Idealized influence**

Rectitude  
Conformity  
Tradition  
Universalism

- **Inspirational motivation**

Stimulation  
Rectitude  
Universalism

- **Intellectual stimulation**

Enlightenment  
Self-direction  
Stimulation

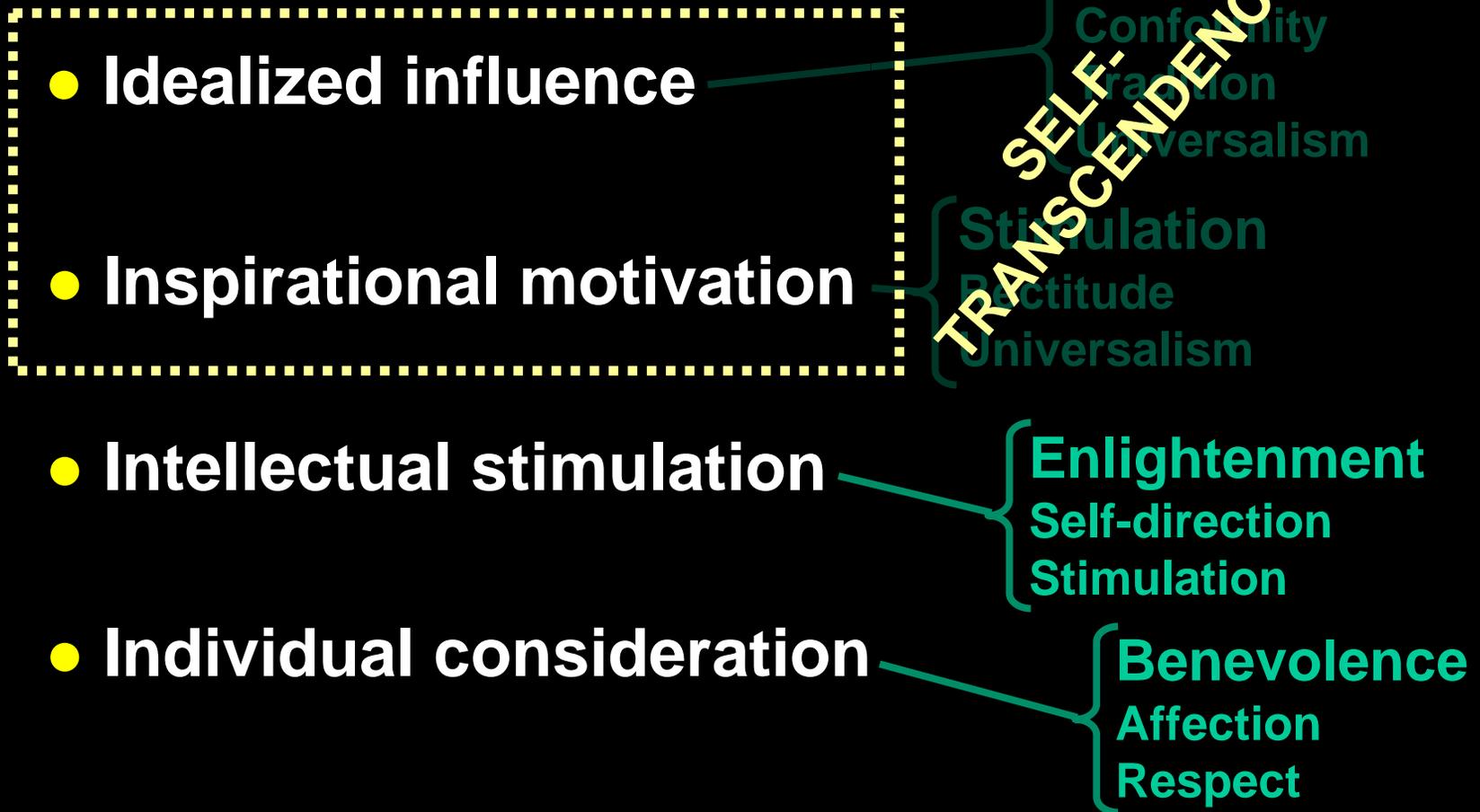
- **Individual consideration**

Benevolence  
Affection  
Respect

# Transformation

*Means of PERSUASIVE engagement*

## Means of Persuasive Engagement



# Transformation

*Means of PERSUASIVE engagement*

## Means of Persuasive Engagement

- Idealized influence
- Inspirational motivation
- Intellectual stimulation
- Individual consideration

## Leadership Style

- { **IDEALOGUE**  
*Theorist*  
*Missionary*
- { **CHARISMATIC**  
*Inspirer*     *Visionary*  
*Motivator*   *Transformer*
- { **ANALYZER**
- { **RELATIONAL**  
*Sensitive*  
*Amiable*

# Transformation

*Means of PERSUASIVE engagement*

## Means of Persuasive Engagement

- Idealized influence

- **Inspirational motivation**

- Intellectual stimulation

- Individual consideration

## Leadership Style

**IDEALOGUE**  
*Theorist*  
*Missionary*

**CHARISMATIC**  
*Inspirer*      *Visionary*  
*Motivator*    *Transformer*

**ANALYZER**

**RELATIONAL**  
*Sensitive*  
*Amiable*

# The traditional equation...

**“Leadership”**  $\approx$  **Transformational**  $\approx$  **Charisma**  
*(“style” or intent)*

# Personality & Leadership

## *Perceived & Demonstrated Performance*

*Weber*

*Popper*

*Bono*

*Judge*

### Big 5 traits

**+ EXTRAVERSION**  
*(SURGENCY)*

**+ OPENNESS TO EXPERIENCE**  
*(INTELLECT)*

**+ CONSCIENTIOUSNESS**

**- NEUROTICISM**

- 
- + Low anxiety
  - + Internal locus of control
  - + Secure attachment style
  - + Oral communication

# Personality & Leadership

## *Perceived & Demonstrated Performance*

Weber Popper Bono Judge

### Big 5 traits

**+ EXTRAVERSION**  
*(SURGENCY)*

+ OPENNESS TO EXPERIENCE  
*(INTELLECT)*

+ CONSCIENTIOUSNESS

- NEUROTICISM

An aside about  
extraversion

*Situational leadership  
is very time & energy  
consumptive,...*

*which, to sustain,  
virtually requires an  
extraverted personality.*

# Personality & Leadership

## *Perceived & Demonstrated Performance*

A continuing aside about...

### **Theorist or Ideological Leaders**

*(Independent of charisma & extraversion)*

*Surgency is often maintained through a commitment to rectitude and related rectitude “indulgences.”*

*A related risk: **Rectitude addiction***

# Personality & Leadership

## *Perceived & Demonstrated Performance*

Weber Popper Bono Judge

### Big 5 traits

**+ EXTRAVERSION**  
*(SURGENCY)*



*Strong positive correlation with*  
**Emotional Intelligence**

*Ability to perceive*  
*Ability to regulate*

**+ OPENNESS TO EXPERIENCE**  
*(INTELLECT)*

*Ability to use knowledge of*

**+ CONSCIENTIOUSNESS**



*Weak positive correlation with*  
**General Intelligence (IQ)**

**- NEUROTICISM**

# Personality & Leadership

## Perceived & Demonstrated Performance

Weber

Popper

Bono

Judge

### Big 5 traits

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### Values

---

**+ EXTRAVERSION**  
*(SURGENCY)*

**Power**

**Achievement**

**Stimulation**

**+ OPENNESS TO EXPERIENCE**  
*(INTELLECT)*

**Self-direction**

**+ CONSCIENTIOUSNESS**

**Conformity**

**Tradition**

# Personality & Leadership

## Perceived & Demonstrated Performance

Weber

Popper

Bono

Judge

### Big 5 traits

---

**+ EXTRAVERSION**  
(*SURGENCY*)

**+ OPENNESS TO EXPERIENCE**  
(*INTELLECT*)

**+ CONSCIENTIOUSNESS**

### Values

---

Power  
Achievement  
Stimulation

Self-direction

Confidence  
Tradition

**SELF-INDULGENCE**

**CURBING INFLUENCE**

*Weber*

*Popper*

*Bono*

*Judge*

**Charismatic extraverts have  
a strong power orientation**

**Change-agency is  
inherently aggressive**

*Weber*

*Popper*

*Bono*

*Judge*

Charismatic extraverts have  
a strong power orientation

Potential for regressive  
abusive relations

Charismatic agency is  
inherently aggressive

# Personality & Leadership

## *Narcissism*

*Weber*

*Popper*

**Extraversion  
Charisma**



**Narcissism**

# Personality & Leadership

## *Narcissism*

Weber Popper

**“Normal” or healthy narcissism**

**Pathological narcissism**



**SOCIALIZED  
CHARISMATIC**

**PATHOLOGICAL  
CHARISMATIC**

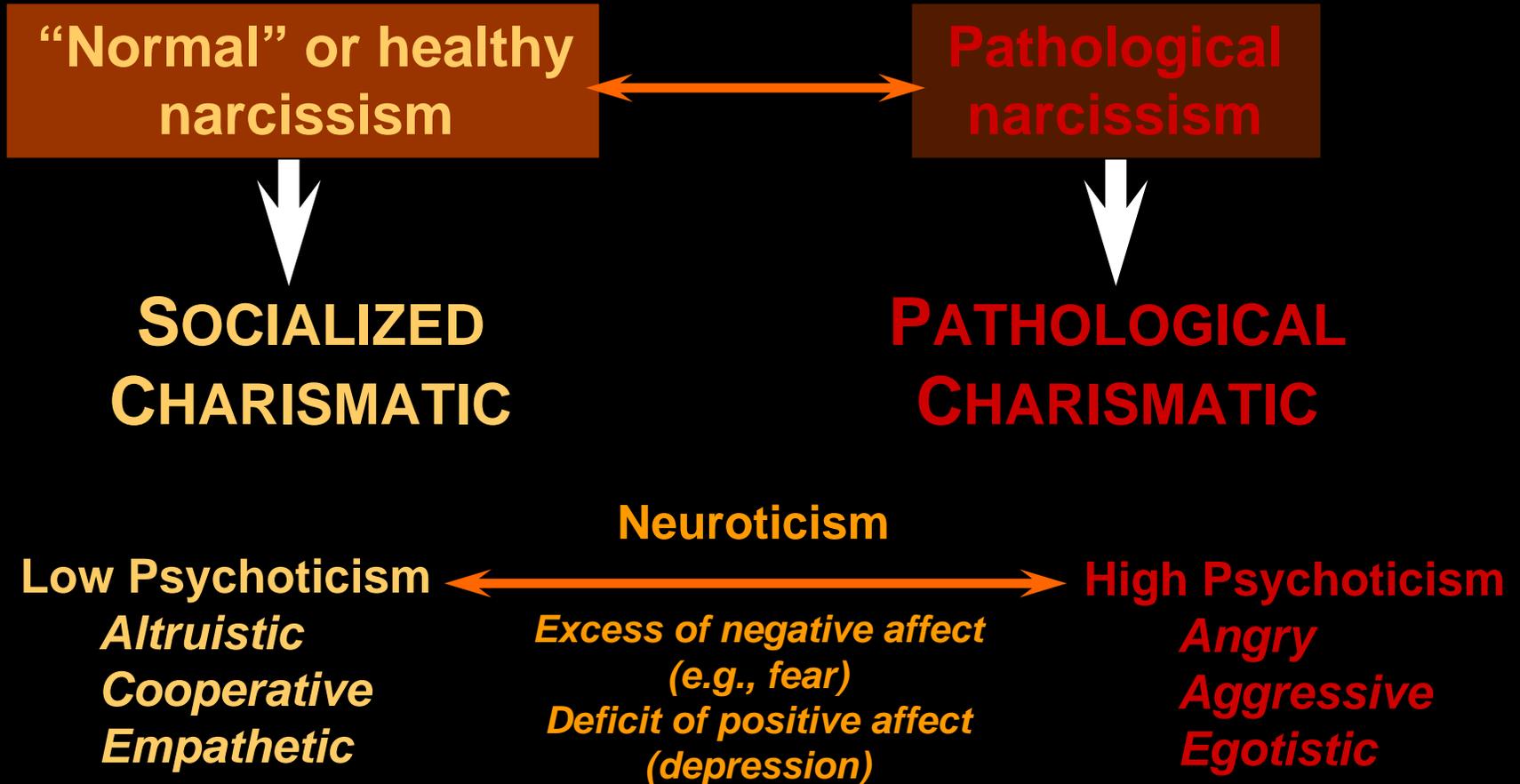
Developmental relations  
Foster follower empowerment  
**Self-transcendence**

Regressive relations  
Foster follower dependency  
**Self-indulgence**

# Personality & Leadership

## *Narcissism*

Weber Popper



# Personality & Leadership

## *Narcissism*

Weber

Popper

**“Normal” or healthy  
narcissism**

**Pathological  
narcissism**

**SOCIALIZED  
CHARISMATIC**

**PATHOLOGICAL  
CHARISMATIC**

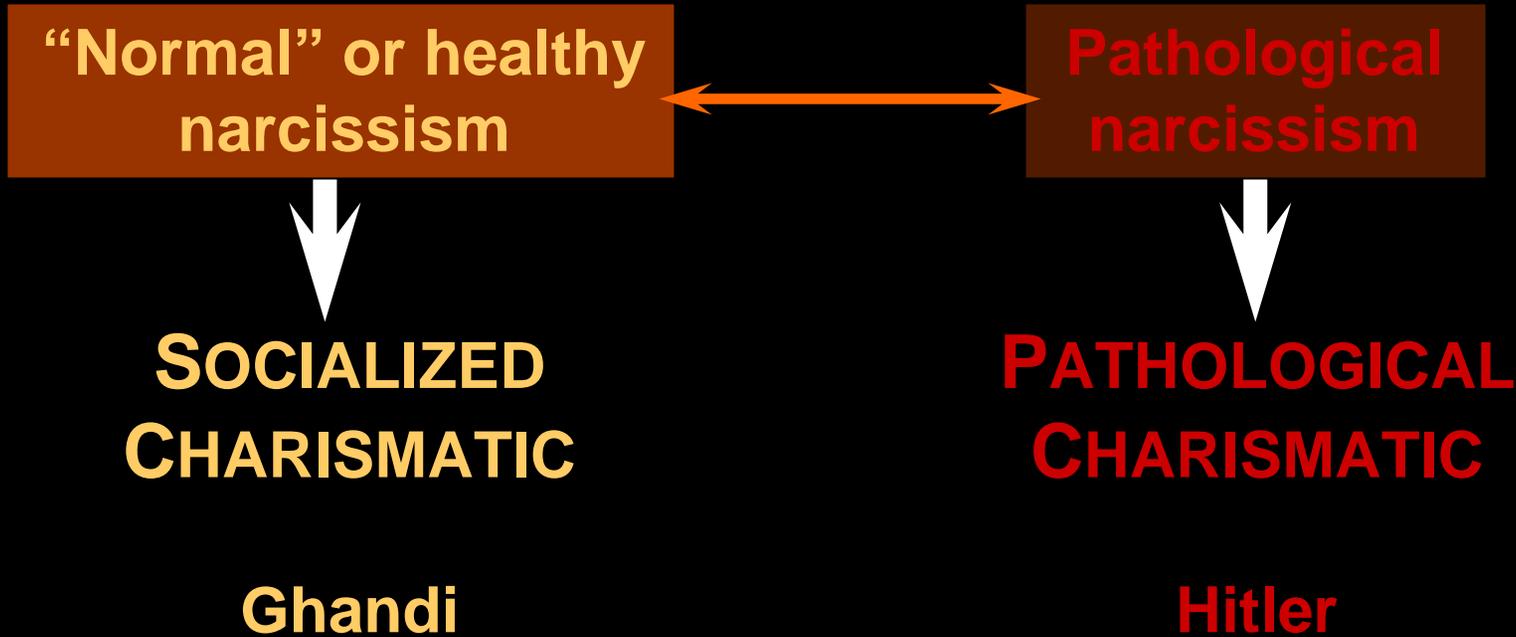
“King”  
“Hero”  
“Father”  
“Visionary”  
“Servant”

“Pseudotransformational”  
“Tyrant”

# Personality & Leadership

## *Narcissism*

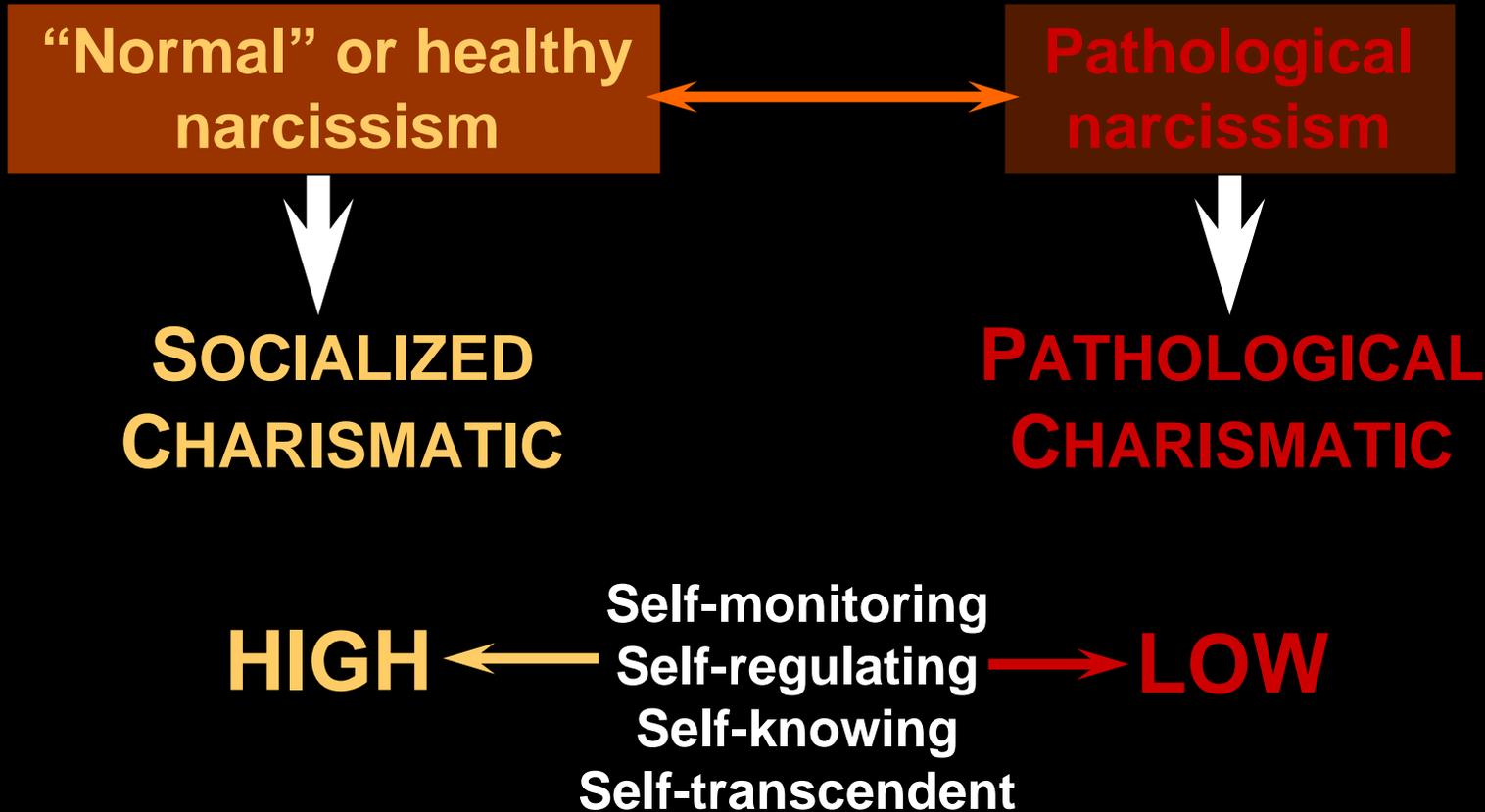
*Weber*      *Popper*



# Personality & Leadership

## *Narcissism*

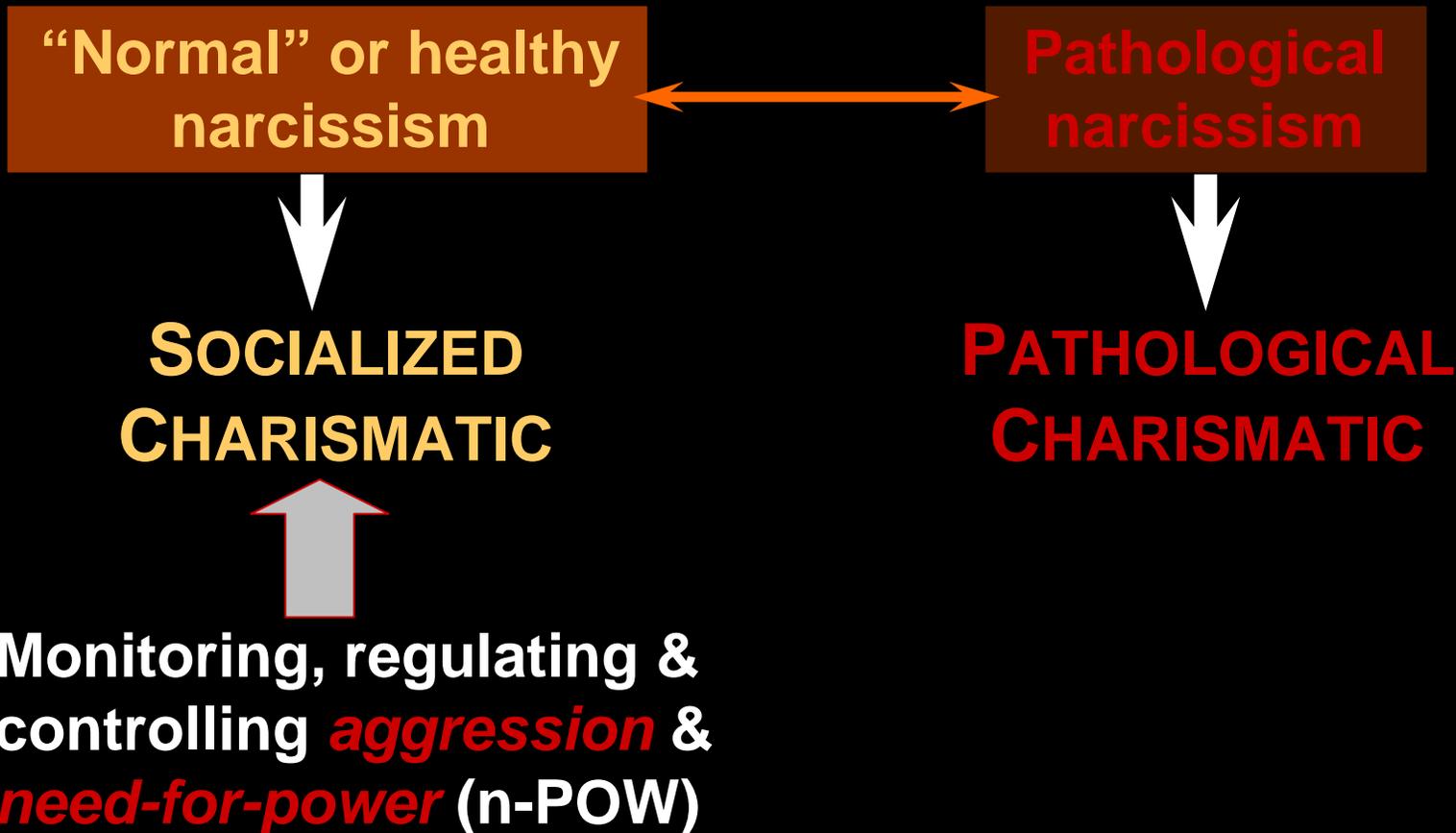
Weber Popper



# Personality & Leadership

## *Narcissism*

Weber Popper



# Personality & Leadership

## *The Challenge of Personality*

*Hazardous prerequisite*

*Weber*

*Popper*

**Transformational leaders need to be different or “special”**

*Risk 1*

**Personally, they are on the cusp of normal & pathological narcissism**

*Risk 2*

**Socially, they are on the cusp of charisma & stigma**

*The basis of self-regulation?*

**SELF-KNOWLEDGE**

# Personality & Change-agency

## *Willingness to bear risk*



# Personality & Change-agency

## *Willingness to bear risk*

**Risk averse**

**Agreeable  
Conscientious**

*Seeking...*

**Security  
Conformity  
Tradition  
Benevolence**

**Risk taking**

**Extraverted  
Open to experience**

*Seeking...*

**Stimulation  
Self-direction**

*Intuitive  
High self-esteem  
Tolerant of ambiguity  
Internal locus of control  
Impulsive  
Low anxiety*

# Personality & Change-agency

## Willingness to bear risk

### Risk averse

Agreeable

Conscientious

Seeking...

**CONSERVATISM**

Tradition

Benevolence

### Risk taking

Extraverted

Open to experience

Seeking...

**“LEADERSHIP”**

Self-direction

*Intuitive*

*High self-esteem*

*Tolerant of ambiguity*

*Internal locus of control*

*Impulsive*

*Low anxiety*

# Risk taking

<b>Stimulational</b>	<i>Paratelic</i> <i>Seeks arousal</i>	
<b>Instrumental</b>	<i>Rational</i> <i>Future oriented</i>	<b>Risk adapters</b> <b>Goal achievers</b>

# Social Construction of Influence & Charisma

*Change-agency and Leadership  
are fundamentally about...*

*the **relationship** or **exchange**...*

*of Leader & Led, or  
Change-agent & other change participants*

# Social Construction of Influence & Charisma

**(Charisma) HIGH**

*Socially constructed*

**Influence**

*Opinion  
Leader*

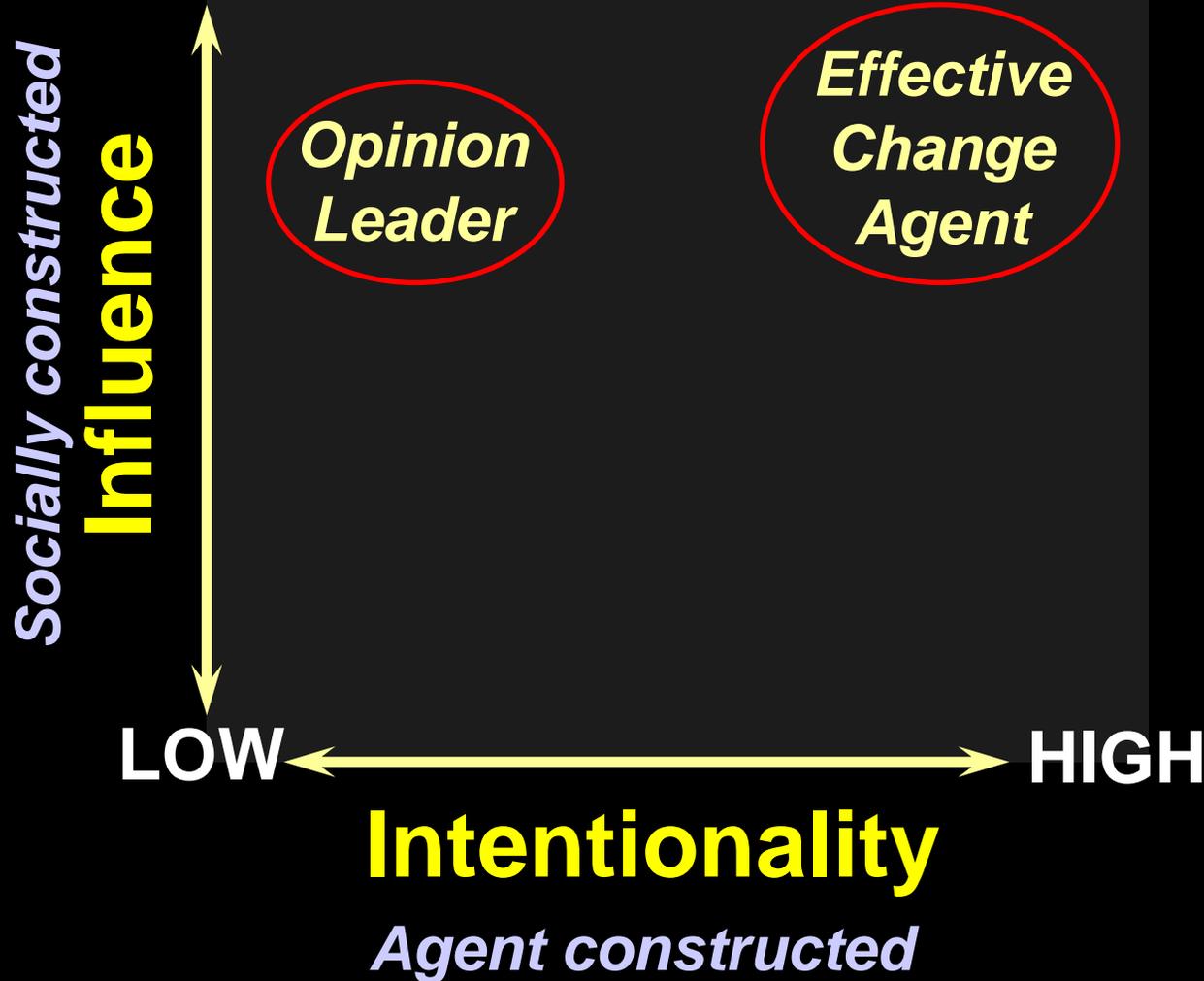
*Effective  
Change  
Agent*

**LOW**

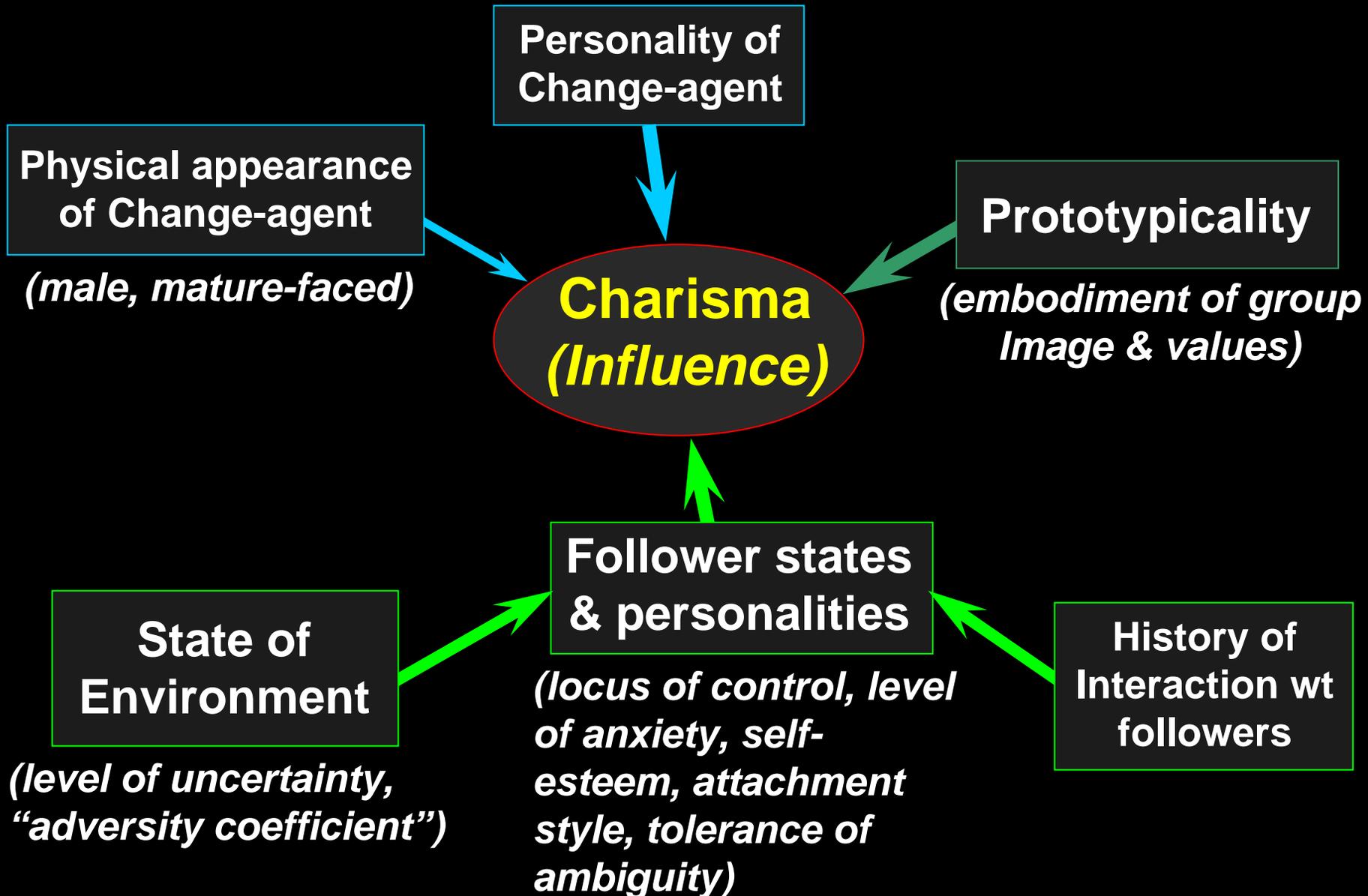
**HIGH**

**Intentionality**

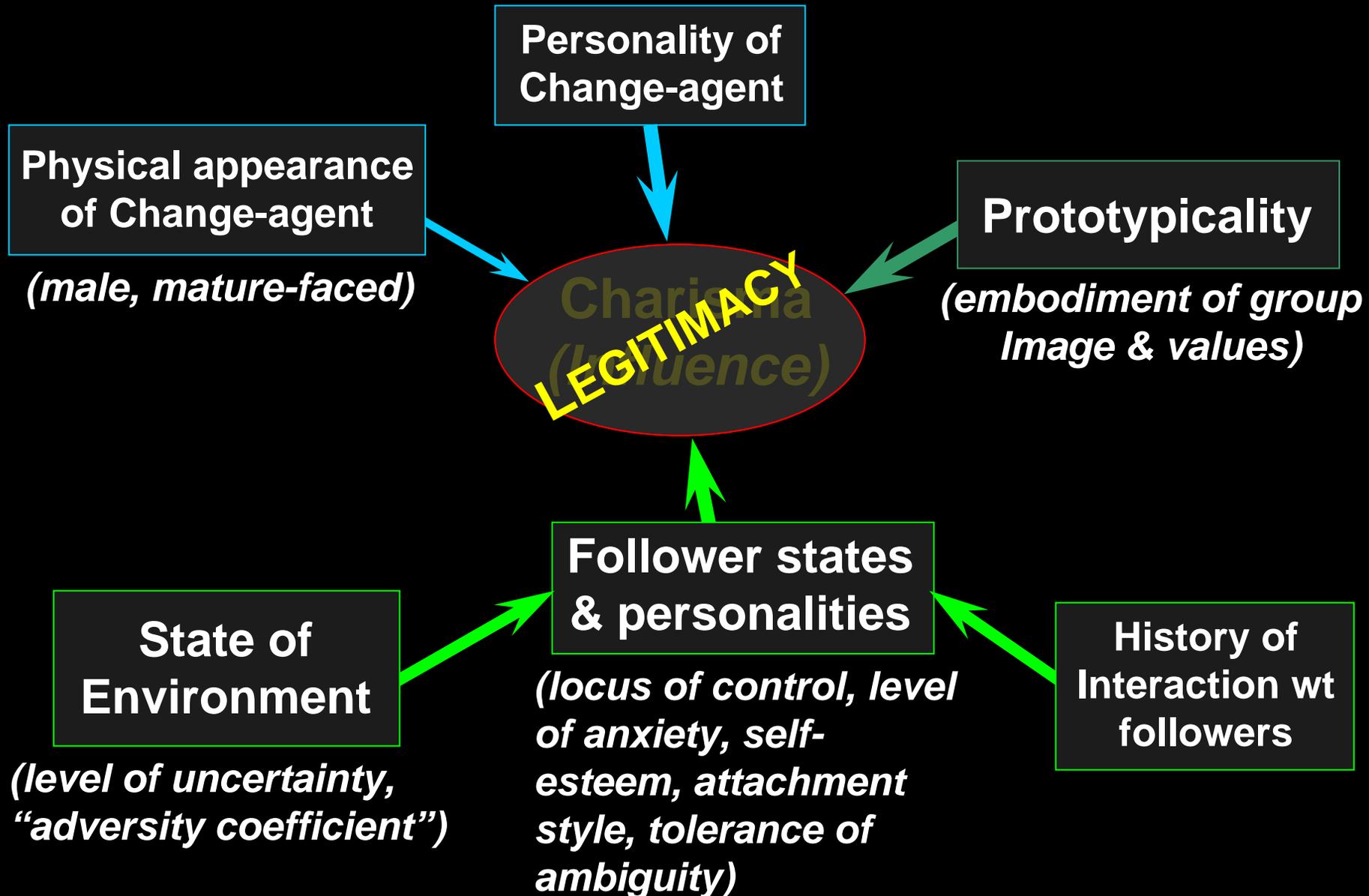
*Agent constructed*



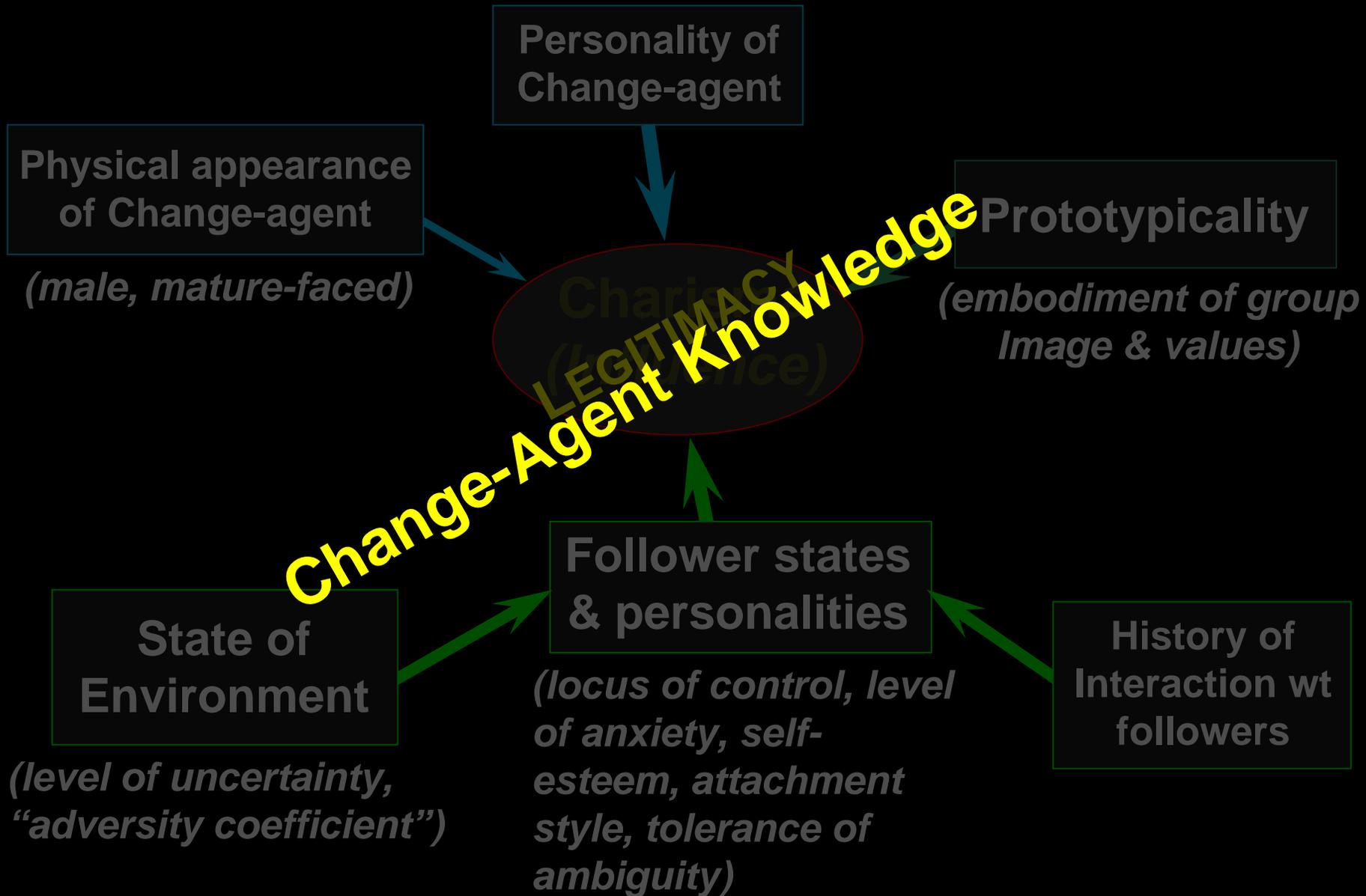
# Social Construction of Influence & Charisma



# Social Construction of Influence & Charisma



# Social Construction of Influence & Charisma



# Social Construction of Influence & Charisma

A potentially potent outcome:

**Legitimacy & Charisma**

A potentially catastrophic mix:

**Pathological Charismatic Leader &**

**Anxious followers wt poorly developed identities**

# Social Construction of Influence

Another aside about...

## **Theorist or Ideological Leaders**

*(Independent of charisma)*

***Theorists often have their greatest influence among followers in need of identity.***

# The Argument for Change

## *Intrinsic Qualities*

### **Criteria**

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**Morally justified**

**Rational**

**Practical/feasible**

**Reckoned in  
terms meaningful  
to the audience**

Inevitable relativism

# The Argument for Change

## *Audience receptiveness to change*

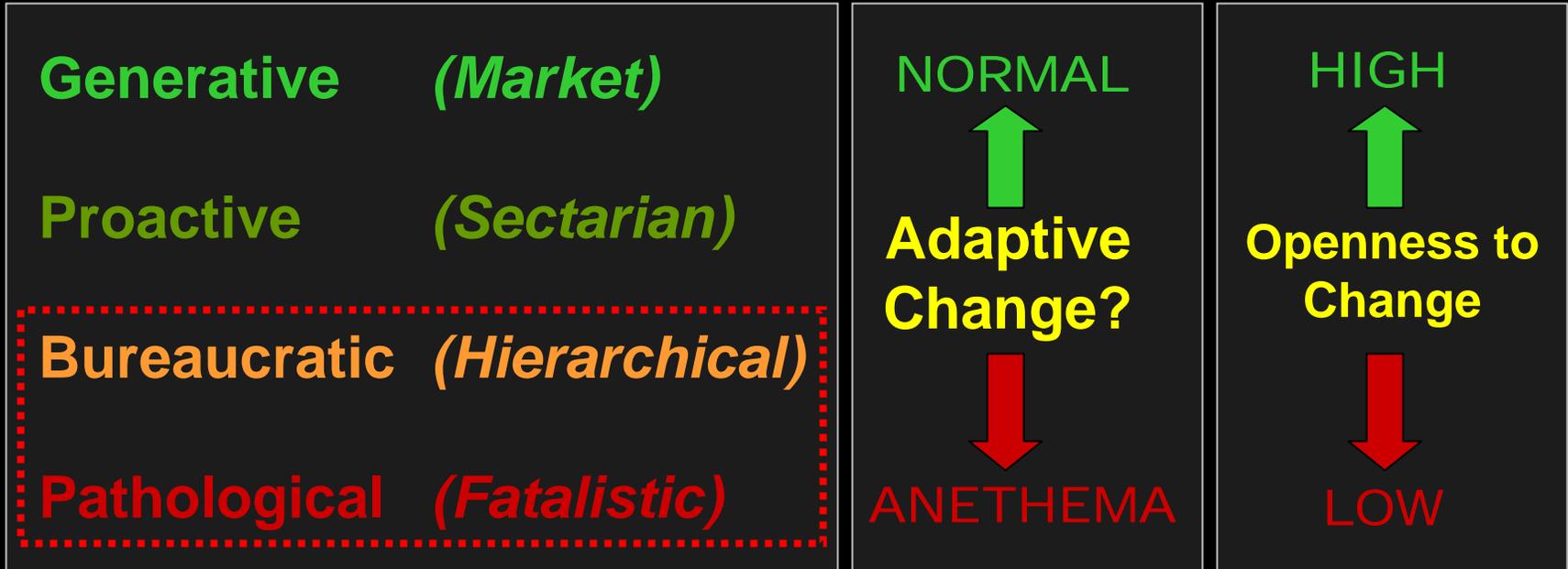
- **Context/Environment (*esp. organizational traits*)**
- **Audience traits**
- **Interaction of Audience & Argument**

# The Argument for Change

## Environment

### Environment

### Organizational Culture



# The Argument for Change

## *Environment*

### Environment

“Adversity Coefficient”

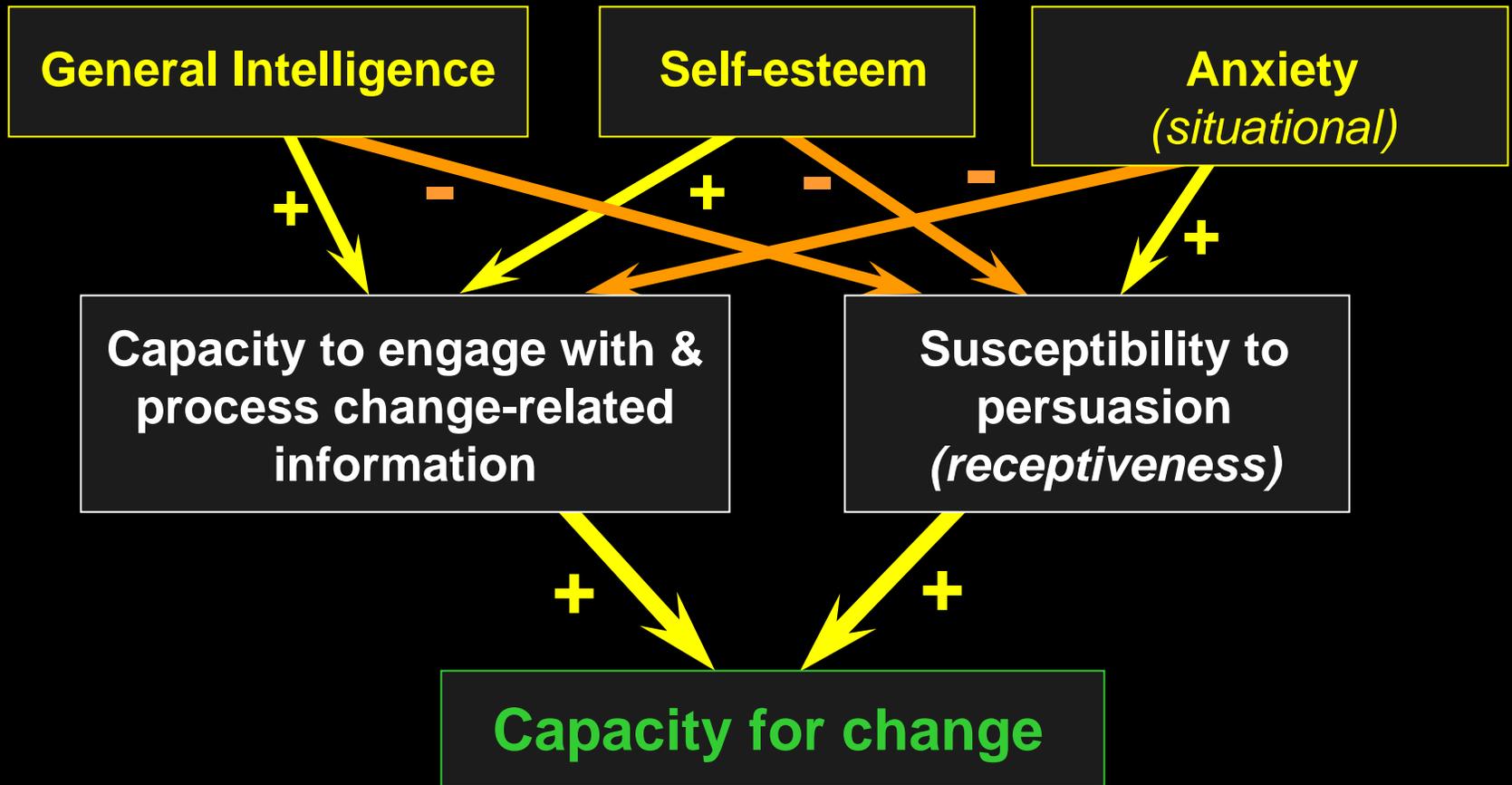


Levels of negative (*fear, anger, disgust*)  
& positive (*sadness ↔ happiness*) affect

***BUT,...***

# The Argument for Change

*Audience traits: Capacity & Receptiveness*



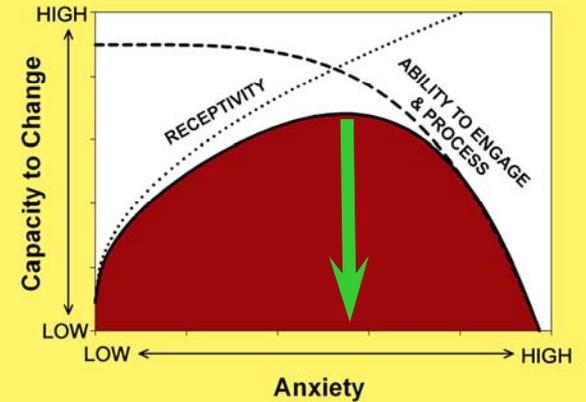
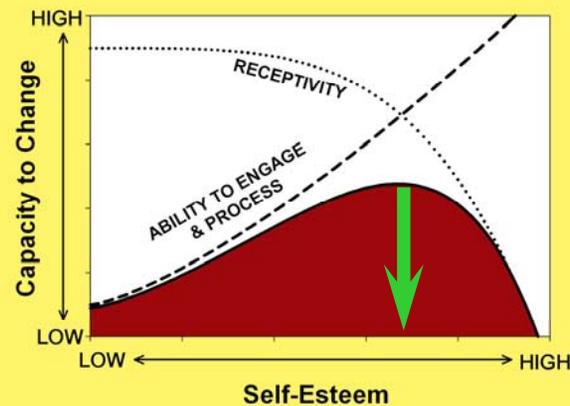
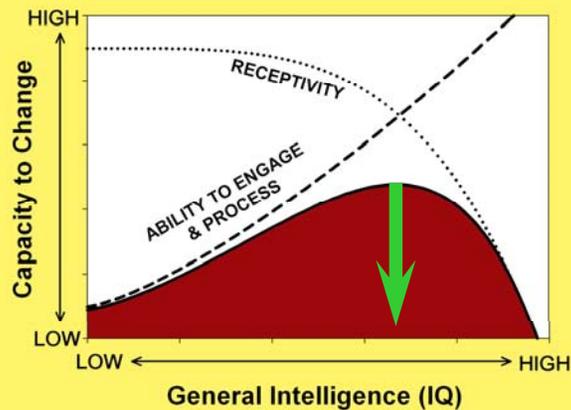
# The Argument for Change

*Audience traits: Capacity & Receptiveness*

**General Intelligence**

**Self-esteem**

**Anxiety**  
*(situational)*



**Optimal Audience?** : *Of moderate intelligence & self-esteem, experiencing moderate levels of situational anxiety*

# The Argument for Change

*Interaction of audience & argument*

**Consistency with existing self-narratives**



**Level of dissonance** (*affective & cognitive*)



**Level of negative affect** (*fear, anger, disgust*)

# The Argument for Change

*Interaction of audience & argument*

## The Argument most likely to be accepted?

*Wendy Wood*

- **Delivered by a trusted charismatic change-agent**
- **Linked to outcomes prized by the audience**
- **Constituting a low challenge to audience “self”**
- **Delivered in a “safe” microcosm**

# The Argument for Change

*Interaction of audience & argument*

## The Argument most likely to be accepted?

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**MINIMIZING NEGATIVE AFFECT**  
**MAXIMIZING POSITIVE AFFECT**