A Personal Perspective on Change-Oriented Leadership

David Mattson
My Offerings

- 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
A traditional distinction…

LEADERSHIP FOCUS OR INTENTIONS (vs. “style”)

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LEADERSHIP FOCUS OR INTENTIONS (vs. “style”)

LEADERSHIP FOCUS OR INTENTIONS (vs. “style”)

A traditional distinction...
Transformational & Transactional
relative to the domain of power

Domain of Influence & Persuasion

Transaction & Transformational

Domain of Power
Option on coercion/punitive measures
Transformational & Transactional relative to the domain of power

DOMIAN OF POWER

- Transactional
- Transformational

DOMIAN OF INFLUENCE & PERSUASION

- Coerce (Gain compliance)
- Inspire & persuade

Inspire & persuade
Means of Persuasive Engagement

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

Rectitude
- Conformity
- Tradition
- Universalism

Stimulation
- Rectitude
- Universalism

Enlightenment
- Self-direction
- Stimulation

Benevolence
- Affection
- Respect
Transformation

Means of PERSUASIVE engagement

Means of Persuasive Engagement

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

SELF-TRANSCESSION

Rectitude
Conformity
Universalism

Stimulation
Enlightenment
Self-direction
Stimulation

Benevolence
Affection
Respect
### Transformation

**Means of PERSUASIVE engagement**

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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
“Leadership” ≈ Transformational ≈ Charisma
("style” or intent)
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

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.
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

Big 5 traits

- EXTRAVERSION (SURGENCY)
- OPENNESS TO EXPERIENCE (INTELLECT)
- CONSCIENTIOUSNESS
- NEUROTICISM

Strong positive correlation with Emotional Intelligence
Ability to perceive
Ability to regulate
Ability to use knowledge of

Weak positive correlation with General Intelligence (IQ)
Personality & Leadership

Perceived & Demonstrated Performance

Big 5 traits

+ EXTRAVERSION (SURGENCY)

+ OPENNESS TO EXPERIENCE (INTELLECT)

+ CONSCIENTIOUSNESS

Values

- Power
- Achievement
- Stimulation

- Self-direction

- Conformity
- Tradition

Weber  Popper  Bono  Judge
Personality & Leadership

Perceived & Demonstrated Performance

**Big 5 traits**

+ EXTRAVERSION  
*(SURGENCY)*

+ OPENNESS TO EXPERIENCE  
*(INTELLECT)*

+ CONSCIENTIOSNESS

**Values**

- Power
- Achievement
- Stimulation
- Self-direction
- Conformity
- Tradition

**SELF-INDULGENCE**

**CURBING INFLUENCE**

**Weber  Popper  Bono  Judge**
Charismatic extraverts have a strong power orientation

Change-agency is inherently aggressive
Charismatic extraverts have a strong power orientation. Change-agency is inherently aggressive. Potential for regressive abusive relations.
Personality & Leadership

Narcissism

Extraversion
Charisma

Sense of
“Specialness”

Narcissism

Weber
Popper
Personality & Leadership

Narcissism

“Normal” or healthy narcissism


SOCIALIZED
CHARISMATIC

Developmental relations
Foster follower empowerment
Self-transcendence

Pathological narcissism


PATHOLOGICAL
CHARISMATIC

Regressive relations
Foster follower dependency
Self-indulgence

Weber  Popper
Personality & Leadership
Narcissism

“Normal” or healthy narcissism

SOCIALIZED CHARISMATIC

PATHOLOGICAL CHARISMATIC

Pathological narcissism

Neuroticism

Low Psychoticism
- Altruistic
- Cooperative
- Empathetic

High Psychoticism
- Angry
- Aggressive
- Egotistic

Excess of negative affect (e.g., fear)
Deficit of positive affect (depression)

Weber
Popper
Personality & Leadership

Narcissism

“Normal” or healthy narcissism

SOCIALIZED CHARISMATIC

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

Pathological narcissism

PATHOLOGICAL CHARISMATIC

“Pseudotransformational”
“Tyrant”

Weber
Popper
Personality & Leadership

Narcissism

"Normal" or healthy narcissism

Socialized Charismatic

Ghandi

Pathological Charismatic

Pathological narcissism

Hitler

Weber

Popper
Weber  Popper

“Normal” or healthy narcissism

SOCIALIZED CHARISMATIC

HIGH Self-monitoring Self-regulating Self-knowing Self-transcendent

LOW

Pathological narcissism

PATHOLOGICAL CHARISMATIC
Personality & Leadership

Narcissism

“Normal” or healthy narcissism

SOCIALIZED CHARISMATIC

Monitoring, regulating & controlling aggression & need-for-power (n-POW)

Pathological narcissism

PATHOLOGICAL CHARISMATIC

Weber   Popper
**Hazardous prerequisite**
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

- Change Agent
  - Professional advocate or agitator
  - Positional leader
  - Situational advocate

Risk & Initiative

LOWER

HIGHER
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

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Risk taking

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CONSERVATISM

“LEADERSHIP”
### Personality & Change-agency

**Willingness to bear risk**

#### Risk taking

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<td><strong>Seeks arousal</strong></td>
<td><strong>Future oriented</strong></td>
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- **Instrumental Goal achievers**
- **Risk adapters**
- **Paratelic** who seeks arousal
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

Intentionality

Influence

LOW

HIGH

Opinion Leader

Effective Change Agent

Agent constructed

Socially constructed
Social Construction of Influence & Charisma

Charisma (Influence)

- Personality of Change-agent
- Physical appearance of Change-agent (male, mature-faced)
- Prototypicality (embodiment of group Image & values)
- Follower states & personalities (locus of control, level of anxiety, self-esteem, attachment style, tolerance of ambiguity)
- State of Environment (level of uncertainty, “adversity coefficient”)

History of Interaction wt followers
Charisma

(Influence)

Personality of Change-agent

Physical appearance of Change-agent
(male, mature-faced)

Prototypicality
(embodiment of group Image & values)

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History of Interaction wt followers

LEGITIMACY

Social Construction of Influence & Charisma
Social Construction of Influence & Charisma

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History of Interaction wt followers

Change-Agent Knowledge
Social Construction of Influence & Charisma

A potentially potent outcome: 
**Legitimacy & Charisma**

A potentially catastrophic mix: 
**Pathological Charismatic Leader & Anxious followers wt poorly developed identities**
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**

- Morally justified
- Rational
- Practical/feasible

Reckoned in terms meaningful to the audience
The Argument for Change

* Audience receptiveness to change

- Context/Environment (esp. organizational traits)
- Audience traits
- Interaction of Audience & Argument
The Argument for Change

Environment

Organizational Culture

- Generative (Market)
- Proactive (Sectarian)
- Bureaucratic (Hierarchical)
- Pathological (Fatalistic)

NORMAL
Adaptive Change?
ANETHHEMA

HIGH
Openness to Change
LOW
“Adversity Coefficient”

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

BUT,…
The Argument for Change

*Audience traits: Capacity & Receptiveness*

- **General Intelligence**
- **Self-esteem**
- **Anxiety (situational)**

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- **Capacity to engage with & process change-related information**
- **Susceptibility to persuasion (receptiveness)**

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**Capacity for change**
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 most likely to be accepted?

- 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

Wendy Wood
The Argument for Change

Interaction of audience & argument

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