Provost’s Leadership Academy: Leadership

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Trait Activity

- On your note card list all of the personality traits that you think a leader should have.

- Trait: A *distinguishing quality*, *characteristic*, or *attribute*

- Exchange those note cards with a partner
  - Put a check mark next to each of the traits that your partner listed that you feel you embody – the traits that you feel you demonstrate or possess.
  - Put an “X” next to those that you feel you do not possess.
Traits that Correlate with Being Perceived as a Leader

- Intelligence – Intellectual ability including verbal, perceptual, and reasoning capabilities
- Self-Confidence – Ability to be certain about one’s competencies and skills
- Determination – The desire to get the job done (i.e., initiative, persistence, dominance, drive)
- Integrity – The quality of honesty and trustworthiness
- Sociability/Extraversion – Leader’s inclination to seek out social relationships
Trait Theory

- The notion that leaders have special innate or inborn characteristics or qualities that differentiate them from non-leaders.
- Watch for it in:
  - Personality assessments
  - Leader biographies
  - Interpretations of success
Trait Theory is a set-up because...

Traits are not an effective predictor of leadership success.
Traits don’t predict leadership success; however,

- ... an awareness of our personality traits
  - can help us understand ourselves and our own leadership style
  - can help us determine our strengths and opportunities for improvement

- ... an awareness of others’ personality traits
  - can help us identify and evaluate the leadership styles of others
  - can help us appreciate and interact with others
Leadership Traits v. Models

- What traits does a leader possess vs. What does a leader do?
- Unpack the term “Leadership” into key functions
(Example) Course Model of Leadership

**Decide**
- Social Sensemaking
- Decision traps
- Correcting for bias

**Align**
- Situated leadership
- Leading teams
- Resolving conflict

**Inspire**
- Motivation
- Job satisfaction & meaning
- Motivation through performance evaluation
Functions of Leadership (Ancona, 2005)

Visioning
Creating a compelling image of the future

Sensemaking
Understanding the context in which you are operating

Inventing
Creating the processes & structures necessary to realize your vision

Relating
Connecting to others and developing key relationships
Summary

- Focus on leadership functions, not traits
  - Develop a personal model of leadership that is right for you
- It’s possible to improve in leadership skills
  - Name one skill you would like to strengthen as a leader
  - When researching leadership, find resources based on particular skills