

# Leadership Traits

## Leadership Traits for Different Stages of Business Growth



# Overview

- Introductions
- Potential
- Personality
- Your personality
- Leadership
- Selecting and developing your team



# Introductions

- Show of hands:
  - how many are in a leadership role?
  - who owns their own business?
  - who supervises employees?



# Investing in people and potential

- small businesses are people
- the potential of your people is the potential of your business
- planning: what you have and what you need



# Potential

- **Foundational Potential**

- useful in all careers, jobs
- intelligence, personality,

- **Career and Growth Potential**

- specific to careers, jobs, tasks
- capacity to develop
- competencies, experience, values

# Personality Traits

- What they are
  - Stable
  - Measurable
  - Biological

# Personality Traits

- Why they are important
  - Stable
  - Help predict behaviour (potential)
  - Early identification

# Traits and Potential

- Self-awareness is the key
- Assessment instruments are a tool
- Provide information to help you assess your own traits, and understand strengths and weaknesses





# Personality & Your Personality

- A quick self-assessment
- Rate yourself as we go through
- Quick and simple, less accurate, but useful for this session

# Developing the HFPI

- High Flyers originally developed to identify high potential recruits or employees
- Now a much broader application
- Leadership in teams



# Potential & the HFPI

- Developed specifically to assess personality traits of success and potential
- Over 1,000 responses internationally and rising
- Predicts success (potential)



# HFPI

- Measure of six, stable personality traits
- Traits associated with leadership success, potential
- Empirically validated with **working** professionals

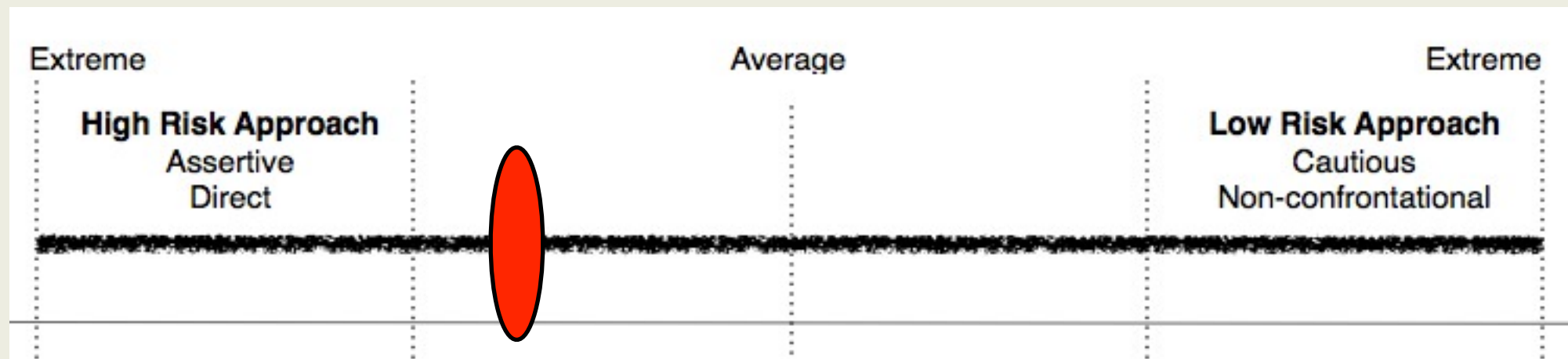


# HFPI Traits

- Conscientiousness
- Curiosity
- Risk Approach
- Reactivity to Stress
- Ambiguity Acceptance
- Competitiveness



# HFPI Traits



# HFPI Traits

- **Conscientiousness**

- planning, organization, strong work ethic, achievement drive

**Conscientious**  
Organized  
Goal-directed

**Casual**  
Easy-going  
Spontaneous

*Sage*  
TRANSITIONS

# HFPI Traits

- **Curiosity**

- openness to new information, adopting new approaches, implementing new methods

**Curious**  
Imaginative  
Open

**Conventional**  
Traditional  
Consistent

*Sage*  
TRANSITIONS



# HFPI Traits

- **Risk Approach**

- approach to risk
- willingness to confront difficult situations, thrive during adversity, have difficult conversations

**High Risk Approach**  
Assertive  
Direct

**Low Risk Approach**  
Cautious  
Non-confrontational

# HFPI Traits

- **Reactivity to Stress**

- emotional stability, neuroticism
- resilience to the impact of stressors, concern about others' judgement

**Low Reactivity to Stress**

Even-tempered  
Resilient

**High Reactivity to Stress**

Worrier  
Anxious

# HFPI Traits

- **Acceptance of Ambiguity**
  - ability to thrive with complexity, mixed information<sup>9</sup>
  - approach to ambiguous situations

**High Ambiguity Acceptance**

Flexible  
Multitasking

**Low Ambiguity Acceptance**

Focused  
Thorough

*Sage*  
TRANSITIONS

# HFPI Traits

- **Competitiveness**

- personal development competitiveness<sup>11</sup>
- need to achieve, drive to exceed one's own or another's performance, desire for control

**High Competitiveness**  
Outcome-oriented  
Needs recognition and control

**Low Competitiveness**  
Cooperative  
Does not seek recognition and control

# Application

- **Playing to Strengths**
  - Using strengths to improve performance
  - Being aware of trait drawbacks
  - Developing a team based on understanding and accommodation



# Application

- **Self-awareness**

- defining potential for yourself
- success, and potential must be well-defined



# Application

- Team leadership
  - matching personality with jobs/tasks
  - understanding individual and team personality and relationship to performance
  - common language for discussing personality in the workplace



# An Example

- Three Types of Potential
  - Leadership, Strategic
  - Operational
  - Derailment





# An Example

- Leadership, Strategic
  - High Conscientiousness
  - High Ambiguity Acceptance
  - High Risk Approach



# An Example

- Operational
  - High Conscientiousness
  - Low Ambiguity Acceptance
  - Low Reactivity to Stress



# An Example

- Derailment
  - Low Conscientiousness
  - High Competitiveness
  - High Risk approach
  - + derailing traits. See MacRae & Furham, 2014



# Growing your business

## Stage 1: Startup

- Conscientiousness
- Curiosity
- Risk Approach
- Reactivity to stress
- Ambiguity Acceptance
- Competitiveness

Self-awareness

# Growing your business

## Stage 2: Growth

- Conscientiousness
- Curiosity
- Risk Approach
- Reactivity to stress
- Ambiguity Acceptance
- Competitiveness

Complementary  
traits

# Growing your business

## Stage 3: Expansion

- Conscientiousness
- Curiosity
- Risk Approach
- Reactivity to stress
- Ambiguity Acceptance
- Competitiveness

Talent Segmentation

# Summary

- Self-awareness
- Awareness of others
- Recognize value of other traits
- Optimal team functioning
- Investing in people and potential



# In the book

- High Potential: How to Spot, Manage and Develop Talented People at Work
- Ian MacRae & Adrian Furnham
- Publication Date: April 29, 2014
- <http://www.amazon.ca/High-Potential-Ian-MacRae/dp/1472904303>

B L O O M S B U R Y



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# Summary

- We're available for questions/comments
- Free version of test available online:
  - [paragonresearch.co.uk/hfq.html](http://paragonresearch.co.uk/hfq.html)
- [heatherstewart@telus.net](mailto:heatherstewart@telus.net)
- [ianmacrae@sagetransitions.com](mailto:ianmacrae@sagetransitions.com)
- High Potential (MacRae & Furnham, 2014)



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