



AMERICAN
PSYCHOLOGICAL
ASSOCIATION

Top Managers personality, cognitive abilities, motivation--and their derailment risks

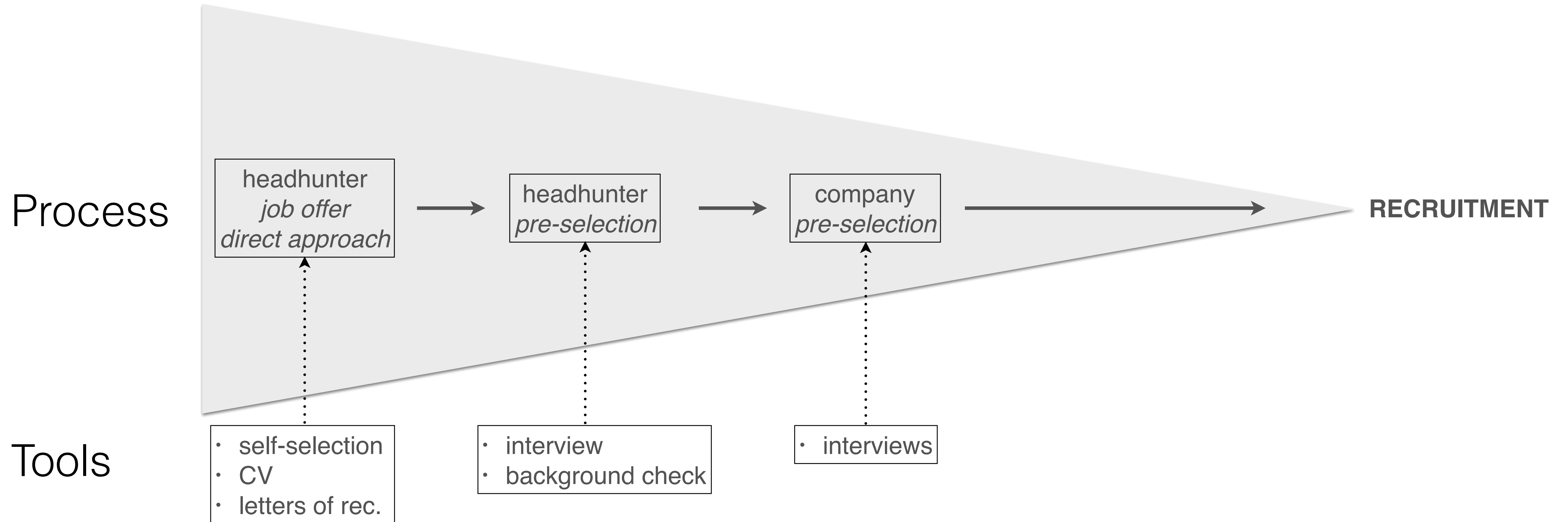
Olaf J. Ringelband
md consulting/University of
Hamburg, Germany
August, 9

Who we are

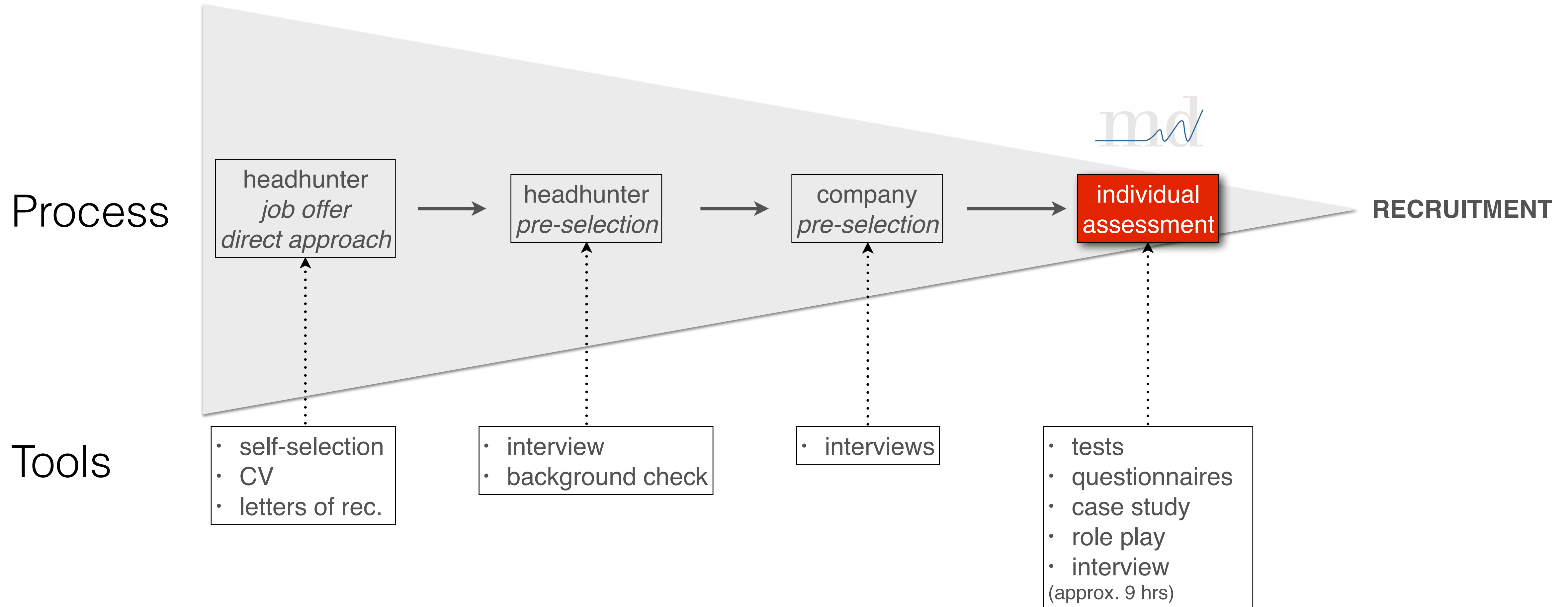


- Specialists for assessment of top management (Management Appraisal, Individual Assessments)
- 30 years experience with 12,000+ managers assessed (70% European)
- 15 consultants
- Based in Hamburg, Germany

Selection Process

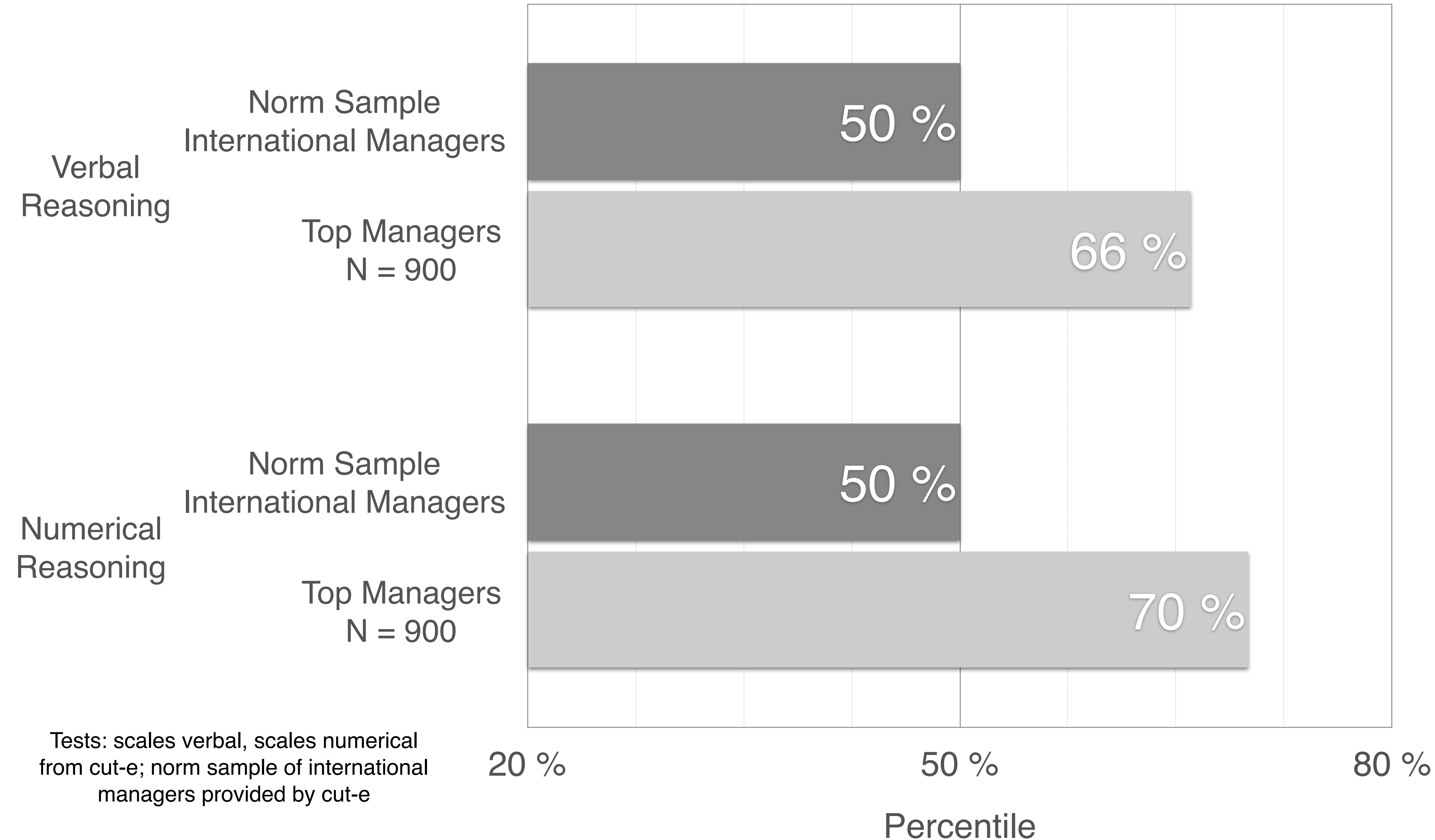


Selection Process



Empirical Findings

COGNITIVE ABILITIES



Top Managers are more....

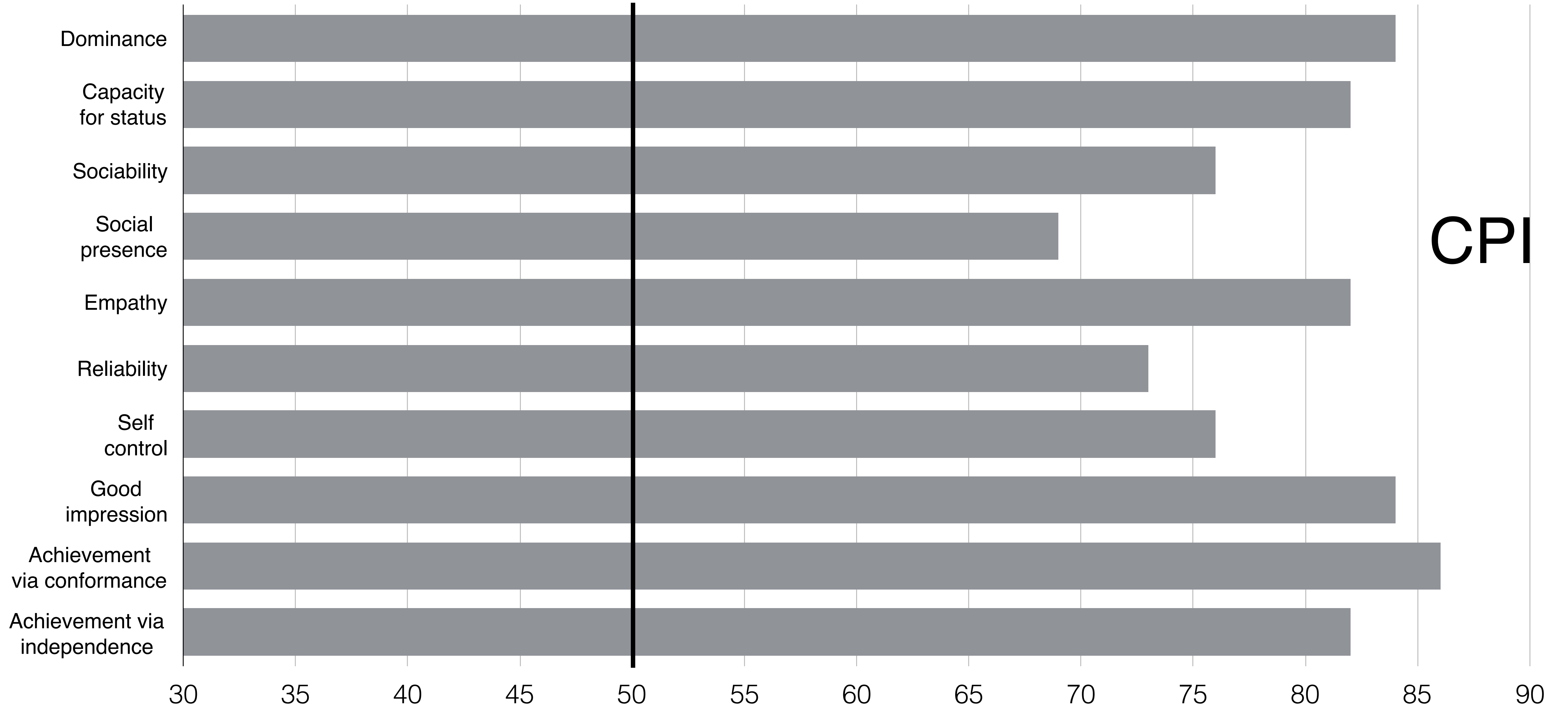
- intelligent



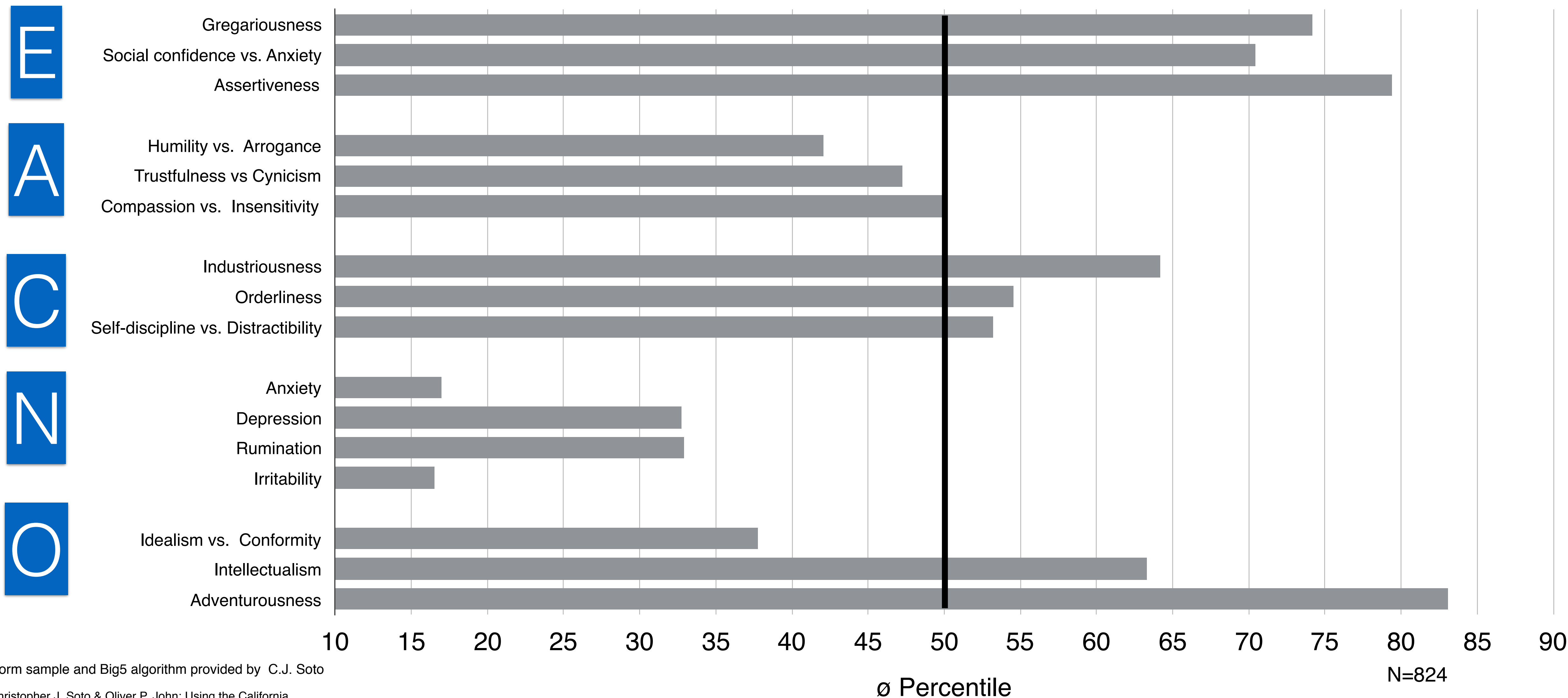
Personality



■ Top managers

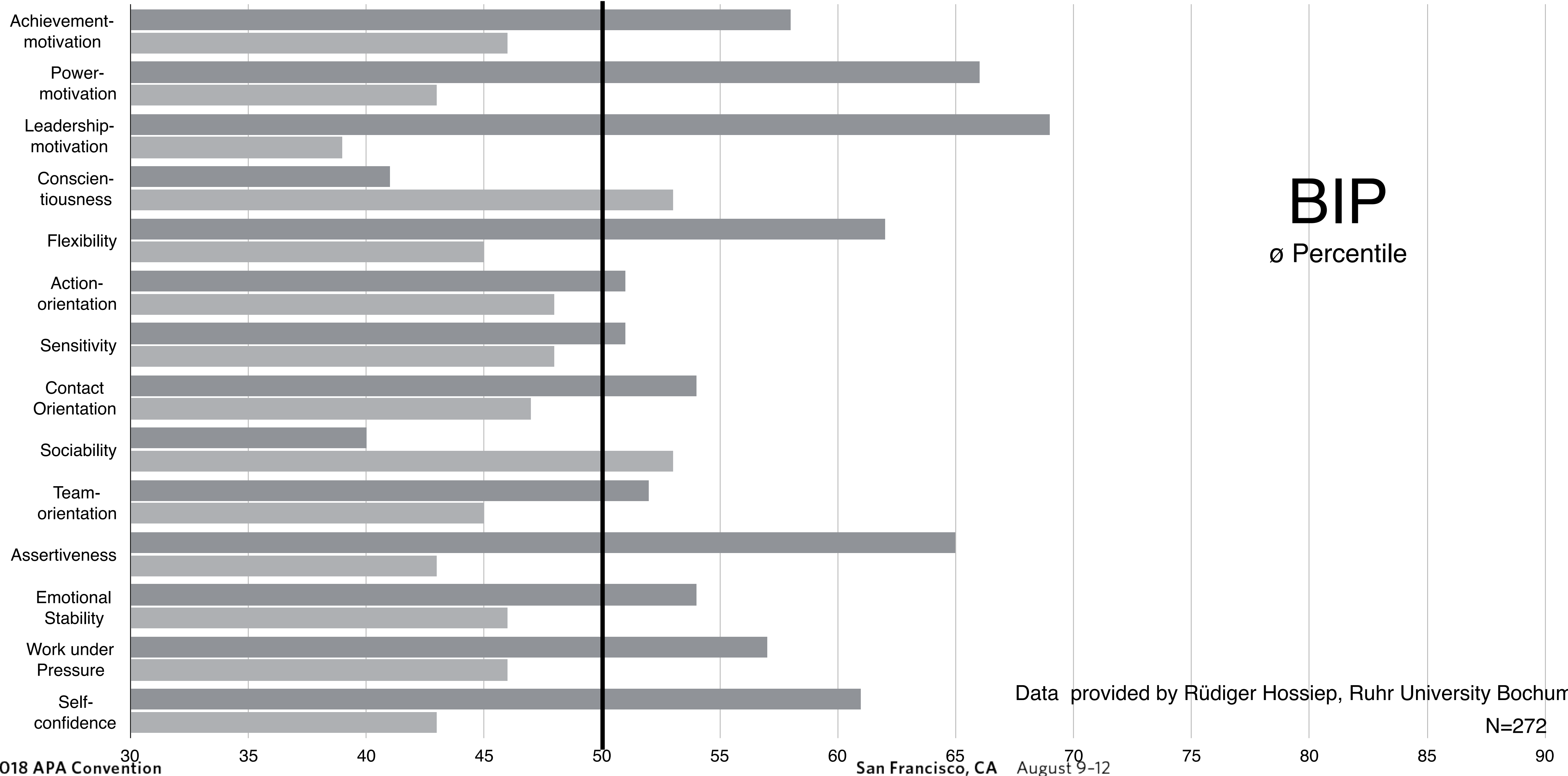


Big 5 (derived from CPI)



■ Top managers

■ Office clerks



Top managers are more...

- assertive
- extrovert
- performance-oriented
- industrious
- self-confident
- emotionally stable

Why?

1. Self-selection

People with the aforementioned traits look for leadership positions.

2. Selection

Those traits are success factors for achieving and maintaining leadership positions.

3. Role shaping

Leadership positions' role expectations shape personality.

Risks

Attitude

Assertiveness

Career ambition

Robustness

Self-confidence

Risk-taking

Empirical typical Top Managers' attitudes

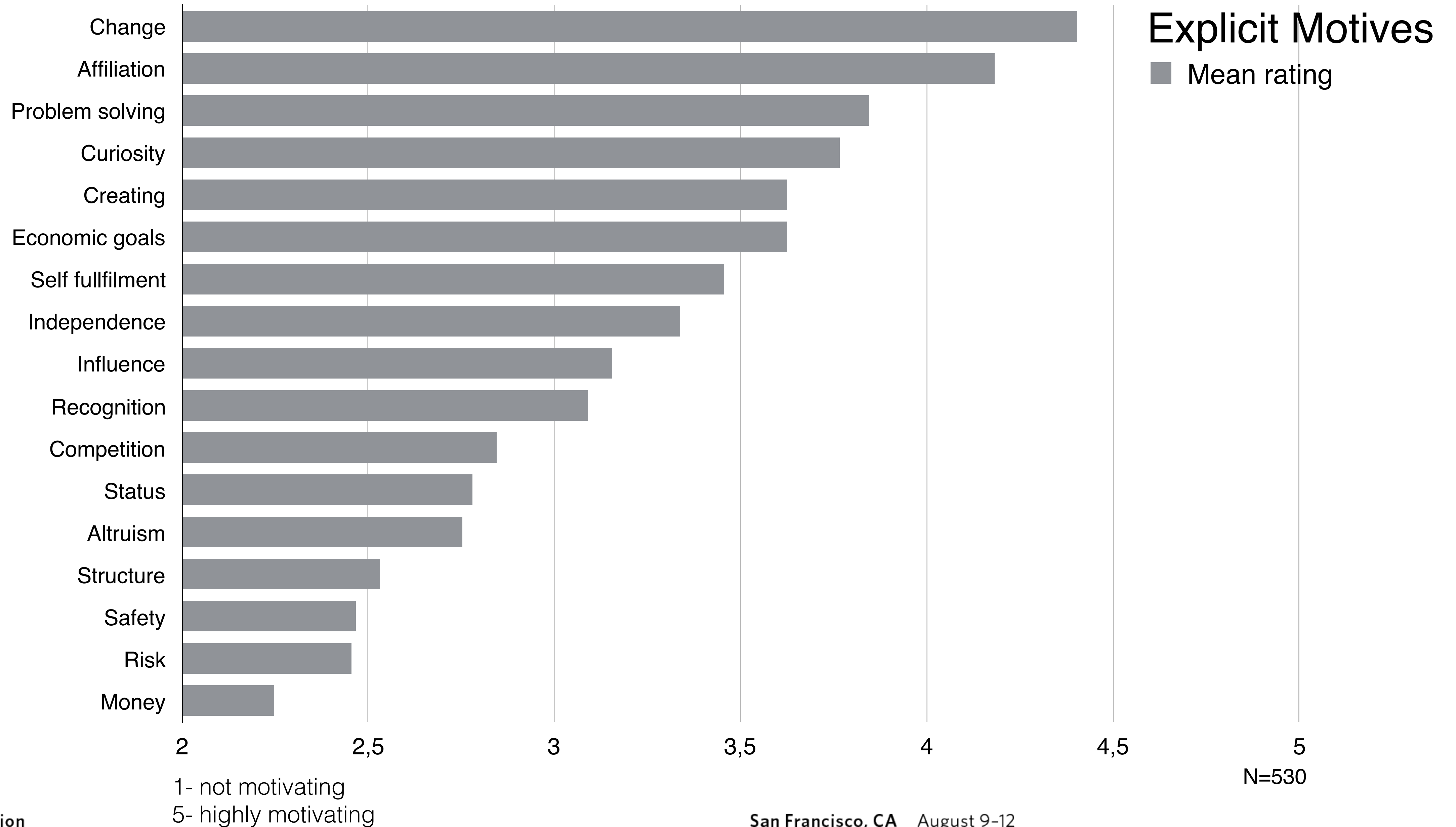
Attitude
Assertiveness
Career ambition
Robustness
Self-confidence
Risk-taking



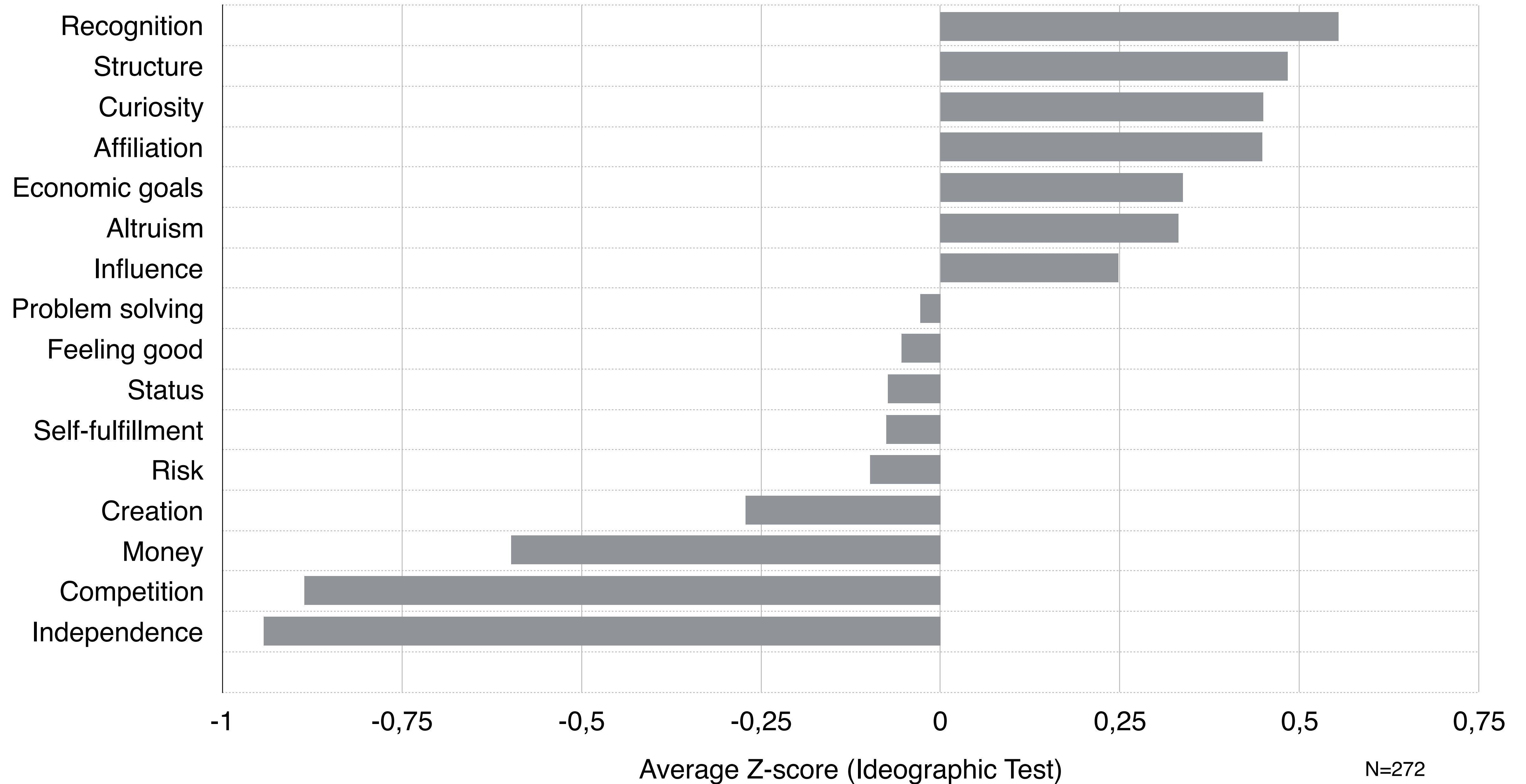
Exaggeration
Aggression
Recklessness
No fear of punishment
Egotism, Narcissism
Risk-seeking

Motivation

I ...	less important		3	highly important		Amendment/ Comments
	1	2		4	5	
enjoy exerting influence on others; appreciate it when others follow my own ideas and plans; strive for influential (leadership) positions	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
like going ahead flexibly and according to my own plans without having to consult too much with others – e.g. superiors; like being my own boss	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
like changing things to move them forward and improve them: generally perceive change as something positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
want to shape and create new things (in my own way) bearing my personal trademark	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
like things to be well-structured and orderly; appreciate systematic and stable things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
enjoy continuous learning at an intellectual level; appreciate intellectual discussions; like contemplating things intensively and strive for a deeper insight	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
like solving challenging problems, even under difficult circumstances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
like developing myself; want to deal thoroughly with my own personality in order to grow (at a personal level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



Implicit Motives



Motivation

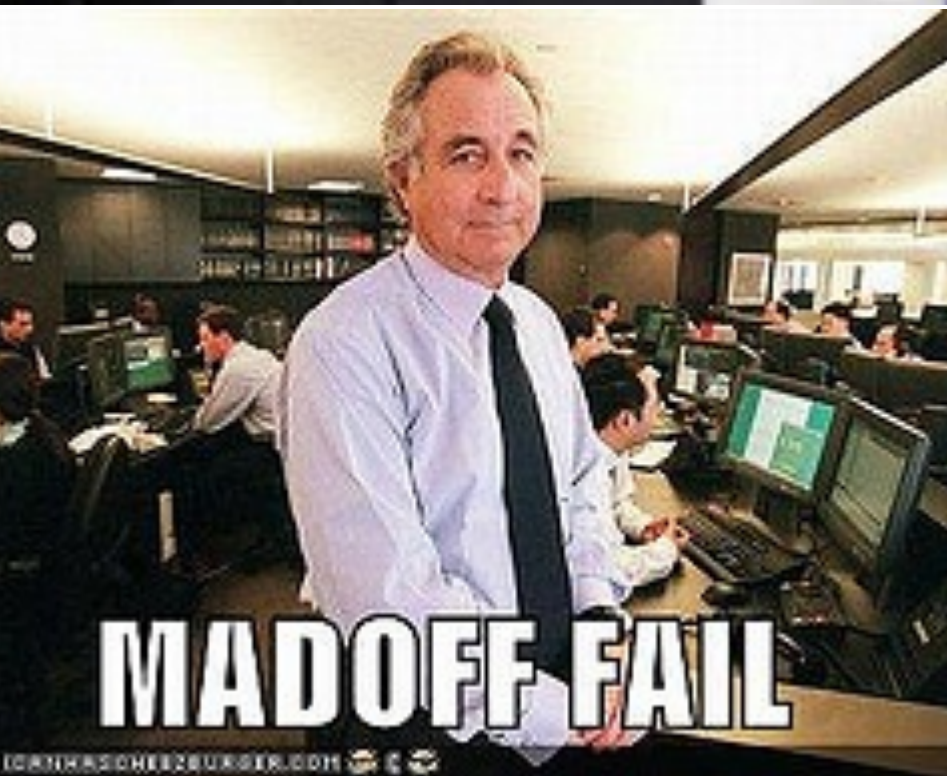
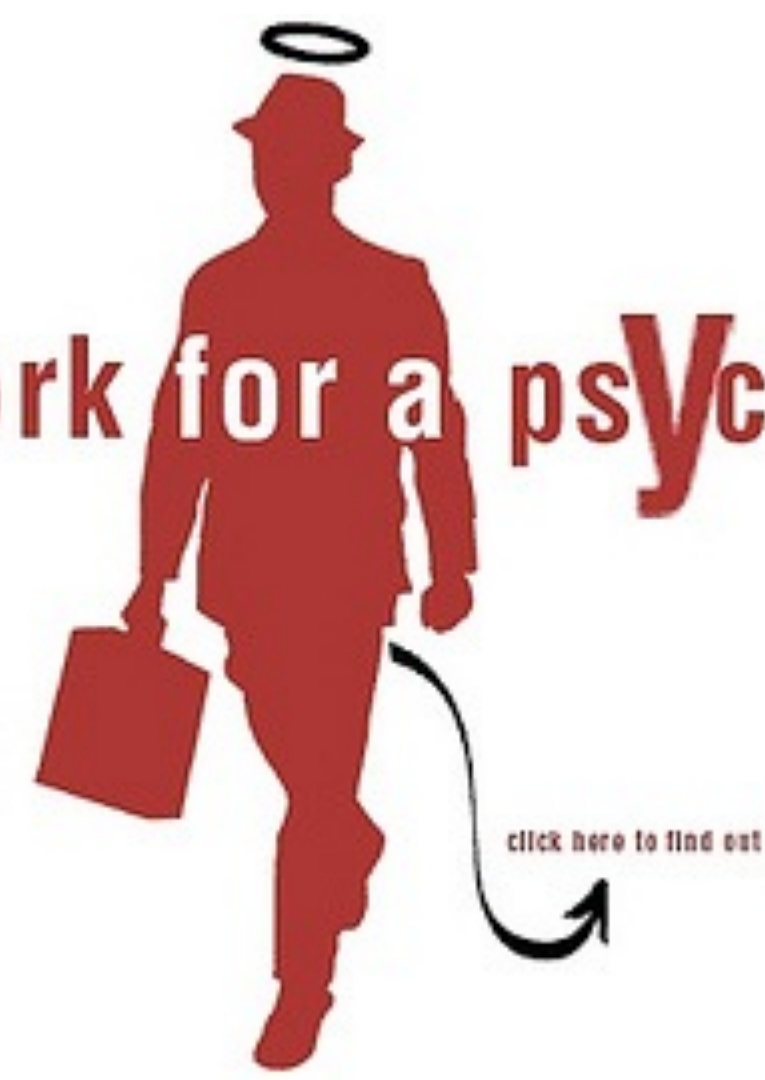
- luckily, pro-social motives dominate
- however, on an individual level, derailment patterns might occur

Imagine a manager...

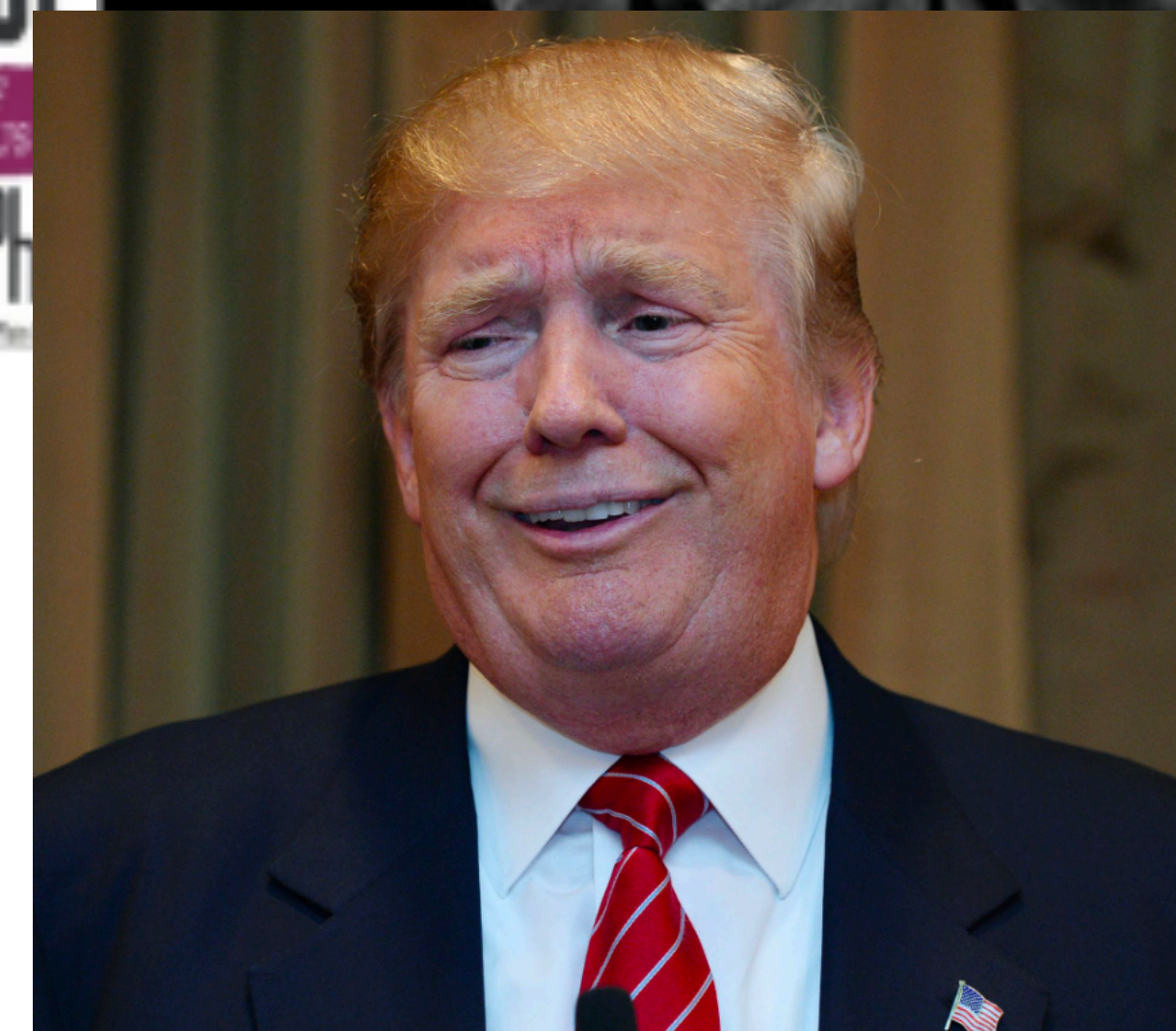
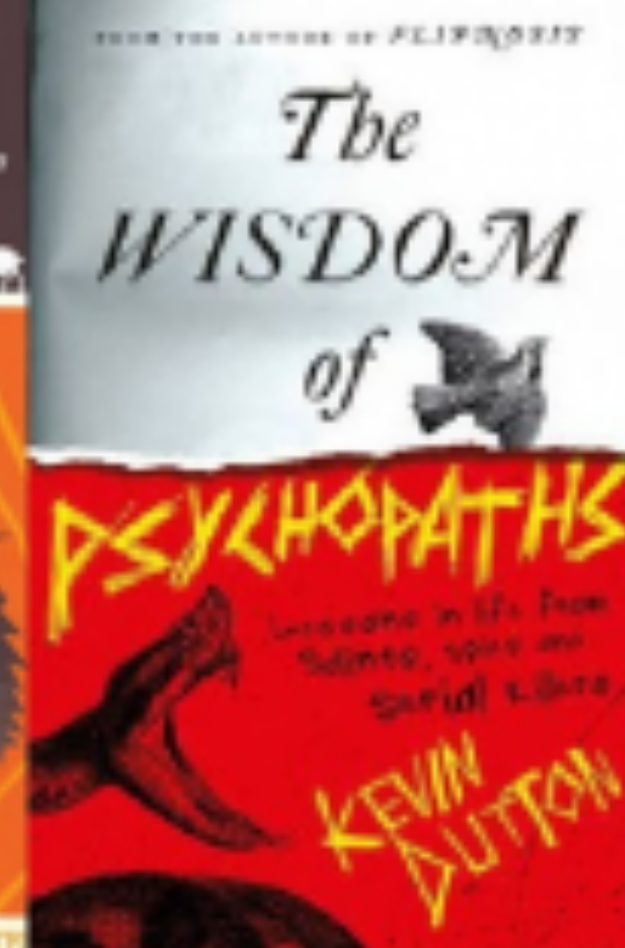
- high level of dominance
- very ambitious
- highly self-confident
- risk-seeking
- strong motivation to:
 - * influence others,
 - * earn money,
 - * pursue a career,
 - * compete with others,
 - * independence,
 - * take risks
- low motivation for affiliation, altruism



do you work for a psychopath?



THE SMARTEST GUYS IN THE ROOM
see where all your money went



What can be done?

Empirical typical Top Managers' attitudes

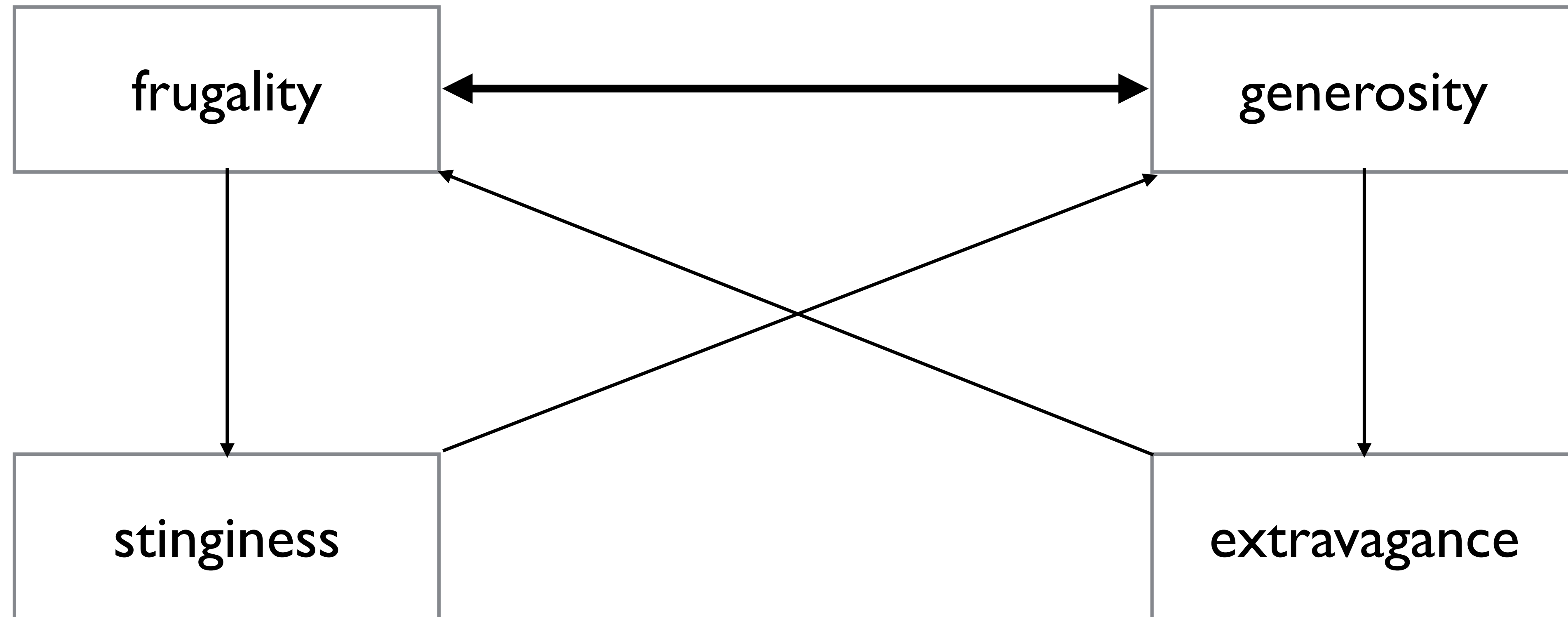
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Self-confidence
Risk-taking



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Aggression
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Paul Helwig's Square of Values and Development

„Every virtue has it's sister
virtue and it's respective
exaggeration.”



A game of balance

Exaggeration	Attitude	Sister Attitude	Exaggeration
Aggression	Dominance	Tolerance	Conflict avoidance
Recklessness	Career ambition	People orientation	Self-abandonment
No fear of punishment	Resilience	Being aware of own limits	Nervousness
Egotism, Narcissism	Self-confidence	Self-criticism	Self-doubting
Risk-seeking	Risk-taking	Caution	Risk-avoidance

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Conclusions

- Top managers are different to „normal” people
- they have to be different in order to be successful
- on average, they have a rather pro-social motivation
- their attitudes bear the risk of turning pathological
- protective factors need to be developed by means of feedback, facilitating self-reflection



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<http://www.md-hh.com>

Slides: <http://bit.ly/2OPrjvN>