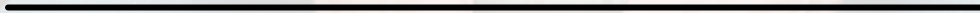


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**IMPORTANT
RESEARCH
FACTS ON
LEADERSHIP**





DID YOU KNOW...

Universally positive leader characteristics—which are also prominent in hunter gatherer groups—include such qualities as integrity, persistence, humility, competence, decisiveness, and vision. It is noteworthy that so-called “derailed” executives—bright, ambitious, and talented managers who nonetheless fail—are often described as lacking these traits.

SOMETHING INTERESTING...

Modern organizational ethnographers report that most managers implicitly understand that pleasing superiors is more important to career success than pleasing subordinates.

BUT HERE'S THE THING...

Unlike through thousands and thousands of years in our ancestral environments, modern business environments are essentially dominance hierarchies, in which high-ranking individuals can unilaterally influence organizational decision-making. Research suggests that overconfident individuals with an elevated perception of one's abilities are more likely to be selected for positions of leadership and that the very qualities which gets them the position ultimately threaten their capacity for effective leadership.

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These qualities include a number of traits that might emerge from overconfidence, such as lack of self-awareness, inflated self-evaluations, defensiveness in the face of error, and failure to learn from experience and all of that makes leaders more prone to a number of decision-making biases including hindsight biases, illusions of control, confirmation biases, anchoring and adjustment biases, and escalating commitment. Leaders maybe particularly prone to these biases as they likely stem from the same self enhancement tendencies that promote overconfidence and in turn increase one's chances for leadership selection.

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SELF-ASSESSMENT WORKSHEET: LEADERSHIP TRAITS

Rate Yourself on the Following Traits

Positive Leader Characteristics

1. **Integrity** | 1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
2. **Persistence** | 1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
3. **Humility** | 1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
4. **Competence** | 1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
5. **Decisiveness** | 1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
6. **Vision** | 1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional

Pleasing Superiors vs. Subordinates

To what extent are you rather trying to please your superiors than your subordinates?

- Never/Not at all
- Sometimes – when I'm pushed to do so
- Sometimes – when it's convenient
- Always or mostly as this is the way to go to enhance your career

Self-confidence Awareness: Risk of Expressing

1. **Overconfidence**
1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
2. **Lack of Self-Awareness**
1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
3. **Inflated Self-Evaluations**
1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
4. **Defensiveness in the Face of Errors**
1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional
5. **Failure to Learn from Experience**
1: Low | 2: Moderate | 3: High | 4: Very High | 5: Exceptional



Reflection Questions

1. How would you rate your level of Confidence and its impact on your leadership?

2. What steps can you take to increase your self-awareness?

3. Have you ever found your self-evaluations to be inflated? How did this affect your decisions?

4. Can you recall a time when you were defensive in the face of errors? What was the outcome?

Call to Action

Want to know more or learn about it?

- *Follow our Podcast:* Gain insights and practical advice on leadership traits.
- *Buy the Book:* Dive deeper into understanding and improving your leadership qualities.

