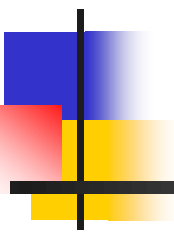


Useful theory?

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- Personality disorders in workplaces
 - Leadership
 - Ecology and psychological contracts



Personality common disorders in the workplace

- No hits on psycinfo
- Commonly spoken of, identified by practitioners
- 1% women, 3% men
- Emerged as legal defence against plaintiffs in US



Some (relatively) common types (McDonald 2002)

- Anti-social – rule violations, disciplinary action, physically violent
- Borderline – Plays victim, inappropriate sexual behaviour, emotionally volatile
- Narcissistic – perceived personal slights, self centred, insensitive to subordinate needs



Narcissistic personality disorder (Dattner, 2002)

- Benefits:
Often driven, charismatic, visionaries
- Risks:
Emotionally volatile, can be exploitive, can ignore or deny reality to maintain self esteem, can create splits in organisations through strong loyalty to ingroup, opposition to outgroup



Leadership

Epitropaki & Martin 2004: Implicit leadership theories say

- Research traditionally focussed on leadership effectiveness and leader traits
- Staff perceptions, cognitions, relatively ignored
- Assumes people match leaders against prototypes (good) and antiprototypes (bad)



How staff use them

They represent schema

- Foundation for interpreting leader behaviour
- Guide for their own behaviour
- Associated with transformational leadership (Bass & Avolio, 1989)
- Tend to be stable and hard to change – dialectical process in response to new information or experience



Schema

- Totalitarian ego – generally positive and self reinforcing
- Look for confirming information
 - Overlook disconfirming information
 - Generally discredit sources of negative information



Dimensions of implicit leadership

Prototypes

- Sensitivity – understanding, sincere, helpful
- Intelligent – Intelligent, knowledgeable, educated, clever
- Dedication – Dedicated, motivated, hardworking
- Dynamism – Dynamic, energetic, strong



Antiprototypes

- Tyranny – Domineering, pushy, manipulative, loud, conceited, selfish
- Masculinity – Male, masculine

- Those in management jobs rate strong energetic/dynamic as more important
- Males rate anti-prototypes higher
- Women rate sensitivity higher



Masculine (M) traits and leader effectiveness

- Positively associated with leader emergence (Kent & Moss 1994)
 - Negatively associated with leadership (Gurmann & Long, 1992)
 - Both (M & F) related to transformational leadership (Hackman, Furniss, Hills & Patterson, 1992)
 - F related to transformational (Offerman, 1997)
- M may predict leader emergence, but not necessarily provide developmental and constructive form of leadership



How useful?

- Training
- Induction
- Feedback and performance management

Organisational ecologies (Colarelli, 1998)



Evolutionary perspective:

- People have overt and covert agendas
- Managers have limited information processing ability

The competency model is based on:

- Command and control
- Stable tasks
- Fitting people to jobs, not jobs to people
- But people have varying strengths and weaknesses, and configure jobs in their own way



The psychological contract

- “an individual’s belief in mutual obligations between that person and another party, such as an employer” (Rousseau, 1989)

Some types:

- Transactional – short term, based on economic exchange.
- Transitional – cognitive statement about organisational change – often characterised by mistrust, uncertainty and erosion

Types of contract



- Relational – long term/open ended. Based on trust and loyalty. Few reward conditions. Stability, loyalty.
- Balanced – dynamic and open ended – conditioned on organisational success – both parties contribute to each other's learning and development. Individual and organisation based [performance based] contingencies. External employability, internal advancement