

Cómo piensan y deciden hoy los jóvenes líderes

IX Encuentro de Jóvenes Profesionales.

“Promoviendo el liderazgo con innovación y creatividad”

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(a) Tom Richardson y Nigel Franks; (b) Jurgen Tautz y Marco Kleinhenz; (c) Susan y David Lusseau; (d) Star Trek

Past Qualitative Reviews of the Traits of Effective or Emergent Leaders

Daft (1999)	Stogdill (1948)	R. Hogan et al. (1994)	House & Aditya (1997)	Mann (1959)
Alertness Originality, creativity Personal integrity Self-confidence	Dependability Sociability Initiative Persistence Self-confidence Alertness Cooperativeness Adaptability	Surgency Agreeableness Conscientiousness Emotional stability	Achievement motivation Prosocial influence motivation Adjustment Self-confidence	Adjustment Extroversion Dominance Masculinity Conservatism
Northouse (1997)	Bass (1990)	Yukl (1998)	Kirkpatrick & Locke (1991)	Yukl & Van Fleet (1992)
Self-confidence Determination Integrity Sociability	Adjustment Adaptability Aggressiveness Alertness Ascendance, dominance Emotional balance, control Independence, nonconformity Originality, creativity Integrity Self-confidence	Energy level and stress tolerance Self-confidence Internal locus of control Emotional maturity Personality integrity Socialized power motivation Achievement orientation Low need for affiliation	Drive (achievement, ambition, energy, tenacity, initiative) Honesty/integrity Self-confidence (emotional stability)	Emotional maturity Integrity Self-confidence High energy level Stress tolerance

Meta-Analysis of the Relationship Between the Big Five Personality Traits and Leadership

Trait	Average					80% CV		95% CI	
	<i>k</i>	<i>N</i>	<i>r</i>	ρ	SD_{ρ}	Lower	Upper	Lower	Upper
Neuroticism	48	8,025	-.17	-.24	.18	-.47	-.01	-.30	-.18
Extraversion	60	11,705	.22	.31	.17	.09	.53	.26	.36
Openness	37	7,221	.16	.24	.11	.09	.38	.19	.28
Agreeableness	42	9,801	.06	.08	.17	-.14	.29	.02	.13
Conscientiousness	35	7,510	.20	.28	.17	.06	.51	.22	.34

Note. *k* = Number of correlations; ρ = estimated corrected correlation; CV = credibility interval; CI = confidence interval. We used Whitener's (1990) formula for standard error of the mean correlation in computing confidence intervals.

Neurosis: Baja autoestima/confianza

Extroversión: Enérgico, dominante, sociable (medida de valentía)

Apertura: Creatividad, pensamiento lateral

Meticulosidad, diligencia: Tenaz, persistente, con iniciativa



¿Cuál de las siguientes caras
votarías para dirigir tu país?



¿Cuál de las siguientes caras votarías para dirigir tu país? (¿En qué contexto?)

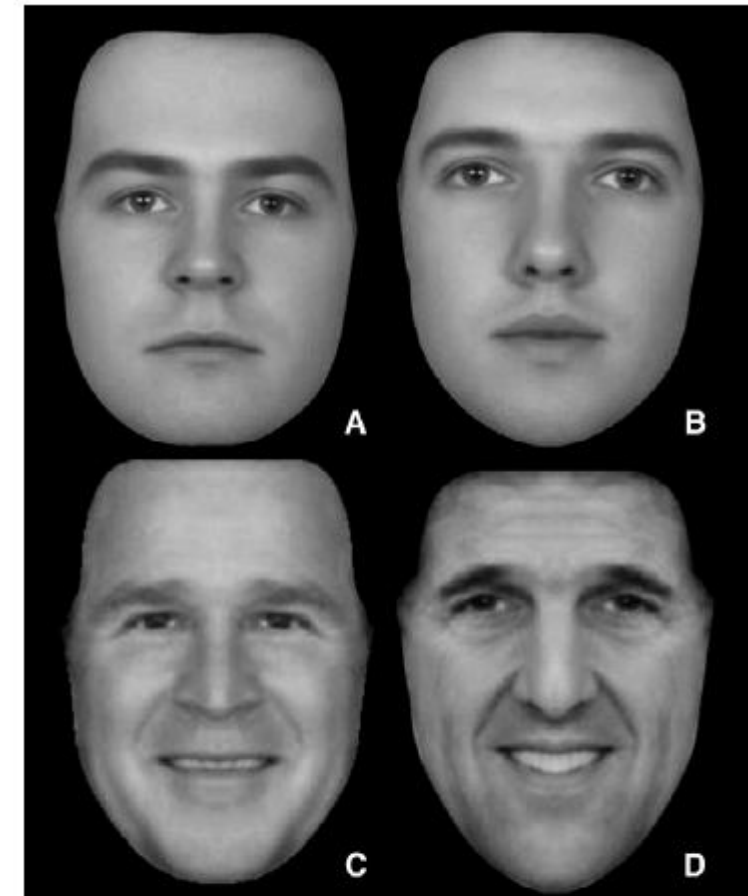
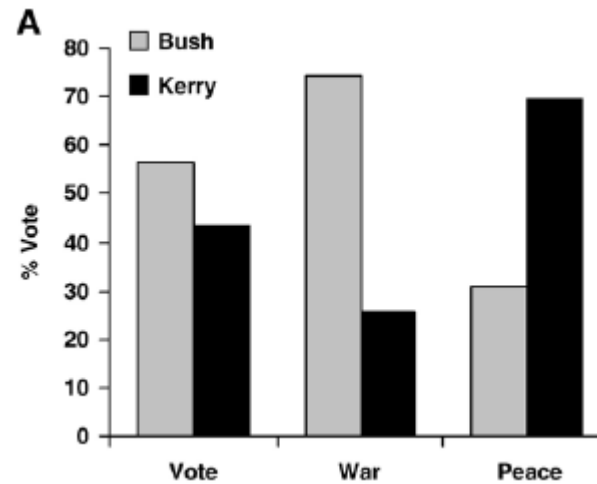


Fig. 4. Transformed composites representing transforms of Bush vs. Kerry (plus-Bush/anti-Kerry [A], plus-Kerry/anti-Bush [B]), original composites of Bush (C) and Kerry (D) used to make the transform, and masculinised (E) and feminized (F) faces.

¿Qué color te parece que representa mejor el tono de la piel de Barack Obama?

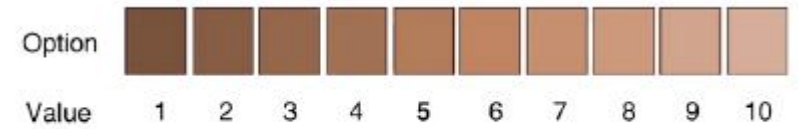


Fig. 1. Scale used to assess perceptual bias of Barack Obama's skin color. Value 5 is correct.

Elegí la voz que te parezca más...

Proportion of trials in which participants ($N=125$) chose the lower-pitched voice in Study 1

Attribution	Mean \pm S.E.	<i>t</i> value	<i>p</i> value
Dominance	.778 \pm .020	13.571	<.001**
Attractiveness	.732 \pm .020	11.716	<.001**
Leadership	.685 \pm .023	8.186	<.001**
Voting in national election scenario	.671 \pm .022	7.835	<.001**
Voting in wartime scenario	.667 \pm .024	6.989	<.001**
Ability to handle current economic situation	.663 \pm .021	7.590	<.001**
Trustworthiness	.653 \pm .021	7.372	<.001**
Intelligence	.634 \pm .023	5.835	.001*
Honesty	.580 \pm .023	3.493	<.001**
Likelihood of involvement in government scandal	.410 \pm .024	-3.724	<.001**

All *p* values survived Bonferroni correction for multiple comparisons at the $\alpha=.005$ level.



WHAT KIND OF LEADER ARE YOU?

MOST SUCCESSFUL LEADERS HAVE STRENGTHS IN THE FOLLOWING EMOTIONAL INTELLIGENCE COMPETENCIES:

- SELF-AWARENESS
- SELF-REGULATION
- MOTIVATION
- EMPATHY
- SOCIAL SKILLS

THE COERCIVE STYLE



THE "DO WHAT I SAY APPROACH" EFFECTIVE IN TURNAROUND SITUATION OR WORKING WITH PROBLEM EMPLOYEES. CAN INHIBIT FLEXIBILITY AND MOTIVATION.

THE AFFILIATIVE STYLE



"PEOPLE COME FIRST": USEFUL FOR BUILDING TEAM HARMONY AND MORALE. FOCUS ON PRAISE CAN ALLOW POOR PERFORMANCE TO GO UNCORRECTED. LEADERS RARELY OFFER ADVICE.

THE DEMOCRATIC STYLE



NOT A HIGH IMPACT STYLE. BUILDS FLEXIBILITY AND RESPONSIBILITY. PRICE CAN BE ENDLESS MEETINGS AND CONFUSED EMPLOYEES WHO FEEL LEADERLESS.

THE COACHING STYLE



FOCUS ON PERSONAL DEVELOPMENT MORE THAN IMMEDIATE WORK-RELATED TASKS. WORKS WELL WHEN EMPLOYEES ARE AWARE OF THEIR WEAKNESSES AND WANT TO IMPROVE.

ALSO — THE AUTHORITATIVE STYLE — "COME WITH ME"

THE PACESETTING STYLE — HIGH STANDARDS. CAN BE OVERWHELMING