

## Beyond the Big Five: Leader Goal Orientation as a Predictor of Leadership Effectiveness

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This study examined proximal traits as mediators of the relationships between distal traits and leadership effectiveness. Specifically, we examined goal orientation, leadership self-efficacy, and motivation to lead (MTL) as antecedents of leadership effectiveness, after controlling for the Big Five personality traits. We tested our hypotheses with a sample of 100 leaders of four-person teams performing a manufacturing task in a laboratory setting. Consistent with expectation, leadership self-efficacy partially mediated the relationships between learning goal orientation and Affective-Identity MTL as well as Social-Normative MTL, after controlling for the Big Five. Noncalculative MTL related significantly to averaged team member ratings of leadership effectiveness, after controlling for both the leader's and the team member's personality. These results help aid in our understanding of why leader traits relate to leadership effectiveness.

The study of leadership in organizations has been prevalent since the beginning of the 19th century. Thousands of research studies have focused on leadership phenomenon (Yukl, 1989) in part to enhance our ability to predict leadership effectiveness. A recent meta-analysis revealed that cumulatively the Big Five personality variables have a multiple correlation of .39 with leadership effectiveness (Judge, Bono, Ilies, & Werner, 2002). Although their work aided in demonstrating an empirical relationship between the Big Five and leadership criteria, their examination did not reveal *why* these relationships exist. As a result, the question of why individual differences predict leadership effectiveness remains unanswered.

Whereas the Big Five classification captures a broad array of dispositional traits, it is not a comprehensive taxonomy of all individual difference characteris-

# Beyond The Big Five Leader Goal Orientation As A

**Paul A. M. Van Lange, E. Tory  
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## **Beyond The Big Five Leader Goal Orientation As A:**

**Handbuch Gesprächsrhetorik** Ernest W.B. Hess-Lüttich, 2020-11-09 Das Handbuch Gesprächsrhetorik repräsentiert den Forschungsstand zu rhetorischen Verfahren sprachlichen Gemeinschaftshandelns zum Zwecke der Verständigung im Dialog Im Unterschied zu rein orator bezogenen Konzeptionen der Rhetorik ist die Gesprächsrhetorik interessiert an allen Modalitäten mutue ller Beeinflussung und Problemlösung in sozio kommunikativen Prozessen der sprachlichen Zeichenverwendung Im Zentrum stehen die Formen Strukturen und Funktionen von Gesprächen in ihren jeweiligen historischen kulturellen situativen Einbettungskontexten als Gegenstand theoretischer Reflexion und empirischer Beobachtung Die Gliederung des Bandes orientiert sich an der wissenschaftsgeschichtlichen Entwicklung der Thematisierung dieses Gegenstandsbereichs sowie an dessen systematischer Bearbeitung verschiedenster Gesprächstypen bzw. Formen unter dem durchweg leitenden Aspekt der Dialogizität sprachlichen Handelns und rhetorischer Praxis Historisch genetische theoretische und systematische empirische und angewandte Aspekte ergänzen einander

**Self-Leadership und Führung** Marco Furtner, Urs Baldegger, 2016-05-25 Marco Furtner und Urs Baldegger erläutern in diesem Lehrbuch zur Mitarbeiterführung wichtige Entwicklungen und Modelle der Führungsforschung Auf Basis aktuellster Erkenntnisse aus der Führungsforschung und der Psychologie beschreiben sie den Entwicklungsprozess zu einer erfolgreichen Spitzenführungskraft des 21. Jahrhunderts Eine solche Führungskraft transformiert ihre Mitarbeiter indem sie deren Self-Leadership Fähigkeiten entwickelt und ihnen hohe Autonomie und Selbstbestimmung gewährt Die Umsetzung in die Praxis erleichtern eine fortlaufende Fallstudie Diskussionsfragen Zusammenfassungen und Begriffserklärungen Für die 2. Auflage wurde das Lehrbuch bearbeitet und aktualisiert

*Welche Kompetenzen zeichnen einen Experten aus?* Ariane Hillebrand, 2018-05-30 Es fehlte bislang an einer Aufarbeitung der Fähigkeiten Experten im produzierenden Gewerbe notwendigen Kompetenzen Ariane Hillebrand hat sich dieser Forschungslücke angenommen und ein Kompetenzmodell entwickelt Damit kann sie Experten erstmalig anhand der Kompetenzfacetten Fach Methoden Sozial und Selbstkompetenzen beschreiben ihre spezifischen Kompetenzen identifizieren und deren Wechselwirkungen eruieren Dabei ergeben sich zum Teil überraschende Ergebnisse da vor allem den Selbst- und weniger den Fachkompetenzen eine entscheidende Rolle zukommt Die Ergebnisse werden vor dem Hintergrund aktueller HR Trends für Theorie und Praxis diskutiert Die Autorin Nach dem Psychologiestudium beschäftigte sich Ariane Hillebrand mit Themen des Kompetenzmanagements der Qualitätsanalyse und mit arbeitsorganisatorischen Aufgaben innerhalb der Fertigung bei einem deutschen Automobilkonzern Sie promovierte berufsbegleitend an der TU Braunschweig

**Handbuch Karriere und Laufbahnmanagement** Simone Kauffeld, Daniel Spurk, 2018-08-14 Dieses Handbuch bietet einen interdisziplinären Einblick in verschiedene Forschungs- und Anwendungsfelder des Laufbahnmanagements sowie der Karriereplanung Die thematische Bandbreite der einzelnen Beiträge reicht von der Berufswahl über die Laufbahnentwicklung Laufbahnphasen Laufbahnerfolg Laufbahnberatung Karriereentwicklung in Organisationen bis hin zu Austritt aus dem Erwerbsleben Karriere

Coaching und weiteren Themen Jedes Thema wird einheitlich gegliedert vorgestellt Auf ein verst ndliches Fallbeispiel folgen Hinweise zur aktuellen Relevanz des Themas ein berblick ber den aktuellen Forschungsstand sowie ein Fazit f r die Praxis Damit liegt ein gleichzeitig fundiertes wie praxisnahes Handbuch f r Personaler Laufbahnberater Wissenschaftler und Studierende vor

**Digitale Kompetenz im Beruf** Sebastian König, Simon Drescher, Ulrich Hemel, 2022-09-07 The digital transformation of work involves more than just technological innovation Successful digitalization alters the social space within companies The development of digital competence in the workplace therefore needs to focus on the whole person the way they think their communication skills actions and the way in which they deal with emotions Starting from this basic approach the authors present Ulrich Hemel s multidimensional competence model and outline the steps involved in the development of digital competence In the process they look at the central areas of development in which interpersonal collaboration is changing as a result of digitalization communication mobile working management learning and employee recruitment The aim of this holistic approach to competence development in the workplace is to achieve a reflective way of shaping one s own work in the spirit of digital sovereignty and fairness

*Strategic Alignment in Change Prozessen* Mike Galicija, 2019-05-13 Digitalisierung erfordert die Weiterentwicklung und Neuorganisation von Unternehmen um Kosteneffizienz und Wettbewerbsf higkeit zu gew hrleisten Das IT Alignment bringt jedoch nderungen in der Arbeitsorganisation mit sich und bedeutet h ufig die Neuausrichtung und Umschulung von Mitarbeitern Auch die Kultur innerhalb von Unternehmen ver ndert sich durch technologischen und organisationalen Change und dies macht erneut eine kontinuierliche Anpassung von Organisationsstrukturen F hrungsstil und Motivationssystemen erforderlich Das Scheitern von Unternehmensver nderungsprozessen wurde sowohl mangelnder Mitarbeiter Kooperation als auch unzul nglichem F hrungsstil zugeschrieben Ziel der vorliegenden Arbeit ist es den Strategic Alignment Ansatz weiterzuentwickeln um Mitarbeiter ebenso wie F hrungskr fte als die wesentlichen Gestalter von strategischen Ver nderungsprozessen zu ber cksichtigen Entscheidend f r den Erfolg von Strategic Alignment ist also dass Mitarbeiter und F hrungskr fte den Prozess mittragen und dabei konstruktiv zusammenarbeiten So k nnen Reibungsverluste vermieden und Change Prozesse zum Vorteil aller Mitarbeiter bew ltigt werden Diesen Gedankengang veranschaulicht das zentrale Arbeitsmodell dieser kumulativen Dissertation Mitarbeiter und F hrungskr fte sollten bei Change Prozessen kooperieren um Strategic Alignment zum Erfolg zu f hren Insgesamt wurden im Rahmen dieser kumulativen Dissertation zu Strategic Alignment in Change Prozessen vier Studien erstellt in denen jeweils das Zusammenspiel von Mitarbeitern und F hrungskr ften mit dem Ziel der f r alle Stakeholder vorteilhaften Gestaltung von Strategic Alignment Prozessen im Zentrum der Betrachtung steht Alle vier Studien umfassen einen theoretischen sowie einen empirischen Teil Die Schwerpunkte der Betrachtung sind komplement r und schreiten von der Ebene der Mitarbeiter in Richtung der F hrungsebene fort um sozusagen Bottom Up erfolgreiche Alignment Strategien f r Change Prozesse zu erkunden und verallgemeinerbare Methoden zur kooperativen Gestaltung von

Strategic Alignment zu entwickeln Die beiden ersten Studien kommen zu dem gemeinsamen Ergebnis dass die Integration der Mitarbeiterschaft wesentlich ist um Strategic Alignment Prozesse zum Erfolg zu führen Beide Studien zeigen jedoch auch dass die Unternehmensführung einen wesentlichen Anteil daran hat wie Mitarbeiter Change Prozesse rezipieren und sich anpassen und motivieren Die dritte und vierte Studie fokussieren auf Merkmale und Beitrag der Führungskraft selbst um Strategic Alignment Prozesse gelingen zu lassen Sie untersuchen wie Managementqualitäten auf der Mitarbeiterebene rezipiert werden und somit zur Kooperation der Mitarbeiter im Change beitragen Um die Rolle von Führungsstil und Führungspersönlichkeit für die Gestaltung von Change Prozessen zu untersuchen wird eine großformatige Mitarbeiterbefragung durchgeführt Hier werden jeweils verschiedene Konstrukte der umfangreichen Umfrageergebnisse ausgewertet und zu statistischen Erklärungsmodellen zusammengeführt Alle vier Studien bestätigen die Kernthese der Arbeit dass eine enge vertrauensvolle Kooperation von Führungskräften und Mitarbeitern in Strategic Alignment Prozessen der zentrale Erfolgsfaktor ist um die Unternehmensentwicklung zum Wohle aller Stakeholder Führungskraft Mitarbeiter und Shareholder zu gestalten Gesamtorganisational nachhaltige Entwicklung wird idealerweise durch ein Zusammenspiel von Managementkompetenz und Führungsstil welcher Offenheit Commitment und Kooperation der Mitarbeiter motiviert erreicht

*Handbook of Competence and Motivation, Second Edition* Andrew J. Elliot, Carol S. Dweck, David S. Yeager, 2018-02-21 Now completely revised over 90% new this handbook established the concept of competence as an organizing framework for the field of achievement motivation With an increased focus on connecting theory to application the second edition incorporates diverse perspectives on why and how individuals are motivated to work toward competence in school work sports and other settings Leading authorities present cutting edge findings on the psychological sociocultural and biological processes that shape competence motivation across development analyzing the role of intelligence self regulated learning emotions creativity gender and racial stereotypes self perceptions achievement values parenting practices teacher behaviors workplace environments and many other factors As a special bonus purchasers of the second edition can download a supplemental e book featuring several notable highly cited chapters from the first edition New to This Edition Most chapters are new reflecting over a decade of theoretical and methodological developments Each chapter now has an applied as well as conceptual focus showcasing advances in intervention research Additional topics self regulation in early childhood self determination theory challenge and threat appraisals performance incentives achievement emotions job burnout gene environment interactions class based models of competence and the impact of social group membership Supplemental e book featuring selected chapters from the prior edition [The Wiley Blackwell Handbook of the Psychology of Occupational Safety and Workplace Health](#) Sharon Clarke, Tahira M. Probst, Frank W. Guldenmund, Jonathan Passmore, 2015-09-23 A Wiley Blackwell Handbook of Organizational Psychology focusing on occupational safety and workplace health The editors draw on their collective experience to present thematically structured material from leading thinkers and practitioners in the USA

Europe and Asia Pacific Provides comprehensive coverage of the major contributions that psychology can make toward the improvement of workplace safety and employee health Equips those who need it most with cutting edge research on key topics including wellbeing safety culture safety leadership stress bullying workplace health promotion and proactivity

*Handbook of Competence and Motivation* Andrew J. Elliot, Carol S. Dweck, David S. Yeager, 2017-03-24 Now completely revised over 90% new this handbook established the concept of competence as an organizing framework for the field of achievement motivation With an increased focus on connecting theory to application the second edition incorporates diverse perspectives on why and how individuals are motivated to work toward competence in school work sports and other settings Leading authorities present cutting edge findings on the psychological sociocultural and biological processes that shape competence motivation across development analyzing the role of intelligence self regulated learning emotions creativity gender and racial stereotypes self perceptions achievement values parenting practices teacher behaviors workplace environments and many other factors As a special bonus purchasers of the second edition can download a supplemental e book featuring several notable highly cited chapters from the first edition New to This Edition Most chapters are new reflecting over a decade of theoretical and methodological developments Each chapter now has an applied as well as conceptual focus showcasing advances in intervention research Additional topics self regulation in early childhood self determination theory challenge and threat appraisals performance incentives achievement emotions job burnout gene environment interactions class based models of competence and the impact of social group membership Supplemental e book featuring selected chapters from the prior edition

*The Oxford Handbook of Personality and Social Psychology* Kay Deaux, Mark Snyder, 2018-10-02 The second edition of *The Oxford Handbook of Personality and Social Psychology* beautifully captures the history current status and future prospects of personality and social psychology Building on the successes and strengths of the first edition this second edition of the Handbook combines the two fields of personality and social psychology into a single integrated volume offering readers a unique and generative agenda for psychology Over their history personality and social psychology have had varying relationships with each other sometimes highly overlapping and intertwined other times contrasting and competing Edited by Kay Deaux and Mark Snyder this Handbook is dedicated to the proposition that personality and social psychology are best viewed in conjunction with one another and that the synergy to be gained from considering links between the two fields can do much to move both areas of research forward in order to better enrich our collective understanding of human nature Contributors to this Handbook not only offer readers fascinating examples of work that cross the boundaries of personality and social psychology but present their work in such a way that thinks deeply about the ways in which a unified social personality perspective can provide us with a greater understanding of the phenomena that concern psychological investigators The chapters of this Handbook effortlessly weave together work from both disciplines not only in areas of longstanding concern but also in newly emerging fields of inquiry addressing both distinctive contributions

and common ground In so doing they offer compelling evidence for the power and the potential of an integrated approach to personality and social psychology today **The Oxford Handbook of Leadership** Michael G. Rumsey,2013 This book both acknowledges the complexity emerging from the three main components of leadership the leader the led and the environment while providing a sound foundational structure in which the complexity of this area of study can be better understood *Phases in Human Resource* Dr. Dorcas Anyango Ogutu, Manduku Daniel Ogwoka, Joshua Wathanga, Murage Susan Nyokabi, Angela C. Kimeto,2022-08-11 TOPICS IN THE BOOK Learning Styles Influence on Consumer Decision Making Styles of Generation Y Consumers in Namibia A Comparison Study of the Three Major Universities in Namibia Analysis of Beef Marketing In Lafia Metropolis of Nasarawa State Nigeria Pattern Drafting and Free Hand Cutting Technique on Apparel Fit Effect of Entrepreneurial Marketing Strategies on Performance of Micro and Small Enterprises Mses in Kenya A Competency-Based Approach for Student Leadership Development Corey Seemiller,2018-01-12 Looking to foster student leadership competency development With this volume you ll gain the latest research resources and tools to do just that There are many factors to consider when providing educational experiences that foster student leadership competency development But the process of designing facilitating and assessing these experiences to be both effective and meaningful can be elusive and challenging In this volume a variety of scholars offer diverse perspectives and nuanced expertise that address the following questions What leadership competencies are the most critical for students to develop How can we ensure students are ready to develop leadership competencies What instructional strategies and program design elements can we use to effectively enhance leadership competency development How do we help students and educators track and measure leadership competency learning and growth The Jossey Bass quarterly report series New Directions for Student Leadership explores leadership concepts and pedagogical topics of interest to high school and college leadership educators Issues are grounded in scholarship and feature practical applications and best practices in youth and adult leadership education Leadership Craig E. Johnson,Michael Z. Hackman,2018-01-26 Leadership A Communication Perspective has been at the forefront of university and college leadership courses for nearly three decades providing a compelling authoritative introduction to leadership as a communication based activity The new edition continues the tradition of excellence with an up to date treatment of theory and research combined with practical real world advice for improving communication competence and leadership effectiveness Relevant The authors profile contemporary leaders and organizations like Alibaba s Jack Ma Zappos Tony Hsieh Facebook s Sheryl Sandberg Uber The Container Store Airbnb Chipotle the Waffle House Nordstrom and Google Their presentation balances current scholarship and trends with historical perspectives to provide a fuller understanding of the study and practice of leadership Comprehensive Leadership and followership are examined in multiple contexts including organizational leadership public leadership and leadership in groups and teams Topics new to this edition include transcendent followership the leadership skills approach team coaching

escalation of commitment invisible leadership cultural intelligence trigger events and resilience Full featured Self Assessments measure readers perceptions of personal leadership skills communication style cultural intelligence motivation to lead and more Case Studies examine leadership situations and pose thoughtful questions that prompt students to apply their experiences and understandings Research Highlights summarize seminal and recent scholarship Chapter Takeaways reinforce important concepts and action steps Application Exercises offer abundant opportunities to explore practice and reflect on chapter content Cultural Connections discuss leadership expectations and behaviors in other cultures Leadership on the Big Screen correlates chapter concepts with the themes of popular films and documentaries

*New Developments in Goal Setting and Task Performance* Edwin A. Locke, Gary P. Latham, 2013-01-03 This book concentrates on the last twenty years of research in the area of goal setting and performance at work The editors and contributors believe goals affect action and this volume has a lineup of international contributors who look at the recent theories and implications in this area for IO psychologists and human resource management academics and graduate students

*Accelerating Leadership Development* Jocelyn Berard, 2013-07-25 Proven strategies and innovative solutions for developing and retaining successful leaders Many organizations today are facing a crisis of leadership As the Baby Boomer generation exits the workforce companies are struggling to find qualified leaders to fill critical roles Accelerating Leadership Development offers solutions for leadership development management and retention from award winning development firm Global Knowledge Accelerating Leadership Development provides a proven model to help companies develop high potential employees with the competencies and knowledge capital to assume critical roles successfully It includes practical and rigorous tools that enable organizations to identify targets and predict those targets success with six measurable factors With this proven development system companies can develop a pipeline of ready leaders with high levels of engagement and retention Features actionable effective principles and strategies for leadership development using a results oriented framework Chapters address communication and delegation strategies effective feedback models shifting of responsibility and accountability to direct reports and contemporary coaching and development approaches Based on in depth research and client interactions from one of the most prominent names in workforce development For any business that experiences a leadership failure or a lack of qualified leaders for vital positions the consequences can be devastating This practical and effective guide to leadership development offers real solutions for long term excellence

**Inclusive Leadership** Bernardo M. Ferdman, Jeanine Prime, Ronald E. Riggio, 2020-09-21 In a time of increasing divisiveness in politics and society there is a desperate need for leaders to bring people together and leverage the power of diversity and inclusion Inclusive Leadership Transforming Diverse Lives Workplaces and Societies provides leaders with guidance and hands on strategies for fostering inclusion and explains how and why it matters Inclusive Leadership explores cutting edge theory research practice and experience on the pivotal role of leadership in promoting inclusion in diverse teams organizations and societies Chapters are authored by leading scholars and



practitioners in the fields of leadership diversity and inclusion The book is solidly grounded in research on inclusive leadership development diversity management team effectiveness organization development and intergroup relations Alongside the exhaustive scholarship are practical suggestions for making teams groups organizations and the larger society more inclusive and ultimately more productive Leaders and managers at all levels HR professionals and members of diverse teams will find Inclusive Leadership invaluable in becoming more effective at cultivating inclusive climates and realizing its many benefits including innovation enhanced team and organizational performance and social justice For more visit <https://inclusiveteam.com> The SAGE Handbook of Personality and Individual Differences Virgil Zeigler-Hill, Todd K.

Shackelford, 2021-08-04 The examination of personality and individual differences is a major field of research in the modern discipline of psychology Concerned with the ways humans develop an organized set of characteristics to shape themselves and the world around them it is a study of how people come to be different and similar to others on both an individual and a cultural level The SAGE Handbook of Personality and Individual Difference is the broadest and most comprehensive overview of the field to date With outstanding contributions from leading scholars across the world this is an invaluable resource for researchers and graduate students Its three volumes cover all of the central concepts domains and debates of this globally expanding discipline including the core theoretical perspectives research strategies as well as the origins applications and measurement of personality and individual difference **Social Psychology** Paul A. M. Van Lange, E. Tory Higgins, Arie W.

Kruglanski, 2022-04-21 This definitive work now extensively revised with virtually all new chapters has introduced generations of researchers to the psychological processes that underlie social behavior What sets the book apart is its unique focus on the basic principles that guide theory building and research Since work in the field increasingly transcends such boundaries as biological versus cultural or cognitive versus motivational systems the third edition has a new organizational framework Leading scholars identify and explain the principles that govern intrapersonal interpersonal intragroup and intergroup processes in chapters that range over multiple levels of analysis The book's concluding section illustrates how social psychology principles come into play in specific contexts including politics organizational life the legal arena sports and negotiation New to This Edition Most of the book is entirely new Stronger emphasis on the contextual factors that influence how and why the basic principles work as they do Incorporates up to date findings and promising research programs Integrates key advances in such areas as evolutionary theory and neuroscience Assessing and Measuring

Statistics Cognition in Higher Education Online Environments: Emerging Research and Opportunities Chase, Justin P., Yan, Zheng, 2017-05-18 The ability to effectively learn process and retain new information is critical to the success of any student Since mathematics are becoming increasingly more important in our educational systems it is imperative that we devise an efficient system to measure these types of information recall Assessing and Measuring Statistics Cognition in Higher Education Online Environments Emerging Research and Opportunities is a critical reference source that overviews the

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