THE NEW PSYCHOLOGY OF LEADERSHIP

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Paavo Lipponen: ‘the foundational values of Finnish society… democracy, human rights, protection of minorities; concern for the whole citizenry, above all those who are most in need; concern for the welfare state as the bedrock of an egalitarian society… My ambition is to be a representative of the country, an advocate who listens to the people… If and when serious inequities arise and if Finland were to shrink from its well founded stature as an active member of the international community, as President I would not hesitate to step in to correct the balance”
Leaders have ‘the right stuff’

Table 1.1. Correlations between personality variables and leadership (from Mann, 1959)

<table>
<thead>
<tr>
<th>Personality dimension</th>
<th>No. of tests</th>
<th>Direction of association</th>
<th>Median absolute correlation $^2$ ($r$)</th>
<th>Variance explained $^3$ ($r^2$)</th>
<th>Strength of association $^4$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intelligence</td>
<td>196</td>
<td>positive</td>
<td>.25</td>
<td>5%</td>
<td>weak</td>
</tr>
<tr>
<td>Adjustment</td>
<td>164</td>
<td>positive</td>
<td>.15</td>
<td>2.3%</td>
<td>weak</td>
</tr>
<tr>
<td>Extroversion</td>
<td>119</td>
<td>positive</td>
<td>.15</td>
<td>2.3%</td>
<td>weak</td>
</tr>
<tr>
<td>Sensitivity</td>
<td>101</td>
<td>positive</td>
<td>($&lt;.10$)</td>
<td>($&lt;1%$)</td>
<td>weak</td>
</tr>
<tr>
<td>Masculinity</td>
<td>70</td>
<td>positive</td>
<td>($&lt;.10$)</td>
<td>($&lt;1%$)</td>
<td>weak</td>
</tr>
<tr>
<td>Conservatism $^2$</td>
<td>62</td>
<td>negative</td>
<td>?</td>
<td>?</td>
<td>?</td>
</tr>
<tr>
<td>Dominance</td>
<td>39</td>
<td>positive</td>
<td>.20</td>
<td>4%</td>
<td>weak</td>
</tr>
</tbody>
</table>
Leaders are in the ‘the right PLACE’

<table>
<thead>
<tr>
<th>Situations</th>
<th>I</th>
<th>II</th>
<th>III</th>
<th>IV</th>
<th>V</th>
<th>VI</th>
<th>VII</th>
<th>VIII</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader-Member Relations</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
<td>Poor</td>
<td>Poor</td>
<td>Poor</td>
<td>Poor</td>
</tr>
<tr>
<td>Task Structure</td>
<td>High</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leader Position Power</td>
<td>Strong</td>
<td>Weak</td>
<td>Strong</td>
<td>Weak</td>
<td>Strong</td>
<td>Weak</td>
<td>Strong</td>
<td>Weak</td>
</tr>
</tbody>
</table>

Empirically, support for contingency theories is moderate.

Conceptually, goes from making the leader completely autonomous to making the leader completely dependent.
LEADERS NEED FOLLOWERS

“Questions from a worker who reads”
(“Fragen eines lesenden Arbeiter”)

Who built Thebes of the seven gates?
In the books you will read the names of kings.
Did the kings haul up the lumps of rock?

And Babylon, many times demolished,
Who raised it up so many times? …

Great Rome is full of triumphal arches.
Who erected them? …

The young Alexander conquered India.
Was he alone?
 Caesar defeated the Gauls.
Did he not even have a cook with him? …

Bertolt Brecht (1935)
LEADERS AND FOLLOWERS

**Transactional models**: leadership is an exchange whereby each side has something to give the other. Leaders must have the power to reward. But what about influence, vision, transformation?

**Transformational models**: reintroduces the idea that leaders transform wants, needs and desires of followers, but where does this ability come from?
LEADERS AND FOLLOWERS IN GROUPS

Leaders are always leaders of a specific social group.

Leadership is based on ‘we’ relationship between leaders and followers bound together by common category membership.

Leadership is a matter of social identity management.
FOUR PRINCIPLES OF SOCIAL IDENTITY LEADERSHIP

Leaders must be one of us (prototypes of identity)

Leaders must do it for us (champions of identity)

Leaders must craft a sense of us (entrepreneurs of identity)

Leaders must make us matter (impressarios of identity)
PRINCIPLE 1: BEING ONE OF US

Sometimes we want leaders who are intelligent ... 

... and sometimes we want leaders who aren't.

You mis-underestimate me
Kaarlo Stahlberg, July 26th 1919: I must obey the decision which the Finnish Parliament has made according to the Constitution. I must assume the responsible office of the President of the Republic of Finland.... I will try to fulfill my task according to my strength, having as my guidelines, the Finnish law and the well-being of the country and people of Finland.
Principle 2: Doing it for us (in numbers)

Study in which Ps asked to generate ideas to back up leader’s ideas when leader has previously been either
(a) pro-ingroup
(b) even-handed
(c) pro-outgroup

- Positive ideas
- Negative ideas

<table>
<thead>
<tr>
<th>Leader's behaviour</th>
<th>Number of novel ideas generated by followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>pro ingroup</td>
<td>1</td>
</tr>
<tr>
<td>even-handed</td>
<td>0.5</td>
</tr>
<tr>
<td>pro outgroup</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Legend:
- positive ideas
- negative ideas
Principle 3: Crafting a sense of us
(Crafting Oneself)

This great Nation will endure as it has endured, will revive and will prosper. ...We have to fear is fear itself — nameless, unreasoning, unjustified terror which paralyzes needed efforts to convert retreat into advance.

The New Generation Offers a Leader
Principle 3: Crafting a sense of us  
(Crafting the other)

Walker: ‘I stand before you, Madam Speaker, wearing the dress of Highland Scotland’

Fairbairn: ‘On a point of order Madam Speaker. My hon Friend the Member for Tayside North suggested that he was in highland dress. He misled the House and I have reason to believe that he is wearing little red pants under his kilt’
“no minority should be asked to give up their culture or badges of identity to be fully accepted as Scots... our ambition is to see the cause of Scotland argued with English, French, Irish, Indian, Pakistani, Chinese and every other accent in the rich tapestry of what we should be proud to call, in the words of Willie McIlvanney 'the mongrel nation of Scotland'.

Principle 3: Crafting a sense of us
(Crafting boundaries)
Principle 3: Crafting a sense of us
(Crafting normativity)

Miguel de Unamuno: “in the interior lives a race of dry complexion, hard and wiry, toasted by the sun and cut down by the cold, a race of sober men… suited to the inclemencies of the climate and the poverty of life”

Ian Sutherland: “due to the fact that our environment has been a harsh environment, most Scots are a very co-operative people. We tend not to be as individualistic if you like as the English.”
PRINCIPLE 4: MAKING US REAL
Practice: The 3 R’s of leadership

Reflect: find out about the group
Represent: stand for and stand up for the group
Realize: turn identity into reality
Leaders are very different people, but they all stand and fall on creating and building a relationship between self, social action and social identity.