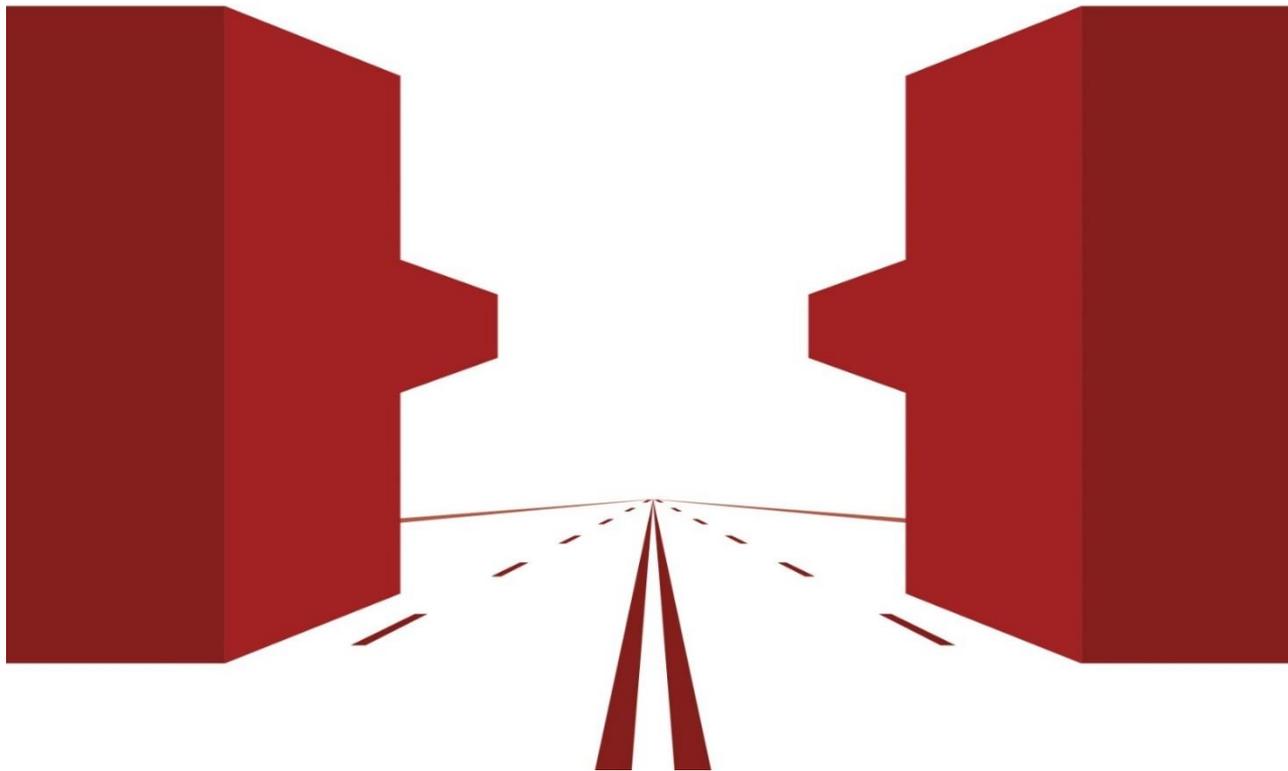




The Romanian DNA of Leadership

Analysis and implications



Agenda

- Importance of Leadership
- Personality and Leadership
- What is Leadership?
- Leadership profile of Romanian managers
- Conclusions and take-aways

A few facts on Leadership

- Amazon.com has over 40.000 Leadership titles
- There are over 7200 Leadership titles by Romanian publishers
- A quick Google search on “Leadership workshops in Bucharest” returns over 4.250.000 pages ... everyone claims expertise on leadership: from business schools and traditional francises, to famous chefs, Formula 1 Driving Instructors and equine therapy
- Quite a lot of sponsored Ads to promote leadership workshops
- October is full of HR events in Bucharest... and the buzzwords are “leadership”, “automatization” and “digitalization”
- However, very few talk about **predictive validity** and “people matters”



- Leadership is not a fad, nor just an HR topic
- Leadership is a crucial factor for the financial performance of organizations and for people wellbeing
- The executives' failure engage huge costs:
 - lost opportunities
 - alienated employees
 - company reputation
 - brand degrading etc.



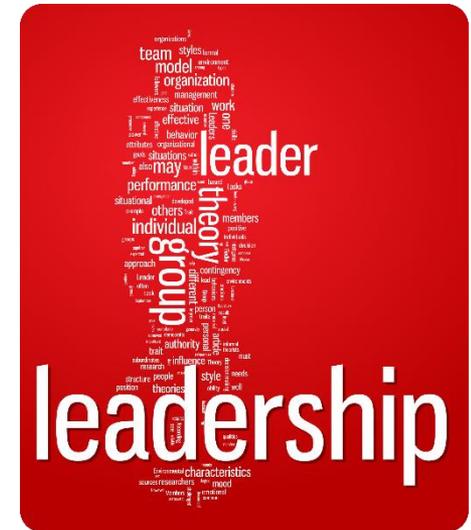
Personality and Leadership

- There is a strong correlation between personality and leadership
- *Who* leaders are determines *how* they lead
- Leadership impacts employees' engagement
- Engagement drives business outcomes

What is leadership?

“ The ability to build and maintain a high performing team”

(Robert Hogan)



Two views in studying leaders personality

Identity

**The leader you
say you are**

**(this is often a
fairy tale...)**



Reputation

**What others
describe as
being you**

**(this is more
important)**

YOUR REPUTATION MATTERS

Hogan View on Personality

HPI

Everyday strengths and weaknesses

Daily working styles

MVPI

Personal goals, interests, and drivers

Shared drivers: team's culture

HDS

Overused strengths that derail careers

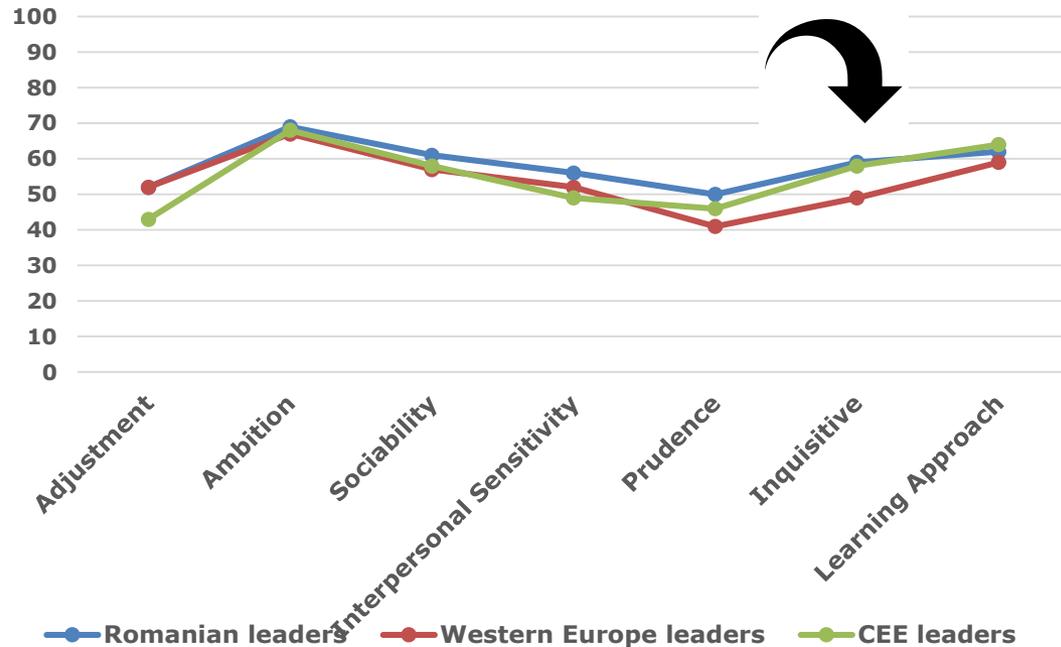
What will get in your way



**Comparison of Romanian leaders
Vs
CEE & Western leaders**

About the descriptive study

- 800 Romanian managers
- Gender distribution: 50% Females, 50% Males
- Higher education; working in the urban environment, predominantly working in private multinational companies (95%)
- Industries: Outsourcing (SSC, BPOs); Retail; Banking and Financial Services; Manufacturing, IT
- Data collected: 2016-2019
- The Hogan R&D department ran several statistic analysis (Mean Score Differences by Region, Standard deviation , Cohen's d values - standardized mean differences) to identify moderate and strong differences between samples



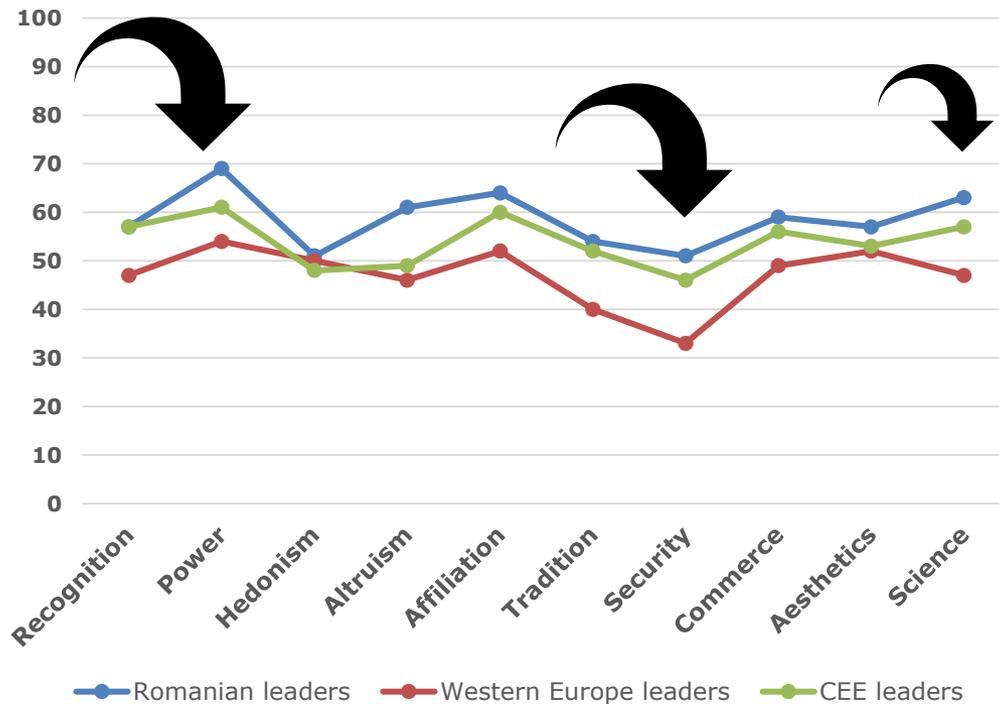
Mean Score Differences by Region
Standard deviation
Cohen's d values

➤ Romanian leaders have the right “ingredients” and are similar to other leaders in the world:

- Smart, ambitious
- Good drive & energy
- Good social skills
- Good skills to execute the business plan.

➤ Romanian leaders compared to Western ones are more curious, open to experiences, need more challenge and may get bored easily.

Motives, values, preferences and drives of Romanian leaders



- Romanian leaders compared to Western leaders differ by being
- More interested in career advancement, willing to succeed (Power)
- Are conforming, avoid mistakes & prefer a predictable environment and dislike ambiguity (Security)
- More interested in learning new technologies & business information (Science)



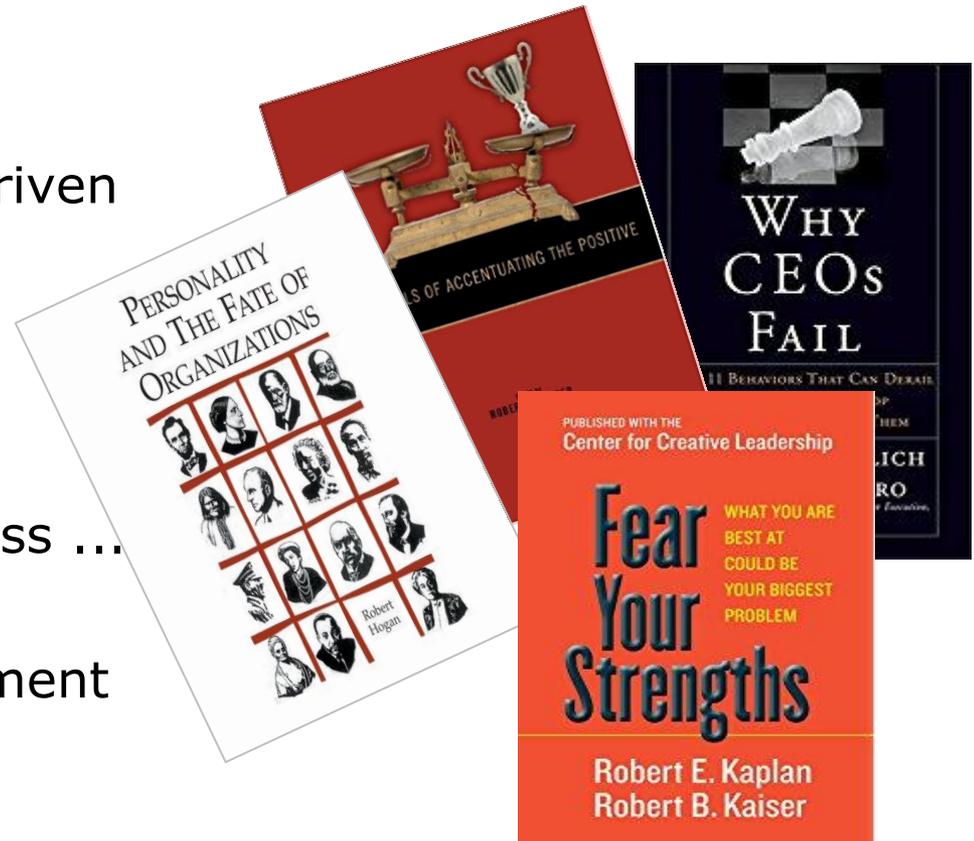
But what can derail our leaders' success?

Leaders who derailed have common characteristics:

- Bright, smart, social skilled, driven

but...

- Were unable to deal with complexity
- Arrogant & poor self-awareness ...
- Were unable to delegate
- Let emotions cloud their judgment
- Were unable to build a team





Strengths

can become

weaknesses



Jon Bentz - '70 - *Sears case*;

McCall & Lombardo (1983) *Off the Track: How and Why Successful Executives Get Derailed*.
Center for Creative Leadership;

2011, *Management derailment, personality assessment, and mitigation* by **Hogan, J., Hogan, R., & Kaiser, R. B** - published in the **APA Handbook of Industrial and Organizational Psychology**

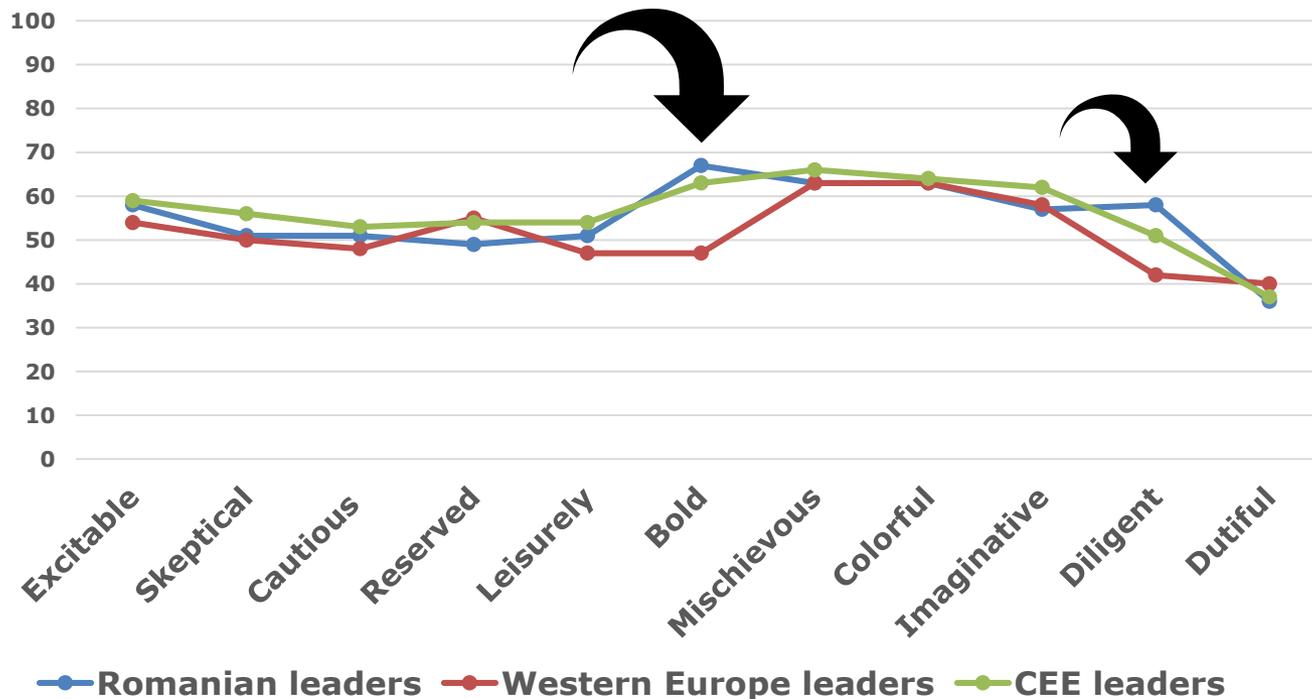


Why do leaders overplay their strengths?

- Reinforced by prior success (what got you here is the key to future success..)
- Don't know how much is "enough" (this is why feedback is crucial for self-awareness)
- Worried they aren't strong enough (ingrained in fears)

Romanian leaders dark side Derailing behaviors

- Courageous, charismatic, but they may seem self absorbed, arrogant & stubborn (Bold).
- Perfectionistic, controlling, focusing too much on unnecessary details, hard working, self-sacrificing, wanting others to do things their way (Diligent).
- These tendencies may affect team morale & development, time management ability, strategic thinking, focusing on strategic issues.





Conclusions and implications

Conclusions about Romanian corporate leaders

1. Have the general ingredients for leadership: ambitious, hard working, socially skilled, curious, open to assimilate new technologies and business information.
2. Are driven, courageous, charismatic, but also stubborn, arrogant, not seeking (bottom-up) feedback.
3. May sacrifice the big picture by focusing too much on details, may be perceived as hard to please, over-controlling and fail to delegate effectively.

What can HR do to build stronger leadership pipeline?

- Talent Management Practices - use **predictive tools** in selection of leaders, onboarding, succession & development programs

- **Developing** in early leadership career stages the missing **key competencies**:
 1. Help leaders truly understand what their role is about
 2. Identify their distorted beliefs about how they should be as leaders to help them fix their derailers: entitlement, over-confidence, micro – management.
 3. Effectively ask for feedback (to fix arrogance) & give feedback
 4. Help leaders identify the big bets (prioritize strategically)
 5. Delegate effectively and empower staff



Thank you!

We are here to transform the potential of your organization into success by identifying and growing talents and leaders.

