Leadership, Personality and Outcomes: An Empirical Review

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Introduction

It has been fifteen years since the publication of Judge's (2002) seminal work on Personality and Leadership: A Qualitative and Quantitative Review. Cited 2,152 times in Google scholar this work rekindled scholarly interest in the field of personality and leadership theory. A vast amount of work has been published since then.

This research paper seeks to build upon Judge's work by conducting a full literature review of related publications from 2000 to 2016. To re-examine what personality traits are still relevant to leadership based upon the new and now widely accepted HEXACO personality model developed by Ashton and Lee (2007). The Five Factor Model (FFM) and Big Five traits utilized by Judge in 2002 as an organising framework has now evolved into a six-factor model in HEXACO. This updated model incorporates the additional dimension of Honesty-Humility (H) whilst modifying the trait of neuroticism to Emotion (E) and offers researchers a comprehensive instrument to assess leadership personality.

Recently, charismatic leadership has captured the imagination of scholars. Judge (2007) recommended that future research efforts be directed towards ‘defining and conceptualising’ transformational leadership. This review will include the phenomena of transformational leadership and examine the support for charisma as a trait. This paper offers the foundations for an integrated model of effective leadership. To further understand the state of the art in leadership theory and the antecedents to emergence and effectiveness.

Previous studies (Bass, 1990; Keeney & Marchioro, 1998; Kenny & Zaccaro, 1983) focused on single traits found in leadership. Judge’s comprehensive review in 2002 of related literature cited the lack of taxonomy in defining personality traits. Leading to research proliferation through the use of incongruent traits and labels. This inconsistency complicated findings making it difficult to explain genuine relationships between personality and leadership. Labels ranged from alertness to originality to self-confidence. This lack of an agreed model for defining and measuring personality led to a dilution in the interest around leadership trait theory. By adopting the commonly accepted framework of the Five-Factor Model (FFM) of Personality. Judge synthesized previous data within the Big Five traits thereby organising the literature and data into a manageable and consistent framework. Judge reported the strong multiple correlation of .48 between the Big Five traits and leadership providing a strong foundation for further research into leadership trait theory. In addition, Zaccaro’s (2004) study provides further support by concluding that leaders do differ from non-leaders on a number of attributes and that these differences contribute significantly to leadership effectiveness.

Judge focused purely on the FFM as an organising framework. It would be invaluable to consider the dispositional effect that personality has upon the phenomena of leadership. In particular, the behavioural dimensions of Ethical, Task, Transactional, Relational and Transformational leadership. Indeed Judge’s recommendations for future research concluded that ‘future research should
attempt to explain the linkages between the Big Five traits and leadership (to) develop process models that illuminate the dispositional source of leadership'.

Scholars have furthered this work to incorporate a multivariate approach in examining the effects of not one but several traits upon leadership effectiveness. Zaccaro (2004, 2007) offered a model to conceptualise how leader attributes including personality influence leadership performance. Arguing that effective leadership involves the interaction of multiple traits deployed to optimal effect. Resulting in a framework of complimenting distal and proximal attributes. The distal attributes of personality, cognitive ability and motive values being the consistent universal antecedents to the development of situation bound proximal attributes of social appraisal, problem solving and expertise. Indeed Zaccaro highlights the conundrum of situational moderators in the study of leadership theory and recommends that researchers disentangle the importance of context as a factor in the development of leadership trait theory.

Derue (2011) proposed an integrated model of ‘Leader Traits, Behaviours and Effectiveness’. Conceptualising leadership traits through the mediating behaviours of task, relational and change-oriented leadership to effectiveness. This analysis supported emotional stability, extraversion, conscientiousness and openness as traits that positively correlate with leadership.

Antonakis and Day (2012) (see figure 1) provide valuable guidance on future research into leadership and individual differences. In particular the research being developed in the study of follower personalities and their mediation of leadership effectiveness, integrating concepts of attachment theory from psychological scholarship into broader leadership constructs. Whilst highlighting the biological differences that may lead to neurological and genetic relationships to leadership. Nana (2010) studied the effects of perceived leadership based upon the photographs of ten randomly selected CEOs. The results demonstrated that participants actively attributed perceived leadership traits and effectiveness to the corresponding facial features of the leader being assessed. These additional caveats warrant consideration in any future research design and methodology.

In this paper we will offer empirical evidence to support our proposed model for leadership. That personality traits form the foundational antecedents to leadership. These traits are then expressed through the behavioural modes required within a given situation. It is these behavioural modes that form the dispositional source of leadership. By examining leadership through our framework of personality traits and behaviour we can develop a model that is predictive of leadership effectiveness and outcomes.
Figure 1. The conundrum of linking traits to leadership outcomes

**Literature Review Methodology**

We performed a literature search from 2000-2016 in the electronic library resources of University College London using the keywords ‘Leadership’, ‘Personality’ and each of the six dimensions of the HEXACO personality model.

A total of 2933 articles, journals, books and dissertations were returned.

A first sift based on the abstracts was conducted. Only literature that contained data and specific mention of the personality traits of leadership were retained. Journal articles were given priority over dissertations on the basis that published articles would encompass any major findings from the research work conducted.

This left 42 pieces for Honesty-Humility, 51 for Emotion, 64 for Extraversion, 25 for Agreeableness, 39 for Conscientiousness and 22 for Openness. Totaling 243 peer reviewed articles for examination within the Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness and Openness of the HEXACO framework. After excluding other literature reviews 72 articles remained with 81 separate studies containing correlation data between leadership criteria of emergence or effectiveness and one or more of the related HEXCAO traits. Correlation data was also collected for the trait of Charisma.
Leadership Criteria

The total sample size for this review was 28,373 of which 15,364 self-reported, 767 peer-reported, 11,842 follower or subordinate reported and 400 supervisor reported on leadership criteria. The majority of studies adopted instruments such as the Multi-Factor Leadership Questionnaire (MLQ-5x) or derivations thereof to measure leadership effectiveness. Ratings covered the full spectrum of leadership criteria, from individual, to team, to group performance. Including a multitude of scenarios in task, project, leader-member exchanges and overall satisfaction with a leader. Emergence was coded separately and included ratings and rankings of leaderless groups and the emergence of a leader.

A total of 250 correlations were classified with available standard deviations, alpha reliabilities and $p$-values for each. A sample-weighted mean correlation was first computed for each of the HEXACO traits with leadership emergence. Followed by HEXACO traits with leadership effectiveness. The addition of charisma with leadership effectiveness completes our correlational data extraction and review.

Our review will include updated elements over and above the Big Five model of personality and offer a further integration of the literature including:

1. The additional trait of Honesty-Humility or H from HEXACO
2. Substituting neuroticism with Emotionality or E from HEXACO
3. The expansion of Emotionality or E from HEXACO to include the domain of Emotional Intelligence (EI)
4. The additional trait of Charisma
5. Individual HEXACO traits and their effect on leadership emergence
6. Individual HEXACO traits and their effect on leadership effectiveness
7. Multiple HEXACO trait relationships and their effect on leadership effectiveness
8. Conceptualising a Five DimensionalBehavioural Model for leadership
9. Linking HEXACO to the Five Behavioural Dimensions
10. Interactions between the Five Dimensions of leadership

This study proposes that effective leadership is related to each of the six personality domains. We will explore how each trait relates to leadership and the effect of HEXACO in its totality. Arguing that it is the combination of traits and their expression, dependent upon the behavioural mode required, that forms the dispositional source of leadership. Each behavioural mode will be situation specific. Whilst no two situations will be identical, Zaccaro (2004) proposed that certain traits promote a leader’s ability to respond effectively and appropriately across situations affording different performance requirements. In this study we will offer empirical evidence that certain traits provide the foundation for different behavioural modes of leadership.
More recent developments in psychology scholarship has led to the evolution of the Big Five into a six dimensional framework in the HEXACO model. Ashton and Lee began developing a Personality Inventory (PI) in 2000 researching lexical dispositions across multiple cultures and languages to conclude that there are six, and only six, dimensions to personality. Subsumed within each are additional states culminating in a total of 208 items in the inventory. There is now broad consensus that HEXACO is a viable alternative framework to the FFM encompassing the additional factor of Honesty-Humility. We will use the HEXACO personality model to examine the relationship between traits and leadership. We will adopt HEXACO as the organizing framework for classifying the six personality dimensions to consolidate and code the data into a manageable database. The leadership criteria were coded into either leadership emergence or leadership effectiveness to report on each criterion separately. Whilst combining the results of both leadership criteria for an overall analysis and review. With an additional coding to distinguish data from the private sector and the public sector.

As with all meta-analyses, some discretion will be required in this classification. As a control two individuals randomly divided all articles and coded both any differences were settled after discussion.

This review will allow us to build a correlation matrix of the HEXACO traits versus leadership criteria of emergence and effectiveness.

**HEXACO Personality Framework**

Ashton and Lee (2007) concluded that there are six and only six dimensions of personality based upon their comprehensive lexical studies.

**Honesty-Humility (H)**

The dimension of Honesty-Humility or H is an additional personality trait that distinguishes HEXCAO from the Big Five. Ashton and Lee (2007) identified four facets to H including fairness, sincerity, modesty and greed-avoidance. Previous literature has included traits of trustworthiness, integrity and faithfulness in leadership research. Including H provides an additional substantial dimension to examine leadership antecedents.

**Emotionality (E)**

The four facets of Emotionality or E include sentimentality, fearfulness, anxiety and dependence. This dimension encompasses some elements of the Big Five trait neuroticism but lacks the anger related facets of neurotic personalities. Judge through his meta-analysis in 2002 found neuroticism to be negatively correlated with leadership criteria (p = -.24). This supports the evidence that neurotic personalities are less likely to be perceived as leaders. In the FFM neuroticism is the instrument used to examine the emotional stability of subjects. In HEXACO the instrument is Emotionality or E. Zaccaro (2004) and his
team provided support that social intelligence resides at the heart of effective leadership. Social intelligence refers to “the ability to understand the feelings, thoughts, and behaviors of persons, including oneself, in interpersonal situations and to act appropriately upon that understanding.” Leadership is a social endeavour involving people or social problem solving. Much literature has been produced around the emotional context of leadership in particular the concept of Emotional Intelligence or EI. Several leadership thinkers including Goleman have proposed that EI is an effective predictor of leadership emergence and effectiveness. Including EI in our study will allow us to explore the merits of this dimension in greater detail. Empathic leaders listen to what followers have to say and all the non-verbal cues at the same time. They display genuine concern for the feelings of others. As a result, data from studies for the sole trait of neuroticism were excluded in favour of emotionality to ensure consistency with the HEXACO framework. We also choose to broaden the construct of Emotionality to encompass the facets of Emotional Intelligence within our review.

Extraversion (X)

Extraversion or X includes the four facets of social boldness, sociability, liveliness and social self-esteem. This dimension is largely the same as in the FFM of Big Five traits. Judge 2002 concluded that X (p = .31) was the strongest correlate of leadership criteria. Extraverts tend to be active, energetic, lively individuals and perceived to be more leader-like in social settings. Such personalities would correlate with leadership emergence and effectiveness. However, overt extraversion maybe moderated by the other dimensions present in the HEXACO model such as humility and agreeableness.

Agreeableness (A)

Agreeableness or A includes the four facets of forgiveness, gentleness, flexibility and patience. This dimension is broadly similar to that proposed in the Big Five. Judge found A to be relatively weakly correlated to leadership (p=.08). This was under the predicament that agreeable personalities would tend to be meek and timid and subordinate to leadership criteria. However, cooperation is related to leadership and sensitivity a hallmark of agreeableness. Thus the relationship between A and leadership is ambiguous. We will examine this dimension in greater detail.

Conscientiousness (C)

The dimension of conscientiousness or C includes the four facets of organisation, diligence, perfectionism and prudence. Judge found C to be the second strongest correlate to leadership (p=.28). Previous literature has supported conscientious leaders who are tenacious in following through programmes with action. This is pertinent when engaging in the behavioural mode of task leadership in
completing projects through to delivery. Conscientious individuals will persist and diligently follow through.

Openness (O)

Openness or O includes the four facets of creativity, unconventionality, inquisitiveness and aesthetic appreciation. Judge found O to be the third strongest correlate to leadership (p= .24) of the Big Five traits. Openness to experience and new ideas encompasses intellectual curiosity and the ability to think creatively. This dimension is important in the role of innovation. Approaching old problems with a new openness. In considering large-scale transformational change initiatives O could provide an additional element in the conceptualisation of a transformational leader. Ashton and Lee specify that O does not preclude intellectual ability per se but intellectual orientation does.

Charisma (+C) and Transformational Leadership

Ilies, Judge and Wagner (2006) reviewed the evolution of charisma as a leadership trait. Developed by House (1977), Burns (1978) and Bass (1985). Scholars including Avolio (1994), Conger and Kanungo (1998), Fuller et al. (1996) and Lowe et al. (1996) debated the merits of charismatic and transformational leadership. Bass and Avolio’s proposed model for transformational leadership includes charisma as a trait within the dimension of idealised influence. With the other three dimensions being inspirational motivation, intellectual stimulation and individualised consideration. This approach has been widely adopted by scholars in the development of transformational leadership theory. Hoffman et al. (2011) found charisma to be more predictive of effectiveness in government and military settings than in business and the private sector. This could be due to the different organisational goals, situations and hence behaviours required to achieve desired outcomes. What could be agreed is that charisma matters and it affects leadership outcomes. Phaneuf et al. (2016) strongly correlated charisma to transformational leadership (p = .98). We will review this phenomenon in this study.

HEXACO (+Charisma) will form the foundation for our empirical review of the literature on leadership, personality and outcomes.
Correlation Analysis Results

The literature reviewed in this study covers a broad realm of research conducted over the last sixteen years. Encompassing different geographies, the private and public sector, differing degrees of leadership experience, industries from education to the military and ultimately differing situations. The resultant analysis provides broad support for the development of a HEXACO (+Charisma) based leadership model. Resulting in sample-weighted mean correlations of Honesty-Humility $p= .32$, Conscientiousness $p= .27$, Extraversion $p= .21$ and Charisma $p= .43$ with leadership effectiveness. This study illuminates the importance of Honesty-Humility as an additional trait that affects leadership outcomes, particularly, within the domain of ethical leadership. Ethical leadership as defined by Brown (2005) is ‘the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making.’ Such conduct includes fairness, sincerity and trustworthiness, which is core to the Honesty-Humility trait in HEXACO. Ethical leaders through the consistent demonstration of normative behaviour then have the credibility to act as role models to their followers. This behaviour is also related to the idealized influence dimension within transformational leadership of the socialized (ethical) kind as opposed to personalized (unethical). Honesty-Humility is thus a foundational element in the development of ethical and transformational leadership behaviour. The trait of charisma within the domain of transformational leadership is significantly related to leadership effectiveness. Warranting its inclusion within our leadership personality framework.

The significant positive correlation between Honesty-Humility and ethical leadership, charisma with transformational leadership coupled with conscientiousness, extraversion (and to a lesser degree emotionality, agreeableness and openness) to leadership effectiveness. Provides support for a leadership-personality based model with HEXACO (+Charisma) at its foundation.

Results

A sample-sized weighted mean correlation was calculated for each of the HEXACO (+Charisma) traits with leadership (see table 1).

Table 1. Sample Weighted Mean Correlations for Leadership and HEXACO+Charisma

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**HEXACO and Leadership Emergence**

This study distinguishes leadership emergence from leadership effectiveness to differentiate those traits prevalent in individuals in leaderless groups and those found in leadership positions. Many empirical studies have investigated the phenomena of individual differences and the effect upon a members' emergence as a leader. Within the HEXACO framework, Ogunfowora (2013) found that Honesty-Humility had no significant effect on leadership emergence. However individuals low on Honesty-Humility were more likely to engage in moral disengagement resulting in lower leadership emergence ratings. However, Marinova et al. (2013) found that duty and trust were significantly correlated with emergence. Emerging leaders with a duty bound disposition would more likely build trust with followers in team working situations to deliver group goals and objectives.

Li et al. (2012) found leadership emergence to be significantly related to emotional resilience (p = .54). Defining resilience as the ability to manage negative emotions and stress during group or task conflict situations. Krishnakumar and Hopkins (2014) studied the relationship between emotion perception (the ability to read emotions) and the motivation to lead (p = .29).

Campbell et al. (2003) studied the relationship between extraversion and leadership emergence in an experimental setting and found a positive relationship (p = .50) for male subjects where the evaluator was female. Walter et al. (2012) found a significant relationship between extraversion and emergence (p = .36). Krishnakumar (2014) found a similar relationship (p = .39) in their study of motivational factors to lead. These studies support the theory that extraverted members of a leaderless group are more likely to emerge as leaders.

Krishnakumar and Hopkins (2014) found agreeableness to be significantly related to motivation to lead (p = .41). This was somewhat negated by Ogunfowora and Bourdage (2013) p = -.13. Walter et al. (2012) supported agreeableness to emergence (p = .28) this coupled with extroverted individuals enable leaders to emerge in task situations. O'Connor and Jackson (2010) studied emergence in the context of four situations initiating structure, consideration, persuasion and production emphasis. With agreeableness significantly related (p = .24) to the persuading disposition of emergent leaders. Marinova et al. (2013) correlated helping role perceptions to emergence (p = .26). Cogliser et al. (2012) found agreeableness to affect social orientated emergence. Which could be further investigated within the domain of relational leadership. Agreeableness could also be related to the individualised consideration element within the domain of transformational leadership.

Marinova et al. (2013) modelled conscientiousness into two facets of duty and achievement striving. Finding duty related to emergence (p = .42) moderated by trust and helping behaviours. Dutiful individuals tend to develop trust through member-orientated actions thinking of the whole as opposed to the self. Demonstrating a tendency to cooperate and offer help to group members leading
to emergence. Whereas high achievers tended to compete vigorously, cooperating only if it gets them ahead. Achievement driven individuals set high goals for themselves and others, leading them to emerge within a group setting. O’Connor and Jackson (2010) conducted an experimental design across four situations. Conscientiousness was found to have a negative impact upon initiating structure (p = -0.04) whilst insignificantly affecting consideration (p = 0.11). Ogunfowora and Bourdage (2013) correlated conscientiousness to emergence significantly (p = .29) for self-ratings and (p = .14) for peer ratings of leadership emergence. Cogliser et al. (2012) supported conscientiousness in emergent task-orientated behaviour. Providing possible linkages to the domain of task leadership.

Krishnakumar and Hopkins (2014) found openness to be related to motivation to lead (p = .38) in their study of leadership emergence. Walter et al. (2012) found a similar relationship through a research design involving task coordination. They significantly correlated task coordination with emergence (p = .59). Naturally, openness to experience, intellectual curiosity and openness to new ideas leads to innovation in task management and the seeking of novel solutions to old problems. This falls within the domain of task leadership. O’Connor and Jackson (2010) reported (p = .22) for openness in the context of consideration and (p = .30) for persuasion in leadership emergence. These constructs fall into the realm of relational leadership. This provides some initial support for linking the HEXACO trait of openness to the domains of task and relational leadership.

The literature supports the relationship between HEXACO and leadership emergence to varying degrees. With some studies finding stronger associations than others. This is dependent upon many limiting factors highlighted in the vast majority of the studies. However, this review does reiterate the stronger links between extraversion (p = .25) and conscientiousness (p = .17) with emergence as found in Judge 2002. This review aims to build upon these foundations in further linking HEXACO traits to the behavioural domains of leadership.

HEXACO (+Charisma) and Leadership Effectiveness

Intra-HEXACO analysis

Zaccaro (2007) highlighted the value of considering combinations of traits in an integrated conceptual framework. Whilst also giving consideration to the situational effects prevalent. By examining the linkages between the Big Five traits in the various behavioural modes of leadership we can develop a working framework to predict effectiveness. We will examine the intra-trait dynamics further in this paper within the HEXACO framework. Whilst 81 studies in this review contained data, relating at least one of the HEXACO traits to leadership emergence or effectiveness. Only three studies contained data for intra-HEXACO traits in its entirety. This could be due to the relatively recent adoption of HEXACO as an organising framework for personality assessment. However, a
brief review may provide some useful future guidance. Correlating Honesty-Humility (H) to EXACO offered support for Agreeableness (A) \((p = .45)\), Conscientiousness (C) \((p = .28)\) and Openness (O) \((p = .22)\). The inter-relationship between these four traits support Brown et al’s (2005) summarised definition of ethical leadership in honest truth telling, principled behaviour, fairness and trustworthiness. Acting as role models themselves whilst promoting such ethical conduct through two-way communication. Drawing upon agreeableness and openness to deliver such ethical behaviour in followers. Ziaran (2015) studied the relationship between humility and ethical leadership. Focusing on the sub-traits of sincerity and modesty. Further research could support the construct that honesty-humility, agreeableness, openness and conscientiousness affect ethical leadership effectiveness.

Emotionality was negatively correlated to all traits apart from honesty-humility and conscientiousness. Extraversion was negatively related to emotionality and positively related to openness \((p = .22)\). Agreeableness was weakly or negatively correlated to all other traits apart from honesty-humility \((p = .45)\) and openness \((p= .23)\). Conscientiousness also related weakly or negatively to other traits apart from honesty-humility \((p = .28)\). Openness was related to honesty-humility \((p = .22)\), agreeableness \((p= .23)\) and extraversion. Whilst it would be premature to draw any inferences at this stage due to the limited sample size of the three complete studies. Future research could focus on the interaction between the four traits of honesty-humility, agreeableness, conscientiousness and openness within the context of leadership effectiveness. Particularly, how they affect the different leadership behaviours or ‘domains’ as a dispositional source of effectiveness. We offer some further suggestions in the analysis below from the coded 81 studies.

**HEXACO (+Charisma) analysis**

The majority of studies have adopted ratings to assess and measure leadership effectiveness. Whether self, peer, superior, follower or subordinate, the adoption of 360-degree assessments aim to offer a comprehensive review of perceived performance. In this study we review leadership effectiveness within a proposed framework of the five domains of leadership namely, ethical, task, relational, transactional and transformational behaviours.

This review of the literature found significant positive correlations between Honesty-Humility and the ethical dimension of leadership effectiveness. Brown, Trevino and Harrison (2005) defined ethical leadership as, “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making” with leader honesty correlating .65 to ethical leadership. The study also linked ethical leadership with transformational leadership through the facet of idealised influence. In that such leaders act as role models to followers by displaying high levels of ethical behaviour and conduct. However the overlap between both dimensions is not entirely clear. Ethical leaders are likely to exhibit both transformational and
Transactional dimensions of leadership behaviour to influence follower outcomes. Bakker-Pieper & de Vries (2013) studied personality traits and leader outcomes through the moderating effects of communication styles correlating honesty-humility with leadership performance significantly at .34. Kelloway et al. (2012) examined transformational leadership and employee psychological wellbeing. Correlating leadership trust with transformational leadership at .46. Guillén & Saris (2013) studied motive-based behaviour at work correlating transparency with inspirational leadership .39. Ou et al. (2014) examined humility within CEOs and its effect upon senior management teams. “Overall, humility is grounded in a self-view of accepting that something is greater than the self and manifests in self-awareness, openness to feedback, appreciation of others, low self-focus, and self-transcendent pursuit.” Resulting in CEO humility (p = .31) with CEO empowering leadership and (p = .41) with senior management team integration. These studies provide support that honesty-humility is positively related to leadership outcomes. The dimensions of ethical, relational and transformational leadership (and to a lesser degree task and transactional leadership) link the HEXACO trait of honesty-humility with leadership effectiveness.

Ashton (2014) clarified the theoretical application of the HEXACO framework in relation to the Five Factor Model of personality. The construct of the Emotionality (E of HEXACO) dimension shares some elements of the neuroticism trait from the Big Five. However, emotionality lacks the anger related facets of neurotic personalities. Instead emotionality includes kin altruistic tendencies of sensitivity, vulnerability and sentimentality. High scorers in the facet of sentimentality develop strong emotional attachments and display empathic sensitivity towards others. Scholars have expended considerable research efforts in the development of Emotional Intelligence (EI) and its incremental effect on leadership. Rosete and Ciarrochi (2005) adopted Mayer and Salovey’s (1997) definition of EI as ‘an ability to recognize the meanings of emotions and their relationships, and to reason and problem-solve on the basis of them. EI involves the capacity to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and manage them.’ Their study correlated EI with leadership effectiveness at .384. Whilst citing the relationship between EI and transformational leadership from Palmer et al. (2001), finding significant correlations in the inspirational motivation and individualized consideration components of transformational leadership with the ability to monitor and manage emotions. Mathew and Gupta (2015) correlated EI with transformational leadership at .346. Supporting the theory that empathy and emotionality affects leadership effectiveness through the domain of transformational leadership. Mahsud et al. (2009) examined the relationship between empathy and Leader-Member Exchange (LMX) through the domain of Relational Leadership. Finding a positive correlation of p = .50. The relational dimension of leadership includes aspects of emotionality and EI in the consideration of and empowerment of followers during interactions of LMX. Emotionality is particularly relevant when supporting subordinates during situations of high stress. This study also found a correlation of .50 between empathy and the domain of ethical leadership. Ethical leaders are more likely to engage in relations oriented behaviours. Displaying the altruistic tendencies of
the emotionality trait in their interactions with followers. Investing time and energy to understand the emotions of staff and empowering others as a result.

Bell and Murugan (2013) assessed leadership effectiveness in local government managers and correlated extraversion significantly with effectiveness \( (p = .379) \). Clarke (2010) investigated project managers at work and found extraversion to be significantly related to transformational leadership \( (p = .39) \). Zopiatis and Constanti (2011) studied the effect of traits on transformational leadership and also found a strong relationship between extraversion and transformational leadership \( (p = .553) \). They also found a significant correlation between transformational leadership and contingent reward \( (p = .809) \). Providing further support to the theory (Judge 2004) that the transactional dimension of leadership is related to and acts as a precursor to leadership of the transformative kind. Passive leadership of the \textit{laissez faire} kind is negatively associated with leadership \( (p = .448) \). Bakker-Pieper & de Vries (2013) strongly associated extraversion with both leader performance and satisfaction (both at \( p = .55 \)) in the context of leader communication styles. De Vries (2012) also supported extraversion as a trait that is related to charismatic leadership \( (p = .33) \). Supporting the construct that extraversion predicts transformative behaviour to a certain degree.

Nana et al. (2010) attributed perceived leadership effectiveness to facial characteristics. Strongly correlating perceived effectiveness with perceived agreeableness \( (p = .38) \) based upon photographs of CEOs. Moderated by Ali (2011) \( (p = .14) \) in studying the leadership traits of teachers in task situations. Robie et al. (2008) also found a negative relationship \( (p = .13) \). Supporting the rationale that agreeable leaders may not necessarily be effective. However, Piper and De Vries (2013) found a positive correlation for agreeableness of .36 with leader performance. Chua and Iyengar (2011) studied the moderating effects of decisional latitude and leadership effectiveness. Explaining that increased effectiveness due to low to moderate latitude was due to increases in perceived agreeableness \( (p = .45) \). Walumbwa and Schaubroeck (2009) found agreeableness to be an antecedent to ethical leadership \( (p = .43) \). Discussing how ethical leadership may not require the highly engaging (charismatic) style found in transformational leadership. Thus both introverted and extroverted leaders may exhibit ethical leadership effectiveness.

Several studies provided strong support for conscientiousness and leadership effectiveness including Nana and Jackson (2010), Yahaya et al. (2011), Houghton et al. (2004). Although Sy et al. (2006) found a negative relationship between conscientiousness and job performance \( (p = .09) \). Zopiatis and Constanti (2011) found a significant correlation between conscientiousness and transformational leadership \( (p = .617) \). Linking the self-discipline, diligence and achievement orientation of conscientious individuals to the domain of transformational behaviour. Whilst also relating conscientiousness to contingent reward \( (p = .53) \) a facet in the domain of transactional leadership. Marinova et al. (2013) developed a process model for conscientiousness and leadership. They found moderating factors in dutiful behaviour in building trust and helping others. Zheng et al. (2015) furthered this research and significantly related
conscientiousness to the domain of ethical leadership (p = .51) in the context of team cohesion and follower emotional exhaustion. Clearly conscientiousness is a key trait within the HEXACO framework in the context of leadership. Affecting overall leadership effectiveness through the domains of ethical, transactional and transformational leadership.

Openness (to experience) related weakly to moderately in our overall review to leadership effectiveness. However, stronger links were found between the facets of openness and task, ethical and relational leadership in Stein (2008), Bakker-Pieper & De Vries (2013). Openness also related to transformational leadership in Lee (2012), Constanti (2011) and Clarke (2010). Moss et al. (2007) researched the mediating effect of transformational leadership to openness and organisational commitment. Employees, even when faced with limited resources might still commit further to the organisation in an open environment and culture if inspired to do so by their leader (p = .43). Transformational leaders could significantly affect the expression of openness to experience and ideas. Modelling behaviour through the facets of intellectual stimulation and individual consideration. Culminating in inspirational motivation and performance. ‘These leaders inspire all their followers to transform, extend, and unify - rather than merely fulfil - their goals and objectives.’

Charisma or idealised influence was the strongest correlate to leadership effectiveness (p = .43) through the phenomena of transformational leadership. Clarke (2010) p = .71 supports this construct. Shao and Webber (2006) found charisma to affect the inspirational motivation facet of transformational leadership (p = .72) where followers go beyond expectations and also the contingent reward (p = .66) and Management by Exception – Active (p = .36) facets of the transactional dimension of leadership. Kelloway (2012) found charisma to affect the liking of a leader (p= .66). Drawing upon the ethical dimensions of transformational leadership and the self-transcendence of such individuals to think of the longer-term effects of decision-making upon the organisation and its people. Bakker-Piper and De Vries (2013) related expressiveness to leader performance (p = .50) and satisfaction with the leader (p = .48) in a study of communication styles, personality and outcomes. The literature strongly supports the construct that charisma significantly affects leadership outcomes.

This review provides further support that extraversion is predictive of both leadership emergence and effectiveness. With conscientiousness strongly related to leadership effectiveness. Reaffirming Judge’s findings in 2002. Furthermore, with the addition of charisma and honesty-humility, both, supersede extraversion as the most significant correlates to effectiveness. Warranting further examination not just within the domain of ethical and transformational leadership but across all five behavioural dimensions. Including relational, task and transactional leadership. Linking the HEXACO (+charisma) traits to effectiveness through the five behavioural domains.
Emergence to Effectiveness the transitional traits and associated Five Dimensional Behavioural Modes

Extraverted individuals are more likely to emerge as leaders appealing to the perceived social attractiveness of charismatic individuals (Cavazotte et al. 2012). However, extraversion alone may not be sufficient enough to see through the longer-term nature of leadership roles. In this review of the literature extraversion \((p = .25)\) was the most significant correlate to emergence. Moderating somewhat to \((p = .21)\) for effectiveness. Conscientiousness \((p = .27)\), honesty-humility \((p = .32)\) and charisma \((p = .43)\) offers stronger predictive validity as the leader transitions into a formal role requiring effectiveness. With these traits having a more positive effect upon leadership outcomes. For example in the case of political campaigns and elections, a candidate’s extraversion may enamour supporters to elect the emergent leader as their standard bearer. However, it is the delivering of campaign manifesto promises that cement the credibility and effectiveness of the elected leader under examination. This transitional phenomenon illuminates the trait-activation theory of leadership (Tett and Burnett 2003) and how skilled individuals emerge and then subsequently take on leadership positions. Through the development and activation of different traits in different situations to positive effect. Our study proposes, that the processes, that link the HEXACO (+Charisma) traits to effectiveness may have an incremental effect upon outcomes. Zaccaro (2004, 2007) and Derue et al. (2011) validated the incremental effects of leadership behaviour upon outcomes. Offering models that linked traits to effectiveness through the mediating effect of behaviour. Zaccaro’s distal and proximal model of leadership is situation specific. Inherent traits are activated in certain situations. Delivering the behaviour required leading to effectiveness. Derue incorporated the behavioural aspects of leadership to offer further integration. This current study supports the idea that leadership, personality and outcomes are interrelated and offers a further integration of the current literature to propose a Five Dimensional Framework for Leadership. Composed of Relational, Ethical, Task, Transactional and Transformational (RETTT) behaviours.

Relational leadership

In studies assessing leader satisfaction and leader-member exchange theory. The relational dimension of leadership affected outcomes. Derue et al. (2011) found the traits of extraversion and agreeableness to affect the quality of relationship between leaders and their followers. Consideration, a construct conceptualised by Bass (1990) draws upon elements of HEXACO in honesty-humility, agreeableness, openness and emotionality to a degree. Leaders who exhibit consideration treat all members as equals inferring the altruistic tendencies examined by Ashton and Lee (2014) within the HEXACO framework. They are open to followers and approachable, attentive to feedback and new perspectives. Considerate leaders sense the emotional state of their staff and teams. They genuinely show concern for the welfare of the group as a whole. Empowering staff to participate and develop their own ideas. Hoffman et al. (2011) included interpersonal, oral and written communication within their analysis of proximal attributes to effectiveness. Meurs et al. (2011) found significant positive
relations between political skill and interpersonal influence, social astuteness and networking ability. We will include these within the broader construct of the relational dimension of our RETTT framework.

**Ethical leadership**

Brown et al. (2005) defined ethical leadership behaviour. Such conduct being perceived as fair, trustworthy, honest and sincere. Reinforced on a consistent basis through behaviour, communication, leader-member exchanges and a duty of care to followers. Acting as a mentor in the development of ethical employees ensuring that followers learn in the process. Whilst giving ethical consideration to decisions that are being made. Ethical leadership serves as a heavy counterweight to the ‘dark-triad’ traits of unethical leaders who exploit their positions solely for personal or material gain. LaBouff et al. (2011) found humble individuals to be more helpful than less humble individuals. Activating the trait of humility in the context of ethical leaders. Owens et al. (2013) found the virtue of humility as an important construct and counter-balance to the traits of egoism, hubris, sense of entitlement and self-importance. Which has led to corporate scandals and corruption in recent times. Expressed humility is the admiring of others strengths and contributions transcending the comparative and competitive construct of one’s self. Leading to a positive view of others. Ethical leaders who express humility view others through a non-judgemental complex lens of strengths and skills rather than a simplistic binary view of competent or incompetent. Listening and openness to new ideas, which leads to the discovery of valuable resources and opportunities for learning within the group and its members. Leading to positive job satisfaction amongst employees (p = .44).

**Task leadership**

Several studies investigated leadership through the mode of task identification, structuring, analysis, planning and execution. Examining the phenomena of leadership emergence within a leaderless group setting. Derue et al. (2011) categorises intelligence, conscientiousness, openness and emotional stability as valid traits for effective task leadership. Whilst also integrating the elements of contingent reward, management by exception-active from the transactional dimension of leadership. Intelligent, highly conscientious members are more likely to initiate structure in a task setting. Whilst, diligently reviewing and assessing the situation at hand. Comprehending the problems presented cognitively and cohesively. Ensuring that members have clarity on the goals set and the necessary support to complete tasks and deliver. Hoffman et al. (2011) investigated state-like proximal attributes to effectiveness including management, problem solving and decision-making skills. We will include these attributes within the task dimension of leadership behaviours.
Transactional leadership

Transactional leadership (Judge and Piccolo 2004) involves three dimensions. Contingent reward a ‘carrot and stick’ approach where expectations are clarified and rewards made available on completion of tasks. Management by exception – active where managers monitor the situation closely taking corrective action by anticipating potential problems before they escalate. Management by exception – passive involves managers waiting for an issue to escalate first before taking any action. Laissez-faire leadership involves the absence of leadership. Leaders engage in transactions constantly. Economically in the buying and selling of goods and services. Brand-building in the offering and keeping of customer promises. To personnel, in the agreements made, explicitly or implicitly, in the building of trust and goodwill. Judge and Piccolo (2004) found transactional leadership to be as effective as transformational leadership. With contingent reward, a facet of transactional leadership, affecting leadership criteria significantly (p = .39). Developing Avolio and Bass’s (1991) model to further integrate the two. Furthermore, contingent reward was strongly correlated to transformational leadership (p = .80). Transformational leadership significantly affected (p = .44) leadership across all criteria and study designs. Confirming that transformational and charismatic leadership exhibit similar overall validities.

Transformational leadership

Transformational leadership has captured the imagination of leadership scholars over the last decade. The fascination with leadership theory is understandable. Leaders by their very definition occupy the pinnacle of society's organisations. Across different sectors, geographies, cultures and hierarchies. The most complex situations typically involve change. Challenging the status quo, changing an organisation, city or even a country. Transformation leads to change and hence the continued interest in transformational leadership, ‘the summit of leadership theory’ one could argue. Transformational leadership (Judge et al. 2006) consists of four dimensions. Charisma or idealised influence is a perceived ‘gift’ or ability to win the hearts and minds of followers. Inspirational motivation or ‘visioning’ is the perceived ability to construct and deliver a compelling vision of the future. Offering a sense of purpose by rallying followers to exceed their own expectations and go beyond the call of duty for the greater good. Intellectual stimulation challenges followers to create new solutions to old problems. Individualised consideration the degree to which a leader understands the needs and motivations of a follower and responds effectively through active listening and emotionally positive responses. Judge (2006) explained that not all transformational leaders are good or elicit positive outcomes. Raising the question of ethical leadership as a pivotal issue for future research. This current study introduces and supports the validity of honesty-humility as a significant trait that affects the two dimensions of ethical and transformational leadership. Moderating the potential ‘dark-triad’ traits. Leading to overall effectiveness and positive outcomes. It is during transformational leadership that the moderating effect of Honesty-Humility, in particular, humility that tempers the charismatic
leader. The elements of modesty and restraint stabilise the euphoric emotions invoked. These four facets form the theoretical basis of transformational leadership. The antecedents of which relate to the HEXACO (+Charisma) personality traits.

**HEXACO antecedents to the Five Behavioural modes of leadership**

In response to Judge’s recommendations in 2002 and building upon Zaccaro (2004, 2007) and Derue’s (2011) leadership process model. The systematic review conducted in this paper supports the proposal for an integrated model of leadership, personality and outcomes. We propose that the traits of HEXACO (+Charisma) affect leadership outcomes through the mediating effect of ‘Five Behavioural Modes of Leadership’ in Relational, Ethical, Task, Transactional and Transformational (RETTT) behaviour. Relating this proposed model to Zaccaro’s (2007). HEXACO (+Charisma) can be conceptualized as those distal attributes inherent within the leader’s personality. With RETTT behaviours mediating the proximal situational contexts within a leader’s operating environment. The five dimensions of RETTT and their resultant processes offer possibilities to the dispositional source of leadership. Research has been conducted in examining each of the five dimensions of RETTT and Piccolo, Bono and Judge (2012) and other scholars have furthered understanding in the relationship between transactional and transformational leadership. However, no study has offered a fully integrated model encompassing the key dimensions of HEXACO (+Charisma), leadership behaviour and outcomes. We propose the integration of the five dimensions of leadership to offer a comprehensive model for effectiveness through RETTT.

For example, we know that *Honesty-Humility* is related to **Ethical leadership** and **Transformational leadership**. This trait also affects Relational, Task and Transactional behaviour. Honesty-Humility permeates throughout the RETTT behaviours supporting its inclusion within our model. The literature supports *Emotion* as a construct that affects the **Relational Leadership** dimension within the RETTT framework. As a leader develops working relationships with superiors, peers, followers or subordinates. The HEXACO trait of Emotion is relevant in consideration, empowerment, servant leadership and the development of others. Constant emotional stability is a pre-requisite to leadership effectiveness. *Extraversion* correlated significantly with leadership emergence $p=.24$ and leadership effectiveness $p=.21$. This further supports the literature’s notion that extraverted people in leaderless groups are more likely to emerge as leaders. These leaders then seek out relationships to further participate in interactions to deliver outcomes. The trait of Extraversion in HEXACO facilitates the **Relational leadership** dimension in RETTT whilst being moderated by Emotion in leader-member exchanges. An extraverted leader is more likely to initiate structure amongst groups in the Task dimension of RETTT and engage directly with team members to solicit ideas and views. An effective leader is constantly networking for new ideas, opportunities and talent.
Extraversion is a key antecedent to the **Transformational** dimension in RETTT (Judge and Bono 2000). Transformational leaders deliver change through the four 'Is' in idealised influence, inspirational motivation, individual consideration and intellectual stimulation. Extraversion affects the first two dimensions contributing to follower affiliation and performance over and above what is required. The act of communicating a compelling vision and interacting with followers to share and adopt the vision is a social construct and extraversion a trait in the facilitation of the proximal attribute of communicating. *Agreeableness* $p=.18$ within the HEXACO framework overlaps with the altruistic tendencies of a leader. The dynamics of gentleness, patience and forgiveness are likely to moderate the **Relational** dimension of RETTT and contribute towards the task behavioural mode when seeking to form a consensus. *Conscientiousness* $p=.27$ is significantly correlated with leadership effectiveness. The work ethic of the team is driven by the conscientiousness displayed by the leader in tasks in the delivery of projects, plans and the group’s objectives. Moderated by Agreeableness and Emotion during highly pressurized situations. This trait is also related to the Management by Exception – Active and Contingent Reward constructs of the **Transactional** behavioural mode of leadership. *Openness* to experience $p=.14$ conceptualised within HEXACO as the intellectual orientation of the leader being assessed. The literature supports the effect that Openness has on Task leadership in the inquisitiveness and creative possibilities when solving group problems. Openness is also relevant in transformational behavior during the process of envisioning a future state of countless possibilities. *Charisma* positively affected transformational leadership across all studies. Further research could investigate the effects of charisma upon the other dimensions of leadership in relational, ethical, task and transactional behaviours.

De Vries (2012) utilised the HEXACO PI-R instrument to investigate the relationship between personality and leadership styles. Arguing that previous studies may have suffered from low levels of self-other agreement among leaders and subordinates surveyed. Using an instrumental variable procedure this study found relations between personality and leadership styles to be very strong. For example with subordinate-subordinate ratings of personality-leadership style for ethical leadership returned ($p = .76$). This provides further support for our proposed model of personality and leadership.

**Regression analysis and modelling**

Clarke (2010) found significant associations between traits and transformational leadership with Betas of .48, .31, .31 and .20 for openness, emotional stability, extraversion and conscientiousness respectively. Personality traits accounted for 26% of the overall variation in transformational leadership behaviour. Similarly, Cavazotte (2012) found traits to substantially increase explained variance in transformational leadership and managerial performance. Concluding that leadership effectiveness as measured by organisational outcomes is a direct function of transformational leadership, with traits working through the transformational behaviours. Lee (2012) also found benevolence (kindness) and openness to experience to be significantly related to transformational leadership.
B = .376. With traits explaining 22.5% of the overall variance making personality an important determinant of transformational behaviour. De Vries (2012) significantly related honest and humility to ethical leadership (B = .50), extraversion to charismatic (transformational) leadership (B = .76), agreeableness to supportive (relational) leadership (B = .74), conscientiousness to task leadership (B = .33).

These hierarchical regression analyses with associated explained incremental variance in leadership effectiveness. Offer fertile ground to develop an integrated model for effectiveness based upon the five dimensions of leadership with traits flowing through the behaviours.

We propose the integration of HEXACO (+Charisma) traits and ‘leadership styles.’ However, preferring to examine such styles as behaviours instead (Derue 2011). Specifically, Five Behavioural Modes (FBM) of leadership in Relational, Ethical, Task, Transactional and Transformational leadership. Competency in all five domains could lead to incremental effectiveness. This two-step model involves the interaction between each of the HEXACO (+Charisma) traits with each of the FBM. Followed by the interaction between the five dimensions themselves. To further investigate the effect of HEXACO (+Charisma) on the RETTT behavioural modes. This integrative approach will allow us to assess the relationship between personality and leadership within a consistent framework. Further research is required to model the processes that explain the multiple interactions between these traits and the five dimensions of leadership to explain incremental variance in effectiveness. Through empirical design and research to gather data to further investigate the relationships. Assessing the interaction between each of the five dimensions to explain the moderating effects upon the situational demands of the leader’s operating environment. For example, when a leader gives a speech to garner support for more votes with the intention of winning an election outcome. They are engaging in the RETTT behaviour of transformational leadership through the facets of idealised influence and inspirational motivation. Which is driven by the personality traits of charisma, extraversion and honesty-humility. When a leader is organising a team of people to deliver a project they are engaging in the proximal RETTT behaviour of task leadership. Displaying extraversion in reaching out to solicit feedback and views to form a consensual approach because they have activated the distal trait of openness to new ideas and creative possibilities. Actively listening because they are agreeable to team members through patience and flexibility in the presenting and processing of new information. Exhibiting conscientiousness in the delivery of milestones within the planned course of action whilst taking corrective action prudently and diligently to ensure a positive outcome for the group as a whole. Leading to effectiveness.

Many studies (Martin et al. 2011, Mathieu et al. 2015, Furnham et al. 2016) have explored the ‘dark triad’ of personality traits that may lead to destructive and corruptive behavioural tendencies. The recent cases of Enron, WorldCom, Tyco and the Global Financial Crisis of 2008 have highlighted the dangers of transformational leaders who abuse their gift of charisma to fulfil their own needs and desires over and above the welfare of their followers, to the
subsequent detriment of their organisations and society as a whole. Ethical leadership through the traits of Honesty-Humility and Emotion moderate this destructive behaviour to a certain degree. Ethical leaders use their charisma to serve others in a socially constructive way.

A proposed theory should explain incremental variance and be simple enough to remember and recall. This paper’s proposal for a five dimensional framework in RETTT offers a certain degree of parsimony.

Based on this empirical review we propose an Integrated Model for Leadership, Personality and Outcomes in figure 2.

![Behavioural Modes of Leadership](image)

**The Five Behavioural Modes of Leadership**

Ewen et al. (2013) found politically skilled leaders to exhibit both transformational \((p = .33)\) and transactional \((p = .21)\) behaviours that are situation specific with personality traits acting as the antecedents to effective behaviour and positive outcomes. Both dimensions serve as mediators to the leader (political skill) – leadership effectiveness construct. Political skill is defined as “the ability to effectively understand others at work, and to use this understanding to influence others to act in ways that enhance one's personal and/or organizational objectives” (Ferris et al., 2005) and is reflective of “a comprehensive pattern of social competencies with cognitive, affective, and
behavioral manifestations” (Ferris et al., 2007). The ability to read and respond to social situations is related to effectiveness. We choose to integrate political skill within the Relational dimension of our proposed five dimensional framework in RETTT. Relationally orientated leaders offer genuine consideration and concern for the welfare of their group in the delivery of the tasks associated with the vision inspired. Such leaders rapidly assess the situational context at hand and activate the appropriate mix of traits to offer behavioural responses to ensure positive outcomes. Behavioural adaptability and social astuteness positively affects effectiveness \( (p = .21) \). Effective leaders through their extraversion are expert networkers skilled at building relationships, partnerships and alliances that contribute towards the aims of the group. Moderated by honesty and humility to offer authenticity and sincerity which falls within the facets of the Ethical dimension within our RETTT framework. Recent literature has focused on the importance of transformative leadership, due to the far-reaching consequences that these leaders have upon our organisations, institutions and society. However, apart from the articles reviewed in this paper supporting the linkage between charisma and transformational leadership, alongside studies of transactional and transformational leadership with Zaccaro and Derue's frameworks. The antecedents to transformational leadership remain elusive. By integrating the substantial body of scholarly work we propose that Relational, Ethical, Task and Transactional behaviours form the foundations for effective transformational leadership. With HEXACO (+Charisma) serving as the antecedents to these leadership behaviours. Mastery of the above traits and behaviours afford the leader with the necessary pre-requisites to undertake transformational change.

**Observational primary research (ethnography and elite interviewing methods)**

In adopting the ethnography method to empirically research leadership in a political context. We observed a prominent political leader in the United Kingdom from 2015-2016. We were granted privileged access to the meetings, campaigning sessions and people that this leader worked with over a one-year time frame. Plans have been made to extend this access into a multi-year longitudinal study.

**Situational leadership and the Five Behavioural Dimensions of RETTT**

The leader being observed is male aged forty something of an average height and weight, educated to degree level with twenty years of professional experience. His appearance has been described as ‘professional and competent looking.’ We proceeded to apply the HEXACO +(Charisma) and RETTT five dimensional framework to observe, assess and examine the subject’s leadership activity during the year of 2015-2016.

He is perceived as a potential future transformational leader. He is honest and tells the truth as it is, based upon the factual information he has. He communicates in an expressive way to articulate a vision of what the future
could be. Explaining why the necessary course of action is required. His extraversion allows him to reach out to people to build new relationships in the interests of the group. Affording him the self-confidence to manage conflict by being agreeable when the situation requires adaptability without any loss of his ethical moral values. He is open to new ideas from new people to address old problems with new solutions leading to innovation. The stress and burden of high office is moderated because he is emotionally stable and emotionally intelligent enough to read people and situations effectively. He has the courage to acknowledge when mistakes have been made because he exhibits humility and is humble enough to see when operations are not going according to plan. This leader takes immediate corrective action through management by exception because he is actively monitoring the output and emotions of the group. He leads the team by example setting an unprecedented work rate because he is conscientious in the pursuit of tasks to ensure the best possible outcomes for the organisation. Occasionally suffering as a direct result because he exhibits the self-transcendence and altruistic kin tendencies of ethically motivated leaders. Further binding the group together from the consistent consideration afforded to members in his relational leadership and empathy. This leader engages and honour’s transactions in an equitable way to acquire the resources necessary to achieve the vision for the group. This leader activates his charisma to influence the team to inspire them and himself to do what was once thought to be impossible. He challenges the organisation to think about what is possible, beyond normal convention. He treats each member with respect and gives people his full attention at all times. Ready to lead the people through a period of challenging transformational change to achieve the vision.

This leader exhibits the HEXACO (+Charisma) traits and RETTT behaviours on a consistent basis to a high degree. Leading to effectiveness. His ambition is to transition into a transformative role to change his organisation into a unified entity for winning elections.

Leadership Development

The literature draws readers into the ongoing narrative of whether leadership can be learnt and therefore taught. One view is that leaders are born with an innate gift to incrementally influence and affect people more so than others. One study went so far as to propose a ‘leadership genome’ (De Neve 2012), which raises ethical questions and is beyond the scope of this discussion. The other, that leadership is a process that is contextual in its very nature and by observing leaders we can learn how to lead. Other scholars propose that leadership is a set of skills and abilities that can be learnt and that everyone can become the best leader that they can be through practice and reflection (Kouznes and Posner 2016). Hoffman et al. (2011) suggests that whilst inherent trait-like distal individual differences are more stable and thus less malleable. Proximal differences are more malleable and thus more responsive to developmental intervention. The study found that both trait-like and state-like attributes affected leadership effectiveness to varying degrees. However, in Hoffman’s construct of state-like attributes, behaviour was excluded.
Exposing new leaders to a variety of situations in a low risk environment could develop those skills, knowledge and behaviour that over time allow a leader to develop a mental framework of what is effective and what is not. This experiential learning is a highly personal journey. Where the guidance of a professional outside of the working environment, could play a key role in leadership development. Hence the multitude of self-help books, resources and leadership coaches that are available. What could be most effective is a constant practicing of leadership followed by deep reflection upon the effect of behaviour on one’s people and organisation. This continuous inner conversation with oneself could take the form of a simple diary (Kouznes and Posner) alongside counsel from a trusted adviser who is truly independent.

On review of the recent literature this paper offers evidence that certain traits are more predictive of emergence and subsequent leadership effectiveness than others. However, with the leadership development industry in full bloom attracting billions of dollars of investment. Attempting to fulfill the never-ending quest for new leaders at every organisational level. There must be a learning aspect to leadership that warrants such investment. What this paper seeks to offer is a workable framework within which to further develop the intracies that affect leadership outcomes whether they are reflective or pragmatic in nature. What is clear is that leadership theory as a social-phenomena, is as fascinating as it is a conundrum that continues to attract much scholastic attention and effort. By integrating the latest thinking into the development of an accessible five dimensional framework we aim to contribute towards the state of the art of leadership theory and further understanding of the antecedents to effective leadership. Contributing towards the development of current and future leaders.

Management scholars Rowe, Yukl, Mintzberg, Zaleznik, Goffee, Robbins and others have contributed significantly to leadership theory and practice within the context of organizational behavior. Definitions of leadership are broad and generally converge towards the influencing of others to achieve objectives. The social-phenomena of influence, occurs in a situational context and the behavioural response then leads to outcomes. Different situations demand differing responses in leader-member exchanges. This is a two-way social interaction with the leader influencing the follower and the follower affecting leadership behaviour in a dynamic relationship. What binds the two together is a shared situation with a common purpose and aim. Typically involving the solving of a problem that faces the members of that group. Problem solving occurs at all levels of an organization. Emergence occurs at this juncture. Requiring adaptable and flexible leadership (Yukl 2008). Yukl's taxonomy of leadership behaviours of making decisions, influencing, building relations, giving/seeking information draw upon the task, relational and change-orientated dimensions of leadership behaviour. Rowe (2007) highlights the importance of ethical consideration when making decisions as a leader. Leadership development is a long-term endeavour pursued over the course of many years of interactions, situations, personalities and experiences. It is a complex multi-dimensional human phenomenon.
The current leadership development models typically consisting of classroom based learning in MBA and related programmes, complimented with on-the-job experience based learning, hopes to manufacture effective leaders. However, to the detriment of organisations and society to a certain degree such programmes do not always lead to effectiveness. Our review has supported the significance of personality traits and behaviours as predictors of leadership emergence and subsequent effectiveness. This paper supports the situational school of leadership theory and recommends that organisation's invest in and expose leadership candidates to a broad variety of situational experiences to develop and refine the traits and behaviours that are related to positive outcomes. Leaders who’ve emerged from the operational setting of work, typically in task situations, in goal setting, initiating structure, the analysis and synthesis of information. Demonstrating the relational aspect of people management and consideration in the fair treatment of staff. Building relationships that enhance the group’s aims and objectives. Transacting to ensure the group has the resources it needs to deliver. Consistently exhibiting ethical behaviour and decision-making. Are well placed to take on future leadership challenges. The most paramount of which is transformation. Changing a team, group or organisation is a multi-year, multi-disciplinary endeavour. Requiring effectiveness in all dimensions within the RETTT framework. We propose that Relational, Ethical, Task, Transactional behaviour form the foundations for effective transformational leadership. With HEXACO (+Charisma) serving as the antecedents to these five leadership behaviours. Further research is necessary to test the predictive validity of our proposed model.

Phaneuf et al. (2016) found organisation’s with a supportive and cooperative environment to be conducive to transformational leadership (p = .24). Relating affiliative aspects to the individualized consideration facet of transformational behaviour. Illuminating the importance of culture and context in the working environment of effective leaders. Such leaders are likely to seek alternative organisations instead if the values associated with transformational leadership are lacking.

The Practice of Leadership

Mckinsey & Co is a well-known global consulting firm specialising in leadership development and advising leaders at all levels within an organisation. They enjoy privileged access to practising leaders who are engaged in the state of the art of leadership on a daily basis. Dominic Barton, CEO of Mckinsey presented a series of lectures on leadership practice. ‘In the 80s and 90s leadership was all about what leaders do. Nowadays it’s all about who the leader is.’ Barton summarises Mckinsey’s view on 21st century leadership in figure 3. Incorporating some elements of our HEXACO +(Charisma) framework and the idealised influence and individualised consideration facets of transformational leadership. Our analytical framework distinguishes between the personality traits of HEXACO (+Charisma) and the five dimensional RETTT behaviours that are predictive of leadership effectiveness. Barton sheds light on the importance of context and situational factors that influence a CEO’s behaviour. Further empirical research in the form
of observation and elite interviewing is required to further map the situational context to the trait activation and subsequent behavioural modes evoked. Coupled with the measurement of resultant outcomes. Offering data to develop process maps to illuminate the linkages between the antecedents to the dispositional source of leadership.

**Limitations and Further Recommendations**

This review serves to consolidate the literature on leadership and personality over the last sixteen years and offers support for the trait approach and a framework for future empirical research. It also has a number of limitations. We have offered possible linkages between the HEXACO traits themselves to leadership emergence and effectiveness. With further linkages between the mediating five behavioural dimensions in RETTT. Future empirical research work and resultant supporting data can further disentangle the myths surrounding leadership to further understand the interactions between HEXACO (+Charisma), RETTT and leadership outcomes. Future research should examine the situational moderators of leadership roles including levels of situational stress. Degrees of group support in followers and leader-member exchange theory. Controlling for leader intelligence, physiology and experience. Further research development into follower characteristics, such as personality, experience, intellectual orientation and motivation upon leadership effectiveness within the RETTT five dimensional framework. Refinement of outcomes with broader measurement constructs other than self and other 360-degree feedback mechanisms to incorporate additional metric based measures of group and organisational performance to assess outcomes such as enterprise growth in the
private sector or election results in the political domain. Research design should also control for individual HEXACO traits to offer process maps for how RETTT influences outcomes.

**Conclusion**

Due to the continued efforts from a great many scholars we have come a long way since the days of the ‘great man theory’ first conceived by Carlyle in 1840. Our quest for understanding the antecedents and the dispositional source of leadership continues. This review examined the literature since Judge’s 2002 seminal work on leadership traits and personality to offer an integration of the key research findings to date. The evolution of the FFM to a six dimensional HEXACO framework introduces the additional element of honesty-humility to leadership trait theory. The current research supports the inclusion of this trait within the context of ethical leadership and other dimensions too. Charisma is a significant trait that predicts transformative leadership. The literature supports the HEXACO (+Charisma) traits as a framework for investigating leadership. We therefore proposed an integrated model based upon these foundational personality traits. There is also strong evidence that the well-established classical behavioural schools of leadership in Relational, Emotional, Task, Transactional and Transformational leadership (RETTT) affect outcomes. By integrating these alongside the established situational models of leadership we can offer a five dimensional framework for examining leadership, personality and outcomes in its entirety. In response to Judge’s 2002 further research challenge. These Five Behavioural Domains and their associated HEXACO (+Charisma) traits are a significant dispositional source of leadership. Future research should further investigate the relationship between HEXACO (+Charisma) and leadership outcomes through the dynamic interactions within the Five Dimensional Framework of RETTT. Further empirical research and supporting data would ascertain the predictive validity of this model. To address Judge’s second challenge of building process maps to further illuminate the dispositional source of leadership. It is a platform that leadership researchers can further build upon.
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