



LEADERSHIP:  
Research & Practice

ROUTLEDGE



# LEADER INTERPERSONAL AND INFLUENCE SKILLS

*The Soft Skills of Leadership*

EDITED BY RONALD E. RIGGIO AND SHERYLLE J. TAN

# LEADER INTERPERSONAL AND INFLUENCE SKILLS

THE SOFT SKILLS OF LEADERSHIP

EDITED BY

**Ronald E. Riggio**  
and  
**Sherylle J. Tan**

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# About the Editors

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Ronald E. Riggio, PhD, is the Henry R. Kravis Professor of Leadership and Organizational Psychology at Claremont McKenna College. Dr. Riggio's research interests center on charismatic and transformational leadership, the role of communication skills in leader effectiveness, and the development of leadership potential across the lifespan. He has published nearly two dozen authored or edited books and more than 150 articles and book chapters. He has also served as a consultant to dozens of organizations, large and small, across the business, education, and nonprofit sectors. He is the co-editor, along with Georgia Sorenson, of the Routledge/Taylor & Francis book series *Leadership: Research and Practice*.

Sherylle J. Tan, PhD, is the Director of Internships and KLI Research at the Kravis Leadership Institute at Claremont McKenna College. Dr. Tan's current research focuses on undergraduate leadership education and program evaluation of leadership development programs. Specifically, the research on undergraduate leadership education seeks to establish an ongoing assessment of the long-term impact of leadership development and training in higher education. Much of Dr. Tan's research and publications focus on applying developmental theory and methods to understanding the issues of leadership development, women and leadership, work and family, and child development. Dr. Tan co-edited a book with Amy Marcus-Newhall and Diane Halpern, *The Changing Realities of Work and Family: A Multidisciplinary Approach* (2008). Additionally, Dr. Tan has more than 10 years of experience as an evaluation consultant for nonprofit agencies providing services for children and families in Southern California. Dr. Tan has a BA in psychology from the University of California, Irvine and an MA and a PhD in psychology with an emphasis in applied developmental psychology from Claremont Graduate University.

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# About the Contributors

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**Richard E. Boyatzis** is Distinguished University Professor and a professor in the Departments of Organizational Behavior, Psychology, and Cognitive Science at Case Western Reserve University and Human Resources at ESADE. Using his Intentional Change Theory (ICT) and complexity theory, he continues to research sustained, desired change at all levels of human endeavor from individuals, teams, organizations, communities, countries, and global change. He was ranked #9 Most Influential International Thinkers by an 11,000 HR Director Survey in *HR Magazine*. He is the author of more than 150 articles on leadership, competencies, emotional intelligence, competency development, coaching, and management education. His articles on coaching, since 2000, have included

longitudinal studies and now fMRI studies of coaching effectiveness. His books include *The Competent Manager*; the international best seller *Primal Leadership* with Daniel Goleman and Annie McKee; *Resonant Leadership* with Annie McKee; and *Becoming a Resonant Leader* with Annie McKee and Fran Johnston. Professor Boyatzis has a BS in aeronautics and astronautics from MIT and an MS and a PhD in social psychology from Harvard University.

Cary Cherniss is a professor of applied psychology at Rutgers University. He received his PhD in psychology from Yale University and specializes in the areas of emotional intelligence, work stress, leadership development, and planned organizational change. He has published more than 60 scholarly articles and book chapters and seven books, including *The Emotionally Intelligent Workplace* with Daniel Goleman and *Promoting Emotional Intelligence in the Workplace: Guidelines for Practitioners* with Mitchel Adler. His research has been funded by such resources as the National Institute of Mental Health and the U.S. Office of Population Affairs. Furthermore, he has consulted with many organizations in both the public and private sectors, including American Express, Johnson & Johnson, the U.S. Coast Guard, AT&T, and the U.S. Office of Personnel Management. He currently is the director and cochair of the Consortium for Research on Emotional Intelligence in Organizations, a fellow of the American Psychological Association, and a member of both the Academy of Management and the Society for Industrial and Organizational Psychology.

Jay A. Conger is the Henry Kravis Research Chair Professor of Leadership at the Kravis Institute at Claremont McKenna College. His research interests include executive leadership, charismatic leadership, influence approaches, and leading organizational change. He has authored 14 books and more than 100 articles and book chapters. Widely acclaimed as an educator, Professor Conger has been named among *Business Week's* "Top Ten Worldwide Management Gurus" and the *Financial Times's* "World's Top Educators."

Shane Connelly is an associate professor in the Department of Psychology at the University of Oklahoma. She earned her PhD from George Mason University and has more than 15 years of experience working with private industry and government organizations on applied research projects.

Her research interests focus on leadership, emotions in the workplace, and ethical decision making. She is also interested in ethical decision making in organizations, particularly how to assess and train research ethics in various scientific domains. She has published numerous articles on leadership, emotions, and integrity and serves on the editorial boards of *The Leadership Quarterly* and *Human Performance*. She is a member of the American Psychological Association (Divisions 5 and 14), the American Psychological Society, the Academy of Management, and the Society for Industrial and Organizational Psychology. She is also a founding faculty member and serves on the governing board and executive committee of the Center for Applied Social Research.

**Annick Darioly** received her PhD in work and organizational psychology from the University of Neuchatel, Switzerland, in 2011. She served as a post-doctoral fellow at the Kravis Leadership Institute at Claremont McKenna College in 2012. There, she collaborated with Professor Ronald E. Riggio on a project entitled “Nepotism in Leadership.” Annick Darioly is currently a lecturer in leadership at the Department of Work and Organizational Psychology at the University of Neuchatel. Her research interests include the leadership and its dark side, the leader’s competence and incompetence, the leader’s nonverbal behavior, and the perceptions of nepotism in leadership. Her work has been published in *European Journal of Work and Organizational Psychology*, *Ergonomics*, and *Journal of Applied Social Psychology*, and has been presented at various national and international conferences. During her PhD, Annick Darioly was editorial assistant of the *Swiss Journal of Psychology*.

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study of human performance and complex skill acquisition with emphases on individual differences in ability and motivation, cognitive and social processes, expert-novice differences, decay and adaptability, and team-based training. He currently serves on the editorial board for the *Journal of Applied Psychology*.

Cesar Douglas is the chair and Jim Moran Associated Professor of Management. He teaches courses in organizational behavior and strategic management, and his research interests are in the areas of work team development, leadership, and leader political skill. He received his PhD in management from the University of Mississippi. Prior to his academic career, Dr. Douglas worked for 15 years as a manufacturing manager for Clorox Company, Sun Chemical, Hexcel Chemical, and Herman Miller. He serves on the board of directors of Southern Management Association (SMA) and on the editorial boards of the *Journal of Management*, *The Leadership Quarterly*, and *The Journal of Leadership and Organization Studies*.

B. Parker Ellen III is an organizational behavior and human resources doctoral student in the Florida State University College of Business. His research focuses on leadership and social influence and has been featured in *The Leadership Quarterly*. He has presented work on leadership at national and international conferences and received the 2013 John C. Flanagan Award for best student contribution at the Society for Industrial and Organizational Psychology Annual Conference. Parker holds a bachelor's degree in civil engineering from Auburn University, and a master of science degree in managerial sciences from Georgia State University, where he received the Carl A. Bramlette, Jr. Scholastic Achievement Award. Prior to returning for his PhD, Parker spent nine years in the consulting engineering industry in project management and executive capacities. He is a registered professional engineer, is on the editorial board of the *Journal of Leadership & Organizational Studies*, and has served as a director for several nonprofit organizations.

Gerald R. Ferris is the Francis Eppes Professor of Management and professor of psychology at Florida State University. He received a PhD in business administration from the University of Illinois at Urbana-Champaign. He has research interests in the areas of social influence processes in human resources systems. Ferris is the author of numerous articles



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**Sean T. Hannah** is the Tylee Wilson Chair of Business Ethics at Wake Forest University. He focuses on the study of exemplary leadership and the development of competence and character in leaders. He received his PhD in management from the University of Nebraska–Lincoln, an MBA and an MPA from Syracuse University, and a master's in national security studies from the Marine Corps University. He has published more than 50 papers on leadership with articles in the top journals including the *Academy of Management Journal*, *Academy of Management Review*, *Personnel Psychology*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Organizational Behavior*, *The Leadership*

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**Stefanie K. Johnson** received her PhD in industrial-organizational psychology from Rice University in 2004 and is currently an assistant professor of management at the University of Colorado–Denver. Her research interest is leadership, including the role of emotions in leadership, gender in leadership, charismatic/transformational leadership, and leadership development. Her other work has focused on selection, teams, and work-family balance.

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**Krystal Miguel** is a graduate student in higher education and organizational behavior at Claremont Graduate University. She holds an MA in educational administration and leadership from the University of the Pacific and a BA in rhetoric and American studies from the University of California–Berkeley. Her current research focus is on the development of coaching and mentoring interventions for social and emotional competence and social skill development in nontraditional and underrepresented college students.

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William B. Vessey is currently the senior scientist managing the team risk research portfolio within the NASA Behavioral Health and Performance Research Element at the Johnson Space Center. He received his PhD in industrial and organizational psychology from the University of Oklahoma in 2012 with a minor in quantitative psychology. His primary research interests fall into the broad categories of teams, leadership, and creativity with specific focus on teamwork over long durations, team leadership, and collective leadership. He is a member of the American Psychological Association, the Academy of Management, and the Society for Industrial and Organizational Psychology. His work has appeared in several books and journals, including *The Leadership Quarterly*, *Creativity Research Journal*, *Creativity and Innovation Management*, *The Encyclopedia of Creativity*, and *Leadership* 101.

Hongguo Wei is a second year doctoral student in the Organizational Behavior Department at Case Western Reserve University. Her interests focus on emotion, emotional intelligence, and leadership. Also, she is interested in looking at the differences of emotional and social competencies between effective Chinese and Western executive leaders.

The Kravis-de Roulet Leadership conferences, which began in 1990, are annual leadership conferences funded jointly by an endowment from Henry R. Kravis and the de Roulet family. This perpetual funding, along with additional support from the Kravis Leadership Institute and Claremont McKenna College, attracts the finest leadership scholars and practitioners as conference presenters and participants. The 21st annual

Kravis-de Roulet Leadership Conference, “Understanding and Assessing Soft Leader Skills,” was held in Claremont, California on February 24–25, 2012.

The **Kravis Leadership Institute** at Claremont McKenna College (CMC) is a premier academic center for the promotion and understanding of responsible, innovative leadership. KLI provides unique opportunities for CMC students to develop as outstanding real-world leaders in the public, private, and social sectors.



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# Series Foreword

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Years ago I took a long walk in an Arizona garden with John W. Gardner, former cabinet secretary, founder of Common Cause, and Stanford-based leadership scholar. Then in his eighties and in a philosophical frame of mind, he lamented that higher education did not educate people to lead, but rather to advise leaders. In particular, he felt, schools of public administration produced competent bureaucrats and technocrats, but failed in their responsibility to produce leaders.

Universities have long offered courses on the technical aspects of leadership: cognitive and critical thinking skills, decision making, setting direction, goal setting, zero-based budgeting, branding, strategy, and even visioning and human resource management, but something has been missing and we even know what it is, we just don't know what to do about it.

People. The subtle but mysterious art of softly and sometimes invisibly managing a meandering herd of irascible, free-thinking, unconscious, acting out, quotidian dum-dums.

We've known this was the territory for a long time, beginning with the Ohio and Michigan studies of the 1940s where leadership was framed by the classic two-factor model, Initiation (Task Performance) and Consideration (People Skills). Somehow the latter was thought to either be a mother's domain or a recessive gene, in any event, largely unavailable and unknowable. You had it or you didn't, and good luck to you.

Now we're finding how absolutely central those people skills are to a healthy and productive work environment, especially as the business sector grows more service oriented and diverse. According to a widely cited study from *Harvard Business Review* discussed in this book, most of us would prefer to work for a "lovable fool" than a "competent jerk." And our dirty little secret is that high-performing organizations are desperately seeking "lovable stars" and desperately transitioning or furtively coaching "competent and incompetent jerks." The takeaway on organizations is that people skills trump task performance any day, any way.

To end at the beginning, this sagacious and rich book puts an end to the bifurcation of Task and Consideration and brings us the "hard science" of "soft skills." It is the work of Ron Riggio and other leading scholars in the field, produced for the 21st Kravis-de Roulet Leadership Conference