

RESEARCH INSIGHTS ON PERSONALITY AND LEADERSHIP AT THE UNIVERSITY OF MINNESOTA

In many of Leadership and Talent Development's (LTD) programs participants have the opportunity to learn more about their personality through assessments and coaching. One assessment is the Hogan Personality Suite which provides insight into three different aspects of personality: everyday tendencies, personality under stress, and values/motives. Through this assessment, LTD consultants help leaders recognize and leverage their strengths as well as find strategies to manage traits that might not be ideal for leadership. Over time, consultants have observed personality patterns at the University. Researchers within LTD explored these patterns and the following is a summary of their findings.

Participation

- 204 faculty members have taken the Hogan Assessment Suite between January 2016 and April 2018. These faculty members affiliate with 13 different academic units and campuses.
- 39% of these faculty members are leaders of academic units or higher in the University.
- Additionally, 675 University staff members have completed the Hogan Assessment Suite. Roughly 16% of these staff members lead teams of five or more individuals.
- It should be noted that the majority of participants in our sample have pursued leadership training and may not be representative of all faculty and staff at the University.

KEY THEMES FROM FACULTY AND STAFF HOGAN DATA

- On average, faculty value and are motivated by opportunities to be lifelong learners, engage in altruistic behavior, and explore scientifically. Together, these data suggest a general motivation and preference for continually seeking to understand problems at a deeper level for the purpose of benefiting the greater good through scientific advancement.
- Across faculty, we also observe tendencies to prefer working independently, avoid situations that could be potentially risky, shy away from publically taking strong positions, and isolate as a mechanism to cope with stress.
- University staff are well positioned to support and work alongside faculty. On average, staff are motivated by altruistic opportunities, have an above average appreciation for science and life-long learning, and shy away from overly competitive work environments.
- Faculty who hold senior leadership positions on average tend to remain more stable and predictable during periods of high stress and pressure than the faculty for whom they supervise.

University Culture Concerns

- Faculty and staff at the University tend to be highly introverted, risk averse, not motivated by money or visibility, and extremely team/collective success oriented.
- Faculty and staff may be hesitant to think of the University as a business with financial needs and goals. This could be a major blind spot for the University as state and federal funding continues to be cut and more students are turning to for-profit institutions to acquire degrees.
- Traditional leaders tend to be more competitive, outspoken, profit-seeking, and strategy-minded. These individuals may feel sorely out of place in this culture. It would be a good thought exercise to consider how the core values of the institution could be enhanced if individuals were encouraged to exhibit more traditional leadership characteristics and stand out more, take more risks, and seek more visibility.

