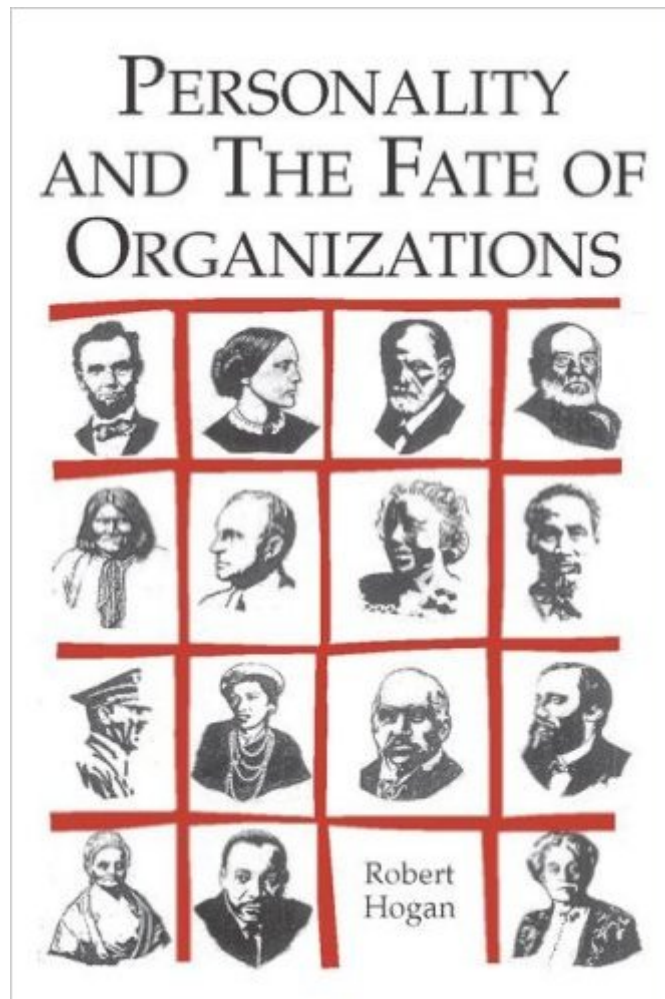


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# Personality And The Fate Of Organizations



## Synopsis

Personality and performance are intricately linked, and personality has proven to have a direct influence on an individual's leadership ability and style, team performance, and overall organizational effectiveness. In *Personality and the Fate of Organizations*, author Robert Hogan offers a systematic account of the nature of personality, showing how to use personality to understand organizations and to understand, evaluate, select, deselect, and train people. This book brings insights from a leading industrial organizational psychologist who asserts that personality is real, and that it determines the careers of individuals and the fate of organizations. The author's goal is to increase the reader's ability to understand other people—how they are alike, how they are different, and why they do what they do. Armed with this understanding, readers will be able to pursue their personal, social, and organizational goals more efficiently. A practical reference, this text is extremely useful for MBA students and for all those studying organizational psychology and leadership.

## Book Information

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## Customer Reviews

Robert Hogan very quickly makes you feel you are in good hands as he distills a long career as personality researcher and organizational consultant into this very accessible volume. His "rules of the road" are simple: Is the principle useful in the real world of leadership and organizational development? and, Is the principle rooted in solid data? My guess is that Hogan made a practice of underselling--and then overdelivering to his clients. And this is exactly what this book does. It could probably replace a shelf full of business and organizational psychology books. Instead of a cold

academic or a irrationally exuberant treatment of the importance of personality in leadership and team building, Hogan takes a refreshingly direct, honest and conversational approach. In the spirit Jim Collin's "level 5 leadership," he is more interested in being helpful than in shining a light on himself. While reading the book I kept thinking that I was being guided by a favorite Uncle whose interest in teaching me was driven by a deeper level of caring than is found in the typical relationship of teacher/student or writer/reader. You can tell that Mr. Hogan is interested in helping his reader get results through a singularly no-nonsense approach. While never mean-spirited, he has very little tolerance for practices and theories that do not follow his two "rules of the road". For example, Hogan is quick to dismiss Jung's model of personality as reflected in the Myers-Briggs typology.

Robert Hogan, the brains behind a variety of personality and performance assessment tools for the workplace, shares his thoughts on personality and leadership, the importance of personality to team performance, organizational success, and managerial incompetence. In this concise volume, Hogan provides a comprehensive history of personality theory, particularly as it impacts business organizations. Hogan makes a strong argument that selecting individuals with the right personality for leadership roles is essential for building effective teams, and ultimately, determining the success of an organization. Hogan's theories are based primarily on the five factor model of personality. Hogan posits that the term personality has two meanings -- identity, which is one's view of self, and reputation, others' views of an individual. Identity explains behavior, whereas reputation predicts behavior. Personality is based largely on temperament, which is 50% genetic, and includes tendencies toward sociability, emotionality, and impulsivity. Hogan also says that our identities are created by the roles we play roles in public. Without our roles, we have little to say to one another. As social beings, we need to have something so say, and therefore, we need to have roles in teams, groups, families and communities for psychological and physical survival. Hogan then uses his understanding of personality to discuss organizational leadership. He explains how personality contributes to effective team performance and organizational success, and how elements of personality can undermine group performance and success.

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