Personality And The Fate Of Organizations

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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 an 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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