

*For Immediate Release*

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**PERSONALITY AT WORK**  
**The Drivers And Derailers Of Leadership**

By Ron Warren, PhD  
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*"Though I should be used to it by now, I am constantly astonished by Ron Warren's breadth of perspective, depth of insight, and ability to blend scholarly wisdom with practical application. I just cannot believe how Ron has combined such classic knowledge with cutting-edged research to draw such immediately applicable recommendations in PERSONALITY AT WORK."*

*Jeffrey A. Sonnenfeld, Senior Associate Dean for Leadership Studies,  
Lester Crown Professor of Leadership, Yale School of Management*

*"Ron's real-world vignettes enable the reader to gain significant insights into how personality impacts the practice of leadership, provide lively descriptions of multiple personality styles in action, and create a paradigm for strategic, effective leadership. I highly recommend his unique and meaningful work."*

*Sharafat (Shaz) Khan, PhD., Partner, Deloitte Consulting LLP*

**PERSONALITY, LEADERSHIP, AND ORGANIZATIONAL EFFECTIVENESS**  
**The Perfect Blend Or A Recipe For Disaster?**

Organizations are shaped as much by the personalities of their leaders as by product innovations, marketing prowess, or technical ingenuity, yet identifying personality attributes that promote or inhibit organizational effectiveness has been an elusive goal, despite the existence of assessment centers, executive coaching, and 360 feedback tools.

"Unfortunately, most 360s provide feedback in pages upon pages of bar charts and numbers that often do not move and motivate people in their head and their heart," says

organizational psychologist Ron Warren in **PERSONALITY AT WORK: The Drivers and Derailers of Leadership**. “Yet,” he continues, “people actually think about complicated intrapersonal and interpersonal issues in language . . . words . . . not graphs and charts.”

Warren has been studying the impact of personality on effectiveness at work for thirty years. He created the LMAP 360 (Leadership Multi-rater Assessment of Personality) to provide leaders evidence-based, narrative feedback on their personality and the impact it has on their teams and organizations. Drawing on his research from using the LMAP 360, Warren delves deep into how and why personality traits and behaviors can drive success (Apple), or derail situations with tragic ends (a 1976 Alaska Airlines flight). He shares profiles of leaders such as Apple’s Steve Jobs and AIG’s Joe Cassano, whose abrasive and domineering personalities threatened to derail them and their organizations into oblivion, and who could have spared themselves and their teams much unhappiness with the proper assessment. And he highlights the personalities of leaders like Alan Mulally, who transformed Ford Motor Company, as well as the pilot of Qantas Flight 32, that appeared doomed yet landed safely with 469 aboard due to the crew’s leadership, teamwork, and communication.

Findings from the emerging field of behavioral economics indicate that a wide array of common biases, beliefs, and cognitive errors routinely interfere with problem solving and sound decision-making. “There are significant advantages for professionals to develop average behavioral skills to replace deficiencies – especially for professionals filling leadership roles that demand behavioral competence in areas that do not come to them naturally,” says Warren.

“Personality traits are the building blocks of personality, and each specific trait represents habitual patterns of thoughts, feelings, motivations, and behaviors,” continues Warren. “It is the sum of the personality traits and their interaction that forms an individual’s personality.”

Warren's LMAP 360, which is used by organizations worldwide, such as Clayton Homes, Teach for America, Underwriter Laboratories, Temasek Holdings, and educational institutions, such as Harvard Business School and Yale's CEO College, is a multi-rater assessment tool that clusters thirteen distinct personality traits into four dimensions of behavior:

**Social Intelligence** (Openness to Feedback, Helpfulness, Sociability)

**Deference** (Approval Seeking, Dependence, Tension)

**Dominance/Domineering** (Competitiveness, Need to Control, Hostility, Rigidity)

**Grit** (Conscientiousness, Achievement Drive, Innovation)

For example, while leaders with Grit bring energy, focus, and motivation to their work that can be highly productive and deliver results, many are also very Dominant and are missing rudimentary teamwork skills which create significant challenges in team leadership roles. Because they pay greater attention to data, projects, and facts than to people and team processes, they have difficulty empathizing, collaborating, and cooperating with others, which are all essential to being a highly effective leader.

**PERSONALITY AT WORK** lists the ten dysfunctional behaviors that leaders most often conclude they need to start, stop, or improve to be more effective:

***Start giving people attention***

***Start asking tough questions***

***Stop yelling***

***Stop overanalyzing***

***Give more verbal recognition***

***Improve listening skills***

***Start working more closely with subordinates***

***Be more tolerant***

***Start to delegate more***

***Start to be more assertive***

Warren also identifies seven behaviors that help deferent leaders to become more effective:

**Strengthen Inquiry and Advocacy**

**Interrogate Reality**

**Turn the Dial Up**

**When in Doubt, Speak Up**

**Reframe Conflict**

**Stay on Target**

**Leverage Existing Strengths**

In addition, he identifies and explains sixteen evidence-based approaches and behaviors for domineering leaders to develop interpersonal skills needed for high performance, including:

**Listen, Listen, Listen**

**Be Accountable for One's Behavior**

**Put the Cell Phone Away**

**Watch One's Words and Nonverbal Communication**

**Get Curious, Not Furious**

Whether a senior executive, aspiring professional, organizational psychologist, HR professional, or someone interested in what makes organizations effective, **PERSONALITY AT WORK** provides theory and powerful tools for making conscious choices to manage behavior to drive effectiveness and satisfaction at work.

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## **About the Author**

**Ron Warren, Ph.D.** is the developer of personality and competency assessments used by organizations worldwide. As the co-founder of LMAP LLC (and previously Acumen), he has provided assessment and coaching services to Harvard Business School's Advanced Management Program, Yale's CEO College, Bain Capital, British Airways, Clayton Homes, Deloitte, UPS, Underwriter Laboratories, Temasek Holdings and Teach for America. His work has been published in the *American Journal of Psychiatry*, *Adolescence*, and *Measures of Leadership*. Warren is also author of *The Achievement Paradox*.

For more information please visit [www.LMAPInc.com](http://www.LMAPInc.com).