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**"Predicting Success in Managers...Key Personality Traits"**

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There are dynamic managers –those who inspire, problem-solve efficiently, and motivate others even through the toughest of situations, and then there are those managers who are drastically less effective – micro-managers with short tempers or perhaps the big-picture thinkers who can never zoom in from the 50,000 foot level. There are clear, distinguishing differences between managers who are truly impactful in their positions and those who are not.

To examine these discrepancies, we have conducted research examining the *personality characteristics* of highly effective managers. While different organizations and industries require particular, specific skills from managers, several personality characteristics correlate with effective performance regardless of organization or industry.

**Key Personality Traits**

Following are, what we consider, the critical personality attributes for managerial success:

**Calm and Collected**

Memorable managers do not get easily frustrated or angered. They remain calm and composed, regardless of the severity of the situation. We have found that the personality characteristics of being *even-keeled*, *self-confident*, and *easy-going* are predictive of success as a manager across organizations and industries.

**On Top of Things**

Managers who stay heavily involved in their responsibilities without micro-managing are the most productive in their roles. They delegate appropriately, neither under nor over delegating to team members. We have found that successful managers have the personality characteristics of *controlling*, *conscientious* and *detail-oriented* in common.

## **Work Well with Others**

Highly effective managers proactively develop working relationships and build partnerships with other people. These managers create collaborative teams to foster camaraderie and achieve goals. We have discovered the personality characteristics of being *fearless* and *team-oriented* are frequently exhibited by successful managers.

## **Combine “Thinking” with “Doing”**

It is relatively easy for an individual to think through problems and brainstorm how to solve them. Managers who make a difference take the next step—they take action. We have found the personality characteristics of being *thinking-oriented* and *pragmatic* are shared among successful managers.

## **The Connection between Personality Characteristics & Competencies**

Our viewpoint at TalentQuest is that personality characteristics serve as a foundation for competencies. Competencies are behaviorally-oriented statements that describe how people fulfill their roles successfully. While “pragmatic” describes a personality characteristic, “Develops practical and easy to implement solutions to problems” describes a competency.

All else equal, being “pragmatic” makes it easier for an individual to “develop practical and easy-to-implement solutions to problems.” As such, because the personality factors affect the extent to which people can be trained and coached to exhibit competencies, they are important to consider when hiring people for managerial positions. As with anything else, though assessing personality will not guarantee perfect hiring decisions, it can provide key information and insight to help improve your odds.

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