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**Vortrag** am 26.6.2018 16:00 - 18:00 Uhr, Nägelsbachstr. 49b, Erlangen  
Raum 02.219

**Prof. Dr. Peter O'Connor, School of Management, QUT Business School,  
Australia**

### **The performance and wellbeing of introverted leaders: Investigating the consequences of acting out of character**

Abstract: The wellbeing of employees in leadership positions is a major determinant of organisational performance. On balance, psychologically healthy leaders make better operational decisions and adopt leadership styles more conducive to follower performance than unhealthy leaders. In the present research, we investigate the performance and wellbeing of a large subset of vulnerable leaders: introverted leaders. We propose and test a theoretical model of leader performance and wellbeing that recognizes that introverts regularly need to act out of character (i.e., act extraverted) in order to perform competently in leadership positions. We hypothesize that the ongoing requirement for introverted leaders to act extraverted will compromise their effectiveness as leaders and leave them vulnerable to low wellbeing. We also hypothesize that introverted leaders will be protected from the long term effects of enacted extraversion by modifying their affective forecasts (i.e. predictions about how much they will enjoy acting extraverted). Hypotheses were tested on two large household panel datasets: the German Socio-Economic Panel (SOEP) and the Household, Income and Labour Dynamics in Australia (HILDA) (n < 10,000) and one laboratory study with undergraduate management students (n = 184). Results indicate that introverts represent a vulnerable group of leaders, however the majority do not suffer long term health outcomes. These findings are explained in terms of the theoretical model and key moderators are discussed.

**Peter O'Connor** is an Associate Professor in the School of Management, QUT Business School, Australia. Peter's research seeks to determine how personality traits and emotional competencies influence important work outcomes such as leadership, creativity, and wellbeing. He is particularly fascinated by the consequences of ambiguous work situations, as well as situations requiring individuals to act 'out of character'. He has more than 50 academic outputs and has published his research findings in such journals as *Psychological Bulletin*, the *Journal of Business and Psychology* and the *Journal of Personality*. He is a frequent contributor to *The Conversation* and his research has been covered in several international media outlets including *Scientific American*, *The Washington Post*, and *The International Business Times*. In addition to research, he regularly consults with industry partners on various topics including emotional intelligence, tolerance of ambiguity and leadership development. Peter received his postgraduate training in Organisational Psychology and received his PhD from the University of Queensland.