# Article information:

What we know about Leadership - Robert Hogan, Robert B. Kaiser, 2005
<https://journals.sagepub.com/doi/abs/10.1037/1089-2680.9.2.169?journalCode=rgpa>

# Article summary:

1. Leadership is a significant phenomenon that affects the performance of teams, groups, and organizations.

2. Personality predicts leadership, and this information can be used to select future leaders or improve the performance of current incumbents.

3. Good leadership promotes effective team and group performance, which enhances the well-being of the incumbents, while bad leadership degrades the quality of life for everyone associated with it.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

The article "What we know about Leadership" by Robert Hogan and Robert B. Kaiser provides a comprehensive review of the empirical literature on personality, leadership, and organizational effectiveness. The authors make three major points: leadership is a real and consequential phenomenon, it is about the performance of teams and organizations, and personality predicts leadership.

The article presents a well-structured argument with clear evidence to support its claims. However, there are some potential biases in the article that need to be considered. For example, the authors focus primarily on the positive aspects of leadership without exploring its negative effects. They also rely heavily on self-report measures of personality, which may not accurately reflect an individual's true traits.

Additionally, the article does not address the role of situational factors in leadership effectiveness. While personality traits may predict leadership success to some extent, situational factors such as organizational culture and external market conditions can also play a significant role.

Furthermore, the article does not explore alternative perspectives or counterarguments to its claims. For example, some scholars argue that leadership is overrated and that other factors such as teamwork and collaboration are more important for organizational success.

Overall, while "What we know about Leadership" provides valuable insights into the relationship between personality and leadership effectiveness, it should be read with caution due to its potential biases and limitations. It would benefit from a more balanced discussion of both positive and negative aspects of leadership as well as consideration of situational factors that may impact its effectiveness.

# Topics for further research:

* Situational factors and leadership effectiveness
* Negative effects of leadership
* Alternative perspectives on leadership
* Organizational culture and leadership
* Teamwork and collaboration in organizational success
* Critiques of personality-based leadership theories

# Report location:

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