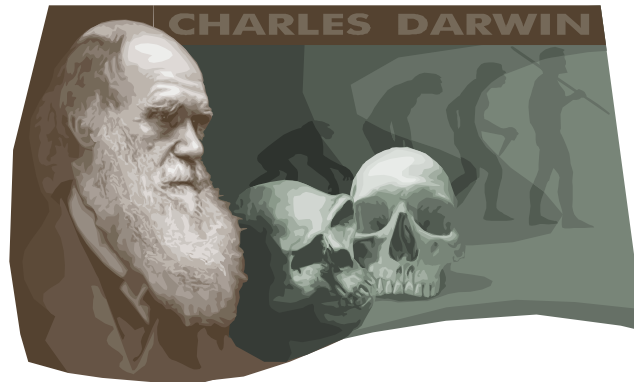


UNLOCKING AN ORGANISATION'S POTENTIAL: EVOLUTIONARY PSYCHOLOGY AND LEADERSHIP



EVOLUTIONARY PSYCHOLOGY

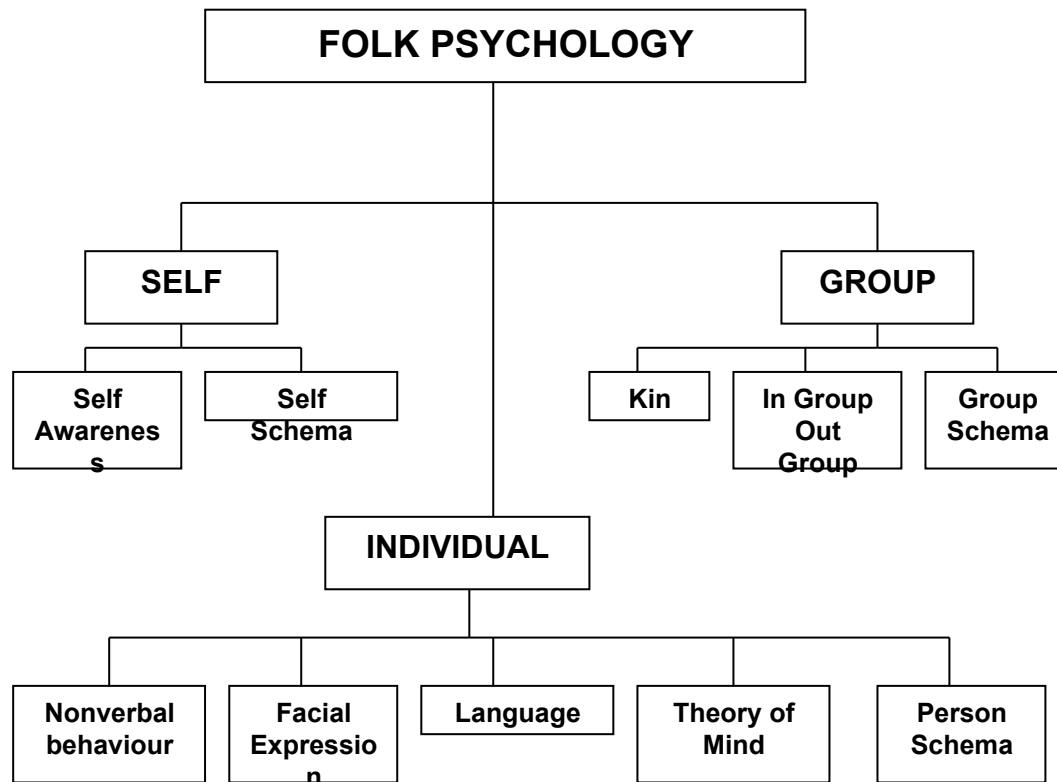
INTRODUCTION

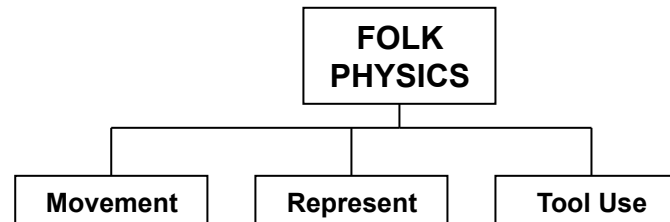
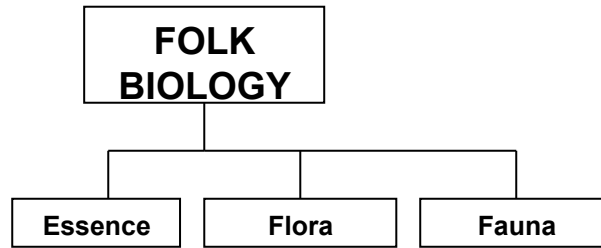
- Evolutionary psychologists (EP) are interested in studying the evolved cognitive structures of the mind.
- In this view, the mind is a set of information-processing mechanisms that were designed by natural selection to solve adaptive problems faced by our hunter-gatherer ancestors.

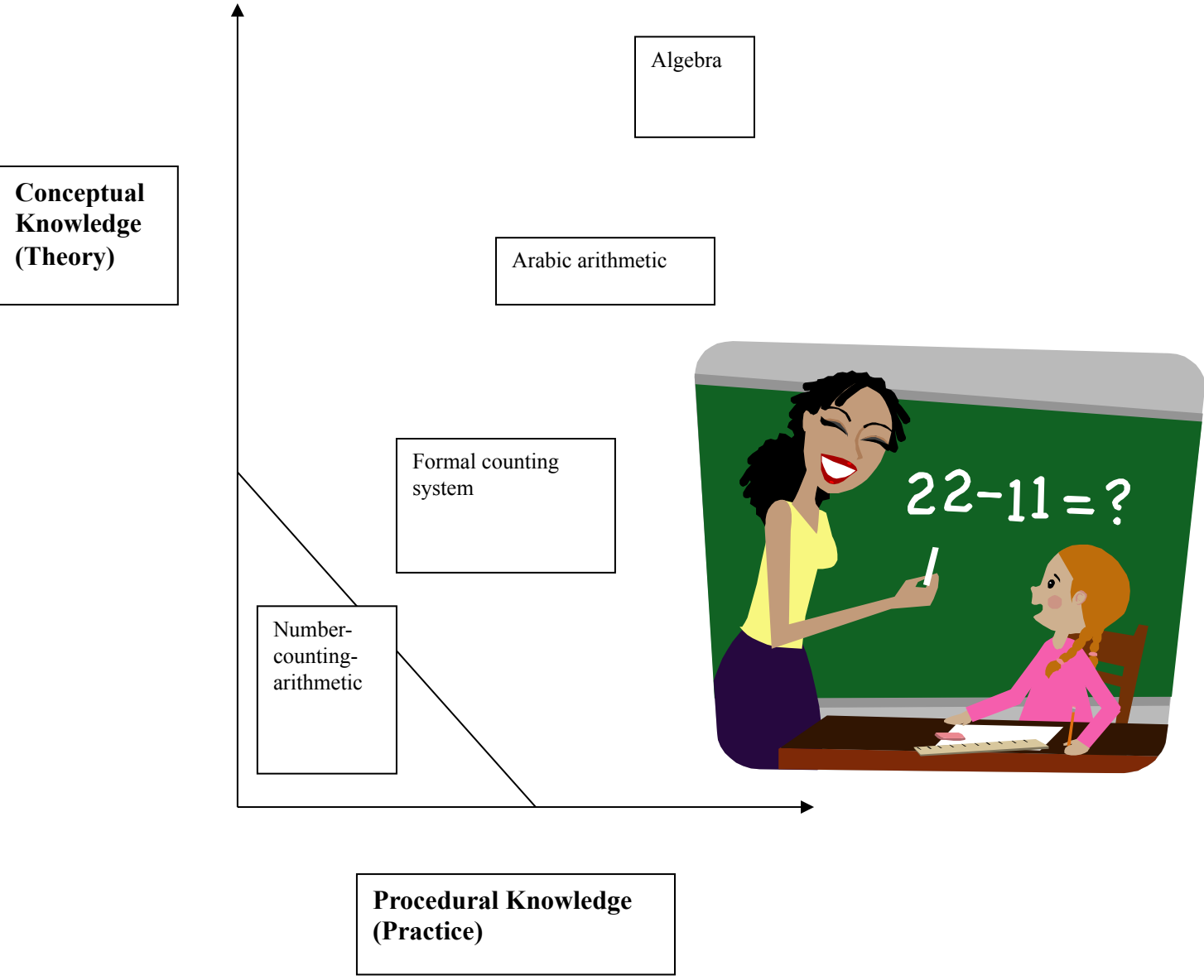
LEADERSHIP QUIZZ

WHAT DO YOU CONSIDER TO BE THE
ONE MOST IMPORTANT LEADERSHIP
QUALITY?









EVOLUTIONARY LEADERSHIP

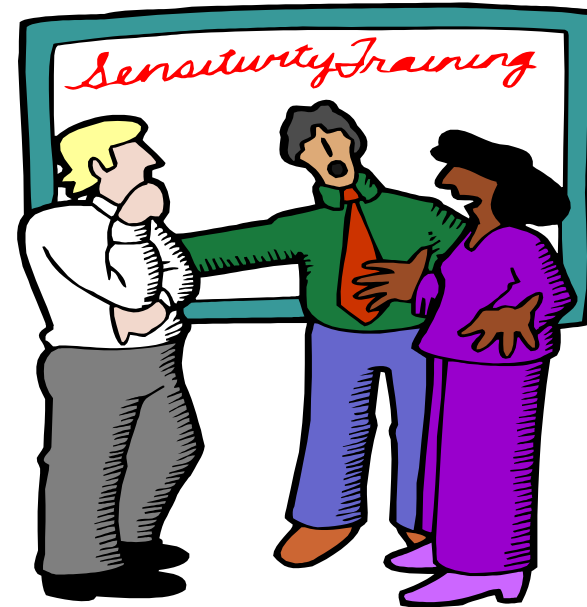
- Design for inducing others to coordinate their actions or goals with that of the leader to achieve the leader's goals (strategic leadership) (Van Vugt *et al*, 2007)
- Involves the solution to a coordination problem through influencing individuals to contribute to group goals as defined by the leader (coordinating leadership) (Van Vugt *et al*, 2007; Van Vugt & Kurzban, 2008)

EVOLUTIONARY LEADERSHIP and ORGANISATIONAL IDEOLOGY

- Organisational ideology embedded in values, mission, vision statements
- Situates the organisation within the social and economic web of society
- Defines its niche (sphere of operations)
- Defines its in-group vs out-group relationships
- Rallies staff to the ideological “cause”

EVOLUTIONARY LEADERSHIP and ORGANISATIONAL IDEOLOGY

- Creates a network of binding staff relationships (our “tribe”, our family, our kin) (Geary, 2002; 2005; 2007)



ROLE OF THE LEADER IN ORGANISATIONAL IDEOLOGY

- “survival of the fittest”, incorporating:
- Validates and legitimises the organisational ideology
- Works to ensure the sustainability of organisation
- “fit” with the environment (adaptation, deliver on ideology)
- Niche protection through scanning of operating environment for threats

ROLE OF THE LEADER IN ORGANISATIONAL IDEOLOGY

- Communicate with influence at all levels of organisation and society ensuring that ideological message is understood
- Creating a shared social identity around the organisational ideology (Geary, 2002; Reicher *et al*, 2007)



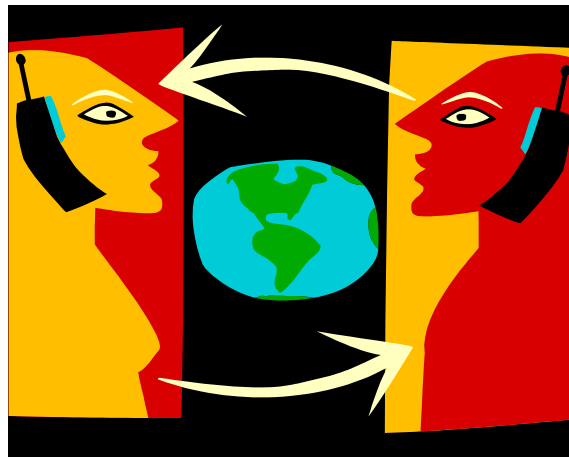
EVOLUTIONARY LEADERSHIP QUALITIES

- Ability to identify sources of information relevant to the organisation and able to process and cull that information
- Scan the operating environment to identify challenges to the organisations chances of surviving and thriving and communicating those challenges to all stakeholders



EVOLUTIONARY LEADERSHIP QUALITIES

- Marshalling the human (folk psychology), financial (folk biology) and physical (folk physics) resources needed to meet the challenges
- Communicator – has high level of encoded primary abilities in folk psychology domain



EVOLUTIONARY LEADERSHIP QUALITIES

- Importantly, managing the human resources, the relationships of the in-group (internal and external stakeholders) and understanding the nature of the challenge from the out-group (the “competition”) and distributing fairly and equitably across the organisation the financial and physical resources required to adequately meet the challenges

EVOLUTIONARY LEADERSHIP QUALITIES

- Strategic thinker – able to simulate a future “perfect world” and organise and control the necessary human, financial and physical resources to move toward that future (demonstrate abilities such as problem solving, reasoning, attributions and devise behavioural strategies within the organisation to reduce the gap between current and future conditions)
- Humility and integrity - practices humility and demonstrates integrity in relations with others. Knows that everyone has potential for leadership at their own level of functioning and encourages them to take the responsibility

EVOLUTIONARY LEADERSHIP QUALITIES (Individual traits)

- Problem solving – ability to identify and solve problems
- Abstract reasoning – ability to think strategically, to see patterns in information
- General intelligence – high levels of gC and gF to be able to plan ahead and anticipate new threats and opportunities
- Ability to process information quickly
- Language skills – able to build and “sell” organisational ideology

EVOLUTIONARY LEADERSHIP QUALITIES (Individual traits)

- Demonstrates integrity and builds trust with stakeholders (internal and external)
- Is diplomatic and tactful
- Demonstrates fairness and generosity – redistributes resources fairly and equitably
- Shows decisiveness in making sound decisions for group – is principled
- Competent – has high level of skill in one or more folk domains

EVOLUTIONARY LEADERSHIP QUALITIES (Individual traits)

- Vision – able to simulate an ideal future scenario and inspire people to work toward achieving goals
- Demonstrates a high functioning working memory and attentional control brain mechanisms
- Understands theory of mind – has high functioning emotional intelligence

EVOLUTIONARY LEADERSHIP QUALITIES (Individual traits)

- Demonstrates humility and genuine concern for others (as opposed to selfishness and dominance)
- Transformational – ability to change the way staff see themselves in relation to organisational ideology
- Able to “juggle” multiple complex tasks