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Heavy Mettle: The Role of Confidence and Optimism in Leadership Effectiveness

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Functions of Organizational Effectiveness

Organizational

- Internal Maintenance
(Stability)
- External Adaptability
(Change)

Leadership

- Motivation &
Guidance
- Problem Solving
& Decision Making



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Group/Team/Organizational Effectiveness

Productivity

(quantity of task-relevant output)

Efficiency

(productivity relative to cost)

Follower Commitment

(satisfaction, effort, loyalty)

Effectiveness

(all of the above focused on the mission)



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Three Aspects of Effective Leadership

- Image Management
- Relationship Development
- Resource Deployment



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Image Management

- Competence
- Trustworthiness



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Relationship Development

- Judgment
- Guidance
- Fairness



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Resource Deployment

- Self Deployment
- Strategy/Environment Fit



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Leadership “Mettle”

- **CONFIDENCE**
(Leadership Self-Efficacy)
- **OPTIMISM**
(Generalized Positive Expectancies)



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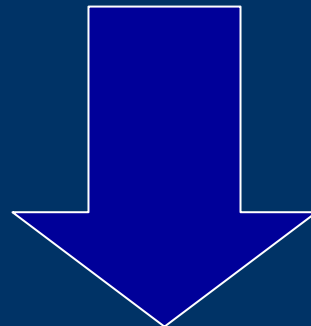
Active Ingredients of METTLE

Calmness = Enhanced Judgment

Reduced Defensiveness = Enhanced Sensitivity

Higher Goals = Enhanced Performance (Self-Regulation)

Positive Expectations = Enhanced Coping & Perseverance



Similar States Among Subordinates