

BOLD Characteristics Defined

Many words are used to describe BOLD leaders:



Four Characteristics of BOLD Leadership

1



Curiosity

a desire for acquiring new knowledge and sensory experiences that motivates exploratory behavior

2



Confidence

belief in one's inherent capabilities to produce, given one's levels of attainment

3



Empathy

identification with the feelings, thoughts, or attitudes of others

4

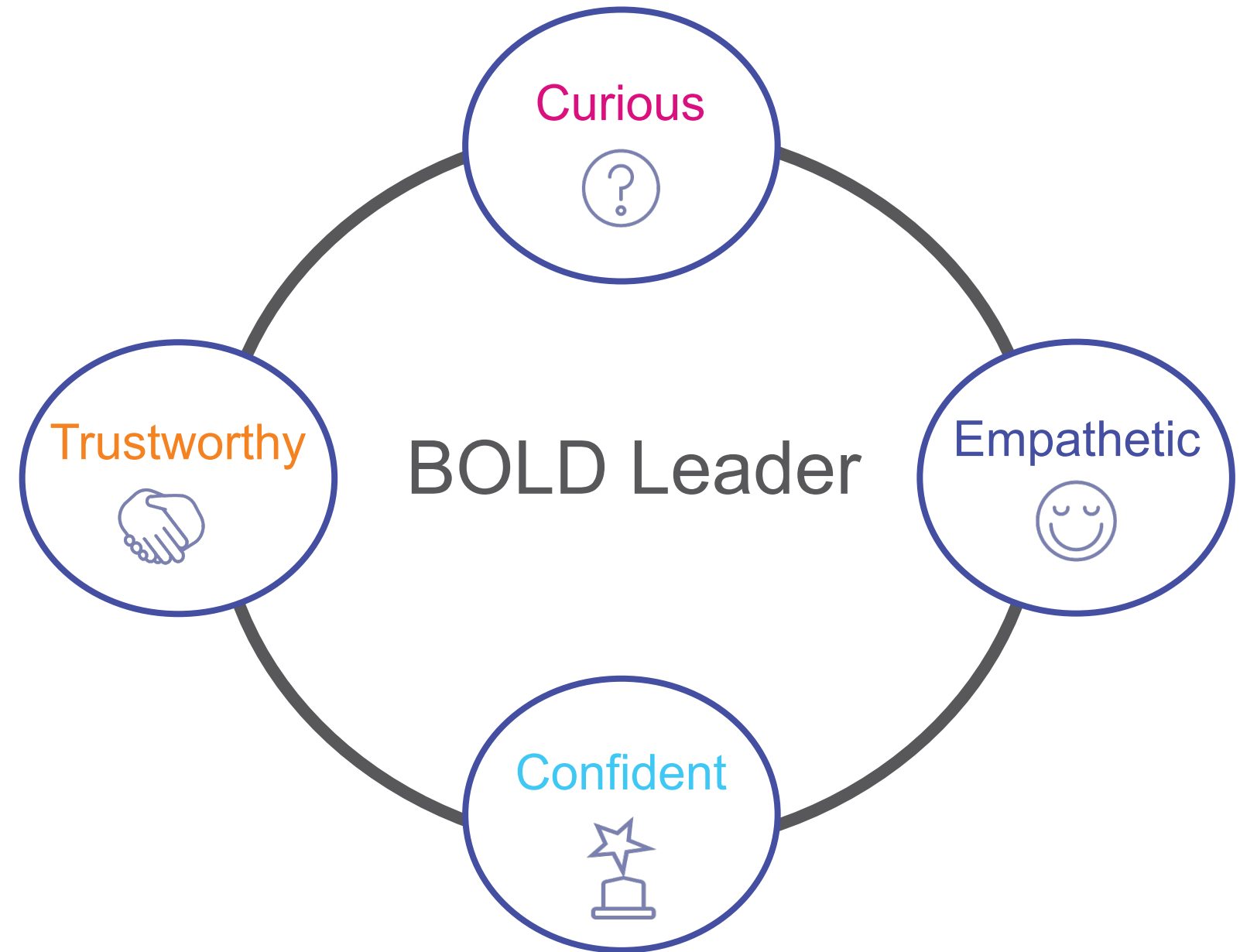


Trust

demonstrating personal trustworthiness and finding trust in others

BOLD Leader Framework

BOLD leaders are those who are motivated by their **curiosity** to tackle new and intractable problems, **confident** in their ability to find the solution that works for both their customers and organizations, **empathetic** to their customers and the strengths and weaknesses of their colleagues, and the **trusted** leader the organization will follow.



All About Curiosity

Importance

When people feel curious, they devote more attention to an activity, process information more deeply, remember information better, and are more likely to persist on tasks until goals are met.

Among other things, curiosity is associated positively with psychological flexibility, personal growth and autonomy.

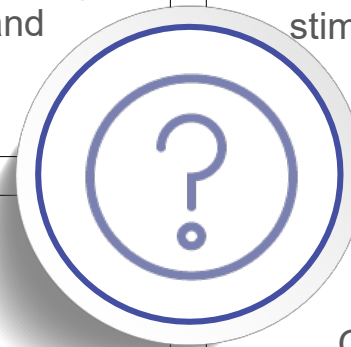
Source Theories

Curiosity is driven primarily by natural instincts and needs and strengthened by environmental factors.

Research suggests higher amounts of dopamine is released when the reward is unknown and the stimulus is unfamiliar, compared to activation of dopamine when stimulus is familiar.



90% Nature



Measurement Approach

Measuring curiosity as defined by a highly curious individual is someone who has the propensity to more readily recognize, pursue, and become absorbed in novel and challenging experiences.

Assessment

Curiosity and Exploration Inventory II (CE-II) measures an individual's:

- Motivation to seek out knowledge and new experiences (Stretching)
- Willingness to embrace the novel, uncertain, and unpredictable nature of everyday life (Embracing)

All About Confidence

Importance

Confidence is the perception of one's ability to perform a certain task successfully. High self-confidence allows people to:

- View challenging problems as tasks to be mastered
- Develop a deeper commitment to interests and activities
- Recover quickly from setbacks and disappointments

Source Theories

Confidence level is driven by a mix of genetic influences and environmental factors.

In a study of more than 3700 pairs of twins, both identical and fraternal, from age seven to age ten, researchers found that children's self-confidence is heavily influenced by heredity.



70% Nature



Measurement Approach

There is no all-purpose measure of perceived self-confidence.

In an effort to serve all purposes, items in such a measure are usually cast in general terms divorced from the situational demands and circumstances.

Assessment

Rosenberg Self-Confidence Scale

A scale that measures global self-worth by measuring both positive and negative feelings about the self.

All About Empathy

Importance

Empathy is the oil that keeps relationships running smoothly. There are 2 components to empathy:

Cognitive Empathy: The capacity to understand another's perspective or mental state.

Emotional Empathy: The capacity to respond with an appropriate emotion to another's mental states.

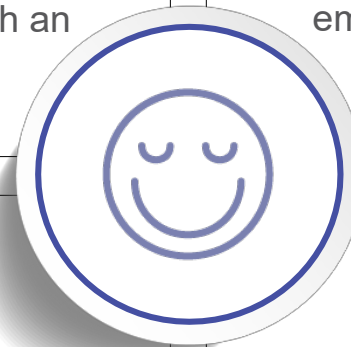
Source Theories

The ability to empathize develops with contributions from various biologically and environmentally based factors.

These include genetic factors (twins studies), neurodevelopmental factors (mirror neurons induce empathy) and parenting (synchrony).



50% Nature



Measurement Approach

Most empathy measures equate sympathy with empathy. However, these are distinct and separable constructs.

The HES is considered to measure cognitive empathy, the QMEE is considered to measure emotional empathy, and the IRI and BES are considered to measure both cognitive and emotional empathy.

Assessment

Toronto Empathy Scale

A scale that measures all three factors of empathy (i.e., emotional contagion, emotional disconnection, and cognitive empathy) in adults.

All About Trust

Importance

The trust literature distinguishes between three concepts of trust: Trustworthiness, Trust propensity and Trust.

Level of trust is positively related to inherent characteristics such as integrity and benevolence and external characteristics such as performance and risk taking.

Source Theories

Recent studies have shown that trusting attitudes and behavior are biologically influenced.

Focusing on the classic trust game, it has been demonstrated that oxytocin increases trust and that humans are endowed with genetic variation that influences their behavior in the game.



Measurement Approach

There is evidence that trusting behavior is related to underlying individual differences.

Assessments must measure trust as both the generalized expectation of others and the willingness to accept vulnerability.

Assessment

Propensity to Trust Survey (PTS) – respondent
Trustworthiness Assessments - peers

The propensity to trust survey measures the broad construct that trust is related to individual differences in attraction to rewards and sensitivity to punishments.

The trustworthiness assessment is used to determine how others view your behavior.