Herman Van Rompuy: Calm Resolve in the European Union

Tobias Van Assche Ph.D.
Post Doctoral Fellow
Media Movements and Politics (M2P)
Department of Political Science
University of Antwerp
Sint-Jacobstraat 2
2000 Antwerp
Tobias.vanassche@ua.ac.be
+32/475 49 25 40

Summary[1]

This paper uses the Leadership Trait Analysis (LTA) technique, developed in the United States, to investigate the leadership style of current Belgian Prime Minister and frontrunner for the Presidency of the European Council, Herman Van Rompuy. This technique relies on the word use in interview responses to analyze how he scores on: 1) openness to information, 2) task or interpersonal focus, 3) challenge constraints, and 4) motivation towards the world. This study finds that Van Rompuy can act like an opportunistic or a collegial leader, depending on the context. He is in general open to information, can be task oriented or focused on the group morale based on the situation, and generally respects constraints that he perceives in the environment. Internationally, his focus is on taking advantage of opportunities and relations. He does not have a strong ingroup bias or distrust of others.

This profile confirms Van Rompuy's media image of someone who focuses on negotiating and troubleshooting, who is not driven by a personal need for power and prestige. According to the results, he is a leader who will constantly evaluate cues from the environment and only move forward when he deems it feasible. He is also flexible in the way he balances accomplishing tasks and retaining group morale. This paper argues that this type of leader is a good match for the conditions that the EU currently finds itself in. The EU needs someone with calm resolve who can deal with the economic and financial crisis, the fatigue following the latest enlargement rounds, and who can implement the Lisbon Treaty.

Introduction

In the last week or so, Herman Van Rompuy, the current Belgian Prime Minister has frequently been mentioned as frontrunner for the position of president of the European Council (Euractiv, 2009; De Standaard, 2009). According to Article 9B of the Lisbon Treaty, the new president, who will be elected by the European Council by a qualified majority vote, will serve for two and a half years and:

a. Will chair the European Council meetings and drive towards its work

b. Shall ensure the preparation of and continuity of the work of the European Council, in cooperation with the President of the Commission, and on the basis of the work of the General Affairs Council;

c. Shall endeavor to facilitate cohesion and consensus within the European Council; and

d. Shall present a report to the European Parliament after each of the meetings of the European Council.

e. He or she will also ensure the external representation of the Union on issues concerning its common foreign and security policy, without prejudice to the powers of the High Representative of the Union for Foreign Affairs and Security Policy.

So far, the only way to judge how the Belgian Prime Minister will act as President of the European Council is based on how he has handled prior positions. According to Euractiv (2009), he is considered to be "a skilled mediator and troubleshooter, gained from the difficult Belgian inter-community political context." This source also states that some of his weaker points are that he is not considered to be a charismatic communicator and lacks international prominence. However, prior domestic experience is not always a foolproof indicator of how an individual will act in the international domain. Nobody for example expected Jacques Delors to be so influential and such a driving force as Commission President (1988-1994).

Another approach to assess how an individual will lead an organization is by constructing a psychological profile of his leadership style. In the same fashion in which many companies use psychological tests to investigate someone's leadership capacities, political psychologists have developed at-a-distance measures, based on content analysis of interview responses, to determine how a leader will interact with the people in his or her environment (voters, advisors, and other leaders) and how this person will structure the interactions, norms, rules, and principles, that are necessary to perform the function (Hermann, 2003, p. 181). After a brief overview of the history of leadership profiling, this paper will explain the method of creating a leadership trait analysis at-a-distance, and will construct the general profile of Herman Van Rompuy. Finally, it will speculate what its implications might be for the European Council, if he were chosen.

Studying Political Leaders

In order to analyze the characteristics of a politician, this person would normally have to complete a series of psychological tests, or have to be trailed for a long period of time. Political leaders are however not often available for this type of research, or not interested, and would in most cases not be very pleased with the results. Political psychologists have therefore devised a number of techniques with which they can analyze different aspects of a leader's personality without having to come in direct contact with this person.

The studying of political leaders is not a new development. Biographers and historians have been trying to answer why important historical figures acted in a certain way for centuries. Together with the development of psychology as an academic discipline scientists also started applying these new theories to political leaders. These

first attempts were very strongly based on Freudian psychoanalytical frameworks. The scientists would investigate certain critical periods in the leader's life and focused mainly on the relationship with his or her parents, childhood traumas, and important events such as the first political success. For example, Alexander and Juliette George (1956) argued that US President Woodrow Wilson acted very stubbornly and did not want to agree to certain compromises because of an inferiority complex, which emerged because of his relationship with his father. Robins and Post (1977) also argued that many of Soviet leader Joseph Stalin's brutal acts can be attributed to his paranoia.

Like psychology as a discipline, the study of political leadership has evolved since Freud. Traditional psycho-analytical methods are not as frequently used today, because this approach focuses too much on different levels of pathological behavior, relies on primary and secondary historical sources—whose reliability can be questionable—and because it is impossible to falsify its claims (For a good review of the psycho-biographical approach, see Runyan, 1981). In response, political psychologists have taken the newest theories and techniques from psychology and subsequently applied them to political leaders. They have also developed at-a-distance tools that mainly rely on content analysis, in order to bridge the gap between scholars and political leaders. Many of these techniques are now conducted with the help of computer software.

Political psychologists identify three major categories of factors that can influence the behavior of a political leader: 1) motivation, 2) cognition and beliefs, and 3) temperament and inter-personal characteristics (Shafer, 2000, pp. 516-518). In every category, scholars look for specific factors that can influence the behavior of a political leader, and develop specific approaches to measure them at a distance. Winter (1991) for

example examines the impact of motivation, while Leites (1951) and George (1969) developed the operational code method that analyses person's perception of the world (conflictuous vs. harmonious, predictable vs. unpredictable etc.) and how he or she should act in this context.

This paper applies the Leadership Trait Analysis (LTA) approach developed by Margaret G. Hermann, who is currently the Director of the Moynihan Institute of Global Affairs at Syracuse University in New York. This method combines the most important components of a leader's personality—motivation, cognition, beliefs—to make a general leadership style (Hermann, 1980; Hermann & Hermann, 1989; Kaarbo & Hermann, 1998; Hermann, 2003a). A leadership style is the way in which a person interacts with the people in his or her environment (voters, advisors, and other leaders) and how this person structures the interactions, norms, rules, and principles, that are necessary to perform the function (Hermann, 2003, p. 181). To bridge the gap between leaders and scientists, this approach relies on a content analysis. The LTA approach analyzes the type of words—not the content—that the politician uses to measure the different characteristics that can influence how he or she approaches his or her function. These characteristics are: self-confidence, conceptual complexity, need for power, belief that he or she can control events, task vs. interpersonal focus, distrust of others, and ingroup bias. These traits are then combined to answer three questions that determine the overall profile: 1) is the leader open or closed to information, 2) does he or she accept or challenge constraints, and 3) why is the person motivated to become a politician: task or interpersonal relationship focused? Based on the answers to these questions, leaders can be divided into one of eight general leadership styles: expansionistic, evangelistic,

actively independent, directive, incremental, influential, opportunistic, and collegial (See table 5 for a short description of each leadership style). Next to the general leadership style, this study will also investigate how the leader is motivated towards the world: is the leader driven by threats or problems that he or she perceives in the world or by the opportunities to form cooperative relations?

This method is an established approach in the study of political leaders and has in the past mainly been applied to study leaders who are active in the foreign policy realm.[2] Among others, profiles have been developed of Bill Clinton (Hermann, 2003b), Hafez Al Assad (Hermann, 2003c), members of the Soviet Politburo (Hermann, 1980), the Secretaries-General of the United Nations (Kille, 2006) and, in a Belgian context, former Prime Minister and current minister of foreign affairs, Yves Leterme (Van Assche, Forthcoming).

Bill Clinton is a good example of a collegial leader. Overall, he 1) respects constraints from the environment, 2) is open to –and actively seeks--information, and 3) is driven by problems as well as keeping the morale of the group high. This collegial profile says that Clinton will mainly rely on a team building strategy (Hermann, 2003b, p. 320). He considers himself the team leader and believes that he depends on others to achieve his objectives. He delegates power in all aspects of decision-making, but also expects others to take their responsibilities. Clinton's profile is very similar to that of Mikhail Gorbachev and the Chinese Prime Minister Chou En-Lai. Saddam Hussein is an example of an expansionistic leader (Hermann, 2003c, p. 381). This type of leader has a

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[2] In foreign policy, the role of individuals is often much more important because they have more freedom to act than in the domestic realm; especially in crises where they have to act quickly (Hermann, 2001).

very strong sense of nationalism, has a need for power, distrusts others, and is very self-confident. Saddam Hussein considered the world to be anarchic and full of threat. The only way to have any influence is by controlling what he has and to expand power and influence. Other expansionistic leaders are Cuban leader Fidel Castro and Gamal Abdel Nasser (1918-1970), the Egyptian President (Hermann, 2003c, p. 381).

Besides tests that examined how various coders—and later the computer program Profiler Plus (www.socialscienceautomation.com) --reached the same conclusions (internal validity), the results of these analyses were also compared with how experts (journalists and people who worked closely with these individuals) that were able to observe and interact these leaders, assessed them (Hermann, 1984, 1986) (external validity). The leadership profiles were very closely correlated (.84) with the scores of these experts. These studies confirm that this technique is an accurate measure of leadership style. This method is therefore used outside of academia by various government bodies, among which the CIA (Post, 2003).

The unit of analysis is an interview response. In order to make a good profile the researcher needs to use examples of spontaneous text. The longer the response to a question the less likely it is that the leader was influenced by the way in which the question, to which he or she was responding, was posed. That is why the answer has to be at least 100 words long. To make a general profile, a minimum of 50 interview responses need to be analyzed, that have been taken at different times, and are about various topics (Hermann, 2003a, p. 180). For Herman Van Rompuy, 53 interview responses of 100 words or more were analyzed from nine interviews conducted in 2009. These interviews are from sources such as De Standaard, Het Laatste Nieuws, Het Nieuwsblad, De

Morgen, De Tijd, and Ampersand (CD&V newsletter) (See appendix I for information on the interviews). These interviews were about a range of topics from his vision on passion, his trip to Australia, his position within his party, how Belgium should confront its problems, etc. In these articles, the objective was not to analyze the content of the text, but to investigate how the leader presents himself through his word use. The fact that some newspapers might shorten their interviews and select certain answers above others should not affect the final result.

In the spontaneous text, the objective is to look for words that indicate the various characteristics (see appendix II for a summary of all characteristics). For example, for conceptual complexity, or the level of distinction that this person makes between people, places, ideas, things, and policies, the researcher will look for the ratio of words that demonstrate high complexity ('sometimes', 'maybe', 'in many cases') compared to words with low conceptual complexity ('every', 'never', 'in any case') (Hermann, 2003a, 195). For other characteristics, the ratio of different types of words such as specific verbs, adjectives, nouns, and personal pronouns is calculated.

Another example is whether someone is task focused or interpersonally focused. Someone who is very task focused will often use words that indicate action such as 'accomplish', 'position', and 'plan'. Someone who is more interested in maintaining the group will more often use words such as 'to collaborate', 'forgive', 'to free', and 'amnesty'. This coding is done automatically using a computer program (Profiler+) that searches for these words and calculates their relative frequencies. [3] Whether someone

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[3] Because the libraries are in English, most interviews had to be translated from Dutch into English. One interview had already been translated by Lexis Nexis, the rest of the articles were translated by someone who is fluent in both English and Dutch. Studies

scores high, average, or low on a certain characteristic is determined by comparing the results with the average scores of 122 international political leaders, among whom 87 heads of state whose scores were determined in the same fashion (Hermann, 2003a)[4]. These leaders include ministers, rebel leaders, members of parliament, and opposition leaders who were active between 1945 and today.

Herman Van Rompuy's Leadership Style

Table 1 summarizes Herman Van Rompuy's scores and compares them to the scores of other political leaders and heads of state. In all cases, the Prime Minister's scores fall clearly at the extremes of the spectrum, except for task vs. interpersonal orientation, where he scores moderate. In comparison to other political leaders and heads of state, Van Rompuy scores very high on conceptual complexity and very low on self-confidence; he scores low on need for power, and does not believe that he can control events. Finally, he scores low on ingroup bias and distrust of others. Although these characteristics by themselves give some insight into the personality of the leader, the results have to be combined to answer three questions in order to determine someone's leadership style: 1) is he open or closed to information (self-confidence, conceptual complexity), 2) is he task or interpersonally oriented (task orientation), and 3) is he willing to challenge constraints (need for power, belief that can control events)? These questions will be treated separately below after which the general profile will be described.

have shown that the profiles remain accurate, even when translated from another language (Hermann, 2003a: 210).

[4] A leader score high or low on a certain characteristic if his or her results are more than one standard deviation above or below the mean of the reference group. Dis reference group was created as a base to compare the leaders' scores with. Without this reference group, the scores by themselves do not mean anything.

Tabel 1: Herman Van Rompuy's leadership style in comparison with other political leaders and heads of state.

LTA Characteristics	Van Rompuy score		Political leaders (N=122)	Heads of State (N=87)
Conceptual Complexity	.66	*High*	Average = .45 Low < .32 High > .58	Average = .44 Low < .32 High > .56
Self-Confidence	.25	*Low*	Average = .57 Low< .34 High > .80	Average = .62 Low < .44 High > .81
TASK	.59	*Average*	Average = .62 Low <.48 High > .76	Average = .59 Low < .46 High > .71
POWER	.18	*Low*	Average = .50 Low < .38 High > .62	Average = .50 Low < 37 High > .62
Belief Ability to Control Events	.30	*Low*	Average = .45 Low < .33 High > .57	Average = .44 Low < .30 High > .58
In-Group Bias	.12	*Low*	Average = .42 Low < .32 High > .56	Average = .38 Low < .20 High > .56
Distrust of Others	.13	*Low*	Average = .41 Low < .25 High > .56	Average = .38 Low < .20 High > .56

Openness to information

The first question that needs to be answered is whether the prime minister is open to information from the environment. Van Rompuy scores very high on conceptual complexity and low on self-confidence. His high conceptual complexity indicates that he attends to a wider array of stimuli from the environment than leaders who score low on this trait. He sees issues more gray than black or white and seeks a variety of perspectives through which to organize the situation in which he finds himself. He needs to gather a large amount of information and does not necessarily trust his first instincts. He will take

his time to make a decision and involve a large array of actors in the decision-making process. He also scores low on self-confidence. This means he is easily swayed by the contextual winds. To compensate for these feelings of inadequacy, such leaders seek to become the agents, representatives, or delegates of political groups that can help to enhance their self-confidence.

Someone with these traits is very open to information. This means that Van Rompuy is very sensitive to the environment and does what he considers acceptable given the circumstances. This type of leader is generally pragmatic, and answer more to the interests, needs, ideas and demands of others. Such leaders also tend to have more discussions in collegial groups in which many exchanges of information take place. This is in contrast with leaders who are closed to information. The latter tend to be more ideological and/or principled, are convinced that they are right, and know what should happen. These politicians are also more likely to interpret the environment based on their opinions (Hermann, 2003a p.192).

Table 2: Rules For Determining Openness to Information

Scores on Conceptual Complexity and Self-Confidence	Openness to Contextual Information
Conceptual Complexity > Self-Confidence Self-Confidence > Conceptual Complexity Conceptual Complexity and Self-Confidence Both High Conceptual Complexity and Self-Confidence Both Low	**Open** Closed Open Closed

Motivation For Seeking Office

The next question that needs to be answered is what drives Van Rompuy to be a politician. Is he more interested in accomplishing tasks or maintaining the group? These two options form the ends of a continuum. Task focus suggests the relative emphasis a

leader places on dealing with the problem that the government faces in interactions with others as opposed to focusing on the feelings and the needs of relevant and important constituencies. For leaders who emphasize the problem, the principal purpose for assuming leadership is moving the group towards a goal. For those who emphasize group maintenance and establishing relationships, keeping the loyalty of constituents and morale high are the central functions of leadership. According to the LTA score, Van Rompuy scores moderate and thus falls somewhere between the two extremes. He will focus on the problem when it is appropriate for the situation at hand and on building relationships when that seems more relevant (Hermann, 2003a p. 198). This type of leader senses when the context calls for each of these functions and focuses on it at that point in time. In some cases, he will act as a taskmaster, and will be willing to sacrifice a high level of morale in the group for accomplishing a task. In other cases, he will only move when and at the speed at which the group is willing to move. This in contrast to Belgian Foreign Minister, Yves Leterme, who scores high on task focus (Van Assche, Forthcoming).

Table 3: Rules for Assessing Motivation for Seeking Office

Score on Task Focus	Motivation for Seeking Office
High	Problem
Moderate	**Both problem and relationship depending on the context**
Low	Relationship

Reaction to Constraints

The last part necessary to determine a leadership style is to determine whether or not the leader will respect or try to challenge constraints from the environment. This is based on his scores for need for power and belief that he can control events. Van Rompuy

scores low on both of these traits. Leaders who score low on belief that they control

events tend to be more reactive to situations. They are less likely to take initiatives, and

prefer to let others take the responsibility for anything too daring and out of the ordinary.

His low need for power indicates that the Belgian Prime minister has less need to be in

charge. He is willing to be one among several who have influence. He does not need to

take credit for everything that happens. He believes that what is good for the group is

good for him. He is likely to become the agent of the group, representing its needs and

interests in policy-making (Hermann, 2003a: 191-2).

According to these scores, Van Rompuy tends to respect constraints. He has a low

need for power and does not believe that he can control events. Because of this he has the

tendency to work towards his goals within the parameters that he perceives. He will try to

achieve compromises and build a consensus, instead of trying to overcome the

limitations. He will also be less likely to take responsibility for something that seems too

risky or out of the ordinary.

Table 4: Leader's Reaction to Constraints

	Belief Can Control Events	
Need for Power	Low	High
Low	**Respect** constraints: Work within such parameters towards goals; comprise and consensus building important	**Challenge** constraints but less successful in doing so because too direct and open in use of power; less able to read how to manipulate people and setting behind the scenes to have desired influence.
High	**Challenge** constraints but more comfortable doing so in an indirect fashion—behind the scenes; good at being "power behind the throne" where they can pull string but are less accountable for result.	**Challenge** constraints; are skillful in both direct and indirect influence; know what they want and take charge to see it happens.

Leadership Style As A Function of Responsiveness to Constraints, Openness to Information, and Motivation

Herman Van Rompuy is likely to act as an opportunistic leader, or a collegial leader, depending on the situation at hand. An opportunistic leader's focus of attention is on assessing what is possible in the current situation and context given what one wants to achieve and considering what important constituents will allow. A collegial leader's focus of attention is on reconciling differences and building consensus—on gaining prestige and status through empowering others and sharing accountability.

Table 5: Leadership Style as a Function of Responsiveness To Constraints, Openness to Information, and Motivation.

Responsiveness to Constraints	Closed to Information	Motivation	
		Problem Focused	**Relationship Focused**
Challenges constraints	Closed to information	*Expansionistic* (Focus of attention is on expanding leader's, government's and state's span of control.)	*Evangelistic* (Focus of attention is on persuading others to join in one's mission, in mobilizing others around one's message).
Challenges constraints	Open to information	*Actively Independent* (Focus of attention is on maintaining one's own and the government's maneuverability and independence in a world that is perceived to continually try to limit both).	*Directive* (focus of attention is on maintaining one's own and the government's status and acceptance by others by engaging in action on the world stage that enhance the state's reputation.)
Respects constraints	Closed to information	*Incremental* (focus of attention is on improving state's economy and/or security in incremental steps while avoiding the	*Influential* (Focus of attention is on building cooperative relationships with other governments and states in order to play a leadership role; by working

		obstacles that will inevitably arise along the way.)	with others, one can gain more than is possible on one's own)
Respects constraints	**Open to information**	*Opportunistic* (focus of attention is on assessing what is possible in the current situation and context given what one wants to achieve and considering what important constituencies will allow).	*Collegial* (Focus of attention is on reconciling differences and building consensus—on maintaining prestige and status through empowering others and sharing accountability).

Motivation towards the world

Although it is not necessary in order to create a leadership profile, another important question for an international leader is what his motivation towards the world is. The answer to this question is based on his scores on ingroup bias and distrust of others. Ingroup bias indicates to what extent he views that his own group holds center stage. Since Van Rompuy scores low on this trait, it means that he is less likely to view the world in black and white terms and more willing to categorize "we vs. them" based on the nature of the situation and/or problem at hand. Distrust of others involves a general feeling of doubt, uneasiness, misgivings and wariness about others. His low score demonstrates that trust and distrust in the international domain are more likely to be based on past experience with the people involved and on the nature of the current situation. A person is distrusted based on more realistic cues and not on stereotypes.

Since Van Rompuy scores low on both traits, it means he does not perceive the world to be a threatening place. He sees conflicts as context-specific and need to be reacted to on a case-by-case basis. He realizes that his country, like many others, has to deal with certain constraints that limit what one can do and call for flexibility of response.

Moreover, there are certain international arenas where cooperation with others is both possible and feasible. In general he is focused on taking advantage of opportunities and relationships in the world.

Table 6: Motivation Towards World

In-Group Bias	Distrust of Others	
	Low	High
Low	World is not a threatening place; conflicts are perceived as context-specific and are reacted to on a case-by-case basis; leaders recognize that their country, like many others, has to deal with certain constraints that limit what one can do and call for flexibility of response; moreover, there are certain international arenas where cooperation with others is both possible and feasible. *(Focus is on taking advantage of opportunities and relationships)*	World is perceived as conflict-prone, but because other countries are viewed as having constraints on what they can do, some flexibility in response is possible; leaders, however, must vigilantly monitor developments in the international arena and prudently prepare to contain an adversary's actions while still pursuing their countries' interests. *(Focus is on taking advantage of opportunities and building relationships while remaining vigilant).*
High	While the international system is essentially a zero-sum game, leaders view that it is bounded by a specific set of international norms; even so, adversaries are perceived as inherently threatening and confrontation is viewed to be ongoing as leaders work to limit the threat and enhance their country's capabilities and relative status. *(Focus is on dealing with threats and solving problems even though some situations may appear to offer opportunities)*	International politics is centered around a set of adversaries that are viewed as evil and intent on spreading their ideology or extending their power at the expense of others; leaders perceive that they have a moral imperative to confront these adversaries; as a result, they are likely to take risks and to engage in highly aggressive and assertive behavior. *(Focus is on eliminating potential threats and problems)*

Implications

To summarize, Herman Van Rompuy acts as an opportunistic or a collegial leader, depending on the situation that he is confronted with. He is very open to information, does not challenge constraints, and can either be task or interpersonally focused depending on the situation. He is also focused on taking advantage of opportunities and relationships in the international domain. This falls in line with his general image in the media. Two specific examples that confirm this analysis are his personal motto and his reaction to being courted as a prime ministerial candidate.

His personal motto is 'calm resolve' or '*rustige vastheid'* in Dutch. This description of how he himself views how politics needs to be approached closely fits the profile's analysis that he tends to respect constraints, and is willing to take his time to analyze a problem (high conceptual complexity). He will work within the limits as he perceives them, and move forward when the opportunity presents itself. Meanwhile, he will continue to monitor the environment for more information.

How Van Rompuy reacted when he was considered for the prime ministerial position also confirms this profile. When Van Rompuy was initially considered for the position of prime minister, he initially declined, because he said the lifestyle of the chief executive was not for him (De Tijd, 2008). It took some convincing to finally have him accept the nomination. This incident demonstrates that Van Rompuy does not have a strong need for power and is thus not driven by prestige.

Based on his profile, electing Van Rompuy as the first president of the European Council is a very good choice considering what Europe needs at this time. The Union is not looking to make any drastic changes in the near future. It is instead going to try to

digest a number of recent developments such as: the economic crisis, issues concerning the latest expansion rounds, and the implementation of the Lisbon Treaty. The main challenge that the new President faces is finding a way to come to an agreement between 27 countries with very different demands and needs: eurosceptics vs. euroenthousiasts, new vs. old members etc. . This has to be accomplished without too many of the members feeling left out or forced into signing something they do not agree with. Van Rompuy's leadership style is a very good match for these conditions. He is not likely to try to force an agreement when there is no general consensus. He is able to sense when to be task focused and when it is necessary to raise the morale within the group, which means he has a number of extra tools that leaders that fall on either end of the spectrum do not have. He will also act without much interest in personal prestige. He will be happy if the group can come to an agreement. He will therefore create the sense that the countries are working 'with' him towards an agreement, instead of working 'for' him.

The most significant problem with Van Rompuy possibly becoming president of the European Union is its implications for Belgium. Belgium needs this type of leader to steer the country through the difficult state reforms that have already caused crises on numerous occasions. Both Europe and Belgium can use his calm and steady leadership, and it is still unclear who will benefit from it.

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Appendix I: Interviews Used to Create Van Rompuy's Profile

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Appendix II: How Leadership Traits Are Coded

Trait	What is Coded?	Examples
Conceptual Complexity	- Percentage word that indicate that the leader can distinguish various dimension in the environment, as opposed to words that can only identify a few categories. - Score is the average of the percentages of all interview responses.	- *Words that indicate high complexity:* approximately, possibly, trend, example. - *Words that indicate low complexity:* absolute, without doubt, sure, irreversible.
Self-Confidence	- Percentage of personal pronouns that indicate that a leader is undertaking an activity, that he is the leading figure on the subject, or receives a positive reaction from another person. - Score is the average of the percentages of all interview responses.	- *Undertaking activities*: I am going to…, this is my plan. - *Leading figure:* I fit were up to me, let me explain what I mean. - *Positive Reaction:* my position was accepted, you flatter me.
Task-Interpersonal Orientation	- Search for words that indicate accomplishment of a task or an instrumental activity and words that indicate concern about someone's feelings, wishes, and content. - Percentage words that indicate goal orientation compared to the those that indicate relationship. - Score is the average of the percentages of all interview responses..	- *Task Oriented words: accomplish, plan, position, proposal, advice, tactic.* - *Relationship words: appreciate, amnesty collaboration, disappointment, forgiveness, freeing, lead.*
Need for Power	- Percentage of verbs in an interview response in which the leader attempts to establish, maintain, or try to regain power. - Score is the average of the percentages of all interview responses.	- *Need for power verbs: I insist, I do not agree, I think.*
Belief Ability to Control Events	- Percentage of verbs or action words in an interview response in which a person or group of which he is a part takes responsibility for the plans or initiates an action. - Score is the average of the percentages of all interview responses.	- *BACE verbs and action words: we have decided, I have done, we have rejected.*
Ingroup bias	- Percentage words or phrases referring to a particular leader's own group that are favorable, suggest strength, or honor and identity. -	- *Favorable: great, peace loving, progressive.* - *Strength: powerful, capable, made great advances.* - *Honor and identity: need to defend firmly our borders,*

		must maintain our own interpretation.
Distrust of Others	- Noun and noun phrases referring to persons other than leaders and to groups other than those with whom the leader identifies. Does the leader distrust, doubt, have misgivings about, feel uneasy about, or feel wary about what these persons or groups are doing? - Score is the percentage of times in an interview response that he or she exhibits distrust towards other groups or persons. - Score is the average of the percentages of all interview responses.	