

Propositions

- 1) Perceptions of competence and friendship form a self-reinforcing loop: people befriend those whom they consider competent, and attribute competence to their friends (Ch. 2).
- 2) Proactive individuals recognize actual competence better, and appear as more competent to others (Ch. 2).
- 3) Conflict propagates through friendship in groups: people adopt enemies of their friends (“an enemy of a friend is my enemy”). Alliance building based on conflicting relationships – “an enemy of an enemy is my friend” – is less likely. (Ch. 3). Nevertheless, “friendship is the only cement that would hold the world together.” (Woodrow Wilson).
- 4) Personality helps to understand how people get along and get ahead in groups. To understand how personality contributes to relationship formation, we need to specify possible mechanisms and differentiate them from structural influences on network dynamics. (This dissertation).
- 5) Normative preferences in personality expression contribute to relationship formation in groups. (Ch. 3).
- 6) People underestimate the competence of women. (Ch. 3).
- 7) “The only way to have a friend is to be one” (Ralph Waldo Emerson). Pay it forward.
- 8) “I learned from my dog long before I went to Gombe that we weren't the only beings with personalities. What the chimps did was help me to persuade others.” (Jane Goodall). The insights into how personality contributes to relationship formation within groups are relevant well beyond management.
- 9) Excellence and equity are the two myths in higher education that underlie most tensions in academia. Only paradox cognition could reconcile them.
- 10) “In the middle of difficulty lies opportunity” (Einstein): PhD track is a character building exercise, which is particularly useful for developing resilience, determination, and frustration tolerance. And of all things (self-) compassion.
- 11) For creative insights open up to being, not doing.