

Extroverts: <ul style="list-style-type: none">▶ Seek stimulation<ul style="list-style-type: none">▶ Risk, People in large groups, Noise, Activity▶ Test their ideas on the world▶ Recover by interacting with others	Introverts: <ul style="list-style-type: none">▶ Are Easily over Stimulated<ul style="list-style-type: none">▶ Prefer quiet, People in small groups▶ Think ideas through internally before sharing with others▶ Recover alone
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Emotional Stability	
<ul style="list-style-type: none">▶ Calm▶ Placid▶ Poised▶ Adjusted▶ Tough▶ Contented▶ Self-sufficient▶ Repressed▶ Undemonstrative▶ Secure	<ul style="list-style-type: none">▶ Anxious▶ Neurotic▶ Angry▶ Hostile▶ Moody▶ Emotional▶ Changeable▶ Quixotic▶ Tense▶ Sensitive

Emotionally Stable people are good at: <ul style="list-style-type: none">▶ Coping with pressure▶ Keeping calm and carrying on▶ Dealing with setbacks	Neurotic people are good at: <ul style="list-style-type: none">▶ Using nervous energy to keep going▶ Anticipating threats▶ Demonstrating feelings
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Openness to Experience

- ▶ Intellectual
- ▶ Imaginative
- ▶ Analytical
- ▶ Curious
- ▶ Open-minded
- ▶ Ideas-driven
- ▶ Fantasists
- ▶ Artistic
- ▶ Practical
- ▶ Conventional
- ▶ Traditional
- ▶ Closed minded
- ▶ Simple
- ▶ Shallow
- ▶ Illogical

Open people are good at:

- ▶ Theoretical and abstract thinking
- ▶ Creative problem solving
- ▶ Coping with ambiguity

Traditional people are good at:

- ▶ Repetitious tasks
- ▶ Experiencing without analysing
- ▶ Respecting authority and tradition

Conscientious

- ▶ Organised
- ▶ Dutiful
- ▶ Thorough
- ▶ Achieving
- ▶ Self-Disciplined
- ▶ Orderly
- ▶ Dependable
- ▶ Precise
- ▶ Persistent
- ▶ Spontaneous
- ▶ Careless
- ▶ Disorderly
- ▶ Frivolous
- ▶ Irresponsible
- ▶ Forgetful
- ▶ Indolent
- ▶ Unscrupulous
- ▶ Lackadaisical

<p>Conscientious people are good at:</p> <ul style="list-style-type: none">▶ Maintaining standards▶ Getting things finished▶ Attention to detail▶ Achieving goals▶ Planning and organising	<p>Flexible people are good at:</p> <ul style="list-style-type: none">▶ 'Quick and dirty' solutions▶ Flexibility to changes▶ Working in chaotic environments
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<p>Agreeable</p> <ul style="list-style-type: none">▶ Sympathetic▶ Trusting▶ Kind▶ Affectionate▶ Helpful▶ Co-operative▶ Gentle▶ Unselfish▶ Sensitive	<ul style="list-style-type: none">▶ Suspicious▶ Fault-finding▶ Cold▶ Unfriendly▶ Quarrelsome▶ Hard hearted▶ Cruel▶ Stern▶ Aloof
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<p>Agreeable people are good at:</p> <ul style="list-style-type: none">▶ Customer Service▶ Helping others▶ Caring for others▶ Cooperative environments	<p>Tough Minded people are good at:</p> <ul style="list-style-type: none">▶ Taking hard decisions▶ Dealing with conflict▶ Disciplining staff▶ Competitive environments
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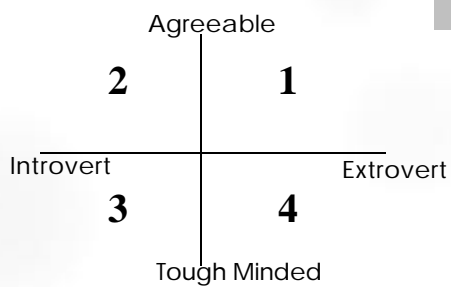
Are there only 5 dimensions of personality?

- ▶ Narrower scales give more detail
 - ▶ e.g. Conscientious = Dependable+Achieving
- ▶ Some areas only weakly covered
 - ▶ e.g. Competitive, Optimistic, Controlling
- ▶ 5 explains 70% of variance
- ▶ Different contexts require different levels of detail

Linking helps

- ▶ Low Conscientious
- ▶ High Emotional Stability

Easy Going



Measuring Personality

- ▶ Projective Techniques
- ▶ Observations of behaviour
- ▶ Questionnaires

Projective techniques



I feel
I am afraid of
My mother



Personality Questionnaires

- ▶ Usually Self Descriptions
- ▶ Individual differences
- ▶ Factors which change only slowly if at all
- ▶ Typical, preferred behaviour

Example Items

- ▶ I tell people what I think
- ▶ I worry what people are thinking of me
- ▶ I have frequent headaches
- ▶ I am a friendly person
- ▶ I want to travel
- ▶ I am interested in scientific discoveries
- ▶ I have given up on things before I achieved my goal
- ▶ People should concentrate on their own needs before helping others
- ▶ Other people see me as very organised
- ▶ Bizarre items?

Angleitner, 1982

Bizarre items

- ▶ I would rather be a Bishop than a Colonel
- ▶ There is something wrong with my sex organs
- ▶ I believe in the 2nd coming of Christ
- ▶ How many couples kiss on the first date?

Why are personality preferences predictive?

- ▶ Preferred behaviour style:
 - ▶ Comes easily
 - ▶ Requires less energy
 - ▶ Feels more natural, more comfortable
 - ▶ Is where you are most effective

Why a personality profile is informative

- ▶ Helps understand behaviour
- ▶ Understanding approach helps anticipate issues
- ▶ Understanding issues is first step to addressing them
- ▶ Helps make appropriate choices
- ▶ Can develop strategies
 - ▶ To exploit strengths
 - ▶ Mitigate weaknesses

Use of personality measures in employment

- ▶ Careers Guidance
- ▶ Selection
- ▶ Placement
- ▶ Personal Development
- ▶ Identifying Talent
- ▶ Promotion
- ▶ Team Building
- ▶ Competency Audits
- ▶ Dealing with problem staff

Teams Types

- ▶ Belbin (1982) identified 9 Team Types based on personality styles
- ▶ Found teams with a mix of types functioned better
- ▶ Some tasks require more of a particular type

Belbin Team Types

Shaper
Specialist
Co-ordinator
Resource Investigator
Monitor Evaluator
Implementer
Team Worker
Plant
Contributor

Other uses of questionnaires

- ▶ Motivation
- ▶ Values
- ▶ Strengths
- ▶ Leadership style
- ▶ "Dark Side"
- ▶ Competencies
 - ▶ 360 Approach
- ▶ Emotional Intelligence

Situational Judgement

- ▶ Judgement can require
 - ▶ Problem solving
 - ▶ Responding to contexts factors
 - ▶ Understanding how others may be feeling
 - ▶ Determining priorities in the situation
- ▶ Mix of cognitive and non- cognitive elements

Situational Judgement Example

You are working in a call centre for a telephone company. A customer calls to complain that an engineer has not yet arrived an hour past the scheduled time. The customer is upset and is talking in a raised voice.

Which of the following is the 'most effective' and which the 'least effective' action to take first of all:

1. Apologise to the customer and say you will arrange for a re-scheduled appointment.
2. Listen to the customer's feedback and say that you can understand that it is upsetting and very inconvenient.
3. Explain that the engineer has a very busy schedule and it's difficult for her to always be on time but you're sure she will arrive soon.
4. Ask the customer to hold while you contact the engineer to establish where she is.
