Learning Objectives

• Understand the nature of personality and how it is determined by both nature and nurture

• Describe the Big Five personality traits and their implication for understanding behavior in organizations

• Appreciate the ways in which other personality traits, in addition to the Big Five, influence employees’ behaviors in organizations
Learning Objectives

• Describe the different kinds of abilities that employees use to perform their jobs

• Appreciate how organizations manage ability through selection, placement, and training
Determination of a Leader

- What does it take to lead one of the largest global companies in the snack, food, and beverage company?

- The conscientiousness, determination, self-discipline, sociability, and affectionate behavior of Indrawn Nooyi, CEO of PepsiCo.
Individual Differences

Personality

Ability
**Personality** is the pattern of relatively enduring ways that a person feels, thinks, and behaves.
The Nature of Personality

- Develops over a person’s lifetime
- Generally stable in the context of work
- Can influence career choice, job satisfaction, stress, leadership, and even performance
Exhibit 2.1

Nature and Nurture:
The Determinants of Personality

Nature
Biological heritage

Personality

Nurture
Life experiences
The Interaction of Personality and Situational Factors

Exhibit 2.2

Personality

Feelings
Thoughts
Attitudes
Behavior

Situational factors
Σ of employee personalities = organizational personality

Individuals with similar personalities tend to be attracted to an organization (attraction) and hired by it (selection) and individuals with other types of personalities tend to leave the organization (attrition)
The Big Five Model of Personality

- Extraversion
- Neuroticism
- Agreeableness
- Conscientiousness
- Openness to Experience
A Big Five Personality Profile

Exhibit 2.4

Extraversion

Low → High

Neuroticism

Low → High

Agreeableness

Low → High

Conscientiousness

Low → High

Openness to experience

Low → High
Extraversion (Positive Affectivity)

Personality trait that predisposes individuals to experience positive emotional states and feel good about themselves and the world around them.
A Measure of Extraversion

Exhibit 2.5

- How accurately does each statement describe you?
- It is easy for me to become enthusiastic about things I am doing.
- I often feel happy and satisfied for no particular reason.
- I live a very interesting life.
- Every day I do some things that are fun.
- I usually find ways to liven up my day.
- Most days I have moments of real fun or joy.
Neuroticism (Negative Affectivity)

Personality trait that reflects people’s tendency to experience negative emotional states, feel distressed, and generally view themselves and the world around them negatively.
A Measure of Neuroticism

Exhibit 2.6

- How accurately does each statement describe you?
- I often find myself worrying about something.
- My feelings are hurt rather easily.
- Often I get irritated at little annoyances.
- I suffer from nervousness.
- My mood often goes up and down.
- I sometimes feel “just miserable” for no good reason.
Agreeableness

Personality trait that captures the distinction between individuals who get along well with other people and those who do not.
A Measure of Agreeableness

Exhibit 2.7

- How accurately does each statement describe you?
  - I am interested in people.
  - I am not really interested in others.*
  - I sympathize with others’ feelings.
  - I insult people.*
  - I have a soft heart.
  - I am not interested in other people’s problems.*
Conscientiousness

Personality trait that describes the extent to which an individual is careful, scrupulous, and persevering.
A Measure of Conscientiousness

Exhibit 2.7

- How accurately does each statement describe you?
- I am always prepared.
- I leave my belongings around.*
- I pay attention to details.
- I make a mess of things.*
- I get chores done right away.
- I often forget to put things back in their proper place.*
Openness to Experience

Personality trait that captures the extent to which an individual is

- original,
- open to a wide variety of stimuli,
- has broad interests, and is
- willing to take risks as opposed to being narrow-minded and cautious
A Measure of Openness to Experience

Exhibit 2.7

- How accurately does each statement describe you?
  - I have a rich vocabulary.
  - I have difficulty understanding abstract ideas.*
  - I have a vivid imagination.
  - I am not interested in abstract ideas.*
  - I have excellent ideas.
  - I do not have a good imagination.*
Personality Traits Relevant to Organizations

Exhibit 2.8

- Locus of control
- Self-monitoring
- Self-esteem
- Type A and Type B personality
- Need for achievement
- Need for affiliation
- Need for power
Locus of Control

Internal

External
Self-monitoring is the extent to which people try to control the way they present themselves to others.
A Measure of Self-Monitoring

Exhibit 2.9

- I find it hard to imitate the behavior of other people.*
- At parties and social gatherings, I do not attempt to do or say things that others will like.*
- I can only argue for ideas that I already believe.*
- I can make impromptu speeches even on topics about which I have almost no information.
- I guess I put on a show to impress or entertain others.
Self-esteem is the extent to which people have pride in themselves and their capabilities.
Type A vs. Type B Personality

- Type A individuals have an intense desire to achieve, are extremely competitive, have a sense of urgency, are impatient, and can be hostile.

- Type B individuals are more relaxed and easygoing.
*Managers should have a high need for achievement and power.*
The Nature of Ability

What a person is capable of doing

Types of ability

- Cognitive ability
- Physical ability
  - Motor skill
  - Physical skill
- Emotional intelligence
Types of Cognitive Ability

Exhibit 2.10

General intelligence

- Verbal ability
- Reasoning ability
- Ability to see relationships
- Spatial ability
- Numerical ability
- Deductive ability
- Ability to remember
- Perceptual ability
### Cognitive Abilities

<table>
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<td>Perceptual ability</td>
<td>Deductive ability</td>
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Exhibit 2.12

The Determinants of Cognitive and Physical Abilities

- **Nature**
  - Biological heritage

- **Cognitive and physical abilities**

- **Nurture**
  - Education, practice, and exercise
Emotional Intelligence

- The ability to understand and manage one’s own feelings and emotions and the feelings and emotions of others
- A good understanding of how to use emotions to promote effective functioning and well-being
A Measure of Emotional Intelligence

Exhibit 2.13

- I have a good sense of why I have certain feelings most of the time.
- I always know my friends’ emotions from their behavior.
- I always set goals for myself and then try my best to achieve them.
- I am able to control my temper so that I can handle difficulties rationally.
- I have a good understanding of my own emotions.