Definition

- An individual’s **unique constellation of traits and states** (Cohen & Swerdlik, 1999)
- Characteristics that account for consistent **patterns of behavior across situations**
  - Traits/types vs. states
  - Traits vs. types
### Traits
- Traits are continuous

![Normal distribution graph]

### Types
- Types are categorical

Person 1

Is a specific type?

- Yes
- No

### Early theory - Jung’s theory of types
- Attitudes
  - Introversion
  - Extraversion
- Functions
  - Thinking <-> feeling
  - Sensing <-> intuition
- Basis of Myers-Briggs Type Indicator (MBTI)
Research developments (post-WWII)

- McClelland (1951)
  - "No one knows enough at present to build a theory .... What I have tried to do is find a number of constructs in terms of which we can collect data, perhaps with the ultimate hope of building a theory."

- Major developments
  - Authoritarianism (1950)
  - Achievement motivation (1953)

The ‘situationist’ challenge

- Examples: Guion, 1965; Mischel, 1968
- Argued against existence of traits – suggested situation determined behavior
- Mischel found evidence that personality measures explained little variance in organizational behaviors
- Led to ‘decade of doubt’ in applied personality research (McAdams, 1997)

Response to situationists

Adapted from Johnson (1997):
- To be reliably influenced by situations requires a reliable tendency to be influenced (e.g., a trait)
- Different people respond differently in the same situations
- A tendency for behavioral consistency does not imply absolute behavioral consistency
  - Traits imply consistency of behavior across similar situations, not all situations
Response to situationists

- Research responses (from McAdams, 1997)
  - Focus on moderators of personality-behavior links
    - Situational relevance of trait
    - Behavioral freedom
  - Aggregation
    - Focus on long-term behavioral patterns, not single acts in short-term experiments

Factor-analytic models

- Early work on personality factors
  - Based on early factor analytic work by Thurstone (1934)
  - ‘Lexical’ hypothesis
  - Gordon & Allport (1936)
  - Cattel (1943)

Cattell’s 16PF model

- “Surface” and “source” traits
- 16 personality factors (examples)
  - Warmth
  - Dominance
  - Perfectionism
  - Self-reliance
  - Warmth
  - Emotional stability
- Analysis by Norman (1963), others suggested 5 factors were sufficient
Eysenck’s PEN model

- Psychoticism, Extraversion, Neuroticism
  - Based on factor analysis and biology
  - Both descriptive and causal

Five-factor model

- Five general factors of personality
  - Many theorists, many years
    - Norman (1967)
    - Digman (1979)
    - Goldberg (1980)
    - Costa & McCrae (1985)

- Factors
  - Extraversion
  - Conscientiousness
  - Agreeableness
  - Emotional stability
  - Openness to experience

Five-factor model

- Extraversion
  - Positive affectivity
  - Energy
  - Other key facets
    - Affiliation (warmth, gregariousness)
    - Ascendance (assertiveness, social visibility)
Five-factor model

- Conscientiousness (Hogan & Ones, 1997)
  - Responsibility
  - Order
  - Integrity
  - Achievement motivation

Five-factor model

- Agreeableness
  - Friendly compliance vs. hostile non-compliance
    - Pleasantness
    - Conforming to the wishes of others

Five-factor model

- Neuroticism
  - Negative affectivity
    - Anxiety
    - Depression
Five-factor model

- Openness to experience
  - Interests in culture, new experiences
  - Intellectual curiosity

Other variables of note

- Risk-taking/sensation-seeking
- Self-monitoring
- Reactance
- Locus of control
  - Internal/external

Personality outcomes

- Predict career choice, occupational interests
- Predicts training outcomes
  - Motivation to learn
  - Reactions to training
  - Skill acquisition
- Predicts job satisfaction
- Leadership perceptions
- Job performance
Other issues

- Adverse impact
- Incremental utility over cognitive ability-related tests
- Effects of faking?

Personality