

# Personality and Cultural Values

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graph LR; subgraph "PERSONALITY TAXONOMIES"; direction TB; P1[Personality Taxonomies]; P2[Personality Taxonomies]; P3[Personality Taxonomies]; P4[Personality Taxonomies]; P5[Personality Taxonomies]; P6[Personality Taxonomies]; P7[Personality Taxonomies]; P8[Personality Taxonomies]; P9[Personality Taxonomies]; P10[Personality Taxonomies]; end; subgraph "CULTURAL VALUES TAXONOMIES"; direction TB; C1[Cultural Values Taxonomies]; C2[Cultural Values Taxonomies]; C3[Cultural Values Taxonomies]; C4[Cultural Values Taxonomies]; C5[Cultural Values Taxonomies]; C6[Cultural Values Taxonomies]; C7[Cultural Values Taxonomies]; C8[Cultural Values Taxonomies]; C9[Cultural Values Taxonomies]; C10[Cultural Values Taxonomies]; end; P1 --> C1; P2 --> C2; P3 --> C3; P4 --> C4; P5 --> C5; P6 --> C6; P7 --> C7; P8 --> C8; P9 --> C9; P10 --> C10;
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# Learning Goals

- What are common personality taxonomies?
- What are common cultural value taxonomies?

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# Personality

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the structures and propensities inside a person that explain his or her characteristic patterns of thought, emotion, and behavior

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# Personality Determinants

- How does personality develop?
- Nature
  - Study of identical twins
  - Genes
- Nurture
  - Surrounding
  - Experiences



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# Big Five Trait Adjectives

C	A	N	O	E
Conscientiousness	Agreeableness	Neuroticism	Openness	Extraversion
<ul style="list-style-type: none"><li>• Dependable</li><li>• Organized</li><li>• Reliable</li><li>• Ambitious</li><li>• Hardworking</li><li>• Persevering</li></ul>	<ul style="list-style-type: none"><li>• Kind</li><li>• Cooperative</li><li>• Sympathetic</li><li>• Helpful</li><li>• Courteous</li><li>• Warm</li></ul>	<ul style="list-style-type: none"><li>• Nervous</li><li>• Moody</li><li>• Emotional</li><li>• Insecure</li><li>• Jealous</li><li>• Unstable</li></ul>	<ul style="list-style-type: none"><li>• Curious</li><li>• Imaginative</li><li>• Creative</li><li>• Complex</li><li>• Refined</li><li>• Sophisticated</li></ul>	<ul style="list-style-type: none"><li>• Talkative</li><li>• Sociable</li><li>• Passionate</li><li>• Assertive</li><li>• Bold</li><li>• Dominant</li></ul>
NOT <ul style="list-style-type: none"><li>• Careless</li><li>• Sloppy</li><li>• Inefficient</li><li>• Negligent</li><li>• Lazy</li><li>• Irresponsible</li></ul>	NOT <ul style="list-style-type: none"><li>• Critical</li><li>• Antagonistic</li><li>• Callous</li><li>• Selfish</li><li>• Rude</li><li>• Cold</li></ul>	NOT <ul style="list-style-type: none"><li>• Calm</li><li>• Steady</li><li>• Relaxed</li><li>• At ease</li><li>• Secure</li><li>• Contented</li></ul>	NOT <ul style="list-style-type: none"><li>• Unquisitive</li><li>• Conventional</li><li>• Conformig</li><li>• Simple</li><li>• Unartistic</li><li>• Traditional</li></ul>	NOT <ul style="list-style-type: none"><li>• Quiet</li><li>• Shy</li><li>• Inhibited</li><li>• Bashful</li><li>• Reserved</li><li>• Submissive</li></ul>

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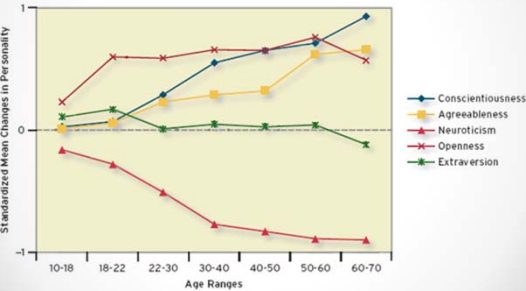
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# Changes in Big Five over Life Span



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## Conscientiousness

- Dependable, organized, reliable, ambitious, hardworking, and persevering.
- Has the biggest influence on job performance.
- Conscientious employees prioritize **accomplishment striving**
  - a strong desire to accomplish task-related goals as a means of expressing personality.



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## Agreeableness

- Warm, kind, cooperative, sympathetic, helpful, and courteous.
- Focus on "getting along," not necessarily "getting ahead."
- Prioritize **communion striving**
  - a strong desire to obtain acceptance in personal relationships as a means of expressing personality.



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## Extraversion

- Talkative, sociable, passionate, assertive, bold, and dominant.
- Easiest to judge in zero acquaintance situations where two people meet for the first time.
- Prioritize **status striving**
  - a strong desire to obtain power and influence within a social structure as a means of expressing personality.



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### Neuroticism

- Nervous, moody, emotional, insecure, and jealous.
- More likely to appraise day-to-day situations as stressful.
- Less likely to believe they can cope with the stressors that they experience.
- Strongly related to **external locus of control**
  - often believe that the events that occur around them are driven by luck, chance, or fate.



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### External vs Internal Locus of Control

PEOPLE WITH AN EXTERNAL LOCUS OF CONTROL TEND TO BELIEVE:	PEOPLE WITH AN INTERNAL LOCUS OF CONTROL TEND TO BELIEVE:
Many of the unhappy things in people's lives are partly due to bad luck.	People's misfortunes result from the mistakes they make.
Getting a good job depends mainly on being in the right place at the right time.	Becoming a success is a matter of hard work; luck has little or nothing to do with it.
Many times exam questions tend to be so unrelated to course work that studying is really useless.	In the case of the well-prepared student, there is rarely if ever such a thing as an unfair test.
This world is run by the few people in power, and there is not much the little guy can do about it.	The average citizen can have an influence in government decisions.
There's not much use in trying too hard to please people; if they like you, they like you.	People are lonely because they don't try to be friendly.

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### Openness to experience

- Curious, imaginative, creative, complex, refined, and sophisticated.
- More likely to be valuable in jobs that require high levels of creative performance.



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Well-Validated Big Five Measures

NAME OF INSTRUMENT	VENDOR	TIME REQUIRED
NEO Five-Factor Inventory (NEO-FFI)	Sigma Assessment Systems	15 minutes
Personal Characteristics Inventory (PCI)	Wonderlic	20 minutes
Personality Research Form (PRF)	Sigma Assessment Systems	45 minutes
Hogan Personality Inventory (HPI)	Hogan Assessment Systems	15 minutes
Big Five Inventory (BFI)	TestMaster	10 minutes

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MBTI

- Myers-Briggs Type Indicator (or MBTI) evaluates individuals on the basis of four types of preferences:
  - Extraversion versus Introversion
  - Sensing versus Intuition
  - Thinking versus Feeling
  - Judging versus Perceiving
- This scale can be useful for personal reflection, but is not viewed as a rigorous quantitative measure of personality

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Cultural Values

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shared beliefs about desirable end states or modes of conduct in a given culture

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### Cultural Values

- Culture is defined as the shared values, beliefs, motives, identities, and interpretations that result from common experiences of members of a society and are transmitted across generations.
- Employees working in different countries tended to prioritize different values, and those values clustered into several distinct dimensions.

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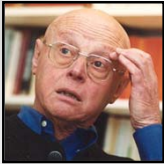
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Hofstede's  
Dimensions  
of Cultural  
Values

Individualism-Collectivism	
INDIVIDUALISTIC	COLLECTIVISTIC
The culture is a loosely knit social framework in which people take care of themselves and their immediate family.	The culture is a tight social framework in which people take care of the members of a broader ingroup and act loyal to it.
United States, the Netherlands, France	Indonesia, China, West Africa
Power Distance	
LOW	HIGH
The culture prefers that power be distributed uniformly where possible, in a more egalitarian fashion.	The culture accepts the fact that power is usually distributed unequally within organizations.
United States, Germany, the Netherlands	Russia, China, Indonesia
Uncertainty Avoidance	
LOW	HIGH
The culture tolerates uncertain and ambiguous situations and values unusual ideas and behaviors.	The culture feels threatened by uncertain and ambiguous situations and relies on formal rules to create stability.
United States, Indonesia, the Netherlands	Japan, Russia, France
Masculinity-Femininity	
MASCULINE	FEMININE
The culture values stereotypically male traits such as assertiveness and the acquisition of money and things.	The culture values stereotypically female traits such as caring for others and caring about quality of life.
United States, Japan, Germany	The Netherlands, Russia, France
Short-Term vs. Long-Term Orientation	
SHORT-TERM ORIENTED	LONG-TERM ORIENTED
The culture stresses values that are more past- and present-oriented, such as respect for tradition and fulfilling obligations.	The culture stresses values that are more future-oriented, such as persistence, prudence, and thrift.
United States, Russia, West Africa	China, Japan, the Netherlands

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### Project GLOBE

- Project GLOBE (Global Leadership and Organizational Behavior Effectiveness)
  - a collection of 170 researchers from 62 cultures who have studied 17,300 managers in 951 organizations since 1991.
  - Main purpose is to examine the impact of culture on the effectiveness of various leader attributes, behaviors, and practices.



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### Project GLOBE

- Power Distance & Uncertainty Avoidance
- Institutional Collectivism
  - Practices encourage collective action and collective distribution of resources
- In-group Collectivism
  - Individuals express pride and loyalty to specific in-groups
- Gender Egalitarianism
  - Culture promotes gender equality & minimizes men/women role differences.
- Assertiveness
  - Culture values assertiveness, confrontation, and aggressiveness in social relationships.
- Future Orientation
  - Culture engages in planning and investment in the future.
- Performance Orientation
  - Culture encourages & rewards excellence and performance improvements.
- Humane Orientation
  - Culture encourages and rewards generous, caring, kind, fair, & altruistic members.

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### How Can We Describe What Employees Are Like?

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graph LR; P((Personality)) --- B5[The Big Five<br/>• Conscientiousness<br/>• Agreeableness<br/>• Neuroticism<br/>• Openness to Experience<br/>• Extraversion]; P --- OT[Other Taxonomies<br/>• Myers-Briggs<br/>• DISC Model]; P --- CV((Cultural Values)); CV --- CT[Culture Taxonomies<br/>• Hofstede Dimensions<br/>• Project GLOBE Dimensions]; P --> WE[What employees are like]; CV --> WE
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