

An Introduction to Personality in the Workplace

What is personality?

We often find ourselves resorting to labels when describing people, such as 'creative', 'workaholic', 'dramatic', or 'people person'.



What we are often trying to describe with these labels are people's personalities. Here is one widely accepted definition of personality:

*"The term 'personality' refers to **more or less stable, internal factors** that make one person's behaviour **consistent** from one time to another, and different from the behaviour other people manifest in comparable situations"*

Adapted from Child, 1973

In other words, a person's personality can be seen as the internal preferences that drive their behaviours in different situations.

For example, the 'people person' may prefer to socialise with others and so they spend time meeting and talking to different people.

Within research, there are two main personality theories.



Type theory

This assumes people can be **categorised into different personality types**, depending on which is engaged with most frequently or dominantly.



For example, type theorists would likely label the 'people person' as an **extravert**, instead of an **introvert**.

Personality models based on type theory include the **Pearman Personality Integrator** and the **Myers Briggs Type Indicator (MBTI)**.



Trait theory

This theory assumes that there is a **common, underlying characteristic** (or trait) that can explain the behaviours we see people showing.

For example, trait theorists suggest that there is a **continuum of behaviours** between introversion and extraversion, and the 'people person' would likely be towards the extraversion end.

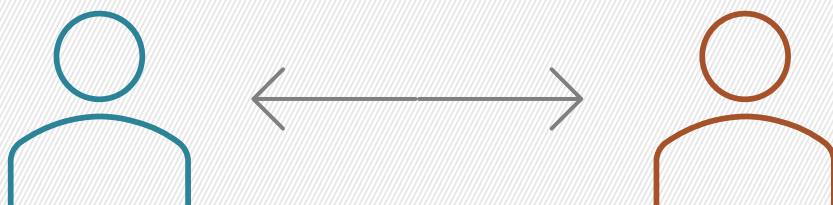
Personality models based on trait theory include the **Big 5 Model** and **HUCAMA Personality Factors**.



Why should we consider personality in the workplace?

Consider the following scenario: your manager tells the team that their client wants a new product idea by the end of the week.

You may expect to see a variety of reactions amongst your colleagues;



Person A feels overwhelmed.
They prefer to make a plan and stick to it.

Person B enjoys the spontaneity.
They prefer to improvise and pursue several directions at once.

These individuals appear to display different personality preferences.

By recognising these differences, you can consider each person's strengths and development areas and leverage them to complete the task.



Person A may be best suited to planning the task and assigning responsibilities.



Person B may dislike planning, but find it easy to generate new ideas.

Why should we assess personality in the workplace?

By assessing personality in the workplace, you can:

Improve recruitment decisions

Personality preferences can be used to predict workplace performance and potential. Using personality assessments helps to identify individuals that are best suited to the position, reducing the likelihood of an unsuccessful hire.



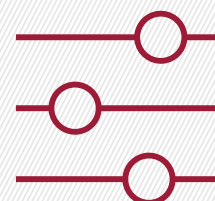
Build strong teams

Assessing teams highlights the different strengths and skills each team member brings. It encourages people to appreciate one another's personality differences, consider multiple perspectives and learn how to work well together.



Encourage personal development

Using personality assessments also helps individuals to identify their strengths and understand how their preferences can impact their performance in the workplace.



The HUCAMA Personality Factors Model

One model of personality is the HUCAMA Personality Factors model. The model is made up of **8 personality factors** and **48 facets**. The HUCAMA Personality Factors assessment is based on this model and measures an individual's personality preferences in the workplace.



These factors measure the extent to which individuals:

Investigation: are critical and evaluative

Structure: are methodical and dependable

Support: are sympathetic and considerate

Resilience: are self-confident and resilient

Drive: are purposeful and achievement striving

Creativity: are imaginative and conceptual

Interaction: establish and develop contact with others

Influence: are inclined to lead and challenge others

Next Steps

Psysoft provides a convenient and efficient psychometric testing service through Psycentre to help you recruit and select the most talented candidates. Psycentre offers a range of personality assessments, including HUCAMA Personality Factors, Hogan and the OPQ32.

Psycentre
PSYCHOMETRIC TESTING

The HUCAMA Factors Accreditation certifies you to administer and interpret the HUCAMA Personality Factors assessment within your organisation to predict and develop performance in the workplace. This course also includes certification in HUCAMA Ability and Competency Factors.

HUCAMA
HUMAN CAPITAL MANAGEMENT

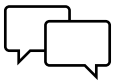
The BPS Test User: Occupational, Ability and Personality course will qualify you in both ability and personality psychometric testing. The training also includes qualification in the HUCAMA Factors assessments (Ability, Personality and Competency).

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