

## CALLED TO LEADERSHIP

# BIG 5 MODEL - EXERCISE

### TAKING THE TEST

There are many online options to complete the Big 5 personality trait online test. We suggest two websites where you can take a test based on this model:

1. **HEXACO** Personality Inventory-Revised - <http://hexaco.org/hexaco-online> (Kibeom Lee, Ph.D., & Michael C. Ashton, Ph.D.)
2. **Understand Myself** - <https://www.understandmyself.com> (Jordan B. Peterson, Ph.D., Daniel D. Higgins, Ph.D., & Robert O. Pihl, Ph.D.)

### QUESTIONS FOR REFLECTION

#### Individual

- How much do I feel my results link to my personality? What connections exist between the test's descriptions and concrete examples in my life?
- In which aspects does my role stretches me to integrate traits that I might have scored low on? (e.g. my job requires extraversion but I ranked low on it)

#### Pairs

- Discuss the results with people who have similar results to you. Learn from their way of proceeding.
- Discuss the results with people who have different results than you. How can these differences cause friction? How are you called to manage these differences?

### ADDITIONAL EXERCISES

# BIG 5 MODEL - INPUT

## INTRODUCTION

The Big Five personality traits, also known as the five factor model (FFM), suggests five broad dimensions commonly used to describe the human personality and psyche. Evidence of this theory has been growing for many years. For more details, refer to the work of D. W. Fiske (1949), Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987).

While there is an increasing body of literature supporting this model of personality, there is no agreement on the exact labels for each dimension. The five factors have been defined as openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. They are often referred to using the acronyms OCEAN or CANOE. Each of the five factors represents a range between two extremes, and beneath each proposed global factor, there are a number of correlated and more specific primary factors.

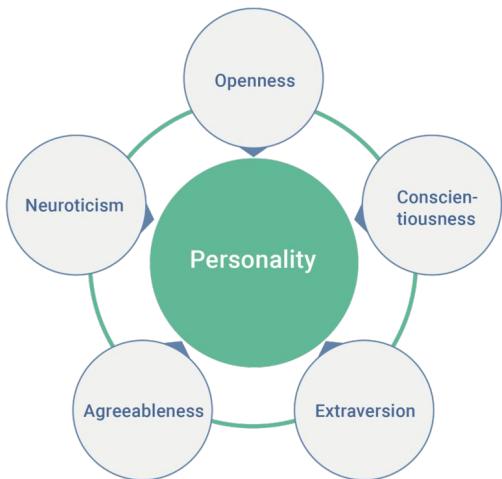


Figure: Anna Tunikova for peats.de and wikipedia

## MAIN IDEAS

The 5 personality traits are summarized in the following diagram. Researchers highlight that these areas are divisible into other traits.

**Each of the big five traits describes a range between two extreme personality traits:**

Openness to Experience	↔	Closed to Experiences
Conscientiousness	↔	Lack of Conscientiousness
Extraversion	↔	Introversion
Agreeableness	↔	Disagreeableness
Neuroticism	↔	Emotional Stability

What these five traits suggest is that most people fall under one of these categories, lying somewhere between the two polar ends of each dimension.

The following definitions and explanations are adapted from Table 4.2. "Paradigm Shift to the Integrative Big Five Trait Taxonomy" (O.P. John, L.P. Naumann & C.J. Soto - 2008).

## E - Factor I

- **Verbal labels:** Extraversion, Energy, Enthusiasm
- **Conceptual definition:** Implies an *energetic approach* toward the social and material world and includes traits such as sociability, activity, assertiveness, and positive emotionality
- **Behavioral Example:** Approach strangers at a party and introduce myself; Take the lead in organising a project; Keep quiet when I disagree with others (R)
- **Examples of External Criteria Predicted:**
  - High Pole: Social status in groups and leadership positions; selection as jury foreperson; positive emotion expression; number of friends and sex partners
  - Low pole: Poorer relationships with parents; rejection by peers
- **People with high scores on extraversion tend to:**
  - Be sociable, enthusiastic and talkative
  - Be action-oriented
  - Be assertive and emotionally expressive
  - Be outgoing and enjoy starting conversations
  - Enjoy being visible and the center of attention
  - Find it easy to socialize and meet new friends
  - Feel energized when surrounded with others and exposed to the external world
  - Have wide social circles
  - Gain energy in social situations.
- **People with low scores on extraversion tend to:**
  - Be low-key and less involved in the social world
  - Prefer spending time alone and feel exhausted after long socializing
  - Find it difficult to initiate conversations
  - Dislike making small talk
  - Be more introspective and carefully think things through before they speak
  - Dislike being the center of attention

## A - Factor II

- **Verbal labels:** Agreeableness, Altruism, Affection
- **Conceptual definition:** Contrasts a *prosocial and communal orientation* toward others with antagonism and includes traits such as altruism, tender-mindedness, trust, and modesty
- **Behavioral Example:** Emphasize the good qualities of other people when I talk about them; Lend things to people I know (e.g., class notes, books, milk); Console a friend who is upset
- **Examples of External Criteria Predicted:**
  - High pole: Better performance in work groups
  - Low pole: Risk for cardiovascular disease, juvenile delinquency, interpersonal problems
- **People with high scores on agreeableness tend to:**
  - Be more cooperative
  - Have interest in other people and care about others
  - Feel empathy and concern for how others are and feel

- Be altruistic and enjoy contributing to the happiness of other people
  - Be considered trustworthy and kind
  - Be generous and do not hesitate to take time out for others
- **People with low scores on agreeableness tend to:**
  - Be less willing to compromise their interests
  - Be considered unfriendly
  - Take little interest in others
  - Don't care about how other people feel
  - Have little interest in other people's problems
  - Be seen as insulting because of their self-interest
  - Be more competitive and can be manipulative in extreme cases

## C - Factor III

- **Verbal labels:** Conscientiousness, Constraint, Control of Impulse
- **Conceptual definition:** Describes *socially prescribed impulse control* that facilitates task - and goal - directed behaviour, such as thinking before acting, delaying gratification, following norms and rules, and planning, organising, and prioritizing tasks
- **Behavioral Example:** Arrive early or on time for appointments; Study hard in order to get the highest grade in class; Double-Check a term paper for typing and spelling errors; Let dirty dishes stack up for more than one day (R)
- **Examples of External Criteria Predicted:**
  - High pole: Higher Academic grade-point averages; better job performance; adherence to their treatment regimens; longer lives
  - Low pole: Smoking, substance abuse, and poor diet and exercise habits; attention-deficit/hyperactivity disorder (ADHD)
- **People with high scores on conscientiousness tend to:**
  - Be self-disciplined and dutiful
  - Have high levels of thoughtfulness and attention to details
  - Have good impulse control and goal-directed behaviors
  - Be organized and mindful of details
  - Prefer planned behavior to spontaneous activities
  - Spend time preparing and creating a set schedule
  - Finish important tasks right away
- **People who are low on conscientiousness tend to:**
  - Dislike schedules and structure
  - Make messes and not take care of things
  - Fail to complete or deliver the things they committed to do
  - Fail to return things or place them where they belong
  - Miss deadlines and procrastinate important tasks

## N - Factor IV

- **Verbal labels:** Neuroticism, Negative Emotionality, Nervousness
- **Conceptual definition:** Contrasts emotional stability and even-temperedness with *negative emotionality*, such as feeling anxious, nervous, sad, and tense.
- **Behavioral Example:** Accept the good and the bad in my life without complaining or bragging (R); Get upset when somebody is angry with me; Take it easy and relax (R)

- **Examples of External Criteria Predicted:**
  - High pole: Poorer coping and reactions to illness; experience of burnout and job changes
  - Low pole: Feeling committed to work organizations, greater relationship satisfaction
- **People with high scores on neuroticism tend to:**
  - Experience a lot of stress
  - Quickly get upset easily and lose their temper easily
  - Worry about many different things and feel anxious and irritable
  - Experience emotional instability and mood swings
- **People with low scores on neuroticism tend to:**
  - Be more emotionally stable and resilient
  - Handle criticism, adversity and challenges calmly
  - Cope well with stress and do not worry much
  - Rarely feel depressed, are more calm and tend to feel relaxed

## O - FACTOR V

- **Verbal labels:** Openness, Originality, Open-Mindedness
- **Conceptual definition:** Describes breadth, depth, originality, and complexity of an individual's *mental and experiential life*
- **Behavioral Example:** Take the time to learn something simply for the joy of learning; Watch documentaries or educational TV; Come up with novel set-ups for my living space; Look for stimulating activities that break up my routine
- **Examples of External Criteria Predicted:**
  - High pole: Years of education completed; better performance on creativity tests; success in artistic jobs; create distinctive-looking work and home environments
  - Low pole: Conservative attitudes and political party preferences
- **People with high scores on openness tend to:**
  - Be creative and intellectually curious
  - Enjoy imagination and insight
  - Be open to trying new things and focus on tackling new challenges
  - Enjoy thinking about abstract concepts
  - Be adventurous, with broad range of interests
  - Hold unconventional beliefs and are ready to try out unusual ideas
- **People with low scores on openness tend to:**
  - Be more straightforward
  - Prefer familiarity rather than novelty
  - Be rather conservative and traditional with no desire of changing
  - Struggle with abstract thinking or dislike theoretical concepts

## EXPECTED LEARNINGS AND OUTCOMES

1. Understanding the big 5 personality traits model main concepts
2. Finding out where we fall in each of the categories
3. Connecting our results with our how we perceive ourselves

# BIG 5 MODEL - RESOURCES

## GENERAL RESOURCES

Title	Author	Publisher	Year	Link
Paradigm Shift to the Integrative Big Five Trait Taxonomy	O.P. John, L.P. Naumann & C.J. Soto	Theoretical Perspectives Chapter 4	2008	<a href="#">Link</a>
Determinants of Leadership Style in Big Five Personality Dimensions	Hamid Hassan, Sarosh Asad, Yasuo Hoshino	Universal Journal of Management 4(4): 161-179	2016	<a href="#">Link</a>
Big Five Personality Traits & The 5-Factor Model Explained	Courtney Ackerman	Online	2017	<a href="#">Link</a>
Big Five personality traits		Wikipedia		<a href="#">Link</a>
Big Five Personality Test		Psychology Today		<a href="#">Link</a>
The Big Five Personality Traits 5 Major Factors of Personality	Kendra Cherry Reviewed by Steven Gans, MD	Very Well Mind	2018	<a href="#">Link</a>