

You Have a Choice: Career Decision-Making

個人職業生涯規劃

GEN B168F

Lecture 2:

Individual Characteristics:

Personalities, Values,

Skills and Development (I)

Jimmy Lo



Our lesson today



01 Topic introduction

- Personalities
- Values
- Perceptions and attitudes
- Skills and emotion

02 Personality frameworks

- The Big Five Personality Model (OCEAN)
- Myers-Briggs Type Indicators (MBTI)
- Enneagram

03 Application in career planning

- Person-Organization Fit (P-O Fit)
- Person-Job Fit (P-J Fit)
- Ideal jobs for every type

Which of the following is **NOT** part of self-assessment?



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

3

Our lesson today



01 Topic introduction

- Personalities
- Values
- Perceptions and attitudes
- Skills and emotion

02 Personality frameworks

- The Big Five Personality Model (OCEAN)
- Myers-Briggs Type Indicators (MBTI)
- Enneagram

03 Application in career planning

- Person-Organization Fit (P-O Fit)
- Person-Job Fit (P-J Fit)
- Ideal jobs for every type

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

4

Teaching schedule

Lectures	Topics	Notes
1 (28/9)	Theoretical Perspectives of Career Decision Making	
2 (5/10) 3 (12/10) 4 (19/10)	Individual Characteristics: Personalities, Values, Skills and Development	
5 (2/11)	Individual Characteristics and Career Choice	Public holiday 26/10
6 (9/11) 7 (16/11)	The Changing Job Market and Job Search Process	Assignment 1 due on 13/11
8 (23/11) 9 (30/11) 10 (7/12)	Making Career Decision: Person – Job Fit / Person – Organization Fit	Make-up class during study break on 16/11
11 (14/12) 12 (21/12)	Job Search Tools and Techniques	Assignment 2 due on 18/12
13 (28/12)	Conclusion: Develop a Roadmap for Career Choice	

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

5

Framework of career planning



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

6

Framework of career planning



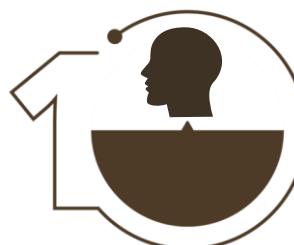
Photo: freepik

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

7

Framework of career planning

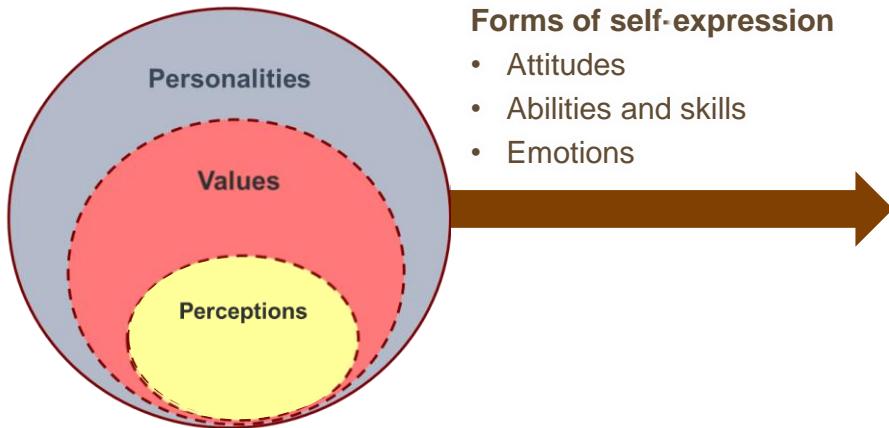
- interests
- personality
- skills and strengths
- lifestyle
- work values



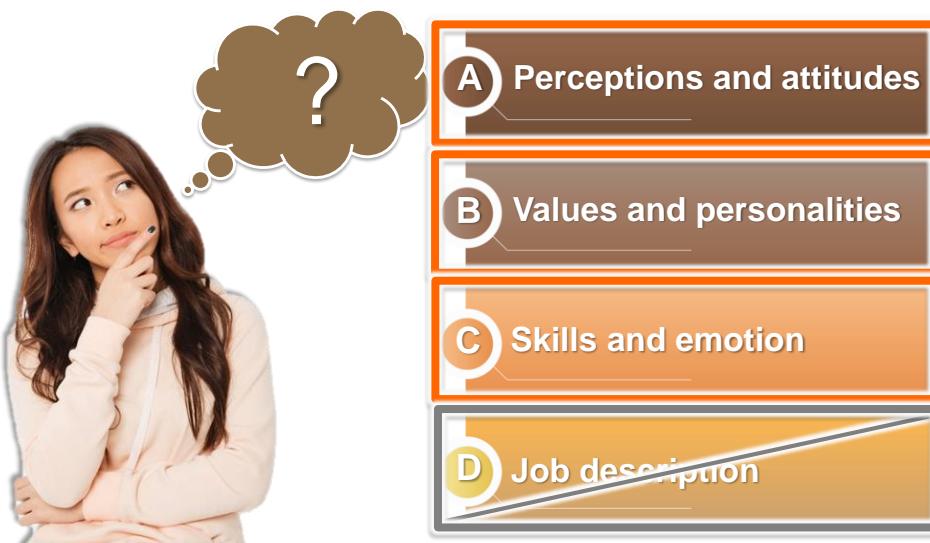
Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

8

Forms of self-expression



Which of the following is **NOT** part of self-assessment?



Our lesson today



01 Topic introduction

- Personalities
- Values
- Perceptions and attitudes
- Skills and emotion

02 Personality frameworks

- The Big Five Personality Model (OCEAN)
- Myers-Briggs Type Indicators (MBTI)
- Enneagram

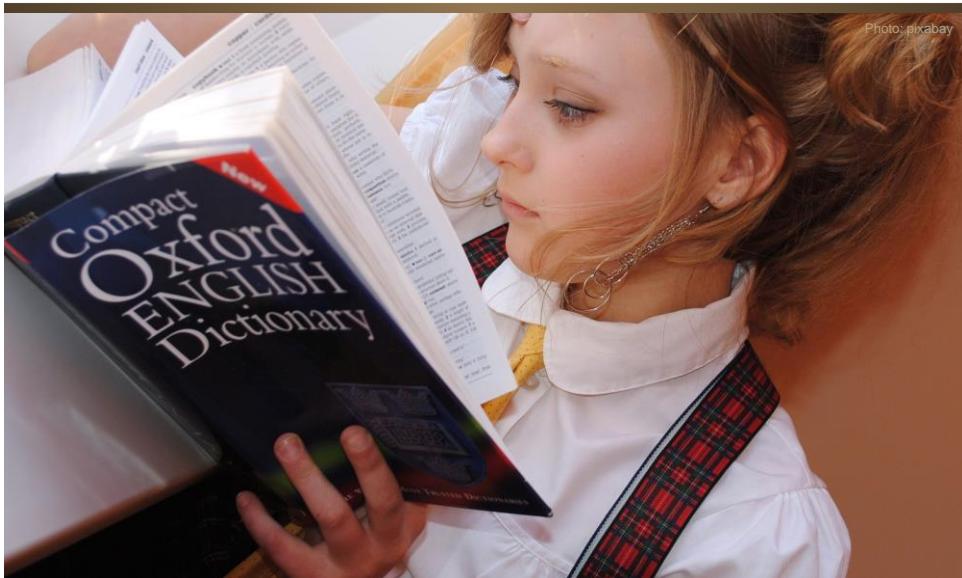
03 Application in career planning

- Person-Organization Fit (P-O Fit)
- Person-Job Fit (P-J Fit)
- Ideal jobs for every type

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

11

What does personality mean?



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

12

The Oxford definition of personality

“the various aspects of a person’s character that combine to make them different from other people”

Oxford Dictionary

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

13

The meaning of personality

- The combination of characteristics or qualities that form an individual's distinctive character
- Differences in personalities affect the individual's thinking, feeling and behavioural pattern
- Example: She had a sunny personality that was very engaging (cheerful and lively)

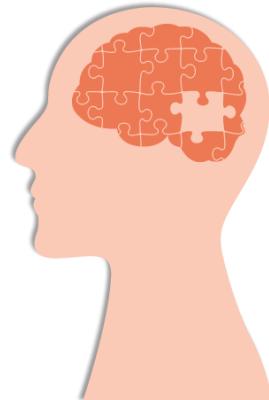


Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

14

Theories of personality

- Understand the individual differences in personality characteristics
- Understanding how the various parts of a person come together as a whole



Theoretical models of personality

1. The Big Five Personality Model
(Five Factor / OCEAN)
2. Myers-Briggs Type Indicators
(MBTI)
3. Enneagram



Theoretical models of personality

1. The Big Five Personality Model
(Five Factor / OCEAN)

2. Myers-Briggs Type Indicators
(MBTI)

3. Enneagram



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

17

The Big Five Personality Model – OCEAN Personality

OCEAN

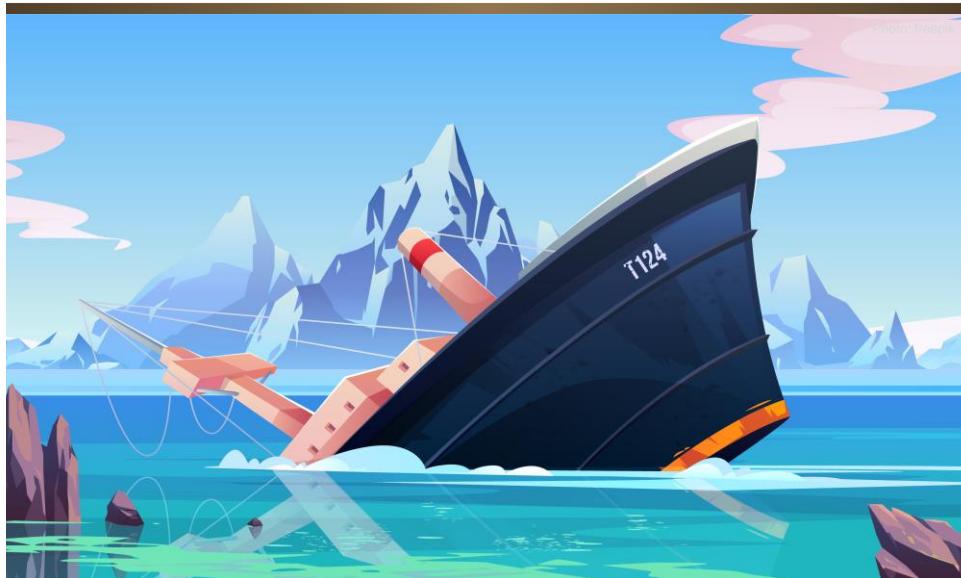
Openness
Conscientiousness
Extraversion
Agreeableness
Neuroticism



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

18

Imagine you wrecked your boat...



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

19

Stranded in the middle of the ocean...



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

20

How would you cope with other survivors?



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

21

Interested in learning more about the Big Five?

The Big Five Personality Traits



<https://www.youtube.com/watch?v=IB1FVbo8TSs>

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

22

OCEAN - Openness



- “being interested in trying new activities and playing with new ideas, beliefs, and value systems”
- “being conventional and less comfortable with change”
- “prefer routine, value the status quo, and favor traditional and conventional activities”

(Twenge & Campbell, 2017, pp. 56, 72)
 Twenge, J.M. & Campbell, W.K. (2017). *Personality Psychology: Understanding Yourself and Others*. Pearson.

OCEAN - Conscientiousness



- “organized, diligent, ambitious and self-controlled”
- “willpower; delay gratification”
- “get work done despite distractions, frustration, or boredom.”
- “impulsive, easily distracted, less ambitious, unorganized, messy”
- “unmotivated, and more likely to give up easily.”

(Twenge & Campbell, 2017, pp. 56, 66-67)
 Twenge, J.M. & Campbell, W.K. (2017). *Personality Psychology: Understanding Yourself and Others*. Pearson.

OCEAN - Extraversion



- “being outgoing and experiencing positive emotions”
- “enjoy and prefer the company of others wanting to be a leader”
- “being more physically active, and experiencing more happiness”
- “prefer the company of close friends and family to the (over)stimulation of large gatherings”
- “highly sensitive to stimuli, which causes them to prefer quiet and solitude”

(Twenge & Campbell, 2017, pp. 56, 60-61)
Twenge, J.M. & Campbell, W.K. (2017). *Personality Psychology: Understanding Yourself and Others*. Pearson.

OCEAN - Agreeableness



- “caring for others and getting along with other people; trust others and are sympathetic to others’ needs and feelings; prefer cooperation; and tend to be honest, humble and forthright”
- antagonistic, disagreeable
- skeptical, cynical, dishonest
- manipulative, grandiose, aggressive
- egocentric and callousness

(Twenge & Campbell, 2017, pp. 56, 72)
Twenge, J.M. & Campbell, W.K. (2017). *Personality Psychology: Understanding Yourself and Others*. Pearson.

OCEAN - Neuroticism



- “the tendency to experience negative emotions”
- “such as anger, depression, anxiety, shame, and self-consciousness.”
- “calm and emotionally stable”
- “James Bond would probably score particularly low on neuroticism; even in the most dangerous of situations, he seems to experience little fear or anxiety.”

(Twenge & Campbell, 2017, pp. 56, 69-70)

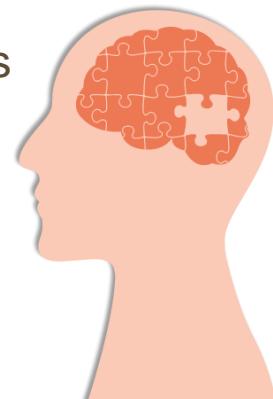
Twenge, J.M. & Campbell, W.K. (2017). *Personality Psychology: Understanding Yourself and Others*. Pearson.

Theoretical models of personality

1. The Big Five Personality Model
(Five Factor / OCEAN)

2. Myers-Briggs Type Indicators
(MBTI)

3. Enneagram



MBTI (Myers-Briggs Personality Types)

It identifies a personality type by measuring the way people perceive the world and make decisions.



Katherine Briggs

Isabel Briggs-Myers

Application of MBTI assessment:

- Personal, team and leadership development
- Communication training
- Performance management
- Conflict resolution

https://www.apesk.com/mbti/dati_tw.asp

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

29

Online MBTI test (for your interest)

引導語：“我性格內向/外向，適合什麼工作？”“怎樣通過我的性格查找到適合我的職業？”“以我的個性從事什麼行業好？”“我該選擇什麼樣的公司和職業？”“我這樣性格的人選什麼專業好？”不論是高考後面臨專業選擇的同學，還是正待走進職場的畢業生，還是工作了一段時間的人，面對這類問題都會感到困惑——性格因素和職業選擇之間到底有什麼樣的關聯呢？

已了解，進入測試



Katherine Briggs

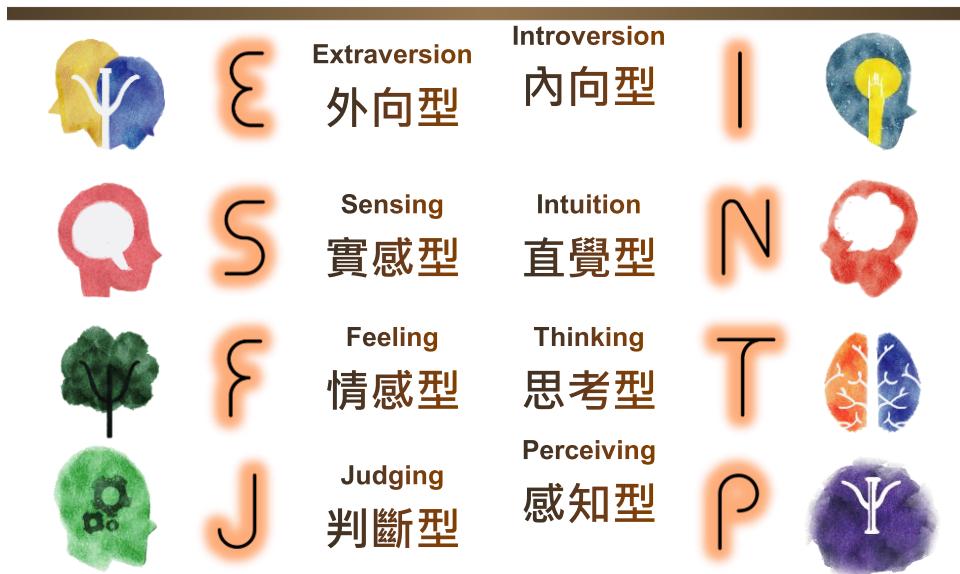
Isabel Briggs-Myers

MBTI職業性格測試完整版(靜態題庫): www.apesk.com/mbti/dati_tw.asp

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

30

MBTI (Myers-Briggs Personality Types)



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

31

MBTI (Myers-Briggs Personality Types)



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

32

(E) Extraversion - (I) Introversion



E-I DICHOTOMY

EXTRAVERSION

- Attention focused outward: people, things, action
- Using trial and errors with confidence
- Relaxed and confident
- Scanning the environment for stimulation
- Seeks variety and action
- Wants to be with others
- Live it, then understand it

INTROVERSION

- Attention focused inward: concepts, ideas, feelings
- Considering deeply before acting
- Reserved and questioning
- Probing inwardly for stimulation
- Seeks quiet for concentration
- Wants time to be alone
- Understand it before, live it



(S) Sensing - (N) Intuition



S-N DICHOTOMY

SENSING

- Perceiving with the 5 senses
- Reliance on experience and actual data
- Practical
- In touch with physical realities
- Attending to the present moment
- Live life as it is
- Prefer using learned skills
- Pay attention to details
- Make few factual errors

INTUITION

- Perceiving with memory and association (6th sense)
- Seeing patterns and meanings
- Innovation
- Seeing possibilities
- Future achievement
- Projecting possibilities for the future
- Change, rearrange life
- Prefers adding new skills
- Look at big picture
- Identifies complex pattern



(T) Thinking - (F) Feeling



T-F DICHOTOMY

THINKING

- Decision based on the logic of the situation
- Uses cause and effect reasoning
- Strive for an objective standard of truth
- Can be tough-minded
- Fair- want everyone treated equally

FEELING

- Decisions based on impact on people
- Guided by personal values
- Strive for harmony and positive interaction
- May appear tender hearted
- Fair-want everyone treated as an individual



(J) Judging - (P) Perceiving



J-P DICHOTOMY

JUDGING

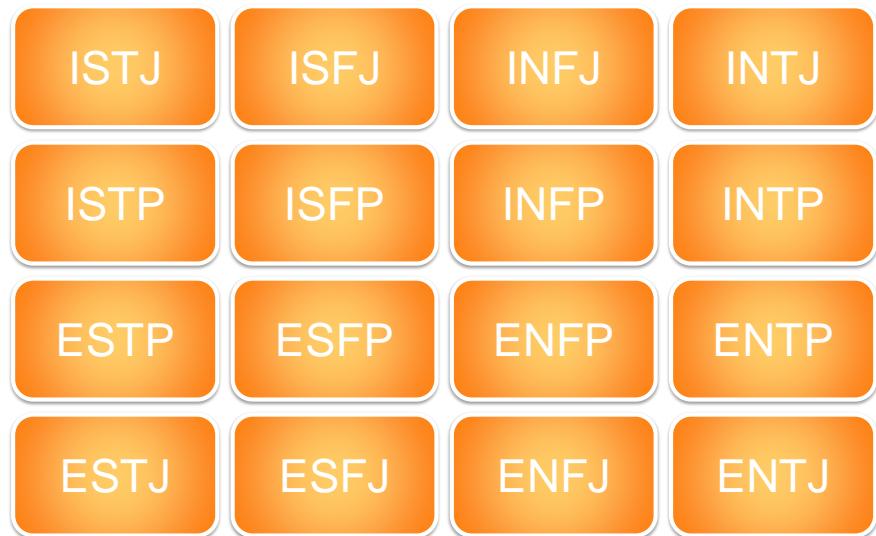
- Focuses on completing task
- Deciding and planning
- Organizing and scheduling
- Controlling and regulating
- Goal oriented
- Wanting closure even when data are incomplete
- Wants only the essentials of the job

PERCEIVING

- Focuses on starting task
- Taking in information
- Adapting and changing
- Curious and interested
- Open minded
- Resisting closure in order to obtain more data
- Wants to find out about the job



MBTI personality profiles and careers



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

37

Personality combinations

PERSONALITY COMBINATIONS			
ISTJ Doing what should be done	ISFJ A huge sense of duty	INFJ An inspiration to others	INTJ Everything has room for improvement
ISTP Ready to try anything once	ISFP Sees much but shares little	INFP Performing noble service to aid society	INTP A love of problem solving
ESTP The ultimate realist	ESFP You only go around once in life	ENFP Giving life an extra squeeze	ENTP One exciting challenge after another
ESTJ Life's administrators	ESFJ Hosts and hostesses of the world	ENFJ Smooth talking persuader	ENTJ Life's natural leaders

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

38

Personality-career matching: Can you guess?

ISTJ 內傾/感覺/ 思考/判斷	ISFJ 內傾/感覺/ 情感/判斷	INFJ 內傾/直覺/ 情感/判斷	INTJ 內向/直覺/ 思考/判斷
ISTP 內傾/感覺/ 思考/理解	ISFP 內傾/感覺/ 情感/理解	INFP 內傾/直覺/ 情感/理解	INTP 內向/直覺/ 思考/感知
ESTP 外向/感覺/ 思考/理解	ESFP 外傾/感覺/ 情感/理解	ENFP 外傾/直覺/ 情感/理解	ENTP 外向/直覺/ 思考/理解
ESTJ 外傾/感覺/ 思考/判斷	ESFJ 外傾/感覺/ 情感/判斷	ENFJ 外傾/直覺/ 情感/判斷	ENTJ 外傾/直覺/ 思考/判斷

Personality-career matching: Can you guess?

調查員 Inspector	保護者 Protector	諮詢師 Counselor	原創者 Mastermind
ISTP 內傾/感覺/ 思考/理解	ISFP 內傾/感覺/ 情感/理解	INFP 內傾/直覺/ 情感/理解	INTP 內向/直覺/ 思考/感知
ESTP 外向/感覺/ 思考/理解	ESFP 外傾/感覺/ 情感/理解	ENFP 外傾/直覺/ 情感/理解	ENTP 外向/直覺/ 思考/理解
ESTJ 外傾/感覺/ 思考/判斷	ESFJ 外傾/感覺/ 情感/判斷	ENFJ 外傾/直覺/ 情感/判斷	ENTJ 外傾/直覺/ 思考/判斷

Personality-career matching: *Can you guess?*

調查員

Inspector

保護者

Protector

諮詢師

Counselor

原創者

Mastermind

巧匠

Crafter

作詞人

Composer

治療者

Healer

架構師

Architect

ESTP

外向/感覺/
思考/理解

ESFP

外傾/感覺/
情感/理解

ENFP

外傾/直覺/
情感/理解

ENTP

外向/直覺/
思考/理解

ESTJ

外傾/感覺/
思考/判斷

ESFJ

外傾/感覺/
情感/判斷

ENFJ

外傾/直覺/
情感/判斷

ENTJ

外傾/直覺/
思考/判斷

Personality-career matching: *Can you guess?*

調查員

Inspector

保護者

Protector

諮詢師

Counselor

原創者

Mastermind

巧匠

Crafter

作詞人

Composer

架構師

Architect

推銷員

Promoter

表演者

Performer

優勝者

Champion

發明家

Inventor

ESTJ

外傾/感覺/
思考/判斷

ESFJ

外傾/感覺/
情感/判斷

ENFJ

外傾/直覺/
情感/判斷

ENTJ

外傾/直覺/
思考/判斷

Personality-career matching: Who are you?

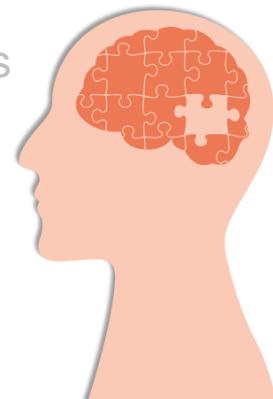
調查員 Inspector	保護者 Protector	諮詢師 Counselor	原創者 Mastermind
巧匠 Crafter	作詞人 Composer	治療者 Healer	架構師 Architect
推銷員 Promoter	表演者 Performer	優勝者 Champion	發明家 Inventor
監督者 Supervisor	供給者 Provider	教師 Teacher	陸軍元帥 Fieldmarshal

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

43

Theoretical models of personality

1. The Big Five Personality Model
(Five Factor / OCEAN)
2. Myers-Briggs Type Indicators
(MBTI)
3. Enneagram



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

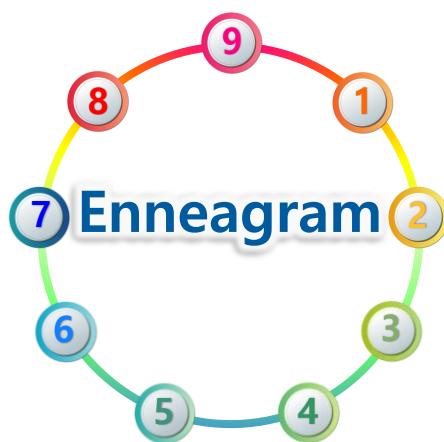
44

What is the Enneagram?



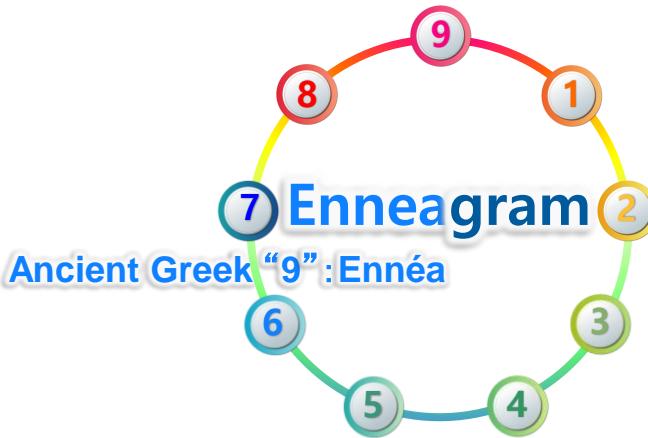
Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

What is the Enneagram?



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

What is the Enneagram?



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

What is the Enneagram?



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

What is the Enneagram?

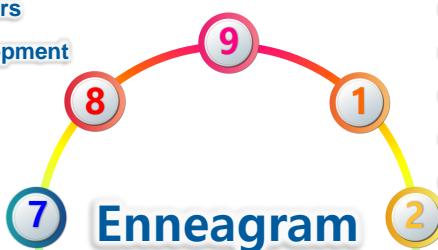


Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Enneagram and Psychometric Tests

Enneagram

- History: >2500 years
- Personality development
- Motives and fears
- Widely applied to communication, leadership...



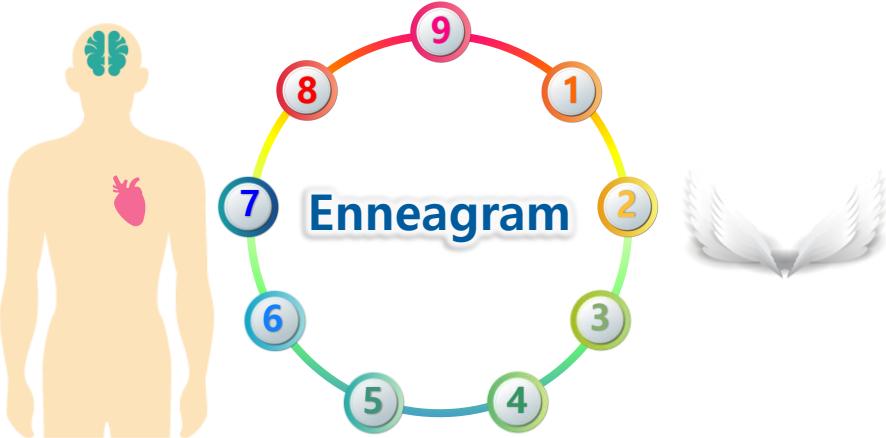
Psychometric Tests

- MBTI
- Big Five
- DISC
- RIASEC
- Proprietary tests



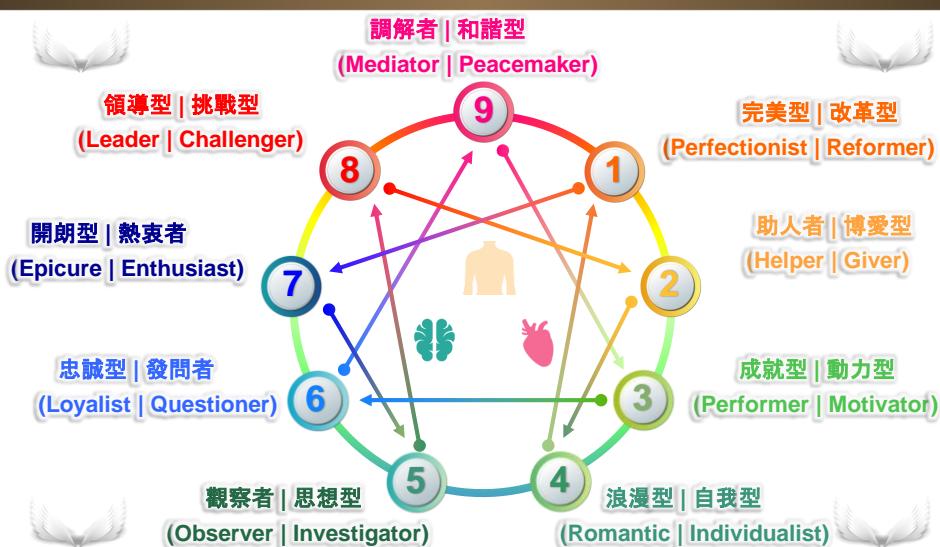
Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

What is the Enneagram?



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

The Enneagram (九型人格學)



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

52

The Enneagram Case Study (A)



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

The Enneagram Case Study (A)

Ellie Chan
Managing Director

Global Corporation Group
No. 8, Central, Hong Kong

2345-6789
9876-5432
Ellie@GC.com



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

54

Which personality type best describes Ellie?

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

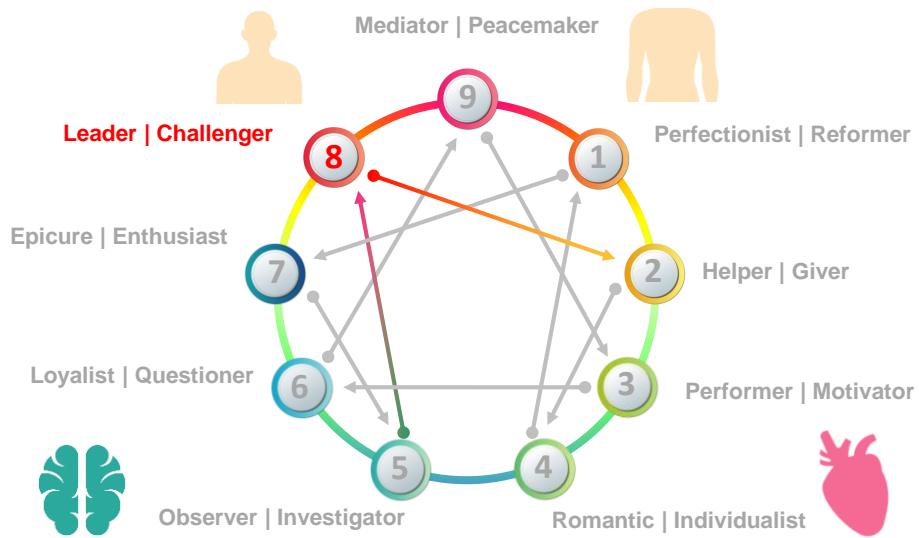
55

The Enneagram Case Study (A)

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

56

The Enneagram Case Study (A)



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

57

The Enneagram Case Study (B)



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

The Enneagram Case Study (B)

Nick Cheung
Human Resources Manager

Global Corporation Group
No. 8, Central, Hong Kong

2345-6799
9976-5432
Nick@GC.com



*Let's try to find
a solution
together!*



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Which personality type best describes Nick?

張力克 Nick
Cheung
Human Resources Manager

環球企業集團
Global Corporation Group
No. 8, Central, Hong Kong

2345-6799
9976-5432
Nick@GC.com

我們透過溝通，
試試找出解決方法。



9

Mediator | Peacemaker

Leader | Challenger

Epicure | Enthusiast

Loyalist | Questioner

Observer | Investigator

Romantic | Individualist

Performer | Motivator

Helper | Giver

Perfectionist | Reformer

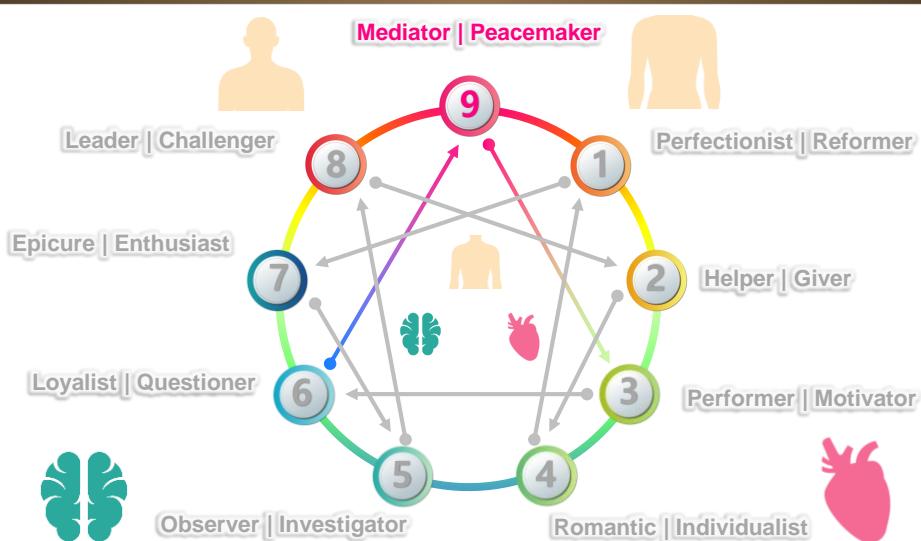
Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Peacemaker | Mediator



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Peacemaker | Mediator



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

The Enneagram Case Study (C)



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Enneagram Case Study (C)

Olivia Lee

Chief Operating Officer (COO)

Global Corporation Group
No. 8, Central, Hong Kong

2345-6791
9176-5432
Olivia@GC.com

*Why can we only
achieve 97% and not
100% of the target?*



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Which personality type best describes Olivia?



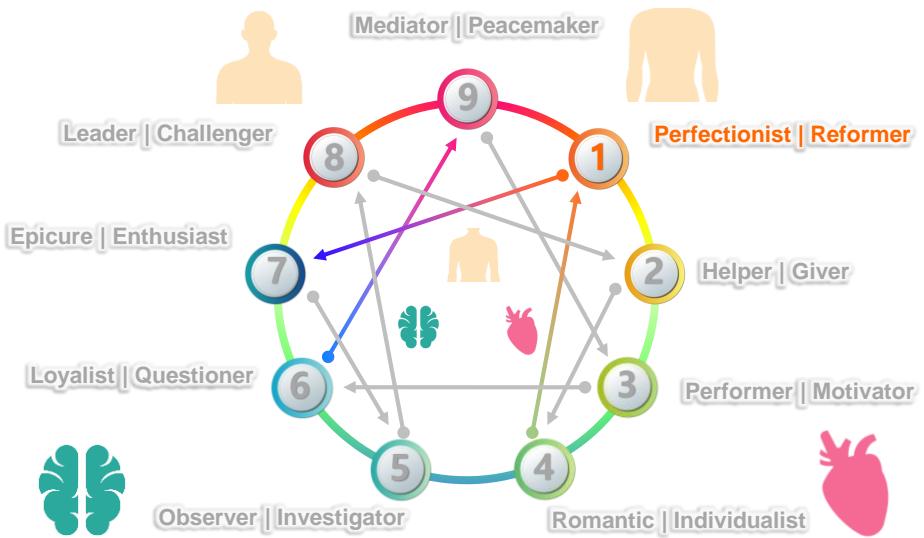
Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Perfectionist | Reformer



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Perfectionist | Reformer



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

The Enneagram Case Study (D)



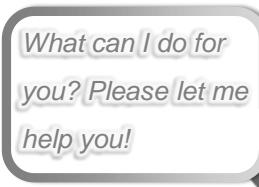
Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Enneagram Case Study (D)

Teddy Wong
Customer Service Manager

Global Corporation Group
No. 8, Central, Hong Kong

2345-6792
9276-5432
Teddy@GC.com







Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Which personality type best describes Teddy?

黃泰迪 **Teddy Wong**
客戶服務經理 Customer Service Manager **Mediator | Peacemaker**

環球企業集團
Global Corporation Group
No. 8, Central, Hong Kong
Epicure | Enthusiast

請問你有什麼需要?
我很樂意幫助你!



The diagram shows the Enneagram Type 2 (Helper/Giver) at the center, surrounded by nine other types in a clockwise cycle:

- 9: Leader/Challenger (Orange)
- 8: Epicure/Enthusiast (Orange)
- 7: Loyalist/Questioner (Blue)
- 6: Observer/Investigator (Blue)
- 5: Romantic/Individualist (Green)
- 4: Performer/Motivator (Green)
- 3: Helper/Giver (Yellow)
- 1: Perfectionist/Reformer (Orange)
- 2: Leader/Challenger (Yellow)

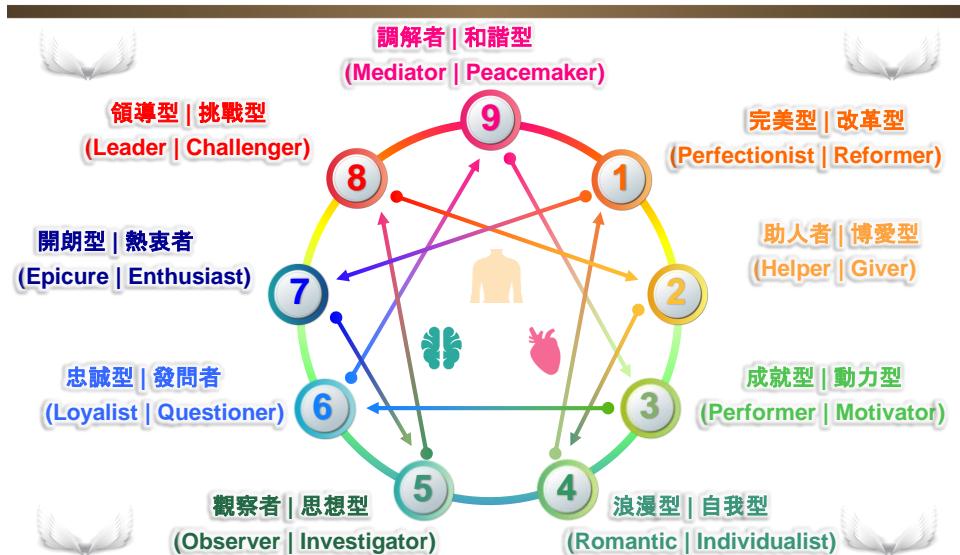
Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Helper | Giver



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

What is the Enneagram?



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Online tests

[Enneagram Institute](#)

[Enneagram Academy](#)

[9types.com](#)



Tutor: Jimmy Lo | jhflo@ouhk.edu.hk | MGT B399F | Management Policy and Strategy

Which is your preferred personality framework?



- A The Big Five Personality Model (5 Factor / OCEAN)
- B Myers-Briggs Type Indicators (MBTI)
- C Enneagram
- D All of the above

Our lesson today



01 Topic introduction

- Personalities
- Values
- Perceptions and attitudes
- Skills and emotion

02 Personality frameworks

- The Big Five Personality Model (OCEAN)
- Myers-Briggs Type Indicators (MBTI)
- Enneagram

03 Application in career planning

- Person-Organization Fit (P-O Fit)
- Person-Job Fit (P-J Fit)
- Ideal jobs for every type

Application in career planning



Application in career planning

Person-Organization Fit (P-O Fit)

Photo: freepik

The degree of fit between person's values, personality, goals, and other characteristics and those of the organization.



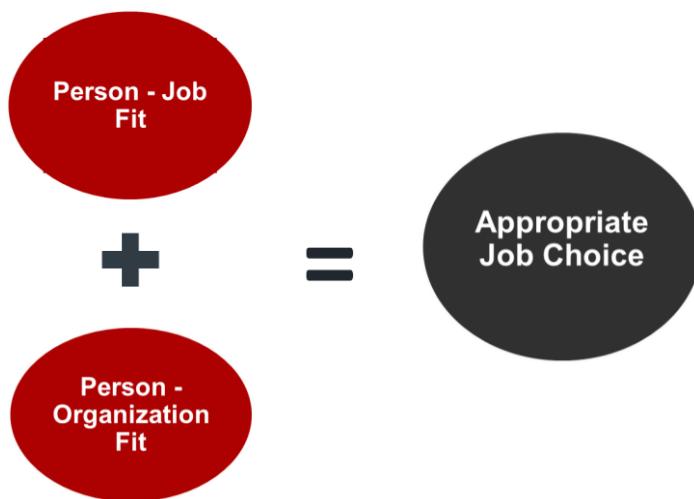
Person-Job Fit (P-J Fit)

The degree of fit between a person's skill, knowledge, abilities, and other characteristics and the job demands.

Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

77

Making Career Decision: Person – Job Fit / Person – Organization Fit



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

78

Ideal jobs for every type



Jimmy Lo | jhflo@ouhk.edu.hk | GEN B168F | Career Decision-Making

79



Questions and Answers

Thank you!

Photo: freepik