







# How do you differentiate



What all you  
associate With



- K, R and M
  - Airlines
  - Bankruptcy
  - Beer
  - Fraud
  - Vijay Mallya

# **Personality and Individual characteristics, differences and significance, Diversity.**

# What is Personality

# How you are different from your Grandparents/Parents/Siblings

# What is Personality?

## **personality**

The sum total of ways in which an individual reacts and interacts with others.





# Personality

**The term personality derives from the Latin word “persona,” an actor’s mask, used in Greek and Roman times for two purposes...to identify the stage character—for one actor often played more than one role**

**It is said personality is something which we present to other people a mask not our ‘true selves’**

## **Definition**

***Characteristic patterns of thought, emotion, and behavior that define a person's style and influence interactions with the environment***

# Theories of Personality

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Sigmund Freud

...a distinctive and relatively stable pattern of behavior, thoughts, motives, and emotions that characterizes an individual.



Carl Jung

Jung and Adler were “Neo-Freudians”, who used some Freudian ideas but developed many ideas of their own...



Alfred Adler



Carl Rogers

Rogers was a “Humanistic” theorist with a completely different approach.



**Psychoanalytic Perspective**



**Emphasis:** Childhood experiences and the unconscious mind  
**Major theorists:** Freud, Erikson, and Jung

**Humanistic Perspective**



**Emphasis:** Psychological growth, free will, and personal awareness  
**Major theorists:** Maslow and Rogers

**Trait Perspective**



**Emphasis:** Identifying, describing, and measuring personality traits  
**Major theorists:** Eysenck, Cattell, McCrae, and Costa

**Social Cognitive Perspective**



**Emphasis:** Observational learning, self-efficacy, and situational influences  
**Major theorists:** Bandura

# Major Approaches to Personality

- Psychodynamic
- Dispositional
- Social-cognitive
- Humanistic

# Psychodynamic Approach: Freud's Psychoanalytic Theory

## Three Levels of the Mind

- **Conscious**: everything we are aware of at the moment; just the “tip of the iceberg”.
- **Preconscious**: memories that we can bring to consciousness.
- **Unconscious**: memories, wishes, and instincts (desires) that are too threatening or painful to bring to consciousness.



# Id, Ego and Superego



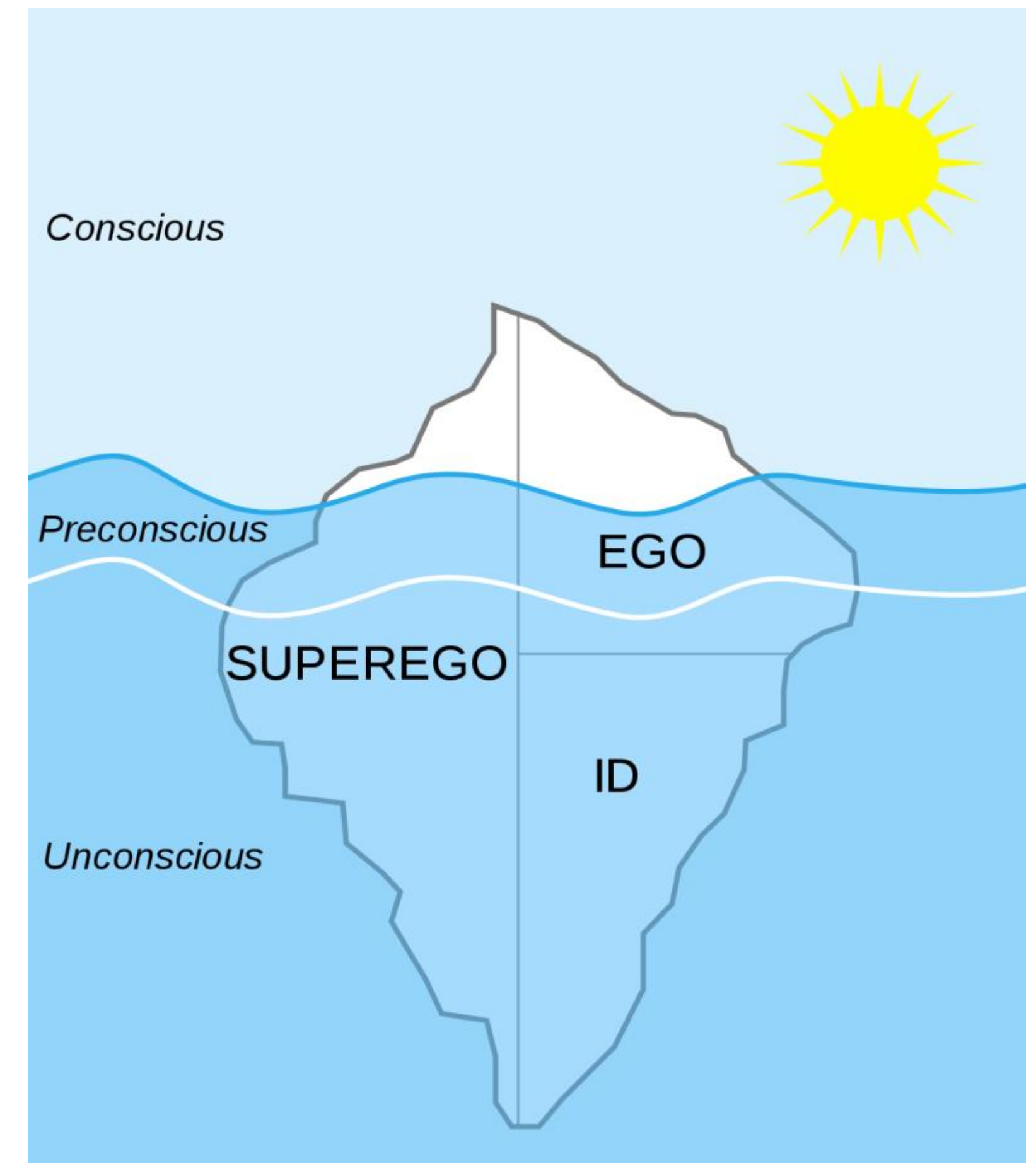
**Id:**  
Instincts



**Ego:**  
Reality



**Superego:**  
Morality



# Horney's CAD Theory

- Using the context of child-parent relationships, individuals can be classified into:
  - Compliant individuals
  - Aggressive individuals
  - Detached individuals

# Personality Traits

## **personality traits**

Enduring characteristics that describe an individual's behavior.

## **Personality Determinants**

**Heredity**

**Environment**

**Situation**



# The Myers-Briggs Type Indicator

## Myers-Briggs Type Indicator (MBTI)

A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

### Personality Types

- Extroverted or Introverted (E or I)
- Sensing or Intuitive (S or N)
- Thinking or Feeling (T or F)
- Perceiving or Judging (P or J)

# Sixteen Primary Traits

1. Reserved	vs.	Outgoing
2. Less intelligent	vs.	More intelligent
3. Affected by feelings	vs.	Emotionally stable
4. Submissive	vs.	Dominant
5. Serious	vs.	Happy-go-lucky
6. Expedient	vs.	Conscientious
7. Timid	vs.	Venturesome
8. Tough-minded	vs.	Sensitive
9. Trusting	vs.	Suspicious
10. Practical	vs.	Imaginative
11. Forthright	vs.	Shrewd
12. Self-assured	vs.	Apprehensive
13. Conservative	vs.	Experimenting
14. Group dependent	vs.	Self-sufficient
15. Uncontrolled	vs.	Controlled
16. Relaxed	vs.	Tense

## **extroversion**

A personality dimension describing someone who is sociable, gregarious, and assertive.

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## **agreeableness**

A personality dimension that describes someone who is good-natured, cooperative, and trusting.

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## **conscientiousness**

A personality dimension that describes someone who is responsible, dependable, persistent, and organized.

# **The Big Five Model (McCrae and Costa)**

## **openness to experience**

A personality dimension that characterizes someone in terms of imaginativeness, artistic, sensitivity, and intellectualism.

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## **emotional stability**

A personality dimension that characterizes someone as calm, self-confident, secure (positive) versus nervous, depressed, and insecure (negative).



# Major Personality Attributes Influencing OB

- Locus of control
- Machiavellianism
- Self-esteem
- Self-monitoring
- Propensity for risk taking
- Type A personality



# Locus of Control

## **locus of control**

The degree to which people believe they are masters of their own fate.

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### **internals**

Individuals who believe that they control what happens to them.

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### **externals**

Individuals who believe that what happens to them is controlled by outside forces such as luck or chance.



# Machiavellianism

## Machiavellianism

Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.

### Conditions Favoring High Machs

- Direct interaction
- Minimal rules and regulations
- Distracting emotions

# Self-Esteem and Self-Monitoring

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## **self-esteem**

Individuals' degree of liking or disliking themselves.

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## **self-monitoring**

A personality trait that measures an individual's ability to adjust his or her behavior to external, situational factors.





# Risk-Taking

- High Risk-taking Managers
  - Make quicker decisions.
  - Use less information to make decisions.
  - Operate in smaller and more entrepreneurial organizations.
- Low Risk-taking Managers
  - Are slower to make decisions.
  - Require more information before making decisions.
  - Exist in larger organizations with stable environments.
- Risk Propensity
  - Aligning managers' risk-taking propensity to job requirements should be beneficial to organizations.

# Personality Types

## **Type A personality**

Aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time and, if necessary, against the opposing efforts of other things or other people.



# Personality Types

## **Type A's**

1. are always moving, walking, and eating rapidly;
  2. feel impatient with the rate at which most events take place;
  3. strive to think or do two or more things at once;
  4. cannot cope with leisure time;
  5. are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.
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## **Type B's**

1. never suffer from a sense of time urgency with its accompanying impatience;
2. feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation;
3. play for fun and relaxation, rather than to exhibit their superiority at any cost;
4. can relax without guilt.

# Achieving Personality-Job Fit

## **personality–job fit theory**

Identifies six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover.

### **Personality Types**

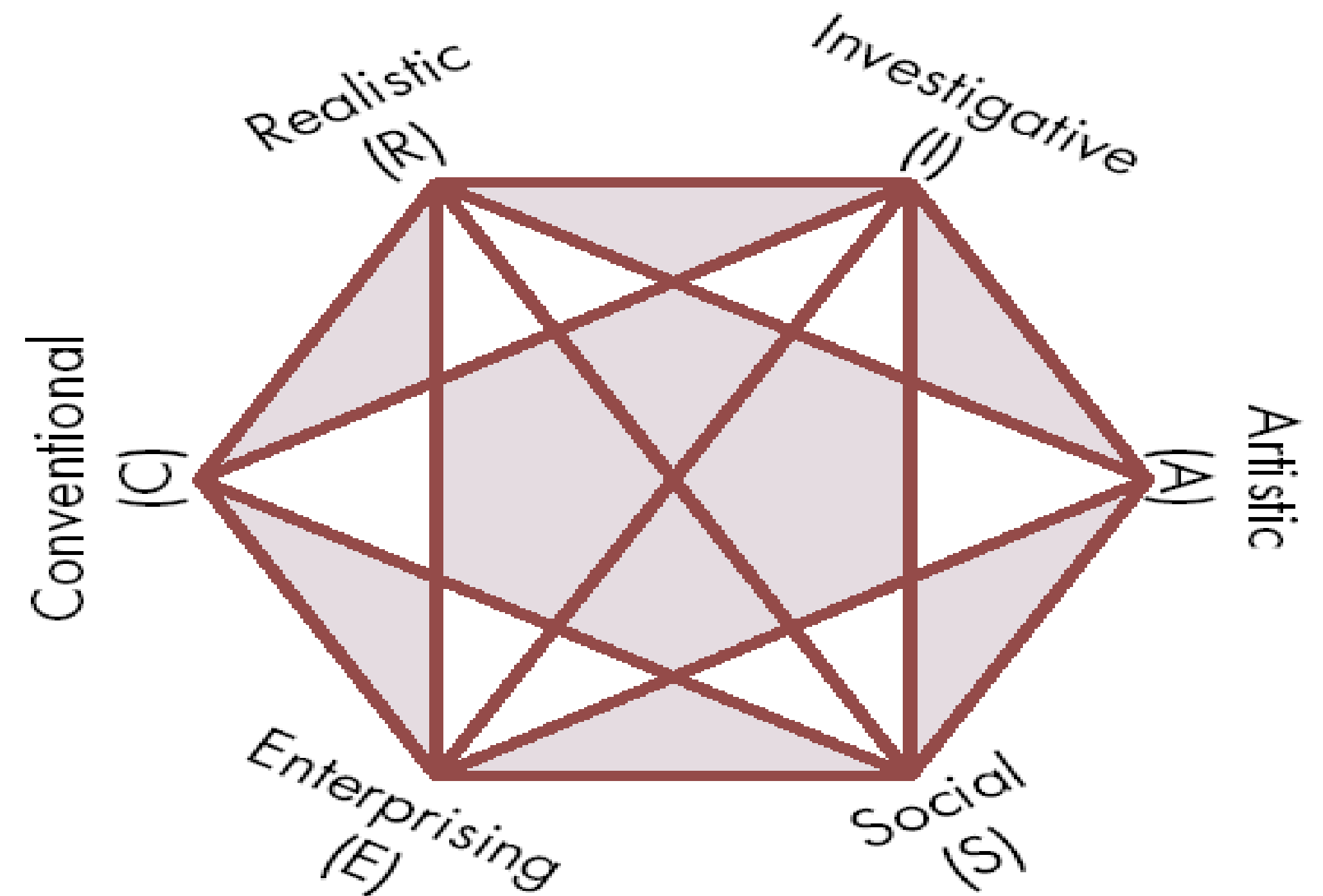
- Realistic
- Investigative
- Social
- Conventional
- Enterprising
- Artistic



# Holland's Typology of Personality and Congruent Occupations

Type	Congruent Occupation
<i>Realistic:</i> Prefers physical activities that require skill, strength, and coordination	Mechanic, drill press operator, assembly-line worker, farmer
<i>Investigative:</i> Prefers activities that involve thinking, organizing, and understanding	Biologist, economist, mathematician, news reporter
<i>Social:</i> Prefers activities that involve helping and developing others	Social worker, teacher, counselor, clinical psychologist
<i>Conventional:</i> Prefers rule-regulated, orderly, and unambiguous activities	Accountant, corporate manager, bank teller, file clerk
<i>Enterprising:</i> Prefers verbal activities in which there are opportunities to influence others and attain power	Lawyer, real estate agent, public relations specialist, small business manager
<i>Artistic:</i> Prefers ambiguous and unsystematic activities that allow creative expression	Painter, musician, writer, interior decorator

# Relationships among Occupational Personality Types



# Types of Diversity Found in Workplaces

