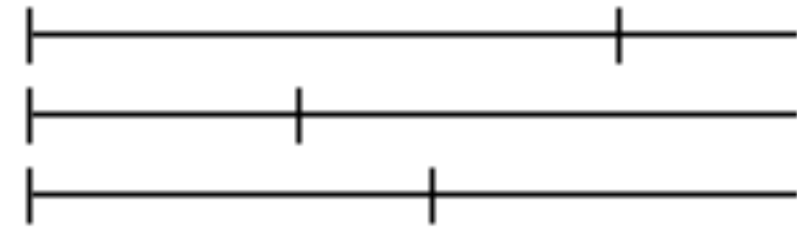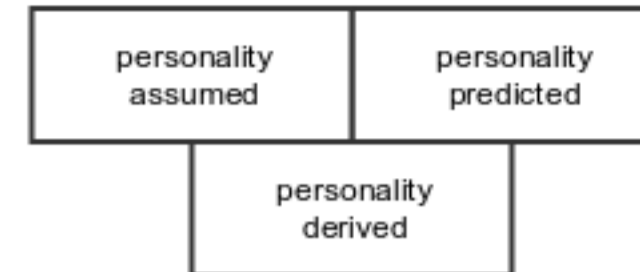## Motivation

Personality is a study of individual differences and is inferred from behavior [1]

Despite complex theory, the predominant method of assessment is the psychometric scale [2]

But scales, as well as additional perspectives on personality assessment, have limitations [3-5]

I propose a behavioral complement [6], and illustrate its utility through the construct of self-monitoring [7]
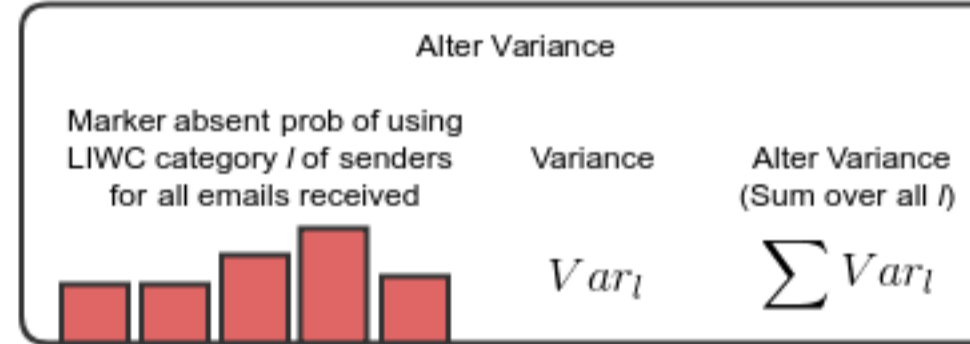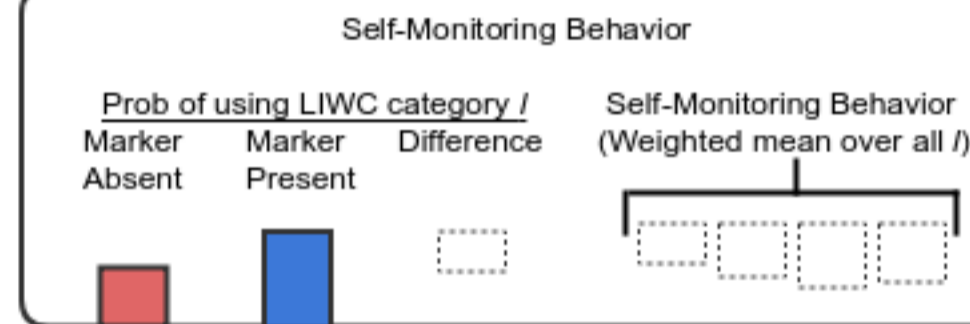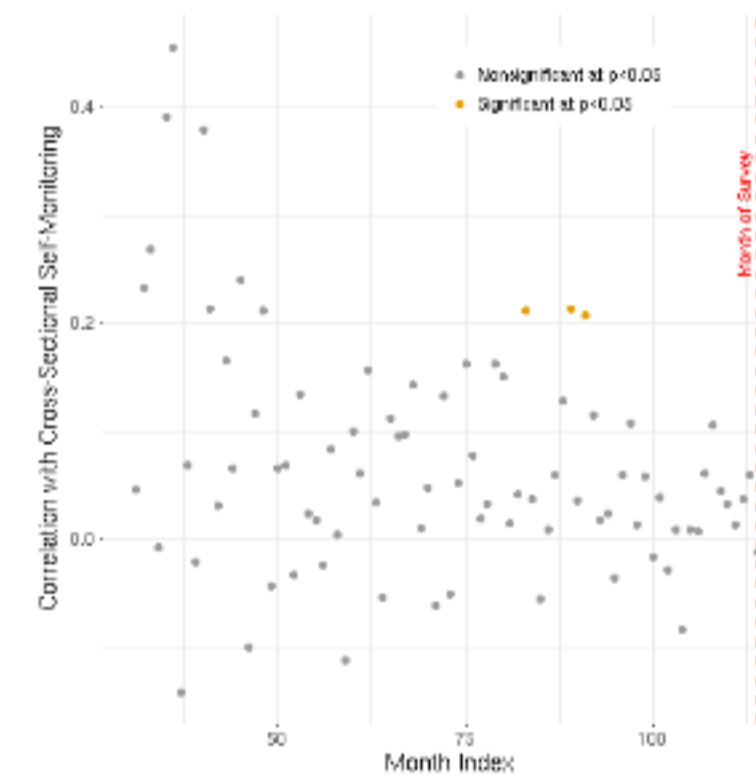
Design

Construction of Measures

Step 1: From an email data set containing all internal communication within a mid-sized tech organization for eight years, retrieve 1,178,404 one-to-one message-reply pairs

Step 2: Process raw email content into distributions of generalized markers using the Linguistic Inquiry and Word Count (LIWC) [8] (e.g. positive emotion, punctuation, cognitive processes)
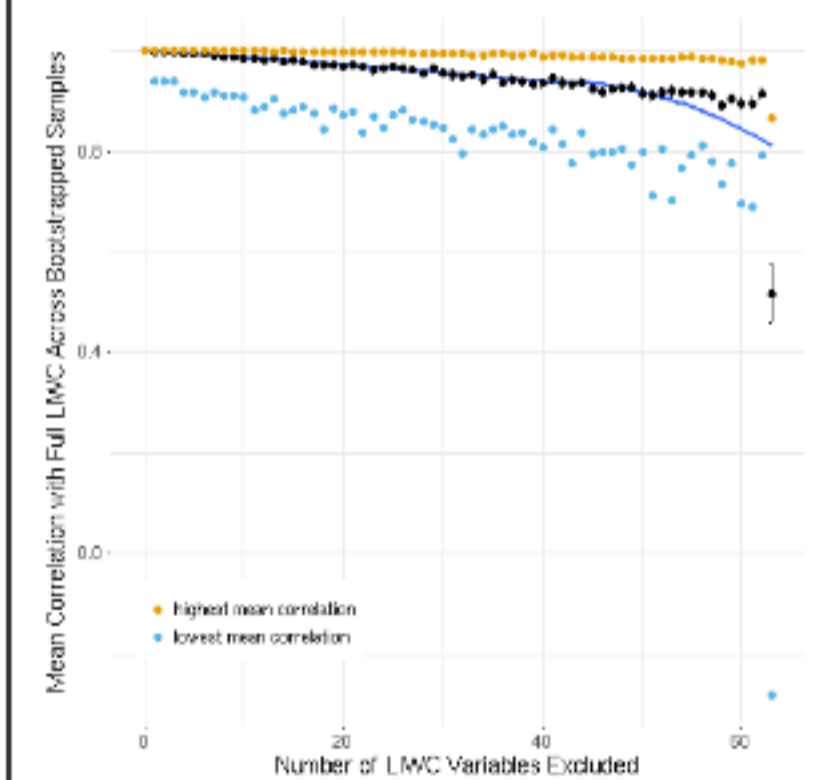
Step 3: Use the word-based hierarchical alignment model (WHAM) [9] to estimate the probability of using LIWC categories in responses to emails with markers present and markers absent

Self-Monitoring Behavior

Prob of using LIWC category l

Marker Absent   Marker Present   Difference

Self-Monitoring Behavior (Weighted mean over all l)

Alter Variance

Marker absent prob of using LIWC category l of senders for all emails received

Variance

Alter Variance (Sum over all l)

$$Var_l \qquad \sum Var_l$$

Comparison to Cross-Sectional Survey

Robustness to Category Exclusion

Results

Controls

	Self-Monitoring Behavior
Alter Variance	0.105***
	(0.005)
First Year	0.399***
	(0.012)
Manager	−0.283***
	(0.020)

Note: *p<0.05; **p<0.01; ***p<0.001

Hypothesis 1

When employees communicate more to new interlocutors (versus old interlocutors), they display more self-monitoring behavior.

0.070***
(0.007)

Hypothesis 2

When employees communicate more to new interlocutors in their same department, they display less self-monitoring behavior.

−0.052***
(0.006)

Hypothesis 3

When employees communicate more to new interlocutors who are more senior, they display more self-monitoring behavior.

0.064***
(0.007)

Outcomes

	Dependent variable:	
	Log Bonus	Network Constraint
	(1)	(2)
Self-Monitoring Behavior	0.321***	−0.022***
	(0.085)	(0.003)

Note: *p<0.05; **p<0.01; ***p<0.001

References: [1] Allport, 1937; [2] Goldberg et al., 2006; [3] Funder, 1991; [4] Bleidorn and Hopwood, 2018; [5] Buss and Craik, 1983; [6] Furr, 2009; [7] Snyder, 1974; [8] Pennebaker et al., 2015; [9] Doyle and Frank, 2016