PERSONALITY CHARACTERISTICS AND SOCIAL SERVICE LEADERS

A PRE-TEST AND PILOT STUDY

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PRE-TEST AND PILOT STUDY PURPOSE WAS TWO-FOLD

• To map the career paths of a cohort of social work grads between the years of 2008-2019 who prepared themselves for careers in child welfare by participating in OSU’s Partnership Training Program in Child Welfare in terms of entry roles, promotions, movement to management roles, attrition from CW and salary history.

• To Study the personality profiles of this cohort through the framework of the Five Factor Model of personality (The Big 5) to determine if career paths were related to personality profiles.

*Caveat: due to low response rate to survey, we regard this research as a pilot study
A QUICK REVIEW OF THE FIVE FACTOR MODEL

- The FFM is the most widely used theory of personality in contemporary psychological research and enjoys a near validity consensus among researchers.

- Between 1990-2006, 300 pubs PER YEAR employed this model vs. 50 pubs for other models. (Nauman & Soto, 2008).

- In research, collectively the FFM is strongly related to team performance.

- Persons who score high on extraversion, openness to new experience, and agreeableness are more likely to become leaders.

- Boettcher & Helm found that this held true for social service managers as well. (HSO, Vol.42, 4 2018)

- So, what is the FFM, aka, the "Big Five"?
THE BIG FIVE

OPENNESS

1. Fantasy
2. Aesthetics
3. Feelings
4. Actions
5. Ideas
6. Values
THE BIG FIVE

CONSCIENTIOUSNESS

1. Competence
2. Order
3. Dutifulness
4. Achievement striving
5. Self discipline
6. Deliberation
THE BIG FIVE

EXTRAVERSION

1. Warmth
2. Gregariousness
3. Assertiveness
4. Activity
5. Excitement seeking
6. Positive emotions
THE BIG FIVE

AGREEABLENESS

1. Trust
2. Straightforwardness
3. Altruism
4. Compliance
5. Modesty
6. Tender-mindedness
THE BIG FIVE
NEGATIVE EMOTIONALITY
(NEUROTICISM)

1. Worry
2. Anger
3. Discouragement
4. Self-consciousness
5. Impulsiveness
6. Vulnerability
<table>
<thead>
<tr>
<th>Trait</th>
<th>Drive to Achieve</th>
<th>Drive to Lead</th>
<th>Conceptual Ability</th>
<th>Intuition</th>
<th>Inter-Personal Sensitivity</th>
<th>Social Adapt-Ability</th>
<th>Optimism</th>
<th>Resilience</th>
<th>Interest in Business</th>
<th>Internal Locus of Control</th>
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<tbody>
<tr>
<td>Openness</td>
<td>+</td>
<td>+</td>
<td>+++</td>
<td>+</td>
<td>n/a</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>-</td>
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<tr>
<td>Conscientiousness</td>
<td>+++</td>
<td>+</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>++</td>
<td>+++</td>
<td>+++</td>
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</tr>
<tr>
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<td>+++</td>
<td>+++</td>
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<tr>
<td>Agreeableness</td>
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<td>--</td>
<td>n/a</td>
<td>+</td>
<td>+++</td>
<td>+</td>
<td>+</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td>Negative Emotionality</td>
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<td>+</td>
<td>-</td>
<td>---</td>
<td>---</td>
<td>n/a</td>
<td>n/a</td>
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</table>
(GREENBERG AND BARON, 2008, BEHAVIOR IN ORGANIZATIONS, P. 144)

THE “IDEAL” PROFILE

C = N -
A + O + E +
THE “IDEAL” PROFILE

(N - N + E + A - A +)

(Howard and Howard, Personality at Work, 2001, p. 117)
OBSERVATIONS

- Deficiencies in one trait can be balanced for by compensating scores in related dimensions. E.g., O+ can be “tamed” by C+.
- Excesses can be undesirable as in O++ and E++ equals an overbearing demeanor.
- If you want a leader with “drive to lead” you must sacrifice some “interpersonal sensitivity” (he/she will be A-)
CAREER PATHS OF STUDY SAMPLE

First Employment Following Graduation  N=27

- 1st Job in Child Welfare  n= 25
- Other than Child Welfare  n=2
CAREER PATHS OF STUDY SAMPLE

Salary of First Employment  N=27

Mean = $33,371

Median = $35,500

Mode= $37,000
CAREER PATHS OF STUDY SAMPLE
Promotions Between 9 Months to 4.2 Years of 1st Employment  N=27

6 Promoted
Of those Promoted, 5 Promoted to Supervisors
Salary of Those Promoted
Mean = $43,908  (Increase of $10,000 with promotion)
Median = $45,000
Mode = $32,000
Range = $22,724
### The Aggregate Scores of the Subjects as Measured by the Big Five Inventory

<table>
<thead>
<tr>
<th></th>
<th>Extraversion</th>
<th>Agreeableness</th>
<th>Conscientiousness</th>
<th>Non-Neuroticism</th>
<th>Openness</th>
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<tbody>
<tr>
<td><strong>Supervisor</strong></td>
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<tr>
<td>Mean</td>
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<tr>
<td>Std. Deviation</td>
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<tr>
<td>N</td>
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<td>5</td>
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<tr>
<td>Std. Deviation</td>
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<td>12.28007</td>
<td>4.84768</td>
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</table>
# FFM Profiles of the 5 Supervisors

<table>
<thead>
<tr>
<th>Supervisor</th>
<th>Negative Emotionality</th>
<th>Extraversion</th>
<th>Openness</th>
<th>Agreeableness</th>
<th>Contentiousness</th>
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<tr>
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<tr>
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<td>22</td>
<td>26</td>
<td>20</td>
<td>23</td>
<td>21</td>
</tr>
</tbody>
</table>
SUPERVISOR 1 PROFILE

N-  E=  O+

A=  C=
SUPERVISOR 4 PROFILE

N- \rightarrow C= \rightarrow A+ \rightarrow O+ \rightarrow E+

[The diagram shows a network of connections labeled N-, C=, A+, O+, and E+. The connections are indicated with arrows pointing from one label to another.]
SUPERVISOR 5 PROFILE

N=

E+

O=

A+

C+
QUESTIONS TO BE ADDRESSED

• What is the most reliable/valid way to obtain career path information?
• What personality characteristics do you think are most significant to Social Work Leadership?
• From your experience, do you think the Model Profiles make sense?
SAMPLE DEMOGRAPHICS

Gender N=27

- Women: 96%
- Men: 4%
SAMPLE DEMOGRAPHICS

Age

Range= 22------------------------------------45 years

Mean= 29.39 years

Median= 28 years
SAMPLE DEMOGRAPHICS

EDUCATIONAL LEVEL  N=27

- MSW 32%
- BSSW 68%
OHIO LICENSURE  N=27

- No License Listed: 14
- LSW: 1
- LISW: 1
- LISW-S: 1