

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. (HSD, 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)

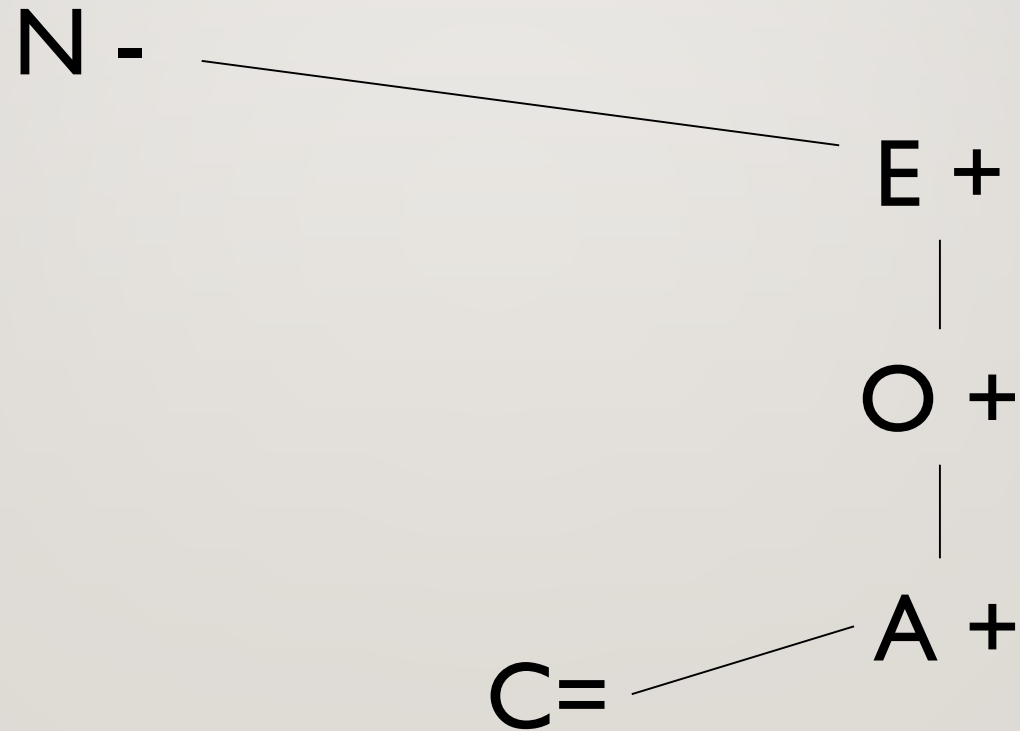
1. Worry
2. Anger
3. Discouragement
4. Self-consciousness
5. Impulsiveness
6. Vulnerability

Leadership Abilities & The Five Factor Model

Trait	Drive to Achieve	Drive to Lead	Conceptual Ability	Intuition	Inter-Personal Sensitivity	Social Adapt-Ability	Optimism	Resilience	Interest in Business	Internal Locus of Control
Openness	+	+	+++++	++++++ ++++++	n/a	+	+	- + -	+	-
Conscientiousness	+++++ +++++ ++	+++ + ++	n/a	n/a	n/a	n/a	++ ++	+++++ +++	+++	+++++ +++++
Extraversion	++ ++	+++ +++	n/a	+++++ +++++	+ ++	+++++ +++++	++++++ +++++	+	+++ +++	+++++ +++
Agreeableness	---	--- --	n/a	+ +	+++++ +++	+	+	n/a	n/a	n/a
Negative Emotionality	---	---- ---	n/a	+ -	+	-	----- -----	----- -----	n/a	----- -----

THE “IDEAL” PROFILE

(GREENBERG AND BARON, 2008, BEHAVIOR IN ORGANIZATIONS, P.144)



THE “IDEAL” PROFILE

(HOWARD AND HOWARD, PERSONALITY AT WORK , 2001, P. 117)

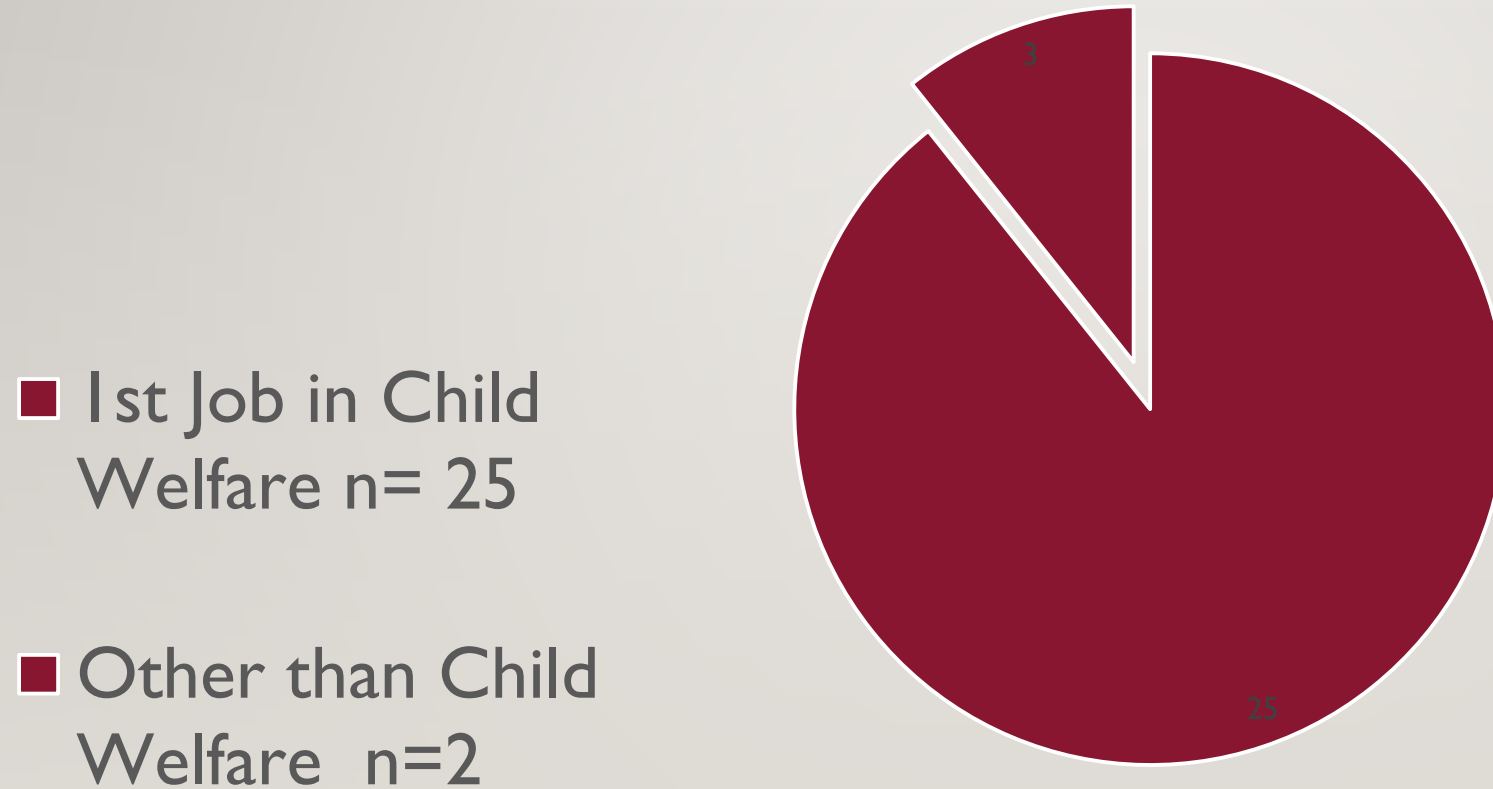


OBSERVATIONS

- 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



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

Supervisor		Extraversion	Agreeableness	Conscientiousness	Non-Neuroticism	Openness
Direct Service Worker	Mean	19.3571	15.7143	14.1429	27.6429	21.6429
	N	14	14	14	14	14
	Std. Deviation	8.30762	8.68623	7.05862	8.74957	8.83705
Supervisor	Mean	21.2000	17.8000	14.2000	30.6000	27.0000
	N	5	5	5	5	5
	Std. Deviation	4.81664	3.11448	3.89872	12.28007	4.84768

FFM PROFILES OF THE 5 SUPERVISORS

Supervisor	Negative Emotionality	Extraversion	Openness	Agreeableness	Conscientiousness
1	50	16	25	15	12
2	28	16	32	17	14
3	19	24	27	16	12
4	34	24	31	18	12
5	22	26	20	23	21

SUPERVISOR 1 PROFILE

N-

E=

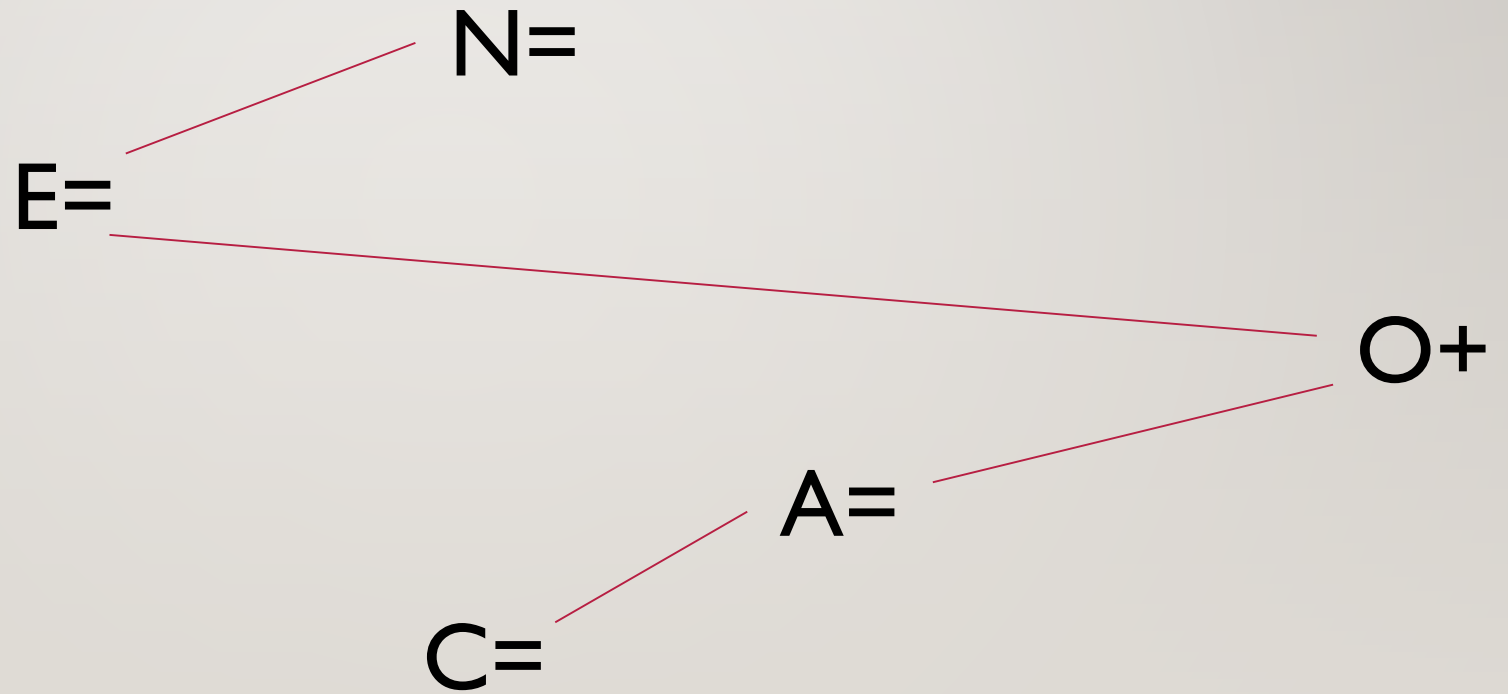
O+

A=

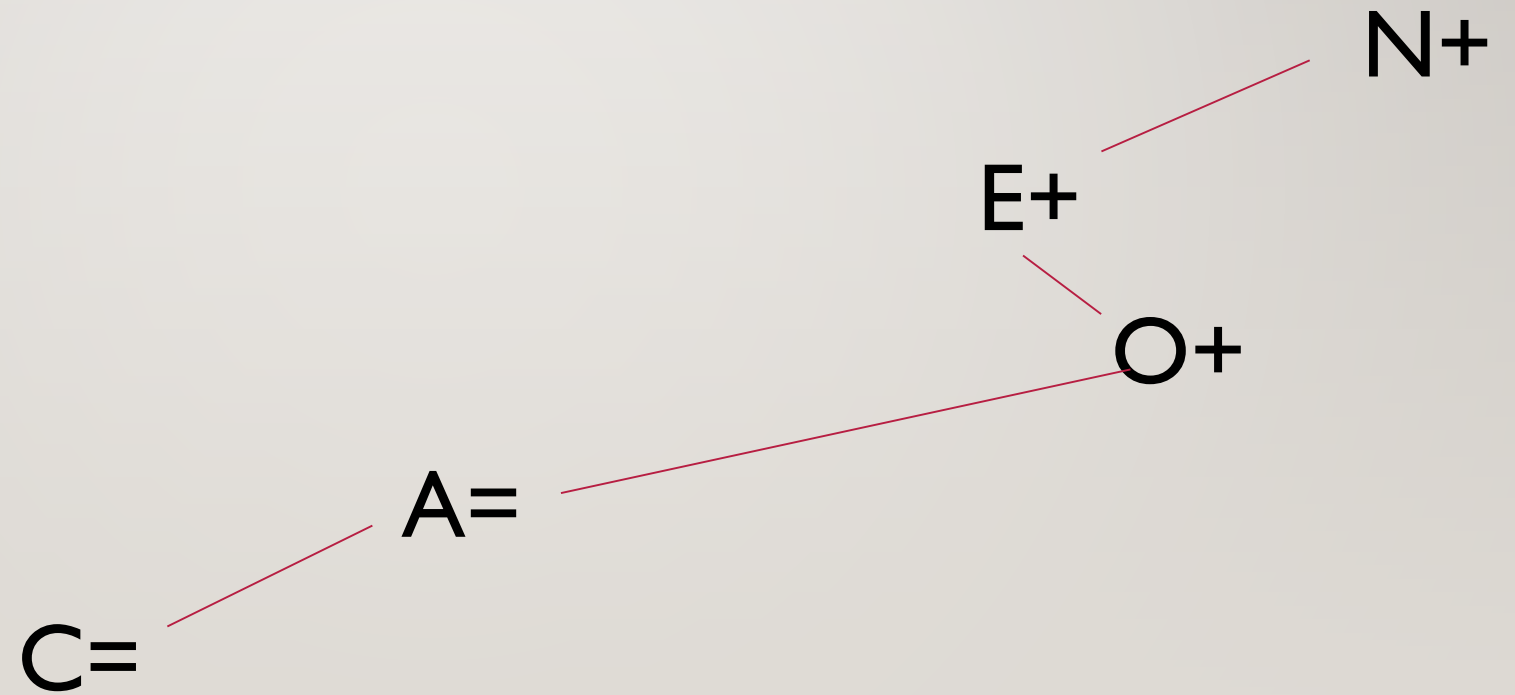
C=



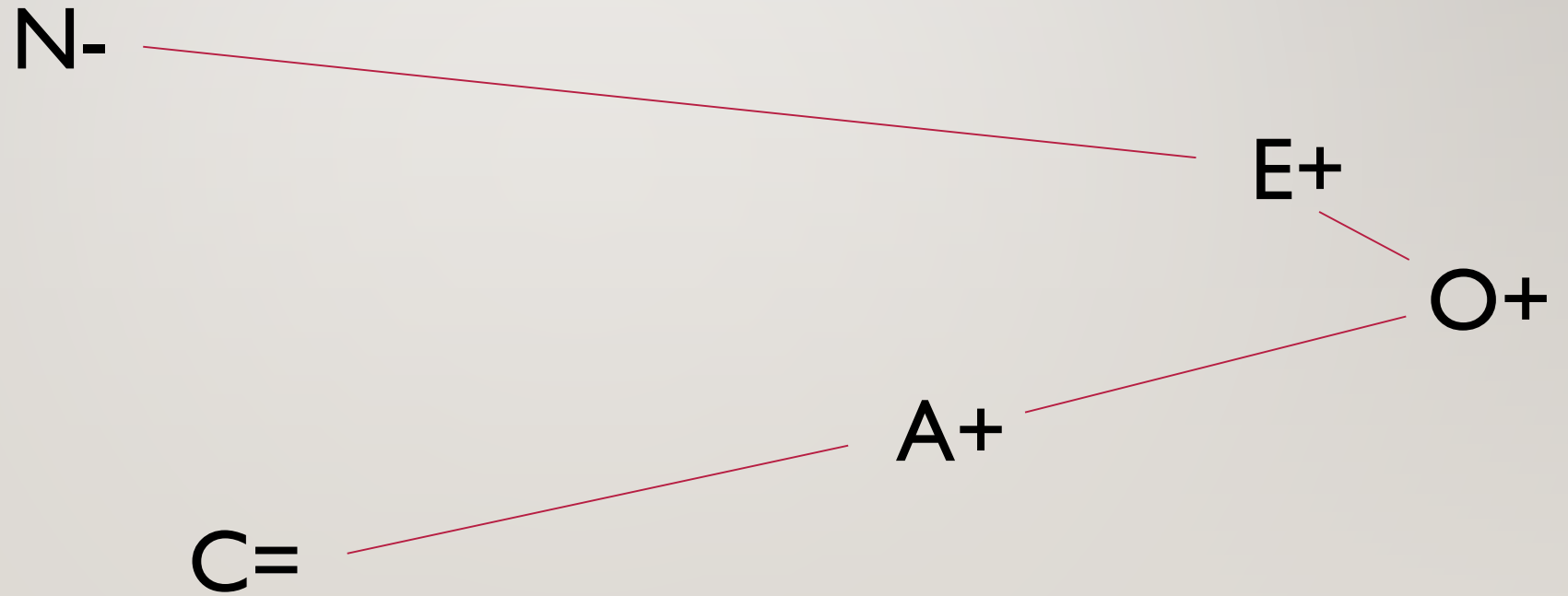
SUPERVISOR 2 PROFILE



SUPERVISOR 3 PROFILE



SUPERVISOR 4 PROFILE



SUPERVISOR 5 PROFILE

N=

E+

O=

A+

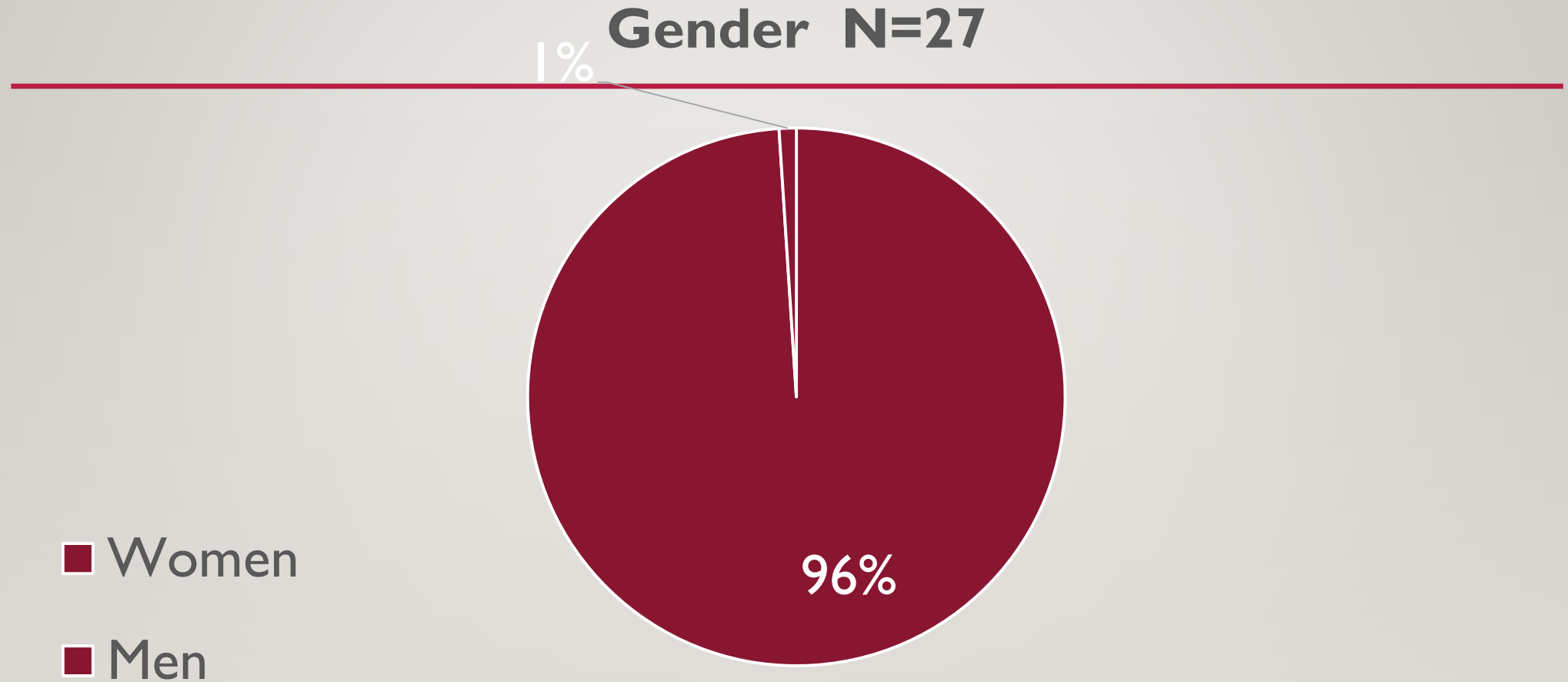
C+



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



SAMPLE DEMOGRAPHICS

Age

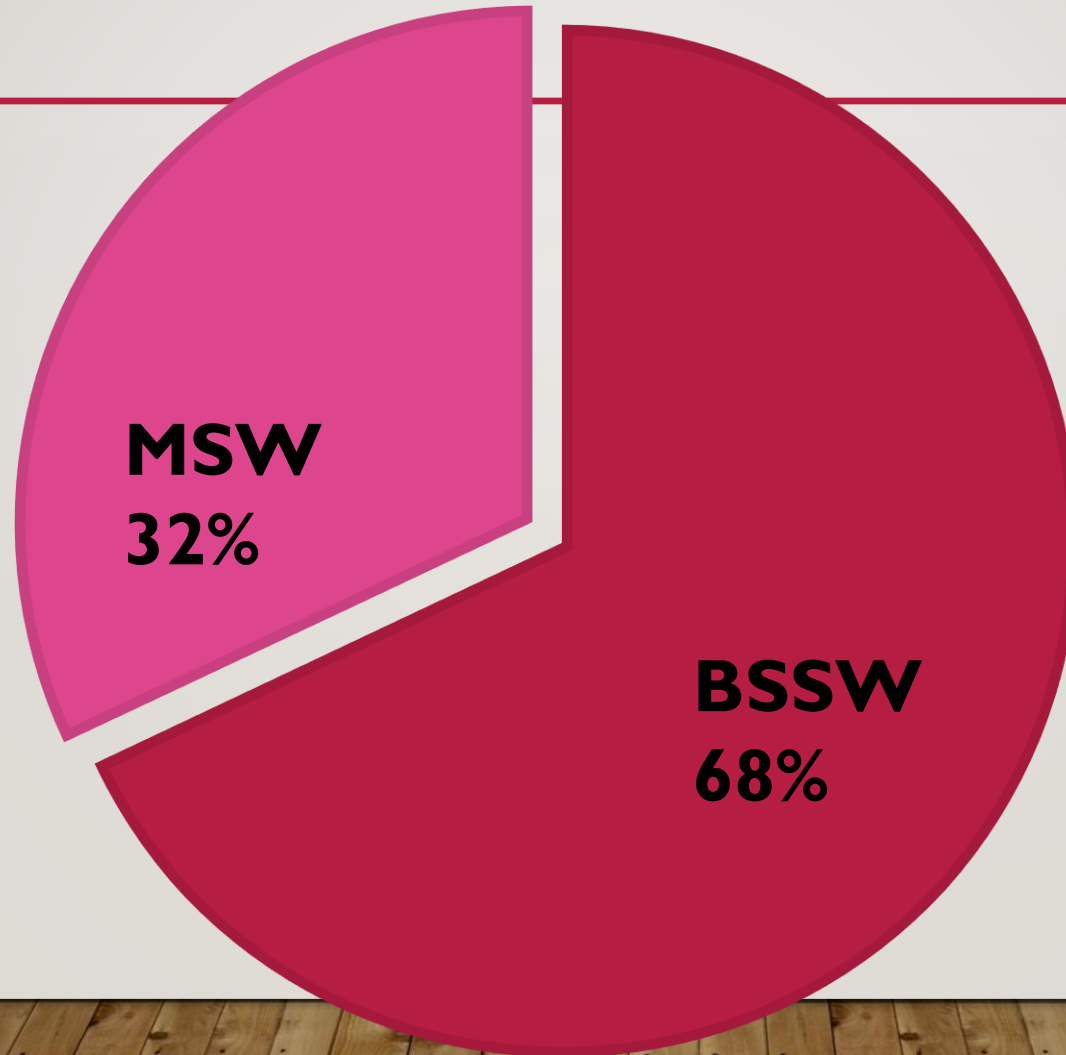
Range= 22-----45 years

Mean= 29.39 years

Median= 28 years

SAMPLE DEMOGRAPHICS

EDUCATIONAL LEVEL N=27



OHIO LICENSURE N=27

