

Mapping Personality Traits of High Performers: A Study of Middle and Lower Management

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The present study was conducted on 120 associates from lower and middle level management from a manufacturing and an IT organization to analyze the personality traits which can indicate towards who can be potentially high performers. The results suggest that the associates having sensing and judging personality orientation are better performers irrespective of their level in the managerial hierarchy. Also the individuals with the personality type of Sensing-Judging are significantly better performers as compared to Sensing-Perceiving (SP), Intuitive-Perceiving (NP) and Intuitive- Judging (NJ)s. This study proposes that there are certain personality types who tend to be high performers because of their characteristic traits such as Extraverted Thinking with Introverted Sensing (ESTJ), Introverted Sensing with Extraverted Thinking (ISTJ), Extraverted Feeling with Introverted Sensing (ESFJ), or Introverted Sensing with Extraverted Feeling (ISFJ) can be better performers. The results of the present study do not differentiate on the basis of gender.

Keywords: Sensing (S), Judging (J), High Performance, Performing Personality Types.

'Create a team of high performers and you're likely to succeed, but keep a lot of low performers and you're apt to fail.'

Avoid Costly Mis-Hires! Dr. Brad Smart*

How do you find and match the right people to the right jobs? is a question which troubles every managerial mind. The researchers have tried to find the answer to this in the personal characteristics determining the working penchant and orientation. The relationship between personality and job performance has been a topic of key interest for organizational psychologists and researchers since last century. The researches from early 1900s to mid 1980s were majorly focused on relationship of individual scales from personality inventories to various aspects of job performance. From Guion and Gottier (1965) and Mischel (1968) to Davis-Blake and Pfeffer (1989), personality has been roundly criticized as an ineffective predictor of performance. The overall conclusion from this era of research was that personality and job performance are not related in any meaningful

way across traits and across situations (Barrick et al, 2002). The second phase from mid 1980s till date is characterized by the use of five factor model or some more comprehensive personality tests. Also in this period many meta analytic studies were conducted to summarize results quantitatively across studies. The results of both primary and meta analytic studies using five factor model from this era led to more optimistic results and a better understanding of personality- performance relationship. In recent years, however, researchers have acknowledged and documented the fact that we all have personalities (e.g. Goldberg, 1993) and that personality matters because it predicts and explains behavior at work. This research, based on a construct-oriented approach primarily using the "Big Five" traits, has consistently shown that personality predicts job performance across

*This statement is based on 65,000 face-to-face case studies conducted by Dr. Brad Smart