Personality Development

State Institute of Health and Family Welfare, Jaipur
What is Personality?

• How would you describe it?

• Is it inherited
  – Are you more like your mom or dad?

• Does it change over time?

• Does it change depending on who you are with?
Personality

Characteristic patterns of emotional responses, thoughts, and behaviors that are relatively stable over time and across situations.

- Thinking
- Feeling
- Behaving
Personality ? Development?

• Personality-
  Sum total of all Physical, Mental, Emotional attitudes, values, Interests and Motivational factors

• Development-
  Core potential that determines one’s success in life and career
Every successful person has a painful story. Every painful story has a successful ending.

Accept the pain and get ready for success.
Personality Determinants

Heredity  Environment  Situation

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Heredity

- Physical structure
- Facial attractiveness
- Gender
- Temperament
- Energy level
- Fear, shyness
- Consistency in job satisfaction over the time.
- Inner or outer
- Personality characteristics are not completely dictated by Heredity
- Examples: Abhishek Bachchan, Twins, Kapoors and Deols family
Environment

• Culture exerts pressure on our personality formation
• Conditioning
• Family norms
• Friends
• Social groups
Situation

• Personality changes under different situations which may other wise be stable.
• Personality should not be seen in isolation
Freud's Structural Model of Personality

Conscious: Contact with outside world

Preconscious: Material just beneath the surface of awareness

Unconscious: Difficult to retrieve material; well below the surface of awareness

EGO

Reality principle
Secondary process thinking

SUPEREGO

Moral imperatives

ID

Pleasure principle
Primary process thinking
Personality Traits

• Particular tendencies to feel, think, and act in certain ways that can be used to describe the personality of every individual.

• Manager personalities influence their behavior and approach to managing people and resources.
The Big Five Personality Model

- Extroversion
- Agreeableness
- Conscientiousness
- Neuroticism
- Openness to Experience
Extroversion

Extroverted people
- Energetic
- Enthusiastic
- Dominant
- Sociable
- Talkative

Introverted people
- Shy
- Retiring
- Submissive
- Quiet
Agreeableness

High Agreeableness
• Friendly
• Cooperative
• Trusting
• Warm

Low Agreeableness
• Cold
• Quarrelsome
Conscientiousness

**Conscientious**
- Cautious
- Dependable
- Organized
- Responsible

**Impulsive**
- Careless
- Disorderly
- Undependable
Neuroticism

Emotionally unstable
- Nervous
- High-strung
- Tense
- Worrying

Emotionally stable
- Calm
- Contented
## Openness

<table>
<thead>
<tr>
<th>High on Openness</th>
<th>Low on Openness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imaginative</td>
<td>Down to earth</td>
</tr>
<tr>
<td>Witty</td>
<td>Conventional</td>
</tr>
<tr>
<td>Original</td>
<td>Conformist</td>
</tr>
<tr>
<td>Artistic</td>
<td>Simple</td>
</tr>
</tbody>
</table>
Big Five Personality Dimensions

Openness to Experience
(intellect, imagination, curiosity, creativity)

Conscientiousness
(order, duty, deliberation, self-discipline)

Extraversion
(sociability, assertiveness, activity, positive emotions)

Agreeableness
(trust, nurturance, kindness, cooperation)

Neuroticism
(anxiety, depression, moodiness, vulnerability to stress)
Personality Structure: The “Big Five” Personality Factors
(Each factor is a continuum of many related traits)

Adjustment
(Stable, confident, effective)  (Nervous, self-doubting, moody)

Sociability
(Gregarious, energetic, self-dramatizing)  (Shy, unassertive, withdrawn)

Conscientiousness
(Planfned neat, dependable)  (Impulsive, careless, irresponsible)

Agreeableness
(Warm, tactful, considerate)  (Independent, cold, rude)

Intellectual Openness
(Imaginative, curious, original)  (Dull, unimaginative, literal-minded)

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Theories of personality development

• Piaget’s Stages of Cognitive Development

• Freud’s Stages of Psychosexual Development

• Erikson’s Stages of Psychosocial Development

• Kohlberg’s Stages of Moral Development
Erikson's Stages of Psychosocial Development
# Erikson's Stages of Psychosocial Development

<table>
<thead>
<tr>
<th>Stage</th>
<th>Basic Conflict</th>
<th>Important Events</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infancy (birth to 18 months)</td>
<td>Trust vs. Mistrust</td>
<td>Feeding</td>
<td>Children develop a sense of trust when caregivers provide reliability, care, and affection. A lack of this will lead to mistrust.</td>
</tr>
<tr>
<td>Early Childhood (2 to 3 years)</td>
<td>Autonomy vs. Shame and Doubt</td>
<td>Toilet Training</td>
<td>Children develop a sense of personal control and independence. Success leads to feelings of autonomy, failure to shame and doubt.</td>
</tr>
<tr>
<td>Preschool (3 to 5 years)</td>
<td>Initiative vs. Guilt</td>
<td>Exploration</td>
<td>Children begin asserting control and power over the environment. Success leads to a sense of purpose. Children who try to exert too much power experience disapproval, resulting in a sense of guilt.</td>
</tr>
<tr>
<td>School Age</td>
<td>Industry vs. Superiority</td>
<td>School</td>
<td>Learn to cope with new social and academic demands. Success leads to a sense of competence, while failure results in feelings of inferiority.</td>
</tr>
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</tr>
<tr>
<td>Adolescence</td>
<td>Identity vs. Role Confusion</td>
<td>Social Relationships</td>
<td>Teens need to develop a sense of self and personal identity. Success leads to an ability to stay true to yourself, while failure leads to role confusion and a weak sense of self.</td>
</tr>
<tr>
<td>Young Adulthood</td>
<td>Intimacy vs. Isolation</td>
<td>Relationships</td>
<td>Young adults need to form intimate, loving relationships with other people. Success leads to strong relationships, while failure results in loneliness and isolation.</td>
</tr>
<tr>
<td>Stage</td>
<td>Conflict</td>
<td>Domain</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------</td>
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</tr>
<tr>
<td>Middle Adulthood (40 to 65 years)</td>
<td>Generativity vs. Stagnation</td>
<td>Work and Parenthood</td>
<td>Adults need to create or nurture things that will outlast them, often by having children or creating a positive change that benefits other people. Success leads to feelings of usefulness and accomplishment, while failure results in shallow involvement in the world.</td>
</tr>
<tr>
<td>Maturity (65 to death)</td>
<td>Ego Integrity vs. Despair</td>
<td>Reflection on Life</td>
<td>Older adults need to look back on life and feel a sense of fulfillment. Success at this stage leads to feelings of wisdom, while failure results in regret, bitterness, and despair.</td>
</tr>
</tbody>
</table>
Carl Rogers’ Personality Theory

Basic human needs

- Need for self-actualization
- Need for positive regard

Responses

- Unconditional positive regard
  - Result: Self-actualization
- Conditional positive regard
  - Result: Self-discrepancies

Love the sinner, hate the sin

I love you IF...
Major Personality Attributes Influencing Organizational Behavior

Machiavellian Personality

- Self Esteem
- Risk Propensity
- Proactive Personality
- Type A Personality

Key Personality Attributes

Locus of control

Self monitoring

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Locus of Control

• **Internal Locus of Control**: belief that one controls key events and consequences in one’s life.

• **External Locus of Control**: One’s life outcomes attributed to environmental factors such as luck or fate.
Machiavellianism

• Named after Niccolo Machiavelli

  – Characteristics
    • Pragmatic
    • Maintains emotional distance
    • Believes that ends can justify the means.
High Machs

• Manipulate more
• Win more
• Persuade less
• Persuade others more
High Machs persuaded by :-

Persuaded by three factors:
1. Face to face interaction
2. Situation having minimum number of rules and regulations, allowing latitude for improvisation
3. Emotional involvement with details irrelevant.
Self Esteem

- The degree to which a person likes or dislikes himself.
- Directly related to expectations for success.
- Two Types:
  - High Self Esteem
  - Low Self Esteem
High Self Esteem

• Believe that they possess the ability to succeed at work
• Take more risks in job selection.
• More likely to choose unconventional jobs than people with low esteem.
• Not susceptible to the external influences.
• More satisfied with their jobs.
Self Monitoring

• Ability to adjust one’s behavior to external, situational factors.

• Two types:
  – High self monitoring
  – Low self monitoring
• **High self monitors**
  - flexible: adjust behavior according to the situation & behavior of others
  - Can appear unpredictable & inconsistent

• **Low self monitors**
  - act from internal states rather than from situational cues
  - Show consistency
  - Less likely to respond to work group norms or supervisory feedbacks
Proactive Personality

• Identifies opportunities, show initiatives, takes actions, and preserves until meaningful change occurs.

• Creates positive change in the environment, regardless or even in spite of constraints or obstacles.
Type A And Type B Personality

• Type A Personality
  • Always moving, walking, and eating rapidly
  • Feel impatient with the rate
  • Strive to think or do two or more things at once
  • Cannot cope with leisure time
  • Obsessed with numbers
Type A and Type B Personality

• Type B Personality
  • Never suffer from a sense of time urgency
  • Feel no need to display or discuss either their achievements or accomplishments
  • Play for fun and relaxation
  • Can relax without guilt
## Risk Propensity

<table>
<thead>
<tr>
<th>High risk taking managers</th>
<th>Low-risk taking managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make quicker decisions</td>
<td>Are slower to make decisions</td>
</tr>
<tr>
<td>Use less information to make decisions</td>
<td>Require more information before making decisions</td>
</tr>
<tr>
<td>Operate in smaller and more entrepreneurial organizations</td>
<td>Exist in larger organizations with stable environment</td>
</tr>
</tbody>
</table>
Personality and Behavior: Specific Personality Traits* and Their Linkage to the “Big Five”

• Self-esteem (“self-worth”) is part of adjustment
• Locus of control (“fate vs. personal control”) is part of conscientiousness
• Introversion and extraversion (preference for thinking vs. interacting--NOT “social skills”) are part of sociability
• Dogmatism (generalized rigidity of beliefs) and authoritarianism (narrower personality type who prefers to follow orders) are part of intellectual openness

• REMEMBER: Traits are continua—people may be high, low, or in-between. Most people are in-between!

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Values

• Values: describe what staff try to achieve through work and how to behave
  – These are personal convictions about life-long goals (terminal values) and modes of conduct (instrumental values)
  – A person’s value system reflects how important their values are as a guiding principle in life.
  – Terminal values important to managers include:
    • Sense of Accomplishment, equality, self-respect.
  – Instrumental values include:
    • Hard-working, broadminded, capable.
Terminal and Instrumental Values

Terminal Values
- Prosperous life
- Exciting life
- Sense of accomplishment
- A world at peace
- Salvation
- Self-respect
- Pleasure
- Wisdom
- True friendship
- Equality

Instrumental Values
- Ambitious
- Broadminded
- Capable
- Cheerful
- Clean
- Helpful
- Honest
- Obedient
- Loving
- Responsible
Attitudes

- Attitudes: collection of feelings about something.
  - Job Satisfaction: feeling about a worker’s job
  - Satisfaction tends to rise as you move up in the organization
  - Organizational Citizenship Behavior's: actions not required of you but which help advance the firm. Staff with high satisfaction perform these “extra mile” tasks
  - Organizational Commitment: beliefs held by people toward the organization as a whole.
    - Committed staff are loyal and proud of the firm.
    - Commitment can differ around the world.
Moods

• Moods: encompass how a staff feels at work.
  – Positive moods provide excitement, elation and enthusiasm.
  – Negative moods lead to fear, stress, nervousness.

• Moods can depend on a person’s basic outlook as well as on current situations.

• Staff need to realize how they feel affects how they treat others and how others respond to them.
  – Workers prefer to make suggestions to managers who are in “a good mood”.
Perceptions

• Perception is the process through which people select, organize and interpret input.
  – Manager’s decisions are based on their perception.
    • Managers need to ensure perceptions are accurate.
  – Managers are all different and so are their perceptions of a situations.
    • Perceptions depend on satisfaction, moods, and so forth.
  – A manager’s past experience can influence their outlook on a new project.
    • Good managers try not to prejudge new ideas based on the past.
Developing personality

- Think positive
  - Don’t Complain, criticize, condemn
- Have positive attitude
- Good perception
- Body language
- Confidence
- Presentable
  - Personal grooming
# Freud’s Psychosexual stages of development

<table>
<thead>
<tr>
<th>Stages</th>
<th>Physical focus</th>
<th>Psychological theme</th>
<th>Adult character</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral stage: Birth - 18 mos.</td>
<td>Mouth, sucking</td>
<td>dependency</td>
<td>Dependent/independent</td>
</tr>
<tr>
<td>Anal Stage: 18 mos. - 3.5 yrs</td>
<td>Anus (elimination)</td>
<td>self-control</td>
<td>Uptight vs impulsive</td>
</tr>
<tr>
<td>Phallic Stage: 3.5 - 6 yrs.</td>
<td>Penis</td>
<td>morality and sexuality identification</td>
<td>Amoral vs very rigid morals</td>
</tr>
<tr>
<td>Latency Stage: 6 yrs. to puberty</td>
<td>Period of relative calm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Genital stage: post puberty</td>
<td>Genitals</td>
<td>Maturity and creation/enhancement of life</td>
<td>Balance of love and work</td>
</tr>
</tbody>
</table>
Personality Disorder

• Reflect a variant form of normal, healthy personality.
• Usually become noticeable in adolescence or early adulthood, but sometimes start in childhood.
• Causes:
  – Genetics and inheritance
  – Trauma
  – Family circumstances
## Personality disorder

- 10 different types of personality disorder, which can be grouped into three categories

<table>
<thead>
<tr>
<th>Suspicious</th>
<th>Emotional and impulsive</th>
<th>Anxious</th>
</tr>
</thead>
<tbody>
<tr>
<td>paranoid</td>
<td>borderline</td>
<td>avoidant</td>
</tr>
<tr>
<td>schizoid</td>
<td>histrionic</td>
<td>dependent</td>
</tr>
<tr>
<td>schizotypal</td>
<td>narcissistic</td>
<td>obsessive compulsive</td>
</tr>
<tr>
<td>antisocial</td>
<td></td>
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</tr>
</tbody>
</table>
Can Personality be Changed

Change Is Inevitable, Growth Optional
Ten Imp. Points for an Ultimate Personality:

- Appearance.
- Intelligence.
- Smartness.
- Trustworthy, High integrity and Responsible.
- Knowledge, in depth.
- Management.
- Efficiency
- Economic independence.
- Morality / Character.
Thank You

For more details log on to www.sihfwrajasthan.com or
contact : Director-SIHFW on sihfwraj@yahoo.co.in