Know thyself!

- People are different
- You vs external expectations?
- Career choices is a lot about fit
- Knowing what you need first step for getting it
What enters career decisions?

Skills – What can you do?

Interests – What do you enjoy doing?

Values – What matters to you?

Personality – Where can you be who you are?
Personality
The first thing to look for when searching for a great employee is somebody with a personality that fits with your company culture. Most skills can be learned, but it is difficult to train people on their personality.

Richard Branson
Myers Briggs

Derived from Jungian archetypes
Scientifically not sound
Low reliability
Low validity
Boxes rather than dimensions
But: Very popular
Personality/differential psychology

Studies people’s personalities and their differences

Personality: Individuality of a human being with respect to physique, cognitive capability, behavior, and experience (emotional, perception, …)

Looks at non-pathological differences

Academic psychology → evidence based undertaking

Lot of popular/folk psychology in magazines, business context, etc.
Different how?

Are there properties/traits that are stable over time?
Are there properties/traits that are consistent over different situations?
How many personality traits are there?

What do you think?

English Dictionary: 18’000 words describing personality traits

Method factor analysis: statistical method to reduce a lot of variables (e.g. words describing personality traits) to fewer factors

Have people do personality questionnaires to look for correlations in responses
Example: Intercorrelation of traits

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</tbody>
</table>
Intercorrelations

Sociable <-> fun-loving 0.52
Sociable <-> shy -0.56
Shy <-> fun-loving -0.53
Shy <-> anxious 0.32
Shy <-> confident -0.56
Confident <-> sociable 0.41

Reduction of 15 traits to 5 factors
How many “fundamental” traits are there?

- Give a questionnaire with 18’000 adjectives to sample of population ➔ not doable
- Lexical approach: Take the whole dictionary + reduction methods ➔ reduction to 1’566 words
- Classification: 339 words in 100 groups of synonymous words (anxious, fearful, nervous)
- Students assessed themselves and others
- Independent of method of assessment: 5 factors
Big Five - OCEAN

- Openness to new experience
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism
Language dependence

Big Five were found in English, German, Dutch
Italian and Hungarian factor analysis found fewer factors
Big Three (Extraversion, Agreeableness, Conscientiousness) better reproducibility among different cultures
Many more attempts to develop different models
Online tests

• Cambridge University Psychometrics Centre: https://discovermyprofile.com/
• NEO PI-R http://www.personal.psu.edu/~j5j/IPIP/ipipneo120.htm
Big Five

• Not: Either / or
• Scale/dimension along each factor
Openness

<table>
<thead>
<tr>
<th>Facet</th>
<th>Low value</th>
<th>High value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness for imagination</td>
<td>Unimaginative, uninspired, practical</td>
<td>Imaginative, creative, inventive</td>
</tr>
<tr>
<td>Openness for aesthetics</td>
<td>Little interest in music, poetry, art work</td>
<td>Art-minded, musical, poetical</td>
</tr>
<tr>
<td>Openness for feelings</td>
<td>less aware of their feelings, tend not to express their emotions openly</td>
<td>good access to and awareness of their own feelings</td>
</tr>
<tr>
<td>Openness for actions</td>
<td>Inflexible, fixed, preference for routine</td>
<td>Flexible, adventurous, preference for new experiences</td>
</tr>
<tr>
<td>Openness for ideas</td>
<td>Uninspired, uninterested</td>
<td>Analytical, hungry for education, curious</td>
</tr>
<tr>
<td>Openness for values</td>
<td>Dogmatic, conservative, narrow-minded</td>
<td>Open-minded, critical,</td>
</tr>
</tbody>
</table>
Openness

- Correlates positively with intelligence and even more with education
## Conscientiousness

<table>
<thead>
<tr>
<th>Facet</th>
<th>Low value</th>
<th>High value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-efficacy</td>
<td>Incompetent, hasty, without a plan</td>
<td>Competent, careful, prudent</td>
</tr>
<tr>
<td>Tidiness</td>
<td>Negligent, messy, unsystematic</td>
<td>Tidy, organized, pedantic</td>
</tr>
<tr>
<td>Dutifulness</td>
<td>Frivolous, lax, unreliable</td>
<td>Dutiful, responsible, reliable</td>
</tr>
<tr>
<td>Striving for achievement</td>
<td>Lazy, unmotivated, aimless</td>
<td>Ambitious, diligent, determined</td>
</tr>
<tr>
<td>Self-discipline</td>
<td>Chaotic, undisciplined</td>
<td>Persevering, self-disciplined, strong-minded</td>
</tr>
<tr>
<td>Deliberateness</td>
<td>Short-sighted, without thinking, spontaneous decisions</td>
<td>Level-headed, reflective, forward-looking</td>
</tr>
</tbody>
</table>
Conscientiousness

• Best predictor among Big Five in terms of scholarly and professional success
• Needed for almost all professions; exceptions artists (and managers if desire for control clouds keeping an overview)
• For leadership positions similarly important as extraversion and low values for neuroticism
• Team work capacity based on agreeableness and conscientiousness
• Scientists need be conscientious at work
# Extraversion

<table>
<thead>
<tr>
<th>Facet</th>
<th>Low values</th>
<th>High values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td>Unhurried, slow, passive</td>
<td>Active, hectic, lively</td>
</tr>
<tr>
<td>Seeking excitement</td>
<td>Deliberate, cautious, careful</td>
<td>Adventurous, risk-loving, daring</td>
</tr>
<tr>
<td>Cheerfulness</td>
<td>Serious, uninvolved</td>
<td>Cheerful, good-humored</td>
</tr>
<tr>
<td>Friendliness</td>
<td>Distant, reserved</td>
<td>Friendly, affectionate</td>
</tr>
<tr>
<td>Sociability</td>
<td>Private, prefers being for themself</td>
<td>Social, talkative, outgoing</td>
</tr>
<tr>
<td>Assertiveness</td>
<td>Indecisive, submissive</td>
<td>Dominant, energetic, decisive</td>
</tr>
</tbody>
</table>
## Agreeableness

<table>
<thead>
<tr>
<th>Facet</th>
<th>Low values</th>
<th>High values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>Distrustful, sceptic, cynical</td>
<td>Unsuspicious, trusting</td>
</tr>
<tr>
<td>Morality</td>
<td>Malicious, calculating, dishonest</td>
<td>Candid, honest</td>
</tr>
<tr>
<td>Altruism</td>
<td>Egoistic, egocentric, selfish</td>
<td>Generous, cooperative, considerate</td>
</tr>
<tr>
<td>Cooperation</td>
<td>Opinionated, argumentative, adamant</td>
<td>Forgiving, placable, conciliatory</td>
</tr>
<tr>
<td>Modesty</td>
<td>Arrogant, cocky, pompous</td>
<td>Modest, humble, unpretentious</td>
</tr>
<tr>
<td>Sympathy</td>
<td>Cold-hearted, unsympathetic, merciless</td>
<td>Warm-hearted, sympathetic, understanding</td>
</tr>
</tbody>
</table>
Extraversion and agreeableness

• Introversion not the opposite of extraversion, but absence of need for social interactions
• Introversion not because of social anxiety or lack of social competences, but because of preference
• Often good agreement between self-perception and perception by others (publicly visible)
• Extraversion: more emotions, in particular positive ones
• Predicts client contact, leadership quality and sales performance
• Agreeableness predicts client contact and capacity for teamwork
• Low values for agreeableness attributed to entrepreneurship
## Neuroticism

<table>
<thead>
<tr>
<th>Facet</th>
<th>Low value</th>
<th>High value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anxiety</td>
<td>Fearless, unshakeable</td>
<td>Anxious, worried, nervous</td>
</tr>
<tr>
<td>Anger</td>
<td>Balanced, not easily offended</td>
<td>Sensitive, thin-skinned, irritated, cranky</td>
</tr>
<tr>
<td>Depression</td>
<td>Hopeful, carefree, optimistic</td>
<td>Depressed, hopeless, melancholic</td>
</tr>
<tr>
<td>Social inhibition</td>
<td>Self-confident, without inhibition, effortless</td>
<td>Inhibited, easily embarrassed, shy</td>
</tr>
<tr>
<td>Immoderation</td>
<td>High frustration tolerance, restrained, resists temptations</td>
<td>Easily tempted, uncontrolled, overindulgent</td>
</tr>
<tr>
<td>Resilience</td>
<td>Stable, stress resistant, resilient</td>
<td>Sensitive, prone to stress, vulnerable</td>
</tr>
</tbody>
</table>
Neuroticism

• Personality psychology studies non-pathological aspects
• Neuroticism close to mental health issues
• Does not mean: You are an anxious person, there is nothing one can do.
Big Five and Career

Predictive power less than aptitude tests (exception: conscientiousness)
Skills and interests play a bigger role than personality

You will find more extraverted people among actors, musicians, journalists, managers and sales
Scientists, engineers, MDs, lawyers often high values on introversion
But: Approx. 35-40% of sales people are on the introverted spectrum
Big Five and Career

• Socially desirable behavior not necessarily leads to professional success
• High level of agreeable can hinder professional success: Desire for harmony can lead to poor compromises
• Jobs with a high degree of independence: More successful if conscientiousness and intellectual openness show high values and agreeableness (latter unclear why)
• Competitive job situations: extraversion helpful, agreeableness disadvantage
• People with high motivation for performance enjoy profit oriented aggressive environments
Social competences

Two main components

- **Assertiveness**: The ability to protect your own interests against someone else’s interests
- **Relationship building**: The skill to engage in and maintain positive (professional) relationships with others

Both components to navigate the work place.
Personality & recruiting

• Some companies do personality tests
• Personality will be “assessed” in interviews with respect to:
  • Fit in terms of job, team and organizational culture
  • Knowing about your personality traits give you vocabulary to talk about yourself during interviews
Disclaimer

• There is no right or wrong personality!
• The goal is not to label people!

Working with academics

• Annoying
• Terrible time management
• Have different goals
• Usually don’t have money
Identity
Professional identity

- Professional identity defined as a person’s professional self-concept based on attributes, beliefs, values, motives, and experiences.
- Associated with status, esteem, mastery, and sense of belonging
- Formation complex process
Identity Development

• Professional identity will change
• In academia: different positions will go along with development of identity
  • PhD students – no longer an undergraduate, not just studying, but doing research
  • Postdoc – no longer PhD student, not yet PI, now what?
  • Assistant Prof – many new tasks, what is my leadership style etc.?
• Beyond academia: development of new professional identity
Who are you?

• A scientist? – what does this mean to you?
• A mathematician, neuroscientist, experimentalists, theoretician, ...
• What kind of scientist are you/do you want to be?
• Which parts of your identity are left, if you take away the scientist?
• No guarantee for a career in academia → can become existential threat
• Fear of losing one’s (professional) identity can be a big part of career anxiety
• Impostor syndrome also linked to identity
Difficulties

• Self-expectations
• Expectations by others
• Stereotypes
Thank you! Questions?

Next week:
Tuesday: Implementation of research projects
Wednesday: Exploring & networking