

8 Personality

Activities

Understanding the text: speed vs. accuracy

1 Look at these reading strategies. Tick those that help you to read *quickly*.

- 1 Say the words out loud as you read.
- 2 Locate useful information by skimming.
- 3 Use headings to predict content.
- 4 Follow the text as you read with a pen.
- 5 Don't check every new word in the dictionary.
- 6 Skip unknown words and try to work out the meaning from the context.

2 Find the section *Other personality traits at work* in the Unit 8 text. Try to read it as quickly as possible. Time yourself as you read. Calculate your words-per-minute reading speed.

Example:

Total words: 617

Time: 249 seconds

Words per minute: $617 \div 249 \times 60 = 148\text{wpm}$

3 Choose the correct answer (a, b or c) for each of these questions without looking back at the Unit 8 text. Then check your answers.

- 1 Locus of control is the extent to which people believe they have control over
 a their own behaviour b what happens to them c other people's lives
- 2 A person who is *not* highly authoritarian is more likely to
 a disagree with the boss
 b carry out orders from others
 c let others make decisions
- 3 A person with higher self-esteem is more likely to be motivated by
 a external rewards b praise from others c internal satisfaction
- 4 During unpredictable times, it may be better to have a manager who has risk propensity.
 a low b high c no

Critical thinking: interpreting the criticisms of others

4 Using the Unit 8 text, make notes on the main ideas and supporting examples for these three ways of categorizing personality.

- 1 the 'big five' personality traits
- 2 the Myers-Briggs framework
- 3 emotional intelligence

Example: 1 Main ideas: agreeableness (indicates how well a person gets on with others)

Supporting examples: Highly agreeable people are better at forming good working relationships

5 a Look at this sentence from the Unit 8 text.

Researchers have not yet fully investigated the effects of agreeableness, but it seems likely that highly agreeable people are better at developing good working relationships with co-workers, subordinates and higher-level managers, whereas less agreeable people are not likely to have particularly good working relationships with customers, suppliers and other key organizational constituents.

How sure are the authors of the effects of agreeableness? Mark your answer on a scale of 0 to 10 (0 = completely unsure; 10 = completely sure).

b Underline the phrases that helped you to decide.

i You can determine how significant an idea is by the language that is used to discuss it. An author will use the language of hedging or modal verbs to indicate the value or significance of an idea. When reading, you should also be questioning the claims that you read and making your own decision regarding the significance of an idea.

6 Read the rest of the section on the 'big five' personality traits. Underline any examples of modal verbs or hedging language. Write them in your notebook.

7 Read the rest of the text and complete this table, indicating the support and limitations for each type of personality categorization.

| ways of measuring personality | support/praise | limitation/criticism |
|---|--|----------------------|
| The 'big five' personality traits: ● agreeableness ● conscientiousness ● neuroticism ● extroversion ● openness | <i>... an integrated set of traits that appear to be valid predictors of certain behaviours in certain situations.</i> | |
| The Myers-Briggs framework | | |
| Emotional intelligence | | |

8 Think about the different ways of categorizing and measuring personality listed in Exercise 7. Using suitable modal verbs and hedging language, write a sentence for each one describing the significance of the ideas.