

BEYOND STEREOTYPES: PERSONALITY DIFFERENCES BETWEEN FEMALE AND MALE LEADERS

SIOP 2015

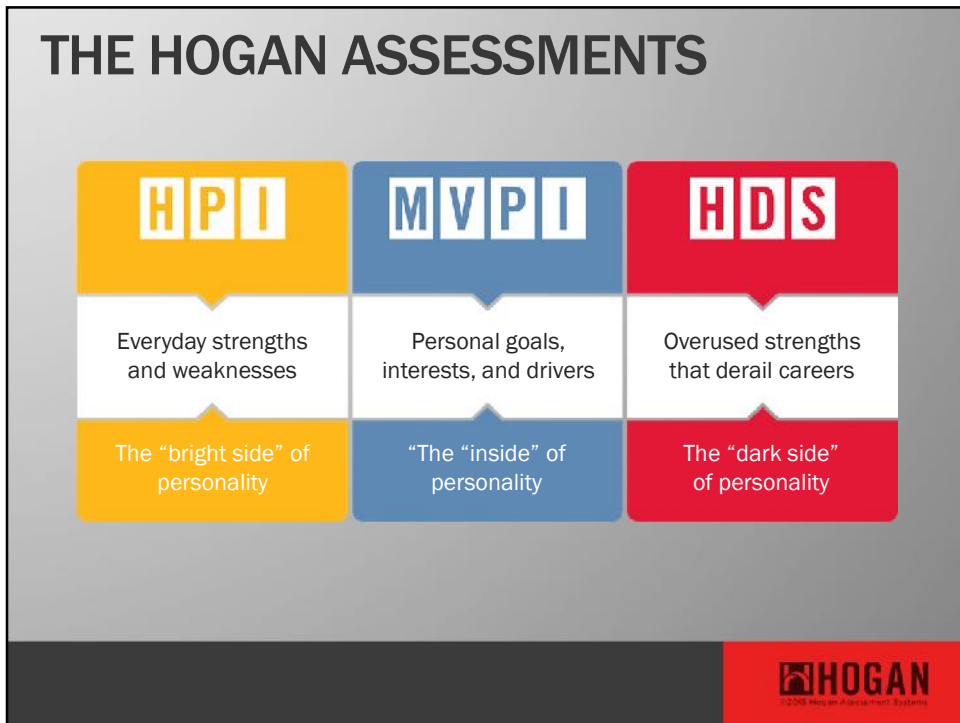
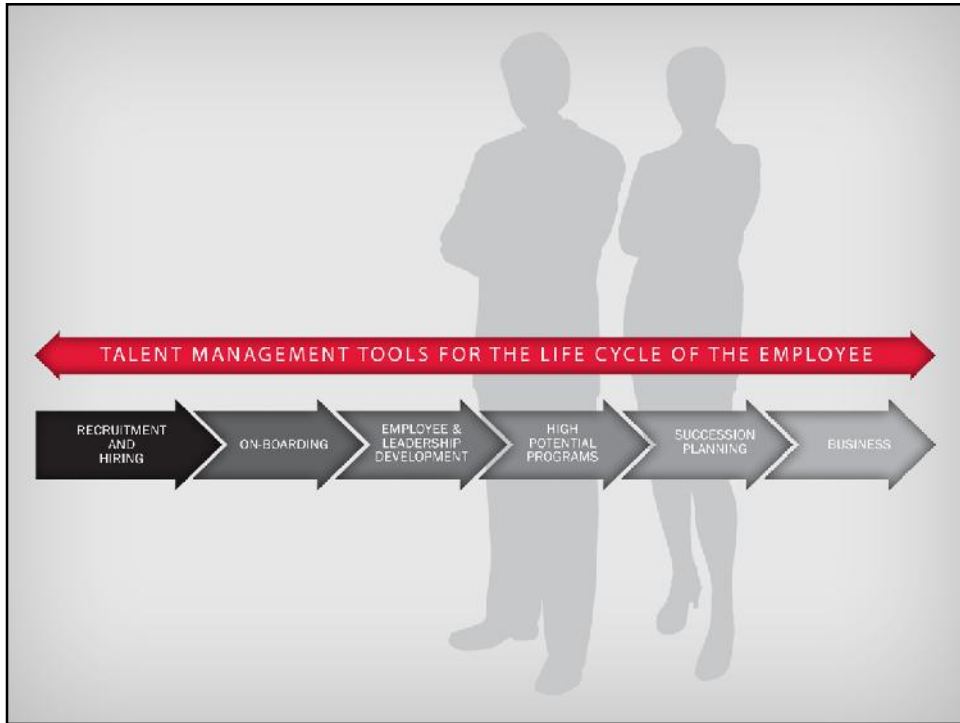
Presented by: Jackie Sahm



HOGAN ASSESSMENT SYSTEMS

- 1 International authority in personality assessment and leadership development
- 2 Commitment to scientific rigor in psychometric assessment
- 3 Global presence in 40+ countries and assessments offered in 30+ languages
- 4 Assessed millions of working adults around the world
- 5 Studied personality-performance linkages in +500 different jobs





ASSESSMENTS

HPI

HOGAN PERSONALITY INVENTORY
THE BRIGHT SIDE

7
SCALES

THAT MEASURE HOW
PEOPLE BEHAVE IN
DAY-TO-DAY LIFE
WHEN THEY'RE AT
THEIR BEST

THE HOGAN PERSONALITY INVENTORY PREDICTS JOB PERFORMANCE BY MEASURING NORMAL PERSONALITY.

The HPI was developed specifically for the business community. It measures the personality characteristics necessary for success in careers, relationships, education, and life.

Whether you're implementing organizational assessment processes or enhancing executive development, HPI reports can help you identify the fundamental factors that distinguish personalities and determine career success.

ADJUSTMENT
confidence, resilience, composure, interpersonal

AMBITION
initiative, competitiveness, drive for leadership roles

SOCIABILITY
relationship, openness, need for social contact or

INTERPERSONAL SENSITIVITY
flexibility, perceptiveness, ability to maintain a relationship

PRUDENCE
self-discipline, responsibility, thoroughness

INQUISITIVE
imaginative, analytical, creative potential

LEARNING APPROACH
collaborative orientation, valuing education

HPI

HOGAN
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AGENDA

1. Overview of study & sample
2. Summary of findings
3. Discussion

OVERVIEW OF STUDY

Personality Differences by Gender and Job Level

- Large, global sample of males and females who have completed full Hogan Assessment suite
- Hogan Personality Inventory (HPI) scores
- Broad range of industry, company size, and geography represented
- Equal number of selection and development cases
- Coded using self-reported gender and job level
- Univariate ANOVAs: Test of between-subjects effects
- Examination of main effects and interactions



PERSONALITY & GENDER

Historical Research Suggests

Big Five Characteristics: Corresponding Hogan Scales:

♂ MALES TEND TO SCORE: ♂

↑ Extraversion

↑ Ambition

↑ Sociability

↑ Openness to Ideas

↑ Inquisitive

↑ Learning Approach

♀ FEMALES TEND TO SCORE: ♀

↑ Agreeableness

↑ Interpersonal Sensitivity

↓ Emotional Stability

↓ Adjustment

SUMMARY OF FINDINGS



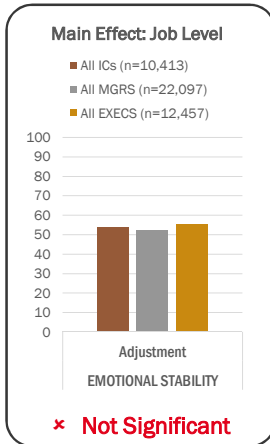
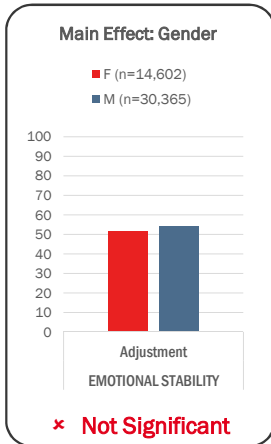
THE BIG PICTURE

Personality Differences by Gender and Job Level

HPI Scale	Definition	Main Effect: Gender	Main Effect: Job Level
Adjustment	Confidence, optimism, self-esteem, and composure under pressure	✗	✗
Ambition	Initiative, drive, competitiveness, and desire for leadership roles	✗	✓
Sociability	Extraversion, gregarious, and need for social interaction	✓	✗
Interpersonal Sensitivity	Tact, perceptiveness, and ability to maintain relationships	✓	✗
Prudence	Self-discipline, responsibility, and thoroughness	✓	✗
Inquisitive	Imagination, curiosity, and creative potential	✓	✗
Learning Approach	Achievement orientation, valuing education	✗	✓

EMOTIONAL STABILITY

Main Effects



SUMMARY:

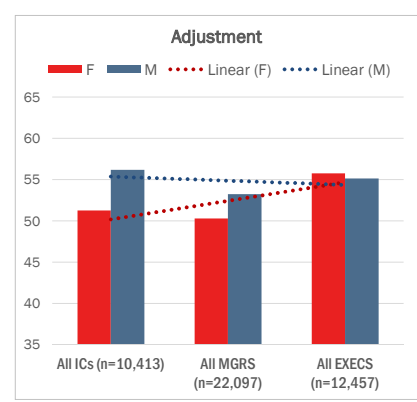
- No difference by Gender
- No difference by Job Level
- Does not support typical narrative on M-F differences in emotional stability

➤ *Significant Interaction*



EMOTIONAL STABILITY

Interaction

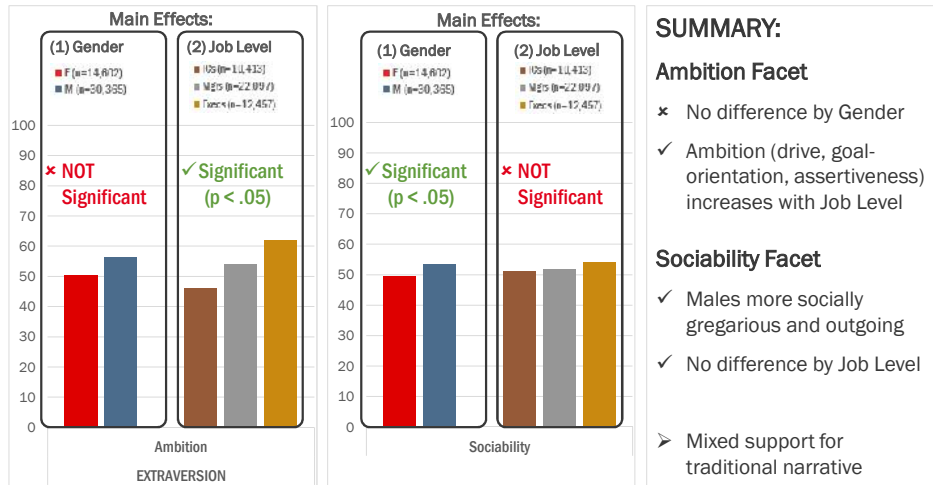


- Interaction significant at $p < .001$
- M-F Adjustment gap visible at IC level, but narrows and disappears at EXEC level
- Female executives appear more emotionally stable than females at lower levels
- **Summary:** Although neither main effect was significant, interaction between gender and job level tells a different story



EXTRAVERSION

Main Effects



SUMMARY:

Ambition Facet

- ✗ No difference by Gender
- ✓ Ambition (drive, goal-orientation, assertiveness) increases with Job Level

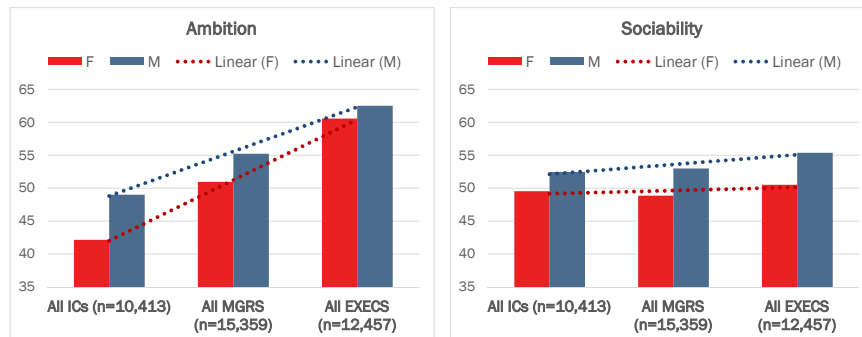
Sociability Facet

- ✓ Males more socially gregarious and outgoing
- ✓ No difference by Job Level
- Mixed support for traditional narrative



EXTRAVERSION

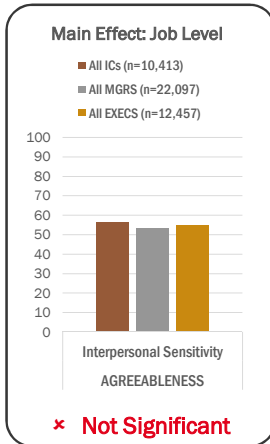
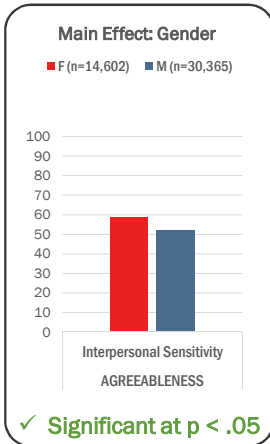
Interactions



- Both interactions significant at $p < .001$
- Ambition gap *narrows* as job level increases; much larger M-F gap at IC level
- Sociability gap *widens*; increases with job level for males, but remains flat for females across all levels
- **Summary:** Gender-Job Level interaction influences current understanding of M-F differences in overall “extraversion”

AGREEABLENESS

Main Effects



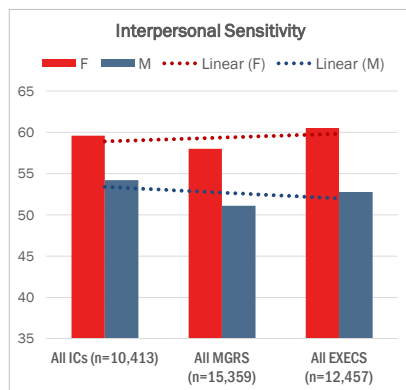
SUMMARY:

- Females more sensitive
 - No difference by Job Level
 - Supports typical narrative on male-female differences in sensitivity
- *Significant interaction*



AGREEABLENESS

Interaction

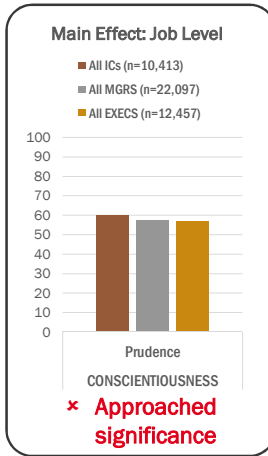
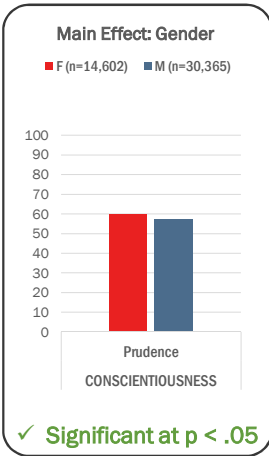


- Interaction significant at $p < .05$
- M-F Sensitivity gap widens with ↑ job level
- Both Males and Females at MGR level are less sensitive/agreeable than other levels
- **Summary:** Traditional narrative about M-F differences in Agreeableness reinforced; gender gap slightly more exaggerated at the EXEC level



CONSCIENTIOUSNESS

Main Effects



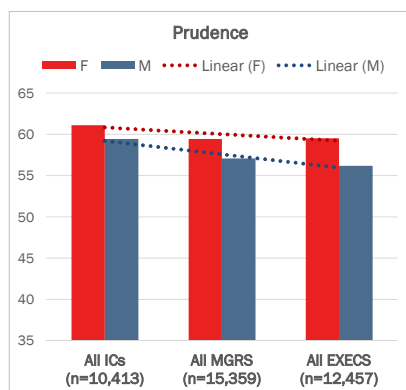
SUMMARY:

- Females more conscientious
 - No difference by Job Level, although main effect approached significance
 - May provides new insight that does not appear in traditional narrative
- *Interaction not significant*



CONSCIENTIOUSNESS

Interaction

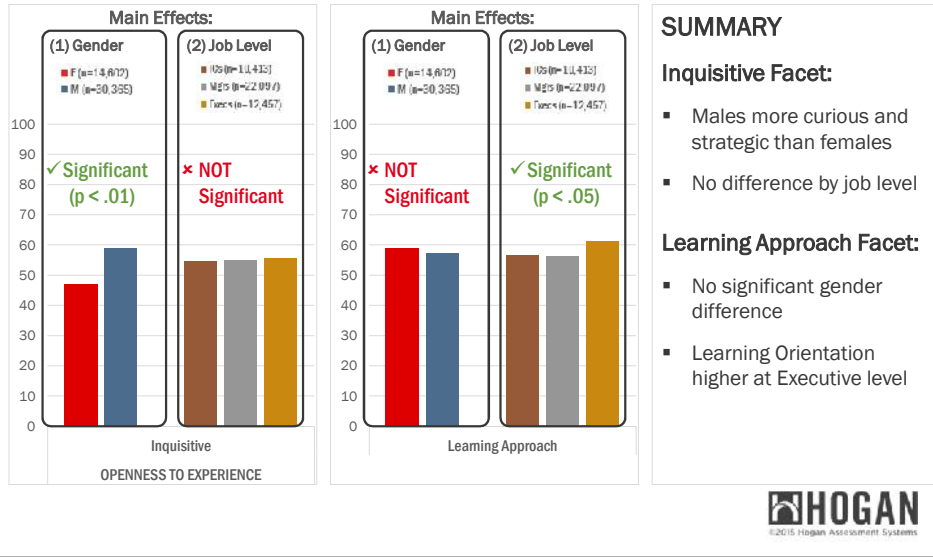


- **Interaction not significant**
- Females are more conscientious than males across all levels
 - Both Male and Female executives are slightly less prudent than lower levels
 - **Summary:** Traditional narrative about M-F differences may need to include differences in conscientiousness



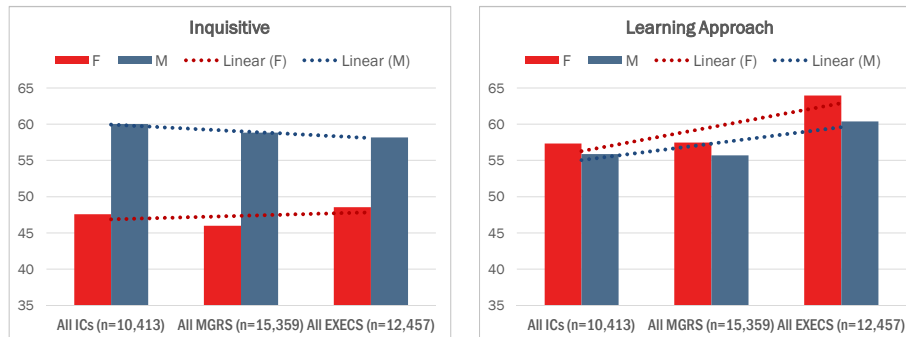
OPENNESS TO EXPERIENCE

Main Effects



OPENNESS TO EXPERIENCE

Interactions



- Interaction significant at $p < .001$
- Inquisitive gap *narrows* as job level increases; much larger M-F gap at IC level
- This trend more pronounced for males than females; line is relatively flat across levels
- Males are more curious and strategic overall

- Interaction significant at $p < .05$
- F-M gap *widens* as job level increases
- Although F-M difference is small at IC and MGR level, this gap widens at EXEC level
- Female executives appear more learning-oriented and informed than male execs

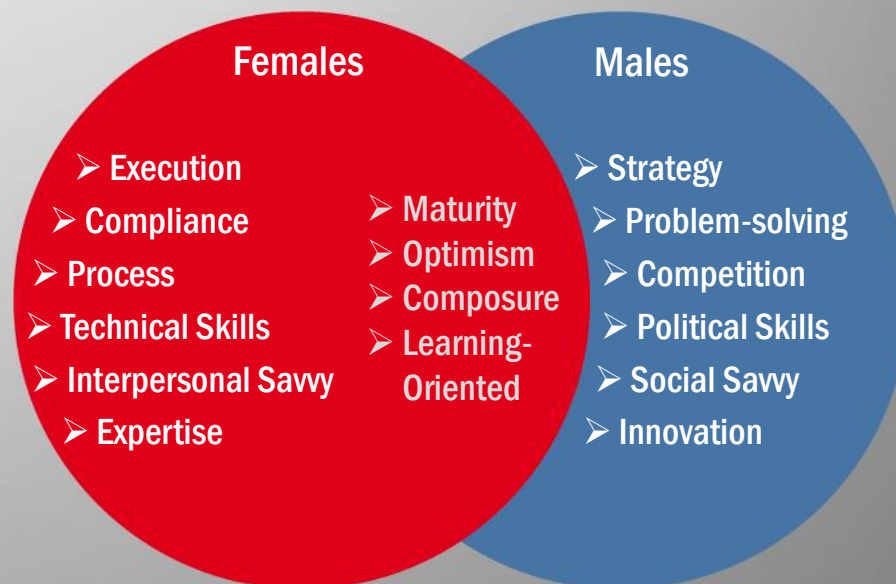
SUMMARY

Personality Differences by Gender and Job Level

- Female Executives have a reputation for being:
 - More detail-oriented, process-focused, and focused on execution
 - More sensitive, democratic, caring; focus on team morale, individual well-being
- Male Executives have a reputation for being:
 - More big-picture oriented, broad-thinking, & focused on strategic problem-solving
 - More socially proactive, gregarious, talkative, and publicly self-confident
- Executives in general have a reputation for being:
 - More emotionally stable, stress-tolerant, composed and optimistic
 - More learning oriented, knowledgeable, up-to-date, and academic



GETTING ALONG & GETTING AHEAD





Thank you!

Questions?

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