

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



TALENT MANAGEMENT TOOLS FOR THE LIFE CYCLE OF THE EMPLOYEE

RECRUITMENT
AND
HIRING

ON-BOARDING

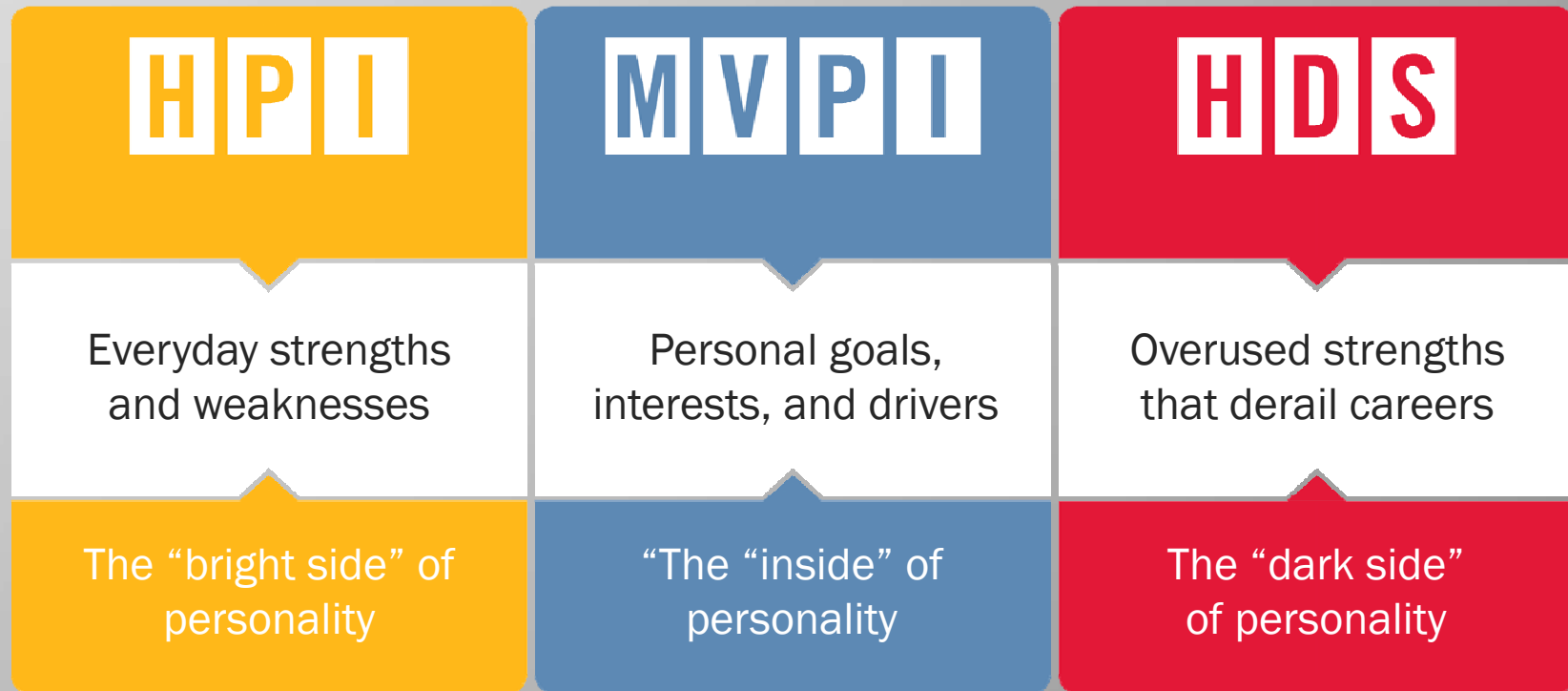
EMPLOYEE &
LEADERSHIP
DEVELOPMENT

HIGH
POTENTIAL
PROGRAMS

SUCCESSION
PLANNING

BUSINESS

THE HOGAN ASSESSMENTS



H P I

HOGAN PERSONALITY INVENTORY THE BRIGHT SIDE

7

SCALES

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

H P I

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, self-esteem, composure under pressure

AMBITION

initiative, competitiveness, desire for leadership roles

SOCIABILITY

extraversion, gregarious, need for social interaction

INTERPERSONAL SENSITIVITY

tact, perceptiveness, ability to maintain relationships

PRUDENCE

self-discipline, responsibility, thoroughness

INQUISITIVE

imagination, curiosity, creative potential

LEARNING APPROACH

achievement orientation, valuing education

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

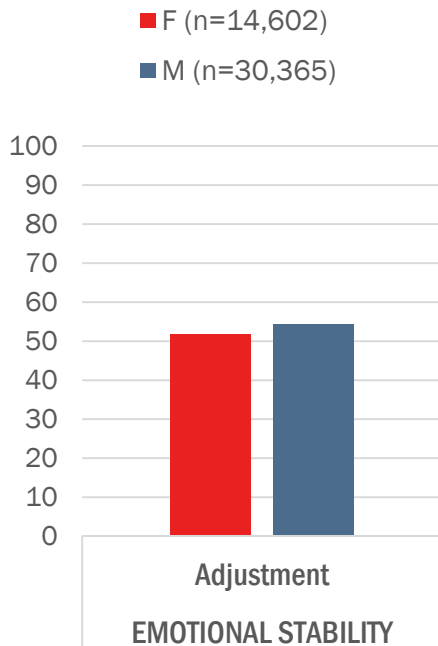
Personality Differences by Gender and Job Level

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

EMOTIONAL STABILITY

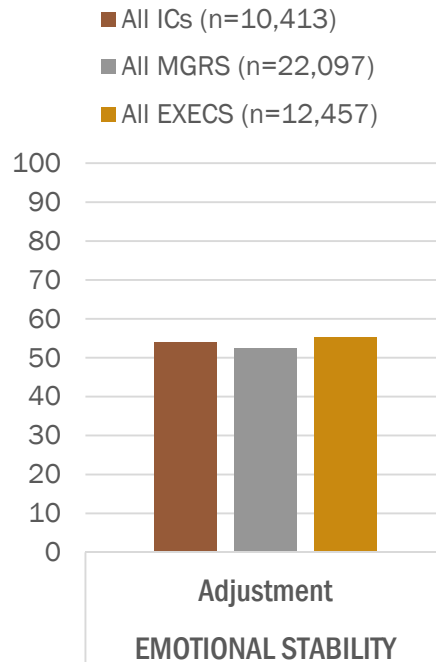
Main Effects

Main Effect: Gender



✘ Not Significant

Main Effect: Job Level



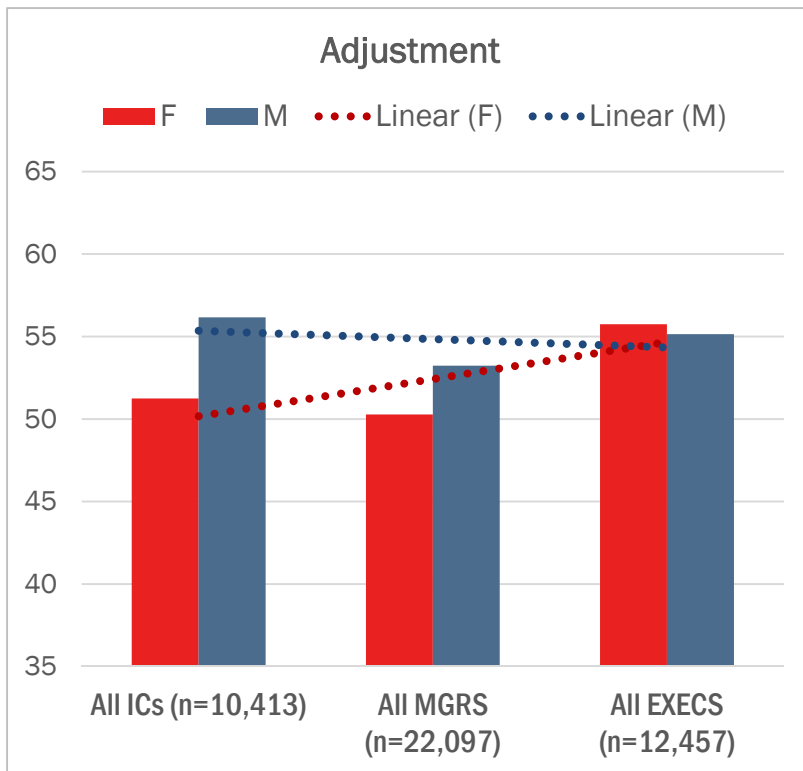
✘ Not Significant

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

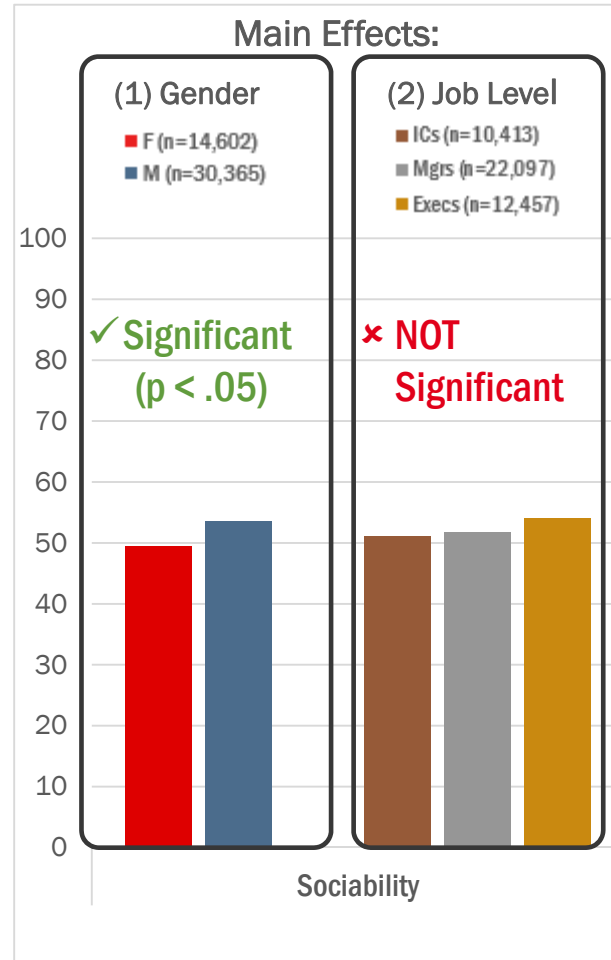
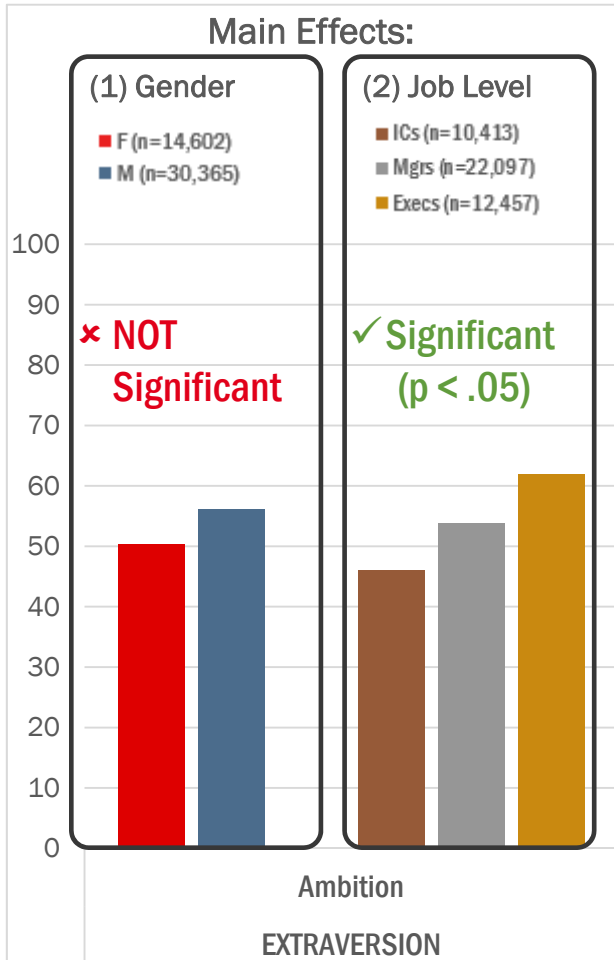
Interaction



- 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

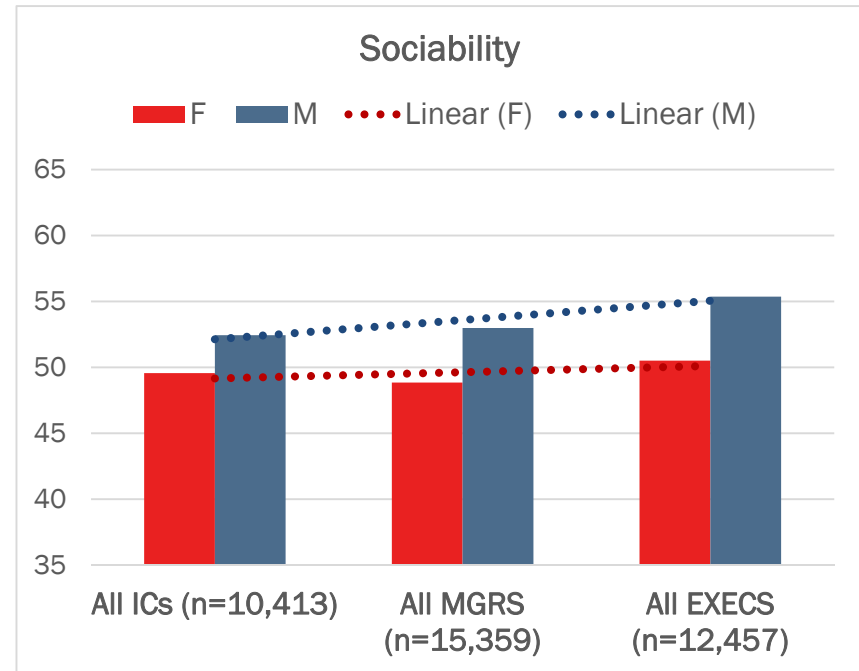
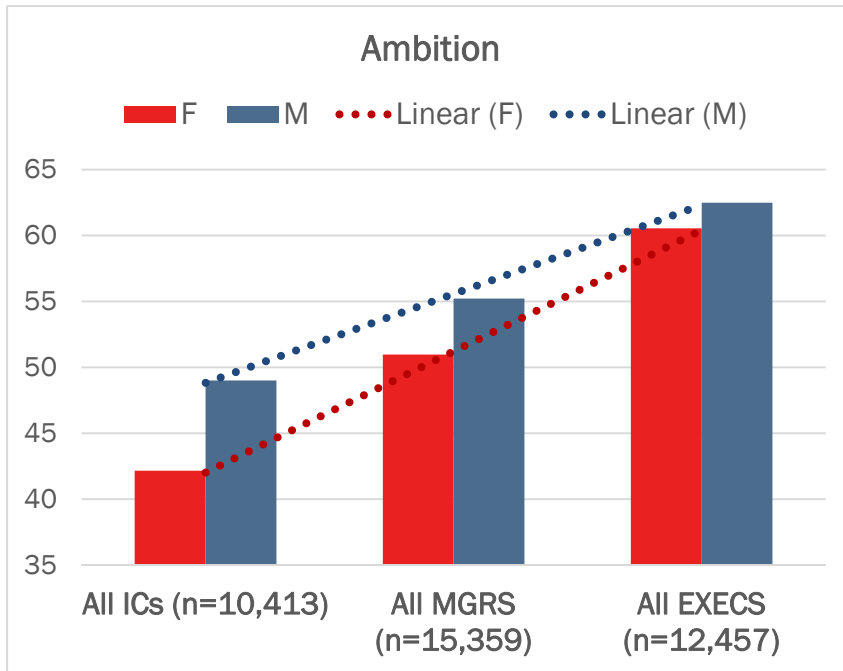
- ✗ No difference by Gender
- ✓ Ambition (drive, goal-orientation, assertiveness) increases with Job Level

Sociability Facet

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

EXTRAVERSION

Interactions



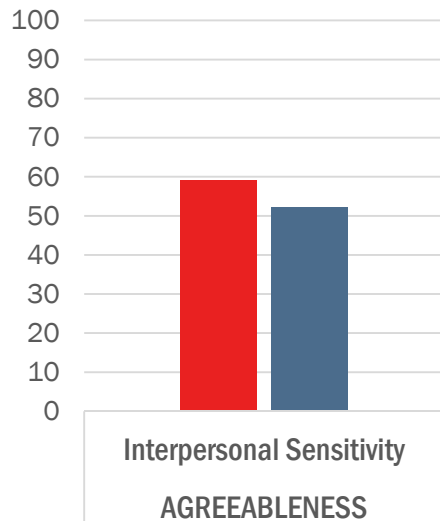
- Both interactions significant at $p < .001$
- Ambition gap *narrows* as job level increases; much larger M-F gap at IC level
- Sociability gap *widens*; increases with job level for males, but remains flat for females across all levels
- **Summary:** Gender-Job Level interaction influences current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

AGREEABLENESS

Main Effects

Main Effect: Gender

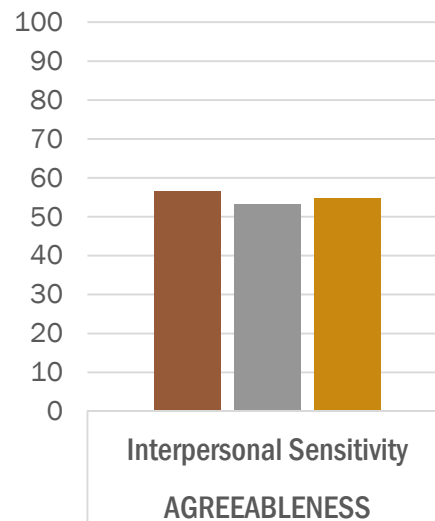
■ F (n=14,602) ■ M (n=30,365)



✓ Significant at $p < .05$

Main Effect: Job Level

■ All ICs (n=10,413)
■ All MGRS (n=22,097)
■ All EXECS (n=12,457)



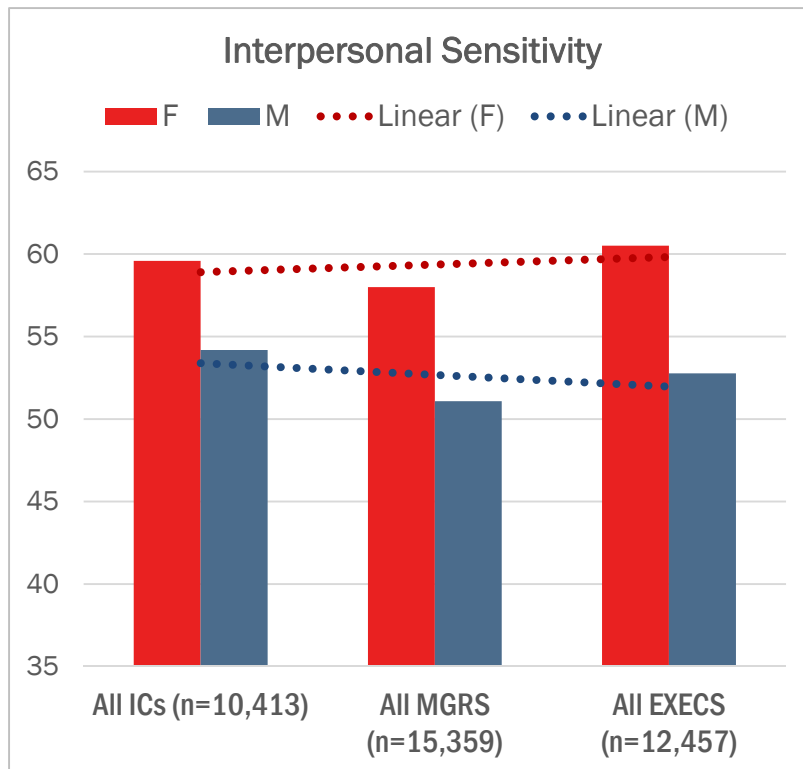
✗ Not Significant

SUMMARY:

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

AGREEABLENESS

Interaction



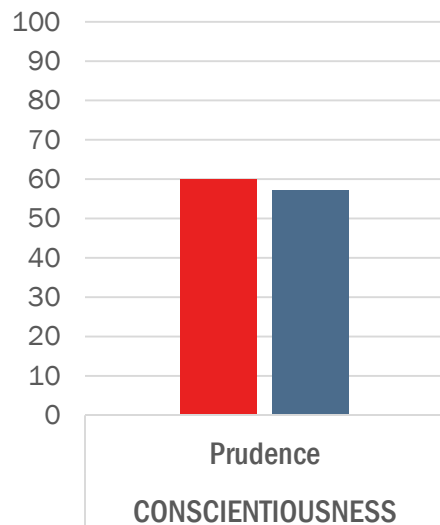
- Interaction significant at $p < .05$
- M-F Sensitivity gap widens with \uparrow job level
- Both Males and Females at MGR level are *less sensitive/agreeable* than other levels
- **Summary:** Traditional narrative about M-F differences in Agreeableness reinforced; gender gap slightly more exaggerated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

CONSCIENTIOUSNESS

Main Effects

Main Effect: Gender

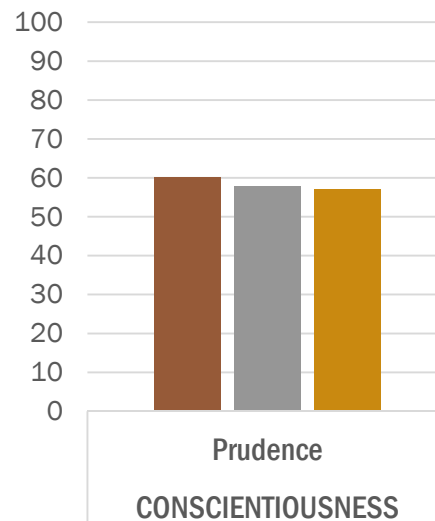
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Main Effect: Job Level

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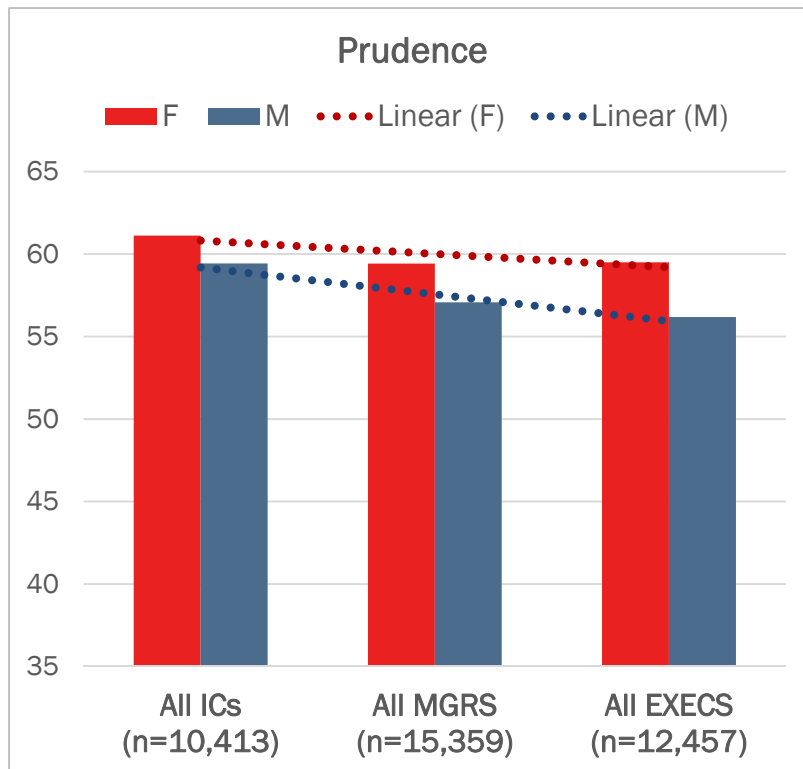
✗ **Approached significance**

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

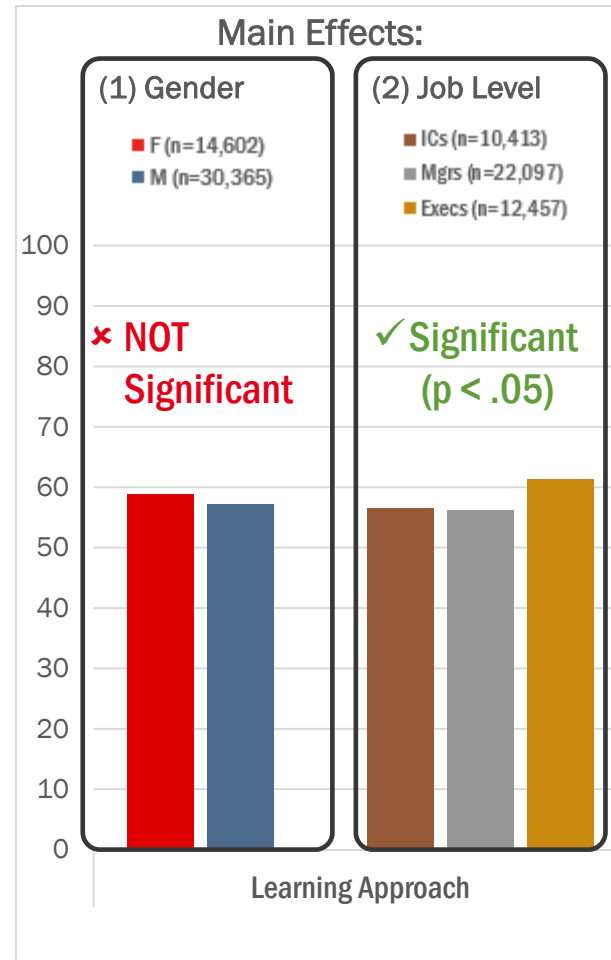
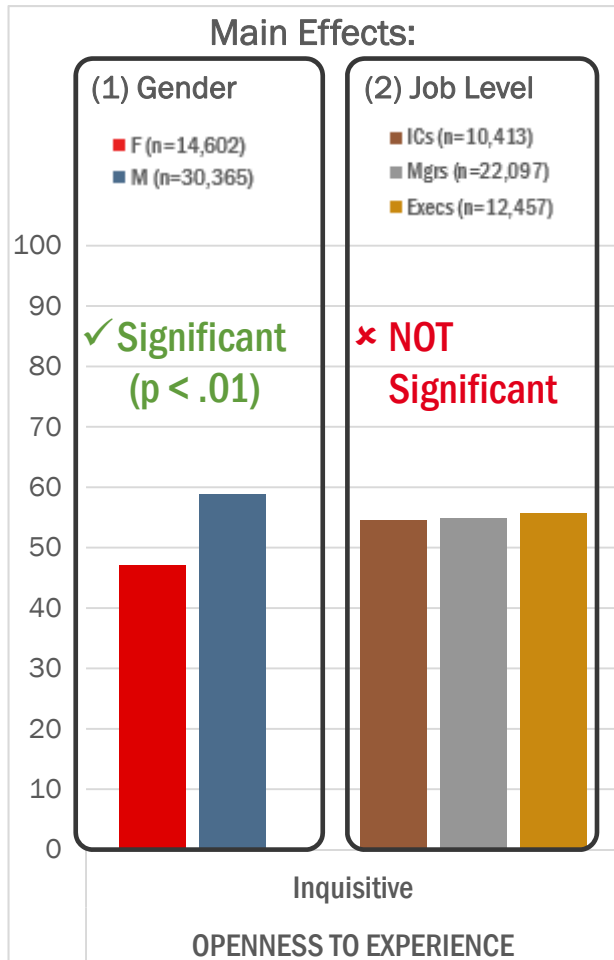
Interaction



- 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



SUMMARY

Inquisitive Facet:

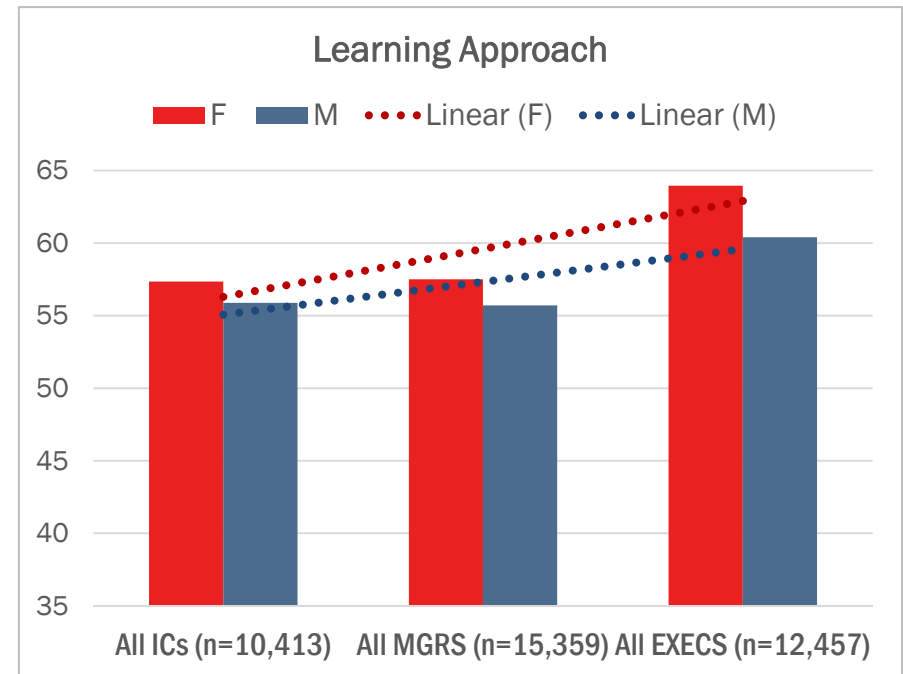
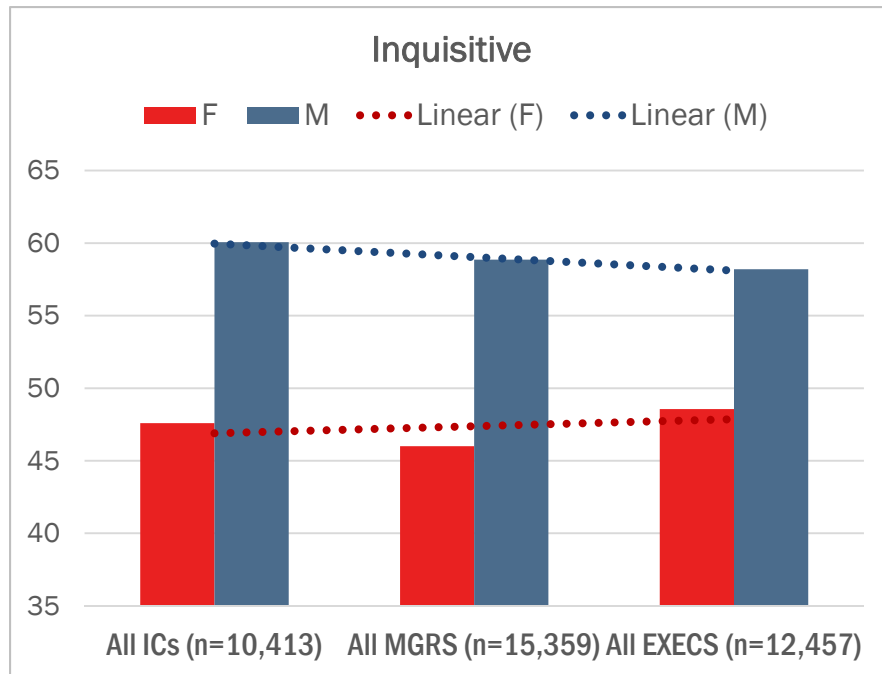
- Males more curious and strategic than females
- No difference by job level

Learning Approach Facet:

- No significant gender difference
- Learning Orientation higher at Executive level

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

Females

- Execution
- Compliance
- Process
- Technical Skills
- Interpersonal Savvy
- Expertise

Males

- Strategy
- Problem-solving
- Competition
- Political Skills
- Social Savvy
- Innovation

- Maturity
- Optimism
- Composure
- Learning-orientation