

Big Five Personality Questionnaire Development Advice

MySkillsProfile.com

Competency-based development suggestions for managers and professionals who have taken the Big Five Personality Questionnaire.

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Key Factor	Extraversion
Trait	Warmth
1.1	Read Be a Better Leader, Have a Richer Life by Stewart D. Friedman
1.2	Connect face-to-face with people you get on with as frequently as you can
1.3	Make time to have fun with, show interest in, and care for the people who matter most to you
1.4	Look for ways to bring out the positive and try to say “yes” as often as possible to other people
1.5	Use warmth to break down barriers and encourage plenty of friendly interactions between people at work, at home, and in the community
1.6	Make people feel upbeat and engaged to promote relationships, trust, and collaboration
Trait	Gregariousness
2.1	Read Making Relationships Work: A Conversation with Psychologist John M. Gottman by Diane Coutu
2.2	Take responsibility for building relationships and adjusting the way you work to fit in with others
2.3	Initiate interactions and communications with people rather than waiting for other people to come to you
2.4	Develop strong partnerships with your bosses, co-workers, customers, and suppliers
2.5	Build and maintain a wide network of contacts relevant to your work and outside interests
2.6	Talk to peers about how they manage relationships with their bosses, customers, and stakeholders
Trait	Assertiveness
3.1	Read The Delicate Art of Being Perfectly Assertive by Robert I. Sutton
3.2	Adjust your style and level of assertiveness according to the people and situation you are dealing with
3.3	Aim to be moderately assertive pushing your views and ideas at times and backing off at other times
3.4	When you are seeking to influence people, address their views, priorities and needs and try to achieve win-win outcomes
3.5	Ask other people whether you have achieved the right balance between being too assertive and not assertive enough
3.6	Ask your peers whether they think you are fighting the right battles
Trait	Energy
4.1	Read Manage Your Energy, Not Your Time by Tony Schwartz and Catherine McCarthy
4.2	Discover and focus on the activities that you do best and get the most enjoyment from
4.3	Increase your physical energy by getting more sleep, reducing alcohol intake, taking regular exercise, and taking regular breaks
4.4	Increase your emotional energy by reducing negative emotions through stress reduction techniques
4.5	Increase your mental energy by carrying out high-concentration tasks away from possible interruptions from people, email and phone calls
4.6	Increase your sense of well-being by expressing positive feelings and emotions to others

Key Factor	Agreeableness
Trait	Trust
5.1	Read Rethinking Trust by Roderick Kramer
5.2	Take time to learn about people's personal situations, views, and concerns
5.3	Be consistent and fair and avoid working through favourites
5.4	Expect to be judged by what you do and how well you do it
5.5	Learn more about the fields of ethics, governance, corporate responsibility and socially responsible investing at business-ethics.com
5.6	Try to consistently deliver more than you are asked to do
Trait	Straightforwardness
6.1	Read The Responsible Manager by C.K. Prahalad
6.2	Demonstrate genuine concern for people and be straightforward with them
6.3	When you have to deliver bad news, tell people in a candid manner what they need to know
6.4	Show loyalty to your organization, profession, community, society, and family
6.5	Acknowledge cultural differences among people and recognize the value in those differences
6.6	Ask other people how effectively you resolve disagreements and conflict
Trait	Considerateness
7.1	Read Face-to-Face Communications for Clarity and Impact: The Results-Driven Manager Series
7.2	Show interest in other people's views, ideas, problems, and concerns
7.3	In conversations, look like you care and ask questions to show that you are interested in what people are saying
7.4	Observe the behaviours of a colleague or boss who demonstrates good communication and listening skills
7.5	Learn to read people's expressions and behaviours and think about how your words and actions affect other people
7.6	Ask other people to tell you when you are being insensitive
Trait	Modesty
8.1	Read Level 5 Leadership: The Triumph of Humility and Fierce Resolve by Jim Collins
8.2	Avoid personal celebrity and aim for a combination of extreme professional determination and outward personality modesty
8.3	Consider the value of moving modesty, patiently, carefully, and incrementally in order to achieve your goals
8.4	Ensure that your drive to achieve does not stifle other people's creativity and initiative
8.5	Adopt a self-deprecating style demonstrating awareness of your weaknesses rather than trying to cover them up
8.6	Ask your team, peers, and manager to give you honest feedback on your work/management style

Key Factor	Conscientiousness
Trait	Competence
9.1	Read Managing Oneself by Peter F. Drucker
9.2	Focus on finding a position that matches your values and interests
9.3	Concentrate on building on your strengths rather than working on areas that do not come naturally to you
9.4	Focus on turning areas of competence into areas of star performance
9.5	Set yourself clear objectives and focus your efforts on achieving them
9.6	Maintain a balance and continually experiment in and improve all dimensions of life – for example, work, home, community, and leisure
Trait	Organization
10.1	Read Reclaim Your Job by Sumantra Ghoshal and Heike Bruch
10.2	Work out where your strengths lie and where you are not particularly competent
10.3	Invite feedback on any things you are doing that are inhibiting your performance and effectiveness
10.4	Learn to control the timing and content of what you do, particularly the time you spend dealing with other people's problems
10.5	Break big projects into smaller manageable assignments with clear milestones and focus on delivering results
10.6	Test your project, program and portfolio management knowledge online at www.pmi.org
Trait	Achievement
11.1	Read How to Play to Your Strengths by Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, Robert Quinn, Emily Heaphy, Brianna Barker
11.2	Develop a long-term, big picture view of what you want to achieve and how you want your life to be judged
11.3	Develop a strategy for learning and development across your whole life, not just your career
11.4	Set yourself goals and challenges that are stretching but achievable
11.5	Develop second interests to provide options if you do not achieve your goals in your first choice career
11.6	Don't over-invest in your career at the expense of your family
Trait	Proactivity
12.1	Read HBR's 10 Must Reads on Managing Yourself
12.2	Demonstrate a sense of urgency for achieving goals and resolving problems
12.3	Instead of bringing problems to your bosses, bring recommendations and proposals for action to your bosses and keep them in the loop
12.4	Assess whether your performance is suffering from too much multitasking
12.5	Volunteer for new responsibilities and assignments
12.6	Continually review how you can make the greatest contribution to your organization's goals

Key Factor	Openness to Change
Trait	Imagination
13.1	Read Breakthrough Thinking from Inside the Box by Kevin P. Coyne, Patricia Gorman Clifford, and Renée Dye
13.2	Use your imagination to challenge existing assumptions and generate ideas for possible improvement options and scenarios
13.3	Try out creative thinking techniques such as brainstorming, the six thinking hats, metaphors and stories to help generate imaginative ideas
13.4	Try approaching problems from angles that are as far as possible from the ways you have approached them in the past
13.5	Use visualization techniques to help manage performance and realize your goals
13.6	Experiment with new ways of doing things in all aspects of your life
Trait	Innovation
14.1	Read The Customer-Centered Innovation Map by Lance A. Bettencourt and Anthony W. Ulwick
14.2	Identify innovation opportunities through mapping every step of the job and determining how to improve execution
14.3	Use the 4 Ps to capture an idea's business model: population, penetration, price, and purchase frequency
14.4	Explore the use of the Balanced Scorecard framework to drive the innovation process
14.5	Ensure that you have the visible backing of senior executives for change you are implementing
14.6	Create and communicate a vision and strategies for achieving change
Trait	Rule-Breaking
15.1	Read Radical Change, the Quiet Way by Debra E. Meyerson
15.2	Be prepared to bend the rules and venture into uncharted territory in order to make things better
15.3	Learn to handle isolation, insecurity and uncertainty
15.4	Assess where you are on candour, purpose, will, rigor and risk by taking Your Courage Index™ at courageinstitute.org
15.5	Use the Cynefin framework to tailor your decisions according to whether the context is simple, complicated, complex, or chaotic
15.6	When something large is at stake, insist on getting all the information you need to make a sound decision
Trait	Adaptability
16.1	Read Leading Change: Why Transformation Efforts Fail by John P. Kotter
16.2	Respond constructively to other people's views, ideas and opinions – for example, using “yes and” rather than “no but”
16.3	Commit to learning and developing yourself and helping others develop
16.4	Get involved in all phases of a change project and express your views, concerns, and ideas in order to help improve the planned change
16.5	Acknowledge the pain of change and deal with everyone's ideas and concerns about change including feelings and emotions
16.6	Use the DICE framework to assess whether the hard side of change management has been addressed

Key Factor	Emotional Stability
Trait	Relaxedness
17.1	Read Overloaded Circuits: Why Smart People Underperform by Edward M. Hallowell
17.2	Develop a sense of humour and perspective as a shield in times of hardship
17.3	Try to get plenty of sleep, make sure you have a good diet, and take exercise
17.4	Adjust your relaxedness level to the situation striking a balance between calmness and vigilance
17.5	Observe colleagues who handle their own and other people's emotions skilfully
17.6	Talk to peers about the things they do to manage stress in the job
Trait	Contentedness
18.1	Read What to Ask the Person in the Mirror by Robert Kaplan
18.2	Pursue excellent performance at work, home, and in the community
18.3	Review your portfolio of skills and competencies and set goals for improvement activities
18.4	Step back regularly and ask yourself how you are performing and what you may need to do differently
18.5	Seek feedback on how you are performing from bosses, direct reports, peers, and customers
18.6	Support the learning and development of your co-workers and inner circle
Trait	Self-Assuredness
19.1	Read Pull the Plug on Stress by Bruce Cryer, Rollin McCraty, and Doc Childre
19.2	Stay composed, relaxed, and professional in open work places
19.3	Ensure that your gestures, expressions and tone of voice match the words being spoken
19.4	When under pressure, step back, get things in perspective, and if necessary develop a new game plan
19.5	Watch for the warning signs of extreme stress and depression in people around you
19.6	Use the freeze-frame technique to manage stress and performance anxiety
Trait	Resilience
20.1	Read How Resilience Works by Diane L. Coutu
20.2	When you face difficult situations, stare down reality rather than adopt an overly optimistic assessment of the situation
20.3	Maintain your level of interaction with people when you feel stressed rather than cutting yourself off
20.4	Bounce back by improvising and making the most of what you have got
20.5	Use good moods, humour and optimism to stimulate and motivate people
20.6	Do a short course on how to develop personal resilience

Further Reading



By Daniel Goleman, Peter F. Drucker, John P. Kotter, Ronald A. Heifetz, Donald L. Laurie, Robert Goffee, Gareth Jones, Warren G. Bennis, Robert J. Thomas, Jim Collins, David Rooke, William R. Torbert, William W. George, Peter Sims, Andrew N. McLean, Diana Mayer, Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, Peter M. Senge.

120 pages. Publication date: Jun 07, 2010. Prod. #: 12546-PDF-ENG



By Peter F. Drucker, William Oncken Jr., Donald L. Wass, Stephen R. Covey, Diane L. Coutu, Tony Schwartz, Catherine McCarthy, Edward M. Hallowell, Stewart D. Friedman, Sumantra Ghoshal, Heike Bruch, Robert E. Quinn, Robert S. Kaplan, Daniel Goleman, Richard Boyatzis, Annie McKee.

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By John P. Kotter, David A. Garvin, Michael A. Roberto, Samuel J. Palmisano, Paul Hemp, Thomas A. Stewart, Debra Meyerson, W. Chan Kim, Renee A. Mauborgne, Dan S. Cohen, Ronald A. Heifetz, Marty Linsky, Robert Kegan, Lisa Laskow Lahey, Michael Beer, Nitin Nohria, Harold L. Sirkin, Perry Keenan, Alan Jackson, Russell A. Eisenstat, Bert Spector.

124 pages. Publication date: Jun 07, 2010. Prod. #: 12599-PDF-ENG



By Daniel Goleman, Frederick Herzberg, Jean-Francois Manzoni, Jean-Louis Barsoux, Carol A. Walker, Marcus Buckingham, W. Chan Kim, Renee Mauborgne, Chris Argyris, Mahzarin R. Banaji, Max H. Bazerman, Dolly Chugh, Jon R. Katzenbach, Douglas K. Smith, John J. Gabarro, John P. Kotter.

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By Michael E. Porter, James C. Collins, Jerry I. Porras, Mark Johnson, Clayton M. Christensen, Henning Kagermann, W. Chan Kim, Renee Mauborgne, Gary L. Neilson, Karla L. Martin, Elizabeth Powers, Robert S. Kaplan, David P. Norton, Orit Gadiesh, James L. Gilbert, Michael C. Mankins, Richard Steele, Paul Rogers, Marcia Blenko.

143 pages. Publication date: Nov 12, 2009. Prod. #: 12601-PDF-ENG

Personal Development Plan: Whole Life Approach

Life Dimension	Strategy/Goal	Learning Activity	Timeline	Review Notes
Career				
Sport and physical fitness				
Family and relationships				
Leisure				
Community				

