

# Multisource Performance Appraisal & Personality: A View from the *Dark Side*

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# The Basics

- 360s used for variety of applications
  - Individual/team performance; employee development
- Some still question utility of 360s
  - Rater errors & biases; perceived lack of differences
- Research on related constructs
  - Cognitive processes; attitudes & beliefs; FFM personality
- Other specific facets of personality may also relate to multisource performance appraisal ratings



# The Hogan Development Survey (HDS)

- Socioanalytic theory
  - Getting along & getting ahead
- Dysfunctional personality characteristics interfere with these pursuits
  - The “dark side” of personality
- Assesses 11 dysfunctional personality characteristics in *normal* population
- 168 “Agree”/“Disagree” items



# The Hogan Development Survey (HDS)

- Moving Away
  - Excitable
  - Skeptical
  - Cautious
  - Reserved
  - Leisurely
- Moving Against
  - Bold
  - Mischievous
  - Colorful
  - Imaginative
- Moving Toward
  - Diligent
  - Dutiful



# Method

- 29 archived research samples ( $N=3,146$ ) of managers, executives, & professionals
- Inclusion criteria
  - Job analysis used to identify personality requirements
  - Concurrent ( $k=14$ ) or predictive ( $k=15$ ) validation strategy
  - Content-specific rating criteria
  - HDS used as predictor
- CET as organizing framework
  - 48 of 56 competencies



# Method

- Used procedures specified by Hunter & Schmidt (2004)
- Corrected for sampling error, criterion unreliability & range restriction
- Eliminated biases by averaging within-study correlations
- Combined results across studies to examine scale
  - competency – rater correlations
    - Supervisor/Peer/Direct Report/Other/Self



# Results

- Sometimes raters agree on impact of HDS scales on performance...
  - HDS Excitable – Stress Tolerance
    - Sup **-.21\***; Peer **-.34\***; DR **-.13**; Oth **-.24\***; Self **-.50\***
  - HDS Cautious – Leadership
    - Sup **-.07\***; Peer **-.06\***; DR **-.09\***; Oth **-.15\***; Self **-.29\***
  - HDS Bold – Initiative
    - Sup **.08\***; Peer **.13\***; DR **.12\***; Self **.28\***



# Results

- ...but sometimes they don't
  - HDS Colorful – Goal Setting
    - Sup **-.17\***; Peer **-.08\***; DR **.14\***; Self **.27\***
  - HDS Diligent Negotiation
    - Sup **-.10\***; Peer **-.03**; Self **.14\***
  - HDS Dutiful – Interpersonal Skills
    - Sup **.27\***; Peer **.03**; DR **-.15\***; Oth **.09**; Self **-.02**



# Discussion

- Disconnect between rater groups
  - Individuals perceive elevations as strengths
  - Supervisors and others perceive them as unrelated or detrimental
  - Contrast Yammarino & Atwater (1997)
- *Why?*
  - Impression management - Differing behaviors
  - Differences in expectations across rater groups



# Implications

- New look at complex effects of personality on performance
  - *More not always better*
- Developmental feedback
  - Efforts based on FFM capture “under-doing”
  - Current effort also captures “over-doing”
  - “Start” “Keep” and “Stop”
- Combining “bright side” and “dark side” personality provide most comprehensive view