

Michael Orter

Personality structure and emotional intelligence of high-potentials compared to low-potentials in a business context

Master's Thesis

YOUR KNOWLEDGE HAS VALUE



- We will publish your bachelor's and master's thesis, essays and papers
- Your own eBook and book - sold worldwide in all relevant shops
- Earn money with each sale

Upload your text at www.GRIN.com
and publish for free



Bibliographic information published by the German National Library:

The German National Library lists this publication in the National Bibliography; detailed bibliographic data are available on the Internet at <http://dnb.dnb.de> .

This book is copyright material and must not be copied, reproduced, transferred, distributed, leased, licensed or publicly performed or used in any way except as specifically permitted in writing by the publishers, as allowed under the terms and conditions under which it was purchased or as strictly permitted by applicable copyright law. Any unauthorized distribution or use of this text may be a direct infringement of the author s and publisher s rights and those responsible may be liable in law accordingly.

Imprint:

Copyright © 2016 GRIN Verlag, Open Publishing GmbH
ISBN: 9783668224261

This book at GRIN:

<http://www.grin.com/en/e-book/322475/personality-structure-and-emotional-intelligence-of-high-potentials-compared>

Michael Orter

Personality structure and emotional intelligence of high-potentials compared to low-potentials in a business context

GRIN - Your knowledge has value

Since its foundation in 1998, GRIN has specialized in publishing academic texts by students, college teachers and other academics as e-book and printed book. The website www.grin.com is an ideal platform for presenting term papers, final papers, scientific essays, dissertations and specialist books.

Visit us on the internet:

<http://www.grin.com/>

<http://www.facebook.com/grincom>

http://www.twitter.com/grin_com

**Personality structure and emotional intelligence
of high-potentials compared to low-potentials in a
business context**

Author
Dipl. Ing. (FH) Michael Orter, MSc

In fulfilment of the requirements for the academic degree of
**Master of Science –
MSc (Coaching, Organisationsentwicklung und Personalentwicklung)**

Vienna, March 2016

Department for psychology at „Sigmund Freud Privat Universität Wien“
Institute „ARGE Bildungsmanagement“

Field of study: University course
Consulting sciences and management social systems
Major field of study
Coaching, organizational- and personnel development

Abstract

A variety of companies has high-potential programs in place to support a selection of employees in their career path. The question comes up if there is a certain pattern of commonalities in these employees. What type of person is more likely to be in such programs? The thesis is analysing the specifics of high potentials in the matter of personality and emotional intelligence among other relevant attributes named in the literature. What do these people have in common and what distinguishes them from others which are not in such programs? The objective of this thesis is to find out about the difference in a selection of attributes. Employees of international companies are asked to participate in a personality and an emotional intelligence test and give answer to a questionnaire. According to the answers of the participation in a high-potential program, the data is split into two groups and examined for significant differences in these two groups. The data is evaluated statistically and the significance for each attribute is defined with the chi-square or the t-test. The evaluation shows a significant difference in some of the attributes e.g. the personality type. This makes it possible to define a pattern, which is characteristic for high potentials. The presence of this attribute pattern in a person indicates the likeliness on being considered a high potential.

Abstrakt

Einige Firmen betreiben High-Potential Programme in denen eine Selektion an Mitarbeitern eine besondere Förderung und Unterstützung erhält. Es stellt sich die Frage ob es eine Gemeinsamkeit der Personen gibt die sich in solchen Programmen befinden. Welcher Typ von Menschen hat eine höhere Wahrscheinlichkeit in einen High Potential Pool einer Firma aufgenommen zu werden? Diese These beschäftigt sich mit der Analyse der Besonderheiten von High Potentials im Hinblick auf Persönlichkeit, emotionaler Intelligenz und weiterer „Attribute“ die in der Literatur als relevante Faktoren genannt werden. Welche Ausprägung an Attributen haben die Personen in High-Potential Programmen gemeinsam und was unterscheidet sie von Personen die sich nicht in High-Potential Programmen befinden? Die Aufgabenstellung dieser These liegt darin die Unterschiede anhand einer Auswahl von Attributen sichtbar zu machen. Dazu wurden Mitarbeiter aus unterschiedlichen zum Teil international agierenden Firmen eingeladen an einem Persönlichkeitstest und einem Test der emotionalen Intelligenz teilzunehmen sowie einen Fragebogen auszufüllen. Anhand der Antworten der Probanden werden diese in zwei Gruppen aufgeteilt und der Unterschied untersucht. Die Daten werden mit statistischen Methoden, wie den Chi-Square und t-Test, analysiert und die Aussagekraft zu den jeweiligen Attributen auf Signifikanz geprüft. Die Auswertung ergibt einen signifikanten Unterschied bei manchen Attributen wie z.B. beim Persönlichkeits-Typ. Dies ermöglicht eine Zusammenstellung der für High Potentials charakteristischen Attribute zu einem Muster. Die Ausprägung dieses Musters gibt eine Indikation mit welcher Wahrscheinlichkeit die Person als High Potential erkannt wird.

Contents

1 Preface	7
1. 1 Structure of the Thesis	8
1. 2 Summary and Perspective	8
2 Theoretical Introduction	8
2. 1 A Discourse on High Potential	9
2. 1. 1 Potential	9
2. 1. 2 Leadership	14
2. 1. 3 High Potential – Low Potential	16
2. 1. 4 Innate or Acquired	19
2. 1. 5 Constancy	19
2. 2 Attributes	20
2. 2. 1 Personality	21
2. 2. 2 Emotional Intelligence	23
2. 2. 3 Upbringing	24
2. 2. 4 Political Activities	26
2. 2. 5 Social Network	27
2. 3 Additional Attributes	27
2. 3. 1 Authenticity and Type-Inadequate Behaviour	27
2. 3. 2 Intelligence	29
2. 3. 3 Power	29
2. 4 Typology	30
2. 4. 1 Personality Models	31
2. 4. 2 Typology - F. Riemann	33
2. 4. 3 Riemann Test	40
2. 5 Aims of the Study	45
2. 5. 1 Statement of the Problem	45
2. 5. 2 Research Question	46
2. 5. 3 Hypothesis	46
3 Methodology and Design	47
3. 1 Sample	47
3. 2 Measures	49
3. 2. 1 Online Tests	49
3. 2. 2 Online Questionnaire	54
3. 2. 3 Risk Mitigation	59
3. 3 Data Analysis	60

3. 3. 1	Aggregation of the Raw-Data	60
3. 3. 2	General Statistics	61
3. 3. 3	Data Analysis used for Hypothesis 1 – Personality Type	61
3. 3. 4	Data Analysis used for Hypothesis 2 - EQ	61
3. 3. 5	Data Analysis used for Hypothesis 3 - Environment	62
3. 3. 6	Data Analysis used for Hypothesis 4 - Attributes	62
3. 3. 7	Data Analysis used for Hypothesis 5 - Attribute Pattern	62
3. 3. 8	Data Analysis used for Hypothesis 6 - Early Detection	63
3. 3. 9	Data Analysis used for Hypothesis 7 - Income	63
4	Results	64
4. 1	General Statistics	64
4. 2	Results for Hypothesis 1 – Personality Type	68
4. 2. 1	Hypothesis 1 - Dominant Personality Type	72
4. 2. 2	Hypothesis 1 - Personality Type Pattern	74
4. 2. 3	Hypothesis 1 - Analysis	75
4. 3	Results for Hypothesis 2 - EQ	76
4. 3. 1	Hypothesis 2 - EQ Test Scores	76
4. 3. 2	Hypothesis 2 - EQ Components	80
4. 3. 3	Hypothesis 2 - Analysis	83
4. 4	Results for Hypothesis 3 - Environment	83
4. 4. 1	Hypothesis 3 - Birth Order	83
4. 4. 2	Hypothesis 3 - Family Structure	84
4. 4. 3	Hypothesis 3 - Family Wealth	85
4. 4. 4	Hypothesis 3 - Analysis	86
4. 5	Results for Hypothesis 4 - Attributes	87
4. 5. 1	Hypothesis 4 - Political Activity	87
4. 5. 2	Hypothesis 4 - Regard for the Social Network	88
4. 5. 3	Hypothesis 4 - Analysis	90
4. 6	Results for Hypothesis 5 – Attribute Pattern	91
4. 6. 1	Hypothesis 5 - Attribute Combination	91
4. 6. 2	Hypothesis 5 - Analysis	91
4. 7	Results for Hypothesis 6 – Early Detection	92
4. 7. 1	Hypothesis 6 - Early Detection	92
4. 7. 2	Hypothesis 6 - Analysis	93
4. 8	Results for Hypothesis 7 - Income	93
4. 8. 1	Hypothesis 7 - Average Income	94
4. 8. 2	Hypothesis 7 - Job Satisfaction	95
4. 8. 3	Hypothesis 7 - Average Income, Job Satisfaction and	

Personality Type	97
4. 8. 4 Hypothesis 7 - Analysis	100
5 Discussion and Conclusion	101
5. 1 Interpretation of Research Results	101
5. 1. 1 General Statistics	101
5. 1. 2 Attributes and Potential	101
5. 1. 3 Early Detection	105
5. 1. 4 Personality Type, Job Satisfaction and Income	105
5. 2 Conclusion	106
5. 3 Critical Reflection	107
5. 3. 1 Critical Reflection on the Personality Type	107
5. 3. 2 Critical Reflection on the Riemann Test	109
5. 3. 3 Critical Reflection on High-Potential	110
5. 3. 4 Critical Reflection on the Data Pool	110
5. 3. 5 Critical Reflection on the Constancy	111
5. 3. 6 Limitations of the Study	112
5. 4 Further Research	112
6 Bibliography	114
7 Abbreviations	119
8 List of Tables	120
9 Table of Figures	122

1 Preface

This study is performed in a social science context with the focus of personnel management and development. Primarily, it will provide information, facts and figures for human resources (HR) as well as career advisors, coaches and business consultants.

The idea for the thesis originates from the consideration on how to find employees which exceptionally add to the success of a company. The thesis will give insight in the personality and emotional intelligence of employees with the potential to become successful in a company based environment and which do not just fulfil the expectations but exceed them and advance to the next level, mainly by intrinsic motivation.

The literature describes a fair amount of more or less relevant personality traits to define a person e.g. *“Psychologie der Persönlichkeit”* (Asendorpf & Neyer, 2012), *“The Big Five”* (Goldberg & Fowler, 1993) among several other and less obvious attributes such as power e.g. *“Macht”* (Bauer-Jelinek, 2007). The literature on the assessment of potential focusses on finding talents and potentials within companies and during the recruitment process using different methods e.g. *“How are top companies assessing their high-potentials and senior executive?”* (Church & Rotolo, 2013).

The motivation for this thesis is to hypostatize the most relevant personality traits and so-called “attributes”, which give indication for a person’s potential. Potential in this context means, the ability to make use of the attributes to achieve and to be successful within a company. The literature research on that subject focusses on the key words “potential”, “performance”, “leadership” and “assessment”. Plenty of articles and books exist on this matter covering a large spectrum of subjects, e.g. *“Praxishandbuch Managementdiagnostik”* (Lackner, 2012); *“The effect of self-esteem, family structure, locus of control, and career goals on adolescent leadership behaviour”* (McCullough & Ashbridge, 1994); *“Wie man Freunde gewinnt”* (Carnegie, 1936, 2006). There are several attributes named in the literature that allow a correlation between attribute characteristics and potential and, as a consequence, between personality and success. This study focusses on personality traits and emotional intelligence.

The master’s thesis delves deeper into the personality of “high-potentials” (HiPos) using the *“Riemann typology”* by F. Riemann (Riemann, 1961, 2013) and *“Emotional Intelligence”* (EQ) by D. Goleman (Goleman, 1995, 2015) and correlates the results with a reference group. The reference group is assumed to have less potential in a certain context, slovenly titled “low-potentials” (LoPos). The difference of these two groups will give indication for a characteristic personality structure of HiPos.

1. 1 Structure of the Thesis

Chapter 1 Preface gives a short introduction, the motivation and reason for the subject of the thesis as well as the research focus.

Chapter 2 Theoretical Introduction gives deeper insight into the related literature, relevant attributes and definition of key terms.

Chapter 3 Methodology and Design familiarized with methodology and research design used in the experimental part of the thesis.

Chapter 4 Results provides a data analysis and presentation of the outcome of the questionnaire.

Finally, in **chapter 5 Discussion and Conclusion** the results are critically reviewed and discussed.

1. 2 Summary and Perspective

The motivation and research aspects for this thesis are the correlation between personality, EQ and potential. In the following chapters the theoretical background for the thesis, the methods used for the quantitative analysis, information about the study (questionnaire) as well as the results of the study and finally the discussion of the results and findings is displayed.

2 Theoretical Introduction

In this chapter the theoretical background to this study is given. The key terms are defined. The personality traits and relevant attributes for this thesis are presented.

The structure of this chapter is systematically from the fundamental question up to the questions that derive from the fundamentals. It starts from the discourse about what potential means in first place and then compares high with low potential. Afterwards, the personality is specified followed by the question, if the character, and therefore potential, is innate or acquired, and if it is changeable or constant.

After the basics on potential and personality, a deeper look into personality and typology is taken, followed by the other attributes which may also contribute to being part of a company high-potential program. This leads to the statement of the problem and the corresponding research question and hypothesis.

2. 1 A Discourse on High Potential

The most relevant question for the understanding for this thesis is treated in this chapter: “What does high potential mean?”

2. 1. 1 Potential

First of all potential is needs to be defined. In “*Praxishandbuch Managementdiagnostik*” (Lackner, 2012) the “ladder of success” describes the central mechanic of the advancement from talent to success (own representation):



Figure 1. The ladder of success explains the certain steps which are gone through, starting with talent and ending with success, own representation based on (Lackner, 2012).