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 -0.17*; Peer -0.08*; DR 0.14*; Self 0.27*

– HDS Diligent Negotiation
  • Sup -0.10*; Peer -0.03; Self 0.14*

– HDS Dutiful – Interpersonal Skills
  • Sup 0.27*; Peer 0.03; DR -0.15*; Oth 0.09; Self -0.02
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