

Influence of the OCEAN model on the company's performance

Personal qualities currently have become one of the main criteria in the selection of personnel. HR specialists pay special attention to the soft skills of employees, particularly communication, desire to achieve goals, desire to learn new things, and other qualities. If the employees' hard skills can be determined by testing their professional skills and abilities, then recognizing soft skills can be quite a difficult task.

To solve this problem, the Big Five model of personality traits is used. This is one of the most common approaches for a company to recruit and make psychological research.

The Big Five personality traits model, also known as the OCEAN or CANOE model, has evolved over time. The beginning of this model was laid by G. Eysenck, who initially identified three main factors: psychotism, extraversion and neuroticism. This is how the PEN (Psychoticism, Extraversion and Neuroticism) test appeared. Another name for the same test is EPQ, or Eysenck Personality Questionnaire [1]. In subsequent years, the model was refined and supplemented by many scientists. The final version of the Big Five was proposed by Lewis Goldberg, and the wide development of the model began in the 80s of the XX century [2].

The Big Five personality traits model measures five key dimensions of human personality:

- openness to experience;
- conscientiousness;
- extraversion;
- agreeableness;
- neuroticism [2].

It should be borne in mind that each of the listed qualities is a combination of many personal characteristics.

So, openness to experience is characterized by the originality of a person's thinking, the breadth of his range of interests, as well as a desire to learn something new. People with this quality will be in demand in organizations with a rapidly changing environment, as well as in companies where innovation is welcomed. To effectively manage such personnel and reveal its strengths, it is necessary to reduce the restrictions on their actions as much as possible.

Conscientiousness reflects the caution, persistence of a person and the desire to achieve goals. Conscientious people are organized and disciplined. Such employees are important in every field of activity.

Extroversion, or a positive emotional attitude, is a character trait due to which a person experiences positive emotions, feels well in society and thinks of others in a positive light.

The predominance of extraversion or introversion allows you to determine the degree of sociability. Extroverts easily find a common language with people and work easily in large teams. Introverts, on the other hand, have hard times interacting with other people.

Agreeableness allows you to measure how well a person gets along with other people, can be attentive to others, comes to his aid, can put others' needs above his own. Lack of this quality will lead to the lack of trust in the team and a deterioration of the climate in the organization.

Neuroticism, or negative emotional attitude, suggests that a person is prone to negative emotions, depression and, in general, perceives himself and others negatively. Also people with high level of neuroticism are able to think critically, which allows them to be more self-critical, as well as to evaluate the actions of other employees.

All of the above qualities are interconnected. Researches have shown that Big Five traits develop with age throughout life. In youth, people are more open to experience, ready to take risks and experiment, however, as they grow up, people become more conscious, stress-resistant, react more calmly to external stimuli.

According to Simine Vazire, psychology professor at the University of California at Davis, the OCEAN model is evidence-based and scientifically researched [3]. It has produced results that can be shown to remain largely consistent across a person's lifespan and that can be used to predict at least some part of a person's likely academic achievement [4], behaviors and even dating choices.

As the Timothy A. Judge & Cindy P. Zapata research indicates, the CANOE's personality traits can be performance-dependent. Different job roles and tasks can activate specific traits, and understanding who possesses those traits compatible with a position's roles and responsibilities enables you to build a high-performing team [5].

For example, you may discover individuals in roles desiring innovations and creativity (graphic designers, creative directors, digital content developers, etc.) who incline to candidness rather than traditionality. Such traits as imagination and curiosity may be decisive for the success and engagement of these team-members in their workplace.

Creating team culture players high in extroversion may prefer social group activities (e.g. happy hours; sport events sponsored by the company). Some prefer private talks to develop individual and team goals.

You won't be able to use a universal approach in your leadership style if you have a diverse team, as you have to find out strengths of each member and consider some balance. For example, one of your team members always focuses on a team approach but it's important to make sure their collaboration and sympathy aren't used by those who are considered to be assertive and self-confident.

As a leader, you should also understand where in the Big Five model your personality falls. A leader with unstable emotions can badly influence team's work. If you are quite open, be careful communicating with those with great conscientiousness. Your creative process and abstract thinking may displease a more detail-oriented subordinate.

Your team's place in the Big Five model will help you to discover and guide possible leaders, reconcile tasks with the team-members who will be most ready to manage them. People will take the positions where they will be successful and this will bring success to your team. As a leader, you should be sure you have an elastic management approach helping to adapt your style and strategies to the Big Five personality traits [6].

Thus, this model helps to identify the necessary personal qualities of employees, which, in turn, makes it possible to organize properly the work of personnel and the selection of employees.

References:

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