

The Influence of Work on Personality Development **and** Change through Life: Implications for Thriving at Work

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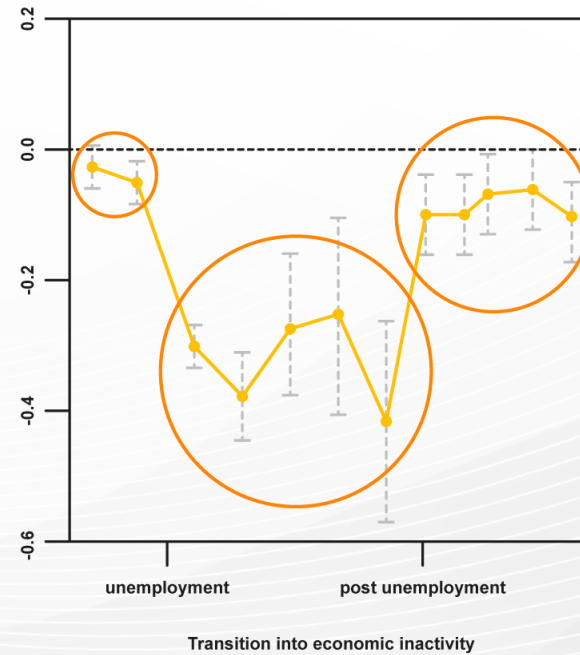
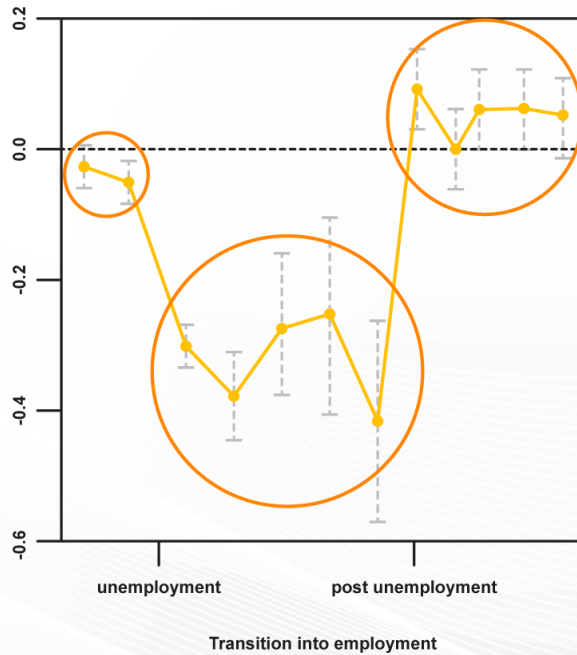
University of Surrey, UK

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OVERVIEW

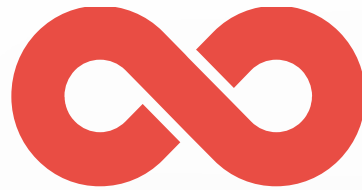
- 📍 To observe personality change and development effects, work demands and traits must be viewed as ***dynamic***
- 📍 What we know about personality development and change at work: the evidence base
- 📍 Understanding the mechanisms of change and development requires new models and theory: ***the Demands-Affordances Transactional (DATA) Model***
- 📍 A dynamic view of personality traits at work: implications for practice and thriving at work

STUDYING PEOPLE DYNAMICALLY: UNEMPLOYMENT



Zhou, Zou, Woods & Wu (in press 2019) The Restorative Effect of Work after Unemployment: An Intra-individual Analysis of Subjective Well-being Recovery through Re-employment. *Journal of Applied Psychology*

THRIVING AT WORK



DYNAMIC



PERSONAL

- 📍 Dynamic and personal – within-person, over time
- 📍 From individual *differences* to individual *growth*

SECTION 1

PERSONALITY DEVELOPMENT & CHANGE

📍 Personality (*the relatively enduring pattern of thoughts, feelings, and behaviors that distinguish from one another*)

📍 Personality is often assumed to be stable and static, yet studies have shown that personality can change, even in adulthood

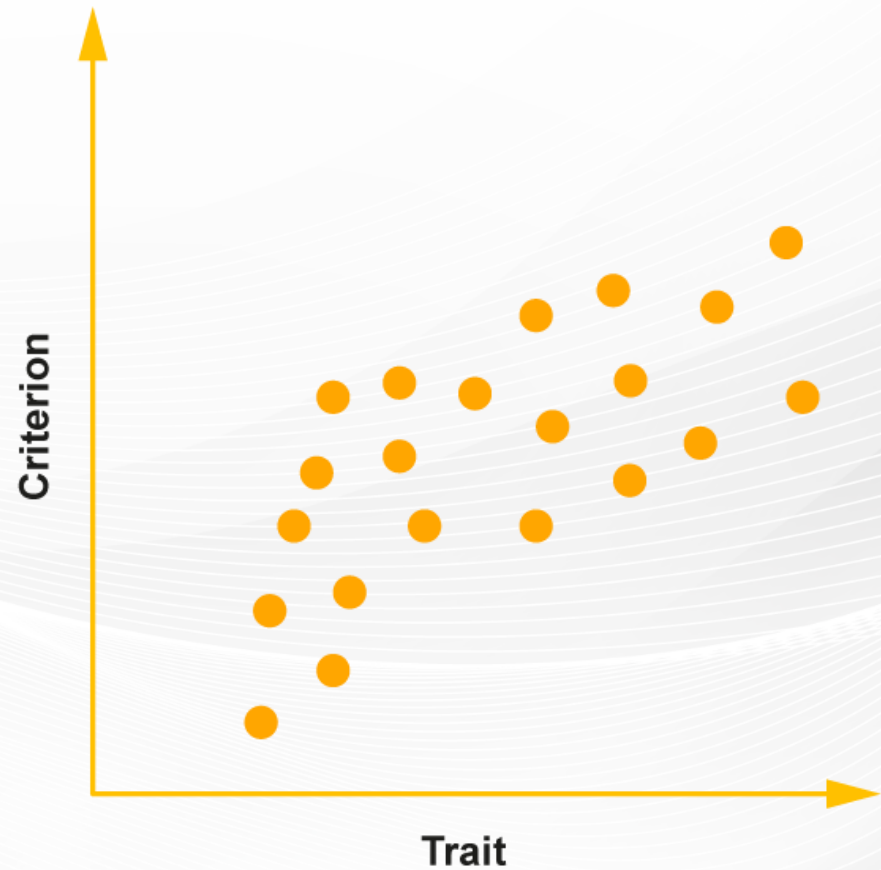
- (Lodi-Smith & Roberts, 2007; Roberts & Mroczek, 2008; Roberts, Walton, & Viechtbauer, 2005)

📍 Studying the impact of work requires a fundamental change in how we treat personality and work variables in research

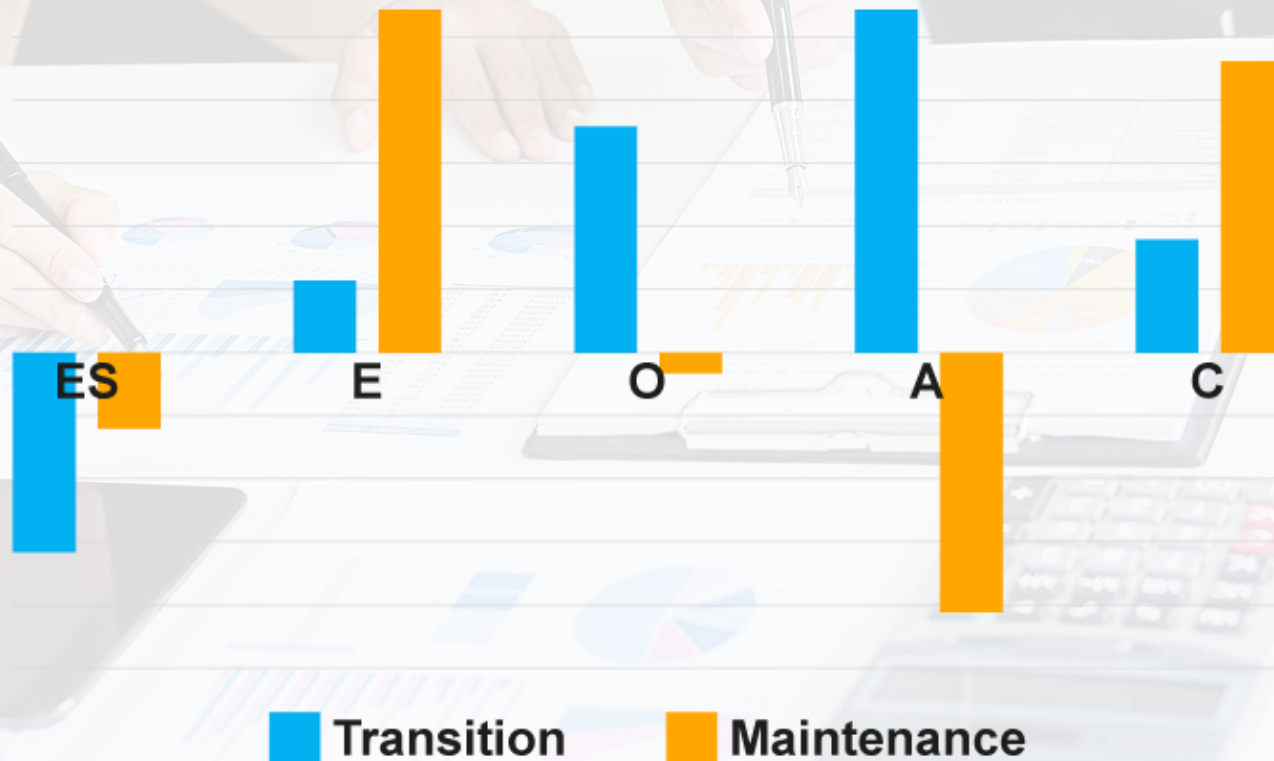
THE DYNAMICS OF WORK ENVIRONMENTS

📍 The validity question

- Trait x , predicting outcome y



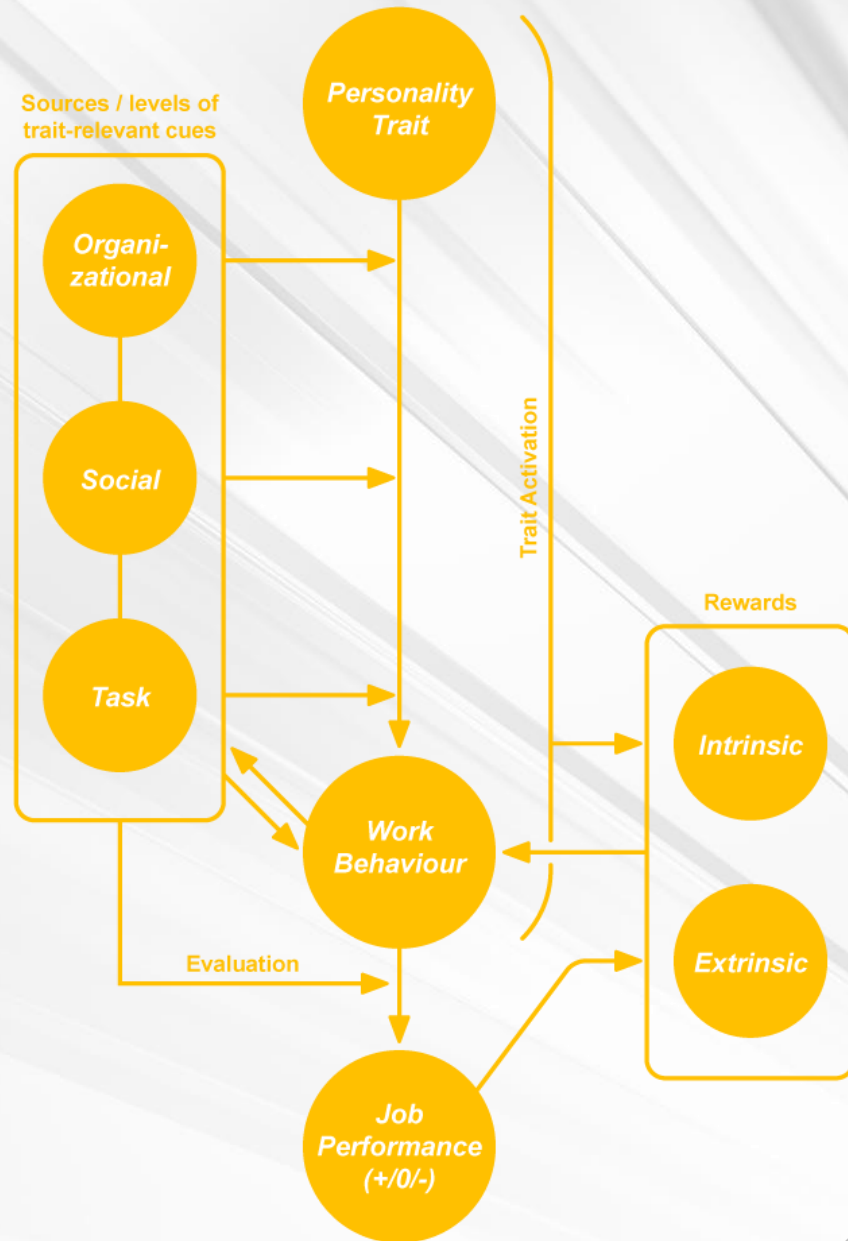
THE DYNAMIC NATURE OF JOB DEMANDS



Thoresen, Bradley, Bliese, Thoresen (2004)

TRAIT ACTIVATION THEORY

📍 Tett & Burnett (2003)



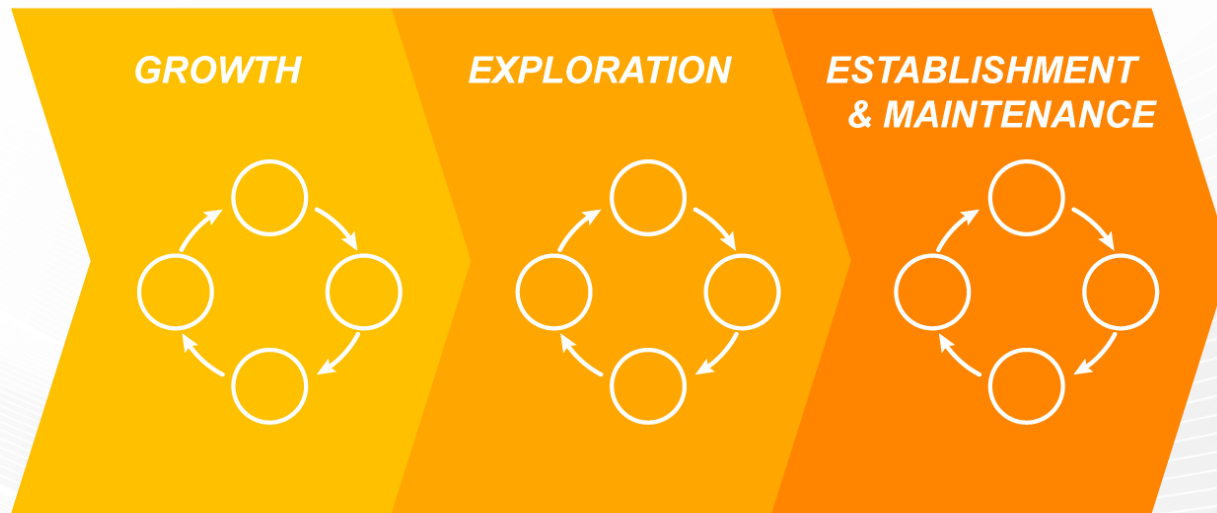
THE DYNAMICS OF WORK ENVIRONMENTS

- 📍 The Dynamic Developmental Model (Woods et al., 2013)
- 📍 Personality traits are more or less salient over time based on short-term dynamics of job demands and long-term career stages

A DYNAMIC DEVELOPMENTAL PROCESS



A DYNAMIC DEVELOPMENTAL MODEL



Woods, S. A., Lievens, F., De Fruyt, F., & Wille, B. (2013). *Personality across working life: The longitudinal and reciprocal influences of personality on work*. *Journal of Organizational Behavior*, 34, S7-S25.

SECTION 2

WHAT IS THE EVIDENCE BASE FOR PERSONALITY CHANGE AND DEVELOPMENT

Allan, Leeson, De Fruyt, & Martin (2018).	Roberts & Mroczek (2008)	Roberts & DelVecchio (2000)
Bleidorn, Klimstra, Denissen, Rentfrow, Potter, & Gosling (2013).	Roberts, Wood, & Smith (2005)	Roberts, Robins, Caspi & Trzesniewski (2003)
Denissen, Luhmann, Chung, & Bleidorn (2018).	Sutin & Costa (2010)	Roberts, Wood, & Caspi (2008)
Hudson, Briley, Chopik & Derringer, (2018)	Wille, Beyers & De Fruyt (2012)	Chapman, Hampson & Clarkin (2014)
Hudson & Roberts (2016)	Wille & De Fruyt (2014)	Woods, Lievens, De Fruyt & Wille (2013)
Hudson & Fraley (2015)	Woods, Hampson, Edmond & Lievens (2016)	Woods, Wille, Wu, Lievens & De Fruyt (2019)
Hudson & Fraley (2016)	Wrzus & Roberts (2017)	Tasselli, Kilduff & Landis (2017)
Le, Donnellan, & Conger, (2014).	Wu (2016)	Watson & Humrichouse (2006)
Nies, & Zacher (2015).	Lüdtke, Roberts, Trautwein & Nagy (2011)	Mroczek & Spiro (2007)
Roberts, Caspi & Moffitt (2003).	Roberts (2006)	

INTERVENTION STUDIES

Roberts, Luo, Briley, Chow, Su & Hill (2017). Meta analyses of 207 clinical intervention samples

NORMATIVE DEVELOPMENT

Roberts, Walton & Viechtbauer (2006) Meta-analysis of longitudinal studies comprising 92 samples

KEY STUDIES: JOB DEMANDS

📍 Roberts, Caspi & Moffitt (2003)

- *The corresponive pathway describes how the traits that select people into environments are subsequently developed by experiences in those environments*

📍 Le, Donnelan & Conger (2011)

📍 Wu (2016)

- *Job demands-control: effects on development of the Big Five*

KEY STUDIES: VOCATIONAL DEMANDS

📍 Willie, Beyers & De Fruyt (2012) / Wille & De Fruyt (2014)

- *Investment and participation in career roles*
- *Holland's RIASEC vocational environments*

📍 Woods, Hampson, Edmonds & Lievens (2019)

- *Vocational environments and personality development from childhood to middle age*

A young boy and girl are sitting on a white, shaggy rug in a brightly lit playroom. The boy, on the left, is wearing a blue t-shirt and brown pants, and is holding several colorful blocks. The girl, on the right, is wearing a white sleeveless top and pink polka-dot pants, and is holding a blue block. The background is filled with colorful toys, including a table and chairs, and a shelf with various items. The overall atmosphere is bright and cheerful.

THE LONGITUDINAL INTERPLAY OF TRAITS & WORK

CHILDHOOD TRAITS & OCCUPATIONS

PERSONALITY
TRAITS IN
CHILDHOOD



CHILDHOOD &
ADOLESCENT
VOCATIONAL
INTERESTS



OCCUPATIONAL
CHOICES

RIASEC Occupational
Environments

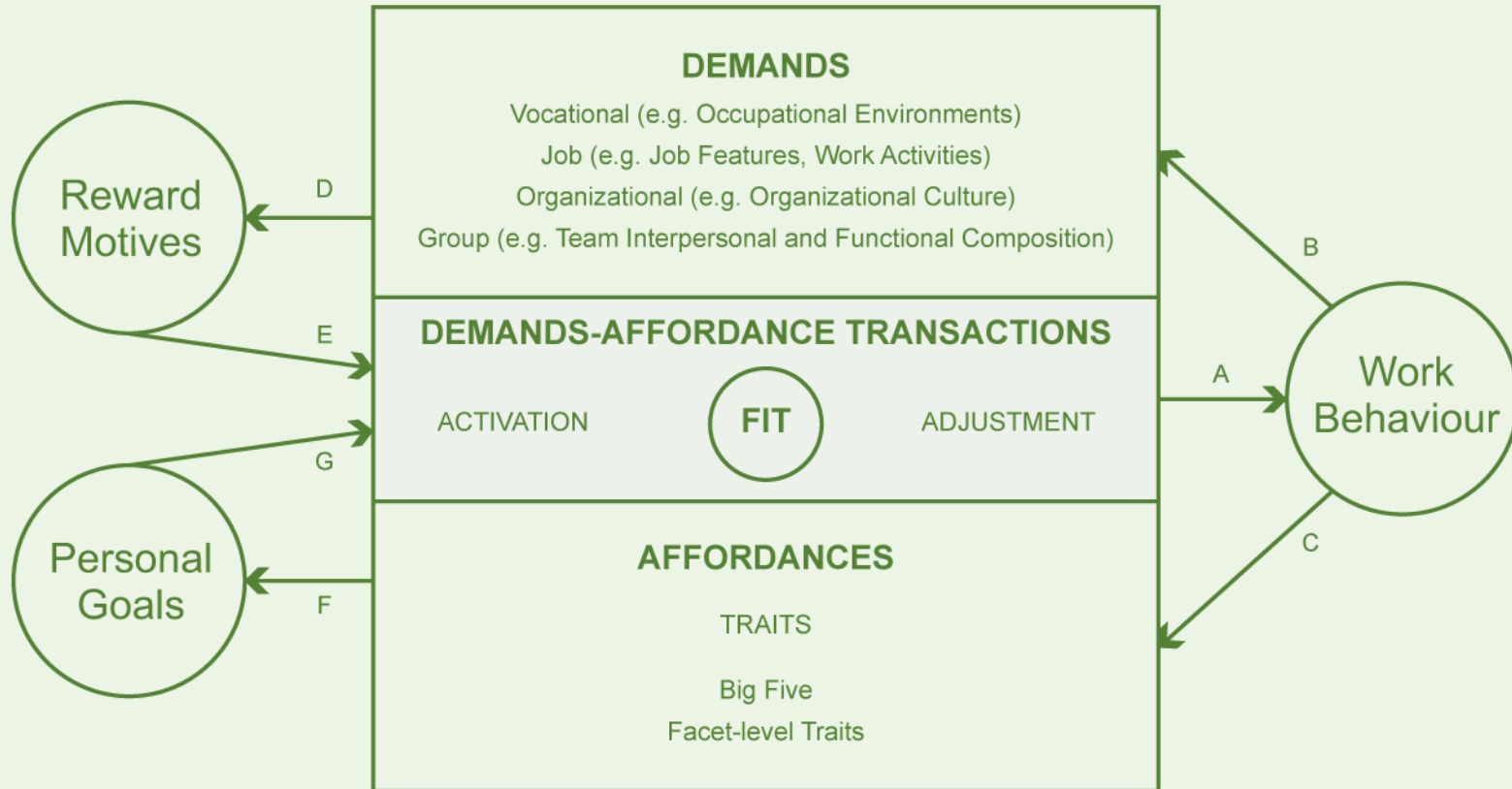


PERSONALITY
TRAITS IN
ADULTHOOD

Woods, S. A., Edmonds, G., Hampson, S. E., Lievens, F. (2019). *How Our Work Influences Who We Are: Testing a Theory of Vocational and Personality Development over Fifty Years.*

SECTION 3

THE DEMANDS - AFFORDANCES TRANSACTIONAL (DATA) MODEL



DEMANDS & AFFORDANCES

📍 Demands represent micro and macro features of the work environment

- *Job, vocation, group, organization*

📍 Affordances

- *Demands call upon personality traits as personal resources – what traits do work demands call for?*
- *Demand-salience of traits (Judge & Zapatta, 2015; Bartram, 2005; Hogan & Holland, 2003)*



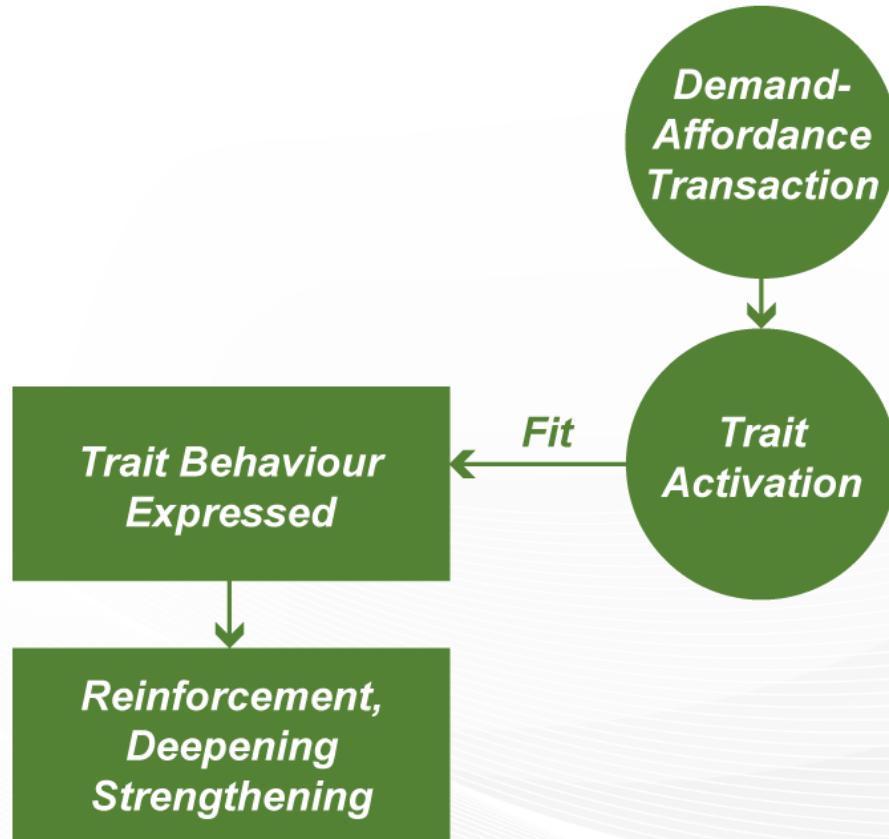
THE TRANSACTION

- 📍 Psychological exchange between perceptions of the demands of the work situation and the deployment of resources
- 📍 Guiding mechanism: Person-Environment Fit

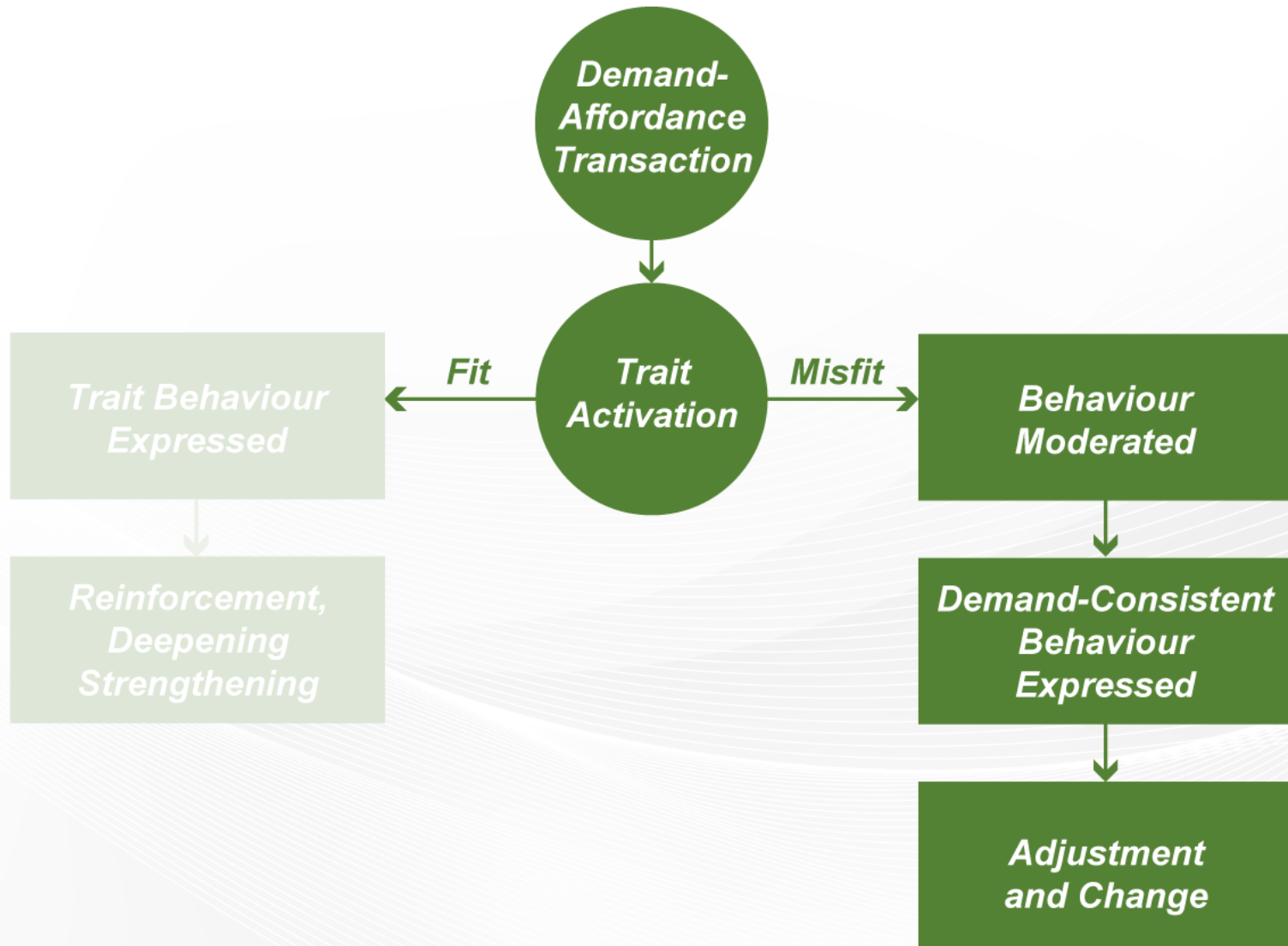
DEVELOPMENT MECHANISMS

- 📍 Development flows from an interaction of person - environment – behavior (Social Learning Theory)
- 📍 Consistency of Demands and Affordances determines the development mechanism

DEVELOPMENT MECHANISMS



DEVELOPMENT MECHANISMS



BEHAVIOUR & GOALS

- 📍 Behaviour change serves to enable development
- 📍 Hudson, Briley, Chopik, Derringer (2018)

THE DATA MODEL



Woods, S. A., Wille, B., Wu, C. H., Lievens, F., & De Fruyt, F. (2018). The influence of work on personality trait development: The demands-affordances TrAnsactional (DATA) model, an integrative review, and research agenda. *Journal of Vocational Behavior*.

SECTION 4

IMPLICATIONS FOR THRIVING

- 📍 People who are thriving experience...“growth and momentum marked by both a sense of feeling energized and alive (vitality) and a sense that they are continually improving and getting better at what they do (learning)” (Porath, Spreitzer, Gibson and Garnett (2012)).
- 📍 Selection, learning & development and identifying the signs of thriving

A hand is shown from the top right, placing a thin, light-colored wooden block onto a row of other similar wooden blocks. The blocks are arranged in a slightly descending staircase pattern from left to right. The background is a plain, light grey.

SELECTION

- 📍 Selection and person-job fit
- 📍 How do our assumptions change when aspects of both are treated dynamically?
- 📍 Socialization and adjustment – ensuring people thrive once recruited

LEARNING & DEVELOPMENT

- 📍 Passive versus active development: role of intervention
- 📍 What are the effective development strategies for work adjustment
 - *Coaching, goal-setting, behavioural strategies*
- 📍 What about the volition?
 - *Aspiration to change*
- 📍 Is development an adaptive process
 - *Impact on well-being over time*

SIGNS OF THRIVING

- 📍 Vitality and learning
- 📍 Adjustment and personal growth
- 📍 Impact on well-being, engagement and performance
- 📍 Might personality trait change and development, like other forms of personal growth, be seen as a sign of thriving at work?

FOR OCCUPATIONAL & ORGANIZATIONAL PSYCHOLOGY

**SELECT, ASSESS, MEASURE,
RESEARCH AND DEVELOP**

Thank you

Questions?

—

s.a.woods@surrey.ac.uk

Google Scholar: <https://tinyurl.com/y8n9l8q2>

Article on DATA Model in JVB: <https://tinyurl.com/y9ufn7kp>

See also Researchgate or email for advance copy

Symposium: Studying People at Work Dynamically:
Exploring the Longitudinal Development and Interplay of Person
and Work Criteria

Thursday 10th January, 11.05, Cornwall Room