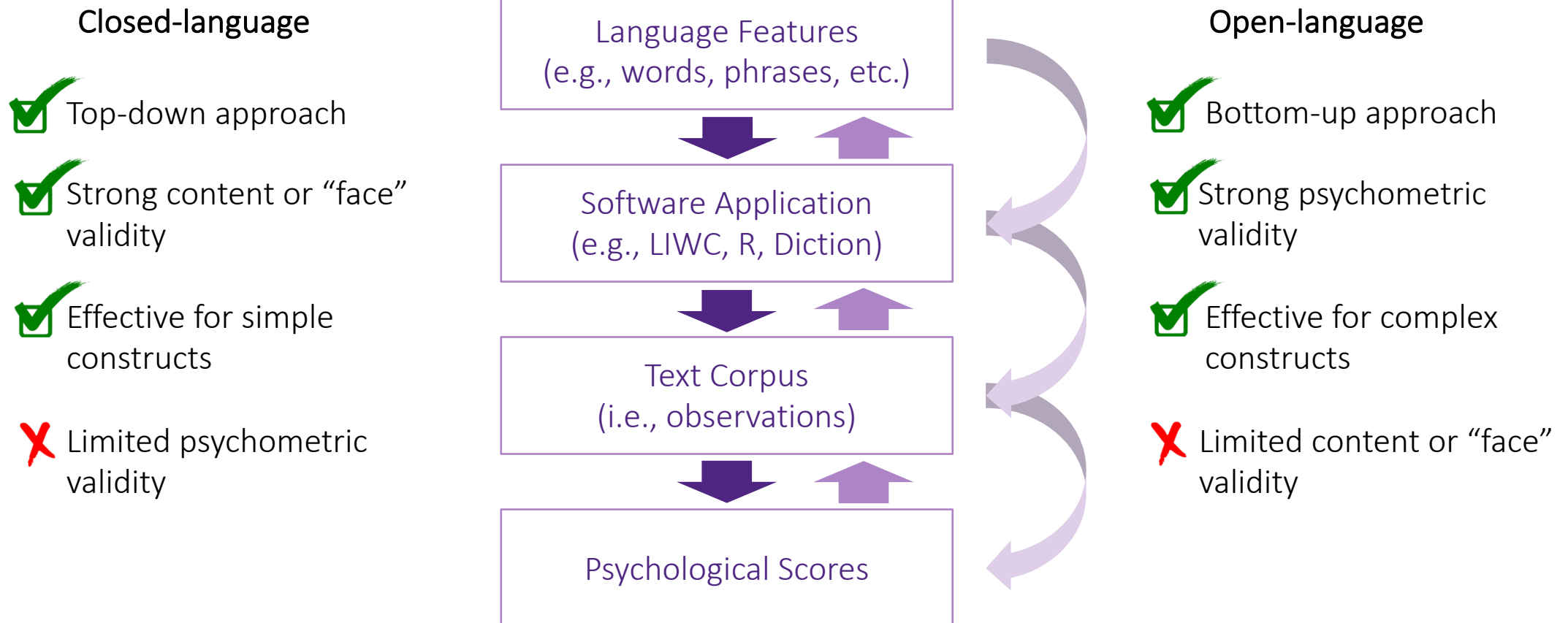


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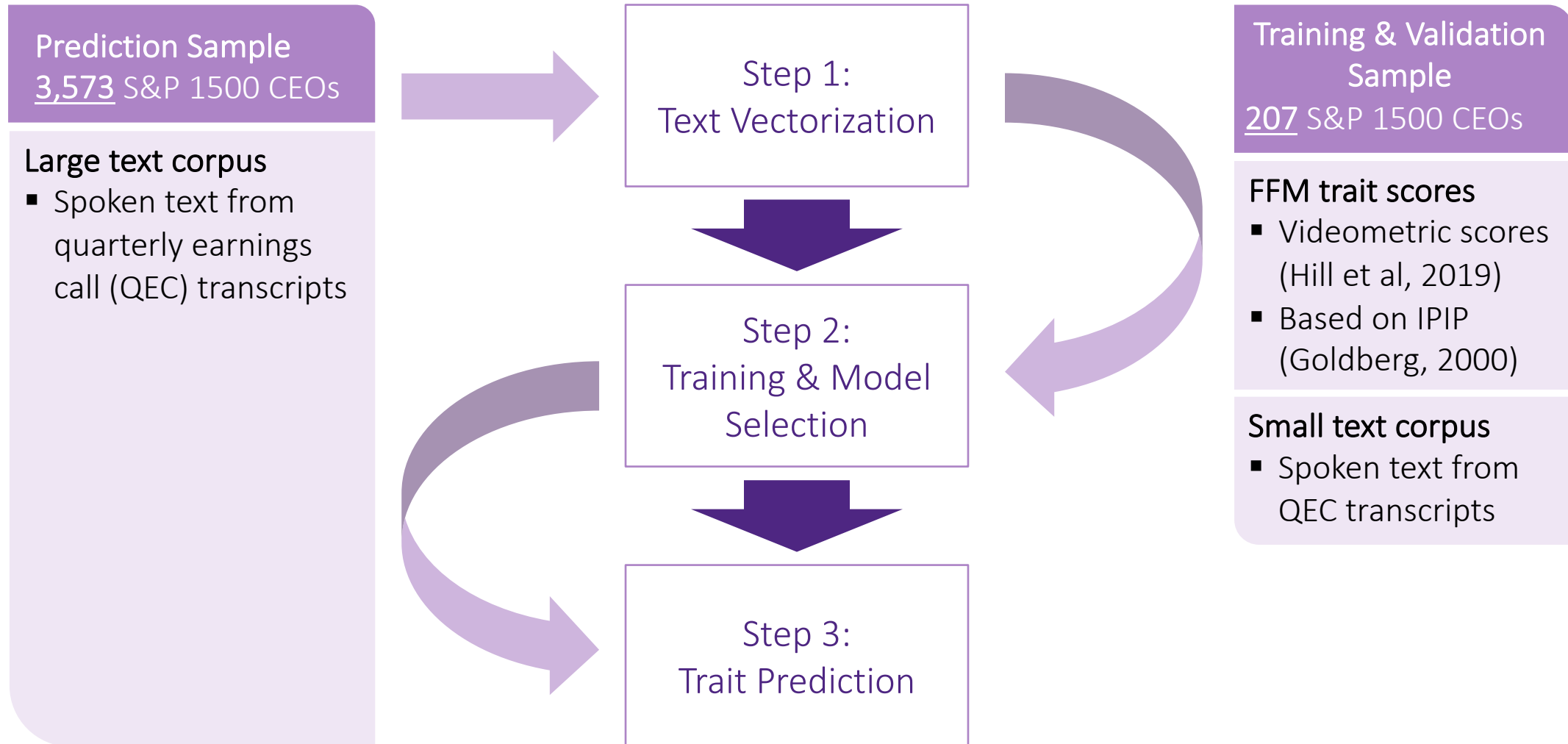
And an Introduction to the Open-  
language Chief Executive Personality  
Tool (OLCPT)

Harrison | AOM 2019 | Boston

# CLOSED VS. OPEN-LANGUAGE APPROACHES



# TOOL DEVELOPMENT



# CONVERGENT VALIDITY & RELIABILITY

Personality Trait	Open-language tool	Closed-language tool	Test-retest reliability
1 Openness	0.67	0.26	0.83
2 Extraversion	0.65	0.25	0.75
3 Conscientiousness	0.64	-0.07	0.81
4 Agreeableness	0.67	0.25	0.83
5 Neuroticism	0.62	0.06	0.85

# DISCRIMINANT VALIDITY

Trait	1	2	3	4	5
1 Open		0.54	0.40	0.60	-0.53
2 Consc	0.55		0.09	0.42	-0.38
3 Extra	0.53	0.37		0.13	-0.56
4 Agree	0.62	0.42	0.49		-0.46
5 Neuro	-0.40	-0.12	-0.29	-0.37	

Trait	Demographic Characteristics				Psychological Characteristics			
	Age	Female	Tenure	Promotion	Prevention	Past	Present	Future
1 Open	-0.13	0.08	-0.02	0.10	-0.04	-0.05	-0.02	-0.08
2 Consc	-0.08	0.02	-0.02	0.12	0.00	0.05	0.10	-0.10
3 Extra	-0.04	0.10	-0.03	0.08	-0.02	-0.01	-0.03	-0.04
4 Agree	-0.14	0.07	-0.02	0.15	-0.07	-0.08	-0.03	-0.06
5 Neuro	0.03	-0.07	0.03	-0.02	-0.06	0.07	0.04	0.02

# CONTENT VALIDITY

Features	Extra	Neuro	Consc	Agree	Open
<b>Style</b>					
Formal	0.02	- 0.08***	0.04*	0.09***	0.07***
Tentative	- 0.12***	0.20***	- 0.10***	- 0.14***	- 0.14***
Clout	0.11***	- 0.08***	0.15***	0.05**	0.10***
Words per transcript	0.07***	- 0.05**	0.03	0.03	0.03
<b>Affect</b>					
Affect	0.13***	- 0.12***	0.16***	0.05**	0.09***
Anxiety	- 0.05**	0.04*	0.01	- 0.09***	- 0.10***
Swearing	- 0.02	0.04*	- 0.02	- 0.07***	- 0.04*
<b>Drives</b>					
Affiliation	0.06**	- 0.01	0.17***	0.02	0.05**
Achievement	0.25***	- 0.19***	0.17***	0.18***	0.17***
Reward focus	0.11***	- 0.06**	0.10***	0.03	0.04*
Risk focus	0.00	0.00	0.00	- 0.11***	- 0.06**

# SUMMARY & NEXT STEPS

## The OLCPT

Large-scale personality assessment for execs  
Demonstrated validity  
Demonstrated reliability

## Tool Developments

Larger, more diverse training sample  
Individuals other than CEO

## Future Applications

Multiple literatures: UE research; personality research;  
broad leadership studies  
Personality profiles: Latent profile analysis  
Trait interactions

## Key

- Recommendations**
  - Link construct & measure approach
  - Put in effort for validity
  - Always check reliability