



Personalities: The Make or Break of Teams

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Story Time!

- A Tale of Two Teachers
- Last second builds
- Stress was high
- Creative vs Stress
- Creative led to high job satisfaction
- Stress and demand led to poor job satisfaction



Research Question

In what ways do similarities and differences in team members' personalities shape how they collaborate and how the team performs?

Quote:

Sherrie Haynie (Senior Director of US Professional Services for The Myers-Briggs Company.)



“Job satisfaction appears to be directly related to perception of team and leader performance, both of which are related to personality type. None of this should be interpreted to suggest, however, that alignment between individual, team and leader personality type is necessary for a well-functioning team. In fact, diversity of personality type (also called diversity of thought) can be a very positive thing within a team, as it tends to yield diversity of opinions and approaches. These, in turn, can yield more innovative solutions and guard against groupthink.”
(Haynie, 2023)

Why Does Personality Matter in Teamwork?

- Personality => major driver of communication, motivation, conflict, and satisfaction
- **Haynie (2023)**
 - Personality shapes how people *perceive* team and leader performance
 - Diversity of personality = more ideas + protects against groupthink



Why Does Personality Matter in Teamwork? (cont.)

- **Jee & Hong (2020)**

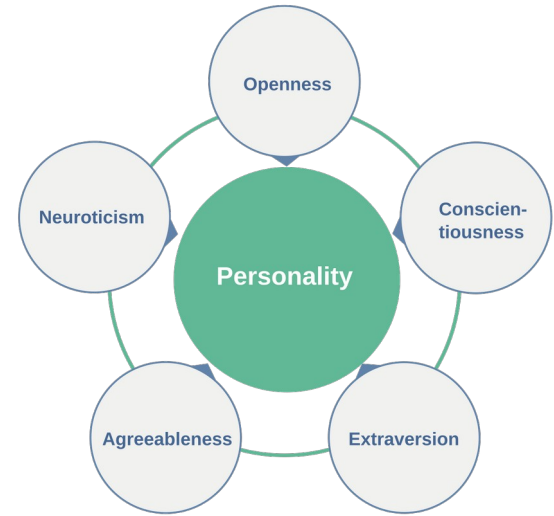
- Both personality *fit* and personality *diversity* affect relationship conflict
- Diverse teams had **least conflict** when managed well

- **Key insight:** Teams are stronger when members bring **different** ways of thinking, deciding, and behaving

- This information gives us the background we need to understand how different personality combinations affect how well a team works

Personality Traits and Roles in Organizations

- Big Five traits (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) are central to understanding team behavior
- **Kang, Guzman & Malvaso (2023)** — Personality varies by workplace role:
 - Entrepreneurs: ↑ Openness, ↑ Extraversion, ↓ Neuroticism
 - Managers: ↓ Agreeableness
 - Supervisors: ↑ Conscientiousness



Personality Traits and Roles in Organizations (cont.)

- Shows how personality naturally aligns with leadership responsibilities and collaboration styles
- **Zheng et al. (2024)** – Job characteristics shape personality over time (especially openness & conscientiousness), linking work environment to behavior
- **Zhong et al. (2024)** – Personality “profiles” influence conflict resolution (e.g., agreeable = collaborative; neurotic = avoidance/dominance)
- Overall takeaway: Understanding personality differences helps teams navigate conflict, leverage strengths, and improve overall performance

How Personality Traits Shape Teamwork

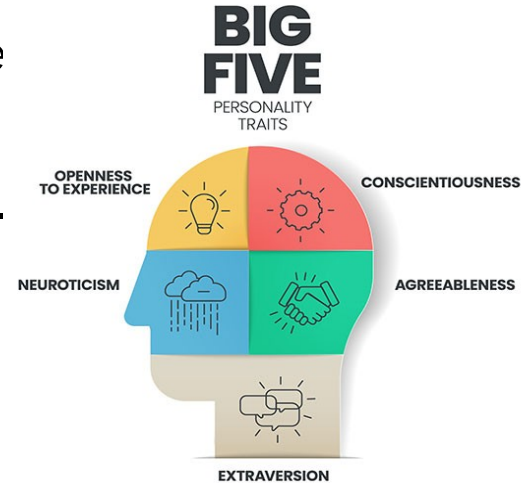
Why These Traits Matter

The Frontiers in Psychology (2024) study shows these traits strongly shape team performance, conflict style, and collaboration.

What We Did

Collected 13 survey responses from students + professionals

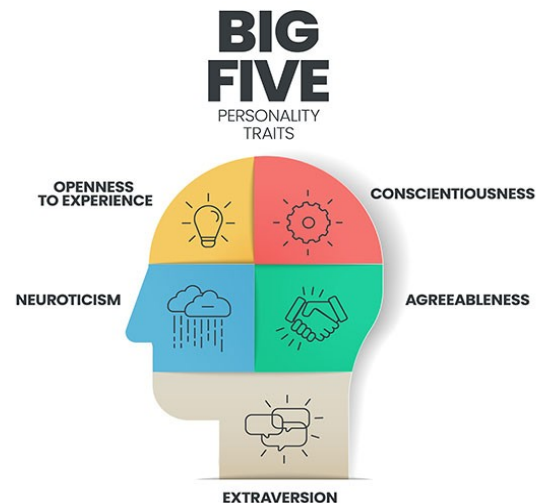
Measured these three traits + teamwork experience



How Personality Traits Shape Teamwork

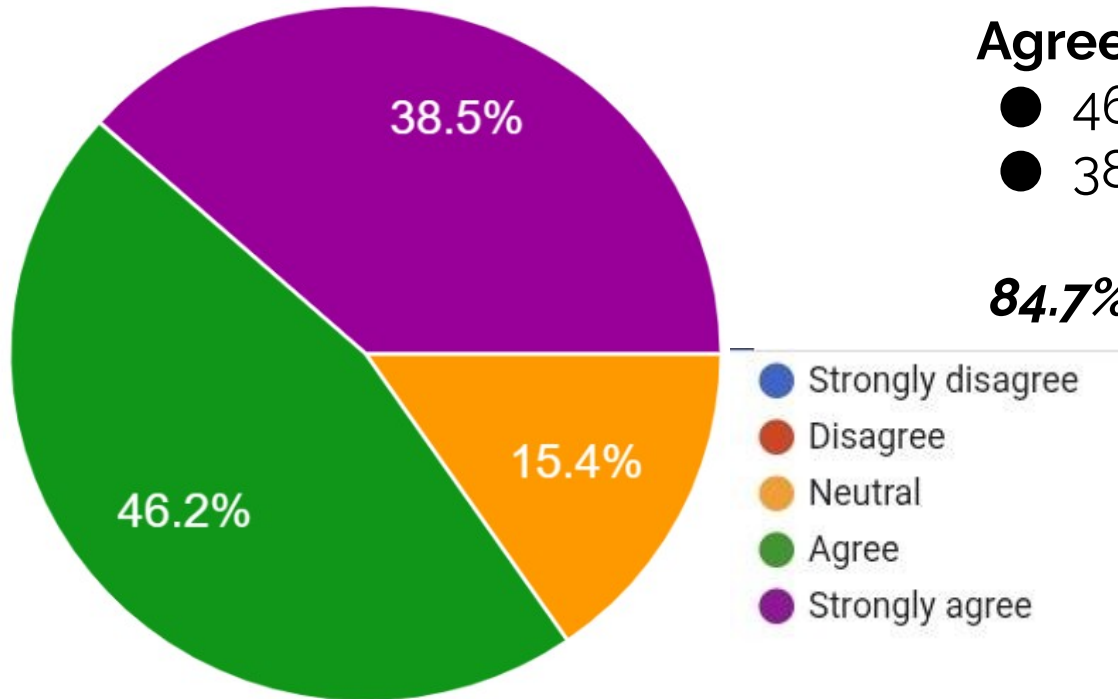
The 3 Traits From Research

- Agreeableness → cooperation, communication
- Conscientiousness → organization, responsibility
- Emotional Stability → staying calm, handling conflict



Agreeableness

Q: I find it easy to get along and cooperate with others in a team



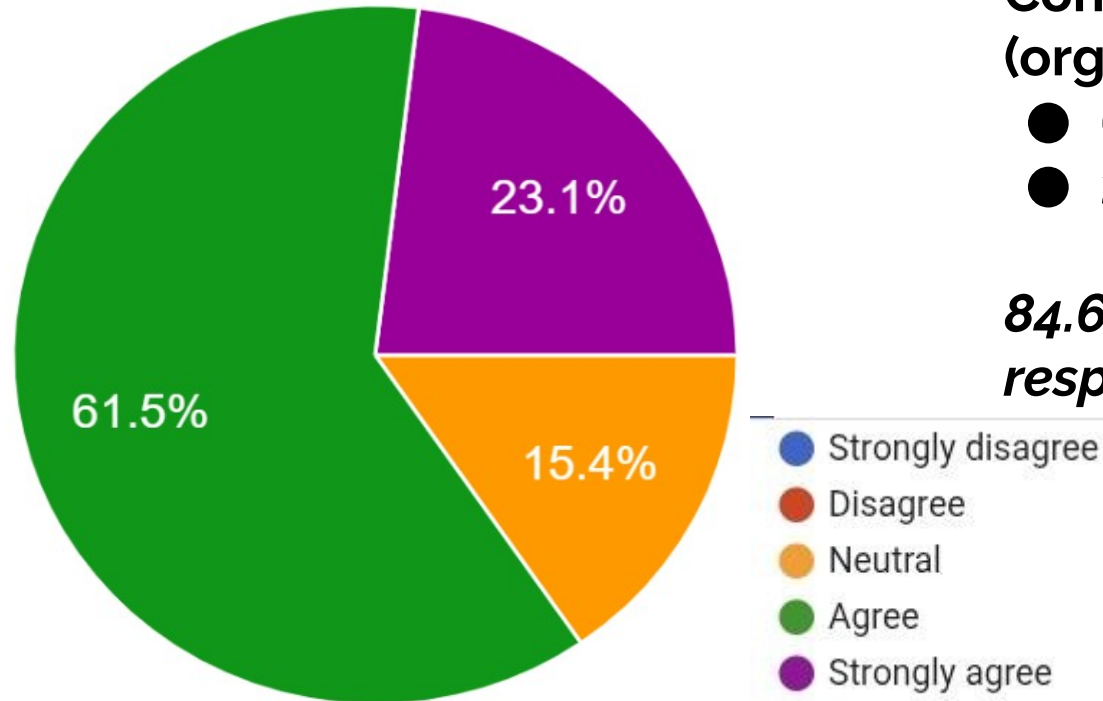
Agreeableness (cooperation)

- 46.2% Agree
- 38.5% Strongly Agree

84.7% say they cooperate easily

Conscientiousness:

Q: I consider myself organized and responsible when completing group tasks.



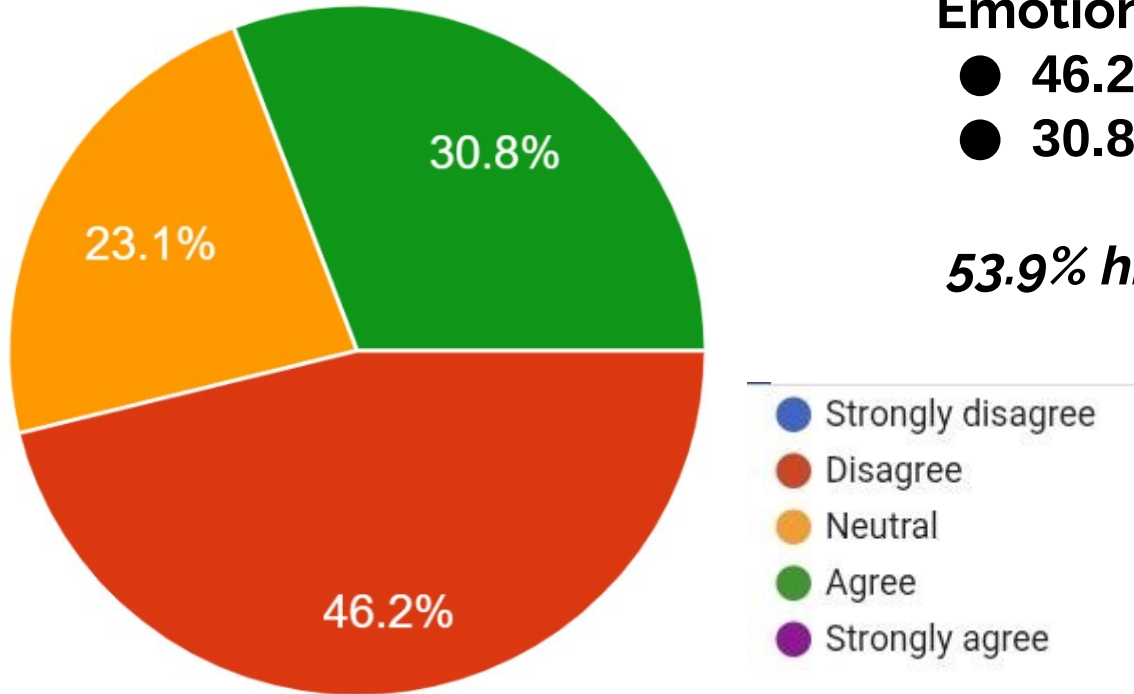
Conscientiousness (organization)

- 61.5% Agree
- 23.1% Strongly Agree

84.6% feel organized & responsible

Emotional Stability:

Q: I often feel anxious or stressed during group projects.



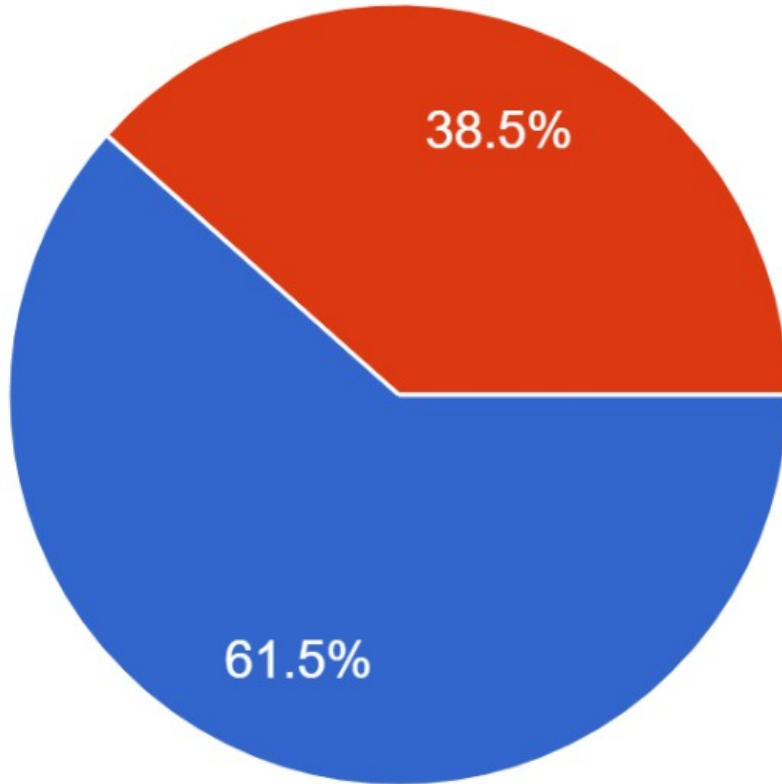
Emotional Stability (low stress)

● 46.2% Disagree (low stress)

● 30.8% Agree (high stress)

53.9% high stress in teamwork

How Teams Resolve Conflict



How Conflict Is Usually Resolved

- **61.5%** → open discussion & compromise
 - **38.5%** → leader steps in
 - **0%** → avoid or leave conflict unresolved
- Shows cooperative, problem-solving style

Future Ideas

a) Practical Team Recommendations

- Personality Awareness Skills
 - Creating workshops/guides to train other with preventing misunderstandings
- Assigning Roles(Different Traits)
 - Makes teamwork smoother and reduces confusion
- Personality Assessments
 - Taking before group work begins to identify Strengths and Gaps



Future Ideas

b) Future Research

- Effects of personality Virtual vs. In-person
 - Teamwork/Teams are more online now
- Increase of sample size for our own study
 - Possibly could have found better or more refined data
- Comparing different types of teams
 - More findings across different environments(would we come to the same conclusion)
- Adding Qualitative Component
 - Interviews, real life examples to be looked at



From Differences to Strengths

- Jobs with different characteristics are **strongly tied** to personality trait levels (e.g., openness, conscientiousness, extraversion). (Zheng et al., 2024)
- The impact of job-characteristics on personality is **not negligible** (openness $\beta \approx .25$) — showing that roles shape traits, not just the other way around. (Zheng et al., 2024)
- When we recognise that personalities can *evolve via roles*, we shift from viewing personality *differences* as fixed obstacles to seeing them as **dynamic strengths**.



So What?

Communication

- ★ Effective teams recognize the differences in communication style to improve and clarify trust



Conflict

- ★ Personality mismatches can increase conflict While balanced diversity can actually reduce

Leadership

- ★ Personality shapes leadership styles, decision making and overall team direction

Group Dynamics

- ★ Personality variety influences group roles , interactions and cohesian

Takeaway

Team success starts with knowing how different we are, and using that to work better together.

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