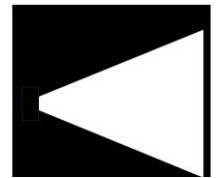


# Personality & Teamwork



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## Overview

This systematic review investigates how the Big Five personality traits influence Collaborative Problem Solving (CPS).

## Key Findings

Both individual and group-level **Conscientiousness** were closely associated with task-oriented roles and processes, such as organising, planning, and ensuring task completion. Teams high in Conscientiousness perform better than less conscientious groups.

**Agreeableness** stood out as a key driver for social roles, fostering collaboration and relationship-building. Teams with high mean levels of Agreeableness have higher levels of social cohesion, which helps maintain a positive group atmosphere and enhance communication.

Individual **Extraversion** contributed notably to leadership emergence and social positioning within groups. However, a high variance in Extraversion within teams sometimes led to interpersonal conflicts and dominance issues. Teams with highly extroverted members were more likely to report conflict due to dominance behaviours.



Teams with higher **Openness** were more adaptable and creative, effectively generating new ideas and exploring uncharted solutions. However, homogeneous high Openness was less effective than a balance, with diversity in Openness boosting creativity in tasks.

**Emotional Stability** emerged as critical for managing stress and maintaining cohesion. At both individual and group levels, this trait helped teams handle conflicts better and remain resilient in challenging situations.

## Insights

It's worth taking account of personality traits to build team effectiveness. For instance, Conscientiousness and Openness drive task roles and idea generation, while Agreeableness and Extraversion enhance social roles and collaboration. However, variability in traits like Extraversion can create challenges in maintaining group harmony & so needs to be managed.

## Conclusion

This review advances the understanding of how personality traits contribute to CPS. It suggests that recognising individual and group-level traits can lead to improved team processes, creative problem-solving, and overall effectiveness. Future research could explore strategies for mitigating trait mismatches and harnessing the potential of diverse personalities in collaborative settings.

Could 'personality balancing' help create more effective teams?

