

Mapping Career Stallers and Stoppers on the PF16 Periodic Table of Personality



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Objective: Research on leadership derailment at CCL identified 19 Career Stoppers and Stallers (CSS). These are emulated and mapped on the Periodic Table of Personality (PToP).

Method: 466 participants completed 758 questions out of which Personality Factors (PF48) was constructed featuring 240 items that measure 48 facets grouped into eight Success Factors (Kurz & Bartram, 2002) as well as 19 CSS 2-item marker scales. For PToP mappings the PF16 subset of PF48 was used as recommended by Desson & Kurz (2024).

Results: Criterion-related validity against the CSS marker scales was -.39 on average for the a-priori hypothesised predictor and for the strongest facet -.45. CSS principally related to underuse of qualities apart from a few overextensions of Ambition and Competitiveness which appear to be 'overuse'. In a PCA of PF16 facet scores, varimax rotated components emerged representing the Big 5 accounting for 56% of the variance with distinct Openness (28%), Extraversion (8%), Emotional Stability (7%), Conscientiousness (7%) and Agreeableness (6%) components. These were used in lieu of the TDA used by Woods & Anderson (2017) to create mappings for the Periodic Table of Personality.

Low Emotional Stability underpinned Excitability, Fearfulness, Insensitivity and Defensiveness.

Low Openness underpinned Strategy Gap, Learning Blockage, Change Resistance and Dependence.

Low Conscientiousness underpinned Performance Shortfall, Administration Failure, Carelessness and Skill Gap.

Low Conscientiousness underpinned Arrogance, Imperceptiveness, Engagement Failure, Boundary Violation, Disempowerment and Overambition.

Low Extraversion underpinned Supervision Failure.

Conclusion: The research maps CSS on the PF16 PToP and clarifies these as underuse of positive qualities.

Biography:

Rainer Kurz is a Chartered Psychologist based in London. Since 1990 he has worked in Research & Development roles for leading test publishers SHL, Saville Assessment and Cubiks before joining HUCAMA in 2020 as Chief Psychologist to develop the HUCAMA FACTORS suite of ability, personality and competency assessment tools with CEO Michele Guarini. Rainer developed 50+ psychometric tests and authored more than 150 publications. He is a Consultant Editor for Test Reviews at the Psychometric Testing Centre (PTC) of the BPS. Rainer studied Psychology in Germany before completing his MSc Industrial Psychology at Hull University and his PhD at UMIST.