



 FACULTY OF PSYCHOLOGY
AND EDUCATIONAL SCIENCES

DEPARTMENT OF DEVELOPMENTAL, PERSONALITY AND SOCIAL PSYCHOLOGY
RESEARCH GROUP PERSONALITY AND INDIVIDUAL DIFFERENCES

DOOR DE BOMEN HET BOS OPNIEUW ZIEN:

EMPLOYABILITY ONTWIKKELEN DOORHEEN DE HR-CYCLUS

Filip De Fruyt – HRBP- Meise – September 26, 2022



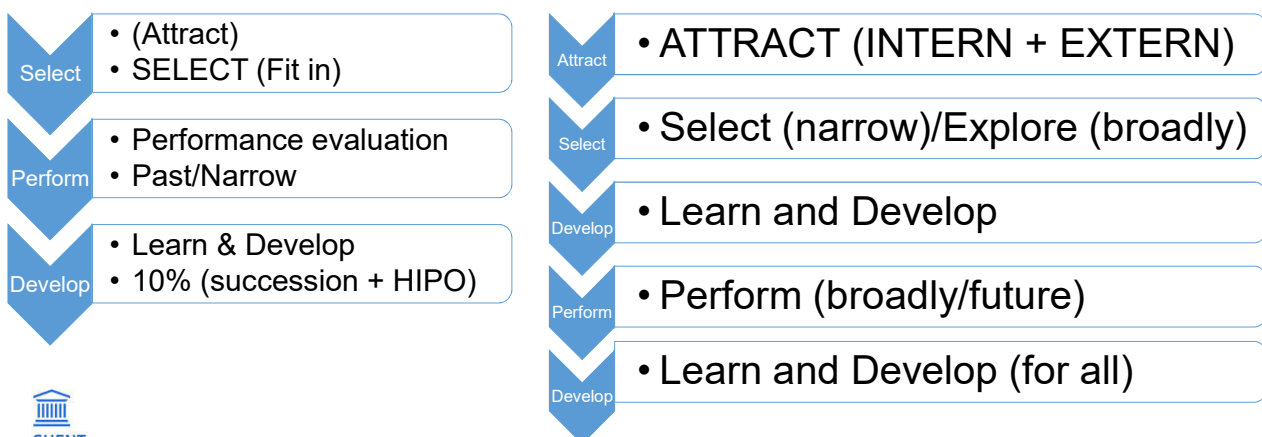
OUTLINE & OBJECTIVES

- HR ‘word’ salad bar ~ tropical forest
- >< science/evidence ...
- Integrative narrative and model
 - For ourselves
 - For people in our teams/organizations

HR-CYCLE IN THE PAST AND NOW

< 2015

2022



ATTRACT/SELECT: WORD SALAD <> CONSTRUCTS: MAIN FOUR

- Competencies → (social-emotional) skills (HR & education)
- Employability
- Potential/talent
- ...

Academically speaking: Main Four

- Cognitive abilities
 - Personality
 - Values
 - Interests
- (social-emotional) skills → 'How' of behavior
- 'Where/What' of behavior



Pairwise relationships

Big Five x RIASEC: (Mount et al. PP, 2003)

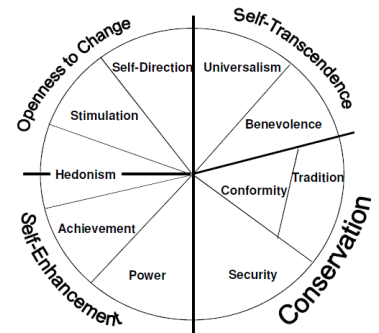
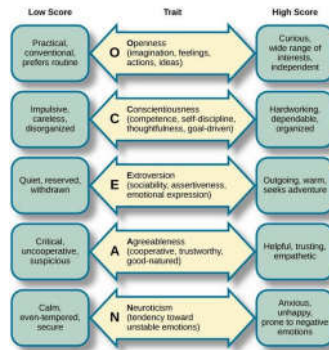
Big Five x Values: (Parks-Leduc et al., PSPR, 2015)

Big Five x Cognitive: ? (negligible, intelligence x O)

RIASEC x Cognitive: Passler et al., Intelligence, 2015)

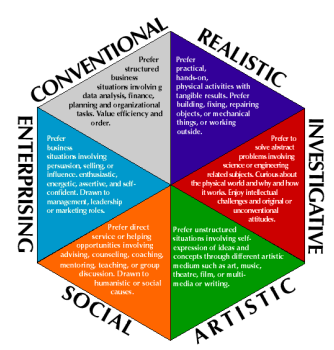
RIASEC x Values: no MA


Values x Cognitive: no MA



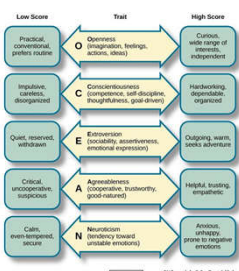
CHC model v2.0 - Part 1 (Schneider & McGrew, 2012)

General	Fluid Reasoning (Gf)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Comprehension Knowledge (Gk)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Mathematical Ability (Ga)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Statistical Reasoning (Gst)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Spelling (Gsp)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Verbal Ability (Gv)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Image Rotation (Gir)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Block Design (Gbd)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Matrix Reasoning (Gmr)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Matrices (Gfm)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Recognition (Gfr)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Arrangement (Gfa)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Classification (Gfc)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Comparison (Gfd)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Identification (Gfi)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Similarity (Gfs)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Transposition (Gft)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Transformation (Gfu)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gfv)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gfw)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gfx)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gfy)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gfz)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf1)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf2)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf3)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf4)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf5)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf6)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf7)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf8)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf9)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf10)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf11)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf12)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf13)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf14)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf15)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf16)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf17)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf18)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf19)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf20)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf21)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf22)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf23)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf24)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf25)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf26)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf27)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Rotation (Gf28)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Translation (Gf29)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)
Figure Reflection (Gf30)	Reading & Writing Ability (Grw)	Crystalline Reasoning (Gc)	Quantitative Reasoning (Gq)	Reading & Writing Ability (Grw)	Short-Term Memory (Gsm)	Long-Term Storage and Retrieval (Glr)	Visual Processing (Gv)	Speed of Processing (Gp)







NEO-PI-3
Personality Inventory




Low Score | **Trait** | **High Score**


- O** Openness (imagination, feelings, ideas) vs. **O** Openness (imagination, feelings, ideas)
- C** Conscientiousness (competence, self-discipline, thoughtfulness, goal-directed) vs. **C** Conscientiousness (competence, self-discipline, thoughtfulness, goal-directed)
- E** Extraversion (sociability, assertiveness, emotional expressiveness) vs. **E** Extraversion (sociability, assertiveness, emotional expressiveness)
- A** Agreeableness (cooperativeness, trustworthiness, prosocial) vs. **A** Agreeableness (cooperativeness, trustworthiness, prosocial)
- N** Neuroticism (tendency toward unstable emotions) vs. **N** Neuroticism (tendency toward unstable emotions)

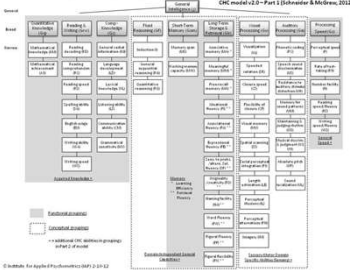





PFPI
INVENTAIRE DE PERSONNALITE AU TRAVAIL







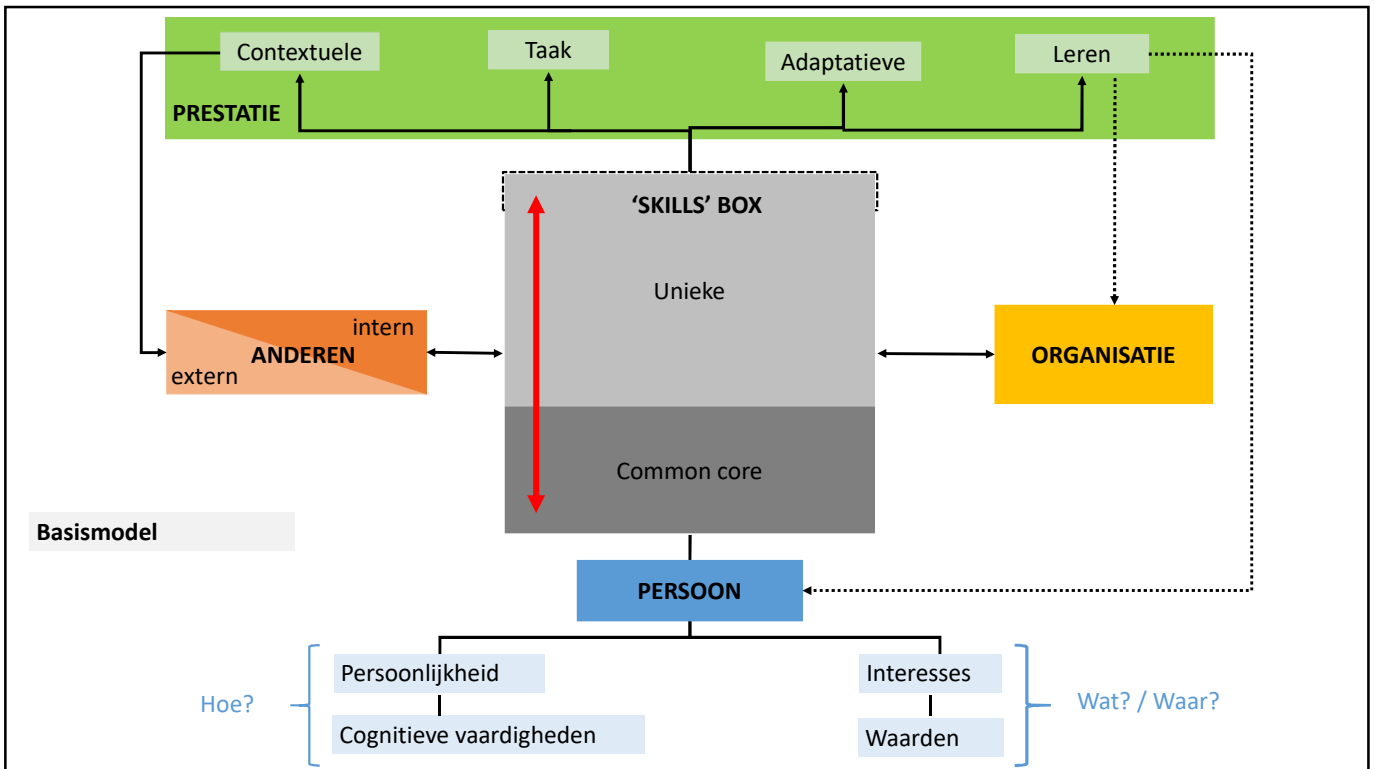


NEO model (20-Part) (Schneider & McVee, 2012)





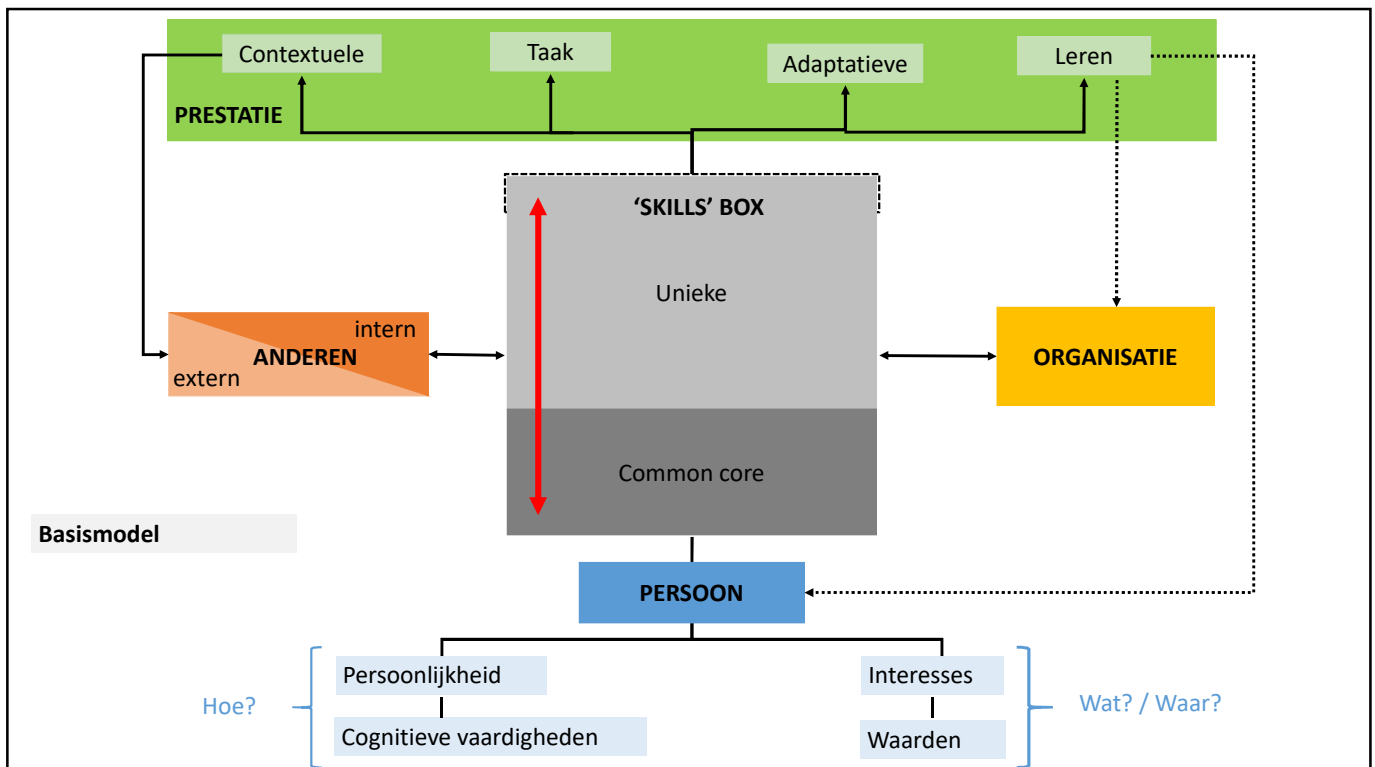

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RUIMERE VISIE OP PERFORMANCE (EN PERFORMANCE EVALUATIE)

Van: "Hoe goed doe je je job", naar ...

- Task performance: kern van de klassieke functiebeschrijving
- Contextual performance:
 - Interpersoonlijk gedrag
 - bijdrage tot de groep (team)
 - Organizational citizenship behavior
- Adaptive performance: omgang met verandering/flexibiliteit
- Learning performance: leren en ontwikkelen
- Control/Avoid counterproductive behavior/derailment
- ... Well-being (?)

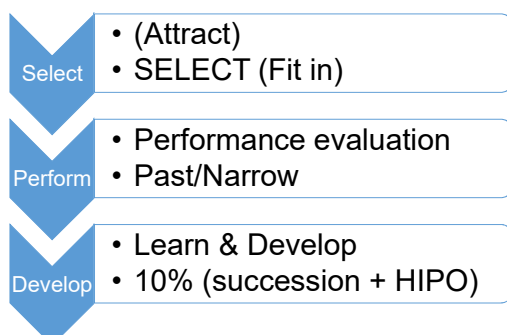


TALENT/MANAGEMENT&DEVELOPMENT

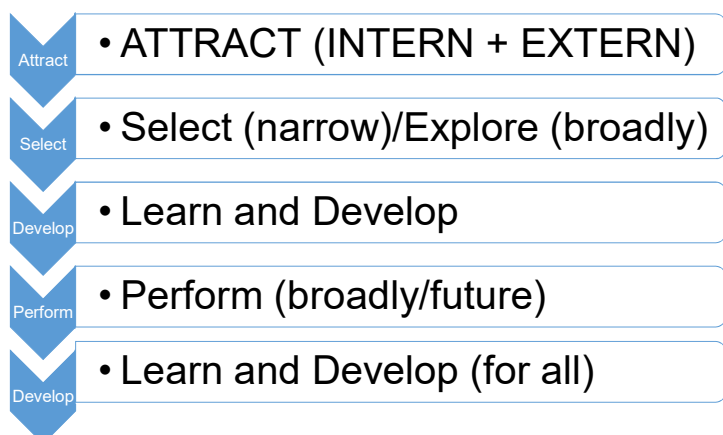
- Two critical sets of constructs:
 - “how” of performance: → Personality/skills
 - “what/where” of performance: → Interests (values)
- Wille & De Fruyt (2021)
 - interests are what get people into jobs (**attraction**)
 - interests are what make people good at their jobs (**performance**)
 - interests are what keep people in jobs (**retention**)
 - interests are what drive people to change (**mobility**) or learn (**development**)
- Input for Talent Management Programs: ‘No Employee Left Behind’ (De Fruyt, 2019)

HR-CYCLE IN THE PAST AND NOW

2015

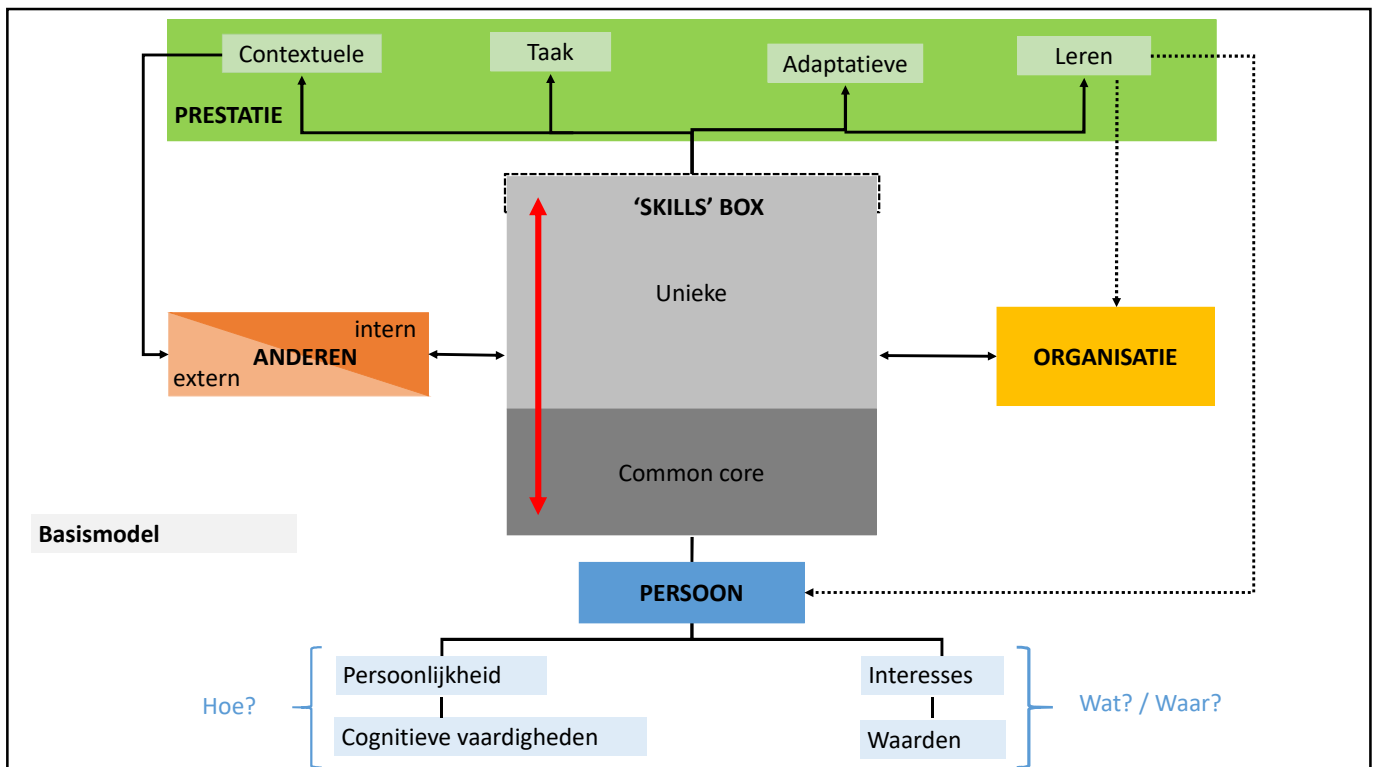


2022



DEVELOPMENT

- Common core:
 - Wat minimaal noodzakelijk is
 - Om mensen goed te laten (samen)werken – connect
- Unieke skills/interests/eigenschappen (~diversity/inclusion)
- Ontwikkeling:
 - Common/uniek
 - Leren op zich is belangrijk(st)
 - Organisatie/individu
 - Strengths/weaknesses-based
 - Deepen/Broaden



HANDIGE KAPSTOK: PERSOON – TAAK – KLANT - ORGANISATIE

Goed narratief/storytelling nodig:

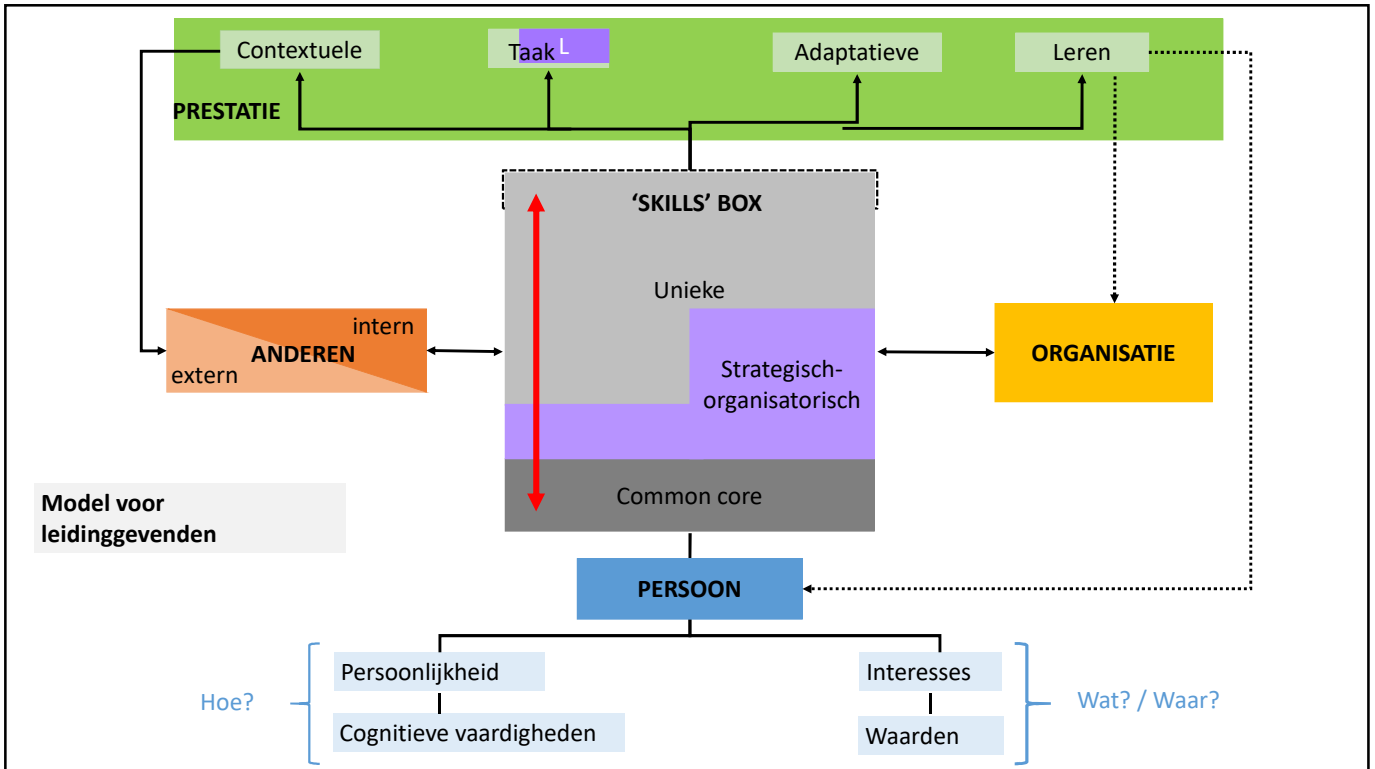
- Gemakkelijk te onthouden
- Stuurt
- Brengt inzicht bij
- Breed/multiple toepasbaar

Voorbeeld: “Persoon - Taak - Klant - Organisatie”

- Persoon: medewerker, leidinggevende, ...
- Taak: jobomschrijving, takenpakket, ...
- Klant: intern (medewerker, collega, ...) - extern (klant, leverancier, ...)
- Organisatie: context, breder geheel, maatschappij/economie, ...

WAT BETEKENT DIT NU VOOR ONZE LEIDINGGEVENDEN?

- Same model applies (with slight specifications)
- Similar problems: word salad of leadership models/guru's
 - Transactioneel/transformationeel
 - Circumplex representatie
 - Motiverend leiderschap
 - Authentiek leadership
 - Zelf-sturend leiderschap
 - Noem maar op
- At the end of the day: zie citaat Berings & Berings
- Not 'one size fits all, but work with different people'
- Wat ontbreekt? Kennis/Goede omgang met individuele verschillen



SUMMARY

- Orde in de chaos
- Evidence:
 - 4 sets constructen
 - 4/5 performance indicatoren
 - Narratief: P-T-K-O
 - Basis/leidinggevenden



More? Verdieping straks; verzoeknummers

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