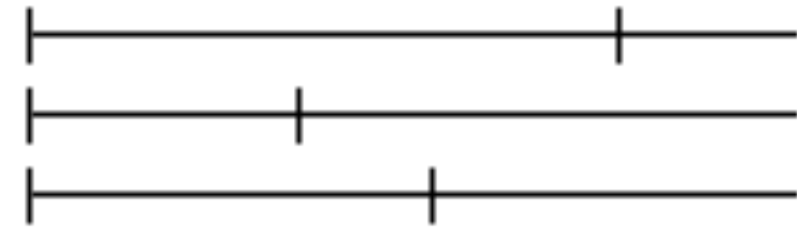


Motivation



Personality is a study of individual differences and is inferred from behavior [1]



Despite complex theory, the predominant method of assessment is the psychometric scale [2]

personality assumed	personality predicted
personality derived	personality complemented

But scales, as well as additional perspectives on personality assessment, have limitations [3-5]



I propose a behavioral complement [6], and illustrate its utility through the construct of self-monitoring [7]

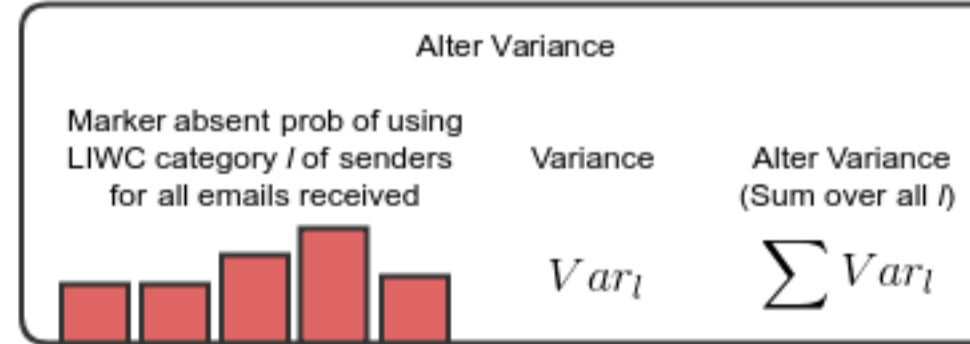
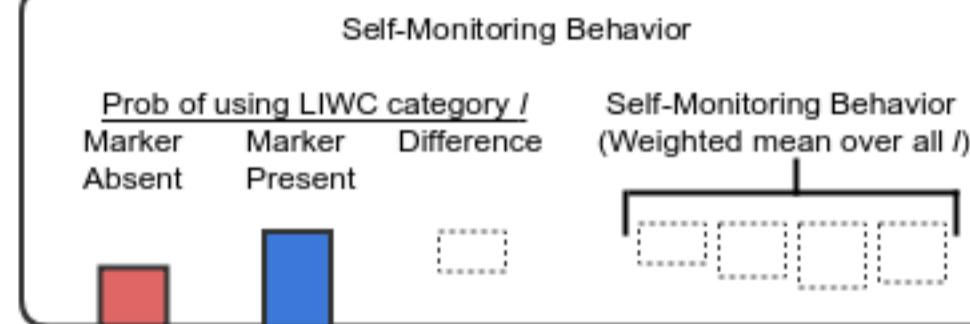
Design

Construction of Measures

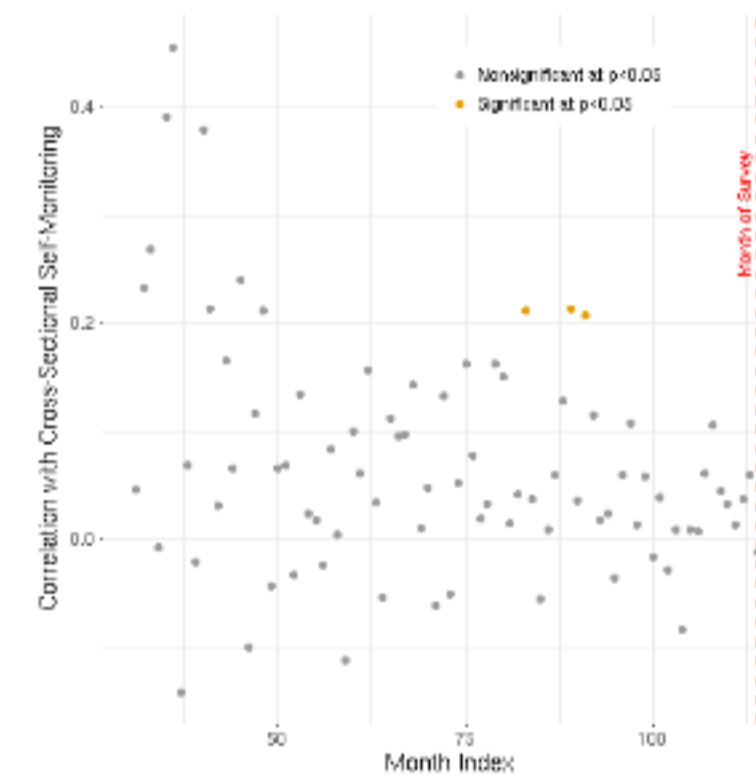
Step 1: From an email data set containing all internal communication within a mid-sized tech organization for eight years, retrieve 1,178,404 one-to-one message-reply pairs

Step 2: Process raw email content into distributions of generalized markers using the Linguistic Inquiry and Word Count (LIWC) [8] (e.g. positive emotion, punctuation, cognitive processes)

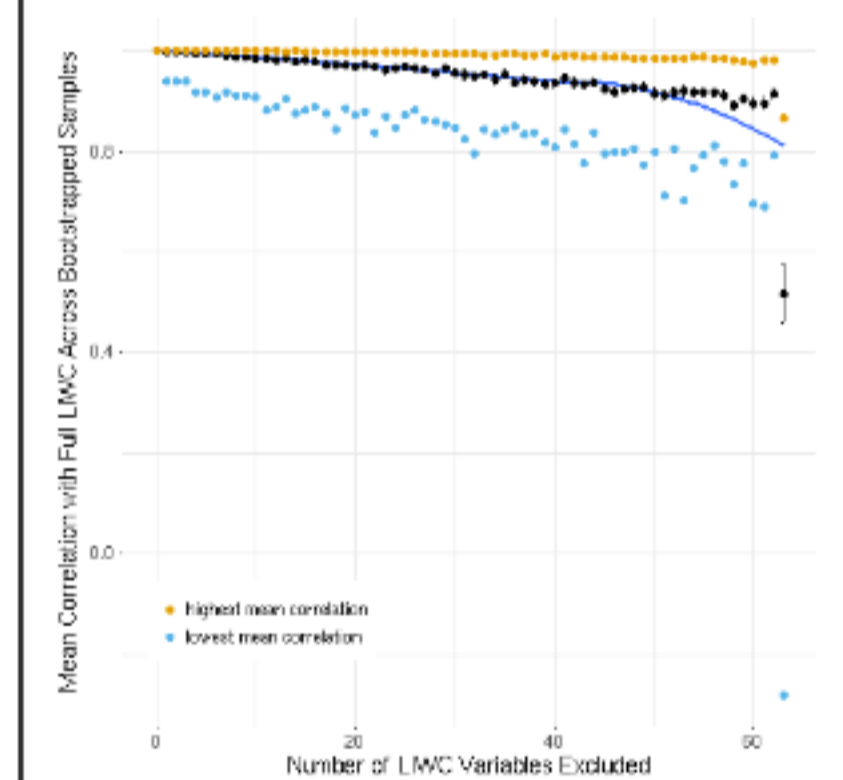
Step 3: Use the word-based hierarchical alignment model (WHAM) [9] to estimate the probability of using LIWC categories in responses to emails with markers present and markers absent



Comparison to Cross-Sectional Survey



Robustness to Category Exclusion



Results

Controls

Self-Monitoring Behavior	
Alter Variance	0.105*** (0.005)
First Year	0.399*** (0.012)
Manager	-0.283*** (0.020)

Note: *p<0.05; **p<0.01; ***p<0.001

Hypothesis 1

When employees communicate more to new interlocutors (versus old interlocutors), they display more self-monitoring behavior.

0.070***
(0.007)

Hypothesis 2

When employees communicate more to new interlocutors in their same department, they display less self-monitoring behavior.

-0.052***
(0.006)

Hypothesis 3

When employees communicate more to new interlocutors who are more senior, they display more self-monitoring behavior.

0.064***
(0.007)

Outcomes

	Dependent variable:	
	Log Bonus (1)	Network Constraint (2)
Self-Monitoring Behavior	0.321*** (0.085)	-0.022*** (0.003)

Note: *p<0.05; **p<0.01; ***p<0.001