

PERSONALITY PROFILING TOOLS

BY LIZ PAYNE

As a Training and Development professional, you may be considering utilising a personality profiling tool to incorporate into a training program and to strengthen participants' learning. While the prospect may at first seem exciting, it is not unusual to end up feeling a little overwhelmed given the abundance of tools on the market.

Developing the ability to make an informed decision is not easy. To help build your understanding, suppliers of five different tools, some very well known and others newer to the market, were asked to describe their tools.



Lauren Ayers, CEO, Intégro

Can you give us a brief explanation of Everything DiSC®?

Everything DiSC® is a research-validated online behavioural profiling tool provided by John Wiley & Sons, Inc., one of the largest and oldest publishing companies in the world. DiSC is an acronym for the four primary dimensions of behaviour:

Dominance; Influence; Steadiness; and Conscientiousness.

Individuals complete a profile online to learn about their behavioural tendencies in a fully customised, user friendly report. This simple yet powerful model helps individuals build stronger relationships and communicate effectively.

In which situations or for what purposes, does it work best?

If you want to work more effectively with others then you need to be aware of your behaviour and the impact you have on your relationships. Everything DiSC® enables this to happen by providing a foundation of constructive language that can be used every day, leading to greater productivity and less interpersonal conflict and confusion. Everything DiSC® is great for individuals learning more about themselves, two particular people working together, through to teams who want to communicate more effectively with one another.

What makes it unique?

Everything DiSC® exclusively uses superior Adaptive Testing technology throughout the range of over 15 different profiles, reports and supplements. Profiles are application based for general Workplace, Sales, Management, Leadership, and 360. The questionnaire ranges from 80-120 responses on a Likert Scale, producing highly accurate data that is instantly compiled in a fully customised report. Unlimited free comparison reports are available between any two Everything DiSC® profiles teaching individuals how to create a stronger relationship. Another no-cost benefit is MyEverythingDiSC.com, which allows users to learn more about their own profile, request comparison reports directly with others on their team, access the research reports, learn about the other profile styles and more.

How would Learning and Development professionals use Everything DiSC®?

Learning and development professionals can use Everything DiSC® to: increase self-awareness; build stronger relationships; communicate

effectively; help minimise conflict; create harmonious organisations and teams; develop management skills; broaden leadership perspective; create greater team cohesion; and more.



Andrew Stagg and Rosemi Fitchett,
Master Trainers, Herrmann
International Asia

Can you give us a brief explanation of HBDI®?

The Herrmann Brain Dominance Instrument® (HBDI) is a thinking styles assessment tool. It identifies an individual's preferred approach to emotional, analytical, structural and strategic thinking. The HBDI® is a valid and reliable instrument which draws data from a survey made up of 120 questions aimed at picking up clues from all aspects of an individual's life. A profile is then produced that identifies the unique thinking preferences of the individual.

In which situations or for what purposes, does it work best?

HBDI® can assist organisations with development, leadership, staff engagement and strategy, organisation and culture change, structure redevelopment and sales and marketing effectiveness. The ways in which we think influence how we communicate, make decisions, solve problems, work in teams and understand our clients. HBDI® helps individuals learn about their own thinking preference profile which can be compared to others. HBDI® can help with understanding job-fit and/or personal development, career opportunities and the HBDI® Team Profile can enhance interpersonal communication and team effectiveness.

What makes it unique?

The uniqueness and power of the HBDI® is that it is based upon the powerful framework called the Whole Brain®

Model. The model is simple, logical, well-researched and validated. It provides a map or lens to aid understanding in a variety of contexts.

The HBDI® measures our degree of preference for each of the four quadrants identified by the Whole Brain® Model. Individuals can prefer one quadrant or have equal preferences for all four. This type of measurement reduces the boxing or labelling effect of some instruments.

How would leaning and Development professionals use HBDI®?

The HBDI® is used successfully by learning and development teams for career development, communication and conflict resolution, sales and marketing effectiveness, cultural change, engagement surveys, organisational learning, strategic development and improving creativity and innovation.



Cameron Nott, Managing Director CPP Asia Pacific Pty Ltd

Can you give us a brief explanation of MBTI®?

The Myers-Briggs Type Indicator® (MBTI®) assessment helps identify personality preferences in four areas, which relate to: where we focus our attention, how we take in information, how we make decisions and how we approach time. Through understanding their MBTI® results people are provided with insights into how they communicate, learn and work. They are also provided with a powerful framework in which to understand, appreciate and explore difference in others.

In which situations or for what purposes, does it work best?

The MBTI® is used for the purposes of developing people at all levels. It is extensively used in accelerating team performance and transforming leaders, with applications including: improving

communication, improving decision making, managing conflict and change, and building resilience. The MBTI® is also used in career transition planning, helping to guide people to find careers that are aligned with their intrinsic motivations.

While the MBTI® does have personality at its foundation, the instrument was not designed to be a predictor of performance or aptitude. Consequently, and unlike some trait based personality assessments, it is not suitable for use in assessment for selection contexts.

What makes it unique?

The MBTI® helps to create a common language through which people can comfortably explore their own strengths and blind spots, and to also have model to understand, appreciate and explore difference in others.

How would Learning and Development professionals use MBTI®?

The MBTI® is often used as a foundation instrument to commence any development initiative. Whether used in group scenarios or for one-on-one coaching, it is a conversation starter. It helps people to appreciate and understand difference in others. As the instrument has been widely translated, it is used worldwide to facilitate cross-cultural understanding.

From this foundation, learning and development professionals are able to provide further insights into their development initiatives through integrating other assessments such as to explore interpersonal needs, emotional intelligence or 360 degree feedback.



Matt Chaplin, Talent Consultant, Hay Group

Can you give us a brief explanation of Talent Q?

Talent Q is a suite of online psychometric assessments that provide objective insight into peoples personality preferences and abilities

at work. Using the latest assessment technology, the Talent Q suite enables organisations to quickly and consistently assess job candidates and existing talent helping them make better, more informed people decisions.

In which situations or for what purposes, does it work best?

Talent Q assessments can be used across the entire talent lifecycle: recruitment, individual development (including leadership), team development and succession planning.

In the past, organisations have typically used different assessment tools for each of these areas, which often lacked consistency. Talent Q assessments allow organisations to utilise a single solution for a wider range of talent management activities, significantly reducing administration time, assessment fatigue and cost.

What makes it unique?

The ability to use and re-use data across all the stages of the talent lifecycle as well as greater accessibility and scalability is what truly sets Talent Q apart from other online psychometric assessment solutions.

Talent Q's personality assessment, Dimensions, has been mapped to over 100 different competency frameworks, providing client organisations with a common reference point for talent management activities. This then extends to building a bespoke report in the client's brand and language, significantly increasing the usability of the assessment.

How would Learning and Development professionals use Talent Q?

Talent Q assessments can complement existing learning and development programs by providing objective diagnostic tools that assess team dynamics and identify capability gaps. Learning and development can use this to develop more effective staff training programs.

One of our financial services clients is currently using Dimensions' intelligent reporting functionality to conduct a gap analysis of its team's strengths and

weaknesses. The report enables them to look at a particular team's strengths against a model of team types and identify new opportunities to provide more targeted team and individual development training.



**Louise Duncan, General Manager,
TetraMap International**

Can you give us a brief explanation of TetraMap®?

TetraMap® is a refreshing, inspiring and simple alternative to traditional profiling tools. It is a model, tool, framework and approach that uses the principles of nature to help people understand themselves better. It uses nature as a metaphor to help people understand why they think, behave and act the way they do. TetraMap® then moves beyond personality to broaden each individual's understanding of their behaviour and helps them to apply it to team, customer and planning.

In which situations or for what purpose, does it work best?

TetraMap® works particularly well for people who want to learn more about themselves and others, and how their preferences impact team performance. TetraMap®'s ability to engage participants and to be contextualised to any situation allows it to be applied in a diverse range of circumstances. It can be used as a tool to raise awareness of self with young leaders or to resolve conflict at board level.

What makes it unique?

TetraMap® uses the four Elements of nature - Earth, Air, Water and Fire - to help people identify similarities and differences in each other and situations. It uses the tetrahedron (nature's strongest shape) to help people build their understanding of concepts such as interdependence. The metaphor is memorable and easily integrated into day-to-day business language. The simple 10-question instrument is intuitive. TetraMap® ranks preferences

and allows people to see themselves in all aspects of the model to avoid pigeon-holing.

How would Learning and Development professionals use TetraMap®?

TetraMap® can be used in any workshop, environment or situation. The proven training tools are used by Certified TetraMap® Facilitators as a user-friendly, inspiring resource. TetraMap® has a global pool of Certified Facilitators available to create a customised workshop to suit organisational needs. Organisations can certify their own internal trainers at an in-house event.

Many other tools exist and I am not suggesting that you limit your search to these options. When you are working through your options, here are some tips to help you make the right decision.

- Be clear on what outcome you are trying to achieve before you decide. Each tool is designed to measure different things and will provide you different insights. You may have noticed that the term 'personality profiling tools' can only be loosely used to describe these tools as most do not measure personality strictly speaking. That's not a problem in itself. What is important is that you understand what insights you will gain and carefully choose a tool that best suits your purpose.
- Think through how your choice will integrate with other tools, processes and training programs in your business. Aim for an integrated approach from the start rather than confusing participants with a whole range of different tools and concepts.
- Consider what is important to your organisation. Are you more likely to get acceptance by opting for a well established tool or do your participants like fresh and innovative ideas? Likewise, is it a good idea to look for a tool with a strong research basis or would a more intuitive tool achieve your goals more effectively?
- Remember to put organisational and participant needs ahead of your own

personal preferences. We all have our own personal favourites, however be honest and weigh up if your choice is the best for the situation.

- Do your homework before making a commitment. The majority of tools require some form of upfront investment in terms of accreditation so make sure the tool meets your needs and you are spending wisely.
- Ask suppliers for explanations. If you do not understand something, ask suppliers to break down technical terms and cut through marketing terminology
- Gain a range of perspectives. While suppliers are a great source of information, be sure to seek the views of your peers and independent practitioners. Reach out to your network or more broadly by social media for example via the AITD Linked Group.

Liz Payne is a registered Psychologist specialising in leadership and talent. With 15 years experience using personality profiling tools, Liz is accredited and qualified to use numerous products. Liz is passionate about helping individuals and organisations make informed decisions about their options. Contact via www.lizpayneconsulting.com