Edition 69
Winter 2013/2014

Psyche

The newsletter of The Psychometrics Forum

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Contents

A few words from your editor

Adrian Starkey

Adrian Starkey

Many thanks to all of the contributors to Psyche 69. I am delighted to once again welcome Paul Barrett onto these pages to share his thoughts on a subject that has been attracting media headlines recently – Big data. As you will see from the sub-heading Paul remains unconvinced and provides the interested reader with some thought provoking challenges to this much hyped potential new direction in assessment.

Hugh McCredie provides us with the second in his Heroes, landmarks and blind alleys series or articles. This time Hugh takes a look back as some of the founding fathers of modern assessment from the early part of the 20th century. Fans of ink-blots, Raymond Cattell and oblique factor rotation will not be disappointed. This piece takes us right to the origin of The Psychometrics Forum under our earlier guise as the 16PF Users' Group.

Given that 2013 marked 70 years since the publication of the MBTI, the September Forum event was given over to discussion of the instrument, its application and best practice. Vanessa Rhone, formerly of OPP, provided those that attended with an introduction to the tool and guidance on how to use it appropriately in a consulting context. The afternoon session was lead by Stewart Desson who introduced the group to the Lumina Spark psychometric profile combining both type and trait based approaches. I am grateful to Victoria Hall and Harpal Dhatt for their respective reviews contained in this edition.

Finally we come right up to the present day with a piece from Talent Q on the development of a new psychometric called Drives designed to help organisations to identify the key factors that drive an individual at work. Practical applications are suggested in determining organizational fit and likely engagement.

This edition is being finalized soon after the annual New Frontiers in Psychometrics seminar hosted by TPF Vice-Chair Hugh McCredie. Unfortunately I was not able to attend personally, but I am sure that come our next edition we can look forward to a review of some stimulating sessions from this key TPF calendar event.

As ever I will be pleased to receive articles (500–1200 words) for consideration in the spring edition by **February 5th 2014**:

- Empirical research studies
- Product launches, upgrades and reviews
- Practitioner case studies
- Historical reviews
- Pieces of general psychometric interest

Don't be shy……

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Follow us on Twitter @TPF_UK

Copy deadlines 2014

Spring – Wednesday 5th February 2014

Summer – Wednesday 7th May 2014

Autumn – Wednesday 8th August 2014

Winter – Wednesday 5th November 2014

Event announcements

The organizing committee met on the 15th November to determine TPF events for 2014. Although we are not yet ready to publish the confirmed schedule I am happy to share that we are currently in discussion with some high profile speakers seldom seen in the UK. Provisionally the schedule is as follows:

- **March** – Personality Assessment in the Internet Age
- **June** – Ability Assessment in the Internet Age
- **September** – Illuminating the Dark Side
- **November** – New Frontiers

In addition, colleagues are speaking with at least one test publisher with a view to providing TPF members with a discounted route to accreditation in their measures.

Further information will be provided as it becomes available.

To book a place on any of the events please contact our Administrator Caro Leitzell on 01962 880920 or email her at admin@psychometricsforum.org

Details of membership are available on the Forum website: www.psychometricsforum.org

Big data and workforce analytics

An unresolved ambivalence

Professor Paul Barrett
Chief Research Scientist, Cognadev

Professor Paul Barrett

With increasing numbers of article headlines such as 'IBM researcher can decipher your personality from looking at 200 of your tweets' [1], or 'Machines gauging your star potential automate HR Hiring' [2], or 'Big Data, trying to build better workers' [3], we are now being inundated with enthusiastic reports which range from a test publishers' lightweight skims (e.g. OneTest: 'The case for Big Data psychology' [4]) through expert psychologist-pundit proclamations [5], to dire warnings of the varied implications and consequences to society at large of this 'Big Data' revolution [6]. At a forthcoming (2015) test publisher-sponsored conference, one of the headline keynote presentations is entitled 'The role of 'big data' in HR and talent analytics: challenges and opportunities' [7].

Why Big Data at all in the HR-space?

1. It is assumed an individual's behaviours must reveal something about their personality, abilities, values, motivations, and perhaps even goals. And, as a well-worn phrase states: 'past behaviour is the best predictor of future behaviour'.
2. If is a reasonable assumption, then it follows that a suitable computational analysis of such behavioural data could possibly take the place of more costly, more cumbersome, and more-likely-to-be-manipulated self-report assessments. Here is the lurking threat to the market-share of the psychometric test industry.
3. If is possible, then an entirely new business opportunity reveals itself; the selling of Big Data analytics, person-profiles, organization-profiles, relevant data-driven facts, and information to purchasers who wish to utilize such information to make employment/promotion decisions. Here is where investors are currently funding so many new start-ups which are promising substantive returns on investment.

The application domains

Social media/Internet-activity text scavengers

A class of applications which are founded upon the proposition that we can assesses an individual's psychological make-up from the text 'footprints' they leave behind them on the internet e.g. their social media profiles, messages, emails, discussion-list activity, web-sites etc. Two fine examples of this approach are contained within the very recent

publications from Schwartz et al [8], and Stoughton et al [9]. For me, what's entirely missing from these application/research teams are those individuals who actually understand human psychology and the fundamentals of measurement much more than they do business strategy, statistical analytics, algorithms, and computer science. The optimist might reply that this is 'undiscovered country', and these are but the first forays into uncharted territory where data rules supreme. The pessimist might reply that the work is fundamentally flawed as it must always remain imprecise due to the broad level of aggregation and the quality of the input data.

Employee behaviour data trawlers

This class of applications works on the data acquired by large corporate HRIS systems, which track huge amounts of employee activities, performance ratings, and associated work-related events/consequences over time. From what is essentially actuarial analysis on a grand scale (albeit using a variety of exotic machine learning and feature-detection algorithms), it is possible to arrive at facts about a workforce that otherwise would only remain a mixture of hearsay, belief, supposition, and conjecture. Google Inc is perhaps the most well-known innovator/user here of such HR-oriented analytics. But companies such as Evolv (www.evolv.net/) and Mercer (www.mercer.com/workforce-sciences-institute) are now providing such services to corporate clients. In a sense, this is the most obvious and rational use of Big Data, as it makes no claims to measurement of psychological attributes but instead is entirely focused on finding relationships/associations between workforce behaviours and outcomes that can be fed into decision-processes which optimise recruitment, workforce-organizational activities and outputs, and employee retention.

Blended-domain profile constructors

These applications merge some form of more structured and/or gamification of psychological attribute assessment with social media/networking applications, usually for automated feature-mapping recruitment applications to be used by recruitment agencies/employers. Many new start-ups are now crowding into this area. For example, Kack.It (knack.it/), Connectcubed (connectcubed.com/), and Talentology Inc. (www.talentology.co/). Some like Cliquidity (www.cliquidity.co.uk/content/home) extend the psychological assessment into both personal and organizational domains jointly by allowing individuals to both search for others they may wish to meet and be searched upon by others such as employing organizations. The primary goal of all such systems is to create huge user databases which contain both psychological attribute and linked social media information which can form the integrated information input for automated Big Data screening/filtering systems.

My thoughts

I must admit to a deep ambivalence about this brave new world of workforce analytics/science; I suspect many readers are also similarly ambivalent about Big Data analytics.

When I consider [**A**], I am uncertain whether those who work in this area have actually thought very clearly about what they are assuming, and what exactly they are trying to achieve. As I have noted elsewhere, there seems to be an almost complete disconnection between the truly impressive technical skills being deployed by these research teams and their understanding of either measurement or the phenomenon they are dealing with (the human being). From a scientific perspective it is inconceivable to me why anyone would wish to expend so much time and effort on creating new assessments which seem guaranteed from the outset to be less accurate than those we have struggled to construct to date. But maybe from a business-perspective, the loss of accuracy might be traded against the 'good enough' utility of autonomous screening-out of applicants in high volume selection applications. The problem of course is that if you leave very little 'footprint' on the internet, you will likely never even be 'seen' by an autonomous candidate screening system.

I think application-theme [**B**] is clearly sensible and potentially offers real advantages to clients. In a sense it is the most obvious use of Big Data applied to large-scale corporate workforces and perhaps offers the most sustainable business strategy for the organizations offering this service, as well as possessing the most obvious utility for HR.

[**C**] is probably going to be the most interesting application-type from a psychological perspective, not least because of the novel assessment methodologies being constructed as part of the overall value

proposition. But for sustainability, these applications require either significant financial buy-in from clients who insist candidates undertake the specific assessments on offer, or the willingness of individuals to complete the assessments and give permission for the system to retain their profiles and augment them from their social network pages; all in preparation for chargeable autonomous searching by other systems.

A final analogical thought. The reason why Douglas Hofstadter, a brilliant Artificial Intelligence (AI) researcher walked away completely from the modern data-driven version of AI was that he wanted to build applications which were constructed around an understanding of the causes of the phenomenon of interest, and not simply build application-specific, data-driven applications [10]. Maybe that's another reason why I am ambivalent about Big Data and workforce analytics; brute force, data-driven associations reveal nothing about cause. But, I hear some ask, why should they?

References

[1] http://venturebeat.com/2013/10/08/ibm-researcher-can-decipher-your-personality-in-200-tweets/

[2] http://www.bloomberg.com/news/2013-10-11/machines-gauging-your-star-potential-automate-hr-hiring.html

[3] http://www.nytimes.com/2013/04/21/technology/big-data-trying-to-build-better-workers.html?pagewanted=all&_r=4&

[4] http://www.hcamag.com/hr-news/the-case-for-big-data-psychology-180761.aspx

[5] http://blogs.hbr.org/2012/10/digital-staffing-the-future-of/

[6] http://www.newstatesman.com/sci-tech/sci-tech/2013/05/are-you-ready-era-big-data

[7] http://www.cut-e.com/event/?L=2

[8] Schwartz, H.A., Eichstaedt, J.C., Kern, M.L., Dziurzynski, L., Ramones, S.M., Agrawal, M., Shah, A., Kosinski, M., Stillwell, D., Seligman, M.E.P., & Ungar, L.H. (2013). Personality, gender, and age in the language of social media: The Open-Vocabulary approach. PLOS (http://www.plosone.org/article/fetchObject.action?uri=info%3Adoi%2F10.1371%2Fjournal.pone.0073791&representation=PDF), 8, 9, 1–16.

[9] Stoughton, J.W., Thompson, L.F., & Meade, A.W., (2013). Big Five personality traits reflected in job applicants' social media postings. Cyberpsychology, Behavior, and Social Networking (http://online.liebertpub.com/doi/full/10.1089/cyber.2012.0163), X, X, 1–6.

[10] http://www.theatlantic.com/magazine/archive/2013/11/the-man-who-would-teach-machines-to-think/309529/

Heroes, landmarks and blind alleys in personality assessment;

2. Early implicit measures and the first psycho-lexical trait studies

Dr Hugh McCredie

Dr Hugh McCredie

Early implicit measures

The second quarter of the twentieth century saw a handful of implicit personality measures. Some were inspired by the Freudian idea that much of personality is unconsciousness, so inaccessible by self-report questionnaires and inferable only by experts.

Of the three most prominent implicit measures, graphology (e.g. Pulver, 1931), i.e. the assessment of personality from handwriting, can most definitely be assigned to the dead end category.

The other implicit measures were projective tests; i.e. participants projecting their own meanings onto neutral or ambiguous stimuli. First was the Rorschach Inkblot test (Rorschach, 1921) and the other the Thematic Apperception Test (TAT) (Murray, 1943). Regrettably, lacking objective template against which they could be scored, both suffered from low interrater reliability. Exner (1993) and McClelland (1984) produced such templates for the Inkblot and TAT, respectively. Funder (2007, pp. 129-130) reported these as generating small but significant correlations with mental health criteria (Inkblot) and implicit motives (TAT) but with effect sizes lower than for self-report measures.

These projective tests seem fall into no-man's land between landmarks and blind alleys. However, increasing usage renders self-report personality metrics vulnerable to faking, so the potential of implicit personality measures still has an inherent appeal.

Earliest psycho-lexical trait studies

Goldberg (1990, p.1216) reported Francis Galton finding 'fully one thousand words expressive of character' in an 1884 dictionary search. Of even greater interest, he related a study by Thurstone where 1300 participants rated acquaintances against 60 common personality adjectives and attributed 'almost haunting clairvoyance' to Thurstone's correlational findings of 'only five independent common factors'.

Gordon W. Allport (1897–1967)

Allport, an American, spent most of his career at Harvard University where he made major contributions to the psychology of personality, religion and prejudice. He rejected Freud's speculative personality model (i.e. Id, Ego, Superego) as being too broad and personality as a vast collection of behavioural habits as being too detailed. Allport focussed attention on the trait labels to be found in everyday language, believing that these related to psychological phenomena encountered by successive generations.

The lexical study by Allport (Allport & Odbert, 1937) was by far the most definitive. This analysed Webster's unabridged New International Dictionary and found 'a thesaurus of 17,953 terms, a treasury not only of symbols but also of problems for the psychologist as well. Each single term specifies in some way a form of human behavior' (p.iv). The researchers then classified the trait terms into four columns:

Column I	Neutral words, the most 'objective' and therefore the most serviceable terms	*e.g. aggressive introverted, sociable*	4504 words
Column II	Terms designating mood, emotional activity, or casual and temporary forms of conduct	*e.g. abashed, gibbering, rejoicing, frantic*	4541 words
Column III	Censorial and evaluative terms	*e.g. insignificant, acceptable, worthy*	5226 words
Column IV	Miscellaneous terms, many metaphorical or of doubtful applicability to human personality.	*e.g, abortive, abrasive, absinthine, absolute, abstract*	3682 words

Allport & Odbert were mainly interested in Column I words but, as they stated, '[It is] often difficult to decide whether a term should be placed in Column I or in Column III. Terms which originated in social judgment, *e.g., honest, unselfish, law-abiding*, may…become ideals or guiding principles adopted by individuals... The plan followed... is to place such terms in Column I.'

Allport was more interested in using trait labels 'ideographically' to *describe* individuals rather than to compare them with others. At a secondary level of analysis, he was interested to arrange individual traits in terms of their centrality to the respondents' lives. Later, he developed a hierarchical model (e.g. Allport, 1961) but the idea was prefigured in the 1937 study:

> *It has been found that certain scales purporting to measure 'introversion' have high correlations with other scales purporting to measure 'neuroticism.'... In one particular individual, a state of neurotic anxiety or neurotic compulsion may be so pervasive, that all of the symptoms of ' introversion' displayed in this particular life should properly be regarded merely as manifestations of this cardinal trait of neuroticism. Therefore the trait-name neuroticism should be kept in this case and the term introversion should not be used at all (Allport & Odbert, 1937, pp. 15–16).*

The idea of describing an individual by a single overriding 'Cardinal' trait has echoes of type theory, albeit that Allport saw the emergence of a cardinal trait as occurring in only a few cases.

Allport wrote in an accessible style and the 1937 paper is a free download from the collections of the University of Colorado. Aside from his heroic study with Odbert, the titles of his other papers reveal a thoroughly humane person; a clear hero!

Raymond B. Cattell (1905–1998)

Ray Cattell was born in West Bromwich. After a BSc in Chemistry, he turned to Psychology and obatained his PhD at UCL where he was influenced by Charles Spearman, who pioneered factor analysis. In 1941, Cattell joined Allport in the Harvard psychology faculty. Acknowledging the contribution of Allport & Odbert (1937), he wrote:

> *Having agreed that the complete 'surface' of personality is represented by existing verbal symbols and that the basic traits or factors of personality may be extracted from a population of trait elements adequately sampled from this surface, we may now ask how a correct sampling of the English vocabulary of personality traits is to be made. (Cattell, 1943, p.486)*

His solution was to distil Allport and Odbert's 4504 Column I trait terms, and a few others, by a two stage process (Cattell, 1943, p.486). The first stage involved a psychologist and a literature student working independently to cluster synonymous words into categories before reaching agreement with the help of other psychologists. 'The final result of the synonym grouping was to bring the original four or five thousand terms into some 160 odd categories'. The final tally was 171 categories.

The next stage involved rating a representative sample of 100 adults against the 171 categories. Raters had detailed knowledge of the subjects and were 'required to make a judgment only as to whether the subject was above or below average on the trait'. The ratings were then correlated to discover the strength of the relationships between the categories. This process involved physically laying out the 14,535 correlations for inspection on a table 14 feet square and literally looking for clusters of categories which correlated with each other to the extent of 0.45 or more.

The story continued (Cattell, 1945) when the 67 clusters discovered on the big table were pruned by the removable of those less reliable and merging those with the greatest overlap to '35 clusters [where] a main title, usually bipolar, is given to each cluster; but the cluster is actually defined by listing the three traits from the full cluster membership which have highest intercorrelation...usually averaging .60 to .75' (pp. 71–4).

Cattell then assembled an even more representative sample of 208 males ('to avoid complications...as would result from lack of sex homogeneity'sic). This was divided into groups of 16 who knew each other and ratings of each subject were made independently by two colleagues. Correlations for each of the groups were averaged to obtain a single correlation matrix for a final factor analysis. He next executed a series of orthogonal (independent) and oblique (potentially related) factor analyses to 'discover the outlines of psychologically real traits'; a process which he defended at length. This revealed 12 clear factors:

A Cyclothyme v.Paranoid Schizothyme

B General Mental Capacity (Spearman's 'g ,' in personality expression)

C Emotionally Mature, S table Character-v.General Emotionality

D Hypomanic Sthenic Emotionality-v-Phlegmatic Frustration-Tolerance

E Dominance-v-Submissiveness

F Surgency-v.Melancholy, Shy, Desurgency

G Positive Character Integration-v-Immature Dependent Character

H Charitable, Adventurous Surgency v.Inhibited, Insecure Desurgency

I Sensitive, Imaginative, Neurotic Emotionality v-Rigid Tough Poise

J Neurasthenic v Vigorous 'Obsessional 'Character

K Trained, Cultured Mind v. Boorishness

L Rhathymic, Adjusted, Surgency v Schizoid Desurgency

Cattell (1946) widely researched extant questionnaires and clinical data and confirmed the 12 factors clearing emerging from the lexical study plus 10 more potential contenders. This augmented list of 22 factors was used to develop an exploratory questionnaire. Subsequent factor analysis led to the removal of factors D, J and K, which failed to discriminate amongst adult respondents but it supported the inclusion of another three factors for which there was only weak lexical evidence. These were: M (Autia/Praxernia); N (Shrewdness/Naivete) and O (Guilt-proneness/ Confidence). The analysis also supported the inclusion of four additional factors. The latter were designated Q1, Q2, Q3 and Q4 to denote that they had emerged exclusively from the exploratory Questionnaire. The resulting factors formed the basis of the 16PF Questionnaire, now in its fifth incarnation.

Cattell (1946), factor analysed the 16 trait scores and discovered five higher order factors which resemble the Big Five model featuring in subsequent articles. His attention to detail was as his heroic as his writing was impenetrable to the casual reader. Ray Cattell visited the UK in 1986 to attend a 'tribute' seminar. Proceedings were collated by the late Ken Miller (1988) and it is believed that the occasion inspired the formation of the 16PF Users' Group out of which emerged The Psychometrics Forum in 2008.

The third article 'Measures originating in clinical data' will feature the work of Hans Eysenck.

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Hugh McCredie
8th October 2013

Uses and abuses of the MBTI with teams

A review of Vanessa Rhone's presentation to the Psychometrics Forum event – 26 September 2013

Victoria Hall – Talent Futures

Victoria Hall

Mention the MBTI to a seasoned consultant and you are likely to get one of two reactions – either wistful proclamations of its life-changing power to sorely troubled teams, or polite acknowledgement that it is a very popular tool that most clients have already encountered. How does a psychometric that is on the surface so seemingly simple and readily understood, offer such depth of insight? Clearly much is down to the skill of the consultant in its application. The widespread popularity of the MBTI (used by 89 of the Fortune 100, and roughly 2.5m people a year) means that there will be brilliant uses and abhorrent abuses of it, and so I went along to Vanessa Rhone's TPF presentation to be both inspired and to ensure I was keeping to the straight and narrow.

After a long career with OPP Ltd., culminating in the role of Lead Consultant, Vanessa is now an independent practitioner with a wealth of expertise in consulting. She had organised a very clear presentation on why to use the MBTI with teams, some 'good, bad, and ugly' uses of it, and also some useful 'insider' applications of it. Her presentation was refreshing in that throughout she was advising her audience on what is, essentially, good consulting practice. In the post-2008 consulting world where many seem to be following the mantra of 'sell anything to anybody you can,' having a consultant of her expertise to remind us of what it is to consult rather than to fulfill requests was a pleasure to hear. In a personable, warm, and engaging manner she gave us a glimpse of how, through her own use of MBTI, she delivers consulting of the highest value.

The first lesson in her talk that can be applied to all consulting engagements was:

> *Using the MBTI for 'team development' means that you have done your diagnosis of issues and then will work with the team to develop. It is not simply group feedback. i.e., Do a needs analysis, and select the appropriate intervention.*

The core reasons to use MBTI with teams, according to Vanessa, is to raise self-awareness of individual preferences and how they play out in the team dynamic, as well as to enable a view of oneself in interactions with others.

The difficulty as the consultant, however, is that usually teams are not coming to a consultant to ask for self-awareness. Rather, they have a specific situation, such as leading a change, communication problems, sources of conflict, trust issues, or a lack of role clarity.

Foundational delivery with teams

The MBTI assesses preferences; there are no absolutes. Everyone uses all eight preferences to varying degrees. To illustrate this, Vanessa had us sign our names first in our dominant hand, and then in our other hand. The first signature is easy to do and does not require thinking. Signing with our non-preferred hand, however, is awkward, difficult, but can be fun, too. In a similar manner, we have preferences in the way in which we engage with the world, take in information and make decisions, yet can learn how to use our non-dominant preferences as well.

Jungian theory states that MBTI preference is in-born, but Vanessa finds this idea unhelpful. It effectively puts us in a box according to our type. She likened the 16 boxes in the MBTI to rooms in a house – you might have a favourite. But there is a difference between behaviours expected of you and your underlying preferences. We can flex to expectations. This led to a second broadly applicable insight:

It is a 'complete no-no' to use the report to tell someone 'this is who you are.' If the feedback recipient thinks the type does not suit them, they can change it in MBTI. i.e., When giving feedback on any instrument, it is best to confer with the client on interpretation, rather than giving absolutes.

I particularly liked Vanessa's rooms-in-a-house analogy. As I write this article from my study (my own favourite room in my house) I feel completely and wholly true to my INFJ self, the writer. However, last Thursday I was in a business development meeting and was stretching more to the Extroverted and Perceiving side as I learned more about the organisation's needs and fleshed out ideas more fully with the HR client in the moment.

Vanessa reminded us that the language in MBTI is the original Jungian.

- Extroverted vs. Introverted is where we derive our energy from; the Doing (E) or the Reflecting (I).
- Sensing vs. iNtuiting is the information that we prefer to pay attention to; what we take in through our 5 senses (S) or through our intuitive sixth sense (N).
- Thinking vs. Feeling is the process to make a decision; what is logical (T) or what is harmonious relates to the process most commonly applied when reaching a decision (F).
- Judging vs. Perceiving is how we organise the world around us; whether we get things decided (J) or keep our options open (P).

In working with teams, consider each dimension separately and ask what it means. For example, have participants discuss their ideal weekend, then hand out their individual E-I preferences only. See if it fits each individual. Then discuss the split in the team. If it is 6 to 2 for example, engage the team in considering the 2 as they would any minority. How does this dynamic play out in the team? How are meetings run? The team leader's type makes it more complex, too. For example, is the leader an Introvert amongst Extroverts?

To bring the Sensing vs. iNtuiting dimension to life, Vanessa had us look at a painting hanging in the room, and then asked us, 'What do you see?' The Sensors among us described a grand hall with two long sumptuously laid tables, and men in dinner suits having a meal. Then one Intuitive in the room piped up, 'The corridors of power!' Sensors take in the real and observable, the here and now, whereas Intuitives are big picture oriented, focused on possibilities and interpretation. When working with teams, ask them, 'How do you take in data?' Imagine the impact of an N leader talking about concepts, with an S team looking for clear direction. Vanessa also observed that if working with a largely N team, you will often run out of time!

In considering Thinking and Feeling, it is easy to see that T is much more common than F in business. T's step out of the problem and apply logic. F's step into the problem, feeling the situation from the inside out. Their perspective is more based in values, asking of others, 'How were you impacted?' and 'Why are we doing this?'

Many difficulties in teams stem from how J's and P's approach projects. Ask team members, 'When do you pack for holidays?' This gently brings into discussion what can be some very challenging differences at work. J's might respond by saying they lay a suitcase out in another room a week or so prior, and put the things they will need in it as it occurs to them. P's might throw a few things in at the last minute with the philosophy that anything they don't have they can either buy or

do without. Take this into the team context on how projects are going and we see that J's tend to think that P's are mucking about, while P's tend to think that J's are locking themselves in and are not flexible. The J's fear is that others won't meet deadlines. Sometimes J's put in false deadlines, so they can accommodate for others being tardy. This is easily spotted by P's, however, and experienced as a betrayal of trust. P's tend to keep plans in their heads. Getting the plan out of their head is de-energising for them. Have a Monday morning deadline? To a J that deadline means Sunday night. To a P, it is 13.00 on Monday. Discussing Rights and Responsibilities in getting the best out of each other can be helpful in teams that are deadlocked on the Judging vs. Perceiving dimension.

OPP has developed some MBTI scratch cards that can be used in a variety of ways. Each card is focused on one aspect of one dimension and has 3 questions. This is a fun way of doing the assessment, and good for large groups.

Pitfalls and best practice

Sometimes after team building days, we encounter regrets – 'If we'd had more time, if the team leader took ownership, if the exercises had been adapted, if we'd gone deeper, if it were simpler…' Vanessa shared her best practices so that the team interventions we deliver have the maximum effectiveness. Again, much of her sage advice is not only best practice for use with MBTI, but for delivery of team days in general:

- Don't ever agree to facilitate a team workshop without having met, engaged, and bought-in the team leader.
- Diagnose the purpose and the issues. Superficial or unethical use of any psychometrics can result in negative experiences. Often the manager requester wants to be effective and has used a specific psychometric like the MBTI in the past (and maybe it is the only psychometric s/he has ever used). Choose the right tool for the issues.
- Ideally, give one-to-one feedback before a team session.
- If using exercises from a manual, adapt them to the team you are working with.
- To do the team event well, you need more than half a day. The length of the event depends on the team issue. Having time for an overnight is impactful as it lets the messages and learning sink in.
- Take time to contract and set the scene. For example, have the group determine together how they will ensure no harm is done.
- Link the MBTI findings to real life. Take the time to plan with the team how things will be different when they are back in the office.
- Ensure adequate time for action planning at the end. Remember that groups with a predominant N preference will have a tendency to run out of time.

Specific challenges in using MBTI

Sometimes things do go wrong. For example, if the MBTI team event is used as a sticking plaster, without attempting to change things back in the office. Stereotyping is a risk with type-based tools and as facilitators we need to stamp it out quickly. One technique to avoid stereotyping is not to put people in same-type groups for group exercises. Also be sure to avoid labeling typical roles in the organisation for types, such as 'note taker.'

Vanessa also emphasized that the MBTI is not a psychometric to be used for selection purposes as it is easily faked. With just a little knowledge, a user can aim to present as the type they believe would be desired for the role. It is also true that different circumstances and environments can lead us to emphasize different aspects of ourselves, and can result in us self-reporting as another type on occasion, as many users who have taken the instrument on multiple occasions will recognise.

Using with teams in change

Vanessa has had a lot of experience in using MBTI with teams in change. She told of one team that needed to sell off a unit. During initial one-to-one feedback meetings it emerged that the team leader was an ENFP and only one person had an S preference on the team, an ESTP. In the workshop Vanessa described how she focused on what the change meant for individual team members. They looked at the change curve, and applied what is known about the typical approaches to change in each of the quadrants of the MBTI Type Table:

IS	IN
'Let's keep it!'	'Let's think about it!'
ES	**EN**
'Let's do it!'	'Let's change it!'

In times of change, people in the contrasting diagonal quadrants of the type table will typically experience conflicting and/or complementary working relationships. Vanessa noted that experience helps IS's to manage change wisely. IN's may go along with change, but not be on board.

A few words on dynamics

While there wasn't time in our forum to discuss the deeper Jungian theory of type dynamics in detail, Vanessa encouraged us to get teams talking about what they are like when they are stressed – when our core characteristics are emphasized. For example, in such situations ENFP's tend to focus on their external intuition, and INTJ's on their internal Intuition. Under extreme stress, or 'in the grip,' we move to our inferior function or shadow self. For example, a dominant introverted intuitive will begin to take risks and overindulge in sensory pleasures. (Having revealed my type already in this article, I can now imagine some pointed observations of my food and wine intake over lunch at the next Psychometrics Forum to see how I am faring!)

In closing, Vanessa emphasized that whether we are Introverted or Extraverted, we all have to speak up in the world, and we all have our private thoughts. Consider what is happening in a meeting. An ISTJ may speak to his 'T', but his 'S' may be considering if he has done this before. And ESFP may speak to her 'S', but her 'F' may be considering her core values and whether the proposed actions fit with them.

Vanessa Rhone shared a wealth of insight with us in an engaging and accessible manner, breathing new life and understanding into the use of MBTI for even the most devout of its users in the Psychometrics Forum. As one delegate exclaimed to me at the end, 'There is always something new to be gained from it.'

OPP's website contains a number of materials they have developed for facilitators, to make use of the MBTI with individuals and teams creative and fun.

http://www.opp.com

Lumina Spark psychometric profile

An integrative 'whole person' approach to measuring personality building on the Big 5 and best of Jung

A review of Stewart Desson's presentation from The Psychometrics Forum event, September 26th 2013

Harpal Dhatt – Chartered Occupational Psychologist and CEO of Glow at Work

Harpal Dhatt

After a great networking lunch at the Naval Club Stewart Desson, CEO of Lumina Learning introduced us to further exploration of personality type with the addition of traits. He described his interest in developing a psychometric combining type and trait-based models. He sought to build on the term 'gracing paradoxes', believing that it is possible to possess opposite and sometimes conflicting traits that are expressed in different

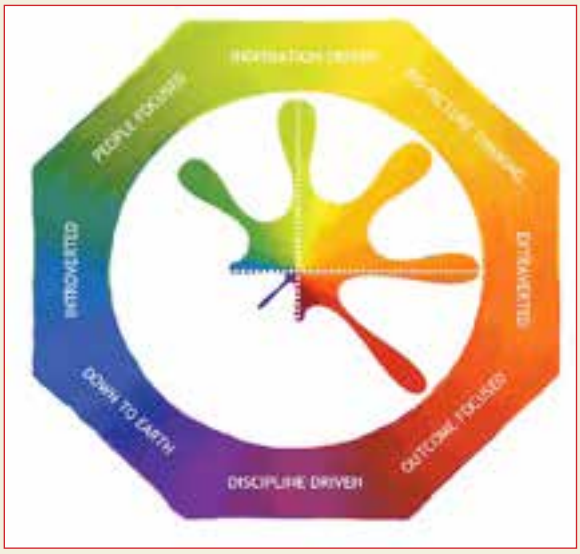
ways of behaving. 'Many individuals break the mold and possess opposing qualities'.

Earlier in his career Stewart spent some time working at British Airways, where he was described as strategic, creative and full of energy. The downside to this was that he was kept away from the operational activities. He had personal experience of what it is like to be labeled in this way and found certain personal career options to be blocked. As a result of this experience he became passionate to avoid putting people into boxes and sought to find new ways to embrace opposites.

Embracing paradox – breaking the mold

The beauty of the Myers-Briggs approach is that you are valuing all preferences equally. In contrast, a number of big 5 instruments place positive emphasis on one end of a scale over another. Jung's perspective was that: 'There is no such thing as a pure extrovert or a pure introvert. Such a man would be in the lunatic asylum.'

At Lumina Learning introversion and extroversion are assessed as separate scales to indicate how much people have of both. As a reference Susan Cain's book 'The power of introverts' challenges the thinking that extraversion is better than introversion. The Lumina Spark tool is also innovative in the way in which the profile is presented as a coloured visual portrait or 'mandala' from which to explore personality:



The Lumina Spark psychometric also explores how we might vary our behaviour in response to the circumstances in which we find ourselves. This is represented by the 3 personas. The first is our 'underlying' persona i.e. our natural tendency/preference, secondly, is our 'everyday' persona i.e. the performance we put on at work or with friends/family and finally our 'over-extended' persona i.e. what happens when we are stressed out. In this way there are 24 qualities, each measured by 6 items (2 per Lumina Learning persona). These 24 qualities collapse into 8 aspects, which then collapse into 4 colours. Sensibly enough the resulting profile represents those qualities that are most closely related as being adjacent, with those that are negatively correlated being positioned opposite to each other.

Towards the end of the presentation Stewart facilitated a card exercise where the assembled group became involved in understanding the tool more practically. He shared out cards with a combination of the four colours and asked people to read the statement on the card, if they agreed with it they kept it or passed it on to someone else. At the end everyone was left with

about four cards with which they identified. We then stood on a large mat representing the 24 qualities within the Lumina Spark diagnostic at the point at where we thought we were best placed. With a flourish Stewart then turned the mat over to reveal the overextended qualities and the darker characteristics of each of the 24 qualities.

To find out more about Lumina Learning go to:

http://www.luminalearning.com/luminahome/index/en

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Moving (macro) engagement to the individual level

Neil Hepworth (former employee) and Alan Bourne of Talent Q

Engagement surveys are now used across many organisations to collect valuable macro data to help shape their people strategies. Indeed there are many studies correlating overall employee engagement levels to critical business performance measures. In short, having engaged employees has become an accepted 'must have' for organisational success. However, reports are widespread that overall engagement within many organisations is generally fairly static (or even falling) and averages around 50% in Western Europe (in the UK, it's even a little lower).

There seems no doubt that as the economy recovers we will see huge rises in staff turnover, and of course the most talented people are likely to be the ones most attractive to competitors. This gives rise to the need for something more than just engagement surveys to help understand what drives / motivates / engages employees at an individual level, because ultimately we are all different.

Whilst macro data can provide a useful overview of what engages most employees, most of the time, it offers little at an individual level. A new coffee machine on the second floor may well please many employees, but it's unlikely to prevent talented individuals from leaving.

Talent Q have launched a new assessment called Drives which has been developed to help organisations identify the key factors that drive an individual at work. The assessment has been developed using a combination of existing motivation theory (see Latham and Pinder, 2005) and the value frameworks of FTSE 100 companies. The latter were incorporated into the development stages to ensure the model covered the values and motivations important to successful organisations across a broad spectrum of sectors. The model has been trialled and validated on a

large sample (n > 600) to ensure its reliability, affording a mean scale reliability level of 0.78.

Drives research summary

Does incongruence between employees' drives (their personal values and motivation) and their perception of the organisations' values impact on their satisfaction in the work place? A large amount of research in the field has explored the link between well-being and job satisfaction with workplace performance, e.g. Guest (1997), Ostroff (1992), Wright (2000). Research underpinning the Drives tool explored whether an employee can feel satisfied, in terms of engagement and commitment, in an organisation where their own drives and values do not align with those of the organisation. It also builds on a previous research presentation at Division of Occupational Psychology (DOP) Conference 2011 by Inceoglu and Warr, which explored the link between 'wanted job features' and 'actual job features' and how this relationship impacted upon satisfaction and engagement.

The Drives research involved completion of a survey questionnaire by 107 people. The survey had three sections; the first section gauged the personal drives of the employee, the second section gauged the employee's perception of the organisational values, and the final section gauged the well-being of the individual (this was split into two parts – engagement and commitment). The engagement items were based around Gallup's (1988) engagement measure and the commitment items were based around Meyer and Allen's (1991) commitment measure. The engagement and commitment items were then aggregated to provide two outcome measures.

The research hypothesis was that where there is incongruence between the employees' drives and how they perceive the organisations' values, the commitment and engagement levels will be low. The incongruence between individual drives and their perception of organisational drives was calculated by subtracting each individual's standardised organisational value rating from the standardised personal drive rating. This level of incongruence was correlated with the engagement and commitment measures.

In line with the hypothesis, the preliminary research findings revealed that there is a significant negative correlation between the value-fit difference and well-being. Where the difference in values is high between the employee and how they perceive the organisation, the engagement and commitment levels are low. The value difference for each of the 16 scales measured in the motivation model correlates negatively with commitment and engagement; the vast majority of the correlations were statistically significant.

	Engagement	Commitment
Achieving	-0.220*	-0.157
Learning	-0.371**	-0.335**
Pioneering	-0.372**	-0.336**
Personal Growth	-0.415**	-0.330**
Positive Impact	-0.418**	-0.259**
Affiliation	-0.301**	-0.118
Service	-0.154	-0.110
Supporting	-0.353**	-0.342**
Power	-0.137	-0.207*
Acquiring	-0.079	-0.022
Recognition	-0.448**	-0.379**
Professionalism	-0.276**	-0.176
Security	-0.473**	-0.335**
Autonomy	-0.391**	-0.338**
Stimulation	-0.449**	-0.295**
Well-being	-0.431**	-0.281**

*p<.05, **p<.01

A linear regression of each of the 16 scales for motivation and the two well-being measures showed that individual motivations explained 62% of the variance in engagement and 73% of the variance in commitment. Security, which measures how motivated an employee is by a sense of stability in their job, had the biggest impact on engagement. This suggests that when organisations place similar value on security as the employee does, the employee feels more engaged.

Preliminary findings go some way towards demonstrating the importance of congruence between individual drives and organisational values in

determining employee well-being. Affiliation had the biggest impact on commitment. The affiliation scale taps into the employee's sense of team membership and support. In cases where employees do not feel that the organisation takes affiliation as seriously as they do, employees typically had a low score on engagement. This finding suggest that if an employee values feeling part of a team and having support, it is important that they work for an organisation that meets this need.

Practical implications

Recruitment, retention and culture: Recruiting organisations can increase their likelihood of selecting a candidate who will be engaged and satisfied in their role, by having a shared understanding of the values of their organisation. Once a values framework has been established, organisations can target candidates with a level of alignment. Selecting employees that are better aligned will improve retention and help contribute towards a more cohesive culture.

Role match profile: A role match profile that incorporates organisational values can help to quickly identify whether a candidate is likely to fit in at the organisation.

Management and performance: Managers can improve engagement by putting practical measures (such as policy) in place to bridge the value-gap. Doing so may help to increase employee performance.

Development: A mutual understanding of individual and organisational values can help organisations make better, more informed development decisions and place employees where they will be best suited.

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