



The New Zealand Psychological Society

Division of Industrial- Organisational Psychology

IO SIG
IO Psych Special Interest Group

Networking Events

11 August Iain McCormick – Alliance Coaching:
Psychology and Sustainable Infrastructure
Development

Professional Development Events

8 August – Executive Coaching

29 August – Applied HR measurement

14-15 November – Foundation Coaching Skills

IO Psych on line: <http://www.industrialpsychology.org.nz/>

The Utility of Personality Assessments for Coaching Engagements



THE SCIENCE OF PERSONALITY®



Hogan Assessment Systems at a Glance

- A leading provider of assessments used for employee selection & development
- Assessed over 3.5 million working adults performing over 450 different jobs across 40 countries
- Over 25 years of research and implementation experience
- Continuous system testing, research, and support improvement
- Legally defensible: Never been successfully challenged
- Predictive, with demonstrable bottom-line results ranging from improved employee performance to reduced turnover and recruiting expense

Mission

We provide state-of-the-art assessment solutions capable of enhancing the effectiveness of individuals and organizations

History

A 28-year history of producing measurable results supports our mission



Outline

- Overview of Utility
- Improving Strategic Self-Awareness
- The Inside of Personality
- The Bright Side of Personality
- The “Dark Side” of Personality
- Syndromes and Configurations



Utility of Incorporating Assessments into Coaching Engagements

- Learn about important attributes prior to initial interviews and conversations.
- Understand the client's interpersonal style, and tailor the interview appropriately.
- Quickly identify potentially derailing personality characteristics.
- Provide an objective way to provide feedback about strengths and weaknesses.
- Gain additional insight beyond traditional interview techniques.



Utility of Incorporating Assessments into Coaching Engagements

Wouldn't it be nice to know...

- how talkative the client will be?
- how open to feedback and advice he/she will be?
- how willing to open up the client will be?
- if they will be suspicious of the purpose of the coaching or of your advice?
- if they will create a structured development plan?
- whether they will stick to that plan?



Improving Strategic Self-Awareness

Strategic Self-Awareness (SSA): understanding one's strengths, abilities, and limitations in relation to other

people

- Important factor in success of coaching engagement.
- Cannot be gained through introspection alone.
- Requires:
 - Feedback from others regarding interpersonal strengths, style, and challenges.
 - Accurate personality assessment and feedback.



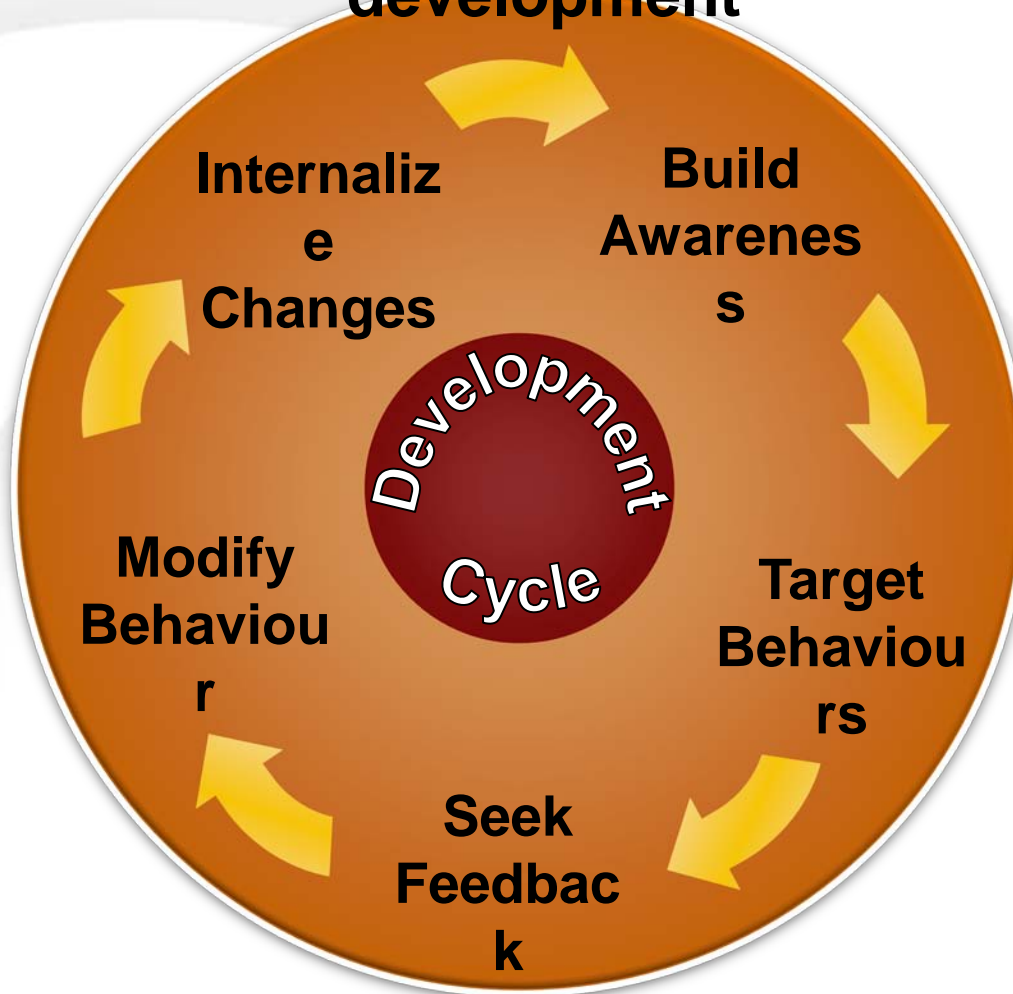
Improving Strategic Self-Awareness

- Drawbacks of pure strengths-based coaching strategy:
 - The only news in good news is that future behavior should mimic past behavior.
 - Persistence does not necessarily lead to growth and improvement. Indeed, “strengths overused” become weaknesses.
 - Performance improves only when people know what they are doing wrong, and that information comes from negative feedback.
- Meaningful SSA derives from *both* positive *and* negative feedback.



Employee Development Cycle

Building strategic self-awareness is the foundation for development





Improving Strategic Self-Awareness

The Bright Side
Of Personality

The Dark Side
Of Personality

The Inside
Of Personality



The “Inside” of Personality

- Motivators and Drivers
- Personal Values
- Determine sustained behavioral patterns
- Affects success of behavioral change



The “Inside” of Personality

Motives, Values, Preferences Inventory

| | |
|--------------------|-------------------------------------------------------|
| Recognition | Public acknowledgement & “pats on back” |
| Power | Being in charge & being perceived as influential |
| Hedonism | Fun, lighthearted, & open-minded work environments |
| Altruistic | Helping others & providing excellent customer service |
| Affiliation | Networking, building relationships, social belonging |
| Tradition | Conservative cultures & strength of convictions |
| Security | Secure, predictable, and risk-free work environments |
| Commerce | Managing finances, profitability, bottom-line focused |
| Aesthetics | Focusing on quality & product “look & feel” |
| Science | Analytic problem solving & working with technology |



The “Inside” of Personality

Motives, Values, Preferences Inventory (MVPI)

- Each scale contains five item themes
 - Lifestyles
 - Beliefs
 - Occupational Preferences
 - Aversions
 - Preferred Associates



The “Bright Side” of Personality

- Normal, everyday personality
- Identity vs. Reputation
 - Identity: What a client believes about themselves
 - Reputation: What other people believe about a client



The “Bright Side” of Personality

Hogan Personality Inventory

| | |
|----------------------------------|----------------------------------------------------|
| Adjustment | Stress tolerant, resilient; feedback resistant |
| Ambition | Assertive, self-confident, demonstrates initiative |
| Sociability | Outgoing and gregarious |
| Interpersonal Sensitivity | Warm, agreeable, and friendly |
| Prudence | Detail oriented, follows rules, executes plans |
| Inquisitiveness | Open, curious, creative |
| Learning Approach | Classroom vs. Hands-on preference for learning |



The “Dark Side” of Personality

- Characteristics that drive behaviour under stress and pressure
- Strengths that become hindrances
- Blindspots
- Perils of accentuating only positive information



The “Dark Side” of Personality

Hogan Development Survey

| | |
|--------------------|---------------------------------------------------------------|
| Excitable | Moody, inconsistent, & unpredictable |
| Skeptical | Cynical, distrustful, & fault-finding |
| Cautious | Reluctant to act or change, risk-averse, & fearful of failure |
| Reserved | Socially withdrawn, distant, & unapproachable |
| Leisurely | Indifferent to others' requests, passively resistant |
| Bold | Exceptionally self confident, stubborn, & self-promoting |
| Mischievous | Having an appetite for risk, limit-testing |
| Colorful | Attention-seeking, dramatic, & socially dominating |
| Imaginative | Eccentric, flighty, & impractical |
| Diligent | Perfectionistic, averse to delegation, & micromanaging |
| Dutiful | Eager to please, reliant on others, & ingratiating |



Configural Interpretation

- Greatest impact comes from combining assessment results
- Identify pervasive characteristics that emerge across contexts



Configural Interpretation

- Configurations by Job Family
 - Example: **Managers & Executives**

| <u>SCALE</u> | <u>Low</u> | <u>Moderate</u> | <u>High</u> |
|----------------------------------|------------|-------------------------------------|-------------------------------------|
| <i>Adjustment</i> | - | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| <i>Ambition</i> | - | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| <i>Sociability</i> | - | - | - |
| <i>Interpersonal Sensitivity</i> | - | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| <i>Prudence</i> | - | <input checked="" type="checkbox"/> | - |
| <i>Inquisitive</i> | - | - | - |
| <i>Learning Approach</i> | - | - | - |



Configural Interpretation

- Configurations Within Assessments
 - Example: **Creativity**

| <u>SCALE</u> | <u>Low</u> | <u>Moderate</u> | <u>High</u> |
|----------------------------------|-------------------------------------|-----------------|-------------------------------------|
| <i>Adjustment</i> | - | - | - |
| <i>Ambition</i> | - | - | <input checked="" type="checkbox"/> |
| <i>Sociability</i> | - | - | - |
| <i>Interpersonal Sensitivity</i> | - | - | - |
| <i>Prudence</i> | <input checked="" type="checkbox"/> | - | - |
| <i>Inquisitive</i> | - | - | <input checked="" type="checkbox"/> |
| <i>Learning Approach</i> | - | - | - |



Configural Interpretation

- Configurations Across Assessments
 - Example: **Leading**

| <u>SCALE</u> | <u>Low</u> | <u>Moderate</u> | <u>High</u> |
|--------------------|------------|-------------------------------------|-------------------------------------|
| <i>Ambition</i> | - | - | <input checked="" type="checkbox"/> |
| <i>Inquisitive</i> | - | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| <i>Bold</i> | - | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| <i>Power</i> | - | - | <input checked="" type="checkbox"/> |

Complex interpretations that signal a persistent behavioral repertoire are referred to as “**syndromes.**”



Configural Interpretation

- Common examples of Syndromes:

| <u>SCALE</u> | <u>Low</u> | <u>Moderate</u> | <u>High</u> |
|-----------------|------------|-----------------|-------------------------------------|
| <i>Ambition</i> | - | - | <input checked="" type="checkbox"/> |
| <i>Bold</i> | - | - | <input checked="" type="checkbox"/> |
| <i>Power</i> | - | - | <input checked="" type="checkbox"/> |

Competing – Competitive and confident, even in the face of failure, who strongly values being successful



Configural Interpretation

- Common examples of Syndromes:

| <u>SCALE</u> | <u>Low</u> | <u>Moderate</u> | <u>High</u> |
|--------------------|-------------------------------------|-----------------|-------------------------------------|
| <i>Adjustment</i> | - | - | <input checked="" type="checkbox"/> |
| <i>Sociability</i> | - | - | <input checked="" type="checkbox"/> |
| <i>Mischievous</i> | - | - | <input checked="" type="checkbox"/> |
| <i>Prudence</i> | <input checked="" type="checkbox"/> | - | - |
| <i>Security</i> | <input checked="" type="checkbox"/> | - | - |

Risk-Taking – High profile; seems unaffected by the stress of risk-taking; limit-testing; uninhibited by rules; seeks environments where risk is rewarded.



Utility of Incorporating Assessments into Coaching Engagements

Wouldn't it be nice to know...

- how talkative the client will be?
 - **Sociability, Colorful, Bold**
- how open to feedback and advice he/she will be?
 - **Adjustment, Bold**
- how willing to open up the client will be?
 - **Reserved**
- if they will be suspicious of the purpose of the coaching or of your advice?
 - **Adjustment, Interpersonal Sensitivity, Skeptical**
- if they will create a structured development plan?
 - **Prudence, Learning Approach, Diligent, Dutiful**
- whether they will stick to that plan?
 - **Prudence, Learning Approach, Diligent, Dutiful, and Ambition**



Summary

When positioned and used appropriately, personality assessment can provide tremendous value to the coaching relationship.

QUESTIONS?