

OVERVIEW OF PSYCHOLOGICAL PROFILING TOOLS

INTRODUCTION

Various diagnostic tools are available that can be used with teams and/or individual staff to provide insight into differences regarding:

- Ways of working
- Learning styles
- Individual strengths
- Individual areas for development
- Career preferences.

Below is an overview of some popular profiling tools.

MYERS-BRIGGS TYPE INDICATOR (MBTI) – www.austpsychpress.com.au

Background

The MBTI is used widely across the world. It was designed during World War II by a mother and daughter team, Isabel Myers and her mother, Katherine Cook Briggs and is based on the work of Carl Jung.

Jung believed that each person has a preferred way of taking in and organising information and coming to a decision. To determine preferences, one needs to identify whether a person is oriented to the outer world (extraversion) or inner world (introversion), then to assess a person's preference for four psychological functions - thinking, feeling, sensing or intuition.

The MBTI instrument provides insight to preferences for Introversion and Extraversion and the four paired functions - Thinking versus Feeling and Sensing versus Intuition – then adds a fourth dimension to measure whether a person relates to the external world through Judging or by Perception.

Uses

The MBTI is useful in a number of ways, including:

- team building,
- self insight and therefore personal development,
- staff development needs, and
- career development.

DISC (DIMENSIONS OF BEHAVIOUR) – www.discprofile.com

Background

DISC is based on the 1928 work of psychologist, William Moulton Marston. It is a personal assessment tool currently used by over 50 million people worldwide and presents a plan for understanding oneself and others in a specific environment.

The tool considers a person's profile in light of four Dimensions of Behaviour - Dominance, Influence, Steadiness, Conscientiousness.

Dominance has an emphasis on shaping the environment by overcoming opposition to accomplish results. Influence has an emphasis on shaping the environment by influencing or persuading others. Steadiness focuses on co-operating with others to carry out the task. Conscientiousness focuses on working diligently within existing circumstances to ensure quality and accuracy.

These profiles are considered in the context of a person's perception of his/her environment and his/her power and control over that environment.

Uses

DISC is a useful tool for:

- heightening an understanding of one's own behavioural profile and identifying the environment most conducive to one's success,
- learning about the differences of others and the environment they require for maximum productivity and teamwork in the organisation.

TEAM MANAGEMENT PROFILE (TMP) – www.tms.com.au

Background

Dr Charles Margerison, an action-learning expert from the UK, teamed up in 1982 with Dr Dick McCann, a professor of management development in Queensland.

Together, they undertook extensive research with teams around the world to identify 'Types of Work' functions. They identified 8 core activities that a team needs to focus on – Advising, Innovating, Promoting, Developing, Organising, Producing, Inspecting, Maintaining. They then set about developing a way of predicting which, if any, of the Types of Work functions individuals preferred to undertake at work. In doing this, they linked back to Carl Jung's personality type theory.

TMP measures individual preferences on 4 dimensions and enables team members to identify their work preferences against the 8 'Types of Work' functions.

Uses

TMP is useful for:

- team development and team building,
- enhancing team performance,
- career development,
- personal development.

Background

In 1976, Ned Hermann began research into ways of measuring whether a person has a preference for right-brain or left-brain thinking.

Right-brain is responsible for more a conceptual, emotive and spatial way of thinking, whereas left-brain is responsible for more linear, analytical and rational thought.

From his research, Hermann developed the HBDI, although he was keen to demonstrate that it is possible for a person to develop 'whole-brain' thinking.

The HBDI gives some indication of how people process everyday business activities.

Uses

HBDI is useful for:

- teambuilding,
- creativity training, and scenario planning.