



Managing Holiday Stress

The holiday season can put many constraints on our time, often overwhelming those of us who are not professional time managers. This can leave us feeling harried and stressed. Every year we provide tips to help you manage the busyness of the season, and this year is no exception.

- 1 Practice a relaxation response** – Close your eyes. Imagine yourself in a peaceful setting. Breathe slowly and deeply for ten minutes.
- 2 Learn to laugh at yourself** – In a short time you'll look back at your current worries and be amused that you have taken them so seriously.
- 3 Put things into perspective** – Once a concern reaches the point that it becomes a worry, you are almost certainly picturing the problem as more monumental than it really is.
- 4 Take your vacation** – You might think you're serving yourself and your company well by working 12-hour days and 52-week years. You're not. You can accomplish a lot more, keep yourself healthier, and reduce stress at home by curing your workaholism.
- 5 Cultivate close friends and confidants** – Problems and pressures become smaller when you share them with others.
- 6 Plan and organize your work more efficiently.**
- 7 Maintain a healthy body** – Exercise at least three times a week. Eat a well balanced diet. Don't skip meals and don't pig out. Get enough rest. Reduce your use of tobacco, caffeine, and alcohol. Have a physical exam at least every other year.
- 8 Develop effective assertiveness skills** – Learn to say "no" when you are becoming overburdened.
- 9 Assess your priorities** – What's really important to you? Do the issues making you frustrated, angry, or sick truly warrant such a response?
- 10 Develop interests outside of work** – Build a satisfying life away from work. Immerse yourself in a project or hobby at the end of a difficult day or week. Cultivate spiritual values and beliefs. Take up outdoor winter activities like skating or cross country skiing.
- 11 Stop to smell the roses** – Talk to children. Listen to music. Study a painting at the museum. Stroll through a bookstore. Watch a movie. Spend time at home with nothing to do.
- 12 Simplify your life** – Buy fewer gadgets and household items that require batteries or need to be plugged in. Reduce your social and professional commitments to the bare essentials. Eat and dress more simply. Set a holiday budget and stick to it. Adopt the attitude that less is more.

IN THIS ISSUE

| | |
|---|---|
| MANAGING HOLIDAY STRESS | 1 |
| TYPE AND LEADERSHIP COMMUNICATION | 2 |
| SHARE YOUR THOUGHTS ON LEADERSHIP AND THE CHANGING GLOBAL WORKFORCE | 3 |
| PSYCHOMETRICS TRAINING | 4 |
| TALK TO US | 5 |

Type and Leadership Communication

Roger Pearman has done a lot of work examining the link between Type and Leadership. This month we will look at some of his findings on how Personality Type can influence leadership communication. There are four communication styles influenced by type preferences. These are Extraverted Thinking types, Extraverted Feeling types, Extraverted Sensing types, and Extraverted Intuitive types. Each of these groups has a communication style that can lead to certain misunderstandings with people.

EXTRAVERTED THINKING TYPES ESTJ, ENTJ, ISTJ, INTJ

Extraverted Thinkers are decisive and action oriented. When communicating with others they are systematic and logical, and freely offer explanations. These four types tend to be expressive and fluent, and adopt a critical, analytical approach when discussing topics with others. As a result, they can appear as arrogant, condescending, and aggressive to others.

EXTRAVERTED FEELING TYPES ESFJ, ENFJ, ISFJ, INFJ

Extraverted Feelers are sympathetic and supportive. Their communication style is warm and sociable, and they work hard to include others. In order to be accommodating they adopt a style that is diplomatic and tactful. To others they can come across as overly sentimental, fussy, impulsive and self-dramatizing.

EXTRAVERTED SENSING TYPES ESFP, ESTP, ISTP, ISFP

Extraverted Sensors are realistic and focus on what is practical. As a result, their communication contains precise references to who, what, where, and when. They prefer efficient and concise communication, and are quite aware of current facts. To others, Extraverted Sensors may come across as rigid, demanding, and unscrupulous.

EXTRAVERTED INTUITIVE TYPES ENTP, ENFP, INTP, INFP

Extraverted Intuitives are adaptable and versatile. They tend to communicate enthusiasm and curiosity about situations, and can be quite perceptive. When working with others they are willing to make changes according to the needs of the moment, and are quite resourceful. Extraverted Intuitives may come across as restless, impulsive, distracted, and full of unrealistic expectations.

While we each have a preferred communication style, we are able to become better communicators by learning to adopt different styles when appropriate. Roger Pearman has written a number of good resources that examine these issues in detail, including: *The Leadership Advantage Training Program and Facilitators Guide*, and *Enhancing Leadership Effectiveness through Psychological Type*.

ROGER PEARMAN RESOURCES

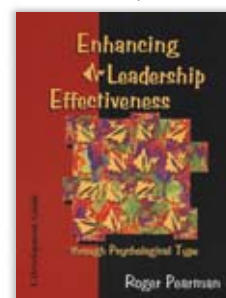
The Leadership Advantage Training Program and Facilitators Guide

Item: 6150 \$321.20 ea.



Enhancing Leadership Effectiveness through Psychological Type

Item: CA55 \$18.50 ea.



Share your thoughts on leadership and the changing global workforce

As you well know, changing demographics around the world are impacting the composition of our workforce and the way business is conducted. For example:

- In Europe, by 2010, 25% of the population will be over 65 years old.
- In the US, more than 30 million managers and leaders are set to begin retirement in the next 5 years.
- Demand for talent in emerging markets such as India and Eastern Europe is far outstripping supply.

How are these changes driving your workforce planning strategies, your recruitment processes and the ways in which you will be forced to approach leadership and employee development? We want to know.

Psychometrics Canada, in conjunction with CPP in the U.S. and their worldwide network of distributors, has created a short survey designed to understand how HR professionals view the shifting workforce demographic situation in their regions. Specifically, we'd like to understand how HR professionals are addressing the urgent need to develop a comprehensive leadership pipeline and how that differs - or is similar - around the world.

We'd like to ask you to participate in this survey and share your observations that will contribute to a global perspective on leadership and the changing workforce.

In appreciation of your participation, you will receive a full report of the results. The survey will take approximately 10 minutes and your input will be kept confidential. We will ask for your email address only for the purposes of providing you with the final report.

We are sincerely grateful for your time and your thoughts.

ACCESS THE SURVEY AT

<http://discovery.skillsone.com/gls/gls.asp?language=0>

The screenshot shows a web browser window displaying the survey landing page. The page features the SkillsOne logo and the CPP logo. The title is "CPP Global Human Capital Forecast: Leadership and the Evolving Workforce". Below the title, there is a paragraph of introductory text and a form with the following fields and options:

- Name:
- E-mail address:
- Please tell us about yourself:
 - Country of Residence:
 - What is the level of the position you currently hold?
 - Entry level
 - Non-supervisory employee
 - Supervisor
 - Management
 - Executive
 - Top executive

PSYCHOMETRICS TRAINING

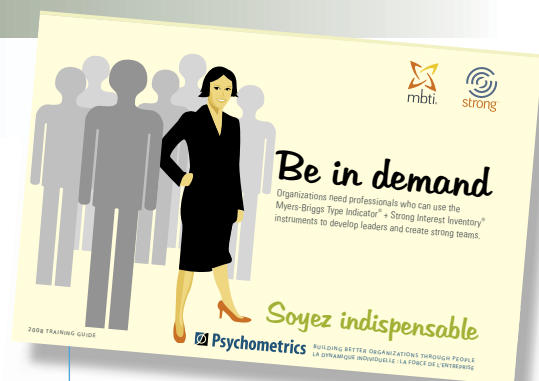


Step I Qualification Program

Our dynamic and interactive Qualification Program prepares you to use the MBTI® instrument in a variety of professional settings. Learn broad methods and specific techniques for applying the MBTI® assessment in such areas as coaching, leadership development, teambuilding, and organizational development.

2008

| | | | |
|----------------|------------------------------------|--------------------|------------------------------------|
| February 25–28 | Toronto, ON | June 23–26 | Ottawa, ON |
| March 10–13 | Victoria, BC | August 18–21 | Edmonton, AB |
| April 7–10 | Halifax, NS | September 8–11 | Toronto, ON |
| April 14–17 | Calgary, AB | September 29–Oct 2 | Calgary, AB |
| April 28–May 1 | Montréal, QC French Instruction | October 20–23 | Vancouver, BC |
| May 26–29 | Toronto, ON | November 3–6 | Montréal, QC French Instruction |
| June 16–19 | Vancouver, BC | November 24–27 | Toronto, ON |



If you have not received a training guide for 2008 and would like to receive one please contact us at **1-800-661-5158**.



Advanced Workshops

Introduction to the Step II (Form Q)

Enhance your skills by learning to use the most comprehensive version of the MBTI® instrument.

2008

| | | | |
|-----------|------------------------------------|-------------|------------------------------------|
| March 14 | Victoria, BC | October 24 | Vancouver, BC |
| May 2 | Montréal, QC French Instruction | November 7 | Montréal, QC French Instruction |
| October 3 | Calgary, AB | November 28 | Toronto, ON |

Using the MBTI® Step II with Teams

- + Discover how to use the Step II to improve team dynamics
- + Facilitate communication in teams + Reduce conflicts
- + Learn to identify and improve the team decision-making style

2008

| | | | |
|----------|-------------|--------|-------------|
| April 11 | Halifax, NS | May 30 | Toronto, ON |
|----------|-------------|--------|-------------|

If you have any questions about the workshops listed above please contact Gaëtanne at **1-800-661-5158 ext.227** or training@psychometrics.com.

PSYCHOMETRICS TRAINING CONTINUED



Advanced Workshops

Planning and Delivering an Introductory MBTI® Workshop

- + Learn to effectively introduce personality type to groups
- + Increase your confidence and competence in delivering MBTI® material
- + Learn to identify training and learning styles according to type

2008

April 18

Calgary, AB

Developing Leaders: Putting the MBTI® Instrument to Work

- + Gain techniques to modify your own style in coaching leaders and managers
- + Develop an understanding of the natural leadership styles of different MBTI® types
- + Maximize the impact of your own style in coaching and interacting with leaders

2008

June 27

Ottawa, ON

If you have any questions about the workshops listed above please contact Gaëtanne at 1-800-661-5158 ext.227 or training@psychometrics.com.



Strong Qualification Program Online

Complete the Strong Qualification Program online and work at your own pace from your home or office.

If you have any questions please contact Gaëtanne at 1-800-661-5158 ext.227 or training@psychometrics.com.

TALK' TO US

We want to help you get the most out of Psychometrics Direct, so tell us what you want to see by sending a short email message to direct@psychometrics.com

SHAWN BAKKER, EDITOR
sbakker@psychometrics.com

PSYCHOMETRICS CANADA LTD.
7125 – 77 AVENUE
EDMONTON AB T6B 0B5 CANADA
1-800-661-5158

TEL (780) 469-2268
FAX (780) 469-2283

www.psychometrics.com

MBTI, Myers-Briggs, Myers-Briggs Type Indicator, Introduction to Type, and the MBTI logo and are registered trademarks of the Myers-Briggs Type Indicator Trust in the United States and other countries.

Strong Interest Inventory, and FIRO-B are registered trademarks and CPI 260, CPI, California Psychological Inventory, the Strong logo, the FIRO-B logo and the CPI 260 logo are trademarks of CPP, Inc.

Psychometrics

© 2007 Psychometrics Canada Ltd. All rights reserved.