

## Interpreting Assessment Results

**B**eing around assessment tools and looking at assessment results everyday, I sometimes forget how intimidating these tools can be to the people taking them. Having answered a lot of different questions, the client is presented with a report that outlines his/her results. Since most people do not complete psychometric assessments very often, the results can be difficult to understand and even more difficult to make decisions with.

There are a few basic interpretation principles when utilizing psychometric assessments that calm clients, and also ensure that the results are used appropriately, especially in developmental applications.

- 1 The client is the expert. Your clients' know themselves best, and should be asked to verify or contradict their assessment results.
- 2 Reports offer hypotheses, not revelations.
- 3 There are no ideal results. Client's often want to know if their results are good or bad. While certain groups of people, such as managers, often share similarities, each person's role is rather unique and as such will have unique demands. What might be a strength in one environment, could be a weakness in another.
- 4 There is good news and bad news. Most reports provide information on the client's strengths and areas for development. Emphasize to clients that a key aspect of personal development is making the most of their strengths, and addressing areas of difficulty.
- 5 Change is the point. The reason for using these tools is to identify and pursue individual development. Therefore, frame change as something that is positive and possible. By targeting a few key areas at a time, the client will see the change as manageable.
- 6 The client makes it happen. The client is responsible for setting and pursuing the development goals.

By keeping these key principles in mind when you work with clients, you will quickly set them at ease and enable them to make the most of their assessment results.

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## Personality Assessment Soars at Southwest

by Margery Weinstein

Personality divergences are expected in the workplace, but when you support employees working thousands of feet in the sky, the last thing you need is a bickering team. To make sure that doesn't happen, Southwest Airlines decided to give the Myers-Briggs Type Indicator® (MBTI®) assessment from CPP, Inc., a try.

A personality inventory designed to give people information about their psychological preferences, the tool is used to aid team building, conflict resolution, and leadership programs. Since most problems center on communication, Southwest uses the assessment as a diagnostic tool to help employees identify how obstacles, stress, and potential conflict may arise, says Elizabeth Bryant, director of Southwest's University of the People. But the company also uses the personality assessment for intact work teams, which she says "helps leaders and teams by providing them with communication tools, helping them recognize and celebrate their differences. The teams then use this knowledge to achieve better results."

In addition, Southwest found the assessment can provide a foundation for building trust in developing teams. The company recently used the MBTI® to establish trust among new leaders in one of its departments. The assessment illustrated to the new leaders how their co-workers could approach the same challenge from vastly different perspectives. The tool helped them understand the reasoning behind their co-workers' behavior, which, in turn, helped build trust and empathy within the department. "In

these classes, we saw a lot of 'aha' moments," says Bryant. "Behaviors that might have once caused misunderstanding and frustration now are viewed through a different filter."

—From the January 3, 2008 issue of *Training Magazine*



### UPCOMING CONFERENCE EVENTS

#### **NATCON Conference**

Jan 21–23, Toronto  
[www.natcon.org](http://www.natcon.org)

#### **HRPAO Conference**

Jan 30–Feb 1, Toronto

If you are attending any of the events above we would love to meet you. We will be showing our latest materials and will gladly offer recommendations on how our assessments can positively impact your work.

## 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 with the URL <http://discovery.skillsone.com/gls/gls.asp?language=0>. The page features the SkillsOne Discovery logo and the CPP logo. The main heading is "CPP Global Human Capital Forecast: Leadership and the Evolving Workforce". Below the heading, there is a paragraph of introductory text and a registration form. The form includes fields for "Name:" and "E-mail address:". Below these fields, there is a section titled "Please tell us about yourself." with a dropdown menu for "Country of Residence:". At the bottom of the form, there is a question "What is the level of the position you currently hold?" with radio button options: "Entry level", "Non-supervisory employee", "Supervisor", "Management", "Executive", and "Top executive".

## PSYCHOMETRICS TRAINING

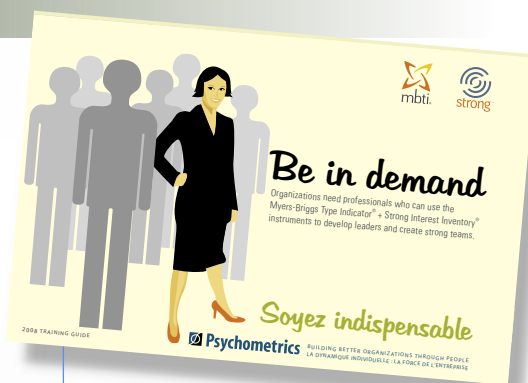


## Step I Qualification Program

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



## Strong Qualification Program Online

Learn to use the world's best researched measure of occupational interests. This is an ideal program for professionals working in career development and outplacement counselling. The Strong Interest Inventory® will help you determine the best possible fit between your clients and potential careers. This online qualifying workshop allows you to 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](mailto: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](mailto:direct@psychometrics.com)

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