

THE Standard

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London Calling

Privacy Concerns Prompt London Drugs to go Canadian

CASE STUDY: LONDON DRUGS

London Drugs was in a bind. The large retailer required an assessment solution that was easy for their store managers to adopt, assessed job candidates quickly, accurately and securely, and provided instantaneous results to the on-site managers as well as to Head Office. It also had to be ready for the busy holiday season. In the fall of 2006, London Drugs began working with Psychometrics Canada to design and build a custom online candidate assessment system to meet their hiring requirements.

Prompted by the USA Patriot Act, which gives American authorities access to any employee data stored in the United States, they sought a made-in-Canada solution for their assessment and candidate tracking system. Psychometrics' IT experts and psychologists worked closely with London Drugs' Human Resource department to develop a customized solution that enabled store managers to assess promising job candidates in the areas of customer service, verbal and numerical ability.

London Drugs puts a lot of effort into the selection and training of store personnel in order to give their customers a positive shopping experience. To provide excellent customer service, employees need the technical abilities to do the work and a cooperative

and diplomatic personal style to effectively engage customers. The importance of these traits is quickly realized during the holiday shopping rush - a busy and stressful time for the customers and staff of any retail business.

During the interview process, candidates are logged onto a custom web application where they complete three different assessments. Each assessment is scored automatically, and results are available to store managers instantaneously, allowing for quick decision-making. Hiring results are immediately communicated to Head Office, which allows the HR team to streamline training schedules, an essential need for a company with 66 locations and over 7000 employees.

Psychometrics Canada developed this custom solution based on their CareerID.com application. Taking advantage of the existing platform, Psychometrics was able to save London Drugs thousands of dollars in development costs and launch the system in time for the Christmas recruitment drive.

After successfully piloting the system in 25 locations during one of London Drugs' busiest hiring seasons, the system will soon be in use across all 66 store locations.

CLIENT PROFILE

COMPANY NAME: London Drugs

SECTOR: Retail

STORES: 66

EMPLOYEES: 7000 +

CORPORATE HEADQUARTERS: Richmond, BC

BUSINESS OVERVIEW:

London Drugs stores carry a wide range of products including, small appliances, computers, cameras and cosmetics. The company employs more than 7000 people throughout BC, Alberta, Saskatchewan and Manitoba at its 66 locations.

ASSESSMENTS:

CustomerServiceAP
ACER Select Series

Are You Emotionally Intelligent?

Everyone has typical patterns of how they engage the world around them and internally evaluate their experiences. The term Emotional Intelligence is now used to describe aspects of these behavior patterns, specifically those that deal with how you identify, assess and express emotions. Emotional Intelligence became part of the common lexicon after Daniel Goleman's book was released in 1996. Yet researchers had already been examining the foundational aspects of emotional intelligence for decades in the academic arenas of personality, social psychology, motivation, and cognition. Most personality assessments actually measure aspects of what is now called emotional intelligence.

Most of us rarely think about our patterns of behavior or our emotional intelligence. Instead, these behaviors come naturally to us and we rely on them in most situations. Problems arise however, when our typical approach is not appropriate or effective; so increasing your effectiveness has two challenges. First, you need to be aware of your typical behavior patterns. Second, you must be able to decide whether those patterns are appropriate for a given situation.

To help meet this challenge, with a framework that people have found useful in the past, Roger Pearman identified links between the Myers-Briggs Type Indicator® instrument and the specific internal and external competencies that make up emotional intelligence. With an understanding of your psychological type you can quickly understand the skills and abilities needed for emotional intelligence development and your strategies for improving them.

Where you get your energy

Extraversion or Introversion

Extraverts like to initiate action and express their thoughts and feelings, while Introverts focus inward and reflect on theirs. The challenge for Extraverts is to pace themselves and allow for silence when communicating with others. Ask the Extraverts you are working with:

- *When can you benefit from taking time to reflect and form some initial thoughts before engaging others?*
- *Has your preference for quick action lead others to dismiss your ideas as poorly thought out?*

The challenge for Introverts is to actively engage their environment and openly process information with others. Ask the Introverts you are working with:

- *When can you benefit from quickly engaging and processing information with others?*
- *Has your preference for reflection resulted in your ideas being missed?*

Where you get your information

Sensing or Intuition

People with a preference for Sensing are realistic and focus on concrete data, while those with a preference for Intuition are imaginative and theoretical. The challenge for Sensors is learning to ask open ended questions and focus

on the themes and patterns suggested by the data. Ask the Sensors you are working with:

- *Are you gathering more data than you need to make a decision?*
- *Might you be missing the big picture because of your focus on the details?*

The challenge for Intuitives is learning to ask unambiguous questions and verify information with specific details. Ask the Intuitives you are working with:

- *Are you gathering enough specific examples and real data to support your argument?*
- *Is your vision of the big picture built on a poor foundation because you did not focus on details?*

How you make decisions

Thinking or Feeling

People with a preference for Thinking are questioning and critical when making decisions, while those with a preference for Feeling focus on needs and values. The challenge for Thinkers is learning to evaluate and better time their critiques, and exploring others' underlying values and commitments. Ask the Thinkers you are working with:

- *When is your critical and questioning style not useful?*
- *How can you benefit by gaining a greater understanding of the motivations and needs of others?*

The challenge for Feelers is to add a level of criticism and detach themselves from others when necessary. Ask the Feelers you are working with:

- *How can a list of pros and cons help you make better decisions?*
- *In what situations would a critical and questioning approach serve you better?*

How you manage your life

Judging or Perceiving

People with a preference for Judging like to structure their lives, while those preferring Perceiving like spontaneity and openness. The challenge for Judgers is to learn patience, see the value in open-ended processes, and avoid bringing closure to things too quickly. Ask the Judgers you are working with:

- *What has your preference for structure and closure caused you to miss out on?*
- *Has your structured approach come across as a lack of flexibility?*
- *By quickly bringing things to a close are you missing important points of view and experiences?*
- *When would going with the flow lead to a better outcome?*

The challenge for Perceivers is to learn to establish closure, and come to agreements with others on processes and work flows. Ask the Perceivers you are working with:

- *What has your preference for openness and spontaneity caused you to miss out on?*
- *Has your open-ended approach come across as a lack of commitment?*
- *In what situations would a planned and scheduled approach better serve your needs and the needs of others?*

Emotional intelligence is the ability to show empathy, maintain self-control, and persist in the face of obstacles with resilience and flexibility.



Developing a Common Language

Using the Myers-Briggs® Assessment at Sony Corporation

CASE STUDY: SONY CORPORATION

Sony has greatly revised its system of human resource cultivation since 2003 and has developed individual programs in each business sector in accordance with the environment, as well as a system of cultivation for each employee level. In the Semiconductor Business Gp, a section that brings in 100 people each year, both new and experienced employees, Sony has promoted program development focusing on team formation. Sony determined that the improvement of self-awareness is the most important aspect of team formation and has been focusing their efforts on this.

Applying the MBTI® assessment as a standard tool for improving self-awareness

Many programs have been implemented for the improvement of self-awareness. Most of these are based on transactional analysis; however, some programs utilizing other theories and focusing on specific target groups have also proved effective.

One problem often mentioned by people in charge of cultivating human resources is that “participants respond very well right after the workshop, but as time passes, they tend to forget.” This change over time colors the general image of the program and results in negative opinions—such as, “improvement of self-awareness is not effective,” and, “it is meaningless to promote self-awareness,”—which can become a major obstacle to the program’s implementation.

Like other assessments, the MBTI® instrument cannot avoid this disadvantage over time. However, because its basic structure is based on Jung’s theory, which is deep and universal, training participants can check the principles at any time as long as they have been given and retain the feedback materials, such as the *Introduction to Type®* guide. In addition, of course, Sony’s experience has shown that if feedback is properly provided and type concepts—including type dynamics and development—are thoroughly explained by a type expert, it is possible for employees to retain the knowledge and even expect to develop new awareness as time passes. As a result of this, the Semi-conductor Business Gp was able to adopt the MBTI® assessment as a standard tool for self-awareness improvement.

Implementing from the top down

Sony’s Semiconductor Business Gp asked Ms. Yuki Sonoda, president of IPDS Co., Ltd., and developer of the Japanese version of the MBTI® assessment, to plan, develop, and carry out a two-day personal development program for its executives and department heads. The

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program would include administration of the MBTI® instrument. This initial implementation with higher-level employees was intended to facilitate dissemination throughout the various levels of the division. The program was well received from the beginning. Although some participants initially were reluctant to view themselves within the framework of psychological type, most attendees attested to the efficacy of the program by the end of the course and, after returning to their offices, reported that, “It was truly wonderful.”

Encouraged by the success of the initial program, Sony decided to implement a four-hour feedback course for rank-and-file employees provided by in-house qualified MBTI® facilitators under the supervision of Ms. Sonoda. This course has proven very popular and often fills up within 20 minutes after registration opens on the in-house website. Some department heads who took the personal development course requested a short course for all the workers in their departments. In the first of these, all 40 employees from the department participated in the session.

At present, most department head-level employees and half of their administrative assistants have completed Ms. Sonoda’s two-day personal development course. The MBTI® assessment became popular among employees by word of mouth. It is often selected on training department questionnaires as the course employees most want the company to provide.

Expanding the pool of in-house qualified users for faster dissemination

At the same time, Sony is expanding the number of in-house qualified users, concentrating on the personnel section in order to disseminate the MBTI® assessment throughout the company within a short

period. Fifteen in-house qualified users were participating actively as of August 2005. The four-hour courses conducted by the qualified users have received high praise from attendees, many of whom have mentioned that they would like to deepen their understanding of MBTI® concepts.

Looking ahead to an advanced program

Employees at the executive and management levels who took courses in the early stage requested MBTI® assessment follow-up courses and expressed a desire for team-building programs applying MBTI® type. In response, Sony asked Ms. Sonoda to plan, develop, and conduct an advanced personal development program focused on improving communication using the MBTI® assessment. After attending a trial version of the course, members of the personnel department, who were already acquainted with the MBTI® tool to varying degrees, commented that they found new meanings that showed the depth of the instrument.

Meeting the need for regular maintenance

In addition to the new advanced course, Sony is planning for a regular maintenance program for all employees who have completed the two-day course and short session. Various ideas have been suggested, such as offering a one-day version of the course and implementing the advanced version including type dynamics. The program will be reviewed every three years, and Sony will make adjustments for continued improvement.

CLIENT PROFILE

COMPANY NAME: Sony Corporation

SECTOR: Electronics, Game, Entertainment, Financial Services

EMPLOYEES: 158,500

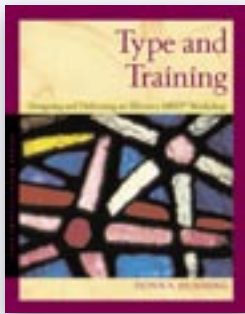
CORPORATE HEADQUARTERS: Tokyo, Japan

BUSINESS OVERVIEW:

The Sony Group is primarily focused on the Electronics (such as AV/IT products & components), Game (such as PlayStation), Entertainment (such as motion pictures and music), and Financial Services (such as insurance and banking) sectors. The company employs more than 150,000 people around the world.

ASSESSMENT: MBTI® instrument

NEW ASSESSMENT RESOURCES

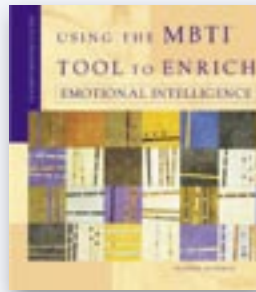


6196 \$26.40

Type and Training

by Donna Dunning

Design and deliver effective MBTI® workshops with this guide. It breaks down the process into 5 practical steps and accommodates every type's preferred learning style. Follow this guide to demonstrate the workshop's effectiveness and ensure an engaging and informative session. This guide also incorporates every type's learning style to optimize the impact of the workshop.



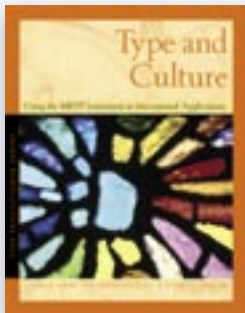
6168 \$267.30

Using the MBTI® Tool to Enrich Emotional Intelligence

by Roger R. Pearman

A high IQ is often highly prized, but it is emotional intelligence, or EQ, that more directly correlates with leadership success in the workplace, the community, and one's personal life. This comprehensive trainer's resource guide contains tools to create and deliver powerful workshops on type and EQ. Author Roger Pearman explains the parallels between type and emotional intelligence and shows how to link MBTI® results to enhanced emotional intelligence. He draws on his wealth of consulting and training experience to help practitioners use specific MBTI® results to teach emotional intelligence competencies. This binder is highly effective as a stand-alone resource and can also be paired with Pearman's *Introduction to Type® and Emotional Intelligence* booklet. Along with this foundational information, this tool includes valuable training materials that practitioners can use right away, including:

- Sample agendas
- Preparation steps
- Scripts
- Activities
- Worksheets
- PowerPoint slides (PC format)

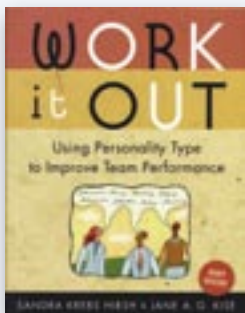


6128 \$26.40

Type and Culture

by Linda K. Kirby, Elizabeth Kendall, Nancy J. Barger

Type and Culture gives practitioners insight into how to work within different cultures. This will improve the cultural application of the MBTI® tool for experienced practitioners and new users. It provides valuable information and data from three highly experienced international trainers based on their work with global companies. This guide will help improve the cultural application of the MBTI® tool for experienced practitioners as well as new MBTI® users.

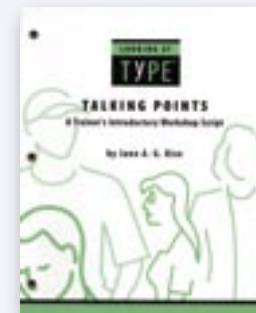


7937 \$24.70

Work It Out, Revised Edition

by Sandra Krebs Hirsh and Jane A.G. Kise

In this second edition of *Work It Out*, the authors make the concepts of type, and the solutions it provides, more accessible, with information and ideas that can help business leaders create effective teams.



CA79 \$24.80

Looking at Type® Talking Points

by Jane A. G. Kise

This ready-to-go script, for introductory MBTI® workshops, is written in an easy to use speech-style format. The sixteen personality preferences are clearly outlined and the script includes several sample exercises.



CA82 \$25.00

The Art of Dialogue

by Carolyn Zeisset

The *Art of Dialogue* bridges the communication gaps that arise when people process and evaluate information differently, illuminating these differences through the use of the MBTI® instrument.

TRAINING PROGRAMS – 2007



MBTI® Qualification Program

Toronto	August 20-23
Ottawa	September 10-13
Vancouver	September 17-20
Calgary	October 22-25
Toronto	November 19-22

MBTI® Introduction to the Step II (Form Q)

Toronto	August 24
Ottawa	September 14
Vancouver	September 21



Strong Qualification Program

Online	Anytime
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I thoroughly enjoyed the MBTI® workshop. The content, interaction, learning and insight gained exceeded my expectations. I am excited to begin using the MBTI® instrument, not only with clients but within my office to assist me in further developing my leadership skills with my staff.

PENNEY MURPHY, Attended Calgary workshop, November 2006.

TO REGISTER CALL 1.800.661.5158 x227

MBTI® Professional Development CONFERENCE

October 18-19, 2007 Calgary AB

LEARN POWERFUL, NEW STRATEGIES FROM TODAY'S LEADING TYPE AUTHORITIES.

These interactive two-and-a-half-hour sessions offer practical skills in applying the MBTI® instrument to different situations within your organization. There will be plenty of opportunities throughout the conference to meet others, share experiences and unlock new ideas.



COACHING THE CHANGING WORKFORCE

with Nancy Barger

Successive generations entering the workforce provide a challenge – to those already working and to individuals in the new generation as they adjust to the values of the workplace. This session will explore how professionals in their role as coach can use psychological type to identify the work styles of different generations and will suggest where some of the generational clashes originate.

Topics will include:

- Defining generations in the workplace
- Connecting personality type and generations
- Using type to bridge the gaps – having conversations about our differences



LOSING YOUR GRIP AT WORK

with Patrick Kerwin

With recent Canadian studies reporting the doubling of “high job stress” in the past decade, an important type question arises: How can the MBTI® instrument help workers who are stressed out, who stop acting “normal,” and who “lose their grip” at work? This workshop will explore applications of the MBTI® instrument to stress in the workplace.

Topics will include:

- Common stress triggers for each of the eight Jungian functions
- The mechanics of type reactions under stress
- Strategies for returning to equilibrium and “regaining your grip”



COACHING USING THE STEP II

with Jean Kummerow

Understand your own coaching style as well as help clients identify their own using Step II. Through case studies and small and large group activities, Step II applications to coaching will be explored and experienced. Participants should know the basics of Step II and bring their own results to the session.

Topics will include:

- Understanding your own style in coaching and possible type biases
- Helping clients identify their own learning and coaching style
- Type development and implications for coaching
- Typical skills associated with the facet poles
- Trying out strategies for coaching based on strengths
- Seeing the possible links between type dynamics and the facets



COMMUNICATION: SKILLS, STYLES, & STRATEGIES

with Donna Dunning

Communicating effectively is a critical part of our daily work and personal lives. This session will discuss key communication competencies and explore links between communication skills, style, and strategies. Using a combination of small and large group activities the relationships between communication competencies and personality preferences will be discussed.

Topics will include:

- Assessing yourself and others on the competency of communication
- Relating effective communication behaviors to personality preferences
- Developing customized ways to help different personality types develop their communication skills and strategies



LEADERS IN GLOBAL ORGANIZATIONS

with Linda Kirby

To be effective in this changing environment, leadership and management development using the MBTI® instrument must be grounded in understanding how psychological type and culture interact. This workshop will address the impacts of culture on expression of type and will explore how to utilize that information to lead more effectively across cultures.

Topics will include:

- Interaction of type and culture
- MBTI® type tables of managers – TJ info
- Steps to bridge the gaps



USING TYPE AND EMOTIONAL INTELLIGENCE TO COACH LEADERS

with Chuck Pratt

This workshop will explore the connections between two powerful tools/models. Participants will gain an understanding of Jung's eight mental resources and how to use them to develop the emotional intelligence or people skills of their clients.

Topics will include:

- Understanding the connections between personality type and emotional intelligence
- Coaching emotional intelligence issues using the MBTI® instrument
- Developing emotional intelligence by accessing clients' processes for gathering data and making decisions.

REGISTER AT WWW.PSYCHOMETRICS.COM/CONFERENCE

Top MBTI® Instrument Myths

There are some common misconceptions that clients have regarding the MBTI® instrument and their personality type. Like all assessments that require interpretation clients can form opinions that are more myth than reality. Unfortunately many of these myths are not benign because they place limits on the clients and their behavior, when in fact the assessment is designed to open up new experiences and insights. Below are the most common MBTI® myths that we have heard at conferences, on the telephone, and even in social situations. After each myth is a description of what the MBTI® instrument actually provides.

1 MYTH

The MBTI® assessment shows what you can and can't do

Example—I'm an Introvert, we don't talk things through!

REALITY

Whatever your type, you do use both sides of each dichotomy, though not with equal ease or liking. A helpful analogy is handedness. Most of us are either right-handed or left-handed. We typically use our preferred hand first because it is natural and comfortable to do so. However, we can and do use our other hand when necessary and can become quite adept at it with practice.

2 MYTH

The MBTI® assessment tells you what you are good at

Example—Judgers are good at planning.

REALITY

You generally use and develop more ease and effectiveness with your preferences than with their opposites. However, that is not always true. You should not assume that having a preference ensures using it skillfully or effectively. So while those with a Judging preference like to live a structured life, it does not mean they are good at structuring it.

3 MYTH

The MBTI® scores indicate how strong your preferences are

Example—She is a strong Extravert.

REALITY

The MBTI® instrument scores are designed to show only how sure you are that you prefer one pole of the dichotomy over its opposite. It does not tell you if you have more or less of a preference.


4 MYTH


The MBTI® assessment can tell you what you should be

Example—I am an ISTJ so I should be an accountant.

REALITY

People with different types can do the same jobs, although they may use different approaches. Rather than identify a specific job for you, the MBTI® can help identify the activities and work environments you will find most satisfying, which is very valuable when gauging the suitability of a career.





TRAINING BINDER
Conflict Workshop Facilitators Guide
 This training resource provides a framework for effectively presenting the TKI. Includes three workshop formats, presentation materials, overheads, and exercises.
SPECIAL OFFER \$179.00 (reg. \$199.10)
 Item: MS0706 Offer expires July 16, 2007.

resolution

WILL STRENGTHEN YOUR ORGANIZATION AND IMPROVE RESULTS

The Thomas-Kilmann Conflict Mode Instrument (TKI) is a powerful assessment tool that examines how conflict handling styles affect personal and group dynamics. Depersonalize conflict in your organization so you can focus on achieving shared goals in Team Building, Change Management, and Performance Improvement applications.

Psychometrics
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THE Standard

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