



THE BUSINESS CASE FOR PERSONALITY

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i. WHAT IS PERSONALITY?

Personality is the often misunderstood term used to describe people's preferences and tendencies in interacting with the world around them. This stable set of behaviors defines each of us and remains unchanged in adulthood.

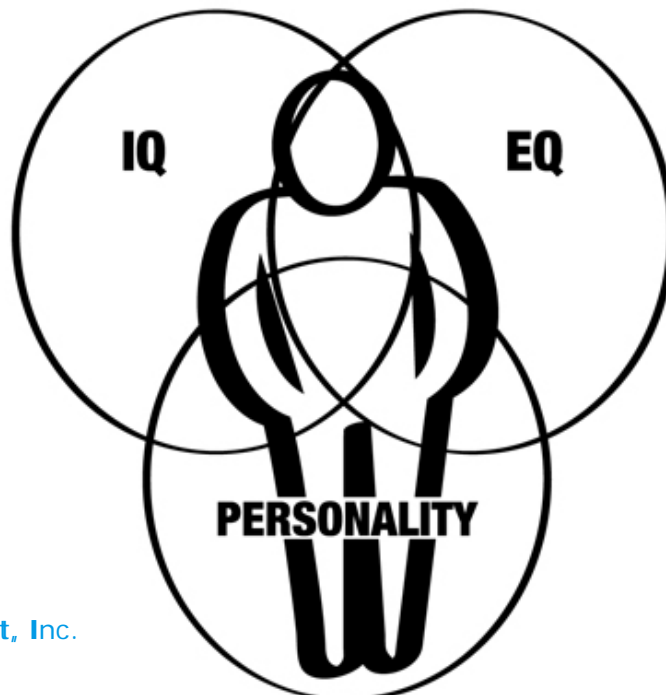
Why Measure It?

- Personality changes less than 1% in adulthood. Measure personality accurately, and you have valuable information to last a lifetime.
- Self-awareness alone is a compelling predictor of success at work that accounts for one third of job performance. Awareness of your unique personality profile is essential.
- Social awareness is the key to working well with others. Personality profiling is a concise and profound method for understanding where your colleagues are coming from.
- Personality profiling is the most popular assessment method available today. Personality profiling is such an intuitive and accurate way to learn that millions test themselves annually, and more than 40 million people have used the DISC method.

What Does It Look Like?

- You can't predict someone's intelligence (IQ) based on personality profile. Personality has no relationship to IQ.
- The same is true for personality and emotional intelligence (EQ). EQ skills are soft skills, which are flexible and can change.

SIZING UP THE WHOLE PERSON



What Are Personality Dimensions?

For 2,000 years, the study of human behavior has pointed to four dimensions of personality in the individual. The varying presence of all four dimensions in each of us creates a unique personality profile. In the last century, standardization and rigor in psychological science provided names for, definitions, and accurate measurement of these dimensions. The four dimensions are:

D Dominant

People high in the Dominant dimension tend to be direct and assertive. They think independently, are ambitious, and are effective at getting their own way. They are competitive and enjoy a challenge even when the odds are against them. Dominant people have a strong need to achieve and try to maintain a measure of authority and power over the environment in which they live and work.



Visit www.talentsmart.com/dominant to learn more about this dimension and watch it come to life!

I Interpersonal

People high in the Interpersonal dimension are entertaining and social. They like to participate in groups and will attempt to shape results through persuading others. Highly extroverted, these people have a friendly and outgoing personality. Their social style creates an urge to meet and talk with other people. They need to interact frequently with those around them, and they may even try to bring people who are less sociable together.



Visit www.talentsmart.com/interpersonal to learn more about this dimension and watch it come to life!

S Steady

People high in the Steady dimension are persistent and patient. They are supportive of others and are empathetic listeners. They tend to take a measured, stable approach to life. They are patient and undemanding, often showing loyalty to those around them. They demonstrate a real interest in the problems and feelings of others, and are particularly capable of fulfilling support roles. The Steady individuals persistence helps this person to stay focused on a task or assignment until it is completed.



Visit www.talentsmart.com/steady to learn more about this dimension and watch it come to life!

C Conscientious

People high in the Conscientious dimension are interested in precision and accuracy. They like structure, details, and facts, and they tend to regard tradition and etiquette as highly important. They tend to use a systematic approach to their activities, and will insist on the use of rules in order to manage or control their environments. Conscientious individuals will use understated or indirect approaches to managing conflict and may postpone taking action until it is absolutely necessary.



Visit www.talentsmart.com/conscientious to learn more about this dimension and watch it come to life!

What Are Personality Profiles?

The relative presence of the four DISC dimensions of behavior in each person yields a personality profile. There are 14 different personality profiles possible; knowing yours, and that of your colleagues, provides a common language and understanding of how each person responds to other people, prefers to complete tasks, and manages time and energy.

- The Ally – 5% of the population
- The Architect – 13% of the population
- The Coach – 9% of the population
- The Detective – 9% of the population
- The Diplomat – 9% of the population
- The Entrepreneur – 7% of the population
- The Expert – 6% of the population
- The Innovator – 3% of the population
- The Mobilizer – 3% of the population
- The Motivator – 13% of the population
- The Opportunist – 2% of the population
- The Researcher – 4% of the population
- The Sponsor – 16% of the population
- The Strategist – 1% of the population

ii. CASE STUDIES & ROI OF PERSONALITY TESTING

BUILDING A POWERFUL SALES FORCE

- **Bristol-Myers Squibb** conducted personality assessment and leadership development with groups of middle managers and measured a 25% increase in job performance for those who participated in the program. The program also taught managers to use personality profiling in their hiring, and participants experienced a one-third reduction in attrition for hires made after completing the program (Dowell, 2003).
- **A Multinational Financial Services Firm** administered a personality assessment with biodata to all sales representative candidates in a single year. Candidates who met the pre-determined criteria sold an average of \$6,657 more than those hired who were below this threshold. Continued use of the program generates a \$4,000,000 annual sales increase (Craft, 2003).

IMPROVING OPERATIONAL EFFICIENCY

- **Coca-Cola** sought to improve the performance of division leaders in the mid-1990's by building their self-awareness with assessment, training, and coaching. The result? Division leaders who increased their self-awareness outperformed their targets by 15%. Those who didn't missed their targets by the same margin (McClelland, 1999).

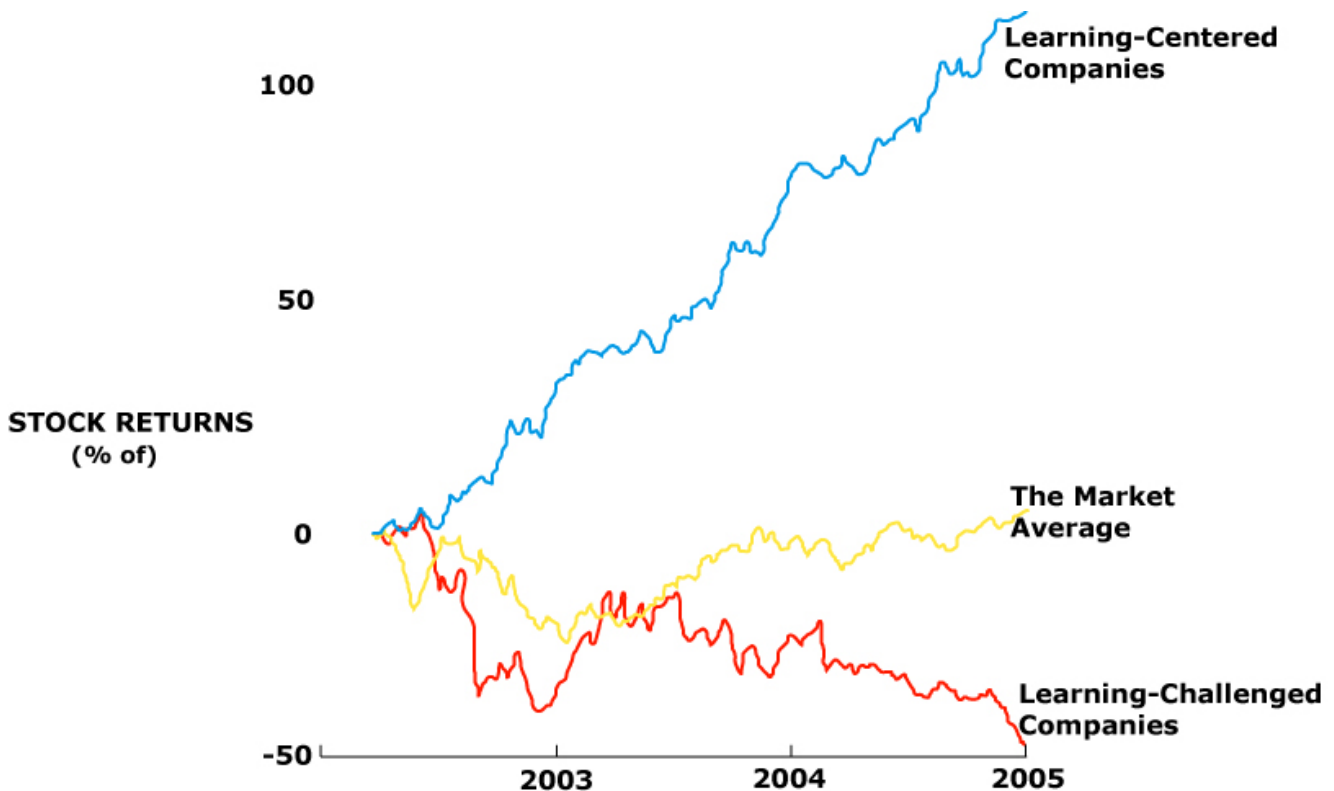
SELECTING TOP TALENT

- **Seabrook Station Nuclear Facility in New Hampshire** invests \$200,000 in regulatory training for every manager selected as having high potential to become a senior reactor operator. By adding a personality profile to the selection process (which previously consisted of experience and behavioral interviews alone), the facility improved selection accuracy by 20%. The new process is so effective they've broadened its application to all of the facility's hiring (Connolly, 2003).

THE TALENTSMART® MILLENIUM PROJECT

The impact of helping employees learn can be tough to measure. As the century turned, we decided to use the new advantage of the Internet to measure the impact of employee learning on a large scale. Here's what we did:

- ▶ We surveyed hundreds of thousands of employees worldwide to measure the degree to which their company invested in employee learning. In the study, learning was defined as:
 - Quality individual feedback.
 - Training to build new skills and awareness.
 - Opportunities for growth and career advancement within the company.
- ▶ More than 70% of employees completed the survey at each company.
- ▶ Companies were grouped based on score and tracked for three years to follow the impact of learning practices upon company performance.
 - Learning-Centered companies were those that received the highest ratings.
 - Learning-Challenged companies were those that received the lowest ratings.



iii. RECENT ARTICLES

CUTTING TO THE CHASE: *WHEN "GETTING TO KNOW YOU" ISN'T ENOUGH*

Have you been to Starbucks lately? Walking through the doors, what do you see? Different personalities behind the counter filling the coffee shop with life, right? You might even wonder why the atmosphere isn't chaotic with such an assorted group. Instead, you see different people cooperating with one another with ease, maybe even appreciating working together. Most of the time, you can't even tell who's in charge because the store manager blends in with the staff. Is this a product of Starbucks culture or something else? It seems genuine and not fake. Something is going on here. . .

You take a closer look behind the counter and realize the manager is strangely in tune with her staff. She switches her communication style for each team member, leaning comfortably into the different personalities rushing to finish a Venti® Arabian Mocha Sanani before the customer loses patience waiting for his morning fix. To the energetic, outgoing team member, the manager whispers, "Go get 'em" in response to a confused new customer stumbling through the door. With another team member with good ideas, she finds the time to take him aside and ask, "What blend do you think we should promote next week?" and confidently listens to his pitch. The manager understands that her team members' personalities are diverse, and she plays into each unique tendency like a master conductor orchestrating a symphony of instruments.

DISC is the #1 personality assessment method, with more than 40 million people having used it to discover their strengths and personality profile. DISC is unique because it measures personality along four core dimensions (Dominant, Interpersonal, Steady and Conscientious) and then combines the user's score in these dimensions to provide a single label from one of 14 personality profiles, such as Ally, Coach, Detective, Innovator, or Entrepreneur. Teams worldwide use the iDISC™ to capture employees' strengths and help them understand their coworkers' tendencies accurately and quickly. Sometimes the natural process of "getting to know each other" isn't enough; a workforce facing the pressure of high turnover and diverse assignments benefits from the ability to cut to the chase in helping employees understand each other.

The Business Case For Personality

When taking the iDISC™ upon hire, employees answer a quick, 28 questions online and their personality profiles are provided at the click of a button. Each employee's profile is stored online for the duration of employment, included in an e-learning program that teaches the ins and outs of the employee's personality profile as well as the profiles of coworkers. The e-learning features clips from Hollywood movies and television to bring the various personality profiles to life, as well as the ability to track personal development goals and share your profile with others.

Suppose you're the manager of a Starbucks store with a team of 12. As you look over your team's iDISC™ profiles, you realize that Jason, the Motivator, loves to mingle with customers for a reason. He likes to use his people skills and goes out of his way to help others. On the other hand, Sara, the Innovator, tends to spend her time planning the next drink promotion. And you aren't surprised to see you have the Coach profile. As a Coach, you're often busy on the floor helping your staff grow. It's your natural tendency to harness the potential in others. Understanding these tendencies gives you a big-picture perspective of who you are, why you do what you do, and what is going to maintain your team's motivation in the future.

Good thing your team has the iDISC™ online personality test with e-learning to understand each other. Without it, you don't know what you're missing!

ABOUT THE AUTHOR: LAC D. SU, M.S.

Lac is the Director of Strategic Alliances for TalentSmart®, a leading provider of assessments and training tools. Lac oversees the research and thinking that go into the pieces put forth in the bi-weekly TalentSmart® newsletter. He forms relationships with key TalentSmart® resellers and oversees large-scale organizational change initiatives.

Lac's iDISC™ Personality Profile is Diplomat; this doesn't surprise those who get the chance to work with him. His warmth, keen eye, and focus on reciprocity bring good things to business. Lac holds a bachelor's degree in psychology from the University of California at Irvine, a master's degree in industrial-organizational psychology from the California School of Professional Psychology (CSPP), and is conducting his dissertation research for a Ph.D. degree in industrial-organizational psychology from the same institution.

iDISC™, Therefore I Am

The iDISC™ comes from our understanding that a personality assessment is the perfect companion to a leadership development initiative. We often ask, “How can anyone greatly improve her leadership skills without fully understanding herself first?”

Decades of research show that soft skills (EQ) are distinct from both intellect (IQ) and the stable style each of us has for interacting with the world around us (personality). An assessment of emotional intelligence and personality in tandem provides a well-rounded view of a person’s skills and their inherent traits.

The DISC is the #1 personality assessment method, with more than 40 million people having used it to discover their strengths and personality profile. It’s unique in that it measures personality along four core dimensions (Dominant, Interpersonal, Steady, and Conscientious) and then combines the user’s score in these dimensions to provide a single label from one of 14 personality profiles.

The iDISC™ is intended to make the personality concept easy for people to wrap their heads around. The goal is to have people discover more about their style of interacting with others, and then use this understanding as they make real changes through the application of soft skills. Since soft skills are flexible and adaptive to change, we’ve seen clients make great improvements in how they interact with others.

Each of the 14 iDISC™ profiles is intuitive and conjures up a vivid picture in the user’s mind of he and his coworkers tendencies in different situations. We use profile names like Detective, Innovator, and Coach to create positive associations between the person and the inherent strengths of her profile.

When an individual takes the iDISC™ with a group or team, as so often occurs with DISC initiatives, he’ll discover the profiles of his coworkers as well. The process is more than an assessment: it becomes a language for the group to communicate in. Everyone will know what it means when someone says, “No, I don’t mind getting involved. I’m a Diplomat.” iDISC™ can do wonders for intact work groups who encounter problems such as unresolved conflict, poor communication, and a lack of understanding.

The Diplomat

9% of people share this profile

Strengths

- Finding a working solution
- Keeping the ball rolling
- Modesty

Challenges

- Avoiding the crossfire when you’re making peace
- Getting the recognition you’ve earned
- Speaking up for yourself

Defining Characteristics

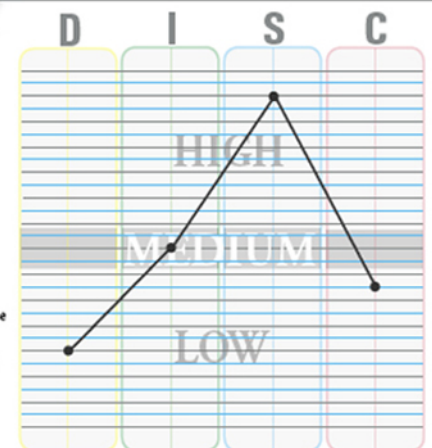
You are skilled at relating to almost any personality profile. You focus on respect as the foundation for every relationship and work hard to achieve it for yourself. You work best in a stable environment and are considerate of those around you. You enjoy consistency and don’t appreciate surprises.

How To Make The Most Of Your Diplomat Profile

- Your modest nature may sometimes prevent others from truly understanding the depth of your work and experiences. If you don’t pass this information on, peers or supervisors unaware of your talent may neglect to offer you new and challenging opportunities.
- As you work through tasks, ask others if they’ve found quicker, but just as effective, ways for accomplishing the same result. If you take an effective short cut, you will have even more time to dedicate to another project of your choice.
- Choose tasks that have consistent, measurable outcomes.

Suggestions For Working With A Diplomat

- Diplomats are good-natured and cordial, and are willing and able to work with many



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Some take the iDISC™ online; others prefer to use the easy-to-score booklet. Both versions are filled with strategies to help you make the most of your profile and understand your coworkers. Booklet and online editions include numerous methods to assist with accountability and follow-through. One feature is “Share My Profile,” a perfect tool for groups that makes it easy to send a summary of your profile to a coworker at the click of a button. Knowing your profile is not enough; it’s essential to share your perspective with others.

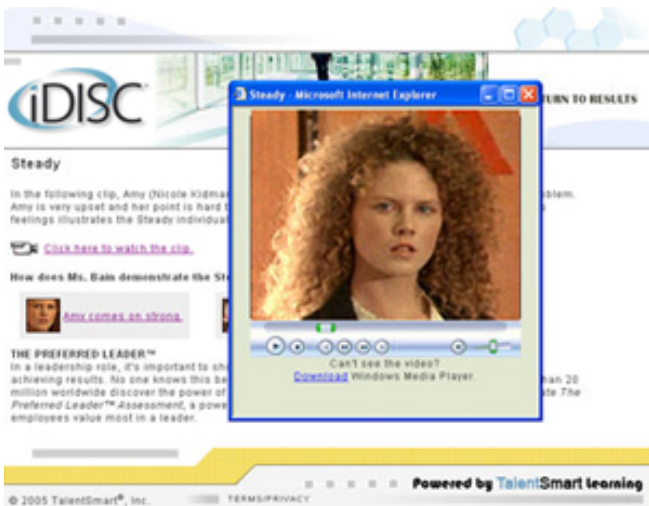
Print and online editions also include 10 hours of film-based e-learning activities that bring the 14 profiles to life. Hollywood movies, television, and historical events ensure your experience of the DISC model is real, relevant, and powerful. Learn from scenes with some of your favorites from Hollywood, including Hugh Grant, David Hasselhoff, Nicole Kidman, John Travolta, and Michelle Pfeiffer. Be motivated by some of the most inspiring personalities in recent history, including John F. Kennedy and Ronald Reagan. As you move through each activity, a Virtual Coach™ provides insights and explanation.



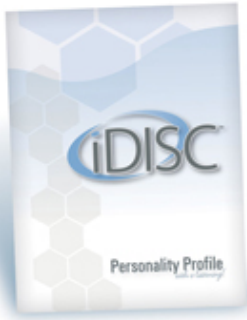
In addition, TalentSmart’s Goal Tracking System™ lets users choose from a suggested list of goals based solely on their unique profile, or even write their own. The system sends follow-up reminders and allows users to share their goal(s) with a coworker, a boss, or an executive coach.



A personality assessment should initiate a learning process. Our unique combination of assessment with e-learning ensures a dynamic learning experience. Assessments no longer just provide scores: they help you to make the most of who you are.



iv. OVERVIEW OF THE iDISC™



Combines personality assessment with dynamic online learning to make the testing process enlightening. It's available online and as an easy-to-score booklet.

FAST AND EASY TO USE

- The 28 questions take just 10 minutes to complete, and the booklet scores easily.
- e-Learning comes with both versions and bring the various DISC profiles to life.
- e-Learning features a Virtual Coach and clips from Hollywood movies, television, and historical events to provide relevant examples of personalities in action.

VALID

- Scores are based on a normative sample with hundreds of thousands of responses on six continents, representing virtually every industry, job type, and job title.
- Reliabilities for the four components of the DISC model yield coefficient alphas from .76 to .80.
- Inter-scale correlations of the DISC model yield strong negative correlations between the appropriate dimensions, namely Dominant versus Steady and Interpersonal versus Conscientious.

A GOOD VALUE

- The iDISC™ is priced so everyone in your organization can learn their personality profiles:
 - The iDISC™ as a self-scoring booklet with e-learning is \$24.95.
 - The iDISC™ online is \$24.95.
- Quantity, education, government, and non-profit discounts are available.
- No certification is required to use TalentSmart® assessments.

ABOUT TALENTSMART®

The leading provider of assessments with dynamic, integrated e-learning, we provide cutting-edge, learner-focused tools to assist your work. When you choose TalentSmart® for your important project, you gain a customer-focused partner with "best in class" solutions.

Who relies on TalentSmart®?

The American Management Association – Uses our *Emotional Intelligence Appraisal*™ in their most popular program on leadership. This program is delivered to hundreds of business leaders a month at locations across the country.

The Ken Blanchard Companies® – Uses our technology and assessment methodology in their *Preferred Leader Assessment*™. This assessment was coauthored by Ken Blanchard (*The One Minute Manager*®), with TalentSmart®'s President and CEO.

The Fortune 500 – More than half of the Fortune 500 rely on TalentSmart® products and services.

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