

USE OF PSYCHOMETRICS IN ORGANISATION DEVELOPMENT

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ABSTRACT

The growing complexity of the industries requires that organisations respond in an agile way to deal with changes. One hopes that there will be unified perspective of organization development and transformation. While the field is evolving and growing, such a view does not seem to exist. Traditionally Organisation Development has focused on structures and processes that influence workers' behavior and motivation. Later it has evolved to focus on creating learning organisations, knowledge management, and transformation of norms and values. How can companies deal with the ever changing context and remain successful.

Is Organization Development a field of art or science or both? How can OD help the organizations to learn from the past to address current problems and to shape the future?

Multiple definitions and perspectives of what is Organisation Development have evolved over a period of time. What comes out as common across all these models is the need to deal with the greatest asset of any organization – PEOPLE. In a world where data drives organisations how can we objectively and scientifically assess people?

The objective of this research is to understand the people dimension of the Organisation Development and how psychometric assessments can help bring in a scientific view of the personalities. We will look at some the existing instruments and their drawbacks and propose a battery of assessments that provide an integrated view of personalities.

KEYWORDS: Organisation Development, Psychometrics, Behavior, Attitude, Personality, Assessments

INTRODUCTION

Management science has not yet agreed on a common definition for the term organization development. Pieper (1988, 56). It can be understood as field of applied behavioral science that helps an organization to focus on its health and effectiveness. There are other views that are of importance for us to understand. The Traditional View is that OD is effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization processes using Behavioral Science Knowledge.(Beckhard, "Organization Development: Strategies and Models").

New View is that OD is an attempt to influence the members of the organization to **expand their candidness, and to take greater responsibility for their own actions.** The assumption behind OD is that when people pursue both of these objectives simultaneously, they are likely to discover new ways of working together that they experience as more effective for achieving their own and their shared (Organization) goals.(Nielsen, "Becoming an OD Practitioner")

Organization Development is a long-range effort to improve organization's problem solving and renewal processes, particularly through more effective and collaborative management of organizational culture, often with the

assistance of a change agent or catalyst and the use of the theory and technology of applied behavioral science.

The underlying commonality in all these definitions is the need to look at **the change in behavior of individuals, and their attitudes.**

While there might be multiple models for implementing Organization Development, one of the time-tested approaches is the **Action Research Model (ARM)**. The model was first proposed by Kurt Lewin. He coined the term in his 1946 paper "Action Research and Minority Problems". In that paper he described action research as a comparative research on the conditions and effects of various forms of social action and research leading to social action that uses a spiral of steps each of which is composed of a circle of planning, action and fact-finding about the result of the action.

Action Research describes how humans and organizations behave in the outside world and is a change mechanism that helps human and organizations reflect on and change their own systems (Reason & Bradbury, 20001)

Warner Burke's seven phase process model builds on ARM. The seven phases are **Entry, Contracting, Data Gathering and Diagnosis, Feedback, Action Planning, Intervention and Evaluation**. The third phase is about data gathering and analysis. While it is relatively straight forward to gather data about systems, process, and policies, one of the challenges that organizations face is **how to quantitatively measure the potential and performance of the people.**

The objective of any such measurement is to create a benchmark and work towards subsequent interventions. It is important to measure whether the employees have actually changed their behaviors due to the organizational development interventions. There are multiple ways of doing this. 1) Ask the employees what changes they have made on the job 2) Ask for peer feedback on what changes they have seen 3) Directly observe employees to determine what changes have been made 4) use performance measures to determine whether there has been a change

The role/centrality of people in Organisational Development has become sharper in today's world. While it may be easy to get financial and material resources it is difficult to get human processes like faster decision-making, effective negotiation, leadership development, strategy formulation. (UdaiPareek, Understanding Organizational Behavior, 2nd Edition)

The human processes is not only about individuals but is also about formation and interaction of teams and departments, establishing a collaborative and trusting climates, a dynamic culture, organisational development and turnarounds or dissolution.

When it comes to people there are few related terms of interest, Attitudes, Beliefs, and Values. Any change in organisational behavior can be achieved only when individual behavioral change is achieved. **A behavior is nothing but the overt manifestation of their attitudes and beliefs, glue like mindsets and die hard habits formed through years of conditioning.** Any change in behavior can happen only when the underlying attitudes are influenced and changed. However, changing the unconscious assumptions is not by any means an easy task.



Figure 1: Behavioral Iceberg

In management there is a common belief that anything that is not measured cannot be changed. How do we then apply quantitative measurements to something that is considered subjective and qualitative like attitudes and beliefs?

We need a way to objectify the way people behavior, attitude and beliefs are looked at. To support organizational changes methods and instruments of applied social science such as theory of personality, social psychology, group dynamics and organization theory are applied (cf. Huse 1980; French and Bell 1990). Methods and instruments are developed since the middle of this century when group dynamics as a new research field was established.

Let us now look into these scientific measurements and how it can help the organisational development activities.

Psychometric Assessments

Psychometric tests are a standard and scientific method used to measure individuals' mental capabilities and behavioral style. Psychometric tests are designed to measure candidates' suitability for a role based on the required personality characteristics and aptitude (or cognitive abilities).

Personality of a person is the unique set of attitudes, behavior and thoughts that defines a person. While no single definition of personality is accepted by psychologists the most famous definition was given by Gordon Allport who stated personality is the dynamic organisation within the individual of the psychophysical systems that determines his unique adjustments to the environment. The word personality comes from Greek work persona which means mask.

Most psychologists do agree that personality consists of three factors – **Attitudes** (affective aspects), **Behaviors** (Conative aspects) and the **Thoughts** (Cognitive aspects). Measurement of personality is significant in the light of understanding the personality of a person. The purpose of such measurements is to understand the personality in terms of **traits**.

Given the personality is influenced by both heredity and environment any measurement of personality is not complete if both aspects are not measured and an integrated inferences are made.

The three most common way of measuring personality is through inventories, observation, and projective techniques. Inventories or psychometric assessments also called self-reporting inventories provide a more **scientific** and

quantitative measure of personality. Market is flooded with many such psychometric assessments and methods to measure various traits and characteristics of individuals. Let us look at some of the most popular tools for measuring personality.

REVIEW OF LITERATURE

Assessing organizational readiness for change (Wayne E.K Lehman, Ph.D., Jack M Greener, Ph.D., D. Dwayne Simpson, Ph.D.) Institute of Behavioral Research, Texas Christian University, Fort Worth, TX 76129, USA

A comprehensive assessment of organizational functioning and readiness for change (ORC) was developed based on a conceptual model and previous findings on transferring research to practice. It focuses on motivation and personality attributes of program leaders and staff, institutional resources, and organizational climate as an important first step in understanding organizational factors related to implementing new technologies into a program.

Organisational culture in the public sector: evidence from six organisations (**Rachel Parker (School of Management, Queensland University of Technology, Brisbane, Australia), Lisa Bradley (School of Management, Queensland University of Technology, Brisbane, Australia)**)

A process of organisational change has accompanied managerial reforms in the public sector and is oriented towards the development of a post-bureaucratic organisational culture. However, there remains a limited empirical understanding of culture in public organisations. Contributes to an understanding of organisational culture in the public sector through survey research that analyses culture by reference to the competing values of internal/external orientation and control/flexibility. Focuses on six organisations in the Queensland public sector which have been encouraged to depart from traditional bureaucratic values and to adopt a greater emphasis on change, flexibility, entrepreneurialism, outcomes, efficiency and productivity. Suggests, however, that public sector organisations continue to emphasise the values of a bureaucratic or hierarchical organisational culture.

A management development model: Measuring organizational commitment and its impact on job satisfaction among executives in a learning organization (Steven Pool (Richard E. and Sandra J. Dauch College of Business and Economics, Ashland University, Ashland, Ohio, USA), Brian Pool (Richard E. and Sandra J. Dauch College of Business and Economics, Ashland University, Ashland, Ohio, USA))

The purpose of this study is to investigate the nature of organizational commitment and the impact on executive's motivational level in providing job satisfaction within a learning organization

New work attitude measures of trust, organizational commitment and personal need non-fulfillment (John Cook, Toby Wall)

Within research on the quality of working life the variables of trust, organizational commitment and the fulfillment of personal needs play an important part. Yet relevant measures with adequate psychometric support are difficult to locate, especially ones applicable to blue-collar British working populations.

Personality and Personality Measurement.(Hogan, Robert T. Dunnette, Marvin D. (Ed); Hough, Leaetta M. (Ed). (1991). Handbook of industrial and organizational psychology, Vol. 2, 2nd ed., (pp. 873-919). Palo Alto, CA, US: Consulting Psychologists Press, xxv, 957 pp.

Argues That Developments In Personality Psychology Over The Past 20 Years Suggest That People Can Be Characterized In Terms Of Their Enduring Dispositional Qualities And That Applied Psychologists Can Take Advantage Of This Information In Ways That Have Significant Consequences For Employee Development And Organizational Effectiveness / A Measured Appreciation Of Modern Personality Psychology Should Be Useful For Many Industrial And Organizational Practitioners

A look at the above research articles illustrates the importance of measuring the various aspects of human processes like commitment, trust, leadership, etc. While there are multiple approaches to measuring specific traits what is important is to understand the human system as a whole and the impact on organisational change. Understanding human systems can be done by analyzing the personality of the individuals. The purpose of this research article is to explain what Organisation Development and how aspects of personality can be measured.

MBTI

The Myers–Briggs Type Indicator (MBTI) is an introspective self-report questionnaire designed to indicate psychological preferences in how people perceive the world and make decisions. It is based on the typological theory proposed by Carl Jung who had speculated that there are four principal psychological functions by which humans experience the world – sensation, intuition, feeling, and thinking – and that one of these four functions is dominant for a person most of the time. Fundamental to the MBTI is the theory of psychological type as originally developed by Carl Jung. Jung proposed the existence of two dichotomous pairs of cognitive functions:

- The "rational" (judging) functions: thinking and feeling
- The "irrational" (perceiving) functions: sensation and intuition

Based on this there are 16 different types possible. The 16 types are typically referred to by an abbreviation of four letters—the initial letters of each of their four type preferences (except in the case of intuition, which uses the abbreviation "N" to distinguish it from introversion). For instance:

- **ESTJ:** Extraversion (E), sensing (S), thinking (T), judgment (J)
- **INFP:** Introversion (I), intuition (N), feeling (F), perception (P)

While popular among the business sectors, MBTI lacks psychological validity and reliability. MBTI does not perfectly classify people for their entire life, but it is considered to be an accurate representation of the personality of the average person for a period of time so long as there are no major changes in that person's life. So long as a person's mind is functioning normally or averagely, meaning that they have no mental illnesses that would cause the test to be obscured, the test will remain accurate until the person undergoes an experience or realization that would cause them to change. It is uni-dimensional in that it works well for a given situation but does not take into account the influence of heredity and changes in personality due to environmental changes. (<https://www.quora.com/What-are-the-shortcomings-of-MBTI>)

“Although the MBTI is an extremely popular measure of personality, I believe that the available data warrant extreme caution in its application as a counseling tool, especially as consultants use it in various business settings”—Dr. David J. Pittenger, psychometric researcher and Dean of the College of Liberal Arts, Marshall University, in “Cautionary Comments Regarding the Myers-Brigg Type Inventory”, *Consulting Psychology Journal: Practice and Research*, summer

2005 (<https://www.recruiter.com/i/critique-of-the-myers-briggs-type-indicator-critique/>)

DISC

DISC is a behavior assessment tool based on the DISC theory of psychologist William Moulton Marston, which centers on four different behavioral traits, which today are called: dominance, influence, steadiness, and conscientiousness. This theory was then developed into a behavioral assessment tool by industrial psychologist Walter Vernon Clarke.

Some companies use the DISC assessment as a way to screen potential employees, with the thought that a certain behavioral type would be better or worse in certain jobs or positions. DISC is commonly used as a tool to get to know oneself, others, and behavior in interpersonal situations better. You can learn more about yourself, others, and how to deal in situations where interpersonal relationships are involved. The tool is meant to be used for making better communication with others.

Most DISC theory questionnaires utilize a forced-choice, one most-one least response technique. Consequently, it cuts in half the number of most-least comparisons that can be made, which impacts the reliability and validity of the questionnaire.

DISC based profiling is widely used in recruitment. It is easy for individuals to learn the 'preferred' answers to the questions and hence manipulate their responses.

Moreover there are multiple versions of DISC that could lead to inconsistencies and makes reliability questionable.

FIVE FACTOR (BIG 5)

This theory suggests five broad dimensions used by psychologists to determine human personality and psyche. The five factors have been defined as openness to experience, conscientiousness, extraversion, agreeableness and neuroticism.

The frequent criticism of this tool is that it is not based on any specific theory. It is merely an empirical finding that certain descriptors cluster together under factor analysis. Although this does not mean that these five factors do not exist, the underlying causes behind them are unknown.

BAT5 – OMI (Personality Horoscope)

All the instruments provide a good perspective of the personalities. However, if we look at personality definition, it is a unique set of behavior, thoughts and feelings influenced by **heredity** and **environment**. Hence personality assessment should be a multi-dimensional study and not a single view which is what we believe most of the instruments offer.

The BAT 5 assessment from Oscar Murphy Life Strategists Private Limited provides an integrated view of the individual's personality. Following section explains each assessment in detail and how the integrated view will help in understanding the individual /team/organization. Keeping in mind the perspective that we get based on the behavioral analysis of all the assessments we call this the **personality horoscope**.

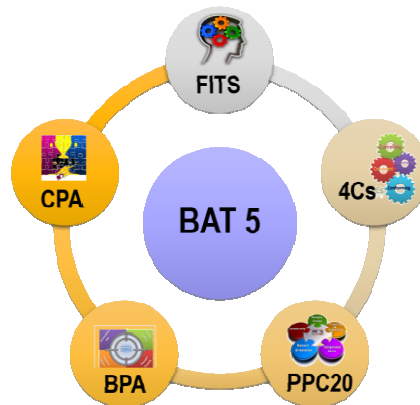


Figure 2: BAT5 Assessments

Influence of Heredity (Fits)

The influence of heredity on personality is better understood through the FITS assessment. This tool is based on the works of a famous Swiss psychiatrist, Carl Jung, who classified personality into four major types based on how we view others, gather information, process data and communicate with others. The tool helps an individual in understanding their natural personality style and tips on how to recognize and communicate with other styles. The four types of Feeler, Intuitor, Thinker and Sensor helps in identifying the true potential of an individual and maps the potential to the demands of daily life, career, relationship, etc.

Influence of Environment (4c)

Success at work while handling people comes from knowing the motivational drives, emotional responses and behaviour patterns of individuals and leveraging on them to meet the needs of the situation. William Marston based 4C's is a self-awareness profile that indicates the Controlling, Convincing, Conforming and Consistent emotional responses of people due to long-standing influences of upbringing from the individuals' environment, in order to assess various aspects like drive to overcome barriers, ability to persuade etc. It throws light on individuals as people oriented or task oriented, reflecting the style by which they will get work done. It also helps find out if an individual is '**Active or Passive**' in their approach to work and life. It also shows whether an individual would lead by providing a vision of future possibilities or by making best possible use of available opportunities. In addition it helps identify if an individual's orientation towards TASK and PEOPLE.

Competency Map (PPC 20)

This comprehensive assessment test based on the work of well recognized psychologists & management specialists like Boyataziz, Kirton, Mintzberg assesses measures 5 Meta Performance Competencies namely Managing Change, Planning and Organizing, Interpersonal Dynamics, Result Orientation and Leadership, which are further, subdivided into 20 core competencies, on a ten-point scale.

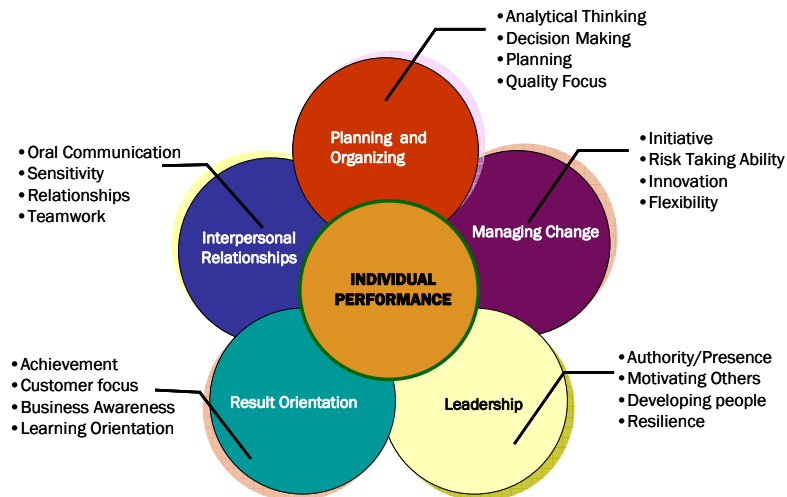


Figure 3: Performance Competencies

Communication Pattern Analysis (CPA)

Effective communication is an essential component of organizational success whether it is at the interpersonal, inter-group, intra-group, organizational, or external levels. CPA would evaluate the way a person interacts, which is learnt from the environment and his/her upbringing. This assessment is based on Eric Berne's Transactional Analysis which assesses the impact of various factors like upbringing, environmental influences etc. that establishes certain communication habits of the individual. This assessment would help deal and communicate with others at work and off work in an effective manner.

Behavioral Pattern Analysis (BPA)

Human behaviour is the collection of behaviors exhibited by human beings and influenced by culture, attitudes, emotions, values, ethics, authority, rapport, hypnosis, persuasion, coercion and/or genetics. It provides a balanced view of behaviour of an individual. The Behaviour Pattern Analysis illustrates environmental influences on an individual by identifying and comparing behaviour patterns in variable situations. This tool brings to light the manner of behaviour across situations. Thus it would benefit an individual to understand their style of behaviour, identify the same with others and flex the style accordingly.

The image below gives a nice overview of how the various assessments are integrated to derive a personality horoscope.

FITS	4C	4C	PPC 20	CPA	BPA- Interpersonal	BPA- Communication	BPA- Urgency	BPA- Information Processing
Feeler	Convincing, Consistent	People Oriented, Passive responder	Oral communication, Sensitivity, Relationships, Teamwork, Customer focus, Motivating others, Developing People	Empathy	More Extrovert	More Diplomatic	Low	Medium
Intuitior	Convincing, Controlling	Active Initiator, Task Oriented	Flexibility, Oral communication, risk taking, innovation, initiative, learning orientation	Advise, Search	Flexible with both introvert & Extrovert	More Out spoken	Medium	High Innovative
Thinker	Conforming, consistent	Passive Responder, Task Oriented	Analytical thinking, Planning, Quality focus, Business awareness, Learning orientation, Authority, Resilience	Search, Advise	More Introvert	More outspoken	Low	High Systematic
Sensor	Controlling	Active Initiator, Task Oriented	Initiative, Risk taking, Innovation, Flexibility, Decision Making, Achievement, Authority, Resilience	Criticize	More Extrovert	More Out spoken	High	Medium

Figure 4: Linking BAT5 Assessments

CASE STUDIES

Team profiling and development

A pioneer in the reality space this small and medium enterprise has grown to a leadership position in their domain. After 25 years of growth they are looking at diversifying into multiple other areas in addition to the diversification they had already done. The board of directors wanted to understand how equipped they are as an organization to grow further and what is it they need to do to accelerate growth.

As part of the interventions, the BAT5 assessments were done to the key stakeholders including the directors. Following this individual sessions were conducted with the board of directors to highlight their personality traits. In addition combining all their profiles the team profile was derived. Here the team refers to the leadership team who has been with the organization for a long time. From the report it was evident that the team was comprised of individuals who had lot of ideas, could visualize and think of the future, could come up with plans for executing the same and tends to take calculated risks. What was missing in the team is the action orientation. They did not have many individuals who were implementers with high action-orientation. This slowed down their growth as a result of slow decision making, conflicts between the idea generators and the planners.

Further to this the team was also more task-oriented than people oriented and as an organization was comfortable with mediocracy than meritocracy. Extrapolating the same, assuming the sample was a representative of the population, we can infer the organization's profile (in absence of population data).

Once the profile was shared with the board of directors they were able to relate to the situations happening in their organization and the scores from the assessments. In absence of action orientation they realized that the diversification may be a slow process and growth will not be in line with what they had anticipated. The scores gave them a quantitative benchmark to start working on the development plans.

In yet another case, a management consulting company, as part of their organization development initiatives for their client, wanted alignment of leaders towards accelerated growth and success. The organization wanted to measure the team proficiency levels in various parameters like:- Result Orientation, Team Work, Emotional Management, People Management, Internal and External Communication, Business Acumen and Process. As part of this assignment several default competencies were mapped to arrive at the parameters defined by the organization. The scores of these put together provides the score of the defined parameter. This shows the flexibility of the BAT5 assessments to cater to various needs. The scores of each individual in the team against these competencies were measured to see the overall team profile. While there were improvements required in each of the parameters what stood out were the Result Orientation, External Communication and Business Acumen.

Succession Planning

Let us now look at the application of the BAT 5 to a real world scenario. One of the areas that organizations focusing on development and transformation would consider is the performance management. They would want to identify their High Potentials (HiPo) so that appropriate developmental support can be provided. Who are these High Potentials? How do we identify them?

Let us assume Mr. X is very idea-oriented, creative, imaginative and futuristic in outlook. X would like to explore multiple options to address a problem and is not deterred by policies and procedures. However, due to the environmental influence X has been made to align to process and procedures. How can we identify the natural strengths of X?

There are multiple ways that organisations address this. At the time of performance appraisal X's manager is expected to rate X and identify the areas of strength and weaknesses. X's manager may consider X as high performer based on previous performance ratings. Generally, these high performers are seen as high potentials and any developmental programs are planned. The challenge with such a selection is that the organizations rely on the **subjective input of the managers**. The Manager base the decision on the (selective) observations made by them and could be biased. This does not allow X to share his views about the performance and potential.

Organisations tend to use 360 feedbacks to identify the HiPo. This once again is based on the perception of X that others hold based on the behavior they had observed. While X may share his own views it is still overridden by the perception of others. Based on the interpersonal relations the reviewers have with X the feedback can be for or against X.

Other assessment tools can be used but the challenge is that they are uni-dimensional and to get a holistic picture it is important to use multiple tools. This will result in cost escalation.

BAT5 on the other hand provides this comprehensive view of the individual. X can be identified as idea-oriented, creative, imaginative person through the use of **FITS assessment**. Such individuals tend to be very convincing and influential in their talks, would like to be with people and hog the limelight. They would prefer to have challenging projects. However, **4C** assessment would indicate X is a conformist and sticks to rules. This gives an input that there has been an environmental influence which has not nurtured the creative side of X but has forced him to adopt a different style. Now, when we look at competencies of X through the PPC20 assessment, we can look at X's ability to take initiative, take risks, and innovate. A lower score in these areas indicates that the potential to develop is there since X is a creative, idea person. This when combined with X's behavioral pattern at work and off work along with communication pattern provides a complete psychological horoscope of X which is then useful to arrive at a specific development plan.

A Pharmaceutical manufacturer wanted to consider an internal candidate for the role of Head of International Operations, reporting to Chief Operating Officer. This candidate is accountable for the following aspects of the job:

- Lead International operations to achieve the results within the allocated expense budget
- Overall P&L responsibility for all locations across the globe
- Open new markets in line with company's strategy
- Manage staff including hiring, performance management, development and discipline in collaboration with HR
- Handle regulatory affairs in collaboration with legal department. Maintain good rapport with local dealers.

The competencies they expected the candidate to have are:

- Influencing others
- Being an active initiator
- Team building
- Business Acumen
- Excellent communication and interpersonal skills
- Business Development
- Decision Making

The organization had asked one of their deputy directors to take up the BAT5 assessments. From the scores it was evident that this candidate was very ambitious and competitive, did not hesitate to take initiatives, a problem solver keen to take challenging assignments. He is someone who can establish cordial relationship with others, listens to others views before taking decisions. He also came across as someone who takes initiatives and relies on planning although at times may end up delaying tasks due to the planning. The advantage of these assessments is that even **over strengths are identified**. For example, if the candidate has over strength in communication implying he may tend to not listen at times but may end up hogging the time or if there is over strength in team work then the candidate may end up agreeing to team demands and get into groupthink just to stay popular within the team.

Once the **strengths and limitations** were known, the organization could take a decision based on the scores and the interpretation of the assessments. In the absence of the battery of assessments the organization would have resorted to uni-dimensional and/or other tools which provides a subjective view and does not provide an integrated view. To get such a view the organization would have to administer multiple tests leading to cost escalations.

Hiring the Right Person for the Right Job

The Director of a HR consulting firm wanted to hire a senior manager for one of his client organization in the utilities space. The senior manager was to oversee their finance, marketing and procurement units in the south east region. Around 5 candidates were considered for this position. All candidates had taken the BAT 5 assessment. While the resume of each candidate captures the experience of each of them the HR director wanted more scientific data with respect to their potential and personalities. A sample of the job responsibilities included

- Monitor and track the financial data for each month to ensure the spend is within the budget
- Work with business to define budgets for the financial years
- Publish management information data to track the metrics and measurement
- Establish well defined process for procurement of goods from vendors
- Manage the vendor relation and create an awareness of the values and beliefs of the organization

The BAT5 reports helped the director to **understand the competency** of the individuals. The Psychometric assessments gave a clear picture of the candidates in terms of their analytical ability, decision making skills etc. It also helped him to understand their communication patterns, motivating factors, leadership style, response to conflict, potential roadblocks, pressure points, ability to manage change, plan and organize work, ability to lead a team, driving results and so on. This helped them to narrow down the candidate best suited for the role.

Three of the candidates came out to be more passive in their roles, with task orientation and low confidence. A couple of candidates were found to satisfy the job responsibilities and the director took it forward to make their decision.

CONCLUSIONS

Organization Development or any change management for that matter involves **two** aspects. **Changing the reality and changing the perception.** The latter is more of a sporadic process and is much more complex than changing the systems, policies and procedures. Every organization has its uniqueness when it comes to organizational culture. The behavior, attitude and thought process of the people define the culture of an organization. Without a quantitative approach to measure such attitudes it becomes a challenge to bring about any change.

As we have seen from the above case studies a **battery of assessments always gives a better understanding of the personality and the potential of the individual**, team as well as the organization. Such comprehensive battery of assessments provides a **quantitative measure** of something that is otherwise seen as subjective. The assessments can be used for **recruiting the right people for the right job**, so as to minimize, the cost of recruitment, business failures and wasted time. In the realm of performance management the personality horoscope helps an organization to **identify the potential** and measure the performance of the individual in terms of behavioral competencies. Succession planning, learning and development and overall organization development are other areas where the assessments help.

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APPENDIX I

Sample Score & Recommendations

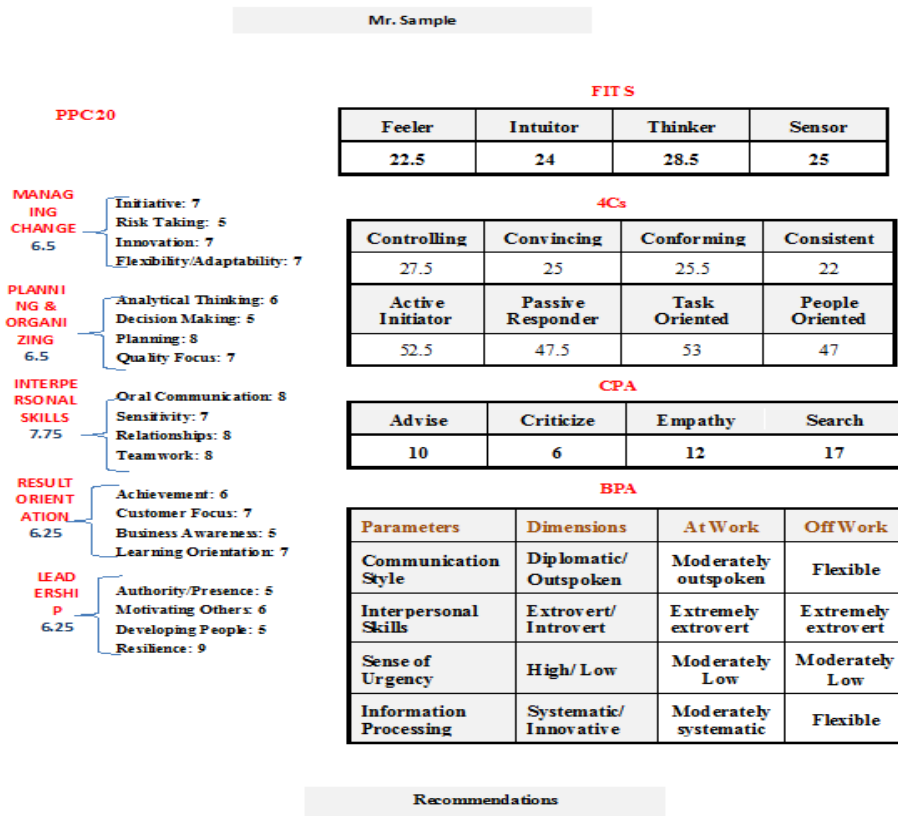


Figure 5

Mr. Sample is a **competitive** and **ambitious** individual, who **works hard** and desires to **make a mark** in his profession. He has the ability to look for **feasible solutions** which could fit within the **existing framework/system**. Being a **natural problem-solver**, he tends to take up **challenging assignments** with **enthusiasm**. Thus, he exhibits a drive to **overcome barriers** and deal with setbacks **confidently**.

Wanting to gain acceptance, he **builds rapport** and **maintains cordial relationships** with everyone. His **interpersonal/networking** skills will allow him to handle his relations with internal multi-cultural teams, vendors and customers. Being a **strong team player**, he involves others in decision-making and takes their **challenges** into **consideration**. He **articulates** his **thoughts** and plans to implement it in a **logical, goal-oriented way**.

He enjoys **gathering information** from various reliable sources for his opinions to take a concrete shape. With **respect for existing systems**, he may be inclined to **operate within the framework** of **organizational mission, goals, and objectives**. **Systematic** in his approach, he can **structure** his own activities and those of others. Setting **detailed plans** in place, he would **delve into the details** to ensure **strategic business development**. Being naturally inclined to **analysis**, he would support his decisions with **facts** and **logic**. Furthermore, his capability to **break things down** into simpler aspects would enable him to **troubleshoot** and **devise solutions** to run commercial operations effectively.

With a willingness to bring about a change he would be constantly on the lookout for **growth opportunities**, and is driven to **achieve success**. He tends to approach every situation with the **attitude of an efficiency analyst**, and is not shy about pointing out **what could be done better**. Bent on **continuous improvement**, he strives to **be the best** in his field, incorporating **novel methods** that would guarantee the budgeted results.

Taking initiative, he would be able to **lead** his **team** through a variety of situations, relying on his **flexibility** and **experience** to handle issues. He possesses **leadership qualities** and has the **self-confidence** to **inspire** his team. Moreover, giving preference to task completion, he would be able to get things done through his team. **Delegating tasks appropriately**, he would **empower** them to accomplish targets, providing **regular feedback** and **guidance**. With his **eye for details** and **cost consciousness** he would not hesitate to ask questions, which would be an added advantage in handling **regulatory/legal matters** related to international operations.

Focusing on **task accomplishment**, he takes prompt action to reach his targets and **drive results**. In this pursuit, he would go to great lengths to **seek resources** and get the job done, **striving to exceed customer requirements**. Apart from being **highly result-oriented**, he tends to use **customer satisfaction** as a yardstick to measure his own performance.

Given his years of experience, **Mr. Sample** has developed a host of competencies relevant to his professional progress. Having said the above, his **over-strength** on few **competencies** may also have certain negative **implications**. For instance, being a **scrupulous planner**, he is unlikely to proceed with any action unless a plan is in place. This inclination to create detailed plans may however **slow him down** when required to **revise** business development **strategy on short notice**. In aspects like resilience, communication, relationships and team work, he may need to **capitalize** on his **abilities** while also addressing his **potential pitfalls** to make the most of every opportunity and **accomplish goals** successfully.

Overall, he has the capability to come up with **realistic ideas** to bring about growth for the organisation. As a **dynamic individual**, he exhibits his capability to drive performance through others, clearly communicating expectations and **achieving results**. Also, his natural ability to **organize, analyse** and place importance on critical details allows him to **deliver quality services** to the organisation.

Thus, he comes across as a **strong performer**, with strong leadership skills, **pro-active to take initiative**, effective **decision-making** ability, **collaborate with team members** and has the **potential to lead** international commercial operations to achieve organizational objectives. Hence, he may be considered for **elevation** to the role of **Head of International Operations**

APPENDIX II: SAMPLE REPORT – 2

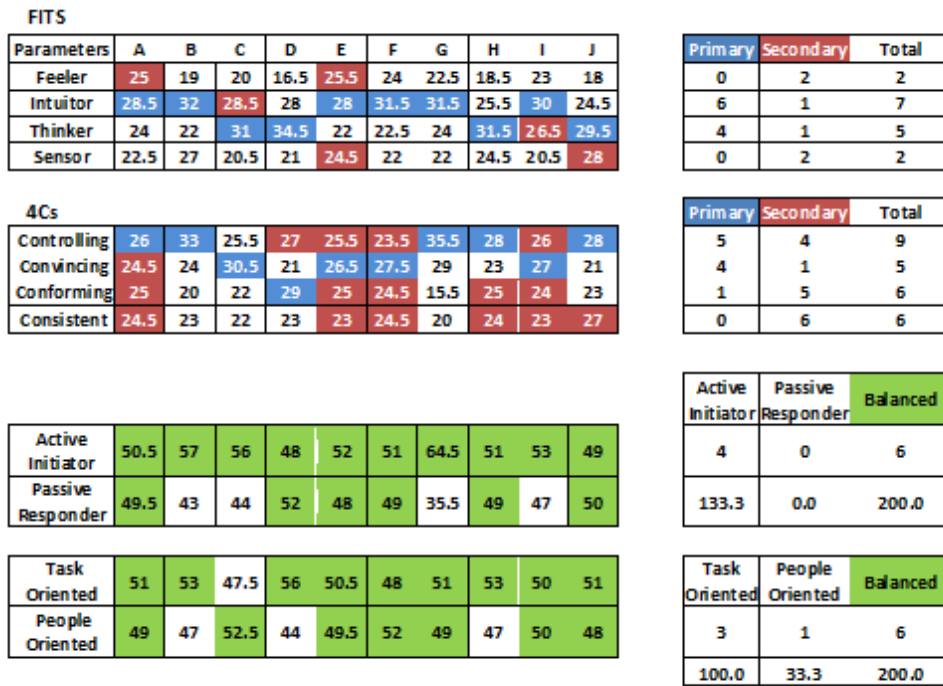


Figure 6

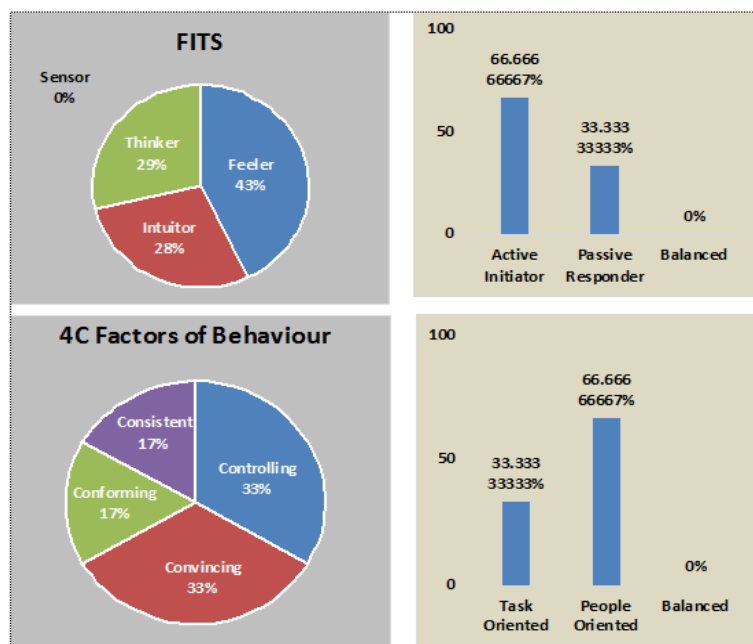


Figure 7

Table 1

PPC 20											Average	Low	Good	Over Strength	Total
Initiative	9	7	4	5	5	7	9	2	6	6	5.5	2	6	2	10
Risk Taking	8	5	9	3	4	2	9	3	4	5	4.9	5	2	3	10
Innovation	6	7	7	7	5	8	9	5	6	6	6.6	0	8	2	10
Flexibility	1	6	5	7	3	8	9	3	6	6	5.9	3	5	2	10
Analytical Thinking	4	5	7	6	4	6	7	5	5	6	5.8	2	8	0	10
Decision Making	9	4	2	6	3	6	7	4	7	4	4.9	5	4	1	10
Planning	6	4	4	6	5	8	7	3	6	5	5.5	3	6	1	10
Quality Focus	8	5	4	7	3	7	8	7	6	7	6.1	2	6	2	10
Oral Communication	8	6	4	8	6	8	10	4	7	8	6.9	2	3	5	10
Sensitivity	6	5	2	7	2	8	5	2	5	6	4.6	3	6	1	10
Relationship	7	5	3	8	4	9	7	4	6	5	5.8	3	5	2	10
Teamwork	6	7	4	8	4	9	6	4	7	8	6.3	3	4	3	10
Achievement	9	6	4	4	6	10	9	3	7	5	6.0	3	4	3	10
Customer Focus	7	8	7	8	2	9	6	1	6	6	5.6	2	5	3	10
Business Awareness	4	5	7	6	4	9	7	6	8	7	6.8	2	6	2	10
Learning Orientation	8	7	8	7	5	8	8	3	7	7	6.6	1	5	4	10
Authority	7	6	4	6	4	6	5	2	7	7	5.1	3	7	0	10
Motivating Others	10	6	6	6	5	7	10	8	6	8	7.0	0	6	4	10
Developing People	6	6	8	5	2	7	5	3	7	7	5.5	2	7	1	10
Resilience	8	7	2	5	3	9	8	3	8	8	5.8	3	2	5	10

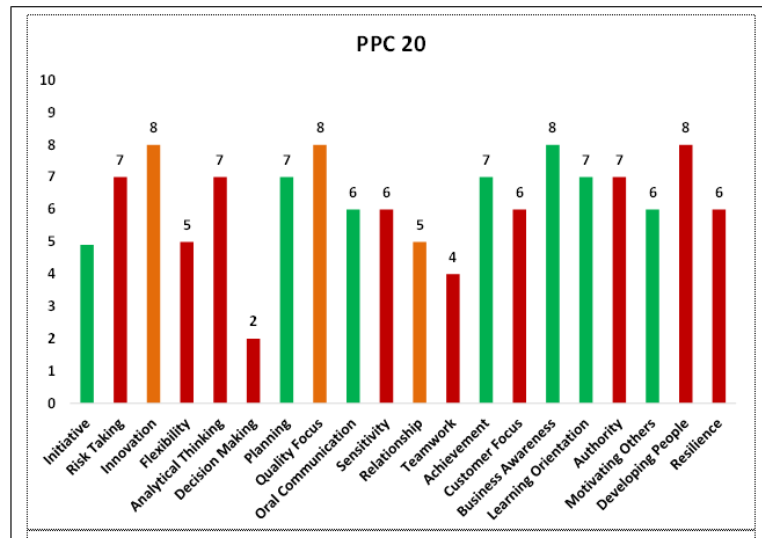


Figure 8

Table 2

CPA											Low	Good	High	Total
Advise		8						4	2		3	1	6	10
Criticize											0	2	8	10
Empathy		7	7	14	9		11	11			6	2	2	10
Search	3		7	12	7	9		11	13		7	2	1	10

Table 3

AT WORK	Communication Style Diplomatic / Outspoken	Extremely Outspoken	Extremely Outspoken	Flexible	Moderately Diplomatic	Flexible	Moderately Outspoken	Extremely Outspoken	Flexible
	Interpersonal Relations Extrovert / Introvert	Extremely Extrovert	Extremely Extrovert	Extremely Extrovert	Moderately Extrovert	Moderately Extrovert	Extremely Extrovert	Extremely Extrovert	Moderately Extrovert
	Sense Of Urgency High / Low	Flexible	Moderately High	Moderately Low	Flexible	Moderately Low	Extremely Low	Moderately High	Flexible
	Information Processing Systematic / Innovative	Extremely Systematic	Moderately Systematic	Extremely Systematic	Moderately Systematic	Moderately Systematic	Extremely Systematic	Moderately Systematic	Moderately Innovative
OFF WORK	Communication Style Diplomatic / Outspoken	Extremely Outspoken	Extremely Outspoken	Flexible	Flexible	Flexible	Moderately Outspoken	Extremely Outspoken	Moderately Diplomatic
	Interpersonal Relations Extrovert / Introvert	Extremely Extrovert	Moderately Extrovert	Extremely Extrovert	Moderately Extrovert	Flexible	Extremely Extrovert	Extremely Extrovert	Moderately Extrovert
	Sense Of Urgency High / Low	Flexible	Flexible	Flexible	Flexible	Flexible	Moderately Low	Moderately High	Flexible
	Information Processing Systematic / Innovative	Extremely Systematic	Moderately Systematic	Moderately Systematic	Moderately Systematic	Flexible	Extremely Systematic	Flexible	Moderately Innovative

