

Sara: Hi everyone, and welcome to today's webinar, ***Why Are They Acting That Way?: Training on Personal Styles***, hosted by HRDQU and presented by Dr. Keera Godfrey. My name is Sara, and I will moderate today's webinar.

Sara: The webinar will last about an hour, and if you have any questions, go ahead and type them into the questions area on your GO2 control panel. We'll then answer them as we can when they come in. After the session for what time we have, if we run out of time then we will definitely get back to you by email, so don't hesitate.

Sara: If you open up that questions area on your control panel, type in there, click submit, those questions will come through to us. Today's webinar content is from our self assessment and workshop Personal Style Inventory. If you are interested in delivering this training within your organization, please contact HRDQ.

Sara: And our presenter, our presenter today is Dr. Keera Godfrey. With 15 years experience, Keera is a change management and training consultant helping organizations connect, build, and invest in their greatest assets, people. Whether re engineering business processes, implementing a new information system, or augmenting staff, taking care of people is critical to success.

Sara: In 2010, Keera founded Naris Communications, a company that specializes in designing training programs, developing stakeholder communications, and delivering leadership training to support organizational transformation, performance improvement, and information system implementations.

Sara: Welcome, Keera, and thank you for joining us today.

Keera: Thank you so much, Sara. It's really a pleasure to be here and to join this webinar today. So we have a full schedule here, and so I want to get started. So here's our agenda that we have. We're going to talk about what are personality style assessments, and we're also going to discuss what they are not. Then we're also going to talk about why use a personality style assessment. We're going to talk about the four dimensions of the Jungian theory, sorry. For this session, I do ask that you please have a piece of paper and pen handy. You will need it to keep track of each of the traits as we move along.

Keera: So as we talk about the Jungian theory, we're going to talk about the strengths

and weaknesses of each and also the clashes of those preferences, as well as the application of the style awareness. Like Sara mentioned, we'll have time for Q&As at the end.

Keera: So let's get started here. The personality style inventory, PSI as we'll talk about it today, it was developed by HRDQ to provide you with some simple insights into your preferences for using your mind, your will, and your emotions. So these preferences produce a personal style that characterizes your most frequently used pattern of thinking, as well as behaving.

Keera: So your thoughts are linked to your behavior, and I'm sure many of you have heard motivational speakers say, "If you want to change your life, change your thoughts. Change the way you think." So this statement is true. Your individual preferences are inborn, and then they are developed by your life experiences. So the words personality style, and behavioral styles can be interchangeable.

Keera: The personality styles assessment also assesses your strengths and your weaknesses. This is not from a performance point of view, but rather it's from a personality perspective. For example, it assesses your ability to collaborate or to listen attentively, to be patient in times of high stress. So overall your personality style is all about assessing how you show up in the world.

Keera: So now let's talk about what the personality style assessment does not assess. So, the personality style assessment does not assess your traits, a distinguishing characteristic about your personal nature, whether it's good or bad. It does not assess your ability, what you can accomplish, or your skills, how well you do at a particular task. It also does not assess your character or your ability to do what's right. Also, it does not assess your confidence, which is your ability to comprehend and perform in a particular job area.

Keera: So now let's move on. Why use one? As a trainer, I use personality style inventories and assessments as I train, and I find it to be very helpful. So I would say that using these styles is especially true if using it, if you work in large groups or if you train over multiple days, that's when I find them to be most helpful, especially when I'm teaching sales classes or leadership classes or any of those related courses.

Keera: It is important to understand when to use these, and so individuals learn about themselves using these type of personality style assessments. They also raise their self esteem. Often the self knowledge can free us to try new ways of being and doing, or it allows us to accept ourselves and others more fully. Also, personality style assessments, they also help enable constructive use of individual differences. So by learning how to deal or cope with others, we may think we may choose to adjust our behavior to be more accommodating and collaborative in a group setting.

Keera: Also, it enables, improves communicate, enables better and effective communication. Our communication with others can become more honest and effective as we gain a better understanding of ourselves and others. Also, it leads to effective conflict management in many situations. It is important to realize that we are all of the various groups I'm going to show you in the personality style inventory. So it allows us to see things from another perspective. Also it provides insights for how to influence others effectively as we learn how to approach and work with others who may think differently than we do.

Keera: Also, using these personality style inventory is great for professional development. As we move and work with people in different environments and at different levels of the company, the better we will be. We will also be open to new opportunities as well. So all of these things are critical when conducting leadership training, project management, basically anything involving training people to interact with colleagues and stakeholders, a personality style inventory would be most beneficial to the work that you do.

Keera: So here's a picture of Carl Jung. We talked about the Jungian theory, and so this is his theory. So in this I'm going to share with you, to first describe this theory that was conducted by Carl Jung. This was in 1921 in a book called Psychological Types, and there was about six volumes of work that he has done, and his collection is a six volume of his collected work. So Jung developed these categories from decades of observations with his clients in his clinical practice as a psychoanalyst.

Keera: He also found evidence that these preferences in history, in politics, in literature, music, art, and all the world around him, in every culture he studied he saw these preferences that I'm going to talk to you about. So many, if not all of the behavioral assessments that exist today were developed based on Carl Jung's research.

Keera: All right, let's get started. So what are the four pairs of traits? The personality style assessment measures your relative preference in four pairs of traits that relates to perceiving, which is the types of information to which you pay attention, and judging is how you make decisions. So there's the two major areas where you're perceiving how you, again, how you perceive the different types of information, what do you pay attention to, and also judging, how do you make decisions. So those terms are going to come up a lot as we continue our conversation.

Keera: So the differences in the way people prefer to perceive and to make judgments about their perceptions lead to differences in behavior or personal style. So people have preferences about where they choose to exercise their perception and judgment. Some people are outer world oriented. They are referred to as

extroverts. Others are inner world oriented, and they're referred to as introverts. Perceiving refers to the way which people become aware of things, of people, occurrences, and ideas.

Keera: So there are two ways of perceiving. One is through sensing, and the other one is through intuition. Judging refers to the way in which people come to conclusions about what they have perceived. So there are two ways of judging. It's either by thinking or by feeling. Finally, people prefer one mental process to another. Some people favor the perceiving process, others favor the judging process. So the following preferences are present to some degree in all people. It is the extremes that are described here as we go through. The strength of the preference is indicated by your score on the PSI.

Keera: So that strength will determine how closely the following descriptions will fit your own personality. So let's continue and it'll all become a little bit clearer. All right, let's first talk about how to orient yourself, how do you orient yourself in the world. So, because the words extraversion and introversion are used often in every day language, it is used to separate Jung's meaning from the common use. So let's talk about this a little bit more.

Keera: Let's take a little poll and let's see how you describe yourself. So on your sheet of paper, look at the words in group A, and also look at the words in group B. Tell me, which group of words describe you most? In group A, are you outgoing, sociable, cordial, enthusiastic, good people person? Or B, are you more thoughtful, careful, quiet, self-controlled, principled? Which group do you fall into as you describe yourself?

Keera: Okay, oh good. All right. Let's see here. So if you fell into group A, then you fall under the extraversion, where you value the outer world. You relate, relates freely to others. Share your thoughts and feelings easily, you try to conform to others' expectations, shifts values and behaviors easily. So the words extraversion and introversion are used in every day language, is used to, again, to separate Jung's meaning from this common usage. When most people hear the word extrovert, they think of happy go lucky party people.

Keera: And of course when they think of introverts, they think of some of those social misfits who may sit by themselves or may dream a lot. So that's what they typically think. So while some of these stereotypes may be associated with these general approaches to life, there are many extroverts who are socially awkward. Then many introverts who may develop great social skills. So Jung's included far more than these simple meanings in his definitions when he talked about the introvert and extrovert.

Keera: Like I said before, the extroverts, they attend to the outer world, the people, the events, the rules, the expectations of others and society more than the inner world. So they are sensitive to the outer world ways of being and trying to fit in,

and become what is accepted and valued by that world. So more of a dominant extrovert must interact with and observe the outer world to find out what its expectations are for them so they can move comfortably towards those expectations. So those of you who preferred the group A, then we're talking about that extraversion.

Keera: The introversion here, the words that that more so describes would be values personal inner world, relates to others with caution, shares thoughts and feelings only with trusted other, people that they trust. Sets own direction from inner compass, and then also maintains their own direction in face of outside pressure. So introverts may know what the outer world expects, but they attend more to their inner beliefs, their inner expectations, desires, values, and logic.

Keera: Introverts seek to behave in ways that have meanings to them as individuals. They use their own inner processes to their barometer of the behaviors that seem appropriate to them. So more of the dominant introverts must step back from the world so that they decide what it means to them and how they choose to respond to it.

Keera: So we talked a lot about the extroverts, let's just go in a little bit deeper as we describe extroverts. You see here some of the strengths of being an extrovert is understanding what the external world wants, also interacting with others, using group consensus to solve problems, and going along with group decisions. Extroverts are very good at this. Some weaknesses of extroverts may be making independent decisions and sticking to them, that's a weakness. Or getting tasks done alone, having meetings with memos or emails would be more appropriate for the extroverts. Then also, sorry, having meetings and memos are weaknesses for the extroverts. Then also maintaining attention to tedious solitary activities. Again, the extroverts prefers to interact with others.

Keera: Then on the introvert side, here are some strengths. Working alone, independent thought. They're not impulsive. Also the ability to concentrate, working with ideas, and also having a clear direction. Some of the weaknesses that a introvert may have is becoming aware of the world around them. Again, this group typically may desire to work alone. Also there may be some missed opportunities. Because they're working alone, the weakness can be that there could be some missed opportunities. Also not making the critical input that may influence decisions, mainly because either they're not at the meeting, or at the meeting they may not be speaking up. Then also not establishing context for ideas, so others may relate and accept more easily being able to set the context of how it relates to the external world. Sometimes a introvert may not do that very well.

Keera: All right, so let's talk about how an extrovert or an introvert may show up in times of conflict. So although our culture has placed a premium on extroversion, there is nothing inherently negative or positive about either orientation.

However, this is another area in which our differences may serve as the basis for conflict or misunderstanding. So in the time of conflict, it is important to recognize the differences and learn how to work with each other, especially considering some of the things we just talked about, some of the strengths and weaknesses. It's an idea of being able to maximize the strengths and then balance out the weaknesses in a team setting.

Keera: All right, so let's move on. How do you perceive the world? So how you perceive the world, people have two general ways of finding out about the world, either through their senses or through the process that transcends the senses, commonly referred to as your intuition. So both ways of perceiving are used to some extent by all individuals. From infancy on, however, people develop definite preferences. These preferences become more trustworthy as they are reinforced and developed through youth. So either intuition or sensing becomes a preferred way of experience or how you perceive the world.

Keera: So let's just do another exercise. How do you describe yourself? Look at group A and look at group B, and tell me, do you identify more with group A or group B? Group A is exact, realistic, sensible, conservative, precise, whereas group B is original, creative, visionary, insightful, or theoretical. Which group describes you? Okay. All right. So if you choose group A, then you fall into the sensing group, and if you chose group B, you fall into the intuitive group, intuition, or intuiting.

Keera: So sensors pay most attention to specific factual concrete details. They're interested in evidence they see, they hear, they can touch, they can smell in their internal or external worlds. Because their awareness is usually in the here and now, they are generally thought of as having their feet on the ground. They can be trusted to record events accurately and are able to recall the use of this information with great skill. So for issues requiring careful consideration of details, sensing types are effective problem solvers.

Keera: So the intuiters, and this is referred to with the letter N, are consistently looking for meaning and relationships beyond the reach of the typical five senses. They are interested in theory, ideas, meaning. They speculate using what if type questions. Because they do not pay careful attention to the here and now, they may ignore some facts and details. Instead, they are capable of making spontaneous leaps of imagination that enable them to solve certain kinds of difficult problems easily. Why? It is the general mode of the intuiter to do something like this, where they're not into the facts and details, but there's a certain type of questions, certain types of problems that this group is very good at.

Keera: So there are advantages and there are blind spots in each way of perceiving. We all use both processes, but through inclination and practice, we develop one perceiving function more than the other. As we become better at the function

we practice, we often forget that the other function exists. Sometimes we get impatient with those around us who use the opposite function of perceiving.

Keera: So let's talk a little bit about some strengths and weaknesses of both. As you can see here, for sensing, some of the strengths are definitely like we talked about, the attention to details. That's a definite strength. Also the practicality, the ability to work with tedious details. So you may see a lot of accountants may have this trait, it's a stronger trait. Then also very patient. Some of the weaknesses though is not seeing the possibilities because you're stuck in the here and now, so you may not see the long term possibilities of various ideas or innovation. Also sometimes you may lose sight of the big picture, or another weakness is solving problems using only the concrete. Because you only use the concrete, that's a weakness, especially when the problem may be more of an internal problem. Then also frustration with the complicated, that can be very considered to be a weakness. Then slowness in completing tasks, that's a weakness, because typically those that are more sensing that they are in the facts and they're in the details, which takes more time to analyze. Therefore, it may be perceived as slowly moving along with a task.

Keera: Then for those who prefer or have a trait of intuiting, the strengths are seeing possibilities, also working out new ideas. Again, new innovation, problem solving, and again, there's certain types of problems, especially when the problem may be, "Hey. We need a new innovative way of solving some type of ..." maybe an environmental problem, this group is very good at. Also working with the complicated, especially when things have various different angles and aspects, and even personalities, this group may prove to be very influential and impactful in those areas. Also being able to look ahead, which is a definite strength.

Keera: Some type of weaknesses can be the inattention to details, also losing sight of the here and now, the dislike of the tedious. If something is taking too long in terms of being able to analyze, if there are too many numbers, facts, and figures, those who are more intuiting may not prefer this. This can be a weakness. Also the lack of patience, and then the leaps of logic can be a weakness.

Keera: So, again, most times in certain situations when you have groups of people who may have different ways of viewing or behaving or how they perceive the world, you can experience some type of conflict in terms of how we perceive the world. So again, we want to see the strengths of each trait and see how we can work as a team together and see how we can value what each member brings to the table or brings to the situation, and how, again, it can be an exchange of strengths and weaknesses to help meet the common goal of the team.

Keera: All right. Let's move along. Let's talk about how we make decisions. So thinking and feeling are two ways you make judgments based on your perceptions, so

neither way is better than the other, they simply are different and more or less effective depending on the situation. So let's talk about this a little bit more. Let's have a quick exercise here. So how do you describe yourself? Do you see yourself as group A or group B? Group A would be systematic, logical, objective, reasonable, calculating. Group B would be more humanistic, empathetic, compassionate, warm, sentimental. Which group describes you, group A or group B?

Keera: Give you a minute just to jot it down there. All right. Let's see. So, you are group A if you're the thinking group, and then group B, you prefer more the feeling. So thinkers make decisions using logic and analysis. They weigh evidence and draw conclusions based on the strengths of the evidence, so thinkers prefer situations in which systems and procedures have been carefully constructed and communicated. Consequently, much of the thinkers' energy may go into creating logical systems for deciding, for the decision process.

Keera: Feelers make decisions on the basis of empathy, personal values, a strong gut level convictions. Underlying the feelers' decision process is a set of values about how the world should be, what is right and wrong. Consequently, feelers often commit their energy to shaping the world into their image of the way it ought to be. Let's move a little bit and talk about the strengths and weaknesses of the thinkers.

Keera: So definite strengths of the thinkers are logical analysis. They love it. They're very good at it. Also objectively looking at situations, even in personal situations their objectivity becomes a strength. Also they tend to be organized and also have the ability to think critically, and then also standing firm. They have their thought processes and they've come up with logical ways of even making the decision, like we talked about. So they tend to stand firm on their decisions.

Keera: So the weaknesses can be simply not noticing people's feelings in the process, understanding others' values and their importance, and then the lack of interest and conciliation may also be a weakness. Then this group may not express their feelings in certain situations, and also a lack of interest in persuading or motivating others, which is a definite weakness, or can be a weakness.

Keera: So let's talk a little bit about the strengths and weaknesses of the feelers. So feelers, they do a great job of considering other people's feelings. Again, they're very empathetic, understanding the needs and the values and feelings of others is a strength. Also they do have an interest in conciliation, as well as the ability and interest in persuading and arousing enthusiasm.

Keera: As we look at some of the weaknesses, so some of the weaknesses can be just not being logical, maybe being too subjective in certain situations rather than being objective. Also, being organized around values rather than logic can be a weakness in certain situations. Also being uncritical and overly accepting, and

then also basing decisions on values and feelings alone, that can definitely be a weakness, and I'm sure some of you can think about some business situations where that may definitely show up as a weakness.

Keera: So again, both groups, the thinkers and the feelers in some situations may see conflict. The thinkers may be thought of us as irrational or senseless or gushy, you know, mushy gushy types. The feelers may think that the thinkers are unfeeling or impersonal or more stoic. So each group have ideas of what they think or stereotypes really of what they think the other person is. Again, as we talked about, that there are a value in both ways of making decisions. So again, it's important to see the positive ways, and then again, to learn how to work together to accomplish and to meet your project goals, because in certain situations you do want people who are more empathetic and who are more aware of feelings, especially in situations where there is conflict or high levels of change in the organization, you do want people who have a strong pulse on this information and then sharing it with the group. Then you can make decisions together of how you're going to influence and also meet your goals.

Keera: So your attitude toward life, let's talk about that next. So almost all of us have developed a general mental process that we use in our daily lives. Although we all must make decisions every day, some of us are more interested in the ... We are more of the data collection process. We're more interested in that process, the perceiving. And some of us are more interested in the outcomes, where there's the judging. So Carl Jung found that almost all of his clients and others whom he knew well had developed one member of these pairs of traits more than the other.

Keera: So he noticed that most people tended to be either dominant perceivers or dominant judges, although Jung discovered the importance of perceiving or judging to individuals, by talking to them over long periods of time, later workers in the field studied, they added that the last pair of dimensions measured by the PSI, they added the judging and the perceiving dimensions. So let's get into that a little bit more.

Keera: So group A, let's see how you describe yourself. Group A would be if you consider yourself to be firm, decisive, self-assured, planned, determined. Group B, if you consider yourself to be flexible, adaptive, open minded, tolerant, compromising. How do you describe your self? So on the same sheet of paper that we've been using, do you describe yourself as group A or group B?

Keera: Okay. So let's see. Group A, then you would be more of the judging type, and group B, you would be more of the perceiving type. So judges are firm, decisive, and sure of themselves. They prefer to examine a few facets they consider relevant to the problem and then come to definite conclusions. Once a decision is made, judges rarely reconsider it because they are less open to new perceptions of data. So having made the decision, they feel it's time to move on.

- Keera: So the perceivers are more interested in data rather than the outcome, so they prefer gathering information from many sources and remaining flexible, non-judgmental, and adaptable to new or conflicting data. So even after perceivers make a decision, they're willing to reconsider it and continue to be open to the possibility of change, which is wonderful in this day and age.
- Keera: All right, so let's talk about judging, some of the strengths and weaknesses. Again, some of the strengths of judging can be deciding, planning, making quick decisions, being willing to evaluate standards and expectations, going through the process of approving whether or not criteria have been met, and so we'll find that many people who prefer or have a judging trait, they tend to work well in areas of quality assurance. That's a wonderful area for this group.
- Keera: Some of the weaknesses may be also though, being unyielding and stubborn, not being flexible, not being able to consider or change your decisions based on new evidence or new information. So therefore this group may be seen as rigid or lacking adaptability, making decisions with insufficient information. Sometimes all the information is not there, but the decision has been made. Weakness can also be dismissing others' concerns, also being controlled by the task or the plan, again, and the timeline, and not being willing to really take a moment and consider feelings or consider new information. Then also unwilling to reconsider in the face of new data, definite weakness.
- Keera: On the perceiving side, some of the strengths are seeing all sides of the issues. That's definitely a strength. Flexibility and adaptability, definite strengths. Deciding based on all available data, not being judgmental about that process of reaching a decision, and then compromising the task and plans for the good of all. That's definitely a strength of perceivers.
- Keera: Then some of the weakness here, being indecisive, because you're waiting for a lot of information, not being able to make decisions quickly. Not planning, also a weakness can be having circumstances make the decision for them, because you're not making the decision, so therefore the situation makes the decision for you. It can be just because time expired and a decision had to be made. So the inability to make quick, firm decisions, definitely like I said, a weakness. Then rushing to complete tasks because of a deadline, which is a definite weakness.
- Keera: So as we look at judges and perceivers, especially in the workplace, we talk about that yes, that there can be situations where the conflict can arise. So the judges may see perceivers as indecisive, as weak, as hesitant. Then the perceivers may see judges as stubborn and presumptuous and short sighted. So one can guess that these two attitudes towards data and decision making might cause conflicts between people with opposite preferences. So again, we want to make sure that we look at the strengths, look at the weaknesses, and balance them out so that we can, once you become aware of it, then now you're more

conscious of it, and now we can make some changes and be willing to accept others' ideas and others who may be stronger in this area.

Keera: So we talked about the four pairs of traits here. People have preferences about where they choose to exercise their perception and their judgment. Again, some people are outer world oriented. They are referred to as extroverts. And some people are inner world oriented. They're referred to as introverts. So if you fell into that group of an extrovert, the symbol for that is E, so I just want you to mark next to your extrovert, mark the E symbol. And for those who relate to more the introverts, this is again how you orient yourself to the world, put an I there. Then I'll show you what to do with that information. So E if you're an extrovert, I if you're an introvert.

Keera: Perceiving refers to the way in which people become aware of things, people, and occurrences and ideas in the world, so how you perceive the world. Again, we talked about two ways of perceiving. One is the sensing and the other one is intuition. So if you had more of the sensing, that's more the S as your symbol. Then also the intuition would be the N as the symbol.

Keera: Then we talked about judging or how you make decisions refers to the way in which people come to conclusions about what they perceive. So there are two ways of judging, one was the thinking, and the other one was feeling. So again, you're going to use a T if you were in the thinking group and an F if you're in the feeling group.

Keera: Finally, people prefer one mental process to the other, which is reflected in their attitude towards life. Some people favor the perceiving process, and others may favor the judging process. So again, the perceiving put a P, and judging please use a J.

Keera: The following preferences are present to some degree in all of us. All of us, there's some situations where we may perceiving and some situations where we may judge. So we use all of these. It is the extremes that we have been describing throughout this webinar. The strength of a preference is indicated by the score in the PSI, so as you use the PSI, you will begin to see a score.

Keera: It'll look something like this here, and that strength will determine how closely the following descriptions fit your own type of personality. So when you look at it, there are 16 basic personality combinations that you can have, depending on the mix of your preferences. For example, INFJ would be the personality style for an individual whose preferences are introversion, intuition, feeling, and judging. So notice that you have some degree of strength in each of the eight preferences. Your personality style is composed of all four preferences, so it's one from each pair.

Keera: So by knowing your own personality or behavioral style and that of your team,

you can better accomplish tasks and truly maximize abilities. The key is having a diverse personality style on your team and being able to meet the needs of the people that's on your team, and understanding the common goal.

Keera: All right. I just Anna leave you with a quote here. So, "Teams succeed because they are exceedingly human. By acknowledging the imperfections of their humanity, members of functional teams overcome the natural tendencies that make teamwork so elusive." Just think about that a minute, just the first sentence alone, "Teams succeed because they are exceedingly human."

Keera: I know we're living in the world of AI, and as that become more, artificial intelligence, and as they become more relevant in our world, there will always be a need for the human aspect of being able to show empathy, of being able to perceive and to judge, being able to look at certain situations and looking at data, but yet being aware and understanding of the situations where some empathy may be needed and how we perceive that type of information.

Keera: So as we look at the information here and as we look at the personality style inventory, there are many applications for how you may use this information. A strength carried to excess becomes a blind spot that can hurt your performance. It can result in bad decisions and lose the contributions that others could make to make the situation better. So if you have overdeveloped one attitude or dimension in the virtual exclusion of the opposite, then you may find yourself unbalanced.

Keera: So being able to balance your teams and seeing strengths and the personality styles in your individuals and in your teams, even in a couples setting can be very beneficial. So there are several coaching applications for the personality style assessments, ranging from all the work that you may do as trainers and coaches.

Keera: So as we also look, usually people have specific personality styles, display characteristic behavior patterns in their personal and work related lives. So the list we reviewed represents some of the common behaviors associated with each of the preferences. So how can you apply this in a leadership situation? If you have a team of introvert, you now understand that they may work best alone or on individual activities. So how you can use this to your advantage then, maybe you have an exercise where you may ask people to work alone or to think through a certain situation, and then come back to the group as a whole and then you discuss those ideas that were initially developed individually.

Keera: I want to leave you with another quote. It says, "It's easy to get good players, getting them to play together, now that's the hard part." I just want to thank you for your time today. Hopefully that you enjoyed this presentation as much as I enjoyed delivering it to you today, and Sara, I'm going to turn it back over to you.

- Sara: Wonderful. Thank you so much, Keera. That was great information, so much detail in a short amount of time. I'm sure we're going to have some questions here, so go ahead and type those in, and we'll answer as many as we have time for today. Those that we don't get to, we will reply by email with an answer. So we'll make sure we get you covered.
- Sara: While we're waiting for some of those questions to come in, I know we have some new people on the line with us, so I just want to introduce HRDQ. We publish research based experiential learning products that you can deliver in your organization. So check out our online or print self assessments. They are structured for classroom training, as well as virtual training. They work in both contexts.
- Sara: So like the personality style inventory, the foundation of today's webinar, we also have up out of your seat games. We have a game that does feature the Jungian theory, so that can work for you as well in relation to this topic today. And we have some reproducible workshops that you can customize.
- Sara: Another service that some aren't as familiar with with HRDQ is we do have expert trainers like Keera who can come on site and deliver training for you. They also provide it virtually, and they can train the trainer for you as well. So if you need some help with some training services, definitely look to HRDQ as well.
- Sara: Okay, so we do have questions that are coming in, so go ahead and keep sending those in, but we're going to go ahead and get started here. Our first question is from Mira. She asks, "What if you are a mixture of extrovert and introvert?"
- Keera: That's a really good question, and that can occur. It doesn't happen often, but that does occur, and it's perfectly okay because it really simply means that you're balanced in your preferences, but it also can depend on the situation that we may show up as a extrovert, in some situations we may show up as an introvert. So as you're answering the questions and as you're using the personality style assessment, ask your audience to really think about a certain event or you ask them to think about, "Hey, in a work setting, group A or group B, which best describes you?" Because sometimes when we think about it from a work perspective, and then you're like, "Oh, well but when I'm at home I do this, or when I'm out with my friends I do this." So we show up as these all the time. We can be either extrovert or introvert, but it depends on the situation. So when we're conducting the style assessment, I'd just encourage you to give your audience a setting or parameters in which how do they show up either in work or in a personal environment or setting. Very good question.
- Sara: Yeah. The other thing I find with that too is sometimes the stress level. I know I

tend to be extroverted, but if I am in a high stress situation or a high, it's something really out of my element, that can come across a little bit introverted, and I think it's just I'm processing more.

Keera: Yeah, exactly.

Sara: Stress can impact that. Yeah, good. Our next question is from Joanne. What is the difference between the PSI and the MBTI?

Keera: Yeah, there are some differences, and for those of you who may not know, the MBTI, she's referring to the Myers-Briggs Type Indicator, I think it's the type indicator. That is a psychological assessment, but that one is restricted for use by certified professionals, and there are many questions in that assessment. I think there's well over 90 questions, whereas the personality style inventory is an online and they're also a paper assessment that is quick and that is easy to use. Again, it's offered by HRDQ and certification is not required, but when you look at it itself, the difference is in how the questions are approached.

Keera: One of the differences is the MBTI asks respondents how they behave, whereas the PSI asks respondents what do they prefer to do. So it's the subtle phrasing that allows a deeper examination of themselves. So for the responses, the MBTI uses forced choice, where it has to be a yes or it has to be a no. But the PSI, it gives a scalable response from a zero to five. It's like [inaudible 00:54:35] scale and you can respond based on zero to five on how much you prefer a particular option.

Keera: But we do this because this allows for more accuracy in how respondents, how your audience may depict themselves. Another area that's a difference is in the question forms. The MBTI uses one word choices, like logical or emotional to choose yes or no, whereas the PSI, like I said, it talks about, like a question would be, "I prefer drawing conclusions based on unemotional logic and careful step-by-step analysis." So then it's more words in the phrase. So these phrases require less impulse reaction, leading to a higher reliability, because the factors affecting respondents at the time they feel out the response.

Keera: So there are some differences in how MBTI, that psychological assessment shows up as you look at the PSI. The PSI is definitely quick, it's easy, it's training friendly. It's easy to interpret, and it's very much based on situational and perception. I know that's a long answer, but I hope that adds a little bit of clarity.

Sara: Great. Thank you. Thank you. So it looks like we have time for one more question here. So go ahead and send still in your questions. If we haven't had a chance to answer them, like I mentioned, we will do that by email, but go ahead and still send those in. But we've got time here for one more. This one's from Bob. He asks, "How flexible can these four pairs of traits be? Sometimes it's not easy to fit into one as we have characteristics from others."

Keera: Yeah. That's a good question, which is very common because I'm sure even as we were conducting the exercise not too long ago and you saw words in group A and you saw words in group B and you're like, "Oh wait, I see words that describe myself in both of these categories." That's perfectly normal. But for the exercise, we try to go with the ones that really describe you most, where you identify with more of the words in a particular category. So again, it simply means that you appear to be balanced in your preferences as you go through and you find words in each pair.

Keera: So for these traits, again, it may depend on the situation. As Sara added as well, it may even depend on the stress level. So as you're going through each one though, look at what situation, and make sure you apply that situation to all the questions. So therefore you will keep it in context, so whether it's a work environment or whether it's a personal environment. Try to look at it in a normal state of how would you respond or how would you appear, or what do you perceive in certain situations.

Keera: So again, the great thing about the PSI tool is that the questions alone put your frame of mind in context. So it asks you a phrase as opposed to just a word, as we did here. We just did a quick exercise where there were just words, but when you actually take the assessment, I think there are I think 48 items in the questionnaire. But it will be phrases and you will be able to put it into context a little bit better.

Keera: So it's very common to what you describe in terms of seeing the flexibility and seeing yourself in more than one category, that's very common.

Sara: Great. Thank you so much, Keera. You've provided great detail and great information today. We definitely appreciate you joining us.

Keera: Thank you so much. My pleasure. Thank you.

Sara: Thank you everyone for participating in today's webinar, and happy training.