

Exercise 5.4

Personality Inventories

One of the techniques that can be used to select employees is personality tests. These types of tests are especially useful in jobs such as sales and teaching that involve interacting with people.

On the next page you will find the Employee Personality Inventory (EPI), a short personality test that is used mostly for seminars about understanding people but has also been fairly successful in predicting performance in several jobs.

Employee Personality Inventory

Choose the word in each pair that is most like you. Even if both words are like you, you must choose only one word. If neither word is like you, you must still choose one of the words. After completing the test, your instructor will show you how to score the test and then you can read about your personality type on the following few pages. Please note that the EPI may not be reproduced in any format without the written permission of the author of this text.

Thinking	_____
Directing	_____
Communicating	_____
Soothing	_____
Organizing	_____

- | | | | | |
|-----|-----|----------------|-----|------------------|
| 1. | () | Calm | () | Efficient |
| 2. | () | Accurate | () | Energetic |
| 3. | () | Original | () | Competitive |
| 4. | () | Introverted | () | Extroverted |
| 5. | () | Careful | () | Bold |
| 6. | () | Resourceful | () | Trusting |
| 7. | () | Empathic | () | Inquiring |
| 8. | () | Assertive | () | Exact |
| 9. | () | Playful | () | Dominant |
| 10. | () | Curious | () | Detailed |
| 11. | () | Precise | () | Tolerant |
| 12. | () | Ambitious | () | Helpful |
| 13. | () | Outgoing | () | Imaginative |
| 14. | () | Talkative | () | Agreeable |
| 15. | () | Enterprising | () | Friendly |
| 16. | () | Persuasive | () | Sociable |
| 17. | () | Patient | () | Convincing |
| 18. | () | Organized | () | Inventive |
| 19. | () | Conversational | () | Self-disciplined |
| 20. | () | Confident | () | Creative |
| 21. | () | Loyal | () | Chatty |
| 22. | () | Outspoken | () | Soft-spoken |
| 23. | () | Clever | () | Socializer |
| 24. | () | Powerful | () | Insightful |
| 25. | () | Dependable | () | Self-assured |
| 26. | () | Frisky | () | Intense |
| 27. | () | Peaceful | () | Smart |
| 28. | () | Spontaneous | () | Cautious |
| 29. | () | Innovative | () | Systematic |
| 30. | () | Orderly | () | Cooperative |
| 31. | () | Daring | () | Sincere |
| 32. | () | Methodical | () | Outgoing |
| 33. | () | Sharp | () | Fun |
| 34. | () | Rebellious | () | Punctual |
| 35. | () | Fun-loving | () | Fearless |
| 36. | () | Bright | () | Dynamic |
| 37. | () | Modest | () | Perceptive |
| 38. | () | Detailed | () | Ingenious |
| 39. | () | Mingler | () | Courteous |
| 40. | () | Supportive | () | Logical |

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To score the EPI, use the above key. Place a mark next to the respective letter for each word chosen. For example, if the person chose "Efficient" for number 1, put a mark next to the O. If the person chose "Energetic" for question 2, put a mark next to the C. Add the number of marks. The scale with the highest score is the person's main behavioral style. If the score is 12 or above, the person is considered to have a "strong" personality indicating that most people would agree that the person has this personality. I

EPI Key

- | | |
|--|---|
| <p>1. (S) Calm</p> <p>2. (O) Accurate</p> <p>3. (T) Original</p> <p>4. (S) Introverted</p> <p>5. (O) Careful</p> <p>6. (T) Resourceful</p> <p>7. (S) Empathic</p> <p>8. (D) Assertive</p> <p>9. (C) Playful</p> <p>10. (T) Curious</p> <p>11. (O) Precise</p> <p>12. (D) Ambitious</p> <p>13. (C) Outgoing</p> <p>14. (C) Talkative</p> <p>15. (T) Enterprising</p> <p>16. (D) Persuasive</p> <p>17. (S) Patient</p> <p>18. (O) Organized</p> <p>19. (C) Conversational</p> <p>20. (D) Confident</p> <p>21. (S) Loyal</p> <p>22. (D) Outspoken</p> <p>23. (T) Clever</p> <p>24. (D) Powerful</p> <p>25. (O) Dependable</p> <p>26. (C) Frisky</p> <p>27. (S) Peaceful</p> <p>28. (C) Spontaneous</p> <p>29. (T) Innovative</p> <p>30. (O) Orderly</p> <p>31. (D) Daring</p> <p>32. (O) Methodical</p> <p>33. (T) Sharp</p> <p>34. (D) Rebellious</p> <p>35. (C) Fun-loving</p> <p>36. (T) Bright</p> <p>37. (S) Modest</p> <p>38. (O) Detailed</p> <p>39. (C) Mingler</p> <p>40. (S) Supportive</p> | <p>(O) Efficient</p> <p>(C) Energetic</p> <p>(D) Competitive</p> <p>(C) Extroverted</p> <p>(D) Bold</p> <p>(S) Trusting</p> <p>(T) Inquiring</p> <p>(O) Exact</p> <p>(D) Dominant</p> <p>(O) Detailed</p> <p>(S) Tolerant</p> <p>(S) Helpful</p> <p>(T) Imaginative</p> <p>(S) Agreeable</p> <p>(C) Friendly</p> <p>(C) Sociable</p> <p>(D) Convincing</p> <p>(T) Inventive</p> <p>(O) Self-disciplined</p> <p>(T) Creative</p> <p>(C) Chatty</p> <p>(S) Soft-spoken</p> <p>(C) Socializer</p> <p>(T) Insightful</p> <p>(D) Self-assured</p> <p>(D) Intense</p> <p>(T) Smart</p> <p>(O) Cautious</p> <p>(O) Systematic</p> <p>(S) Cooperative</p> <p>(S) Sincere</p> <p>(C) Outgoing</p> <p>(C) Fun</p> <p>(O) Punctual</p> <p>(D) Fearless</p> <p>(D) Dynamic</p> <p>(T) Perceptive</p> <p>(T) Ingenious</p> <p>(S) Courteous</p> <p>(O) Logical</p> |
|--|---|

T _____ D _____ C _____ S _____ O _____

Thinkers

General Personality

Often called "rebels" or "mavericks" by others, Thinkers are creative, unconventional, insightful, inventive individuals who love the process of thinking, analyzing, and creating. They challenge the status quo, create new products and ideas, and provide new ways to think of things. Though they create new products and ideas, Thinkers consider the idea the end result and seldom get excited about the process of carrying through on a project. Thinkers hate schedules, dislike rules and policy, and have little need for authority. They are free spirits and independent thinkers who value freedom and require the latitude to do things "their way." Thinkers can often be identified by the notion that they always seem to be preoccupied with thought. They can walk right by a person without even seeing him.

Thinkers are interesting people in that of the five personality types they are the most difficult to predict. They are complex people who are not easily understood or categorized. However, they do make excellent artists, writers, computer programmers, troubleshooters, engineers, and marketing analysts.

Communication Style

Thinkers communicate with others by discussing ideas, being sarcastic, creating puns, and dreaming. Their communication style is a combination of the other four styles in that they tend to be friendly like the Communicator, adventurous like the Director, and introverted like the Soother. The best way to communicate with a Thinker is to discuss the "big picture." Do not get caught up in detail. Rather than being provided with solutions to problems up front, Thinkers should be asked what they think a good solution might be.

Leadership Style

Thinkers do not seek leadership positions but can become leaders because they are often the people with the best ideas. When they do become leaders, they lead through motivation and inspiration. Others get carried away by their ideas.

Strengths

- Ability to develop new ideas and systems
- Are not afraid of change
- Can see the "big picture"
- Are good problem solvers

Weaknesses Associated With Very High Scores or Stressful Situations

- May not carry through on their ideas
- Often have problems with rules and structure
- May not always be realistic
- Are easily bored and distracted

Directors

General Personality

Directors are fast-paced, efficient, confident, assertive individuals who are more interested in quantity than quality. Directors set high goals for themselves and for others. They are highly competitive: Doing well is not enough for Directors; they want to do better than everyone else. Directors are fearless and are willing to take chances—"play it safe" is a phrase seldom uttered by a Director. They tend to be independent and are much happier working alone than with others. Their greatest strength to an organization is that, when given a job to do, they will always get the job done ahead of schedule.

More than anything, Directors fear being taken advantage of and thus are not very trusting of others. Directors also tend to be impatient and easily agitated. As a result of this impatience and lack of trust, Directors are often considered to have poor interpersonal skills.

Communication Style

Directors communicate with others in a very direct fashion. They tend to dislike small talk, would prefer to "get right to the point," and prefer executive summaries rather than pages of detail. Directors communicate best if they are told the purpose of the meeting before it occurs. Directors use eye contact when they speak and like to be given more than an average amount of personal communication space. Directors are not good at picking up subtle hints or nonverbal cues so the best way to communicate with them is to look them in the eye and tell them exactly what you want. Directors should never be told they "must" do something as their automatic reaction is to resist threats to their freedom.

Leadership Style

Directors enjoy being "in charge" but are not always good at leadership. They tend to use a very directive style of leadership and rarely ask for the advice or approval of others. They set goals, provide direction, and expect a high level of performance from everyone. As leaders, Directors are good at quickly making tough decisions, exuding a "can do" attitude, and cutting through red tape.

Strengths

- Ability to get things done
- Willingness to take charge
- Ability to quickly make tough decisions
- Efficient use of time resulting in a high volume of work

Weaknesses Associated With Very High Scores or Stressful Situations

- Often are perceived as being too competitive
- Can be abrasive, impatient, and short with people
- Are often not good followers or team players
- Have a tendency to break rules and regulations

Communicators

General Personality

Communicators are outgoing, friendly, talkative individuals who are much more interested in people than they are in projects or paperwork. They get along well with other people and tend to mingle well in social situations. Because Communicators like fun and excitement, they are easily bored. As a result of their people skills, Communicators make excellent supervisors, teachers, and customer service representatives.

More than anything, Communicators fear not being liked and thus are not as direct with others as they at times need to be. Communicators need a lot of attention and often dislike sharing the limelight. Because of their preference for people as opposed to things, Communicators often delay work that involves data or reports.

Communication Style

Communicators talk with others in a very friendly, animated fashion. They tend to dislike business or serious discussions and would prefer to talk about fun things, exchange stories, and tell jokes. Thus, the best way to talk to a communicator is to start the conversation with an interesting topic and then slowly move toward the actual topic. Communicators are very expressive when they speak.

Leadership Style

Communicators do not necessarily seek leadership positions but often find themselves being chosen as a leader because they are well liked by others. When placed in charge, Communicators will usually adopt a participative leadership style in which they will probably call a meeting and ask for feedback from the people involved with the problem or decision.

Strengths

- Ability to talk with anyone about anything (good mingling skills)
- Good sense of humor
- Are well liked
- Can increase the morale of a group
- Are best at dealing with angry or difficult people

Weaknesses Associated With Very High Scores or Stressful Situations

- Often are late to appointments or miss work and deadlines
- Are easily bored and distracted
- Have trouble getting to the point (ramble)
- Have a tendency to gossip

Soothers

General Personality

Soothers are individuals who are calm and steady and whose greatest strength is their ability to get along with a variety of people. Soothers tend to be warm, caring people who are very loyal to their friends and their organization. Soothers enjoy stability and thus tend to keep the same friends and jobs for long periods of time. Interestingly, some evidence provided by counseling psychologists suggests that Soothers are the least likely personality type to get a divorce. Soothers tend to make excellent counselors, and if they have a high score on Thinking, also tend to be excellent computer programmers.

Soothers most fear conflict and will do almost anything to avoid it. Thus, they are inclined to allow others to take advantage of them because they will not confront others. Soothers are the most likely personality type to develop ulcers, especially if they are working with a Director. Soothers tend to set low goals for themselves, are responsive to praise, and are easily hurt by criticism.

Communication Style

Soothers communicate in a positive fashion with just about everyone. They seldom criticize others and don't want to hear others criticize them. Soothers are the most sensitive about picking up nonverbal cues and emotional states in others. They tend to listen more for the way in which things are said than for what is actually said. Soothers seldom yell, and they react poorly to those who yell at others.

Leadership Style

Soothers seldom seek leadership positions but do occasionally find themselves in leadership roles because they are good compromise candidates. That is, because they seldom have enemies, it is difficult to find a person who dislikes a Soother. When they are thrust into leadership roles, they lead by delegating work to others and then providing the emotional support necessary to complete the project. Soothers utilize a participatory leadership style in which they solicit the opinions of others before making decisions.

Strengths

- Are loyal and trusted
- Are good listeners
- Are well liked and seldom have enemies
- Are good followers, team players, and group members

Weaknesses Associated With Very High Scores or Stressful Situations

- Have difficulty making tough decisions involving people
- Tend to avoid confrontation
- Often deny that problems exist
- Are often walked on

Organizers

General Personality

Organizers are detailed, organized individuals who are more concerned with quality than with quantity. Because Organizers are perfectionists who want everything done perfectly or not done at all, they produce high-quality work. As their name implies, Organizers' greatest strength is their ability to organize people and things; they have a system for everything. Because Organizers are so compulsive, they tend to be critical of others. Due also to their love of detail, Organizers usually would rather work with data than with people.

Organizers believe in the system and in authority. They follow rules, create new regulations and policies, and expect others to also believe in and follow the system. Organizers are hard workers who do what it takes to get a job done properly. Organizers are on time to appointments and expect others to be as well. Unlike Thinkers and Communicators, Organizers enjoy carrying out the details of ideas; they are doers rather than talkers or thinkers.

Communication Style

Organizers communicate with others in a detailed, factual manner. They don't want to chit-chat, and they don't want general ideas. They are basically the Jack Webbs of the world in that they prefer "just the facts." Organizers are poor at noticing nonverbal cues and can be even worse at understanding the real meaning behind what is being said. They pay attention only to the details of the conversation.

Leadership Style

Organizers lead by organization and strategy. They have an uncanny ability to take the knowledge and resources of others and organize them so that a task can be accomplished. Like Soothers, Organizers tend to delegate authority but demand that things be done "by the book."

Strengths

- Have strong organizational skills
- Are good risk managers
- Understand the process
- Produce high-quality work

Weaknesses Associated With Very High Scores or Stressful Situations

- Have difficulty seeing the big picture
- Are resistant to change
- Are overly critical
- Are often inflexible