

# Manila Women's Forum

A Network of Women Professionals

September 2007

## Why Can't We All Just Get Along?

By Kathryn Nelson

**D**uring the August meeting of the Manila Women's Forum (MWF), Jocelyn Pick, co-founder of Profiles Asia Pacific (PAP), attempted to answer this age-old question and to provide some insight about "getting along with almost anybody." Pick introduced the Profiles Performance Indicator (PPI), a personality assessment tool developed to assess the strengths and weaknesses of individuals and teams in the workplace.

### The Basis of the PPI

The PPI is based on American psychologist William Moulton Marston's DISC theory, which categorizes human personality according to four predominant factors or traits: Dominance, Influence, Steadiness, and Compliance. Marston's approach follows renown psychologist Carl Jung's theory, which identifies four personality types or dominant traits: Sensing, Intuitive, Feeling, and Thinking. A similar assessment tool, the Myers Briggs

Personality Assessment Test, is based on Jung's work.

The underlying idea of both theories and assessment tools is that personality can be categorized or typed based on dominant traits which dictate predictive behavioral tendencies. In the workplace, these tools are applied to help determine preferred communication and work styles to improve individual performance and group dynamics. Pick indicated that the DISC theory has also been effectively applied to assess interpersonal dynamics in marriage and relationship counseling.

The PPI suggests that the conventional golden rule, "do unto others as you would like done unto you," doesn't apply well when dealing with different personalities. Rather, the golden rule of effective communicating is "communicate with others based on how they wish to be communicated with" not based on your own communication preferences. Thus, to help facilitate effective communication with your boss, coworkers, or your employees, it is necessary to determine and model their respective communication preferences. Likewise, as a manager it is also necessary to

understand that employees with different personalities must be managed differently and may require different incentives, rewards, or conditions to effectively motivate them.

### The Assessment Tool: PPI Questionnaire

The questionnaire comprises thirty questions. Each question includes four traits or items that respondents must rate from 4 to 1 in relation to how closely the item reflects their personality or behavioral tendencies (4 being "most like you" and 1 being "least like you"). The rating system is hierarchical and the four items are deemed mutually exclusive as respondents are not allowed to identify more than one trait as "most like" them and must categorize one trait as "least like" them.

### Understanding the Results: The Personality Profile

The questionnaire responses are analyzed to determine frequency of relevant traits along five different scales:

- Scale I measures control, ambition, and results orientation
- Scale II measures social influence, positive expectancy, and expressiveness
- Scale III measures patience, composure, and being a team player
- Scale IV measures precision and analytical/quality orientation
- Scale V measures motivational intensity and focus on change

**NEXT MWF MEETING** ■ **When:** 6:30 p.m. Monday 2007 September 17.

**What:** Attorney Claire Angeline P. Luczon, Executive Director of the Women's Legal Education, Advocacy and Defense (WOMENLEAD) Foundation, will speak about violence against women in the Philippines and how her organization and its partners provide assistance to women in need. **Where:** Julia Cummins' home, 76 Real St., Urdaneta Village, Makati City. **Bring:** Something to share for the potluck dinner.

**October meeting:** Monday, 2007 October 15.

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The first four scales are associated with the four different traits and personality types (see below).

The results are tabulated to produce a behavioral profile, outlining job-related behavioral tendencies in seven key measurable areas: productivity, quality of work, initiative, teamwork, problem solving, response to stress and conflict, and work motivation. The results summary or Management Report also includes suggested

strategies to leverage strengths, minimize weaknesses, manage potential conflicts, and motivate the particular type of personality profiled.

The PPI results can be analyzed and compiled to generate a team profile, outlining both individual and collective strengths and weaknesses to assist employers in determining how to best structure work to boost team productivity and morale.

Table 1 (see the pdf attached to this newsletter) summarizes the main traits

and outlines the expected strengths, weaknesses, and communication preferences associated with each personality type. [A second pdf attached to this newsletter is also helpful: the DiSC Overview Chart].

**MWF: A PPI Focus Group**

MWF members were asked to complete the PPI questionnaire online and most received their individual results before the meeting. A lively discussion regarding the potential applications and limitations of this assessment tool ensued after Pick's presentation. A few members noted that they had difficulty completing the questionnaire, in some cases rating an item that they perceived *did reflect* their personality or preferred mode of behavior as a 1 or "least like" them, simply by process of elimination based on the questionnaire design.

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Scale	Predominant Trait	Personality Type
Scale I	dominance	driver or director
Scale II	interactive, influence	influencer or socializer
Scale III	steadiness, reliable, amiable	relater
Scale IV	compliance	thinker

## Johari Window

A Johari window is a psychological tool created by Joseph Luft and Harry Ingham in 1955 in the United States, used to help people better understand their interpersonal communication and relationships. It is used primarily in self-help groups and corporate settings as an heuristic exercise.

When performing the exercise, the subject is given a list of 55 adjectives and picks five or six that they feel describe their own personality. Peers of the subject are then given the same list, and each pick five or six adjectives that describe the subject. These adjectives are mapped onto a grid.

**Quadrants**

Adjectives selected by both the participant and his or her peers are placed in the Open quadrant. This quadrant represents traits of the participant of which both they and their peers are aware.

Adjectives selected only by the participant, but not by any of their peers, are placed into the Hidden quadrant, representing information about the participant of which their peers are unaware.

It is then up to the participant whether or not to disclose this information.

Adjectives that are not selected by the participant but only by their peers are placed into the Blind quadrant. These represent information which the participant is not aware of, but others are, and they can decide whether and how to inform the individual about it.

Adjectives which were not selected by either the participant or their peers are put in the Unknown quadrant, representing the participant's motives or behaviors which were not recognized by anyone participating. This may be because they do not apply, or because there is collective ignorance of the existence of that trait.

	Known to Self	Unknown to Self
Known to Others	Open	Blind
Unknown to Others	Hidden	Unknown

**Nohari variant**

A Nohari window is the inversion of the Johari window, and is a collection of negative personality traits, instead of positive.

**Johari adjectives**

A Johari Window consists of 55 adjectives used to describe the participant, listed below in alphabetical order:

- able
- accepting
- adaptable
- bold
- brave
- calm
- caring
- cheerful
- clever
- complex
- confident
- dependable
- dignified
- energetic
- extroverted
- friendly
- giving
- happy
- helpful
- idealistic
- independent
- ingenious
- intelligent
- introverted
- kind
- knowledgeable
- logical
- loving
- mature
- modest
- nervous
- observant
- organized
- sensible
- sentimental
- shy
- silly
- spontaneous
- sympathetic
- tense
- trustworthy
- warm
- wise
- witty
- responsive
- searching
- self-assertive
- self-conscious
- responsive

Personality assessment tools. There's lots of self-directed and free tools online, and here below are two of them. Please note, all this is for your information only. This is NOT meant to replace consulting with and seeking the advice of an experienced, practicing and licensed professional.

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## KaWoMeNaN

Selected and edited by  
Beulah Pedregosa Taguiwalo

### Personality Assesment Tools

#### The Kingdomality Personal Preference Profile

Are you a Benevolent Ruler, an idealistic social dreamer whose overriding goal is to solve the people problems of your world?

Or maybe you're a Discoverer, whose overriding goal is to go where no one else has ever gone before?

There are only eight questions to answer so if you've got about ten minutes to spare, here's a fun way to discover your "medieval vocational personality." Simply knowing and understanding it just might help you succeed and protect you from failure in today's world of many different career alternatives!

This fun exercise can be found at <http://www.cmi-lmi.com/kingdom.html>

#### The Jung Typology Test

Humanmetrics.com provides a free online test based on the Jung-Myers-Briggs personality approach. The test consists of 72 questions and provides your type formula, type description, and career choices.

Culled from various other sources, here's a description of two types that are more or less contrasting.

Maybe you're 78% introverted, 50% intuitive, 75% thinking, and 44% judging. If so, you'd be an INTJ, a "mastermind rational."

Hallmark features of the INTJ personality type include creativity, independence of thought, and strong individualism. Persons with this personality type work best when given large amounts of autonomy and creative freedom. They harbor an innate desire to express themselves and be creative by conceptualizing their own intellectual designs.

Analyzing and formulating complex theories are among the greatest strengths of INTJs. They tend to be well-suited for occupations within academia, research, management, engineering and law.

Differentiating the INTJ personality type from the related INTP type is their confidence. Acutely aware of their knowledge and abilities, they develop a strong confidence that makes them "natural leaders." It is this confidence that makes this personality type extremely rare.

INTJs comprise no more than 1% of the general population. Famous INTJs include Donald Rumsfeld, General Colin Powell, Hannibal Lecter and Clarice Starling (Silence of the Lambs), and John F. Kennedy. Some believe that Carl Jung himself is an INTJ.

But what if you're 89% extraverted, 38% intuitive, 25% feeling, and 44% perceiving? In that case, you're probably an ENFP, "a champion idealist."

ENFPs are initiators of change. They bring zest, joy, liveliness, and fun to all aspects of their lives, and they energize and stimulate through their contagious enthusiasm.

They are keenly perceptive of possibilities, curious, naturally irreverent, good with words, creative, and even a bit artsy. They favor abstraction over detail and tend to flit from one activity to the next, deriving more pleasure from starting projects than from finishing them. They are at their best in situations that are fluid and changing, and that allow them to express their creativity and use their charisma.

ENFPs are outgoing and talkative types. They are energized by being

around people, and they often have many diverse friends. They want to help, be liked, and admired by other people on both an individual and a humanitarian level, and they take their relationships seriously. They have excellent interpersonal skills, are generally highly valued for their genuine warmth and high ideals, and are able to inspire and motivate others to be the best that they can be.

ENFPs comprise about 5% of the general population. Famous ENFPs include Dr. Seuss (Theodore Geisel), Robin Williams, Robert Downey, Samuel Clemens (Mark Twain), and Andy Kaufman.

The Jung Typology Test can be found at <http://www.humanmetrics.com/cgi-win/JTypes2.asp>

#### Isabel and Katherine

Isabel Briggs Myers and Katherine Cook Briggs are the two very gifted women and mother-daughter team who developed the Myers-Briggs Type Indicator (MBTI).

Isabel Briggs Myers was an American psychological theorist. She was born on October 18, 1897, married Clarence Myers in her early twenties in 1918, and died on May 5, 1980 at the age of 82. She was home-schooled by her mother Katherine, and went on to earn a Bachelor's degree in political science from Swarthmore College.

It was also Isabel's mother who read the book Psychological Types by Carl Jung and recommended it to her. As a result, daughter and mother, together, formulated and co-created the MBTI. Later in life, Isabel collaborated with Mary McCaulley to conduct tests of her research and of the MBTI.

Katherine Cook Briggs was born on January 3, 1875 and died in 1968 at the age of 93. It was her extensive studies of contemporary children's educational and social developmental theories that lay the foundation for what eventually became the Type Indicator. Aided by the theories of Carl Jung, she came up with a testing method for determining the best vocation for a child, which she considered as a critical factor in their future happiness and well being.

Originally called the "Briggs-Myers Type Indicator Test," the type indicator's name was changed to "Myers-Briggs Type Indicator" (MBTI) when Katherine went into semi-retirement in the 1940s and her daughter Isabel took over most of the work.

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Other issues discussed included contextual dynamics and varying expectations related to the different roles women assume in the home and in the workplace—as well as—at different points in their lives. One member indicated that she behaves differently at work when interacting with coworkers than at home with her spouse or other family members. Others agreed, indicating that their responses would be different if they were filling out the questionnaire for work rather than in the context of marriage counseling. Another member believed her profile would have been different had she filled out the questionnaire a few years ago when she was working full time in a high powered job than if completed today, as her approach to everyday life is much more relaxed now as a non-working trailing spouse.

Members also voiced concern regarding the language used in the personalized results profile and Management Report. Some statements suggest certainty as if the behavior is predetermined or has already been observed, when the tool is designed to determine likely behavioral tendencies. For example, Mary will underestimate the time necessary to complete the task versus Mary might fail to consider long-term consequences or to include all critical factors in more complex situations.

In defense of the PPI assessment tool, Pick maintained that a “natural type” of personality can be determined, however, people may act

in accordance with their natural selves in one setting and adapt or compensate for the disconnect between their true personality and external expectations regarding their behavior. For example, a naturally dominant person may exude her true personality as a leader in the workplace but may modify her personality in the home if her spouse is also dominant to preserve family harmony. Another explanation is that some respondents may choose answers based on how they would like to be perceived rather than how they would naturally act.

### Conclusion

Arguably, no personality assessment tool is infallible, nor can any one survey definitively capture what makes an individual tick. Human nature is complex and the spectrum of personality traits and behavior is influenced by a multitude of forces—both nurture and nature. Pick acknowledged that the PPI is not meant to provide a definitive profile, nor should it be used alone as a singular assessment tool on which to base hiring, firing, or promotion decisions. Rather, she suggested that the PPI is most effective when coupled with other sources of work-related data or measures to provide a more complete picture of individual employee performance or team dynamics.

There is no shortage of books offering advice or strategies on how to deal with the challenges of interpersonal communication or workplace dynamics. Popular titles like

“How to Deal With Difficult People,” “Men are from Mars, Women are from Venus,” and Dale Carnegie’s famous “How to Make Friends and Influence People,” acknowledge the differences that explain “why we can’t all just get along.” The PPI attempts to make order out of the complexity and chaos that typifies human nature, offering hope that—with a little self-reflection, perspective, and insight—despite our differences, perhaps we can get along with almost anybody. ■

### Manila Women’s Forum

Manila Women’s Forum (MWF) is a cross-cultural network for women. It provides opportunities to build friendships, to talk to women of various cultures, and to share information about resources. Our meetings are intended to provide intellectual stimulation and lead to personal and professional development. All women are welcome to join. The current officers are **Lisa Lumbao**, Chair, Programs, Treasurer, and Newsletter. **Cecilia Leung**, Programs. **Lisa Stuart**, MWF Membership Message Board Moderator. **Beulah P. Taguiwalo**, Newsletter, Website.

Cost of membership is P300 per year. Members receive a copy of the current mailing list in addition to the newsletter, which is also sent to non-members. A contribution is collected at each monthly meeting: P20 for members, and P40 for non-members. Please contact Lisa Lumbao at Tel. 813-0168, or at [lumbao@mozcom.com](mailto:lumbao@mozcom.com) for more information about MWF.

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