



# HPT: Know Yourself, Know Your Teammates



This module will provide opportunities for participants to reflect on their personal traits, and how they can work within their team(s) to optimize one another's differences to improve overall team performance. The module will cover various aspects of team dynamics, such as communication, team roles, and decision making.

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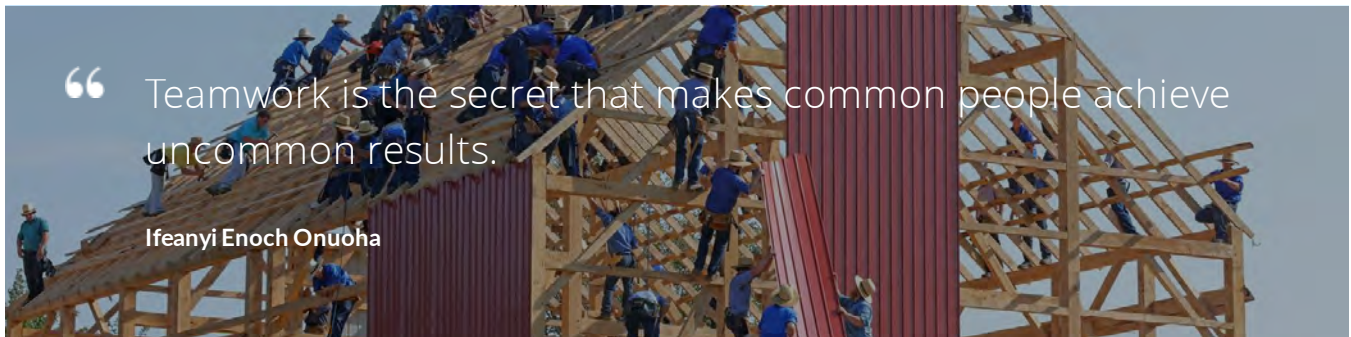
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## QUESTION BANKS

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# Module Objectives

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**By the end of this module, you will be equipped with the knowledge to:**

- 1 Identify and describe the strengths and weaknesses associated with various self-assessment tools
- 2 Assess your own characteristics and preferences including the HBDI thinking styles
- 3 Relate your self-assessment findings to your strengths in high-performance teams
- 4 Use the HBDI tool to assemble a diverse, high-performing team

**CONTINUE**

# Introduction

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Teamwork

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## Introduction

In the other HPT modules, you will learn about the importance of diversity on a team, and how to recognize the unique characteristics that *you* can bring to a team. There are numerous research-validated assessment tools available that can assist you and your teammates in characterizing and quantifying one another's traits, such as problem-solving styles, personalities, strengths, and weaknesses. This module will familiarize you with some of these tools.

While some of the personality tests presented are used in clinical psychology, others are used in commercial settings, such as job screenings, to determine whether candidates are suitable for specific roles. Most of these tests are questionnaires that aim to teach participants more about themselves by identifying their characteristics and patterns in behaviour.

We will discuss these tools as they are relevant to high-performance teams, including a discussion of their strengths and weaknesses.



Words 'Who Are You' in block letters.

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Understanding your own inclinations, preferences, strengths, and weaknesses, as well as those of your teammates, is an important aspect of reaching conditions of mutual trust and empathy, both of which are critical to high-performing diverse teams. Often, we struggle to appreciate the contribution that can

be made by teammates who differ greatly from ourselves in terms of these various aspects of personality and preference.

Many of these tools will help you to appreciate how those who are different from you (e.g., in problem-solving, creativity, task completion) can contribute to the success of the team. In turn, your teammates will discover the same about you, and you will gain additional context for how their understanding of your preferences and inclinations influences your own contribution to the team.



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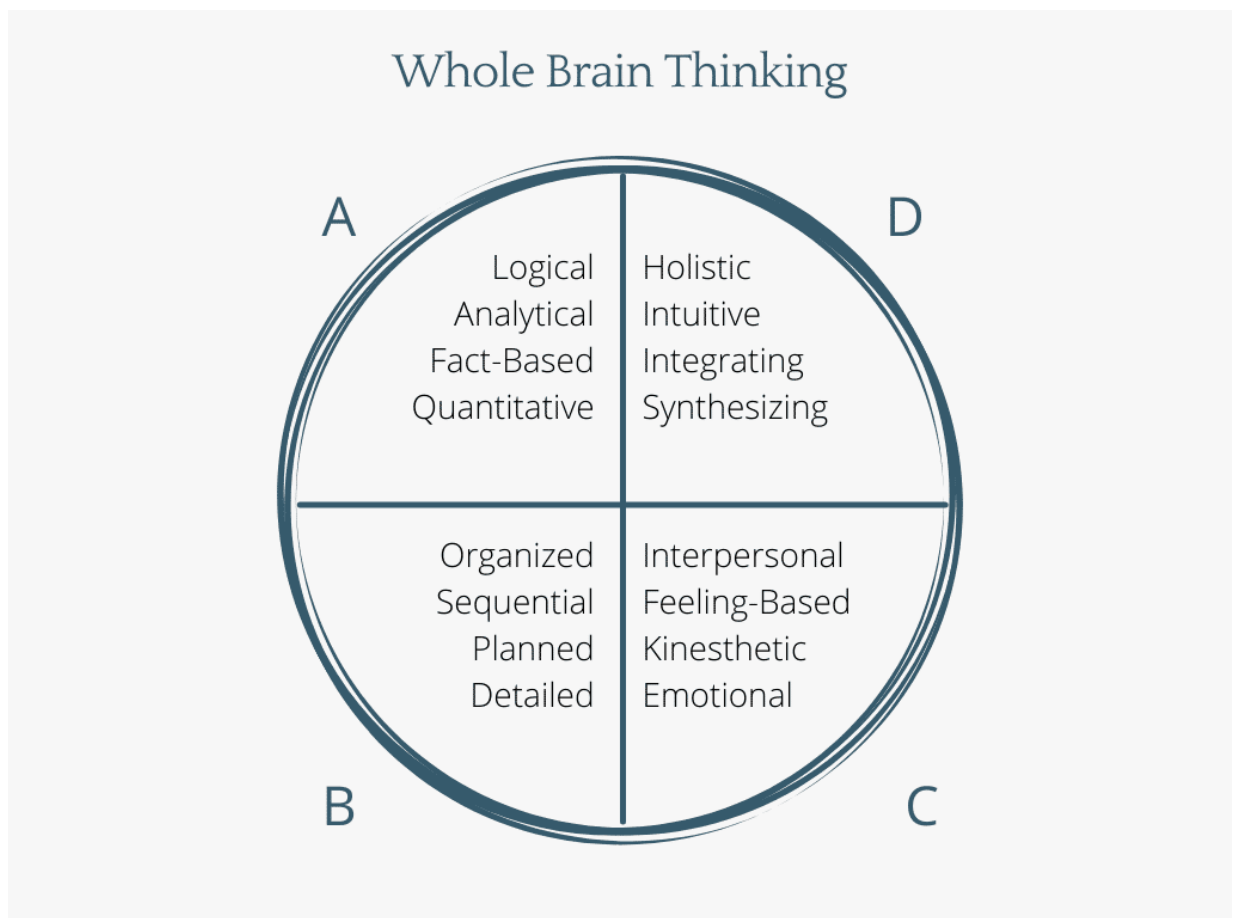
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# The Herrmann Brain Dominance Instrument (HBDI)

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The Herrmann Brain Dominance Instrument (HBDI®) is a psychometric assessment that identifies an individual's thinking preferences or "Brain Dominance."

Each person's HBDI® profile is separated into four quadrants, corresponding to a physical section of the brain. These four quadrants are; **(A) Analytical, (B) Practical, (C) Relational, and (D) Experimental.**



On an HBDI® profile there are three sets of numbers that together form an individual's thinking style. The preference code ranges from 1 (high preference) to 3 (low preference) and each quadrant has a preference code. Each quadrant is given a profile score from 8 to 189, where higher scores indicate your thinking preferences. In addition, an **under pressure score** indicates your thinking style when under pressure.

High-performance teams can use their members' HBDI® profiles in situations like team formation because cognitively diverse (whole brained) teams tend to perform better. A major strength of this tool is its ease of use; however, a limitation is that its findings cannot be used as an indicator of performance like some other tools.

An individual's HBDI® profile can change over a long period of time, through a desire for change, a change in life circumstances, or as result of a significant emotional event.

## Try it!

There are two HBDI activities for you to try. The first is an HBDI self-assessment, where you can learn more about your own thinking style, and the second is a team-building HBDI activity. Use these two activities to bring greater awareness of your team's and your own cognitive strengths and diversity. Specifically, in the activities below, you can self-assess your profile, imagine the profile of a number of well-known entrepreneurs, and assemble a notional dream-team consisting of yourself and some famous entrepreneurs.

## HBDI Self-Assessment

The following activity will give you a sense for your *own* unique thinking styles, and thus the strengths that you bring to high-performance teams. Remember that teams that are more 'whole-brained' are more effective.





# HBDI Activity

## Self-Assessment Quiz

This activity has two parts, each with several statements. For each statement, select the answer that you feel best reflects your way of thinking

[START](#)

### HBDI Team-Building Activity

Now, gain some experience applying the HBDI Thinking Styles to a team-building scenario. What Entrepreneurs would YOU choose to have on your team?



**HBDI Team Building**

## Activity

Whole Brained teams tend to perform below average:

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- True
- False

SUBMIT

Which of the following sets of numbers can be found on an HBDI profile?

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- Preference code

- Profile score
- Under pressure score
- All of the above

SUBMIT

CONTINUE

# The Myers-Briggs Type Indicator (MBTI)

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Depictions of the different MBTI factors.

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The Myers-Briggs Type Indicator (MBTI®) is a self-report inventory used to identify an individual's personality type, strengths, and preferences.

A person who completes the MBTI® is identified as one of 16 personality types, and evaluated on 4 scales. These 4 scales are; **Extraversion - Introversion, Sensing - Intuition, Thinking - Feeling, Judging - Perceiving.**

# What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type. For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

**1. Are you outwardly or inwardly focused? If you:**

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer **E** Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer **I** Introversion

**2. How do you prefer to take in information? If you:**

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer **S** Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer **N** Intuition

**3. How do you prefer to make decisions? If you:**

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer **T** Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer **F** Feeling

**4. How do you prefer to live your outer life? If you:**

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer **J** Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer **P** Perceiving

<b>ISTJ</b> Responsible, serious, analytical, reserved, reliable, systematic, hardworking and trustworthy with sound practical judgment.	<b>ISFJ</b> Warm, considerate, gentle, responsible, pragmatic, strategic. Devoted caretakers who enjoy being helpful to others.	<b>INFJ</b> Idealistic, organized, insightful, dreamingly compassionate, gentle. Seek harmony and cooperation, enjoy meaningful relationships.	<b>INTJ</b> Innovative, independent, strategic, logical, reserved, insightful. Often fly under the radar, original ideas to achieve improvements.
<b>ISTP</b> Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.	<b>ISFP</b> Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.	<b>INFP</b> Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.	<b>INTP</b> Intellectual, logical, precise, reserved, logical, imaginative. Original thinkers who enjoy speculation and creative problem solving.
<b>ESTP</b> Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skilled negotiators.	<b>ESFP</b> Playful, enthusiastic, friendly, spontaneous, social, flexible. Have strong common sense, enjoy helping people in tangible ways.	<b>ENFP</b> Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.	<b>ENTP</b> Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.
<b>ESTJ</b> Efficient, nurturing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.	<b>ESFJ</b> Friendly, nurturing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.	<b>ENFJ</b> Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.	<b>ENTJ</b> Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long range planners.

The Myers-Briggs 'Typies'

The MBTI® is most commonly used in the workplace because companies can apply information from a person's profile to things like: effective coaching styles, team dynamics, and career guidance. Similarly, when it comes to high-performance teams, leaders and team members can use the MBTI to better understand their teammates' preferences and strengths to know who (and therefore what skills) to leverage in particular contexts, and where individuals might be most effective (i.e., when their preferences align with the task at hand or larger goals).

No MBTI® personality type is "better" than another. This tool is not designed for comparing results to norms, rather it is to help people learn about themselves.

There are a couple notable strengths of the MBTI®. One is that it frames questions in a normalizing, neutral way, lending greater accuracy to the results. Another is that, as opposed to Big Five traits, the underlying Jungian framework of the MBTI helps to **explain** personality rather than simply **describing** it.

A weakness of the MBTI® is that, like some other tools discussed here, it categorizes individuals into 'types,' which may lose some of the nuances of personality. Another weakness is that it is a longer assessment than others (with some versions including over 90 questions).




Having trouble accessing the video or interactive transcript? Watch online at this link: <https://stream.queensu.ca/Watch/Dz26jpx7>

## Try it!

There are a couple of ways that you can begin to engage with the MBTI. First, consider taking (and encourage those on your team to take) the official [MBTI® self-assessment](#) to learn what your personality 'type' is.

Next, consider engaging your teammates in a Team Development Activity like this one:

 Save the following resource by 'book-marking' it for your future reference!

## MBTI Team-Building Activity

[CLICK HERE](#)

How many different MBTI personality types are there?

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- 4
- 5
- 8
- 16

[SUBMIT](#)

Which of the following scenarios would MBTI be the most useful?

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- Identifying the person with the highest IQ

Diagnosing mental health disorders

Dating

Making career decisions

SUBMIT

CONTINUE



# DiSC

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DiSC® is a behaviour self-assessment tool centred around four personality traits: **(D)ominance, (I)nfluence, (S)teadiness, and (C)ompliance.**

The assessment consists of general behavioural questions answered on a scale from strongly agree to strongly disagree. Upon conclusion of the assessment, individuals are given a DiSC® profile which shows their behavioural profile, which includes a spectrum of all four personality traits.

Everyone exhibits a unique mix of all four personality styles, where some styles are more dominant than others.

**Why is this helpful?** Employee DiSC® profiles are commonly used in organizations and institutions to improve communication, conflict resolution, and training.

While many appreciate the simplicity in design and interpretability of this tool, some argue that this also means that it is limited in its scope of our understanding of the complexity of personality (i.e., because it captures personality along two dimensions).

**D** —

A person with a **D** personality tends to be confident and places emphasis on the bottom line.



I —

A person with an I personality tends to be open and relationship oriented.



**S** —

A person with an **S** personality tends to be reliable and embraces cooperation.



## C —

A person with a C personality tends to place emphasis on quality, accuracy, and competency.

## **Try it!**

There are a couple of ways that you can now engage with the DiSC® tool. First, you can explore the behavioural styles to get a sense of the four segments and how they might be relevant in your own life, but also within your team.

Second, you might be interested in learning about the interpersonal compatibility of these styles within a team setting.

Finally, we provide a resource on DiSC® meeting activities.

Check out the resources below for more information:

 Save the following resources by 'book-marking' them for your future reference!

## Learn about the four behavioural styles

[CLICK HERE](#)

## Explore style compatibility

[CLICK HERE](#)

## DiSC® Team Meeting Activities

[CLICK HERE](#)

An individual can only exhibit one of the four DISC personality traits.

True

False

SUBMIT

Which description best fits a person with a strong S personality?

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Reliable and cooperative

Relationship oriented

Confident and task-oriented

None of the above

SUBMIT

CONTINUE





# HEXACO-PI-R

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HEXACO dimensions

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The HEXACO-PI-R assesses six personality traits that have been observed in psychology-linguistic studies involving individuals speaking various languages: **Honesty-Humility**, **Emotionality**, **eXtraversion**, **Agreeableness** (versus anger), **Conscientiousness**, and **Openness to Experience**. This tool was derived using a data-driven (as opposed to theoretical) approach and is widely used in psychological research to assess personality traits, with its validity and reliability well-demonstrated.

Participants are given a set of questions and asked to rank them from 1-5 (1 being strongly disagree and 5 being strongly agree), to determine their results.

Different versions of the test are given to participants based on what they are using it for and how much time they are willing to commit. For instance, the 100-item version has more questions and is often used for research when compared to the 60-item version.

In addition, both self and observer reports are available for each version of the test, and can be accessed free of charge for non-profit academic purposes.

Individuals within high-performance teams can get personalized feedback on their traits scores *relative to the population norms* which can be used to evaluate where individuals fall on these traits relative to one another.

## Try it!

We cannot overstate the importance of knowing your own personality traits, and those of your teammates, from various perspectives. Wanting to evaluate your own or your teammate's personality? Check out the free assessment tool below.

## Take the HEXACO-PI-R

[CLICK HERE](#)

CONTINUE

# Caliper Profile

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## FIT: SALES MANAGER



While Rashid Malik shows good potential in your role but could experience some challenges to successful performance that you may want to consider when making a final decision.

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## COMPETENCY OVERVIEW

### CRITICAL COMPETENCIES



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### IMPORTANT COMPETENCIES



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### SUPPORTING COMPETENCIES



Sample competency overview

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The Caliper Profile is an objective assessment that's often used in business to evaluate the characteristics and motivations of employees. It takes approximately 60 minutes to complete.

Employers use results to screen candidates and determine which positions align with their personality or what their work behaviour will be like.

This assessment can be used throughout different stages of an employee's life cycle: selection, development, promotion, team building, and succession planning.

Final scores are divided into three different categories: **critical competencies, important competences** and **supporting competencies**.

## Try it!

Want to learn more about the Caliper profile to gauge its relevance for your team or organization? See the following resources, including a Caliper method for team-building through trust-building.

 Save the following resources by 'book-marking' them for your future reference!

Learn more about the Caliper Profile

[CLICK HERE](#)

Team-Building through Trust-Building

[CLICK HERE](#)

The Caliper Profile helps employers determine whether a candidate's personality is suitable for a role

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True

False

SUBMIT

All reports have detailed feedback that teach participants how to enhance their weaknesses step-by-step.

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True

False

SUBMIT

CONTINUE

# Scenario

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You will now be presented with this module's version of the shared HPT scenario.

Please read through the following scenario slowly, allowing each sentence to "sink in".

After the scenario, you will be asked a number of questions about your thoughts and intentions for managing the issue at hand, as it relates to this module (applying your knowledge of this module's content).

[CONTINUE](#)

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**High-Performance  
Teams Scenario**



# Team's Scenario

## Scenario Questions

1

What two evaluation tools would you recommend the team complete and why?

2

What is your HBDI profile, and what skills do you bring to the team as Team Lead?

3

What considerations would you take into account when evaluating your team's scores?

4

**What will you do with the information that you gather, how will that inform decisions that you might make for the team's structure or the project's processes and procedures?**

**CONTINUE**

# Additional Instruments

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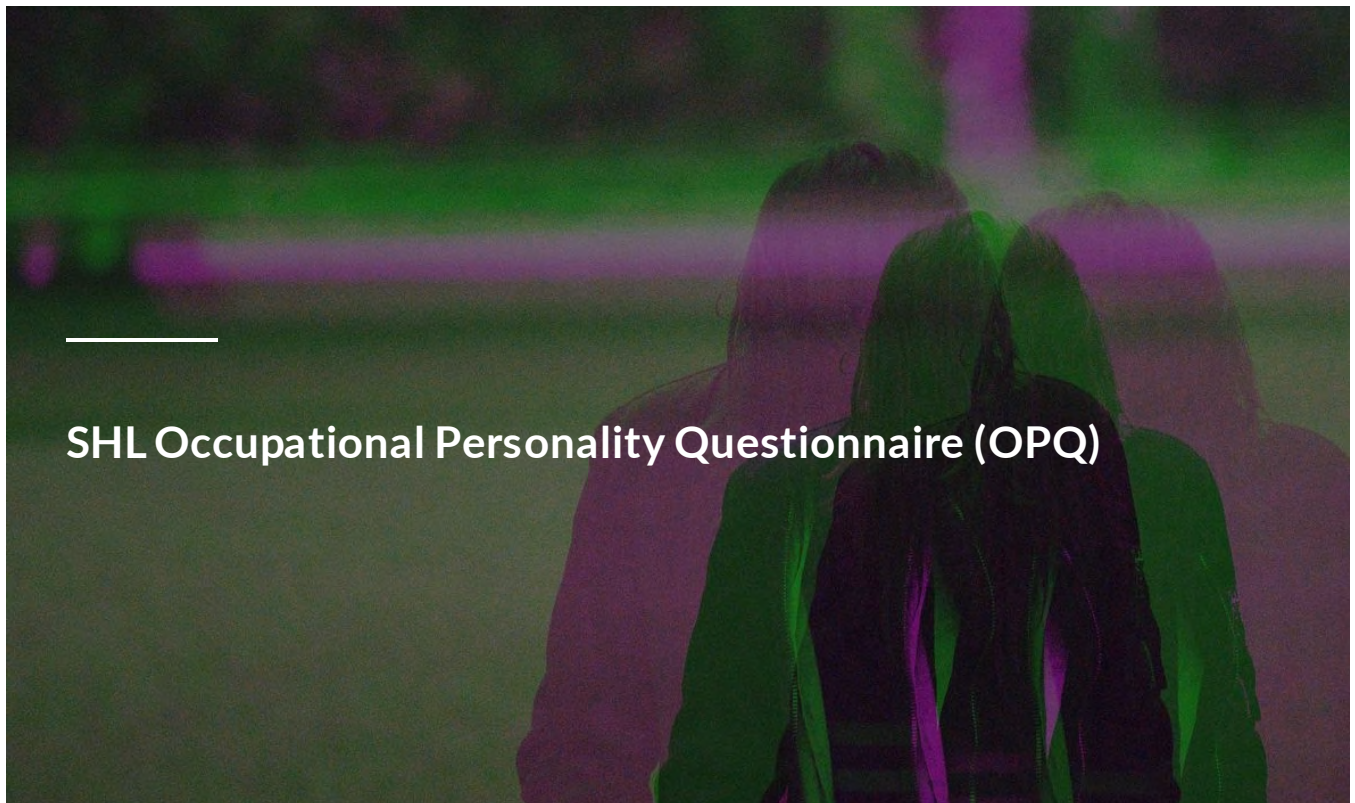
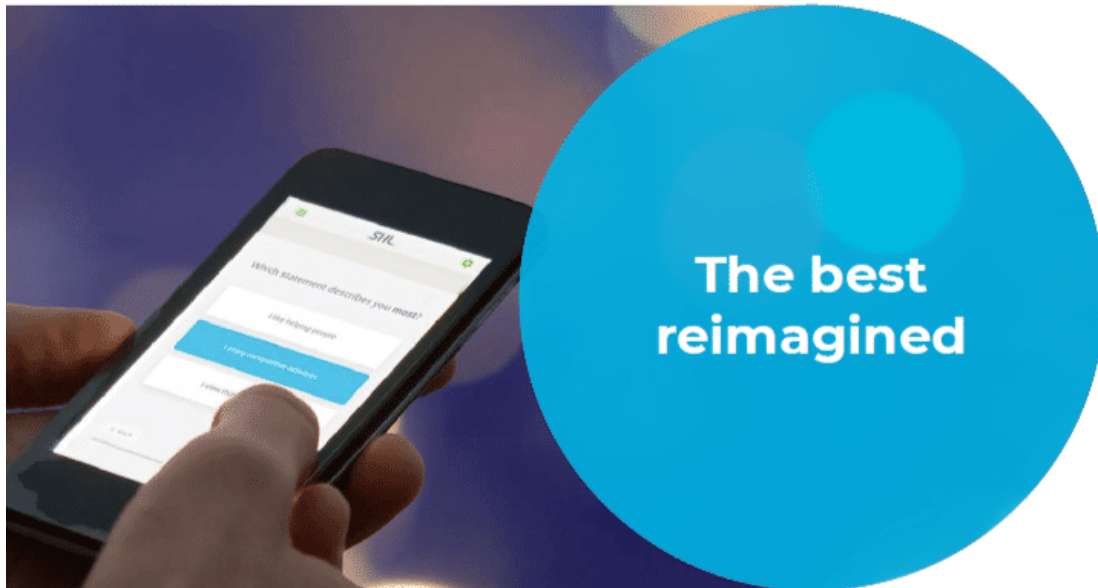


Photo by Matúš Kovačovský on Unsplash



Talent in Innovation.  
Innovation in Talent.

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## The Occupational Personality Questionnaire

The SHL Occupational Personality Questionnaire (OPQ) is a traits-based test, used by employers to assess a candidate's personality to predict their fit in a specific role.

The OPQ is commonly used in the hiring process at some of the world's largest companies. Some well known companies that use the OPQ are Goldman Sachs, Coca-Cola, and IKEA.

The most common version of the OPQ (32r) consists of 104 questions taking 25 to 40 minutes to complete.

The OPQ assesses three major personality segments, broken down into 32 characteristic traits. The three segments are: **Relationships**, **Thinking Style**, and **Emotions**.

Test results are reported in a variety of formats that show a potential employee's strengths and development areas relevant to the position.

**Want to see sample questions?**

**CONTINUE**



**Sixteen Personality Factor Questionnaire (16PF®)**



16PF Features Wheel

The Sixteen Personality Factor Questionnaire (16PF®) is an assessment used by businesses to help determine employee potential while identifying their weaknesses.

The questionnaire determines how people work through 16 personality traits that are grouped into the Big Five: **extraversion, tough-mindedness, self-control, anxiety, and independence.**



This tool was initially developed by Raymond B. Catell, and has since been discussed in over 2,700 peer reviewed articles.

Image credit: Paulius Dragunas, Unsplash

Despite being a tool businesses use to identify the strengths and weaknesses of workers, it's also used by psychologists to diagnose mental health conditions.

This test has been made available in over 20 languages and typically takes 30 minutes to finish.



Photo by John Lee on Unsplash



Rorschach Inkblots

Established by Hermann Rorschach in 1921, this test was developed to analyze different characteristics, specifically those pertaining to psychological conditions like schizophrenia.

This test aims to understand a participant's perception of the real world through a set of ambiguous inkblot images.

An individual's interpretation of the image is scored based on factors like colour, form, and location

Many psychologists consider this an unreliable tool for testing personalities because participants can have completely distinct profiles based on their responses to each image.

Despite the controversy this test has generated, it remains an admissible tool in court.





Minnesota Multiphasic Personality Inventory (MMPI®)

Photo by Sarah Kilian on Unsplash



The MMPI-2

The Minnesota Multiphasic Personality Inventory (MMPI®) is the most commonly used clinical assessment tool used by mental health professionals to diagnose mental health disorders.

It is also used in legal cases, like criminal defence, and in some high-risk professions.

The most recent version of the MMPI® (MMPI®-2-RF) consists of 338 true or false questions, taking approximately 35 to 50 minutes.

The test measures patients on a set of ten clinical scales. These scales include: Hypochondriasis, Depression, Hysteria, Psychopathic Deviate, Masculinity/Femininity, Paranoia, Psychasthenia, Schizophrenia, Hypomania, and Social Introversion.

In addition to the 10 clinical scales, the MMPI® uses a set of validity scales measuring the accuracy of an individual's answers.

# References & Resources

## Personality Tests

- Briggs, K. & Myers, I. (1944). Myers-Briggs Type Indicator [Measurement instrument]. Retrieved from <https://www.myersbriggs.org>
- Cattell, R., Tatsuoka, M. & Eber, H. (1993). 16pf Questionnaire [Measurement instrument]. Retrieved from [https://www.16pf.com/en\\_US/](https://www.16pf.com/en_US/)
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- Herrmann, W. (1979). The Hermann Brain Dominance Instrument [Measurement instrument]. Retrieved from <https://www.thinkherrmann.com/hbdi>
- Lee, K. & Ashton, C. (2009). The HEXACO Personality Inventory [Measurement instrument]. Retrieved from <https://hexaco.org/hexaco-online>
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- Saville et al. (1984). The SHL Occupational Personality Questionnaire [Measurement instrument]. Retrieved from <https://www.shl.com/en/assessments/personality/>

## Relevant Documentaries

- Bill Gates: <https://www.youtube.com/watch?v=6V6Gir1Dyfs>

- Elon Musk: <https://www.youtube.com/watch?v=MevKTPN4ozw&t=552s> and <https://www.youtube.com/watch?v=eb3pmifEZ44>
- Oprah Winfrey: <https://www.youtube.com/watch?v=opNxqO70smA>

**END OF MODULE**