



KAHLER
COMMUNICATION

Comparative study of behavioural and self-awareness approaches

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Contents



Introduction

The behavioural approaches: an old concern

- From time immemorial, man is seeking his identity, but the famous personality assessment methods that we know today appeared only in the second half of the 20th century.
- After the Second World War, the assessment methods was put in the general use in the area of staff recruitment, psychological examination of children and psychic troubles diagnosis.
- In the last forty years there was a huge development of personality tests and the range of application is widening to the areas of personal development, leadership, organisational culture, team work, coaching, decision making, stress, risk-taking and very other aspects of the business world. Countless tests are available to the recruitment specialists: skills, intelligence, capability, interests, values, etc...

Today

- Personality behaviour styles become a main factor in career success and career evolution.
- The behavioural flexibility, emotional intelligence, capacity to face both blurs and complex situations become prevailing demands.
- Evaluation is not only necessary to enter a company. It must be repeated to anticipate and handle career evolution.
- The companies want to get simple tools, used by most of the population that could create a common language (team cohesion, work involvement, motivation and men assessment)
- People would like to improve their self and others awareness, and the way to communicate, to explain, negotiate, convince, master their professional social and family environment and a better resistance to stress.
- The personal development attracts more and more people willing to improve their capacities and update and develop their potential.
- One notices an increasing request in tools measuring the empathy, the social intelligence and the capacity to understand everyone's behaviour and develop behavioural flexibility.
- The struggle against ill-being in companies has become a national priority. All people concerned (trade unions, companies, state power) seem to understand the importance of the human and economic consequences caused by this issue. The real recognition of the workers' wellbeing in the companies' policies is ineluctable and will be a criterion of evaluation and differentiation of managers and companies in the short term. The companies will have to
- measure the abilities of their leaders' skills in practising a top-ranked management demonstrating respect for man or adapt the training to the man.



Consequences

The personality analysis market expanded together with a bewildering variety of methods and tools usable by non psychologists and it is hard for potential users to measure the interest, the legitimacy and the limits of the application of this methods.

One has to be conscious that each approach measures different characteristics, depending on ideology, and the premises on which it was founded. (Psychoanalytic, humanist, interaction cognitive approach). It provides only a partial vision of the human being behaviour.

1-The so-called scientific approaches

- Methods based on bio-typology: Aristotle, Hippocrates, Galien, endocrinology, hemato-psychology, etc...
- Methods derived from physiognomy: morphopsychology, phrenology, gestuology, chiromancy
- The occult and esoterism: astrology, Chinese astrology, numerology, cosmo psychology (planetary character), enneagram, etc... A few psychologists classify recent creation techniques like the NLP in so called sciences.

2- The scientific tools

They are characterized by:

- **A triple investment:** intellectual, economic, in time
- **Their origin:** the tests editors guarantee the quality and the scientific rigour

Different types of tools:

- Cognitive, efficiency, capabilities, creativity and knowledge tests
- Tests for professional interest and inventory of values
- Personality tests based on the different approaches and psychology currents: situationnists, humanist, cognitive

MBTI, Sosie, Golden, distributed by test editors belong to these categories.



3-The property systems

- Created and sold by their authors from a well-known theoretical basis
 - PCM (transactional analysis)
 - DISC (Marston): Thomas, Predictive Index
 - PerformanSe (Big Five)

- Created or adapted by companies or advisors from:
 - The version of famous models
 - Rainbow (DISC and JUNG)
 - TMS (JUNG)
 - Copies or versions of famous but non classified models
 - Wilson Learning
 - Openact
 - From unknown sources

The models described

Justification of the choice

This document aims at presenting briefly the most famous models that could be used by non psychologists, chosen because of their originality, their specific interest or their position on the market and they can be used for the following goals:

- Human resources: recruitment and staff selection, professional assessment, career assessment
- Management: team development, team cohesion
- Communication and interpersonal relationships
- Training, organized activity and teaching
- Creativity
- Self-knowledge and personal development
- Advisement- coaching

Models or approaches described hereafter

- Process Communication: model that cannot be ignored

- Enneagram: model developed by training companies by NLP
Main target: personal development, coaching

- Hermann Brain Dominance Instrument is based on a metaphor about brain functioning



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- DISC: generic model that was the origin of many other models: Predictive Index, Insights, Thomas Wilson Learning, Open Act, etc...
- Predictive Index: System noticed for its precision, its simplicity, its range of application and its original diffusion method. The most representative, with Thomas, of the models based on Marston's work (DISC)
- Insight: system derived from the DISC and JUNG
- MBTI: It is the model that spread the most around the world, and it was used as a reference to other models (Golden, Rainbow, TMS...)
- Team Management System: model used for teamwork in competition with the Belbin model.



Process Communication Model®

Here are the primary elements that make PCM a unique and valuable model:

- The ability to evaluate someone second by second to determine base, phase and existence/level of distress
- The predictability of distress behavior
- The optimization of communication through the use of channels
- The ability to invite out of distress at any level
- That positive behavior is the only existential state, that all distress is behavioral

In addition, PCM is the only such model that originated from behavioral observation, rather than beginning with psychological theory. Taibi Kahler's observations showed patterns that proved to be consistent throughout the population. Taibi Kahler's theory and then the model evolved around the observation.

Origin of the model and history

The Process Communication Model® (PCM) is an innovative tool which enables you to understand, motivate, and communicate effectively with others. People who use the Process Communication Model benefit from a whole range of practical tools specifically designed for successful everyday management of communication.

Dr. Taibi Kahler, of Little Rock, Arkansas, discovered how to identify and respond appropriately second by second' to patterns of productive behavior (successful communication) and non-productive behavior (miscommunication).

In 1978 NASA took advantage of this discovery by using Process Communication in the selection, placement, and training of astronauts. Today, tens of thousands of people, from astronauts to entrepreneurs, have put these distinctions to work for themselves. Find out for yourself just how you can gain greater success, even with that difficult person.

Process Communication provides a reliable and validated method of identifying and understanding personality structures, the impact of life events, and communication dynamics. Based on a scientific award-winning clinical discovery Process Communication has been researched through thirty years and experienced by almost a million people on five continents in such applications as sales, business, education, politics, religion, medicine, parenting, and personal relationships.



Process Communication makes it easy to:

- simply observe and understand your own behaviour
- understand the behaviour of others and know how to communicate with them effectively
- analyse conflict and miscommunication and know how to find resolution and a return to effective communication.

Today the Process Communication is spread in English, French, German, Dutch, Finnish, Spanish, Italian, Russian, and Japanese. One can find partner offices in Europe, Africa, Oceania, Japan.

PCM is a very interesting model based on the transactional analysis principles, on humanist psychology, Palo Alto school, systemic not to mention the others.

Application

Today, Process Communication can be used in the workplace for management, team cohesion, sales, negotiation, conflict management, stress management, and improvement in relationships in general.

Process Communication Model is more and more used for the communication in the couple, communication between parents and children. It is developing in teaching (relationships teachers / pupils, pedagogy, etc...)

Why Process Communication?

Communication is a phenomenon that cannot be ignored.

For anyone, any organization, mastering communication has become predominant. It conditions any human activity. One communicate to learn, to inform, to know oneself and others, understand, understand each other, explain, motivate, negotiate, influence, convince, solve problems, discuss, manage a team, etc... There is a consensus on the fact that dysfunction whether biological or in organizations come from an impairment of the communication system.

Actually the success or un-success in our relationships depends on the quality of our communication, so that we can or cannot achieve our goals. That is why one of the key to succeed in one's personal, professional or social life depends on our ability to communicate efficiently, i.e. being able to shift to the style best suited to the other to create a contact, negotiate, convince, discuss to solve problems, etc...

Such capacities require the understanding of the different personality types and the understanding and the perfect command of the communication process. However most of us are in a situation of miscommunication either with ourselves or with others 70% of the time.



Process Communication Management answers this need. Not only is it a self-knowledge and others knowledge tool but also one of the most thorough and efficient model in individual and collective communication on the market. It is a concrete and operational tool for a efficient interactive communication. It covers more the way to communicate ("how") than the content of the communication ("what"). It is possible to:

- Know one's personality type and identify ones interlocutor's personality type.
- Identify our relation method (professionally, friendly, socially, sentimentally, ...) and understand why they work with some people and not others.
- Our communication and management mode to the personality of the people surrounding us.
- To detect the signals of miscommunication and a failure behavior and avoid it.
- Psychological needs and know what we can expect really from others.
- To foresee the failure behaviors when the psychological needs are not met.

Process Communication Management concerns those who want to know how to achieve an effective communication and management and find solutions for the most decisive situations.

Model's features

- **Process Communication is a thorough model.**

It teaches us how to handle the process to communication a positive way

It teaches us how to identify the moment when misunderstandings begin and gives us clues to avoid it.

- **Process Communication is a pragmatic model.**

Six personality types have been identified. One of the advantages on the model is to be pragmatic. It defines accurate criteria to identify the 6 personality types and describe them to facilitate the assimilation.

- **Process Communication is a structured model**, making sense. All features are linked which make him very operational, quickly understandable and easily assimilated.
- **Process Communication is a reliable model.**



- **Process Communication is a concrete, operational, much elaborate and concrete model.**

It provides keys to managers enabling them:

- To adapt the management
- To develop a common language for the cohesion and motivation of the team.
- To improve the effectiveness of the meetings
- To anticipate and handle conflicts
- Etc



The Enneagram

Originating from eastern customs, the Enneagram is a tool for self-awareness and others' knowledge and above all a personal development tool.

The Enneagram describes 9 personality types and details many aspects of each of them (Thought mechanism, emotional reactions, inner motivations, communication styles, values and beliefs, etc...)

We have the 9 types at our disposal but we have a leading base that governs the way we see the world.

Discovering one's personality type is the beginning of a long path that consists in using one's personality energy to free oneself from previous habits and transform oneself to broaden one's conscience. The method consists in accepting oneself then change oneself (make one's personality type evolve, be open to other types).

Range of application of the Enneagram

Most of the companies indicate that the Enneagram can be used in the following applications:

- Psychotherapy
- Personal development
- Coaching
- Management, team building, team cohesion
- Handling conflicts
- Recruitment / assessment interviews

Training and certification

- Workshops with different levels (basic workshops, improvement workshops, practical workshops)
- 4 levels of certification
 - Technician: 12 days
 - Advisor: 22 days
 - Practitioner: 24 days
 - Master-practitioner: 35 days

Comments about the Enneagram

From an oral tradition, slowly open by mental and spiritual exercises, to the written spread not devoid of money-making perspectives, constituting a betrayal of the foundation



principles provoked depreciation. The popularization proposed by some magazines notably through non validated evaluation tests distorts it.

Possible difficulties of an application in the workplace

- Spiritual and esoteric sources
- Different names for the personality types depending on the authors
- A different interpretation of the descriptive qualifiers of the personality types.
- Several approaches to describe the types, the interpretation and the use of the model
- Several approaches to discover one's type (sample groups, questionnaires)
- Lack of data about the validity of the model
- Lack of structured documentation

Comparison Enneagram / Process Communication

The Enneagram is a very elaborate model that includes many elements. It seems more suitable for applications in coaching than for companies. A two or three-day seminar is not enough to go through one's personality type and to be able to use the model as part of the goal achieved: communication improvement, conflict management, business management, etc...

The Process Communication model has not the backdrops that were just described: the sources are well-known and known to be reliable. The theoretical foundation is clear and unique. The reference to the NASA guarantees its credibility.

The Process communication is simpler, easier to comprehend and lies on theoretical basis easily admitted and known to be reliable by workers. It provides actual principles to facilitate the assimilation and the practical application. Therefore it is quickly functional.



HBDI (Hermann Brain Dominance Instrument)

The American Ned Herrmann, originator of *Whole Brain Thinking* first pioneered the study of the brain while working as Manager of General Electric after 12 years of research. The HBDI is a metaphorical representation of the brain functioning, showing that the brain is divided into 4 quadrants corresponding to activity types or perception types.

- The A Quadrant (left cortex): logical, factual, and critical. It analyses, counts, likes figures and money.
- The B Quadrant (left limbic system) careful, safekeeping, structured, organized, detailed, planned.
- The C quadrant (right limbic system): emotional, sensory, likes relationships
- The D quadrant (right cortex): metaphoric thinking, looking at the big picture, visuals

.Each quadrant claims to measure thinking differences in people. The initial survey was carried on more than 6000 people. It proved that each person is a unique mix of these four styles in thinking but the way to face events it varies.

The styles of thinking have been molded by the family, educational, and social environment that has been surrounding us since childhood. As a result, each of us avoids uses or rather behaves in using one or the others quadrants.

Our favorite style is the one we are most liable to use when understanding, learning, solving a problem or reacting.

Our communication, learning, creativity styles, generally our behaviors are expressed by these preferences and therefore are different.

Range of application

- Interpersonal communication
- Creativity / problem solving
- Training
- Collective activities
- Management
- Recruitment
- Team cohesion



Comparison HBDI / Process Communication

1-Similarities

- Same general targets
- Same ranges of application (communication, management, team profiles, and sales)
- Description of the functioning mode (profile: PPI) from a questionnaire
- Certification workshops
- Questionnaires and profiles validated. Model's reliability
- Same precautions: it is neither a test, nor a skill test but simply the picture at a precise time of a behaviour style

2-Differences

- Hermann is not validated for clinical and psychological tests
- In Hermann's model, the concept of phase does not exist
- The psychological needs are not detailed even if they are evoked sometimes.
- The miscommunication and the strategies to get out of it are not evoked.
- The Hermann model focuses more on organized activity, training and creativity than PCM.

3- The advantages

Hermann

- Very large data base (2 million profiles). Many researches classified in jobs, job fit, life styles, sex, country, etc...Many self-financed researches on these points.
- Very good seminars to use the model in animation, training engineering and in sales
- Online Processing by the consultants
- Attractive presentation of the results
- Personalized development program
- Creation of the Web HBDI: powerful recruitment tool for a high-performance leadership covering the behaviours in the workplace and the motivational needs of people.



Process Communication

- A model responding to:
 - How to establish a good communication (communication channels, psychological needs, contact zones, preferential environments, management)
 - Miscommunication: how to recognize it and how to get rid of it
 - A training documentation and a pedagogy focusing on the identification of the personality types
 - The folder
 - The Train the Trainer sessions



DISC

The DISC theory, quadrant behavioral model is the foundation of many patterns. It was based on the work of Dr. William Moulton Marston who graduated from doctoral studies at Harvard (1893–1947). His works were showcased in *Emotions of Normal People* in 1928.

The Disc assessment classifies four aspects of behavior:

- **Dominance** – It is the will to overcome contrary forces perceived by the ego as inferior, that I think I feel able to overcome. According to Marston it is the most important and primitive answer.
- **Influence** – It is defined as the effort to convince others by convincing rather than by demanding.
- **Submission** – It is the consent of the ego to a force perceived as an ally. The submission reaction is provoked by the affection.
- **Compliance** – It is the subordination to a more powerful hostile force. The conformity reaction is provoked by fear.

According to Marston, people tend to react depending on two matrixes, in a passive or active way, whether they perceive their environment as favorable or unfavorable.

The analysis of the interactions between factors enables to describe accurately each person's characteristics.

The models derived from the DISC

More than 60 companies in the USA use the DISC. In Europe, the more representative are the following:

- Predictive Index, Insights Discovery, Rainbow, described hereafter
- Thomas, Wilson Learning, Open Act

The different models derived from the DISC stand out:

- By the form and the content of the questionnaire. Group of 4 proposals or 2 lists of qualifiers
- By the name given to each matrix:
 - D: demanding, forceful, strong willed, driving, etc...
 - I: convincing, demonstrative, enthusiastic, persuasive.
 - S: calm, relaxed, patient, etc.
 - C: careful, cautious, exacting, systematic...
- By the position of the graphics (horizontal or vertical) and the number of graphics (0, 2 or 3)



- By the supplement (Jung, Belbin, etc.)
- By the assessment method: individual or 360:social styles: Open Act (Persona International network), Wilson Learning
- By the feedback (oral + detailed document, only oral)
- By the large range of application, in some of the following fields:
 - Management
 - Team profiles
 - Recruitment
 - Job profiles
 - Job fit
 - Career counseling
 - Coaching
 - Team building

Training and Certification

The certification for these different models is compulsory. It varies between 2 and 5 days depending on the models. (See table hereafter)

Comparison DISC and Process Communication

In a general plan (see hereafter)

Similarities

- Same application categories (communication, management, team profiles, sales, coaching, but varying according to the model)
- Description realised of the behaviours (profile: PPI), from an auto evaluation questionnaire
- The two models provide keys to understand the behaviours of people and to adapt to it. (management styles, motivation needs, communication modes)

Notice: The validity of the DISC measured during a survey realised on several personality tests so-called "scientific" by the Research Institute.

University gives the DISC reliability inferior to other inventories: 21 versus 40 and 51 for other models.

DISC is also used in an assortment of areas, including by many companies, HR professionals, organizations, consultants, coaches and trainers...

The advantages

DISC (described above)

Process Communication



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- A more thorough, elaborate and operational of the model responding to:
 - How to establish a good communication (communication channels, psychological needs, contact zones, preferential environments, management)
 - Miscommunication: how to notice it and how to get rid of it
- The Train the Trainer sessions
- The time spent in the training seminars enables the participants to learn the model's items, to be able to put it into application and to improve themselves. For instance, for the PI, there is no training seminar for the beneficiaries of the profile.
- The written rapport during the debriefing. The DISC report is not based on computerized data. The trainer must be rigorous and have a perfect knowledge of the model. There is a drawback: apart from the profile sheet, the person being assessed has no written trace left.



Predictive Index

The Predictive Index is an assessment tool. It a check list of 172 qualifiers on a recto verso sheet. The person assessed is invited to tick:

- According to the person on the first page the qualifiers that correspond the most to the behavior expected by other people
- On the second page (verso) those that really describe this person

The assessment does not last long: about 15 minutes. The data are computerized and processed by the Predictive index software that will provide instantly the person's profile providing 3 main aspects of the behavior.

- The first measures the natural basic behavior of the person
- The second measures the way this person perceives the behavior expected by his/her environment, the demands perceived in its current job and the way he/she tries to behave to answer them.
- The third measures the way this person actually behaves at work, in his/her current environment. Roughly, it is the synthesis of the two first.

It is by taking into account the information given by the 3 aspects that it is possible to understand the behavior of a person in the current situation, to foresee his/her behavior and its accomplishment potential.

Each of these 3 elements measures 6 personality features:

- 4 primary factors called A, B, C, D that represent the following personality features:
 - A: Dominance: this factor measures the desire to influence people or events
 - B: This factor measures the ability of a person to interact socially with others
 - C: Patience: this factor measures the intensity a person spends its energy and connects to his/her environment
 - D: Formalism: This factor measures to obey rules and a structure
- 2 secondary factors: E and M
 - Factor E is a factor resulting from the PI. It appears only in the synthesis. It is also called "Subjectivity and Objectivity". It indicates us the thinking style of a person towards a situation, a decision.
 - Factor M: In the synthesis, it assesses the level of stimulation or energy of a person, his/her capacity to interact with his/her environment



Range of application

- Management, organization
- Team profiles
- Recruitment
- Job profiles
- Job fit

- Career counseling
- Coaching
- Team building

Training and certification

To use the Predictive Index, one has to be certified (3-day seminar) and take out a subscription.

Comparison Predictive Index / Process Communication

1- Similarities

- Same categories of application (communication, management, team profiles, sales, coaching)
- Description of the functioning mode (profile: IDP) from a self-assessment questionnaire
- The 2 models provide clues to identify the behavior of people and adapt to it. (management styles, motivation needs, communication style)

2- Differences

- The predictive index is based on several fundamental hypothesis of psychology of behavior and notably on the current of thought called behaviorism.
- The PI profile provides 3 types of behavior: natural behavior, behavior expected by the environment (adjusted behavior) and the person's behavior.
- The PI system enables to analyze the job fit or functions using the same features as those measured by the Predictive Index. One can evaluate and describe objectively with the same words the individual behavior and the demands of a job.
- The companies are the favored users of the Predictive Index. The recruitment firms and recruiters are not required. The initial goal was to offer the managers the means to improve their efficiency in developing and orientating their staff, putting at their disposal a tool that enables them to be independent. The Predictive Index is not sold as such but put at the disposal of companies with a yearly subscription whose amount depends on the size of the company.



3- The advantages

Predictive Index

- Decentralization of the process. In companies, all people who attended a certification seminar own the software and can register as many profiles as they want, in real time either on their computer or online.
- Efficient tool for recruitment, job analysis, and job fit offering an accurate analysis provided that the person masters the system features.
- The documentary tool and the database accessible by certified people.

Process Communication

- A more thorough, richer and operational structure of the model covering:
 - ..
 - The conditions for a good communication (communication channels, psychological needs, contact zones, favorite environment, management)
 - Miscommunication: how to notice it and solve this problem.
- The train the trainer sessions
- The time spent in the training seminars enable them to learn the model's items, to be able to begin to use it and to master it. In PI there is no training seminar for the people assessed.
- The written rapport during the debriefing. The Predictive Index report is not based on computerized data. The trainer must be rigorous and have a perfect knowledge of the model. There is a drawback: apart from the profile sheet, the person being assessed has no written trace left.



INSIGHT

First based on color language, the most famous behavior models are: Success Insight – Insight Discovery – Rainbow.

This color language is said as global and includes 4 colors: blue, red, yellow and green. To each color match behavior features:

The Blue is analytic, reserved, formal, precise, careful, and thoughtful

The Red is ambitious, energetic, authoritative, straightforward, independent, demanding

The Yellow is: expressive, enthusiastic, friendly, radiant, talkative, tonic.

The Green is calm, systematic, reliable, encouraging, and modest

This approach is linked to Jung's theory about psychological types based on the following principles:

- The behaviour changes that we can see in a person are not random, but the consequence of the preferences we spontaneously show in the following four mental process: Sensation (S), Intuition (N), Thought (T) and Feeling (F)
- Each of us use constantly these 4 functions
- Each process is defined by 2 opposite poles between which we have a preference. If we have all possibilities and if in each dimension we necessarily use the behaviours corresponding to each process, we have an innate preference, a spontaneous liking for one or the other pole.

Success Insight is also based on Marston's theory describing the four types of behavior described in the DISC model:

- **Dominance (D)** – It is the will to overcome contrary forces perceived by the ego as inferior, that I think I feel able to overcome. According to Marston it is the most important and primitive answer.
- **Influence (I)** – It is defined as the effort to convince others by convincing rather than by demanding.
- **Submission (S)** – It is the consent of the ego to a force perceived as an ally. The submission reaction is provoked by the affection.
- **Compliance (C)** – It is the subordination to a more powerful hostile force. The conformity reaction is provoked by fear.

The result produces 8 personality types whose names change according to the Insight sources.



A 22 questions form enables to draw a profile. (Description of DISC above)

The certification lasts 3 days.

Range of application

Like most models, the INSIGHT model proposes a large range of application more or less pertinent.

Comments

Light content. According to me it is a model oriented towards general public. With a novice trainee group, it is quickly operational. But the trace left from the colors is weak. For a public the content seems weak. The observation of behaviors under stress that are evoked is vague and little convincing.

Other general comments: see DISC

Bibliography

FM Scheelen, M. Levitte



MBTI

MBTI means Myers Briggs Type Indicator from the name of the 2 American women who developed it: Katharine Briggs and Isabel Myers.

The MBTI is a personality assessment directly taken from Jung's typology. It is based on the following principle: much seemingly random variation in the behaviour is actually quite orderly and consistent, being due to basic differences in the ways individuals prefer to use their perception and judgment.

The essence of the Jung's global theory is that each of us uses constantly 4 functions or mental process: Sensation (S), Intuition (N), Thinking (T) and Feeling (F). Katharine Briggs and Isabel Myers extended the model to the dimension JP (judgment, perception) explaining an item in Jung's theory.

The identification of basic preferences of each of the four dichotomies specified or implicit in Jung's theory:

Favorite world: [Extraversion \(E\) or Introversion \(I\)](#).

Information: [Sensing \(S\) or Intuition \(N\)](#).

Decisions: [Thinking \(T\) or Feeling \(F\)](#).

Structure: This is called [Judging \(J\) or Perceiving \(P\)](#).

Each dimension is defined by 2 opposite pairs for which we have a preference. Jung's fundamental thesis is that we have all possibilities if in each dimension individuals are either born with, or develop, certain preferred ways of thinking and acting.

The combination of these four dimensions results in 16 possible psychological types. The 16 types are different because of the predominance of one or the other functions and by the attitudes "Introversion" and "Extraversion" in which they use this function.

The assessment is designed to measure [psychological](#) preferences in how people perceive the world and make decisions.

Application

- Career counseling
- Team Building
- Communication



- Self awareness and personal development

User's guide

- 89-items questionnaire
- Length: 20 minutes
- Feedback by the consultant (individual work) or the person (group work)
- Feedback: minimum for 2 hours for the subject to assimilate
- Teenagers above 16 can pass it

Training and compulsory certification

5-day seminar:

- Assimilation of the model: 3 days
- Intercession work: 30 work hours
- 4th day: Application training. With real assessment exercise and feedback to volunteers.
- 5th day: exam (30% failure at the first exam. Remedial sessions)

Comparison MBTI / Process Communication

1-Similarities

- Same general goals
- Same categories of application (communication, management, team profiles, sales, coaching)
- Description of the functioning mode (profile: IDP) from a self-assessment questionnaire
- Train the trainer
- The 2 models provide clues to identify the behavior of people and adapt to it. (Management styles, motivation needs, communication style)

2-Differences

- In the MBTI the psychological needs are not detailed, even if they are mentioned implicitly.
- The pedagogy does not mention how to recognize profiles: language, behaviors
- Miscommunication and strategies to struggle against it are not explained



- The MBTI is forbidden in recruitment
- The questionnaire is filled in front of the trainer

3- The Advantages

MBTI :

- It is the most widely used personality assessment. Huge database.
- Reliability and quality of the questionnaire (3rd review)
- Good quality documentation given to the trainers

Process Communication

- A more simple and operational model covering:
 - The conditions of a good communication (communication channels, psychological needs, contact zones, favorite environments, management)
 - Miscommunication: how to notice it and struggle against it.
- A pedagogical document and more practical pedagogy that enhance the identification of the personality types and the tools used.
- Seminars whose length enables the participants to assimilate the model's items, to be able to implement it and to improve on oneself. To be at the same level than the MBTI, the certification seminary would have to be done.
- The folder: the documentation given after a MBTI feedback is quite light.
- The Train the Trainers sessions. The certification MBTI is good quality but does not go as far as the model's assimilation.
- When used in companies, the MBTI has not the same impact as Process Communication. A year after Process Communication training, the participants are almost all enthusiastic about the model and they generally have memorized the characteristics. As for the MBTI, they do not all remember the typology and when they find it again by consulting their files, they are generally not able to provide the meaning.



Abridged Myers-Briggs Study Mr. Pat Stansbury

The following excerpt was extracted from a study titled Determine if there is an algorithm that will demonstrate a predictable personality description from the output of either of two different survey instruments (Myers-Briggs Type Indicator™ and the Personality Pattern Inventory™). The results of this study were presented to NASA – Houston as well as certain representatives of ESA by Dr. Terry McGuire (who was the project sponsor) in January 1990: Little Rock, AR and Baton Rouge, LA; Kahler, Taibi, Ph.D. and Stansbury, C.P. (1990).]

This annotation discusses an analog believed, by the authors, to exist between the Myers-Briggs Type Indicator and the Personality Pattern Inventory.

Overview –

A rough concept for this project was sketched in the fall of 1988 with actual definition and work beginning in April 1989 with completion in January 1990. The original concept was to find a “model” (algorithm) that would, with predictable accuracy, allow the translation of “profiles” (ideograms) of the Myers-Briggs Type Indicator™¹ to corollary metrics of the Personality Pattern Inventory™². (Hereafter, the Myers-Briggs will be referred to by MB, and the Personality Pattern Inventory as PPI.)

“Profiles” are cryptic alphabetic codes or descriptive adjectives which are used to denote a human personality type. That is, for general discussion purposes, the spectrum of human behavior is condensed into a limited number of categories and each of these categories is given an identifying label to aid in communication (e.g., “workaholic” is a label used by the PPI).

The initial hypothesis was – that there is an algorithm which would relate the “Phase” profile of the PPI to the profile of the MB. No proof could be found to support this hypothesis – however, an algorithm was found that relates the “Base” profile of the PPI to the profile of the MB. Reflective thought tells one that rejection of the initial hypothesis is logical and should be of no surprise. The PPI instrument is very sophisticated in that it contains sub-tests to categorize not only the Base (basic or native) personality type description, but also contains sub-tests to discriminate the current operational mode of the persona (Phase). (Please see Section III, subsection B for a discussion of “base” and “phase” theory as used by the PPI.) MB contains sub-tests only related to basic personality; specifically, MB has no capability of discriminating the current operational mode. In consideration of the fact that no single tool should be the basis of a staffing decision and that many managers have been exposed to the MB, it was judged worthwhile to proceed with the definition of an algorithm that demonstrated the analog between the Base metric of the PPI and ideograms (four metrics of the MB combines) of the MB. Details about data gathering, analysis, procedures and outcomes will be dealt with in considerable detail in the main body of this paper. The balance of this Overview will present a synopsis of the major finding and conclusions.

Before demonstrating any of the results of this project a brief explanation is required to



enable the reader to interpret the results. Firstly, the data output by the two tests should be described. The MB utilizes four bipolar scales denoted as follows.

| | | | |
|---------|----------------------|---------|----------------------|
| Scale 1 | <u>E</u> xtraversion | Ä-----Æ | <u>I</u> ntroversion |
| Scale 2 | <u>S</u> ensing | Ä-----Æ | <u>i</u> ntuition |
| Scale 3 | <u>T</u> hinking | Ä-----Æ | <u>F</u> eeling |
| Scale 4 | <u>J</u> udging | Ä-----Æ | <u>P</u> erceiving |

Table 1 MB Scales³

These four scales are described as dealing with:

- Scale 1 - "Where you like to focus your attention:
- Scale 2 - "How you prefer to take in information"
- Scale 3 - " How you like to make decisions"
- Scale 4 - "The lifestyle you prefer"

These descriptions are from MB results reporting forms. The test results are coded into a four (4) letter representation that is characterized as "type" by MB. For example, a hypothetical result might be ESTJ. The reporting schema of this instrument results in 16 possible types being reported. Please note, that although there are 16 types possible, all of these types are considered in one dimension only. That is the MB purports to report basic personality type. From the results reporting form: "Your reported type shows which you prefer the most and probably use most often."

The PPI, in contrast to the MB, utilizes two dimensions: 1) the "Base" which is a measure of native and characteristic personality; and 2) "Phase" which is a measure of the current operational mode of personality. For communication purposes, each of these two dimensions is categorized by (6) descriptive labels (Persister, Workaholic, Reactor, Rebel, Dreamer and Promoter). The combination of Base and Phase results in 36 possible descriptions. These 36 descriptions are not comparable to the MB 16 "types". Comparison can be made only between the six (6) Base descriptions of the PPI and the 16 "types" of the MB. Equally important as providing the reader with a description of reporting methods used by these two instruments is the fact that the results of both of these tests are nominal data (i.e. dimensionless). Neither of these two instruments attempts to place personality on a linear scale. To do so would imply that one personality type had greater magnitude than another. However, this same fairness precludes any numerical scale comparison or test between the two instruments. This lack of comparable scale required a new symbol to be employed that would allow the mapping of the 6 Base descriptions to the 16 Types of the MB. The "*" was selected. This symbol is used to represent indifference and not universality, that is, it is not portamento. The decision to utilize this indifference mark resulted from review of the occurrence (frequency) of the four MB scale identifiers by each of the six (6) PPI



descriptions.

Review of the frequency of occurrence of the MB identifiers by each of the PPI descriptions permitted the specification of five patterns that could be used to predict the MB Type from the PPI Base description. These five patterns are:

| PPI Descriptor | Pattern |
|------------------------|---------|
| Persister & Workaholic | **TJ |
| Promoter | NT* |
| Reactor | E*FJ |
| Rebel | EN*P |
| Dreamer | I*TP |

Table 2 – PPI Descriptor Patterns

From 300 cases collected (a "case" is a record of data on an individual who has taken both the MB and the PPI), 253 were found to be useable. (The principal reason that 47 cases were not used is that incomplete data was submitted.) A computer program was written that would take the Base descriptor for each of these 253 selected cases and generate the indicated pattern. These predicted patterns were then compared to actual MB Types and scores accumulated. The results of the comparison of scores will be presented for the total of all cases and then within each of the PPI descriptors.

The MB utilizes four (4) scales, therefore the maximum score, 100%, would be correct prediction of 1012 characters (4*253=1012). Over the entire sample the following results were obtained using the patterns defined previously.

| <u>Correct Characters</u> | <u>No. Cases</u> | <u>Percent of Total</u> |
|---------------------------|------------------|-------------------------|
| 4 Characters | 131 | 51.78% |
| 3 Characters | 92 | 27.27% |
| 2 Characters | 29 | 5.73% |
| 1 Character | 1 | 0.10% |
| Total : 88.8% | | |

Table 3 – Overall Prediction Score

Before detailing the results within each of the PPI descriptors, a potential challenge should be dealt with. That question is – What did the use of the indifference symbol (*) contribute to these high results? If the table above were recast to exclude counting of the indifference symbol (hereafter referred to as IDS) the total characters to be predicted would be reduced to 614. Recalculated, excluding the IDS contribution, the score of correct characters would be 75.08% (461/614). These high scores plus Pearson Chi- Square test of



the complete results table preclude random chance from being the source of accuracy. In other words, while given that these five (5) patterns leave a lot to be desired, these patterns do have predictive capability that is a significant improvement over random chance selection.

Within each of the (6) Base descriptors the following results are obtained:

| | | |
|------------------------|--------|---------|
| Persister & Workaholic | 89.57% | correct |
| Promoter | 91.67% | " |
| Reactor | 76.37% | " |
| Rebel | 91.67% | " |
| Dreamer | 85.00% | " |

The contribution of the IDS within each of these descriptors was in ratio to the results determined for the total of all descriptors above. One will note that Persister & Workaholic are combined. This was due to similarity of patterns of occurrence that were used to define the prediction patterns. The writer believes that this similarity is due to the lack of some metric in the data collection process. That is, the data collection included PPI Base and Phase, MB all four scales, age, sex, race and years of schooling. However, one of these variables proved substantial enough to discriminate Persisters from Workaholics. This lack of discrimination could arise from two sources: 1) there is some variable for which data was not collected; or 2) there is not a clear distinction in the MB of those two personality types. Conclusions: there is more than a random chance relation between the outcome of the MB and the PPI. The inverse of this previous statement is that – the MB is predictive of basic personality and does not have capability of discerning current operating mode of the persona. This is also supported by the lack of distinguishing patterns between the PPI Phase and the MB and that the MB does not contain any sub-test related to current mode.

In summation, if only one instrument is feasible, then the PPI is preferable to the MB due to its ability to describe current operating mode; if more than one test is feasible, then the combination of the PPI and the MB would be useful as the "patterns" could be used to establish a control for us in identification of "poor testers" or other deviations.



Team Management System (TMS)

Team Management System is a concept developed between 1982 and 1987 by two international consultants: an Australian man, Dr Charles Margerison and an English man, Dr Dick McCann. Today, the TMS is widely used in Australia, New-Zealand, Great Britain, in the USA and more recently in Europe.

During their work experience they noticed that success or failure in business is a direct consequence of the teamwork quality and efficiency. Therefore they looked for a method able to "transform groups into high-performance teams in any organization". Their research companies of all economic sectors in more than 20 countries were based on the MBTI, Carl Jung's work (psychological types), Reg Evans (Action Learning) and Meredith Belbin that they to situations in the workplace. It leads to a system based on the "modelisation" of high-performance teams (TMS's methodology). According to authors it stands as a new approach to teamwork.

Basic principles

TMS is based on two ideas coming from research made on a large scale of managers.

- ***"People practice what they prefer and therefore perform better in those areas that match their preference."***
 - We have a preference for some work approaches
 - We practice what we prefer doing
 - Our Performance and usually our competence tend to increase in areas we practice and prefer.
 - A high-performance team is well-balanced and gathers individuals whose work preferences are alike.

Range of application

- Recruitment and staff selection
- Career assessment
- Career counseling
- High performance management
- Training
- Team building
- Personal development



Training and certification

Compulsory accreditation

There are no more consultants in France. The accreditation takes place in England.

TMS profile:

- 60 items assessment about the behaviour at work
- Test length: unlimited (about 15 min)
- Processing by the TMS structure or by the consultant if he has bought the software (for at least 100 profiles)
- Feedback: minimum 1/2 day (3 hours to show the concepts and 1 hour commentary and discussion on the profile)
- In general, the seminar lasts 1 day for a good understanding of the model.

Comparison Process Communication and TMS

1-Similarities

- Same general goals
- Same categories of application (communication, management, team profiles, sales, coaching)
- Description of the functioning mode (profile: IDP) from a self-assessment questionnaire
- Train the trainer

2-Differences

- MBTI and Carl Jung's work (psychological types) by Reg Revans (learning by action) and Meredith Belbin for TMS.
- Process Communication gives clues to identify the behavior of people and adapt to it. TMS describes behaviors corresponding to the typologies matching roles in a team.
- Psychological needs are not explained even if they are sometimes implicitly mentioned.
- The pedagogy does not mention how to recognize profiles: language, behaviors
- Miscommunication and strategies to struggle against it are not explained
- The TMS is forbidden in recruitment



- TMS in its basic version deals more with the way the person behaves in a team

3-The Advantages

TMS

- Focus on the topic of the high-performance team that can favor attraction
- High performance marketing approach
- Online processing in real time by consultants
- Many complementary tools developed
- Competencies profile: measured on 13 important management skills.
- Organizational Values profile: What are the concepts or beliefs which people use to guide their behaviour, decisions, and choices? Values will drive our decision-making, the way we solve problems, and react towards ambiguity and risk, our attitude towards events.
- Type of work profile : key success factors
- Team performance profile: keys to develop team performance
- Good quality sales and training documentation (CD's, games)

Process communication

- A more simple and operational model covering:
 - The conditions of a good communication (communication channels, psychological needs, contact zones, favorite environments, management)
 - Miscommunication: how to notice it and struggle against it.
- A pedagogical documentation and a pedagogy focusing more on the identification of the personality types and the tools used.
- The folder
- The Train the Trainers sessions. The TMS certification, light and inadequate according to me in the original version has been greatly improved.



Neuro-Linguistic Programming

NLP

The NPL theory can be defined as a pragmatic approach of communication and change in many such as: therapy (Palo Alto school, systematic, family therapies, Gestalt Therapy, Erikson Hypnosis), linguistics (Noam Chomsky), general semantics (Alfred Korzybski), neurosciences, cybernetics, systematic approach.

NLP was born in the seventies from two researchers: John Grinder, a linguist, specialized in modelisation and Richard Bandler, mathematician, informatician, cybernetician trained in philosophy and logic. Both are doctors in psychology. Launching a scheme " Excellence in communication", they filmed and watched the famous therapists practicing: Fritz Perl for Gestalt Therapy, Bob and Mary Goulding (Transactional Analysis), Virginie Satir and Salvador Menuchin (family therapy), Franck Farelly (provocative therapy), Milton H. Erickson, creator of conversational hypnosis and father of the brief strategic therapies. They discovered they had all in common a few intervention methods. They found a model of which they checked the reliability in therapy groups and by teaching it to other people.

NLP can be defined as approach to "modeling" the human behavior. The model is reliable only if it is reproduced and acquired by others.

The NLP is a new theory, a complementary approach to existing methods . It does not exclude them but enables to understand them better. The words " Programmation", "Neuro", "Linguistic" make us think of three disciplines that seem to have no connection between them: are we speaking of IT (programming), medicine (neurology) or language study? Actually, the brain is the link between those 3 words.

- **Programming**

Our brain works because of the experiences we have lived since our childhood. These patterns become our programs (behaviors and behavioral strategies) that become unconscious and that we commonly name patterns and habits.

We create and install our own programs ourselves and we can modify them and change them by acquiring other knowledge, other behaviors and more effective strategies according to the goals we want to achieve.

- **Neuro**

These programs are encoded by our brain neurons on the basis of our sensory perceptions and our world representation. Our world experience is above all sensory. The NLP represents the VAKOG, abbreviation for: ([visual](#) , [auditory](#) , [kinesthetic](#) , [olfactory](#) and [gustatory](#)) as a key element for our programs.



- **Linguistic**

Our programs manifest themselves through verbal and nonverbal language. The language we use structures our experience and reflects the way we think and feel. It sticks to our lived experience; Words, expressions, gestures, comical expressions, metaphors that we use maintain the coherence of our image we have of ourselves and that our environment perceives.

These 3 words make us aware of the subjective way we learn and the possibility to control and to enrich our personality

Application

Therapy (brief therapies), health, personal development, companies, coaching.

Training and Certification

Many companies and different packages. Originally, the cycle included 2 levels: practitioners (12 days to 20 days), masters-practitioners (15 to 20 days) Today, some companies propose short sessions lasting 2 or 3 days about precise topics. The certification to become a certified teacher is long and expensive.

Comparison NLP/ Process Communication

Similarities

NLP and Process Communication aim at developing excellence in communication.

NLP emphasized on common features shared by outstanding communicators:

- A developed sensory acuteness
- A capacity to establish a warm atmosphere
- A real respect towards the other's world
- The ability to ask precise questions
- A lot of flexibility and adaptability in behaviors
- The respect of the other's values
- An adapted behavior
- An ability to pursue specific goals



Differences

The NLP developed in therapy protocols that are used originally in therapy: generators of new behaviors, life history alteration, phobias treatment, negotiation between parties, "Swish" "6 steps reframe", high-performance tools (meta model), analysis of a person's difficulty, work on beliefs and emotions. The miscommunication and psychological needs are not mentioned explicitly.

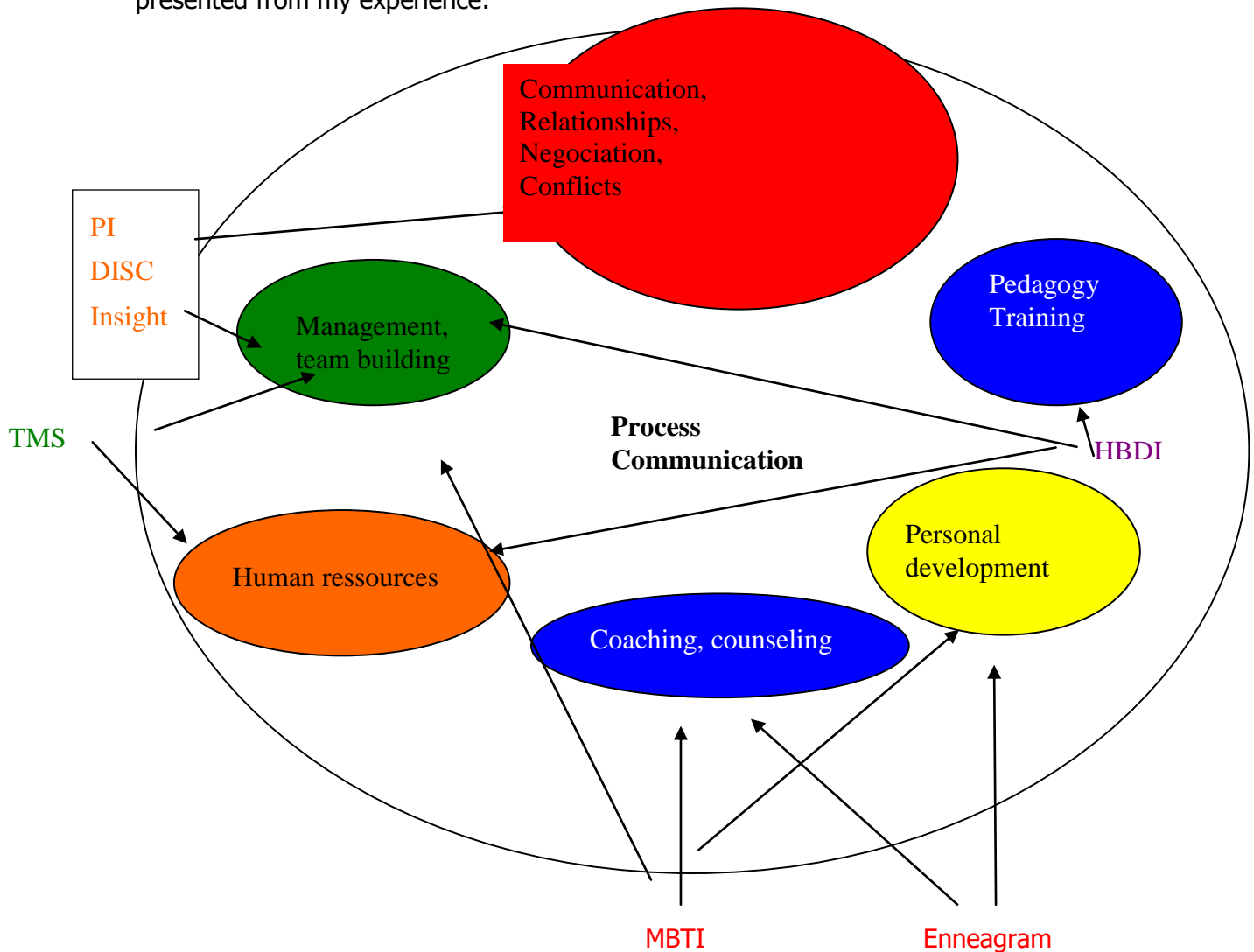
The whole training is quite long.

- The Process Communication training, shorter and more effective covers:
 - How a to achieve a good communication (communication channels, psychological needs, contact zones, preferred environments, management)
 - Miscommunication: how to notice it and get rid of it.



Conclusion

The following diagram illustrates how I perceive the areas of excellence of the approaches I presented from my experience:



We have to be aware that no approach can pretend to sum-up our richness and our complexity. They are only maps, and maps cannot represent the whole territory. Each approach gives partial indications on our behavior.

In this area we should have Heraclitus' humility:

"The limits of the soul you would not find out though you traverse every way, so deep lies its principle."

The choice must be made according to the needs, the goals and the criteria of the people in need.