

QUARTERLY

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 **Psychometrics**

 info@psychometrics.com

 www.psychometrics.com

volume 21 November 2015

HELPING KPMG ACCOUNT FOR SUCCESS

The accountants of KPMG are known as some of the world's most skilled and trusted financial professionals; however, in a competitive and evolving business, it's not enough to rest on the laurels of reputation. One way the company stays ahead of the pack is by using the Myers-Briggs Type Indicator® (MBTI®) assessment to help its newest managers become as well rounded with people as they are with numbers.

"Demands have changed significantly in the accounting profession over the last decade. There's not only an expectation from our clients for expert technical advice, but there is also greater need for our accountants to have strong business development and leadership acumen," says Allison Patterson, senior manager with KPMG Canada's business school. "Our accountants have to be technical experts while at the same time managing internal team performance and multi-functional engagement teams."

To help the new leaders sharpen their skills, the company provides a year-long New Manager Program. As part of the program, an annual conference took place in January bringing together 264 accountants from across Canada who had recently been promoted to management roles.

"The focus is on leadership and business skills," says Patterson. "The goal is to help these new managers become well-rounded professionals."

Patterson says the MBTI tool, which has been part of the program for the past five years, is ideal for introducing the new managers to assessment. "For 95 per cent of them, it's their first exposure to an assessment tool. With the MBTI assessment, you get consistency and a common language; it's easy to have conversations about their results."

"We use this tool for many other programs within the firm to create consistency."

She also notes that the MBTI tool's focus on both individual preferences and interpersonal dynamics can help managers balance two of the organization's values: working together and respecting the individual.

To make this year's session as meaningful as possible for such a large number of participants, Patterson introduced a fresh format: breakout sessions in smaller groups of about 25 each instead of a large plenary session. Psychometrics Canada also helped customize a report for the new managers to look at the aggregate of each of the preferences, which Patterson says was insightful for the group and the firm.

"We do a virtual interpretive session in advance, then a face-to-face session at the conference. Because we've got so many people from across the country, we do the pre-work so they come in with some knowledge and we can

PG. 3 Personality can give you wings

PG. 4 Did Little Red Riding Hood have an S preference?

PG. 5 How can we better deal with conflict?

PG. 6 Appuyer les comptables de KPMG dans leur succès professionnel

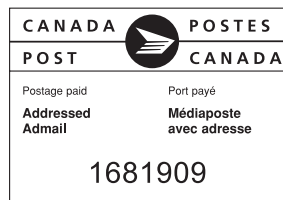
PG. 7 La personnalité vous donne des ailes

make the most of the breakout sessions."

Patterson helps participants get full value from the hour-long MBTI session by making sure what they learn is woven throughout the conference. As a call to action, she also has them each write a "letter to myself" describing how they'll put what they've learned into practice, which she then sends them two months later as a reminder of their commitment to themselves.

Judging from post-session feedback and follow up emails from the breakout groups, Patterson says the MBTI sessions were well received, and she appreciated the energy the participants brought to the table. Several said they appreciated the eye-opening insights they gained about themselves and about how people relate in teams.

■ continued "KPMG" **PG 2**



Patterson says the firm's partners have also endorsed the program: "The continued dedication of time and budget it receives is encouraging." She points out that delivering the MBTI sessions in-house is not only cost-effective, but also effective at building ongoing enthusiasm for the program.

SEAN TOWNSEND

Allison Patterson has more than 15 years' experience working with global clients in a variety of industries including professional services, pharmaceuticals, financial, government and Crown corporations, and educational institutions. Allison has led and managed large multidisciplinary project teams in areas such as franchise shaping, sales force effectiveness, key account management, product and disease knowledge, talent management and managed health care. She

holds a bachelor of applied science degree with honours and a master's degree in education, and designations including the CDP, CMC, Kirkpatrick Certification and CMP. Allison is currently board chair for the Institute for Performance and Learning (formerly known as Canadian Society for Training and Development).

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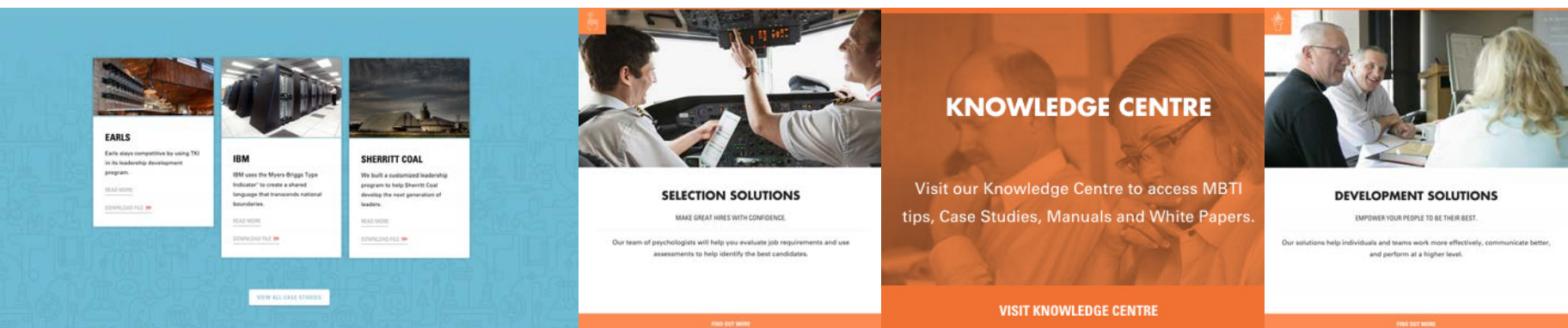
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PERSONALITY CAN GIVE YOU WINGS

PREDICTING PILOT PERFORMANCE

In May 2015, Mark Fitzsimmons, President of Psychometrics Canada, and Altharine Visagie, a psychometrician based in Johannesburg, were invited to speak at the Africa Congress of Psychology regarding the use of personality assessments to select high-performing flight crews in Canada and South Africa.

“We set out to see if there was evidence of a ‘global’ pilot personality profile in both Canada and South Africa, as well as to examine what traits would predict superior flight crew performance,” reports Mark Fitzsimmons.

The study looked at 356 pilots across four airlines, three in South Africa and one in Canada. The airlines operated a variety of aircraft for scheduled and charter passenger service – everything from six seat single engine Cessna airplanes to Boeing jets configured for two hundred passengers.

A review of the Work Personality Index® (WPI) Job Match Profiles between the two nations showed that all the airlines in the study were looking for very similar personality traits in their

pilot recruits. The only exception was the trait of Innovation; airlines operating smaller craft where pilots were required to take on additional responsibilities sought candidates with higher scores on Innovation. Mainline carriers operating large passenger jets desired less innovative pilots.

Visagie explained that higher innovation is required in smaller South African operations because the pilots need to be open to new ideas and approaches – and be willing to complete tasks traditionally outside that of mainline pilots. This includes loading bags, greeting VIP customers at remote airfields, and making a variety of decisions that extend beyond the safe operation of their aircraft.

What all pilots had in common were above average scores in:

- + Rule-following
- + Collaborative decision making
- + Attention to detail
- + Persistence
- + Stress tolerance
- + Self-control
- + Dependability

As a group the pilots also scored lower than average on Flexibility. The airlines value pilots being planful and organized rather than spontaneous and unpredictable.

Further validity analysis of the Work Personality Index assessment results and job performance of 132 pilots found that the best pilots had high scores on Persistence, Rule-following and Dependability; they also had lower scores on Flexibility. These significant findings demonstrate that personality characteristics impact pilots’ performance and that the Work Personality Index assessment can identify effective pilots.

Contact us today to find out how Psychometrics Canada’s assessment expertise will help your organization hire the right people. Contact John Russell at 1-800-661-5158 x 244 or jrussell@psychometrics.com.

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DID LITTLE RED RIDING HOOD HAVE AN S PREFERENCE?

(from our MBTI® Junction blog)

Well, not necessarily. But it is true that her demise could have been attributed to an all-too-common Sensing blind spot: a failure to quickly and accurately recognize how facts and present realities connect to a bigger picture – and often, a very meaningful one.

In case you have forgotten some pieces of the story, a big grotesque wolf – with full intentions of devouring Little Red – decides to trick the unwitting youngster by dressing up as her elderly grandmother in an effort to lure her closer for said devouring purposes.

The following dialogue takes place:

'Oh! grandmother,' Little Red Riding Hood said, 'what big ears you have!'
'All the better to hear you with, my child,' replied the wolf.
'But, grandmother, what big eyes you have!' she said.
'All the better to see you with, my dear.'
'But, grandmother, what large hands you have!'
'All the better to hug you with.'
'Oh! but, grandmother, what a terrible big mouth you have!'
'All the better to eat you with!'

Then, with one single bound, the wolf jumped out of bed and swallowed up Red Riding Hood.

Now, I know what some of you might be thinking and this may very well be a bit of an exaggerated example. As an S preference myself, I would be hard pressed to confuse a forest-dwelling wild animal with my sweet, 89 year old grandmother regardless of my preferences (I'm sure she'd be relieved to know this). However, let's take an N approach, and look at the lessons that can be gleaned from Perrault's classic tale*, using a Type perspective.

As important as realities and facts are, failing to recognize the connection, bigger picture, or the 'why' of those facts may be very detrimental to meaningful and effective functioning. Just ask Little Red Riding hood. It can be tempting for S preferences – in our attempts to be accurate and thorough – to get stuck in the weeds, or falling victim to the adage of “not seeing the forest for the trees.” As an S preference - as much as I hate to admit it - I've often been accused of not getting to the point or relating my day-to-day activities with a more strategic plan.

To keep yourself from falling “victim” to the same fate, inject some more N and try the following:

- **Be Selective with the details:** facts are important, but they become more meaningful when you can decide which are most important, and which do not contribute as much to the outcome! The scary, much-too-large-for-grandma mouth (and teeth!) may have been Little Red's first major clue of something amiss, and she may have drawn a quicker conclusions if she had decided to focus on what was most potentially dangerous.
- **Start by asking 'why':** By first attuning to the objective at hand, you will remind yourself to take inventory of the big picture right away. This will help inform which details you will care most about while aligning your fact-based approach with purpose! If Little Red had looked at the wolf from a holistic perspective initially, she may have realized that something – even if she had to investigate further – was just not right. This will be particularly helpful in your communication with N counterparts too – they like to hear the big picture first!
- **Check back in:** As you gather the information through realities and experience, continue to intermittently remind yourself to step back during the process to pull patterns together. Ask yourself what do these things have in common? What may the facts imply? Have I seen this pattern before and where? What have we not done before that may work?

The theory behind the MBTI® instrument teaches us that we all have strengths as well as ‘big bad wolf’ blind spots that can trip us up (or eat us up!), regardless of our preferences. The first step in overcoming these monsters is to be mindful of some of these areas for development. The second step is to embrace ways to flex our opposite preferences to become more well-rounded and effective – to not only survive, as seen in our story, but to thrive – at home, at work, and in life. Don't be like Little Red Riding Hood - remember your blind spots!

AIDAN MILLAR

**Reference: Story of Little Red Riding Hood taken and paraphrased from Charles Perrault's (1881) original Fairy Tale.*

MBTI® JUNCTION



Want to
spiff up your MBTI®
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practitioners?

Are you fascinated
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Visit every Friday for stories and activities about some of your favourite MBTI assessment-related topics.

psychometrics.com/mbtiblog/

HOW CAN WE BETTER DEAL WITH CONFLICT?

Almost all HR professionals deal with conflict, and conflicts frequently result in negative outcomes. Three out of four HR professionals have seen workplace conflict result in personal insults and attacks, and almost half have witnessed someone being fired. Nearly everyone has seen conflict lead to someone leaving the organization, and over three-quarters of HR professionals noted that conflict often results in sickness or absence from the workplace.

Yet workplace conflict can also have benefits. HR professionals have seen conflict lead to better solutions to problems and challenges, major innovations, increased motivation, a better understanding of others, and higher work team performance. Clearly, conflict is not always harmful, and can actually enhance the success of an organization (from Psychometrics Study of Conflict in the Canadian Workplace, Knowledge Centre, www.psychometrics.com).

Ralph Kilmann, co-author of the TKI assessment, has made major contributions to helping people better deal with conflict. Below he shares with us some great tips on using the TKI to learn how to resolve conflict.

USING THE THOMAS-KILMANN CONFLICT MODE INSTRUMENT

Conflict exists whenever the needs of two people appear to be incompatible—which reflects relevant differences between them. The fundamental question in conflict situations is always the same: How can people resolve their differences so their needs and concerns—both short term and long term—will be met?

RESPONDING TO THE TKI

Taking the TKI is the first step in learning how you typically approach differences with others and why you might not be getting your needs met. Like most people, you've probably developed a habitual way of dealing with conflict—always trying to resolve differences in the same old way, with little variation. But if you become more aware of the five alternative modes for handling conflict (and learn how to make effective use of each mode), you will surely achieve greater happiness and success in life.

Once you've responded to the TKI, calculated your scores, and profiled your results, you'll then discover your relative use of all five conflict-handling modes: competing, collaborating, compromising, avoiding, and accommodating. And for these five modes, you'll be shown which ones you use too much (out of habit) and which ones you use too little (because you haven't yet learned when—and how—to properly use them).

INTERPRETING YOUR TKI PROFILE

After you've profiled your scores, the interpretive materials in the TKI booklet provide valuable information on when to use each mode. And then, for those modes that you typically use too much or too little, a series of developmental questions are provided to help you use your most popular modes with more restraint and your least popular modes with more confidence. Ultimately, with practice, you can develop a balanced profile (no high or low scores), which means you'll now have equal access to each mode in every conflict situation.

ASSESSING THE CONFLICT SITUATION

You can also learn how to read the eight key attributes of a conflict situation that signal when one mode will likely work better than other modes in resolving differences: (1) Is the conflict situation plagued with overwhelming stress? (2) Is the conflict simple (one dimensional) or complex (multi-dimensional)? (3) How important is the topic to both persons? (4) Is there sufficient time (or will people make the time) to address their conflict? (5) Is there sufficient trust between both people (to share their true needs and concerns with one another)? (6) Do people have good listening and communication skills (so they can hear what the other is saying without getting one another defensive)? (7) Do cultural norms and the reward system encourage people to share their true needs and concerns? (8) How important is the relationship to both people (and do they want their relationship to last)?

The way you answer these eight questions will determine which conflict mode is most likely to get everyone's needs met—short term and long term. In time, most of the key attributes of a conflict situation can be changed (using the principles and practices of planned change and organizational development), so more people will achieve more collaborative resolutions—which will provide everyone with more happiness.

USING EACH MODE EFFECTIVELY

Regardless of which mode you choose to use in a conflict situation, you still have to use that mode effectively. Especially when using the three assertive modes (competing, collaborating, or compromising), without realizing it, you might be communicating in a way that gets the other person defensive (by speaking in a condescending, arrogant, or demeaning manner). Alternatively, you can learn how to use any conflict-handling mode in a manner that supports, respects, and affirms the other person—which is more likely to lead to a workable resolution. Each conflict mode

(including the unassertive modes of avoiding and accommodating) can thus be used very differently—with very different results. As a result, before you can use each mode as intended, be sure to practice how to effectively communicate your needs and concerns to others—whenever your wishes initially appear to be incompatible.

Once people can assess the key attributes of a conflict situation and how to effectively use each of the five modes, they can then learn how to use several modes—in sequence. A person might begin with the competing mode, to see if he can get his most important needs met. If that doesn't work (because the topic is also very important to the other person), the next approach might involve collaborating with the other person. But if both people run out of time, they can then use either avoiding (to postpone the discussion for another day) or compromising (so at least both people get some of their needs met for the time being). Or one person might decide the issue isn't as important as it first seemed, so he'll use the accommodating mode (so at least the other person gets her needs met). Naturally, using a sequence of one conflict mode after another, as a complex situation unfolds in unpredictable ways, will likely bring greater happiness to both people than would be the case if only one mode were used, irrespective of a dynamic—changing—situation.

RALPH H. KILMANN

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To find out more about how to use the TKI to resolve conflict, please contact us at 1-800-661-5158 or info@psychometrics.com.

APPUYER LES COMPTABLES DE KPMG DANS LEUR SUCCÈS PROFESSIONNEL

Les comptables de KPMG sont reconnus mondialement comme des professionnels financiers les plus qualifiés et les plus dignes de confiance. Mais dans un marché compétitif et en constante évolution, on ne peut pas se permettre de se reposer sur ses lauriers. Une des façons que l'entreprise demeure en tête du peloton est d'utiliser l'Indicateur de types psychologiques Myers-Briggs^{MD} (MBTI^{MD}) pour aider ses nouveaux gestionnaires à être en harmonie autant avec les gens qu'avec les chiffres.

« Les exigences de la profession de comptable ont beaucoup changé au cours de la dernière décennie. Les clients s'attendent à des conseils techniques spécialisés, mais nos comptables doivent également avoir des compétences solides en matière de développement des affaires et de leadership, raconte Allison Patterson, directrice principale à l'École de gestion KPMG Canada. Nos comptables doivent être des experts techniques tout en sachant gérer la performance des équipes internes et des équipes de mission multifonctionnelles. »

Pour aider les nouveaux leaders à aiguiser leurs compétences, l'entreprise offre un Programme de formation des nouveaux directeurs qui dure un an. Faisant partie de ce programme, une conférence annuelle a eu lieu en janvier, rassemblant 264 comptables provenant de partout au Canada, récemment promus à des rôles de direction.

« On met l'accent sur les compétences en leadership et en affaires, raconte Mme Patterson. Notre but est d'aider ces nouveaux directeurs à devenir des professionnels accomplis. »

Selon Mme Patterson, l'outil MBTI, qui fait partie du programme depuis cinq ans, est idéal pour introduire les nouveaux directeurs à l'évaluation. « Pour 95 pour cent de ces professionnels, il s'agit d'un premier contact avec un outil d'évaluation. L'outil d'évaluation MBTI offre l'uniformité et un

langage commun, ce qui facilite la discussion à propos de leurs résultats. »

Nous utilisons cet outil dans plusieurs autres de nos programmes d'entreprise pour assurer l'uniformité. »

Elle note également que l'emphase de l'outil MBTI sur les préférences individuelles et la dynamique interpersonnelle, permet aux directeurs d'équilibrer deux des valeurs de l'entreprise : le travail en groupe et le respect de l'individu.

Pour que la conférence de cette année soit aussi significative que possible pour un si grand nombre de participants, Mme Patterson a introduit un nouveau format : les séances en petits groupes d'environ 25 personnes au lieu d'une grande session plénière. Psychometrics Canada a personnalisé un rapport pour les nouveaux directeurs afin d'examiner l'ensemble de chaque préférence et, selon Mme Patterson, ceci s'est révélé très utile pour le groupe et pour l'entreprise.

« Nous avons fait une session interprétative virtuelle à l'avance, et une séance face-à-face, à la conférence. Puisque nous avons un si grand nombre de gens provenant des quatre coins du pays, nous commençons par le travail préparatoire pour qu'ils arrivent avec une connaissance de base et pour que l'on puisse tirer le meilleur parti des séances en petits groupes. »

Allison Patterson aide les participants à profiter pleinement de leur session d'évaluation MBTI, d'une durée d'une heure, en s'assurant que leurs apprentissages sont intégrés dans la conférence. Et pour les inviter à l'action, elle leur demande d'écrire une « lettre à soi-même » décrivant comment ils mettront en pratique ce

qu'ils ont appris, qu'elle leur envoie deux mois plus tard pour leur rappeler de leur engagement envers eux-mêmes.

À en juger par la rétroaction de fin de session et les courriels provenant des participants des séances en petits groupes, les sessions d'évaluation MBTI ont été bien reçues. Mme Patterson indique qu'elle a aimé l'énergie déployée par les participants. Plusieurs d'entre eux ont dit avoir apprécié les nouvelles connaissances sur soi-même et sur la façon des gens d'interagir en équipe.

Mme Patterson raconte que les partenaires de l'entreprise ont également approuvé le programme : « Le dévouement en temps et en budget que notre programme reçoit est encourageant ». Elle remarque que donner des séances d'évaluation MBTI à l'interne est non seulement rentable, mais aussi propice au maintien de l'intérêt envers le programme.

SEAN TOWNSEND

Allison Patterson possède plus de 15 ans d'expérience de travail avec des clients internationaux provenant de divers domaines d'activité, y compris les services professionnels, les domaines pharmaceutique et financier, le gouvernement et des sociétés d'État, ainsi que des établissements d'enseignement. Elle a dirigé et géré des grandes équipes de projet multidisciplinaires dans divers secteurs, tels que la mise en forme de franchises, l'efficacité des forces de vente, la gestion des comptes clés, les connaissances des produits et maladies, ainsi que la gestion de talent. Elle a également géré le secteur des soins de santé. Elle détient un baccalauréat en sciences appliquées avec spécialisation et une maîtrise en éducation, ainsi que divers titres, dont CTD, C.M.C, la certification Kirkpatrick et CMP. Allison est actuellement présidente de la Société canadienne pour la formation et le perfectionnement.



2016

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LA PERSONNALITÉ VOUS DONNE DES AILES

LA PRÉDICTION DU RENDEMENT DES PILOTES

En mai 2015, Monsieur Mark Fitzsimmons, le Président de Psychometrics Canada, et Madame Altharine Visagie, psychométricienne basée à Johannesburg, ont été invités à donner une conférence « Africa Congress of Psychology ». Le point de leur discussion était à propos de l'utilisation des évaluations de personnalité dans la sélection de l'équipage de bord de haute performance au Canada et en Afrique du Sud.

« Nous voulions voir s'il existait un profil de personnalité "global" pour les pilotes au Canada et en Afrique du Sud, ainsi que d'étudier quels traits peuvent prédire une meilleure performance de l'équipage de bord, » raconte Mark Fitzsimmons.

Cette étude a examiné 356 pilotes provenant de quatre compagnies aériennes, dont trois en Afrique du Sud et une au Canada. Ces compagnies opéraient un grand nombre de vols réguliers et de vols affrétés, allant des avions Cessna de six sièges à un moteur jusqu'aux jets Boeing conçus pour transporter deux cents passagers.

Dans une étude de l'Indice de personnalité de travail^{MC} (IPT), des profils de jumelage d'emplois des deux pays a révélé que toutes les compagnies aériennes étudiées recherchaient, chez les pilotes-recrues, des traits de personnalité très similaires. La seule exception était le trait d'innovation : les compagnies aériennes exploitant de plus petits appareils recherchaient des candidats avec des meilleures notes en innovation, car leurs pilotes devaient assumer des responsabilités supplémentaires. Les principaux transporteurs aériens exploitant de grands avions de ligne préféraient des pilotes moins novateurs.

Visagie a expliqué que la caractéristique d'innovation est exigée chez les petits opérateurs sud-africains parce que les pilotes doivent être

ouverts aux nouvelles idées et approches. Ils doivent être disposés à exécuter des tâches additionnelles à celles exécutées par des pilotes de grandes lignes aériennes. Celles-ci comprennent le chargement des sacs, l'accueil des clients VIP dans les aéroports éloignés et la prise de diverses décisions sortant du cadre de la sûreté d'exploitation de leur avion.

Tous les pilotes avaient en commun les notes supérieures à la moyenne en :

- + Respect des règles
- + Prise de décisions collaborative
- + Souci du détail
- + Persévérance
- + Tolérance au stress
- + Maîtrise de soi
- + Fiabilité

De façon générale, les pilotes ont obtenu des notes inférieures à la moyenne en flexibilité. Les compagnies aériennes apprécient la planification et l'organisation plutôt que la spontanéité et l'imprévisibilité.

Une analyse de validité plus approfondie des résultats de l'évaluation de l'Indice de personnalité de travail, ainsi que le rendement au travail de 132 pilotes, a révélé que les meilleurs pilotes ont obtenu des notes élevées en persévérance, en respect des règles et en fiabilité, et une note basse en flexibilité. Ces importantes constatations démontrent que les caractéristiques de la personnalité des pilotes ont un effet sur leur rendement et que l'évaluation de l'Indice de personnalité de travail peut repérer des pilotes efficaces.

PRÉDICTION DE LA PERFORMANCE LES PILOTES LES PLUS PERFORMANTS



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Pour garantir l'adaptation continue de l'évaluation de l'indicateur des types psychologiques Myers-Briggs^{MD} (MBTI^{MD}) aux besoins actuels et émergents des individus et des organismes, plusieurs produits compris de sa gamme ont été remplacés par des versions mise à jour.

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