

PROFILING TOOLS - REFLECTION



I ask for what I desire as we begin this topic



I pray that my entire being become open to God's grace



I imagine these texts being addressed to me, and note my response

QUESTIONS FOR REFLECTION

PROFILING TOOLS - INPUT

INTRODUCTION

The journey of leadership development is rooted in self-awareness; this includes an honest knowledge of our motives, personality, capacities, and values... While personal observation and introspection combined with sharing are helpful ways to know ourselves, these methods rely on our individual lenses and meaning making and thus are sometimes bound by some partiality. When reflecting about our own behaviour, we are often limited by our blind spots; on the other hand, when we are giving feedback about others, we are usually inclined to hold some individuals in higher regards than others, depending on some values we share and with whom we identify more. In this perspective, profiling tools would offer a more objective assessment and allow for a personalized development plan.

MAIN IDEAS

There are a wide variety of tools available. Psychometric tests were devised to provide a **structured assessment** of individuals that goes beyond self-perception or feedback. These tools have attempted to simplify human complexity by offering an objective measurement of one aspect of ourselves: this includes a wide number of attributes ranging from intelligence in its various forms (IQ tests, emotional intelligence, critical reasoning...), individual personality traits and natural preferences, talents and abilities, to behavioural styles (what motivates individuals to perform well, what is their working style, what is their preferred working culture...).

A majority of these tests have adopted a **horizontal approach**: these tools provide the person doing the test with insights on how their behaviours and ways of being fit with a series of pre-established characteristics (groups).

In these characteristics/types we do not find one better than the other, they are just an indication of how you often are (they describe your preferred style of addressing or responding to reality). Moreover, just like when you say someone is short or tall, these characteristics are hard to change and only do so with time..

Individuals interested in taking up a test of this type can find a wide range of tools available online, some more straightforward than others. We are including below some popular tools. Feel free to consider other instruments.

- The [Myers-Briggs Type Indicator](#) (MBTI) / [The Four Temperaments](#)
- The [Enneagram](#)
- The Big 5 Model - [HEXACO](#) or [Understanding Myself](#)
- The [DISC Profiling](#)
- The [High Potential Trait Indicator](#) (HPTI)
- [Sociotypes](#)

As leadership development is becoming much more focused on the attitudes and mindsets of individuals called for leadership rather than simply by the aptitudes they possess, profiling tools are shifting towards a more vertical approach. These, in comparison with the horizontal ones, really call us to develop internally, grow in our perspective taking and meaning-making and move from one stage to another, no matter our natural traits or preferred styles. Beyond describing natural styles that we could be aware of, these vertical-approach tools make the case that growing and expanding our capacities is possible.

- [Global Leadership Profile](#) (GLP)
- [Maturity Assessment Profile](#) (MAP)
- [The Leadership Circle Profile](#)

Both, the horizontal and vertical tools outline the richness of our diversity and the importance of growing our understanding of each other: “When I know your style I can better relate to you”.

Key Considerations

No tool can fully capture the complexity and richness of a human being and none of them are perfect. We all possess the full range of attributes that these assessments attempt to identify. We are not only one thing or another: we are all at once, in changing degrees. “I am large, I contain multitudes.” -Walt Whitman

Despite their limitations, profiling tools provide valuable insights into knowing ourselves, expanding our leadership capacities and better serving our mission. Like any metric tool, these measurements always run the risk of being seen or used as labels in which we trap others or ourselves. Labelling others and ourselves is a limit to learning, as it claims that we have figured things and people out.

EXPECTED LEARNINGS AND OUTCOMES

1. Introducing profiling instruments as tools to gain self-awareness
2. Reflecting on the tools that are relevant to our needs while considering both benefits and traps
3. Taking a leap forward and trying at least one profiling tool

“You cannot predict the outcome of human development. All you can do is like a farmer create the conditions under which it will begin to flourish.”

Ken Robinson

PROFILING TOOLS - EXERCISE

Part 1: Connecting to an Experience

Now that we have gone over some profiling tools:

1. Which psychometric profiling tools am I familiar with?
2. How do I feel about these instruments? What are my key concerns? How open am I to take such tests?
3. With whom am I willing to discuss my concerns and later on my results, had I decided to take these assessments?

Part 2: Taking up the test

1. Depending on my needs, budget and the area that I wish to gain insights on, I consider which tool is the most relevant to me not, and I take the test.
2. I read my results while remaining open to my interior motions. What is my immediate response as I go through my results? What can this reaction tell me about myself?

Part 3: Reflecting on the results and committing to action

1. What key voices/features constitute my internal executive team? In other words, what make up the primary features of my profile, and how do they fit together? Which parts do I tend to favor over others?
2. What assets and abilities does each part of my profile own? What weaknesses and liabilities do they implicate?
3. How can I better draw on all of my inner sources of wisdom and power instead of valuing only a few? How can I cultivate the rewarding yet undeveloped parts that are presently beyond my current way of being?

ADDITIONAL EXERCISES

There are currently no additional exercises for this section

PROFILING TOOLS - RESOURCES

GENERAL LEADERSHIP RESOURCES

Title	Author	Publisher	Year	Link
Vertical development assessments				
The Seven Transformations of Leadership	Bill Torbert & Associates	Harvard Business Review	2006	Link
The Leadership Maturity Assessment from Cook-Greuter & Associates	Susanne Cook-Greuter	Online	2016	Link
The Evolving Self	Robert Kegan	Harvard University Press	1983	Link
Stage Development and Ignatian Spirituality				
Personal Growth and the Ignatian Spiritual Exercises - Ego Development and the Four Weeks	Maryjo Meadow	The Way Supplement 76		Link
Why Care About Human Development?	Eleanor Stonebraker	The Way		Link

QUOTES

- “A man is but the product of his thoughts. What he thinks, he becomes” - Mahatma Gandhi
- “The growth and development of people is the highest calling of leadership.” - Harvey S. Firestone
- “We all need people who will give us feedback. That’s how we improve”. - Bill Gates
- “In a growth mindset, challenges are exciting rather than threatening. So rather than thinking, oh, I’m going to reveal my weaknesses, you say, wow, here’s a chance to grow.” – Carol Dweck
- “We can’t just sit back and wait for feedback to be offered, particularly when we’re in a leadership role. If we want feedback to take root in the culture, we need to explicitly ask for it.” – Ed Batista