

# **How to Get an Edge in Your Market... and Earn More**

*What you need to know about  
using psychometric tools to make  
your coaching or consulting  
business more profitable*

## General Information

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## About the Author



David Klaasen is a Chartered Human Resource Management professional and was recognised as a Fellow of the Chartered Institute of Personnel and Development in 2002. He is also a member of the Institute of Directors and the Institute of Business Consultants.

He moved into the Learning and Development arena, inspired by the measurable results it can produce, after gaining valuable international management experience in 5 Star Hotels and Haute Cuisine Restaurants.

Since 1988 David has been working with all levels of management, across a broad range of sectors. He has designed award winning training programmes for the Méridien Hotel Group and developed nationally recognised Management Development programmes. He now runs his own specialist Consultancy, *Inspired Working*, providing practical insights and awareness that make a significant difference to the bottom line.

David became a Master practitioner of NLP in 1997 and in 2003 he trained with Shelle Rose Charvet in London and Canada. He is now one of the few Licensed Language and Behavioural Profile (LAB) Trainers and Consultants in the world and has worked as one of Shelle's coaching team on a number of her advanced training courses.

David specialises in helping organisations to understand and optimise models of best practice through the CLEAR Framework. His friendly and accessible technique makes it easier to evaluate management effectiveness, implement organisational change and align the personal aspirations of staff with business objectives. His approach includes the use of innovative profiling tools and this can often release unexpected resources and innovation amongst management teams and staff.

He is an enthusiastic and emotionally-intelligent communicator who clarifies complex issues and engages audiences, inspiring them into action. This pragmatic approach has successfully assisted many clients to achieve internationally-recognised standards by coaching Business Owners, Directors and Senior Managers and facilitating development workshops.

David is passionate about ensuring that shared values, clear communication and targeted development of people are the furnace that drives business success.

As a relentless learner he is continuously honing and developing his skills, and he loves to relax by scuba diving, kite surfing, practicing yoga, listening to live Jazz and hosting dinner parties.

<b>Contents</b>	
<b>Topic</b>	<b>Page</b>
<b>The Secret of Earning Even More</b>	5
<b>The Power of Psychometrics</b>	6
<b>The Key Psychometric Tests Used in Business</b>	9
<b>Introducing a New Approach</b>	12
<b>Flexibility in Practice</b>	17
<b>Learning More</b>	19
<b>Annex – The 16 iWAM Categories</b>	21
<b>Further Information</b>	22

## The Secret of Earning Even More

**As a coach or consultant, you've already learned a great deal about how people's minds work and how they communicate, motivate themselves and relate with others.**

When you apply this knowledge in business, you can help clients create more effective teams, make better recruitment decisions and improve their communications.

However the challenge is that these are often seen as 'soft' skills that the people who hold the purse strings don't always find it easy to buy into quickly. Because they can be difficult to measure.

When you get a chance to build a relationship and let people see quantifiable results, the effect can be dramatic.

*"People will no longer ask for evidence of what you can do because they know you will deliver."*

But it's not always easy to get to first base if you don't have something that can provide reassurance to the people looking for more scientific evidence of specific results.

That's why people who have not supplemented their coaching and consulting expertise with training in a system for measuring people's attitudes and behaviour in a more scientific way are missing out on huge opportunities.

Consider the difference it will make if you can:

- Bring a quantifiable, hard edge to your coaching and consultancy skills.
- Prove you can bring about real change in a business.
- Stand out from competitors.

If you can build on your coaching and consultancy skills by using some form of psychometric testing, your potential earning power increases dramatically. People will no longer ask for evidence of what you can do because they know you will deliver.

Gaining access to credible forms of psychometric testing used to be expensive and time-consuming but that no longer needs to be the case.

**This special report explains more.**

## The Power of Psychometrics

**In business these days they say that 'If it can't be measured, it can't be done'.**

There are mechanisms for measuring everything – productivity, return on capital, profitability, customer satisfaction, employee engagement . . . so it's not surprising that businesses love psychometric assessments. It means they have something tangible to analyse.

Using psychometrics also increases credibility and trust, and these days this can mean the difference between getting the contract or not.

### **History of psychometrics**

While many scientific concepts have advanced significantly in recent years, the ideas behind psychometric assessments are some of the oldest around. The term itself has its roots in the Greek term for 'measure the mind'.

Elements of the "Four Temperaments" profiling system, which is still influential today, can be traced back around 5,000 years. There is even a reference in the Old Testament to 'the four faces of mankind'.

In more recent times, the most influential work was done by Carl Jung in the 1920s and his ideas remain dominant today. Jung identified two general attitude types depending on whether the person's psychic energy was directed internally or to the world outside of them:

- Introverted and Extroverted

Alongside this, he identified four functions of the mind:

- Thinking and Feeling
- Sensation and Intuition

Further he said that each of us gathers information and makes decisions differently, categorised as:

- Judger and Perceiver

If any of this seems familiar to people who have taken a Myers Briggs assessment, that should not be surprising.

Isabel Briggs Myers and her mother Katharine Briggs built on Jung's ideas to create a system for understanding and assessing personality. They began this work in the 1940s and it has since been used by millions of people around the world.

Nowadays there are many different types of psychometric assessment but most of the concepts can be traced back through a similar history and

often they present similar concepts using variations of the same techniques and ideas.

### **Why Psychometrics are Popular**

It's no cliché to suggest that it's people that determine the success of an organisation. So those organisations that can make the best decisions about people – how to recruit them effectively, train and develop them appropriately, help them work together efficiently and how to keep them motivated – are the ones that have the best chance of achieving their objectives, goals and targets.

During the recruitment process, for example, there's little time to get to know someone properly. Businesses don't have the luxury of being able to invest weeks or months in getting to know what makes them tick. But the cost of getting it wrong is significant.

The Chartered Institute of Personnel and Development (CIPD) estimates that the average cost of replacing a single member of staff is between £8,500 and £12,000<sup>1</sup>. This rises dramatically for directors, where some experts say the cost of replacement can be equivalent to a year's salary.

Yet it's often true that people leave an organisation because they didn't fit rather than because they lacked the talent. It's therefore advantageous for both sides if you can find out early on whether someone is in the right role and playing to their strengths.

A psychometric test helps people reveal more about themselves in a very short time and makes the decision process easier for both parties.

But there's a lot more to psychometric testing than the recruitment process.

Understanding personality types is helpful for appreciating that everyone has special qualities and therefore has value to an organisation if they are able to play to their strengths. Treating everyone with care and respect for their particular traits gets better results and helps individuals use their skills to their full potential.

Psychometric tests can help in a number of ways:

- **Personal development:** People get to know what really interests them and what they are naturally good at, i.e. how to play to their natural strengths.
- **Coaching:** Knowing what motivates an individual makes it easier to know how to get the best from them.

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<sup>1</sup> Chartered Institute Of Personnel and Development. (2006) Recruitment, retention and turnover 2006. Survey report. London: CIPD. (Survey report).

- **Communication:** Helping leaders communicate with their teams, and team members understanding one another better.
- **Assigning tasks:** Choosing people for specific assignments according to their strengths.
- **Team building:** Finding people who fit well together either because they are similar or have complementary strengths.
- **Motivation:** Understanding others (and ourselves) helps us decide what is needed to motivate people.

## The Key Psychometric Tests Used in Business

**Two of the most popular tests used in business are the Myers Briggs instrument (MBTI) and DiSC.**

Although there are many other tools used by specialists in different contexts, these two have proven popular and easy to understand.

While they have much in common, there are differences both in the way the information should be interpreted and in how the tests can be administered.

Let's look at each of them more closely and we'll then look at a new alternative.

## Myers-Briggs Type Indicator

### History

The Myers-Briggs Type Indicator (MBTI) is based on the scientific research of Dr. Carl Jung in the 1920s. Katherine Briggs and her daughter Isabel Briggs Myers adapted Carl Jung's theories to create the Myers-Briggs Type Indicator.

### Main Purpose

To measure personality types.

### How it Works

The MBTI system puts an individual's behavioural preferences into one of four categories, based almost entirely on Carl Jung's theories and words. Each of the four MBTI scales represents two opposing 'preferences' of preferred styles or capabilities.

- (E) Extroversion or Introversion (I)
- (S) Sensing or Intuitive (N)
- (T) Thinking or Feeling (F)
- (J) Judging or Perceiving (P)

As each person's overall personality or behavioural style is coded for each of the four preferences, it contains sixteen main 'types', each represented by four-letter code, for example: ENTJ or INFP etc.

### How it is Measured

Individuals are asked to complete a questionnaire online or on paper answering about 80 - 100 questions (the exact number depends on the version used).

The questions are forced-choice, which means that you must choose only one of two possible answers to each question (though you can skip the question).

### Administration

There is a self-scored version of the MBTI but the tests are usually submitted to an expert for scoring. Individuals receive a computer-generated profile and narrative report which includes a description of the person's type, and explanations of how their indicated preferences will apply in the work setting or in communication. This is normally explained to them by a qualified expert.

### Qualifications Required

Purchasers of the Myers-Briggs Type Indicator are required to submit evidence of one or more college courses in behavioural measurement and complete at least a three-day training program on the Myers-Briggs Type Indicator.

## DiSC

### History

DiSC is based on the theories of Dr. William Marston from the book "Emotions of Normal People", published in 1928. Inscape Publishing expanded on these theories to create a commercial system.

### Main Purpose

To measure behaviour in different settings.

### How it Works

Individuals answer a series of questions relating to how they perceive their behaviour in certain situations. Depending on their answers it is rated according to their degree of:

- Dominance
- Influence
- Steadiness
- Compliance

### How it is Measured

Rather than matching people to defined types, the DiSC model presents a series of four main 'type' descriptions (as above).

The DiSC testing instruments tend to identify people's preferred or dominant type and one or two supporting types from the four available, and this mixture is then represented by a graph or personality description based on the mixture of the types.

In this respect no person is exclusively just one of the four DiSC types.

### Administration

The instrument itself provides sufficient information to help the person interpret their own results. A facilitator can enhance the understanding through a broader knowledge of the theory, specific examples or a discussion of individual results.

### Qualifications Required

The respondents are considered the experts on themselves and the instrument is self-scored and self-interpreted.

There are no specific educational requirements. Training courses are provided live or online for those looking to build on the information to work with clients as a coach or consultant.

## Introducing a New Approach

**As the most common psychometric tests are based on concepts from the early 20<sup>th</sup> Century, it's not surprising that there has been demand for something more up-to-date.**

In recent years, fields like Neuro Linguistic Programming (NLP) and applied cognitive psychology have added a great deal of new insight to understanding the human mind – and of course, much has changed in the world of work.

The NLP field has contributed to the debate in various ways, including:

### **Neurological Levels**

According to the research by Robert Dilts, we have an internal processing hierarchy – which he called Neurological Levels – that drives our behaviour. It includes:

- Values and beliefs
- Attitudes and motivation
- Capabilities
- Behaviour

One argument for a new approach to psychometrics is that it's not enough just to measure competency, for example. Someone may have the capability to do a job but there is no guarantee that they will be motivated to do so on an ongoing basis.

Dilts suggests that in order to create change you need to work on the level above the one where the change is required.

For example if you want to change behaviour you need to have the capability to do so. If you want to change your capabilities it will take effort so you need to have the right motivation and attitude to achieve success.

Some argue that MTBI is limited because it measures only some attitudes, whereas DiSC is limited as it measures only behaviours.

If you want to influence real change you want a tool that helps you identify Attitudes and Motivation.

## Metaprograms

Metaprograms were introduced in NLP during the 1970s. They are the deepest level unconscious filters of our perception. Our metaprograms are one of the key factors that distinguish individual people and that explain why two people think, act and communicate differently in the same situation. These patterns provide a blueprint of how we motivate ourselves and in turn how we approach problems and opportunities.

Understanding metaprograms is therefore a valuable way to recognise the differences between people so that you can communicate with them, motivate them or help them achieve greater success.

However, one of the drawbacks with metaprograms is that there have been various views about issues such as exactly how many metaprogram patterns there are. Some say there are as many as 100, while others argue that only about 14 are really useful in practice.

The ability to measure them in a robust and scientific way has also been limited.

## LAB Profile

A very precise and flexible approach is the Language and Behaviour Profile, which was created by Rodger Bailey and popularised by Shelle Rose Charvet through her book "Words that Change Minds". It uses metaprograms in business to help with issues such as communication, team-building and recruitment.

The LAB Profile is primarily a linguistic tool that relies heavily on observing and listening to people answering a series of questions in order to determine their metaprograms. Whilst this provides amazing precision in a variety of contexts because you can continually test for accuracy, it limits the ability to use it on a large scale and makes it more difficult to provide the statistical data that is available through psychometric testing.

The LAB Profile is based on 14 essential patterns, which may not provide enough information in some situations.

## The Search for an Alternative

So the ideal for some time has been a tool that can combine the:

- Valuable **depth of information** that is available from the full range of metaprograms;
- **Scientific validity** of the traditional psychometric testing models;
- Ability to use them quickly with a very **large group** of people.

This would also have the advantage of addressing the limitations of other forms of psychometric testing by delivering more information and being more up-to-date.

One tool that addresses these issues is the iWAM tool...

**iWAM (inventory for Work Attitudes and Motivations)**

The iWAM tool was developed by Patrick Merlevede, a Belgian cognitive scientist and management consultant.

He is CEO of JobEQ, Belgium ([www.JobEQ.com](http://www.JobEQ.com)) and author of a number of popular books on emotional intelligence, mentoring and business consulting including "7 Steps to Emotional Intelligence" and "Mastering Mentoring and Coaching with Emotional Intelligence".

iWAM reflects one of the core principles of NLP – that of modelling excellence.

It seeks to identify an individual's preferences for work organisation styles, primary areas of interest and motivations and attitudes at work, through the 48 primary metaprograms.

## iWAM

### **History**

Developed by cognitive scientist Patrick Merlevede based on work by various people from the NLP field on metaprograms, it is currently used in 21 countries and in 12 languages, including Russian and Arabic.

### **Main Purpose**

To help understand the intrinsic motivations and attitudes of people at work.

### **How it Works**

iWAM is designed to be a context-specific instrument – so the measures are analysed within the **work context** and the results are relevant to that context and time only.

The methodology presupposes that people change over time, between contexts and after significant interventions or life experiences. So the instrument is designed to detect these subtle changes in pre- and post-intervention measurements.

### **How it is Measured**

The iWAM questionnaire consists of 40 questions and its power comes from the fact that participants rank-order five statements for each question. (MBTI questions offer a choice between two statements.)

It takes into account 48 different metaprograms clustered into 16 categories (more details of these are in the annex on page 21).

The patterns are measured against standard groups to give an indication of whether an individual scores high, average or low in the category. Each country has its own Standard group, so people can see how they compare to the local population. This means that an American living in Birmingham may find there are some noteworthy differences in scores in the UK norm group compared to a score based on the USA norm group. This can be helpful in understanding cultural differences.

### **Administration**

The iWAM is an on-line, easy-to-use-and-administer testing tool that provides an objective way to measure an individual's attitudes and motivational patterns.

### **Qualifications Required**

In order to access the profiles and be qualified to give feedback you need to be certified by an accredited iWAM Trainer.

**If you are interested in finding out more about the next iWAM Certification Training in the UK, visit [www.InspiredWorking.com/iwamcert.htm](http://www.InspiredWorking.com/iwamcert.htm).**

## How iWAM differs from the other tools

### Age

- iWAM was developed in 2001 so incorporates the latest findings in cognitive science to measure work attitude and motivation.
- MBTI was released in 1943, based on the theory of personality types introduced by Jung in 1922.
- DiSC is based on the book "Emotions of Normal People" by William Moulton Marston, which was published in 1928.

### Combinations

- iWAM takes into account the fact that every person is unique, based on the interaction of 48 NLP metaprogram patterns, creating more possible combinations of results than the number of people on Earth. Each iWAM Profile is a unique fingerprint.
- The MBTI covers 4 simple metaprograms of basic behaviours based on the Jungian theory, giving a combination of 16 possible types.
- DiSC distinguishes between 4 patterns considered 'primary emotions', called Dominance, Influence, Steadiness and Compliance (hence DiSC).

### Context

- iWAM measures a person's preferences and motivations in the context of work only. It describes what factors influence and motivate people the most, whilst allowing for individual circumstances.
- Neither DiSC nor MBTI are context based.
- The MBTI was created to measure a person's personality. However, the concept of 'personality' presupposes that a person will react and behave the same way in every situation, an idea that has been rejected by cognitive psychologists since the 1980s.

### Application

- iWAM and DiSC are easily undertaken online and can be understood by the participant based on the information provided – although there is considerable benefit to them when the context is explained by a suitably qualified consultant.
- MBTI can be undertaken online but is normally scored and explained by an authorised consultant.

### Training Requirements

- MBTI consultants have to undertake several days of training and may be required to provide evidence of suitable qualifications.
- DiSC has no specific formal education requirements but training is available to explain the results more effectively to clients.
- iWAM requires certification by an accredited iWAM Trainer.

## Flexibility in Practice

**The test of any measurement tool is how effectively it can be used in practice and how easily the information can be interpreted to help people improve their performance.**

Here are some examples of how iWAM has been used to date in the UK.

### **Executive team building**

Working with a 5-person board of directors, iWAM helped a CEO identify that his sales director had not translated effective selling ability into strong management skills. Enabling him to see this issue visually and graphically helped him clarify how to address it.

### **Career change**

A person made redundant from a public service role had considered offering his highly-sought-after expertise as a freelance consultant. Using iWAM, he was able to see that his skill set was unsuited to this way of working and he decided to seek another full-time job rather than venture into the freelance area.

### **One-to-one coaching**

A Manager with strong procedural skills was promoted to director and initially had problems adapting to the broader skill set required. Using iWAM to understand this issue helped her identify the changes she needed to make.

### **Recruitment**

A consulting firm recruited people into distinct selling or operational roles and were able to use iWAM to model their most successful people in each category so that they could find recruits who matched that profile. In one particular example a business consultancy with tight procedures recognised that the candidates attracted to consultancy often want to consider all the options available for a client. Whilst this may be useful in some contexts, it was not suitable for their programme. They now use iWAM to filter out all consultants with a high preference for seeking alternatives.

### **Culture change**

iWAM helped a board of directors identify that the problems they felt existed in their company were actually being caused by the way they worked as directors; they were then able to make the changes themselves without a major shake-up in the business.

**Other ways in which consultants are using iWAM around the world**

- ❖ Team alignment.
- ❖ Conflict resolution.
- ❖ Modelling top performers.
- ❖ Performance-building for individuals and teams.
- ❖ Analysis of company culture.
- ❖ Selecting job candidates.
- ❖ Writing irresistible Recruitment advertisements.
- ❖ Executive coaching.
- ❖ Career transition.
- ❖ Succession planning.
- ❖ Management effectiveness.

**If you are interested in finding out more about the next iWAM Certification Training in the UK, visit [www.InspiredWorking.com/iwamcert.htm](http://www.InspiredWorking.com/iwamcert.htm).**

## Learning More

**For the client, the value of any measurement tool depends on how well it gives them information they can use rather than just delivering data.**

**They want pragmatic results.**

So, while iWAM is relatively easy to understand and administer, clients get more out of it if the results can be explained to them by someone who understands their issues, the background and the context.

This means a competent iWAM practitioner can relate the results of the profile to the issues, and link various patterns to the problems and the solutions. And, of course, that also opens up opportunities for further work by the consultant or coach.

A key benefit of iWAM is that it focuses on the results in a specific context at a set moment in time. It is therefore ideally suited to measurement before and after any type of programme or initiative is implemented.

- Beforehand, it shows you what's working and what needs to change.
- Afterwards, it shows you what the results have been and what further steps are needed.

### Learning More

Clearly the best-equipped people to explain the iWAM patterns are those who already have some knowledge of metaprograms. But this is not essential because the 3-day iWAM Certification training includes full explanation of the metaprograms as they are used in iWAM.

It also covers a full explanation of how to apply iWAM in a variety of contexts and how to use the information it provides to get best results for your client.

The fact that these issues are covered in detail by trainers who use the tool in their own consultancy means it will give you the confidence to use it to build deeper and more rewarding relationships with your clients.

**Other benefits of iWAM certification include:**

- Turning your behavioural knowledge into reliable, statistical data to support 'bottom line' discussions.
- Easy on-line access to a range of tailored reports for individuals, teams, and leaders at a competitive price.
- Measuring motivations and attitudes that drive behaviour, before the behaviour occurs.
- Handling high-volume profiling needs very easily.
- Learning from one of the world's foremost experts in practical application of metaprograms at work.
- Defining your business through this instrument and software methodology or by simply adding it to your toolkit.

**There is more detailed information about the next UK iWAM Certification Training at [www.InspiredWorking.com/iwamcert.htm](http://www.InspiredWorking.com/iwamcert.htm).**

## Annex – The 16 iWAM Categories

**iWAM objectively measures these 16 categories of metaprograms, and explains how they relate to employee behaviour.**

1. **Action Level:** Is the person proactive or reactive? How quickly does the person start taking action? How much patience does this person have?
2. **Action Direction:** How well can this person maintain focus on the goals?
3. **Evaluation Reference:** Do they decide for themselves or do they need others to give advice or even make a decision?
4. **Communication Sort:** How are this person's non-verbal communications organised? Do they communicate non-verbally or not?
5. **Work Environment Type:** Does this person want to work around other people or not? Do they want social contact or not?
6. **Work Assignment Type:** Does this person want sole responsibility for the work results or do they want to share that responsibility?
7. **Relationship Sorting:** Does this person want to move from one thing to another quickly or do they prefer stability?
8. **Interest Filters:** What does this person pay attention to in the environment? What does this person have to be working with to feel successful?
9. **Task Attitude:** Does this person follow procedures or do they generate alternatives?
10. **Task Orientation:** Does this person tend to look at the details or the big picture?
11. **McClelland's Motivational Types:** How is the person motivated by power, affiliation, and achievement?
12. **Work Approach:** What is the internal process this person uses in relation to use, concept, and structure?
13. **Temporal Processing:** When working on a task, are they remembering the past, are they thinking about the present, or are they planning the future?
14. **Norming (Rule Structure):** How does this person deal with the unwritten rules or the social contract in the work place? Do they feel the need to tell others how they should act?
15. **Input Representation:** How is this person convinced about something or someone new? How do they gather the data to be convinced?
16. **Interpretation Process:** What do they do with that data to be convinced?

## Further Information

**For more information on iWAM and how to become an accredited iWAM Practitioner, contact:**

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