

# Jung Typology Profiler for Workplace™ Assessment User Handbook

Includes the material for the JTPW™ Certified Assessment Practitioner certification syllabus

**Humanmetrics** *Certified  
JTPW™ Assessment  
Practitioner*

First Edition  
Simon Kerbel & Alex Wainstein  
Humanmetrics Inc.

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## Executive Summary

Humanmetrics Jung Typology Profiler for Workplace™ (or JTPW™) is a personality assessment instrument designed for application in the workplace. It is based on the popular Humanmetrics Jung Typology Test™ and is offered to organizations through Humanmetrics' HRPersonality™ online assessment administration portal ([www.hrpersonality.com](http://www.hrpersonality.com)).

The Handbook includes the study material and references as well as practical exercises to help JTPW™ users become proficient with the JTPW™ instrument, the HRPersonality™ assessment administration service, and prepare for the JTPW™ assessment administration certification exam. The certification program is a useful supplement for human resources workers, managers, coaches and counsellors, and anyone using or intending to use the JTPW™ instrument and HRPersonality™ assessment administration portal. JTPW™ assessment users can use the Handbook as required during ongoing use of the JTPW™ instrument, for comprehensive information on various topics in relation to effective use of the JTPW™ assessment.

## How to Use This Handbook

- Review and become familiar with the topics in the certification syllabus.
- Read the material presented or referred in the following sections.
- Take the quizzes and do the exercises.
- Use the HRPersonality™ assessment administration system with several respondents.
- Take the JTPW™ certification exam and become a JTPW™ Certified Assessment Administrator.
- Refer to the Handbook for information as required in your ongoing use of the JTPW™ instrument.

## Certification Syllabus

In order to prepare for the JTPW™ assessment administration certification exam, you must familiarize yourself with the following topics:

1. What is the JTPW™ instrument?
  - a. Typical uses of the JTPW™ instrument
2. The Foundations of JTPW
  - a. Jung's theory of psychological types
  - b. Personality dimensions evaluated by the JTPW™ instrument. JTPW™ model for the workplace.
3. The Instrumental Framework of JTPW
  - a. Key Behavioural Qualities for the Workplace. JTPW™ Personality Radar™
  - b. JTPW™ Questionnaire
  - c. Responses reliability indicator
  - d. JTPW™ assessment and actual behaviour
  - e. JTPW™ Reports
4. HRPersonality™ Online Assessment Administration Service
  - a. Basic concepts
  - b. Common workflow
5. Use Cases and Best Practices
  - a. Pre-employment assessment Use Cases
  - b. Team building, Staff and Leadership Development Use Cases
  - c. Coaching and Counselling Use Cases
6. Ethical Use
7. Resources

## 1 What is the JTPW™ instrument?

Humanmetrics Jung Typology Profiler for Workplace™ (or JTPW™) instrument is a personality assessment tool designed for application in the workplace, and is based on the very popular Humanmetrics Jung Typology Test™. The JTPW™ instrument is copyrighted and is the intellectual property of Humanmetrics Inc. and its licensors. The JTPW™ instrument includes a 90-question multiple-choice survey, and a proprietary scoring and report generation algorithm. JTPW™ reports are dynamically generated, personalized, include textual and visual information, and can be produced for an individual, a pair of individuals, or for a group.

The JTPW™ assessment determines likely workplace-related behaviours and behavioural preferences of individuals based on their responses to the assessment questionnaire. It does not determine nor predict actual behaviours. Individuals are capable of changing and adapting their behaviours to the norms or requirements of the organizational culture in which they operate.

The JTPW™ instrument is offered to organizations through Humanmetrics' HRPersonality™ online assessment administration portal ([www.hrpersonality.com](http://www.hrpersonality.com)).

The JTPW™ users are from all walks of life, domains and industries, in the US, Canada, and around the globe.

### 1.1 Typical applications of the JTPW™ instrument

1. **Pre-employment assessment** and pre-promotion assessment. Users: human resources professionals, hiring managers, recruiters.
  - a. **Assessing likely personality strengths and weaknesses:** Personality assessment with JTPW™ is used to obtain insights about candidates, including personality type, most favourable activities, likely motivational factors, strengths and weaknesses, problem solving, conflict management, leadership style, communication style, and more.
  - b. **Preparing effective interviews.** Conduct effective interviews by confirming strengths and weaknesses; prepare relevant questions.
  - c. **Comparing** and identifying top candidates.
  - d. **Exploring one-on-one compatibility** of prospective employees with existing team members or team leader.
  - e. **Assessing potential for job compatibility.** Assess how close respondents' results are to favourable ranges of behavioural scores and personality types.
  - f. **Identifying soft skill requirements.**
  - g. **Evaluating candidates for promotion,** succession planning.
2. **Staff and leadership development.** Users: managers, human resources professionals, employees. Personality assessment with JTPW™ is used to help staff and management become better communicators, more effective leaders, manage and prevent conflicts, improve productivity and job satisfaction.
  - a. **Self-awareness and personal growth.** Users: employees. Personality assessment with JTPW™ makes it possible for employees to obtain unique information about themselves



and their capabilities, get personalized tips on how to leverage strong areas of their personality and manage potential weaknesses, increase job satisfaction and productivity.

- b. **Assessing and developing leadership skills.** Users: managers, human resources professionals, career coaches. With JTPW™ you can pinpoint the most likely leadership style and the extent to which a candidate is likely to display leadership qualities.
3. **Team building.** Users: managers, human resources professionals, workshop facilitators and coaches. This includes:
  - a. Analysing characteristics, strengths and weaknesses of a team as a whole.
  - b. Improving team work and effectiveness of existing teams.
  - c. Building new teams.
  - d. Evaluating the potential effect of making changes in a team structure prior to implementing it.
4. **Coaching and Counselling.** Users: career coaches and their clients, in 1-on-1 and group format. (<http://www.hrpersonality.com/Products/AreasofAssessment/CareerCounselling.aspx>). Examples of uses include executive, business, and career coaching, career counselling.
5. **Assessing employee's potential and optimizing job responsibilities.** Users: managers and human resources professionals. Personality assessment with JTPW™ makes it possible to determine areas and responsibilities where an employee can contribute most productively and to their fullest potential. The JTPW™ also determines an employee's motivating factors, as well as his or her potential strengths and limitations, in terms of soft skills. An understanding of these aspects of employees' personalities allows managers to maximize the effectiveness of each individual employee, and the effectiveness of a team as a whole, increase job satisfaction and reduce work-related stress. The ultimate outcome is a greater overall productivity and a decrease in turnover.

## 2 The Foundations of JTPW

### 2.1 Carl Jung's Theory of Psychological Types

JTPW™ assessment draws from and extends upon the famous Theory of Psychological Types of Carl Jung<sup>2</sup>. According to the approach to psychological types introduced by Carl Jung in the early years of the twentieth century, and later popularized by Isabel Briggs Myers<sup>3</sup> and other practitioners and researchers, an individual's personality type characteristics are influenced by:

- Two pairs of mental functions:
  - the opposite functions of *perception* (*sensation vs. intuition*, or SN), and
  - the opposite functions of *judging* (*thinking vs. feeling*, or TF),
- General attitude (*extraversion vs. introversion* or EI),

Per Jung, one of the mental functions plays a primary role, whereas a function from a complementary pair is secondary but still "relatively determining"<sup>2</sup>. For example, one of the *perceiving* functions can play the primary role in defining type characteristics, and one of the *judging* functions plays the

secondary role, or vice versa. Briggs Myers emphasized the importance of seeing judging vs. perceiving preferences (or JP) as a factor in defining personality type.

The 4 areas of opposite preferences (*4 dichotomies*) - extraversion vs. introversion, sensing (sensation) vs. intuition, thinking vs. feeling, and judging vs. perceiving - make 16 possible combinations representing which of the opposites in each of the 4 areas dominate in a person, thus defining 16 different personality types.

Please see the “[Personality Type](#)” online resource for more information.

### 2.1.1 Overcoming the Limitations

The framework of the 16 personality types has become popular outside of behavioural science and academia due to its apparent simplicity and thanks to the efforts of Briggs Myers to offer personality type descriptions that are straightforward and relevant enough to ordinary people. However, such basic approach to personality type has considerable practical limitations when applied to workplace-related issues. It produces the same, static cliché-like descriptions for different individual realizations of the same personality type, and the descriptions have a general focus rather than a workplace-specific one. In reality, however, Jungian personality types realize themselves in the workplace in a multitude of ways. Each of the Jungian dichotomies may reveal itself in various ways.

The JTPW™ instrument overcomes these limitations by:

- Evaluating the **expressiveness** of the 4 Jungian dimensions as illustrated below:



Figure 1: JTPW™ instrument evaluates the expressiveness of Jungian dimensions.

- Evaluating **13 other, more granular personality dimensions** that make it possible to effectively apply Jungian typology in the workplace.
- Providing dynamically generated, individualized personality type descriptions that take into account the unique behavioural preferences of the respondent.
- Visually representing the strengths of the key workplace-related behavioural qualities in the JTPW™ Personality Radar™ graph, and offering a comprehensive, yet easy to use, “snapshot” of an individual’s personality in the workplace.