



# Personality Profiling



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## A simple Personality Profile tool to be used in recruitment and team building

Five years ago I was interviewed by the Director of a successful and established recruitment company [Jubilee Talent](#) for the position of Recruitment Consultant. Up to then I had always been capable of finding suitable jobs via a skills/trade test based on competency, or from a referral from someone else in the industry who would provide a good introduction/reference. Naturally being recruited by an expert recruiter who had made his fortune in getting this process right, led to an enlightening and different interview process for me.

The tools and techniques used differed to anything I had undergone before, several of which are the same tools used by some of the worlds most innovative businesses to build successful teams.

What were these techniques, and should you read on? Well it is five years and two promotions after my interview with that Director and I now manage his company's largest office, overseeing a highly successful team of recruitment consultants, and up until that first interview, I had never even heard of a personality profile!

## What is a personality profile?

A personality profile is a knowledge management tool used to provide an evaluation or someone's personal attributes, values, and life skills to maximise his or her job performance and contribution to a company.

Simply put personality profiles can help to find out what kind of person you're dealing with, and what are their dominant traits.

I'm sure we've all heard it said, unofficially, "He just didn't fit in with the team", or "She turned out to be a total nightmare" as justification when people leave jobs. Well, by using some of the tools in this eBook you can make sure that you:

- A.** Avoid wasting the time of both parties by interviewing based on the personality traits
- B.** Harness these personality traits with your employees to get the best of people based on their prominent personality type
- C.** Save money in time spent recruiting and more importantly staff retention
- D.** Blend and build teams based on trust and values through pier to pier personality enlightenment

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## ■ My interview

At the start of the interview I sat on a computer and answered a series of multiple-choice questions designed to show my personality profile. The model this company used to assess me was the DISC profile, but there are others which I will discuss below.

### **DISC stands for Dominance, Influence, Steadiness and Compliance.**

The Director talked me through these categories and how I 'scored' in each, unknowingly to me at the time forming his interview questions based on these results.

If, for example, the role I was interviewing for involved a lot of compliancy and I had scored low in the Compliance section he would question my background in this area. If my main trait was say a very high D, one of Dominance, he would have questioned me on any conflict I may have had in the past, or looked for examples of how being so dominant may have led to my success.

**We must remember at this point there is no right or wrong personality, only what's right for your business, the role you're recruiting for and the personalities of the team you are recruiting into.**

The interview continued at pace and as he read through my DISC profile he

would interject with questions such as:

*“Say for example if you were dealing with a key client, a General Manager, and there was a big supply issue and he was being aggressive with you, threatening to leave us for a competitor because of you, how would you deal with that situation, and how would you feel?”*

Another example is:

*“What is the biggest regret you have in life which you dwell one?” to which I honestly told him about a role I had lasted under six months in due to ultimately not aligning myself with the way people were treated at said company”.*

At the end of my DISC personality profile I found out my personality was best categorized as “The Counsellor”. It said that I displayed very even traits in all four sections, Dominance, influence, Steadiness and Compliance. Great I thought, but what does it mean to be a Counsellor?

The DISC gives a list of key attributes that best describe the Counsellor below:

- Warm
- Caring
- Trusting
- Team player
- Patient
- Enthusiastic
- Modest
- Influential
- Loyal
- Sensitive

It then gave me some tactics and techniques for increased effectiveness (basically weaknesses) which were:

“Try to realise that you cannot always avoid troublesome issues. Sometimes you have to initiate action and be more direct with people. Remember, not

everyone is going to like you no matter how hard you try.”

Interesting comments I thought. Scenarios played out in my mind where I had been guilty of these for want of harmony, an easy life. Whether it was home life or at work I could think of examples.

It then clicked that these observations from the DISC had formed the basis of his interview. This is the reason he had questioned me on “feelings”, “conflict management”, “longevity”, “values”.

He may have interviewed me without the personality profile, and still come up with a similar idea about me as a potential employee, but the point of doing it was to confirm or explore further the primary and secondary evidence he had gotten from my CV, references etc.

**The personality profile is not to do away with any other form of interviewing / recruitment, it's to enhance the process and should be used in conjunction with the above.**

There are 16 personality categories the DISC could have given me, and overall the Counsellor is a very balanced profile which I could resonate with. As well as being an enjoyable self learning process for me, it stood to ensure for him that he had the relevant person suited to the role, and just as importantly, the existing team he had in place.

At [Jubilee Talent](#), we employ the DISC profile model when doing all internal recruitment, as well as when recruiting for clients who have a clear understanding of their business' needs. We harness the profile traits and put in place structure to compensate for weaknesses and ensure that the dominant traits are utilized to maximum advantage. The core team has been with the company since I started, our retention rate is high, and we refer to these traits when necessary in managing our employees. The aim is through their knowledge and enlightenment of themselves and their co-workers they become better employees and feel valued. This works, and if you invest the time at the outset of your recruitment the investment will reward you immensely. There are other companies that can utilise these profiling techniques and [CV Locator](#) is one that stands out as being very successful among my Hospitality industry peers.

Now the DISC tool whilst being a fantastic model takes a good amount of time to interpret, and to be able to interview with the results comes with many years experience. It is also costly and not available for free online.

Below I want to share with you a simple, more visual profiling tool which you can refer to easily, to use in both recruitment and in team building.

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## Free personality tool for you - The Myers-Briggs test

The Myers Briggs is possibly the most popular personality profile to use and it's widely shared in American companies. It's easy to understand for the visual learner, it's quick to do and easy to refer back to at any point. The concept is not new either, it's been around since the 1940's. It also forms the background of what is now the DISC so it's essentially a more accessible version.

The goal of the Myers Briggs test or MBTI is to allow respondents to explore and understand their own personalities including their likes, dislikes, strengths, weaknesses, possible career preferences, and compatibility with other people. Like the DISC no one personality type is "best" or "better" or "right" or "wrong". It isn't a tool designed to look for dysfunction or abnormality. Instead, its goal is simply to help you learn more about yourself, potential employee, or existing team.

Below is the MBTI chart which yields similar results to the DISC I did in my interview. There are four categories:

- **Introversion / Extraversion**
- **Sensing / Intuition**
- **Thinking / Feeling**
- **Judging / Perceiving**

Each person is said to have one preferred quality from each category, producing 16 unique types. Have a go at the below test it will take 60 seconds and see what the outcome is.

# What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type. For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

## 1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer  
**E**  
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer  
**I**  
Introversion

## 2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer  
**S**  
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer  
**N**  
Intuition

**ISTJ**  
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

**ISFJ**  
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

**INFJ**  
Idealistic, organized, insightful, dependable, pragmatic, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

**INTJ**  
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

**ISTP**  
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

**ISFP**  
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

**INFP**  
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

**INTP**  
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

**ESTP**  
Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

**ESFP**  
Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

**ENFP**  
Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

**ENTP**  
Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

**ESTJ**  
Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

**ESFJ**  
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

**ENFJ**  
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

**ENTJ**  
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

## 3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer  
**T**  
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer  
**F**  
Feeling

## 4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer  
**J**  
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer  
**P**  
Perceiving

From your results you haven now categorised yourself or given yourself a personality profile. Good fun isn't it? Not to mention eye opening for some... We can now classify ourselves with a name, in my case the Counsellor or INFJ.

This can be a great tool to use from a team building exercise or to use in a management workshop when on the topic of strengths and weaknesses, it has great value in that and in it's openness in a public forum of a team meeting can serve to build a degree of trust which is immensely valuable.

The real skill here though is how can we use these random letters which "classify" us to make the right decisions when recruiting. How did my Director 5 years ago in my interview take these leading personality traits and shape his questioning accordingly to make sure I was the right candidate for him to work with? This is not saying you must do away with traditional competency-based questioning when interviewing, or to dismiss someone with a fantastic CV, but to include the findings of the MBTI in your decision-making process.

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## **An example case study**

David is the Operations Manager for a large Telesales office, he has 700 plus sale reps in his building, the business is well established, the systems are regimanted but they work, he simply needs more reps who can follow the established ways, hit their targets of 200 calls a day and arrive on time 8-5 Monday to Friday.

David has one vacancy and due to the post Covid saturated market receives 180 CV's which he eventually shortlists to two. Staff turnover is high due to the pressure of hitting the targets, so he includes the MBTI in his interview. He interviews Rosy first. She interviews well like all young University graduates with a Business Studies degree aged 21. She answers his standardised company questions flawlessly. She then does the test above.

Rosie's personality comes out as:



ISFP (The Adventurer).

- Gentle      - Seek to create a personal environment that is both beautiful and practical
- Sensitive
- Nurturing
- Helpful
- Flexible
- Realistic

The recruitment process is costing money and turnover is high, Rosy is down to the last two candidates and David wants to get this right, so he shapes his questioning around Rosy's MBTI.

He questions may go something like:

*"Realistically Rosy we need people who can hit the ground running and get on with it, it's that kind of environment. No mates here just money to be made. How would you feel working by yourself to daily targets?"*

*"What kind of targets have you worked to in previous roles and did you achieve them?"*

*"How do you think you would feel if you were not hitting your activity as we display all performance indicators daily on the wall for all of the team to see?"*

*"You need to be thick skinned here have you had to overcome much conflict in your personal life?"*

*"Give me an example of when a co worker has upset you in the past"*

*"How realistic is it that you would be looking to build a career here in our sales team with your long term plans in mind?"*

*"Give me an example of you following strict processes in previous roles?"*

*"Everything is in place for an easy life here if you get your head down and follow the established systems you will do well, does that sound appealing to you?"*

The point and tone of these questions are designed to be unsympathetic, regimented, almost cold. They sound a lot worse than the reality. David has created a picture of an environment that based on the Myers Briggs test Rosy would not respond well to. David needs personality types who thrive in situations of independence, compliancy, targets, hunting, opportunistic, systematic, skill full negotiators.

Now it's still very possible in my experience that even after some very unsympathetic questioning that Rosy would still answer well, but we must employ every tool at our disposal to form our decision making.

We can start to see a picture here developing, a profile of what David is looking for. Furthermore, you should look at the MBTI chart before interviewing and see which of the 16 personality types you feel would best suit the role required. What this eBook is for is to help you should you get to David's position and you can form your recruitment decision based on some actual understanding of behaviour and dominant personality traits.

If we refer to the above MBTI chart you can see some differing personality types that may suit David's vacancy better in this situation:

### **ESTP**

- Outgoing
- Realistic
- Action orientated
- Curious
- Versatile
- Spontaneous
- Pragmatic problem solvers
- Skillfull negotiators

### **ETJ**

- Efficient
- Outgoing
- Analytical
- Systematic
- Dependable
- Get things done in orderly fashion

## INTJ

- Innovative
- Independent
- Strategical
- Logical
- Reserved
- Insightful
- Driven by their own original ideas to improve

Now if David interviews his second candidate next, Marc, and he interviews equally well to Rosy yet has one of the personality profiles listed above then David has some logic to make to his final decisions with. He could ask Marc the exact same questions to Rosy or he could tailor them based on any doubt he had uncovered through the interview or to further confirm that Marc was in fact the right candidate.

Now this simple chart isn't as in depth as my DISC profile from 5 years ago but the great thing about the Myers Briggs test is that it has been around for 70 years so a quick google search of each category will unveil a host of information for you to explore. You can refer to this quickly at any point and start to develop patterns.

### **Does this really work you ask or is it a load of theory with no physical proof?**

Well whilst writing this I did my Myers Briggs test and the outcome was INFJ, otherwise known as the Aristocrat, or Counsellor. So, five years after doing my first DISC test, I have done a completely different exercise and completely different questions, yet the outcome was the same. When you consider that only 1.5% of people who take either test come out with this profile, I think it proves the merit of giving this a go when your next recruiting or trying to improve an existing team.

Final thoughts on this to leave you with then, below is a breakdown of a study carried out on the MBTI results from the USA of each personality type. As you will see there are some popular ones. During my time using this method of recruitment I keep our Personality profiles of each staff member and you will be very surprised at how people who see themselves as polar opposites

of one another have a lot more in common than they think. We have learned from years of trial that for the role we require most often in my company, there are personality profiles that are unsuccessful at the job role.

**For a comprehensive Personality Profile Assessment going into much more depth please contact one of the Consultants at the Jubilee Group on 0121 236 4993.**

### Personality Type Distribution in the General Population

Type	Frequency in Population	
ISFJ	■■■■■■■■■■■■■■■■■■■	13.8%
ESFJ	■■■■■■■■■■■■■■■■■	12.3%
ISTJ	■■■■■■■■■■■■■■■■■	11.6%
ISFP	■■■■■■■■■■	8.8%
ESTJ	■■■■■■■■■■	8.7%
ESFP	■■■■■■■■■■	8.5%
ENFP	■■■■■■■■■■	8.1%
ISTP	■■■■■	5.4%
INFP	■■■■	4.4%
ESTP	■■■■	4.3%
INTP	■■■	3.3%
ENTP	■■■	3.2%
ENFJ	■■■	2.5%
INTJ	■■	2.1%
ENTJ	■■	1.8%
INFJ	■■	1.5%

Data source: "MBTI Manual" published by CPP

Next time you hear that phrase “She just wasn’t right for the team” or “he was totally different to everyone else in the company” just think, is there more to it and could you as a hiring manager or team leader have done anything different...?

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