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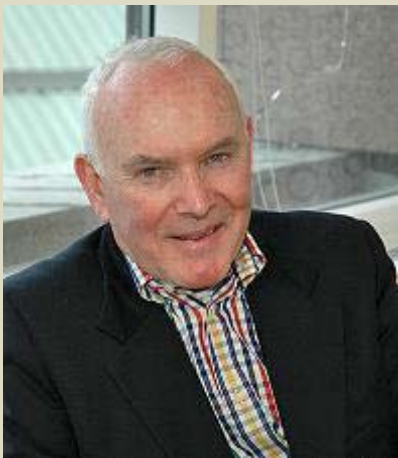
VOLUME01

2009

talk

psychological test providers in africa

Dr. Robert Hogan's view on Relationships



Robert Hogan is the president of HOGAN Assessment Systems



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jopie van rooyen

Personality psychology began with German/Swiss psychiatry; Sigmund Freud and Carl Jung exerted an immense influence on all subsequent theorizing about human nature. In particular, they argued that everyone has problems and that their problems are caused by being out of touch with their emotions, by lacking appropriate self-knowledge. The solution to their problems is enhanced self-awareness, fostered and guided by feedback from a therapist. This line of thought encourages self-absorption, but more importantly, it ignores the impact on a person of other people. Other people are not significant in these theories. Freud and Jung founded the intrapsychic tradition of personality psychology—they focused attention almost exclusively on the process of inner exploration.

There is an alternative view of personality that begins with William McDougall and extends through Timothy Leary, George Kelly, and Jerry Wiggins. These (Scottish/Irish/English) writers argued that peoples' problems are caused by the way they perceive and treat other people. They started the interpersonal tradition of personality psychology—they focus almost exclusively on interpersonal relationships.

I support the interpersonal tradition for two reasons. First, Freud and Jung were morbidly introspective and thought introspection was the key to psychological health, but introspective tendencies are uncorrelated with career success; many happy and successful people (Voltaire, U.S. Grant, Ronald Reagan) were incapable of introspection. Second, humans evolved as group living animals, and success in life entirely depends on social acceptance and approval—i.e., on effective relationships.

The study of relationships is an entire field of psychology; I can summarize the news from this field in terms of four broad points. First and most importantly, every relationship is an exchange process; successful relationships depend on both parties receiving some benefit. In the same way, popular people are rewarding to deal with; unpopular people are punishing to deal with. There is only one way to be rewarding—by being consistent and accepting of others. There are many ways to be unrewarding—by being moody, hostile, inconsistent, untrustworthy, self-centered, or even weird. That which is exchanged during social interaction is respect and affection; after every interaction a person gains or loses a small bit of respect and affection depending on his/her performance. A person's reputation is the summary of this accounting process, and smart people pay attention to it.

Second, relationships evolve in systematic ways over the human life cycle. The earliest kind of relationship is that between an infant and its caretakers; this process has been brilliantly analyzed by John Bowlby in his Attachment and Loss trilogy. Forming secure attachment bonds with caretakers is the source of self-esteem and the foundation of all subsequent psychological development; attachment is eroded by "separation"—physical or emotional. Bowlby compares separation to exposure to radiation; it is bad in any amount and it accumulates. The next kind of relationship concerns dealing with adult authority; to survive, children must learn to accept the rules of authority (for example, to learn language children must accept what they are told about names), and this is facilitated by secure attachment relations. Then, around age five, all children enter a peer group; they

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2009

JvR's **INTERNATIONAL LECTURE SERIES**

Team Emotional & Social Intelligence Survey™ (TESI®)



MARCIA HUGHES JD, MA



JAMES TERRELL



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As part of our annual international lecture series and in partnership with Knowledge Resources we have invited Marcia Hughes and James Terrell to visit South Africa in March. Marcia and James are co-authors of the Team Emotional and Social Intelligence Survey™ (TESI®).

Marcia and James will conduct one Accreditation training in Johannesburg and two workshops on building emotionally intelligent teams; one in Johannesburg and the other in Cape Town.

The training will accredit you in the use of the TESI assessment: which creates the opportunity for a team 360 – that is, each member of the team rates the team's skills from his or her perspective. They rate statements on a 5-point Likert scale. Reports are then available on the entire team, on subgroups, or on smaller groups within the team, such as those based on gender, age or status. This allows all team members and leaders to understand the levels of identification with the team, satisfaction, engagement, and perceived skills in the seven scales:

- Communication
- Conflict resolution
- Stress tolerance
- Positive mood
- Identity
- Motivation
- Emotional awareness

Teams, just like individuals, become star performers when they combine understanding current performance with commitment to enhance the skills that will make the most difference in accomplishing their mission. The TESI® report provides a graphical display and description of the current levels of emotional and social intelligence in the team from the perspective of the team members who completed the TESI® survey.

During the **workshops (Building Emotionally Intelligent Teams)** you will have the opportunity to learn specifically about your team by taking the Team Emotional and Social Intelligence Survey® Short (TESI® Short) during the training. You will be able to understand your take on your team's performance and take that back to discuss

with your team or teams that you work with. Your learning will support your specific understanding and enhance your ability to facilitate effective discussions and strategies with your team. You will be exposed to:

- Positive mood exercise, for teams
- The TESI® Short
- Results and focus on the 7 keys to being an emotionally and socially intelligent team
- Strategies for identifying and integrating the 7 EI skills for your team's success
- The success link between EI and collaboration
- Devising an action plan

About the Authors:

Marcia Hughes

Ms. Hughes is President of Collaborative Growth, L.L.C., and serves as a strategic communications partner for organisations. Marcia offers keynotes, workshops, leadership development and team building to provide organisations with strategic behaviour alignment by bringing their values, intentions and behaviours into sync. As a master trainer, her focus is to provide training which results in lasting behavioural change. Marcia works with businesses as an international expert in emotional intelligence, leadership development, conflict resolution and communications through training, executive coaching, mediation, strategic design, and leadership and team development.

James Terrell

He shares his interpersonal communication expertise with a variety of clients in the public and private sector, helping them to anticipate change and respond to it resiliently. Using the world famous EQ-i® and other measures, he provides coaching in emotional skillfulness for individuals, teams in transition, and senior management. James worked as a psychotherapist in private practice for many years, primarily seeing clients who were seeking to resolve conflict in their relationships - with their spouse, their children, their parents, or their boss and co-workers.

This is your opportunity to learn from the experts!

ACCREDITATION TRAINING: (JVR)

Monday, 16 March 2009: One day internationally accredited training programme Jhb
Cost: R 4 275 p/p (including VAT)
The above registration fee includes lunch and refreshments, parking, and workbooks.

WORKSHOPS (KNOWLEDGE RESOURCES)

Wednesday, 18 March 2009: One day workshop: Building Emotionally Intelligent Teams Jhb
Tuesday, 24 March 2009: One day workshop: Building Emotionally Intelligent Teams CT
Cost: R 4 250 p/p (including VAT)
The above registration fee includes lunch and refreshments, parking, and workbooks.

TO BOOK A SEAT, CONTACT SHADI: (T)011 781 3705 OR (EMAIL) SHADI@JVRAFICA.CO.ZA

SEATS ARE LIMITED!

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Relationships continued

must then learn to negotiate relationships with peers—as opposed to demanding and accepting resources from adults. At some later point in adolescence the mating dance begins. This seems mostly to be hormone-driven chaos, but one firm generalization is that relationships founded on similar values tend to endure, and those based on dissimilar values do not. Finally, young people enter the world of work where they must negotiate a wide variety of relationships.

Third, successful leadership involves managing three kinds of relationship problems. The first are relationships with subordinates; this is the primary focus of most discussions of leadership, and by far the easiest problem to deal with. The second are relationships with peers. Here the solution is to assure one's peers that, if you become their boss, you will treat them fairly. The third problem is relations with superiors, and this one is crucial. The careers of Stanley O'Neal and John Thain, the recently failed CEOs of Merrill

Lynch, are instructive because both men are similar in many ways. They are both talented and good with numbers and cost control; they are both arrogant and remote. But most importantly, both of them were superb at managing relations with their superiors (especially the board), while ignoring relations with subordinates. Such people, when they are talented, rise rapidly in organizations. They have great individual careers, but their damaged relationships with their subordinates inevitably undermine their leadership.

People are hard wired by evolution to seek social acceptance and status during social interaction. Life is about getting along and getting ahead, and both outcomes depend on relationships and on the social skill needed to maintain them. Social skill is like any other skill—it can be coached. But successful coaching depends on a good assessment of the person's current level of performance. Personality assessment is the key to enhancing social skills and relationship management.

Dr John Holland



→ A Towering Figure in Psychology:

Dr John Holland, very well known for his development of the RIASEC codes, passed away on November 27, 2008. Even though Dr Holland was nearly blind for most of his professional life, he had a significant impact on the field of vocational psychology where he developed the Self-Directed Search® (SDS®), and the Vocational Preference Inventory .

Dr Holland was born in Omaha, Nebraska in October 1919. He graduated with a Bachelors degree majoring in Psychology, French and Mathematics in 1942. He later obtained his doctorate in Psychology from the University of Minnesota. In 2008 he received an award for Scientific Applications of Psychology from The American Psychological Association (APA).

He left an amazing legacy, having guided millions of people toward career satisfaction and success- he will be sorely missed.

Source: CPP Career Insider

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CONFLICT IN THE WORKPLACE A GLOBAL PERSPECTIVE

Most people tend to ascribe negative connotations to the word "conflict". The word actually originates from the Latin term *conflictus*, meaning "a striking together", which certainly conjures images of clashes and struggles. However, conflict does not necessarily have to be a bad thing. When managed well, the time spent on conflict management can become a valuable asset for an organisation.

CPP, Inc. conducted a survey of employees in nine countries around Europe and the Americas in 2008 on various issues surrounding workplace conflict. Considering that results of this survey revealed that 85% of employees worldwide have to deal with conflict regularly, organisations need to be able to equip their employees with the necessary skills to deal with conflict when it arises, and attempt to harness it to their advantage.

Overall, employees indicated that they spent about 2 hours a week dealing with conflict in some way, whether managing conflict or being involved in a disagreement themselves. This adds up to nearly one day a month per person that the organisation loses due to conflict! This introduces the likelihood that the costs to the organisation are not only the loss of employees and customers, but certainly time and money. However, where the outcome is positive, this could be seen as an investment.

The cost of conflict is not only to the organisation. Individuals involved in conflict have indicated that disagreements have led to personal insults and attacks, and bullying. Outcomes in the form of sickness and absenteeism, people leaving the organisation, and being fired all featured as concerns for

employees. In terms of the emotional impact of conflict, most employees indicated that they felt demotivated by conflict, or it made them feel angry and frustrated. Another 19% indicated that conflict had no effect on them, and that they were used to it. It appeared that women were more likely to experience negative emotions associated with conflict than men.

The survey results indicated that the majority of respondents felt that most conflicts occur between employees in entry-level positions or front-line positions, followed by line managers and their direct reports. Very few respondents saw the bulk of conflicts happening at senior management level, but over half felt that if it was poorly managed at this level, it would have dire consequences for the organisation.

The five top causes of conflict overall were identified (in order) as: Personality clashes/warring egos, stress, heavy workloads/inadequate resources, poor leadership from the top of the organisation, and lack of honesty and openness. What is enlightening, and encouraging, is that three-quarters of respondents felt that workplace conflict resulted in some kind of positive outcome. The top three benefits or positive outcomes listed from dealing with workplace conflict were identified as: better understanding of others, improved working relationships, and better solutions to a problem or challenge.

As an organisation, there are many ways to go about harnessing the positive outcomes of workplace conflict. A good place to start would be to ensure that all your policies and procedures are checked for clarity and consistency, and get rid of any source of ambiguity about roles and

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functions. This is likely to reduce conflict due to misunderstanding and unclear boundaries. The survey showed that training in managing conflict can also contribute to the experience of conflict as positive. While we face rather difficult times ahead, it is imperative that organisations take an active stance in investing energy into increasing the quality of working life and working relationships. Holding individuals accountable for managing and resolving their own conflict would help towards creating a proactive attitude towards

conflict resolution, and reduce the pressure on management (provided that individuals are trained or coached in handling conflict situations). Finally, organisations need to be on the lookout for "tipping points", or to use another metaphor, "the straw that breaks the camel's back". By being proactive and smart about conflict managements, early-warning systems can help identify small issues that could later become insurmountable. For the full report on workplace conflict, please contact Nicola@jvrafrica.co.za

PLEASE NOTE THE FOLLOWING:

→ WHEN PLACING ORDERS

Please take note: JvR does not carry big quantities of all our psychometric products in storage. Some products have to be ordered from our overseas suppliers on request. These orders can take between 2-3 weeks to arrive at our offices. Please notify the Procurement or Psychometry department in advance when material is required.

→ DISCONTINUATION OF SOME OLDER VERSIONS OF TESTS

MBTI® Form G
The MBTI Form G has been replaced by the newer, more refined Form M.

16PF® SA92, 16PF® Form E, 16PF® Form A&B
The older versions of the 16PF have been replaced by the internationally acknowledged 16PF5 version.

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HOGAN
ASSESSMENT SYSTEMS

2007-2008 BUSINESS OUTCOME HIGHLIGHTS STUDY

Companies want proof that personality assessments predict job performance. The Hogan Business Outcome Highlights study provides nine case studies that demonstrate the relationship between personality and job performance. Highlights from the study include companies that achieved an \$8 million ROI, 16% lower accident rates, \$175,000 more in individual sales, ...

[Download this free ROI study here](#)

INTERNAL TO JvR

NEW APPOINTEES, INTERNS, DEGREES...AND BABIES

The JvR Group warmly welcomes Amanda Hansen, Andrea Swanepoel, Marlene Deas and Anna-Rosa le Roux to the team!

Marlene is the pretty voice, working as receptionist in our Cape Town offices.

Amanda is JvR's newly appointed bookkeeper with 25 years experience in bookkeeping. The finances department is privileged to have her on board.

The Psychometry Advisory Service has welcomed Andrea Swanepoel to the team. She is a registered psychometrist and gained experience working in the educational and psycho-legal setting and she is especially fond of the latter.

Anna Rosa le Roux joined the Consulting Team in January as a Director and has become a valuable team member for JvR - Consulting. She is a registered industrial psychologist and has 8 years experience in organisational development consulting.

We have welcomed to our Internship programme: Erika Leibbrandt, Shanitha Naidoo (Psychometry); Dorrn Aremband and Jani de Beer (Industrial Psychology). Shanitha, Jani and Dorrn tackle their Internship programme at our Johannesburg office while Erika is busy with hers at the Cape Town office.

Congratulations to Nicola Taylor and Christina Van Der Merwe for being awarded their Doctorate degrees; also Shanitha Naidoo (Psychology Honours) and Hofmeyr de Beer (Psychology Bachelors).

Last, but not least, congratulations to the new moms Kathy and Renate! Kathy Knott gave birth on the 22nd of December 2008 to her daughter Jessica and Dr. Renate Scherrer's twins, Gerhard and Christiaan who saw the light on 4 February 2009.

A NEW LINE FOR JvR

THE VIENNA TEST SYSTEM,

BIOFEEDBACK AND MORE!

We are pleased to offer you our new range of products from Schuhfried in Austria, namely the **Vienna Test System**, **CogniPlus**, **RehaCom**, and an excellent **Biofeedback** system. These systems are internationally recognised and respected for their quality, and we are excited about their

potential in the South African context. The four systems are suitable in a variety of application areas, such as clinics, personnel, aviation, sport, military, and traffic psychology, and research.

For more information, please contact info@jvrafrica.co.za.

→ UPCOMING EVENTS

→ NEW MBTI LAUNCH IN KENYA



Above: Taken during the launch of the New MBTI training, held by JvR Winning Ways in Kenya.

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ACCREDITATION TRAININGS All prices include VAT

The NEW MBTI International Accreditation	10-13 March 2009 4 Days	Jhb R12 500.00
Hogan (HPI, HDS & MVPI) International Accreditation	12-13 March 2009 2 Days	CT R8 800.00
TESI International Accreditation	16 March 2009 1 Day	Jhb R4 275.00
LPCAT South African Accreditation	25 March 2009 1 Day	Jhb R1 442.10
MMPI-2 South African Accreditation	01-02 April 2009 2 Days	Jhb R4 500.00
16PF 5th Edition South African Accreditation	01-02 April 2009 2 Days	CT R4 890.00
16PF 5 (Train the Trainer) South African Accreditation	01-03 April 2009 2 ½ Days	CT R1 900.00
The NEW MBTI International Accreditation	21-24 April 2009 4 Day	CT R12 500.00
EQ-i International Accreditation	22-24 April 2009 3 Day	Jhb R8 890.00

WORKSHOPS

Going Into Africa Workshop	07 April 2009 1 Day	Jhb R3 200.00
Conflict Management CPD Workshop 6 CEU's	17 April 2009 1 Day	Jhb R1 500.00
Team Dynamics: The Tavistock Approach Workshop	20 April 2009 1 Day	Jhb R3 200.00
WAIS Interpretation Workshop	30 April 2009 1 Day	Jhb R2 500.00
Assessment Centre Training CPD Workshop 12 CEU's	07-08 May 2009 2 Days	CT R3 000.00