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## PACIFIC BUSINESS NEWS

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### Hiring Strategies

# Personality tests can help you avoid expensive hiring mistakes

Pacific Business News (Honolulu) - February 3, 2006 by [Abraham W.H. "Abe" Lee](#)

"Congratulations, you got the job."

You say these words before knowing if you've hired a dream or a nightmare. In Hawaii's tight job market, it's natural to speed up the hiring process to get that vacant position filled. But how much can a bad hire cost you?

By some estimates, two to three times the annual salary. Plus, you've wasted time and aggravation on their training. You may have upset clients and your existing staff who are busy cleaning up the mess. All for what?

While there is no silver bullet in selecting employees, there are tools available that can greatly reduce your margin of error. One such program, with validation from noteworthy psychologists and employers ranging from small retail shops to the U.S. Air Force, is personality assessing. Myers-Briggs is probably the best-known program, but the real value in such programs is not just categorizing a personality, but obtaining a reliable predictor of future behavior.

How will this employee handle stress? How will this employee interact with your clients and your existing team? Will this employee be loyal?

A scientific analysis helps identify personality temperaments, which indicate how an employee may make decisions, follow rules and respect the authority of their boss. Glimpsing into this predictive behavior can be very telling to employers, not just in recruitment but in retention.

It is well known in human resources circles that any credible personality inventory program can trace its roots to one man -- William Moulton Marston, the inventor of the modern-day polygraph test. He originated the D.I.S.C. Theory, which groups personality types into four primary temperaments that tend to exhibit the same types of behavior. They are briefly outlined below:

**D - Dominant/Driver:** Comprising only 3 percent of the population, this employee excels as a leader. A "D" is a direct, self-starting problem solver interested in bottom-line results. Greatest fear: being taken advantage of.

**I - Influencing/Inspiring:** Comprising 11 percent of the population, this employee excels in sales and promotion. He or she is an enthusiastic, persuasive, talkative motivator who is sometimes more interested in popularity than with tangible results. Greatest fear: rejection.

**C - Compliant/Correct:** Comprising 17 percent of the population, this employee excels in accounting. He or she is a systematic, analytical, careful fact-finder who is conscientious and may get bogged down in the details. Greatest fear: criticism.

**S - Stable/Steady:** Comprising 69 percent of the population, this person excels in a support role.

An "S" is a steady, predictable, friendly listener who is a reliable team player and compliant toward authority, but resists change. Greatest fear: loss of security.

Beneath each personality type is an array of predictive behaviors that will likely play out in the office. By correctly identifying a potential employee's actual temperament -- not the temperament they want you to believe they are -- you can better determine how they might impact your organization and if they're right for your corporate culture.

Where do you begin? There are many types of personality assessments, many of which will give you a free sample. While most assessments require a written test, you may sample a free online D.I.S.C. assessment at [www.abeleeseminars.com/peoplekeys](http://www.abeleeseminars.com/peoplekeys)

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