



## **The Leadership Consortium at The University of North Carolina at Chapel Hill: *Psychological Assessment Instruments***

We use five psychological assessment instruments to lay the foundation for a critical understanding of personality structures, human motivation, change management, and conflict. Two members of the Leadership Consortium faculty are certified in and experienced with the instruments used in the program and conduct the debriefing and training sessions using them.

**Myers Briggs Type Indicator Steps I:** explains psychological type and innate preferences for four aspects of personality: orientation to the outer world, data gathering, decision making, and lifestyle. This tool contributes to developing a "leadership language" for organizations and provides an insightful lens to understanding how to connect and communicate with others. The Leadership Consortium at The University of North Carolina at Chapel Hill provides students with an extensive Type in Organizations report to help them understand the implications of type in work settings.

**Myers Briggs Type Indicator Steps II:** provides in depth analysis of preferences by exploring the deeper facets of the basic components of type—introversion/extraversion, sensing/intuition, thinking/feeling, and judging/perceiving. This tool helps participants understand their perspectives, motivations, and styles.

**Fundamental Interpersonal Relationship Orientation-Behavior (FIRO-B):** provides insight on how one's behaviors are "read" by others in organizations. It can help explain issues of miscommunication as well as personal connectedness to the organization itself, the team, and the group's objectives. This instrument assesses behaviors around including others, control, and expressing support or affection and helps participants identify their personal motivators.

**The Change Style Indicator:** describes three main styles of dealing with change, identifying the preferred change style of the participant. The debrief session discusses how to understand and communicate with others of differing change style orientations and how to successfully sell the change message to stakeholders.

**The Thomas Kilman Conflict Instrument:** Conflict presents both crisis and opportunity. This instrument helps participants understand how they use the five most common styles of dealing with conflict. The debrief session explores how each of these can be useful—and limiting—to the individual and the organization, builds skills in these areas, and identifies style and situation fit.

All psychological assessment instrument feedback reports are considered private and confidential property of the participant. Instruments are debriefed in group sessions. Participants apply and reflect on what they have learned from these leadership assessment instruments during the Consortium's 9-month leadership training. Participants also have access to program-based executive coaches certified in the instruments throughout the year for further follow up.

For further information on the assessments described above, please visit the following Web sites:

CPP - <https://www.cpp.com/products/index.aspx>

Discovery Learning - <http://www.discoverylearning.com/products/change-style-indicator.aspx>

Myers and Briggs Foundation - [www.myersbriggs.org](http://www.myersbriggs.org)

*\*The UNC MCH Leadership Consortium purchased assessments from these companies, but does not specifically endorse their use.*