Summary

The Leading Dimensions Profile (LDP) utilizes a framework that includes two primary factors and ten supporting characteristics to convey personality dimensions that reveal how individuals influence, lead, and sell others. The two primary factors produce an overall profile or style, based on the interaction of Achievement Drive and Relational Drive, while the ten supporting characteristics include:

- Achieving Dimensions
  - Work Intensity
  - Assertiveness
  - Uncertainty Avoidance
  - Adaptability
  - Perception

- Relating Dimensions
  - Status Motivation
  - Affiliation
  - Consideration
  - Openness
  - Self-Protection

While other research briefs have reported the construct validity of the LDP in relation to individual characteristics, conflict approach, and learning styles, this current brief explores the potential for leveraging the LDP to assess personality types. Arguably the most widely recognized frameworks is the Jung Typology (deployed via the Myers-Briggs Type Indicator), which is used in a variety of workplace applications such as team building, career development, and succession planning. The Jung Typology yields four dichotomous dimensions, derived from two mental functions, an attitude dimension, and a dominant dimension:
• **Extroversion** (E) – **Introversion** (I)
• **Sensing** (S) – **Intuition** (N)
• **Thinking** (T) – **Feeling** (F)
• **Judging** (J) – **Perceiving** (P)

For this study, the Jung Typology (using the Jung Typology Test, published by Human Metrics) was administered to a group of 55 participants who also took the LDP in July, 2010. Results derived from the two assessments were analyzed for statistical correlation.

# Findings

The following table shows the correlation statistics resulting from the data analysis:

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</thead>
<tbody>
<tr>
<td><strong>Achievement Drive</strong></td>
<td>-.40**</td>
<td>.41**</td>
<td>-.23^</td>
<td></td>
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<tr>
<td>Achieving Dimensions</td>
<td></td>
<td></td>
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<tr>
<td><strong>Work Intensity</strong></td>
<td>-.42*</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Assertiveness</strong></td>
<td>-.49*</td>
<td>.35^</td>
<td>-.42*</td>
<td>-.37^</td>
</tr>
<tr>
<td><strong>Uncertainty Avoidance</strong></td>
<td>-.37**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adaptability</strong></td>
<td>-.36**</td>
<td>.38**</td>
<td></td>
<td></td>
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<tr>
<td>Perception</td>
<td></td>
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<tr>
<td><strong>Relational Drive</strong></td>
<td>-.25^</td>
<td>.51**</td>
<td>-.32*</td>
<td></td>
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<tr>
<td>Relating Dimensions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Status Motivation</strong></td>
<td></td>
<td>-.24^</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Affiliation</strong></td>
<td>-.32*</td>
<td>.38**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consideration</td>
<td>-.36^</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Openness</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Self-Protection</strong></td>
<td>.23^</td>
<td>-.53**</td>
<td>.25^</td>
<td></td>
</tr>
</tbody>
</table>

**= Correlation is significant at the 99% confidence level
*= Correlation is significant at the 95% confidence level
^= Correlation is indicated at the 90% confidence level

Results indicate a correlation between several of the LDP’s dimensions and the dimensions derived from the Jung Typology.
Conclusion

The data analysis provided support for the following findings:

- The Extroversion-Introversion type describes an individual’s preferences or attitudes. The Extroversion type is motivated to take action and to gain influence through their knowledge and breadth of understanding. Extroverts may really look forward to interacting with others. The Introversion type tends to be more motivated toward thinking and contemplation, and will seek influence through their depth of knowledge. These individuals may really look forward to spending time alone, away from activity. In sum, extroverts are more externally focused, whereas introverts are more internally focused.
  - The Extroversion type appears to be most closely associated with higher Achievement Drive and higher Relational Drive, while the Introversion type appears to be most closely associated with lower Achievement Drive and lower Relational Drive.
  - The Extroversion-Introversion type also exhibited potential association with the following LDP dimensions: Work Intensity, Assertiveness, Adaptability, Affiliation, Openness, and Self-Protection.

- The Sensing-Intuition type refers to the manner through which an individual prefers to receive information. The Sensing type is more comfortable accepting concrete, detailed information, using their five senses. They prefer facts over hunches in rendering opinions. In contrast, the Intuition type is more comfortable dealing with abstract concepts and theories, apart from detailed facts or proof. They are more comfortable making decisions based on instinct and experience.
  - The Intuition type appears to be most closely associated with higher Achievement Drive, while the Sensing type appears to be most closely associated with lower Achievement Drive.
  - The Sensing-Intuition type also exhibited potential association with the following LDP dimensions: Assertiveness, Uncertainty Avoidance, Adaptability, and Self-Protection.

- The Thinking-Feeling type refers to the manner in which an individual processes information received, such as in making decisions. The Thinking type is more apt to make decisions based on a preference for logic and consistency with expectations. They prefer to think through a situation without an emotional attachment to the matter. The Feeling type is more likely to be influenced by emotions and feelings in processing information. They will be more inclined to
consider the impact of decisions on relationships and may be more likely to seek harmony in situations.

- The Thinking type appears to be most closely associated with higher Achievement Drive and lower Relational Drive, while the Feeling type appears to be most closely associated with lower Achievement Drive and higher Relational Drive.
- The Thinking-Feeling type also exhibited potential association with the following LDP dimensions: Assertiveness, Status Motivation, and Affiliation.

- The Judging-Perceiving type refers to the extent to which an individual utilizes a rational approach in viewing the world around them. Whereas the Judging type prefers order and structure, the Perceiving type is more comfortable with the abstract. While the Judging type seeks to bring closure to matters, the Perceiving type is more comfortable with options remaining open.
- The Judging type appears to be most closely associated with higher Relational Drive, while the Perceiving type appears to be most closely associated with lower Relational Drive.
- The Judging-Perceiving type also exhibited potential association with the following LDP dimensions: Assertiveness and Self-Protection.

The typological definitions offered herein are intended to provide only a cursory overview of the Jung Typology. A more comprehensive review of the typology is recommended for users seeking to draw their own conclusions regarding the nature of statistical relationships reported.

Application

The LDP presents its primary factors on a 2x2 grid, where Achievement Drive is expressed as a continuum on the x-axis and Relational Drive is expressed as a continuum on the y-axis. Four “styles” are presented from the interaction of Achievement Drive and Relational Drive, describing the general approach with which individuals seek to influence or lead others. These styles are derived as follows:

- The Counselor Profile (collaborative Style): Lower Achievement Drive, Higher Relational Drive (upper left)
- The Coach Profile (adaptive style): Higher Achievement Drive, Higher Relational Drive (upper right)
- The Director Profile (directive style): Higher Achievement Drive, Lower Relational Drive (lower right)
- The Advisor Profile (contemplative style): Lower Achievement Drive, Lower Relational Drive (lower left)

The Jung Typology refers to an individual’s preferred or dominant tendencies, although individuals will likely exhibit some characteristics of different types at times. Based on the mean scores of each style, it would appear that the LDP profiles/styles may correspond to the Jung Typology in the following manner:

- The Counselor Profile (collaborative style) may tend to follow the Introversion (rather than Extroversion), Sensing (rather than Intuition), Feeling (rather than Thinking), and Judging (rather than Perceiving) types.
- The Coach Profile (adaptive style) may tend to follow the Extroversion (rather than Introversion), Intuition (rather than Sensing), Feeling (rather than Thinking), and Judging (rather than Perceiving) types.
- The Director Profile (directive style) may tend to follow the Extroversion (rather than Introversion), Intuition (rather than Sensing), Thinking (rather than Feeling), and Judging (rather than Perceiving) types.
- The Advisor Profile (contemplative style) may tend to follow the Introversion (rather than Extroversion), Intuition (rather than Sensing), Feeling (rather than Thinking), and Judging (rather than Perceiving) types.

Given these findings, it would appear that the LDP primary factors may be helpful in identifying an individual’s overall personality type, as described by the Jung Typology and Myers-Briggs Type Indicator. While findings do indicate certain tendencies, it is important to note that each of the types may be applied to each of the LDP profiles/styles at times. The correlation statistics reported herein simply convey potential tendencies, and do not suggest that a given profile/style will reflect only one particular type.

**Contact**

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