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**ROLE OF BEHAVIORAL AND PERSONALITY
INSTRUMENTS IN THE IMPROVEMENT OF
TEAM EFFECTIVENESS IN THE
ORGANIZATION**

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JEL Classifications: D23, M12

Key words: Effective team, organization, management, DiSC, Myers-Briggs Type Indicator.

Abstract: The objective of the paper is to consider the applicability of the behavioral and personality assessment instruments in recruitment, appraisal and development of organization's teams' effectiveness. It discusses the application of several widely accepted instruments: extended DiSC, MBTI and Belbin on the basis of the function to build the effective team. Each of the instruments provides insight into the team from the unique perspective and thus helps identifying team's strong and weak points. This constitutes important learning points for the improvement of the team effectiveness. The paper's major conclusion is that the combined use of these instruments improves the quality of the managerial decision making concerning setting up and the developing of the effective organizational teams.

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**Introduction and statement
of the problem**

The modern managers should understand and be equipped with all functional skills necessary for manufacturing or service providing organizations. Company performance and productivity depends on the full use of the existing resources. Building the effective team provides company an advantage. In order to build the effective team role, there is a need for both professional competences and personality and behavior oriented awareness on the persons making up the team and particularly of the leader.

The competence and professional aspects are generally considered the most important elements of the team. As a rule, in Moldova, companies strive to acquire the best and the most professional personnel. The management considers that that is sufficient to build the effective team in the organization. It is not rare when companies being composed of the best competent professional underperforms or performs inadequately. The management fails to understand the reasons for this, being unaware or disregard the personality and behavioral dimension of the problem.

Effective teams have been proven a critical element in company's performance. Efficiency and performance of companies and organizations is crucial in today's rapidly changing and demanding business environment. But what makes the teams to be the effective team. The answers could be many from evident, when team should have clear set out team objective, good leadership and necessary resources in terms of competence, conditions, tools and finances, to less evident and even somewhat underestimated as the within the team role play, organizational culture, behavior.

**Modern personnel
selection methods**

Major reviews of the personnel development and selection techniques suggest changing trends. The trends are characterized by the existing factors of labor market shortages, technological developments, applicant perceptions of the selection procedures and constraint driven approaches (Lievens, Van Dam, Anderson, 2002). The traditional personnel selection paradigm is composed of the individual job performance, job analysis, determination of performance criteria, prediction of work outcome.

Development and evaluation of assessment tools is also being challenged. Psychological and psychometrical tests remain critical, however other social methods are being added. Personnel selection is a crucial element in the organizational management.

Given the rapid economic changing, successful organizations require effective systems and procedures in place in order to select the best suited personnel for the organization. Increasingly studies identify that organizations focus on building of the core personnel where the rest of the functions are outsourced to other entities to perform (Kwiatkowski, 2003). The challenge is to build the core organization staff that operates at key or strategic positions for the organization and the industry. The building of the effective teams at the key and strategic level in the organization represents the strategic competitive advantage of the organization. It is reported that the ability of the organization key personnel to adapt quickly to the changing situations or develop skills and abilities to survive in the changing environment is also a process of the personnel development and selection and companies wish to keep the relevant practices withheld.

In many cases companies and organizations lack or have undeveloped ability for the selection and building of the core team. This situation will stimulate the appearance and contracting of the specialized agencies that will perform these tasks for the companies. On the other hand companies prefer quick establishment of the relevant ability through the use of the existing assessment instruments (Karakowsky, 2004). Psychology has to play an important role in the process. Variety of psychometric, cognitive, cognitive abilities, emotional intelligence, behavioral and other instruments come into play. The selection of the right person is viewed from the perspective of the fit into the existing team of the organization. The whole cycle of the attraction-selection-attrition-prediction in respect to the organization is reinforced in importance (Kwiatkowski, 2003).

Little is known about the selection procedures in the countries of the former Soviet Union. The transition of the countries of the former Soviet Union to countries based on the "market economy" has an important human resource implication. The former practices did not promote individuals with the best suited and capable, but rather on the basis of political loyalty considerations. Tests on intellectual abilities, and industrial personality types were prohibited on ideological bases. The lack of the managerial

capability can be also overcome by the proper selection of the candidates and proper understanding of the individual professional development needs. The Soviet period time left a significant print on the type of personality with lesser profiles for the dominance, capacity for status, sociability, social presence, self-acceptance, independence, tolerance, ambitiousness and self-organization, achievement via independence or conformance, intellectual efficiency and managerial capacity. On one side the market for this type of people is small and therefore competition is high and on the other side these drawbacks require recognition.

Two instruments have acclaimed the wide use in business practice and industrial scope: DiSC (system of assessment of behavioral aspects of the personality originally developed by Marston) and MBTI (a system of assessment of personality type developed by Myers and Briggs, called Myers and Briggs Type Indicator) systems.

Extended DiSC instrument

Over the past 30 years DiSC system has helped more than 40 million people. DiSC system is based on a theoretical model developed by William Moulton Marston introduced in his book "Emotions of Normal People" published in 1928. The theory states that individuals and situations are related in a complex ways and the individual behavior cannot be understood without the environment understanding. Marston defined how individuals respond to the features of their environment, the later being described in terms of its favorability. Marston tried to combine two basic ideas that are largely accepted today about human behavior in organizations. First, habitual patterns emerge according to individual perceptions of social climates and that environments perceived as hostile evoke different behavior than do friendly environments. Second, what respondents say about their perceptions of themselves in any environment may not always reveal the depth of their own self-image (Irvine, 2003).

Marston theory has been developed into a practical instrument, named afterwards DiSC system which main features are described below (Reid and Reid, 2003). The present day approach describes behavioral tendencies that will predict different types of emotional reactions to context of work and everyday living

MBTI personality test

The concept of Personality Type owns its existence to the work of Swiss psychologist Carl Jung and two Americans mother-daughter team Catharine Briggs and Isabel Briggs Myers. Jung, an eclectic psychoanalyst and disciple of Sigmund Freud, realized that behavior that seemed unpredictable could in fact be anticipated if one understood the underlying mental functions and attitudes people preferred.

While Jung was making his discoveries, Katharine Briggs, who had long been intrigued with similarities and differences between human personalities, began to develop her own system for "typing" people. In 1921, Jung's theory of personality was published in a book called Psychological Types. When Katherine read the English translation published in 1923, she realized that Jung had already discovered what she had been looking for, so she adopted his model and began a serious study of his work. Starting in the 1940s, Katharine Briggs and Isabel Briggs Myers began

developing the MBTI (Myers and Briggs Type Indicator) test instrument, a detailed test to measure Psychological Type, which has been refined and improved over the years. As Isabel Briggs Myers determined, there are sixteen different personality types, and every person fits into one of them. This is not to say that people are not all unique, for them certainly are. One hundred people of the same personality type in a room would all be different because they have different parents, genes, experiences, interests, and so on. But they would also have a tremendous amount in common. Identifying your personality type helps you discover and learn how to take advantage of that commonality.

The application of MBTI at work is almost as unlimited as the variety of people and situations you encounter every day. By improving your understanding of the needs and behavioral preferences of people one can also harness the rich differences of the people within the organization

Belbin approach for effective teams

The Belbin approach (Belbin Team Role - a system to explain and develop team roles developed by Meredith Belbin) is the most widely acclaimed system both theoretically and practically. In the thesis a short presentation of the effective team is based on the works of Belbin (Belbin, 2004). A team role in accordance with Belbin describes a pattern of behavior characteristic of the way in which one team member interacts with others in facilitating the progress of the team. Belbin recognizes the division between team roles and functional/managerial roles.

Conclusions

The use of the various assessment instruments allows looking at the same entity from three various perspectives. Interestingly enough, this approach provides for the understanding of some problems or difficulties as evidenced by one instrument in some situations and by another instrument in another situation. In many cases the finding by one instrument reconfirms the finding by the other instrument. The use of the three assessment instrument gives the value added.

The combined use of the three instruments helps building a more effective team. The thesis insight is into the behavioral, cultural and personality perspectives on the team.

A general look from the standpoint of the team effectiveness on the organization suggests the organization has grown chaotically. Human resource policies of recruitment have limited perspective oriented towards the person values perspective (commitment and dedication), competence perspective (knowledge, experience and skills) and cognitive perspective (ability to learn). The behavioral and personality aspects have been neglected given unawareness about them. The existing practices have created the teams that are balanced from the perspectives where the organization had the awareness and produced some weaknesses with respect to the later.

Another finding reveals the organization high over-presence of the personality types that are focused on the present, and on the process preferring the stable and

unchanging conditions. This finding represents an important weakness to the organization given its innovation and result oriented ambition as well as the unstable and changing and rapidly developing environment.

Linked to the idea of the result oriented management adopted by the organization leadership as well as the volatile and changing external environment the organization has a lower than needed overall assertiveness and decisiveness factor. The weakness can have a major negative impact should the current leadership step-down and leave the organization.

Given the fact that the organization has the orientation towards the performance of the human oriented services, especially consultancy, educational programs, the insufficiently developed human interrelation factor represents another weakness of the organization. This weakness is felt throughout the organization.

The instruments provide the management with clear and straightforward recommendations for the improvements in the organization. From the perspective of the personality and behavior, it is clear how the teams should be improved by means of the education, personal and team learning, including more radical changes. The assessment instruments value is primarily in the clear understanding of the causes of the existing ineffectiveness.

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