

The 7MTF: A Practical Tool to Lift Your Emotional Intelligence

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The current models of emotional intelligence have limited practical appeal for business people. Salovey and Mayer's Emotional Blueprint Model was rejected by 16 of the 43 reviewers on Amazon as utter rubbish and superficial. Paul Ekman's microexpressions are real but only accurately seen and interpreted by trained experts using slow-motion filming. Daniel Goleman and his colleagues' 18 element Competency Model is far too many for practical use and uses self-report tests that are notoriously unreliable and generally have limited validity. When the author first read *Emotional Intelligence* in 1995, he knew how to solve Goleman's problem. Goleman had developed an excellent model of emotional intelligence and why it is important; but admitted in Appendix that he did not have a model of core emotions. What he did have was a model of emotional intensity. The whole focus of the world emotional intelligence research has been on emotions occasionally spreading into moods. Researchers should be working in the reverse direction. The first person to do this was Rosanoff in 1924 who proposed a temperament model based on four mental disorders and fifth controlling factor, the Normal. In 1935, Humm and Wadsworth took Rosanoff's model and developed a personality test using factor analysis that had seven factors. The author learnt the Humm-Wadsworth Model in 1973 and used it very successfully in a sales and management career and wrote a book *Empathy Selling*, where the author changed the names to less pejorative terms. In 2007, the author started working full time in EQ and realised some of the mental illnesses were wrong. This led to the 2016 7MTF (Seven Motivational Temperament Factors) Model. The original Humm-Wadsworth factors of Normal, Manic, Depressive, Autistic, Paranoid, Epileptoid, and Hysteroid have been replaced with the 7MTF factors of Regulator, Socialiser, Doublechecker, Artist, Politician, Engineer, and GoGetter. Thankfully, the five most common 7MTF factors match the Five Factor Model.

Keywords: Rosanoff, Humm-Wadsworth, 7MTF, emotional intelligence, temperament

Introduction

If you are a manager or supervisor, it is highly likely at some time in your career you have asked yourself at least one of these two questions (Why do people do what they do and how can I influence them to behave differently?). In this paper, the author is going to try to answer these two questions from the standpoint of emotional intelligence. In particular, he is going to describe what he considers the new and most practical tool in this area: The 7MTF (Seven Motivational Temperament Factors).

The Early Development of Personality Theories

Psychologists often define human behaviour as a function of two variables: personality and environment. Imagine you are sitting in a comfortable office during a group meeting of say a half-dozen executives, relative

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positions in the organisational hierarchy will influence who does most of the talking, but so will personality. Some will be more assertive and talk more, but others less so. If the fire alarm sounds followed by an announcement over the office Tannoy, this is no drill, and please evacuate the building, the behaviour of the various executives will change dramatically. Nevertheless, for much of the time, personality defines much of the variability in human behavior.

What influences our personality most? Is it nature or nurture? This is an age-old question.

The ancient Greeks believed personality depended on the relative concentrations of four basic humours or body fluids.

- The sanguine person was dominated by blood. Sanguine personalities are overly cheerful, optimistic, vain, unpredictable, and gullible.
- The phlegmatic person, influenced by phlegm, is nonchalant, unemotional, cool, persevering, and needing direction.
- The melancholic person, characterized by excessive black bile, is slow in responding, soft-hearted, and oriented towards doing things for others.
- Persons of the choleric temperament are domineering, stubborn, opinionated, and self-confident. Yellow bile is the controlling fluid.

While the biological causes have been discarded, these four dispositions have remained in our language for describing people.

The next major step in personality theory did not occur until the 1790s. Erasmus Darwin (1803), the grandfather of Charles Darwin and Francis Galton, proposed that the variations in all important human characteristics are rooted in human evolution. Subsequently, Francis Galton (1869) demonstrated that talent and success runs in families and so must have a biological basis. This was the beginning of the modern study of behavioural genetics.

It was Sigmund Freud, the founder of psychoanalysis, who developed the next model of personality based on his concepts of the id, ego, and superego. The id is the only component of personality that is present from birth. This aspect of personality is in the unconscious and includes our instinctive and primitive behaviours. The pleasure principle drives the id; it strives for immediate gratification of all desires, wants, and needs. According to Freud, if these needs are not satisfied immediately, the result is a state anxiety or tension.

The ego is the component of personality that is responsible for dealing with reality. According to Freud, the ego develops from the id and ensures that the impulses of the id are expressed in a manner acceptable in the real world. The ego functions in both the conscious and unconscious mind. The ego operates on the reality principle, which strives to satisfy the id's desires in realistic and socially appropriate ways. The reality principle weighs the costs and benefits of an action before deciding to act upon or abandon impulses. In many cases, the id's impulses can be satisfied through a process of delayed gratification—The ego will eventually allow the behaviour, but only in the appropriate time and place.

The last component of personality to develop is the superego. The superego is the aspect of personality that holds all of our internalized moral standards and ideals that we acquire from both parents and society; it determines our sense of right and wrong. The superego provides guidelines for making judgments. According to Freud, the superego begins to emerge at around the age of five years and has two parts: the ego ideal, which includes the rules and standards for good behaviours; and conscience, which includes information about things that are viewed as bad by parents and society. These behaviours are often forbidden and lead to bad

consequences, punishments, or feelings of guilt and remorse. The superego acts to perfect and civilize our behaviour. It works to suppress all unacceptable urges of the id and struggles to make the ego act upon idealistic standards rather than upon realistic principles. The superego is present in the conscious and unconscious.

In summary, the id = unconscious emotional drives, ego = rationality, and superego = societal rules & conscience. While arguments rage about the scientific validity of Freud's model, Freud's model has had remarkable influence in the areas of personality theory, psychotherapy, and the arts. For about 70 years, until the end of WWII, personality theory was concerned with the origins of dysfunctional behaviour, and personality assessment was about forecasting or diagnosing dysfunctional behaviour. Everyone agreed that the most important generalization we can make about people is that everyone is neurotic; and the most important problem in life is to overcome one's neurosis.

These beliefs drove the measurement agenda; what was important was being able to detect psychopaths. Two tests became famous: the Rorschach inkblots and the Thematic Apperception Test (TAT). In the former, people looked at inkblots and described what they saw; in the latter, people looked at ambiguous pictures and told stories. Supposedly, the stories revealed unconscious motives. Both of these tests were popular and used for personality assessment, including employment selection.

These two tests were widely criticised for their subjectivity. Robert Woodworth is generally regarded as developing the first objective personality measure, the Personal Data Sheet, in 1917 to screen Army recruits for psychiatric problems (Woodworth, 1918). The test contained 116 true-false items had a standardized scoring key and was a major influence on the development of subsequent personality tests.

In 1924, an American psychologist, Rosanoff, first proposed the model we are going to use (Rosanoff, 1938). Until the work of Rosanoff, doctors defined abnormal psychological conditions in black and white: People were either mad or not. Rosanoff suggested that such a distinction between the normal and abnormal states was artificial and the difference was not one of kind but of degree. Normality and abnormality are not black and white but as different shades of grey.

Whether there is a sharp division between sanity and insanity is still a matter of debate. The first person to develop a scientific system of classification of mental illness was Emil Kraepelin¹ of Germany. Searching for patterns in hundreds of case studies, Kraepelin proposed two broad categories of mental illness: schizophrenia and manic depression. Kraepelin began a more generalised approach to diagnosing symptoms, which is the basis for today's diagnostic bible in psychiatry, the Diagnostic and Statistical Manual of Mental Disorders. The classification of mental illnesses has become a growth industry: The first edition of the DSM (Design Standards Manual), published in 1952, described just over 60 disorders; the latest (DSM-5), issued in 2013, lists over 300 disorders. As the number of known mental illnesses increases, the number of specialised drugs that need to be developed by the major pharmaceutical companies also increases.

Increasingly people and governments are questioning the validity of this approach and forcing drug companies to remove treatment claims. For example, the European drug regulator no longer allows the drug company Lilly to claim Prozac treats premenstrual dysphonic disorder because the regulator found "the condition was not a well-established disease entity".

Richard Bentall, in his recent book *Madness Explained: Psychosis and Human Nature in Medicine*, argues

¹ See https://en.wikipedia.org/wiki/Emil_Kraepelin.

that the difference between sanity and insanity is more subtle and less defined (Bentall, 2004). He argues the model should not be bi-polar but more of a continuum, supporting the original concept of Rosanoff.

Rosanoff, using the work of Kraepelin, further noted there were few mental illnesses and proposed a theory of personality based on the most common four:

- Schizophrenia;
- Epilepsy;
- Hysteria;
- Cycloia (what we now would call manic-depression).

and a fifth component that he called the Normal which is driven by the desire for order and is associated with behavior, such as social adjustment or integration with society. According to Rosanoff, the Normal is the gradual change that occurs to the personality as the human being matures—and then may fade away if the adult enters a second childhood.

Quantitative Analysis

Parallel to these qualitative models of personality, mathematicians were developing new statistical techniques. Karl Pearson, a mathematician who was appointed to the chair of eugenics, endowed by Francis Galton at University College London, invented the statistical index called the correlation coefficient in 1896. Then, in 1904, Charles Spearman, also University College London, invented the statistical method called factor analysis based on Pearson's correlation, and demonstrated that one major factor underlies scores on all measures of mental ability. This began the science of intelligence testing.

Raymond Cattell, Spearman's most famous graduate student, adapted factor analysis to study the structure of personality in 1933 and founded modern multivariate personality assessment. Two southern Californians, Humm, a statistician, and Wadsworth, a clinical psychologist, using multivariate factor analysis extended the Rosanoff hypothesis by sub-dividing both cycloia and schizophrenia into four new components. Cycloia was divided into manic-depression and schizophrenia divided into autistic-paranoid. The Humm-Wadsworth Model thus has seven personality temperament components. We will describe the model as the "Humm". The Humm-Wadsworth Temperament Scale soon became the preferred test for psychiatric screening (Humm & Wadsworth, 1935).

Subsequently, however better personality tests were developed which in turn led to competing models of the structure of personality. Hathaway and McKinley introduced the Minnesota Multiphasic Personality Inventory (MMPI) in 1940. The MMPI is the most popular objective personality measure in the world; police departments and agencies, such as the FBI (Federal Bureau of Investigation) and CIA (Central Intelligence Agency) use it to screen job applicants for "emotional maturity". Raymond Cattell in 1946 released the 16PF, which stands for 16 Personality Factors and is a multivariate inventory of the "normal" personality (Cattell, 1968). Extensive research has been done on the 16PF. It is probably the second most researched objective instrument next to the MMPI. The 16PF is widely used in psychological assessments that seek to understand the more normal aspects of personality and to clarify the expression of any clinical disorders. The attitude of the person taking the 16PF and circumstance in which the questionnaires are given can have a significant impact on the validity of the results (Cattell & Mead, 2007). Both instruments became the gold standard of personality testing. Personality theory increasingly focused on the origins of maturity and stimulated by the development of factor analysis and faster computers, personality assessment increasingly focused on analysing

the structure of normal personality. However, to interpret the MMPI or 16PF required extensive training and expertise. These two models are too complicated for managers or salespeople to use.

Behaviourism

So, is it nature or nurture that most influences our personality? If you believe from reading the above that nature would be stronger than nurture, most scientists during the 20th century held the opposite to be true. This was due to the dominance of behaviourism, first postulated by J. B. Watson in the 1920s using the initial work of Pavlov and his dogs. Behaviourists believe what matters in life is what people do, not what they say, or what they say they think or feel. Behaviourists also believe that there are no innate characteristics inside that set people apart from one another. Everyone begins life on the same footing, with the same innate capabilities. At any time, people are just the sum of their experiences, which means that change is always a possibility. Behaviourists argue that this is both a practical and democratic view of life that also resonated with the management theories of Taylor and Drucker.

Behaviourism has a large number of supporters. Experimental psychologists using the rats in a Skinner box explain behaviour in terms of reinforcement. Social psychologists explain behaviour in terms of situational and contextual, such as family and education. Finally, sociologists explain behaviour in terms of social class and demographic variables, such as age, gender, and ethnicity. It is the method of choice when training animals, small children, and people with cognitive deficits. Dog trainers use treats to reinforce non-natural behaviours very successfully.

So, what causes human behaviour, nature or nurture, has been an on-going quarrel for the last 100 years and it is fair to say that for most of that time the behaviourists have won the popular debate. Most people believe that situational, cultural, historic, and even economic factors determine behaviour. Personality psychology became a kind of outlaw discipline, very much outside the mainstream of American psychology. By the 1960s, personality psychology seemed on the verge of simply disappearing from the intellectual radar. Personality psychologists could not publish in mainstream academic journals, could not obtain federal grants to support their research, and could not find academic jobs.

One unfortunate outcome of the dominance of behaviourism was the adoption by business people rise of scientifically weak personality models, such as DISC, Myers-Briggs, and Neuro-Linguistic Programming. Some people, particularly managers and sales people, knew from experience that people were different and it was not just due to social class or economic factors. Unfortunately, psychometric models based on the 16PF or MMPI were just too complicated for business people to use.

The Personality Psychology Renaissance

Fortunately, matters gradually began turning around in the 1980s, and by the 1990s, a full-scale renaissance in personality psychology was underway. Three factors seem largely responsible for this sea change in opinion: Genetics, the Five Factor Model, and Emotional Intelligence. In addition, Western governments around the world were passing anti-discrimination employment laws making it risky for employers to use simple IQ tests to determine employability.

Genetics

First, research in human behaviour genetics in the 1970s showed that the results on well-validated personality measures had a substantial genetic component. People did inherit traits from their parents.

Moreover, the same research showed failed to show any evidence for upbringing on these results. There was no evidence for the environmental effects on personality that the behaviourists would predict.

The Five Factor Model

The emergence of the Five Factor Model provided a desperately needed degree of order to the field of personality measurement. Francis Galton first postulated what is now known as the lexical hypothesis. Galton suggested that the most salient and socially relevant personality differences in people's lives would eventually become encoded into language. The hypothesis further suggests that by sampling language, it is possible to derive a comprehensive taxonomy of human personality traits. Allport and Odbert (1936) put this hypothesis into practice. They worked through two of the most comprehensive dictionaries of the English language available at the time and extracted 17,953 personality-describing words. They then reduced this gigantic list to 4,504 adjectives that they believed were descriptive of observable and relatively permanent traits. Using this work, Tupes and Christal (1961) argued that five general factors could adequately describe the basic structure of a personality. Perhaps the easiest way to remember the Five Factor Model (FFM) is to use the acronym OCEAN.

- O is for Openness to creativity—People high in this trait have an appreciation for art, are emotionally sensitive and curious, and seek adventure, unusual ideas, and variety of experience.
- C is for Conscientiousness—People high in this trait are self-disciplined, act dutifully, and demonstrate planned rather than spontaneous behaviour.
- E is for Extraversion—People high in this trait are outgoing, positive, and energetic and seek stimulation in the company of others.
- Agreeableness—People high in this trait are friendly, compassionate, and cooperative towards others.
- Neuroticism—People high in this trait lack self-control and tend to easily experience unpleasant emotions, such as anger, anxiety, depression, or vulnerability.

Since the FFM was initially postulated, psychometric assessments based on the FFM have been developed that are probably the most statistically reliable and valid available. Reliability means that you get the same results when you repeat the test; and validity means the test measures what it is meant to measure. Experts regard IQ tests as 99% reliable and valid; good personality assessments achieve results around the 70% level.

Emotional Intelligence (EI)

Salovey and Mayer coined the term emotional intelligence in 1990 describing it as “a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action”. Salovey and Mayer (1990) also initiated a research program intended to develop valid measures of emotional intelligence and to explore its significance. For instance, they found in one study that when a group of people saw an upsetting film, those who scored high on emotional clarity (which is the ability to identify and give a name to a mood that is being experienced) recovered more quickly. In another study, individuals who scored higher in the ability to perceive accurately, understand, and appraise others' emotions were better able to respond flexibly to changes in their social environments and build supportive social networks.

In the early 1990s, Daniel Goleman (1995) became aware of Salovey and Mayer's work, and this eventually led to his book *Emotional Intelligence*. Goleman was a science writer for the *New York Times*, specialising in brain and behaviour research. He trained as a psychologist at Harvard where he worked with

David McClelland, among others. McClelland was among a growing group of researchers who were becoming concerned with how little traditional tests of cognitive intelligence told us about what it takes to be successful in life.

Emotional Intelligence was published in 1995 and 5 million copies sold in the first five years. The phrase has become a fixture in the management lexicon. Goleman argued that it was not cognitive intelligence that guaranteed business success but emotional intelligence. He described emotionally intelligent people as those with four characteristics:

1. They were good at understanding their own emotions (self-awareness);
2. They were good at managing their emotions (self-management);
3. They were empathetic to the emotional drives of other people (social awareness);
4. They were good at handling other people's emotions (social skills).

Goleman's definition has become widely accepted. To help define EQ, Goleman used the marshmallow experiment carried out by Walter Mischel in the late 1960s at the Bing Nursery School on the campus of Stanford University. To those unfamiliar with the study, Mischel got 653 four-year-old (including his three daughters) to participate in a simple task. They were taken into a room where there was a marshmallow on a table, and told they would be left alone for 15 minutes. If when they came back there was still a marshmallow on the table, they would be given a second one. About 10 per cent of the children were able to hold back.

What happened subsequently is described in the *New Yorker* article "Don't!" (Lehrer, 2009). Mischel, while asking his daughters about the progress of their peers, noticed that it was the 10 percent that held back who were getting better scholastic and social results. This led Mischel and his colleagues to carry out full-scale studies and conclude the best predictor of success was not IQ but the ability to control emotional impulses. They found that the kids who were able to resist temptation had a total SAT (Scholastic Aptitude Test) score that was 210 points higher than those kids who were unable to wait.

Mischel initially thought that the children's ability to wait depended on how badly they craved the marshmallow. However, all the children were cravers. What determined the level of self-control was the ability of the child to distract itself and stop focusing on the marshmallow. The key is to avoid thinking about the marshmallow in the first place. This skill is known as metacognition, or thinking about thinking. It is what allows people to outsmart their shortcomings. For example, Mischel demonstrated that by teaching children the simple mental trick of thinking that the candy is only a picture, and surrounding it with an imaginary frame, that the children, who previously would pounce on the marshmallow in seconds, would easily wait the 15 minutes. In *Emotional Intelligence*, Daniel Goldman maintains that the master aptitude of the emotionally intelligent person is the ability to delay self-gratification.

Other studies have shown that EQ is a better predictor of success than IQ. One study was a 40 year longitudinal investigation of 450 boys who grew up in Sommerville, Massachusetts. Two-thirds of the boys were from welfare families, and one-third had IQ's below 90. However, IQ had little relation to how well they did at work or in the rest of their lives. What made the biggest difference were factors, such as being able to handle frustration, control emotions, and get along with other people (Snarey & Vaillant, 1985).

Another good example was a study of 80 Ph.D.'s in science who underwent a battery of personality tests, IQ tests, and interviews in the 1950s when they were graduate students at Berkeley. Forty years later, when they were in their early seventies, they were tracked down and estimates were made of their success based on resumes, evaluations by experts in their own fields, and sources like American Men and Women of Science.

The study argued that social and emotional abilities were four times more important than IQ in determining professional success and prestige (Feist & Barron, 1996).

Now, this is not to suggest that cognitive ability is irrelevant for success. For many positions, you need a relatively high level of intelligence. However, what matters in terms of how well you do compared to your peers has less to do with IQ differences and more to do with social and emotional factors. It becomes more important to be able to persist in the face of difficulty and to get along well with colleagues and subordinates than it is to have an extra 10 or 15 points of IQ.

Now, we know what EQ is and why it is important; the question is then how do we lift our EQ. The difficulty is that there is not a widely-accepted theory of core emotions. While Goleman argues a most persuasive case for the importance of emotions, he admits in Appendix A of *Emotional Intelligence* that he has a major problem. He states that he does not have a theory of emotion with which he is comfortable, most particularly for primary emotions. What he does do is quote the discovery of Paul Ekman at the University of California in San Francisco, that people in cultures around the world recognise facial expressions for four core emotions (fear, anger, sadness, and enjoyment). This includes people in cultures as remote as the Fore of New Guinea, who live in an isolated Stone Age culture in the remote highlands. The argument is that if all people, including preliterate people (presumably untainted by exposure to cinema or television) universally recognise these core “nonverbal” emotions, they must exist. Since then Paul Ekman has developed a model of seven core facial emotions: happy, sad, surprise, anger, contempt, fear, and disgust. His research and writings on this topic are extensive and he is regarded as the world’s leading expert in this area (Ekman, 1992).

Goleman then goes on to list a hierarchy of emotional intensities. He defines an emotion as a feeling and its distinctive thoughts, psychological and biological states, and propensity to act, such as when we become angry. He then goes on to define a mood, which while more muted, lasts longer than an emotion, and he compares the emotion anger with a grumpy mood. Beyond moods, he then defines temperament, as the readiness to evoke a given emotion or mood, such as someone with a choleric temperament. Finally, he notes there are the outright disorders of emotion which can lead to insanity, such as someone with paranoid schizophrenia.

Table 1

Levels of Emotional Intensity

Level of emotional intensity	Population penetration & frequency
Emotion	All of the people all of the time
Mood	Most of the people some of the time
Temperament	30% of people most of the time
Disorder	1% of people all of the time

The author considers this hierarchy of emotional intensity particularly useful when trying answer the two questions posed at the beginning of this paper:

1. Why do people do what they do?
2. How can I influence them to behave differently?

It is not people’s emotions but their temperament that you need to understand when trying to lift your emotional intelligence.

The Humm-Wadsworth Model of Temperament

The Humm-Wadsworth Model works in the reverse direction. It begins with the basic mental disorders and uses them to develop a theory of temperament. As noted earlier, Rosanoff in 1924 developed a theory of temperament based on the four most common mental disorders and a fifth factor he called the Normal. In 1935, two southern Californians, Humm, a statistician, and Wadsworth, a clinical psychologist, using multi-variate factor analysis extended the Rosanoff hypothesis by sub-dividing both cyclodia and schizophrenia into two new components. Cyclodia was divided into manic-depression and schizophrenia divided into autistic-paranoid. The Humm-Wadsworth Model thus has seven personality temperament components. Each component is distributed normally and your temperament was determined where you were positioned on each of the seven spectra. For simplicity, we are going to refer to the model as the “Humm”.

A major advantage of the Humm is that it uses seven components, which is the limit of the short-term memory of most human beings (Miller, 1956). We are born with two memories, a short-term memory and a long-term memory. Before information is put into our long-term memory, it must go through our short-term memory, which has a maximum limit of seven items. It is for this reason that telephone numbers in most countries are seven digits long. If you have children, you will soon realise that as they begin to talk they rapidly learn the days of the week. However, the names and order the months of the year takes much longer for children to learn.

A major disadvantage of the Humm was that the original Humm-Wadsworth terms were alien to most people and are associated with mental illness. The author was introduced to the Humm-Wadsworth in 1974 on a sales training course and used it very successfully, first as a salesman, and then as the General Manager of the TNT Payroll Management Systems Division. The author successfully married the Humm-Wadsworth to the TNT selling system and subsequently published it as a paperback (Golis, 1991). The Publisher of Kogan Page, Europe’s largest supplier of business books, which published an edition in 1992, described *Empathy Selling* as the most innovative book on selling he had read in 20 years. One of the key innovations was new names for the seven components which matched the first letters of the mental illness: Mover, Doublechecker, Artist, Politician, Engineer, Hustler, and Normal.

We all have these seven components within ourselves, but it is the variation and mix of these components that are reflected in the temperament of the individual. In addition, in every individual, several components tend to be dominant over time. The secret of the Humm is to learn how to recognise these dominant components in both yourself and in others. Then using that knowledge develops the appropriate habits for self-control and social skills.

Now, if a person had only one excessive, dominant desire their personality would deteriorate into a caricature. Such people, it must be stressed, do not exist in real life. Nevertheless, to explain the techniques of the Humm it is convenient to describe hypothetical stereotypes dominated by one desire.

Table 2

The Humm-Wadsworth Model

Stereotype	Dominant desire	Original Humm-Wadsworth term
Normal	Desire for order	Normal
Mover	Desire to communicate	Manic
Doublechecker	Desire for security	Depressive

Artist	Desire to be creative	Autistic
Politician	Desire to win	Paranoid
Engineer	Desire to complete projects	Epileptoid
Hustler	Desire for material success	Hysteroid

The 7MTF: Seven Motivational Temperament Factors

In 2007, the author retired from the venture capital industry after 25 years and decided to develop a third part-time career proposing the Humm as the secret to lifting your emotional intelligence. The author wrote a book for managers (Golis, 2007) and created a business running workshops, doing EQ coaching and writing some 250 blogs. Over the next nine years, the original metal illness list used by Humm and Wadsworth was modified to mania, depression, autism, paranoia, obsessive-compulsive disorder, psychopathy, and neuroticism. He also signed agreements with JV partners in China and the USA.

While working with his JV partner in the USA, he said the marketability of the technology would be improved if new names were used to reflect the changes and to avoid confusion we should rename the model—the 7MTF standing for the Seven Motivational Temperament Factors. The new names for the Emotional Intelligence Core Components are GoGetter, Regulator, Artist, Socialiser, Politician, Engineer, and Doublechecker which conveniently form a mnemonic: GRASPED. The five most common 7MTF components Artist, Engineer, Socialiser, Doublechecker, and Regulator match up with the Five Factor Model Openness to Creativity, Conscientiousness, Extraversion, Agreeableness, and Neuroticism which provides scientific validity for 7MTF, plus it accounts for the two drivers of toxic leaders: corporate bullies and corporate psychopaths.

Table 3

The 7MTF Model

1935 Humm-Wadsworth	1993 Empathy Selling	Revised Mental Illness	7 MTF
Normal	Normal	Neurotic	Regulator
Manic	Mover	Manic	Socialiser
Depressive	Doublechecker	Depressive	Doublechecker
Autistic	Artist	Autistic	Artist
Paranoid	Politician	Paranoid	Politician
Epileptoid	Engineer	Obsessive-Compulsive	Engineer
Hysteroid	Hustler	Anti-Social (Dark Triad)	GoGetter

In summary, in the same, the Humm-Wadsworth is built on foundations of Rosanoff; the 7MTF is built on the work of Humm and Wadsworth.

The distribution of the 7MTF components are distributed as follows:

Dominant 7MTF Component Distribution
 Sample size = 65,508 people

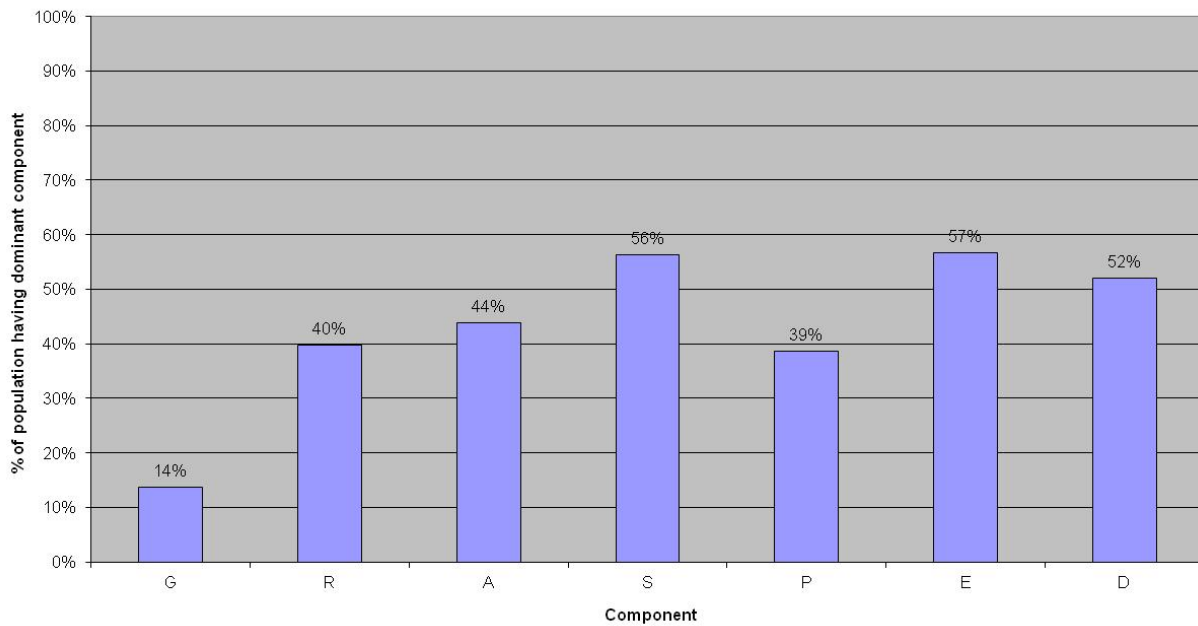


Figure 1. Dominant 7MTF component distribution.

Now, when describing someone, 7MTF users often just use the first letter of the stereotype. Thus, we may call someone a little “G” or big “P”, a strong “E” or a weak “D”, and a high “S” or a low “R”. Remember that each of these seven desires is present in all of us and sometime or other each affects our behaviour. For example, in an argument, the “P” component comes to the fore, but while decorating a room or going to an art gallery, the “A” component will tend to dominate.

The five most common 7MTF components roughly correspond with the five factors.

Table 4

The Big Five Compared to the 7MTF

OCEAN factor	Characteristics	7MTF component
Openness to creativity	Appreciation for art, are emotionally sensitive and curious, and seek adventure, unusual ideas, and variety of experience	Artist
Conscientiousness	Self-disciplined, act dutifully, and demonstrate planned rather than spontaneous behaviour	Engineer
Extraversion	Outgoing, positive and energetic and seek stimulation in the company of others	Socialiser
Agreeableness	Friendly, compassionate, and cooperative rather towards others	Doublechecker
Neuroticism	Lack self-control and tend to easily experience unpleasant emotions such as anger, anxiety, depression, or vulnerability	Low Regulator

With regard to the Regulator, it is the one component that gradually increases over time as we mature which is why it is comparable to Freud’s superego. Early on in life, it is low for most children, which is why

90% grabbed the marshmallow. When the Regulator is low, we lack self-control.

The two 7MTF components not linked to the FFM are the GoGetter and the Politician. The Politician's core emotional drive is the desire to win. These people are indeed driven and are aggressive, decisive, and verbally fluent. To be a winning athlete, you need a lot of the Politician component. If a manager has a lot of the Politician along with low Regulator, their peers and subordinates will often consider them to be a corporate bully.

The desire for material success drives the GoGetter. Such individuals typically deceive and manipulate others for personal gain. They are often narcissists. Most successful entrepreneurs have a lot of GoGetter component. Corporate psychopaths are typically managers with high GoGetter and low Regulator, while a successful businessperson has high Regulator and GoGetter.

Goleman's Competencies Model

Trying to lift your emotional intelligence by using a model of temperament is different route to that pursued by Goleman and other human resource specialists. Goleman has subsequently adopted a competency-based approach. A competency is a characteristic that allows you to outperform others in a task. They can be personal qualities or attributes, along with skills and experience. Interviewers now do not want to hear that you are self-starter with initiative but now want demonstrable evidence. For example, have you had a successful track record in sales? When you were at university, did you run a social club or a sports team? These are examples of competency based interview questions.

Using this approach, Goleman and his colleagues have developed a set of 18 competencies for the emotionally intelligent person under the four main domains.

Table 5

Goleman's Emotional Intelligence Competency Model

Domain	Competency
Self-awareness	Emotional self-awareness, accurate self-assessment, and self-confidence
Self-management	Self-control, transparency, adaptability, achievement, initiative, and optimism
Social awareness	Empathy, organizational awareness, and service
Social skills	Inspiration, influence, developing others, change catalyst, conflict management, teamwork and collaboration

Note. Goleman, Boyatzis, and McKee (2002).

A major difficulty occurs when you try to measure emotional intelligence competencies, such as empathy. Many of the so-called tests for emotional intelligence are self-report tests that are notoriously unreliable and generally have no validity. Nearly, all of us suffer from illusory superiority bias. We overestimate our positive qualities and abilities and to underestimate our negative qualities, relative to others, particularly when we are considering our desirable characteristics or personality traits. So, just like a sense of humour, most of us believe we have a better level of empathy than average. Similarly, consider the competency of accurate self-assessment. Does completing an emotional intelligence test purporting to measure your level of self-assessment make you more competent at accurate self-assessment? Finally, most of us have the tendency to view ourselves as relatively variable in terms of personality, behavior, and mood while viewing others as much more predictable. Consequently, while there has been considerable effort to generate reliable and valid measure of emotional

intelligence; there are still major doubts whether success has been achieved.

You are then forced to look at other measures. For example, the author has seen it suggested that empathy be assessed on criteria, such as the ability to develop rapport; making and sustaining informal contacts with people in addition to the contacts required for work, having the ability to chat about non-work issues; and participation in a broad range of social relationships. In other words, can you prove that you are a people person?

Salovey and Mayer's Emotional Blueprint Model

To those unfamiliar with this model, the underlying principles are as follows:

- Emotion is information and ignoring it leads to poor decisions.
- You may try to hide emotions but other people are able to pick them up.
- Decisions must incorporate emotions to be effective.

This model is best described in *The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership* (Caruso & Salovey, 2004). The author must confess he was very disappointed with this book. He thought the examples of the emotional intelligences (EI) in action were lightweight and he was not happy with the proposed Emotional Blueprint Model. *Amazon.com* contains 43 reviews of the book. Twenty-three were favourable and gave it five stars while 14 gave it one star with comments like “utter rubbish”. It is rare to see such a bi-polar distribution of opinion. Somewhat relieved to find himself in step with a third of the management population, he wondered: Why does the book fail?

First, while he totally agrees with the underlying principles, he does disagree with the concept that there is a separate intelligence called emotional intelligence (EI). The theory of multiple intelligences was first proposed by Howard Gardner (1983). While widely adopted by educators, the theory has been widely criticised by experimental psychologists who argue that the model is based on Gardner's intuition rather than empirical data. Indeed, Gardner himself has stated there were no validating studies and he would be delighted for such evidence to accrue.

On the other hand, the author does agree with the book title: Emotional intelligence is a skill that can be developed through training and experience—just like learning to play golf. He disagrees with the idea that EQ is an innate talent. Yes, some people born with the talent to better analyse and control their emotions. Nevertheless, you can improve your EQ. General intelligence (known as *g*) is genetic and effectively immutable; EQ is a skill that all of us can dramatically improve.

Using the 7MTF to Improve Your EQ

Some people are naturally more empathetic than others are, but if you are not naturally a person, are there ways you can become more empathetic? How do you put yourself in someone else's shoes? Can you change tack after thinking through someone else's emotional reaction to your first approach? And what is the best tack to take?

One way of developing empathy is to do a job that requires it, such as selling. That is what happened to me. Another way is asking family and friends about the way you come across. Personal coaching can also be tried but it is relatively expensive.

There is an easier way to improve your empathy and that is to use the 7MTF. In 1959, the Australian firm of Organisational Psychologists, Chandler & Macleod, purchased the copyright to the Humm-Wadsworth

Temperament Scale test. Over one million Australians sat the Humm-Wadsworth personality assessment and this was followed up with over 100,000 interviews. Gradually, the psychologists at Chandler & Macleod developed a set of heuristics about the people they were interviewing (Chandler & Macleod Consultants, 1972). Subsequently, as described in *Empathy Selling* (Golis, 1991), the author reorganised the heuristics into a set of six clues in order to gain some understanding of the dominant core emotions in person's temperament that he called TOPDOG:

1. The way the individual talks;
2. The organisation the individual works for;
3. The individual's position in the organisation;
4. The individual's dress;
5. The individual's office or working environment;
6. The first meeting with an individual: are you kept waiting and how soon do you move to using first names.

Talk

Talk is a most useful clue to the dominant components of a personality. Regulators tend to talk logically and without emotion. GoGetters will name drop and bring up money early in the conversation. Socialisers have a lively, enthusiastic, and smiling manner in contrast to Doublecheckers who are pessimistic and hypochondriacs complaining about invisible aches and pains. Artists are quiet, bashful, and sensitive, and by contrast, Politicians are forceful, aggressive, and opinionated. Engineers, on the other hand, come across as flat and monotonic in their speech.

Organisation

Organisations, as well as individuals, develop behavioural characteristics that determine their success in the business environment. For each type of industry, it is possible to suggest which components will lead to organisational growth and development. These components will tend to become norms of behaviour. Norms refer to the standard of behaviour that is derived from the expectations of people both inside and outside the organisation. Good examples are such comments as "X is a creative advertising agency" or "Z is an IT consultancy". People who have the expected norm as their dominant components will tend to succeed in those organisations. Each of the seven components can lead to success, depending on the organisation.

- **Regulator** component, with its emphasis on logic and precedent, tends to dominate professional organizations, such as legal and accounting firms. The people who staff these organisations tend to be either high Regulators or GoGetters who have mimicked the Regulator component.

- **GoGetters** are agents. Their ability to tell both sides of a story helps in such fields as stockbroking, merchant banking, real estate, car dealerships, and so on. Only individuals with considerable GoGetter can handle both buyers and sellers quickly and profitably.

- **Socialiser** works best in service industries which deal with numbers of people, such as retailing and fast foods. The enthusiasm and energy of Socialisers make them excellent employees and later managers in these industries.

- **Doublecheckers** are preoccupied with security. Suitable industries include those concerned with potential disasters, such as insurance or transport monopolies.

- **Artists** are creative and iconoclastic yet withdrawn. They are found in industries where creativity is critical to success, such as advertising and fashion.

- **Politician** norms of behaviour tend to be followed in bureaucracies and big companies. Position, office size, and status symbols are some manifestations of this component. It is also common in the largest company within an industry.

- **Engineers** tend to dominate building design companies and consultants, where the work flow tends to be a succession of projects. To succeed in an Engineering organization, you have to be successful at planning and completing projects.

If you are unsure about the norms of a company, look at its annual report. It is unnecessary to look inside or calculate any financial ratios, just examine the cover. If it is bright and flashy, it is probably a GoGetter organisation. If it contains many photographs of people, it probably has a Socialiser culture. A subtle and creative touch suggests an Artist company. Pictures of successfully completed projects suggest an Engineer organisation.

Position

Just as organisations may have dominant components, so too do certain positions or functions.

Successful General Managers, who need logic, ceaseless energy, and a thirst for success, tend to be a combination of Regulator, Socialiser, and Politician. Marketing people generally succeed if they are emotional and have lots of enthusiasm and a manipulative streak. Thus, marketing personnel tend to be low in Regulator, and high in Socialiser and GoGetter. Administrative staff requires the ability to double-check and do monotonous and detailed work, and so tend to combine strong Regulator and Doublechecker components. IT managers generally come from software backgrounds which tend to hire people with a lot of Doublechecker (to check the code) and Engineer (to complete the project). To rise above the ruck, the individual needs a lot of Politician as well. Besides the position in an organisation, another useful clue is a manager's personal assistant. Since like attracts like, managers often select staff who have similar components to their own.

Thus, the organisation that an individual works for and his or her position within that organisation can be important clues to the personality. While you will frequently get square pegs in round holes, generally you do find that managers work for organisations and in positions that suit their personality best.

Dress

Dress is another very important clue as to the dominant personality components. The fashion industry bases its appeal on the assumption that clothes and appearance are a reflection of the personality: "The apparel oft proclaims the man" or the modern equivalent, "I dress to make a statement about myself".

Regulators tend to wear high quality and conservative clothes in sober colours, such as grey. Men's ties tend to be conservative and often show some form of repetitive emblem representing a club, school, or university.

Dress is a key clue for the GoGetter component. The clothes are generally glitzy, if not flashy. For example, a male GoGetter generally wears red or orange striped ties. Both the male and female GoGetter often wear ostentatious watches and bracelets. The female GoGetter will typically have gold rings on at least two or three fingers and heavy gold earrings. When they wear casual clothes, they are often open-necked showing off gold chains and necklaces. Another clue is that GoGetters often wear designer label clothes, as they love to drop names.

Socialisers and Engineers tend to have a tousled appearance. Socialisers usually have their coats off, collar unbuttoned and sleeves rolled up. They often appear to be rushing from one task to another. They like to wear

casual clothes, such as jeans, running shoes, and loose fitting shirts and pullovers. Socialisers like bright colours and patterns. They often have a message on their clothes, such as “Don’t Worry—Be Happy”, either in the form of a button, or as a slogan on a T-shirt.

Engineers get very wound up in their work and are disinterested in dress. Their shirts slip out of their trousers and their ties will slip without being noticed. The model Engineer is the absent-minded professor who puts on an unmatched pair of socks. Engineers are interested in technology and often are the first to own the latest technical advance, such as a Smartwatch, Bluetooth earpiece, or Fitbit bracelet. They typically have a row of pens in their shirt pocket or a Swiss knife on a belt. Female Engineers often have something useful hanging around their neck, such as a fob watch or a ballpoint pen. Both sexes often wear striped shirts, which are in non-classic colours or patterns.

Doublecheckers tend to choose good quality clothes as they believe cheap clothes are poor acquisitions because they will soon fall apart. As the Doublechecker male has an overpowering need for security, he too wears club ties. He usually has a short back-and-sides haircut. There is a Mother Earth colouring about Doublecheckers’ clothes; browns and greens tend to dominate. Doublechecker women tend to have big handbags filled with all sorts of make-up and other items as a precaution against any unforeseen eventuality.

Artists tend to wear very imaginative clothes and be in the forefront of fashion. The ties of the men and the dress of the women often contain unusual patterns. Sometimes, they choose clothes that are odd-ball. Another common dress code for the Artist is totally black.

As noted earlier Politicians often wear navy and are conservative in nature. They are very keen on uniforms. They like working in organisations that have uniforms and designing new ones.

Office

If you meet people either in their home or office, you then have another excellent clue as to their dominant components. While the Politician’s mode of dressing tends to be conventional and nondescript, it is the offices of the Politicians that give them away. It is often in the most dominant position in the building and larger than the surrounding offices. Even if the offices are the same size the Politician’s office contains status symbols, such as nameplates, degrees, and certificates on the walls. Politicians generally place their desks in a dominant position. Both Politicians and GoGetters try to have entertaining areas if it is at all possible.

By contrast, the office of the Artist sometimes has the desk facing away from a view or window. The office furniture and lighting is typically of a modern and creative design. The desk is sometimes untidy as the Artist detaches himself/herself from reality. Some form of original creativity often hangs on the wall.

The GoGetter, on the other hand, often has a flashy reproduction on the wall and flamboyant decor. Because they are often divorced you will often see a family picture missing the former partner.

Doublecheckers tend to have pictures of their family in a prominent position on their desk, but in this case, all the family is in the photograph. They cram their offices with files as they cannot bear to throw anything away and they have to keep a copy of everything—just in case.

Engineers often have timetables, project charts, and pictures of big projects, such as bridges, buildings, or aeroplanes hanging on the wall. They usually have shelving crammed with books on a number of diverse topics. Their desks are usually untidy but they tend to know where everything is to be found.

Socialisers also have untidy desks cluttered with the working papers of several simultaneous projects. Because they see things in black and white they often have slogans on the wall.

Regulators are usually neat and tidy in their work and so have neat and tidy desks, situated in a neat and tidy office. If they have a bookcase, it is often filled with old leather books. Another clue to the Regulator is the paintings they hang on the wall. Typically, they are landscapes although sometimes you may see a portrait of a founder.

Gambit

Gambit is a term taken from the game of chess and refers to the opening moves made by a player. Using the same metaphor, you can work out what drives a person by their own opening moves. Did he or she keep you waiting and when you do meet do they address you informally or formally? The Gambit is an important clue to a person's temperament. First, is the person punctual? If they are punctual, then it is a safe bet that you are dealing with one of the following:

- a Regulator who is on time because that is the socially correct thing to do;
- a GoGetter, because winners are on time and losers are late;
- an Artist, because they are sensitive about other peoples' feelings and do not like to keep them waiting, or
- an Engineer, because time is money to an Engineer.

If, on the other hand, you are kept waiting, you are dealing either with a Socialiser, because they have become distracted on their way to the appointment, or a Politician, who keeps you waiting to show you who is the more important.

You then distinguish between those who keep you waiting and those who do not by how they address you. Regulators will address you formally and will not use first names until well into the meeting. GoGetters are friendly and genial and while they are on time, they generally will address you informally rapidly moving to first names. Artists (who are also punctual) will, because they take quite some time to get to know people, address you formally while Engineers do the opposite—they tend to be reasonably friendly and will address you informally. Of those that will keep you waiting Socialisers will immediately apologise, immediately get on first name terms and their warm enthusiastic smile will immediately put you on their side and make you forget their tardiness. Politicians, on the other hand, will not apologise for keeping you waiting, and will be formal and fairly aggressive in their first few moments.

By using these six clues of talk, organisation, position, dress, office, and gambit (known by 7MTF users as TOPDOG), it becomes very easy to quickly determine the dominant core emotions of an individual. Most 7MTF practitioners (the methodology takes most people a day to learn) can guess one or two dominant drives in a person within 60 seconds. They immediately become proficient in the third domain of emotional intelligence: social awareness. And just as the 7MTF dramatically improves the third factor of EQ for individuals, it also rapidly and practically lifts the level of EQ for the other three EQ domains: self-analysis, self-control, and social skills.

Common Competitive Models of Temperament

As mentioned earlier businesspeople have been using models of personality for decades. The three most popular are DISC (Dominance, Influence, Steadiness, and Compliance), NLP, and Myers-Briggs. For the sake of completeness, let us compare the 7MTF to these three methodologies and the Keirsey Temperament Sorter.

DISC

William Moulton Marston wrote *Emotions of Normal People* in the late 1920s (Marston, 1928). The book

was a reaction to the psychopathological basis of other contemporary models, such as Rosanoff's. The DISC behavioural model was developed from his book and with over two million people test annually is far and away the most popular model of personality profiling. A standard DISC questionnaire consists of 24 questions. Each of these questions presents four options, and asks the respondent is to select which of these applies most closely, and which least closely, to their approach. The results are analysed and plotted on a graph known as a "DISC Profile".

DISC uses two personality traits: Assertiveness and Sociability as vectors and depending whether you are high or low in each vector you end up in one of four quadrants. DISC stands for the four quadrants of Dominance, Influence, Steadiness, and Compliance. DISC and all its imitators make the point that your position is fluid and situational. For example, you can be in a different quadrant socially to where you are in a working environment. Also, you can easily move into a different quadrant depending on what you are doing and the level at which you are doing it. For example, your desk is organized but your gym locker is a mess.

Where DISC fails. *Too simplistic.* Psychologists, who have authenticated DISC against the most widely validated test in personality testing, the 16PF, have concluded DISC is a two factor correlation. The summary of one psychologist was telling: "Why use a technology for prediction of human behaviour that is so inherently limited by its brevity and format?" In other words, DISC does provide an answer but it is too simplistic—it puts people into one of four boxes.

Temperament is not relative and situational. When talk about personality, we are trying to work out their temperament, which is defined our inherited emotional predisposition. It is genetic and fixed. What we want to work out is what someone's consistent emotional response is. People who have organised desks also have neat gym lockers.

Ipsative test rather than normative. DISC has also been attacked by experimental psychologists for weak scientific reliability and validity. This is because DISC is an ipsative rather than a normative test. Ipsative tests measure the relative strengths of traits within an individual by making an individual do a forced choice. Normative tests compare the individual with the rest of the population.

Original book is psychobabble. The author has had the misfortune to read the Marston's original book *The Emotions of Normal People*. The book is unreadable as is highlighted by the following quote which Moulton emphasised was the essence of his methodology.

The total of psychonic (synaptic) excitation, existing at any given moment in the subject organism as a result of reflex tonic motor discharge, may be called for convenience, the "motor self". Definition of the term does not include any phenomena not objectively described or indicates. Phasic motor impulses forming psychonic conjunction with tonic motor excitations may be conveniently termed "motor stimuli", and are to regarded as being in exactly the same relation to the motor self as are afferent impulses to the organism's sensory mechanisms. Motor stimuli thus objectively defined, are not to be confused, under any circumstances, with environmental stimuli, which may be defined as objects or forces acting upon the organism's sensory receptors.

Where is the corporate psychopath? Any personality profiling system must help you recognise the corporate psychopath, or "snakes in suits". These people have an inordinate sense of entitlement for power, prestige, and wealth and have no morality about the means with which they are willing to achieve their ends. They operate according to their own self-serving principle: Look out for number 1, no matter what the cost to others, and without guilt or remorse. It is critical that any personality profiling system teaches you to recognise these people. DISC fails to do so.

NLP Neuro-linguistic Programming

Richard Bandler and John Grinder founded Neuro-linguistic programming (NLP) in the late 1970s (Bandler & Grinder, 1979). The term represents a supposed theoretical connection between neurological processes (“neuro”), language (“linguistic”) and behavioural patterns that have been learned through experience (“programming”). NLP originally started as a form of psychological therapy but now claims to help people change by teaching them to program their brains. The basic assumption is that while people use visual, auditory, and kinaesthetic (VAK) sensory channels; one is dominant and this is reflected both in the eye-movement and language that people use. A whole host of terms have developed under NLP. Rapport means achieving empathy by matching someone’s speech, body rhythms, and non-verbal behaviour. Anchoring is the process by which a particular state or response is associated (anchored) with a unique anchor. Swish is a novel visualization technique for reducing unwanted habits. The process involves disrupting a pattern of thought that usually leads to an unwanted behaviour such that it leads to a desired alternative. Reframing is the process whereby an element of communication is presented so as to transform an individual’s perception of the meanings or “frames” attributed to words, phrases, and events.

The author thinks of NLP as an inverted pyramid. The VAK concept is easy to understand and is appealing but as you climb the pyramid the concepts become woollier and more complex.

Why I do not like NLP. NLP pretends to be a science, but is really pseudoscience, for its claims are not based on the scientific method. Its very name is a pretense to a legitimate discipline, like neuroscience, neuro-linguistics, and psychology. Like many other pseudo-sciences, it has a large collection of scientific sounding terms, like eye accessing cues, metamodeling, micromodeling, metaprogramming, neurological levels, presuppositions, primary representational systems, modalities, and submodalities.

There is little or no evidence or research to support its often extravagant claims.

An extensive analysis of the existing research on NLP by Witkowski (2010) demonstrated that overwhelmingly the scientific research has not supported the claims of NLP proponents. Witkowski concluded his 2010 review with a damning evaluation of NLP: “My analysis leads undeniably to the statement that NLP represents scientific rubbish, which should be mothballed forever”.

Myers-Briggs

Another widely used personality model is the Myers-Briggs Type Indicator (MBTI). Over 2 million people in the United States take the MBTI each year and it has been translated into more than 30 languages. The mother/daughter team of Katharine Cook Briggs and Isabel Briggs Myers developed the MBTI over 20 years. They based their lifelong work on Carl Jung’s (1923) theories that were first stated in his book *Psychological Types*. *Gifts Differing* is an excellent introduction to the model (Briggs-Myer & Myer, 1980). It is very well written and highly recommended.

The Myers-Briggs Model asks four questions:

1. Are you an **Extrovert** (prefer to deal with the outer world) or an **Introvert** (prefer to focus on “the inner world”)?
2. How do you perceive incoming information? By simply **Sensing** the facts or do you try to use your **Intuition** to generate new non-obvious patterns?
3. What is your judgement process? Do you make decisions using a logical and analytical way of

Thinking or do you decide by incorporating intensely **Felt** personal beliefs and values?

4. Which is more dominant in making decisions—how you **Perceive** the data or the **Judging** process you use?

These four dichotomies in turn lead to 16 combinations called types, ENTP, ISTJ, etc.

Why I do not like Myers-Briggs. As can be seen the Myers-Briggs is a behavioural model about decision making. How we make decisions is very important and reflective our personality. However, it is not a theory of core emotions and also suffers the difficulty of having to learn 16 different combinations based on eight factors. The problem is that whatever model we use should have seven factors as a maximum. This is because seven items is the limit of our short term memory.

Myers-Briggs is lot like astrology. Everybody knows their own star sign but find it impossible to identify the star signs of other. Similarly, everyone knows their own Myer-Briggs profile but find it difficult to identify the MBTI of other people. A practical system allows to you to identify the core emotional drives of a person within 60 seconds.

The MBTI is an ipsative test depends on honest self-reporting by the person tested. Unlike Normalised personality measures, such as the 16PF, the MBTI does not use validity scales to assess exaggerated or socially desirable responses. This makes it vulnerable to faked responses. The reliability of the MBTI is low, with test takers who retake the test often being assigned a different type. About 50% of people tested within nine months remain the same overall type and 36% remain the same after nine months. When people are asked to compare their preferred type to that assigned by the MBTI, only half of people pick the same profile.

The MBTI sorts for type; it does not indicate the strength of ability. The questionnaire allows the clarity of a preference to be ascertained (Bill clearly prefers introversion), but not the strength of preference (Jane strongly prefers extraversion) or degree of aptitude (Harry is good at thinking). In this sense, it differs from trait-based tools, such as 16PF. Type preferences are polar opposites: a precept of MBTI is that you fundamentally prefer one thing over the other, not a bit of both. The author agrees that sex follows a bipolar distribution but most biological factors are normally distributed. Most of us are not extroverts or introverts but somewhere in the middle (sometimes known as ambiverts). The same holds for the other three dichotomies.

Finally, the MBTI does not identify the corporate psychopath.

Keirsey Temperament Sorter

Dr. David Keirsey introduced the Keirsey Temperament Sorter in the 1970s and since its introduction over 40 million people have been classified (Keirsey & Bates, 1984). According to the Keirsey Temperament Sorter, there are two basic indicators of temperament: What we say and what we do?

Communication: Concrete vs. abstract. Some people talk primarily about the external and concrete world of everyday reality: facts and figures, work and play, home and family, news, sports, and weather. Other people talk primarily about the internal and abstract world of ideas: theories and conjectures, dreams and philosophies, and beliefs and fantasies. At times, of course, everyone addresses both sorts of topics, but in their daily lives, and for the most part, Concrete people talk about reality, while Abstract people talk about ideas.

Action: Utilitarian vs. cooperative. Some people act primarily in a utilitarian or pragmatic manner, that is, they do what gets results, what achieves their objectives as effectively or efficiently as possible, and only afterwards do they check to see if they are observing the rules or going through proper channels. Other people act primarily in a cooperative or socially acceptable manner, that is, they try to do the right thing, in keeping

with agreed upon social rules, conventions, and codes of conduct, and only later do they concern themselves with the effectiveness of their actions. Utilitarian people instinctively, and for the most part, do what works, while cooperative people do what is right.

This then leads to a typical 2×2 quadrant similar to DISC.



Figure 2. Keirsey Temperament Model.

The Concrete Cooperators known as *Guardians* speak mostly of their duties and responsibilities, of what they can keep an eye on and take good care of, and they are careful to obey the laws, follow the rules, and respect the rights of others. People see them as dependable, helpful, disciplined, and hard-working. Guardians make up as much as 40 to 45 percent of the population, which is a good thing because they usually end up doing all the indispensable but thankless jobs the rest of us take for granted.

The Concrete Utilitarians known as *Artisans* speak mostly about what they see right in front of them, about what they can get their hands on, and they will do whatever works, whatever gives them a quick, effective payoff, even if they have to bend the rules. Artisans comprise perhaps 30 to 35 percent of the population and are perceived as creative, unconventional, bold, and spontaneous.

The Abstract Cooperators called *Idealists* speak mostly of what they hope for and imagine might be possible for people, and they want to act in good conscience, always trying to reach their goals without compromising their personal code of ethics. They are seen as loving, kindhearted, and authentic and comprise 15 to 20 percent of the population.

The Abstract Utilitarians described as *Rationals* speak mostly of what recent problems intrigue them and what new solutions they envision, and always pragmatic, they act as efficiently as possible to achieve their objectives, ignoring arbitrary rules, and conventions if need be. Rationals are very scarce, comprising as little as 5 to 10 percent of the population and pride themselves on being ingenious, independent, pragmatic, skeptical, and strong willed.

Then, on top of these four temperaments, Keirsey added two more variables. The third variable distinguishes between people who primarily communicate by informing others versus people who primarily communicate by directing others. Each of the four temperaments is subdivided by this distinction for a result of

eight roles.

The fourth variable describes how people interact with their environment. Individuals who primarily act before reflecting are described as expressive, whereas people who primarily reflect before acting are described as attentive. Each of the eight roles can be subdivided by this distinction, for a total of 16 role variants. These 16 role variants correlate to the 16 Myers-Briggs types. There are differences in emphasis but the same criticisms that apply to Myers-Briggs apply to Keirsey.

Why I Love the 7MTF

The 7MTF is scientifically valid and reliable.

Because it only has seven components does not exceed the limit of short term memory.

It does not put you into a box. Instead, it says we all have the seven components and each one is at a variable level and comes to the fore depending on the environment.

Once taught, it is very easy to recognise within 60 seconds the dominant components by a person's language, dress and office.

It covers many of the models discussed in this presentation.

The five most common 7MTF components match the Five Factor Model.

The DISC quadrants are a combination of the Socialiser and Politician.

NLP's VAK are covered by the Artist, Politician, and Engineer.

The Regulator component is equivalent to Freud's Superego.

Finally, it is the only profiling system that includes the corporate psychopath.

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