

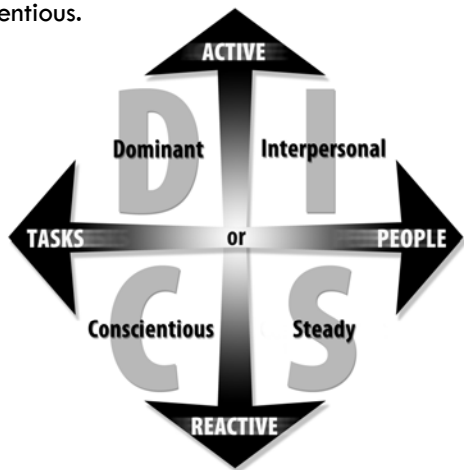
whitepaper

LAWYERS WITH PERSONALITY?

By Dr. Travis Bradberry, Nick Tasler, and Lac D. Su

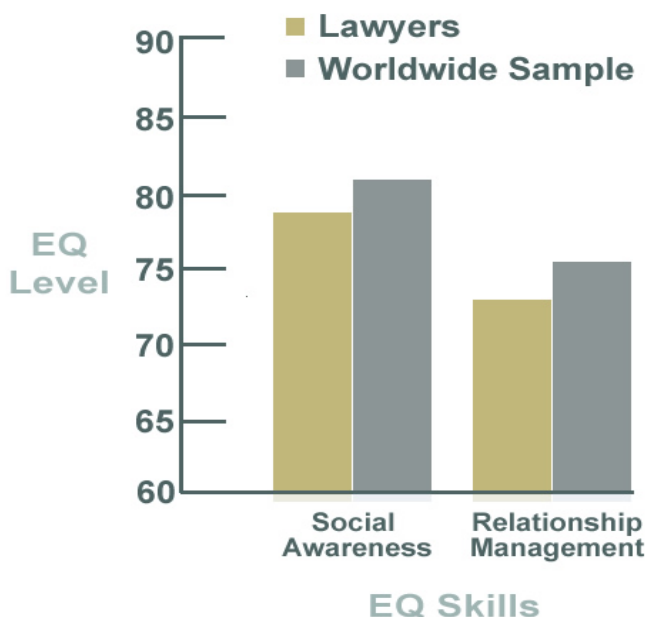
Lawyers' less-than-stellar reputation reaches far beyond the massive bills they're known for passing along to their clients. Just like your average corporate executive, attorneys work in a high-stakes environment that rewards them for bottom-line performance—not their ability to interact with people. But what is it specifically about attorneys that might explain their ill repute when it comes to creating and maintaining quality relationships with people?

A few months ago, we decided to find out. We teamed up with *The Complete Lawyer* (TCL), a journal for lawyers that provides insights on professional development, work-life balance, and career issues impacting their success and satisfaction. We asked journal readers to complete *The Emotional Intelligence Appraisal*[™]—which assessed the attorneys' personal and social competence—and the *IDISC*[™]—a personality profiler that measures an individual's tendency to be Dominant, Interpersonal, Steady, or Conscientious.



The Interpersonal Side of Personality

Just as the wide circulation of lawyer jokes might suggest, lawyers fell short on the social side of emotional intelligence when compared to TalentSmart's worldwide database of more than half a million people. As a group, lawyers had trouble recognizing other peoples' emotions and therefore responding appropriately. That goes a long way in explaining the legal profession's poor reputation for insensitivity and cutthroat tactics.



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However, ethics v. lawyers is not an open-and-shut case. Attorneys' personality profiles revealed more than a collective moral compass in need of recalibration. If lawyers truly are willing to crush anyone who stands in the way of their plans, then they should have scored high on the Dominant dimension of personality. On the contrary, lawyers actually scored lower on Dominance than the other three dimensions. Above all else, attorneys turned out to be a highly Steady and Conscientious crew.

So, it isn't necessarily that lawyers don't care about other people, but rather that lawyers naturally focus more on non-people issues. Facts and details drive lawyers more than relationships and emotions. In our study, attorneys had twice as many Architect profiles as the rest of the population, and more than four times as many Detective profiles. Both of these profiles are marked by high conscientiousness and lower interpersonal scores, and still lower Dominance scores.

The Detective

9%
of people share
this profile

Strengths

- Gathering data to make sound decisions
- Setting up standards and guidelines
- Emphasis on the bottom line

Challenges

- Admitting mistakes
- Quick decisions
- Self-disclosure

Defining Characteristics

Accuracy is important to you in not only your own work, but also of those around you. Your skill in gathering facts and making decisions based on them serves you well in your career and in life. You take plenty of time to prepare before acting and clarifying and getting to the bottom of issues. You are a good logical thinker and can take in the whole picture when necessary.



The Architect

13%
of people share
this profile

Strengths

- Decisions are well thought out
- Organizational skills
- Attention to detail

Challenges

- Focusing on the big picture
- Following your gut
- Change

Defining Characteristics

Your ultimate goal is to get something done right. You are thoughtful and have innovative ideas, while at the same time analytical and purpose driven. You enjoy a stable, structured environment and prefer to work with deadlines and clear expectations of work outcomes. You often take plenty of time to analyze information before making a decision.



LAWYERS WITH PERSONALITY?

Sizing Up the Whole Person

TalentSmart[®]'s findings neither defend nor convict the character of attorneys. More importantly, our discovery provides evidence for the power of examining the whole person, whether that person is a lawyer, barista, nurse, or corporate executive. From a development perspective, lawyers' apparent self-serving nature can be best understood as an emphasis on data, details, and organization over interpersonal relationships. Lawyers are not necessarily anti-social or untrustworthy. So, accusing them of having weak moral fiber is less productive than objectively viewing their individual strengths and weaknesses as revealed by the IDISC[™] personality profiler.

While nearly every adult in the working world is familiar with the basics of personality, many experienced consultants and trainers prefer to review their clients' personality profiles before the client has a chance to draw his or her own conclusions. Oftentimes the typical client—whose expertise lies outside the realm of personality and skill development—will make inaccurate interpretations of his or her profile. That's why many consultants choose to take the first crack, and see their clients' profiles before they do.

For that reason, TalentSmart[®] has developed the consultant's edition of the IDISC[™] personality profiler, which allows the consultant to control access to the

report. Now, consultants and trainers can see participant profiles before their feedback sessions, and then structure the message accordingly. It's also a great way to ensure that everyone has completed the assessment before a training session. With a few clicks of the mouse, consultants are able to size up a client's personality, and share it with the client when and only when they are ready. Thanks to the intuitive format of the IDISC[™] report, getting the most out of each of our personalities has never been easier.



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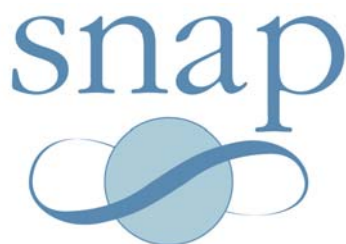
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The best-selling *Emotional Intelligence Appraisal* measures EQ in all four components from the #1 benchmark model in just 7 minutes. Easy to use and understand.



DISC is the #1 personality profile, with millions of people relying on it to discover their strengths.



Malcolm Gladwell's *Blink* opened our eyes to the power of instinct and how to train it. Now you can learn your decision-making tendencies and how to capitalize on them.



Coauthored by Ken Blanchard, the test measures the core leadership behaviors that earn the commitment and support of your people. Rigorous research with thousands of leaders supports the assessment.

Prices start at just \$39.95!

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