

The State of Psychometrics 2026

The world of work has changed.
Psychometrics must too.

Mindflick.

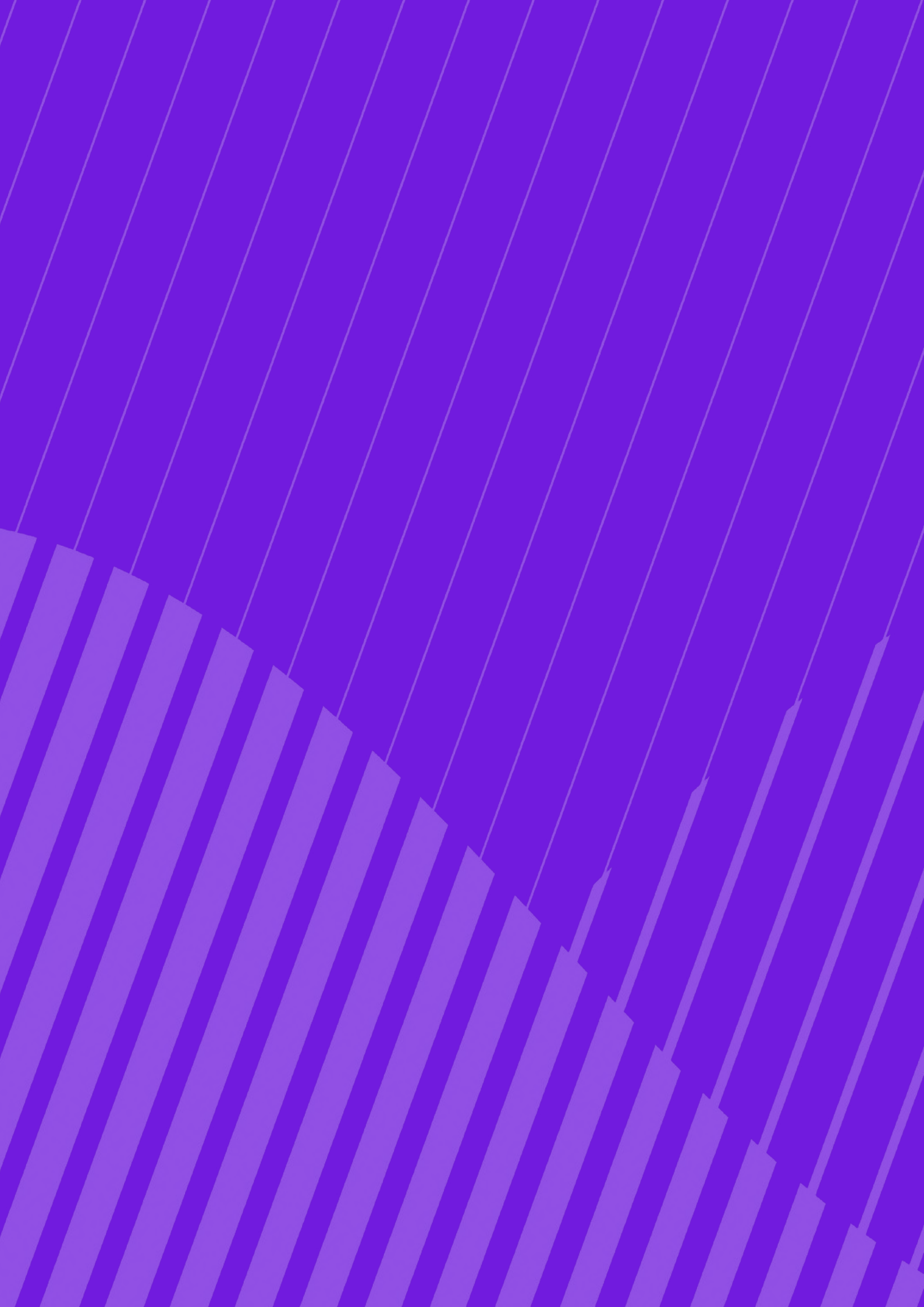


Table of contents

04	Foreword from Sir Andrew Strauss
08	The five waves of psychometrics
10	Wave 1: Typology and self-awareness 1940-1970
12	Wave 2: Behaviour and communication 1980-1990
14	Wave 3: Strengths and engagement 1990-2000
16	Wave 4: Risk and predictive leadership 2000-2010
18	It's time for the next wave of psychometrics
22	Most organisations don't reject psychometrics
24	The gap a new psychometric must address
27	Introducing the fifth wave of psychometrics
28	The six shifts: Defining a new era
30	Introducing performance psychometrics
34	The future of work
36	Eliminating friction at a global engineering firm
37	Missed targets in a fast-moving retail group
40	From awareness to high performance at The Royal Ballet School
44	A new era of psychometrics has begun

High performance has never been more necessary

Right now, organisations face a challenge of unprecedented scale and velocity. Technological change, digital transformation, artificial intelligence, hybrid work, and constant reconfiguration of teams have reshaped what it means to perform well at work.

Today the workplace is not just complex. It is also fluid. Teams form, dissolve, and reform at pace. Roles evolve faster than capability frameworks can keep up. Performance is no longer about static alignment, it's about adapting under pressure. In sport, as in business, the conditions change, the pressure intensifies, and the margin for error all but disappears. The teams that succeed are not only the most talented. They are the most adaptable.

For more than a century, psychometrics have been used as a tool to type, profile, and select talent. But the world of work has outgrown static labels. Today, organisations need deeper insight into how people think, respond, collaborate, and adapt when stakes are high. As such, *The State of Psychometrics: 2026* examines how personality assessments have evolved to meet these changing demands. Put simply, your organisation operates in a world shaped by powerful new forces and the old models are no longer enough.

In this report you'll hear from leading psychologists as they reveal why the era of static personality typing may be ending and why successful organisations will embrace psychometrics that drive adaptability, resilience, and performance when it matters most.



A stylized, handwritten signature in black ink, appearing to read 'Andrew Strauss'.

Sir Andrew Strauss
Executive Chairman,
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This report is authored by leading performance psychologists with over a century of experience in elite sport between them.



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01

The five waves of psychometrics



The five waves of psychometrics

For nearly a century, organisations have relied on personality psychometrics to understand people, improve teamwork, and develop leaders.

These tools did not rise by accident. Each emerged in response to a specific organisational challenge of its time, built upon the science and technology available.

In every case, psychometrics reflected the dominant question leaders were trying to answer and each new era built on the successes of those before. To understand the future of psychometrics, we need to understand their origins.

Psychometric timeline

1950s	 The TV	 MBTI	Personality typology for self-awareness and role fit
1980s	 The PC	 DISC	Behavioural styles for communication and teamwork
1990s	 The internet	 StrengthsFinder Insights Discovery	Strengths-based development for culture and engagement
2000s	 The smartphone	 HOGAN Hogan	Predictive leadership assessment for performance and derailment
Today			

Wave 1:

Typology and self-awareness

1940–1970

The post-war era was defined by profound social and organisational transition. Millions returned from military service. Women who had entered the workforce during wartime navigated shifting roles. Corporations expanded into large bureaucratic institutions.

Organisations required scalable ways to help ordinary people understand themselves, find vocational fit, and navigate growing institutional complexity. Psychology, previously concentrated in clinical and military settings, needed a non-clinical language.

Myers-Briggs Type Indicator (MBTI)

Isabel Briggs Myers positioned the Myers-Briggs Type Indicator (MBTI) not as a diagnostic instrument, but as a civic contribution: a way to help individuals understand themselves and find their “proper” place in society. Its breakthrough was not typology alone. It was scale.

By translating Jung’s theory into sixteen memorable four-letter types, MBTI democratised personality insight. Psychological complexity became accessible.

In a corporate world where individuals risked becoming interchangeable, the tool offered reassurance of identity and belonging.

At an organisational level, MBTI aligned with managerial priorities of the mid-century corporation. Businesses sought structured methods for placement, development, and team harmony. Conflict could be framed as a difference in type rather than a deeper structural issue. The model thrived because it offered affirmation without pathology.

The big question: Who am I and what is my psychological type?

How MBTI answered the question:

- Introduced a non-stigmatising approach to personality
- Enabled scalable career guidance and self-awareness
- Provided an early shared language for team-building and management training

The performance gap

- Typology provides identity without mechanisms for behaviour change
- Understanding identity alone isn't enough in dynamic organisations in a dynamic world
- As organisations become more complex, accessibility is no longer 'enough'

Wave 2:

Behaviour and communication

1980–1990

The growth of matrix organisations, globalisation, and service economies placed increasing emphasis on communication, influence, and customer interaction. Businesses were no longer focused solely on placement. They were focused on coordination.

DISC

DISC's origins trace back to the 1928 theory of observable behaviour¹. Unlike the Jungian typology of Wave 1, this theory focused on how people act within social contexts.

A commercialised DISC model translated this into four behavioural tendencies: Dominance, Influence, Steadiness, and Compliance.

DISC's innovation lay within its visibility. Behaviour became observable, discussable, and coachable. As corporate culture and management training expanded in the 1970s and 1990s, DISC provided a simple framework for improving communication across increasingly complex reporting lines. It scaled easily through workshops and managerial development programmes and aligned with the rise of “corporate culture” as a strategic concern.

The big question

How do I behave, communicate,
and work more effectively with others?

How DISC answered the question:

- Shifted focus toward observable behaviour
- Provided practical tools for communication improvement
- Supported manager-led team development at scale



The performance gap

- These models improve communication, but at the cost of nuance
- As they scale, they often hardened into labels
- Four styles simplify interaction but risk stereotyping
- Organisations began asking deeper questions about engagement and retention
- Development needed to become more motivational and cultural

Wave 3:

Strengths and engagement

1990–2000

As communication improved, organisations began asking a deeper question: how do we unlock discretionary effort?

The rise of the knowledge economy and the “war for talent” reframed development priorities, giving humanistic psychology more prominence, and challenging deficit-based models. Organisations needed tools that highlighted what people did well: they wanted shared, positive language that could scale across culture.

StrengthsFinder and Insights Discovery

Emerging in 2001 from Donald Clifton’s research¹, StrengthsFinder shifted attention from weakness remediation to talent amplification. It provided a scalable taxonomy of strengths, encouraging individuals to invest in what they naturally do best.

Insights Discovery translated Jungian ideas into colour “energies,” making personality emotionally engaging and visually memorable. It enabled facilitators to map team dynamics and embed shared language across organisations. Both models were culturally powerful: reinforcing positive identity and appreciation of difference.

The big question

How can we create a shared, positive language that builds strengths, engagement, and culture?

How StrengthsFinder and Insights Discovery answered the question:

- Reframed development around strengths rather than deficits
- Created sticky, memorable frameworks for organisational culture
- Encouraged appreciation of diversity in thinking and style



The performance gap

- Strengths left unchecked are at risk of being counterproductive
- These models alone were insufficient to inform high-stakes decision making
- Accountability increased and organisations needed greater rigour

Wave 4:

Risk and predictive leadership

2000–2010

As strengths and engagement became embedded in organisational culture, so did accountability. Corporate scandals, failed mergers, and public leadership failures exposed the cost of unchecked personality traits. Reputation, governance, and derailment became board-level concerns.

Hogan Assessments

Hogan's suite, developed in the 1980s, marked a turning point. It was explicitly built to predict workplace performance and leadership effectiveness. For the first time, psychometrics were directly accountable to performance outcomes.

Hogan's suite of services and tools measured bright-side tendencies, identified derailleurs under stress, and assessed drivers and cultural fit. Hogan Assessments also strengthened the scientific credibility of personality assessment in organisational contexts.

The big question

How can personality predict leadership performance and derailment?

How Hogan Assessments answered the question:

- Anchored assessment in predictive research
- Popularised the concept of “dark side” derailment
- Became central to executive selection and succession planning



The performance gap

- Predictive tools improved high-stakes decisions but remained individual
- They don't provide a way to activate the learning for day-to-day use
- Lack of focus on relational, dynamic and continuous elements of performance

It's time for the next wave of psychometrics

Wave 4 marked a significant advance. Psychometrics became more predictive and more rigorous. But the environment shifted again. The 2020s saw work become more remote and distributed, as rapid technological change - and the global Covid-19 pandemic - reshaped how people and teams operate.



02

Introducing the fifth wave of psychometrics



Most organisations don't reject psychometrics, they outgrow them.

Psychometrics have never been “wrong” and the best tools of earlier eras remain effective answers to the questions their time demanded: Who am I? How do I relate? Where are my strengths? What risks might I carry into leadership?

Those questions still matter. But the modern workplace has evolved and they are no longer enough. One useful way to understand how we organise ourselves around work is through the contrast between what one HBR article described as “Tin Man” and “Octopus” organisations¹.

Tin Man organisations are built for control, consistency, and clearly defined parts. Octopus organisations are more fluid, adaptive, and interdependent. Earlier psychometrics were well suited to the former. The next wave must be designed for the latter. In a similar vein, performance is no longer simply an individual pursuit. Instead, performance is increasingly a property of teams. It is created - or destroyed - through the speed and quality of interactions.

Today's work is faster and more distributed than the environments personality tools were designed for:

- Teams form and dissolve before trust has time to build
- Decisions are made in fast cycles with more stakeholders
- There is more digital noise and fewer stable routines

The result is that judgement often travels faster than understanding and small relational errors lead to costly operational ones. This is visible in the macro trends reshaping work.

1. Werner, J., & Le-Brun, P. (2025, November 1). Become an octopus organization. Harvard Business Review.

The gap a new psychometric must address

Our research has identified **four** key trends facing today's organisations. These are the challenges which the next wave of psychometrics must solve.

01 The pace of change is accelerating

Across economies, organisations are planning around rapid skill volatility. The World Economic Forum's recent work on re-skilling frames the urgency of technological disruption and workforce transition as a defining challenge of the period¹.

Meanwhile, The Chartered Institute of Personnel and Development (CIPD) highlights converging megatrends; suggesting that technological advancement, net-zero transition, and demographic change are redefining the skills landscape and what "future-ready" actually means².

When skills, tools, and workflows keep shifting, simply "knowing your type" doesn't tell you how you'll operate when unfamiliar demands hit at speed. The new requirement for your workforce becomes the ability to adapt behaviour in context - a critical skill identified in WEF's work - not simply describe their preferences or default to their type.

02 Teams are more transient, cross-functional and stretched

Project teams are now the delivery engine of many organisations. Research associated with MIT Sloan Management Review has been widely cited for showing that digitally maturing companies are more likely to rely on cross-functional teams, with figures commonly reported in the 80% range³.

Project work is structurally different from stable functional teams. The PMI describes project teams as **cross-functional and temporary**⁴, often composed of members

with other responsibilities, reporting lines outside the project, and sometimes never meeting face-to-face. That structure raises the stakes: if a team lacks shared language, rapid trust cues, and a way to align under pressure, friction becomes the default.

In other words, the environment now reliably produces the very conditions where classic psychometric insight decays: unclear roles, competing priorities, fragmented accountability, and limited time to build relationships.

03 Leaders are being asked to adapt faster than ever - and it's creating cognitive overload

Modern technology brings huge advantages, but it also demands constant context-switching. Since the rise of virtual meetings, instant messaging, and hybrid working, leadership today isn't just about doing more - it's about rapidly shifting between completely different ways of thinking.

In a single stretch of the day, a leader might move from a strategic leadership call to a 1:1 with a team member, then into making a high-stakes decision, presenting to a wider group, and collaborating on an unexpected issue. Each moment requires a different mindset, often with little time to reset in between.

The result is that leaders are working faster, but often at the cost of increased cognitive load, fatigue, and frustration. This is where psychometrics become critical - not just to understand who a leader is, but to provide the tools and frameworks needed to adapt intentionally to each situation, rather than defaulting to their natural style.

04 AI is changing everything

The AI shift is not merely technological - it is behavioural. AI increases the number of decisions, messages, drafts, iterations, and outputs that flow through teams. As adoption continues to rise, your workforce must process more, faster, with less clarity about ownership, accountability, and what “good” looks like. This is why organisational AI research has increasingly focused not only on capability, but on operating model and talent implications.

When volume accelerates, the cost of poor dynamics becomes immediate and operational: duplicated work, slow decisions, unresolved conflict, uneven participation, and drifting standards.

1. World Economic Forum. (2025). The future of jobs report 2025. World Economic Forum. 2. Chartered Institute of Personnel and Development. (2025). Lifelong learning in the reskilling era: From luxury to necessity. CIPD 3. Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2019). Accelerating digital innovation inside and out. MIT Sloan Management Review & Deloitte Insights 4. Project Management Institute. (2021). A guide to the project management body of knowledge (PMBOK® guide) (7th ed.). Project Management Institute. 5. Mark, G. (2023). Attention span: A groundbreaking way to restore balance, happiness and productivity. Hanover Square Press.

Introducing the fifth wave of psychometrics

Prior waves helped people name preferences, understand communication differences, and identify strengths or derailers.

The problem is that knowing rarely equals doing - especially under time pressure. In most organisations, the breakdowns that harm delivery are not caused by a lack of self-awareness.

They are caused by predictable interaction failures:

- People misread one another's intent and escalate tension
- Teams avoid the hard conversations until it becomes a crisis
- Role boundaries blur and accountability diffuses
- Decisions bottleneck because challenge feels unsafe or political
- Hybrid work hides "small failures" until they become expensive failures

These are not "personality problems" in the traditional sense. They are performance problems that show up between people, intensified by context. That is why Wave five moves from personality description to performance behaviour in context.

The six shifts

Defining a new era

The next era of psychometrics can be understood as six shifts, each responding directly to the modern workplace.

Level 1: Performance

Self → Other

Older psychometrics treat the individual as the unit of change: if I understand myself, the team will improve as a by-product. The modern reality is harsher and simpler: most performance issues surface between people, not within them. Teams fail because colleagues misread intent, avoid the hard conversation, or cannot align quickly across difference.

Awareness → High performance

Self-awareness is useful, but it is not the goal. In many organisations, “completing the psychometric” becomes the achievement. The next wave of psychometrics must treat awareness as an input to a higher standard: execution, decision quality, recovery from setbacks, and the ability to stay clear under load.

Level 2: Change

Insight → Activation

Knowing is not doing, especially under pressure. Without prompts, reinforcement, and clear behavioural translation, insight falls into the knowing–doing gap. A new psychometric must include mechanisms that activate insight.

Typing → Adaptability

Typing is popular because it simplifies complexity. But it can lead people to self-limit, stereotype others, and hide behind their profiles. Modern performance requires humility, curiosity and tolerance – and the ability to shift away from your natural preferences depending on the context. Strengths become liabilities when overused, and effectiveness matters more than expression.

Level 3: Scale

Standalone → Integrated

If a tool lives outside the moments where work happens, it gets forgotten. In fast, interruption-heavy environments, the distance between insight and action must shrink. The next wave of psychometrics must move from workshops to workflows: they must be designed to sit closer where work happens - helping to support decisions, conversations, and coordination as they happen.

One-off → Continuous

Behaviour change decays without repetition: a “one and done” session may create a moment, but it doesn’t reinforce continuous activation. In an era of constant team evolution, capability must be built through rhythm: micro-habits, shared language, and repeated application.



Introducing performance psychometrics

Traditional psychometrics often create insight in a workshop, then rely on memory and good intentions to drive change.

A performance psychometric closes that gap by shifting our attention from “workshop” to “workflow”. It focuses on what happens between people, not just what happens inside one person.

It helps teams build shared language, adapt under pressure, and translate insight into behaviour in the moments that matter. It is integrated into day-to-day work, used

continuously, and accountable to outcomes. In short, it is built for the world as it is: hybrid teams, fast change, high consequence, and constant context switching.

A performance psychometric helps teams work better together by activating real-time, adaptable behaviour in the flow of work, continuously, so performance improves.

Psychometric timeline

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1990s	 The internet	 StrengthsFinder Insights Discovery	Strengths-based development for culture and engagement
2000s	 The smartphone	 Hogan	Predictive leadership assessment for performance and derailment
Today	 AI	 Mindflick	Activating adaptability for performance in the flow of work

03

The future of work is here



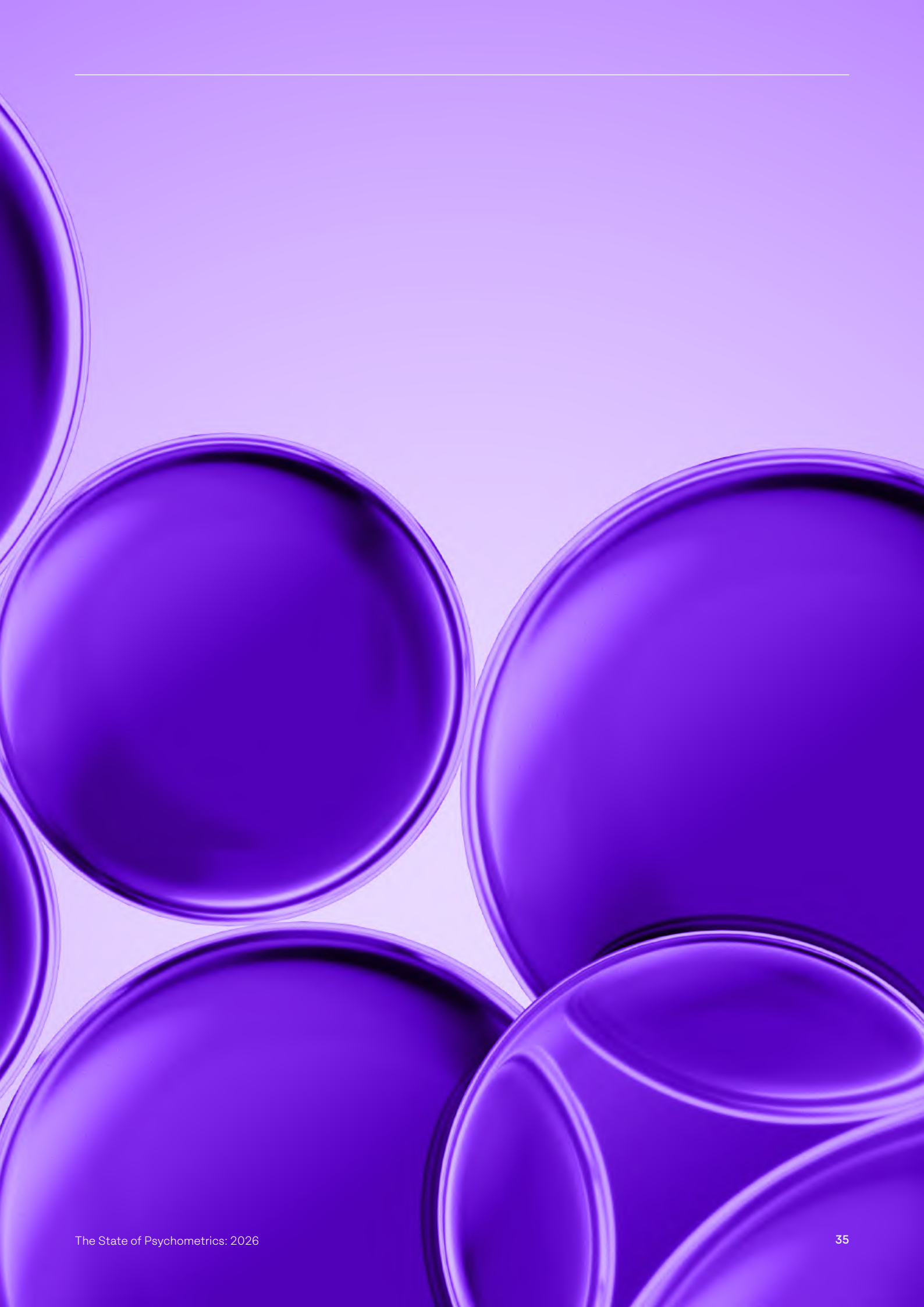
The future of work

As AI becomes more embedded, output is accelerating: competitive analyses, strategy drafts, regulatory monitoring, and internal communication can now be generated, summarised, and distributed almost instantly.

The administrative burden on leaders is declining, but the demands placed on our people are increasing.

The challenge facing organisations is not a lack of technology capability. It is the ability of people and teams to perform effectively within these new environments.

This section explores how a new generation of performance psychometrics is deployed inside organisations to address that gap.



Eliminating friction at a global engineering firm

A global engineering firm operates across five time zones. Project squads are temporary and cross-functional. Communication is largely asynchronous.

There are no dramatic conflicts but small misalignments compound: defensive tone in written exchanges, delayed clarification on dependencies, and escalations that arrive only when impact is visible.

The issue is not technical capability, it's coordination under pressure. Personality insight exists, but it does not hold when deadlines tighten.

The solution

A performance psychometric reframes friction as a predictable performance variable rather than an interpersonal issue. The focus shifts from individual profiles to how behaviour shows up between people in real work.

The psychometric highlights where coordination strain is most likely and links behavioural tendencies directly to delivery risk. Teams set escalation standards in advance and use in-work prompts during sprints to clarify ownership and surface ambiguity early.

Self → Other

Personalised tips to connect and team mapping tools provide low friction routes to approaching difficult conversations across fast-moving project squads. Performance becomes something which happens between individuals.

Standalone → Integrated

Psychometrics no longer sit in a drawer. As a digital app, the psychometric is integrated into modern communication tools, like Microsoft Teams, and regular check-ins. This shapes behaviour where work actually happens.

Within three months, cross-team rework reduces and escalation speed improves. Teams raise difficult issues earlier. Tough conversations become shorter because they happen before tension compounds. The shift is not new talent. It is earlier behavioural alignment.

Missed targets in a fast-moving retail group

A multinational retail organisation runs rapid seasonal cycles. Strategy shifts quarterly in response to competitors and consumer demand.

No team is failing; they are executing against different definitions of “success”. Merchandising teams optimise for speed to market, marketing teams drive customer engagement, and supply chain teams

protect operational efficiency. Each group is performing well within its own priorities, but the organisation’s strategic emphasis has shifted toward margin protection.

The issue is not clarity of strategy. It is mindset adaptability: the ability of teams to quickly adjust how they interpret and act as conditions change.

Typing → Adaptability

A performance psychometric shifts focus from typing to flexing, enabling individuals to change mindset and behaviour quickly.

One-off → Continuous

A performance psychometric embeds prompts and shared language into regular planning routines so adaptability becomes an ongoing capability rather than a one-time insight.

The solution

A performance psychometric helps teams strengthen this adaptability by focusing on how professionals work together under changing conditions.

Rather than categorising personalities, a performance psychometric enables teams to understand how their behaviour lands on others and how their assumptions about success influence collective performance. Through structured reflection, teams identify where outdated priorities exist and where they hesitate to challenge misaligned activity because everyone appears busy and competent.

A shared question is now introduced into planning cycles: What does high performance mean? Teams identify what has changed, what must stop and which trade-offs now matter most.

This process engages mindset adaptability by encouraging individuals to flex their intentions and subsequent behaviour as priorities evolve. Commercial leaders may need to shift from growth-first thinking to margin discipline, while operational teams may need to rebalance efficiency against responsiveness.

Doing so helps to reduce misaligned activity and minimise cross-functional escalations. Now teams can converge faster after strategy updates because they can now shift seamlessly across contexts.



✦ From awareness to high performance at The Royal Ballet School

The previous scenarios illustrate the future of psychometrics. This example is different. It is a real partnership revealing how a performance psychometric operates inside one of the world's most demanding performance environments.

The Royal Ballet School trains the world's best young dancers by bringing together two distinct teams: Artistic staff coaching athletes in the studio, alongside a healthcare team of physiotherapists, strength and conditioning coaches, and other medical professionals.

Historically, these groups operated largely in silos rather than as an integrated unit. But in a high-pressure training environment, that creates risk. Decisions are made quickly, often from contrasting perspectives - intuition and feel versus scientific research and data.

When alignment and collaboration is missing, the consequences are real: avoidable injury and unrealised potential.



ROYAL
BALLET
SCHOOL

“We have to find a
shared language, a
shared goal and a shared
performance outcome”



Iain Mackay
Artistic Director
The Royal Ballet School

The solution

The school introduced Mindflick, a performance psychometric, to reveal how mindset and behavioural tendencies show up in real interactions. The focus was not on labelling individuals, but on improving how the creative and health teams worked together in the moments that mattered.

The performance psychometric created a shared reference point across disciplines. Staff gained practical insight into how colleagues preferred to communicate, how they processed information, and how they were likely to respond in high-pressure situations.

“This really opens your awareness to how you could adapt your mindset so that you can be more helpful, more effective.”



Belinda Hatley
Artistic Manager
The Royal Ballet School

Teams began to see that while their language and perspectives differed, their intent was aligned: delivering the best possible outcomes for students. The Royal Ballet School did not lack expertise. The shift was

alignment in a fast-paced environment. By embedding shared language and real-time behavioural tools into daily practice, The school is strengthening how it thinks, speaks and works together.

Standalone → Integrated

The Mindflick app became a real-time reference point before and during conversations.

Awareness → High Performance

The performance psychometric drives real performance outcomes, like lower injury rates.



A new era of psychometrics has begun

Previous psychometrics answered the questions their era demanded and they were effective at doing so. But the demands have changed.

In sport, adaptability separates good teams from winning teams. In business, the same principle applies. As technology accelerates and AI expands what is possible, your people's differentiator will not be static traits. It will be flexibility and adaptability, the quality of decisions, the speed of alignment, the handling of tension, and the ability to adapt behaviour in real time¹.

Insight alone is no longer enough and the next era of psychometrics must operate differently. Designed not only to describe who someone is, but to coach how they can show up when stakes are high.

The future will not reward organisations that only understand their people. It will reward those that enable them to perform together under pressure. That is the shift we're introducing. Because in a world that will only move faster, the real advantage will belong to those who can adjust, align, and deliver when it matters most.



A handwritten signature in black ink, appearing to read 'Andrew Strauss', with a long horizontal flourish extending to the right.

Sir Andrew Strauss
Executive Chairman,
Mindflick

1. World Economic Forum. (2025, January 8). Future of jobs report 2025: 78 million new job opportunities by 2030 but urgent upskilling needed to prepare workforces.

Discover Mindflick



Unlock team potential, strengthen leadership, and drive organisation-wide change with the first performance psychometric, built for today's workforce.