

# IMPACTO DO PERFIL PROFISSIONAL/COMPORTAMENTAL NAS RELAÇÕES INTERPESSOAIS NO AMBIENTE CORPORATIVO

## *IMPACT OF PROFESSIONAL/BEHAVIORAL PROFILE ON INTERPERSONAL RELATIONSHIPS IN THE CORPORATE ENVIRONMENT*

Ana Carolinne Renovato MARTINS<sup>1</sup>; Stefani Florentino DE ARAUJO<sup>1</sup>; Ana Carolina KOGAWA<sup>1</sup>.

<sup>1</sup> Laboratório de Controle de Qualidade, Faculty of Pharmacy, Federal University of Goiás, Goiânia, Goiás, Brazil.

Autor Responsável: Ana Carolina Kogawa. 0000-0003-2834-6532,  
E-mail: ac\_kogawa@yahoo.com.br.

### RESUMO

Introdução: A análise do perfil comportamental do profissional exerce influência relevante no desenvolvimento do indivíduo e na dinâmica das relações entre os colaboradores no ambiente corporativo. A crescente interdependência de tarefas no ambiente de trabalho atual torna essenciais habilidades de interação eficazes. Conseqüentemente, as atitudes e ações dos indivíduos impactam o sucesso organizacional, abrangendo aspectos como produtividade e desempenho. Objetivo: Este trabalho revisa teorias comportamentais clássicas e contemporâneas. Revisão da literatura/Resultados: A revisão explora ferramentas de análise comportamental, além de sua aplicação na otimização de resultados organizacionais. Além disso, crenças e valores pessoais também desempenham papel crucial no comportamento profissional. A forma como o indivíduo percebe seu papel na organização, seus objetivos pessoais e sua visão de mundo podem influenciar diretamente seu desempenho. Conclusão: Portanto, uma avaliação precisa do perfil profissional/comportamental é crucial para a adequada alocação de funções e o desenvolvimento produtivo dos relacionamentos interpessoais nas instituições, impactando diretamente o autoconhecimento e na colaboração, na inovação e na satisfação no trabalho.

**Palavras-chave:** Ferramentas de Análise Comportamental, Perfil Profissional/Comportamental, Autoconhecimento.

### ABSTRACT

Introduction: The analysis of the professional's behavioral profile has a relevant influence on the individual's development and the dynamics of relationships between employees in the corporate environment. The increasing interdependence of tasks in today's workplace makes effective interaction skills essential. Consequently, individuals' attitudes and actions impact organizational success, covering aspects such as productivity and performance. Objective: This work reviews classical and contemporary behavioral theories. Literature review/Results: It explores behavioral assessment tools, in addition to their application in optimizing organizational results. Furthermore, personal beliefs and values also play a crucial role in professional behavior. The way an individual perceives their role within the organization, their personal goals and their worldview can directly influence their performance. Conclusion: Therefore, an accurate assessment of the professional/behavioral profile is crucial for the adequate allocation of functions and the productive development of interpersonal relationships in institutions, directly impacting self-knowledge and collaboration, innovation and job satisfaction.

**Keywords:** Behavioral Analysis Tools, Professional/Behavioral Profile, Self-Knowledge.

## INTRODUCTION

Professional activities in the current organizational structure require professionals to establish interactions, mainly due to the greater interdependence of tasks, departments, production sectors and people management subsystems in companies. This scenario poses challenges for professionals when it comes to building effective relationships in the workplace. Therefore, preparation to promote interpersonal relationships that lead to positive results has now become an essential skill for members of an organization (Goulart *et al.*, 2019).

Behavioral assessment examines the attitudes and actions of people within organizations, and how these behaviors can affect the company's success. The analysis focuses on the dynamics between individuals and the institution, with an emphasis on task completion, absenteeism rates, productivity, employee turnover, performance and management (Resende, 2021).

The fundamental objective of people development is to expand and improve human potential within the organizational structure, anticipating market qualification demands. Therefore, a wide range of indicators has become evident to thoroughly assess a candidate's skills. This approach significantly increases the likelihood that the selected individual will satisfactorily meet the specific requirements of the position (Busse & Manzoki, 2014).

Several behavioral assessment tools are used during selection processes to assess candidates' social, learning and teamwork skills. The study of the behavioral profile through mapping shows conclusions about the way of being, acting and thinking, promoting self-knowledge and personal development. This information makes it easier to assign more appropriate roles to each employee, optimizing organizational performance. Identifying and leveraging individuals' strengths enables the creation of more productive work environments. Furthermore, collaborator in a role that is more compatible with their characteristics demonstrate greater engagement. This reduces internal conflicts and, consequently, turnover rates, which has a positive impact on the company's efficiency. This harmony is perceived by customers through high-quality deliveries (Vieira & Rodrigues, 2015;

Costa *et al.*, 2022).

The impacts generated by carrying out behavioral assessments using profile analysis tools include greater self-knowledge and understanding of others, offering a new perspective on team interaction and its work dynamics, aiming to improve team performance. In profile assessments, it is possible to identify the behavioral profile of team members, which helps the manager to communicate more specifically with each one. This knowledge also allows the team to improve interaction between its members, facilitating the achievement of the institution's objectives (Francisco *et al.*, 2019).

This work addresses the context of human behavior, focusing on the impact of the analysis of the professional/behavioral profile on interpersonal relationships in the work environment.

## HUMAN BEHAVIOR

Since the dawn of civilization, humanity seeks to understand the motivations, patterns and complexities that guide individuals' actions. However, it was with the advent of Skinner's work that interest in the study of behavior reached new levels of relevance. Skinner's book, based on the principles of behaviorism, highlights the importance of the environment and the consequences of actions in the formation and modification of behavior. The work influenced the way society viewed human nature, enabling it to recognize the critical importance of understanding human behavior in a variety of contexts (Skinner, 2003).

The relevance of studying behavior transcends academic boundaries, as it directly affects people's daily lives. Understanding why people make certain decisions, how they respond to external stimuli and how they relate to the environment around them is essential for a number of practical applications. From designing public health campaigns to implementing marketing strategies, knowledge of human behavior is a powerful tool for promoting individual and collective well-being (Sampaio, 2005).

While many organizations have managers in various areas such as finance, marketing and human resources, it is not common to find a specific position for organizational behavior manager. This is because organizational behavior is not an isolated function like finance or

marketing, but rather a set of knowledge and resources that all managers can use to improve their effectiveness. In this way, understanding it helps managers to better understand the reasons behind the behavior of team members, since they often deal with aspects related to the work of their subordinates, such as motivation, conflict resolution, performance evaluation and goal setting (Griffin & Moorhead, 2022).

The study of human behavior throughout history reveals a remarkable journey, permeated by

discoveries that have contributed significantly to the delimitation of our understanding of the human essence. In this context, Table I shows a chronological analysis of these investigations and discoveries. It emphasizes the crucial milestones in the development of interest in behavioral assessment and the evolution of this field over time, as well as understanding the reasons underlying the interest in the study of human behavior in different historical periods.

**Table I** – Evolution of interest and studies on behavioral assessment.

| Period                             | Event/Contribution                                                                                                                                                     | Reasons for Interest                                                                                                           |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Ancient Greece (500 BC)            | Philosophical studies on human nature by Socrates and Plato                                                                                                            | Interest in understanding human nature and the world around us                                                                 |
| Ancient Greece (500 BC and 300 BC) | Foundation of Hippocratic medicine, with emphasis on the mind-body relationship                                                                                        | Understanding physical and mental health and their connection to human temperament and behavior                                |
| Middle Ages (400-1400 AC)          | Little progress in behavioral analysis                                                                                                                                 | Focus on theological and philosophical issues, less on scientific aspects of behavior                                          |
| 17th-19th centuries                | Development of experimental and observational psychology                                                                                                               | Emergence of modern science and interest in empirical methods for understanding human behavior                                 |
| 20th century                       | Emergence of psychoanalysis, behaviorism, and other psychological approaches                                                                                           | Recognition of the complexity of human behavior and the need for different perspectives to understand it properly              |
| 21st Century                       | Expansion of human behavior studies into fields such as marketing, management, and cognitive behavioral therapy<br>Use of behavioral analysis in the workplace context | Need to understand human behavior to improve mental health, work performance, relationships, among other aspects of daily life |

### OPINIONS, BELIEFS AND CONVICTIONS

Professionals today, when seeking success in their activities, can be harmed by myths, that is, elements that we believe we know, but in fact we do not. It is essential to dispel myths to establish a solid foundation in teams, understanding how they emerge as truths for a restricted group and spread into widespread lies. Thus, the most powerful tool against these myths is the authenticity that each person has, which becomes an act of love when expressed through work. Furthermore, rejecting dogmas, seeking data and evidence, and giving greater importance to identified patterns are also essential (Buckingham & Goodall, 2020).

In this context, the concept of post-truth is highlighted. It refers to situations in which objective facts have less influence in shaping

public opinion and, instead, emotions and personal beliefs play a more important role, altering people's perceptions and behaviors. This results in a diminished importance of factual truth as a basis for individual decision-making (Bicudo & Teixeira, 2022).

Belief represents a deep and subjective opinion that guides the life of a person or group. On the one hand, beliefs can be functional, which are based on positive opinions and personal experiences, reinforced by positive results, which increases self-confidence. On the other hand, dysfunctional beliefs, which are based on irrational opinions arising from the interpretation of personal or cultural experiences, limit the individual's performance, affecting their productivity and health, distorting reality, generating insecurity,

fear, anger and anxiety. In view of this, the person may react hastily to get rid of the problem (immediacy) or become paralyzed (inertia), resulting in negative thoughts and self-flagellation (Zolet & Marques, 2021).

Convictions reflect a way of life, which influences actions in the face of previous experiences. The development and consolidation of convictions are linked to the intensity of the individual's life and are specific to the situational context experienced. They receive emotional and motivational support developed through the process of learning and experimentation, offering a certain protection to the subject against possible failures and allowing the person to discern what is correct or incorrect in relation to the social and cultural environment to which they belong (Antoci, 2020).

**VALUES**

Kishimi and Koga (2019) highlight the importance of authenticity and integrity in the workplace. They emphasize the need to remain true to one's values, promoting behaviors such as personal responsibility, resilience and mutual respect. Organizations, by fostering a culture that values open communication and integrity, can align individual values with corporate goals, resulting in a more authentic and collaborative work environment (Kishimi & Koga, 2019).

In addition, Adler's philosophy offers guidance for cultivating good interpersonal relationships, promoting healthy practices such as cooperation and realism, challenges philosophical sophistry and suggests practical strategies, such as separating tasks, avoiding procrastination and excuses. These practices contribute to effective communication, based on openness, integrity and

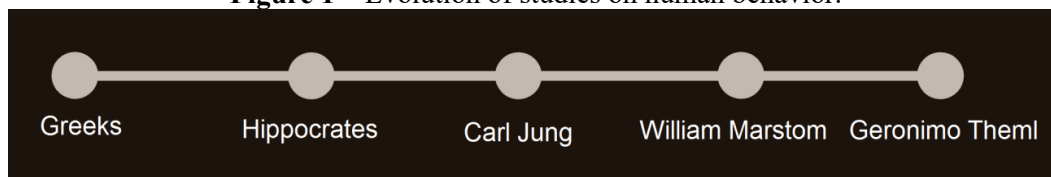
authenticity, transforming the work environment into a more professional and pleasant space (Kishimi & Koga, 2019).

Understanding the relationship between science and society is crucial to understanding the nature of scientific research and its implications. According to Marko and Pataca (2019), science does not exist in a social vacuum, but is intrinsically linked to various aspects of culture, politics, economics and education. The values present in society play a significant role in the way science is shaped and perceived. Furthermore, these same values influence movements that deny science, often motivated by divergent political ideologies, cultural beliefs and economic interests. Therefore, understanding the influence of values on science and the debates surrounding it is fundamental for a comprehensive analysis of the interactions between scientific research and society (Marko & Pataca, 2019).

Buckingham and Goodall (2020) challenge traditional conceptions of work and propose a more pragmatic and effective approach to managing people and organizations. They propose that values such as open and honest communication, mutual respect, collaboration, responsibility, commitment, empathy and understanding are essential to promote healthy and productive interpersonal relationships. Values play a crucial role in interpersonal relationships in the workplace. They shape how employees interact with each other and with the organization as a whole (Buckingham & Goodall, 2020).

Considering this entire context, the interest in understanding human behavior has always occurred, and this has been done throughout history with some contributions, as illustrated in Figure 1.

**Figure 1** – Evolution of studies on human behavior.



**GREEKS' CONTRIBUTION**

Since before the beginning of the Christian era, the Greeks had already directed their interest towards behavioral patterns, although with primary

conceptions. Initially, they postulated that human behavior was derived solely from interactions established with the natural elements: air, fire, earth and water (Dias *et al.*, 2022).

The investigation of human behavior has aroused interest since ancient times, especially during the flowering of Greek thought between the 5th and 3rd centuries BC. During this period, philosophers such as Socrates, Plato and Aristotle emerged as pioneers in the study of the nature of moral good and ethics. In this scenario, several ideas and theoretical definitions about ethics emerged, serving as a basis for historical-social concepts in the field of morality to the present day. In particular, Aristotle stood out for his systematic approach to ethics, establishing the foundations of human action and exploring essential questions such as the relationship between norms and values, individual and social ethics, typology of virtues and the interaction between theoretical and practical life (Figueiredo, 2008).

Aristotle states that every artistic expression, investigative endeavor and every action has the good as its purpose. Therefore, the good was characterized as the ultimate end to which all things are directed. Different scholars have attributed interpretations to the meaning that Aristotle gives to this passage and others that involve the ultimate end of things. For some, it simply expresses that people's actions are intentional and aimed at achieving good results. Furthermore, Aristotle expanded his reflections on the causes of action in his rhetoric, noting that every action can be associated with 1 of 7 causes: chance, nature (biology), compulsion (force), habit, reasoning, anger or appetite (desire) (Aristóteles, 1973).

## HIPPOCRATIC STUDIES

The study of personality types or temperament was developed around 400 BC by the Greek physician Hippocrates (460-370 BC). From this study, Hippocrates created the concept of innate temperament in each person and the interrelationship between bodily fluids (humors) with emotions and human behavior (Bull, 2021).

Hippocrates is considered the creator of the theory of temperament, an idea from the 5th century BC based on his observations of the effects, functions and differences in diseases of the human body based on the fluids (called humors), which were believed to be present in the organism.

From this theory, an ancient medical concept, which was called humorism, was created. Thus, Hippocrates identified and described a series of temperaments with different physical, emotional and bodily characteristics, which he believed were genetically determined and derived from the patient's health, and which together cause the development of an individual's temperament (Goodacre & Naylor, 2020).

Hippocrates conceptualized temperament as a set of behaviors that are organized into 4 specific humors: yellow and black bile, blood and catarrh. These humors were seen as neurochemical precursors of bipolar behavioral patterns, marked by perceived oppositions such as hot versus cold and dry versus wet. The Hippocratic theory of temperament was based on the idea that all mental, emotional and behavioral disorders were influenced by natural factors, such as genetic predisposition and an imbalance in the 4 humors (Hergenhahn, 2001).

Galen expanded Hippocrates' 4 humors, interpreting them as 4 characteristics of physical and emotional temperament: choleric, phlegmatic, melancholic and sanguine, postulating that emotional and behavioral functioning was due to the dominance of a pair of bodily states over the complementary pair (hot and humid dominating cold and dry). For example, individuals with a choleric type have an excess of yellow bile, which would cause people to become irritated and calmed easily, as well as to quickly change their mood and tastes (Galeno, 1992).

Thus, one of the classic models that persists to this day is the concept of personality typology proposed by Hippocrates and Galen, being applied in the field of psychology to analyze the different manifestations of behavior and individual characteristics. This model categorizes individuals into 4 personality types: choleric, melancholic, sanguine and phlegmatic, each presenting unique attributes. The model is still widely used in various spheres, including education, despite having been the subject of criticism by many contemporary psychologists (Harahap *et al.*, 2023).

In this context, the personality typology of Hippocrates and Galen is exemplified in Table II.

**Table II** – Relationship between the individual's moods, temperament and personality.

| Humor       | Organ  | Temperament | Characteristics                               |
|-------------|--------|-------------|-----------------------------------------------|
| Yellow Bile | Liver  | Choleric    | Leader, ambitious, restless, easily irritated |
| Black Bile  | Spleen | Melancholic | Analytical, serious, quiet, introspective     |
| Blood       | Heart  | Sanguine    | Brave, carefree, playful, hopeful             |
| Phlegm      | Brain  | Phlegmatic  | Thoughtful, patient, calm, peaceful           |

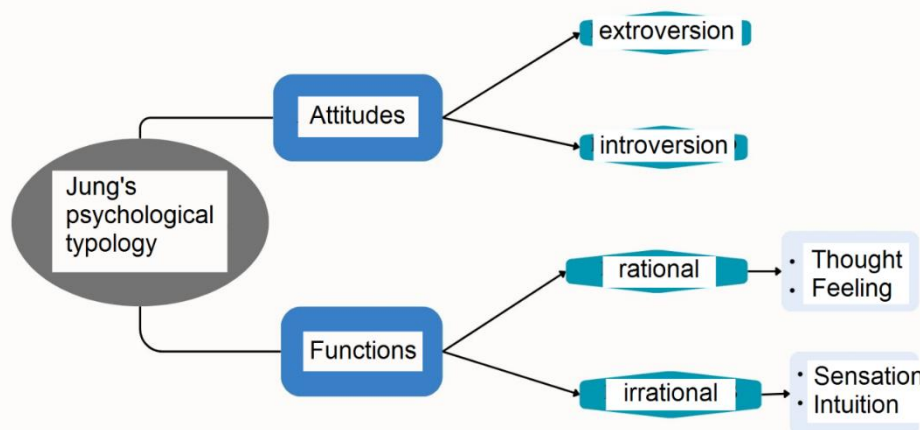
**CARL GUSTAV JUNG**

The idea of temperament has transformed, ranging from the ancient approach of Hippocrates and Galen to the more contemporary view of Jung, Myers and Briggs. The main ideas in Jung's psychological typology are the attitudes of introversion and extroversion, opposite characteristics seen in all individuals, influencing temperament and personality. Jung believed that each individual had traits of both introversion and extroversion. However, he believed that everyone had a bias towards one side and generally acted accordingly. In this way, people can range from

very introverted to slightly introverted, or from very extroverted to slightly extroverted (Jung, 1971).

Jung postulated that the human mind operates through 4 distinct functions, 2 of which are rational (thinking and feeling - due to their involvement with judgment and consideration) and 2 of which are irrational (sensation and intuition - due to the absence of conscious consideration in these processes). Jung argued that all these functions coexist in the same individual, but one of them is predominant (Jung, 1991; Julião, 2020). The main ideas of Jung's theory were schematized in Figure 2.

**Figure 2** – The main concepts in Jung's psychological typology.



**MYERS AND BRIGGS AND THE MBTI**

Initially, Jung classified the functions into rational and irrational, while the terms of perception and judgment were developed by Myers and Briggs, creators of the Myers-Briggs Type Indicator (MBTI), a personality inventory for diagnosing psychological type. In this sense, the MBTI integrates Jung's 3 psychological aspects. The first aspect is represented by extroversion (E) and introversion (I). The second is sensation (S)

and intuition (N). The third aspect is thinking (T) and feeling (F). And the aspect of judgment (J) and perception (P) is added. Jung's 3 aspects, integrated with the aspect of judgment and perception, form the 4 characteristics that generate 16 combinations, represented by: ISTJ, ISFJ, INFJ, INTJ, ISTP, ISFP, INFP, INTP, ESTP, ESFP, ENFP, ENTP, ESTJ, ESFJ, ENFJ and ENTJ (Figure 3) (Myers & Myers, 2010).

Figure 3 – Definition of the MBTI classification components.

| Letter order | Attribution                                                                | Meaning          |                  |
|--------------|----------------------------------------------------------------------------|------------------|------------------|
| 1°           | Disposition<br>main attitude                                               | E - Extroversion | I - Introversión |
| 2°           | Most consciously<br>used perception<br>function                            | S - Sensation    | N - Intuition    |
| 3°           | Most consciously<br>used judgment<br>function                              | T - Thought      | F - Feeling      |
| 4°           | How the individual<br>approaches the<br>external world more<br>consciously | J - Judgment     | P - Perception   |

### Derivatives and tools that use DISC

DISC theory serves as the foundation for the personal profile analysis method called Personal Profile Analysis (PPA), developed by the company Thomas International. A research carried out by a consultancy located in the interior of São Paulo examined 200 executives from different companies and areas. The method used in the research is based on Marston's theory and the PPA, with the aim of predicting with some accuracy the behavior of executives, taking into account their individual skills. The margin of error estimated by the method is up to 10 %. The study highlights the importance of understanding the personal profile of professionals for more effective allocation in positions and functions, aiming to achieve organizational success (Vergilio & Vanalle, 2006).

The PPA methodology uses a behavioral profile questionnaire based on DISC principles to identify the behavioral pattern of individuals. This questionnaire is based on a group of adjectives, which describe different behavioral characteristics. Additionally, a questionnaire of sentences that replace these adjectives can also be used. It helps to reduce the possibility of incorrect interpretations by the respondent. The DISC questionnaire provides a reading of the individual's behavior in its essence, also revealing how much he seeks to adapt his natural behavior to adjust to the organizational environment in which he is inserted. This allows us to understand the individual's effort

to adapt to changes and cooperate effectively within the organization (Cabral, 2023).

DISC theory highlights the uniqueness of individuals when considering the combination of different behavioral styles, which can manifest itself in a single predominant style or in a combination of two or even three. It is a contemporary profile analysis system, using the profiler test to accurately identify each person's behavioral styles. The profiler test, as a statistically validated method, provides detailed reports on individual characteristics, skills and competencies, being a valuable tool for people management. This analysis enables the improvement of individual qualities, boosting quality, innovation and productivity of people (Jung, 2017).

### IGT ASSESSMENT

The IGT Assessment is a methodology based on psychological theories and psychometric assessment practices, used to assess the behavioral profile of individuals in professional environments. It seeks to identify relevant behavioral traits, through a structured analysis, for different work contexts, offering a detailed view of each person's skills, competencies and potential (Cohen *et al.*, 2014).

The IGT Assessment has an application that covers several phases of the talent management cycle, from recruitment to team development and performance management. This methodology helps

identify the alignment between the individual characteristics of professionals and organizational requirements, allowing the creation of personalized development plans and supporting decisions related to team formation and leadership (Spector, 2012).

The IGT Assessment identifies 4 distinct profiles: communicator, executor, planner and analyst (Figure 5). Communicators are persuasive and inspirational leaders, executors are pragmatic

and results-focused, planners are strategic and organized, and analysts are objective and analytical. Each profile presents unique skills and characteristics, contributing to the diversity and effectiveness of teams and organizations. It is important to emphasize that each individual is unique, but still belongs to a group. Knowing, understanding and respecting differences is part of a good profile (Cohen *et al.*, 2014; Kogawa, 2023).

Figure 5 – The 4 professional/behavioral profiles according to the IGT Assessment.

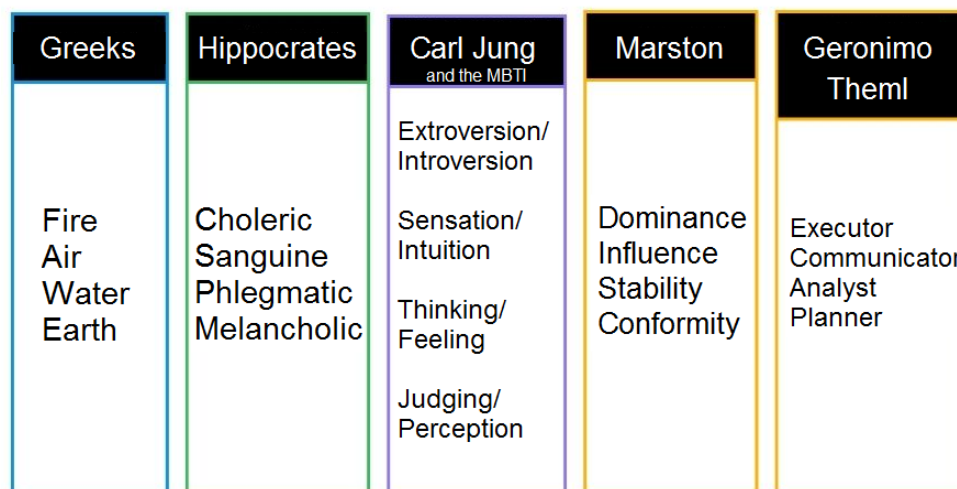


**DISCUSSION**

Figure 6 shows the historical evolution of the main schools of thought on human behavior, from antiquity to contemporary theories,

representing how each period contributed to shape the contemporary professional/professional conduct analysis practice.

Figure 6 – The evolution of the main schools of thought, which have shaped the understanding of human behavior throughout history.



An adequate theory of personality must not only provide an understanding of the ways in which individuals differ in their enduring patterns

of emotion, motivation, cognition, and behavior, but also explain the reasons behind these differences. It must be both an explanatory and a

causal theory. Furthermore, it must be comprehensive (means including all the aspects that psychologists associate with personality), synthetic (integrate knowledge about the various components of personality into a single and coherent framework) and mechanistic (requires explaining what determines the nature of the components of personality and their functioning) (Deyoung, 2015).

Currently, in the job market, several profile analysis tools are used, each with specific characteristics and applicability. DISC remains a popular choice due to its simplicity and effectiveness in categorizing behaviors into Dominance, Influence, Stability and Conformity. In addition to DISC, other tools are also gaining prominence, such as MBTI, each offering different approaches that may be more appropriate depending on the organizational context and specific profile assessment needs (Altoé *et al.*, 2022).

Thus, the current job market increasingly places importance on the behavioral skills of professionals. The skills acquired in academic training (hard skills) are not enough for companies, making it necessary to have interpersonal skills, such as the ability to work in a team, communicate clearly and effectively, adapt to changes, interact well with a wide variety of people, think clearly and solve problems (Lourenço & Lelis, 2019).

It is essential that professionals update their technical skills and improve their soft skills to obtain a career with better opportunities. Although soft skills are recognized in everyday life and interpersonal relationships, their impact is especially noticeable in the workplace. Professionals need, to be successful in the job market, to adjust their attitude, attention and commitment, and develop skills such as effective

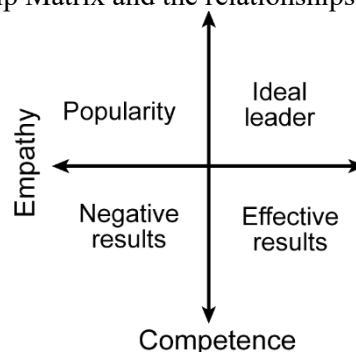
communication, teamwork, leadership, stress management and emotional intelligence. Increasing global competition demands flexibility and adaptability, and these skills directly influence individual and organizational success (Tripathy, 2021).

Skills mean capabilities or abilities. It is a term that refers to the ability to act and achieve goals quickly and efficiently. In other words, it is the talent and dexterity that each individual applies to specific activities. Soft skills act as a complement to hard skills, which represent the technical skills necessary for job development (Da Silva *et al.*, 2020).

Furthermore, it is worth noting that companies, during interviews, in addition to establishing the ideal profile for each position that the professional may occupy, also assess whether the technical knowledge mentioned in the CVs is compatible with the behavioral skills (soft skills) required for the positions (Vieira, 2023).

In Principles, Ray Dalio introduces the leadership matrix as a fundamental tool for assessing and developing effective leaders. This matrix considers two main dimensions: the competence to obtain results and the empathy to care for people (Figure 7). An ideal leader, according to Dalio, must balance these aspects, being able to achieve goals while engaging and supporting the team. The matrix categorizes leaders into different quadrants, helping to identify strengths and areas for improvement. Thus, by applying the matrix, organizations can promote a culture that values both the performance and well-being of employees, contributing to the continuous development of leaders and more cohesive teams (Dalio, 2019).

**Figure 7** – Ray Dalio’s Leadership Matrix and the relationships between competence and empathy.



Ray Dalio's leadership matrix shows that leaders with high competence and high empathy are considered ideal, balancing the ability to achieve goals and keep the team motivated. Leaders with high competence but low empathy are effective in achieving results, but may face challenges in relationships. Leaders with low competence and high empathy are popular, but have difficulty delivering results. Finally, leaders with low competence and low empathy negatively impact both results and team morale. This matrix helps organizations promote the development of balanced leadership (Dalio, 2019).

In the context of leaders, it is essential that they understand the different behavioral profiles. This understanding will allow for a more appropriate and targeted distribution of tasks, ensuring that each team member maximizes performance. There are 4 types of professional/behavioral profiles, Table III shows their main aspects, each with unique characteristics. Communicator is enthusiastic, sociable, cheerful, avoids routines and does not worry about details. Executor focuses on results and actions, hates lack of clarity and is intolerant of inefficiency. Planner is calm, patient, a good listener and resists frequent changes and impatience. Analyst

values precision and knowledge, being cautious and avoiding surprises and risks (Kogawa, 2023).

Behavioral profile analysis makes it possible to identify a candidate's profile and create strategies for efficient employee management, reducing turnover and ensuring better results. An organization's employees, in addition to being crucial to the functioning of activities, are valuable sources of innovation, which provides a competitive advantage in the market. Effective recruitment and selection tools help to increase efficiency and productivity. Therefore, motivated employees in roles that are appropriate to their profile perform their tasks more efficiently, which results in greater job satisfaction and longer stays at the company. Furthermore, engaged people feel more satisfaction and energy at work, dedicating themselves more to their activities, benefiting both themselves and the organization (Julião, 2020).

Furthermore, the behavioral profile is a set of a person's natural actions, which are similar and coherent, associated with different types of behavioral skills. Behavioral profile analysis offers valuable information that enables the development of in-depth self-knowledge, which allows for more rational decision-making in work environments (Coda, 2023).

**Table III** – Important points of each professional/behavioral profile.

| Profile             | Characteristics                                                                      | Strengths                                  | Challenges                                        |
|---------------------|--------------------------------------------------------------------------------------|--------------------------------------------|---------------------------------------------------|
| <b>Communicator</b> | Enthusiastic, sociable, happy, avoids routine, does not worry about details          | Ability to engage and motivate others      | May overlook important details                    |
| <b>Executor</b>     | Focused on results and actions, dislikes lack of clarity, intolerant of inefficiency | High productivity and results-oriented     | May be impatient and intolerant of slow processes |
| <b>Planner</b>      | Calm, patient, good listener, resists frequent changes                               | Stability and patience in processes        | May be resistant to change and new approaches     |
| <b>Analyst</b>      | Values precision and knowledge, cautious, dislikes surprises and taking risks        | Excellence in analysis and decision-making | May be overly cautious and risk averse            |

Therefore, self-knowledge strengthens self-confidence, which in turn inspires confidence in others and promotes authentic communication. When trust is established in a team, it facilitates choices that lead to greater engagement, which increases productivity, focus and opportunities for growth. Success, then, not only involves personal

evolution, but also fulfillment and happiness. Thus, self-knowledge increases emotional intelligence and the ability to make good decisions, allowing the individual to act according to their values and find the energy necessary to achieve goals (Guadanhin, 2022).

To sum up, it can be seen that interpersonal relationships in the workplace are complex, as they involve self-knowledge, empathy, self-esteem, cordiality, ethics and, above all, communication. In a competitive context for interaction between different people, it becomes essential to know and understand human behavior within organizations, in addition to recognizing the importance of socialization in the work environment. The great challenge for humans is to balance tenderness, cordiality and care with their professional responsibilities (Gonçalves *et al.*, 2021).

## CONCLUSION

This study highlights the importance of analyzing the behavioral profile of professionals as a strategic tool in the corporate context. By exploring classical and contemporary theories, as well as the use of behavioral assessment tools, it was possible to demonstrate that understanding different behavioral types facilitates the allocation of functions, promoting a more productive and harmonious work environment. Furthermore, the study reinforced that self-knowledge, driven by behavioral assessment, is fundamental for individual development, positively impacting communication, engagement and job satisfaction.

Emotional intelligence, in line with personal values, emerges as a crucial pillar in building healthy interpersonal relationships and promoting a cohesive corporate environment. However, there is still a need for future research to deepen the understanding of the impact of professional conduct analysis not only on the growth and personal development of professionals, but also on the continued success of organizations. The complexity of human interactions and the dynamics of relationships in the workplace suggest that there is still much to be explored in this field, especially in relation to the practical application of these tools and their long-term implications for organizational development. Thus, the field opens up to other studies that can contribute to the evolution of management practices and the strengthening of interpersonal relationships in corporations.

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