

Personality Assessments: Perspectives and Inclusive Practice for Neurodivergent Talent

Personality assessments offer valuable insights into how people think, behave, and work with others. Their impact, however, depends on how they are framed and applied. Without care, results can be read too narrowly or treated as fixed labels, missing the richness of individual differences. For neurodivergent candidates, barriers arise when nuance is lost, context is overlooked, or behaviours are judged against narrow expectations.

Mistakes in Interpreting Personality Assessments

Assessments are only as effective as the conversations they spark. This is why the way results are interpreted matters as much as the data itself. When framed constructively and discussed in context, personality tools can create space for different ways of thinking, working, and communicating. Handled poorly, they can easily lead to misunderstanding, reinforce bias, or disengage the very people they are meant to support. Some common mistakes include:



Framing differences as deficits

Qualities such as being Cautious or Measured can sometimes be judged negatively when compared against expectations for charisma, boldness, or spontaneity. This risks overlooking the strengths these styles bring, such as thoughtful decision-making, and the ability to create stability under pressure.



Relying on single scores

Focusing on one low score or isolated quality can give a distorted view of an individual. Without looking at the whole range of a person's traits and how they interact across different situations, interpretations risk becoming narrow or misleading.



Seeking confirmation rather than insight

It can be tempting to read results as proof of what we already believe about someone. But using assessments only to confirm assumptions closes off their real value, which is generating new perspectives and uncovering strengths that might otherwise be missed.



Ignoring context

The same quality can be expressed very differently depending on the setting. Without considering factors like culture, role demands, or available support, interpretations risk oversimplifying behaviour and missing how adaptable someone can be.



Using unreliable or poorly validated tools

When assessments lack strong psychometric foundations or are not tested across diverse populations, results may be inconsistent or biased. This can lead to flawed interpretations and undermine trust in the whole process.

Guidelines for More Inclusive Personality Assessments



Transparency and upfront communication

Explain clearly what the assessment measures, why it is being used, and how results will be applied. Emphasise that results are not definitive or diagnostic, but one perspective to support self-awareness and development.



Integrate with other forms of assessment

Personality assessments are most effective when used alongside other methods. Treating them as one lens among many rather than the deciding factor ensures that individual differences are understood in context and balanced with other evidence. As opposed to being viewed as a pass/fail measure, this helps guarantee that personality results are a complement to abilities, experiences, and potential.



Allow for flexibility and pacing

Where assessments are longer, provide options for breaks and reassure candidates that repeated or rephrased questions are intended to capture context, not to “catch them out”. This can help reduce fatigue and anxiety.



Inclusive and strengths-focused feedback

Share feedback in a way that emphasises individual strengths and recognises that behaviours may look different depending on context. Tailor developmental advice to individual experiences rather than offering one-size-fits-all recommendations.



Accessibility and informed use

Give participants confidence that they can request adjustments or share concerns if needed, ensuring the process feels fair and supportive. Assessors should be appropriately trained or accredited so that results are interpreted responsibly, consistently, and with an inclusive mindset.



Use validated and reliable tools

Choose assessments with strong psychometric foundations and proven applicability across diverse populations. Pair them with clear instructions and transparent design to help participants engage with confidence and trust.

How Lumina Spark Addresses Common Pitfalls in Personality Assessments

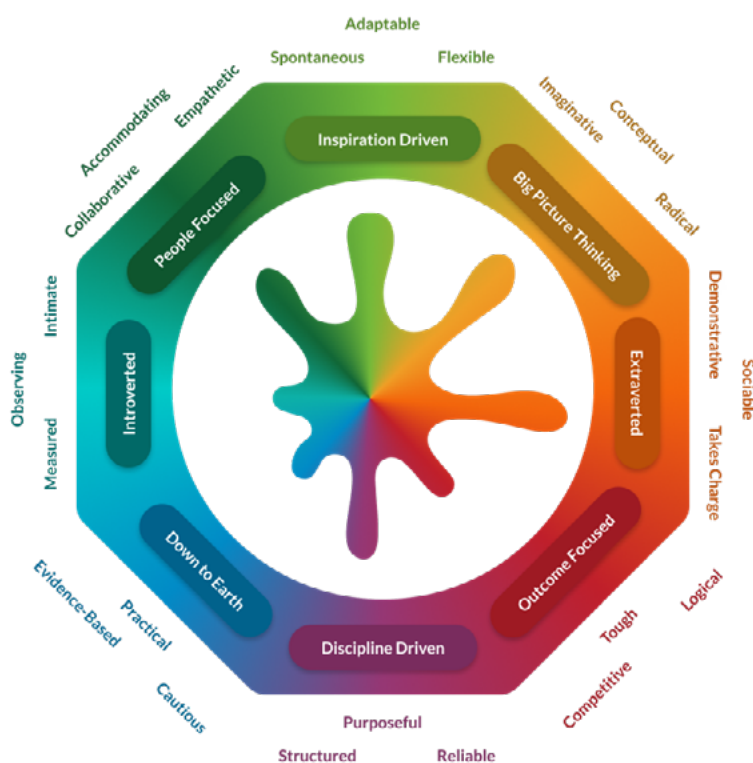
Traditional personality tools often rely on labels, fixed types, or assumptions that can overlook the nuance of behaviour and reinforce bias. Lumina Spark was designed to overcome these limitations, offering a more accurate and holistic approach.

Whole-person perspective

Instead of labels that put people in boxes, Lumina Spark maps personality across 24 Qualities, revealing the full range of people's behaviour. This offers greater depth and understanding while avoiding stereotypes.

Three lenses of behaviour, not one snapshot

Qualities can show up differently depending on the situation. Lumina Spark looks at people's behaviour through Three Personas - 😊 **Underlying**, 😊 **Everyday** and 😞 **Overextended**. This gives a dynamic, multidimensional view of people's natural preferences, how they shift at work and how they might respond under pressure.



Embracing paradox

Human beings are not “either/or”. We can be both **Structured** and **Flexible**, **Tough** and **Empathetic**, sometimes in the very same moment. Lumina Spark embraces these paradoxes, recognising that agility and adaptability come from holding multiple strengths at once.

No labels or boxes

Lumina Spark avoids type-based categorisation. Our Portrait recognises the full range of people’s qualities with easy-to-understand and inclusive language, ensuring everyone feels valued for their unique potential

Accessible and user-friendly

Lumina Spark combines visually engaging designs with practical and clear language that support different learning and communication styles. Interactive digital tools, such as the Lumina Splash app, bring learning back into the workplace to create a culture of self-awareness in a memorable way.



A tool for inclusion and growth

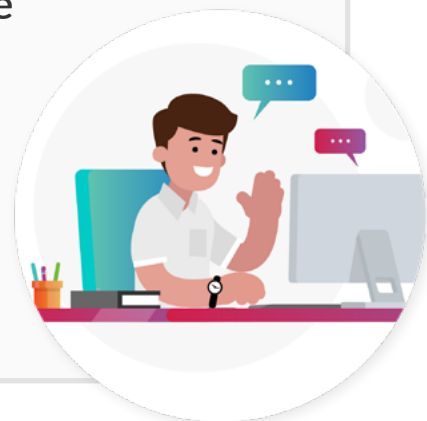
By combining depth, adaptability, and accessibility, Lumina Spark transforms personality assessments from a tool into a platform for meaningful personal development. It helps people recognise and value the different strengths in themselves and others, while supporting organisations to create inclusive environments and make better-informed decisions.

Discover the psychometric revolution for working better together.



All your individuality. All your talent. All your potential. Creating more self-aware organisations who have the clarity and confidence to adapt their behaviour so they can perform at their best, is what our psychometrics are all about.

Get to know why organisations are switching to Lumina Spark for smarter, behavioural change with a precise and practical perspective on how their people, teams and leaders connect.



Just fancy exploring more of the trending behavioural challenges influencing outcomes right now? Take a look at what people are gathering for at our free community events.

