

# TYPE writer

A newsletter for type enthusiasts from CPP, Inc.

## CREATING A SUCCESSFUL "MBTI® ORGANIZATION"

by Bonnie K. Hagemann

### WHAT IS AN "MBTI® ORGANIZATION"?

An "MBTI® organization" is a company that has committed corporate resources to improving communication using the MBTI® assessment tool as a foundation piece. A successful MBTI® organization values and understands the idea that as a company grows and develops, the MBTI® instrument continues to serve a vital purpose as a tool that can help employees throughout their careers. As individual and corporate needs change, the assessment can always provide new and more insightful information for personal development. As organizations evolve, the MBTI® assessment can continue to provide learning opportunities for those who are open to the challenge.

A company usually begins the process of becoming an MBTI® organization by introducing senior managers to MBTI® concepts in a communication workshop. Once the senior managers see the value of the assessment, they begin to share their knowledge with others. These managers may want to learn more about the MBTI® assessment, and many want their spouses and children to take the assessment. Then, these leaders may hold follow-up workshops to drive home the concepts within their own management staffs. They may want to incorporate into their departments what they have learned to create better working relationships and more effective teams. Follow-up sessions may take the basic communication concepts covered originally and expand them to team building, improving leadership skills, change management, overcoming conflict, or any number of other applications that the instrument can address.

The next step is to introduce the concept to senior executives. Establishing buy-in at or near the top of an organization is the key to commitment and continued MBTI® learning among the employees.

Once buy-in is established, a plan is rolled out to take the basic communication sessions to every employee, top to bottom. Managers are taught to use MBTI® language and concepts when coaching staff, presenting employee evaluations, and conducting meetings. Conflicts are addressed in a manner that focuses on adjusting for communication preferences rather than on individual shortcomings. The MBTI® assessment is a core curriculum item for internal learning and is a prerequisite for other courses, such as management development and coaching. Step by calculated

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CPP reports that 79% of the Fortune 100 companies use the MBTI® instrument at some level in the organization, but only a committed few take it to such a meaningful level.

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step, a common language is learned and begins to be spoken among the organization’s employees.

### WHO BENEFITS?

Establishing a constructive common language in an organization benefits everyone.

- Senior executives learn to communicate flexibly in a manner that people of all types can grasp.
- Managers are able to guide and reward team members as unique individuals.
- Colleagues are able to better communicate with each other.
- Conflict is reduced, which may reduce turnover.
- Shareholders are thrilled as effective communication leads to efficient work systems and ultimately improve company profitability.
- Customers are positively affected as frontline employees learn how to address issues, overcome anxiety, and produce customer satisfaction through effective communication.

We all understand that one-time, half-day workshops rarely have any lasting effect. To become an MBTI® organization, a company must be committed to and understand its long-term plan. Becoming an MBTI® organization results in lasting benefits throughout every level of the organization—the individual, the department, and the company.