



The people development people.

Putting It into Action: Developing a Balanced Organizational Culture

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About the Speaker: Sherrie Haynie, M.Ed.

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- Consults with Fortune 500 and businesses of all sizes
- Develops and facilitates OD initiatives for leadership, coaching, teambuilding, performance management, strategic planning
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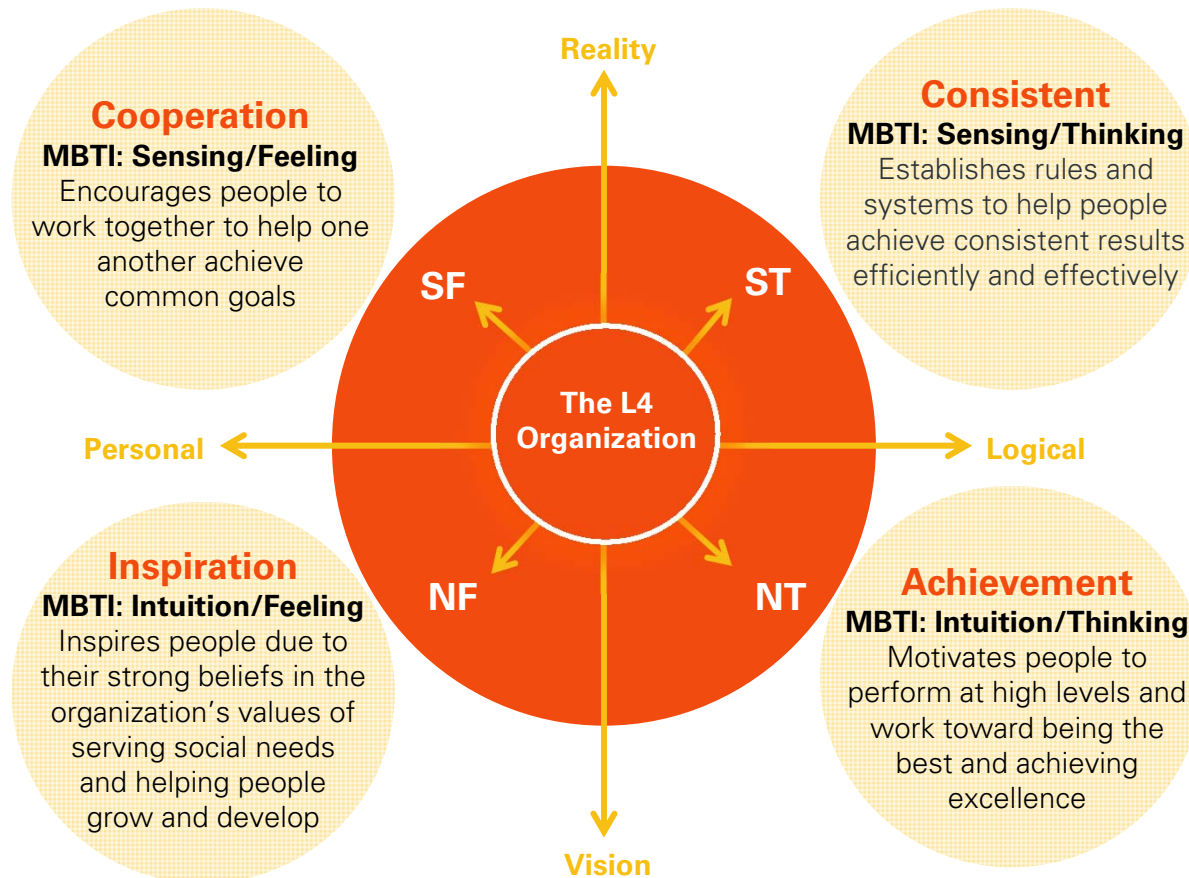
Organizational Culture & Performance

“Culture isn’t part of the game – it is the game.”

— Lou Gerstner, former chairman and CEO, IBM



Optimally Balanced Culture





Risks of Leader's Culture Preference

With an overly-favored LCP, there are risks of shaping an unbalanced culture.

Over Emphasis:

- Cooperation (SFs)
- Inspiration (NFs)
- Achievement (NTs)
- Consistent (STs)

Potential Challenges:

- Management by committee, directionless, unaccountable
- “Clubby,” soft performance, undisciplined
- Cold, indifferent, blindly ambitious
- Controlling, autocratic, political



Coaching Strategy

1. Identify Leader's Culture Preference (MBTI) and Blind Spots (Missing)
2. Identify Missing Positive Elements within Related Patterns
3. Suggest Behaviors to Adopt and Integrate

Example: Leader's Culture Preference of Cooperation (SF) = Blind Spot positive elements in Consistent (ST)

Discipline: Standards, Accountability, Responsibility



Coaching Transformational Leaders

1. Discuss coaching approach, steps, timelines, expectations, and discuss confidentiality issues.
2. Conduct assessment (MBTI) and other assessment tools – FIRO-B[®], 360
3. Share, explain and discuss the culture model (valid, practical, useful, and evidence it works)
4. Give feedback
5. Give leader time to study, meditate and reflect
6. Collaborate on a personal development plan
7. Coach according to the goals, objectives, actions outlined in the plan.

How Do You Begin to Transform
Your Culture?

It Starts With Self-Awareness



MBTI® Step II™ (Form Q) Overview

- Is an advanced way of scoring the MBTI® items with a focus on describing individuality within type.
- Contains 144 items, including the 93 Step I (Form M) items along with an additional 51 items needed to generate Step II information.
- Provides individual results on twenty components (facets) of the four MBTI Step I dichotomies. There are five facets for each of the four dichotomies.

Extraversion (E) ←	→ Introversion (I)
Initiating	Receiving
Expressive	Contained
Gregarious	Intimate
Active	Reflective
Enthusiastic	Quiet
Sensing (S) ←	→ Intuition (N)
Concrete	Abstract
Realistic	Imaginative
Practical	Conceptual
Experiential	Theoretical
Traditional	Original
Thinking (T) ←	→ Feeling (F)
Logical	Empathetic
Reasonable	Compassionate
Questioning	Accommodating
Critical	Accepting
Tough	Tender
Judging (J) ←	→ Perceiving (P)
Systematic	Casual
Planful	Open-Ended
Early Starting	Pressure-Prompted
Scheduled	Spontaneous
Methodical	Emergent



MBTI® Step II™ (Form Q) Overview

The Step II assessment enables you to help your clients:

- Clarify and determine their best-fit type
- Gain a better sense of the distinctive ways they experience and express their four-letter MBTI personality type
- Resist type stereotyping by revealing some of the many variations possible within each type preference
- Have greater trust in MBTI results and an improved sense of how to take appropriate action to achieve desired results



A Leadership Coaching Tool

The Step II assessment can be used specifically to coach leaders to:

- Identify and develop skills
- Work through interpersonal conflicts and improve communication
- Make better decisions and enhance learning
- Understand and adapt to differing environments
- Facilitate change—their own and that of others

Ten Action Steps – MBTI®

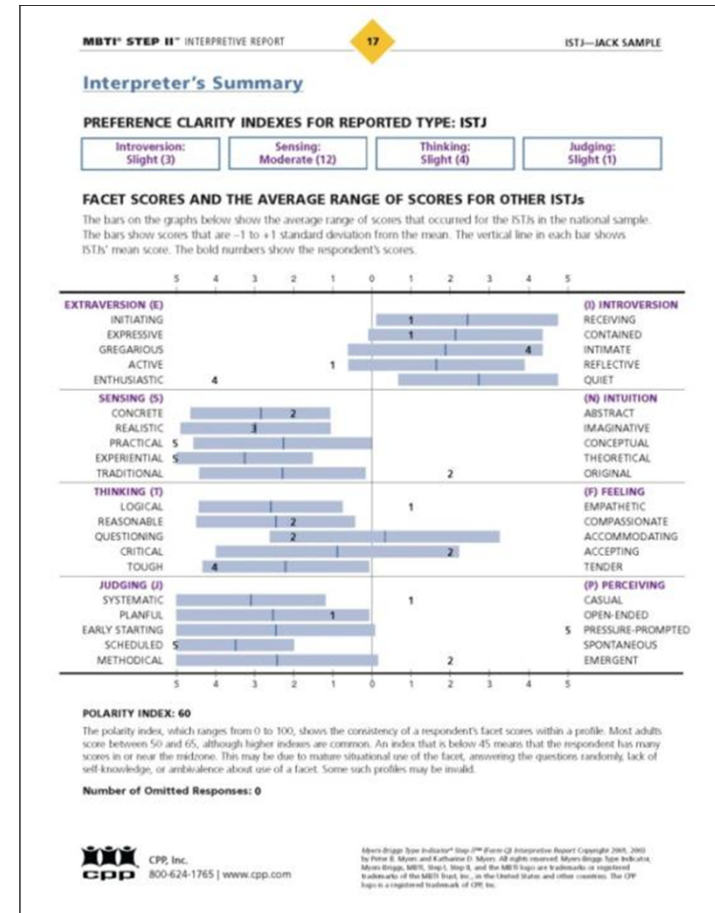
Coaching Transformational Leaders Using CPP's
MBTI® Step II™ Interpretive Report



Action Step 1

Coaching with the MBTI® Step II™ Interpretive Report

- **Action Step:** Review the leader's report before your session. Check the basics, including MBTI® Step I™ preference clarity indexes (PCI) and Step II polarity index. Make note of any dichotomy with multiple out-of-preference or mid-zone scores.
- **Coaching Tip:** Ensure the proper mindset during administration.





Action Step 2

Coaching with the *MBTI® Step II™ Interpretive Report*

- **Action Step:** Meet with the leader to interpret results and begin by reviewing the goals for the session and the reasons for taking the assessment.
- **Coaching Tip:** Ask, “What were your reactions to the assessment?”





Action Step 3

Coaching with the MBTI® Step II™ Interpretive Report

- **Action Step:** Introduce or review basic Step I information using the first section of the Step II Interpretive Report (“The MBTI® Personality Assessment”) as your guide. Review the dichotomies.
- **Coaching Tip:** Ask, “Does this type fit you?”

MBTI® STEP II™ INTERPRETIVE REPORT 2 **ISTJ—JACK SAMPLE**

The MBTI® Personality Assessment

This Step II™ report is an in-depth, personalized description of your personality preferences, derived from your answers to the *Myers-Briggs Type Indicator®* (Form Q) instrument. It includes your Step I™ results (your four-letter type), along with your Step II results, which show some of the unique ways that you express your Step I type.

The MBTI® instrument was developed by Isabel Myers and Katharine Briggs as an application of Carl Jung's theory of psychological types. This theory suggests that we have opposite ways of gaining energy (Extraversion or Introversion), gathering or becoming aware of information (Sensing or Intuition), deciding or coming to a conclusion about that information (Thinking or Feeling), and dealing with the world around us (Judging or Perceiving).

■ If you prefer Extraversion , you focus on the outside world to get energy through interacting with people and/or doing things.	■ If you prefer Introversion , you focus on the inner world and get energy through reflecting on information, ideas, and/or concepts.
■ If you prefer Sensing , you notice and trust facts, details, and present realities.	■ If you prefer Intuition , you attend to and trust interrelationships, theories, and future possibilities.
■ If you prefer Thinking , you make decisions using logical, objective analysis.	■ If you prefer Feeling , you make decisions to create harmony by applying person-centered values.
■ If you prefer Judging , you tend to be organized and orderly and to make decisions quickly.	■ If you prefer Perceiving , you tend to be flexible and adaptable and to keep your options open as long as possible.

It is assumed that you use each of these eight parts of your personality but prefer one in each area, just as you have a natural preference for using one hand rather than the other. No preference pole is better or more desirable than its opposite.

The MBTI instrument is not a measure of your skills or abilities in any area. Rather it is a way to help you become aware of your particular style and to better understand and appreciate the helpful ways that people differ from one another.

YOUR REPORT CONTAINS

- Your Step I™ Results
- Your Step II™ Facet Results
- Applying Step II™ Results to Communicating
- Applying Step II™ Results to Making Decisions
- Applying Step II™ Results to Managing Change
- Applying Step II™ Results to Managing Conflict
- How the Parts of Your Personality Work Together
- Integrating Step I™ and Step II™ Information
- Using Type to Gain Understanding
- Overview of Your Results





Action Step 4

Coaching with the MBTI® Step II™ Interpretive Report

- **Action Step:** Explain the Step II approach and use the section of the report titled “Your Step II™ Facet Results” to help the leader learn about facets.
- **Coaching Tip:** Emphasize that the five facets do not comprise all there is to know about each dichotomy.

MBTI® STEP II™ INTERPRETIVE REPORT 4 ISTJ—JACK SAMPLE

Your Step II™ Facet Results

Your personality is complex and dynamic. The Step II tool describes some of that complexity by showing your results on five different parts or facets of each of the MBTI instruments four pairs of opposite preferences shown below.

EXTRAVERSION (E) <-> (I) INTROVERSION Initiating Expressive Gregarious Active Enthusiastic	(I) INTROVERSION Receiving Contained Intimate Reflective Quiet	SENSING (S) <-> (N) INTUITION Concrete Realistic Practical Experiential Traditional	(N) INTUITION Abstract Imaginative Conceptual Theoretical Original
THINKING (T) <-> (F) FEELING Logical Reasonable Questioning Critical Tough	(F) FEELING Empathetic Compassionate Accommodating Accepting Tender	JUDGING (J) <-> (P) PERCEIVING Systematic Planful Early Starting Scheduled Methodical	(P) PERCEIVING Casual Open-Ended Pressure-Prompted Spontaneous Emergent

In reviewing your results, keep in mind that

- Each facet has two opposite poles. You are more likely to favor the pole that is on the same side as your overall preference (an *in-preference* result)—for example, the Initiating pole if you prefer Extraversion, or the Receiving pole if you prefer Introversion.
- For any particular facet, you might favor a pole that is opposite to your overall preference (an *out-of-preference* result) or show no clear preference for either pole (a *midzone* result).
- Knowing your preferences on these twenty facets can help you better understand your unique way of experiencing and expressing your type.

HOW TO READ YOUR STEP II™ RESULTS

The next few pages give you information for each set of facets. Each page has a graph of your results on the facets. The graph gives

- Brief definitions of the MBTI Step I preferences shown.
- The names of the five facet poles associated with each MBTI preference along with three descriptive words or phrases for each facet pole.
- A bar showing the pole you prefer or the midzone. The length of that bar shows how clearly you reported your preference for that pole. By looking at the graph, you can see whether your result on a facet is in-preference (scores of 2–5 on the same side as your preference), out-of-preference (scores of 2–5 on the side opposite your preference), or in the midzone (scores of 0 or 1).

Below the graph are statements that describe the characteristics of each in-preference, out-of-preference, or midzone result. If a set of statements does not seem to fit, perhaps you would be better described by the opposite pole or by the midzone. To understand an opposite facet pole, look at the three words or phrases that describe it on the graph.

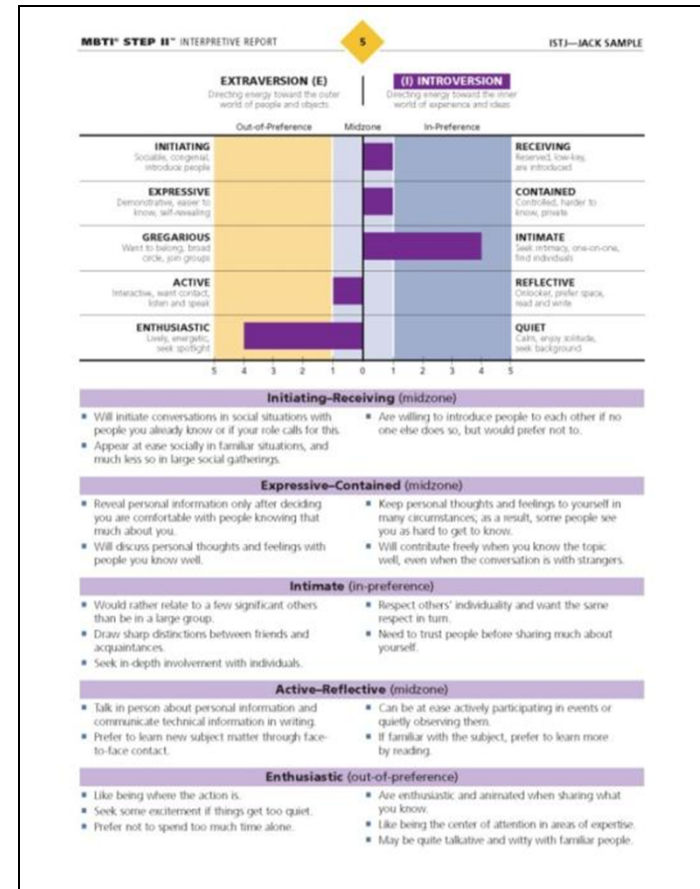




Action Step 5

Coaching with the *MBTI® Step II™ Interpretive Report*

- **Action Step:** Describe how to read Step II facet results and use the “How to Read Your Step II™ Facet Results” as your guide.
- **Coaching Tip:** Point out that the description for someone with an out-of-preference facet result is different from the description for someone whose result on that preference is in-preference.

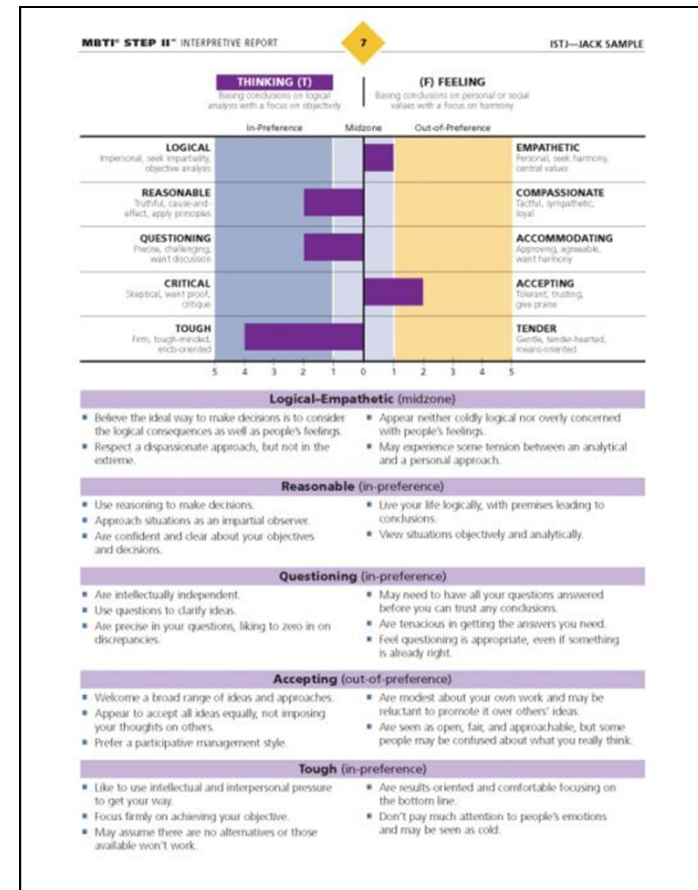




Action Step 6

Coaching with the *MBTI® Step II™ Interpretive Report*

- Action Step:** Briefly explain each of the twenty facets and the leader's specific facet results. Give a general overview of the facets per dichotomy and encourage your leader to verify or disagree with the results.
- Coaching Tip:** For example, for someone with midzone and out-of-preference results you might say, "It looks like you use both thinking and feeling parts of yourself. If this seems to fit, let's look at how it might appear."

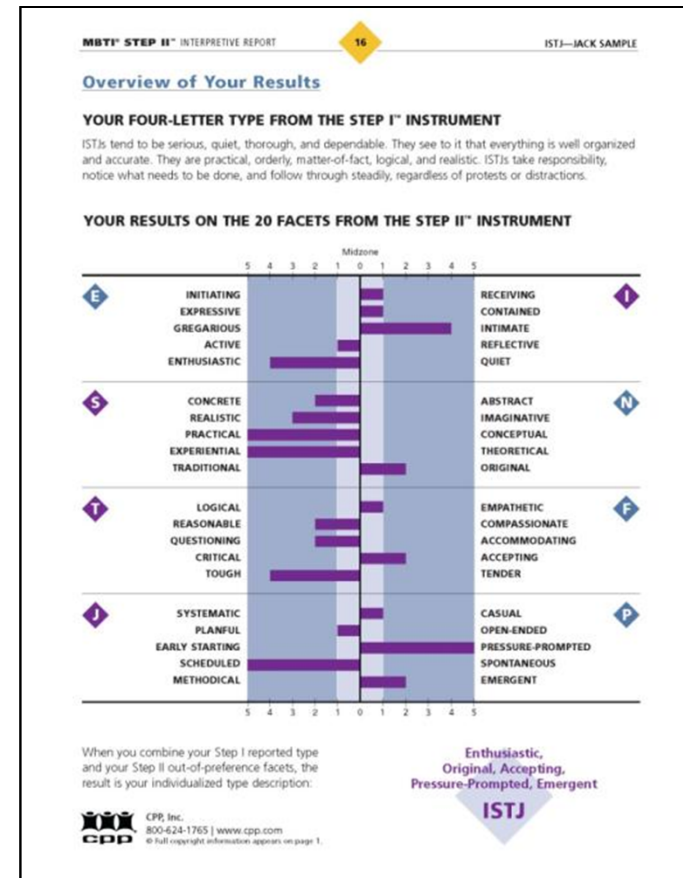




Action Step 7

Coaching with the MBTI® Step II™ Interpretive Report

- **Action Step:** Verify or re-verify the leader’s best-fit Step I type. If he/she disagrees with the result descriptions, probe further into what might be a “better description.”
- **Coaching Tip:** Use the leader’s questions as a springboard for discussion and consider asking question like, “Is there evidence that this facet behavior was learned as opposed to being natural?” or “Do you need more time to reflect on type and facet information and to observe yourself in action?”





Action Step 8

Coaching with the *MBTI® Step II™ Interpretive Report*

- **Action Step:** Identify and discuss the leader's Step II name (the four letter type plus any out-of-preference facet poles).
- **Coaching Tip:** Remember, if he/she does not have out-of-preference characteristics, they may have an environment that fully supports their natural preferences.

MBTI® STEP II™ INTERPRETIVE REPORT 15 ISTJ—JACK SAMPLE

Integrating Step I™ and Step II™ Information

When you combine your Step I reported type and your Step II out-of-preference facets, the result is your individualized type description:

Enthusiastic,
Original, Accepting,
Pressure-Prompted, Emergent
ISTJ

If, after reading all the information in this report, you don't think you have been accurately described, perhaps a different four-letter type or some variation on the facets will fit you better. To help you figure out your best-fit type,

- Focus on any type letters you thought were incorrect or any type dichotomy on which you had some out-of-preference or midzone facet results.
- Read the type description for the type you would be if the letter or letters you question were the opposite preference.
- Consult your MBTI interpreter for suggestions.
- Observe yourself and ask others how they see you.

Using Type to Gain Understanding

Knowledge of type can enrich your life in several ways. It can help you

- *Better understand yourself.* Knowing your own type helps you understand the assets and liabilities of your typical reactions.
- *Understand others.* Knowing about type helps you recognize that other people may be different. It can enable you to see those differences as useful and broadening, rather than annoying and restricting.
- *Gain perspective.* Seeing yourself and others in the context of type can help you appreciate the legitimacy of other points of view. You can then avoid getting stuck in believing your way is the only way. No perspective is always right or always wrong.

Reading about type and observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive uses of those differences.



Action Step 9

Coaching with the *MBTI® Step II™ Interpretive Report*

- Action Step:** Introduce applications that are most relevant to the leader and discuss ways that he/she might make use of application tips to enhance functioning and then agree to next step for action planning.
- Coaching Tip:** The Step II facets provide excellent starting points for discussing specific behaviors and identifying those which may be problematic if used in an extreme way.

MBTI® STEP II™ INTERPRETIVE REPORT 11 ISTJ—JACK SAMPLE

Applying Step II™ Results to Managing Change

Change seems to be inevitable and affects people in different ways. To help you deal with change,

- Be clear about what is changing and what is remaining the same.
- Identify what you need to know to understand the change and then seek out that information.

To help others deal with change,

- Encourage open discussion about the change; be aware that this is easier for some than others.
- Make sure that both logical reasons and personal or social values have been considered.

Your personality type also influences your style of managing change, particularly your results on the nine facets below. Review the facets and tips for enhancing your response to change.

Your Facet Result	Change-Management Style	Enhancing Change Management
Expressive–Contained Midzone	Let others know some of your views about the change but keep some to yourself.	Be sensitive to your need to share or withhold your views in a particular circumstance and act accordingly.
Intimate	Discuss the changes and their impact on you only with those closest to you.	Consider sharing feelings with selected people outside your intimate circle.
Concrete	May get stuck on some aspects of change and ignore others.	Ask someone to help you move from the facts and details to reasonable possibilities.
Realistic	Focus on the commonsense aspects of the change.	Realize that commonsense outcomes may not be immediately apparent.
Experiential	Want to see an example of how the change will work.	Accept that the impact of some changes can't be demonstrated in advance.
Original	Embrace change for the sake of change.	Be selective about what changes are really worth pursuing.
Tough	Will actively embrace or resist change, depending on whether you agree with it.	Step back and consider whether your stance will really get you what you want in the long run.
Planful–Open-Ended Midzone	Like to know the general directions the changes may take but don't need to know all the plans.	Pay attention to when more specifics in the plan are needed and when they are not.
Emergent	Decide what is best to do next in the moment; resist planning.	Remember—planning some steps now may prevent problems in the future.





Action Step 10

Coaching with the *MBTI® Step II™ Interpretive Report*

- **Action Step:** Summarize the results by linking them back to the purpose of your session and reiterating the fact that neither Step I nor Step II results explain all aspects of personality.
- **Coaching Tip:** Suggest ways the leader might achieve balance by flexing to use the less-preferred facets, for example, “Take breaks more often when involved in activities that require you to use Feeling and Intuition—calling on these aspects of yourself may cause fatigue.”

MBTI® STEP II™ INTERPRETIVE REPORT 13 **ISTJ—JACK SAMPLE**

How the Parts of Your Personality Work Together

The essence of type involves the way information is gathered (Sensing and Intuition) and how decisions are made (Thinking and Feeling). Each type has favorite ways of doing those two things. The two middle letters of your four-letter type (S or N and T or F) show your favorite processes. Their opposites, whose letters don't appear in your four-letter type, are third and fourth in importance for your type. Remember—you use all parts of your personality at least some of the time.

Here's the way it works for ISTJs:

USING YOUR FAVORITE PROCESSES

Extraverts like to use their favorite process mostly in the outer world of people and things. For balance, they use their second favorite in their inner world of ideas and impressions. Introverts tend to use their favorite process mostly in their inner world and to balance this with the use of their second favorite process in the outer world.

Thus ISTJs use

- Sensing mainly internally to consider the facts and details they have stored in their heads.
- Thinking mainly externally to communicate their structured, logical decisions to others.

USING YOUR LESS-FAVORED PROCESSES

When you frequently use the less-preferred parts of your personality, Feeling and Intuition, remember that you are working outside of your natural comfort zone. You may feel awkward, tired, or frustrated at these times. As an ISTJ, you may become overly focused on details at first, and then worry a great deal about negative possibilities.

To bring back some balance, try the following:

- Take more breaks in your activities when you are using these less familiar parts of your personality—Feeling and Intuition.
- Make an effort to find time to do something enjoyable that involves using your favorite ways—Sensing and Thinking.

Ten Actions Steps – FIRO-B®

Coaching Transformational Leaders with the
*Leadership Report Using the
FIRO-B® and MBTI® Instruments*



FIRO-B[®] Overview

- Measures interpersonal needs in three areas – inclusion, control, and affection
- Describes how individuals behave, how they affect others, how they can be more effective
- Identifies existing communication dynamics that affect leadership and team success
- Allows quick gathering of critical insights to help leaders, managers, and individuals understand their natural style



A Leadership Coaching Tool

- Reveals individual needs and new behavioral options, allowing for the “flexing” of one’s leadership style to promote an Optimally Balanced Culture
- Increases self-awareness and uncovers the impact leaders have on others
- Identifies leadership styles and allows leaders to see how they can unlock greater performance in their people and organization



The FIRO-B® Model

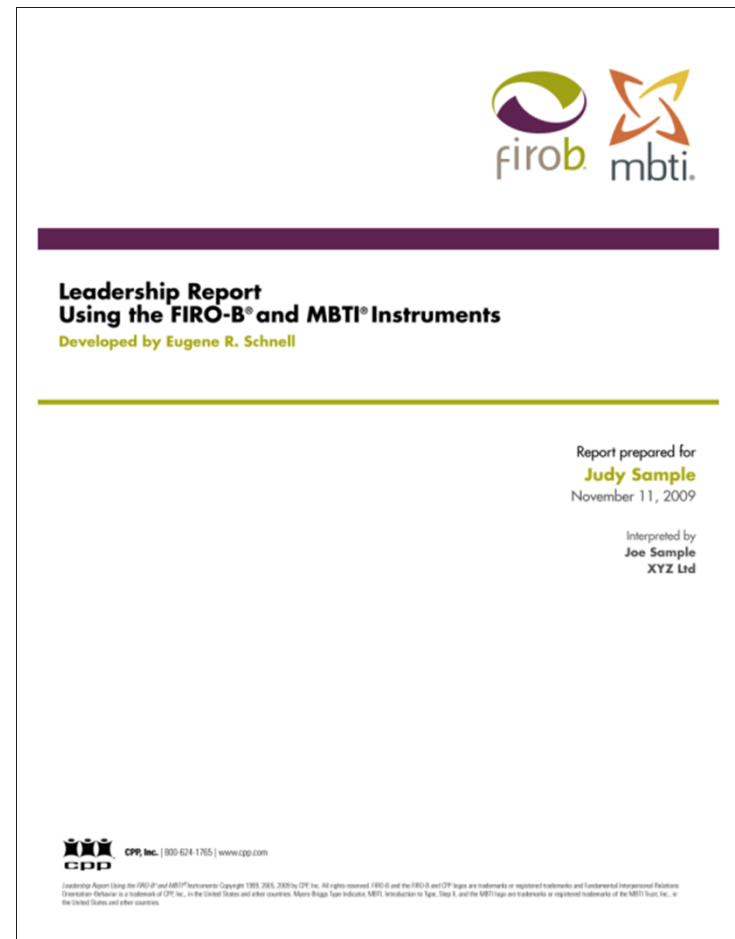
	INCLUSION (I)	CONTROL (C)	AFFECTION (A)
Expressed (e)	I make an effort to include others in my activities. I try to belong, to join social groups— to be with people as much as possible.	I try to exert control and influence over things. I enjoy organizing things and directing others.	I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive of others.
Wanted (w)	I want other people to invite me to belong. I enjoy it when others notice me.	I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.	I want others to act warmly toward me. I enjoy it when people share their feelings with me and when they encourage my efforts.



Action Step 1

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** Using the leader's FIRO-B results, determine specific needs, then strategize how to manage those needs based on the situation at hand.
- **Coaching Tip:** Ask, "How important is it for you to be in the driver's seat during decision-making?"





Action Step 2

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** Explore the leader’s leadership orientation using the “Facets of Leadership Style” and “Your Leadership Approach” sections.
- **Coaching Tip:** Coach the leader, “Learn to read the situation and identify behaviors most appropriate to exhibit. Leveraging your natural preferences may be suitable, although flexing your style could provide advantages depending on your audience.”

Leadership Report Using the FIRO-B® and MBTI® Instruments

Judy Sample | Page 3

OVERALL LEADERSHIP ORIENTATION

The following snapshot combines your MBTI and FIRO-B results. Reviewing this section may help you recognize the most fundamental aspects of your leadership orientation—the preferences and needs that shape how you lead.

Facets of Your Leadership Style

Your MBTI type, ENTJ, provides a wide-angle lens through which to view your leadership style.

- You lead by motivating people and being enthusiastic.
- You contribute by providing thoughts, ideas, and strategies and by using your ingenuity and logic.
- In a leadership role, you value vision, personal mastery, competence, planning, possibilities, clarity, accomplishments, adaptability, and ingenuity.
- You make decisions by considering frameworks, guidelines, and overall impacts; by thinking systematically; and by rationally analyzing outcomes.
- You project a style that is take-charge, quick, outspoken, direct, frank, decisive, tough, analytical, logical, theoretical, creative, critical, and strategic.
- You enjoy building opportunities for growth and development, debating challenging questions, and overseeing the linking of systems and strategies.

Your Leadership Approach

Your relatively strong need for Control, as measured by the FIRO-B assessment, colors in a particular way the image of your leadership personality formed by the MBTI lens. With the FIRO-B “filter” applied to the MBTI lens, the following overall picture of your leadership approach emerges:

- You enjoy providing others with goals, plans, and structures that will help them work toward the overall objective.
- You don’t take no for an answer, and you enjoy winning people’s support for your ideas.
- You stretch your skills as far as you can and encourage others to develop in the same way.
- You are internally driven to move quickly and to steadily acquire increasing levels of responsibility, resources, and authority.
- When forced to choose, you will focus on work priorities, areas of responsibility, and how decisions are made rather than on making connections, getting involved, or building loyalties with others.
- In the short run, your goal is to get everyone and everything organized and moving in the same direction.
- In the long run, your goal is to build a world-class operation known for its reliability, capacity, and innovation.





Action Step 3

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** An interpretation of the leader's FIRO-B results paints a vivid picture. Review his/her Overall Interpersonal Needs, Expressed Behaviors, Wanted Behaviors and Total Need scores for Inclusion, Control, and Affection.
- **Coaching Tip:** Ask, "Is this working for you in your current role? How can you flex your behaviors."

Leadership Report Using the FIRO-B® and MBTI® Instruments

Judy Sample | Page 4

BASIC INTERPRETATION OF YOUR FIRO-B® RESULTS

The FIRO-B instrument measures the extent to which people attempt to satisfy three basic social needs: *Inclusion* (participation, recognition, belonging), *Control* (power, authority, influence), and *Affection* (openness, warmth, closeness). The FIRO-B tool reports on how much one initiates behavior in these three areas (*Expressed Behavior*) and how much one would like others to initiate that behavior toward them (*Wanted Behavior*). Your results and some interpretive remarks are shown below.

	INCLUSION	CONTROL	AFFECTION	
EXPRESSED	Expressed Inclusion [eI]	Expressed Control [eC]	Expressed Affection [eA]	TOTAL EXPRESSED BEHAVIOR
	6	9	1	16
WANTED	Wanted Inclusion [wI]	Wanted Control [wC]	Wanted Affection [wA]	TOTAL WANTED BEHAVIOR
	4	4	1	9
TOTAL NEED FOR INCLUSION		TOTAL NEED FOR CONTROL	TOTAL NEED FOR AFFECTION	OVERALL INTERPERSONAL NEEDS
10		13	2	25

Level of Overall Interpersonal Needs: Medium-low
Strongest Interpersonal Need: Control
Relationship Between Behaviors: Expressed is greater than Wanted

Your Overall Interpersonal Needs score (25) falls in the medium-low range. This result suggests that your involvement with others may sometimes be a source of satisfaction, depending on the people and context. You likely work most effectively alone, but can enjoy working with others when the objectives are focused. You are probably most comfortable when your work involves concentration on data or ideas and occasional discussions with or presentations to others.

Your Total Expressed Behavior and Total Wanted Behavior scores are both in the medium range (16 and 9, respectively). These results suggest that you sometimes initiate action and work proactively with others and at other times are more comfortable being reactive to and reliant on others. The fact that your Total Expressed Behavior score is slightly higher than your Total Wanted Behavior score suggests that you may keep others at a distance in order to avoid receiving unwanted behaviors or that you accept behaviors only from selected individuals. In addition, you may sometimes send confusing signals about what you want from others.





Action Step 4

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** Work with the leader to identify any inconsistencies in what he/she is expressing to others and what she wants in return.
- **Coaching Tip:** Ask the leader, “Consider the reaction of others to your behaviors. Based on your needs, do you exhibit behaviors that are consistent with your needs?”

Leadership Report Using the FIRO-B® and MBTI® Instruments

Judy Sample | Page 4

BASIC INTERPRETATION OF YOUR FIRO-B® RESULTS

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	INCLUSION		CONTROL		AFFECTION		
	Expressed Inclusion [eI]	Wanted Inclusion [wI]	Expressed Control [eC]	Wanted Control [wC]	Expressed Affection [eA]	Wanted Affection [wA]	TOTAL EXPRESSED BEHAVIOR
EXPRESSED	6		9		1		16
WANTED		4		4		1	9
	TOTAL NEED FOR INCLUSION		TOTAL NEED FOR CONTROL		TOTAL NEED FOR AFFECTION		OVERALL INTERPERSONAL NEEDS
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Action Step 5

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- Action Step:** The section “Role You Take On in an Organization” helps identify the leader’s FIRO-B leadership style:
 - Inclusion – Clarifier
 - Control – Director
 - Affection – Encourager
- Coaching Tip:** Ask, “When would flexing to another style be beneficial?”

Leadership Report Using the FIRO-B® and MBTI® Instruments Judy Sample | Page 6

Your wanted need results suggest that you will

likely get	sometimes get	likely not get
your Inclusion needs met by <ul style="list-style-type: none"> • frequenting heavily trafficked areas (e.g., the water cooler) • wearing distinctive clothing • seeking recognition or responsibility • going along with the majority opinion 	others have Control by <ul style="list-style-type: none"> • asking for help on the job • involving others in decision making • deferring to the wishes, needs, and requests of others • asking for permission and circulating progress details 	your Affection needs met by <ul style="list-style-type: none"> • being flexible and accommodating • listening carefully to others • displaying an open body posture • sharing feelings of anxiety, sadness, or loneliness

Roles You Take On in an Organization

Leaders play many different types of roles in a group. The roles you play depend on your interpersonal needs and the needs of subordinates, colleagues, and the particular members of a team. Three important roles that individuals can play in a group setting are described below on the left. These roles correspond to the needs for Inclusion, Control, and Affection. The solid colored boxes below correspond to your expressed need scores and indicate how likely you are to assume each role.

Basic Group Roles	How Often You May Play the Role
Clarifier Presents issues or solutions for clarification, summarizes discussion, introduces new members to the team, keeps team members up-to-date, and provides the group with facts and data.	<input type="checkbox"/> FREQUENTLY <input checked="" type="checkbox"/> OCCASIONALLY <input type="checkbox"/> INFREQUENTLY
Director Pushes for action and decision making; has lots to say and wants to say it in meetings; may be overly optimistic about what can be accomplished by the group.	<input checked="" type="checkbox"/> FREQUENTLY <input type="checkbox"/> OCCASIONALLY <input type="checkbox"/> INFREQUENTLY
Encourager Builds up the egos and status of others; remains friendly, responsive, warm, and diplomatic; may also sacrifice the truth to maintain good relationships.	<input type="checkbox"/> FREQUENTLY <input type="checkbox"/> OCCASIONALLY <input checked="" type="checkbox"/> INFREQUENTLY

These orientations suggest that you are comfortable in the role of Director and assume this role in most group situations.

In addition, your relatively low score for wanted Affection suggests that you may take on the role of Cautioner. In this role, you express concern about the direction of the group, provide careful analysis of potential problems, and relay doubts about the success of planned initiatives.





Action Step 6

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** Explore with the leader how interactions with others affect his/her leadership and discuss what is shown first in a leadership role.
- **Coaching Tip:** Ask the leader, “How do these results influence how you shape your organization’s culture?”

Leadership Report Using the FIRO-B® and MBTI® Instruments

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4	0	1	
			25

INTERPERSONAL RELATIONS

The world of leaders is inherently social. For some, social interaction is exhilarating and energizing. For others, it can become draining and distracting or require balancing time spent with people with some time spent alone.

How Interaction Affects Your Leadership

Although the MBTI instrument shows that you have a preference for Extraversion, your overall interpersonal needs are in the medium-low range. This combination of results suggests that you enjoy the social aspects of your work but keep your interactions focused on a particular group of individuals. You may have learned to limit interpersonal activity over time because your organization's work culture is very unit oriented and doesn't encourage the use of groups and teams. You may also be the type of person who enjoys interacting with others but does not like to rely on relationships or groups to get things done. You may enjoy being included in groups, but feel inhibited in bringing people together yourself.

Given your interpersonal approach, you probably don't mind an occasional interruption from someone. You may actually find that a brief exchange or short meeting gives you a shot of energy. You are likely to rely on formal, written communications with others. Since you appreciate the importance of face-to-face contact, you are comfortable asking others to lead your meetings or make a presentation for you. You enjoy being around others, watching people interact and perhaps even working alongside them, but you may be less motivated to get directly involved with all the interactions. In some situations you may have found that you are concerned about being rejected.

What You Show First in a Leadership Role

Leaders spend a fair amount of time in new situations and are routinely required to build relations with new people. The kind of person you will appear to be in such situations—your first face—is related to both your strongest expressed need (as measured by the FIRO-B tool) and the dynamics of your MBTI type.

As an ENTJ, you orient your preference for Thinking toward the outside world. And your FIRO-B results indicate that you most readily express Control. Together, these results suggest that in new situations you are most likely to show first your rationality and decisiveness. You take charge of pressing issues, challenge others directly, and make critical decisions in problematic areas.





Action Step 7

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** Explore with the leader how he/she works with groups and other leaders, including working in a team and the expectations of other leaders.
- **Coaching Tip:** Ask the leader, “Can too much interaction lead to over exposure and over-disclosure?”

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WORKING WITH GROUPS AND OTHER LEADERS

The social world of leaders is dynamic. Sometimes leadership is about making opportunities to approach others and engage them. At other times, leadership involves being the recipient of the behavior and actions that others direct toward us.

How You Work in a Team

Your FIRO-B scores can shed some light on how you are likely to respond to the opportunities and pressures of working in a team.

6

6				
4				

Your expressed and wanted needs for Inclusion suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
- there are many opportunities to
- there is no pressure to
- there are many opportunities for others (but no pressure on you directly) to

- state an opinion and join in the discussion
- share information and take an interest in the activities of others
- maintain a high profile on the team
- acknowledge the unique strengths of individuals on the team
- recognize people's contributions and accomplishments
- produce highly visible results

9

9				
4				

Your expressed and wanted needs for Control suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
- there are many opportunities to
- there is no pressure to
- there are many opportunities for others (but no pressure on you directly) to

- create structured roles and rules
- clearly define the goals and activities of the team
- take action and show progress immediately
- establish formal agendas
- make final decisions rather than advise or recommend
- assign specific areas of accountability
- directly influence others





Action Step 8

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** Work through the section on power and organizational culture, exploring the leader's bases of power and influence, as well as his/her influence on organizational culture.
- **Coaching Tip:** Coach the leader, "Influence that was successful in a previous culture may not be successful now. What traditions should you stop? Continue?"

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4	9	1	
10	15	2	

POWER AND ORGANIZATIONAL CULTURE

The interpersonal and group dynamics of leadership discussed on the previous pages take place in the even broader context of the "culture" and social structure of the organization. Leaders are engaged in this level at all times, influencing it and being influenced by it.

Your Bases of Power and Influence

Anyone who assumes a leadership role must develop some kind of power through which he or she attains influence over others. Some leaders develop *socialized power*: attaining influence in order to help others and have an impact. Other leaders rely on *formal power*: exercising power to achieve a personal goal of being influential and then using influence to succeed in fulfilling important objectives. A third type of leader uses *affiliative power*: becoming influential by nurturing and supporting people so that personal and organizational values are fulfilled. Which of these three kinds of power you are most likely to develop over the long term is directly related to your area of greatest interpersonal need.

Because your strongest interpersonal need is for Control, the influence that you will try to create as a leader is likely to be based on formal power.

Formal power is the tendency to value and desire power for the purposes of personal control, to prevail in encounters with others, and to gain the satisfaction of getting one's way. Your interest in formal power is likely to lead you to compete for resources, to influence priorities via planning processes, and to advocate effectively for functions within your assigned responsibilities. You will also seek to expand your base of influence by developing expertise and skills in areas valued by your organization.

Your Influence on Organizational Culture

The base of power you build in an organization is related to the type of organizational culture you will strive to create. Organization-wide culture is a complex phenomenon, but your leadership is likely to have a strong influence on the culture among the staff and within the units that you directly oversee. As is the case for your bases of organizational power, the kind of culture you are likely to strive for is directly related to your area of greatest interpersonal need.

Because your strongest need is for Control, you are likely to work to establish an organizational culture characterized by

- concentration of power
- competition between individuals and departments





Action Step 9

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** Identify the leader’s stress triggers and discuss how he/she can leverage strengths and natural resources effectively.
- **Coaching Tip:** Coach the leader, “Keep in mind that your stress triggers and coping mechanisms may be different than others. What are some potential differences? How can you alter your behaviors to address the unique needs of those you are leading?”

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DEALING WITH CHANGE AND STRESS

Organizational change can be stressful for all involved. Successful navigation of change may depend on the leadership you show, either as the initiator of the change or as someone who helps guide others through the change period.

Your MBTI type and FIRO-B scores suggest that you have certain strengths and resources at your disposal for demonstrating leadership during times of change. At the same time, each of these strengths has its potential downside. If pushed too far, a strength can lose its effectiveness and open up an area of challenge to you.

Strengths and Resources	Potential Related Challenges
You can get people excited and optimistic about the change.	You may build unrealistically high expectations.
You are willing to take charge and get people through the change period.	You may allow followers to become too dependent on you, and you may establish too much control over them.
You are able to get a lot done during the change despite the confusion, and you are willing to take the initiative.	You may not take time to think strategically and prioritize tasks, and you may get people going off in too many different directions.
You respond well to the need to learn or create new structures, processes, and procedures, and you are most comfortable with the mechanics of the change.	You may demand too much certainty in how things will work once the change is complete, and you find it difficult to be comfortable with the organic nature of change.
You are willing to accept decisions from above, and you can work quickly to institutionalize the change.	You may feel a lack of guidance, get distracted easily, and have trouble remaining productive in the face of new obstacles.
You remain professional and business-like despite the chaos and disruption, and you don't mind changes in who you work with.	You may appear cool and uncaring about the impact of the change on others, and you may not adequately attend to people's personal needs.
You are willing to take charge and make tough decisions and stand by them, and you can offer analytical skills and new perspectives.	You may undervalue the importance of attending to emotional needs, and you may make decisions too quickly and without regard for how others may feel about the impact.





Action Step 10

Coaching with the *Leadership Report Using the FIRO-B® and MBTI® Instruments*

- **Action Step:** Work together to develop an action plan for the leader that is tied to business and performance outcomes. The MBTI and FIRO-B result suggestions within the Action Plan section can get you started.
- **Coaching Tip:** Ask the leader, “What ‘type development’ steps or behavioral changes can you make to foster an optimally balanced organizational culture?”

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ACTION PLAN

The preceding pages have painted a portrait of how your needs and preferences tend to orient your leadership behaviors in your organization, how you relate to and are perceived by others, how you use power to influence organizational culture, and how you deal with change and stress. Considering these insights, how do you become a more effective leader?

Experience suggests that you will be most effective as a leader if you remain true to your ENTJ nature and continue to constructively satisfy your various interpersonal needs. However, your preferred modes of leading will not always match the follower styles and interpersonal needs of everyone you lead. Therefore, developing your effectiveness as a leader depends to a great extent on increasing your leadership flexibility, expanding your repertoire of leadership behaviors.

Some suggestions for engaging in this developmental process are presented below. Are they appropriate to you or your situation at work? Pick a few to work into your personal action plan.

- Examine your Control needs to see if they are appropriate to what others need in your organization. You may wish to lead by delegating more frequently, not just to get help, but to allow others to learn and develop pride and ownership in their work.
- Consider the possibility that at some times and with some people you may be very willing to accept direction, but at other times, perhaps even with the same people, you are not. This may cause others to be concerned when they need you to carry out an assignment in a certain way.
- Reflect on your more personal, one-on-one relationships and the possible perception that you do not need or provide much support, encouragement, caring, or appreciation. Consider whether the cool and distant manner you may project meets the needs of others.
- Measure the emotional distance that you set up between yourself and others. You may wish to find ways for others to satisfy their needs for support and encouragement and to establish relationships with you that are more personal and yet still comfortable for you.
- As an ENTJ, your comfort with logic, structure, organization, and decisiveness may impress others as overly impersonal, impatient, and even domineering. You may wish to look for ways to include and show appreciation for others and take time to consider all issues before plunging ahead with a decision.



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In Closing. . .

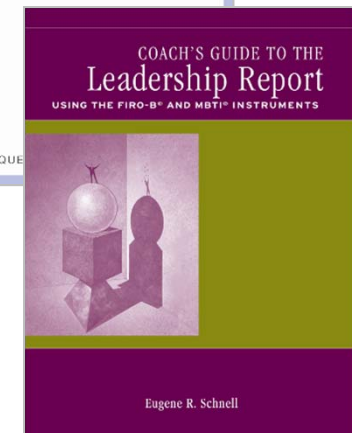
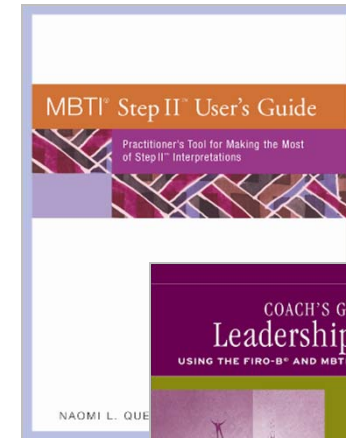
“Leaders need to transform themselves if they are going to have any hope of transforming the performance of their organizations.”

– Lois Harper, Executive Coach, Defense Acquisition University,
Armed Forces



Additional Resources For You

- **The MBTI® Step II™ User's Guide – *NEW!***
- **Coach's Guide to the Leadership Report Using the FIRO-B® and MBTI® Instruments**
- **Free webinar on April 26 on the correlation and interplay of conflict and stress featuring *Thomas-Kilmann Conflict Mode Instrument* assessment co-author Dr. Ralph Kilmann, and licensed clinical psychologist Dr. Sarita Bhakuni.**



Q & A



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Thank You

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