# Be Better at Coaching Transformational Leaders with the Myers-Briggs® Tool

**Stan Truskie, Ph.D.**

Professor, Organizational Leadership

Fischler School of Education and Human Services,
Nova Southeastern University
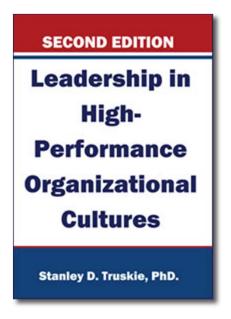
# About the Speaker: Stan Truskie, Ph.D.

- Executive coaching/consulting – 25 years with Fortune 500 companies, as well as business and non-profit industries

- Founder, President and CEO, MSD Leadership Consultants

- Former Director of Executive Development with extensive teaching and administration experience at various universities

- Researcher and published writer on the topics of leadership development, organizational change, organizational culture

- Professional/practical experience in helping leaders actually transform their organization's respective cultures

# Key Publication

- **_Leadership in High-Performance Organizational Cultures_**, Second Edition, 2010*



\* Content for this webinar was drawn from the material in _Leadership in High-Performance Organizational Cultures_ by Stan Truskie, Ph.D.

# Agenda

- Organizational Culture & Performance

- Building a High Performance Organizational Culture

  - *Myers-Briggs Type Indicator®* (MBTI®) Coaching Tool
  - L4 Strategy /Organization Model

  - Coaching Examples Using the MBTI® Tool & Model

- Begin to Transform Your Culture

- Resources for You

- Questions and Answers

# Organizational Culture & Performance

> "**Culture** isn't part of the game – it **is** the game."
>
> — Lou Gerstner, former chairman and CEO, IBM

- Gerstner led blue chip giant from brink of bankruptcy and mainframe obscurity back into forefront of technology business.

- Quote refers to important role transforming IBM's culture played in company's turnaround.

- Prominent Theorists & Scholars:  Edgar Schien, Chris Argyris, John Kotter

# Organizational Culture & Performance

- Key Points – Organizational Culture
  - Values, beliefs, and assumptions
  - Drives the behavior of organizational members
  - Directly impacts the performance of the organization
  - Often overlooked and underestimated
  - Leaders instead focus on products, technology, market share, bottom-line
  - Either take charge of shaping the culture or you will get what evolves on its own (If you don't nourish your garden, you will get many weeds that will take over!)

# Often Hear. . .

> **"Leaders and Managers** –
> Transform this Organization's Culture!"

. . . But transform it into what?

# Analyzing an Organization's Culture

- **Tell me about your job/company (Positives and Negatives)**

- **Positives** (examples)
  1. Interesting & challenging job
  2. Friendly & helpful co-workers
  3. Supportive management
  4. Clear job responsibilities/expectations
  5. A feeling of value and appreciation

# Analyzing an Organization's Culture

## Tell me about your job, your company

- **Negatives** (examples)
  1. Lack of trust in management
  2. Highly competitive atmosphere
  3. Stifled individual growth
  4. Quantity of work vs. quality of work is valued
  5. Popularity plays in promotion

# RESULTS

| # of Positives | | # of Negatives |
|---|---|---|
| - Leaders | | - Members |
| - Department  A | **VS.** | - Department B |
| - Office staff | | - Factory Workers |
| - Corporate | | - Field offices |

# Organizational Culture

**Elements/characteristics that distinguish and identify an organization's culture/subculture:**

- Positive Elements: <u>Enhance Organizational Effectiveness</u>
    - "Be a Team Player"
    - "Treat Others with Respect"
    - "We Perform Quality Work"
    - "We Care for One Another"

- Negative Elements: <u>Diminish Organizational Effectiveness</u>
    - "Never Disagree with the Boss"
    - "Succeed at any Cost"
    - "Never Share Job Knowledge – It is Job Security"
    - "Always CYA if You Want to Survive Here"

# Building a High-Performance Organizational Culture

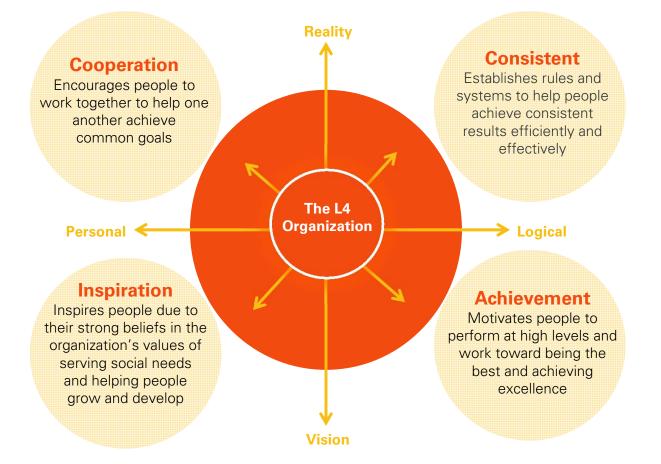## Identify and Integrate Positive Elements into the Organization's Culture

# Four Cultural Patterns
## (Contain Positive Elements)

Research and Literature

1. Cooperation

2. Inspiration

3. Achievement

4. Consistent

Which cultural pattern is most important?

# Optimally Balanced Culture

**Reality**

**Cooperation**
Encourages people to work together to help one another achieve common goals

**Consistent**
Establishes rules and systems to help people achieve consistent results efficiently and effectively

**Personal**

**The L4 Organization**

**Logical**

**Inspiration**
Inspires people due to their strong beliefs in the organization's values of serving social needs and helping people grow and develop

**Achievement**
Motivates people to perform at high levels and work toward being the best and achieving excellence

**Vision**

# High-Performance Cultures/Companies

- Southwest Airlines

- Nucor Corporation

- Levi Strauss Company

- BMW

- IBM

How do we coach leaders to shape an optimally-balanced organizational culture?

# *Myers-Briggs Type Indicator®* (MBTI®)

- Elements define culture

- Personal preferences help define leaders' thinking, deciding, and acting out

- In leading, styles are based on personal preferences
  - Each preference has strengths and blind spots
  - Key is to maximize strengths and reveal blind spots
  - <u>Overstated strengths can obscure full spectrum leadership</u>

Example: Lockheed Martin

# MBTI Preferences

- E (Extraversion)
- I (Introversion)

- S (Sensing)
- N (Intuition)

- T (Thinking)
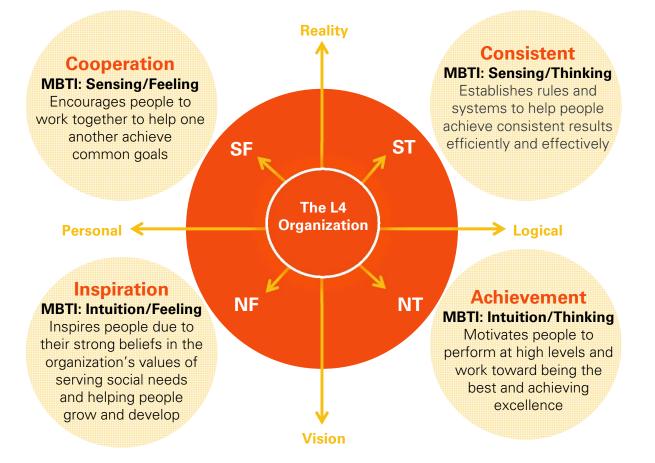- F (Feeling)

- J (Judging)
- P (Perceiving)

# Two Dimensions:
# Perception and Judgment Are Key

**Leader's Culture Pattern Preference (LCP):**

– **SF** – <u>Sensing/Feeling</u> – Sympathetic and Friendly

– **ST** – <u>Sensing/Thinking</u> – Practical and Matter of Fact

– **NF** – <u>Intuition/Feeling</u> – Enthusiastic and Insightful

– **NT** – <u>Intuition/Thinking</u> – Logical and Ingenious

**"Judgment: the essence of effective leadership,"** Tichy & Bennis, *Judgment: How Winning Leaders Make Good Calls, 2007*

# Optimally Balanced Culture



**Cooperation**
**MBTI: Sensing/Feeling**
Encourages people to work together to help one another achieve common goals

**Consistent**
**MBTI: Sensing/Thinking**
Establishes rules and systems to help people achieve consistent results efficiently and effectively

**Inspiration**
**MBTI: Intuition/Feeling**
Inspires people due to their strong beliefs in the organization's values of serving social needs and helping people grow and develop

**Achievement**
**MBTI: Intuition/Thinking**
Motivates people to perform at high levels and work toward being the best and achieving excellence

Reality

Personal

Logical

Vision

SF

ST

NF

NT

The L4 Organization

# Risks of Leader's Culture Preference

With an overly-favored LCP, there are risks of shaping an unbalanced culture.
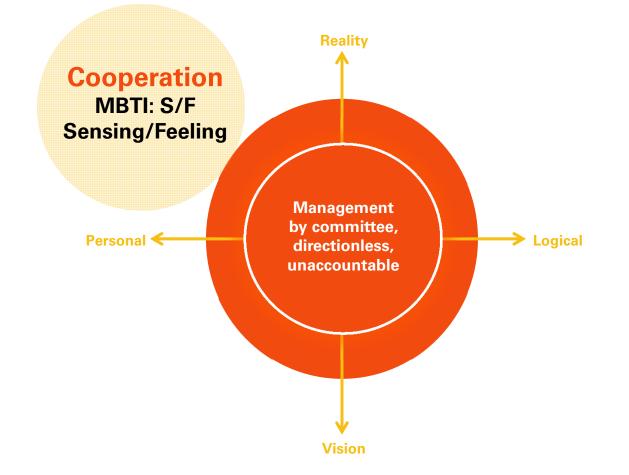
**Over Emphasis:**

- Cooperation (SFs)

- Inspiration (NFs)
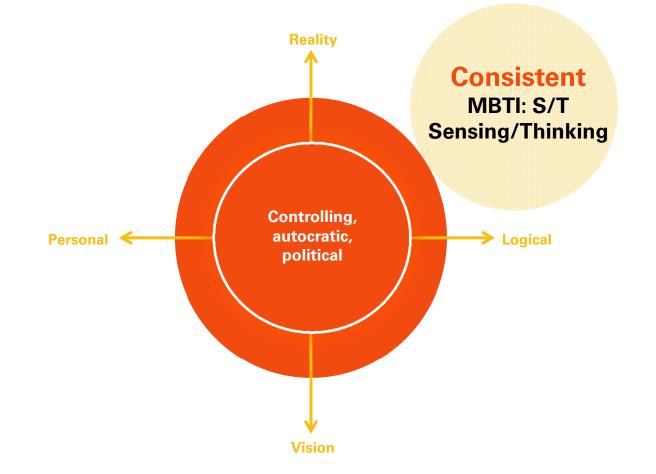
- Achievement (NTs)

- Consistent (STs)

**Potential Challenges:**

- Management by committee, directionless, unaccountable

- "Clubby," soft performance, undisciplined

- Cold, indifferent, blindly ambitious
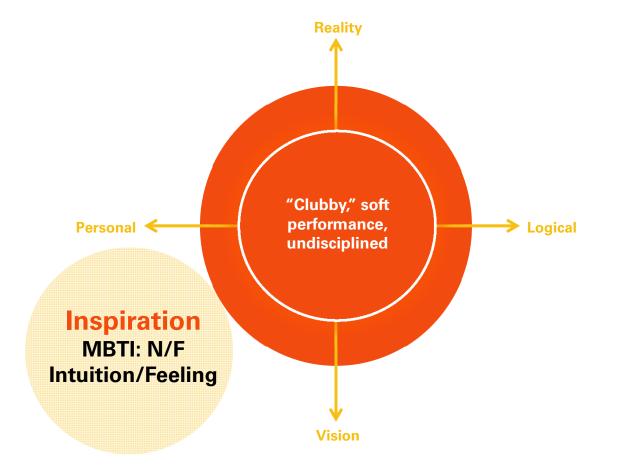
- Controlling, autocratic, political
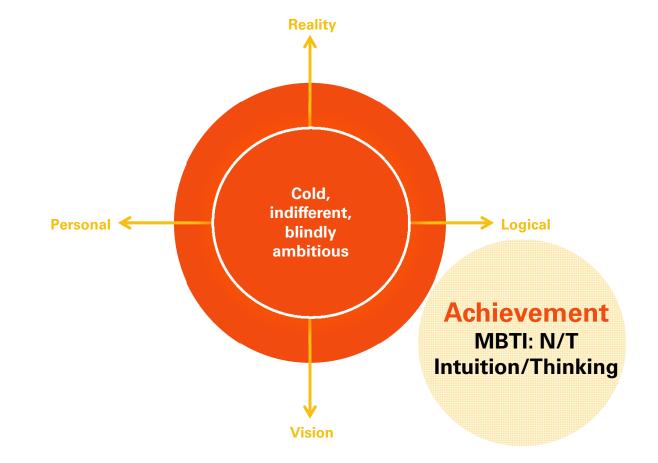
# SFs – Unbalanced Cooperation



**Cooperation**
**MBTI: S/F**
**Sensing/Feeling**

Reality

Personal

Logical

**Management by committee, directionless, unaccountable**

Vision

# STs – Unbalanced Consistent



Reality

Consistent
**MBTI: S/T
Sensing/Thinking**

Personal

**Controlling,
autocratic,
political**

Logical

Vision

# NFs – Unbalanced Inspiration



Reality

Personal

Logical

Vision

"Clubby," soft performance, undisciplined

**Inspiration**
**MBTI: N/F**
**Intuition/Feeling**

# NTs – Unbalanced Achievement

Reality

Personal

Cold,
indifferent,
blindly
ambitious

Logical

Vision

**Achievement**
**MBTI: N/T**
**Intuition/Thinking**

# Question

- What is the ideal MBTI profile?

  – Self-awareness

  – Change vs. Adaptive

  – Coaching Leaders

**There isn't one!**

"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

# Coaching Case Study: ESTJ Leader

> **Pete:** ESTJ, young manager (32), coke plant, Steel-Making Facility, 500+ employees

- Low morale, low productivity, accidents, grievances, and OSHA citations

- After one year on the job, Pete is demoted and replaced

- New director Tom, former coaching client takes over division 14 months after Pete's demotion

- Pete's replacement quits, no viable candidates, only to bring back Pete

- Tom has HR Director call me to give Pete another shot

# Coaching Case Study: ESTJ Leader

- Met Pete, described coaching, began engagement

- Conducted assessment and revealed to Pete (ST) he likes control and creates an unbalanced Consistent Culture

- Agree on coaching plan and work with Pete 12 months

- After 10 months: (SF)Teamwork (NF) Recognition (NT) Achievement
  - plant cleaned up
  - employees proud of work areas
  - morale increased

- Coke plant wins awards, showcase for other plants around the world

- Pete eventually promoted to Area Director, responsible for three operations, over 1,200 employees

# Coaching Case Study: INFP Leadership Team

Dave: INFP, middle-aged, president of tri-state Blood Bank, 600+ employees

- Unbalanced Inspiration Culture

- Board member calls me (I coached leaders in his company) and describes Blood Bank:
  - poor direction
  - no goals or objectives
  - performance management system not implemented

- High turnover

- Law suits, EEO charges, employee complaints

- Dave, visionary, however finds it hard to manage the organization

# Coaching Case Study: INFP Leadership Team

- Work individually with Dave and his leadership team – Assessment and Coaching

- Feedback/coaching to individuals and team (3SFs, 2NFs)

- Revealed that organization emphasizes the Inspiration Culture

- Implemented individual development plans (behaviors) and leadership team strategy (actions) – mission, vision, goals, objectives

- Dave adopted behaviors: (ST) control and discipline; (SF) teamwork; and (NT) Improvement and high standards

- Implement plan through employee meetings, communication outlets, supervisory training, team building

- After 15 months, Director reports dramatic turnaround

# 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

# How to Begin to Transform Your Culture

"Building an organization's culture and shaping its evolution is the unique and essential function of leadership."

– Edgar Schien

# How to Transform Culture

- **Leadership - Modeling Behavior(s)**

    - Organizational Processes – Mechanisms

    - Policies

    - Reward Systems

    - Employee Selection

    - Organizational Statements ("These are our values.")

# Coaching Transformational Leaders with the MBTI Tool

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 client 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.

# Resources and Tools

- *Leadership in High-Performance Organizational Cultures,* Second Edition, 2010 (purchase on AtlasBooks.com)

- The MBTI® Step II™ Interpretive Report

- The MBTI® Step II™ User's Guide– *NEW!*

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

# Resources and Tools

- **CPP's "Putting It into Action" webinar** – March 10: Sherrie Haynie, CPP Organizational Development Consultant, will discuss the 10 tips for putting these coaching concepts into action using relevant resources, including the MBTI Step II and FIRO-B tools.

- **Coaching Transformational Leaders workshop** – E-mail Stan to learn about this one-day workshop.

# Questions and Answers

# Thank You

For more information:

CPP Customer Service
+1 650-969-8901
800-624-1765
custserv@cpp.com

Stan Truskie
+1 412-979-8146
stan.truskie@msdlead.com

www.cpp.com