

# Increasing Employee Engagement and Retention Using the MBTI® & Strong® Instruments

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## Overview

- Engagement and Retention: What We Know
- How Can Assessment Tools Help?
- Brief Review of *Strong Interest Inventory* & MBTI assessments
- Case Study: Sam - An Unmotivated Silicon Valley Employee
- Sample Application in Employment Settings: Nokia
- Addressing audience questions

# Engagement and Retention

- **What We Know:**
  - Engaged employees have\*:
    - 51% lower turnover
    - 27% less absenteeism
    - 18% more productivity
    - 12% higher profitability

*\*Gallup Management Group: Harter, Schmidt, Killham, & Agrawal, 2009)*

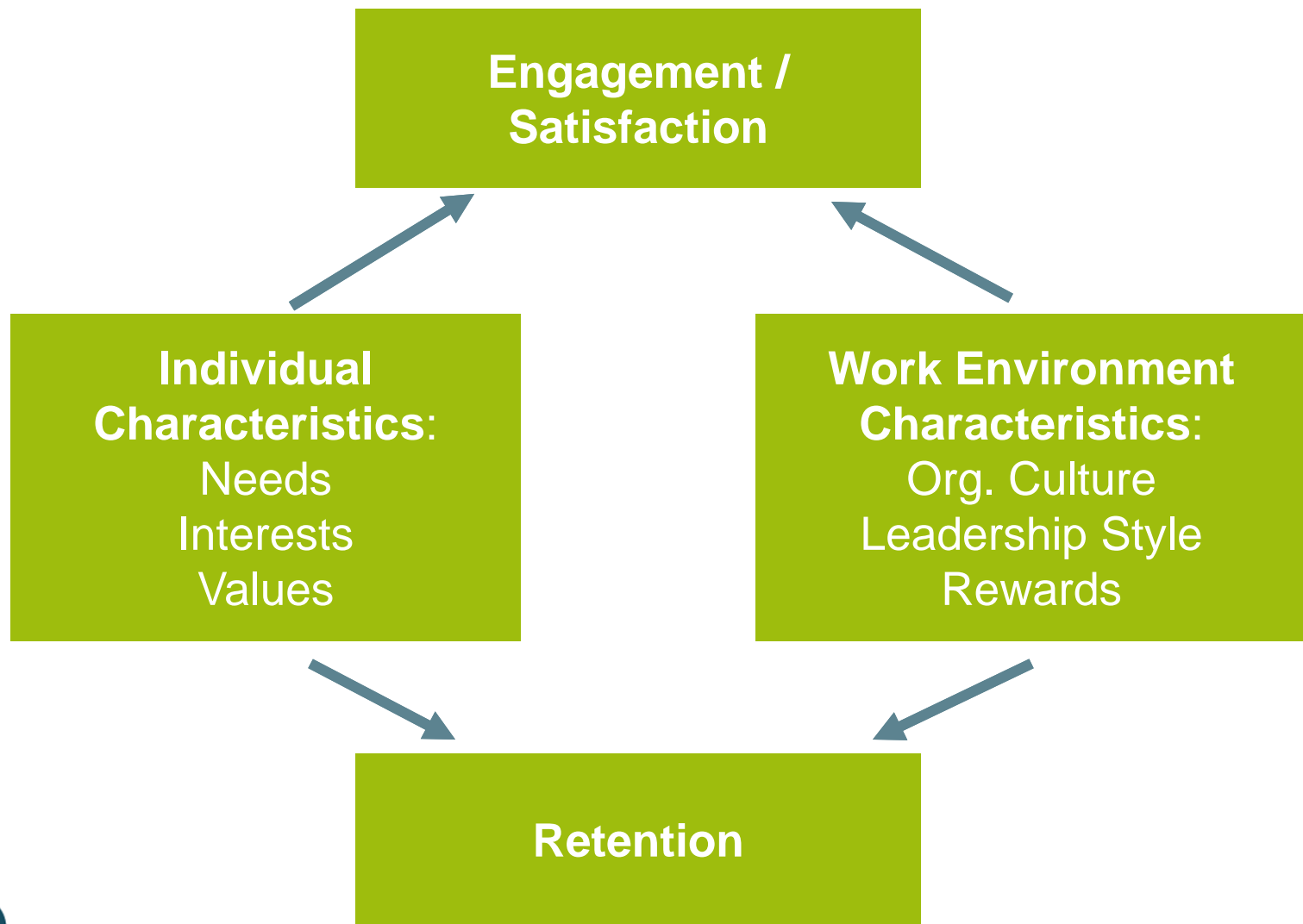
# How Do We Influence Engagement and Retention?

We can focus on influencing either or both of the following:

1. work environment
2. individual employee

...both are critical.

# Model of Engagement & Retention (Theory of Work Adjustment)



## Engagement: A Work Environment Focus

- **Organizational Focus to Increase Employee Engagement:**
  - **Leadership Skills Training:** Train leaders to engage and retain employees through effective leadership and management styles.
  - **Organizational Climate Focus:** How to engage employees in decision making; How to create transparent communications; How to build fun work environments.
  - **Reward Structure:** Salary, Bonuses, Professional Development

## Further Engagement: An Individual Focus

- Recent Study found that nothing engages workers more than making progress in meaningful work.  
(*Industry Week*, June 8, 2012)
- “Employees are motivated by jobs that challenge them and enable them to grow and learn, and they are demoralized by those that seem to be monotonous or lead to a dead end”. (Nohria et. al. 2008).

## Engagement of Millennial Workforce

- 80% believe a career should bring enjoyment and fulfillment to life.
- 72% want a career that aligns with their passions.
- 71% Millennials equate a successful career with doing meaningful work

*Career Advisory Board: The Future of Millennial Careers (Levit & Licena 2011)*



## Engagement of Millennial Workforce

- “For me, being happy in a career means participating in worthwhile and meaningful work that benefits others and allows me to pursue my own interests.”

Survey respondent *Career Advisory Board: The Future of Millennial Careers*  
(Levit & Licena 2011)

## So How Do We Engage and Retain Employees?

**....Individuals want help in connecting their jobs and careers to their personal passions**

**Assessment tools can help do just that!**

## Assessment Tools: An Individual Focus

- Clarify, label and prioritize individual characteristics that create passion for one's work:
  - Interests
  - Needs
  - Values
  - Personality Styles
  - Preferences

## Focus Today: Two Classic Tools

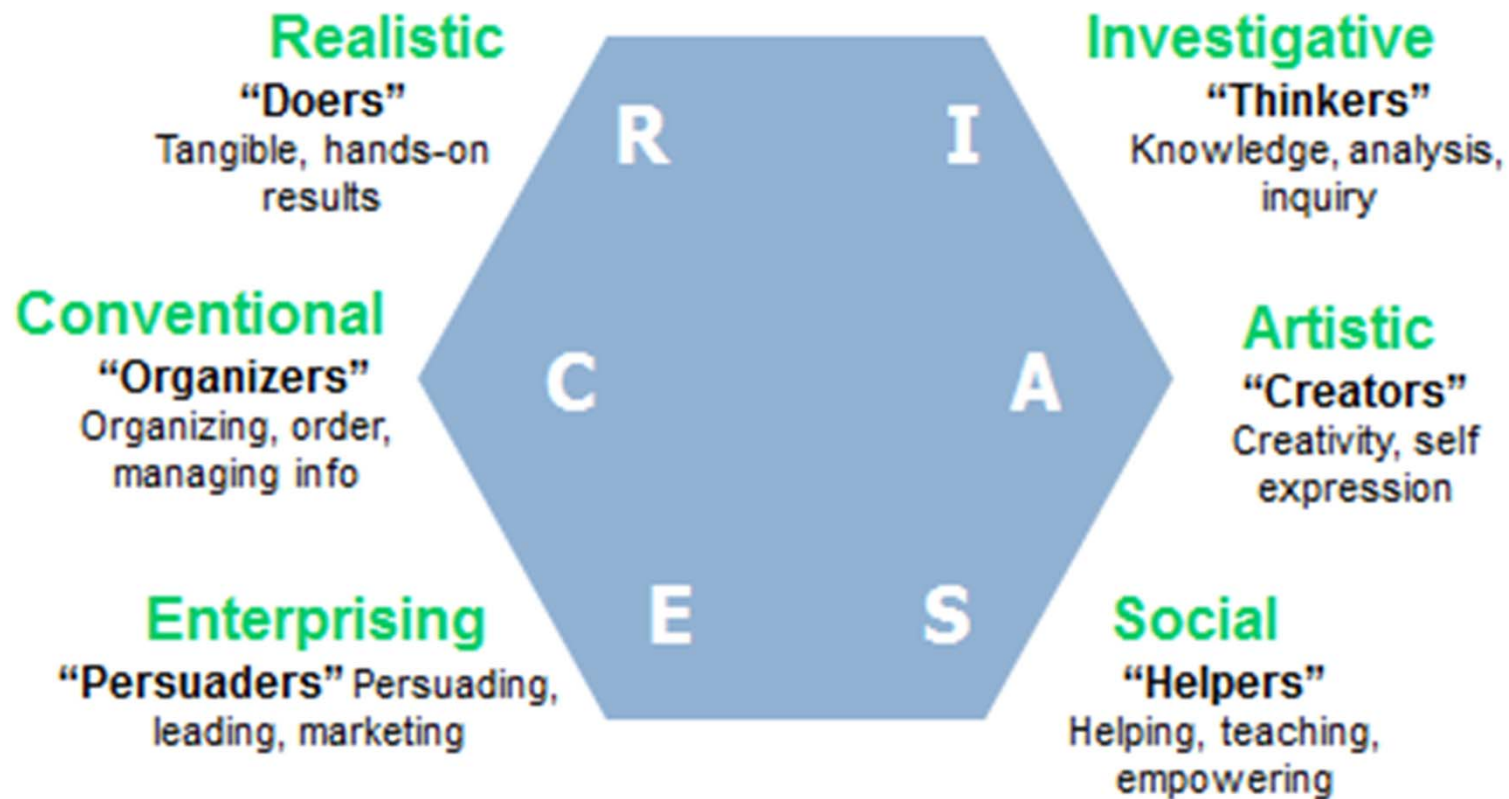
- ***Strong Interest Inventory*<sup>®</sup> Assessment (Content)**
  - Identifies personal Interests, and matches them to jobs that are likely to be motivating and rewarding
  - **What kind of work will be fulfilling?**
- ***Myers-Briggs Type Indicator*<sup>®</sup> Assessment (Process)**
  - Helps individuals better understand themselves, how they interact with others.
  - **How to work in ways that will tap one's passion?**

# The *Strong Interest Inventory*<sup>®</sup> Assessment

A brief review...



# RIASEC Definitions



# General Occupational Themes

## YOUR HIGHEST THEMES

Enterprising, Artistic, Social

## YOUR THEME CODE

EAS

THEME	CODE	STANDARD SCORE & INTEREST LEVEL					STD SCORE
		< 30	40	50	60	70 >	
Enterprising	E	VERY HIGH					66
Artistic	A	HIGH					62
Social	S	MODERATE					50
Conventional	C	MODERATE					43
Realistic	R	MODERATE					39
Investigative	I	VERY LITTLE					33

The charts above display your GOT results in descending order, from your highest to least level of interest. Referring to the Theme Descriptions provided, determine how well your results fit for you. Do your highest Themes ring true? Look at your next highest level of interest and ask yourself the same question. You may wish to highlight the Theme descriptions on this page that seem to fit you best.

# Basic Interest Scales

Strong Interest Inventory® Profile

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## BASIC INTEREST SCALES

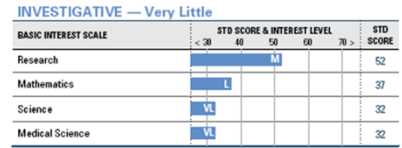
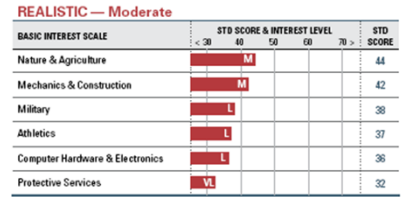
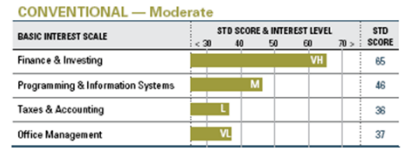
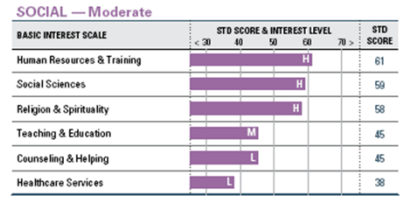
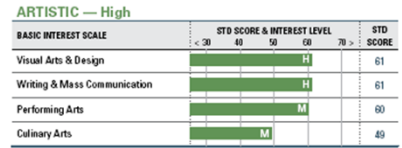
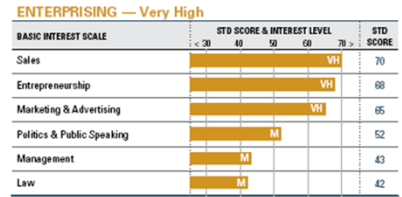
## SECTION 2

The Basic Interest Scales represent specific interest areas that often point to work activities, projects, course work, and leisure activities that are personally motivating and rewarding. As with the General Occupational Themes, your interest levels (Very Little, Little, Moderate, High, Very High) were determined by comparing your scores against the average scores for your gender.

As you review your results in the charts below, note your top interest areas and your areas of least interest, and think about how they relate to your work, educational, and leisure activities. Take time to consider any top interest areas that are not currently part of your work or lifestyle and think about how you might be able to incorporate them into your plans.

- YOUR TOP FIVE INTEREST AREAS**
1. Sales (E)
  2. Entrepreneurship (E)
  3. Finance & Investing (C)
  4. Marketing & Advertising (E)
  5. Human Resources & Training (S)

- Areas of Least Interest**
- Medical Science (I)
  - Science (I)
  - Protective Services (R)





# Occupational Scales

Strong Interest Inventory® Profile

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## OCCUPATIONAL SCALES

## SECTION 3

### ENTERPRISING – Selling, Managing, Persuading

THEME CODE	OCCUPATIONAL SCALE	DISSIMILAR	MIDRANGE	SIMILAR	STD SCORE
E	Life Insurance Agent	10	20	50	67
ECA	Travel Consultant	10	20	50	66
EA	Interior Designer	10	20	50	62
EA	Marketing Manager	10	20	50	61
ECA	Retail Sales Manager	10	20	50	60
EC	Buyer	10	20	50	59
E	Top Executive	10	20	50	58
E	Realtor	10	20	50	56
EAS	Human Resources Manager	10	20	50	55
E	Retail Sales Representative	10	20	50	53
ECS	Operations Manager	10	20	50	52
E	Sales Manager	10	20	50	52
ECR	Restaurant Manager	10	20	50	51
EAC	Florist	10	20	50	50
ECR	Purchasing Agent	10	20	50	48
EAS	Flight Attendant	10	20	50	45
EAI	Technical Sales Representative	10	20	50	44
EIR	Investments Manager	10	20	50	41
EAS	Elected Public Official	10	20	50	40
ECR	Optician	10	20	50	36
ECS	Housekeeping/Maintenance Manager	10	20	50	35
EC	Cosmetologist	10	20	50	31
ERA	Chef	10	20	50	30

**Similar results (40 and above)**  
You share interests with women in that occupation and probably would enjoy the work.

**Midrange results (30-39)**  
You share some interests with women in that occupation and probably would enjoy some of the work.

**Dissimilar results (29 and below)**  
You share few interests with women in that occupation and probably would not enjoy the work.

For more information about any of these occupations, visit O\*NET™ online at <http://online.onetcenter.org>.

### ARTISTIC – Creating or Enjoying Art, Drama, Music, Writing

THEME CODE	OCCUPATIONAL SCALE	DISSIMILAR	MIDRANGE	SIMILAR	STD SCORE
A	Librarian	10	20	50	65
AES	Corporate Trainer	10	20	50	62
AE	Public Relations Director	10	20	50	62
ARE	Photographer	10	20	50	60
AE	Advertising Account Manager	10	20	50	57
AE	Broadcast Journalist	10	20	50	54
AIR	Technical Writer	10	20	50	53
A	Translator	10	20	50	50
AI	Editor	10	20	50	49
A	Attorney	10	20	50	48
A	Reporter	10	20	50	48
AR	Artist	10	20	50	47
ASI	ESL Instructor	10	20	50	44
A	Musician	10	20	50	44
ARI	Graphic Designer	10	20	50	43
ASE	Art Teacher	10	20	50	42
ASE	English Teacher	10	20	50	40
AER	Public Administrator	10	20	50	39
AI	Urban & Regional Planner	10	20	50	36
ARI	Architect	10	20	50	30
AIR	Medical Illustrator	10	20	50	26

# Personal Style Scales

Strong Interest Inventory® Profile

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## PERSONAL STYLE SCALES

## SECTION 4

The Personal Style Scales describe different ways of approaching people, learning, leading, making decisions, and participating in teams. Personal Style Scales help you think about your preferences for factors that can be important in your career, enabling you to more effectively narrow your choices and examine your opportunities. Each scale includes descriptions at both ends of the continuum, with scores indicating your preference for one style versus the other.

Your scores on the Personal Style Scales were determined by comparing your responses to those of a combined group of working men and women.

### YOUR PERSONAL STYLE SCALES PREFERENCES

1. You are likely to prefer working with people
2. You seem to prefer to learn through lectures and books
3. You probably prefer to lead by taking charge
4. You may be comfortable taking some risks
5. You probably enjoy participating in teams

**Clear Scores**  
(Below 46 and above 54)  
You indicated a clear preference for one style versus the other.

**Midrange Scores (46-54)**  
You indicated that some of the descriptors on both sides apply to you.

PERSONAL STYLE SCALE		< 25	CLEAR 35	45	MIDRANGE 55	65	CLEAR 75	>	STD SCORE
<b>Work Style</b>	<p>Prefers working alone; enjoys data, ideas, or things; reserved</p> <p>Prefers working with people; enjoys helping others; outgoing</p>				♦				61
<b>Learning Environment</b>	<p>Prefers practical learning environments; learns by doing; prefers short-term training to achieve a specific goal or skill</p> <p>Prefers academic environments; learns through lectures and books; willing to spend many years in school; seeks knowledge for its own sake</p>					♦			65
<b>Leadership Style</b>	<p>Is not comfortable taking charge of others; prefers to do the job rather than direct others; may lead by example rather than by giving directions</p> <p>Is comfortable taking charge of and motivating others; prefers directing others to doing the job alone; enjoys initiating action; expresses opinions easily</p>				♦				57
<b>Risk Taking</b>	<p>Dislikes risk taking; likes quiet activities; prefers to play it safe; makes careful decisions</p> <p>Likes risk taking; appreciates original ideas; enjoys thrilling activities and taking chances; makes quick decisions</p>			♦					50
<b>Team Orientation</b>	<p>Prefers accomplishing tasks independently; enjoys role as independent contributor; likes to solve problems on one's own</p> <p>Prefers working on teams; enjoys collaborating on team goals; likes problem solving with others</p>					♦			62

# The *Myers-Briggs Type Indicator*<sup>®</sup> Assessment

A brief review...



## MBTI® Results

Indicate preferences—inborn predispositions—on four pairs of opposite preferences, called **dichotomies**

**Extraversion**

**E**

*or*

**I**

**Introversion**

**Sensing**

**S**

*or*

**N**

**Intuition**

**Thinking**

**T**

*or*

**F**

**Feeling**

**Judging**

**J**

*or*

**P**

**Perceiving**

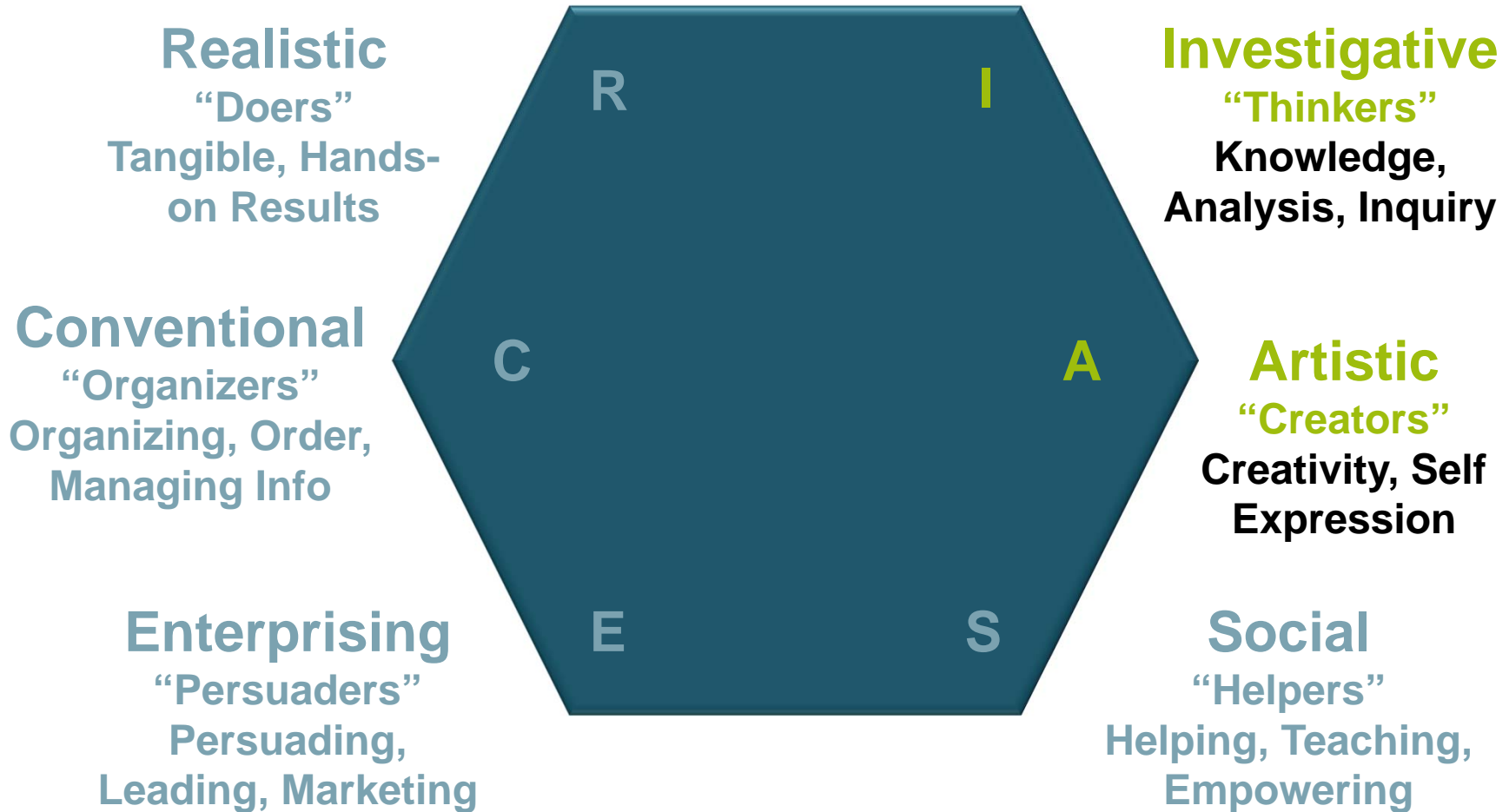
# MBTI® - Dichotomies Make Up 16 Types

<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>

## Case Study: Sam - An Unmotivated Silicon Valley Employee

- A manager in a silicon valley company, Sam has an advanced degree in computer science and a history of successful projects and interpersonal relationships in the company, but over the past year has become increasingly apathetic and withdrawn in meetings.
- He has a new boss with an autocratic, self-promoting style. His work has become more routine and several of his team members have left.
- Sam is still putting in long hours and completing his assignments, but he is much less engaged in his work.
- He has begun looking for other jobs with a head hunter but has not yet found anything that excites him.
- He has set up a meeting with a career development professional to help identify what factors might lead him to greater engagement.
- Sam completes the *Strong* and MBTI assessments.

# Sam's *Strong* Results



## Sam's *Strong* Results

- **Highest Basic Interest Scales:** Science, Programming, Medical Science
- **Highest Occupational Scales:** Architect, Physicist, Photographer
- **Personal Style Scales:** Reserved, Low Risk Taker, Team Oriented



# Sam's MBTI Preferences: INFP

<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>

## INFP

- Focus on what could be, contribute ideas worth striving for,
- Have empowerment as a goal,
- Ask questions about How will it be communicated and who will it impact?

## Sam's MBTI Preferences: INFP

### INFP:

**I**ntroversion – Getting energy from and attuning to reflection on ideas and experiences

**N**tuition – Focusing on the big picture and future possibilities

**F**eeling – Making decisions based on person-centered values

**P**erceiving – Being flexible and spontaneous

## INFP General Preferences in Work Environments

### **INFP:**

People with INFP preferences tend to be committed to ideals that reflect their deeply held values, and they like work that contributes to their personal growth and the personal growth of others. They may enjoy solving problems using a subjective, person-centered approach.

## Combined Results in the Strong and MBTI® Career Report indicate:

- Sam would prefer work environments that allow him to:
  - Take research in innovative directions
  - Facilitate consensus when making decisions
  - Consider the personal impact of ideas
  - Adapt well to change

# Professional Development Plan

Sam began doing informational interviewing with other teams in the company and used his assessment results to

1. Identify a number of projects that had a strong focus on creative innovation
2. Identify a few leaders that had a consensus style of decision making.

## Where Did He Go?

Sam applied for a transfer to another team comprised of bio tech professionals where he is highly regarded for his:

- creative perspectives
- highly productive independent contributions to the team
- strong collaborative style in team meetings

## Combine *Strong* and MBTI Results to Identify:

- ***Work tasks*** that are satisfying:
- ***Work environments*** that are a good fit
- ***Specific job titles*** and occupations likely to be satisfying
- ***Leisure activities*** to create a balanced life
- ***Strategies and plans*** for career development
- ***Tactics for staying motivated*** during a job hunt or transition

# Nokia: Assessment-Based Coaching and Career Development

## ***Personal Assessment Center*** for New Employees vs. Career Development Seminars

Formal assessment tools = foundation for career development program

All new employees complete Strong and MBTI assessments



## Advantages to Assessment Approach

- Address a workforce that is **mobile and geographically dispersed**
- Assessments **completed online**
- **Confidentiality** is assured, stored outside of Nokia
- Deliver **results online combined with phone coaching**
- Develop for each employee **a tailored career development plan**: identify gaps and where to improve job satisfaction

## Summary

All of us are more likely to be satisfied and productive if we are *working at something we enjoy*, and in an environment that allows us to work in ways that are *compatible with our personality strengths* and preferences.

# Questions?



# Thank You

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