

# Be Better at Building Tomorrow's Leaders Today: Pairing MBTI® Insights with Lominger Competencies

*Presented by*  
CPP, Inc., & Korn/Ferry International *powered by* LOMINGER



# Today's Panel



Sherrie Haynie

Organizational  
Development  
Consultant

CPP, Inc.



Evelyn Orr

Director, Intellectual  
Property Development

Korn/Ferry International  
*powered by* LOMINGER



Kim Kenney-Rockwal

Director, HR  
Executive Coach and  
Business Improvement  
Leader

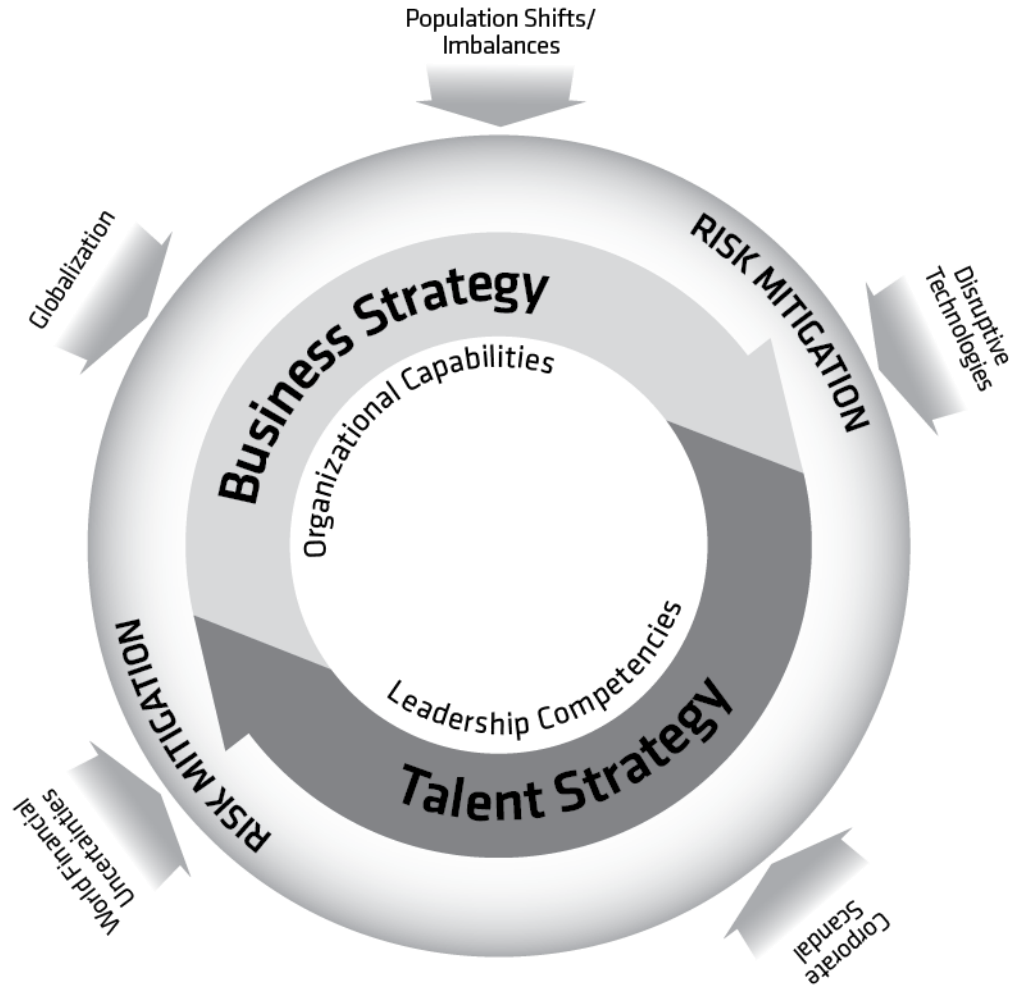
Health New England

# Learning Objectives

- Align talent with business strategy
- Create targeted leadership development plans
- Combine MBTI® personality type with Lominger's leadership competencies for maximum impact
- Hear how Health New England obtained business results through MBTI preferences and Lominger's leadership competencies

# Align Talent with Business Strategy

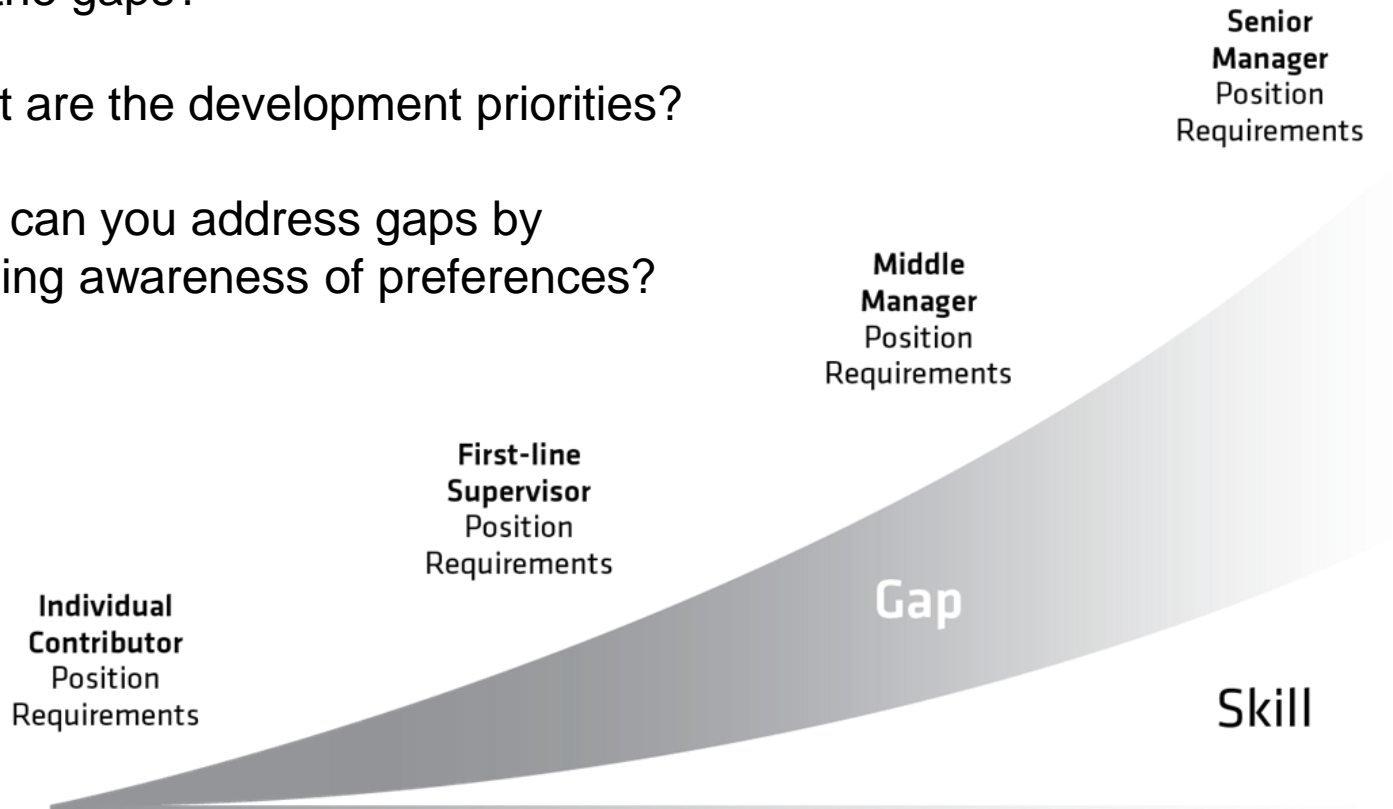
# Align Talent with Business Strategy



# Create Targeted Leadership Development Plans

# Targeted Leadership Competency Development

- How do personality preferences play into the gaps?
- What are the development priorities?
- How can you address gaps by building awareness of preferences?



# Combine MBTI® Personality Type with Lominger's Leadership Competencies for Maximum Impact



# What Is the MBTI® Assessment?

Indicate preferences—inborn predispositions—  
on four pairs of opposite preferences

**Extraversion** **E** or **I** **Introversion**

**Sensing** **S** or **N** **Intuition**

**Thinking** **T** or **F** **Feeling**

**Judging** **J** or **P** **Perceiving**

# Focus of Energy

## Extraversion

**E**

*or*

**I**

## Introversion

- Are energized by the external world of people, activities, and things
- Prefer to talk things through with others—an idea isn't real until it has been expressed and talked through with others

- Are energized by the internal world of ideas and experiences
- Prefer to think things through before sharing with others—an idea isn't real until it has been considered internally

# Take In Information

**Sensing**

**S**

*or*

**N**

**Intuition**

- Prefer specific information—a precise and detailed view
- Oriented to present realities
- Factual and concrete
- Observe and remember specifics

- Prefer general information—a view of the big picture
- Oriented to future possibilities
- Imaginative and verbally creative
- Remember specifics when they relate to a pattern

# Decision Making

**Thinking**

**T**

*or*

**F**

**Feeling**

- Logical and objective principles
- Use cause-and-effect reasoning
- Solve problems with logic
- Focus on principles
- Generally favor impartiality and analysis, even if it causes conflict

- Personal and subjective values
- Guided by personal values
- Assess impacts of decisions on people
- Focus on circumstances
- Generally prefer to be appreciative and maintain harmony

# Orientation to the Outer World

Judging

J

or

P

Perceiving

- Scheduled
- Organize their lives
- Oriented toward goals and results
- Make short- and long-term plans

- Spontaneous
- Flexible
- Oriented toward exploring options
- Adapt, change course

# What are Lominger's Leadership Competencies?

## Leadership Architect® Library Structure

KORN/FERRY INTERNATIONAL

### FACTOR I: Strategic Skills

- Cluster A. Understanding the Business
  - 5. Business Acumen
  - 24. Functional/Technical Skills
  - 61. Technical Learning
- Cluster B. Making Complex Decisions
  - 17. Decision Quality
  - 30. Intellectual Horsepower
  - 32. Learning on the Fly
  - 51. Problem Solving
- Cluster C. Creating the New and Different
  - 2. Dealing with Ambiguity
  - 14. Creativity
  - 28. Innovation Management
  - 46. Perspective
  - 58. Strategic Agility

### FACTOR II: Operating Skills

- Cluster D. Keeping on Point
  - 16. Timely Decision Making
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  - 62. Time Management
- Cluster F. Getting Work Done Through Others
  - 18. Delegation
  - 19. Developing Direct Reports and Others
  - 20. Directing Others
  - 27. Informing
  - 35. Managing and Measuring Work
- Cluster G. Managing Work Processes
  - 52. Process Management
  - 59. Managing Through Systems
  - 63. Total Work Systems

### FACTOR III: Courage

- Cluster H. Dealing with Trouble
  - 9. Command Skills
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  - 34. Managerial Courage
  - 57. Standing Alone
- Cluster I. Making Tough People Calls
  - 25. Hiring and Staffing
  - 56. Sizing Up People

### FACTOR IV: Energy and Drive

- Cluster J. Focusing on the Bottom Line
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  - 43. Perseverance
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### FACTOR V: Organizational Positioning Skills

- Cluster K. Being Organizationally Savvy
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- Cluster L. Communicating Effectively
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  - 67. Written Communications
- Cluster M. Managing Up
  - 6. Career Ambition
  - 8. Comfort Around Higher Management

### FACTOR VI: Personal and Interpersonal Skills

- Cluster N. Relating Skills
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  - 10. Compassion
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  - 15. Customer Focus
  - 21. Managing Diversity
  - 23. Fairness to Direct Reports
  - 42. Peer Relationships
  - 64. Understanding Others
- Cluster Q. Inspiring Others
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  - 60. Building Effective Teams
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### FACTOR VII: Trouble with People

- Cluster V. Doesn't Relate Well to Others
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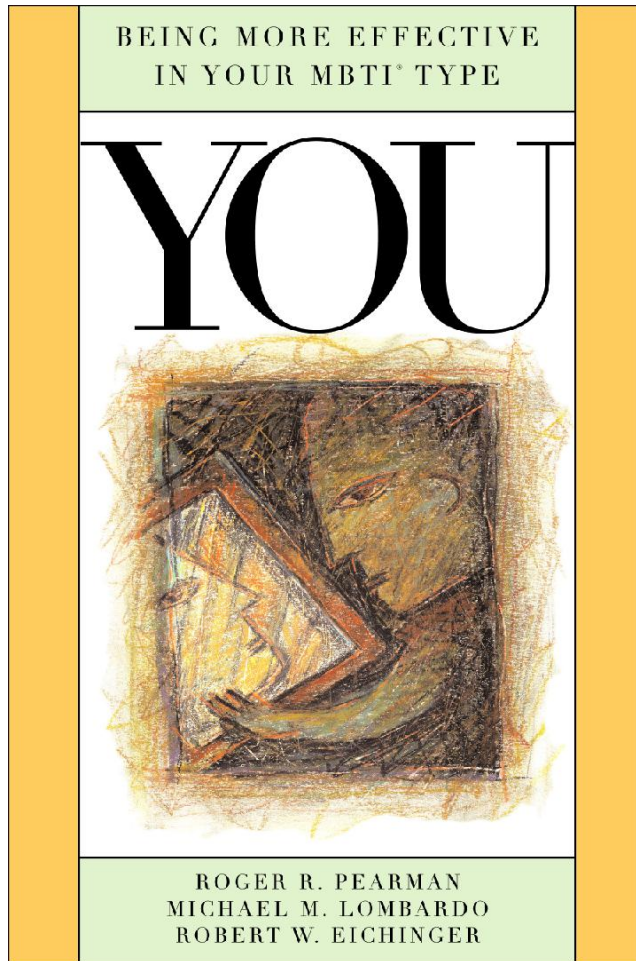
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PAGE D - Item Number: 82036

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# Combining Preferences and Competencies



- Typical strengths
- Typical challenges
- Areas of overuse
- What it looks like at work
- Tips for being more effective
- Suggested readings

# Leadership Development Based on Preferences and Competencies

**ISTJ**

	Strengths	Weaknesses	Overused Tendencies
	Perseverance Task oriented Responsible Orderly Honest Interested in trends	Dealing with ambiguity Showing compassion Developing others Innovation and strategy Team building	Not approachable Arrogant Impatient Failure to build a team
<b>ENFP</b>	Warm Enthusiastic Imaginative Future oriented Relationship builder Developing others Appreciative Leading groups	Day-to-day management Drive for results Timely decision making Conflict management Managing up	Lack of composure Lack of follow-through Going with gut too much Impatient with procedures Over-dependent on an advocate



# ISTJ Competency High's and Low's

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PAGE D Item Number:10336

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PAGE D | Item Number: 82036

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# Hear How Health New England Obtained Business Results Through MBTI® Preferences and Lominger's Leadership Competencies

# Our HNE Associates

<b>ISTJ</b> 9%	<b>ISFJ</b> 12%	<b>INFJ</b> 2%	<b>INTJ</b> 3%
<b>ISTP</b> 2%	<b>ISFP</b> 6%	<b>INFP</b> 6%	<b>INTP</b> 5%
<b>ESTP</b> 3%	<b>ESFP</b> 10%	<b>ENFP</b> 10%	<b>ENTP</b> 4%
<b>ESTJ</b> 11%	<b>ESFJ</b> 11%	<b>ENFJ</b> 5%	<b>ENTJ</b> 1%

# HNE and the Health Care Industry

- HNE Directors

ESTJ



- HNE Vice Presidents

ISTJ



- Health Care Associates

ISFJ



- Member Services Associates

ESFJ





# Example 1: Dealing with Ambiguity



Leaders make decisions daily without all the facts



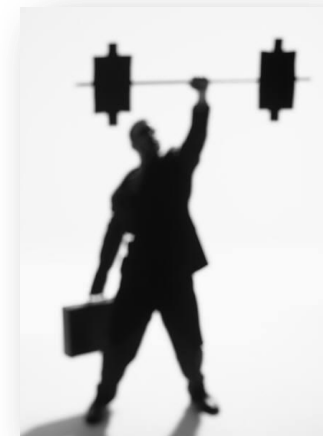
Industry changes daily

# Example 1: Dealing with Ambiguity

## ■ Typical Strengths

- Orderly
- Persevering
- Responsible
- Task oriented
- Honest, fair-minded, and loyal
- Business oriented, interested in trends

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





# Example 1: Dealing with Ambiguity



## Skilled

- Cope with change
- Shift gears
- Act without total picture
- Handle risk



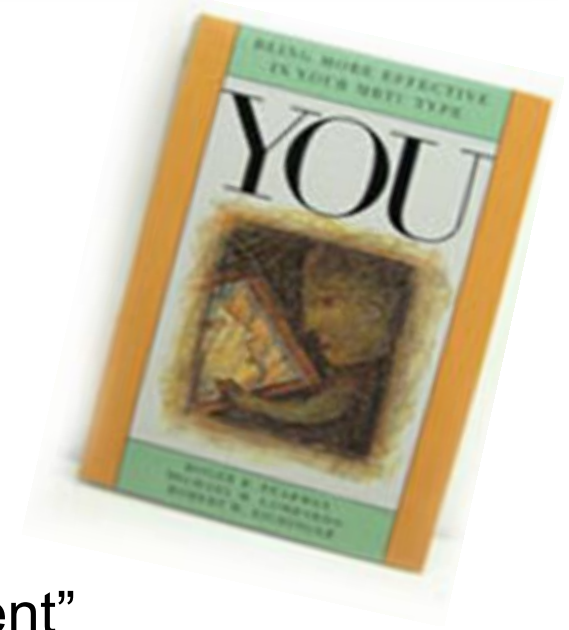
## Unskilled

- Not comfortable with change
- Prefers tried and true
- Less efficient with ambiguity
- Too quick to closure



# Example 1: Dealing with Ambiguity

Being a More Effective ISTJ				
A Dealing With Ambiguity	ISTJ	ISFJ	INFJ	INTJ
B Showing Compassion and Caring	ISTP	ISFP	INFP	INTP
C Developing Others	ESTP	ESFP	ENFP	ENTP
D Innovation and Strategy	ESTJ	ESFJ	ENFJ	ENTJ
E Team Building				



- Break deliverables into smaller pieces
- Shift vocabulary from “perfect” to “excellent”
- Use facts while providing practical solutions

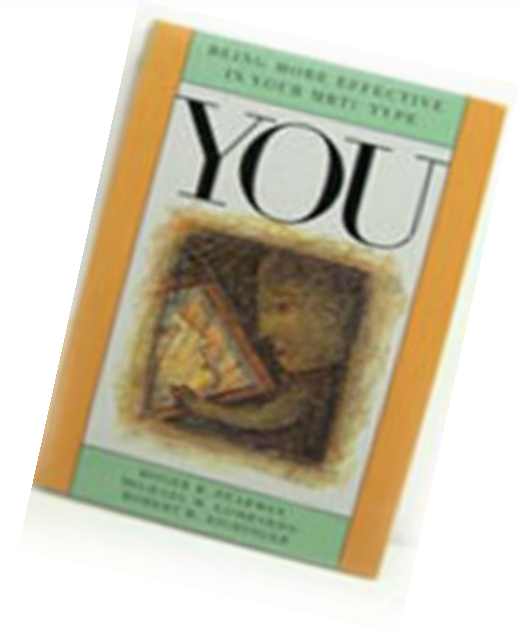
# Example 1: Dealing with Ambiguity

## Overusing ISTJ Tendencies

If you sometimes overdo your preferred behaviors you might need to work on:

- A Becoming More Approachable**
- B Curbing Arrogance**
- C Better Listening and Patience**
- D Not Leaving a Trail of Bodies**

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



- Practice patience
- Stay open to possibilities—reserve judgment

# Example 2: Conflict Management



# Example 2: Conflict Management

## ESTJ



### Unskilled

- Excessively competitive
- Avoidance



### Overuse

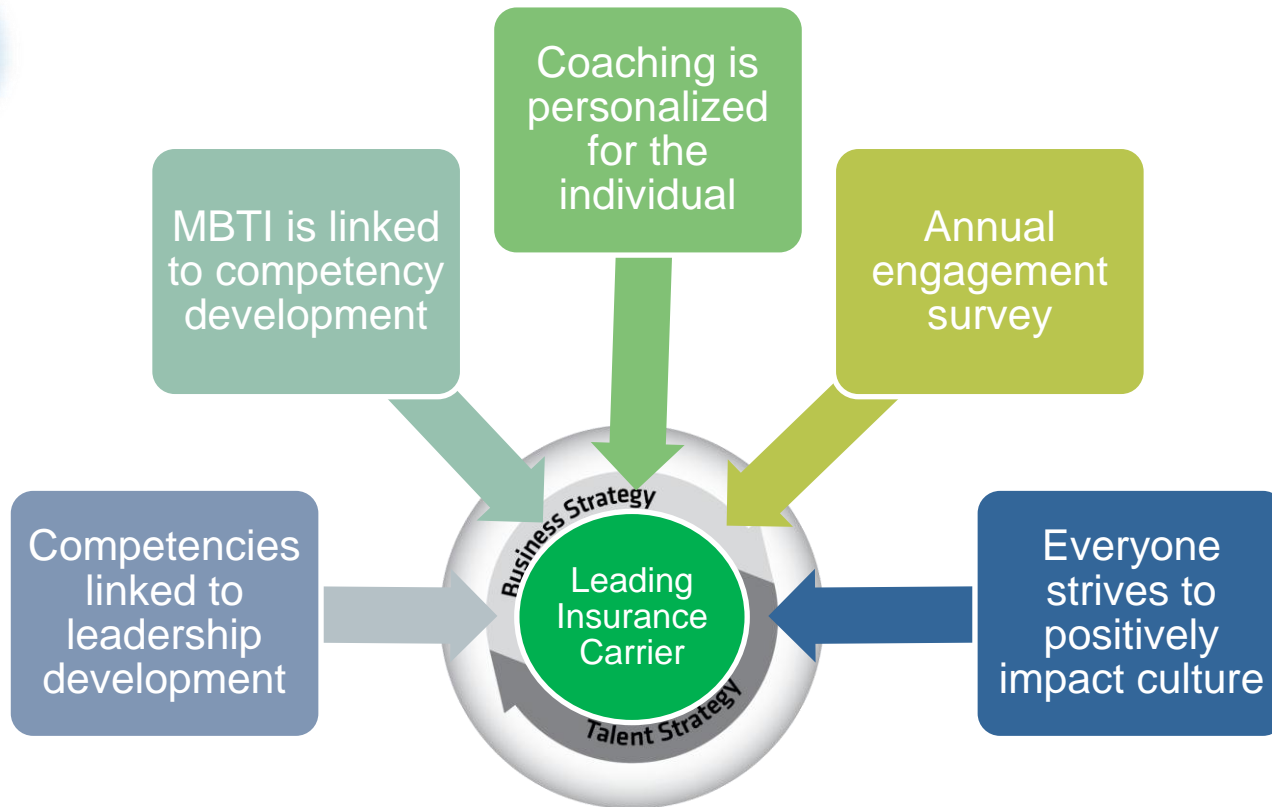
- Overly aggressive
- Drive to closure



### Skilled

- Opportunities
- Reads situation
- Listens

# Leadership Development That Transforms Culture and Drives Business Results



# Cultural and Business Alignment



## ENGAGEMENT IMPACT

- 4.26 / 5.00 overall employee engagement
- High engagement ratio
- 99% participation rate during all 4 years
- Process Improvement focus: Implemented 21.5 ideas per associate in 2012
- Low turnover



## BUSINESS IMPACT

- Quality focus: HNE placed 11<sup>th</sup> out of 538 private health plans—NCQA Annual Ranking
- HNE Medicare Advantage is the only 5-star overall rated plan for 2012 and 2013 in Massachusetts. This is Medicare's highest rating for quality and performance.
- Added 2 product lines with minimal staff
- Consistent membership & financial growth



# MBTI® Certification Program



## Become a Certified Practitioner

- Nationwide public and in-house programs
- Administer, score, and interpret results
- Dynamic learning: activities, lectures, practice sessions, assignments
- Professional organization CEUs

To learn more, visit:

[www.cpp.com/mbticertification](http://www.cpp.com/mbticertification)



# Questions & Answers

*“People immediately understood the MBTI’s value for illuminating conflict. We were able to view our differences through a new lens.”*

*—Amy Trombley, Health New England’s Vice President of Human Resources Department*

*“While any type can be effective, what it takes to be effective is very different.”*

*—Pearman, Lombardo, and Eichinger*

# Thank You

For more information on the MBTI  
assessment:

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[custserv@cpp.com](mailto:custserv@cpp.com)  
[www.cpp.com](http://www.cpp.com)

For more information on Lominger's  
competencies:

Lominger Customer Service  
877.345.3610  
[customerservice@kornferry.com](mailto:customerservice@kornferry.com)  
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