



13431 N Broadway Ext, Ste 104

Oklahoma City, OK 73114

405.751.3300 / 866 Exec Dev

CREATING A SUCCESSFUL “MBTI® ORGANIZATION”

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 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.



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CONNECTING ROI AND THE MBTI TOOL A WORKING MODEL

The return on investment (ROI) of using development tools such as the MBTI® instrument is similar to Robert Louis Stevenson's "treasures not yet lifted" in his classic book *Treasure Island*. It's out there. We know it's out there. But it's quite elusive and the treasure hunt is often forsaken as those who are most apt to find the rich bounty must also facilitate the development they are trying to measure. However, determining ROI is both important and possible. St. Luke's Hospital & Health Care Network, a Top 100 Hospital in Bethlehem, Pennsylvania, has chosen to commit the time and resources to becoming an MBTI® organization. That is to say, it is making a concentrated effort to build communication and the common language of type as a core competency in the organization. (For a complete description of an MBTI® organization, see featured article on page 1.) St. Luke's is taking communication and type well beyond the stopping point of most organizations that use personality and behavior tools. Robert Zimmel, Senior Vice President of Human Resources, initiated this work by inviting 200+ managers to learn about type and then link the language of type into their management and leadership initiatives throughout the organization. In less than six months, these managers have had the opportunity to attend the following sessions provided by external consultant Bonnie Hagemann and internal MBTI® trainers:

ALL-DAY SESSION

- The MBTI® Tool and Communication for Leadership

2-DAY SESSIONS FOR SPECIFIC TEAMS

- MBTI® Coaching and Conflict
- MBTI® Team Building
- MBTI® Lunchtime Workshops
- Team Development Using the MBTI® Instrument

In addition, senior executives, including the CEO, COO, hospital presidents, senior VPs, and other key executives of the Hospital Network, attended and participated in the following:

HALF-DAY SESSION

- MBTI® Tool and Communication for Leadership
- MBTI® Team Building
- Executive Coaching with the MBTI®

TOOL AS THE FOUNDATION

As this initiative continues, Zimmel encourages the integration of type language into every leader's daily agenda. Furthermore, the advanced Wagner/Weigand ROI Tool will be used to gain and analyze data and to prove a return on their investment. This ROI proof is far-reaching in that it not only will affect St. Luke's but also will provide the necessary data for organization development departments in other companies to back their case for increased internal and external consulting using the MBTI® instrument.

ROI TOOL MODEL

The Wagner/Weigand MBTI®/ROI Assessment Survey model approaches ROI using a Socratic method that gathers information from the organization. (The Socratic method is the method of pursuing information. "In our case, Wagner and I believe that if you ask the right questions about the MBTI® instrument, and the data is truly there, you should find examples of it in the organization," states Robert Weigand, Director of Human Resources, St. Luke's Hospital Network and Health Care Network. The essence of this is what questions you ask. Socrates had the ability to ask good questions, hence the Socratic method.) The "treasure" of the MBTI® instrument is lifted from existing work behavior that is linked to MBTI® applications within the organization. While the research is in its early stages, St. Luke's is collaborating with David Donnay, CPP's Director of Research, and his research team to find other health care networks interested in providing data and sharing results. A large-scale data collection will take place in the fourth quarter of 2002 internally at St. Luke's. The results of this research effort will be available early next year.

- Robert Weigand, Director of Human Resources, St. Luke's Hospital Network and Health Care Network
- Bonnie K. Hagemann, Executive Development Associates, Chief Executive Officer