Leadership Longevity: Addressing Needs Throughout the Employee Life Cycle

Using the MBTI® and CPI 260® Assessments to Support Development

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About the Speaker: Dr. Sarita Bhakuni

Dr. Sarita Bhakuni is a licensed psychologist, a senior organizational development consultant, and an assessment expert based in Chicago.

With experience in a broad range of industries, including pharmaceutical, health care, financial services, technology, retail, automobile, and education, as well as in the nonprofit sector, she specializes in creating growth while managing change for both individuals and organizations.

Dr. Bhakuni is also one of CPP's trainers for the CPI 260® Certification Program.

Today You Will Learn How To ...

- Blend the *Myers-Briggs Type Indicator*® (MBTI®) and CPI 260® assessments for a holistic view of professional styles

- Be better at understanding the competencies of high-performing leaders

- Find remedies for stressful situations based on personal style

- Identify drivers of leadership and management behaviors

- Decipher the personality scales that are critical to effective performance

- Help individuals leverage their natural preferences and flex their approach appropriately to adapt to particular situations

3

Framework for Today's Session

Stages for Developing Talent Within the Employee Life Cycle

Selection

Onboarding

Identifying High Potentials

Leveraging Style Differences

(re)Defining Leadership

Succession Planning
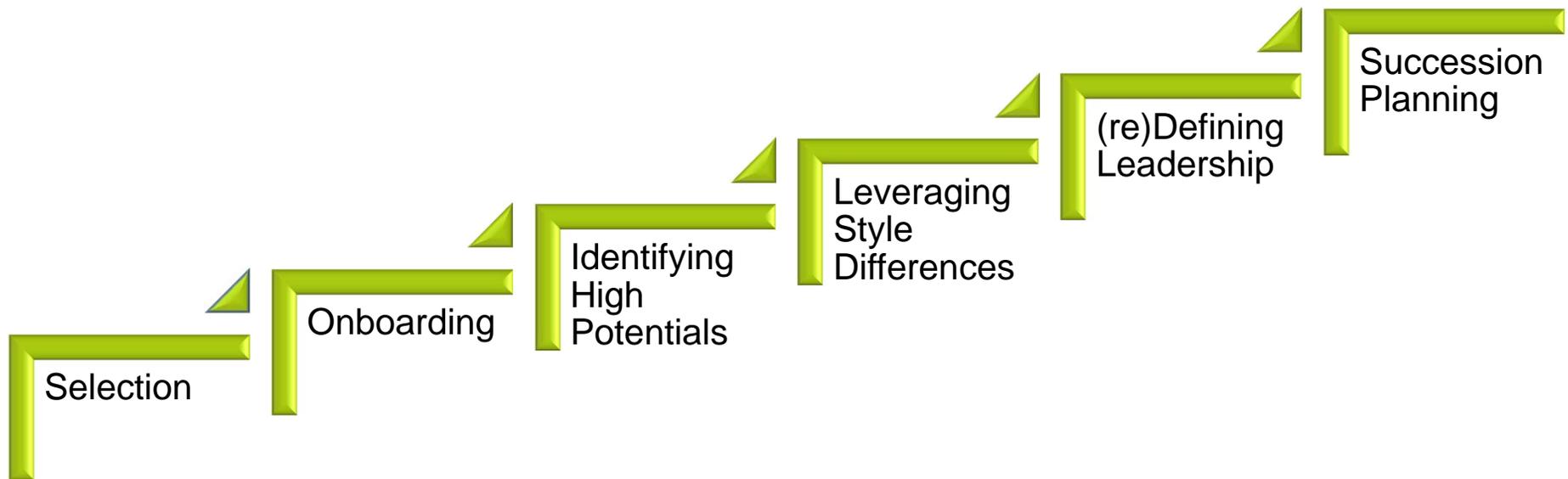
Selection

Being strategic about choosing talent is an investment in securing the right fit.

- Assess your candidates

- Set the stage for retention

The MBTI® tool is not, and never will be, a selection instrument!

Selection (cont.)

What contributes to being a thriving leader in your organization?

- The CPI 260® tool is fantastic for selection:

  - Level of Satisfaction
  - Good Impression (Gi)
  - Dominance (Do)
  - Empathy (Em)
  - Achievement via Conformance (Ac)
  - Flexibility (Fx)
  - Sensitivity (Sn)

Onboarding

Once the fit is procured, how do you help individuals assimilate and learn about organizational culture?

- Provide a deeper understanding of individual leadership approach by combining assessments

- Give individuals a clearer view of how their style might affect choices they make early on in terms of:
  - Projects and relationships
 - People
  - Tasks

- Help them be strategic!

Onboarding (cont.)

CPI 260® Lifestyle	MBTI® Function Pair			
	ST	**SF**	**NF**	**NT**
Implementer	meticulous intense fast paced task focused precise	loyal dedicated determined service oriented personable	charismatic charming welcoming passionate inspirational	driven competent resourceful connected original
Supporter	conscientious moral organized humble stable	compassionate patient responsible practical thoughtful	caring patient harmonious warm committed	analytical theoretical clever objective informed
Innovator	impulsive complicated resolute reasonable tough	spontaneous personal amicable kind thorough	witty insightful enthusiastic flexible sincere	direct creative determined unique insightful
Visualizer	diligent meticulous reflective perceptive modest	unassuming quiet intentional productive pensive	inventive imaginative eccentric wistful encouraging	autonomous ingenious sharp speculative curious

Source: **"Using the CPI 260® Instrument with the MBTI® Assessment," available at www.cpp.com.**

Identifying High Potentials

How are stars recognized? What sets them apart from others?
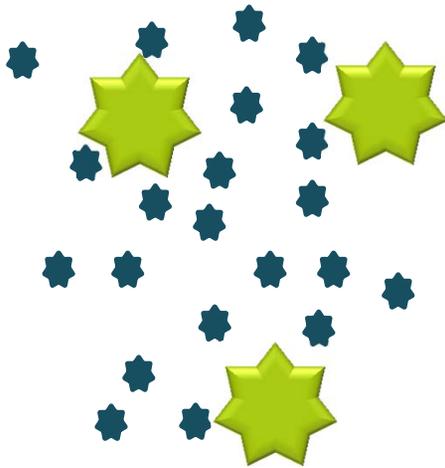
- Reveal strengths, developmental opportunities

- Look at where your potentials rank compared with on-track leaders

- Help new hires
  - Develop self-awareness
  - Learn to adapt to situations that require them to "flex" their personality
  - Understand stress reactions and how to stop potential derailment

Identifying High Potentials (cont.)

- Remember—there is *no* ideal type!

- Everyone can be a leader

- Individuals of *every* type have the potential to succeed in any job

Identifying High Potentials (cont.)

MBTI® Type	Developmental/"In the Grip" Opportunity	Remedy	Core Performance Area
ISTJ	Checking out and becoming unproductive	Attain success with small projects first	Problem solving
ISTP	Being hypersensitive to others	Reinvigorate your empathy	Self-management
ESTP	Catastrophizing about a problem	Seek help brainstorming options for resolution	Problem solving
ESTJ	Taking an impersonal or tactical approach	Express emotions/feelings to others	Team building
ISFJ	Feeling out of control and pessimistic	Remind self of successful accomplishments	Self-management
ISFP	Being hypercritical of others	Reframe negative thoughts into tolerance	Team building
ESFP	Being overanalytical and even a little paranoid	Create a back-up plan when things change	Self-management
ESFJ	Feeling incompetent	Start something new that is enjoyable	Self-management
INFJ	Feeling rageful and worn out	Spend time enjoying a hobby	Self-management
INFP	Behaving passive-aggressively	Focus on what is right instead of what is wrong	Self-management
ENFP	Feeling overly anxious and withdrawing	Delegate to others and assign priorities	Team building
ENFJ	Being rigid and insensitive	Speak to someone who is objective	Self-management
INTJ	Obsessing and feeling distracted	Allow some unscheduled time to refocus	Self-management
INTP	Worrying about outbursts of emotion	Take some time alone to process feelings	Self-management
ENTP	Losing productivity	Make a list of to-dos and start small	Problem solving
ENTJ	Becoming impatient with and easily angered by others	Spend time talking with a trusted friend	Team building

Source: **"Using the CPI 260® Instrument with the MBTI® Assessment," available at www.cpp.com.**

Leveraging Style Differences

Examine similarities and differences on teams in terms of styles and approach

- Dominance and Empathy

- Energy and the CPI 260® scales—how does the expression of leadership look different?

(re)Defining Leadership

Look at the competencies needed to progress through the organization.

- What is required for individuals to master roles in the organization as they move through the employee life cycle (transitioning from individual contributor to manager, director, or leader)?

    - MBTI® assessment helps clarify the delivery of leadership style and what people see first

    - CPI 260® tool provides a strategy for enhancement, what needs improvement, and how the best choices can be made in challenging situations

Succession Planning

Where do individuals need to pay attention to their development in order to reach the next level of the cycle?

- Guide individuals to the appropriate position where they can be challenged and utilized so they feel valued

- Examine less-used personality preferences

- Explore development needs identified by the CPI 260® assessment

Get Started

- Continue professional development

- Give talent more opportunities and knowledge to drive their own development

- Share resources and best practices (especially when people feel stuck)

- Use assessments to let ideas marinate and then take direct action that links to more effective leadership

Questions?

Thank You

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