

# Profile<sup>®</sup>

STRATEGIES FOR INDUSTRY LEADERS

APRIL/MAY/JUNE 2012

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*Jimmy Au's For Men  
5'8" and Under fills a niche*

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*Dick's Sporting Goods  
general counsel and  
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## PEOPLE PREMIUMS

Insurance company Aflac is as well known for its iconic duck as it is for being one of America's best companies to work for. **Joseph Bohling**, head of HR, shares why.

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**PLUS**  
HR executives from  
Leo Burnett,  
Atmel, and Brocade



# Winning Personalities

## 5 WAYS TO LEVERAGE PERSONALITY TYPES

People are the lifeblood of any company. They generate the ideas, connect with the customers, and deliver the results. However, when it comes to fostering an environment that allows individuals and teams to flourish, many good leaders earnestly ask: “Where do I start?” CPP, Inc., publisher of the widely known personality-assessment tool the *Myers-Briggs Type Indicator*, seems to have found the answer. Here, company president and CEO [Jeff Hayes](#) shares with *Profile* how leaders can create a cohesive, energizing, performance-driven environment by applying principles of personality type to five key mainstays of business success.

1

### BUILDING TRUST

There’s no question that a bad economy has eroded trust within many organizations. If you’ve had layoffs or pay cuts, there are bound to be trust issues. Truly knowing your team members’ personality types provides a way to begin rebuilding trust by tailoring your tactics to the preferences of your people based on a psychometrically validated model. Giving employees important projects that leverage their specific strengths and interests, while also challenging them, demonstrates that you have faith in them and that their job satisfaction is important to you.

2

### LEADERSHIP

Consciously or unconsciously, everyone projects their own personality-based preferences on others to at least some degree. Leaders must resist this impulse if they want to inspire the best from their team. Sometimes using tactics that come naturally can backfire—the words, tone, and method of delivery you’re most comfortable with might aggravate team members or miscommunicate your message or intent. Understanding personality types offers insight into how your behavior is perceived by team members, empowering you to act and communicate in ways that inspire and motivate, rather than deflate and engender resentment.

3

### TEAM BUILDING

Effective team building is the most fundamental benefit of personality-type understanding. Although it may seem like the purpose of identifying personality types is to find similarities in people, the true value is realized when folks who think and operate differently better understand each other and thrive together. Appreciating the diverse ways people take in information, make decisions, and relate to the world, and recognizing the environments in which different personalities excel helps coworkers communicate and behave in ways that foster greater cohesion. Harnessing people’s strengths in such a way does more to foster work engagement than any raise or perk.

4

### INNOVATION

Today, collaboration yields significantly more innovation than a single genius. The challenge lies in harnessing the collective creativity of teams composed of diverse personality types. Some individuals are most comfortable generating ideas from scratch; others excel at refining existing ideas or adapting outside paradigms internally. With a management strategy guided by personality-type understanding, these workers can combine strengths to define issues, discover alternatives, select solutions, and implement the resulting innovations.

5

### MANAGING STRESS

Stress is an indelible part of turbulent economic times. When we’re “in the grip” of severe stress, however, we’re prone to make serious errors in judgment. Therefore, it’s vital to know the right checks and balances for each personality type. While stress reactions may appear to be random, they’re actually quite predictable based on personality type. Understanding how stress negatively affects one’s normal personality type helps individuals avoid eliciting negative reactions from colleagues and helps teams better support their members who may be suffering from too much stress.