

Effective Leadership

One of the most astute business people I ever met told me that there are only three activities leaders of organizations must do:

- 1 Define the purpose of their business.
- 2 Find customers.
- 3 Make money.

The problem is identifying what type of person can best ensure that those three goals are met. We know that personality impacts how a person typically behaves, and as a result should have significant influence on a person's leadership skills. At one time it was thought that are certain combination of personality traits would identify the best leaders. Yet the quest for the universal leader may not be appropriate. Often, the most effective leader in one arena will not necessarily be effective in another. Leadership styles can be more or less effective depending upon the environment where they are used. For example, a leader focused on change, innovation, and radical approaches will not be effective in a stable manufacturing firm. A leader focused on cost control, procedures, and administration will not be effective in a research and development organization where creativity and divergent thinking are the main tasks.

This makes it critical for leaders to be aware of not only their preferred style and approach, but the impact their preferred approach can have when it does not match the organizations' needs. At these times it becomes necessary for the effective leader to adjust their "natural" approach to ensure it is appropriate to their situation.

The **WPI Leadership Competency Report** is a tool designed to help leaders identify their natural leadership style. Developed to help leaders in their professional growth, it contains interpretive notes about the individual's leadership strengths and potential pitfalls related to the following six areas: Working with Others, Problem Solving, Work Style, Dynamism, Dealing with Pressure and Stress, and Identifying and Managing Change. The **WPI Leadership Competency Report** also provides tips on how to adapt and utilize skills that do not come naturally to people with certain personality traits.

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Type and Goal Setting

People are involved in goal setting all the time. Sometimes the goals are broad and future oriented, and other times they simply guide our day to day activities. Personality Type heavily influences how people go about setting and working towards their goals. When people with different preferences start setting goals together, what starts out as a simple process can become filled with conflict and frustration.

Extraversion and Introversion

Extraverts approach setting goals in the same way they approach everything else. They talk. Setting goals for Extraverts is a group process where everyone speaks up and shares their ideas. After a period of discussion the goals are set and everyone should be committed. The assumption for many Extraverts is that silence equals agreement, and that if the Introverts didn't speak up, they must be on board.

Of course Introverts would rather reflect and think about the process. They may even want to provide a written document for people to consider. When Introverts get together in a group to set the goals, they expect people to be prepared and only present well thought out ideas. As a result, Introverts will tend to hold Extraverts to the Extraverts initial thoughts or ideas, rather than using them as springboards for further discussion.

Sensing and Intuition

Sensors like to set goals that are practical, straightforward, attainable and focused on the here and now. Many of them live by the KISS principle: "Keep It Simple Stupid." They want to have goals which they can quickly get to work on, and use to gauge their progress every step of the way. Inspirational, future-oriented goals that are out of sight are seen as exercises in futility.

For Intuitives, these same future-oriented, challenging and inspirational goals are the very recipe for motivation. Goals that are broad and nearly out of reach are what Intuitives aim for. Practical, clear goals may strike Intuitives as too obvious and do not need to be planned.

Thinking and Feeling

Thinkers set goals through an exhaustive thought process. They form objective commitments to objective goals, and are concerned about what is to be achieved and how it will fit in with other activities. Thinkers are often willing to work towards goals even when not in agreement with others.

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UPCOMING CONFERENCE EVENTS

CDC - Career Management Association of BC
Mar 5–6, Vancouver BC

OACDP - Opportunities Conference
Apr 7–9, Niagara Falls ON

CANNEXUS Conference
Apr 14–16, Montréal QC

HRIA Conference – Human Resource Institute of Alberta
Apr 23–24, Calgary AB

If you are attending any of the events above we would love to meet you. We will be showing our latest materials and will gladly offer recommendations on how our assessments can positively impact your work.

TYPE AND GOAL SETTING CONTINUED

Feelers on the other had set subjective commitments to subjective values. For Feelers the best goals reflect concern for everyone involved. They question who will be affected by the goals and will they be better off because of it.

Judging and Perceiving

Judgers rarely need a formal process to begin setting goals. Instead, goal setting occurs naturally as their approach to life. They prefer to set explicit goals and then begin crossing them off when they are reached. Judgers typically do not like to alter or adjust their goals in the near term, and often treat goals as carved in stone.

For Perceivers, goal setting is a continual process in which newer goals are constantly emerging. They prefer to view goals as guidelines that are open to reevaluation and adjustment.



MBTI® Professional Development Conference

Ottawa – October 30-31, 2008

Join us next fall for our MBTI® Professional Development Conference. Featuring some of the leading authorities on using the MBTI® assessment, the workshops will offer practical skills and strategies for applying the MBTI® instrument to different situations within your organization. Sessions include:

Where the “Eh” Did That Come From?

Exploring the Interaction of Canadian Culture and Type – Nancy Barger

Learning Styles and Effective Teaching – Donna Dunning

When Types Collide: Moving From Conflict to Confluence – Patrick Kerwin

Developing Leaders – Linda Kirby

Organizational Applications of Step II: Getting Started or Re-started! – Jean Kummerow

Blending Logic and Values in the Workplace – Chuck Pratt

For more information about the speakers, sessions and early bird registration, please visit our website at: www.psychometrics.com/conference



PSYCHOMETRICS TRAINING



Step I Qualification Program

Our dynamic and interactive Qualification Program prepares you to use the MBTI® instrument in a variety of professional settings. Learn broad methods and specific techniques for applying the MBTI® assessment in such areas as coaching, leadership development, teambuilding, and organizational development.

2008

March 10–13	Victoria, BC	August 11–14	Montréal, QC French Instruction
April 7–10	Halifax, NS	August 18–21	Edmonton, AB
April 14–17	Calgary, AB	September 8–11	Toronto, ON
April 28–May 1	Montréal, QC French Instruction	September 29–Oct 2	Calgary, AB
May 26–29	Toronto, ON	October 20–23	Vancouver, BC
June 16–19	Vancouver, BC	November 3–6	Montréal, QC French Instruction
June 23–26	Ottawa, ON	November 24–27	Toronto, ON



Advanced Workshops

Introduction to the Step II (Form Q)

Enhance your skills by learning to use the most comprehensive version of the MBTI® instrument.

2008

March 14	Victoria, BC	October 3	Calgary, AB
May 2	Montréal, QC French Instruction	October 24	Vancouver, BC
August 15	Montréal, QC French Instruction	November 7	Montréal, QC French Instruction
		November 28	Toronto, ON

Using the MBTI® Step II with Teams

- + Discover how to use the Step II to improve team dynamics
- + Facilitate communication in teams + Reduce conflicts
- + Learn to identify and improve the team decision-making style

2008

April 11	Halifax, NS	May 30	Toronto, ON
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If you have any questions about the workshops listed above please contact Gaëtanne at 1-800-661-5158 ext.227 or training@psychometrics.com.

PSYCHOMETRICS TRAINING CONTINUED



Advanced Workshops

Planning and Delivering an Introductory MBTI® Workshop

- + Learn to effectively introduce personality type to groups
- + Increase your confidence and competence in delivering MBTI® material
- + Learn to identify training and learning styles according to type

2008

April 18

Calgary, AB

Developing Leaders: Putting the MBTI® Instrument to Work

- + Gain techniques to modify your own style in coaching leaders and managers
- + Develop an understanding of the natural leadership styles of different MBTI® types
- + Maximize the impact of your own style in coaching and interacting with leaders

2008

June 27

Ottawa, ON

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Strong Qualification Program Online

Learn to use the world's best researched measure of occupational interests. This is an ideal program for professionals working in career development and outplacement counselling. The Strong Interest Inventory® will help you determine the best possible fit between your clients and potential careers. This online qualifying workshop allows you to work at your own pace from your home or office.

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TALK' TO US

We want to help you get the most out of Psychometrics Direct, so tell us what you want to see by sending a short email message to direct@psychometrics.com

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