

THE Standard

TYPE TIPS 1

LEADERSHIP DEVELOPMENT 3

KEY IDEAS IN A TKI WORKSHOP 4

BUILDING BETTER ORGANIZATIONS THROUGH PEOPLE

2006 IS AN EXCITING YEAR FOR PSYCHOMETRICS CANADA LTD.

This is our 30th year of providing assessment tools to professionals working in the human resources, career development, and coaching fields. From our beginning, scoring the Strong Campbell Interest Inventory at the University of Alberta, to helping professionals around the globe, we have continually focused on bringing you the best developed and most informative assessment solutions. I hope you enjoy this newsletter, and if you have specific interests that you would like examined in the future, I would like to hear from you.

Sincerely,



Shawn Bakker
sbakker@psychometrics.com

Celebrating **30** yrs



type tips

HELPING PEOPLE WITH COMMUNICATION AND DECISION MAKING



We engage in communication and decision making several times a day, in both our personal and work lives. Given how common these activities are, it is not surprising that differences in how people communicate or make decisions lead to interpersonal conflict. Personality type provides a common language that helps define the issues at hand, and identifies a path towards resolution that benefits all involved. The tips below are meant to give you a quick heads up to some of the type differences that may be at work when people are struggling with communicating or making decisions with others.

Communication

If you are working with people having problems with communication, looking at Extraversion-Introversion differences is a great place to start. Since they relate directly to how people interact with each other, the E-I preferences are

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often fertile ground for beginning a discussion. Extraverts develop their ideas through conversation, and will float their opinion in order to begin a debate that will help them clarify their thoughts. They like group discussions and they

communicate their energy and enthusiasm. Introverts develop their ideas through contemplation, rather than discussion. They like to communicate one-on-one, and keep their energy and enthusiasm inside.

A second avenue worth exploring when helping people with communication is the Sensing and Intuition dichotomy. These preferences impact communication by their influence on the kinds of information that the individual conveys. Sensors' communication is laced with specific information related to current events and a lot of details. They like to present ideas that are straightforward and feasible. Intuitors on the other hand, present global schemes and broad issues that often focus on future opportunities. Unlike Sensors who base their ideas on past experience, Intuitors rely on their insight and imagination. They like to present ideas that are novel and unusual.

Type Tips continues on page 2

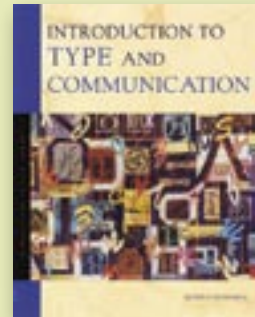


Recommended Resources

Introduction to Type® and Communication by Donna Dunning

\$13.70 54 pgs

This booklet provides a concise overview of skills and strategies needed for effective communication as well as an introduction to differences in communication styles.



Looking at Type in the Workplace

by Larry Demarest

\$11.00 47 pgs

This book describes how the sixteen types are typically expressed at work. A fundamental introduction to how an individual's type affects daily interactions at work and can influence everyday workplace activities.



Type Tips continued from page 1

Communication Tips

To help Extraverts and Introverts communicate more effectively:

1. Encourage Extraverts to give their Introverted colleagues information in written form as well as time to think through the ideas.
2. Encourage Introverts to voice even partially thought-out perspectives, and actively participate in meetings by listening, asking questions, and responding.

To help Sensors and Intuitors communicate more effectively:

1. Encourage Sensors to discuss the new avenues and future possibilities that their detailed analysis of information points to.
2. Encourage Intuitors to include the pertinent facts that support their insight and wide ranging plans.

Decision Making

Since the Thinking and Feeling preferences focus on how people make decisions, many T-F conflicts occur when decisions are being made. Individuals with a preference for Thinking rely on impersonal pros and cons, and the principles of cause and effect. They tend to be critical and objective when coming to conclusions. People with a preference for Feeling rely on the value and merit of issues and take

group and personal values into account. They naturally consider the effects of their decisions on the people involved.

The Judging and Perceiving preferences also impact decision making. People with a preference for Judging habitually like to come to conclusions and achieve closure quickly. They place value on timetables and schedules, and find that surprises tend to upset their plans. Judgers want to make decisions quickly. Individuals with a preference for Perceiving like to gather information as long as possible before comfortably coming to closure. They leave room for last minute changes and continually search for options. Perceivers enjoy adapting to life as it comes along, and prefer to make decisions at the last minute.

Decision Making Tips

To help Thinkers and Feelers make better decisions:

1. Encourage Thinkers to look for points of agreement, soften their criticism, and remind themselves that factoring in the impact on people is logical.
2. Encourage Feelers to incorporate pros vs. cons arguments in their deliberations, and remind themselves to take criticism objectively.

To help Judgers and Perceivers make better decisions:

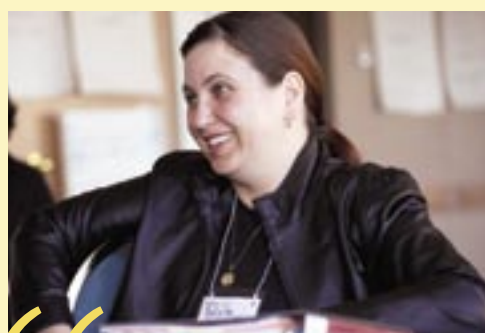
1. Encourage Judgers to take extra time to gather information, and remind themselves that quick decisions are not always good decisions.
2. Encourage Perceivers to reduce the number of options they consider, and keep the surprises to their team members to a minimum.

GETTING TOGETHER IN A GROUP IS *the best way to learn about type*

Throughout our four day MBTI® Qualification program you learn from expert facilitators as well as experience type preferences from the perspective of your classmates.

Upon completion of the workshop you will have the qualifications necessary to purchase the MBTI® instrument and have the skills to apply and interpret this powerful tool successfully.

If you're already qualified, consider taking your knowledge to the next level with our Step II program.



*“The instructor was great
– extremely knowledgeable.
Great group.”*

SYLVIE CHIASSON

Attended our Calgary workshop in April 2006.

Upcoming Workshops

MBTI® Workshops

Step I Qualifying Workshop

Edmonton	August 21–24
Toronto	September 18–21
Vancouver	October 2–5
Ottawa	October 16–19
Calgary	November 13–16
Toronto	November 27–30

Introduction to the Step II (Form Q) Workshop

Vancouver	October 6
Ottawa	October 20
Toronto	December 1

Strong Workshops

Strong Qualifying Workshop	
Online	Anytime

leadership development

WITH THE
WORK PERSONALITY INDEX (WPI)



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

- 1 Define the purpose of their business.
- 2 Ensure a customer base.
- 3 Trade profitably.

The difficulty professionals have is identifying the best leadership behaviours to ensure these three goals are met. 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.

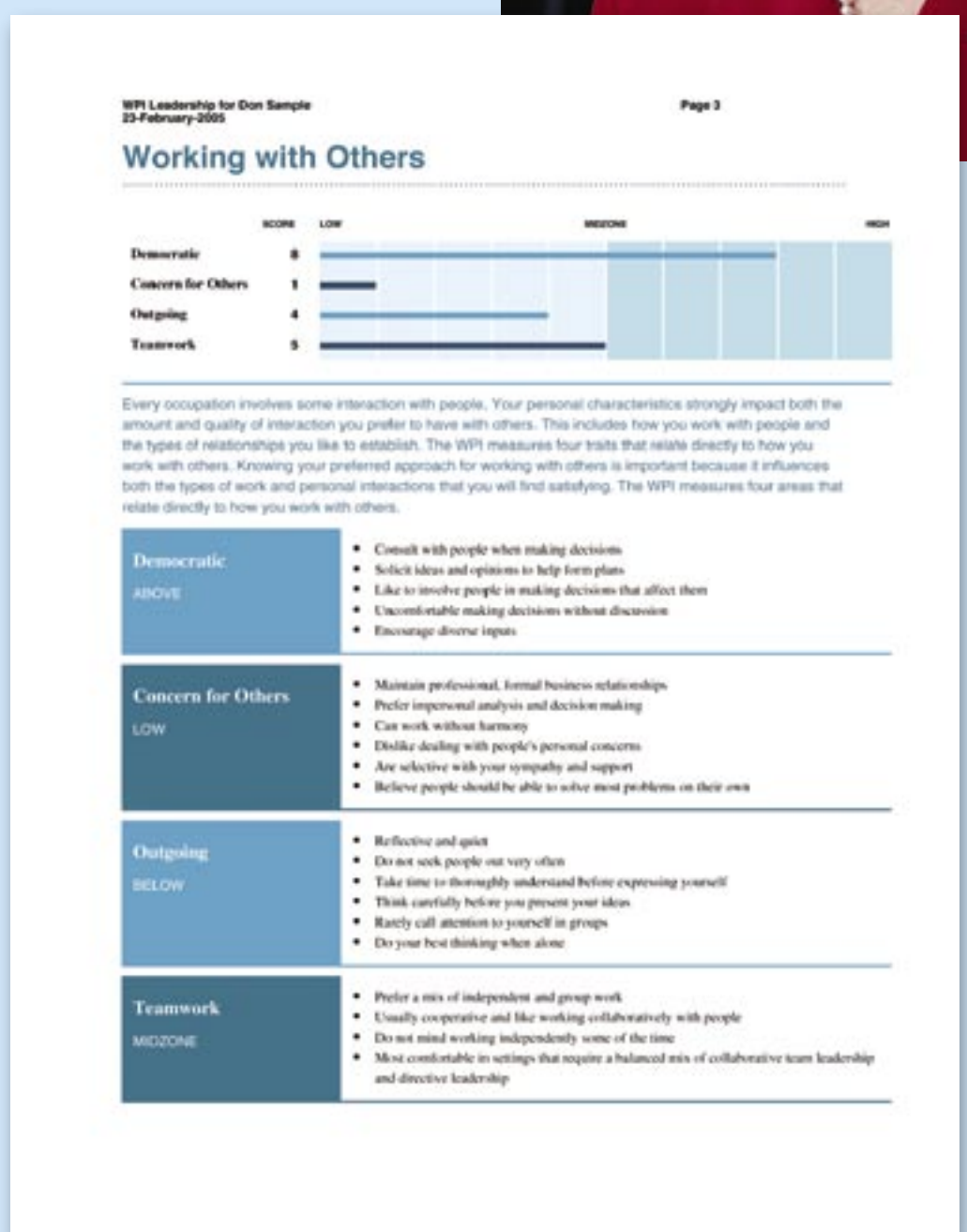
This makes it critical for leaders to be aware of not only their preferred style and approach, but the impact their preferred approach can have when it does not match the organizations' needs. At these times it becomes necessary for the effective leader to adjust their "natural" approach to ensure it 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
- + Dynamism
- ⦿ Work Style
- ⌚ Problem Solving
- 💧 Dealing with Pressure and Stress
- 📁 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.



view complete sample report at www.psychometrics.com/downloads

...leadership styles can be more or less effective depending upon the environment...

Leadership Competency Report Preview Kit

All you need to use the Leadership Competency Report with one person.

\$41.50

Includes 1 Item Booklet,
1 *WPI Leadership Competency Report*
Prepaid Answer Sheet, and scoring.



key ideas IN A TKI WORKSHOP

by Robert Devine –CPP, Inc.'s Test Specialist

The Thomas-Kilmann Conflict Mode Instrument (TKI) represents a very useful application, centered around the five key ways (or modes) for dealing with conflict. When I use the TKI instrument in workshops, I try to make seven key points based on the following questions:

- 1 What are your well-worn personal beliefs and attitudes whenever you think about "conflict"?
- 2 Considering the conflict-handling possibilities formed by the two TKI axes—assertiveness and cooperativeness—what quadrant do you tend to gravitate to most?
- 3 What are your conflict mode reflexes? That is, which of the five modes do you automatically go to first and/or most frequently?
- 4 Which mode(s) do you seldom use?
- 5 Which mode(s) do others in a particular conflict situation appear to be using?
- 6 Given your analysis, which of the five-modes do you think would be most effective?
- 7 What can you say/do to start using the most effective and appropriate mode?

To make the point based on #1 above, I use a quick icebreaker activity that goes like this: Flash up on the screen the word **CONFLICT** and simply ask participants to write down all of the first words and thoughts that immediately come to mind. Participants usually

respond with a flurry of negative and emotional reactions: "fight," "unhappy," "danger," and "out of control" are some common ones. I take a few minutes to explore the descriptors and reactions with the group and look for common themes and reflexes, and identify the automatic angst and negative emotions that **CONFLICT** frequently elicits.

All the exercises and activities I introduce into the session are devoted to changing this belief set. This is a key teaching/learning point for my TKI workshops, one that goes above and beyond whether one's score on "Competing" is a 6 or an 8. I want participants to see that differences of position and concern between two people (or groups)—rather than just raising shoulders, blood pressure, and anxiety levels—actually present opportunities to maximize outcomes.

The workshop activities I choose emphasize that each conflict situation offers a wide range of choices—choices in how I choose to frame/interpret others' actions and behavior, and choices as to how I will respond. With awareness and foresight, I can choose to act from a rational approach based on an objective evaluation of what is happening and what is most appropriate, rather than on reflex or just the pure emotion of the moment.

I use each participant's individual TKI scores to lead the learning for #2 to #4 above, helping attendees consider whether they react to conflict out of reflex and habit rather than consideration and planning. The TKI results

also provide a context of 400+ managers for comparison purposes. Participants can gauge whether their use of a specific mode is low, about the same, or rather frequent compared to other managers. The interpretive questions provided in the TKI booklets/reports help participants reflect on the ramifications of these frequencies.

I cover #5 to #7 once everyone is familiar with the "good news" and "bad news" for each of the five modes. Before or during the workshop, I like to collect real, specific examples of situations that the group faces every day and use these to role-play how the various modes could affect outcomes. I try to keep these scenarios fun, of course, and can usually depend on the group to supply copious amounts of entertainment value. At the same time, participants get to see the five modes in action on problems that are real to them. These realistic scenarios are essential in helping lead participants from reflex to choice in their approach to handling conflict in their lives.

I usually conclude the workshop by rerunning some form of the introductory activity. I look for participants to enthusiastically respond to my **CONFLICT** stimulus with words such as "opportunity," "confidence," and "constructive outcomes." Then I know I've helped them use the TKI to start to make a difference.

For more information about the TKI please contact info@psychometrics.com

THE Standard



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