

WHAT NEXT?

APPLYING YOUR MBTI RESULTS

THE PROCESS CONTINUES...

Whether you're a novice or a veteran of the MBTI, we know that questions often arise once you've returned to your office and had a chance to think about your results.

*"I've never taken the MBTI before, does it really make a difference if **everyone** on my team understands it?"*

*"I've taken this instrument before — why are my scores different **this time**?"*

You may wonder about the implications of your scores, and how you can best apply what you have heard and experienced to your day-to-day responsibilities.

As we stated in the Instruction Sheet, **our central concern** is that you understand the purpose and use of this instrument and are comfortable with the interpretation of your individual scores.

Should you have any questions concerning your scores or their interpretation, we are available to discuss them with you.

CUSTOM APPLICATIONS...

The best way to leverage what you've heard is to use it as often and in as many settings as possible. Better understanding yourself and others is vital to everything from daily interactions to contract negotiations and strategic planning implementation. The practical applications of instruments such as the MBTI, affect every aspect of organizational life.

If you are curious about how to best use the information you've received, there are a number of possibilities. In general, instrument results are used in four different settings:

Individual
Interpersonal

Small Group
Large Group

These four settings reflect the number of people involved and their level of interaction. Inside you will find a description of the each setting and a brief example of how an application may be customized.

Each Application Example was excerpted from Interax Consulting Projects.

INDIVIDUAL SETTING

One-on-one applications usually take the form of Personal Coaching. This has become a popular choice for Managers and Executives at all organizational levels. It is the most private option, and offers the greatest degree of personal customization.

Personal Coaching examines decision making, strategic analysis and management and leadership styles from your individual perspective. It explores how your type preferences and other indicators impact these critical responsibilities.

Methods used in Coaching include:

- Face-to-face,
- Telephone,
- Fax,
- Video Conference, or
- E-mail.

Personal Coaching builds on a relationship of trust and requires a commitment to personal development.

APPLICATION EXAMPLE : HISTORY #88941

The new Director of a \$25M Division began his job with a distinct disadvantage. The previous Director had not exhibited the best leadership style. Unfortunately, his tenure had resulted in confusion, mistrust and widespread skepticism.

The new Director wanted to develop a highly cooperative, creative environment. He knew the Division would soon face severe budget cuts, and he knew that current attitudes would further complicate the challenges ahead.

Personal Coaching, through a series of face-to-face, telephone and e-mail meetings, helped him leverage his assets and compensate for potential blindspots. He was able to examine, plan, and construct scenarios with a knowledgeable and experienced "sounding board."

In addition, understanding others enabled him to anticipate their most critical needs during the transition period and prepare them for future changes.

INTERPERSONAL SETTING

This type of application usually involves two or three individuals. It is more intimate than a small group setting and is used most often for conflict or issue resolution, specified strategic planning, and negotiations.

An Interpersonal application uses preferences and other indicators to gain insights concerning how those involved are likely to interpret and value information. In addition, it provides a common base of understanding, from which participants can discuss points of difference.

Methods used in Interpersonal Settings include:

- Face-to-face
- Telephone, Phone Conferencing
- Fax,
- Video Conference, or
- E-mail (including Groupware).

This is a direct and highly effective way of combining and leveraging both resolution and development techniques.

APPLICATION EXAMPLE : HISTORY #87302

Three physicians in a highly successful and well-respected Clinic, disagreed on just about every aspect of their practice. They were specialists, and represented a sizable portion of the overall Clinic revenue — revenue that was being threatened by their inability to reach any degree of consensus.

The three rarely met or spoke. Trust and planning were nonexistent, and they had established and nurtured a Departmental culture of suspicion and intolerance.

The Clinic Administrator requested that a consultant work with the three physicians and negotiate at least the basic terms of their joint practice.

One of the most impressive things about this type of application was that by better understanding themselves, the physicians were given tools by which, for the first time, they could productively discuss and negotiate their differences. Progress came slowly, but it came, and the Clinic's revenue remained intact.

SMALL GROUP SETTING

Small Group applications are increasingly common in organizational environments. This type of setting is particularly suitable for decision making, planning, and in-depth discussions. In addition, recent emphasis in small groups has focused on the structuring, restructuring and development of Teams.

An awareness and utilization of type preferences and other indicators can be invaluable in small group applications. Not only are they important for individual understanding, but an analysis of a group's strengths and blindspots can provide insight and support for intergroup projects.

Methods used in Small Group Settings include:

- Face-to-face,
- Phone Conferencing,
- Video Conferencing, or
- E-mail (Groupware).

Small Group applications represent one of the more proactive approaches to Teamwork and Change Management.

APPLICATION EXAMPLE :

HISTORY #79551

An Administrative Office of a 30,000+ employee organization was experiencing traumatic change. Their Supervisor was on leave, and they suspected, would not return. They were still completing a re-engineering process and had already stream-lined or re-structured some, and entirely eliminated other workflow systems. In addition, the Office had just begun to re-organize as teams.

Existing teams were used as focal points for developing the trust and interdependency needed to continue the staff's re-structuring efforts. Training in preferences greatly reduced tension and subsequent stress, and provided a foundation for additional training in decision making and conflict resolution.

As suspected, their Supervisor did not return. Rather than fill the position in a traditional manner, however, the teams were developed as Self-Directed Work Teams, and the two Team Leaders shared the supervisory role, jointly reporting to a Manager. Two years later, the arrangement was still working well.

LARGE GROUP SETTING

Technology has greatly enhanced the ability to effectively work as Large Groups, even if geographically dispersed. In addition, Large Group applications usually highlight multi-level perspectives. Individuals compare their own type preferences to that of the group, the organization, those of clients, and even competitors.

These perspectives are invaluable for understanding Customer Service, the impact of policies, matrix organizations, and mergers and acquisitions.

Methods used in Large Group Settings include:

- Face-to-face,
- Phone Conferencing,
- Video Conferencing, or
- E-mail (Groupware).

Large Group applications provide wide exposure to the concepts of preference, and are solid preparations for future training and discussion.

APPLICATION EXAMPLE :

HISTORY #89110

A multinational service organization expanded their market base. Selections of employees to address this particular market were made and market strategizing and training was initiated.

Type preferences and other indicators were used to analyze the target market. In addition, the multinational typed itself and compared that to the projected target market. Strategies were developed to leverage the organization's assets and compensate for those areas in which weaknesses were anticipated.

Training in preferences also prepared those selected to service this new market. Case studies were used, and the trainees were able to type those individuals in the case and compare that to their own type. Entire methods were devised to develop communication and sales tools that catered specifically to the target population. The training and campaign were successful, and that area of the

NEXT STEP...

As you can see from the Application Examples, Consulting Projects are customized to the specific needs of the participants and the organization.

To illustrate resource requirements, we offer two general scenarios:

Individual/Interpersonal Setting

Coaching should be seen as an ongoing developmental process, varying in length from weeks to years. Effective coaching relationships can be sustained for less than \$500 per month, or can be as extensive as \$3,800 per month. Interpersonal Settings are often shorter term, although fundamentally represent a type of Coaching relationship.

Small Group/Large Group Setting

Small and Large groups can be addressed by customized 1 to 5 day programs. The total cost for a typical on-site, 2-day program (including travel expenses) ranges from \$50 to \$150 per participant, depending on group size.

Our Fees are determined by a Project's requirements, and Clients are responsible for all travel-related expenses.

ABOUT US...

Since 1986, Interax[®] Corporation has been providing Consulting, Facilitating, Training, and Speaking services for a variety of profit and not-for-profit organizations. Our international clientele includes government and media, marketing and manufacturing firms, health care organizations and social service agencies, financial and academic institutions, and political candidates. Our Projects include strategic planning, technology planning, participative management, mergers and acquisitions, team structuring and development, information technology application, custom program design and implementation, training programs, crisis intervention, knowledge management, and individual coaching.

Interax's Mission is to serve as a catalyst for the creation or enhancement of alternatives. We aggressively seek to strengthen our own and our Clients' expectations of what is possible.



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