

<p>COACHING SURVEY 3 - THE MANAGER AND PERSONALITY PREFERENCES FIT ASSESSMENT</p>
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Purpose.

The formal role of Manager places demands on you that may or may not be a good fit for you given your personality preferences. THE MANAGER AND PERSONALITY PREFERENCES FIT ASSESSMENT is designed to help you develop your awareness of where your personality preferences may play *well* into the manager's responsibilities and where there may be some *traps*. As a result of your assessment, you may chose to develop an action plan to develop a capability (skill, behavior, approach, process, etc.) to supplement your existing managerial and leadership capabilities.

I-N-S-T-R-U-C-T-I-O-N-S

1. Complete the Myers Briggs Type Indicator (MBTI) inventory.
2. Review each of the 10 Requisite Managerial Responsibilities and the related Personality Preferences.
3. Add/change/delete the specific preferences (**bold**) so that they more realistically reflect requirements of your particular managerial responsibility and your perception of what each of the responsibilities demand of you given your preferences.
4. Rate your fit (10= very high fit of your personality preferences and the role of the manager. 1= very low fit.) for each of the 10 categories.
5. Jot down some self-evaluating comments about how easy or difficult some of the responsibilities are for you. Note the management and leadership practices that you need to work on to be more effective. You may want to check with a few of your trusted colleagues/advisors to get their input and suggestions about other approaches to handle the responsibilities you have identified.

NOTES:

- The focus of this assessment is on identifying potential disconnects between the formal manager role and your strong personality preferences. It does not address other requirements needed for effective managerial leadership (e.g. knowledge, skills, experience, attitudes, work habits, motivation, risk taking, etc.).
 - Personality Preferences that are listed as related to each Managerial Responsibility are not inclusive. Please **share your ideas** about the strongest "connections" you see between a specific managerial responsibility and a personality preference. With your input, we will continue to make this self-assessment more valuable to the managerial community. *Forward your suggestions to: dmurphy@RenewalStrategies.com.* Thank you!
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APPENDIX A

MORE DETAILED BACKGROUND. REQUISITE ORGANIZATION AND PERSONALITY PREFERENCES.

The Role of the Manager

Research over the past 60 years has found that a cornerstone of **any** effective organization (profit, non profit, military, religious, etc) is the requisite (essential, necessary) structure of the organization and manager's role. Elliott Jaques_ has lead much of the development of sound organization structure theory and confirmed it in extensive field research and consulting work.

In today's organizations, the role of the Manager is well-conceived, designed and implemented **only** when:

The manager's role is placed at the proper level or layer of the whole organization (that is, when the accountabilities are sufficient to control identified tasks requiring a timeframe distinct from that of the subordinates' timeframes and tasks).

Organizations can be trapped into too many managerial layers duplicating control and frustrating the human effort that the formal managerial role was designed to channel for productive work.

In the requisite organization, the manager's role is defined to include:

- 1. Accountability for the output of others (subordinates).**
- 2. Maintaining a team/group of subordinates capable of doing the necessary work (with an emphasis on knowledge, skills and other competencies) to do current levels of work.**
- 3. The exercise of leadership in relation to subordinates to address voids humans need filled and which the formal organizational structure and processes cannot possibly address.**

Personality Preferences

Research has identified patterns of human behavior that emerge as very strong personality preferences. Myers and Briggs_ extended theory and research originally conducted by Carl Jung_, the Swiss psychologist (at the turn of the 19th century) through the 20th century and which continues today in comprehensive studies in cultures around the globe.

The four personality preferences that the MBTI (Myers Briggs Type Indicator) instrument identifies are: what type of data a person initially perceives about their environment (Sensing or iNtuition); how they initially use that data in making decisions (Thinking or Feeling); how they generate their energy (Extravert or Introvert); how they are oriented toward every day functioning (Judging or Perceiving). The four preferences and their interaction have a significant influence on: career choices, organization environments, communication approaches at the interpersonal, group and organizational levels, and many other facets of human endeavor.

For more background, refer to:

- _ Elliott Jaques. Requisite Organization, The CEO's Guide to Creative Structure and Leadership. Cason-Hall. 1997.
- _ Carl G. Jung. Psychological Types. Harcourt Brace. 1923.
- _ Otto Kroeger and Janet Thuesen. Type Talk. Dell Publishing. 1988.