

The practical application of the links between personality and self-awareness in a coaching situation.....

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unlocking potential



ASHRIDGE
business school

Our background

Aims and objectives

1. Share insights and experiences of the benefits of using different types of instruments together to support client needs, rather than as products in isolation.
2. Explain how clients may benefit when practitioners adopt a toolkit of various instruments.
3. As well as insights, we will support the presentation with empirical research aimed to understand the relationship between managerial self-awareness and personality.

“I think I am always open and interested in new ideas and ways of doing things”

I love working alongside Alex, we are never short of creative solutions to overcome problems



“As his boss, I think Alex generates many creative ideas but would benefit from focussing on one or two”

“Alex is my line manager and I find it hard to keep up with all the different ideas and projects on the go”

The research



Instruments

The instruments used in the current study were:

- The MBTI (Myers-Briggs Type Indicator)
- The FIRO-B instrument
- AIMS 360 (Ashridge Inventory of Management Skills).

The MBTI

- A measure of personality type
- Based on the personality theories of Carl Jung
- The questionnaire assesses preferences, not absolutes
- Does not measure skills and abilities
- Behaviour is an expression of underlying preferences, but we can choose to use non-preferred behaviours if we like
- The questionnaire should be used only for development, not for selection.

The four dimensions of type

Extraversion and **I**ntroversion

Where you prefer to get and focus your 'energy' or attention

Sensing and **iN**tuition

What kind of information you prefer to gather and trust

Thinking and **F**eeling

What process you prefer to use in coming to decisions

Judging and **P**erceiving

How you prefer to deal with the world around you, your 'lifestyle'

The FIRO-B instrument

- A personality questionnaire based on the concept of interpersonal needs.
- looks at how you typically behave with other people (Expressed behaviour), and how you hope they will act towards you (Wanted behaviour).
- Used extensively for improving working relationships and in team development.

FIRO-B dimensions

- **Inclusion**

- how much you generally include other people in your life (*Expressed Inclusion*)
- how much attention, contact and recognition you want from others (*Wanted Inclusion*).

- **Control**

- how much influence and responsibility you want (*Expressed Control*)
- how much you want others to lead and influence you (*Wanted Control*).

- **Affection**

- how close and warm you are with others (*Expressed Affection*)
- how close and warm you want others to be with you (*Wanted Affection*).

AIMS 360

- The Ashridge Inventory of Management Skills (AIMS) is a database of managerial competences and behaviours developed into a 360° questionnaire.
- AIMS is used extensively on Ashridge's open and tailored programmes, as well as in consultancy work.
- Each questionnaire is tailored to the competencies areas covered during the programme or consultancy project.
- The version used in the research is comprised of 16 competencies, each with five behavioural based question items.

Brief summary

Competence	Self Score	Self Importance Rating	L/Man1 Score	L/Man1 Importance Rating	L/Man2 Score	L/Man2 Importance Rating	Peers Score	Reports Score
Business Awareness	21.0	4	18.0	3	21.0	5	18.0	18.6
Communication Skills	20.0	5	19.0	4	21.0	4	18.8	17.2
Decision Making	18.0	5	9.0 *	4	20.0	5	18.0	18.2
Developing Others	19.0	5	22.0	5	20.0	5	18.4	17.4
Financial Awareness	18.0	4	19.0	4	20.0	4	19.0	17.6
Influencing	18.0	5	22.0	3	19.0	4	19.2	17.0
Leadership	21.0	5	20.0	3	20.0	5	18.4	15.4
Managing Change & Uncertainty	19.0	4	19.0	4	22.0	4	18.4	18.2

The methodology



The participants

2 studies:

1. Comparing MBTI & 360 using a sample of 196 Senior Managers
2. Comparing FIRO-B and 360 using a sample 120 Senior Managers.

- Participants (referred to as target managers) were senior managers from various industry sectors.
- Target managers in both studies received feedback from their direct line manager, two peers and two subordinates.
- All Target managers completed a self questionnaire as part of the 360 feedback process and either an MBTI or FIRO-B questionnaire.

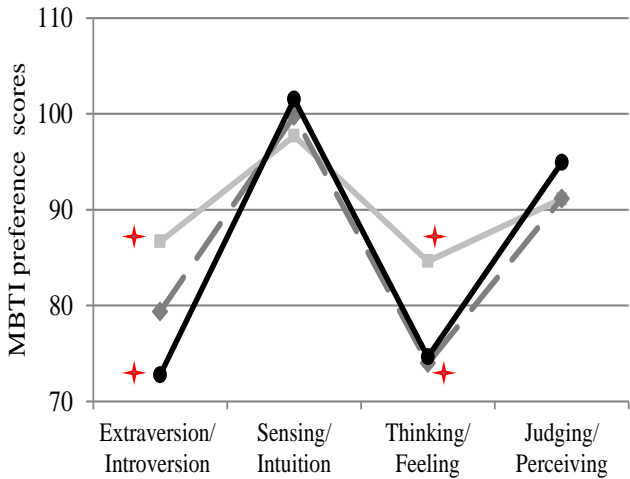
Assessing self awareness

Target Managers were compared with line managers, peers and subordinates and self awareness was identified using the simple difference method:

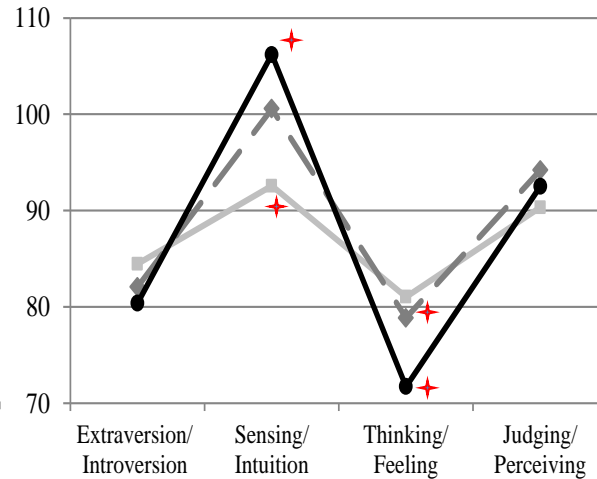
- **Over-raters (n = 56, 53, 58)** – Target managers whose self rating was more than half a standard deviation higher than their rater
- **Accurate raters (n = 59, 67, 51)** – Self-aware group
- **Under-raters (n = 63, 59, 66)** – Target managers whose self rating was more than half a standard deviation lower than their rater.

Key findings: MBTI

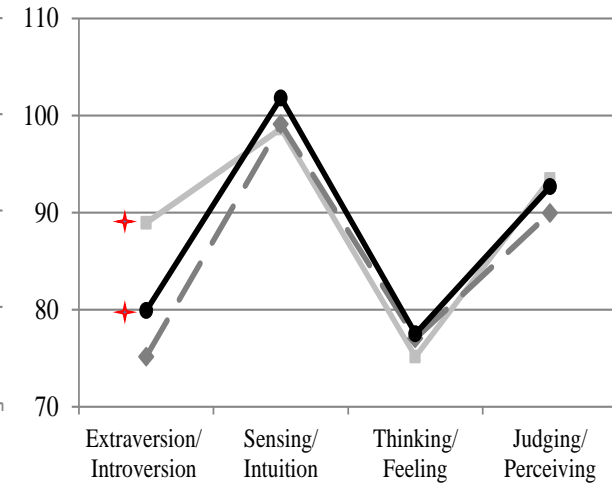
self-rating vs. line manager rating



self-rating vs. peer rating



self-rating vs. subordinate rating



— under-rater - - - accurate rater — over-rater

Note: Scores >100 = I, N, F, P

Scores <100 = E,S,T,J

Key findings: MBTI

Comparing Target Managers to Line Managers

- There was a significant difference between *over-raters* vs *under-raters* in terms of **Extraversion**. *Over-raters* clearer preference for **Extraversion**.
- There was a significant difference between *over-raters/accurate raters* vs *under-raters* in terms of **Thinking**. *Over-raters/accurate raters* clearer preference for **Thinking**.

Comparing Target Managers to Peers

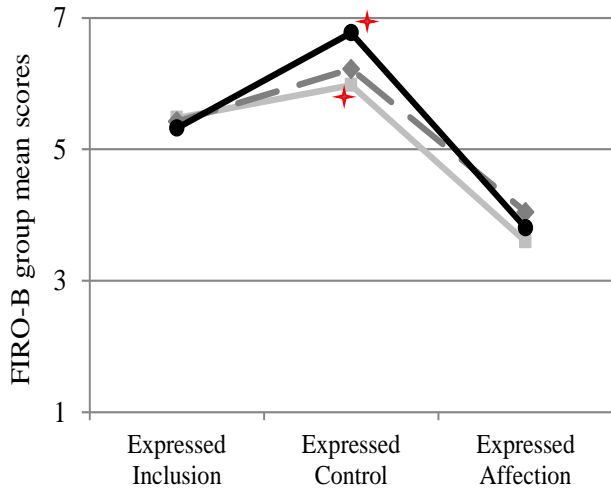
- There was a significant difference between *over-raters* and *under-raters* on **Intuition** and **Thinking**. *Over-raters* clearer preferences for **Intuition** and **Thinking**.

Comparing Target Managers to Subordinates

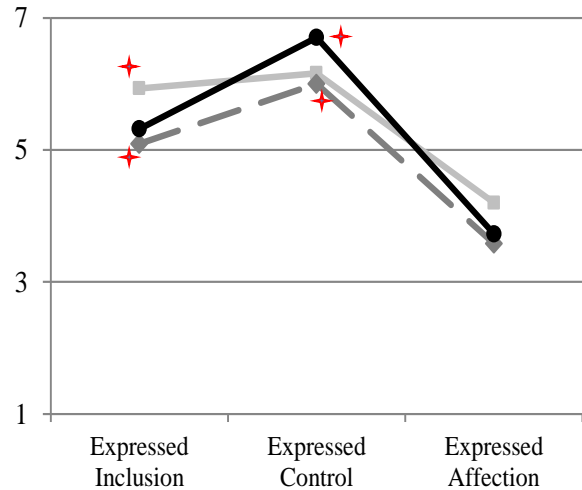
- There was a significant difference between *over-raters* and *under-raters* on **Extraversion**. *Over-raters* clearer preference for **Extraversion**.

Key findings: FIRO-B

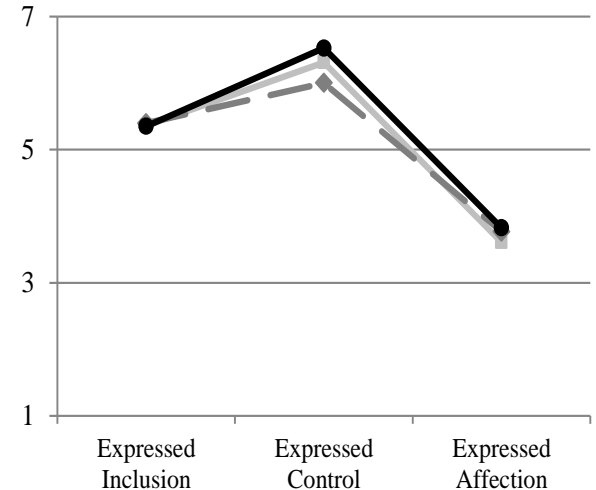
self-rating vs. line manager rating



self-rating vs. peer rating



self-rating vs. subordinate rating



— under-rater - - - accurate rater — over-rater

Key findings: FIRO-B

Comparing Target managers and Line Managers

- There was a significant difference between *over-raters* and *under-raters* on **Expressed Control**. *Over-raters* scored higher on **Expressed Control**.

Comparing Target Managers and Peers

- There was a significant difference between *under-raters* and *accurate raters* on **Expressed Inclusion**. *Under-raters* scored higher on **Expressed Inclusion**.
- There was a significant difference between *over-raters* and *accurate raters* on **Expressed Control**. *Over-raters* scored higher on **Expressed Control**.

Comparing Target Managers to Subordinates

- There were no significant differences

What does this all mean

- **MBTI in Brief:** Target Managers with a preference for Extraversion and Intuition may tend to over rate themselves compared to others. This supports earlier research (Fitzgerald, 1994; Wilson and Wilson, 1994).
- We did not predict that a preference for Thinking would have an effect, but this occurred between target managers and peers.
- It is also clear that the effect of a particular preference on self-awareness does depend on the relationship between the raters.
- **FIRO-B in Brief:** Target Managers with high Expressed Control may tend to over rate themselves compared to their line managers and peers, but not subordinates. This contrasts with previous findings (Fletcher and Baldry, 2000).
- People with high Expressed Inclusion may tend to under rate themselves compared to their peers.

What does this
mean for
practitioners?



Insights: What does this mean for practitioners

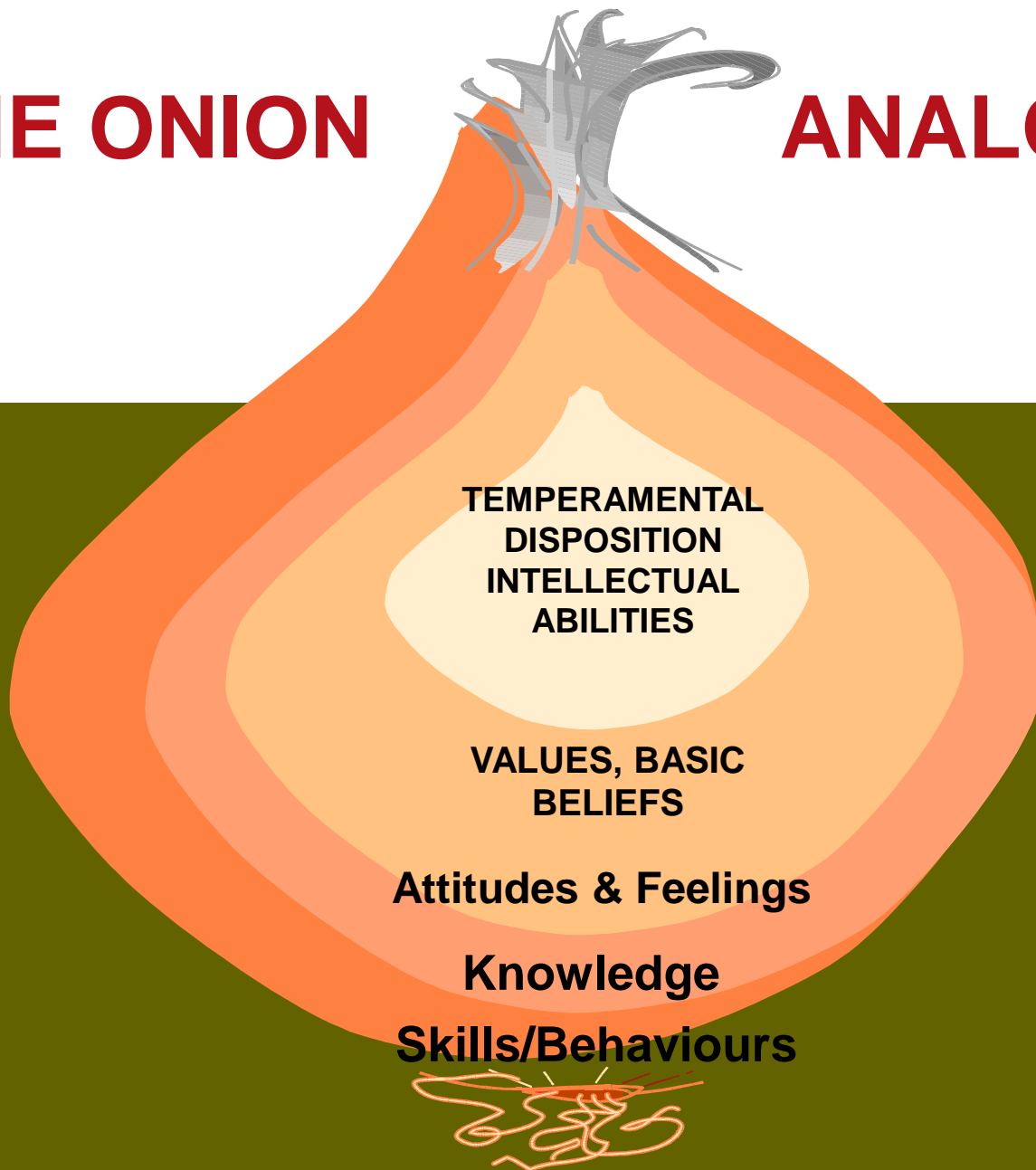
- *“I found that participants were able to identify a relationship between the two themselves. For example, the relationship between the “Sensing” preference and qualitative feedback about their tendency to get lost in detail and micro manage”.*
- *“I find using MBTI and 360 really adds to a coaching discussion and helps people understand where their default positions might be. For example, “Introverts” often receive lower scores on networking type questions – seen as calm, quiet, hard to get to know, with “Introverted Intuitive Thinking” Types sometimes seen as aloof and distant”.*
- *“In my experience participants find the use of 360 with a personality instrument useful for triangulation. Having established their type from FIRO-B or MBTI they can check out their skill level on some of the competencies and thus gain a greater awareness of how their skills are deployed towards others”.*

Insights continued...

- *“I have used these instruments in different phases of working with a particular group and with hindsight I have seen high ratings on leadership performance (which I would not attribute them on my knowing of their leadership competence) in people with high scores on Extraversion and Control”.*
- *“I have been using the “onion analogy” for more than 15 years with our clients in order to put this into perspective. 360 usually gives a behavioural perspective, with Myers/FIRO at the core”.*

THE ONION

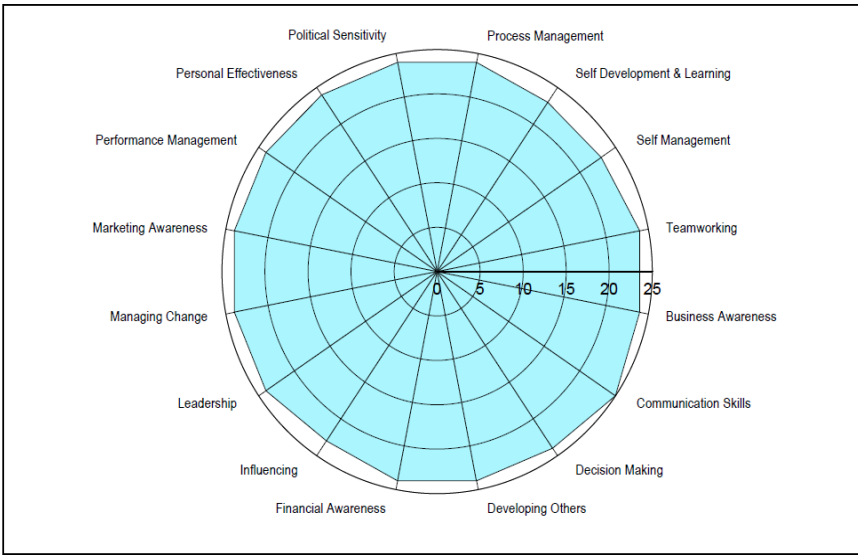
ANALOGY



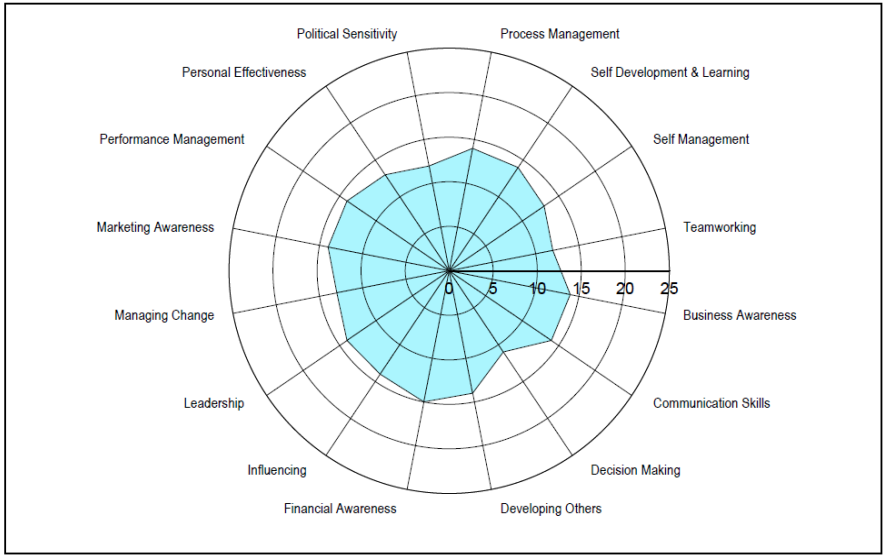
A common insight...

- Using a personality measure equips practitioners “to handle common but extremely sensitive conversations that often arise during 360 feedback”.
- Here is a typical example...

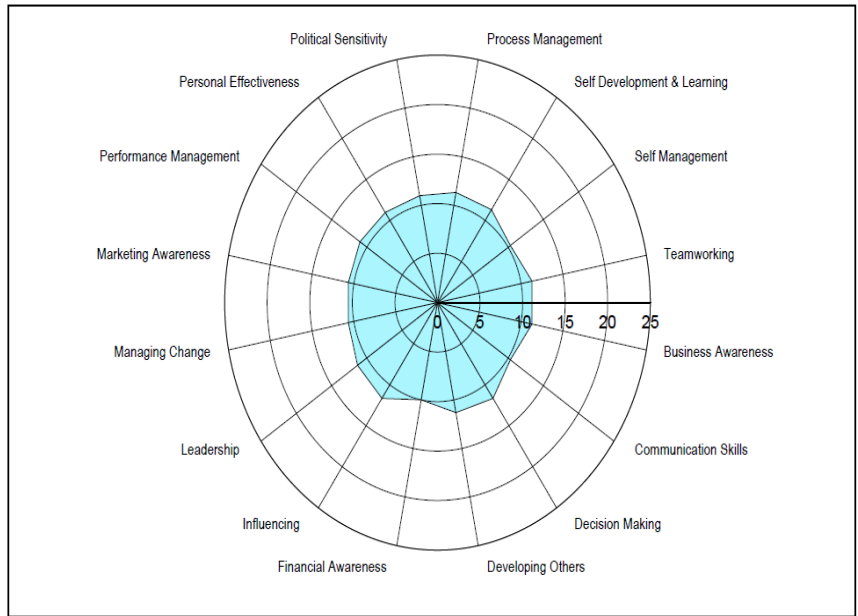
Self



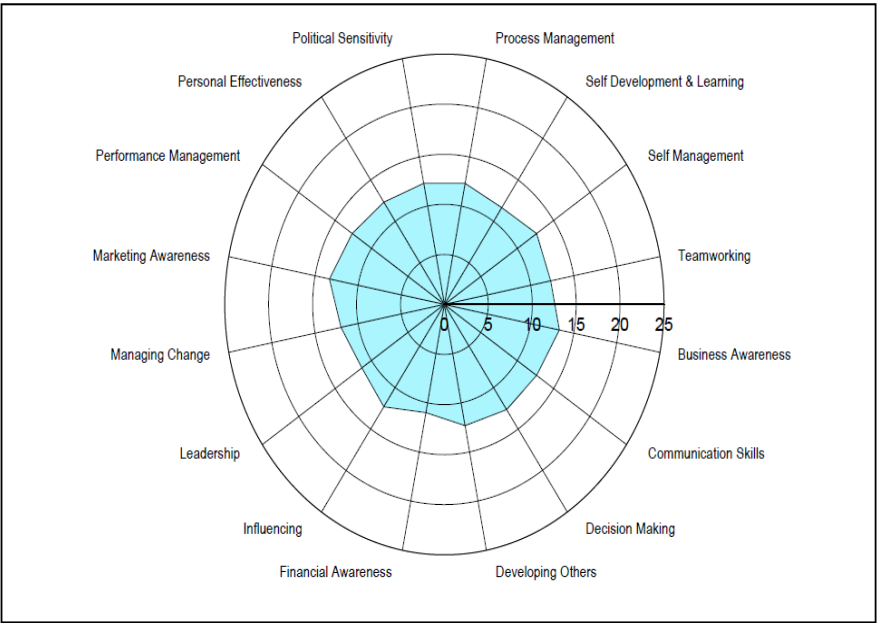
L/Man1



Peers

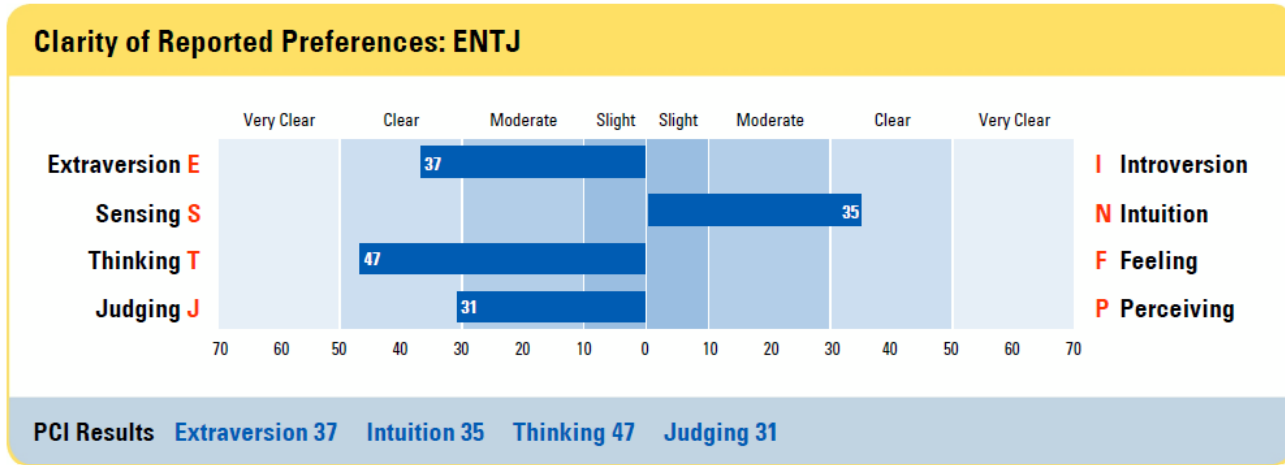


Reports



How may these next pieces of information support a practitioner during this “sensitive” conversation....

MBTI



FIRO-B

	INCLUSION	CONTROL	AFFECTION
EXPRESSED	Expressed Inclusion 7 High You typically include others in your activities, join and belong to groups, and interact with people most of the time. <i>Range: 0-9</i>	Expressed Control 9 High You are often likely to control and influence others and situations, organise and direct others, and assume responsibility. <i>Range: 0-9</i>	Expressed Affection 6 Medium You are close to some people and, depending on the situation, are comfortable expressing feelings and supporting others. <i>Range: 0-9</i>
	Wanted Inclusion 4 Medium You want others to include you in some of their activities and groups, and might like to be noticed, depending on the situation. <i>Range: 0-9</i>	Wanted Control 1 Low You are most comfortable in flexible situations with few expectations and instructions. <i>Range: 0-9</i>	Wanted Affection 2 Low You typically have little need for others to act warmly, share their feelings, and encourage you. <i>Range: 0-9</i>

Summary and conclusions



Summary

Academics....

- The research itself links Extraversion, Intuition, Thinking (all MBTI) and Expressed Control (FIRO-B) with over rating, and Expressed Inclusion (FIRO-B) with under rating.
- The effect of a particular preference on self-awareness does depend on the relationship between the raters.
- The research itself gives us some insight into what may affect the accuracy of an individual's self ratings, through understanding more about them as a person.

Practitioners...

- Are better prepared to manage sensitive situations of differences between self and other ratings during 360 feedback.
- Have wider toolkit to explore: Combining the external view of perceived behaviour and internal view of personality and looking at how one may affect the accuracy of another.
- Can develop speculative hypothesis to explore during a coaching conversation.

Future research

- Need to look at this relationship at a competency level
- For example, do Introverts actually receive lower feedback on the networking type questions?
- Need to look at the personality of the feedback givers. Both on MBTI and FIRO B
- For example, if subordinates have a clear preference for Feeling and the target manager has a clear preference for Thinking could this affect self – other agreement?
- Could self other agreement relate to the raters wanted dimensions on FIRO B.

Thank you

- Questions?
- Comments?
- Academic Insights?
- Practitioner Insights?
- Contact – alex.davda@ashridge.org.uk (especially if you have insights on using or researching these or other instruments together).