

Use of the MBTI® Instrument Facilitates Conversations and Communication

A Case Study of Pixio Corporation

Starting a company in a difficult economy requires strong, focused leadership. The six founders of Portland, Oregon-based Pixio Corporation have what it takes. They learned how to put their strengths to work through their association with HR Northwest, a consulting firm recognized for its experience in providing outsourced solutions to human resource issues for growing companies.

Pixio's business involves unique ways to drive product sales by providing timely product information to consumers right at the point of purchase. "Fundamentally, we want to build a company that we ourselves would want to work for," says Kelly Rupp, Pixio co-founder. "This dream came one step closer when we won first place in a business plan contest sponsored by the *Portland Business Journal*."

Pixio Corporation's prize in that contest was a full year of consulting and training services from HR Northwest. According to Rupp, "Our early meetings with Judy Clark, the president of HR Northwest, centered on a frank discussion of who we were and where we wanted to go as a company. We had a unique opportunity to work with HR Northwest to create a company with a vibrant culture as our guiding principle."

Clark recommended that Pixio's leadership team participate in HR Northwest's organizational executive development process. The customized program helps companies learn how to build teams, manage employees, and be exemplary employers.

At the heart of HR Northwest's process is CPP's *Myers-Briggs Type Indicator*® (MBTI®) tool, a self-assessment that identifies an individual's personality type and offers insight into that person's preferred communication styles.

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Judy Clark,
President, HR Northwest

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Pixio's founders discovered they had some very different preferences for communication, especially during meetings. "Often start-ups struggle with not knowing how to disagree," Clark explained. "They've come together over a great idea and too often part painfully after discovering what they don't agree on. Dealing with change, and adding employees, customers, or additional investors, has an influence on the initial relationships."



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Kelly Rupp,
Co-founder, Pixio Corporation

For Pixio, the MBTI instrument’s results facilitated conversations about how the individual founders’ personality types influenced their communication. Through their discussions, they were able to identify ways to make meetings more productive and improve their decision-making process.

Pixio’s founders were so impressed with the results of their training from HR Northwest that they extended the use of the MBTI tool from their executive group to their investors and recent additions to their executive team. “We’ve found the MBTI instrument easy to administer, easy to score, and easy to understand. It’s a very workable tool through which to have a dialogue about how to approach different problems, identify biases, and establish achievable team expectations,” said Rupp.

Adds Clark, “Pixio has been able to lay the foundation for a healthy company culture and group dynamic utilizing the MBTI assessment. They’ve now got the right stuff.”

Consultants, trainers, and human resources professionals can make today’s challenging business environment more manageable for both new and established companies. CPP tools—including the MBTI assessment—can be an important part of processes that help individuals and organizations make the most of scarce resources.

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Since its founding in 1956, CPP, Inc., has been a leading publisher and provider of innovative products and services for individual and organizational development. Available in more than 20 languages, the company's hundreds of products help people and organizations grow and develop by improving performance and increasing understanding. Among CPP's world-renowned brands and services are the *Myers-Briggs Type Indicator*®, *Strong Interest Inventory*®, *Thomas-Kilmann Conflict Mode Instrument* (TKI), *FIRO*®, *CPI 260*®, and *California Psychological Inventory*™ (CPI™) assessments, and CPP Professional Services.

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