

grow



mbti

Developing people at work and in life

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Grow 2015 Conference eBook Speaker Tips and Videos

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Brought to you by:



Dan Gregory, Thought Leader

Drew Ginn, Olympian

Lyn Goodear, AHRI

Dr. Jagdishwar Singh, CPMEC

Natalie Bigart, Dell

John Schenk, Ego Pharmaceuticals

Nicole Issaakidis and Siobhan Turney, Foxtel

Mark Herriman and Susan Presto, The Southport School

Welcome to the Grow 2015 eBook

Cameron Nott
Managing Director and Psychologist
CPP Asia Pacific



Grow 2015: Developing People at Work and in Life was our first major conference in Australia focusing on the application of the Myers-Briggs Type Indicator® (MBTI®) instrument in both professional and personal settings. At the conference we heard from thought leaders and experts in the fields of talent management, leadership development, organisational development, human resources and training.

In the lead up to Grow 2015, we sought some tips from our speakers and this eBook is the collation of those Tip Sheets. We hope that you will take away useful insights and practical tips to help you in your development journey.

The conference is just the beginning of Grow, a learning and development initiative that will provide a forum for thought leaders and industry experts to share their perspectives and the trends facing people development today. To learn more, please visit www.cppasiapacific.com.

Best Regards



Cameron Nott

Personal Branding and Goal Setting

Dan Gregory
Founder and Chief Executive Officer
The Impossible Institute™



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We are now living and working in a world where rapid change is endemic in every facet of our personal and professional lives; changes in technology, the environment, politics, relationships, our workplace, world affairs and the list goes on. Whether good or not so good we must learn to respond to the challenges of change, take control and make change work for us in a positive way.

As a thought leader in human behaviour in a world of rapid change, we took the opportunity to ask Dan for his thoughts on how we, as individuals, can maximise our opportunities with respect to:

1. Our personal brand:

One of the issues we face when developing our personal brand, or any brand for that matter, is that we tend to focus on what we do - our product or service for commercial brands and our experience and skills in terms of our personal brand. But a brand is actually a promise. A statement of reputation of what might be expected. But most importantly, it is an identity. It is less about what we do, or have done, and much more about who we are and who we help others to be. So in assessing your personal brand, come from a position of who you help others to be and why they would want to be that person rather than delving into your own history.

2. Achieving our personal goals:

When I was 30, I wrote a book called "What I wish I knew at 18". I asked one of the most successful people I interviewed for the book what he thought about goals and he said, "Don't set them... they're too limiting." It's an interesting perspective. His observation was that being too goal obsessed blinded you to opportunity. Rather, he suggested an intent matched with cognitive flexibility and awareness. I think that's good advice. Certainly where I am today was not a predictable road.

3. Achieving our professional goals:

The greatest mistake we make in professional goals is that we don't factor for failure. We sprout pithy homilies like, "Failure is just one of the steps to success." But really, deep down, we assume that only applies to other people. As a result our margin for error is anaemic. Compare that with the aeronautical engineering profession. For decades, they've been designing aircraft that can stay in the air even if 50% of the engines go out. Now how many of us could cope with a 50% error in our business goals - a loss of 50% of revenue or the absence of 50% of our staff? Very few of us I suspect. But then consider that Gallup's Global Workforce Engagement Study each year regularly puts disengaged staff at north of 50% and you begin to understand why we need to build failure into our business strategies.

Will it Make the Boat Faster?

Drew Ginn OAM
Director, Qualia Solutions
Olympian

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Drew Ginn OAM is a four time Olympian who has won three Olympic Gold medals, five World championships and one Olympic Silver medal as a part of Australia's rowing team. His first Olympics was Atlanta in 1996, where he won his first gold medal as part of Australia's men's coxless fours - a team known as the 'Oarsome Foursome'.

In his business career, Drew has held the position of Head Coach for the National Team and is now Performance Advisor for the Rio Olympics. He has also held roles working for non-profit organisations.

Drew works as a presenter and facilitator, where he is driven to helping others learn and achieve great outcomes. He works as an Associate with the Melbourne Business School and gained certification in the MBTI® instrument in 2009. Below you will find three tips from Drew on learning and performance from a sporting perspective.

1. Learning and learning cultures drive performance:

Becoming aware and having strategies for what nourishes and drains a high performing athlete in high pressure and peak performance situations is essential in mastering team dynamics and personnel management.

Learning to plan and prepare to truly achieve outstanding results is easier said than done, but simpler than we often realise. Tapping into the fuel that keeps enabling an athlete to lift, rise and sustain personal performance within their team and competitive landscape needs to be fostered and fanned. A learning focus drives long term performance and learning cultures support the building of great momentum in teams' performances.

It's about not being an accidental achiever or performer who struggles to repeat their best and repeat it under the pressure of peak performance situations. Focusing only on performance outcomes or the performance processes misses a key ingredient in long term success. Learning is a critical ingredient for any person aiming to go to higher levels and effectively function at those without more effort.

2. High performance ain't perfect, nor are our champion athletes:

Let's be clear we all love a great story, we love a humble champion, we love those who overcome great odds. We love a winner but we often struggle to comprehend that the experiences of high performers and high performing teams and their performances are deep down the same as the everyday things we go through.

High performance or great performers evolve from the mundane things they do every day. These are often the same things that we all do every day, but completed under huge pressures and influences. Most top performers focus on the simple things they always have or have come to value that will create the remarkable outcome they are aiming for.

Will it Make the Boat Faster? (cont'd)

Drew Ginn OAM
Director, Qualia Solutions
Olympian



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Do it every day and the critical day becomes less significant. Remember it's not perfect and never will be, but that's why it's so fun. Turning the everyday into a great day needs acceptance of the reality of the boring, mundane and imperfect nature of our experiences and yet from a distance it can all appear awesome. Great performances are never perfect and our champions are more like everyone else than we realise.

3. Understand what's most important to make a boat faster:

To make a boat faster requires drive, relaxation, teamwork, training and practice, and the list goes on. A capacity to get it right when it counts is critical, however, this is a daily pursuit and needs understanding to develop what's most important.

A boat only goes if we drive it. It only keeps going if we let it run. It needs us to combine and harmonise, compromise and tune into it and each other. It needs to be balanced, but this is more about a dynamic balance not a static one, as it moves with us, for us and around us. Getting frustrated with the small things, the small shifts that can create tension, just slows things down. Learning to prioritise, how to move the boat together, and with as much comfort as required when you are on a knife edge, is a balance but one which requires calmness, composure, awareness and understanding for what is really important.

Creating drive, letting things work for you and finding balance calls for increased awareness and improved actions, but also less reactions. It requires refinement on and off the water to enable all involved to have complete clarity about the plan, how to deliver it and how to adapt it if and when required. Wasted energy and confusion slows things down and halts Gold Medal performances in sport and likewise in business.

Achieving the Best from Talent

Lyn Goodear
Chief Executive Officer
Australian Human Resources Institute



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As the head of the national association representing human resource and people management professionals in Australia, Lyn offers three tips on how HR Professionals can achieve the best out of their talent amidst the challenges of managing an increasingly diverse and global workforce, where the boundaries between professional and personal lives have now somewhat blurred:

1. Talent is not infinite...

So it's important to constantly review what talent needs to look like to meet your organisational needs.

2. Talent doesn't live in pools or pipelines...

Each one of your employees needs to be contributing to your organisational talent equation.

3. Talent is not just an organisational responsibility...

It is something that each individual employee needs to own and action.

Using the MBTI® Instrument in Professional Development Initiatives for the Medical Workforce

Dr. Jagdishwar (Jag) Singh
Chief Executive Officer
Confederation of Postgraduate Medical Education Councils



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Dr. Jagdishwar (Jag) Singh is the Chief Executive Officer of the Confederation of Postgraduate Medical Education Councils (CPMEC), the peak trans-Tasman body for prevocational medical education and training in Australasia. As part of this role, Jag has designed, developed and implemented national professional development programs for the medical workforce including registrars drawn from all medical specialties, consultants, directors of clinical training, junior doctors and medical education staff.

In developing these programs, where clinicians can be from very diverse backgrounds and generations, we asked Jag for three tips on how an understanding of type preferences may help in the professional development of the medical workforce:

1. The rapidly changing context of health service delivery is impacting on the role of doctors as leaders in providing high standards of safe patient care. In addition to their clinical competence, medical practitioners need to be increasingly mindful of how their values, strengths and preferences impact on the way they interact with other members of the health service delivery teams. Senior clinicians represent powerful professional role models for junior doctors in their interactions and treatment of medical and non-medical staff. An understanding of type preferences has demonstrable applications in various interactions including communication (including cross-cultural facets), career counselling, conflict management and clinical teaching and supervision.
 2. Focus on the utilisation of the MBTI® as a tool to enhance self-awareness. This is particularly useful with groups that have had little exposure to the non-clinical aspects of the role. At the same time there is a need to be upfront about its limitations and avoiding crude generalising. It is important not to be unduly fazed by some scepticism.
 3. It is important to have senior clinicians actively engaged in the professional development activities process who are familiar with the practical usefulness of the instrument. This will require significant groundwork and preparation to ensure that they have the necessary skills and expertise.
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Inclusive Leader DNA at Dell

Natalie Bigart
Head of Talent Management & Diversity
Dell



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Natalie N. Bigart is an enabler of people potential and purpose and the head of Talent Management and Diversity for the Australian, New Zealand and Korean markets at Dell, a leading technology solutions provider with 100,000+ employees who help people and communities use technology to realise their dreams.

In her 13 years at Dell in US headquarters and Australia, Natalie has used her passion to develop high levels of employee engagement, develop inspiring leaders and shape a people and values focused culture where people feel valued and respected and can bring their 'best self' to work every day.

Natalie initially introduced the MBTI® instrument in 2008 to enable team collaboration and inclusion with diverse groups across multiple geographies. Over time the MBTI® tool evolved into the talent ecosystem and is used in leadership and career development programs, team development and inclusion programs.

Natalie's recent work in this space includes a new development program for millennials at Dell, "Choose Your Career-Do What You Love".

Fast Tracking Performance in New Teams

John Schenk
National Sales Trainer
Ego Pharmaceuticals

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Working with new teams is always a challenge, but one that John Schenk, National Sales Trainer for Ego Pharmaceuticals, has always enjoyed. Consultants in many industries are always working with new teams and generally enjoy the diversity that this brings. As someone who has worked with the same company for 18 years, John's opportunities in working with new teams has come through various development programs with several departments, and in more recent times, with sales teams based in different countries.

So what are John's tips on fast tracking performance in new teams that you may be working with?

1. Gain an understanding of the business and the roles of each team member:

This seems obvious but without this understanding it is impossible for you to provide value and take the team in the direction that is required. I like the idea of having one-on-one interviews with each team member (with the authorisation of the team leader) to gain an understanding:

- of their role;
- their challenges;
- the things they like about their job;
- the things they think can be improved, and
- any obstacles they perceive that get in the way of the team reaching their potential.

The team leader is very important in this process. They need to authorise the discussions you have with other team members, whilst also providing their own insights. Your ability to "sell" the value this process brings is critical, as it will allow the leader to be honest, even vulnerable, in regards to their own possible shortcomings and not be defensive in their approach. Once the interviews have been conducted, it is also advisable to observe each team member in their work environment. This enables you to identify their strengths and weaknesses, as well as their interactions with others, both within and outside their immediate team.

2. Identify the gaps:

Once you have a clear understanding of the nature of the business and the roles each person plays, then you are in a position to identify any gaps that exist that may be impeding the progress towards the team goals and achieving their potential. These gaps can cover a range of diverse areas and will vary in their importance.

Fast Tracking Performance in New Teams (cont'd)

John Schenk
National Sales Trainer
Ego Pharmaceuticals

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3. Develop strategies to address the gaps, whilst still focusing on the strengths of the team:

Again, this all seems reasonably obvious, and whilst many people are effective at developing strategies to address the gaps, they may overlook the things the team do really well and not develop plans for building on these strengths.

It could also be that the strengths of certain individuals within the team are weaknesses of others. It is important to get the “buy in” of all team members to the strategies you want to implement. They need to see how the planned initiatives are going to provide benefit to the organisation and take them onwards and upwards.

If you are working with a new team in which you are delivering a pre-determined program, then Tip 2 is not as critical. Tip 1 on gaining an understanding of the business is still critical, however, and the strategies developed in Tip 3 will come out of this and be layered on top of the elements of the program that you are delivering. Hopefully the program you are delivering will fill the gaps that the organisation has already identified. In many cases that is the very reason why you have been asked to come and work with the team.

You may note that my ISFJ preferences are at the heart of these tips, including my need for detail, coupled with my need for understanding people, plus my penchant for structure and process.

Setting the Cultural Foundation to Nurture Future Leaders

Nicole Issaakidis, Head of Organisation Development
Siobhan Turney, Organisation Development Leader
Foxtel



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Nicole is passionate about working with organisations to help achieve their vision and objectives through building great cultures, developing leaders and teams and engaging people. So we asked Nicole for three tips on how to set the cultural foundation within an organisation that will nurture the strong leaders of the future.

1. Get to know the business:

The better you understand the strategic goals, direction and values, the easier it will be to set cultural standards and align leadership capability. It is important to focus on the requirements for the business in the present and future and be prepared to learn from the mistakes of the past.

2. Develop a mindset of continuous learning:

Even people who have been leading for a long time can still learn about leadership. If you've been clear about your leadership standards and expectations, help them to achieve these by providing support and feedback. Enable leaders at all levels to develop and practice skills both in and out of the classroom - expanding their options by offering special assignments, projects, secondments, reading etc.

3. Do what you say:

Live your values through what you say and what you do (your leadership approach, symbols and systems are a reflection of your true commitment) and demonstrate the behavioural standard that you expect from others. It's no use setting a standard for leaders of the future if the reality of working in your business doesn't align.

4Cs of Change

Mark Herriman, Dean of Curriculum Innovation
Susan Presto, Senior School Teacher
The Southport School



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Mark Herriman is the Dean of Curriculum Innovation at The Southport School (TSS). Mark has experience in the roles of Head of Department, School Counsellor, and more recently, holds the responsibility to implement innovations into the learning and teaching programs of the School. Mark is also a qualified Myers-Briggs® (MBTI®) practitioner. One of Mark's key roles has been to implement the understandings of type theory into a school setting through a staff and student development program.

Susan Presto, a Senior School Teacher at TSS, has twelve years' experience in teaching English and five years of boarding experience at TSS on the Gold Coast. Once TSS decided to take a closer look at how the MBTI® instrument could be used in an educational setting, Susan became certified to administer the instrument and began looking at ways MBTI® assessments could be useful to the students and staff.

Below you will find tips on change management from TSS, based on the specific change management model used by the school when rolling out all significant change initiatives.



Collaborate
Draw on internal expertise to empower those around you

Create
Develop strategies that are authentic

Connect
Communicate your vision and inspire your community

Change
Remain responsive and grow with those around you

4Cs OF CHANGE

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Everything we do is to help people be better through deeper understanding of themselves and others to lead more productive and fulfilling lives.

CPP, the publisher of the Myers-Briggs Type Indicator® (MBTI®) instrument, is a world leader in personality, career and organisational development assessments and services.

For more than 50 years, our commitment to customer service, quality and deep technical and commercial expertise has resulted in a proven track record of successfully delivering valuable solutions that make a positive difference for our clients.

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