

Using the Myers-Briggs Type Indicator® (MBTI®) Assessment with the Leadership Practices Inventory® (LPI®)



Feedback is an invaluable tool that helps individuals learn about their behavior and how it affects their performance and the people with whom they work. Multirater, or 360-degree, feedback provides multiple perspectives—from colleagues, direct reports, and managers—leading to the creation of a more holistic picture of the impact the recipient is having on others.

The *Leadership Practices Inventory*® (LPI®) is a 360-degree leadership assessment tool designed to help individuals measure their leadership competencies, while guiding them through the process of applying The Five Practices of Exemplary Leadership® model to real-life organizational challenges. After completing the LPI assessment, participants receive a Feedback Report that focuses on behaviors related to The Five Practices and compares their view of themselves to that of raters (observers) who have been given the opportunity to evaluate and comment on their observable behaviors.

The *Myers-Briggs Type Indicator*® (MBTI®) assessment helps individuals identify their personality type and understand its relationship to leadership, team dynamics, performance, and other areas of their work and personal lives. When we combine the findings from the LPI Feedback Report with results on the MBTI assessment, the intersection of applied behavior practices and personality preferences offers insights that can serve as the basis for further development and action planning.

LPI® PRACTICES AND MBTI® PREFERENCES

The LPI Feedback Report presents and summarizes the participant's ratings by all the observers (self, manager, direct reports, coworkers, and others) who participated in the feedback process. The observers are asked to rate the participant on 30 leadership behaviors, six for each of The Five Practices, using a 10-point scale indicating whether the behavior is observed almost never (1) to occasionally (5) to almost always (10). The participant is able to view both self-scores and observer average scores for each leadership behavior and Practice via both bar graphs and a rank-ordered listing of leadership behaviors. The final page is a line graph comparing the participant's self-ratings and the ratings of his or her observers to the scores of several thousand other people who have taken the LPI assessment. Three sections of low, moderate, and high represent a normal distribution with markers at 0, 30, 70, and 100.

Most practitioners who use the LPI in conjunction with the MBTI assessment do so in a coaching or training relationship in an effort to help clients increase their self-awareness and emotional intelligence. In order to understand the kinds of information we can extract from each report, let's take a look at the similarities and differences between the two assessments.

LPI® Assessment	MBTI® Assessment
<ul style="list-style-type: none"> • 360-degree instrument • Describes The Five Practices • Based on work of Kouzes and Posner • Examines leadership behaviors • Explores Leadership Practices 	<ul style="list-style-type: none"> • Self-report instrument • Describes four preferences • Based on Jung’s theory and work of Myers and Briggs • Examines personality preferences • Indicates psychological type

For the coach or development facilitator, there are some strategic ways to use the blend of information from the two reports. Here are three questions to consider.

On the LPI Feedback Report,

- Which of The Five Practices had the highest self-score and average score?
- Were the self-ratings and the ratings of manager/direct reports/coworkers/others similar or different?
- In the “Leadership Behaviors Ranking” list, did themes emerge in terms of the highest and lowest scores?

Let’s explore each question individually.

Which of The Five Practices® had the highest self-score and average score?

As you examine areas of strength and challenges with clients, look at page 1 of the LPI report to see the order of The Five Practices according to self-scores and average scores. The following chart is based on the theory that the Practice on which people score highest overall may be the area in which they feel most comfortable. The chart provides some examples of questions to ask in coaching clients toward peak performance. The Five Practices are listed on the left, the questions in the middle, and the MBTI preferences involved in stretching and flexing preferences on the right.

LPI® Leadership Practice	Questions	MBTI® Preference(s)
Model the Way	Do you pay attention to the steps necessary to actualize the plan? How can you give people opportunities to question processes? Do you show flexibility and understanding with workload deliverables? Do you ask for people’s input when creating standards to increase buy-in? Do you allow enough time to gather information in making decisions?	S, J N, P F, P F T, J
Inspire a Shared Vision	Can you align your vision with practical strategies to implement? How does your vision of the future affect the needs of the here and now? What steps do you take to include the necessary and diverse views? How do you translate the vision to action steps? Do you communicate the rationale behind your argument as much as you do your passion?	S, J S S, N S T
Challenge the Process	How do you include resources and limitations as a part of your plan? Do you use experience and success from past or similar projects as a guide? What kinds of risks yield the best results—calculated or process? How do you stay open to new information as it presents itself? What are the gold standards related to the project in which you are involved?	S, J S, J S, P N, P S, J
Enable Others to Act	How do you insert your views in a group discussion with multiple ideas? Are you strategic in your professional alliances and relationships? Do you get involved when you notice people struggling beyond their comfort zone? How do you avoid micromanaging when orders from above require your involvement? What methods do you use to keep people accountable?	E T F N, P T, J
Encourage the Heart	Are you comfortable challenging people and pushing them to be their best? Do you speak up when you disagree with a task or plan? How do you offer constructive criticism in the interest of improving performance? Do you tend to give people the benefit of the doubt too often? Do you spend as much time on tasks as you do on connecting with people?	T T, J T T S, T

Were the self-ratings and the ratings of manager/direct reports/coworkers/others similar or different?

The way we see ourselves is influenced by many filters, including our preferences and function pairs. The following chart lists some examples of questions to ask in helping your clients stretch their level of self-awareness. On the left are the possible outcomes when comparing the LPI feedback scores for self and others. The questions are in the middle. On the right are the MBTI preferences involved in understanding how to make the most of one’s results by flexing one’s preferences.

Outcome of LPI® Score Comparison	Questions	MBTI® Preference(s)
Self and others equal	Do you tend to present yourself in a consistent manner? How do you adjust your behavior to appropriately fit the present need? How do you balance the energy you need internally and externally? Are you satisfied with the amount of individual vs. team time you spend? Can you decide when to collaborate and when to work alone?	S, J T, F E, I E, I E, I
Self higher than others	Do you consistently ask for feedback about your ideas? How do you collaborate with others in implementing ideas and plans? Are you sometimes siloed and working in isolation from others? Do you listen openly for critical or constructive feedback? Are you tenacious in presenting your views to others?	N E, F I F T
Self lower than others	Do you have opportunities for visibility within the organization? How do you share your accomplishments with others? Do you underestimate your potential to perform? Are you currently feeling excited by your work and engaged? Do you gain confidence from positive feedback?	I E, I T, F T, F F

In the “Leadership Behaviors Ranking” list, did themes emerge in terms of the highest and lowest scores?

Now take a look at page 3 of the LPI Feedback Report. This page rank-orders your clients’ leadership behaviors based on their average observers’ scores. The behaviors at the top of the list are observed more frequently, and the bottom ten behaviors (those below the thin horizontal line) are observed least often. What do you notice about the Practice(s) that appear toward the top of the list? Toward the bottom? Which Practice seems to be the one that feels most comfortable and is observed most often? Which Practice do you tend to see more in the bottom ten? Look for themes that emerge as strengths or developmental opportunities to apply the results and translate them into action.

Which of The Five Practices (if any) tend to be more prevalent at the top of the list? Or are there more items at the bottom that identify a behavior to enhance or develop? Here are some action steps you can suggest to your clients to help them move forward.

If Model the Way scores are toward the bottom of the list:

- Ask yourself if you are leading by example more than enlisting others in the work you do.
- Consider whether you tend to keep your best ideas to yourself and, if you do, what you could do differently to change that.
- If you prefer Introversions, think about how you can share ideas comfortably (via e-mail or one-on-one) so you can fully think things through without interruption.

If Inspire a Shared Vision scores are low:

- Flex or engage your Intuition preference to imagine possibilities, and share those ideas with others.
- To get a sense of shared aspirations, find out what motivates other people.
- Play with ideas about the future, whether or not they are feasible. Practice experimenting with an ambiguous space and flex your Judging preference to imagine achieving an innovative vision.

If Challenge the Process scores are low:

- Try to take risks by speaking your mind with people with whom you have an existing relationship.
- Analyze what you have done and how it has worked in the past to help you learn from experience.
- Think of small ways to improve, and choose one thing you can try doing differently today.

If Enable Others to Act scores are low:

- Remember that you don't have to do everything yourself—delegate and ask for help!
- Flex your Thinking preference and share more of yourself personally with people at work to increase your approachability and credibility in relationships.
- Develop competence in your area by challenging yourself to learn something new every week via podcasts, webinars, or other self-directed learning.

If Encourage the Heart scores are low:

- Remember that the best gift you can give a direct report is praise!
- Think of a specific way to show appreciation for a task or job—one that relates to the person receiving the tribute.
- Consider the benefits of having group celebrations that acknowledge and reward best practices and encourage morale.

Leadership behaviors 14 (“Treats people with dignity and respect”) and 11 (“Follows through on promises and commitments”) are the most important in terms of gaining buy-in from others. If people don't feel that their leader respects them, they will not respect the leader. In addition, if leaders do not do what they say they will, no one will consider them accountable.

Where do leadership behaviors 14 and 11 fall on page 3 of your clients' report? If they are high, ask your clients to think of an example when they were easily able to obtain buy-in from senior leaders. If they are low, have your clients think of three things they can do to increase their visibility, influence, and accountability within the organization.

Now consider the way people see themselves versus the way others see them. Page 14 of your clients' LPI report presents a graphic representation of their scores and those of their observers compared to the scores of several thousand other people who have taken the LPI assessment. How do your clients' scores compare to those of their coworkers and their manager? If the clients rated themselves lower, they may be undervaluing or underestimating themselves or their potential. If the scores are all similar, your clients likely have a realistic picture of their impact on others. If they rated them-

selves higher than one or both groups, ask them to think about what may have contributed to this difference in perception of how they practice leadership. Is it possible that their thoughts are not translating to actions with others?

Now go back to your clients’ MBTI results and look at the impact of function pairs on leadership. The function pairs are the two middle letters of one’s four-letter type. They indicate people’s dominant and auxiliary preferences, or what they show others first in terms of their preferences. Think about the items on page 3 of your clients’ LPI report that were higher and lower as you consider the impact the function pairs have on The Five Practices.

You can use the chart below to help your clients focus on ways they can enhance their use of The Five Practices and flex their MBTI preferences accordingly.

LPI® Leadership Practice	MBTI® Function Pair	
	ST	SF
Model the Way	List values and ideas and share clear expectations	Consistently provide specific data that affect people
Inspire a Shared Vision	Assess options thoroughly in an exact, methodical way	Strive to serve people while working toward a common goal
Challenge the Process	Ask tenacious questions to learn from experience	Experiment with small changes that benefit people
Enable Others to Act	Lead by example and follow through on promises	Ask people what they need and create solutions
Encourage the Heart	Jump in for the team when something needs to be finished	Say thank you and offer compliments around tasks
	NF	NT
Model the Way	Pay attention to values and encourage others	Demonstrate expertise and content mastery
Inspire a Shared Vision	Envision the future while exploring common ground	Play with possibilities and imagine the future
Challenge the Process	Recognize and celebrate small steps toward innovation	Take initiative to improve and enhance processes
Enable Others to Act	Advocate for the development of others as a mentor	Use competence to teach others and collaborate
Encourage the Heart	Create a safe environment based on developing people	Recognize excellence and celebrate actualized goals

CONCLUSION

Leadership is ultimately achieved by making a series of choices and investments to enhance one’s knowledge and functioning. We can see how the MBTI and LPI assessments complement each other to help clients explore and understand their leadership characteristics, competencies, and challenges. The greater a leader’s self-awareness, the more proficiently he or she can work toward balancing and integrating effective leadership practices.

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