

cfil

Using Typology and Talent Management in a Multicultural Setting

March 2015



Who am I?



- Functional manager at Danish Center for Leadership (Consultancy Company + distributor of Jungian Type Index world wide).
- Working with typology since 2001.
 - a consultant
 - certified master trainer.
- Worked with Danish and International customers mainly focusing on talent management, group and individual development.
- MSc Occupational Psychology from Goldsmiths College, London
- ENFP

Using Typology and Talent Management in a Multicultural Setting

- Based on a talent management program carried out for a client.

- This session is about:
 1. describing the program

 2. sharing findings regarding how different cultures relate to typology and career.

 3. Set forth hypotheses about how culture affects type self perception

Program

- Introduction to the talent program
- The purpose of talent management
 - Why?
 - Assessment or development?
- Contributing tool – Career Concept
- Typology and exercises
- The multi cultural learning points

Question:

- What is your view on type and talent development?
- Have you been on a type based talent management program which used either as a participant, consultant or a teacher?

What is Talent Management?



The challenges of this specific program

- We chose to both assess and develop – this was challenging
- Objective:
 - Using type as an insight
 - Develop and evaluate through insights based on concrete behaviour from exercises

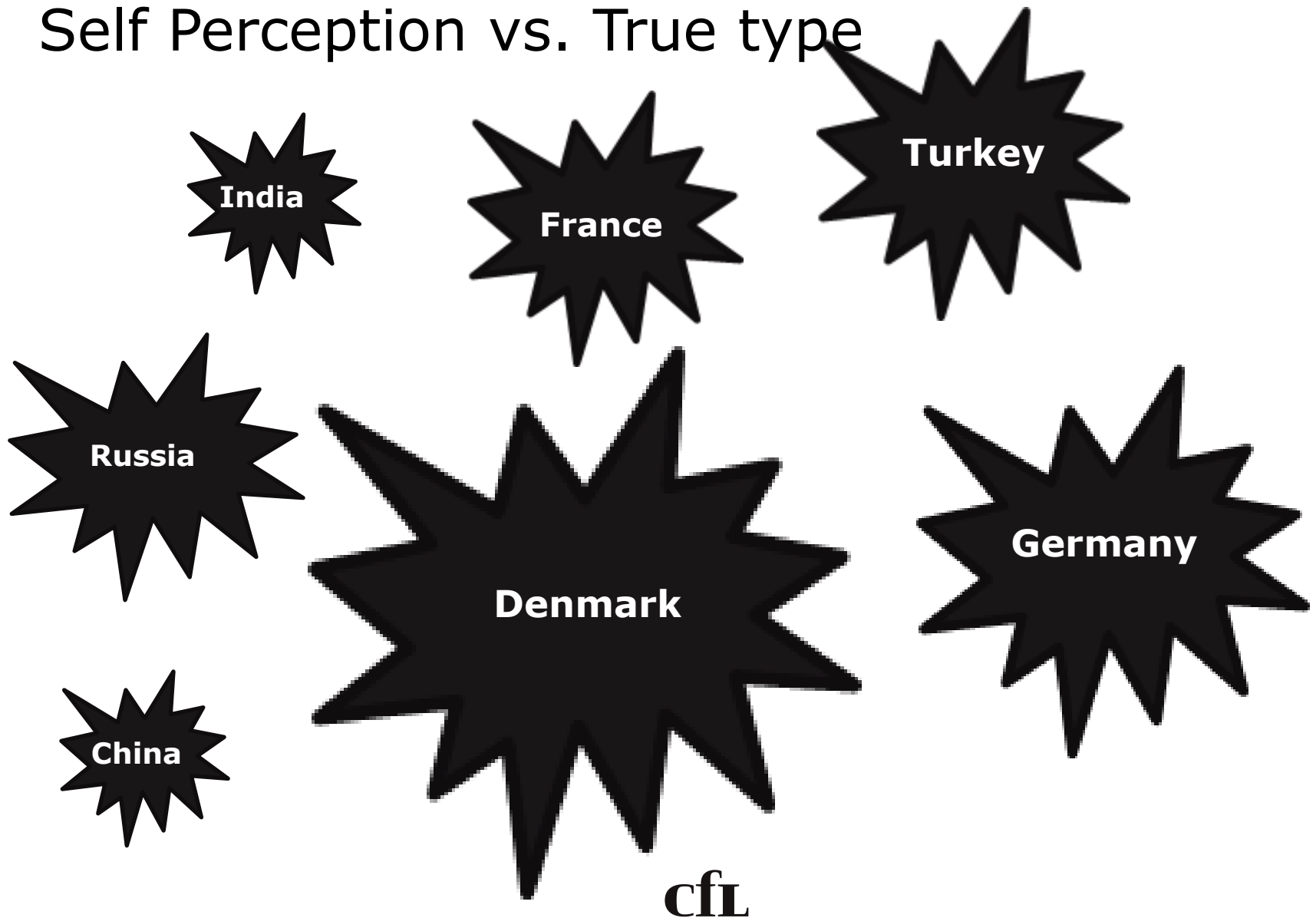
Development	Assessment
• Learning	• Judging
• General insight	• Competence evaluation
• Exploring	• Focused

Nationalities

- Swedish
- Danish
- German
- Turkish
- French
- China
- India
- Russia
- Argentina
- Switzerland



Self Perception vs. True type

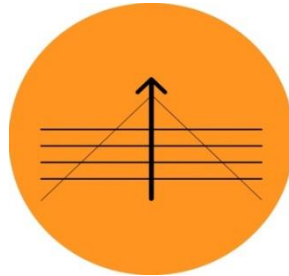


cfL

Contributing tool Career Concept – four patterns



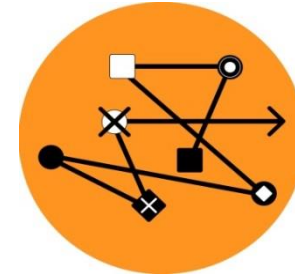
Expert



Linear



Spiral



Transitory

Every pattern consists of two aspects



Career view



Career motives

Contributing tool

CareerView™ Career Profile

> 4 patterns



Expert



Linear

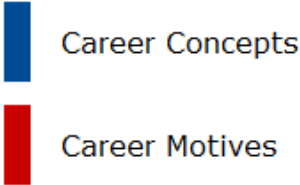
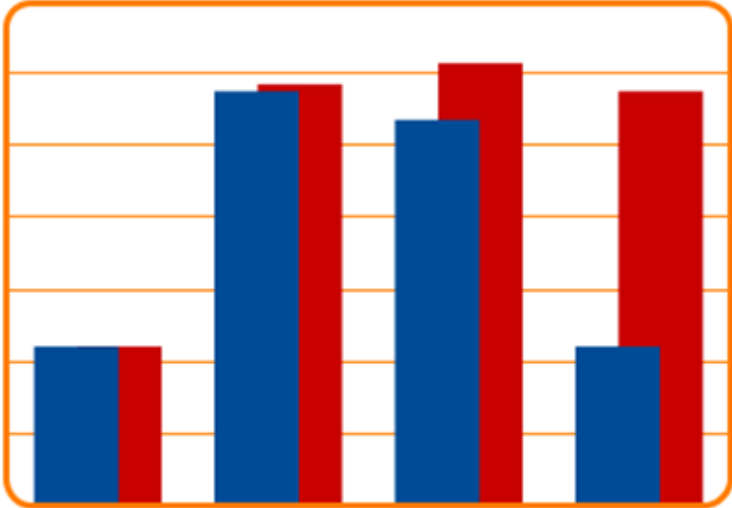


Spiral



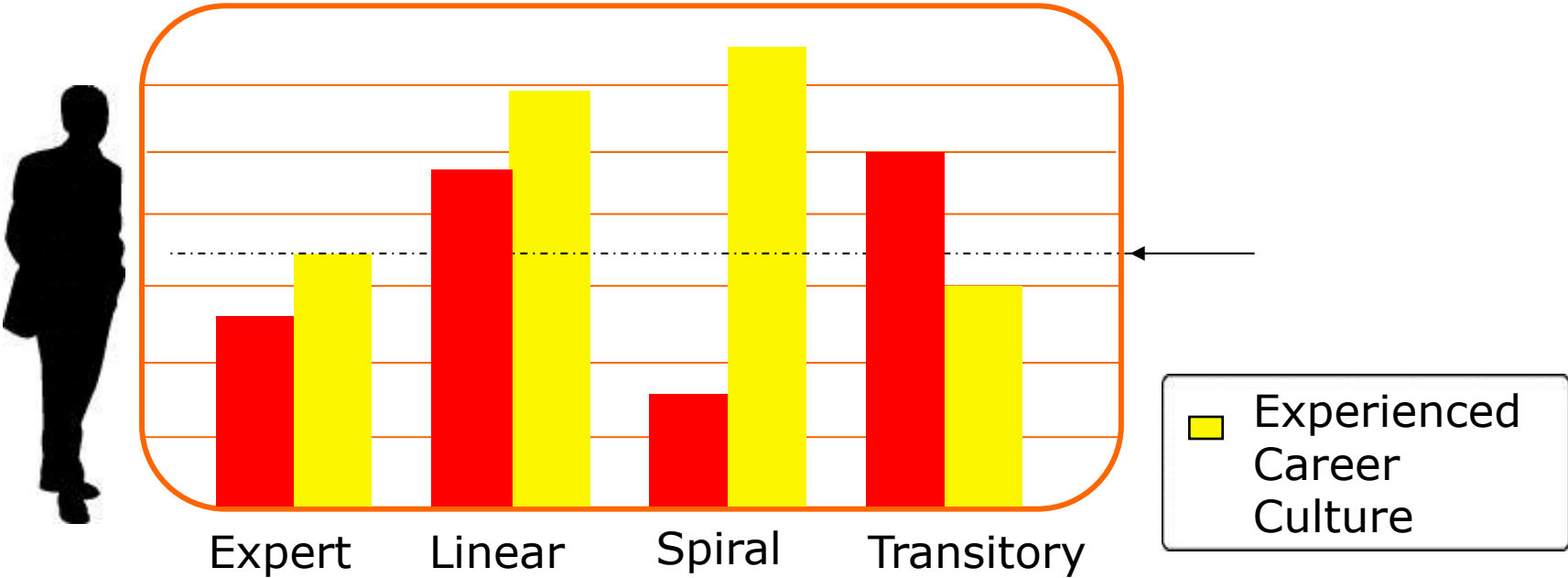
Transitory

> 2 perspectives



cfL

Culture Match Profile

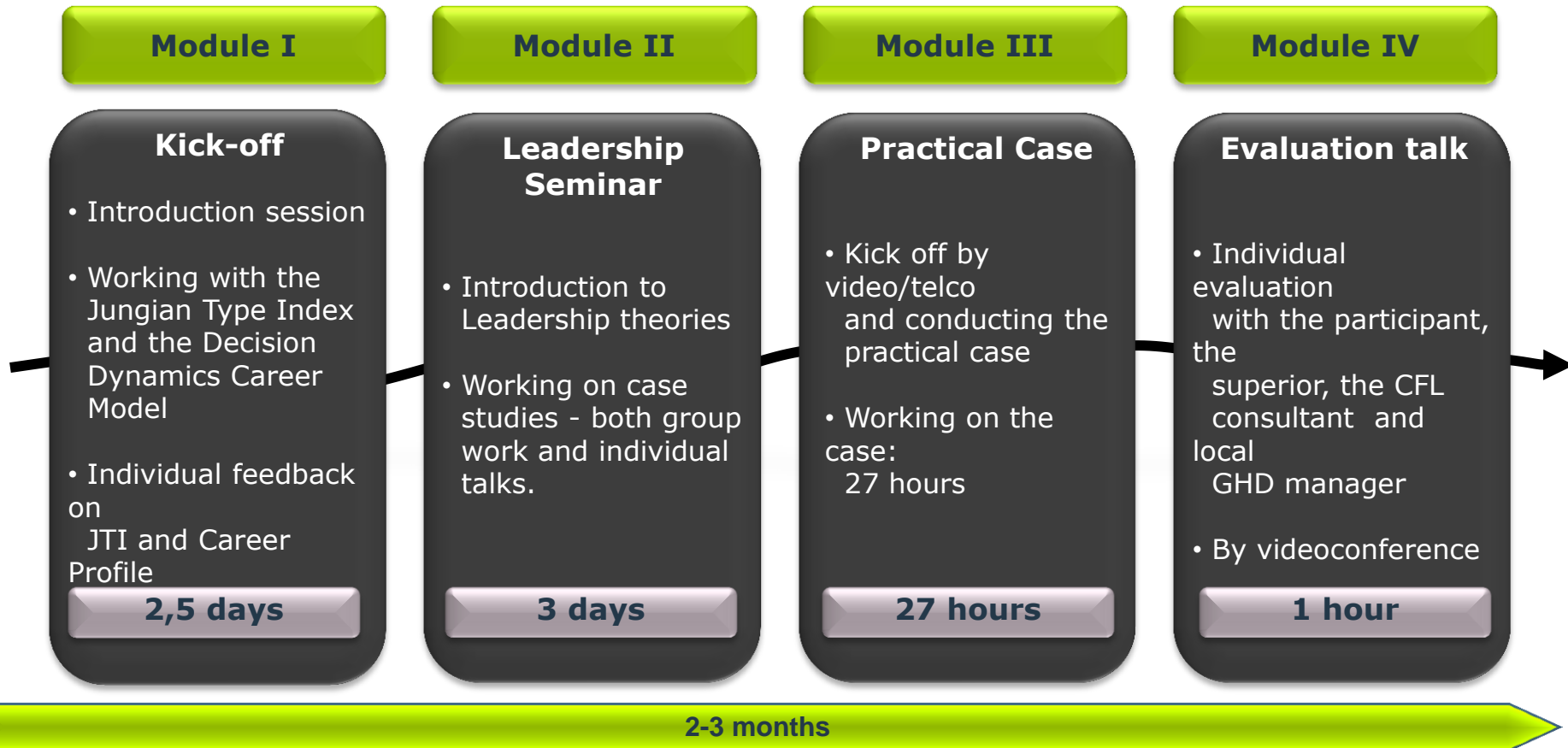


Correlations between type and Career view & motives

		Sensing (S)		Intuition (N)	
Intro- version		ISTJ	ISFJ	INFJ	INTJ
		Expert			
Extro- version		ISTP	ISFP	INFP	INTP
				Transitory	Transitory
Extro- version		ESTP	ESFP	ENFP	ENTP
				Spiral	
Extro- version		ESTJ	ESFJ	ENFJ	ENTJ
		Linear Expert			

cfL

Flow –The talent management program



During the Career Clarification program you will receive the following documents and reports:

- Your personal Jungian Type Indicator profile + material
- Your personal logbook + leadership theory materials
- Your personal Decision Dynamics Career concept report
- Your personal report with feedback and recommendations from both the consultant and your superior

Contribution from Typology

- Personal insight into own preferences
 - How does type influence cooperation, problem solving, task orientation/prioritizing
 - Understanding others' preferences and thus their different approaches
 - Use it as a tool to understand own approach to the different career paths within the organisation.

Work with type



The four dimensions

Extroverts **E**

Get energy from the outer world

Sensing types **S**

Prefer to work with known facts

Thinking types **T**

Base decisions on impersonal analyses and logic

Judging types **J**

Prefer a planned, structured lifestyle

Reflection



Living task - JTI

Task you have (or have had) to solve that involves some of your colleagues or external stakeholders and have some complexity to it

Words

Work on one at a time. Use the booklet and questions for inspiration. Start with E/I, then S/N on how each of those preferences interact and solving the task

Thinking, that might have a positive impact on interacting with your colleagues. What one thing be?

Assignment - JTI

Work in groups of three

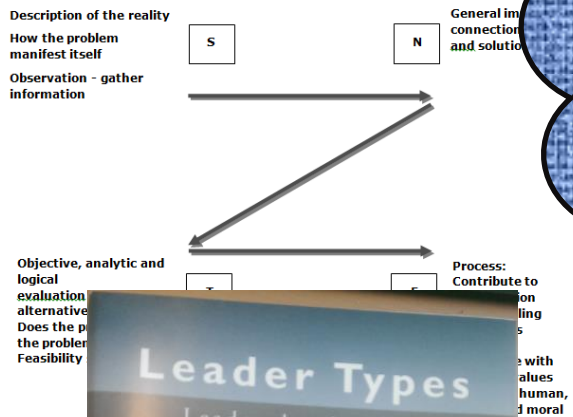
Present your type code to the others

- In which circumstances do you act very true to type?
- How is your type code expressed in your daily work?
- Which possible strengths and development areas do you recognize when it comes to your type code

When all of you have presented your type code compare and discuss the dimensions in which you differ. How might those differences be expressed if you had to work together?

Further work with type

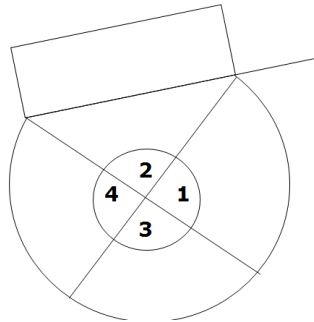
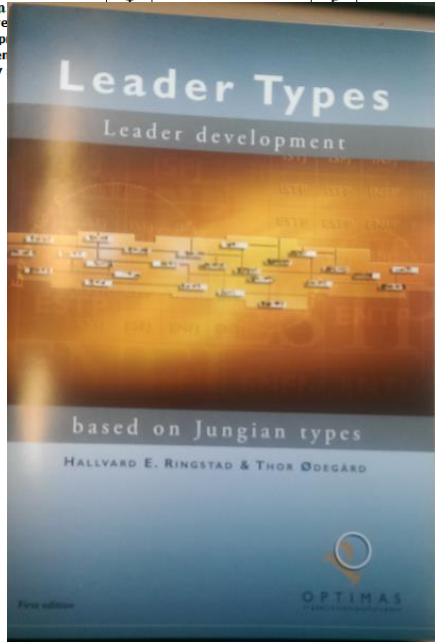
Problem solving in a Team



Practical use of Type preferences/creates experiences



Ranking functions - extroversion



Overall findings

- Country
 - Career motives and types
 - Some types were more popular in different countries
- Individual
 - Experience and valuing Self reflection
- Organisation
 - Organisational culture/type
 - Examples from Germany
- I

Findings - culture

- What happens when a westernised organization chooses to do a world wide program:
 - Countries which were generally more linear focused would strive more strongly to towards leadership
 - The more focus on leadership, the more the participants would recognise themselves in preferences which supports leadership (STJ)
 - In these cases we would work harder to find “true” preferences

Findings - preferences

- In China we found more introverts
- They found it difficult to reflect on own type
- More trained in learning from authority than to be the authority themselves
- Age had a significant impact on finding own type
- Leadership is a prestigious career path – so many would be motivated to climb the organisational ladder. Insights into the impact of Introversion in this job was helpful.
- The extroverts did better in leadership assignments

Findings

France

- Quite a few Introverts and specialists
- When language wasn't a barrier they were good at receiving information and use it for development

India

- Very linear
- "...*Tell me what to develop and I'll do it...*"
- Make my development quick because I need to go back to my job and implement it as fast as possible.
- Blind faith in type as an authority mirroring little experience with self reflection

Russia

- Worked very hard
- Very motivated for achievement through personal development
- Linear but also seriously interested in learning about leadership and personal contribution into that role.

Findings – organisational culture

How does the organisational culture reflect type clarification?

- STJ – culture
 - Identified more with these preferences
 - As for instance an NTP – regarded as off or as something special

Example: German ENTP

- He had leadership motives but was not able ascend in the organization because its expert focus
- JTI enabled the employee to verbalize how the differences between him, his manager and the organization would benefit his role as a leader
- Focus on own strengths with regard to leadership
- Leadership potential discovered
- 9 months later he was promoted

Findings

Dane: ISFJ - Expert job.

- Thought he was an expert and not a manager. Through the program his personality came through and it turned out that he had a lot of empathy.
- He was challenged by the consultant to take on a management role.
- Later on he took on a team leader position and was very pleased with this job.
- Well developed S og F – good at being concrete and at the same time focus on the concrete needs of the team members. Very clear on own needs and values as well as good at prioritizing them.
- Used I+S+J regarding the technical issues as well as who does what and when.

Findings

German: ESTP

- Didn't show any initiative in plenary sessions
- Shy and very nice
- Would like to be a manager and motivated to move up in the system
- Work put together from Google.com
- Wasn't recommended as a manager
- Was recommended as a specialist – his boss had told him he had leadership potential

French: ISTP

- Expert –very good employee
- His manager wants to reward him?
- Finds out he is an Introvert and what leadership is about
- Stays in expert role

Overall findings

- Some differences in type mainly regarding E/I
- Circumstances influence approach to type:
 - Culture generally
 - Leadership motivation
 - Ability for self reflection/ recognition

cfIL