



## FIRO-B® comes to OPPassessment

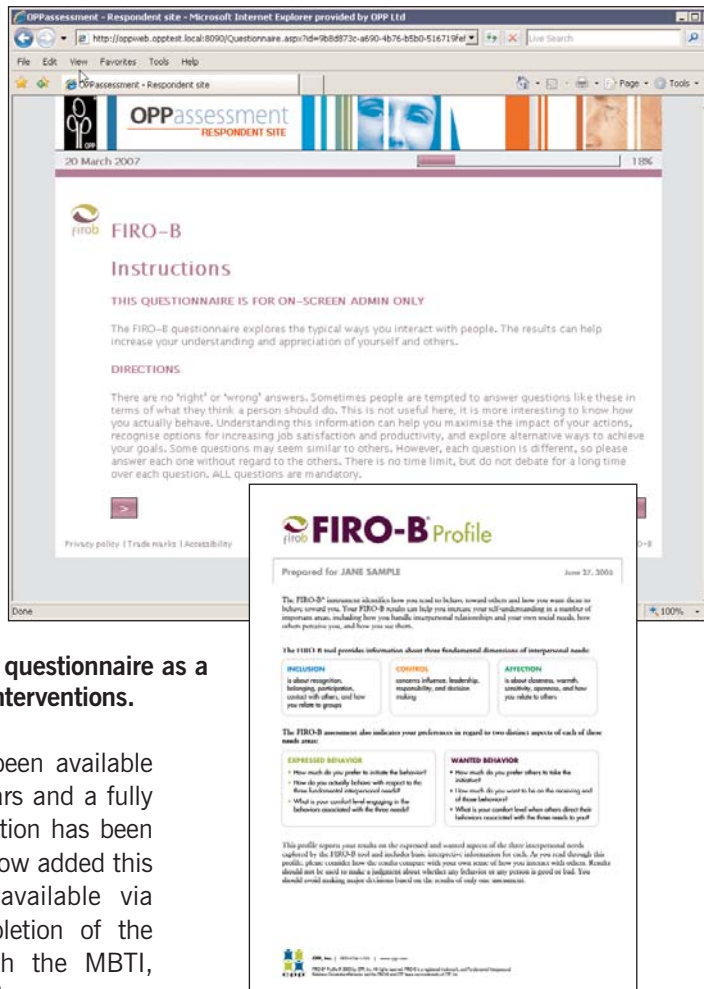
The FIRO-B® questionnaire and profile report are now available electronically via OPPassessment. The Fundamental Interpersonal Relations Orientation® – Behaviour (FIRO-B) instrument is a unique tool that focuses on interpersonal relationship styles to examine how a person typically behaves towards others, and how they would like others to behave towards them.

It is an exceptionally powerful tool for increasing self-awareness, and for helping to understand different workplace relationships and the impact of one's personal style on others. It can make particular impact when combined with the MBTI® questionnaire as a basis for high performing team interventions.

The FIRO-B questionnaire has been available as a paper product for many years and a fully researched European English edition has been available since 1997. We have now added this to the portfolio of products available via OPPassessment, enabling completion of the questionnaire online, along with the MBTI, 16PF® and CPI 260® instruments.

Using OPPassessment, you can easily administer the FIRO-B questionnaire in one of two ways:

- **Via the Internet:** you visit the OPPassessment practitioner website, identify the individuals who are to complete the questionnaire and they are each assigned a unique ID and password. They can then log in to the OPPassessment respondent website and complete the questionnaire online.
- **Via email:** you simply download the questionnaire from the OPPassessment practitioner website in Microsoft® Word format and email this to individuals to complete on their screen. Once completed,



they email it back to the OPPassessment system.

It's then easy to order a FIRO-B Profile Report from OPPassessment, which is subsequently emailed to you as a PDF file. This shows the respondent's scores on all of the six dimensions measured by the instrument. The Profile Report is designed to be used alongside the existing *Introduction to the FIRO-B Instrument* or *Introduction to the FIRO-B in Organisations*; however, a more in-depth narrative report, the *FIRO-B Interpretive Report for Organisations*, will also be available later in the year. This will provide an explanation of the FIRO-B results and outline how they can be applied in different areas, such as identifying the strengths and weaknesses of individual leadership styles.

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For more information on qualifying training to use the FIRO-B instrument, please contact our Learning Support Team on 01865 404500 or by email at: [learning@opp.eu.com](mailto:learning@opp.eu.com)

For more information on OPPassessment or to request a sample FIRO-B Profile Report, please contact our Client Support Team on 08708 728727 or by email at: [enquiry@opp.eu.com](mailto:enquiry@opp.eu.com)



# Case study: Sainsbury's

An in-house training course at Sainsbury's has reinforced the MBTI® questionnaire as an instrument of choice for development programmes

## In-house training

One of the top four leading UK food retailers, Sainsbury's, is increasingly adopting the MBTI® questionnaire as a valuable part of its employee development programmes. To support this, the organisation asked OPP® to run an in-house MBTI training programme for various members of the HR team. This qualified them to use the instrument and helped them understand its workplace applications.

Karen Johnson was one of the participants. She believes the event was useful both as an opportunity for people to spend time with other people within the division with whom they had not worked before and to gain a greater insight into their own and each other's working styles: "The course encouraged us to understand other people's styles rather than be judgemental. We found it was useful for helping people at a senior level interact effectively with others."

Reflecting on the training experience, Karen comments: "I found the trainers approachable and appreciated that they were open to challenge. The telephone support that I received after the course really helped to cement my understanding and gave me the confidence to start working with the MBTI instrument."

## Further MBTI events

Karen used the skills and techniques gained from this training to run MBTI-based team events throughout the business. These were extremely well-received, with people stating that they would like the opportunity to spend more time discussing their MBTI preferences. The reputation of these events sparked

subsequent sessions, which addressed particular group needs, and one-to-one sessions were held for people who were unable to attend the group sessions.

During these events, participants were able to understand more about the reasons behind others' behaviours and why some behaviours come more naturally than others. They particularly valued learning about 'In the Grip', which explains why people sometimes act out of character, particularly when under pressure. Karen comments: "People could easily relate to this and felt it was something tangible that they could feed into their personal development plans."

People report that they are impressed by the MBTI questionnaire both because of the extensive research that supports it and because it is enjoyable to use. As Karen elaborates: "The events are light-hearted but still communicate a powerful message. In situations where people's personality styles may clash, they now have a more informal way of addressing the issue."

## Embedded

The MBTI questionnaire is now firmly embedded within Sainsbury's culture. It is well-known throughout the business and MBTI concepts have become a common language. One division even has a 'Type Table' displayed on their wall, which reminds people of each other's MBTI preferences and prompts them to consider ways of working together more effectively.

Karen believes that the organisation's use of the questionnaire sends a positive message as it "shows that it wants to invest in its people". As she says: "Anyone who uses the MBTI questionnaire can only benefit from it."

### If you have six or more people who wish to attend OPP training, why not try one of our in-house workshops?

OPP can run any of our existing range of psychometric workshops exclusively for your employees at a venue of your choice. Benefits include:

- **Flexibility** – date, venue to suit you and tailored to your organisation's needs
- **Value** – significantly reduced cost per delegate, with content made relevant to your organisation and its issues
- **Quality** – increased employee motivation and improved teamwork within your organisation.

OPP offers a variety of MBTI training courses, designed to suit people with different levels of experience using the instrument and to help them apply the questionnaire in different contexts. For more information about the courses available, or to enquire about running an in-house training programme, please contact our Learning Operations Team on 01865 404500 or by email at: [learning@opp.eu.com](mailto:learning@opp.eu.com)

# Managing conflict for better organisational performance

**Conflict is an inevitable aspect of organisational life. Ambitious growth plans, the challenges of increased competition, pressures on margin and changes in structure can all create tensions within a business. Different stakeholders' responses to these pressures – at all levels – often leads to friction around priorities, and resources, which, if not resolved, blocks an organisation's progress and demotivates its people.**

Conflict is often associated with negative emotions and outcomes, and delays. When it's unchecked, it can create an environment where people forget that they are actually working towards common goals, ensnaring them in competition and subterfuge. But is the problem the conflict itself, or the way it is managed?

OPP believes that the right amount of conflict, managed in the right way, can yield positive results. We value the role of a 'harmoniser' in a team, but believe that this is just one way of dealing with conflict and rarely the most productive in the long-term. People and teams get far better results over time when this supportive approach is blended with a healthy dose of challenge. This principle is at the core of all our work, including coaching, training or generating solutions for and with our clients. Mixing challenge and support helps people build a level of mutual trust on both a personal and professional level and with this comes the willingness to move out of comfort zones and challenge assumptions which breed a climate of innovation.

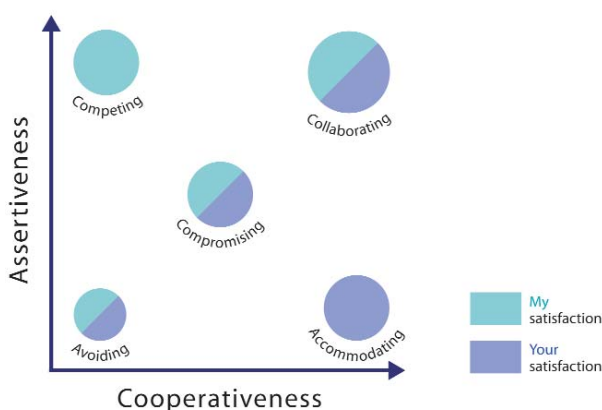
When helping clients develop a healthy approach to conflict, we typically focus on building the understanding and trust that is required<sup>1</sup>. For instance, we might coach individuals or teams, or use the FIRO-B® or MBTI® personality questionnaires to help them develop greater awareness of themselves and others. We also use the Thomas-Kilmann Conflict Mode Instrument (TKI).

The TKI model and questionnaire propose five 'modes' for handling

conflict, each determined by the level of challenge (or 'assertiveness') and support ('cooperativeness') people choose to employ. The table below is a simple example of how two people could handle a conflict situation using these five conflict handling modes.

**The Thomas-Kilmann Conflict Mode Instrument is now available electronically on OPPassessment. For further information, please contact our Client Support Team on 08708 728727 or by email at enquiry@opp.eu.com**

OPP works with individuals to explore their preferences for each of the modes, and the pros and cons of each, then helps them develop a repertoire of conflict management styles. Using the



TKI framework along with the MBTI or FIRO-B questionnaires can be particularly effective and can provide deeper understanding of people's typical conflict handling styles. For instance, people with an MBTI preference for Thinking and FIRO-B high Expressed Control, are more likely to compete than accommodate. The reverse is true for people with an MBTI Feeling preference or FIRO-B high Affection needs.

While each of the conflict handling modes is beneficial in different situations, collaboration (i.e. supportive challenge) consistently generates the best outcomes for the most stakeholders. OPP therefore focuses on helping teams to create an environment where ideas, arguments and the status quo can be challenged without fear of recrimination or reprisals and with respect for people's feelings and contributions. As with any situation where trust is required, it doesn't happen overnight. But it does make for a more innovative culture, something for which many organisations strive.

**References** 1. *PM Lencioni (2002) The Five Dysfunctions of a Team: A Leadership Fable. Jossey-Bass.*

Issue: Two people both want to use the same company pool car on the same day		
Action		Outcome
<b>Compete</b>	I argue my case for the car on the grounds that my meetings that day will bring more money into the business than yours.	One of us loses, has to make alternative arrangements and potentially resents the other.
<b>Compromise</b>	I suggest that I take the car in the morning and you take it in the afternoon even though we would both rather have it all day.	Both of us get something but neither gets what they want.
<b>Avoid</b>	I decide not to raise the issue.	We are both saved from a difficult situation.
<b>Accommodate</b>	I tell you I'll make alternative arrangements.	You are grateful and might accommodate my needs next time – or you could see me as weak and be more inclined to compete with me in future.
<b>Collaborate</b>	I ask what you are using the car for, understanding your needs and sharing mine.	We find that our needs are mutually compatible, share the car (and the driving) for the day and come up with some interesting proposals for the business on our trip.



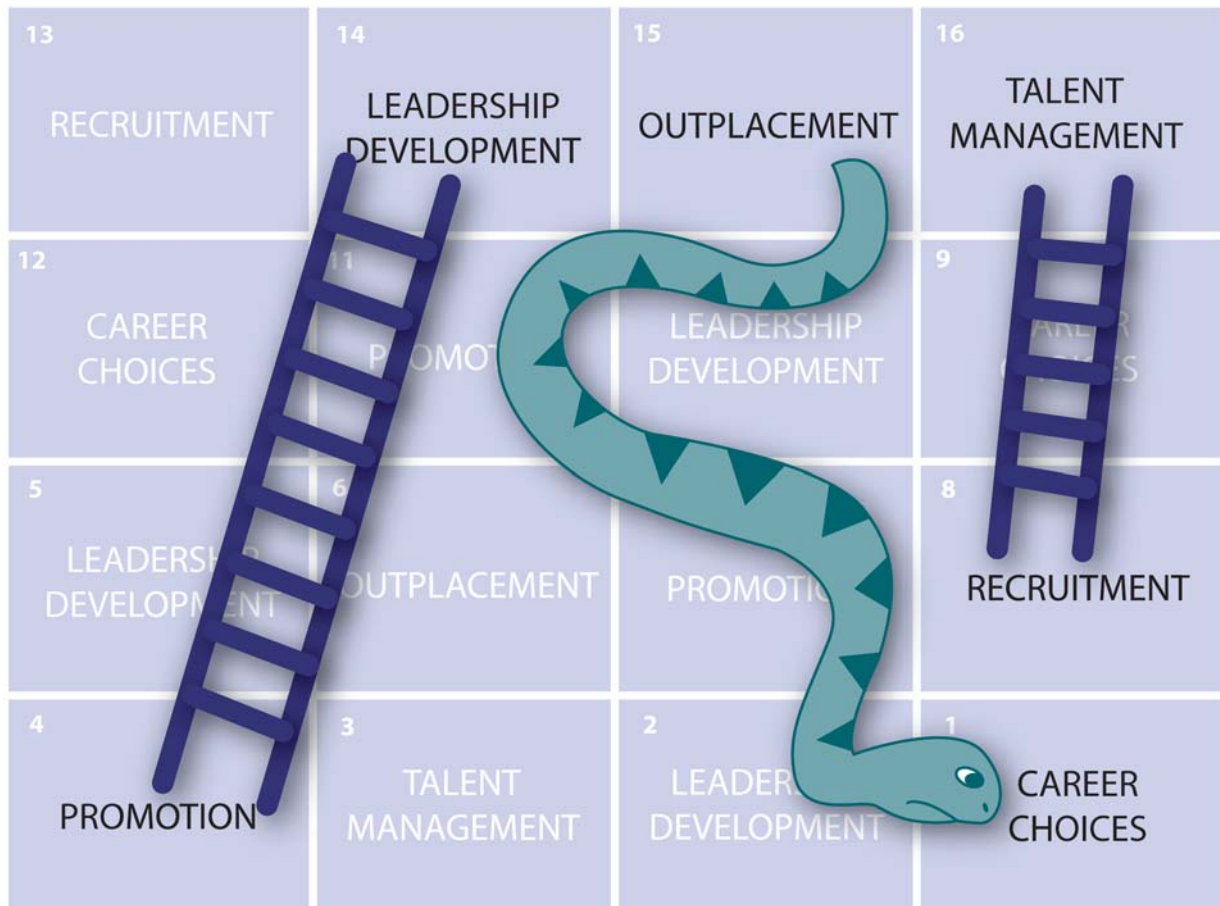
# Managing the employee life cycle

We've always known that organisations with HR systems which interconnect – from selection and on-boarding through to development and career planning – are better at keeping their best people, and keeping them engaged. Since the term 'Talent Management' was first coined some ten years ago, managing the employee life cycle effectively has gained increasing attention. Now there's a tool which operates across every element of your people processes, informing crucial decisions and providing additional return on initial investment – the 16PF questionnaire.

In "Double-Digit Growth," author Michael Treacy reveals that employee engagement scores at high-growth companies exceed those at low-growth companies by more than 20 percent. So much for the organisation's perspective. At the same time, more demanding Generation Y employees are learning to regard themselves as a set of assets that, like any conventional business, requires investment in the form of lifelong education, training and development – and many organisations are recognising this. Indeed, the employee life cycle in the twenty-first century will take a much more tangential and complex route than the traditional career paths of the previous century. This is why tools to help organisations better navigate the optimum route for their people's different strengths and attributes have become so important.

The 16PF® questionnaire provides an invaluable navigational aid to both organisations and individuals, helping to ensure that the correct decisions are made at every stage of the employee life cycle, encompassing:

- Career Choices
- Recruitment
- Talent Management
- Leadership Development
- Promotion
- Outplacement



## Career Choices

When people leave education to embark upon a career, the choices available to them can feel at best confusing, and at worst bewildering and overwhelming. The 16PF questionnaire can be used in careers guidance to help individuals identify possible career paths, as well as highlighting their preferred working environment, key drivers and motivators. For example, the 16PF profile of a graduate leaving university may indicate that they could thrive within a working environment that provides plenty of interaction with others, decision-making autonomy, and scope for creative or innovative output. They may also prefer variety, and feel motivated by a fast-paced, unstructured and challenging organisational culture. 16PF profiles can also be mapped onto Holland's Vocational Themes, as in the 16PF Interpretive Report, to match the individual to the personality profiles of people in various job families.

## Recruitment

16PF report outputs can be mapped onto skills and behaviours specified in job descriptions, person specifications and competency frameworks. This targeted application of the questionnaire can enhance the accuracy of recruitment decisions, ensuring that organisations recruit talented individuals and allocate them to roles where they can make the best use of their natural strengths. 16PF candidate profiles can also highlight areas to explore further during interview, eliciting a more comprehensive picture of each candidate's strengths and development needs. The ABLE Series of structured learning exercises can be an excellent supplement to the 16PF questionnaire at this stage, in order to identify candidates' ability to learn and long-term intellectual potential, irrespective of their educational attainment to date.

OPP's application workshop, "*Talent Identification: Using the 16PF instrument in selection and assessment*", enables HR professionals to practise mapping 16PF factors onto job descriptions, conducting competency-based interviews with candidates using the 16PF questionnaire, and integrating information from the 16PF questionnaire with other assessment centre evidence. In addition, OPP can offer 16PF competency-based reports, customisable either from a list of OPP competencies or bespoke around an organisation's own competency framework.

## Talent Management

The 16PF questionnaire can be used by organisations to manage and retain key members of staff, by identifying the factors that are likely to fulfil or violate their 'psychological contract'. For example, it could highlight that a key knowledge worker may be more likely to consider leaving to join a competitor organisation if the technical scope of their role is changed by the organisation, but that they are less likely to be adversely affected by the loss of close relationships with colleagues (e.g. following a restructure). The 16PF questionnaire can also be used to identify which factors and roles will motivate an individual, allowing line managers to tailor the roles of high potential staff in order to engage and retain key talent.

## Leadership Development

16PF profiles can be a valuable aid to line managers, HR business partners and executive coaches working with the leadership population of an organisation. For example, a leader's profile may highlight that they are not progressing further in leadership roles because their 'hands-off' management style and preference for variety and autonomy means that they are not providing their team members with enough direction or clarity of role boundaries. Such insights can help unlock the potential of both leaders and the teams with whom they work.

Other tools such as the MBTI®, FIRO-B® and Benchmarks® questionnaires can be used alongside the 16PF questionnaire, to provide leaders with an essential understanding of their own behaviour and how their style impacts on others as a powerful basis for development. OPP's new application workshop, "*Talent Development: Using the 16PF instrument in development interventions*", allows HR professionals to practise using the 16PF questionnaire as a tool to enhance the identification of training and development needs, including using the questionnaire in executive coaching and line management.

## Promotion

In a similar approach described in 'Recruitment' (see above), organisations can use the 16PF questionnaire alongside existing information, such as career history, track record and performance appraisal data, to ensure that accurate promotion decisions are made in filling key management and leadership positions. 16PF competency-based reports will allow reports to be customised around an organisation's leadership competency framework.

## Outplacement

Knowing an individual's personality can assist outplacement counsellors in identifying suitable opportunities for individuals who are exiting their current organisation. It can also provide useful insights into how the individual may experience the transition during this difficult time, and identify what kind of support mechanisms they may need. Using 16PF outputs to derive Holland's Vocational Themes can provide additional insight into ensuring that the next career move is the right one for the individual.

As these examples demonstrate, the 16PF questionnaire is a highly versatile instrument, adding value at every stage of the employee life cycle. It is therefore the perfect choice for organisations looking to embed a single instrument throughout their talent management processes.

📞 **For more information about the 16PF questionnaire, or to discuss how you can apply it within your talent management processes, please contact our Client Support Team on 08708 728727 or by email at: [enquiry@opp.eu.com](mailto:enquiry@opp.eu.com)**

**For more information about the two 16PF applications workshops, or to reserve a place, please contact our Learning Support Team on 01865 404500 or by email at: [learning@opp.eu.com](mailto:learning@opp.eu.com)**

# Case study: succession planning and personal development at Siemens

## SIEMENS

Siemens is a large and diverse organisation. In the UK alone, the global technology giant has 21,000 employees and net sales of around €4bn a year. It pioneers electronic solutions as varied as molecular imaging, baggage handling and traffic systems, and operates in the finance and real estate markets.

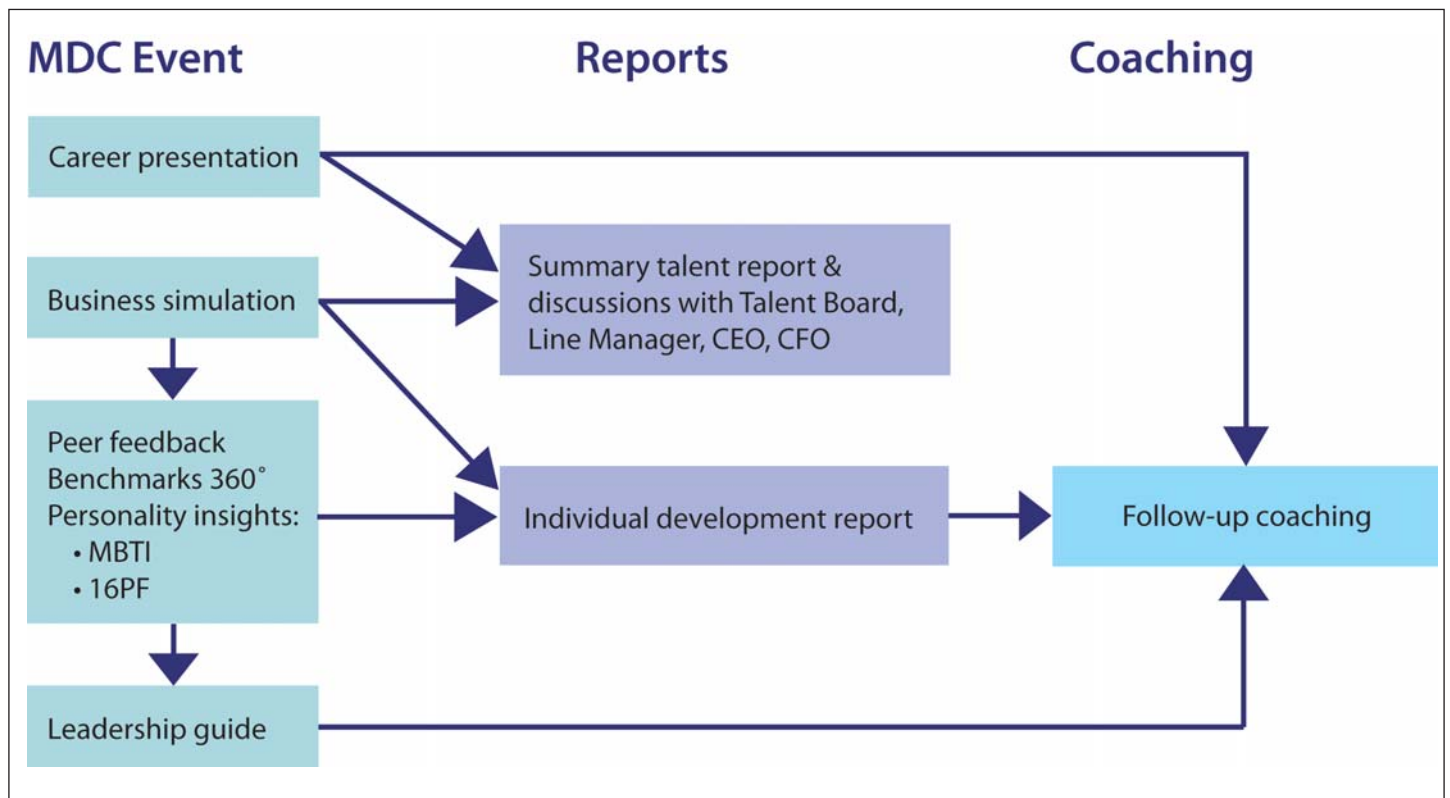
### Business challenges

For such a large organisation, talent management can be a real challenge. To identify and manage high potential senior managers from across its 20 businesses, Siemens Corporate has established a Talent Management Board that reports directly to the CEO and CFO of the UK operation. One key activity for this board is a Management Development Centre (MDC), run in association with OPP®, which aims to develop director-level capabilities across the various businesses.

Teresa Frost, Personnel Manager in charge of internal talent management across Siemens UK and OPP's provision of the MDC explains how

the MDC was conceived: "Siemens is an organisation characterised by its multiple divisions and a great deal of merger and acquisition activity. One of our key priorities is to have strong leaders who are enabling their people to give their best to the organisation."

The MDC programme aims to identify these future leaders, recognising the potential of functional and technical experts as well as those seeking a role as Finance Director, Managing Director or CEO of one of the organisation's many business units. Teresa comments: "Our work with OPP is helping us develop our leaders to deliver on the Siemens 'People Excellence Strategy'. We work on the philosophy that everyone has talent. Drawing on this pool, we are increasing the number of high potentials from an international perspective. The MDC has helped participants understand their own strengths and development needs, while at the same time giving us the information we need to provide them with suitable opportunities and career paths."



Siemens' management development centre process

## Business simulation

This information comes from a challenging business simulation, which sits at the heart of the two and a half day MDC event. Ten participants each take on the role of Managing Director of a fictitious organisation, which faces similar operational and strategic issues to those they might encounter at Siemens. They must deal with their own organisation's issues and meet at various points during the day to discuss a joint venture. They are observed throughout by OPP coaches and Siemens HR managers from across the business, all of whom are overseen and rigorously trained by OPP. These observers then categorise the behaviours they see using a structure based on the organisation's global competency framework.

## A wealth of feedback for participants and the business

The information collected serves two distinct purposes. Firstly, it is fed back to the participants in a two-hour one-to-one feedback session on the third day of the event. Secondly, the key themes for each participant are fed back to the Talent Board and directly to the Group CEO and CFO.

The MDCs are high-impact, high-visibility events that include presentations from participants to the CEO, CFO and other stakeholders in their careers both present and future. Participants also receive feedback from a variety of sources, including other participants, the Benchmarks® 360° instrument and the MBTI® and 16PF® personality questionnaires. Consequently they gain a fuller, deeper understanding of their current capabilities and what development they might need to achieve their ambitions. This feedback is entirely confidential and shared with the organisation only in an anonymous aggregate format. Thus individuals are allowed the privacy to address their inner needs and concerns while the organisation gains greater insight into the personality of its senior management group.

Following the event, each participant receives their own in-depth development report integrating all these sources of information. They then meet with an OPP coach to discuss ways of taking things forward – a session that is often supplemented with a three-way discussion with their line manager. The OPP Leadership Guide, a binder designed for the MDC, offers participants a structure within which to frame their development activities.

## The role of the MDC

With successors identified for 42% of business-critical jobs, a great deal has already been achieved but there is still some way to go. Teresa comments: “The MDC programme is integral to Siemens' career planning and succession planning, including planning the route to Managing Director or Finance Director, and, in the longer term, to CEO or CFO. On several occasions we have returned to OPP's reports to supplement our decision-making around future promotions, looking at the simulation alongside a body of other evidence to help give us greater confidence that we're placing people in the right roles. The insights from the MDC also give us a clearer idea of what we'll need to do to help the incumbent adjust to their new role.”

Teresa is eager to stress that “the MDC is not a performance management tool and we're keen to ensure participants and their managers know this well in advance. In the early days of the programme we found some managers sent their people to the event for the wrong reasons, which can be demoralising for that individual and their colleagues on the centre.”

Such issues have now been resolved and benefits are already evident. Since the programme began in early 2005, Siemens has seen a significant increase in the internal mobility of its high-potential managers. Several have been promoted within their business unit, others have moved into other Siemens organisations and a few have moved internationally. Some participants have even contacted OPP afterwards to deliver similar activities within their own business units – a testament to the positive impact the event and subsequent coaching has had on them. The MDCs therefore look set to remain regular, popular fixtures in the Siemens calendar.

Benefits of the MDC programme include:

- Focused development plans for high potential managers
- Increased visibility and career mobility for participants
- A re-energised cadre of senior managers
- Affirmation of the commitment of line management and the Board to the identification and management of talent
- A deeper understanding of the skills, needs and management style of Siemens' future leaders
- A partnership approach that helps up-skill Siemens HR staff.

📞 **OPP can work with you to create development centres that suit your organisation's needs. To discuss this further please contact our Consultant on Duty on 01865 404636 or by email at: [consult@opp.eu.com](mailto:consult@opp.eu.com)**

## The MBTI® Experience

Would you like to understand more about the MBTI questionnaire? Would you like to introduce it to others within your organisation? If so, have you considered the MBTI Experience?

The MBTI Experience is a half- or one-day workshop that provides an introduction to the power of the MBTI instrument. Participants receive feedback on their own MBTI type and gain an appreciation of the uses and applications of the tool. It is ideal for anyone soon to attend an MBTI-based event such as a team development, and for anyone who wishes to increase their familiarity with and understanding of the instrument.

🕒 **The MBTI Experience is run as an in-house workshop. For more information, please contact our Learning Operations Team on 01865 404500 or by email at: [inhouse@opp.eu.com](mailto:inhouse@opp.eu.com)**

## OPP® workshops deliver value

In a recent survey of over 200 OPP training delegates, more than 85% of respondents rated their overall experience of the workshops as 'Good' or 'Excellent'. They also rated the following aspects similarly highly:

Course content	87%
Trainers	87%
Skills obtained from the course	87%
Confidence to use the skill/tool	85%

The majority of respondents also felt that the course represented good or excellent value for money. The areas in which they typically use the skills gained on their workshop are:

- People development
- Coaching
- Team building.

🕒 **We are always keen to receive feedback from people who have attended an OPP workshop. To share your comments, please contact our Learning Operations Team on 01865 404500 or by email at: [learning@opp.eu.com](mailto:learning@opp.eu.com)**

## New 16PF® courses!

We are delighted to bring you details of two new 16PF® courses:

### Level B (16PF questionnaire only)

This workshop qualifies you to use the 16PF questionnaire – a uniquely powerful tool which provides the basis for supporting individuals at every stage of the employee life cycle.

On successful completion of this workshop, you will be eligible to:

- Receive the British Psychological Society (BPS) Certificate of Competence in Occupational Testing (Level B)
- Purchase, administer and apply the 16PF personality questionnaire
- Purchase the Innovation Potential Indicator instrument (IPI) from OPP.

### Talent Development: Using the 16PF instrument in development interventions

This one-day workshop builds on the extensive knowledge gained from your 16PF qualifying workshop, and enhances the skills and experience you need for using the 16PF instrument in a developmental context. It includes a number of practical simulation exercises and will give you the confidence to use the 16PF instrument in a range of innovative and exciting ways for unleashing potential in your organisation.

🕒 **For further information about these and other 16PF workshops, contact our Learning Operations Team on 01865 404500 or by email at: [learning@opp.eu.com](mailto:learning@opp.eu.com)**



## New MBTI® Type booklets

In **Type and Culture**, three highly experienced international experts and trainers—Linda Kirby, Elizabeth Kendall and Nancy Barger—give practitioners insight into using the MBTI tool wherever their travels may take them. As

well as examples from many years of experience with global companies, they also present data on type distribution in different countries. **Type and Culture** will improve the inter-cultural application of the MBTI tool for experienced practitioners as well as providing a thorough introduction to new users.



In **Measuring Results of MBTI® Type Training: ROI in Action**, experienced HR and management development professionals, Richard Wagner and Robert Weigand, outline how you can measure the impact of your MBTI® training and evaluate its return on investment, with tangible results. They present an easy-to-use instrument for ROI analysis – the Wagner-Weigand ROI Survey – with five simple steps for using it. The booklet also includes an introduction to ROI and generalised discussion, a case study demonstrating actual application of the survey, and sample group exercises.