

Click through slideshow



ADDING VALUE TO COACHING WITH PSYCHOMETRICS

Mike Guttridge C.Psychol.
FCIPD MAC MISMA
Coaching Psychologist



About me

- Background in HR
- Chartered Occupational Psychologist
- NLP qualified
- Qualified in Psychometric testing
- Coaching psychologist – Leadership, Career Transition, Stress Management





Coaching – today's approach?

Coaching is unlocking a person's potential to maximise their performance.

It is helping them to learn rather than teaching them.

Timothy Gallwey
Author: Inner game of tennis





Coaching in Organisations

(CMI, 2000)

- In Achieving Management Excellence the CMI found that:
- The number of managers receiving coaching had increased from 58% in 1996 to 77% in 2000 ie 3 out of 4 managers were receiving coaching of some kind
- 85% of managers identified it as enhancing team morale
- 80% said it generated responsibility in learners
- 80% of executives said they would benefit from coaching
- 96% thought that coaching should be available for all employees





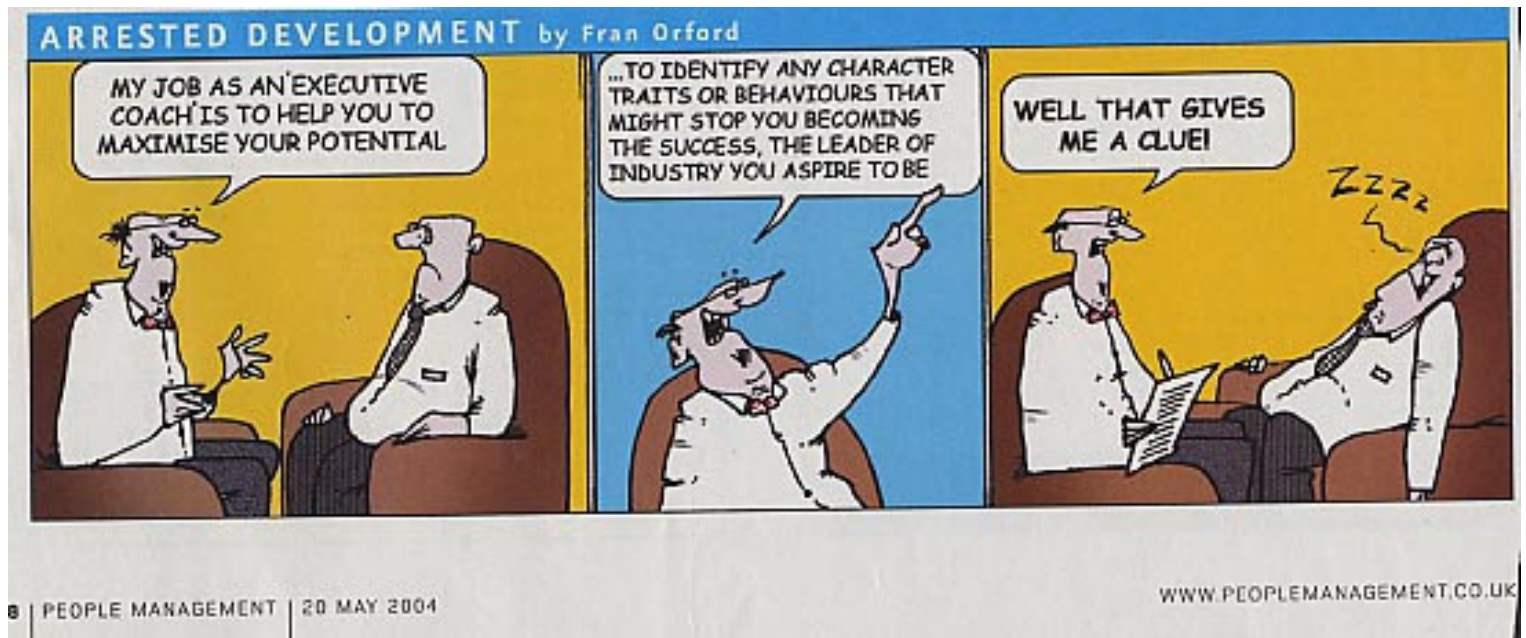
What kind of coaching?

Personal/Life coaching?
Work-place or corporate/business coaching?
Executive coaching?
Group Coaching?





Executive coaching?





Differentiating (Cavanagh & Grant)

	Life	Work	Executive
Context	Whole of life	Employment	Leadership management
Content	Client's agenda	Job task & performance focus - Org	Career issues & performance
Key outcomes	Personal satisfaction	Personal/ team performance – Org agenda	Organisational performance & career dev't
Client	Individual	Employee & Organisation	Exec & Organisation





Performance issues

High Performance = Potential – Interference

or

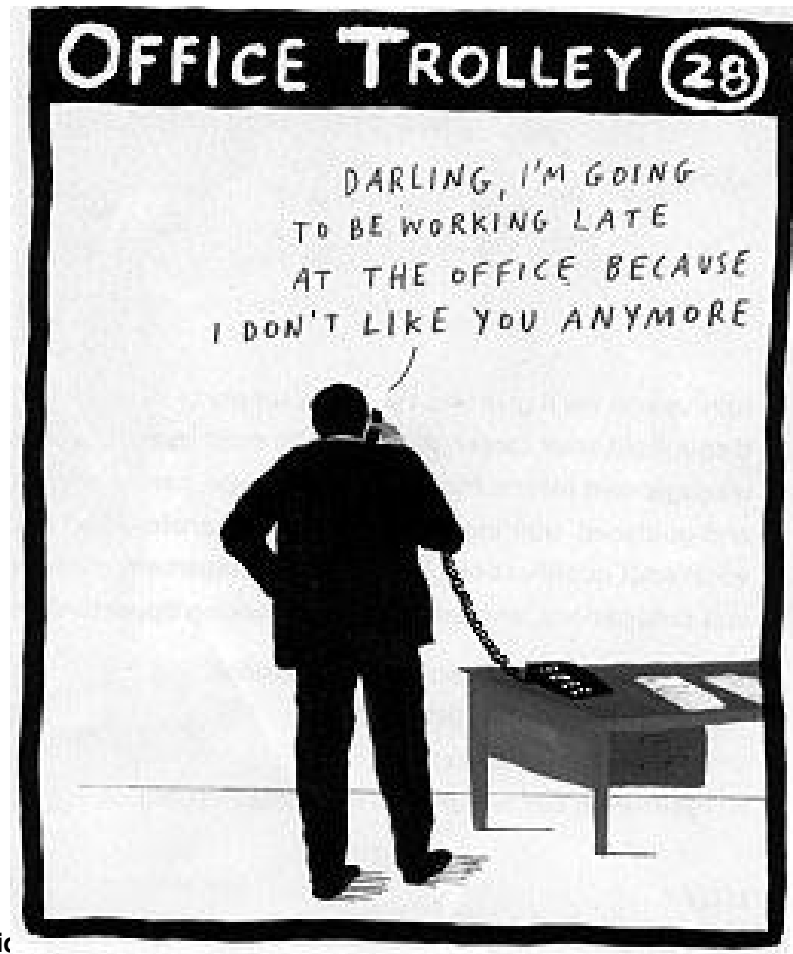
Performance = (Ability x Motivation) - Interference





Coaching topics

- Work-life overlap?
- It's all life coaching after the 3rd session!



© M S Guttric



To be regarded as a good executive coach (IES 2001)

- Personal credibility
- Ability to give feedback constructively
- Core skills eg listening, summarising
- Understanding of individual TNAs
- Knowledge of training delivery methods
- Detachment from immediate work environment
- Respect for confidentiality
- Broad understanding of the organisation & how things get done
- Broad understanding of management context
- Alertness to culture & dynamics
- Chemistry or “fit” with the executive
- **Trained in range of diagnostic tools**





Coaching by acronym!

- LIE
- GROW
- T-GROW
- ABCDE
- LASER
- SOLVE
- SPACE
- STEPPA
- ACHIEVE
- POSITIVE





Common features

- Where are you now?
- Where do you want to be?
- How will you get there?





Coaching psychology (BPS)

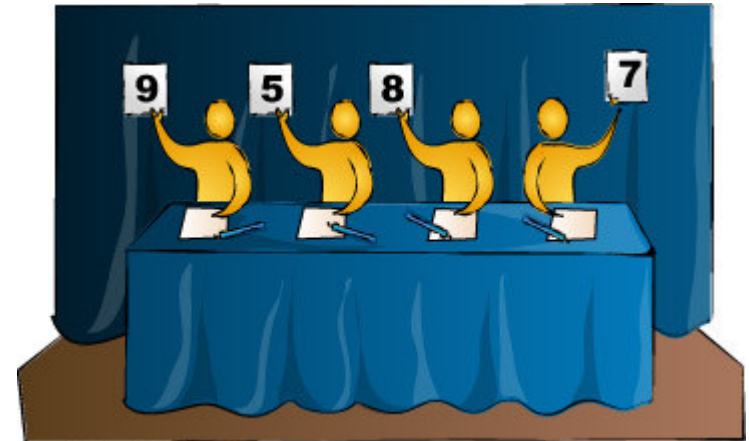
Is for enhancing well-being and performance in personal life and work domains underpinned by models of coaching grounded in established adult learning or psychological approaches eg behavioural, psychodynamic, cognitive, person-centred.





Psychometrics

- Study of psychological measurement of knowledge, ability, attitude, and personality traits
- Concerned with **differences** between individuals





Psychometrics & psychology

- Until recently psychometrics were only used by psychologists
- In 1950s and 1960s psychometrics was central to the role of psychologists and a core competency
- Statistical methods helped underpinned psychology as a science





Diagnosics in coaching?

According to Peltier (2001) optimal evaluation should include 4 elements

- Multi-point (360° degree) feedback
- The interview
- Direct behavioural observation
- Objective assessment instruments





Why use psychometrics in coaching?

- Clients/coachees don't always tell you the truth at the first meeting (Bayne 1995)
- Personality differences between the coach and the coachee can make it more difficult to establish rapport or empathy.
- Clients who score low on agreeableness may be sceptical about the process
- Clients low on conscientiousness may not do their homework or enjoy structure
- Extraverts will be less comfortable with reflection





Coaching with psychometrics

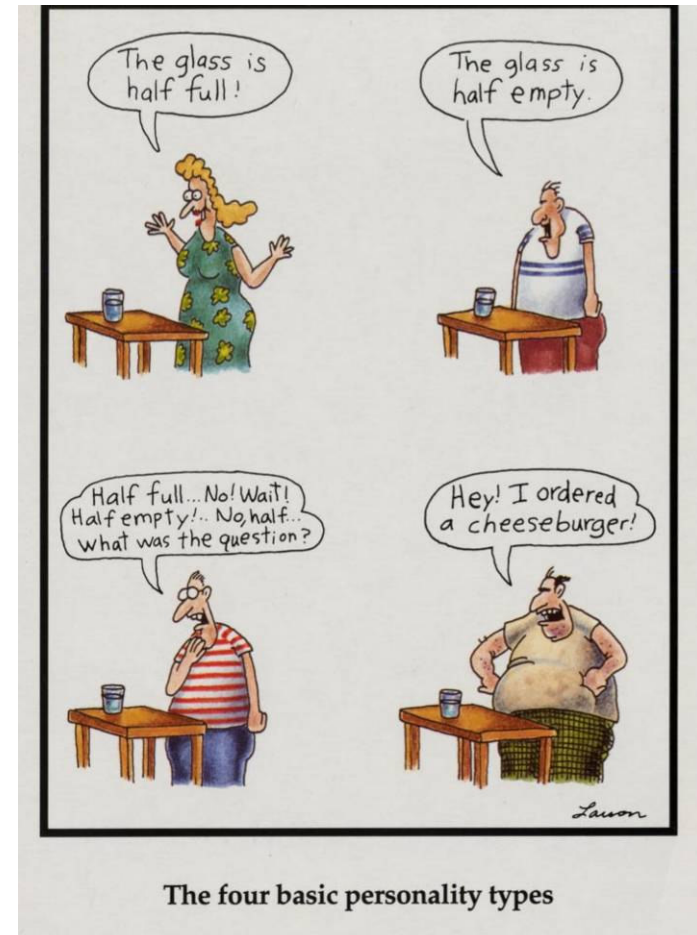
- Ability, aptitude and vocational tests
- Personality measures including emotional intelligence
- Team measures
- Interest inventories
- Values measures
- Measures of integrity, innovation, etc





Some personality measures

- The Big 5 eg NEO
- 16PF5
- OPQ
- WAVE
- PeopleMapper
- QUEST
- Morrisby Profile
- MBTI Step 1 & 2
- Hogan measures
- FIRO-B
- Emotional Intelligence





Ipsative v Normative?

- Does it really matter?
- More important is **validity** (and face validity may be more important in coaching than in recruitment) ie it does what it says on the tin
- If it's valid it will probably be **reliable** ie it always delivers the same results, and **fair**
- **Ipsative** measures are person-centred & don't allow comparison across a population eg how dominant you are compared to others





Type v Trait?

Type

- MBTI Step 1

Trait

- 16PF
- OPQ

Hybrids

MBTI Step 2

WAVE





THE BIG 5 (Costa & McCrae)

- What are they?
 - Openness
 - Conscientiousness
 - Extraversion
 - Agreeableness
 - Neuroticism





16PF (Cattell 1949)

- Measures Big 5 global factors
- Measures 16 primary factors
- Commonly used for recruitment & selection
- Originally more of a clinical instrument but now business-orientated ie no more Affectothymia (A) or Surgency (F)





16PF_{version 5} (Cattell)

Global Factors

- Extraversion = AFHNQ2
- Anxiety = CLOQ4
- Tough-mindedness = AIMQ1
- Independence = EHLQ1
- Self-control = FGMQ3

Primary factors

- A Warmth
- B Reasoning
- C Emotional stability
- E Dominance
- F Liveliness
- G Rule consciousness
- H Social boldness
- I Sensitivity
- L Vigilance
- M Abstractedness
- N Privatness
- O Apprehension
- Q1 Openness to change
- Q2 Self-reliance
- Q3 Perfectionism
- Q4 Tension





THE MBTI

- What does it measure?
 - Where you prefer to focus your attention
 - What kind of information you pay attention to
 - How you prefer to make decisions
 - Which lifestyle you prefer

Based on Jungian model operationalised by Katherine Cook Briggs & Isabel Briggs Myers. Form F published in 1958





The MBTI

- EXTRAVERT
- SENSING
- THINKING
- JUDGING
- INTROVERT
- INTUITIVE
- FEELING
- PERCEIVING





MBTI TYPE TABLE

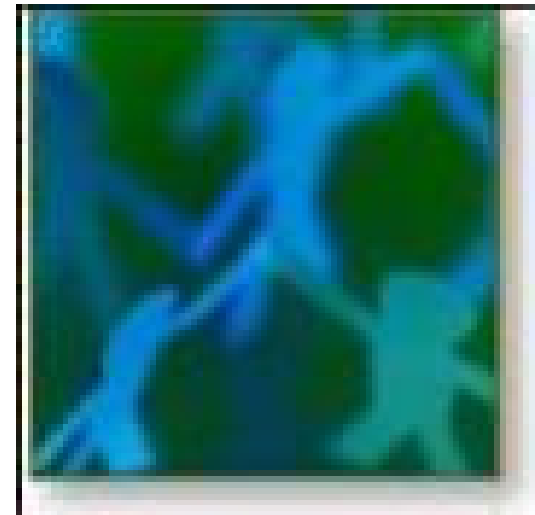
ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ





The Hogan Measures

- The Bright Side - HPI
 - The Dark Side - HDS
 - The Inside – MVPI
- Core Values:
Aesthetics, Affiliation,
Altruistic, Commerce,
Hedonism, Power,
Recognition, Science,
Security, Tradition





The Hogan Development Survey – the Dark Side

- Based on Studies of why CEOs fail & Karen Horney's theory ie moving towards, away from, or against
- Relates to DSM personality disorders but on sub-clinical population
- Useful to identify factors which might de-rail your career





The Hogan Development Survey – the Dark Side factors

- Excitable – moody, hard to please
- Skeptical – mistrusts others' intentions
- Cautious – overly concerned about making mistakes
- Reserved – concerns seeming independent & aloof
- Leisurely – wants to work to own standards and pace
- Bold – over-evaluates own talent, won't admit mistakes
- Mischievous – concerns taking risks and testing limits
- Colorful – expects to be seen as talented and interesting
- Imaginative – concerns being eccentric acting and creative
- Diligent – having high standards of performance, critical
- Dutiful – concerns being cordial, agreeable, eager to please





FIRO theory (William C Schultz, 1958)

- Every individual has 3 interpersonal needs: inclusion, control and affection
- Inclusion = in/out, Control = top/bottom, Affection = open/closed
- Drew on theories from Freud, Horney and Fromm
- FIRO-B = fundamental interpersonal relationships orientation: behaviour
- Distinguishes between initiating ie **expressed**, and receiving ie **wanted**





The FIRO-B (Will Shultz 1925 - 2002)

	Inclusion	Control	Affection
Expressed	I make an effort to include people. I try to belong to social groups – to be with people as much as possible	I try to exert control and influence over things. I enjoy organising and directing	I make an effort to get close to people. I am comfortable expressing personal feelings. I try to be supportive of others
Wanted	I want other people to include me in their activities and to invite me along. I enjoy it when others notice me.	I feel most comfortable in well-defined situations. I try to get clear expectations and instructions.	I want others to act warmly towards me. I enjoy it when people share their feelings with me and when they encourage me.

Scored as High, Medium, or Low in each





EI: What is it?

Emotional intelligence can be described as; “a set of skills, competencies and capabilities, which makes the difference in being successful in life and in work”.

Goleman, the writer who popularised the term, said it was; “the capacity for recognising our own feelings and those of others, and for managing emotions in ourselves and in our relationships

www.eiconsortium.org





Generic model of emotional intelligence

Self- awareness

Social awareness

Self-management

Social skills





EI Measures

There are several models or frameworks of emotional intelligence and the above four factors are common to most of them.

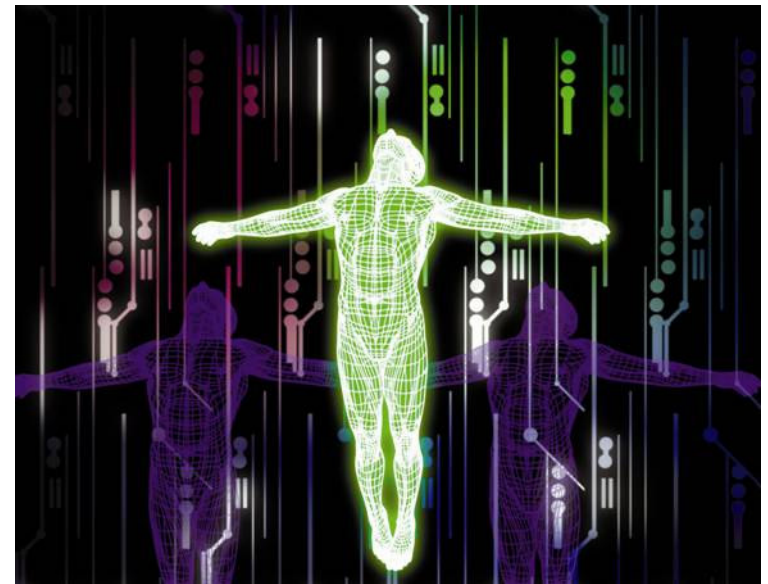
Goleman's original model included motivation; Baron's model includes adaptability eg problem solving, stress management eg impulse control, and general mood eg optimism; and Higgs and Dulewicz's includes conscientiousness, emotional resilience, and decisiveness.





EI Measures

- Managerial EIQ
- Baron-EQi?
- MSCEIT?
- HAY EI
- ie & te (JCA)





EI research

Source: www.eiconsortium.org

Research shows that Emotional Intelligence, or **EQ**, is: twice as important as any other factors in predicting outstanding employees, and better at predicting top performance than higher degrees or technical experience.

In addition, top performers typically outperform those at the bottom by at least 10 times and are almost 100% more productive than the average.

These results apply across a range of jobs and industries including sales, mechanics, perfume, beverages, furniture and manufacturing eg training manufacturing supervisors in EI has resulted in fewer accidents and lost time, a reduction in grievances and increased production.

Unlike **IQ** (which peaks before 21), it continues to develop into late middle-age. **EQ** can be developed!





Other tools & techniques



Copyright 1992, MVC, Inc.
All Rights Reserved





TEMPERAMENT TABLE

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ





TEMPERAMENT TABLE

SJ	Epimethean
SP	Dyonisian
NF	Appollonian
NT	Promothean





Coaching with NLP

Meta-Programmes/LAB

Profiles include:

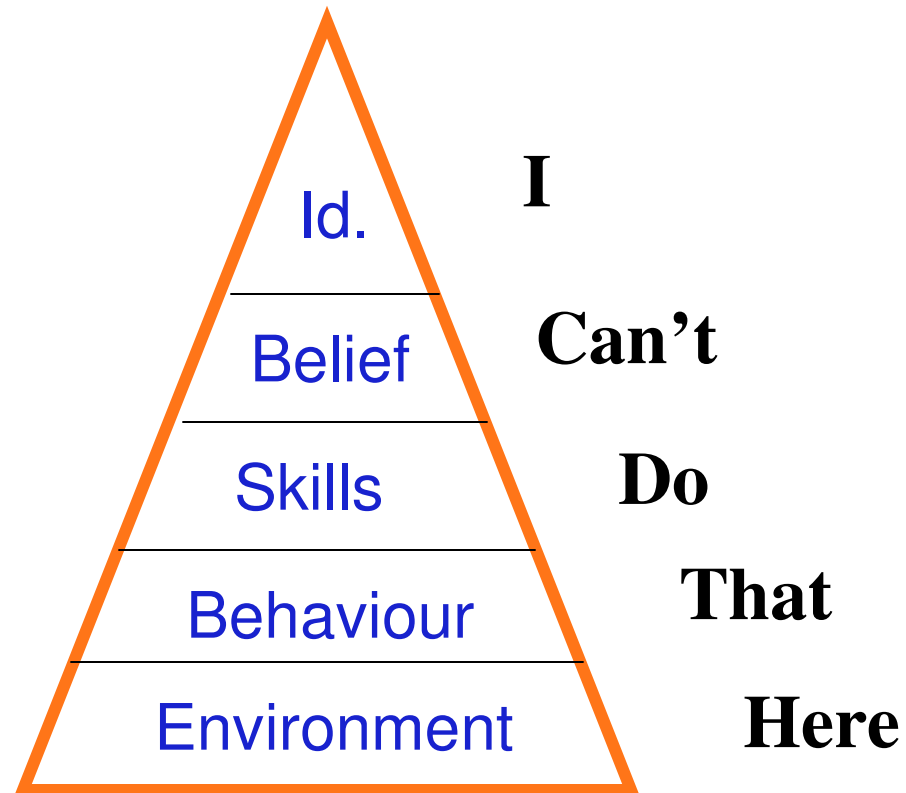
- Jungian preferences cf MBTI eg Big v Small Chunk
- Away from v Towards motivation
- External v Internal referencing
- Convincer
- Differences v Similarity





What level are you operating at?

(Robert Dilts)





The Enneagram

The Enneagram is a typology that features 9 Personality Types. It takes individual differences into account and maps out the basic motivations of each personality orientation.

The types are seen as unconsciously developing from 9 distinct yet interconnected archetypal patterns.

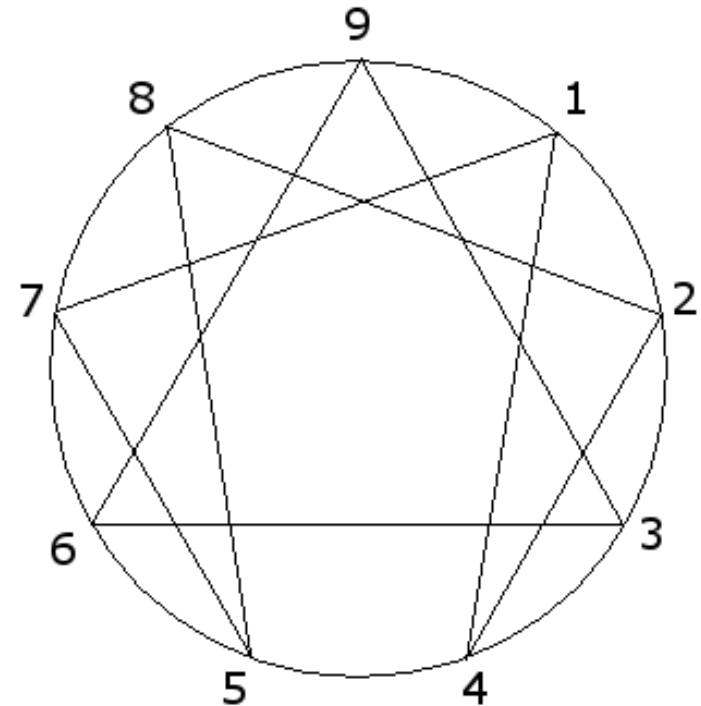
Claimed to have been used by Pythagoras, Gnostics and Sufi mystics but popularised in Europe in 1920s by Gurdjieff, later used by Jesuits and Esalen Institute, and more recently popularised/commercialised by Riso et al.





The Enneagram types

- 1 Reformer - anger
- 2 Helper - pride
- 3 Achiever - deceit
- 4 Romantic - envy
- 5 Observer - avarice
- 6 Loyalist - cowardice
- 7 Enthusiast - gluttony
- 8 Leader - lust
- 9 Mediator - sloth





The Enneagram & OPQ

SHL report (2005) summarised the results of research carried out to explore relationships between personality traits measured by OPQ32 and Enneagram Types. The results show a strong relationship between patterns of OPQ32 scale scores and Types.

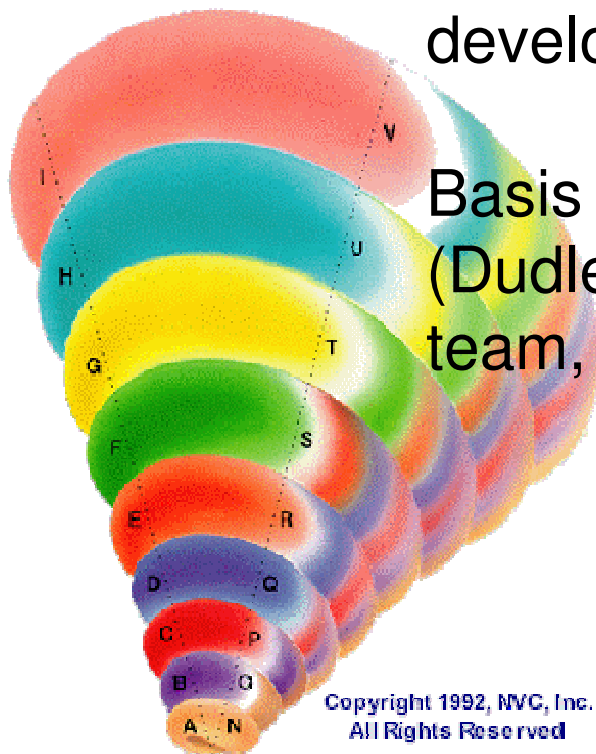
These patterns are meaningfully related in terms of scale content to the definitions of type. On the basis of personality data, the best identified type was Type Eight and the least well identified type was Type Two.





Spiral Dynamics

Based on the theories of Clare W Graves, who extended Maslow's theory, and developed by Beck & Cowan.



Basis for book "Strategy of the Dolphin" (Dudley & Kordis) and used at individual, team, organisational, and cultural level

Copyright 1992, MVC, Inc.
All Rights Reserved





Personal values

If I know what my personal values are or what my company priorities are, I know what NOT to do, and I know what NOT to worry about.

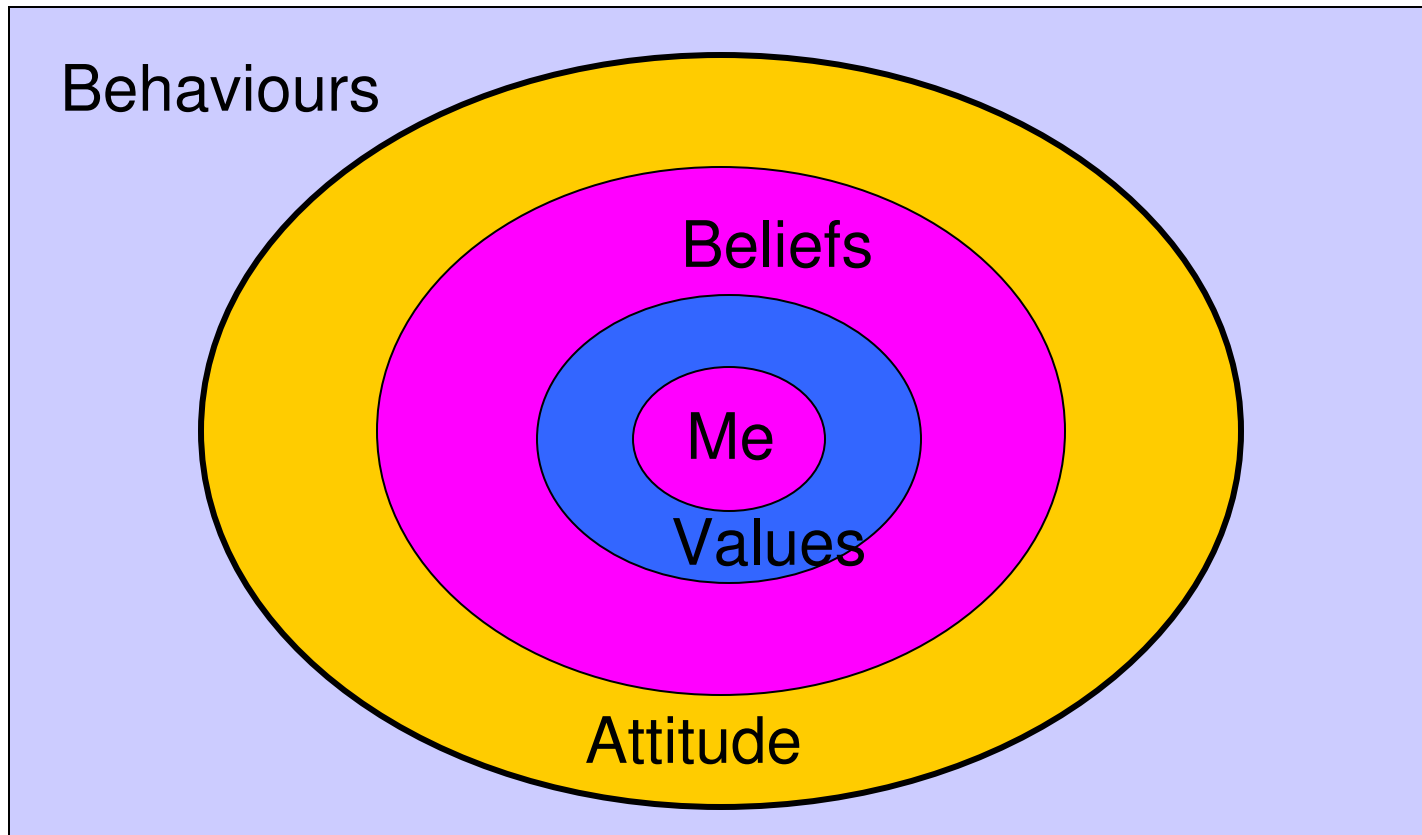
I can focus on what my task is.

Alvin Hoffler





Values & Beliefs...





Not forgetting ...

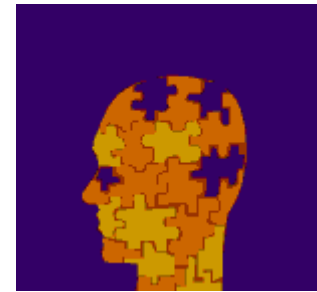
- Transactional Analysis
- Repertory Grids
- 360° or multi-rater information





Summary: So why use Psychometrics?

- Shared understanding helps to establish rapport with coachee/client
- Accelerates coachee/client's self-awareness in early stages of coaching process
- Report provides a concrete take-away for coachee/client to reflect on and use
- On-line administration means more time can be spent face-2-face
- Good diagnostics are appreciated by coachees/clients and can be used by them for PDP/CPD
- Positive marketing tool?





Free Psychometric web-sites

- www.keirseey.com
- www.personalitystrengths.com
- www.queendom.com
- www.enneagraminstitute.com





Some of my reference books

- “Executive Coaching with Backbone and Heart” by Mary Beth O’Neill (2000), Jossey-Bass
- “Executive Coaching” by Richard R Kilburg (2000), APA
- “Life Coaching A Cognitive Behavioural Approach” by Neenan & Dryden (2002), Brunner Routledge
- “Mastering Mentoring & Coaching with Emotional Intelligence” by Merlevede & Bridoux (2003) Crown House
- “The NLP Coach” by McDermott & Jago (2001), Piatkus

References to testing & personality profiling

- “The Coach’s Coach” by Alison Hardingham et al (2004), CIPD
- “The Psychology of Executive Coaching” by Bruce Peltier (2001), Brunner Routledge
- “Work Types” by J M Kummerow et al (1997), Warner Books
- “Figuring out people” by Bodenhammer & Hall (1997),Anglo-American Book Company
- “Testing people at work: competencies in psychometric training” by Mike Smith with Pam Smith (2005) BPS Blackwell
- CIPD Fact Sheet: Psychological Testing rev 01/05, on CIPD web-site





Help4U@metamorph.co.uk
0161 764 7742

**THE
END**

