

Presentation based on the following paper:

McCormick, I. A. & Burch, G. St. J (2008) Personality focused coaching for leadership development. Consulting Psychology Journal: Practice and Research, in press

Personality-based coaching

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The succession story



Terry - 63 year old CEO of a telecommunications provider.



COO, Steven had excellent reputation for his technical ability, steadfast attitude and intellectual smarts.

With professional advice Terry began leadership coaching.



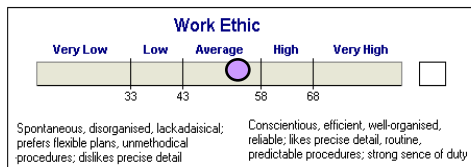
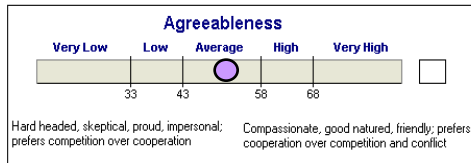
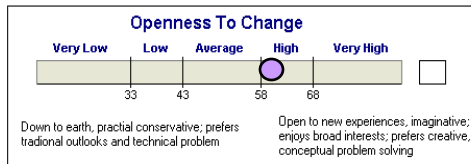
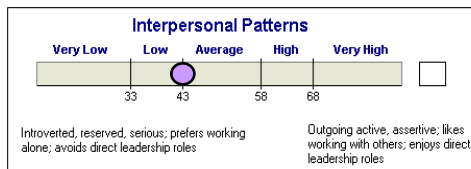
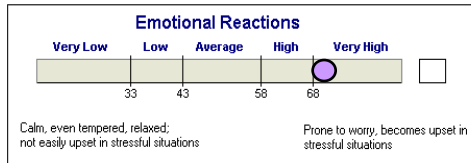
The bloody board!

When Terry reported progress to the Board of Directors one of the independent directors said that Steven was a very good candidate but did not have “the X factor” that would make him an outstanding CEO.



The NEO Personality Profile

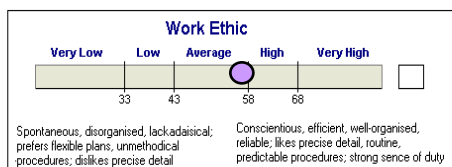
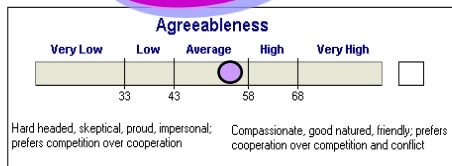
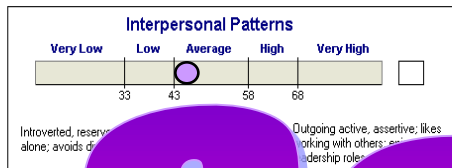
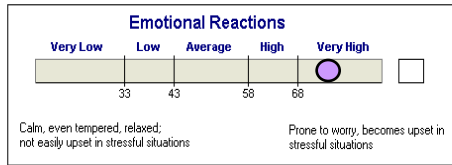
ALL DOMAINS



- **Highly emotionally stable**, able to withstand the stress – but not emotionally insensitive.
- **Introverted**, a preference for one-on-one meetings rather than talking to large groups – but socially awkward.
- **Open to new experiences**, willing to explore new areas – but not very creative.
- **Average on agreeableness**, pleasant - but not ingratiating.
- **Average on work ethic**, moderately organised and got things done - but not highly driven to closure.

The NEO Personality Profile

ALL DOMAINS



- **Highly emotionally stable**, able to withstand the stress – but not emotionally insensitive.
- **Introverted**, a preference for calm, one-on-one meetings rather than group meetings.
- **Openness** – Moderate, willing to explore new areas – but not very creative.
- **Average on agreeableness**, pleasant - but not ingratiating.
- **Average on work ethic**, moderately organised and got things done - but not highly driven to closure.

So what!

The NEO Personality Profile

ALL DOMAINS



Highly emotionally stable and well able to withstand the stresses of leadership – but not emotionally blunt or insensitive.

Introverted, with a preference for one on one meetings rather than talking to large groups – but he was certainly not socially awkward with a preference for one on one meetings. Openness to experience is not excessive, new ideas are not pursued for their own sake, but are created when they are useful.

Average on agreeableness – pleasant but not ingratiating.

Average on conscientiousness – moderately well organised and got things done, saw himself as competent but certainly was not highly driven to closure and getting the details right.

So what!

Hold that thought!



The Old and New of Personality Assessment

The old – Myers Briggs Type Indicator	The new – Big 5 Factor Personality
Extraversion – Introversion	1. Emotional reactions
Sensing – Intuitive	2. Interpersonal patterns
Thinking – Feeling	3. Openness to experience
Judging – Perceiving	4. Agreeableness
	5. Work ethic



THE BIG 5 DOMAINS

Emotional Reactions

Very Low

Low

Average

High

Very High



Calm, even tempered, relaxed
Not easily upset in stressful situation

Prone to worry, becomes upset in
stressful situations

Interpersonal Patterns

Very Low

Low

Average

High

Very High



Introverted, reserved, serious, prefers working
alone: avoids direct leadership roles

Outgoing active, assertive; likes
working with others; enjoys direct
leadership roles

Openness to Change

Very Low

Low

Average

High

Very High



Down to earth, practical conservative; prefers
traditional outlooks and technical problems

Open to new experiences, imaginative,
enjoys broad interests; prefers creative
conceptual problem solving



THE BIG 5 DOMAINS

Agreeableness

Very Low

Low

Average

High

Very High



Hard headed, sceptical, proud, impersonal;
prefers competition over cooperation

Compassionate, good natured, friendly
prefers cooperation over competition
and conflict

Work Ethic

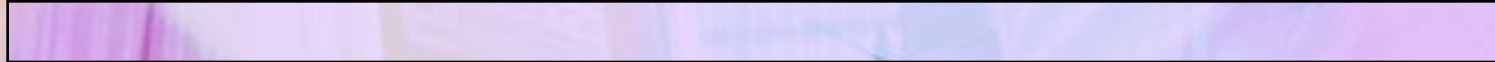
Very Low

Low

Average

High

Very High



Spontaneous, disorganised, lackadaisical
Prefers flexible plans, unmethodical
procedures; dislikes precise detail

Conscientious, efficient, well-organised
reliable, likes precise detail routine,
predictable procedures, strong sense
of duty



Do the Big 5 predict anything?

- Job performance across a wide range of occupations, as rated by immediate supervisors is predicted by
 - low scores on emotional reactions
 - high extraversion
 - high conscientiousness or work ethic
- Job burnout can be predicted by
 - high emotionality
 - low conscientiousness or work ethic



Do the Big 5 predict anything?

- Successful outcomes in psychotherapy are predicted by
 - lower levels of emotionality
 - higher extraversion
 - higher conscientiousness or work ethic
- Coronary heart disease is linked to low agreeableness



Do the Big 5 predict anything?

- Risk taking in recreation, health, career, finance, safety and social dimensions is predicted by
 - high extraversion and openness
 - low emotionality, agreeableness and conscientiousness



Do the Big 5 predict anything?

- Extraverts have higher salary levels, are promoted more frequently and are more satisfied with their careers
- The emotionally less stable are not as satisfied with their careers



Do the Big 5 predict anything?

- Those open to experience are more likely to be paid less
- Those that are more agreeable and are in people-related occupations are paid less than the tougher minded



Do the Big 5 predict leadership?

- Large scale qualitative and quantitative review of leadership and personality
 - Clear evidence that the five-factor personality model is highly correlated with leadership (0.48)



Do the Big 5 predict leadership?

- Leaders tend to be
 - low in emotional reactions
 - high in extraversion (interpersonal patterns)
 - openness to experience
 - conscientiousness (work ethic)



Do the Big 5 predict anything?

Yes



Personality – set like plaster?

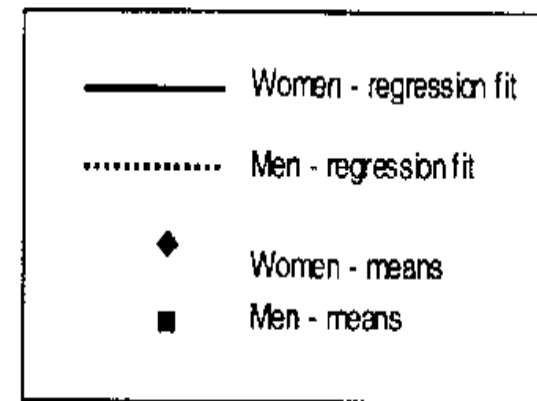
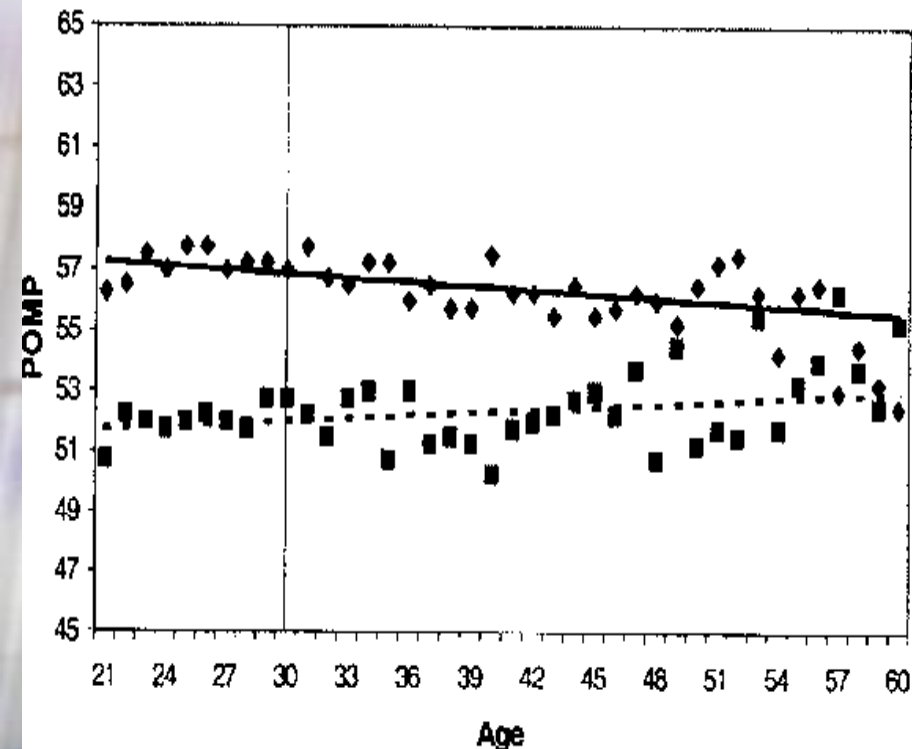
- Study of 132,000 adults aged 21-60
- Extraversion declined for woman but not men
- Conscientiousness rose in early/mid adulthood
- Agreeableness rose in the 30s
- Emotional stability rose for women but not men
- Openness to experience decreased for both men and women



Personality and age

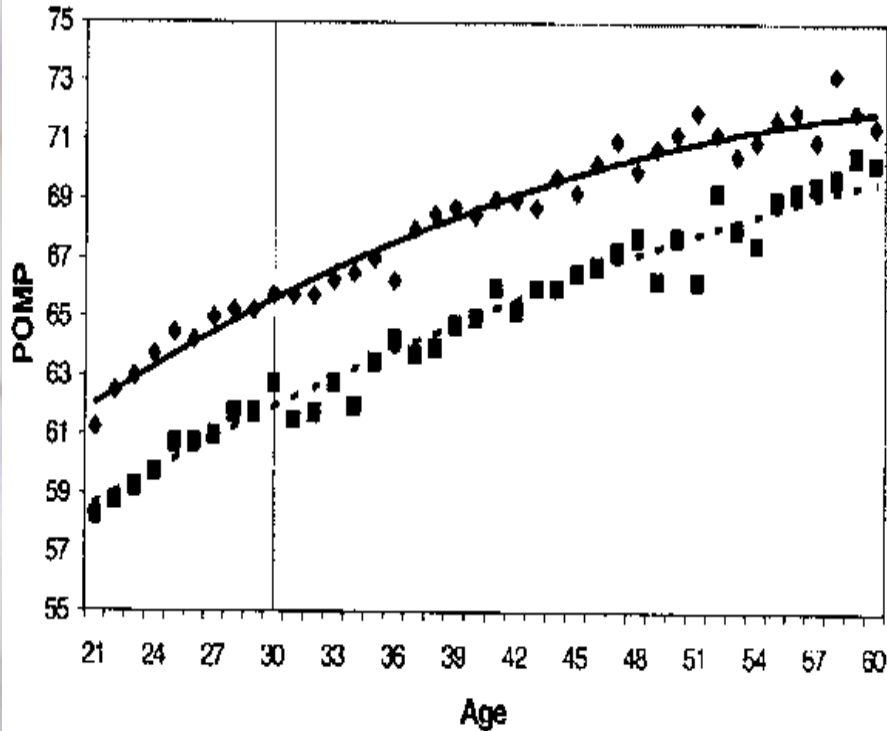
Srivastava, S. & John O. P. (2003) Development of personality in early and middle adulthood: set like plaster of persistent change? *Journal of Personality and Social Psychology*, 84,5, 1041-1053

Extraversion

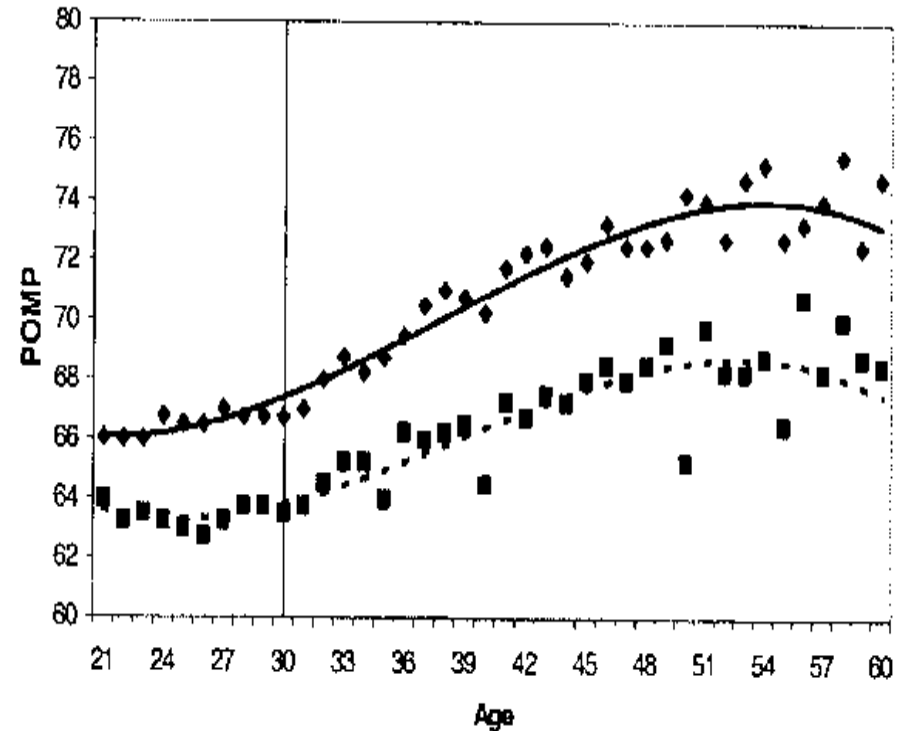


Personality and age

Conscientiousness

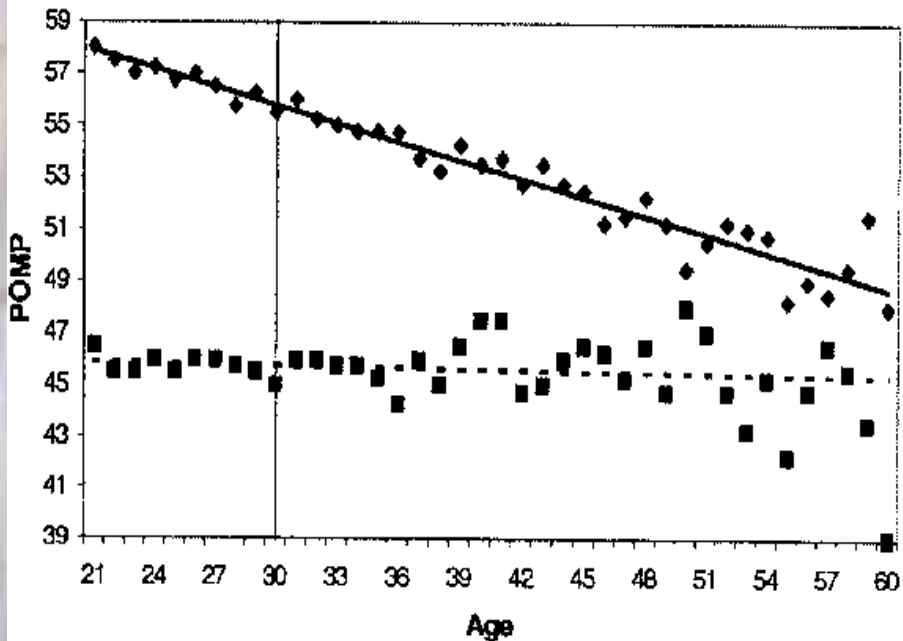


Agreeableness

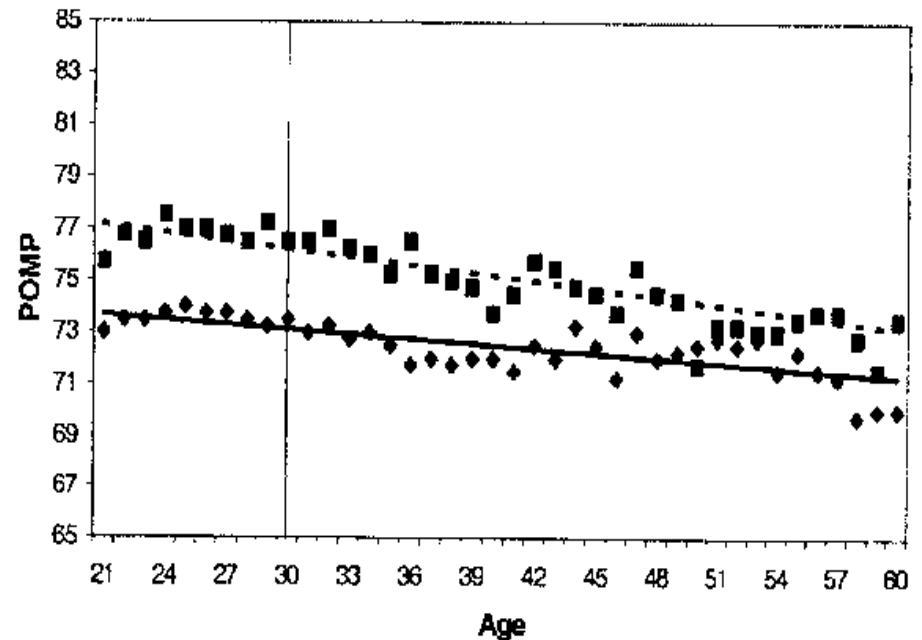


Personality and age

Neuroticism



Openness



The NEO Personality Profile

ALL DOMAINS



Highly emotionally stable and well able to withstand the stresses of leadership – but not emotionally blunt or insensitive.

Introverted, with a preference for one on one meetings rather than talking to large groups – but he was certainly not socially awkward with a preference for one on one meetings.

Openness – he was certainly not socially awkward with a preference for one on one meetings. He was never socially awkward with a preference for one on one meetings.

Average on agreeableness – pleasant but not ingratiating.

Average on conscientiousness – moderately well organised and got things done, saw himself as competent but certainly was not highly driven to closure and getting the details right.

So what!

Personality means a lot!

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YOUR ACCOUNT

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YOUR ACCOUNT

Emotional reactions

Facets	Positive response	Negative response
Worry	Relaxed and calm	Worrying and uneasy
Anger	Composed and slow to anger	Quick to anger
Discouragement	Not easily discouraged	Easily discouraged
Self consciousness	Hard to embarrass	Easy to embarrass
Impulsiveness	Resists urges easily	Easily tempted
Vulnerability	Handles stress easily	Has difficulty coping



Interpersonal patterns

Facets	Introvert	Extravert
Warmth	Reserved, formal	Affectionate, friendly, intimate
Gregariousness	Seldom seeks company	Prefers company
Assertiveness	Stays in background	Speaks up, leads
Activity	Leisurely pace	Vigorous pace
Excitement seeking	Low need for thrills	Craves excitement
Positive emotions	Less exuberant	Cheerful, optimistic



Openness to experience

Facets	Preserver	Explorer
Fantasy	Focuses on the here and now	Imaginative, daydreams
Aesthetics	Uninterested in art	Appreciates art and beauty
Feelings	Ignores and discounts feelings	Values all emotions
Actions	Prefers the familiar	Prefers variety, tries new things
Ideas	Narrower intellectual focus	Broad intellectual focus
Values	Dogmatic, conservative	Open to re-examining clues

Agreeableness

Facets	Challenger	Adapter
Trust	Cynical, sceptical	Sees others as well intentioned
Straightforwardness	Guarded, stretches truth	Straightforward, frank
Altruism	Reluctant to get involved	Willing to help others
Compliance	Aggressive, competitive	Yields under conflict, defers
Modesty	Feels superior to others	Self effacing, humble
Tender mindedness	Hard-headed, rational	Tender-minded, easily moved

Conscientiousness

Facets	Flexible	Focused
Competence	Often feels unprepared	Feels capable and effective
Order	Unorganised, unmethodical	Well organised, neat, tidy
Dutifulness	Causal about obligations	Governed by conscience
Achievement striving	Low need for achievement	Driven to achieve success
Self discipline	Procrastinates, distracted	Focuses on completing tasks
Deliberation	Spontaneous, hasty	Thinks carefully before acting



Coaching for emotional reactions

- The coach can help the executive to:
 - Remain relaxed and calm in emotional situations
 - Stay composed and be slow to anger in conflict
 - Not easily be discouraged or not show discouragement in trying times
 - Not show embarrassment when given compliments or have jokes told against them
 - Resist urges to express negative emotion in an impulsive or unhelpful manner
 - Handle stress effectively



Coaching interpersonal patterns

- The coach can help the executive to:
 - Remember peoples names and show genuine warmth and concern for individuals
 - Learn conversation skills and gregariousness
 - Learn how to express their views forcefully and be assertive
 - Show high levels of energy and activity
 - Create excitement and enthusiasm with their teams
 - Learn to be optimistic and show positive emotions.



Coaching openness to experience

- The coach can encourage the executive to
 - read widely and build a broad intellectual awareness,
 - seek out variety and try new things in many areas of the business
 - value a wide range of emotions in themselves and others



Coaching work ethic

- The coach can encourage the executive to overcome:
 - feeling unprepared for presentations or other important corporate events
 - being unorganised or unmethodical
 - procrastination
 - being easily distracted or too hasty in their work



EXERCISE: RATE A COACHING CANDIDATE

Emotional Reactions

Very Low

Low

Average

High

Very High

Calm, even tempered, relaxed
Not easily upset in stressful situation

Prone to worry, becomes upset in
stressful situations

Interpersonal Patterns

Very Low

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Introverted, reserved, serious, prefers working
alone: avoids direct leadership roles

Outgoing active, assertive; likes
working with others; enjoys direct
leadership roles

Openness to Change

Very Low

Low

Average

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Very High

Down to earth, practical, conservative; prefers
traditional outlooks and technical problems

Open to new experiences, imaginative,
enjoys broad interests; prefers creative
conceptual problem solving

EXERCISE: RATE A COACHING CANDIDATE

Agreeableness

Very Low

Low

Average

High

Very High

Hard headed, sceptical, proud, impersonal;
prefers competition over cooperation

Compassionate, good natured, friendly
prefers cooperation over competition
and conflict

Work Ethic

Very Low

Low

Average

High

Very High

Spontaneous, disorganised, lackadaisical
Prefers flexible plans, unmethodical
procedures; dislikes precise detail

Conscientious, efficient, well-organised,
reliable, likes precise detail routine,
predictable procedures, strong sense
of duty



THE LEADERSHIP PERSONALITY RANGE

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The leadership fit calculator

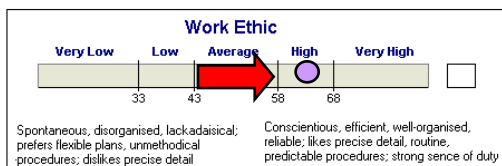
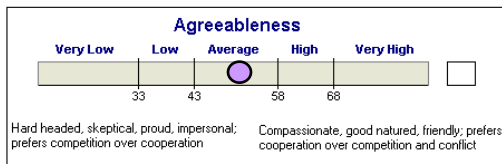
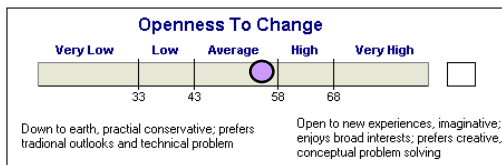
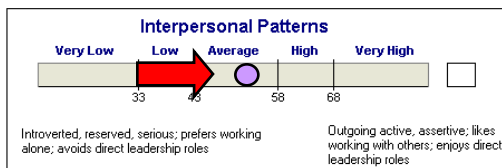
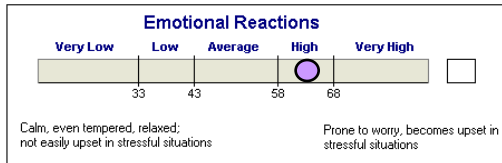
- The Leadership Fit Calculator produces percentage fit scores for the overall profile and for each of the five factors in the NEO
- The individuals with the highest fit scores are those whose personality is most like successful leaders.

• Overall score	72%
• Emotional reactions	67%
• Interpersonal	100%
• Openness	83%
• Agreeableness	83%
• Work Ethic	83%



The NEO Profile – 12 months later

ALL DOMAINS



- **Highly emotionally stable** – but not emotionally insensitive.
- **Average on interpersonal patterns** – increase in assertiveness and major improvement in public forcefulness
- **Open to new experiences** – but not creative – some improvement in this area.
- **Average on agreeableness** – pleasant but not ingratiating.
- **High on work ethic** – now well organised, productive, very competent more driven to closure.



The succession story – 12 months later



Terry McConnell is now retired and greatly enjoying his golf

As CEO, Steven has an excellent reputation for his technical ability, steadfast attitude and intellectual smarts combined with a approach to public Presentations and an ability to close deals.



With professional advice the leadership coaching programme is highly successful



Coaching case study

Therapeutic centre manager

- Some clearly poor performing staff
- Frustration with a self-centred and data focused boss
- Urgent need to improve morale in therapeutic teams
- Saw himself as easily distracted
- Wanted to be more assertive and forceful
- Wanted to be more tolerant
- Wanted to be positive and encouraging
- Wanted to be more data focused



Coaching process

- **Issues dealt with**
 - **Seeing the world through his boss's eyes**
 - **Developing data models**
 - **Assertiveness training**
 - **Dealing with poor performance training**
 - **Focus on treating people as individuals and generating enthusiasm for the newly developed vision**



Therapeutic Centre Manager

Emotional Reactions

Very Low Low Average High Very High



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Not easily upset in stressful situation

Prone to worry, becomes upset in
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Interpersonal Patterns

Very Low Low Average High Very High

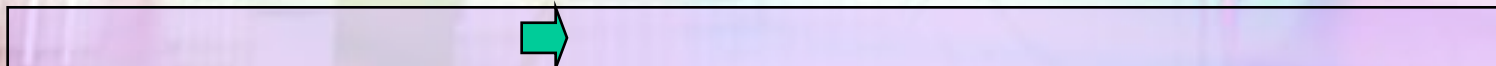


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Openness to Change

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Therapeutic Centre Manager

Agreeableness

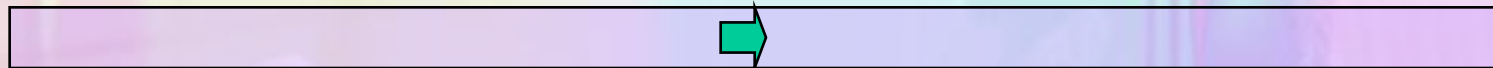
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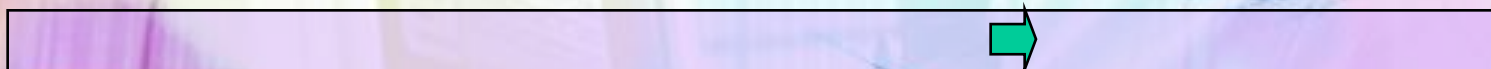
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Subscale changes

- **Emotional reactions**
 - Quickness to Anger – from Low to Average
 - Self indulgence – down from High to Average
- **Interpersonal patterns**
 - Warmth – from High to Average
 - Assertiveness –from Average to High
 - Positive Emotions – from Average to High
- **Openness to change**
 - Tolerance for Diversity – from Average to High



Subscale changes

- **Agreeableness**
 - **Consideration for Others – from High to Average**
- **Work Ethic**
 - **Deliberateness – from Low to High**



Coaching Evaluation

www.clickthesolution.com

- 1. The coaching I undertook was useful -
Extremely Useful**
- 2. I reached my coaching goals – Strongly
agree**
- 3. The coach was highly skilled - Agree**
- 4. Overall I was satisfied with the coaching –
Very satisfied**



Conclusions

1. Personality is a major determinant of leadership
2. Personality can change over time
3. Using personality measurement as a key element in coaching can be extremely beneficial:
 - Clarifies the issues
 - Provides clear evidence of change



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