

Mentoring for Change

executive mentoring and coaching, values management, storytelling

Welcome to the Mentoring for Change newsletter. In this issue:

- MBTI and Coaching (2)
- Thinking Globally

Best wishes

Michele the Mentor



MBTI and Coaching (2)

In the previous issue of the newsletter I observed that, almost without exception, everyone I know who works as a coach has an N preference on the S-N (Sensing-Intuition scale) of the Myers Briggs type Inventory (MBTI). What this means is that they have a preference for seeing the big picture and focusing on possibilities over seeing what is actually happening and focussing on practical realities.

As a piece of informal research I invited those of you who coach or mentor to tell me your type preference. I got 30 responses and have summarised them in the table below. (The smaller percentage figures in the

ISTJ - 14%	ISFJ 3% 3%	INFJ 12%	INTJ 7% 11%
ISTP - 6%	ISFP - 1%	INFP 23% 4%	INTP 8% 4%
ESTP - 6%	ESFP - 5%	ENFP 17% 3%	ENTP 8% 9%
ESTJ 3% 18%	ESFJ - 2%	ENFJ 8% 2%	ENTJ 10% 12%

bottom right hand corner of each box are for comparison purposes – they show the Type distribution of the 105 executives I have worked with whose Myers Briggs Type I know.) All but two of the responses indicated an N preference (94%). 60% are NFs; 33% are NTs (As a separate piece of data, of the 44 associate coaches who work with the Center for Creative Leadership in Brussels, 80% are NFs and 20% are NTs.)

I would be interested to hear of any conclusions you draw from this data.

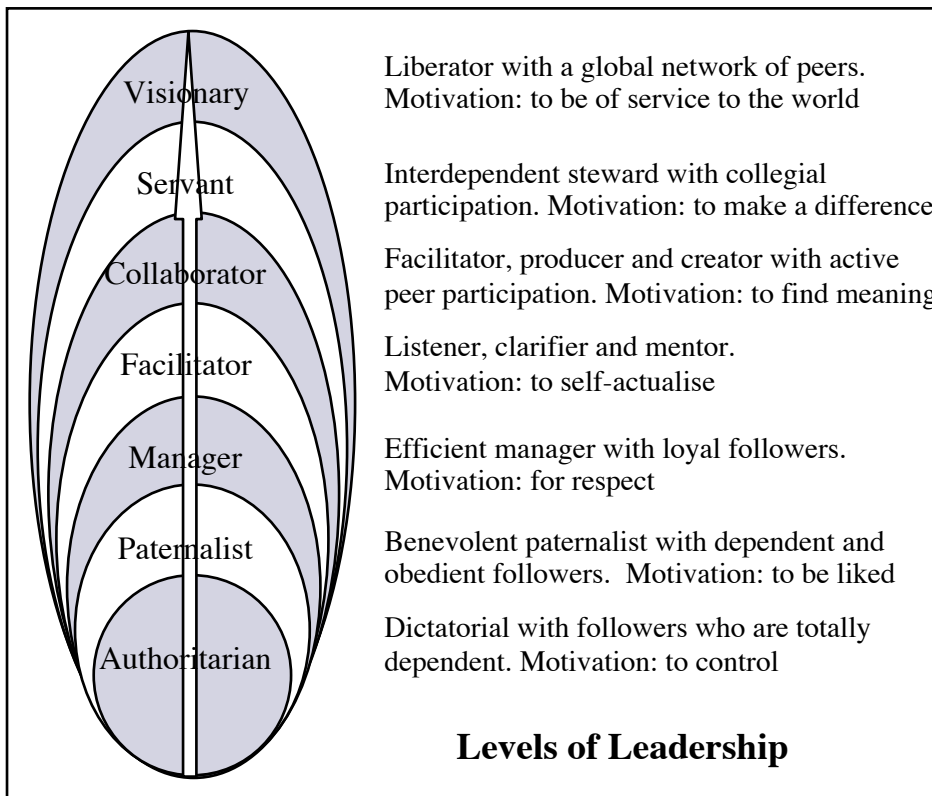
Thinking Globally

Globalisation

We live in an increasingly interconnected world where events and actions happening many thousands of miles away are having a direct impact on our day-to-day lives, for example:

- global communications systems make information accessible almost instantaneously across the globe
- transnational corporations take a global view on investment and marketing
- industrial and domestic pollution and emissions affect the global climate
- resources (food, materials, etc) are sourced internationally
- terrorism and crime have become global.

To live successfully in the increasingly complex and unpredictable world that globalisation brings requires our thinking and perceptions to become correspondingly more subtle and sophisticated. We need to be able to see interdependencies, work cross-culturally, enable people to work effectively together, operate in fast-changing environments, and see systemically. In short



- The values-based approaches of Brian Hall (*Values Shift*, 1994, Twin Lights Publishers – out of print), Richard Barrett (*Liberating the Corporate Soul*, 1998, Butterworth-Heinemann), and The Minessence Group who offer a values measurement tool (www.minessence.net).
- Beck and Cowan's *Spiral Dynamics* (1996, Blackwell Publishers)
- John Whitmore's *Need, Greed, Freedom* (1997, Element Books)

One example of such a model is the Levels of Leadership framework, derived from Brian Hall's Values Map and Richard Barrett's work (left). Each of the levels in a model of this type represents a relatively stable world view with an associated set

we need to move from thinking personally to thinking globally.

This is important for us as individuals: it is also important that, when we coach executives and others whose actions have the potential to impact many people, we are able to help them think more globally.

Moving to a Global Perspective

One approach to helping people become more global in their thinking is to train them in areas such as strategy, scenario planning and so forth. But whilst this will give people new techniques, it doesn't shift their thinking styles and ways of acting. To do this requires some thing more fundamental.

If we look at models of personal and social development, and particularly at those integral frameworks which have sought to identify the common themes across a range of models, we see that a central hypothesis to all these models is that, as we grow and develop, a natural shift from thinking personally to thinking globally occurs. This shift is accompanied by a recognition that we exist in and are defined by our relationship with others. As we become more global in our thinking these "others" move through family, colleagues, society, and ultimately, the planet. Not "I think therefore I am" but "You are, therefore I am". Thus the route to thinking globally is though personal growth.

Many writers have charted this journey, and some in particular have sought to identify the key themes and patterns of this journey and create integral models, which synthesise the wisdom. Frameworks I have found particularly useful in providing this big picture of how we and the systems of which we are a part grow and develop are:

of values, skills and behaviours. Each successive level is characterised by increasingly complex values, skills and behaviours and includes, integrates and transcends all the values, skills and behaviours of the previous levels.

So long as we are content to lead in the style of that level (eg as a manager), and that style meets the needs of the environment we are working in (eg a complex, layered hierarchy), then it is possible to continue leading in much the same way, perhaps getting increasingly skilled but not changing our fundamental style. But at some point one of two things may happen:

- the environment may change and require a different style of leadership from us (which may be at a higher level or a lower level than the one from which we are currently operating)
- we may begin to outgrow our current style of leadership and find ourselves looking for something more – a new challenge, a different type of work, a different way of leading.

In either case we may start by ignoring these calls to change or trying to make adjustments to our current way of leading. But sometimes we discover that we can't make things work the way they are and so we find ourselves, often unwillingly, embarking on a transition to a new level.

(to be continued)

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