

How the MBTI and FIRO tools help to deliver better patient care

During a period of change and transition, a health care provider needs to focus on the quality of its outcomes. See how it develops leaders and teams to ensure it gets the best from everyone

Mid Cheshire Hospitals NHS Foundation Trust provides a comprehensive range of acute, maternity and child health services to people living in the local area. Its employees have a strong focus on high-quality patient care, team building and leadership.

One of the seven key initiatives laid out in the five-year strategic plan for the Trust is “Developing our staff” and against a backdrop of transformation in the way that funding was being secured in the NHS, the Trust was moving to be measured on quality outcomes, rather than patients.

The Trust needed help in managing these changes. Lisa Gresty – a member of the Workforce and Service Development Directorate that was responsible for the initiative – explains that by improving self-awareness and team collaboration across the Trust, the team aimed to “get the best quality from our people”.

The Trust knew that psychometric tools could act as a foundation to underpin and help manage this change and saw the tools as providing a consistent platform across the organization for development, coaching, and team building, as well as improving recruitment and selection practices to hire better fit-to-role, especially for senior positions.

Business Challenges

- Change management
- Increased self-awareness
- Improved team collaboration
- Better quality recruitment

Company Profile

Mid Cheshire Hospitals NHS Foundation Trust provides healthcare to the people of Cheshire, England. It was established as a National Health Service (NHS) Trust in 1991 and, because of its excellent performance, it was granted Foundation status in 2008. The Trust has over 4,500 members of staff employees and offers services to 280,000 people.

Mid Cheshire Hospitals NHS Foundation Trust

Solution

To meet its needs, the Trust chose a combination of three of the most widely used, valid and reliable instruments available, including the MBTI® personality questionnaire and the FIRO® instrument. It wanted its own team of practitioners to implement these tools across the organization, so it worked with our consultants to deliver in-house qualification training for the three tools.

The MBTI tool was introduced in 2008 and is now being widely used within the Trust's Management Development Program (MDP). Participants complete the MBTI questionnaire and receive feedback enabling them to learn about their type and how their personality influences their interactions with team members. The MBTI tool is also used as part of half-day development sessions for various teams across the Trust, helping to build a common language to discuss different working styles and ways of interacting.

In 2009, the board-level executive team of the Trust requested a teambuilding and diagnostics session to help find ways to communicate more productively, both with each other and with members of their staff. The FIRO instrument was chosen because it focuses on what individuals need from others in their interactions, and how this might be different from their outward behaviour. Gresty observed that the FIRO tool was a 'safe' framework to achieve some very deep insights into team dynamics and sources of individual dissatisfaction within a team. It ultimately supports teams by enhancing the trust and openness between team members, and working towards common goals much more effectively.

Results

Feedback from employees at the Trust who have used the MBTI and FIRO tools has been very positive. Many have noticed that they are better able to manage interactions with both colleagues and patients who are different to themselves.

Programs are still running so evaluation is ongoing, but Gresty feels that the MBTI framework is now well embedded in the organization. And, as she explains, because the Trust's own team


Solution

- MBTI self-awareness and communication training
- FIRO teambuilding

“ The Trust doesn't have to pay an external provider every time we want a teambuilding or coaching session, or to use a tool in selection – we simply call on one of the team, who have been trained. ”

Lisa Gresty,
Organizational
Development
Practitioner,
Mid Cheshire NHS

Mid Cheshire Hospitals NHS Foundation Trust



can implement the tools, “we now have a very cost-effective way of using psychometric tools. The Trust doesn’t have to pay an external provider every time we want a teambuilding or coaching session, or to use a tool in selection – we simply call on one of the trained team.”

The Trust is continuing the successful Management Development Program for 2009–2010 with a total of 32 participants across the organization. And, due to the ongoing participation in the Program, employees are continuously using type as a tool for developing themselves at work and improving the quality and effectiveness of their interactions with each other.

Masterclasses are planned, as well as additional teambuilding and diagnostic sessions using the MBTI and FIRO tools, which have been requested by several senior teams. The Trust continues to work to find ways of using all three tools across the organization to support cultural and behavioural shifts. This enables teams to perform consistently at a higher level and to stay focused on the goal of providing the best quality patient care.

Results

- Qualified in-house trainers is a cost-effective way of using psychometric tools
- Positive difference in working relationships
- Deeper insight into strengths and development areas of candidates



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