



**The City of Oakland, California  
The Department of Human Services &  
The Department of Public Works**

**Objective**

Enhance personal development, management effectiveness and interpersonal work relationships by providing coaching resources to management personnel.

**Process**

Using the resources of the Myers-Briggs Type Indicator (MBTI) and high performance patterns, Ron Young is providing performance coaching for managers within the Department of Human Services and the Department of Public Works.

**The use of the MBTI** has enabled the individuals being coached to:

- Gain insight for self-mastery
- Understand co-workers with differing type preferences
- Develop strategies for more effective 360 degree working relationships.

**The use of high performance patterns** enables the individuals being coached to discern the patterns of success they used in the past. We also explore the application of those patterns to current and future work challenges.

**Results:**

- Better work/life balance, more effectiveness while at work.
- Enhanced interaction with managers from other units.
- Greater understanding of how to work well with others
- Strategies to implement change initiatives and better handle confrontation.

**Response:**

Feedback regarding the impact of the coaching provided by Ron Young includes:

*"I have made major progress in achieving a healthier work/life balance. I know have more time with my family while being more effective at work"*

*"My ability to successfully interact with managers in other units has been enhanced by understanding my Type preferences and how to develop strategies that enable me to be more effective with those having different Type preferences."*

*"Each coaching session helps me develop strategies for implementing an on-going, agency-wide change initiative."*

*"I have had the opportunity to explore how I handle confrontation. My ability to handle confrontation with my direct reports in the past has been very challenging. I am developing some new strategies."*