

# Virtue and Talents

*and your role*

In an MBM organization, employment decisions—such as hiring, development, and promotion—are made by considering not just the knowledge and skills individuals possess, but also whether they uphold our core principles (e.g., Integrity, Respect, etc.). In other words, we expect employees to apply their unique strengths and skills to achieve results, but we also care how they achieve these results.

“Maintaining and enhancing the most beneficial culture . . . requires every employee—including the [leaders]—to internalize and practice [the] Guiding Principles.”

-GOOD PROFIT, 122



## Highlighted Onboarding Responsibilities



- Seek to live daily by the Guiding Principles, and apply MBM to improve your performance.
- Discover and develop aptitudes into skills that create value in harmony with our vision.



- Develop a point-of-view on where new employees, considering their aptitudes, skills and interests, can have the greatest impact based on comparative advantage.
- Regularly encourage new employees to discover and share their interests and aptitudes.
- Provide on-going coaching and focused development that facilitates a new employee's personal transformation, as well as addresses behavior inconsistent with MBM Principles.

"...the most effective leaders are those who provide frequent and honest feedback that identifies opportunities for improvement in a way that stimulates dialogue and change."

-GOOD PROFIT,132

## Application Exercises

### PART 1 - Living Daily by the Guiding Principles

1. **What is a principle? What do you think a rule is? How do you tend to operate? Are you drawn more towards principles or rules? After reflecting on these questions, read through [MBM® Working Paper: Principles and Rules](#).**

What insights did you have that you can begin to implement?

How can your understanding of principles and rules help you to live daily by the Guiding Principles? How can it help you improve your performance?

2. **Read through our MBM® Guiding Principles [[SNAP](#), [KNET](#)]. Identify a work challenge, and choose a Guiding Principle to practice applying it. Use the MBM® Guiding Principles Coaching Tools [[SNAP](#), [KNET](#)] to help facilitate your learning and application.**

Why do you believe applying your chosen principle will help? What other Guiding Principles might also help?

As you've practiced, what improvements to the challenge and your behavior have you observed or experienced?

## Application Exercises

### PART 2 - Discovering and Developing Your Talents

- 1. Try brainstorming and articulating your strengths (and interests). Separately, solicit thoughts and ideas from others (family, friends, colleagues, supervisor, etc.).**

What list did you come up with? How does it compare to the list you generated from talking to others? How can you use this exercise to ground you in reality?

What relevant strengths can you connect to current or future responsibilities?

Where can you begin to build or hone specific skills to better leverage your strengths? How does this connect to the Guiding Principle of Self-Actualization?

- 2. Now, do the inverse to identify your limitations. Again, brainstorm individually and draw on others for their perspective.**

How does this connect to the Guiding Principle of Humility?

How does applying the principle of Humility and understanding your limitations help you create value in your role?

"[The theory of multiple intelligences] postulates that there are eight different kinds of intelligence, and none of us is equally gifted or deficient in all of them."

-GOOD PROFIT, 135

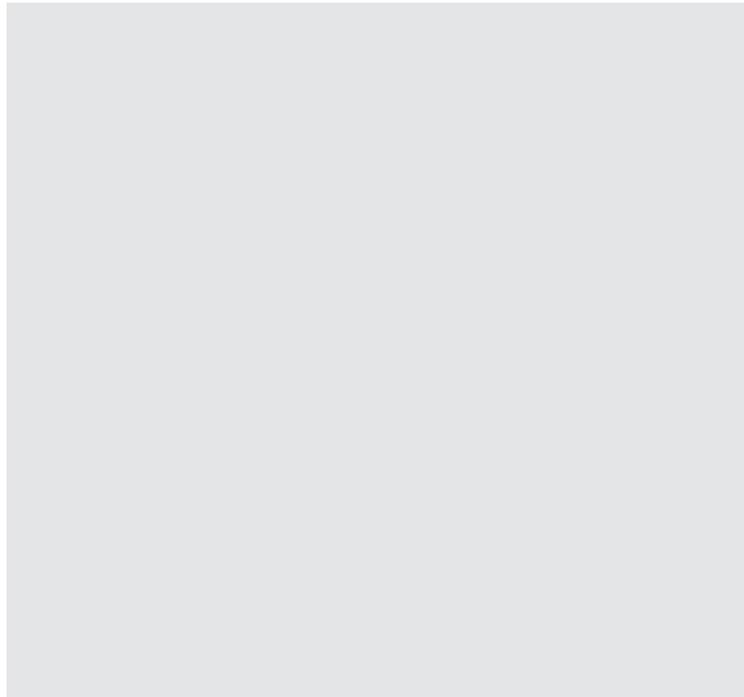


# Application Exercises

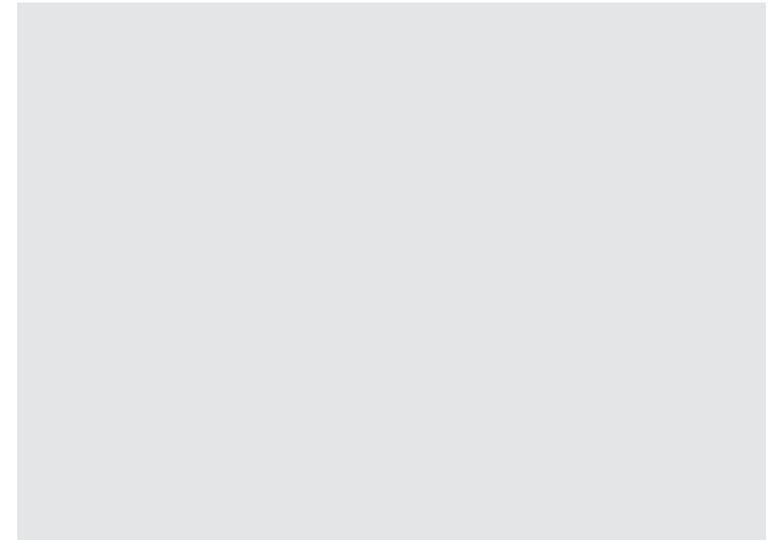
## PART 1 - Develop a Point-Of-View and a Plan

1. **Read the Virtue and Talents and Decision Rights questions on page 4 of [Applying MBM®: The Role of a Supervisor](#), and thoughtfully consider the following:**

Identify the specific skills needed for a new employee to succeed in their responsibilities. Do their strengths/ aptitudes align with the needed skills?



Clearly Identify skill gaps and build a plan and indications of progress to help develop a new employee toward specific responsibilities.



“I believe that a person's capacity to perform in a given role is not only determined by training and experience, but by the aptitude or the kinds of intelligences in which that person excels.”

-GOOD PROFIT, 135



# Application Exercises

## PART 2 - MBM Coaching as a Supervisor

### 1. Use your developed point-of-view and plan to consider the following:

How are you intentionally utilizing the [MBM® Coaching Framework](#), [Performance Reviews](#), Performance Development Plans, and the [apprentice model](#) to help new employees be successful?

How are you helping new employees understand the value and importance of feedback in an MBM culture?

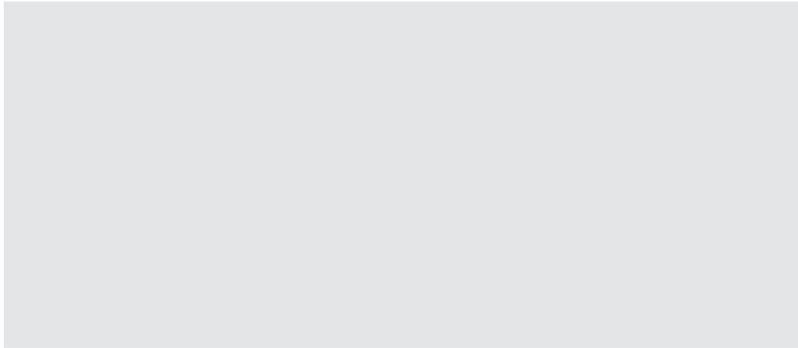
Referring to the questions on page 4 of [Applying MBM®: The Role of a Supervisor](#), how would your new employee rate you on these questions? Where can you improve and better model and apply our principles?

### 2. Utilize the MBM® Guiding Principles Coaching Tools in conversations with new employees with a specific emphasis on Principled Entrepreneurship, Knowledge, and Self-Actualization.

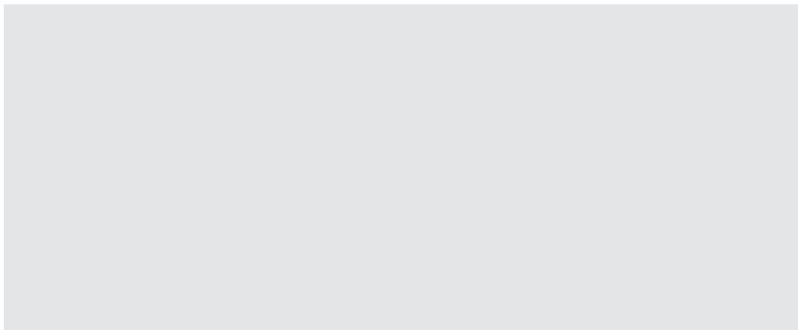
As you discuss the principles, seek to identify connections to the Virtue and Talents dimension and the importance of those connections.

## Considerations for HR

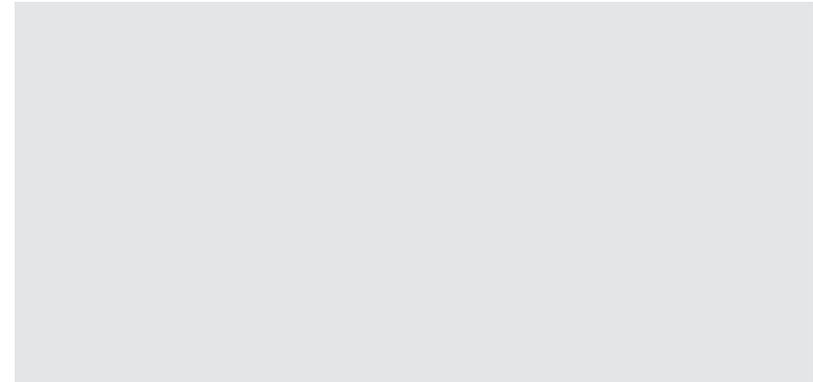
What strengths and limitations were identified during the selection process you can help supervisors incorporate into a coaching plan?



How can you help supervisors apply the [apprentice model](#)?



Are supervisors effectively applying the [MBM® Coaching Framework](#) with new employees?



**Discover more on Virtue and Talents:**

[Virtue and Talents Matrix](#)  
[Rules of Just Conduct](#)

Questions? Email [MBM@tsnstitute.org](mailto:MBM@tsnstitute.org)