

## UK Criminal Justice Organization

# Can MBTI training help the UK's criminal justice system work better?

Following public sector reform and organizational change, managers needed a development intervention to get its culture back on track.

Public sector reform brought significant change to this criminal justice support service, as did the pandemic. The reform resulted in the organization taking back the companies and staff that had been privatized, which meant it doubled in size during the pandemic.

Although the service was united again, the changes brought challenges. Staff had different levels of training, many of them had caseloads that were too high, and some left altogether, resulting in vacancies and workloads that had to be picked up by those still employed.

The annual staff survey revealed some dissatisfaction among staff. People were unhappy with management inconsistencies, including the advice that managers gave to their staff.

"We've gone through such a lot of change that managers haven't always understood what advice they should give in certain situations," says one Head of Service.

Being responsible for 15 managers and 150 staff, they decided a development workshop was needed to rebuild the culture and help it progress.

### Business Challenges

- Dealing with organizational reform
- Building consistency in management following change
- Creating a management team that works together

### Company Profile

This public sector organization is part of the criminal justice system in the UK. It helps to manage offenders, from low risk to high risk, while they are in the justice system. Its priorities are to keep the public safe and to effectively rehabilitate people on probation to reduce the risk of reoffending.

### Solution

The challenges brought on by the changes meant the organization had to:

- Reform as a service.
- Reunite as a management team.
- Implement new joint policies, practices, and quality assurance measures.

For this reason, the MBTI® Management Development Workshop was chosen as a training solution. One of the goals was to help create a common identity for everyone and improve understanding between people.

“Getting something like this had a generalized purpose, which fulfilled our needs right now,” says the Head of Service. “It wasn’t about how to address specific issues. It was about finding an accessible way to address a cultural issue, which is to help managers get a better understanding of themselves and how they manage and motivate other people.”

### MBTI epiphanies

“I remember that the first time I took the MBTI assessment, on a course for senior leaders,” they said, “it was revelatory for me. I was surprised by how well the trainer understood the way I might behave in certain situations.

“One example stands out to this day. The trainer said that, because of my type, ‘You’re the sort of person who’ll make a phone call, talk to the person, and then feel completely energized after that call because you get a lot of energy from conversation, a lot of ideas.’ And I thought yes, that is exactly what I do. Some people wouldn’t want to have the conversation, they’d want to go away and think about it. But me, yes, if I have a problem, I want to talk to somebody and sort it out.

### Solution

- MBTI Management Development Workshop
- Focus on communication, change, and decision-making

“That made me realize that I do respond in certain ways, others might not, and I need to understand those ways better. And so, with the issues we’re facing in the organization right now, I thought that a similar workshop would be a good way to work with the managers to help them better understand themselves.”

### Workshop focal points

Sixteen managers attended the full-day workshop, and attendees were a mix of operational managers and administration managers. Participants had completed the MBTI Step I™ Questionnaire before attending.

During the workshop, participants explored each of the preference pairs by doing exercises, working with and listening to colleagues who had different preferences, and talking about how they could flex and adapt to the people they lead as well as their wider stakeholders.

A team profile showed the distribution of types that existed across the team. This helped to clarify what strengths this brought and what development they might want to do to strengthen their leadership style.

The second half of the workshop applied people’s understanding and the team profile to areas most relevant to the organization’s needs and challenges, including:

- The team’s style of communication.
- How they approach change.
- How they approach decision-making.

This helped the team understand how their personality influenced their approach to different aspects of the workplace. It also helped them see how their teams could perceive them.

“ I think this workshop has been helpful both in us working together as a team, but also for those managers to start to think about who they’ve got on their team and all those different characteristics. It’s made them more flexible as managers.

**Head of Service,**  
UK Criminal Justice  
Organization

”

### Results

Workshop feedback was positive and the managers really liked it. One factor was the face-to-face format because there hasn't been much of that since the pandemic.

But, on top of that, the learning has stuck.

"They were really positive about it on the day, and we still refer back to what we learned," says the Head of Service. "When I talk to them, they use language from the workshop. I think it's given them an appreciation of understanding each others' motivations and how we might respond to things differently...it's helped them to not necessarily take a response at face value. For example, if somebody doesn't enthuse about something, or if somebody wants to reflect on something, that's OK.

"So, I think this workshop has been helpful both in us working together as a team, but also for those managers to start to think about who they've got on their team and all those different characteristics. It's made them more flexible as managers."

With a better understanding of how people respond to different situations and challenges, the managers are better equipped to address problems with staff—and finds ways to resolve them. They have the capacity to consider, 'Where is the other person coming from? Where am I, their manager, coming from? How can we achieve a mutual solution that's not confrontational?'

"We're a people organization," continues the Head of Service. "We're not psychologists but we understand psychology and we understand motivation. We're very interested in people, we work with people, so this kind of material really appealed to the managers who attended. They wanted to find out more about themselves.

"It's what they came into the job for—to understand people better—so the workshop was on-point in terms of what motivates our staff."

### Results

- Managers understand themselves, their colleagues, and their reports better
- Managers are more flexible in their management style
- The organization returns to a more people-centred approach to work



## **ABOUT THE MYERS-BRIGGS COMPANY**

In our fast-changing world, your edge lies in harnessing 100 percent of your talent—whether you’re at work, home, college, or anywhere in between. Your success and sense of fulfilment aren’t just about what you know and what you can do, they hinge on your relationships and interactions with others.

The Myers-Briggs Company empowers individuals to be the best versions of themselves by enriching self-awareness and their understanding of others. We help organizations around the world improve teamwork and collaboration, develop inspirational leaders, foster diversity, and solve their most complex people challenges.

As a Certified B Corporation®, The Myers-Briggs Company is a force for good. Our powerfully practical solutions are grounded in a deep understanding of the significant social and technological trends that affect people and organizations.

With over 60 years in assessment development and publishing, and over 30 years of consultancy and training expertise, a global network of offices, partners and certified independent consultants in 115 countries, products in 29 languages, and experience working with 88 of the Fortune 100 companies, we’re ready to help you succeed.