

## Re-establishing the MBTI framework in a fast-moving recruitment organization

To see the real benefits of training and development, organizations need to invest time. How did a Talent Development Director persuade her leadership team that more time dedicated to personal development could benefit the organizational culture?

PageGroup wanted to get maximum benefit from its MBTI®-based development sessions. The tool had been used in workshops previously, but with just two hours allocated to complete the questionnaire, give feedback and discuss the implications of type preference, the sessions did not provide deep discovery. Lack of follow-up was the problem – the sessions had been one-offs rather than part of a continuous development journey.

Victoria Crane, Talent Development Director at PageGroup, had pinpointed the MBTI tool as something which, after many years lying fallow, could be reintroduced for the benefit of personal and organizational development in the company. Senior Directors within PageGroup were aware of its potential, and Victoria was keen to use it to much greater effect.

“The questionnaire and the feedback are just the beginning,” says Crane. “It’s applying the tool and the insights after the initial session – that’s the key. It’s about getting people beyond that initial session to embark on their development journey back in the job.”

### Solution

Knowing the scale of what she hoped to achieve, Crane successfully argued the case for a full day session. She designed a workshop

### Business Challenges

- Reintroducing MBTI framework
- Maximizing benefits of development
- Developing teams and leaders

### Company Profile

Established in the UK in 1976, PageGroup has grown to become one of the world's best-known and most respected recruitment consultancies. They operate in 36 countries, providing recruitment services and career opportunities on a local, regional and global level. PageGroup operates four key brands: Page Executive, Michael Page, Page Personnel, and Page Outsourcing, supported by additional brands across the business.

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featuring group feedback in the morning and type-related activities in the afternoon. Attendees complete the questionnaire beforehand.

PageGroup is a high energy, fast paced sales environment. It was a central goal that these sessions should sell the benefits of the MBTI framework to a workforce driven by league tables and performance. The workshop had to demonstrate clearly how the framework can boost performance, streamline interactions and open the possibilities of behaving 'out of preference'.

In the first phase, high priority groups were identified and many teams went through the development work. In the second phase, senior managers attended – an important element, given that MBTI insights can only work well if there is an understanding and support of the instrument from the top down.

“My aim is for everyone attending the sessions to connect the tool straight back to their job,” comments Crane. “It has to be made personal and relevant to their particular challenges.”

Following the immediate success of the MBTI sessions, and the consequent demand for more, she looked for external support. As a result, our consultants were brought in to deliver many of the development sessions, working closely with Victoria in the first instance.

## Results

The development work has been very well-received, and the organization has now reached the point where the tool is widely appreciated as an important business aid. “We get to the root cause of an issue quicker,” said one participant. “This enables us to deal with situations more effectively.” “It has changed my whole perspective on how I manage people,” commented another.

The ability to flex personal style has been one of the main revelations – the realization that language can be adjusted to communicate information with maximum effectiveness. “I recently used Myers Briggs in a client meeting,” commented one participant. “I realized quickly how my client was different to me and I changed my approach.”

## Solution

- Full-day MBTI session for teams and senior managers
- Focus on performance and sales results
- Deliver learning for immediate use

“It’s about getting people beyond that initial session to embark on their development journey back in the job.”

**Victoria Crane,**  
Talent Development Director,  
PageGroup

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The work has engendered the understanding that what works well for one team member might not be the best solution for another, and people are thinking about how best to write their communications. They keep their audience – whether internal or external to the organization – at the forefront of their minds.

“I’ve been able to motivate my team far more,” said another participant. “I took a step back when I realized that not everyone follows the same process as I do.”

The MBTI work has successfully changed the way the company sees itself. Before the MBTI sessions many people had perceived extraverts to be at an advantage. MBTI insights have emphasized the value of preferences for introversion, based on type theory and the concept of acting ‘out of preference’.

MBTI insights have also helped managers to work more effectively with their teams, motivating and getting the best out of them. As one manager said: “It has definitely helped my business area make money – specifically regarding my engagement with certain people within my team.”

“I’ve been able to work with my Directors about their messaging and their development of their people by making them realize that one size does not fit all,” commented another.

Looking ahead, Crane wants people to enhance their MBTI insights via follow-up application sessions. Team dynamics is one area she is keen to explore (i.e. in the original sessions, members of the group taking part were not necessarily part of the same team back at work). The tool is also being used in one-to-one feedback sessions.

She is also developing a suite of further application sessions including coaching different learning styles, upskilling influencing skills, and enhancing leadership development. Furthermore, the organization is now working on developing the instrument beyond its UK base.

## Results

- Better understanding of colleagues
- Increased people-motivating and people-engagement skills
- Using ‘out of preference’ behaviour to improve results and increase revenue



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