



# Decision making

## Using the MBTI assessment to help people:

- Solve problems more effectively
- Learn tactics for better decision-making



## Setting the scene for your session

To focus people's minds on the topic, ask:

- What typically stops you from making effective decisions?
- When decisions are made, are they implemented?
- What are the different decision-making styles in your team?



# Decision-making activity

## Overview

This exercise uses the Z-model to raises people's awareness of their approach to problem-solving. It helps people see where they might spend too much time – and not enough time – in the problem-solving and decision-making process.

## Time

30 minutes

## Materials

Four flipcharts and pens

## Instructions

- Put a flipchart and pens in each corner of the room
- Write S on one flipchart, N on another, T on another, and F on the last
- Ask the group to think of a problem to solve. If they struggle, use this as an example: "The venue for your Christmas party at work has been flooded. The party is in a few days. What do you do?"
- Ask the group to move to the S flipchart
- Ask them to discuss the problem from a Sensing perspective and write their thoughts on the flipchart
- Give the group exactly five minutes to do this
- Move them on to the next flipchart and repeat the process
- Do this until the group has been to all four flipcharts
- Ask them to make a decision about what to do



## Debrief

The Z-model focuses on the Sensing–Intuition and Thinking–Feeling preference pairs. To solve problems and make decisions effectively, people need to use these preferences in a balanced way.

- Explore the effort and energy levels of the group. Which preferences were most comfortable and generated the most content? Which were more difficult?
- Did they group think they made a balanced decision or not? Why?

Here are some areas that participants tend to focus on, based on their preferences:

### ■ Sensing

- Gathering facts and data
- Applying and building on experience
- What's realistic and achievable

### ■ Intuition

- Looking for connections and new approaches
- Applying hunches or instinct
- Theories and concepts

### ■ Thinking

- Applying objective logic
- Looking for rules and principles to follow
- Tasks to complete or steps to take

### ■ Feeling

- Processes to follow
- Applying personal values
- Looking at individual and group impact

An ESTJ, for example, would:

- Spend more time in T and S (first/favourite and second processes)
- Spend less time in N and F (third and fourth processes – potential blind spots)

ESTJ types will typically look at the facts and then make a logical decision.



## How to do this activity virtually

To use this exercise with virtual or remote groups:



- If possible, use an app that allows single or multiple 'whiteboards'
  - Set up one whiteboard for S, one for N, one for T, one for F
  - Alternatively, set up a whiteboard divided into quarters; S top left, N top right, T bottom left, F bottom right
  - Timings and discussions are as for the face-to-face exercise, with the group writing their thoughts on the whiteboard(s)
  - If using a single whiteboard, you will need to ensure that the group keep their comments to the appropriate quadrant
- Alternatively, the group can use a chat box to share their thinking. Again, timings and discussions are as for the face-to-face exercise
- At the end of the exercise, ask the group to make a decision about what to do

## Decision-making resources

Use these (sign in to your account on [themyersbriggs.com](https://www.themyersbriggs.com) to access)

- [MBTI Step I Exercise: Presents for \(not quite\) all](#)
- [MBTI Step I Exercise: Trip to the Caribbean](#)

Available to buy at [www.themyersbriggs.com](https://www.themyersbriggs.com)

- [Pocket problem solver cards](#)  
Keep the Z-model in your pocket for easy everyday use.
- [MBTI Decision-Making Style Report](#)  
Help respondents explore strengths and development areas in decision making.
- [Improving Decision-Making workshop facilitation kit](#)  
Everything you need to run a half-day workshop to help develop decision-making skills.
- [Introduction to Type and Decision Making](#)
- [MBTI Activity: Exploring Decision-Making Style](#)



# The MBTI Playbook

UK edition

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