



Leadership

Using the MBTI assessment to help people:

- Understand the impact of type on leadership style
- Learn how leaders are seen by others



Setting the scene for your session

Before you start, try to find out what the groups objectives are.



Leadership activity

Overview

This exercise provides two options for exploring leadership style – through the lens of temperaments or decision-making style. It helps people to identify what their leadership style contributes and what they may overlook.

Time

20 minutes

Materials

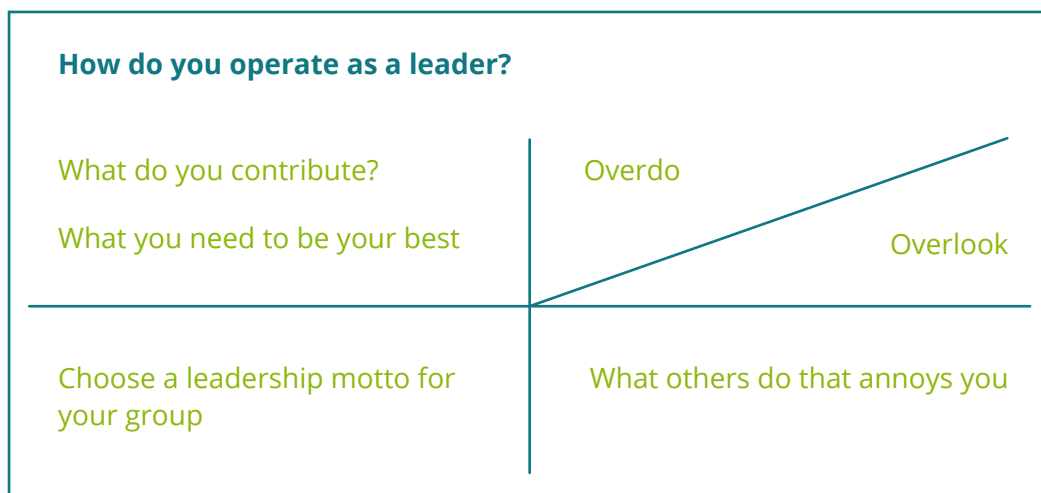
Flipchart paper and pens for each group

Instructions

- Divide participants into groups based on temperaments (SJ, SP, NF, NT) or decision-making style (TJ, TP, FJ, FP) depending on the purpose of the session:
 - For overall leadership style, the temperaments lens works well – the core difference being between S and N.
 - Sensing leaders focus on the pragmatic here and now. The important next step is whether they do this in a more structured way (SJ) or a more spontaneous way (SP).
 - Intuitive leaders focus on the future. The important next step is whether, in doing so, they focus on tasks (NT) or people (NF).
 - If decision making is a focus, the combinations of T-F and J-P work well. Thinking and Feeling describes the process we prefer to make decisions; Judging and Perceiving show whether we do this in the outside world or in an introverted way.
 - People with a Judging preference extravert their decision making using either Thinking (TJ) or Feeling (FJ).
 - People with a Perceiving preference (TP or FP) tend to make their decisions internally, and this won't be seen by others.



- Take account of overall group size and distribution of type – it's important to have at least two people in each of the four groups.
- Give each group a sheet of flipchart paper and ask them to complete the following information.
- Allow 10–15 minutes.



Debrief

Ask each group to present their completed diagram. Then discuss the following with the whole group:

- Where might different groups run into misunderstandings?
- How can they help each other?

Use the information on the next three pages to guide your debrief.



Leadership styles: temperaments

SJ **SJ leaders** will tend to focus on maintaining the status quo and ensuring that their teams are dependable and reliable. They will efficiently organize people, data and systems and establish procedures and policies. They may however be intolerant of change and adhere too rigidly to rules and procedures.

As followers, SJs will look for specific goals and timescales and a clear picture of who is responsible for what.

SP **SP leaders** are resourceful, responding rapidly and pragmatically to pressing problems. They bring realistic solutions to immediate crises and problems. Their focus on the current moment can however mean that they discount the past and ignore future implications, and their followers may see them as unpredictable.

As followers, SPs respond well to those who lead by example and can make things fun, active and engaging.

NT **NT leaders** focus on the big picture and the larger purpose behind any task. They enjoy visualising future possibilities and respond well to change. They set high standards for themselves and their followers, which can lead to them being overly demanding and critical. They may become bored by detail.

As followers, NTs value opportunities to demonstrate their intelligence and competence, and to be respected for this. They need to know the big picture and to have the opportunity to challenge and debate.

NF **NF leaders** are concerned with how the big picture fits with the human needs of their team and the values of the organisation. They are nurturers, involving and developing their team, communicating with passion, and seeking to enthuse others with their values. They seek to create harmony, but this can be at the expense of the task and may make their team overly dependent on them. They often find dealing with unpleasant truths difficult.

As followers, NFs want to be treated in a personal way, and will respond well to leaders who can paint an inspiring vision that speaks to their values. They will want to know how people will be affected by their work in the future.



Leadership styles: decision-making

TJ **Logical decision makers.** TJs are often analytical, decisive leaders. They make decisions based on principles, overall impact, and rational assessment of possible outcomes. They can sometimes be tough-minded.

As followers, TJs are effective implementers of policies – if they respect the leader.

TP **Adaptable problem solvers.** TPs tend to lead by example. They value technical expertise, usually creating consistent frameworks for their decisions. They're objective, skeptical, and curious. They may change course as new information comes in.

As followers, TPs are effective problem solvers as long as they're kept interested.

FP **Supportive coaches.** FPs are usually warm, flexible, and encouraging leaders. They support individual styles and like to involve others in decisions. They tend to prefer collaborative relationships, shared rewards, and harmony.

As followers, FPs are energetic, as long as they're treated with respect by others.

FJ **Values-based decision makers.** FJs are often warm, decisive leaders. They make decisions based on personal values and empathy. They usually strive for harmony, consensus, and a supportive environment. They're expressive and often inspiring.

As followers, FJs are loyal as long as their values are respected.



Favourite processes: a reminder

You may also find it useful to draw on the characteristic behaviours of each favourite process during the debrief.

Introverted Sensing

Quiet, consistent, and honest. They usually provide clear directions.

Extraverted Sensing

Energetic, fast-paced, practical, and active.

Introverted Intuition

Inspiring driven by future goals. They often see things from multiple perspectives.

Extraverted Intuition

Enthusiastic and future-focused. They often spend their time searching for new ideas and opportunities.

Introverted Thinking

Quiet problem solvers who like to create order and consistency.

Extraverted Thinking

Decisive, objective, fast-paced, and task-focused.

Introverted Feeling

Driven by personal values and their view of what's right for people.

Extraverted Feeling

Inclusive, warm, diplomatic, and collaborative.

How to do this activity virtually

To use this exercise with virtual or remote groups:



- Use an app that allows you to set up breakout groups
- Pre-set up the breakout groups by temperaments or decision-making style
- Introduce the exercise by outlining the areas for discussion – your contributions, what you need to be at your best, etc. You may however need to present these as a bullet point list rather than as a graphic
- Start up the breakout groups, giving 10-15 minutes to discuss answers to the four questions. If supported by your app:
 - display the questions on participants' screens throughout the discussion
 - visit each of the breakout groups as the exercise progresses to answer any questions and keep the groups to time
- Close the breakout groups and bring the whole group back together
- Debrief as for the face-to-face session. You can choose whether to talk through each question in turn, or each group in turn.



Leadership resources

Read this

- [White paper: Great leaders are authentic leaders](#)

Available to buy at www.themyersbriggs.com

- [Leader Development workshop facilitation kit](#)
Help participants recognise their strengths and explore how type-related values promote effective leadership. Everything you need to deliver an 8-hour workshop.
- [Introduction to Myers-Briggs Type and Leadership](#)
Develop more effective leaders of every MBTI type. Available in print or e-book formats.



EQ Tip

Research shows that emotional intelligence (EQ) correlates directly to successful leadership. Why not try these EQ resources in your leadership development sessions?

- [Introduction to Type and Emotional Intelligence](#)
Exploring type through an emotional intelligence framework.
- [Enhancing Emotional Intelligence - workshop facilitation kit](#)
Everything you need to facilitate a half-day workshop on emotional intelligence.
- [Leadership Report Using the FIRO-B and MBTI Instruments](#)
If you're also FIRO-certified, this report presents type insights and interpersonal behaviour side by side.



The MBTI Playbook

UK edition

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US	<u>support.us@themyersbriggs.com</u>
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