



Managing change

Using the MBTI assessment to help people:

- Understand why people respond differently to change
- Handle change with a better chance of success



Setting the scene for your session

As a warm-up, ask participants

- Is change happening – or has it recently happened – at work?
- How do you tend to feel about change?



Managing change activity

Overview

This exercise comes from an approach called 'type lenses'. It uses the quadrant lens to explore type and change. It's especially good for demonstrating the difference in responses to change.

Time

30-45 minutes

Materials

Four flipcharts and pens

Instructions

- Draw a quadrants lens (see below) on a flipchart sheet (or PowerPoint) so everyone can see it

IS	IN
ES	EN

- Divide the group by type into quadrant groups: IS, IN, ES, EN
- Give each quadrant group a flipchart
- Ask each group to discuss the following questions:
 - When is change justified?
 - What is your typical reaction to change?
 - What is your best contribution in times of change?
 - What irritates or worries you during times of change?



- Ask them to write their answers on their flipchart
- Give the groups 10–15 minutes to do this
- Bring the groups together to discuss their answers

Debrief

Whichever group you start with, make sure you go to the group in their opposite corner next (e.g. from IS, go to EN). Moving diagonally reveals the largest differences because the pairings are opposites. This can make a large impact on the participants.

Use the information below to explain typical responses to change for each quadrant.

“When change is coming, what should be changed?”

IS **Change as little as possible.** The attitude of the IS group tends to be to conserve what is good from the past: “Let’s keep it.” IS types need data to show the necessity of embarking on change. They are often seen as the quadrant that promotes continuity. They are often the ones who end up making the new reality concrete and real.

EN **Change as much as possible as quickly as possible.** Change is fun and good. If it doesn’t work, change it again. Their attitude is “Let’s change it!” This is the ‘If it ain’t broke, let’s fix it anyway’ quadrant. EN types see change as an interesting idea to be played with, and tend to show overt enthusiasm for change.

ES **Change what doesn’t work.** Change whatever prevents us getting the practical results we need. ES types also want action. Their attitude is “Let’s do it (today).” Their focus is on practical results rather than in-depth theorising. They like to fix things quickly and move on to the next problem.

IN **Change depends.** IN types often like the idea of change, but want to take time to think it through: “Let’s think about it differently.” This quadrant is most concerned with the underlying concept being clear. It wants all aspects of the change to be consistent with fundamental principles (NT) and values (NF). IN types often want to change things to fit their vision, or a core value or principle. They may design change that shifts the existing model or pattern. However, they might not be very interested in putting the change into practice.



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 rooms. Set these up in advance by type quadrant – one group for IS, one for IN, one for ES, and one for EN
- Introduce the exercise by showing a slide of the quadrants lens and outlining the four questions
- Start up the breakout rooms, giving each group 10-15 minutes to discuss their answers to the four questions
 - If supported by your app, display the four questions on participants' screens during the discussion. Otherwise share the questions in another way
 - If you can, visit each of the breakout rooms as the exercise progresses to answer any questions and keep the groups to time
 - If a group has only one person in it, be sure to join this breakout room first
- Close the breakout rooms and bring the whole group back together to discuss their answers
- Debrief as for the face-to-face session

Managing change resources

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

- [MBTI Step I Exercise: Type and Change](#)

Available to buy at www.themyersbriggs.com

- [Introduction to Type and Change](#)

Use this short guide to implement and adapt to change better at work.

- [Embracing Change - workshop facilitation kit](#)

Everything you need to deliver a half-day workshop on the psychology of change.



The MBTI Playbook

UK edition

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