



unlocking potential



Team Development Guide

Using the MBTI® Team Reports



*"it's about
complementary
strengths"*

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How to use this guide

This guide is designed to help facilitators to quickly create an impactful team event based on the **MBTI® Team Reports**, available from OPP.

Armed with this guide, the free PowerPoint slideshow, and the Facilitator Report that comes with the MBTI Team Report, it is quick and simple to plan and facilitate teambuilding sessions with superior outcomes.

The guide is organised in chronological order, reflecting the way you might run the team session.



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Contracting

1. Assess the situation

- Is the 'team' really a team or just a working group? If they are not a team, they might still benefit from understanding each other better.
- Do they have common goals? If not, then identifying conflicting goals between individuals might be beneficial.
- Are there performance issues in the team? If so, the MBTI® instrument may not be appropriate to address these, as it is tempting in these situations to inappropriately blame some behaviour on MBTI type.
- Does the team have any experience of the MBTI instrument, or previous team events you should be aware of? You may need to build on past success – or rebuild confidence.
- Are the team members cynical or are they open to development? If team members are not positive about development, further work will be necessary in order to address concerns before a team event is planned.

2. Agree objectives

Collect data from as many team members as possible. This is best conducted face to face, but telephone interviews or questionnaires may be necessary to cut costs.

- Be sure to agree objectives with the main stakeholders. This will include the team leader, but think about others who might need some input into the design (eg the budget holder).
- Use (or adapt) the data collection sheet (Appendix 1) to help you to decide which parts of the MBTI Team Report will be most useful.
- If you do not use the data collection sheet, be sure to agree confidentiality arrangements with each team member before the day.
- Is anyone concerned about sharing their MBTI type? If so, and their concerns cannot be resolved, the design of the day will have to take this into account.
- Agree the time available for the teambuild. Consider the benefit of a few sessions that revisit actions and build on development, rather than a one-off investment of time that might be easily forgotten.



Analysing team data

3. Generating the reports

- Make sure that you have everybody's best-fit type. If there are a lot of team members unsure of their type, it's worth doing more work towards best fit before you generate the reports – especially if there is an even split of any dichotomy (eg four Extraverts and four Introverts). The **team type** is calculated by the overall number of each preference, so if many people are unsure of their best-fit type, the team type will not be correct and ALL the reports will be inaccurate.
- Using OPPassessment, set up a campaign for this team so you can more easily retrieve data later. There are instructions on OPPassessment for how to do this.
- Input the best-fit types for the team members and generate the reports. You will receive an individualised report for each team member, and one for you as the facilitator.

4. Plan the teambuild

- Before you plan anything, look at the team-specific advice at the bottom of page 4 of your Facilitator Report. This information will be invaluable in tailoring your event to the team involved.
- Using the matrix in Appendix 2, work out the best programme for your team event according to the team's requirements (identified using the data collection form). Find the organisational issue you wish to address by looking down the first column, and look across for suggested content for your MBTI session, bearing in mind the time available.
- Check with all the stakeholders that your plan is acceptable and get their buy-in by sending the programme in advance and asking them to comment. Be ready to negotiate so that you can deliver an event that not only meets the stakeholders' needs but will also be successful in addressing the issues identified by the team.
- Agree dates and organise the event (book venue, arrange food, organise transport and accommodation if necessary, invite a senior manager or the budget holder to introduce the session to ensure credibility for the event).

- Send welcome emails to the team outlining the purpose of the session and what they can expect to take away from the event. If possible, link this as closely as you can to what they requested in the data-gathering phase. If something was requested by the team that you cannot deliver, explain why this will not be included.
- Make sure that you are fully familiar with the pages of the MBTI Team Facilitator Report you will be working with.

5. Deliver the teambuild

- Use the free **PowerPoint slides** that you can [download for free from OPP](#). Remember to change the slides for your event: amend the sample timetable to fit your session (slide 3 or 4), and hide those slides on sessions you are not covering.
- Begin by outlining the **business benefits** that this session will bring, focusing on positive outcomes. If you can, arrange for a senior manager to do this.
- Contract with the team about expectations, desired outcomes and purpose. Perhaps show them the last page of their individual Team Reports to show that they will be expected to plan some actions at the end of the event. This will encourage them to approach the session positively, with the end in mind.
- Start with a brief reminder of the **MBTI theory**, especially the fact that the MBTI tool tells us nothing about skill or ability, that all MBTI types are equally valuable, and that everybody can use all eight preferences (but some will come more easily than others!). This is covered in depth in the PowerPoint presentation. If your team is very familiar with the MBTI instrument, you may wish to miss out a few of these slides, but a brief reminder of the four dichotomies and a confirmation of shared understanding of them is always a good idea.
- Follow the **exercises** in the Team Reports. Amend the exercises if necessary to fit the organisation or time available.
- Remember to pay attention to the **Facilitator Tips** in the red boxes in the Facilitator's Report as you go through the material.
- Keep an eye on the time and allow discussion of real issues if you believe that they will benefit the objective of the session. If not, move the session on.
- Remember to leave enough time to end the session with **action planning**, as this will record the team's intention to change behaviour in the future.
- Look at the extra hints and tips in Appendix 3 if you are covering communication, problem-solving, conflict or organisational influence.

6. Evaluate the event

- You can design an evaluation form to give out at the end of the event asking participants to rate the success of the session against the objectives that you designed the event against. If you can, also follow this up two to three months later to check for real progress. This is more meaningful than good intentions at the end of the session.

The book *Measuring Results of MBTI Type Training: ROI in Action* by Richard Wagner & Robert Weigand is particularly useful for this purpose, and is [available from OPP](#).

- Check in with the stakeholders to ensure that you have covered what was expected and, if necessary, plan further work to cover anything that was missed.



Appendix 1: Data collection form

Dear

In preparation for our team session on at to be held at, it would help if you could find the time to answer the questions below so that we can maximise the impact of the session.

Your responses will be confidential, in that I will not reveal any individual's answer to any question, but I will look for overall trends and focus on those issues that most people identify as important for the team.

If you would prefer to discuss any of the questions, please contact me on so we can arrange a time to talk.

- What is your team good at?

- What are the toughest issues facing your team?

- What could your team do to improve its performance?

- Are there external factors or organisational influences that affect your team's performance?

- How effective is your team at solving problems?

- How effective is your team at making group decisions?

- What is communication like within the team?

- How good is your team's communication with other teams?

- How well does your team handle conflict?

- Rank the following four issues in order of importance for your team, with the issue you most want to tackle first, and the issue you consider least important last: working better together, communication, problem-solving, conflict.

- Are there any issues that you would prefer NOT to discuss at the team session?

- What would you most like to get out of the team session?

And also:

- What is your MBTI best-fit type?
- Are there any letters that you are unsure of?
- Are you comfortable sharing your MBTI type with your team? yes / no

Thank you for your contribution,

Signed



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Appendix 2: Choosing content

✓ = recommended content ? = optional content

| | MBTI recap | Establishing team's strengths and blind spots | Individual contribution to the team | Problem-solving | Communication | Conflict | Similarity/diversity | Organisational influences | Action planning |
|-----------------------------|------------------------------------------|-----------------------------------------------|-------------------------------------|--------------------|---------------------|-----------------------|-----------------------|---------------------------|-----------------|
| Organisational issue | Basic team awareness | ✓ | ✓ | | | | | | |
| | Improving team performance | ✓ | ✓ | | | | ✓ | ? | ✓ |
| | Improving team decision-making | ✓ | | | ✓ | | | | ✓ |
| | Improving communication within the team | ✓ | | ✓ | | ✓ | ? | | ✓ |
| | Managing conflict within the team | ✓ | | | | | ✓ | ? | ✓ |
| | Full day team development | ✓ | ✓ | ✓ | ? | ? | ? | ✓ | ✓ |
| | Team Report reference* | | Pages F4-8 & T3-5 | Pages F9-10 & T6-7 | Pages F11-13 & T8-9 | Pages F14-15 & T10-11 | Pages F16-17 & T12-13 | Pages F18-19 & T14 | |
| Rough time required** | 30 min (1.5 hrs for full group feedback) | 30-60 min | 45-60 min | 60-90 min | 45-60 min | 60-120 min | 60-90 min | | |

* F = page in Facilitator Report; T = page in Team Report

** For rough guidance only. Time needed will vary greatly depending on size of team and time allowed for discussion. If unsure, over-estimate!

Appendix 3: Extra hints and tips

Team problem-solving



For a fun exercise, copy the four boxes on page 8 of the Team Reports (page 11 of the Facilitator Report) onto four separate pieces of flipchart paper and pin them up in each of the corners of the room. You might want to change each of the suggestions into a question to make it easier (eg “What are the relevant facts?” instead of “Identify relevant facts”). Get the team to agree on a real problem or decision they are facing. Start the exercise with the team standing in front of the ‘S’ flipchart for ten minutes and discussing aloud each of the points on the flipchart. After ten

minutes, ask the team to move to the ‘N’ poster to spend ten minutes there. Then after ten minutes move to the ‘T’ poster, and finally spend the last ten minutes at the ‘F’ poster.

This version of the exercise gets the team moving around, and it is easier for them to remember their ease (or difficulty) in contributing for each letter if it is ‘anchored’ visually in a corner of the room.

Finish the exercise by getting the team to agree on a plan of action that might involve implementing their group decision (or scheduling another time to do this), or planning to get vital information that the exercise has revealed is missing.

Debrief the exercise by asking the team questions such as:

- What did you think of the process? (*expecting the answer that it felt quite thorough and covered questions they wouldn’t usually think of*)
- Did you find some poster’s questions more obvious than others? (*expecting the answer that the two posters of preferred letters (ie the posters corresponding to the middle two letters of a person’s best-fit type) would list questions that that person would typically ask, but the two posters of non-preferred letters would contain questions that a person might neglect to ask*)
- Did you notice a difference in your energy levels at the different posters? (*expecting the answer that people are energised at their preferred letter posters, and have less energy, are bored or disinterested at the non-preferred letter posters*)

As always, remember to ask the team for learning points and transfer these into actions for the team or individuals, using the table on page 16 in the Team Reports.

Team communication

If any of the dichotomies is out of balance, or if you believe that differences in this area are causing a team issue, consider doing a single dichotomy exercise with the team (add 30 min for this). Good exercises can be found in the *MBTI User's Guide* that you received during your Qualifying training, in the handouts with headings "Quick exercises" and in the "In-depth exercises".

If a team has a complete absence of one preference, the facilitator could role-play the missing preference in any exercise, or facilitate a discussion about that preference pair, looking at when each pole is appropriate in the team's normal duties.

The importance of the missing preference may need to be emphasised by the facilitator, with real examples relevant to the team's activities. A common mistake in this situation is for a team to want to recruit someone to the team with the missing preference – so the facilitator should remind them that recruitment decisions should be made on skill and ability, rather than on MBTI type! The team may need to be reassured that everyone has access to all the preferences, and that all they need to do is to consciously remind themselves of the missing preference and pay more attention to it.

TIP! It might be appropriate (and fun!) to do an exercise where the team are instructed to all act in the manner of the missing preference so they get to more fully understand it.

After your chosen exercise, always remember to apply the learning points back to real team issues, and get the team to write team or individual action plans.

If a deeper understanding of each individual in a team is required, each individual could be tasked with presenting the information about their own communication style (on page 11 of the Team Reports) on a poster to the rest of the team, while the others make action planning notes on how they want to improve their communication with the team member presenting.

There are some excellent paragraphs describing each type's communication style in the book *Introduction to Type and Teams*, which might be helpful for team members to fully understand each other's communication styles. They cover each type's contribution; how it can be maximised; which other team members might irritate them, and also, how they themselves might irritate the team!

Team conflict

As the facilitator, this is potentially the most difficult area to address. Make sure you keep in mind the answers to the question from the data collection sheet: "Are there any issues that you would prefer NOT to discuss at the team session?".

Constantly ask yourself: "Is this discussion positive and constructive?". If not, steer the conversation towards this goal by asking questions such as "So what do you think that you could do yourself to improve the situation?".

If the discussion gets aggressive, but the content is important, think of different ways to address the issues (eg break into small groups and present the issues on a flipchart rather than continuing a group discussion).

The book *[Introduction to Type and Conflict](#)* by Damian Killen and Danica Murphy is an excellent resource for this session.

It is sometimes powerful to get the team to experience a real conflict situation, then debrief it using the information in the Team Reports to explain each individual's reaction to the conflict. Suitable exercises are those where individuals have goals under time pressure that are mutually exclusive (eg negotiating the allocation of a limited number of prizes to team members where the rules don't allow splitting and sharing the prize; each team member presents the case for the team to adopt their favourite charity; deciding which team member gets to go on a Caribbean cruise networking event; having to share a limited number of sweets; selecting candidates for a job; who to save from a flooding cave or who to throw out as ballast from a sinking balloon). The last two suggestions are better if the facilitator prepares notes on each 'candidate' and the team members are briefed that they are to try to win the battle for their adopted candidate. If the exercise isn't producing enough conflict, the facilitator can 'up the ante' by changing the rules or imposing a tighter time limit than expected.



Organisational influence

To prepare for this session, you will find it very useful to identify the *organisation's* type by referring to the section "Relating MBTI Preference to Team Culture" on page 7 of *Introduction to Type and Teams*, but relating it to the organisation rather than the team.

It can be very useful to share the MBTI types of the senior managers of the organisation with the team – but do remember to get the senior managers' permission first.

It can be quite enlightening for a senior team to analyse an organisation's mission statement, values or competency framework and match MBTI preferences to them. This can reveal an organisation's unconscious bias in rewarding certain behaviours and not encouraging other, equally valuable ones. With a more junior team this can lead to frustration if they have no power to change what they are analysing. With senior teams it can lead to them questioning if diversity is truly valued in their organisation, and if the organisation itself is encouraging 'blind spots' that could lead to reduced performance.

As the facilitator, make sure that everybody understands that, because we all have access to all preferences, any uncovered bias should not be an excuse to favour certain MBTI types, as all MBTI types have access to all behaviours and all have the ability to learn to perform in any culture.