

FACILITATOR'S NOTES

MBTI® CONCEPTS FOR MANAGERS

A Step I™ Type Training Workshop for Managing and Mentoring Others

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INTRODUCTION

Welcome to the *MBTI® Concepts for Managers* workshop.

This three-hour workshop is designed to help managers

- Become more familiar with the Myers-Briggs® framework and the eight MBTI® preferences
- Learn techniques for using MBTI preferences in managing and mentoring others
- Practice flexing their type style to improve their effectiveness as managers
- Discover how to use "type cues" observed in others

Workshop Materials

This workshop kit contains the following materials:

Facilitator's Notes

The Facilitator's Notes PDF file contains instructions to help you prepare to deliver the workshop, a program agenda, and lecture notes and instructions.

Training Slides

The PowerPoint training slides are ready for you to use as they are or to incorporate into an existing program.

Facilitator and Participant Worksheets and Handouts

The following participant and facilitator worksheets and handouts are provided in a PDF file and can be printed as needed for your workshop.

- Descriptions of the MBTI® Preferences handout
- MBTI® Tips and Techniques for Managing and Mentoring Worksheet
- My MBTI® Action Plan Worksheet
- Type Distribution Worksheet for Facilitators
- MBTI® Type Overview handouts (one for each type)

Additional Materials

Participants will need a type description for their four-letter best-fit type. You can

- Ask participants to bring the copy of *Introduction to Myers-Briggs® Type* that they received at an introductory workshop **and/or**
- Purchase copies of the booklet as needed for participants **and/or**
- Use the MBTI® Type Overview handouts provided in this kit

Note: It's a good idea to bring your *MBTI® Manual* to the workshop as a resource for answering questions, as well as the *MBTI® Manual Supplement* (available at cpp.com's Knowledge Center).

PREPARING FOR THE WORKSHOP

Email Participants and Decide on Materials

Email the participants at least two weeks prior to the workshop, requesting that they respond with their answers to the following two questions:

- What is your "best-fit" MBTI type? This is the MBTI type that you decided was most accurate for you at the end of the introductory MBTI workshop you attended. For most people, their best-fit type is the four-letter type in their MBTI report, but sometimes it is a different type. If you're not certain about your best-fit type, please let me know.
- Do you have a copy of the *Introduction to Myers-Briggs® Type* booklet? If so, please let me know and bring it to the workshop.

Indicate a deadline for when you want the participants to send you their responses (at least one week prior to the workshop is suggested, or sooner if you plan to order booklets for those who will need them).

Decide what materials you will provide to participants who don't already have an *Introduction to Myers-Briggs® Type* booklet. You can either:

- Provide each person who needs one with an *Introduction to Myers-Briggs® Type* booklet at the workshop **or**
- Provide each person with a Descriptions of the MBTI® Preferences handout, which offers brief descriptions of the eight MBTI preferences, plus an MBTI® Type Overview handout for the best-fit type he or she identifies

Prepare the Workshop Materials and Facility

Prepare the materials for the workshop.

- If you will be providing the *Introduction to Myers-Briggs® Type* booklet at the workshop, order one copy for each participant who doesn't already have one.
- If you will *not* be providing the *Introduction to Myers-Briggs® Type* booklet at the workshop, print the following for each person who indicated that he or she doesn't have a copy of the booklet:
 - Descriptions of the MBTI® Preferences handout
 - MBTI® Type Overview handout (be sure to use each person's best-fit type)

- For each participant, print a copy of the MBTI® Tips and Techniques for Managing and Mentoring Worksheet and the My MBTI® Action Plan Worksheet.
- Also print two copies of each of the 16 MBTI® Type Overview handouts to have on hand in case you need them during the workshop.

Complete the Type Distribution Worksheet for Facilitators, using the best-fit type of each participant. Note that this type table is for your use only, not for distribution to the participants.

Using the worksheet, analyze the group's type distribution.

- Look at the distribution within each preference pair. Are any preferences missing within a pair? If so, follow the suggestions in the preference pair activities instructions for facilitating an activity when only one preference in a pair is represented (see page 12).
- In preparation for the "Flexing Your Type Style" activity, divide the group into pairs. Create as much MBTI type diversity within each pair as you can, ensuring that each partner's type has at least one preference that is different from that of the other partner. Record the names and types in each pair on page 2 of the Type Distribution Worksheet for Facilitators. *Note:* If you have an odd number of participants, assign one group of three.

Update slide 2 of the PowerPoint deck with your name, credentials, and experience.

At the workshop site before the workshop begins:

- Post a type table on the wall for participants to sign in on. You can either create your own type table using a flipchart sheet or use a purchased type table.
- Review the room setup to ensure that the tables are arranged in rounds or rectangles, with four to six people at each table. If possible, avoid a classroom-style arrangement.
- Check the equipment to ensure that it is working properly, and make sure that you have all the additional materials you will need (flipchart stands, flipchart paper, markers, etc.).
- Hang eight flipchart sheets on the wall around the room for the "Recognizing Type Cues" activity. Write one preference letter at the top of each flipchart sheet (i.e., write "E" on one sheet, "I" on another, etc.) and draw a vertical line down the center of each sheet.

CULTURAL CONSIDERATIONS AND RECOMMENDATIONS

Here are some tips to help ensure a successful workshop when you are working with multinational and/or multicultural groups or participants from a culture that is different from yours.

Workshop Structure

Well before the workshop date, check in with the contracting client who is familiar with the cultural expectations of participants regarding how training workshops are typically conducted. For example, what will participants expect with respect to schedule (e.g., tight or relaxed time frames, start and finish times), time allocated for breaks, and maximum number of participants for optimal learning and interaction? Are there any current social, political, or cultural (e.g., religious, gender) topics about which people may be sensitive or that may cause offense if discussed during the training?

CONDUCTING THE WORKSHOP

Sample Workshop Agenda

Schedule	Topic	Time
8:30–8:40	Welcome, Objectives, and Introductions	10 minutes
8:40–9:05	Review of the MBTI® Preferences	25 minutes
8:40–8:50	Review and type table sign-in	10 minutes
8:50–9:05	ACTIVITY: Your Questions About MBTI® Type	15 minutes
9:05–10:20	Applying the MBTI® Preferences to Managing and Mentoring	1 hour 15 minutes (incl. break)
9:05–9:25	ACTIVITY: Communicating with E–I	20 minutes
9:25–9:40	ACTIVITY: Managing or Mentoring S–N	15 minutes
9:40–9:50	BREAK	10 minutes
9:50–10:05	ACTIVITY: Giving Feedback to T–F	15 minutes
10:05–10:20	ACTIVITY: Supporting J–P	15 minutes
10:20–10:50	Flexing Your Type Style	30 minutes
10:20–10:25	Activity setup	5 minutes
10:25–10:50	ACTIVITY: Flexing Your Type Style	25 minutes
10:50–11:20	Recognizing Type Cues	30 minutes
10:50–11:20	ACTIVITY: Recognizing Type Cues	30 minutes
	OPTIONAL ACTIVITY: Using Type Cues	10 minutes
11:20–11:30	Action Plans and Wrap-Up	10 minutes
11:20–11:25	ACTIVITY: Creating Your Action Plan	5 minutes
11:25–11:30	Wrap-up and close	5 minutes

Note: Times may vary based on factors such as the size of the group and cultural considerations. The break time may be extended, or it may be scheduled as a lunch break if the workshop starts later in the morning.

Welcome, Objectives, and Introductions

Slides	Time	Materials
1–5	10 minutes	—

Slide	Facilitator Notes
1	<p>To open the session, welcome participants to the workshop.</p> <p>Suggested script:</p> <p><i>Welcome to the MBTI® Concepts for Managers workshop. In the introductory MBTI workshop you attended previously, you learned about your MBTI type and the language of personality type. In this workshop, we'll focus on how you can apply MBTI type in your work as you manage and mentor your staff.</i></p>
2	<p>[Prior to the workshop, change this slide to include your name, credentials, and experience.]</p> <p>Verbally summarize your experience for the group. Consider sharing a brief example of how type knowledge has affected your life in a positive way. Keep in mind what audiences with different type preferences need to know about you as a trainer in order to feel comfortable. For example, educational qualifications and work experience are important for some people, while demonstrating engagement and rapport with participants is more important for others.</p>
3	<p>Review the objectives for the session.</p> <p>Suggested script:</p> <p><i>Here are the objectives for today's session.</i></p> <ul style="list-style-type: none"> • <i>You'll become more familiar with the eight MBTI preferences.</i> • <i>Then you'll learn specific techniques for using the MBTI preferences as you manage and mentor others.</i> • <i>Next you'll get some practice flexing your type style to help you improve your effectiveness as a manager.</i> • <i>Finally, you'll discover how to recognize the type cues of others so that you can use type when working with people whose types you don't know.</i>
4	<p>Review the session agenda.</p> <p>Suggested script:</p> <p><i>This is today's agenda.</i></p> <ul style="list-style-type: none"> • <i>We will start with a review of the preference pairs and their descriptions.</i> • <i>Next I'll ask you for any questions you have about MBTI type and provide answers to them. So start thinking about what questions you have.</i> • <i>After that we'll spend most of the session engaging in activities that will allow you to practice applying the eight MBTI preferences to your work as you manage and mentor others.</i> • <i>We'll wrap up the session by giving you time to develop an action plan for how you'll use what you learn today.</i>

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