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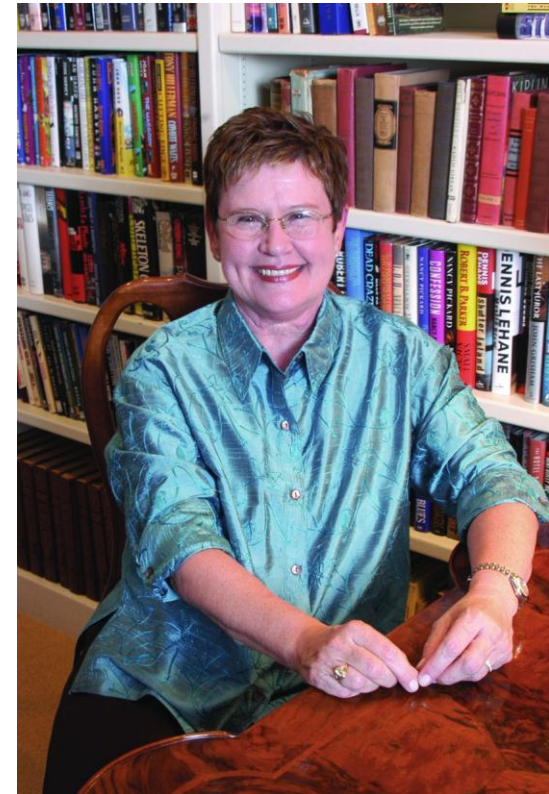
# Using the MBTI® and TKI Tools in Team and Leadership Development

Lynne Brown, MSOD, PCC  
Pamela Valencia, Applications Consultant



# About the Speaker: Lynne Brown, MSOD, PCC

- Lynne is an organizational development consultant and an ICF certified coach. She is known internationally (United States and the Middle East) as a team leader/ coach in a variety of organizations. She has the ability to work with different groups, individuals, and levels within an organization and can establish rapport quickly to build trust.
- She has worked with such diverse organizations as Mayo Clinic, Occidental Petroleum, General Dynamics, St. Jude Medical, DMB Associates Inc., Empire Southwest, United Way, John C. Lincoln, and many more.





# About the Speaker: Pamela Valencia, Applications Consultant, CPP, Inc.

- Pamela Valencia is a leadership and team development consultant and assessment expert.
- For more than 15 years, Pamela has partnered with senior and mid-level managers to design and implement customized training programs aimed at elevating skills and knowledge, team cohesiveness, and effectiveness of leaders.
- Her expertise includes instructional design, stand-up training, program development, train-the-trainer sessions, and team-building strategies.





# Purpose and Agenda

The hope for this session is to give you ideas for your team development facilitation...

- Using the MBTI® and TKI Tools Together
- Benefits
- Facilitation
- The MBTI® Process
- The TKI Process
- Integrating the Two
- What Outcomes You Can Expect
- Activity Resources
- Special Promotion
- Questions and Answers



# Team and Leadership Development

- ❑ Employees get confused when their leaders “talk team” but don’t “walk team.”
- ❑ Leaders want collaborative teams but don’t know how to state this expectation in a meaningful manner.





# Why Use the MBTI® and TKI Tools Together?

- MBTI preferences and TKI modes...if alike...may ***leverage the strengths*** of leaders and/or team members.
- Both are excellent for the leader and/or team to have dialogue using MBTI/TKI language to ***“neutralize”*** conflict and discomfort.
- There are specific ***team dynamics*** that can be addressed through the use of both instruments.

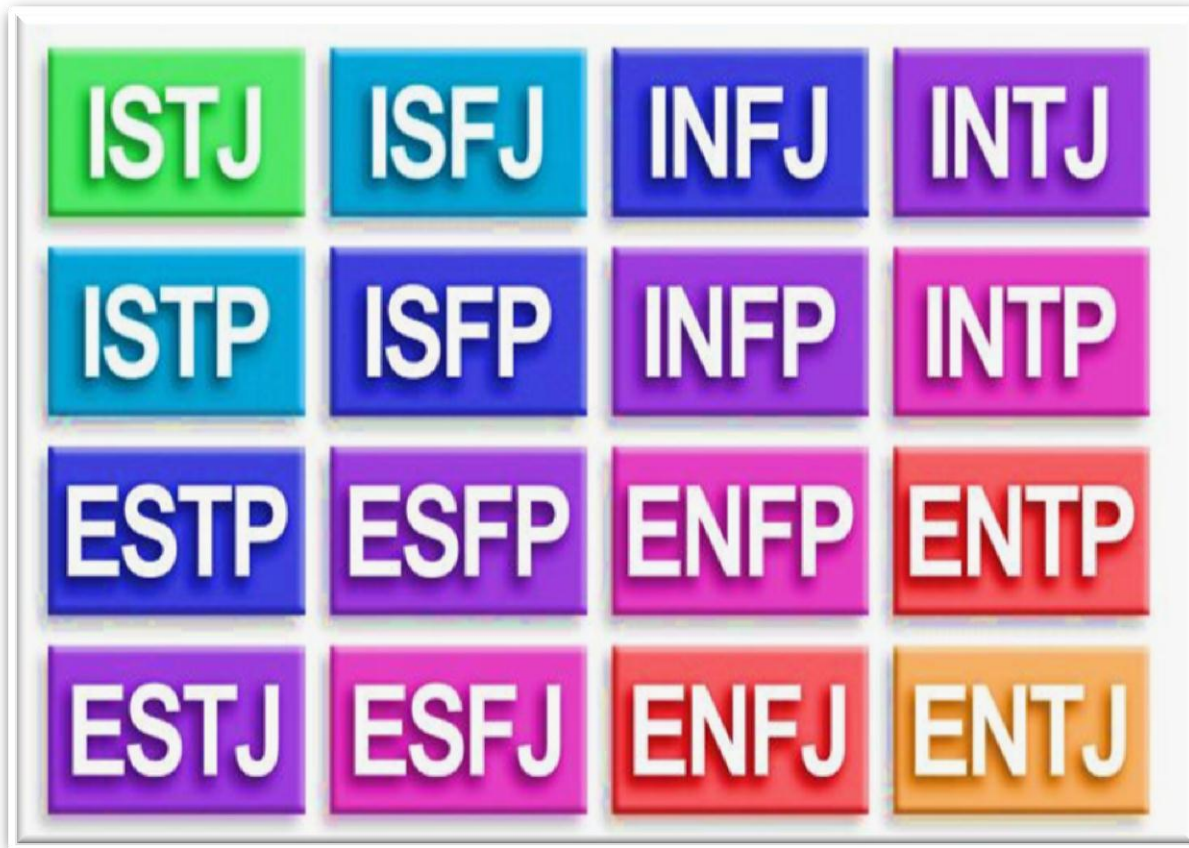




# MBTI® Preferences



Indicate preferences—inborn predispositions—on four pairs of opposite preferences, called “dichotomies.”



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# TKI Conflict-Handling Modes



\* This two-dimensional model of conflict-handling behavior is adapted from "Conflict and Conflict Management" by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*, edited by Marvin Dunnette (Chicago: Rand McNally, 1976).





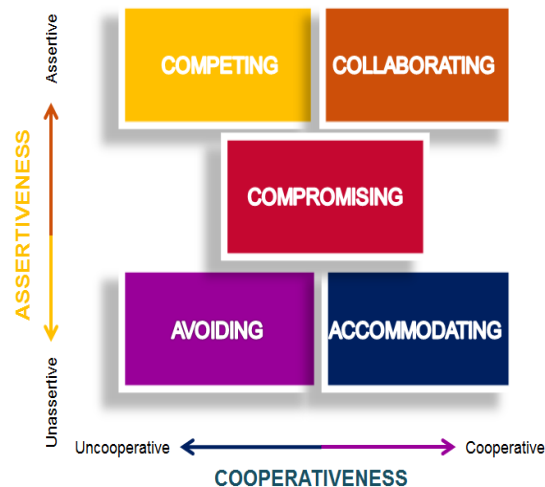
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# Benefits of Using the MBTI® and TKI Tools Together



# Who Benefits from Using Both Together?

- When coaching **leaders**...the “aha!”s come from TKI in alignment...or misalignment...with an MBTI preference.
- When coaching **teams**...the “aha!”s come from TKI in alignment...or misalignment...with an MBTI preference.



A 4x4 grid of MBTI types, each in a colored box. The types are arranged as follows:

|      |      |      |      |
|------|------|------|------|
| ISTJ | ISFJ | INFJ | INTJ |
| ISTP | ISFP | INFP | INTP |
| ESTP | ESFP | ENFP | ENTP |
| ESTJ | ESFJ | ENFJ | ENTJ |



# Benefits of Using the MBTI® and TKI Tools Together

- ❑ Leaders and individuals can better recognize their authentic selves and choose to behave accordingly.
- ❑ When on-boarding a new leader
- ❑ When developing a team from “Forming”...to “Performing”





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# Facilitation



# Team Dynamics

- Getting to know each other
- Exploring how to work together
- Wondering what's expected
- Little structure





# Team Dynamics

- Getting to know your differences
- Conflicting ideas, opinions, ways of working, and communication styles surface
- Realize it's not as easy as it seemed at first



Stage 2: **Storming**



# Team Dynamics

- Team members reconcile competing goals
- Adopt roles and ground rules or “norms” for getting things done
- Stop “thrashing about” and help each other stay afloat

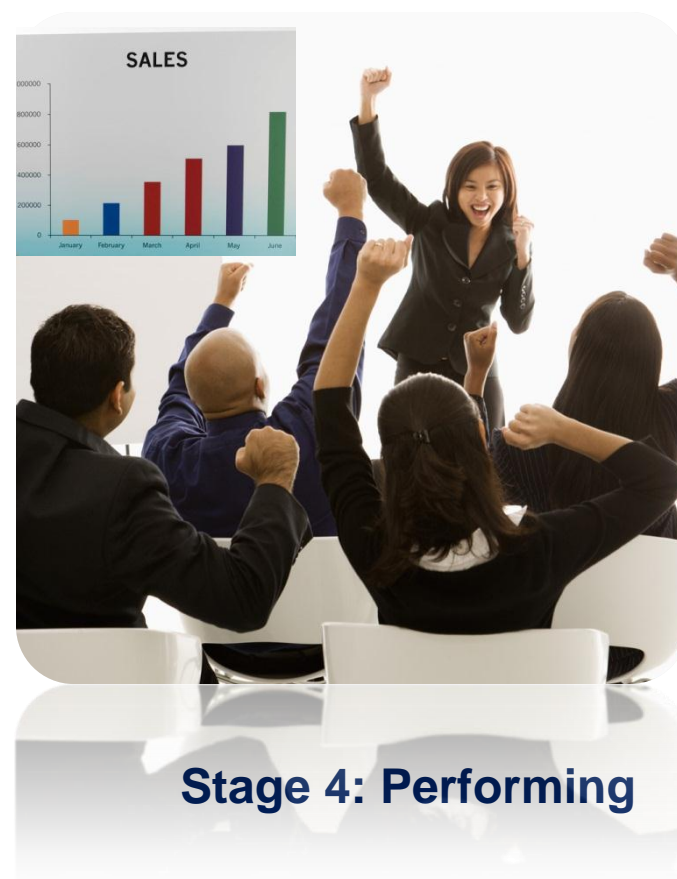


Stage 3: Norming



# Team Dynamics

- Accept each other's strengths and weaknesses
- Adjust your style to meet the needs of the task
- Understand roles, how to work together, and how to work out problems



**Stage 4: Performing**





# MBTI® and TKI Workshop Guidelines

- Full day
- Include entire team
- Highly experiential and participative
  - Most work in small groups within the team
  - Reorganize groups repeatedly throughout the day
- Agenda includes
  - MBTI Intro and Team Type Analysis
  - TKI Intro and Team Type Analysis
  - Integrating the two together
  - Creating operating agreements based on MBTI/TKI dialogue





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# The MBTI® Process



- Use my own “picture” handbook to walk through preferences
- Facilitate experiential exercises to better describe each preference



- E/I – Meeting Effectiveness
  - Enhancers vs. Detractors
  
- S/N – Legos
  - Abstract vs. Concrete
  
- T/F – Grocery Cart
  - Principles vs. Values
  
- J/P – Vacation
  - Spontaneity vs. Planful





- Ask participants to choose their “best fit” based on their results, an MBTI at-work questionnaire, and what they notice about themselves from our discussions and exercises.


| People who prefer Sensing tend to         | People who prefer Intuition tend to |
|---|-------------------------------------|
| • Focus on present realities              | • Focus on future possibilities     |
| • Want practical data                     | • Want the big picture              |
| • Build carefully to conclusions          | • Look for connections and patterns |
| • Rely on experience                      | • Rely on innovative ideas          |
| • Say, “If it’s not broken, don’t fix it” | • Say, “Let’s try something new”    |



# MBTI® Process



- Conduct a team type analysis with team members...asking them to notice what may happen to the team when it comes to
  - Communication
  - Decision making
  - Conflict
  - Meetings
  - Energy, etc.



### MBTI® TYPE TABLE

Sample Report  
(N = 3)

| SENSING                       |                               | INTUITION                  |                            |                                   |
|-------------------------------|-------------------------------|----------------------------|----------------------------|-----------------------------------|
| Thinking                      | Feeling                       | Feeling                    | Thinking                   |                                   |
| <b>ISTJ</b><br>n = 1<br>33.3% | <b>ISFJ</b><br>n = 0<br>0%    | <b>INFJ</b><br>n = 0<br>0% | <b>INTJ</b><br>n = 0<br>0% | Judging<br><b>INTROVERSION</b>    |
| <b>ISTP</b><br>n = 0<br>0%    | <b>ISFP</b><br>n = 1<br>33.3% | <b>INFP</b><br>n = 0<br>0% | <b>INTP</b><br>n = 0<br>0% | Perceiving                        |
| <b>ESTP</b><br>n = 0<br>0%    | <b>ESFP</b><br>n = 0<br>0%    | <b>ENFP</b><br>n = 0<br>0% | <b>ENTP</b><br>n = 0<br>0% | Perceiving<br><b>EXTRAVERSION</b> |
| <b>ESTJ</b><br>n = 1<br>33.3% | <b>ESFJ</b><br>n = 0<br>0%    | <b>ENFJ</b><br>n = 0<br>0% | <b>ENTJ</b><br>n = 0<br>0% | Judging                           |

Source: MBTI® Type Table Copyright 2009 by CPP, Inc. All rights reserved. Further reproduction is prohibited without the publisher's written consent.



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# The TKI Process

- Conduct and debrief “Frenzy” exercise
  - 5 hula hoops



- On the floor in the shape of the 5 side of a die
- Center hoop filled with tennis balls

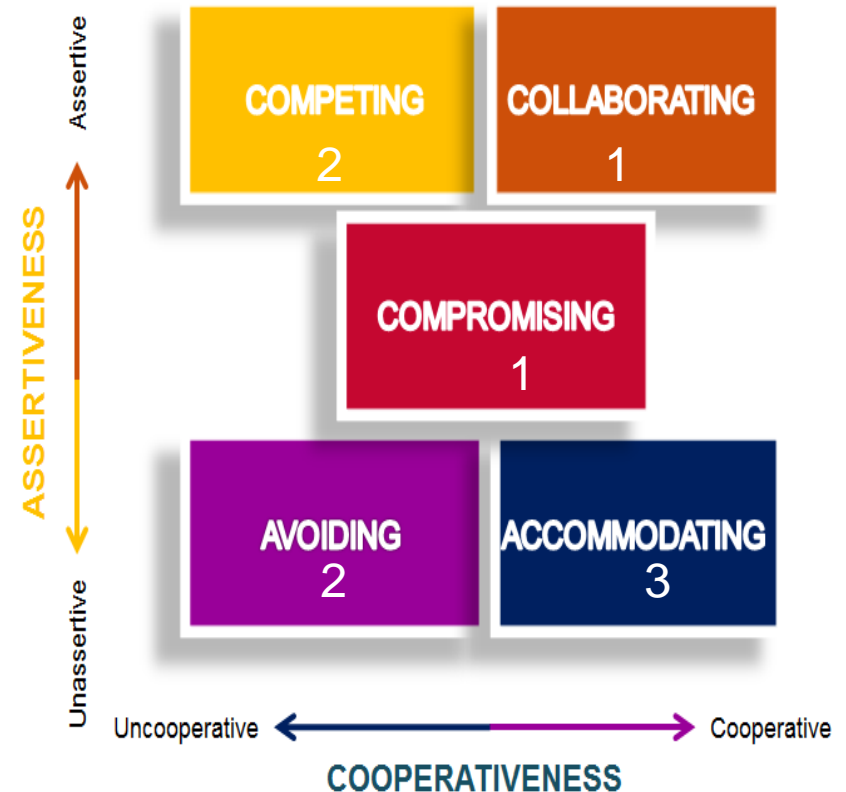




- Walk through flip-charted TKI model
- Ask team members to notice what behaviors they acted out during the Frenzy exercise...Were these congruent with their TKI results?



- Place checkmarks based on “highest score” of each participant in the appropriate box in the TKI model.
- Conduct Team Type Analysis...asking members to notice how this team might deal with conflict and feedback based on its team type.



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# Integrating the MBTI® and TKI Tools Together



# Integrating Results

- Ask the team to notice the following:
  - What are the similarities that you notice between MBTI and TKI preferences? How might these enhance team effectiveness?
  - What are the differences that you notice between the two? How might these detract from team effectiveness?
  - What might the team be vigilantly aware of going forward?
    - When it comes to communication and feedback
    - When it comes to conflict
    - When it comes to making decisions
    - When it comes to ????





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# Expected Outcomes



# Expected Outcomes

- Team members will have a new vocabulary to use when giving and receiving feedback from one another and when moving into the “Storming” stage of their development.
- Team members will develop operating agreements on how they can best work together based on their MBTI and TKI results and what has worked well and what has not in the past.





# Case Study

- Leader wanted team to be more collaborative rather than working independently.
- Team wanted leader to be less micromanaging.
- Main form of communication was through email...leading to misunderstandings.





# Case Study, Team “INTJ”

## MBTI team

type:

E 11

I 13

S 11

N 13

T 16

F 8

J 14

P 10

|             |             |             |              |
|-------------|-------------|-------------|--------------|
| ISTJ<br>XXX | ISFJ<br>XXX | INFJ        | INTJ<br>X    |
| ISTP<br>X   | ISFP        | INFP<br>XXX | INTP<br>XX   |
| ESTP        | ESFP        | ENFP        | ENTP<br>XXXX |
| ESTJ<br>XX  | ESFJ<br>XX  | ENFJ        | ENTJ<br>XXX  |

Leader type:

ENTJ

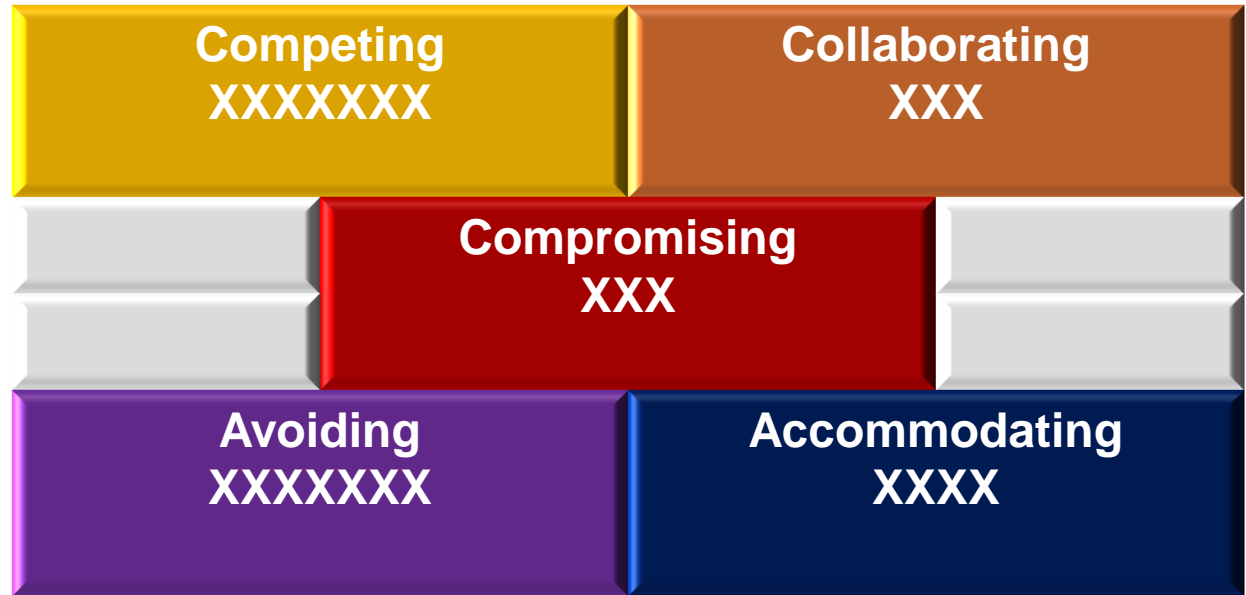




# Case Study, "Competing" Team

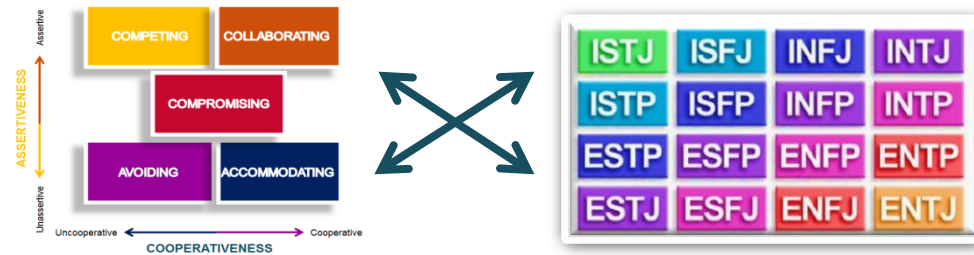
## Team Member Preferred TKI Conflict Modes

Competing 7  
Collaborating 3  
Compromising 3  
Avoiding 7  
Accommodating 4





# Team Outcomes



- Team discovered that many members avoided interactions and meetings due to Introversion preferences and conflict styles... created an operating agreement on how to conduct productive meetings and move to collaboration.
- Team created an operating agreement on when to use email and when to talk face-to-face.
- Leader discovered that his “sense of urgency” due to his ENTJ preferences and competing style caused him to micromanage or do the work himself.
- Leader understood that he was giving team members a mixed message. He role-modeled competition.



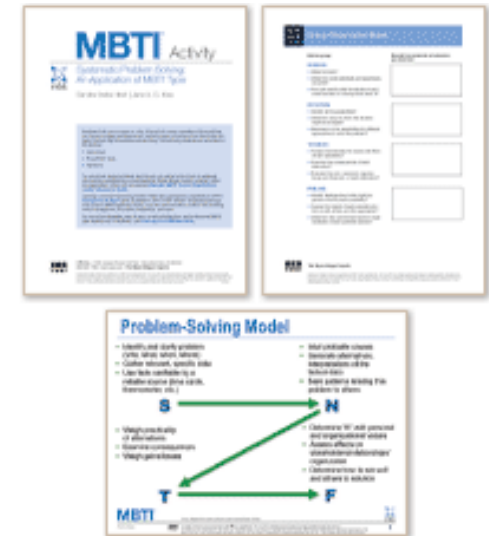
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# Activity Resources & Special Promotion



# Additional Activity Resources for You

- The **MBTI® Activity Series** is a collection of time-tested activities that bring type to life, make it useful, and help individuals improve their performance.
- Each activity is under \$20.00 and includes:
  - Detailed instructions
  - Presentation slides and/or reproducible masters required for delivery
- Series includes activities designed to highlight the differences between the preferences.
  - [www.cpp.com/MBTIActivities](http://www.cpp.com/MBTIActivities)





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# Questions and Answers



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# Thank You!

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