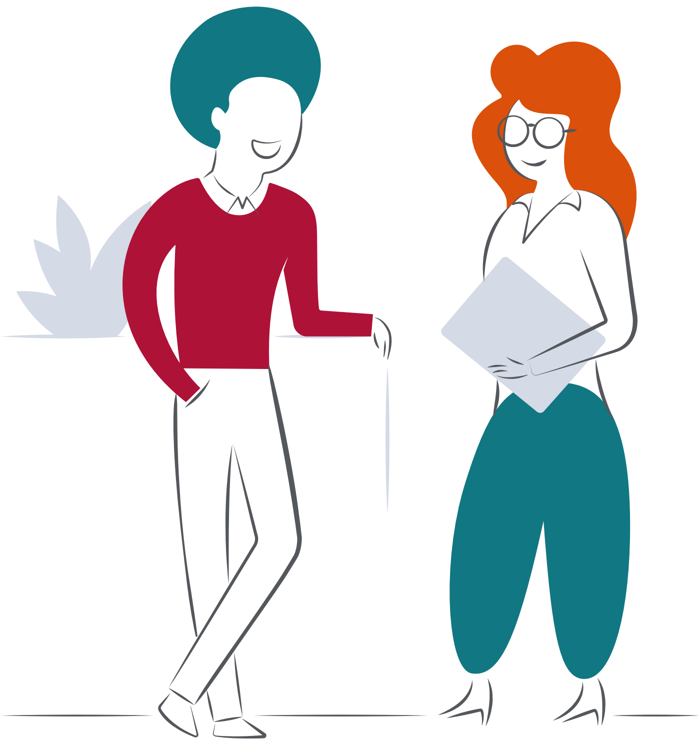
Getting the most out of the Personal Impact Report

Enhancing communication

Practitioner workbook



The Myers-Briggs Company

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Introduction

Why communication?

Perhaps more than anyone else in the workplace, leaders need to be skilled all-round communicators. Whether they're representing the organization, addressing the workforce, working with other leaders, or managing individual reports, leaders reach a huge range of people every day.

All situations are different. And all those people have different ways of communicating.

This is why MBTI® personality type is a powerful inroad to effective communication. From awareness of self to awareness of others, it gives leaders the ability to adapt. They might need to influence without being authoritative, for example. Or deliver difficult messages sensitively. Or find ways to communicate well in virtual spaces.

Whatever their specific need, it starts with self-awareness. So, use the Personal Impact Report (PIR) to help leaders discover their own communication style—and identify exactly what they want to improve.

To find out how the PIR can bring this to life, watch the **Enhancing communication video**. You'll see an expert MBTI practitioner share tips on getting the most out of the PIR. Then you can use this workbook to deliver your own communication workshop to leaders.

Useful tools and resources

- ***Introduction to Myers-Briggs® Type and Communication***
  As a practitioner, this can give you some deeper knowledge about all types before the session and give the end user an opportunity to delve deeper into their communication style and the styles of others around them after the session. This could also be used as a resource during the session, to provide additional insights to build on those in the PIR.

- ***Who Are We? Type Table***
  As demonstrated in the video, this interactive PDF can be used during or after the session as a handy way of remembering the different types in the team.

- ***MBTI® Flip a Type Tip***
  An easy to use, quick reference tool for typical characteristics of each MBTI type.

- ***Compelling Conversations***
  Designed by our experts, this is the ideal next step for further communication sessions with editable slides, facilitator notes and both virtual and face-to-face activity suggestions.

Getting ready

Setting the scene

The activity suggestions (on the next page) assume that participants know their verified type (reached best-fit type) before they attend the session.

So, you need to make sure that all participants have:

- Completed a feedback session (individually or in a group).
- Identified their verified (best-fit) type.

Then:

- Check how recently they completed the MBTI questionnaire and how well they understand their MBTI preferences. A recap may be useful.
- Ask each participant to send you their verified/best-fit type before the session.

Pre-work for participants

To help get participants into the right mindset, we recommend you send them their verified (best-fit) type Personal Impact Reports (PIR) before the session. Invite them to review the *Your Communication Style* section in particular, reflecting on the following questions (or substitute your own) as they do so:

- What specific, recent examples do you have where your typical and natural communication style came through?
- In these examples, what impact did your communication style seem to have on other people? What did you notice?
- What differences in communication style have you noticed in your colleagues?

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Workshop activity

Overview

This activity provides an opportunity for participants to build their awareness of:

- How their personality preferences influence the way they communicate.
- When their natural style works and when it may be less effective.
- How adapting their communication style to appeal to people with different styles can help them communicate more effectively.

Time

15-20 minutes for part 1 (groups of 4-5)
10-15 minutes for part 1 debrief in plenary
10-15 minutes for part 2 (individually or pairs)

Materials

Personal Impact Report
Action planning worksheet

Part 1: Instructions

- Divide participants into groups of 4-5.
  - It will save time if you create groups before the session. Then you can quickly allocate them to breakout rooms (virtual or otherwise) when it's time to start the activity.
  - A mix of different types in each group works best for this activity, so that they can explore differences in communication style.
- Explain that they'll be referring to the *Your Communication Style* section of their PIR, particularly the *Communication Highlights* through to *Giving and Receiving Feedback* sections.
- Then explain that they're going to be exploring with each other in their groups which aspects of their communication style could help or hinder them when they're trying to land an important or difficult message.
  - Example question to ask them to discuss: *Which aspects of your communication style, as outlined in your PIR, could help or hinder you when you're trying to land an important or difficult message?*
  - Or substitute your own topic here. If doing this, choose one that's specifically relevant to the group or team.

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Part 1 : Instructions continued

- Encourage participants to think of and share specific examples from their experience.
- Ask them to pay particular attention to how style differences could highlight ways they might need to adapt their style to communicate effectively with a range of different people.
- Let participants know that when they return to the plenary, each group will be invited to share some insights from their discussion.
- Clarify the timings for their discussion. If you're running the session virtually, invite groups to post questions in the chat if they need any help or clarification once they are in their breakout rooms.
- Be aware that some individual reviewing time may be needed if individuals have not had the opportunity to review their PIR before the session.
    - If this is the case, make the following suggestion before you open the breakout rooms (virtual session) or invite groups to go to their breakout rooms (in-person session). Suggest that participants take a few minutes to review the relevant sections individually, when they're in their groups, before beginning their discussions.

Part 1: Debrief

Invite each group to share one or two key insights about style differences they noticed in their group and what this might mean for them in practice. Ask what they learned about how they might need or want to adapt their communication style with different people for their message to be communicated effectively.

Part 2: Instructions

- Explain that the purpose of this part of the activity is to help each individual identify some specific actions. Having learned about their individual communication style and others' styles, they need to be able to apply their learning after the session.
- Explain that they'll be working in pairs (or you could give them the option of working individually. Some may prefer this, others might be happier to work in pairs).
- Let the group know that they will once again be referring to the *Your Communication Style* section of their PIR to prompt their thinking, in particular the *Communication Tips* section.
- Ask them to identify some specific actions and next steps that they will take individually. If they're in pairs they can discuss these with their partner, using each other as a sounding board for practical next steps to take back to the workplace.
- As they review the *Potential Blind Spots* section of the *Communication Tips* page, they can highlight and discuss those *Suggested Remedies* which they think will be worth trying out.
- Invite them to capture their reflections in the Action Planning Worksheet which accompanies this activity.

Tip

Invite participants to think of one or two people with whom they would like to improve how they communicate. Perhaps they've noticed that there are often misunderstandings when they communicate with a particular colleague, direct report or stakeholder. Encourage them to think of specific actions relating to some different strategies they're going to try out with this person.

A powerful tactic here can be for them to take the time to actually ask this person, *How do you prefer to be communicated with?* or *What do you need from me when I communicate with you?* and take it from there.

- Confirm timings (10–15 minutes), allocate pairs to breakout rooms, and open the breakout rooms. Keep those who wish to work individually in plenary.

Part 2: Debrief

Ask each person to share one action or next step they're going to take following the session.

Post-session

At the end of the session, encourage participants, as part of their post-session follow-up, to work on their actions by trying some of the strategies for adapting their style. Remind them that referring back to their PIR and reflections can provide a helpful reminder of insights that they can put into practice.

Tip

The activity outlined above works well with groups of leaders and leadership teams.

However, you may find that, when working with leadership teams, their desired focus for the session is often on how they can communicate more effectively with *each other* to enhance team effectiveness and become more high performing.

In contrast, a group of leaders who are not a team would likely find it very useful to learn about the impact of personality preferences on communication style. They'll get great value from learning about different styles from each other. But they'll want to be able to apply their learning and insights to their own organizational context.

Therefore, the way you position the activity and the topic you choose as the focus for the exercise may be different. For example, a leadership team may be interested in exploring how they can:

- Apply insights about their MBTI preferences to more effective communication with *each other* in the virtual space, or
- Adapt their communication styles to get the best out of each other and work more cohesively as a team.

In part 2 of the activity, it can be useful to add another layer following the reflection about individual actions, focusing on *What specifically do we need to do as a team to communicate more effectively with each other?*

A useful post-session activity is to encourage individuals to arrange follow-up conversations with each of their team-mates and share key insights (from their reports) which resonate. They can discuss any blind spots they might benefit from knowing about. They can discuss which of the suggested remedies may be useful in their interactions too.

In this way, the team gains an in-depth understanding of the communication styles of everyone in the team (which may not have been possible during the session itself).

We also recommend sending the team away with a *Who Are We? Type Table*, which can be used electronically. (Provided everyone has agreed to this, of course!).

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Find out more about:

- **Getting the most out of the Personal Impact Report.**
- **Improving workplace communication.**
- **Developing leaders.**

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