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Getting the most out of the Personal Impact Report

Making better decisions

Practitioner workbook

The Myers-Briggs Company

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Introduction

Why decision-making?

Every day, leaders make decisions that affect individuals, teams, and organizations. Those decisions are often made more complex by multiple variables, ambiguities, and constant change.

What can leaders do to ensure they cover key angles and make decisions that have the best possible impact on everyone?

A great tool for doing this is the MBTI® decision-making process. It gives leaders and decision-makers a clear, systematic approach that considers the criteria and values of different MBTI personality types. It ensures different perspectives and values are included.

And the result? A structured framework which improves the efficiency and quality of leaders' decision-making. You can use the Personal Impact Report (PIR) to introduce this model to leaders and develop their decision-making skills.

To find out more, watch the **Making better decisions video**. You'll see an expert MBTI practitioner sharing tips for getting the very best from the PIR for decision-making. Then use the notes in this workbook to help you do the same.

Useful tools and resources

- ***Introduction to Type® and Decision Making***
  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.

- ***Improving Decision Making***
  Designed by our experts, this is the ideal next step for further decision-making 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 (i.e. they have 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 Decision-Making Style* section in particular, reflecting on the following questions (or substitute your own) as they do so:

- What aspects of your natural decision-making style typically help your decision-making process?
  - What specific example can you think of where this was the case?
- What aspects of your style can create challenges during your decision-making process?
  - What specific example can you think of where this was the case?
- Think about someone you know whose decision-making style is different to yours.
  - Which elements of their approach to decision-making do you admire? Why?
  - Which aspects of their decision-making style do you find more difficult to deal with? Why?

Let participants know that they may be asked to bring in some of these insights during the session.

Workshop activity

Overview

The first part of the exercise helps the team learn about and appreciate each other's decision-making strengths and blind spots.

Part two uses the Z-model to raise participants' awareness of their approach to decision-making and problem-solving. It helps people see where they might spend too much or not enough time in these processes.

Part three focuses on action planning.

Time

30-40 minutes for part 1
50-55 minutes for part 2
10-15 minutes for part 3 (individually or pairs)

Materials

Personal Impact Report
Action planning worksheet
Participants will also need something to write on and with (e.g. a laptop or pens and paper).

Part 1: Instructions

- Ask participants to get their paper and coloured marker pens and open their PIR to the *Your Decision-Making Style* section.
- Ask them to each draw a poster using with pictures/symbols (not just words) to represent their individual decision-making strengths. They should refer to their report for inspiration.
- Mention that they will be asked to show this to their colleagues and briefly explain what their poster represents.
- Allow up to 10 minutes for participants to draw their posters.
- Allow 10–15 minutes for them to share their posters. The time needed will depend on the size of the team. 10 minutes for a team of up to eight works well.
- Next, share a virtual whiteboard with two columns: Strengths and Blind spots. Invite each team member to write their top decision-making strength (one from the report where they think they can add most value to the team) and one decision-making challenge (or blind spot) from the *Potential Challenges During Decision Making* section. It should be something they think could become unhelpful if left unchecked or not balanced by other styles.
- Remember to save this before moving on so that the team can take this away with them.

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- If you're using a virtual meeting platform which doesn't have whiteboard functionality, you could ask participants to type their strengths and blind spots into the chat. Make sure you save this so you can give the list to the team for reference after the session.
- Referring to this list of strengths and blind spots, facilitate a brief discussion with the team around patterns, key themes, particular strengths, and 'watch outs' for their team decision-making style.
- Allow around 15 minutes to capture strengths and blind spots and discuss them in context of team decision-making style.

Part 2: Instructions

This part of the activity centres around the decision-making sequence in the report that is often referred to as the Z-model. It guides us through a process which balances our focus on Sensing and Intuition, and Thinking and Feeling.

- As you explain the sequence, invite participants to look at the *Enhancing Your Decision-Making Capability* page of their PIR. It explains the sequence clearly.
- Emphasize that each process is exercised by itself, consciously and purposefully. The processes used to gather information (S and N) should always be explored before the processes used to make decisions (T and F).
- Add that some of the steps are harder because they call for the strengths of the types that are opposite to our own.
- Explain to participants that they'll be working on a real problem together. They'll spend equal time considering the problem through the lens of each of the four preferences: Sensing, Intuition, Thinking, and Feeling.
- Ask the group to identify a problem relevant to them as a team (you could also do this in advance with your key stakeholder).
- If they can't think of a problem to work on, you can provide one. For example: "How can we, as an organization, adapt our strategy to embrace a hybrid of virtual and office-based working?" (Substitute your own example depending on what you know about the team and their challenges).
- Share a whiteboard headed 'S' or 'Sensing' and ask the team to refer to the Sensing box in the sequence outlined in their report. Get them to discuss their problem from a Sensing perspective, using the Sensing questions to prompt their reflections.
- Ask them to capture their thoughts on the whiteboard while they discuss the problem. Give the team exactly 10 minutes to do this.
- Save the whiteboard and then open a new one, headed 'N' or 'Intuition'. Repeat the process for T and then F so the team has discussed the problem from the perspective of all four preferences.

Part 2: Instructions continued

Another way of facilitating this virtually, if you don't have access to a virtual whiteboard, is to use four slides.

- Put the questions on one side and create space for participants to write on the other (provided your platform allows this).
- Remember to do a quick screen capture before moving on and clearing the annotations in preparation for the next preference.
- If annotating isn't an option, thoughts can be captured in the chat. Make sure this is done as people are speaking, not instead of speaking.

During the exercise, pay attention to the energy in the group at each stage of the discussion. Notice who is contributing most and least. Notice also how much the team strays into questioning that's more relevant to one of the other preferences. Also make note of any particular signs of enthusiasm, frustration, impatience, or lack of engagement.

Part 2: Debrief

Example questions:

- What did you notice about your effort and energy levels and those of the group at each stage?
- How did it feel to work through all four preferences systematically?
- Which preferences were most comfortable?
- Which preferences felt most difficult?
- What did you notice about yourself during the exercise?
- What did you notice about your colleagues?
- What might all of this tell you about your team decision-making style?
- What specifically do you need to do as a team to make more effective decisions together?

Invite someone in the group to capture these responses as team actions to take away.

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Part 3: Instructions

- Explain that this part of the activity is for everyone to identify specific actions they'll each take to apply their learning outside the session. Practical application in the context of real decisions is the next step on from self-awareness:
  - Participants have learned about their individual decision-making style and heard from others about different styles.
  - They've experienced a process for making more comprehensive decisions by approaching the decision through the lens of type.
  - Now they need to apply their learning to how they make decisions individually and as a team.
- Explain that this time they'll be working in pairs (or you could give them the option of working individually—some may prefer this, others may be happier to work in pairs).
- Let the group know that they will once again be referring to the *Your Decision-Making Style* section of their PIR to prompt their thinking.
- 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 Challenges During Decision-Making* section, they can highlight and discuss those *Suggestions for Developing Your Decision-Making Style* which they think will be worth trying out.
- Invite them to capture their reflections in the Action planning worksheet which accompanies this activity.
- Confirm timings (10–15 minutes), allocate pairs to break-out rooms and open the break-out rooms. Keep those who wish to work individually in plenary.

Part 3: Debrief

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

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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 out some of the strategies for adapting their style. Referring back to their PIR and reflections can provide a helpful reminder of the insights that they can put into practice.

We also recommend sending the team away with a copy of the *Who are we? Type Table* as a reminder of the personality types in their team (provided everyone has agreed to this).

Tip

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

If you're using it with a group of leaders who are not a team, the main differences will be the topic they work on. You can provide something generic that's relevant to all of them, e.g. "What can we do to stay effective as leaders in this new virtual world of work?"

The way you conduct the debrief will also have a slightly different focus. For example, you might focus on what they notice about their and others' decision-making style and how they might apply these insights, rather than exploring the team decision-making process.

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Find out more about:

- **Getting the most out of the Personal Impact Report.**
- **Improving decision-making skills**
- **Developing leaders.**

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