

## Pain & Sleep Therapy Center Sees 20%+ Jump in Revenue After MBTI®-based Team Building Workshop

When a diverse staff of administrators, medical assistants and specialized doctors was looking to invest in their people through team building, they brought in an MBTI® practitioner whose workshop produced measurable ROI.

“Just like any office that gets a group of people together and needs them to blend well, we had our challenges,” said Dr. Ryan Robinson, Delaware’s first and only doctor triple board certified in Craniofacial Pain and Dental Sleep Medicine and the owner of The Pain & Sleep Therapy Center.

“We had our good days and try to limit our bad days. But I’m a firm believer in investing in people. People are our company’s greatest asset.”

When Dr. Robinson was looking for his next team-building event for a group of 16 that included specialized doctors, administrative staff, front desk staff and clinical assistants, he thought of Maggie Oglesby and her team-building workshops.

“Before we met Maggie, we were big on doing team building events, especially taking staff out for fun activities like bowling or escape

### Business Challenges

- Team member communication
- Manager-employee relationships

### Company Profile

The Pain & Sleep Therapy Center in Newark, Delaware helps people live a better life through better sleep. Their team has advanced specialized training in treating patients with craniofacial pain including TMJ/TMD and sleep breathing disorders such as obstructive sleep apnea. By using the latest evidence-based research in a state-of-the-art facility, they’re dedicated to treating patients through non-surgical and non-invasive techniques.

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rooms. But we'd never done anything that really looked into our team members in regard to who they were, how they fit together, and how that could change the dynamics of our office for the better."

Maggie herself had a diverse background before realizing her passion as an MBTI practitioner. Her career path took her through Cosmetology, the Delaware General Assembly, Women's Leadership Development, the Department of Army, and Organizational Design Consulting. Most recently, she'd gotten MBTI certified while working at Fortune 100 financial services company, assessing over 100 people in 7 different MBTI-based workshops.

"I realized that was my passion – helping people better understand themselves and others," Maggie said. "And once I got into it, I wanted to figure out other ways I could deliver this assessment and help teams function better through MBTI workshops."

## Solution

Dr. Robinson decided to do a half-day, MBTI-based workshop with his team of 16, lead by Maggie. The Pain & Sleep Therapy Center employees were asked to complete the assessment ahead of the workshop. In addition, Dr. Robinson and Maggie spoke ahead of time about some of the specific challenges employees faced which could be discreetly addressed during the workshop.

Maggie's workshop was an interactive session where participants learned the basics of the MBTI personality framework. Participants joined in several group exercises that helped them understand and experience first-hand key differences among the four MBTI preference pairs.

## Solution

- Pre-workshop exploration of pain points & challenges with business leaders
- Participants completed MBTI assessment prior to workshop
- Custom half-day workshop designed to teach MBTI personality diversity and address communication challenges

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“During her workshop, I could tell she was well-prepared,” said Dr. Ryan. “She used examples that were specific to our business, and I was impressed with the amount of time that went into the workshop beforehand. I’ve hired other speakers for team-building events that show up the day of, some prepared and some not. But Maggie spoke to me and the staff before the workshop about how to get the best results from the assessments and what prework should be done to get the most from that half day.”

During some of the activities, participants were split into groups by preference pairs. One group was made up of people who preferred Extraversion and the other of people that preferred Introversion. Then the group would answer questions or discuss a situation within that group before sharing what they’d discussed with the other group.

“By grouping people with similar personalities, it really helped us understand how each team member liked to be treated. It also helped me better understand how each team member liked to be rewarded, what they’re motivated by, and how they like to operate,” said Dr. Robinson.

“For me,” said Maggie, “my goal is to help people. The reason I do so much prework is to understand from the client what the pain points are so we can have productive conversations around those during the workshop. If you’re making an investment in team building, you want it to be fun, but you also want to be solving problems along the way.”

## Trust, Vulnerability and Teams

Another important aspect of the workshop was trust and vulnerability. The team members needed to trust that everyone present was open to hearing each other without judgement. And that behavior needed to be modelled by the leadership team first.

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“All managers and leaders need to be vulnerable. To me, when you’re authentic and open yourself up you can get better results. One of the things Maggie did well is that she used her own real-life examples to explain some of the concepts and potential areas for miscommunication. By letting us in on her life, the staff really opened up and we got better results,” said Dr. Robinson.

“Also, I’m huge on company culture and I try to lead by example, developing leaders beneath me who’re going to carry out our vision and culture. Trusting the members of our team is part of that culture.”

Maggie added, “If people are having fun, are engaged, and are learning, that’s what I’m there to do. A lot of the time, real-life examples are best because people can identify with you and see that even you as a leader have things to learn.”

## Results

“As far as how Maggie’s MBTI workshop affected what we track for our business, we’re getting more yes’s from patients. The next month after the workshop, we went up about 25% in our monthly revenue. And we’ve been growing since then – it’s been a big shift for us,” said Dr. Robinson.

“When a patient walks in, we want them to feel our company culture and the team effort supporting them. After the workshop, our team is working together better and just ‘clicking’, and it’s created an environment that the patient wants to be part of. This workshop has paid itself back again and again.”

What were some of the things the staff and leadership at the Pain & Sleep Therapy Center learned after the workshop?

## Results

- 20%+ increase in revenue in the month after the workshop
- Improved company culture and understanding of differences
- Leadership gained more awareness around how to effectively engage with employees
- Employees learned what behaviors might increase colleagues performance
- Leadership better able to motivate and empower staff

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## Understanding differences and changing expectations

“Everyone in our business is moving towards the same goal. For me, when we hit that goal, it’s frustrating not to see all of my team energized with a big smile on their face,” says Dr. Robinson.

“As a leader, at the end of a winning game you want to celebrate what you’ve achieved with your team. What Maggie’s workshop taught me is that it’s OK to have team members who want to go home at the end of the game because they’re drained. I understand now that not everyone responds to hitting our goal the same way. Or rewards themselves by celebrating around other people.”

“And now Ryan understands that just because someone doesn’t express their energy that way, it doesn’t mean they’re not excited,” adds Maggie. “Understanding just the differences between Extraverted and Introverted preferences, behaviors and what energizes and drains team members made a big impact.”

For example, members of the front desk staff preferred Introversion. During the workshop, the team talked about those preferring Introversion are drained by lots of social interaction.

So, in the mornings when the extraverted employees come in through the front door wanting to talk about how the weekend went, what people’s plans are, and the ten things that’re on the calendar for the day, it can feel overwhelming to introverted employees.

And that’s before patients even start arriving.

After the workshop discussion, extraverted employees better understood their introverted counterparts. The team problem solved their challenge and agreed that instead of coming through the front of the office, other members of the team would come in

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The Pain & Sleep  
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through the back of the office and find other extraverted co-workers to talk with when they first arrived. That way, introverted employees could use that morning quiet time to be at their most social when greeting patients and customers, while extraverted employees could energize each other when they wanted to talk to someone.

## Behavior and empowering employees

So what's stuck with Dr. Robinson months after the workshop?

"The biggest takeaway for me was understanding that the people who're on my team and under me don't necessarily behave the same way I do. Another is that I really learned how to empower my staff, because I learned what makes them happy and how to reward them best."

"When I hear the impact my workshops have, it makes it all worth it" adds Maggie.

"I'd recommend this workshop to anyone who cares about company culture. Really anyone who cared about the people who work for them and who's looking to maximize profits through good customer service," says Ryan. "By investing in your team through better understanding differences in personality, you'll have happier, more valued employees who're then going to value your company more."

Following the success of the first workshop, Dr. Robinson has already scheduled an MBTI workshop with Maggie for one of his other Delaware dental offices with nearly 40 participants.



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