

## FACILITATOR'S NOTES

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# LEADER DEVELOPMENT

## An MBTI® Step I™ Type Training Workshop

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### INTRODUCTION

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Welcome to *Leader Development: An MBTI® Step I™ Type Training Workshop*.

This workshop includes everything you need to equip leaders with the knowledge and skills to recognize their leadership strengths and potential blind spots, identify and use five key type-related values that promote effective leadership, and create a development plan for enhancing their leadership effectiveness using the principles of Myers-Briggs® personality type.

### Workshop Materials

The following materials are provided to ensure your planning and training day success:

- Training objectives and workshop overview
- Workshop agenda
- Facilitator script and tips
- Activity instructions
- Worksheets and handouts
- PowerPoint slides
- Evaluation form

### Additional Materials

Looking to complement training with additional participant resources? Offer each participant a copy of *Introduction to Myers-Briggs® Type and Leadership*, available in print or PDF format.

## Workshop Objectives

When participants have completed this workshop, they should be able to

- Understand the pathways to leader development suggested by Myers-Briggs personality type
- Identify leader strengths and blind spots by type
- Create a plan for enhancing leadership effectiveness through type development
- Explore sources of potential development and support by type
- Identify five key values that promote effective leadership and understand the relationship of the Myers-Briggs personality type model to these values
- Understand how leaders can utilize the core cognitive processes of the 16 MBTI® types and the five values mentioned above

## Overview of the Workshop

The Leader Development workshop is designed to teach participants how to enhance and develop their leadership effectiveness using the principles of personality type. This workshop begins by encouraging leaders to become aware of their typical paths in daily activities and what happens if they over- or underuse their natural tendencies. This leads to an exploration of both acknowledged and unacknowledged leader strengths and vulnerabilities as well as an investigation of the core processes in leader development. Participants will then explore development options and work on creating their own development plan. The workshop ends by investigating leader values that can engender awareness of important, larger potential contributions and inspire transformations in the people being led.

## PREPARING FOR THE WORKSHOP

### Prerequisites

Before attending the workshop, participants should already have taken the MBTI assessment and had their results interpreted by an MBTI® Certified Practitioner. They should arrive at the workshop knowing their MBTI preferences (for Extraversion or Introversion, Sensing or Intuition, Thinking or Feeling, and Judging or Perceiving) as well as their reported and verified MBTI types. You may want to organize a group administration prior to the workshop. Make sure you allow enough time for interpretation of results before the workshop begins. You can find guidelines for interpreting the MBTI assessment in the following resources, available from CPP, Inc.: *MBTI® Manual* (chapters 6, 12, and 13) and *Using the MBTI® Tool in Organizations: Leader's Resource Guide*.

### Workshop Materials

The handouts for participants to use during the activities are provided in a separate PDF file on the flash drive, and the training slides are in a PowerPoint file. The trainer is granted permission by the publisher to copy these materials for training purposes only.

- In addition to the materials required for specific activities, be sure you have the following materials for the workshop:
  - Name tags on which participants can record their name and, if they are willing to share it, their MBTI type
  - Personal computer, projector, and screen
  - Flipchart and markers

## Tips for Trainers

Here are some tips for ensuring that the workshop goes well:

- Assign no more than seven to a group when you break the workshop group into smaller groups.
- Organize participants' reactions to the activity questions by recording themes and ideas on flipcharts for everyone to see.
- Use participants' examples to illustrate the preferences, especially behaviors that show up in the moment. For example, when a participant is particularly social and interactive, point out that this is an excellent illustration of expressions of Extraversion. When another is very focused on details, use this behavior to illustrate Sensing attention.
- Make sure that each activity is analyzed within a model or framework that highlights details (S), connections to larger meaning (N), logic for the exercise (T), and the long-term value of the personal insights (F).

## CONDUCTING THE WORKSHOP

### Sample Workshop Agenda

Schedule	Topic	Time
8:30 – 8:40	Welcome	10 minutes
8:40 – 9:15	Introductions	35 minutes
9:15 – 10:15	Self-Awareness as Leaders	60 minutes
10:15 – 10:30	Break	15 minutes
10:30 – 11:15	Leader Strengths and Vulnerabilities	45 minutes
11:15 – 12:20	Core Processes in Leader Development	65 minutes
12:20 – 1:20	Lunch	60 minutes
1:20 – 2:00	Creating a Development Plan	40 minutes
2:00 – 3:00	Exploring Development Options	60 minutes
3:00 – 3:15	Break	15 minutes
3:15 – 4:15	Leader Values	60 minutes
4:15 – 4:30	Wrap-Up and Evaluation	15 minutes

Note: The workshop is an 8-hour session.

## Opening the Workshop and Introductions

Slides	Time	Materials
1–3	45 minutes	—

Slide	Facilitator Notes
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Note: Share logistic information as appropriate—break and lunch times, location of restrooms, emergency evacuation procedures, etc.

1 [Prior to the workshop, update this slide with your name.]

Suggested script:

*Welcome to our workshop on leader development. Our development as leaders depends on the variety of our experiences and what we learn from them. How and what we learn is related to our type. Further, development of our type and development of our leadership capabilities are interdependent. This workshop is about enhancing our capabilities, not reforming our personalities.*

*The purpose of this workshop is to introduce you to important ideas about developing as a leader. You will learn to use a leader development model based on personality type that will help you more clearly understand your own leadership habits and those of your co-workers. You have all taken the MBTI assessment and had your results interpreted by a professional. And, as part of the interpretation process, you have verified your four-letter type code.*

2 [Prior to the workshop, update this slide with your credentials, expertise, and experience.]

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.

3 Suggested script:

*Type influences leader development in the following ways:*

- *Our personality type influences how we learn from experience and thus how we develop as a leader.*
- *Our understanding of type is critical to gaining a sense of our strengths and biases as we try to develop increased effectiveness in our leadership role.*
- *Our understanding of type also contributes to the realization that others' needs may be very different from our own. Recall that with personality type, we are concerned with the way habits of mind affect our ways of taking in information and making decisions. These are predictable and persistent patterns displayed in our preferences for details or big-picture issues and for logical or values-related concerns when taking action. Those who want specific, verifiable data from an expert, for example, might be puzzled by those who seek to develop face-to-face relationships geared toward sharing personal insights.*

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