

Measuring the impact of the MBTI® framework



Our mission is...

...to inspire everyone to lead more successful and fulfilling lives

Our world-leading assessments

MBTI® understand **personality** types

FIRO® improve interpersonal **relations**

TKI® resolve **conflict**

CPI™ inspire **leadership**

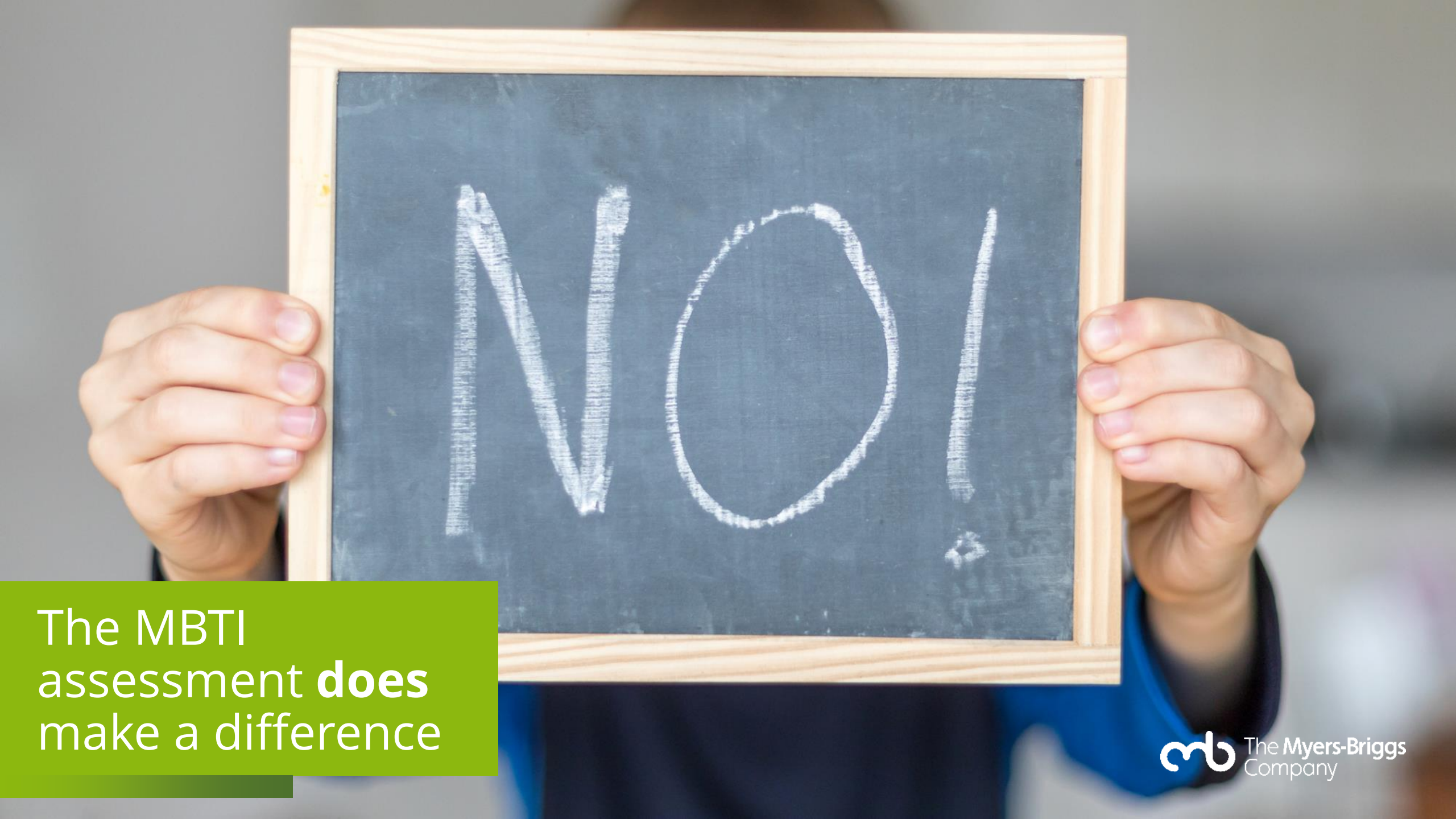
Strong give **career** advice to adults

VitaNavis® give **career and education** advice to students





Are MBTI® users deluded?



The MBTI
assessment **does**
make a difference

What is the most important way in which you think the MBTI assessment has an impact, and makes a difference?

1: ■ Building individual self-awareness

Last ■ Enhancing organizational performance

- Helping people to self-actualize
- Helping people to achieve their full potential, at work and elsewhere
- Helping people find a career that fits them

2: ■ Helping people better understand others

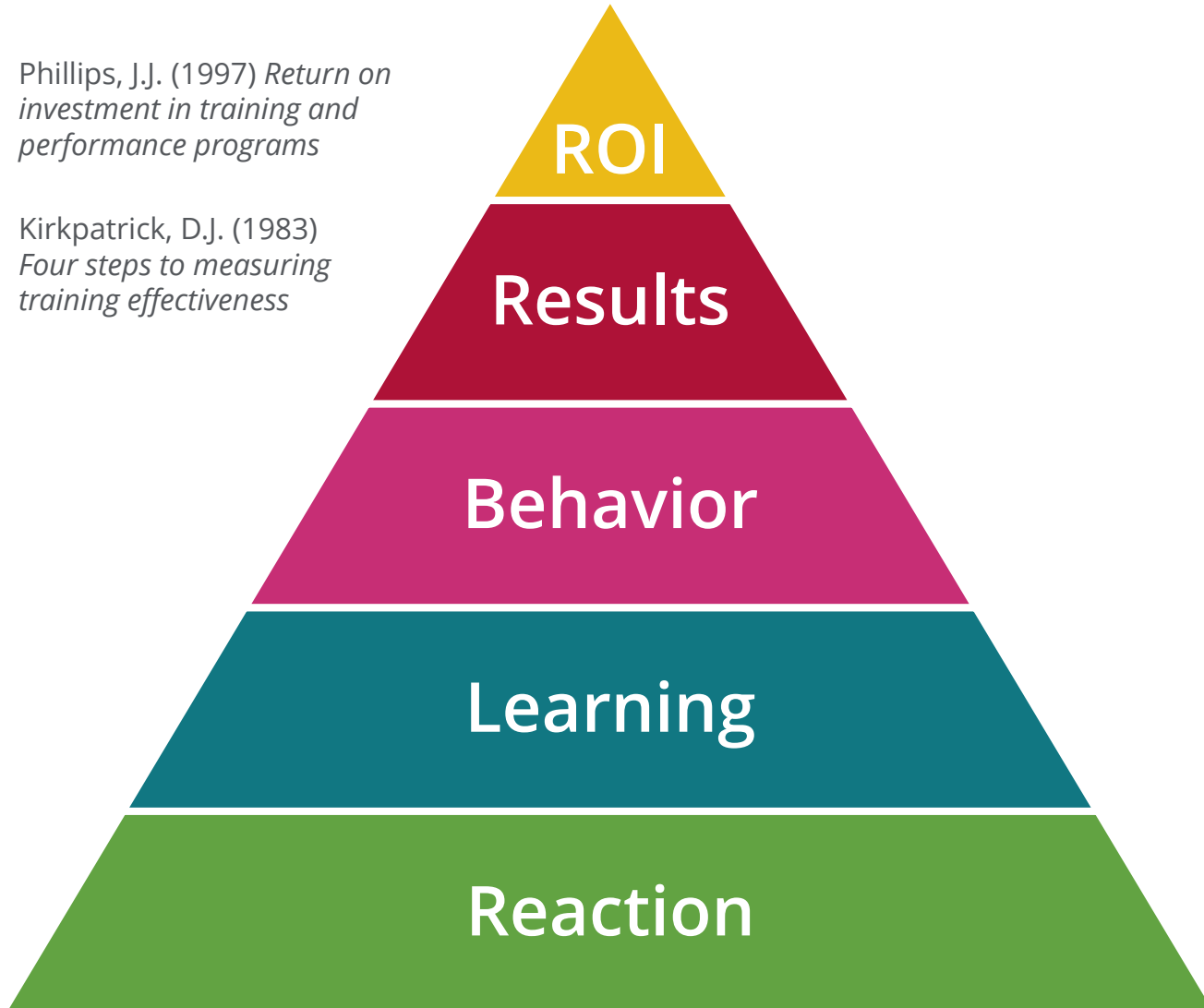
3: ■ Improving relationships

- Improving specific aspects of behavior, e.g. problem-solving, conflict resolution
- Improving team communication and performance

Measuring impact: the Kirkpatrick-Phillips model

Phillips, J.J. (1997) *Return on investment in training and performance programs*

Kirkpatrick, D.J. (1983) *Four steps to measuring training effectiveness*



Return on investment. Do monetary benefits exceed costs?

What benefits has the organization experienced?

Can they apply this learning? Did their behavior change?

What did they learn? Did they acquire new knowledge?

Did participants enjoy the experience?

Types of evidence



Types of evidence: Stories



“ With one particular player I seemed to be getting nowhere, and we’d come to a block.

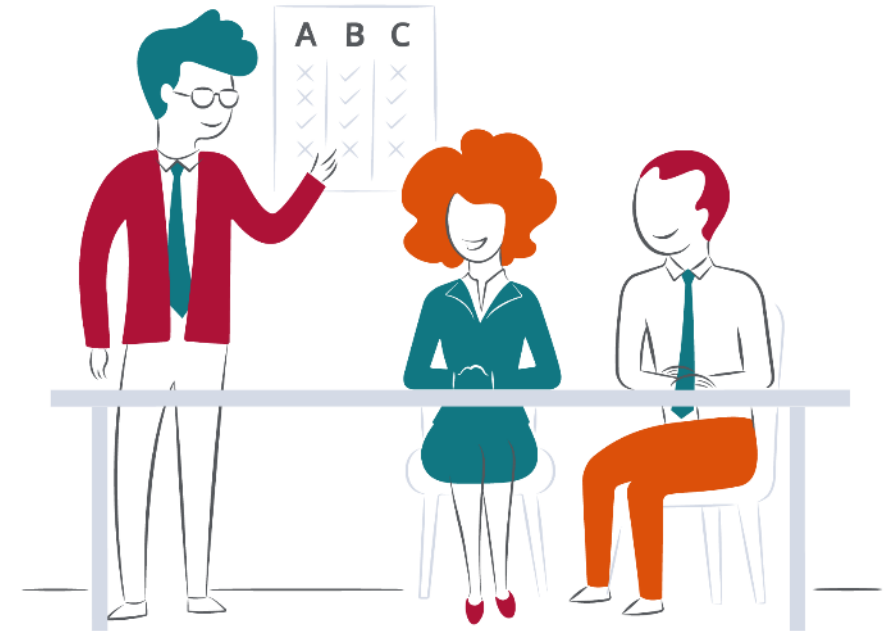
When I referred to the MBTI, I realized that we were actually complete type-opposites. I went back and reviewed my style as a coach.

A year down the line, it’s working well—we’ve both adapted, having taken the journey together.

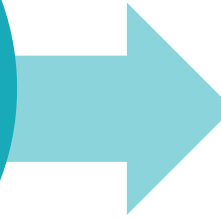
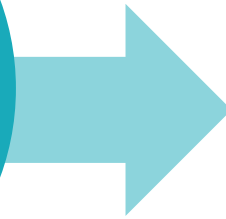
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England and Wales Cricket Board

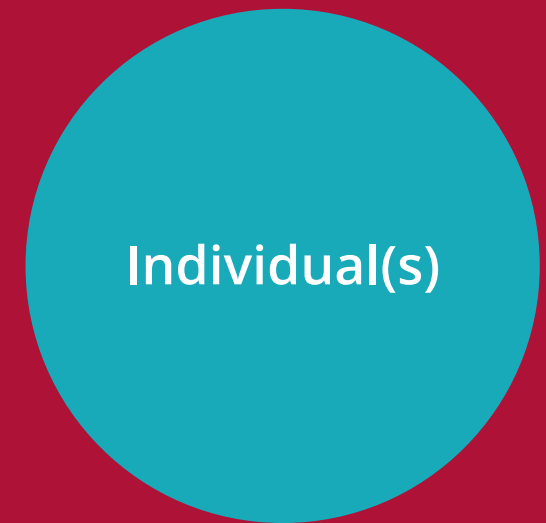
Types of evidence: Case studies



A typical case study



Impact: making a difference



Intervention

Individual effect

Case study: RAF Cranwell

- Flying training moving to a coaching approach
- MBTI used as part of training for flying instructors: “Aircrew performance coaching”
- Programme reduced drop-out rates (up to £2.5 million per student)



There are MBTI® case studies for many, many areas

Building trust

Coaching

Conflict management

Influencing

Resilience and stress

Personal development



Career development

Communication

Decision-making

Leadership development

Organizational development

Team development

Types of evidence:

Validity studies



What is validity?

- Validity is the extent to which an assessment measures what it claims to measure
- Does it do what it says on the tin?



Types of validity



Face validity

- It looks as if it works
- Applies to outputs as well as assessments



Content validity

- Does the content cover the correct area?
- Does not have to cover all areas of personality



Construct validity

- Does it measure what it says it measures?



Criterion-related validity

- Does it correlate with relevant external criteria?
- Developmental outcomes are less obvious and less easy to measure than performance



Consequential validity

- What are the social consequences of using this assessment?
- Often forgotten, but very relevant to question of impact and making a difference

- Practitioners' resource guide
- Practitioner resources**
- Blog
- FAQs
- Webcasts

- validity
- 2 selected
- MBTI Step I
 - MBTI Step II
 - FIRO
 - TKI
 - EJI
 - Strong
 - CPI 260
 - Innovation Potential Indicator
 - ABLE

Practitioner resources

Reference materials for The Myers-Briggs Company practitioners

This range of useful resources for practitioners qualified in our tools includes PowerPoint presentations for feedback sessions, exercises for team development, product information and research data.

Developing your **virtual workforce**

Click here for advice on working through COVID-19



Some resources are restricted by qualification. Please ensure you are signed in to see all downloads available to you.

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Practitioner resources - 2 results

View shop - 1 results Sort by: **Most relevant** Most recent Most popular

- MBTI reliability and validity information**
This document lists some key examples of independent, peer-reviewed research studies that support the reliability and validity of the MBTI tool.
Resource type: **Research**
- The construct validity of the MBTI in teams**
This document investigates the relationship between the MBTI and Belbin models, providing useful insights about how they could be used together by practitioners.

MBTI® Facts

Answering your questions about the Myers-Briggs Type Indicator®



1. Who created the Myers-Briggs Type Indicator® (MBTI®) assessment?
2. What is the history of the Myers-Briggs® assessment?
3. Who uses the MBTI® assessment?
4. What can the MBTI® assessment be used for?
5. Can the MBTI® assessment be used for selection or hiring?

Validity evidence

- Lots of examples in the MBTI manual
- Most relevant to 'making a difference' are studies around **impact** and **ROI**
- Also see the website <https://eu.themyersbriggs.com/en/Knowledge-centre/Practitioner-downloads>
- And the MBTI Facts page: <https://www.themyersbriggs.com/en-US/Support/MBTI-Facts>

Types of evidence:

Impact and return on investment




Self-awareness research 2017

- Helen Rayner
- 937 people who knew their type
- Surveyed on aspects of self-awareness:
 - Advantages and disadvantages
 - How they differ from others
 - Where self-awareness was useful
 - Methods used to develop self-awareness
- Knowledge centre>Webcasts or:
<https://www.brighttalk.com/service/player/en-US/theme/dev/channel/7723/webcast/289961/play?showChannelList=true>



Most effective methods to increase self-awareness





What has changed since you completed the MBTI® assessment?

85% Said they had capitalised on their strengths more

67% Felt more confident in their contribution at work

64% Felt more confident as a leader

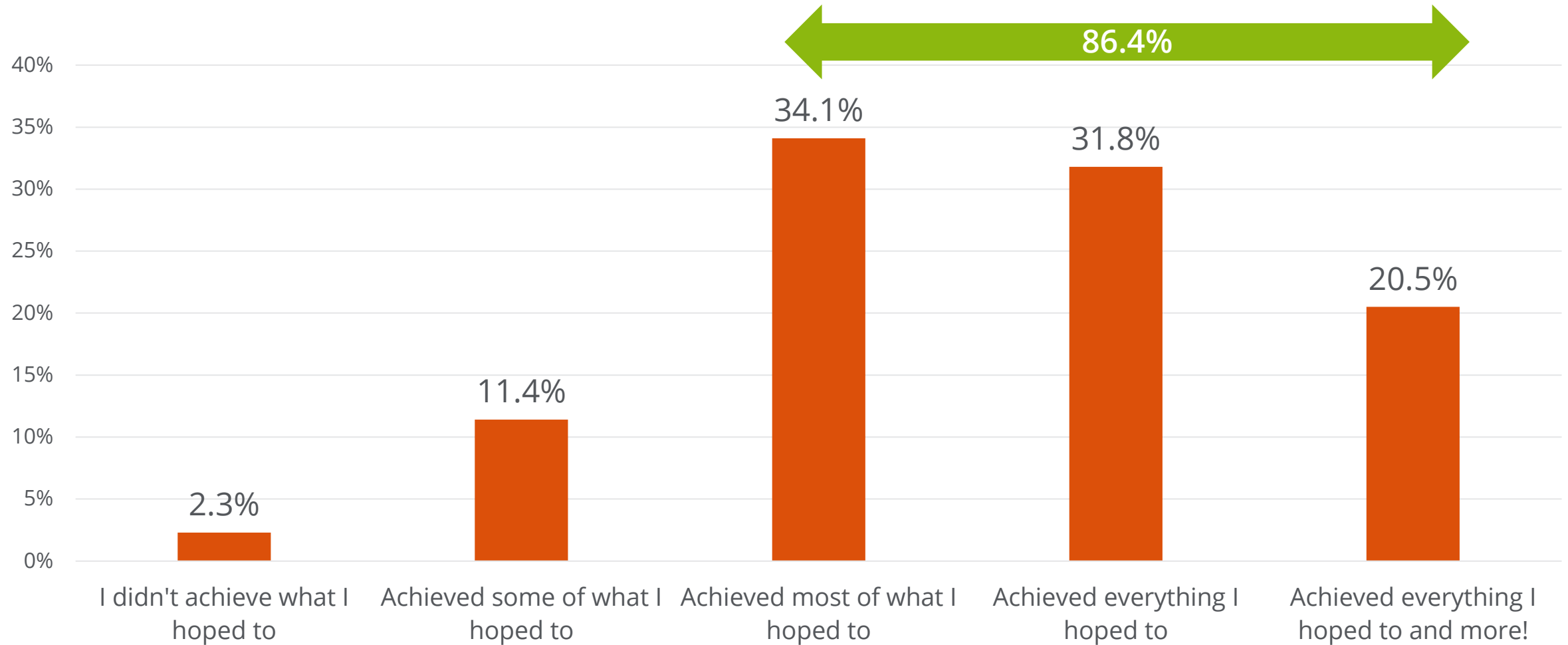
61% Said they made better decisions

MBTI® impact and client experience study 2019

- Nikhita Blackburn
- 125 people surveyed before, soon after and 6 weeks after feedback
- Research questions:
 - What was their experience?
 - What were the outcomes?
 - Are there any differences in self-awareness after and 6 weeks later?



To what extent did you achieve your purpose?



Client experience

I would recommend this experience to others

The session was enjoyable

The session was relevant for me

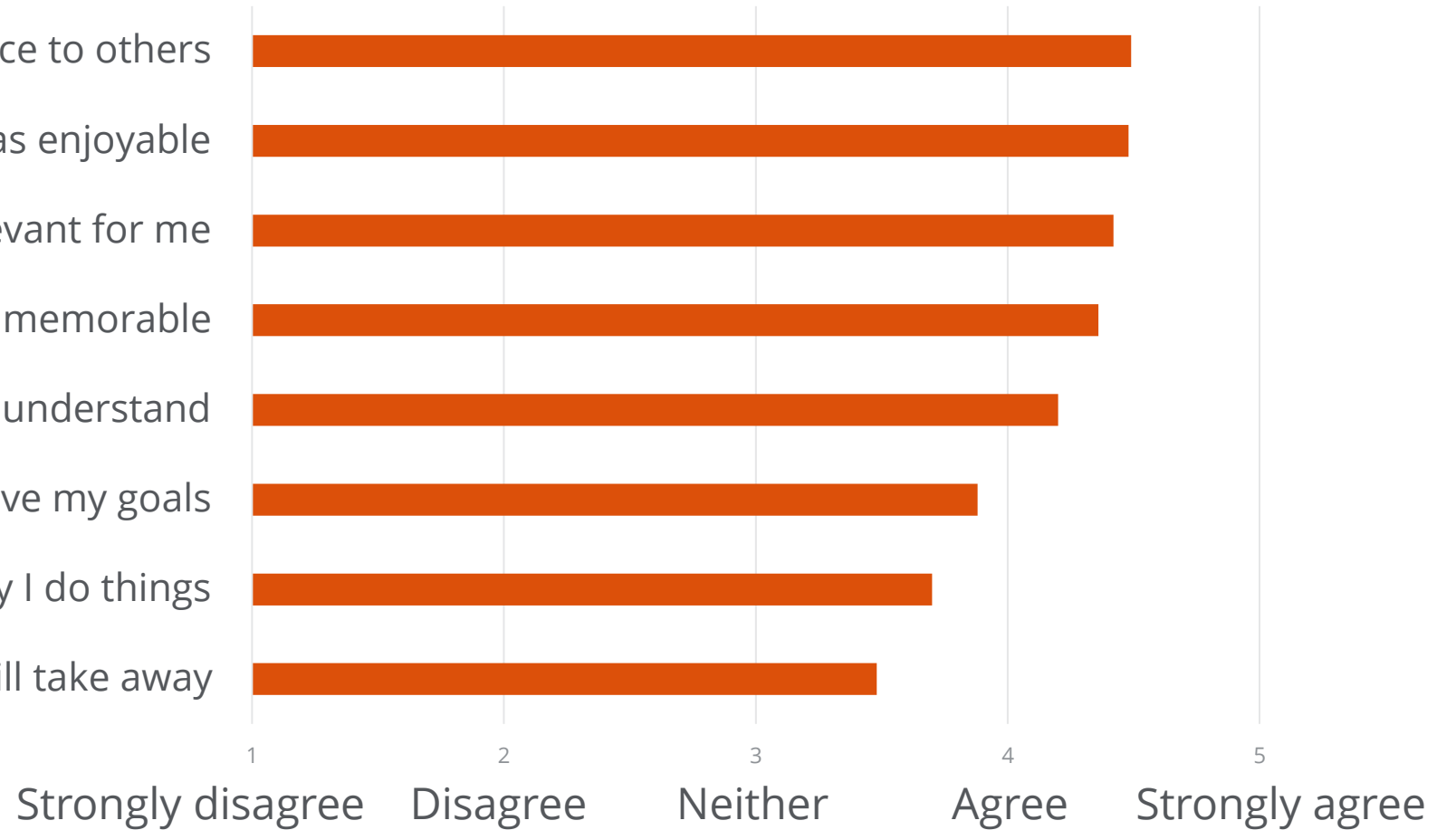
My experience was memorable

I found the MBTI session easy to understand

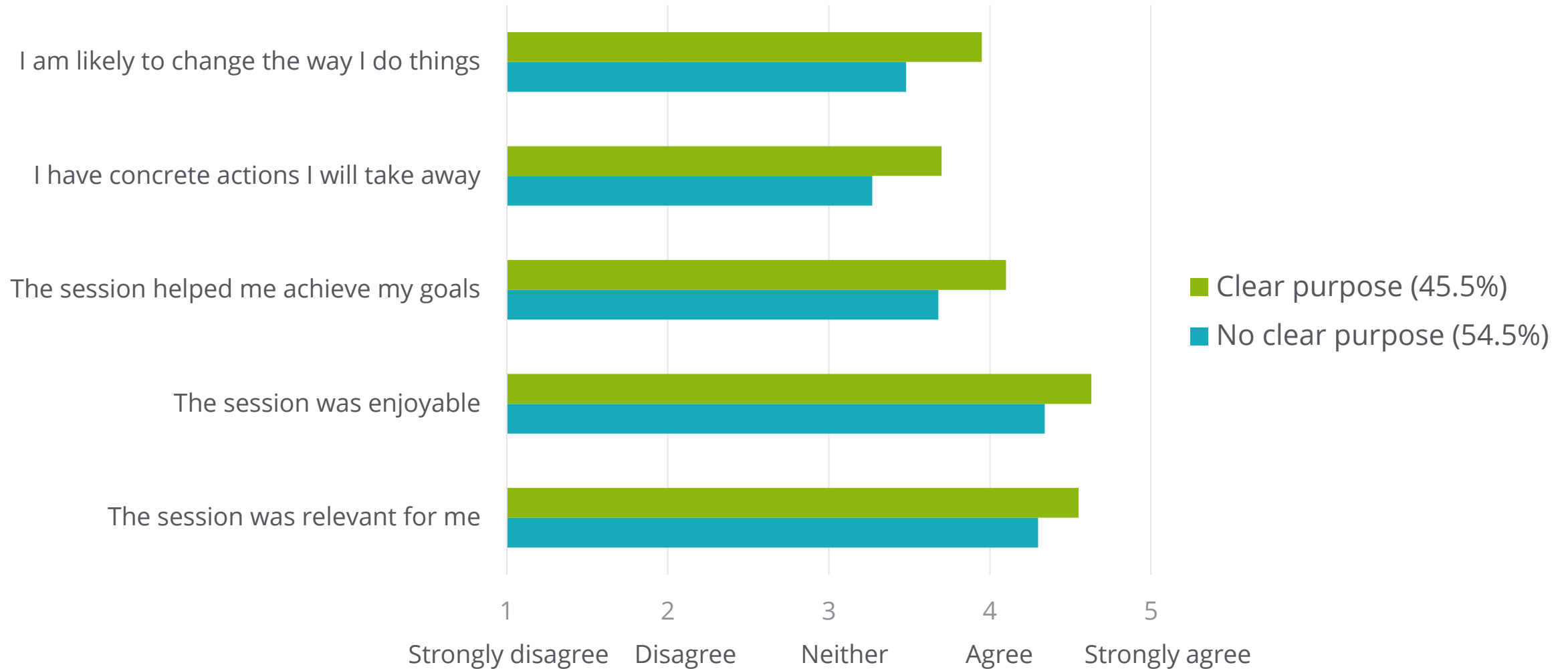
The session helped me achieve my goals

I am likely to change the way I do things

I have concrete actions I will take away



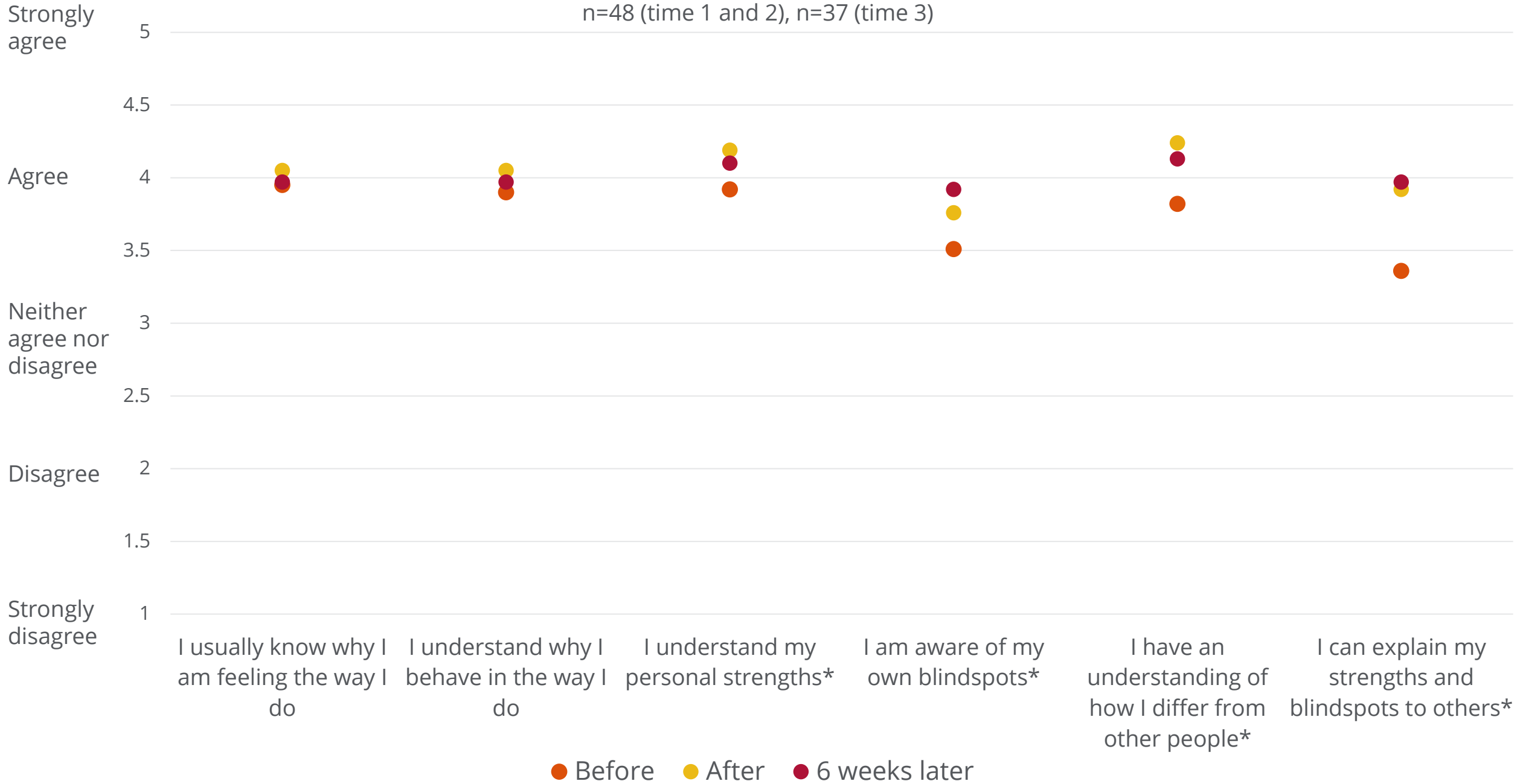
The impact of having a clear purpose



All differences statistically significant at $P < 0.05$ level, effect sizes between 0.4 and 0.6

Self-awareness across three time points

n=48 (time 1 and 2), n=37 (time 3)



Self-awareness across three time points

n=48 (time 1 and 2), n=37 (time 3)

*Significant difference at p<0.05 level



What did people say?

- Interacting with others
 - Learned to “never assume that people think in the same way as you.”
 - “In group project work I try and understand the opinions and ideas of other people before making any assumptions.”
- Self-development
 - Learned to “evaluate my behaviour in different circumstances which gives me more insight into who I am.”

Did the MBTI make a difference?

Yes!

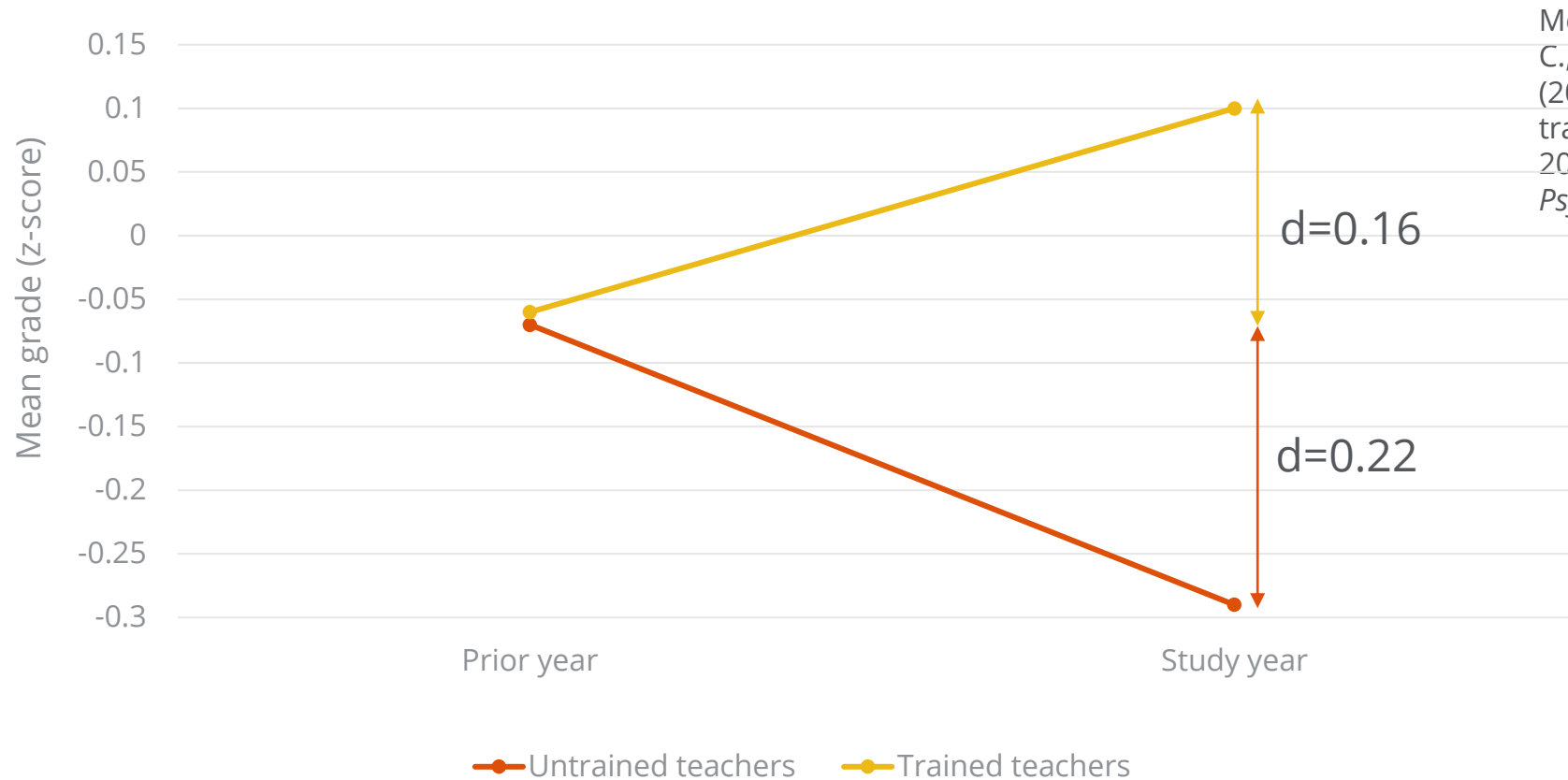
- Self-awareness was higher after than before, supported by qualitative data
- Experience of MBTI feedback was generally positive
- Concrete actions and behavior change do take place—especially when there is a clear purpose.



McPeek et al (2013)

Student grades improved following MBTI-based training of teachers

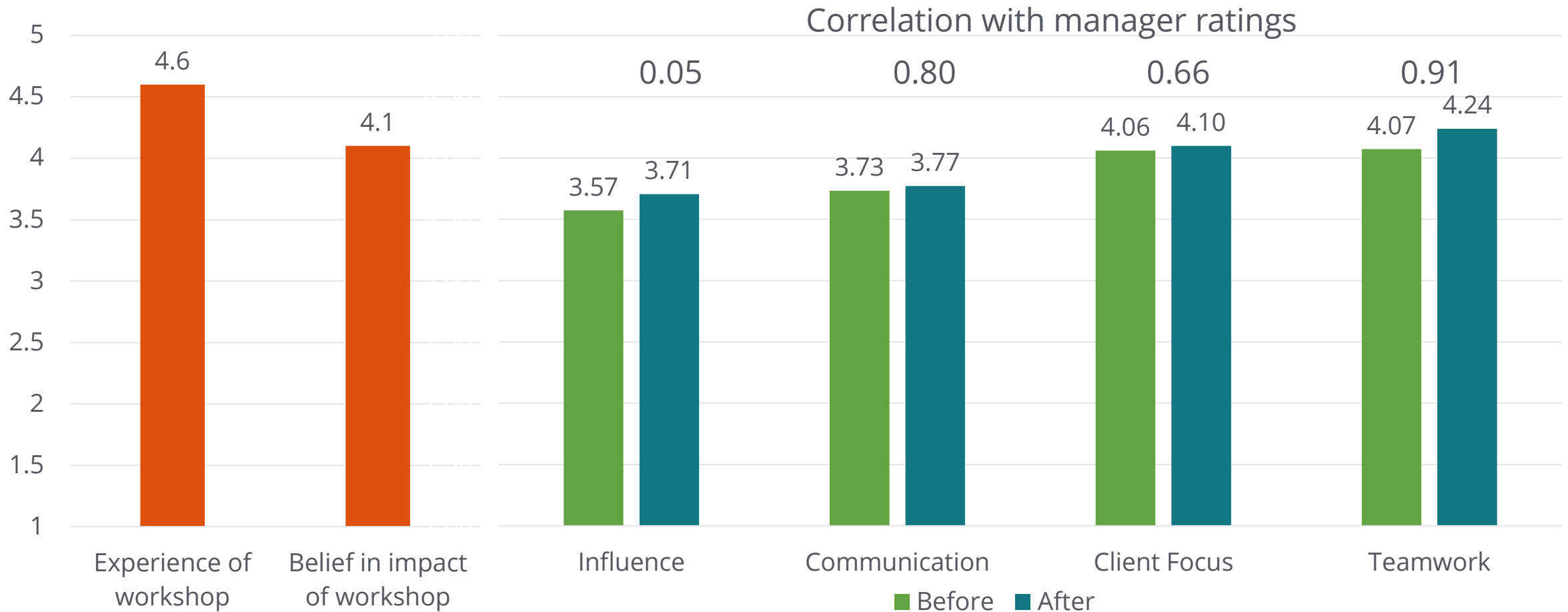
Mean grades for trained and untrained teachers



McPeek, R. W., Breiner, J., Murphy, E., Brock, C., Grossman, L., Loeb, M., & Tallevi, L. (2013). Student type, teacher type, and type training: CAPT Type and education research 2008–2011 project summary. *Journal of Psychological Type, 73*(3), 21–54.

Stockill (2014)

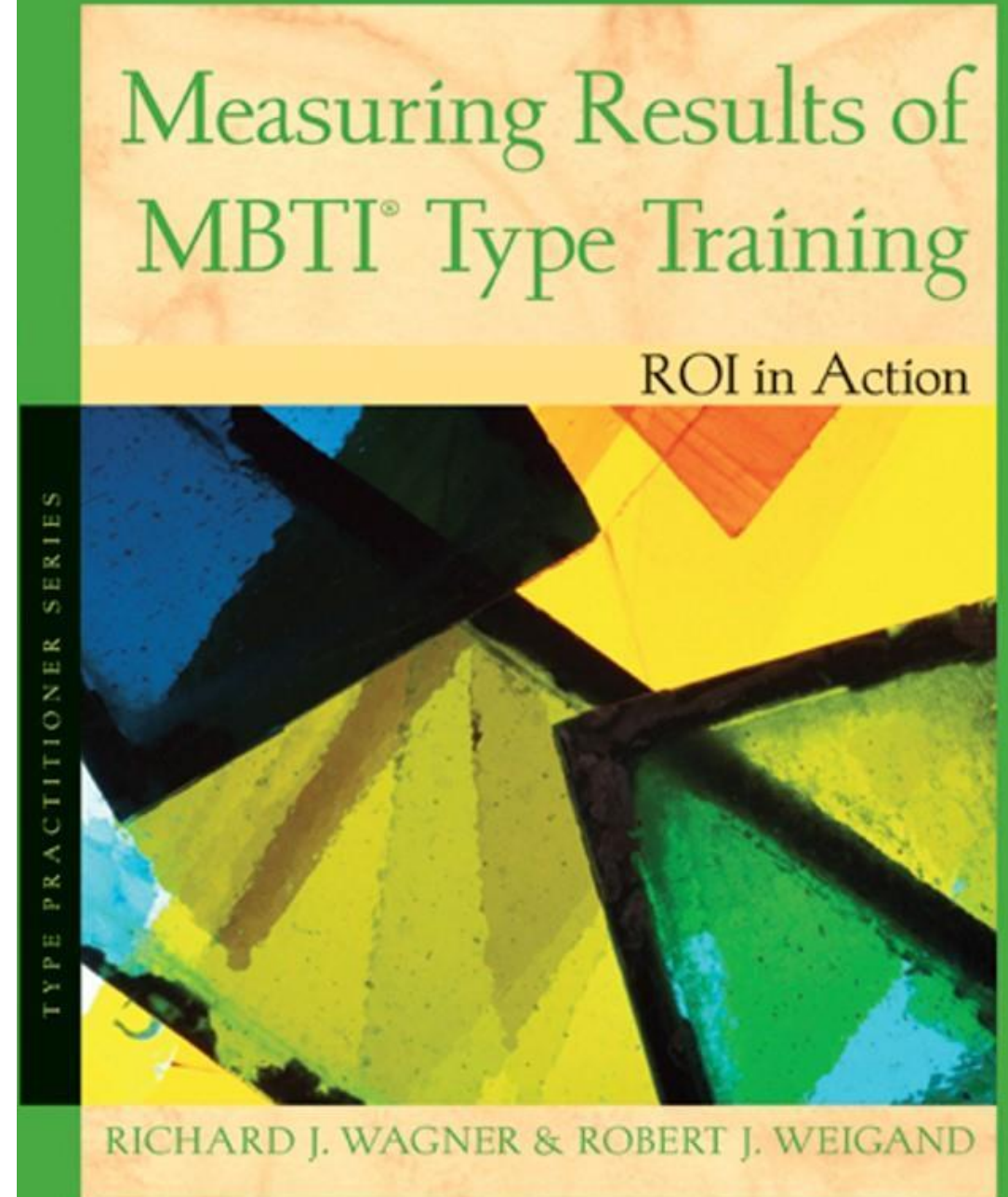
Improved competency ratings after an MBTI-based workshop



Stockill, R. (2014). *Measuring the impact of training and development workshops: An action orientated approach*. Paper presented at the British Psychological Society Division of Occupational Psychology Annual Conference, Brighton.

Measuring results

- Determine behavioral changes
- Determine organizational results
- How would revenue and costs be affected?
- Where can data be found to support this?
- Link the changes to measurable results



Case studies can show ROI too

- Team of 16 people, including owner, managers, employees
- Took part in a half-day MBTI-based teambuilding session
- Evidence of behaviour change
- After the workshop, revenue increased by **25%**, and is still growing!



PAIN AND SLEEP Therapy Center



Using the evidence



What evidence are you **comfortable using**?



What **people/groups** do you need to talk to?



What evidence would they **listen to**?




Next steps...

Case studies

Keeping the customer satisfied

The Myers-Briggs Company works with hundreds of multi-national and public sector organisations on a range of psychology-based business solutions.

Business need

All 

Tool

- MBTI Step I
- MBTI Step II
- FIRO
- TKI
- EJI
- Strong
- CPI 260
- Innovation Potential Indicator
- ABLE

Filter

bChannels



Discover how we helped an organisation define and develop their leadership

Beauty Kitchen



How to lead the market for sustainable beauty products

Cambiana Consulting



Using the MBTI® assessment to develop leadership EQ

Campus Veolia



Accelerating collaboration within teams

Celesio



How did MBTI and TKI help with leadership development

creative careers



Giving leaders the confidence to handle conflict

Flexible partnership

1 Let us do it

We create programs, deliver workshops, provide evaluation and take care of everything



2 Let us work with you

We provide support as collaboration partners in any area you need



3 Let us help you

We provide the training you need to tackle your people and performance challenges



Practitioner resources

<https://eu.themyersbriggs.com/en/remoteworking>

Most popular downloads:

- 10 tips for delivering MBTI session virtually
- MBTI Step I group feedback slides and tutorial
- MBTI Playbook
- Who are We? Type Table
- Virtual feedback cards

Developing your virtual workforce

Everything you need to deliver learning remotely



Remote working is here to stay with so many advantages worth embracing. Bring people together, even when they're apart, with our top tips, tools and resources to create insightful and engaging virtual sessions. Made for practitioners, we have a range of tips and guides, practical resources for delivery, and new online offerings. If you can't find what you're looking for, [get in touch](#), and we'll be happy to help.

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- [Covid-19 resources](#)
- [Knowledge base](#)
- [Virtual facilitation courses](#)

Delivery best practice	Virtual delivery resources	Our expert support
Deliver confidently and at your best with our expert advice LEARN MORE	Products and resources to run your own virtual assessments and sessions LEARN MORE	Use our team of experts for bespoke or ready-made sessions to suit your needs LEARN MORE

“The Virtual Insights workshop provided my team with the knowledge to work together more efficiently and improve our interpersonal relationships. It also helped me be a better team leader.”

Jennifer Lindholm, Pharm.D., Director of Pharmacy at Truman Valley Hospital talking about use of her Virtual User Series workshop.

Delivery best practice

Our top article on virtual delivery.

- Webinar | [2020 Virtual Delivery](#)
- Tip sheet | [Virtual delivery and MBTI user](#)
- Tip sheet | [10 tips for delivering MBTI sessions virtually](#)
- Guide | [Getting the most from your MBTI App](#)
- Guide | [Get the most from your MBTI App](#)
- Training | [MBTI® Certification Online Refresher](#)

Covid-19 articles

Virtual delivery resources

Keep your remote delivery professional and engaging with our range of virtual products.

Virtual group feedback slides and tutorial

(you must be logged in and qualified to download these free resources)

- Slide deck | [MBTI Step I group feedback slides and tutorial](#)
- Slide deck | [MBTI Step II group feedback slides and tutorial](#)
- Slide deck | [COVID-19 group feedback slides and tutorial](#)
- Slide deck | [COVID-19 group feedback slides and tutorial](#)
- Mixed resources | [Getting the most out of the MBTI Personal Impact Report](#)

Group feedback and workshop essentials

- PDF | [Get the "Who are We?" type table](#)
- eBook | [Our range of topic books on communication, teamwork, leadership and more](#)
- [Facilitation kit](#) | A selection of ready-made powerpoint workshops, including facilitator notes, for you to personalise and run
- Guide | Read our [playbook](#) on how to apply the MBTI to the most common challenges, including virtual workshops to try

MBTI feedback essentials

- eBook | [Facilitating your Myers-Briggs Type workshop](#)
- eBook | [Introduction to Myers-Briggs Type](#)
- App | [Myers-Briggs App](#)
- PDF | [Feedback cards](#)
- Report | [Personal Impact Report](#)

[SHOP](#)

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As many of these resources are only open to practitioners with the relevant qualifications, you might need to log in before you can download them.

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New resource - Four activities, one report

Clare Bremner guides us through getting the most out of the Personal Impact Report with free video guides, practitioner workbooks full of exercises and tips, plus resources to use in your sessions.

[GET YOUR RESOURCES](#)

Get the Myers-Briggs App for free

Buy the Personal Impact Report and Myers-Briggs App as a bundle and you'll get the app for free!

[BUY NOW](#)

Practitioner resources

<https://eu.themyersbriggs.com/en/remoteworking>

Also see:

- Knowledge Banks
- MBTI Online Refresher
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- ### Delivery best practice
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 - Tip sheet | [Virtual delivery and MBTI user](#)
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Virtual delivery resources

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- #### Virtual group feedback slides and tutorial
- (you must be logged in and qualified to download these free resources)
- Slide deck | [MBTI Steps](#) group feedback slides and tutorial
 - Slide deck | [MBTI Steps](#) group feedback slides and tutorial
 - Slide deck | [CDDQ](#) group feedback slides and tutorial
 - Slide deck | [CDDQ](#) group feedback slides and tutorial
 - Mixed resources | [Getting the most out of the MBTI Personal Impact Report](#)

- #### Group feedback and workshop essentials
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 - eBook | Our range of topic books on communication, teamwork, leadership and more
 - [Facilitation kit](#) | A selection of ready-made powerpoint workshops, including facilitator notes, for you to personalise and run
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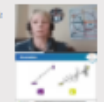
- #### MBTI feedback essentials
- eBook | [Exploring your Myers-Briggs Type workshop](#)
 - eBook | [Introduction to Myers-Briggs Type](#)
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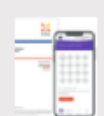
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MBTI Step I Knowledge Bank

<https://eu.themyersbriggs.com/en/Training/MBTI-training/MBTI-Foundation-Programme/knowledge-bank>

Includes:

- Contracting, questionnaire administration and ethics
- Giving one-to-one feedback
- Giving group feedback
- Using exercises in your group feedback
- Fun type materials to engage users
- Type Dynamics, research and other resources
- Distance learning modules
- How to get help

Giving one-to-one feedback

One-to-one feedback provides a perfect setting to establish Best-fit Type with your client and build a plan for them to use their new insights.

Feedback checklist

- 📄 Order a [Development Workbook](#) for each person
- 📄 [Feedback Cards](#) – are yours in good condition, and complete? These Feedback Cards are also available as an interactive PDF [here](#)
- 📄 Order copies of [Introduction to Type](#), or select one of the [application-specific Introduction to Type](#) books for use during the feedback and for your clients to take away
- 📄 Consider other take-away materials for your clients, such as [Flip a Type Tips](#), [Pocket Problem Solvers](#) or a Type® printout of their reported Type

Remind yourself how to deliver engaging feedback by watching these short videos



- ▶ [Introducing the feedback session](#)
- ▶ [Extraversion and Introversion](#)
- ▶ [Sensing and Intuition](#)
- ▶ [Thinking and Feeling](#)
- ▶ [Judging and Perceiving](#)
- ▶ [Whole Type, action plan and next steps](#)
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Giving group feedback

The following checklist will help ensure you have all you need to run MBTI group feedback sessions. More detail and exercises are available in the binder you received when you qualified, and can be downloaded from the [Knowledge Centre](#).

- 📄 Download [instructions](#) for running a group feedback session with the [Group Feedback Kit](#), including an outline timetable and template invitations to send to your participants. More about the group exercises referred to can be found in the next section
- 📄 Download the [group feedback slides](#) and edit as required

MBTI Certification Online Refresher

<https://eu.themyersbriggs.com/en/shop/mbti-step-i/mbti-certification-online-refresher/c-24/c-74/p-3098>

Includes:

- Review of MBTI topics
- Self-paced learning
- One year on-demand access



Getting the most out of the PIR

<https://eu.themyersbriggs.com/en/Personal-Impact-Report>

Includes:

- 4 workshops from 1 report
 - Including pre and post workshop activities
- Video tutorials
- Practitioner workbooks
- Editable slides
- Action planning worksheets
- **FREE**

PowerPoint Slide Show – [PIR_decision making]

Decision-making sequence

- Also known as the Z, or Zig-zag model
- The model emphasises the personality type preference pairs of Sensing-Intuition and Thinking-Feeling

The diagram shows a zig-zag line connecting four boxes: SENSING (top left), INTUITION (top right), THINKING (bottom left), and FEELING (bottom right). The line starts at SENSING, goes right to INTUITION, then down-left to THINKING, then right to FEELING, and finally up-left back to INTUITION.

The Myers-Briggs Company logo is visible in the bottom right corner of the slide.

Workshop activity

Overview	Time
The first part of the exercise helps the team learn about and appreciate each other's decision-making strengths and blind spots.	30-40 minutes for part 1 50-55 minutes for part 2 10-15 minutes for part 3 (individually or pairs)
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.	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 three focuses on action planning.	

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.

Getting the most out of the PIR: Making better decisions | Action planning worksheet

Action planning worksheet

What are your top insights from your report and the session about your decision-making strengths?
Write your response here.

What are your top insights from your report and the session about your decision-making challenges (or blind spots)?
Write your response here.

Note down a decision you need to make or a problem you need to solve.
Write your response here.

What are or two specific things can you try out to make the most of your decision-making strengths when you tackle this decision/problem?
Write your response here.

What are or two specific things can you try out to reduce the impact of your decision-making blind spots when you tackle this decision/problem?
Write your response here.

What support might you need from others as you apply your insights and learning?
Write your response here.

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Questions?



Thank you!

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