

# Using the MBTI® assessment: does it *really* make a difference?

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Are we  
charlatans?



Or are we just  
deluded?







NO!

Neither!

The MBTI assessment  
can make a difference

# Making a difference: types of evidence



# Making a difference: Stories

Stories



# Stories: where has the MBTI made a difference?

- In small groups, share your stories of where the MBTI assessment has made a difference
- Identify the factors that contributed
- Share your stories with the wider group (select a spokesperson)
- You have 8 minutes.



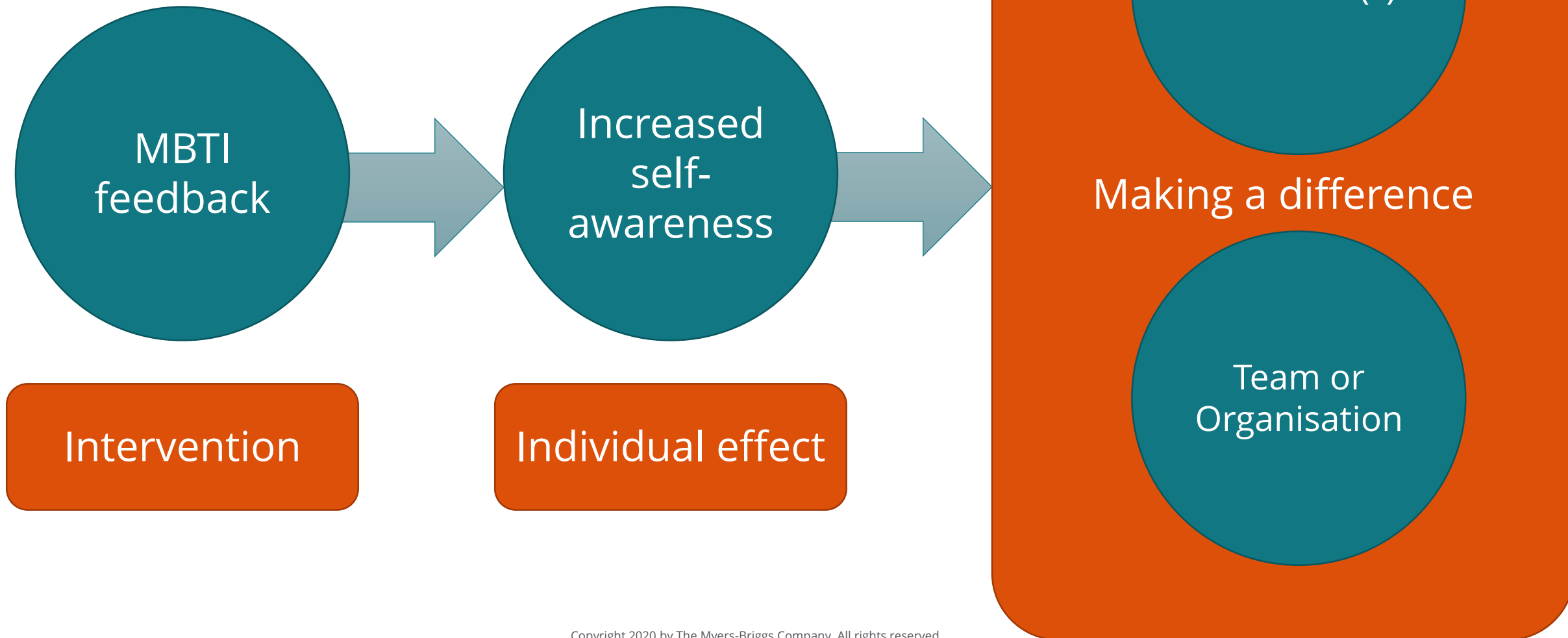
## Making a difference: Case studies

# Case studies





# A typical case study



We're celebrating **B Corp™ Month!**



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Case studies  
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The Myers-Briggs Company is one of the world's **largest business psychology providers**. We empower individuals and help organizations to improve teamwork and collaboration, develop leaders, foster diversity, and solve their most

## Case studies

**CROHN'S & COLITIS UK**  
Aligning a UK-wide team with a new organizational strategy

## Blog

**TOP 10 LEADERSHIP DEVELOPMENT BOOKS**  
Our recommended titles for you this World Book Day

# 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

### bChannels



Discover how we helped an organisation define and develop their leadership

### Beauty Kitchen



How to lead the market for sustainable beauty products

### Campus Veolia



Accelerating collaboration within teams

## Making a difference: Validity



# 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 making a difference

Does the  
MBTI  
assessment  
make a  
difference?

# Validity evidence

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

Home / Knowledge centre / Practitioner resources

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

## 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.  
By downloading and/or using these resources, you accept the [terms and conditions](#) governing their use.

### 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®

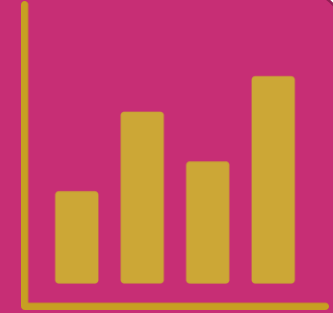


Home / Support / MBTI Facts

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?

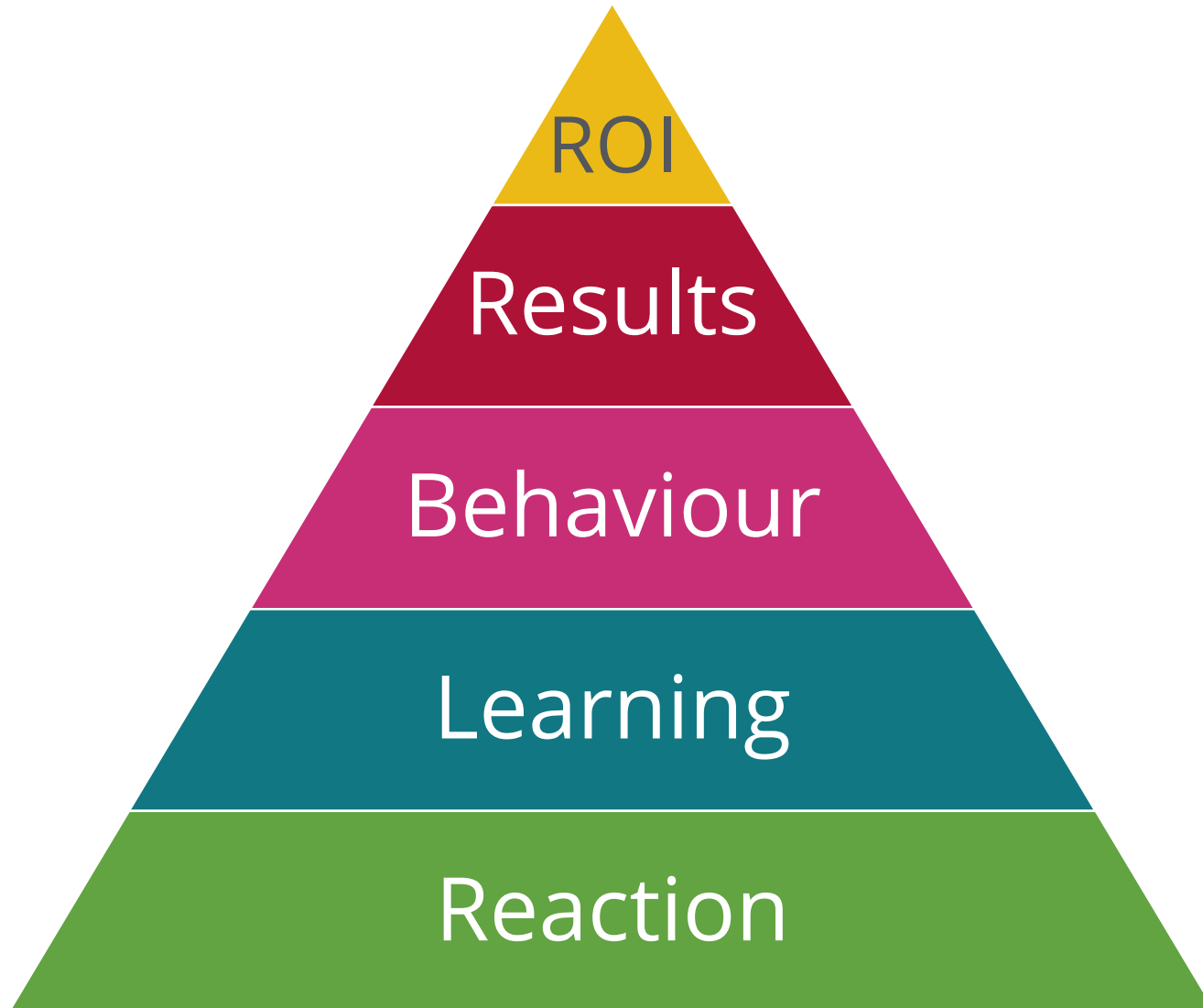
## Making a difference: Impact and ROI

# Impact and ROI





# The Kirkpatrick-Phillips model



Return on investment. Do monetary benefits exceed costs?

What benefits has the organisation experienced?

Can they apply this learning? Did their behaviour change?

What did they learn? Did they acquire new knowledge?

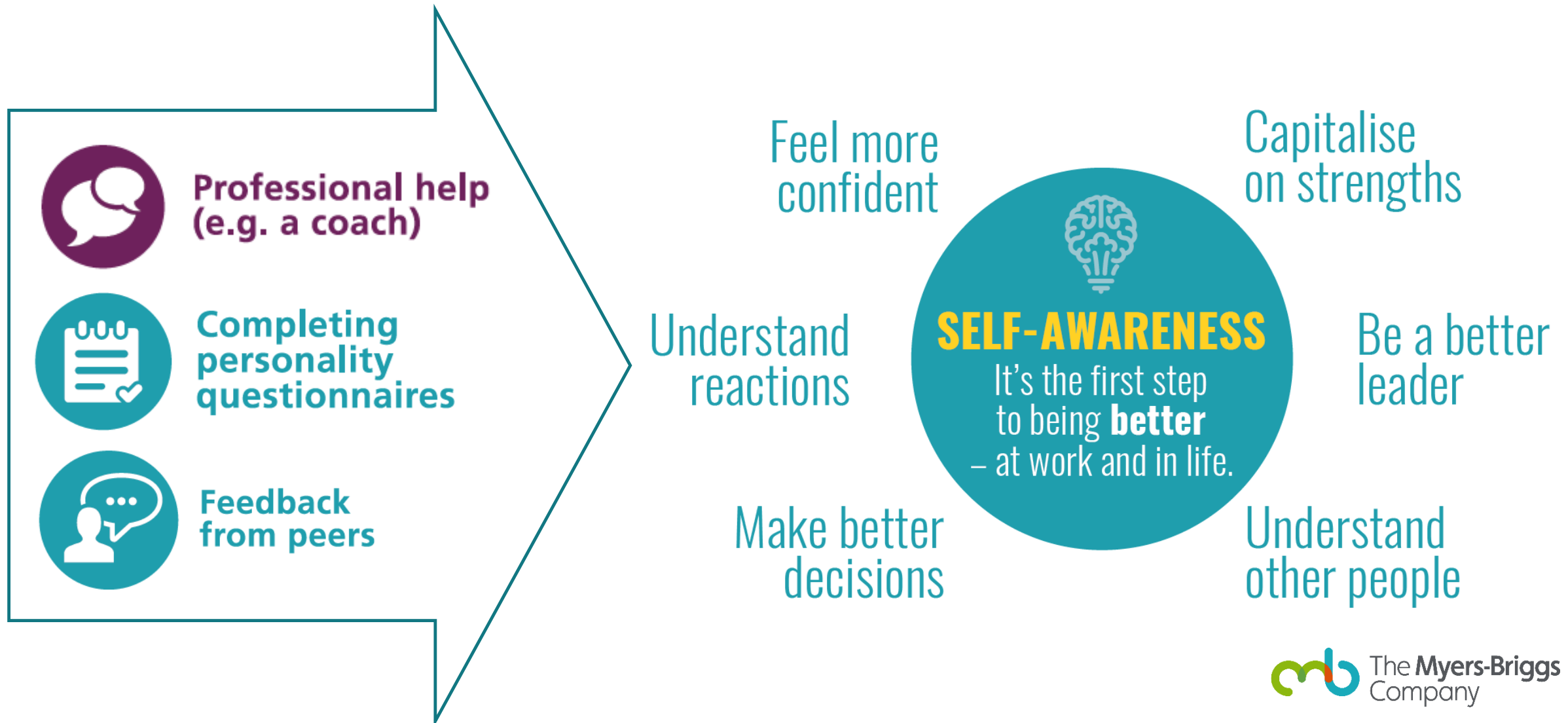
Did participants enjoy the experience?

# 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



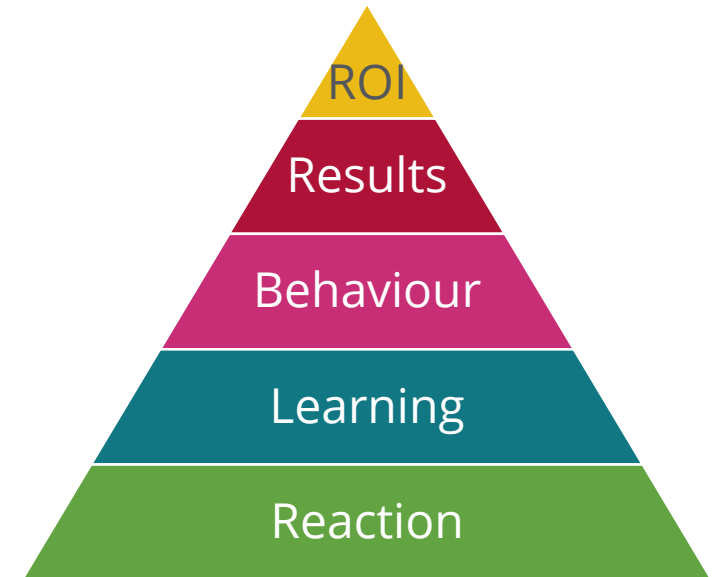
# What has changed since you completed the MBTI assessment?

**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





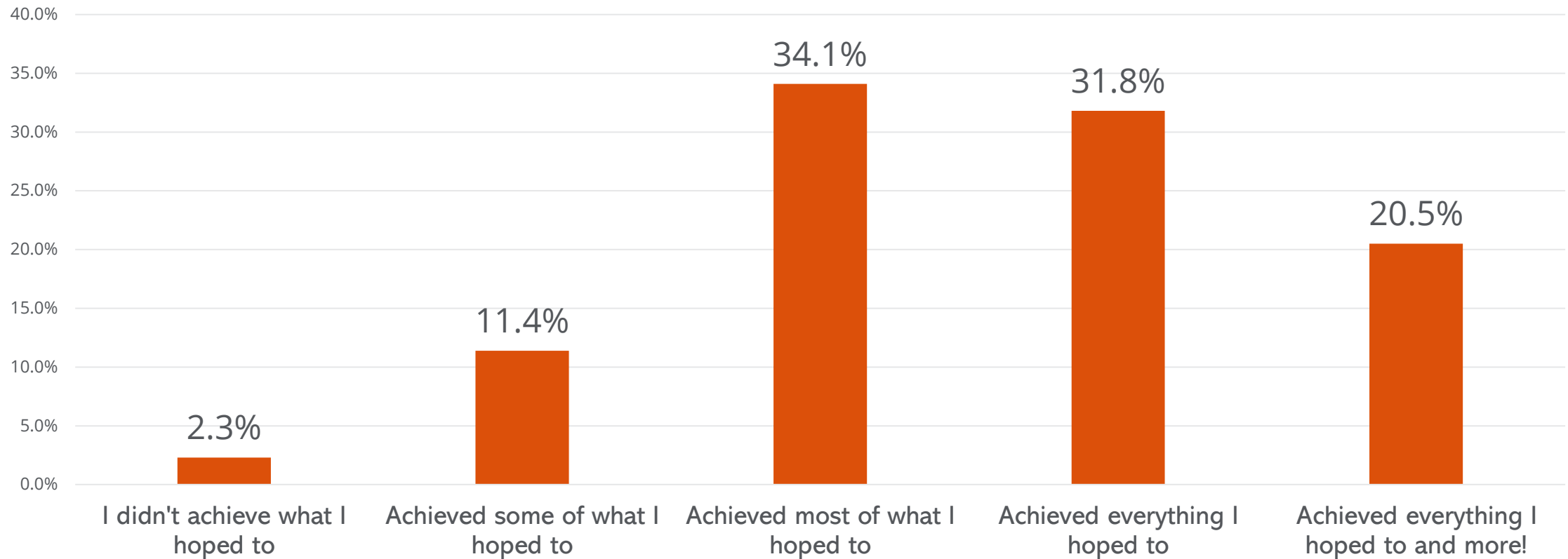
# MBTI impact and client experience study 2019

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



# Client experience

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

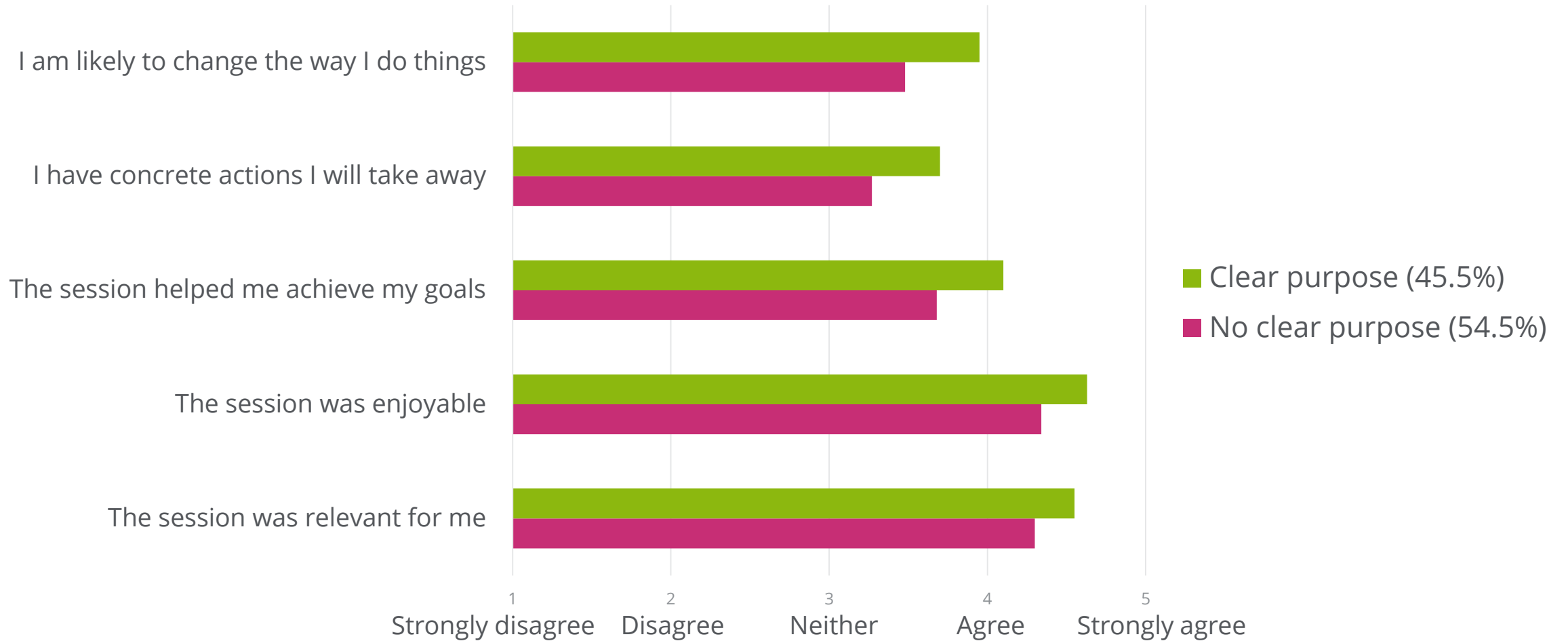
The session helped me achieve my goals

I am likely to change the way I do things

I have concrete actions I will take away

1 2 3 4 5  
Strongly disagree Disagree Neither Agree Strongly agree

# The impact of having a clear purpose



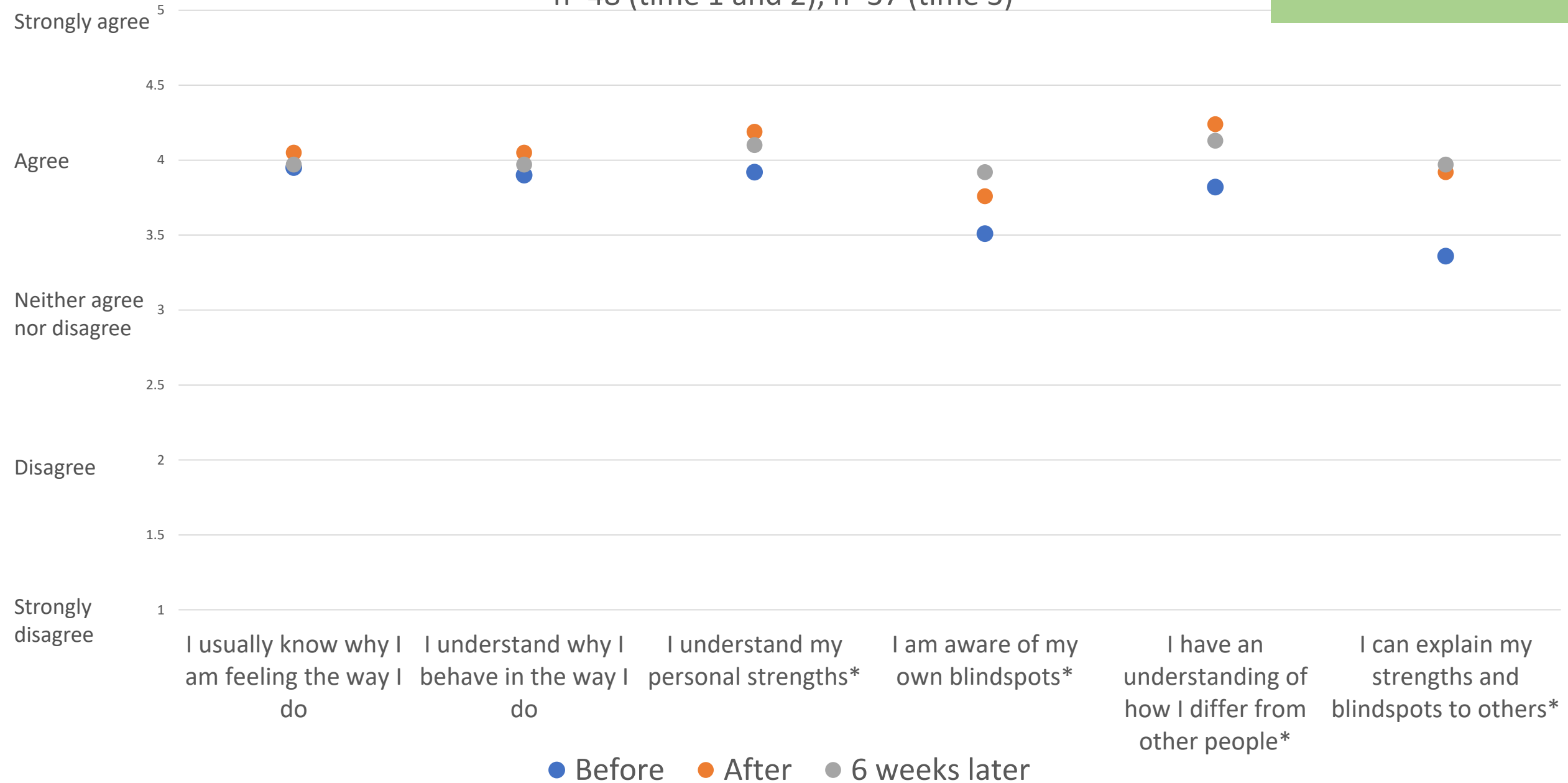
All differences statistically significant at  $P < 0.05$  level, effect sizes between 0.4 and 0.6



# Self-awareness across three time points

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

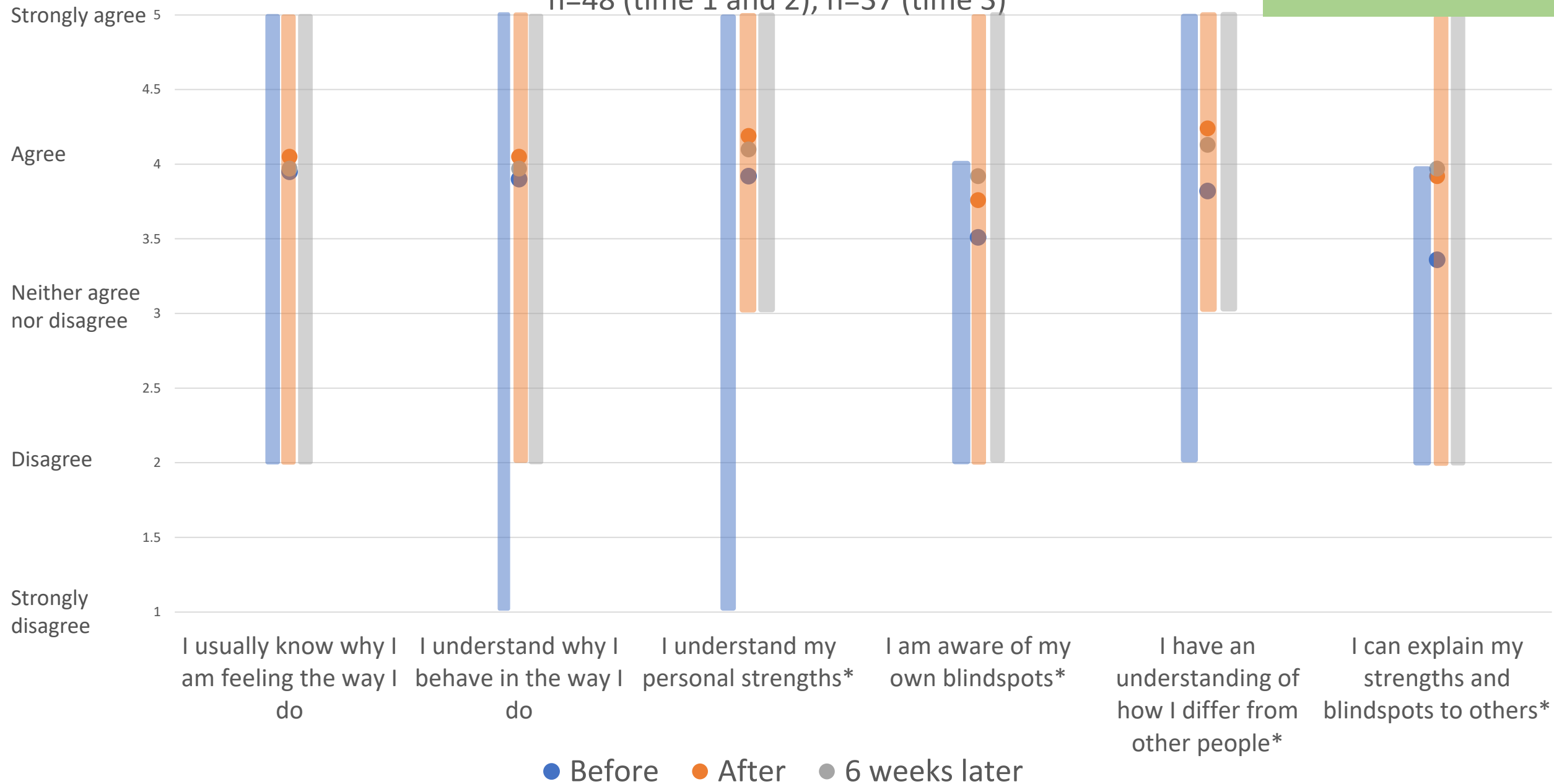
\*Significant difference at p<0.05 level



# 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!**

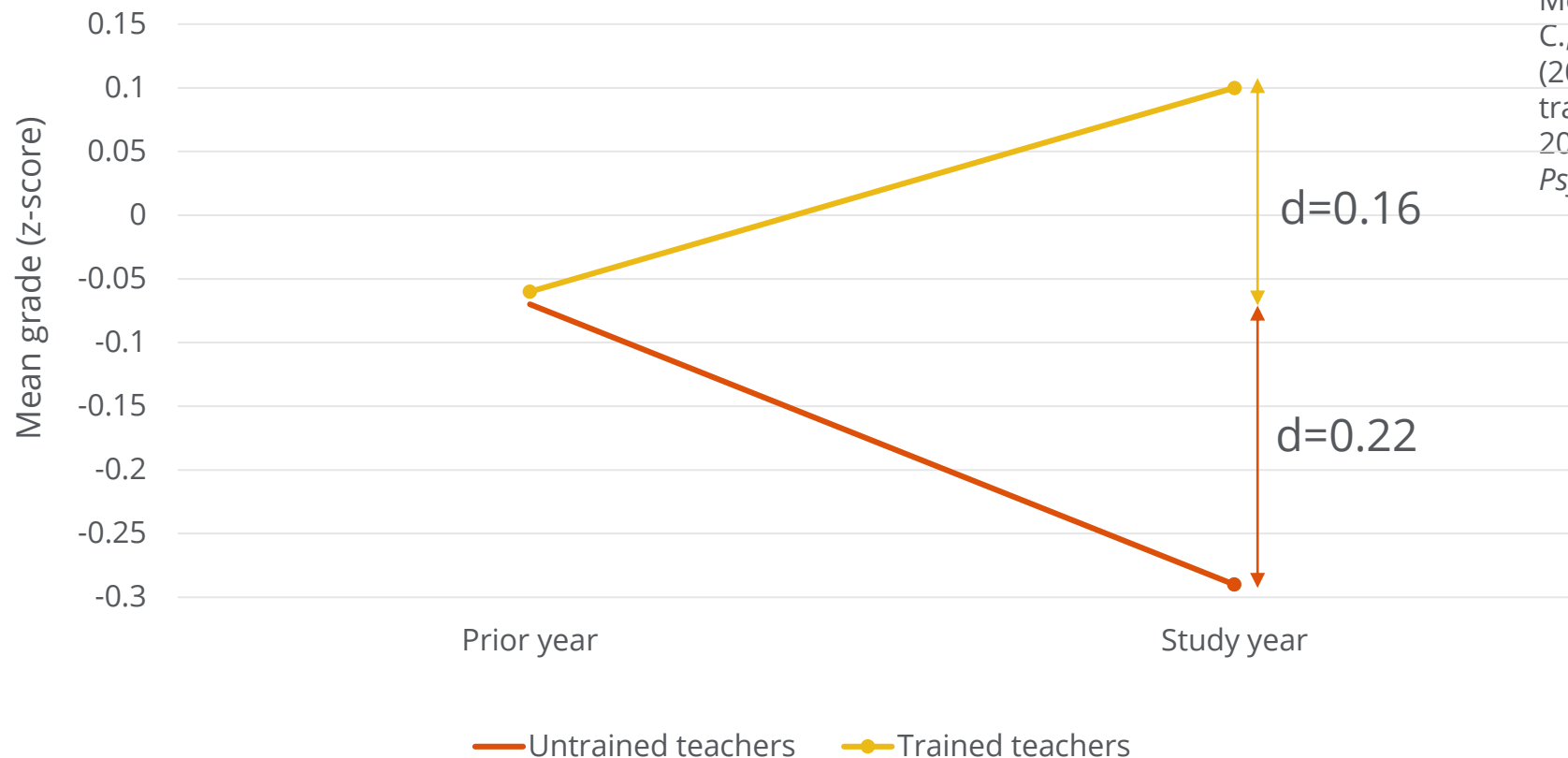
- Self-awareness was higher after than before, supported by qualitative data
- Experience of MBTI feedback was generally positive
- Concrete actions and behaviour change do take place – especially when there is a clear purpose.



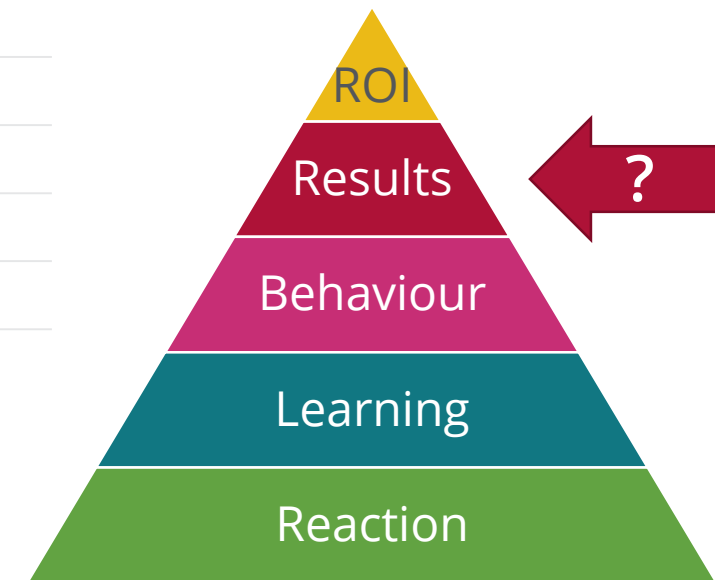
# McPeck et al (2013)

## Student grades improved following MBTI-based training of teachers

Mean grades for trained and untrained teachers



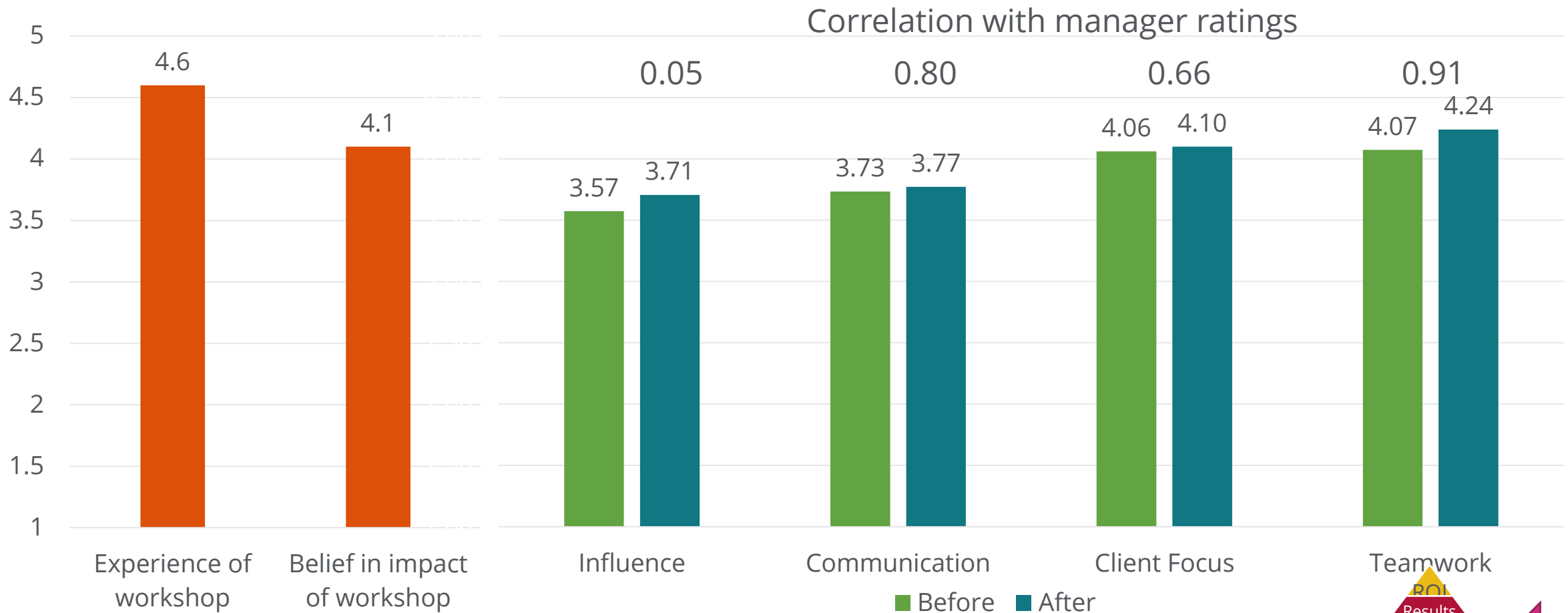
McPeck, R. W., Breiner, J., Murphy, E., Brock, C., Grossman, L., Loeb, M., & Tallevi, L. (2013). Student type, teacher type, and type training: CAPT Type and education research 2008–2011 project summary. *Journal of Psychological Type*, 73(3), 21–54.



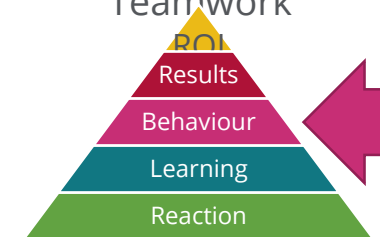


# Stockill (2014)

## 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.



# Making a difference: types of evidence



# Using the evidence



What evidence are you comfortable using?



What people/groups do you need to talk to?



What evidence would they listen to?

# Developing your virtual workforce

Working through COVID-19



The Myers-Briggs Company is one of the world's largest business psychology providers. We empower individuals and help organizations to improve teamwork and collaboration, develop leaders, foster diversity, and solve their most complex people challenges.

## Case studies

### CROHN'S & COLITIS UK

Aligning a UK-wide team with a new organizational strategy

## Blog

### BUILDING TRUST THROUGH TRANSPARENCY

How openness and predictability make teams more effective

## News

### SHORTLISTED FOR CHARITY AWARD

The Business Charity Awards shortlists The Myers-Briggs Company for its work with PACT

**People**  
are incredible.

Our psychometric tools are trusted by:



# Developing your virtual workforce

## Working through the COVID-19 crisis with your newly remote employees, teams and leaders

We're all having to work differently. Remote working may have been normal for some, it's now normal for all. With this change, comes anxiety and uncertainty of how long this will last.

You know that people work best when they're self-aware and can put that self-awareness into action to help them:

- process and deal with stress
- navigate changing situations
- communicate effectively and build trust

How will you keep your teams together? And are you ready to run virtual trainings that engage a remote audience?

### Need help?

If you need help with remote working challenges, we're here for you. The Myers-Briggs Company has expertise and experience delivering meaningful trainings in virtual contexts.

#### We do it for you

Train your people in the soft skills they need. These MBTI® Virtual Live Workshops support foundational self-awareness and more:

- MBTI Insights Virtual Workshop (90 mins)
- Enhancing Communication (60 mins)
- Managing Change (60 mins)
- Building Resilience (60 mins)

[Find out more](#)

#### We do it with you

Partner with our experienced facilitators to transition your training to a virtual classroom.

Talk to us if you need help designing and delivering your existing development programs to remote employees.

[Contact us](#)

#### You do it yourself

Remember, you can administer assessments quickly and easily via the [OPPa online assessment platform](#).

And use these resources to facilitate impactful learning and development in virtual settings:

- **MBTI Complete** – an online, all-in-one assessment and interpretation to get users to best fit type
- **Respondent materials** - get booklets such as [Introduction to Type](#), [Introduction to FIRO](#), [Introduction to Conflict](#) series



## Free-to-access practitioner resources

Your trainings might have to run a little differently, but don't clear your calendar just yet – now is the time people need your expertise more than ever. Whether you've never held a virtual training or you're converting activities for remote attendees, we've got your back with these resources:

- [10 tips for delivering MBTI sessions virtually](#)
- [A guide to giving remote feedback](#)
- [Webinar: The Psychology of Change](#)
- [Slides: Core Characters and everyday stress](#)
- Consultant helpdesk: email your questions to [helpdesk@themyersbriggs.com](mailto:helpdesk@themyersbriggs.com)
- [Virtual delivery and MBTI type](#)
- [Whitepaper: Myers-Briggs type and working virtually](#)
- [MBTI Step I Knowledge Bank](#)

## Recent webinars

### How personality influences virtual teamwork

Helen Rayner, Lead Consultant at The Myers-Briggs Company shares outcomes of recent research on virtual teams. She explores the perceptions of working in virtual, co-located and combined teams and presents the five team scales which emerged, along with suggested tools and techniques to maintain team effectiveness when remote working.

[View Now](#)

### Virtual teams and the critical factor of communication

Dr Rachel Cubas-Wilkinson, Senior Consultant at The Myers-Briggs Company considers the impact of remote working on team communication. She'll explore the most crucial team elements that support high-quality communication and consider personal and organizational strategies that can improve the effectiveness of virtual teams.

[View Now](#)

## Support for virtual working in organisations

Your new challenge is keeping your people productive and effective amid a fast-changing environment. Whether you're helping managers who've never had virtual teams, or helping your workforce adapt to virtual communication, these tips and resources are for you:



Thank you!  
Any questions?  
(raise your hand or use chat)

[jhackston@themyersbriggs.com](mailto:jhackston@themyersbriggs.com)



# Poll questions



# What is the most important way in which you think the MBTI assessment makes a difference?

- Building individual self-awareness
- Helping people to self-actualize
- Helping people to achieve their full potential, at work and elsewhere
- Helping people find a career that fits them
- Helping people better understand others
- Improving relationships
- Improving specific aspects of behaviour, e.g. problem-solving, conflict resolution
- Improving team communication and performance
- Enhancing organizational performance
- Other

# What is the most important way in which your clients want the MBTI assessment to make a difference?

- Building individual self-awareness
- Helping people to self-actualize
- Helping people to achieve their full potential, at work and elsewhere
- Helping people find a career that fits them
- Helping people better understand others
- Improving relationships
- Improving specific aspects of behaviour, e.g. problem-solving, conflict resolution
- Improving team communication and performance
- Enhancing organizational performance
- Other



# What Kirkpatrick level did this research reach?

- ROI
- Results
- Behaviour
- Learning
- Reaction





# What one type of evidence are you most comfortable using?

- My stories and anecdotes
- Stories I have adapted from others
- Case studies
- Evidence from validity studies
- Evidence from impact and ROI studies

# What one type of evidence do your clients find most convincing?

- My stories and anecdotes
- Stories I have adapted from others
- Case studies
- Evidence from validity studies
- Evidence from impact and ROI studies