Getting the most out of the Personal Impact Report

Managing conflict

Practitioner workbook

The Myers-Briggs Company

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Introduction

Why conflict?

Dealing with conflict is a fundamental part of organizational life, and it's something leaders play a key role in managing.

Most people connect conflict to negative emotions and sometimes bad working relationships. But conflict doesn't have to be negative—it can be used constructively.

The MBTI® framework can be used to help us understand how people with different personality preferences perceive and approach conflict.

For example, some people consider logic and objectivity to be most important when making decisions. Other people think it's most important to be subjective and consider the needs of individuals. Recognising this allows conflict to be constructive—we can see it as a discussion of two different approaches, which often results in a better outcome.

To find out how the Personal Impact Report (PIR) can bring this to life, watch the Managing conflict video. You'll see an expert MBTI practitioner share tips on getting the most out of the PIR. Then you can use this workbook to deliver your own conflict workshop to leaders.

Useful tools and resources

- ***Introduction to Myers-Briggs® Type and Conflict***
  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 and others' conflict styles
- ***Why do some teams clash while others collaborate?***
  This webinar gives tips on identifying strengths and potential challenges within diverse teams, and use that understanding to improve team problem-solving, communication and conflict resolution.

Getting ready

Setting the scene

The activity suggestions (on the next page) assume that participants know their verified type (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 everyone in the right mindset before the session, we recommend that you to send their verified (best-fit) type Personal Impact Reports (PIR) out in advance. Invite them to review the *Your Conflict Style* section in particular and reflect on the following questions (or substitute your own) as they do so:

- What is your typical approach to dealing with conflict?
- What examples do you have where any of the *Your Strengths in Managing Conflict* in your PIR have shown up?
- What behavior would others observe in you when you're dealing with conflict?
- What examples of differences in dealing with conflict have you observed in your colleagues?

Workshop activity

Overview

Working with leaders to better understand their conflict style, through the lens of MBTI type, can help them to manage conflict constructively and support others to do so too.

This activity provides an opportunity for participants to build their awareness of:

- How their personality preferences influence the way they respond when experiencing conflict.
- How others' natural conflict styles may differ.
- How they can constructively deal with conflict by drawing on the strengths of their type.
- How they can navigate effectively through conflict with those whose preferences and conflict style are different.

Time

45–60 minutes:

- 5–10 minutes per round.
- 10–15 minutes for debrief.
- 5–10 minutes individual reflections and action planning.

Materials

Personal Impact Report
Action planning worksheet

Instructions

Round 1—What are your strengths in managing conflict?

Round 2—What do you need from others and each other when dealing with conflict?

Round 3—How do others tend to see you?

Round 4—What can you do to develop your conflict style?

- Explain to participants that they will have four rounds of pairs conversations. Each round focuses on a different section within the *Your Conflict Style* page of their Personal Impact Report (PIR).

- Pairs will change for each round. If there is an odd number of participants, split them into pairs and trios.
- Confirm the time they'll have for each discussion (5–10 minutes).
- Provide the topic for round 1 and remind participants that they can also draw upon their reflections from their pre-work.
- Allocate pairs and open the breakout rooms.
- Allow 5–10 minutes, close the rooms and repeat the process for rounds 2, 3, and 4. Allocate different pairs each time.
- For round 2, ask participants for any other ideas about what they could practically do to appreciate one another's different needs in conflict situations. They can add these ideas to the insights in their report.
- For round 3, ask them to find out from each other how they have seen each other behaving/responding in conflict situations. Ask them to compare and contrast this with the insights in the report.
- For round 4, ask them to come up with specific situations and examples of where/when they're going to try the development suggestions that resonate.

Debrief

Explore how they found the conversations and what they learned about themselves and each other. Potential questions you might ask:

- How did you find that exercise?
- What did you learn about yourself?
- What did you learn about your colleagues?
- How do you perceive/feel about conflict now that you've heard from your colleagues about their differing styles?
- What patterns or themes have emerged that might shed light on the team's typical way of responding to conflict?

Individual reflections and action planning

Explain that the purpose of this part of the activity is for each individual to identify actions they're going to take to apply their learning. This time, they're going to work individually.

- Ask participants to identify some specific actions and next steps that they will take individually following the session.
- As they review the *Your Conflict Style* section of their PIR, they should capture their reflections in the Action Planning Worksheet which accompanies this activity.
- Invite them to consider which of the development suggestions they're going to try. Also, how can they take different styles into account as they seek to support others in effectively managing conflict.
- Confirm timings (5–10 minutes). Suggest that, if people prefer, they can go off camera while they work.

As a debrief, ask each person to share one action or next step they're going to take following the session.

Post-session

At the end of the session encourage participants, as part of their post-session follow-up, to work on their actions. For example, they might try some of the *Suggestions for Developing Your Conflict Style* in their PIR. 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

If you're using this exercise with a group of leaders who are not a team, I would more likely run this as four rounds of small group discussions (depending on the size of the group). Put 4 or 5 people in each group and use each round to focus on a different section of the conflict style page of their report. Shift participants between the groups in each round.

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Find out more about:

- **Getting the most out of the Personal Impact Report.**
- **Managing workplace conflict.**
- **Developing leaders.**

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