



The Leadership Advantage

Training Program for Developing Effective
Leadership using MBTI tool.

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Effective Leadership:

The model of a leader has changed over the past forty years or so from that of a commander, an individual with the right genetic make-up, or an expert to that of a facilitator of processes. Increasingly, leadership is about *developing other people* into both team members and individual contributors who can work toward a larger vision.

To aid in the development of others and manage the processes appropriately, the leader must be clear about his or her own strengths and have appropriate mental models about working with others. A leader should also possess interpersonal competence, which is commonly referred to as emotional intelligence.

The conceptions of leadership effectiveness have developed as well and it is no longer satisfactory to measure leadership by the accomplishment of goals or the completion of various tasks. Leaders are expected to provide the kind of environment that enhances follower/employee development, reduces turnover maximizes individual performance within the context of a team environment, and keeps both associates and organization at the cutting edge of innovation while continuing to raise the bar of competence.

These goals may be aided by appropriate use of psychological type and the *Myer-Briggs Type Indicator* (MBTI) assessment instrument. The MBTI instrument provides access to a model for understanding communication styles, problem-solving strategies, and leader development.

All these topics are part of this leadership development program.

Course Introduction

Leaders who are confident that they can meet challenges they face, are open to the lessons of experience, and actively consider the effects of their behaviour on others reach incredible heights of performance. Whether leaders are in government, business, education, or the community, the processes and dynamics of leadership remain the same. The purpose of this **Training Program—Leadership Advantage**, is to bring these key qualities of leadership performance and processes of leadership together within the framework of psychological type. Leaders are not required to change their essential nature; they are required to extend the range of their behaviours to enhance their effectiveness. As situations change, those behaviours that led to success in one context may not translate to another; thus, flexibility is essential. Psychological type gives us insight into these areas of effectiveness in concrete and practical ways.

As an instrument that accesses a comprehensive model of the individual, the **Myers-Briggs Type Indicator (MBTI)** personality inventory is ideally suited to help leaders gain both greater insight into the source of some of their behaviour and a deeper understanding of their own psychology. It can also identify stretched challenges and indicate the kind of support that is most conducive to leadership development. Appropriate use of the instrument and the training modules in this **Training Program—Leadership Advantage**, can aid Leaders in providing an arena for enriching leadership behaviour and increasing leader effectiveness. Adding the different perspectives of many leaders in a group setting helps individual participants process the information and broadens the perspective and options available for all.

THE FOUR TRAINING MODULES

1. Training Module A: Brief Review of Psychological Type
2. Training Module B: Leader Communication
3. Training Module C: Leadership Problem Solving
4. Training Module D: leader Development

Training Module A: Brief Review of Psychological Type

In the first module of this training program, the definitions of the scales of the MBTI instrument are thoroughly presented with some theoretical background so that Leaders can be prepared for the type material in the other three modules. This module is a prerequisite to the other three modules of this training program.

Training Module B: Leader Communication

This module uses the model of psychological type in communication to help leaders learn to dramatically improve their effectiveness regardless of interpersonal challenges. Leadership requires the ability to enhance relationships through effective communication among the members of a group. While researchers may struggle with identifying the full range of competencies needed for effective leadership, no one questions the primary importance of communication in building relationships that strengthen organization.

Training Module C: Leadership Problem Solving

This training module goes beyond traditional problem-solving models by looking at the problems as outcomes of a system of interactions and expectations. Solving the problem implies improving the system through leadership excellence. Psychological type is integral to this approach to problem solving.

Training Module D: leader Development

The goal of this module is to help participants understand how the mind works in typical patterns of perception and decision making that often become very important aspects of an individual's self-definition as a leader. By looking not only at their own habits of mind but at how others experience them, leaders gain a sense of their effectiveness with certain tasks and are able to identify what is needed for development. In addition, this workshop discusses five essential values that will enable leaders to move beyond their standard achievements to extraordinary levels of services and performance.

Brief Review of Psychological Type

Training Module A

Objectives

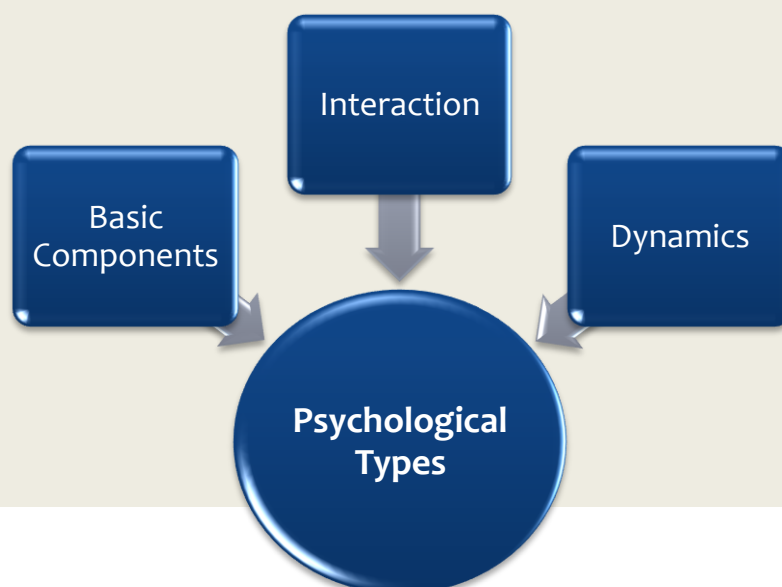
When participants have completed this MODULE, they should be able to:

- Understand the basic components of psychological type model. i.e. the preference pairs or dichotomies
- Understand the basic interactions of the model – that is, the eight basic mental functions that result from using perception (sensing OR intuition) and judgement (thinking OR feeling) in extroverted and introverted directions
- Understand how sixteen MBTI types emerge from the dynamic use of the mental functions in dominant and supporting roles.
- Be prepared for the leadership workshops that follow

Overview

The Brief Review of Psychological Type workshop is a required introductory workshop to the **Leadership Advantage Training Program**. The purpose is to make sure that participants are grounded in the basic concepts of psychological type, which is used as a model in the leadership workshops that follow.

Participants are required to have taken the MBTI personality inventory and had their results interpreted by a professional before attending the workshop. The purpose of the workshop is not to interpret individual MBTI results or to sort for types. The workshop will focus on gaining experimental knowledge of psychological type for use as a model for leadership effectiveness. The psychological type model will be approached on three levels: basic components, interactions, and dynamics. The goal of this module is to prepare the participants for the material in the other modules.



Course Content

Introduction

- What is Psychological Type?
- Levels of Approach to the Type Model

Basic Components of the Psychological Type Model

- Extraversion & Introversion (Two Ways of Being Energized)
- Sensing & Intuition (Two Ways of Paying Attention)
- Thinking & Feeling (Two Ways of Making Decision)
 - Budget Committee Worksheet
 - Value of Nonviolent Change Worksheet
- Myer's Fourth Dichotomy
- Judging & Perceiving (Two Ways of Managing Interactions)
 - Project Plan Worksheet
 - "What You Don't Know" Worksheet

Basic Interactions of Psychological Type Model

- Cycle of Type Expression in Daily Activities
- The Eight Basic Mental Functions
 - How the Basic Eight Mental Functions Are Expressed in Leadership Behaviours
 - Expression of Basic Mental Functions in Leadership Behaviours Worksheet
 - Basic Mental Functions Expressed as Leadership Behaviours
 - Applying the Basic Mental Functions to Your Own Leadership Behaviour
 - Using the Basic Mental Functions in Your Own Leadership Behaviour Worksheet

Dynamics of the Psychological Type Model

- Primary and Secondary Process
- External Perceiving & Internal Judging and External Judging and Internal Perceiving
- Identifying Dynamic Patterns in yourself and Others
- Identifying Patterns Worksheet
- Sixteen Whole Types
- Characteristics Frequently Associated with Each Type
- Finding the Power of the Opposite
- MBTI Type Worksheet

Leader Communication

Training Module B

Objective

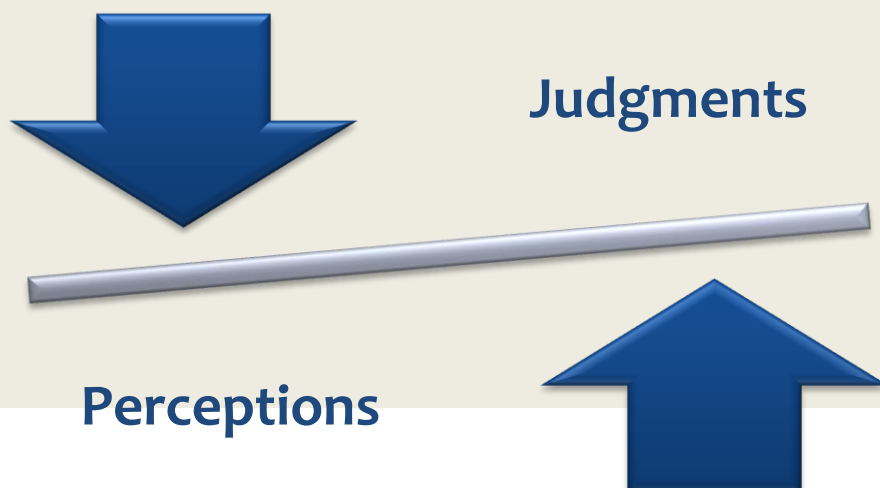
When participants have completed this MODULE, they should be able to:

- Readily identify specific communication patterns, as well as the strengths of these patterns and potential issues that must be acknowledge and addressed.
- Clarify and reframe information to better suit the communication styles of others
- See type as a tool for building stronger relationships among all individuals in the leadership – follower equation
- Identify biases and hot buttons for listeners that distort meaning when they are communicating with others
- Communicate more completely and listen more intently

Overview

The Leader Communication workshop is designed to explore the important link between psychological type and leader communication. Our primary goal is to enable participants to experience the practical usefulness of type while working as leader in their organizations. In the most basic sense, we want the leaders who are participating in the workshop to see the type as a dynamic model that can assist them in communicating ideas and instructions to others and, equally important, in being effective listeners. Our type, which influences our perceptions judgements about information, is an important factor in developing enhanced communication and leadership effectiveness.

This model emphasizes the critical role type plays in all communication and explores the rich differences in style. We will identify strengths of the different types as well as potential sources of miscues and misunderstandings. Through learning how different types approach communication, leaders have a greater chance to increase the effectiveness of their efforts.



Course Content

Introduction

- Influence of types on Communication

Communication Is a Process of Making Meaning

- Misunderstanding
- The meaning of the Message
- The Meaning Is in the Receiver

Creating a window of Meaning

- The Johari Window
- Discovering Different Perceptions
 - Johari Window Worksheet

Type and Communication Style

- What Can We Know?
- MBTI Types Associated with Each of the Extraverted Processes
- Four Communication Styles of MBTI Types
- Understanding Your Own Communication style
- How Extraverted Thinking/Feeling/Sensing/Intuition Types May appears to Others

Developing Our Feedback Skills

- Clarifying Intent and Meaning in the Message

Recognizing and Communicating to the Core Choice Points of Others

- Assumptions Underlying the Use of Type Development in Communication
- Core Choice Points Awareness
- Iris's Dilemma
- Core Choice Points Associated with Dominant Functions
- Using All Your Mental Capacities
 - Core Choice Points Worksheet
- Eight Questions for Making Type Work in Any Communication

Applying What We Have Learned

- A Window of Meaning Between Two People
- Glimpses into Our Window of Meaning
 - Window of Meaning Worksheet
- Real Problems in Communication

Leadership Problem Solving

Training Module C

Objective

When participants have completed this MODULE, they should be able to:

- Clearly identify key processes that promote productive problem solving
- Understanding that more comprehensive problem- solving model requires both rational and non-rational processes for analysing and selecting solution
- See how psychological types plays into the contributions and potential barriers involved in leading groups through problem solving
- Develop strategies to help identify information selection tendencies among the types and promote information that is often ignored
- Identify biases and attain increased freedom from their influence
- See problem solving as a process of managing problems by maximizing the various perspectives of group members within a system framework
- Understand the role of leaders in creating an effective problem solving setting

Overview

The leader Problem Solving workshop is designed to present leaders with a comprehensive approach to problem solving based on the principles of psychological type. The exercises allow participants to select one complex problem from their own sphere of leadership for use as a practical learning tool to illustrate the model presented here. The stages of the model include setting up the problem, listening for differences and maximizing perceptions, recognizing biases, reframing problems as part of a system, and managing the problem. Throughout this module, we will explore the role of psychological type in perception of the nature of the problems and how to go about addressing them.



Course Content

Introduction

- Influence of Type on Leader Problem Solving
- Traditional Model of Problem Solving
 - “State Your Case” Worksheet

A New Model of Problem Solving

- System Views of Problem Solving
- Traditional and Systems Views of a Tree

Setting up the Problem

- Maybe We are Looking in the Wrong Place
- Four Key Questions for Setting up the Problem
- Key Issues for setting up the problem
- Searching the Unlit Areas
 - 4 key Questions Worksheet

Listening for Differences and Maximizing Perceptions

- Key Expression of Extraversion & Introversion During Problem Solving
- Key Expressions of Sensing & Intuition During Problem Solving
- Key Expressions of Thinking & Feeling During Problem Solving
- Using the Gifts of Type
- Reconsideration Worksheet

Recognizing Biases

- Typical Biases and Hot Buttons of the Eight Dominant Introverted/Extraverted Types
- Seeing Biases
 - “Clarification of My Own Biases and Hot Buttons” Worksheet
 - “Beyond My Biases” Worksheet

Reframing Problem as a Part of the System

- Systems Have Intelligence
- Viewing Problem as Opportunities for Systems Enhancements
 - “How the System Supports the Problem” Worksheet

Managing the Problem

- Problem Solving as Problem Management
- Managing the Problem
 - Problem – Management Worksheet

Choosing Excellence

Leader Development

Training Module D

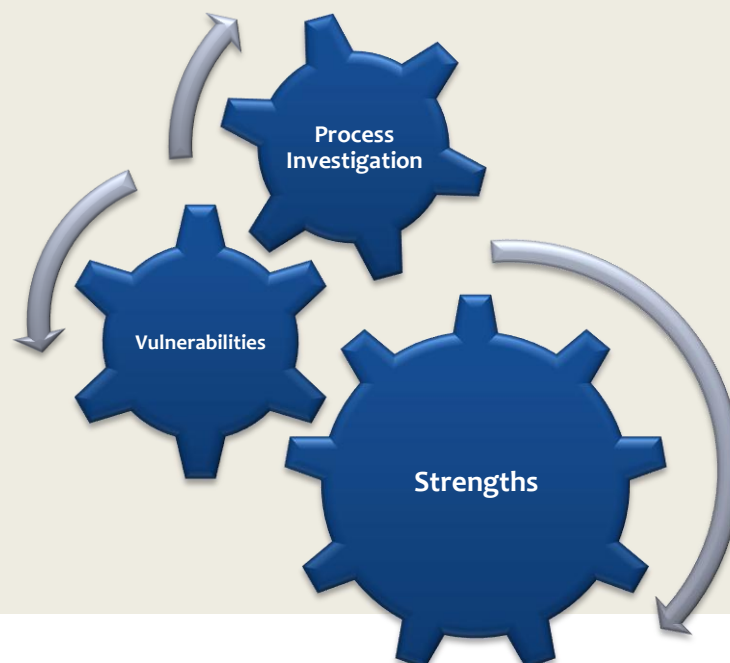
Objective

When participants have completed this MODULE, they should be able to:

- Understand the pathways to leader development suggested by 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 psychological type model to these values
- Understanding how leaders can utilize the core cognitive functions of the sixteen MBTI types and five value

Overview

The leadership Development workshop is designed to teach participants how to enhance and develop their leadership effectiveness using the principles of psychological type. This module 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 leadership development. Participants will then explore development options and work on creating their own development plans. The workshop ends by investigating leader values that can be engender awareness of important, larger potential contribution and inspire transformations in those whom they lead.



Course Content

Introduction

- Influence of Type on Leader Development

Self-Awareness as Leaders

- Using Type in Daily Activities
- Everyday Use of Type Worksheet
- Over-expression and Under-expression of Type Behaviours

Leader Strengths and Vulnerabilities

- Our Automatic Pilot
- Acknowledged and Unacknowledged Assets and Vulnerabilities
- What I Know, What I've Heard
 - Assets and Vulnerabilities Worksheet
- Typical Assets and Vulnerabilities of the 16 types

Core Processes in Leadership Development

- Leadership Development Checklist
- Developing the Unfamiliar
 - Effectively Engaging Others Worksheet,
 - Promoting Individual Performance Worksheet, and
 - Developing and Maintaining Mutually Shared Goals Worksheet

Creating a Development Plan

- Setting Development Goals
 - Goal-Setting Worksheet

Exploring Development Options

- Key Points of Our Working Assumptions About Leadership Development
- Experiences to Grow By
 - Potential Development Paths Worksheet (Dominant Introverted Types)
 - Potential Development Paths Worksheet (Dominant Extraverted Types)
- Exploring Development Paths Worksheet

Leader Values

- Five Core Leader Values
- Importance of Leader Values
 - Five Core Leader Values Worksheet
- Reflection of Our Values
 - The Dreaded Budget Cut Worksheet