

## re-energise, re-connect, re-engage your teams

How to help your teams thrive  
during times of change

### The impact of personality

We all experience change differently and our personality type, as defined by The Myers Briggs Type Indicator® (MBTI®), will have a powerful impact on how individuals react to and deal with change. The way you are energised (either *Extraversion* – those who prefer to draw energy from the outer world of activity, people and things or *Introversion* – those who prefer to draw energy from the inner world of reflections, feelings and ideas) and the information you prefer to attend to (either *Sensing* – those who prefer to focus on details, facts and practical applications or *iNtuition* – those who prefer to focus on patterns,

connections and future possibilities) are the most important differentiators during times of change. These areas will therefore have a bearing on what our needs are leading up to, during and after a change, and can predict our stress reactions when these are not met.

### What can you do right now?

#### Hints and tips for different MBTI Types

- Focus on the people aspect of change *not* just structures or process
- Ultimately all change is psychological – unless the hearts and minds are engaged in the change process, there will be no change
- Look at the effect of change upon yourself before you facilitate change for others around you. Understanding your own reactions and biases will help to facilitate change in the surrounding systems and processes

### What do others need?

#### IS – Thoughtful Realists

- Give them data to show necessity of change
- Clearly define the change and their role in it
- Change things step by step
- Give them time to think about it
- Allow them to evaluate the change
- Leave them with some written documentation

#### IN – Thoughtful Innovators

- Present change as a complete re-think
- Stress the congruence of the change with the company's vision
- Give them a broad brush overview
- Give them time to think about it
- Focus on the future goals
- Involve them in writing the mission statement for the change

#### ES – Action-oriented Realists

- Present the change as a practical improvement
- Explain what's not working now
- Show them a realistic plan of how the change will be achieved
- Let them start as soon as possible
- Involve them in prototyping so they can see a real model of the change

#### EN – Action-oriented Innovators

- Present the change as a new initiative
- Stress the variety, minimise details
- Let them brainstorm the issues
- Let them try out the change
- Involve them in motivating others
- Hold meetings for them to talk it through