

## Using the MBTI® assessment to develop leadership EQ

Cambiana Consulting specializes in team and leadership development. It helps leaders adapt to and harness the changes brought about by digital technology – and the MBTI® assessment is a big part of its approach to helping clients navigate change.

“Our global, digital, hyper-connected world is not only disrupting how we behave and communicate but also the way we think,” says Gaelle Piernikarch, Founder and CEO of Cambiana Consulting. “In many ways we are living continuous change at rocket speed. To navigate this complex and changing world reality, effective leadership is needed both as a competitive advantage and a core business competence.”

Now, more than ever, leaders need to develop their emotional intelligence (EQ). Only by understanding their own and others’ emotions better, increasing empathy and strengthening resilience by using emotional information can they perform better. EQ can guide behavior.

In Cambiana’s view, traditional management techniques no longer offer an appropriate solution to leadership challenges in the technological age. Leaders now need to be equipped with high-value skills that cannot be replaced by machines. It’s people EQ complementing machine IQ.

### Business Challenges

- Developing leaders who can navigate a fast-changing, digitized and connected world
- Preparing leaders and organizations for continuous change
- Developing the human aspect of leadership when automation and AI are on the increase

### Company Profile

Cambiana Consulting is an international training company with its head office in Munich, Germany. It offers coaching, training, workshops and surveys to enhance cross-cultural agility, performance and resilience. Blending virtual with face-to-face delivery, Cambiana offers people development programs to teams and leaders anywhere in the world.

# Cambiana Consulting

## Solution

To help business leaders develop more emotional awareness, Cambiana created a leadership development program focused on key aspects of emotional intelligence and individual personalities. The program includes:

- Recognizing and understanding who we and those around us truly are
- Finding authenticity, adaptability and impact in our communication and leadership style to empower teams
- Creating a healthy work environment with the appropriate emotional responses to increase resilience
- Managing performance and fostering a feedback culture
- Developing self-confidence and assertiveness in our interactions and decision-making
- Building stronger relationships and growing influence
- Strengthening our flexibility and attitude towards risk and uncertainty

Underlying the program is the Myers-Briggs Type Indicator® assessment, which enables people get a deep understanding of themselves and others. This helps to develop highly effective leadership in a natural, positive and sustainable way.

The MBTI® assessment also provides a high level of personalization and fulfils participants' unique learning needs. With personal coaching support and ongoing reflection about diverse preferences in communication and persuasion, leadership styles, creativity, attitude to change and contribution to teamwork, participants develop self-confidence in their interactions and decisions.

Supported by a growth mindset, the MBTI® assessment offers a powerful framework to combine personality differences with high performance.

Over four months, the Cambiana Leadership Program, which is embedded in candidates' jobs, builds on individual strengths. It does this through practical exercises, peer coaching, webinars, group workshops, experiential activities and self-reflection to trigger a mindset shift for stronger teams.

## Solution

- Use the MBTI® assessment for individual coaching, peer coaching and group workshops
- Explore human interactions at work and understand different individual needs
- Introduce tools, models and techniques to grow leaders' unique talents

“ The MBTI® easily enables a deep understanding of yourself and others that fosters highly effective leadership in a natural, positive and sustainable manner. ”

**Gaëlle Piernikarch**  
Program Director,  
Cambiana Leadership Programs

# Cambiana Consulting

## Results

Leaders who have attended Cambiana's leadership program comment on their increased confidence, readiness to grow their teams, creativity for anticipating and embracing change, and their ability to strengthen team identity and build trust among team members.

"While we were looking for a solid foundation to our leadership program, we realized that the Myers-Briggs Type Indicator® was the powerful and logical golden thread underlying all the topics we are covering," says Gaëlle. "By bringing in-depth knowledge about self and others, being easy to understand, and offering direct applications at work, the MBTI® is the perfect instrument to increase our leaders' EQ."

## Results

- Better understanding of differences helps leaders build on their strengths to improve innovation, teamwork, change, resilience and relationship-building
- Increased ability to connect, empathize and motivate intrinsically
- Greater confidence and calm even in uncertain or stressful situations
- Better communication, presentation and persuasion skills
- Higher individual and team performance

## ABOUT THE MYERS-BRIGGS® COMPANY

In our fast-changing world, your edge lies in harnessing 100 percent of your talent – whether you're at work, home, college, or anywhere in between. Your success and sense of fulfillment aren't just about what you know and what you can do, they hinge on your relationships and interactions with others.

The Myers-Briggs Company empowers individuals to be the best versions of themselves by enriching self-awareness and their understanding of others. We help organizations around the world improve teamwork and collaboration, develop inspirational leaders, foster diversity, and solve their most complex people challenges.

As a Certified B Corporation®, The Myers-Briggs Company is a force for good. Our powerfully practical solutions are grounded in a deep understanding of the significant social and technological trends that affect people and organizations.

With over 60 years in assessment development and publishing, and over 30 years of consultancy and training expertise, a global network of offices, partners and certified independent consultants in 115 countries, products in 29 languages, and experience working with 88 of the Fortune 100 companies, we're ready to help you succeed.

**Let's make a difference together.  
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