

POWERFUL COMBINATIONS

Leadership Circle Profile®
+
MBTI®

**Type Gives the Language.
The LCP Gives the Mirror.**

A practical guide for MBTI-certified practitioners who want to extend type insight into deeper, longer, more measurable leadership development.

MBTI® and Myers-Briggs Type Indicator® are registered trademarks of The Myers-Briggs Company or the Myers & Briggs Foundation, as applicable. Leadership Circle is not affiliated with, endorsed by, or sponsored by The Myers-Briggs Company or the Myers & Briggs Foundation.

**LEADERSHIP
CIRCLE®**

MBTI + LCP: TWO LENSES ON THE LEADERSHIP STORY

As an MBTI® practitioner, you already know the power of language.

A leader who understands their type often has a new way to understand their energy, communication, decision-making, needs, and natural style. A team that understands type often has a better way to interpret difference without turning it into personal friction.

That is the enduring gift of the MBTI: it makes difference discussable.

But leadership development eventually asks a different question.

Once a leader understands their preferences, the next question is not simply, “What type am I?” It is, “How is my leadership actually landing?” Am I using my preferences in a way that builds trust, clarity, courage, and alignment? Or are those same preferences narrowing my range, intensifying under pressure, or creating unintended impact?

That is where the Leadership Circle Profile complements the MBTI so naturally.

The MBTI helps leaders understand the structure of preference. The Leadership Circle Profile® (LCP) shows how that structure is being expressed as leadership behavior through the eyes of colleagues, direct reports, managers, and other stakeholders. It connects behavior to the internal beliefs and assumptions that drive it, and it gives the leader a developmental path from Reactive patterns toward Creative leadership capacity.



Type gives the map of preference.

The LCP gives the mirror of impact.

Together, they create a fuller path from self-awareness to measurable growth.

WHY THE COMBINATION WORKS

The bridge between MBTI and the LCP is simple: **both assume the inner world shapes outer behavior.**

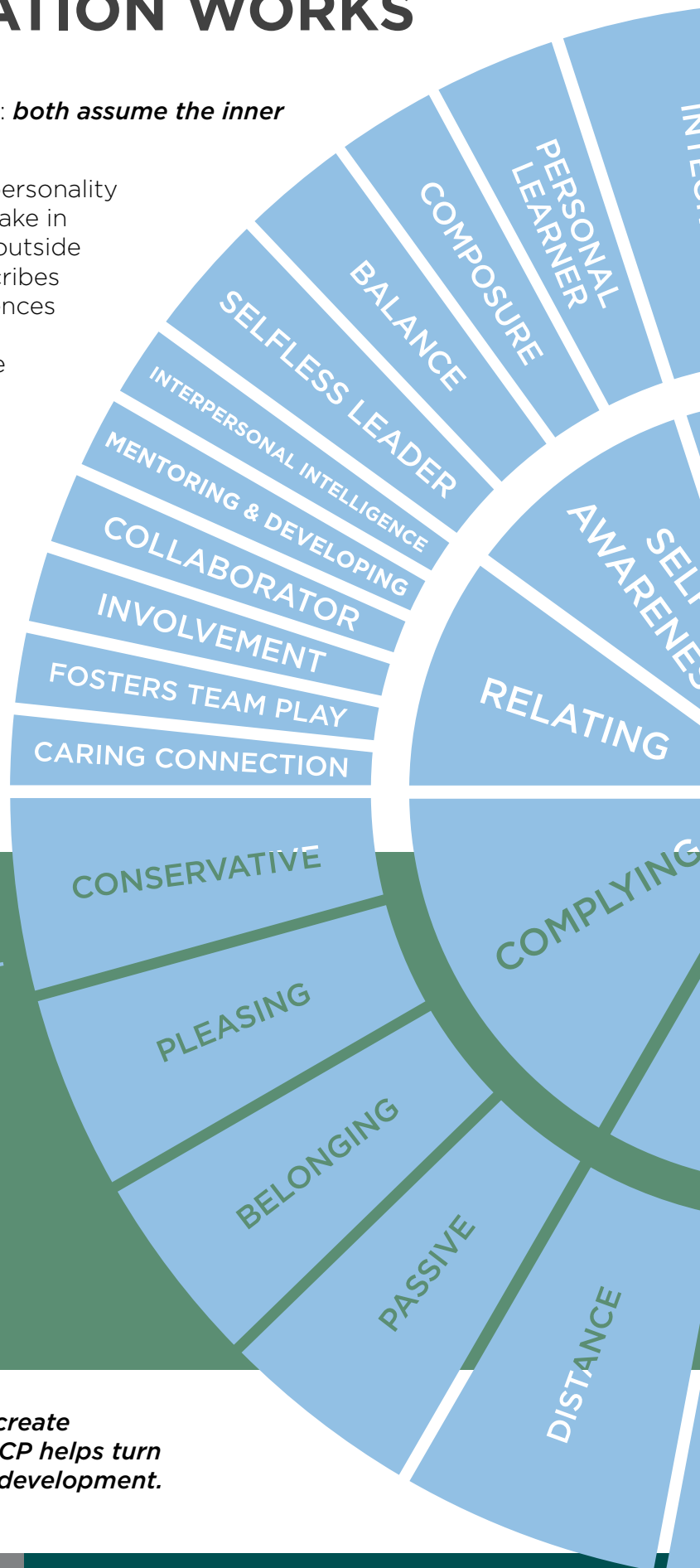
The MBTI framework helps people understand personality preferences—how they prefer to direct energy, take in information, make decisions, and approach the outside world. The Myers & Briggs Foundation also describes type dynamics as the interaction among preferences and how that interaction influences behavior; it emphasizes that type is more than four separate letters and includes dominant, auxiliary, tertiary, and inferior processes.

The LCP begins from a related but distinct developmental question: what beliefs, assumptions, and habits of thought are shaping this leader's effectiveness? Internal LCP materials describe the Profile as measuring outer behavioral dimensions and the inner assumptions that shape them; high Creative scores correlate with leadership effectiveness and business performance, while elevated Reactive scores correlate with lower effectiveness. For MBTI practitioners, that creates a natural handoff.

- **MBTI** helps the client say, “This is how I tend to operate.”
- The **LCP** helps the client ask, “What happens when I lead from that pattern?”
- **MBTI** supports insight and appreciation.
- The **LCP** adds stakeholder feedback, developmental focus, and a way to measure growth over time.

This matters because MBTI practitioners often create memorable moments of self-recognition. The LCP helps turn those moments into a longer arc of leadership development.

RELATIONSHIP



FROM PREFERENCE TO IMPACT

MBTI and the Leadership Circle Profile® measure different dimensions of development, but they share a common premise: what happens internally shapes what shows up externally. MBTI helps leaders understand their natural preferences and the underlying dynamics that drive behavior. The LCP extends that insight by showing how those patterns are experienced by colleagues, direct reports, and stakeholders. When leaders become over-reliant on preferred ways of operating—or find themselves under pressure—MBTI helps explain why, while the LCP reveals the leadership impact. Together, they bridge self-understanding and observable effectiveness, turning personality insight into measurable leadership growth.

MBTI concept	What it helps a leader see	LCP bridge question	Possible LCP development lens
Extraversion / Introversion	Where the leader tends to direct and receive energy. The MBTI describes Extraversion as outward energy and Introversion as inward energy. [myersbriggs.org]	Does my natural energy style create connection, clarity, and inclusion—or does it unintentionally dominate, withdraw, or leave others guessing?	Relating, Self-Awareness, Composure, Interpersonal Intelligence, Passive/Distance if underused connection or overused withdrawal is present.
Sensing / Intuition	How the leader prefers to take in information: details and current realities, or meanings, patterns, and future possibilities. [myersbriggs.org]	Does my preferred information style help the system see what matters—or does it narrow the conversation to only facts or only possibilities?	Systems Awareness, Strategic Focus, Purposeful & Visionary, Achieves Results, Conservative or Perfect if certainty/detail becomes over-control.
Thinking / Feeling	How the leader tends to make decisions: logical consequences or values and consequences for people. [myersbriggs.org]	Do my decisions build both clarity and trust—or do people experience me as either too detached or too approval-driven?	Authenticity, Courageous Authenticity, Caring Connection, Collaborator, Pleasing, Critical, Autocratic.
Judging / Perceiving	How the leader tends to structure life: closure, schedule, planning, or flexibility and openness. [myersbriggs.org]	Does my relationship to structure create momentum—or does it create rigidity, ambiguity, reactivity, or delay?	Achieving, Decisiveness, Sustainable Productivity, Balance, Driven, Perfect, Passive.
Dominant / favorite process	The process the person relies on most and often experiences as natural and comfortable. [myersbriggs.org]	Where does my strongest preference serve my leadership—and where might I be overusing it?	“Gifts in the Reactive”: Reactive behaviors can contain valuable strengths such as high standards, loyalty, and attention to detail, while also carrying limiting liabilities.
Inferior / less-preferred process	The process that receives less energy and can be less conscious or more challenging to access. [myersbriggs.org]	What capacity do I need to develop so my leadership range increases under complexity or pressure?	Composure, Personal Learner, Balance, Selfless Leader, Systems Thinker.
Process pairs: ST, SF, NF, NT	The Myers & Briggs Foundation describes process pairs as combinations that influence communication, learning, decision-making, motivations, and work/career interests. [myersbriggs.org]	What is my “default lens” for leadership, and what voices or data do I need to include to lead whole?	Relationship-Task Balance, Systems Awareness, Relating, Achieving.

A COMBINED ENGAGEMENT ARC: FROM TYPE AWARENESS TO MEASURABLE DEVELOPMENT

When practitioners have both MBTI and the Leadership Circle Profile® in their toolkit, they gain greater flexibility in how they design leadership engagements. MBTI can help leaders understand their natural preferences and patterns. The LCP can help leaders understand how those patterns are experienced by others and how they affect leadership effectiveness. The engagement arc below illustrates one practical way to combine the strengths of both instruments across a longer-term development journey.

1 Intake: Establish the Leadership Question

Use MBTI when the client needs language for style, communication, team friction, or self-understanding. Use the LCP when the work is tied to leadership effectiveness, stakeholder impact, business outcomes, or a development agenda.

PRACTITIONER PROMPT:

“What is the leader trying to create—and what patterns may be helping or limiting that impact?”

2 MBTI Debrief: Name the Preference Pattern

Help the leader understand preferences, type dynamics, and likely strengths or stretches. MBTI resources stress that there is no best type and that people of every type can lead effectively; the value is in understanding natural strengths, possible challenges, and how to adapt style to different situations and people.

PRACTITIONER PROMPT:

“When this preference is at its best, what does it make possible? When it is overused, what might others experience?”

3 LCP Assessment: Add the Outside-In Mirror

Administer the LCP to gather self and rater feedback. The LCP is a 360 assessment that gathers feedback from boss, peers, direct reports, and others, and shows how self-perception compares with how others experience the leader.

PRACTITIONER PROMPT:

“Where does the leader’s self-understanding match stakeholder experience? Where is there a gap?”

4 LCP Debrief: Connect Behavior to Assumptions

Use the LCP to explore the relationship between visible leadership behavior and the internal assumptions beneath it. The LCP reveals the internal operating system: beliefs and assumptions that run behavior and shape outward leadership style.

PRACTITIONER PROMPT:

“What belief or assumption makes this behavior make sense? What is it protecting? What is it trying to create?”

5 Development Plan: Insight Into Practice

Use MBTI language to make the development plan feel personally recognizable. Use the LCP framework to make it measurable, developmental, and connected to leadership effectiveness.

PRACTITIONER PROMPT:

“What one Creative practice would most expand this leader’s range?”

6 Coaching and Re-Measurement: Sustain the Arc

The LCP can be retaken as a leaders career progresses over time. LCP Retakes are an incredible way to measure progress, sustainability, and growth over time in their leadership journey.

PRACTITIONER PROMPT:

“What has shifted in the leader’s behavior, impact, and stakeholder experience?”

A PRACTICAL COACHING EXAMPLE

A senior leader comes into coaching after an MBTI workshop with a strong sense of relief: “This explains so much.” Their type language helps them understand why they move quickly to closure, why ambiguity feels inefficient, and why they prefer direct, logical decisions.

That insight is useful. It gives the coach and client a shared

But the LCP adds a second layer. In the leader’s 70% of the time, they experience the leader as decisive, but also as impatient and difficult. Team members appreciate the clarity, but hesitate to bring forward half-formed ideas. They value the leader’s strength and speed, but also a pattern of shutting down options too early.

The coaching conversation

The question is not “Do you prefer structure and logic?” The question becomes, “How do my preferences land when the stakes are high?” The leader begins to see that a strength—clarity—can become Reactive when it is fueled by pressure, certainty, or control.

That is the power of the pairing.

The MBTI helps the leader recognize the pattern without shame. The LCP helps the leader see the impact without guessing. Together, they create a more compassionate and more accountable development conversation.

The MBTI helps the leader recognize the pattern without shame.

The LCP helps the leader see the impact without guessing.

Together, they create a more compassionate and more accountable development conversation.



WHAT MBTI PRACTITIONERS CAN ADD TO THEIR PRACTICE

For MBTI practitioners, the LCP does not replace type work. It extends the work into a different question.

MBTI helps clients understand themselves and each other. The LCP helps them understand how their leadership is experienced and how it can grow. The MBTI assessment is positioned by The Myers-Briggs Company as supporting self-awareness, communication, collaboration, conflict management, leadership, and people development. The LCP adds 360 feedback, Creative/Reactive development, measurable leadership competencies, and the connection between behavior and underlying assumptions.

What changes for the practitioner:

- ✓ *A workshop can become a coaching engagement.*
- ✓ *A type conversation can become a leadership development plan.*
- ✓ *A shared language can become measurable growth.*
- ✓ *A personality insight can become an outside-in leadership mirror.*
- ✓ *A leader's "this is how I'm wired" can become "this is how I choose to lead."*



The MBTI helps the leader recognize the pattern without shame. The LCP helps the leader see the impact without guessing. Together, they create a more compassionate and more accountable development conversation.

The LCP is not the next label.
It is the next developmental question.



THE PATH: BECOMING CERTIFIED IN THE LCP

The Leadership Circle Profile® Certification equips practitioners to confidently interpret, debrief, coach with, and apply the Leadership Circle Profile in leadership development engagements. You'll explore the Universal Model of Leadership™, stage-development frameworks, and the integration of leadership, psychological, and adult development theory while learning a proven approach for debriefing and coaching with the Profile.

Participants learn to use the LCP as a leadership framework, a 360 assessment, and a practical roadmap for development. The curriculum covers profile interpretation, leadership effectiveness, Creative and Reactive tendencies, internal assumptions, coaching applications, profile retakes, and ongoing practitioner support. Eligible participants can earn 29 CCE units through ICF, ATD, and SHRM. Certification is ideal for coaches, HR, OD, OE, and leadership development professionals who want to deepen the impact of their work.



If MBTI has helped your clients understand who they are, the LCP can help them see how their leadership lands—and how it can grow.

LCP Certification gives you the framework, data, and debriefing capability to move clients from self-awareness to measurable leadership development.

Start with the guide. Then take the next step.

[View Certification Dates](#)