

CASE STUDY

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People2Connect

From individual awareness
to collective effectiveness

An MBTI-based programme that helps individuals and teams understand differences, improve communication and build stronger working relationships — a true lever for communication effectiveness and organisational maturity.

1 Context & Client Challenge



An insurance company identified internal communication effectiveness as one of its main organizational challenges.

Despite having a qualified and experienced workforce, difficulties persisted in how people communicated, managed disagreements and reacted to change processes. Additionally, leaders faced the significant challenge of ensuring effectiveness in key communication moments with their teams, attempting to adjust their communication to different employee profiles.

The challenge was not technical or procedural. It was human and relational:

- Different communication styles generating noise
- Conflicts misunderstood or avoided
- Variable resistance to change
- Difficulty creating a common language across distinct profiles
- The need for leaders to increase communication effectiveness by adjusting their communication to each individual team member

The organisation was looking for an approach that was scalable, deep and sustainable over time, going beyond isolated interventions.

2 Solution

Thrive Partners Approach

Thrive Partners designed an intervention based on the use of the MBTI, positioning it as a relational and organisational development tool, integrated into a continuous learning logic.



In an initial phase, the intervention involved approximately three hundred employees and was later integrated into the organisation's onboarding programme as well as into its leadership development programmes. Since then, all new employees have gone through three structuring moments:

1) **Completion of the MBTI Behavioural Preferences Questionnaire**

Each employee completed the MBTI questionnaire individually through an online platform.

2) **Group Session – Individual and Relational Awareness**

A group session with three clear objectives:

- To understand one's own natural preferences and their impact on interactions with others
- To identify observable signals of colleagues' natural preferences
- To explore more effective ways of working with others, adjusting communication and positively influencing relationships

This moment created a shared foundation of language, awareness and individual accountability.

3) Natural Team Session – Collective Reading Through Facets

A second session, conducted with real working teams, focused on sharing the results of all team members, based on the facets component of the MBTI report.

Working with facets allowed for a more nuanced reading of individual profiles, explaining why people with the same psychological type/profile may express different behaviours in specific contexts, without conscious effort.

Based on this reading, teams worked on three core dimensions:

- Communication preferences
- Ways of managing conflict
- Individual and collective responses to change processes

The focus remained on translating results into real day-to-day team situations.



3 Critical Success Factors

The success of the program was built on six key structural pillars.

- Use of MBTI as a development instrument rather than a classification tool
- Conscious introduction of facet-level work, reducing stereotypical interpretations
- Psychological safety to discuss real differences with maturity
- Explicit connection to the work context and team routines
- Integration into onboarding, ensuring continuity and consistency
- Experienced facilitation, capable of handling complexity without oversimplifying the model.



4

Results & Impact



- Greater individual awareness of communication patterns, especially under pressure
- Improved mutual understanding within teams
- Reduction of relational noise and misinterpreted conflicts
- More direct conversations with lower defensiveness
- Increased team capacity to deal with organisational change
- Creation of a shared language now transversal across the organisation.

The fact that the programme remains active as part of onboarding and leadership development reinforces its strategic value and sustained relevance.



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