

# Myers Briggs Type Indicator (MBTI) for Leadership Team Effectiveness

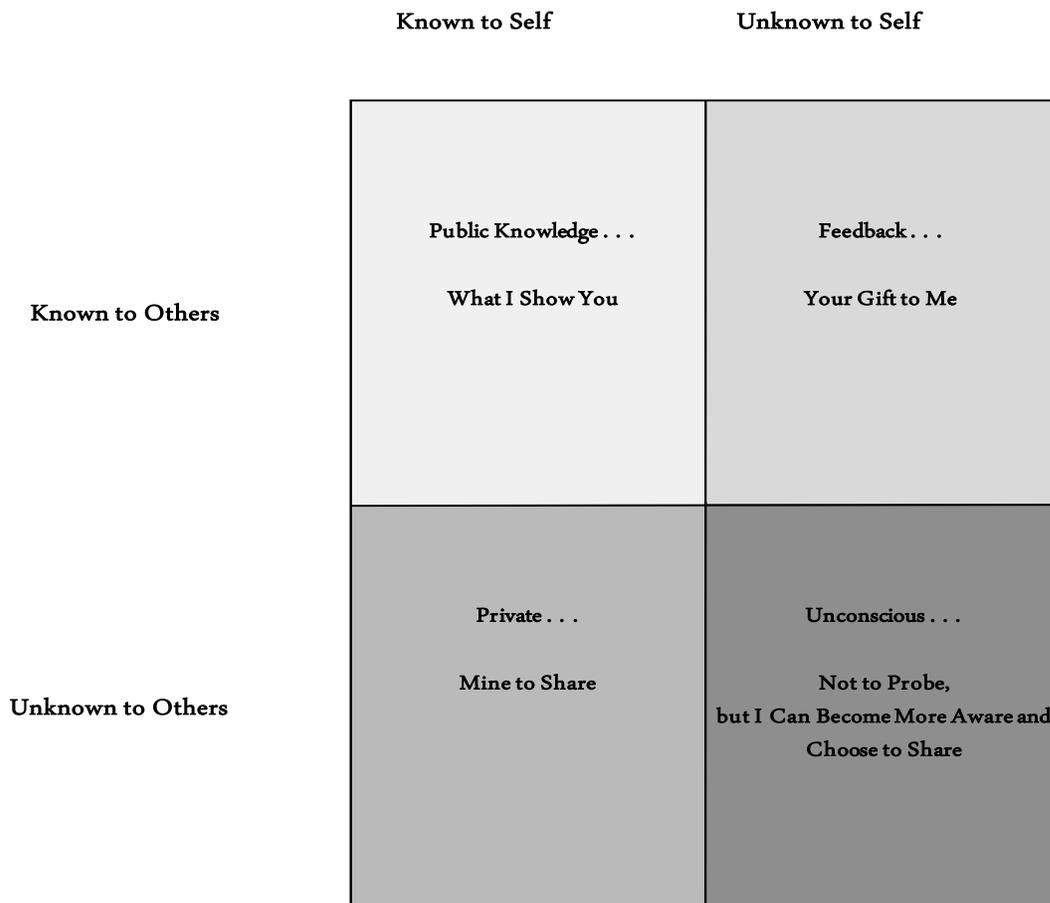


| The Sixteen Types |      |      |      |
|-------------------|------|------|------|
| ISTJ              | ISFJ | INFJ | INTJ |
| ISTP              | ISFP | INFP | INTP |
| ESTP              | ESFP | ENFP | ENTP |
| ESTJ              | ESFJ | ENFJ | ENTJ |

EXECUTIVE COACHING • LEADERSHIP DEVELOPMENT  
ORGANIZATION EFFECTIVENESS • FACILITATION • STRATEGIC HUMAN RESOURCE LEADERSHIP

Our Theme :  
Increasing Self Awareness and Discovery

## The Johari Window



# Personality Types

The purpose of using the Myers-Briggs Type Indicator (MBTI) is to enhance the capacity of the organization or team to appreciate differences among people and communicate more effectively. The MBTI was developed in the early 1900's by Isabel Briggs Myers<sup>1</sup> and Kathryn Briggs, building upon the earlier work of Carl Jung in the 1800's. MBTI has been used extensively in leadership and team development in many countries.

Organizations can enhance their effectiveness through better communication, reduce stress from conflict, and compose teams with a balance of personalities for better decisions.

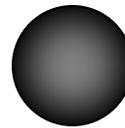
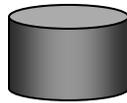
## Personality

Personality is about:

- How we are alike and how we are different
- How we are unique
- How we are consistent over time
- How we stay the same while continuing to grow

Personality is a stable set of characteristics that determine the commonalities and differences in the psychological behavior of people.<sup>2</sup> Personality is a reflection of influences from the environment. It is dynamic. Human beings are born flexible and adaptable. Personality is made up of polarities of preferences. Preference does *not* equal skill. We can acquire skill in different behaviors.

If a light shines above these shapes, what shadow shape does each cast?



There are no "right" or "wrong" preferences or personality types! They just exist. Understanding our own personality styles and that of others with whom we work is a powerful capability.

## Your Unique Personality

Your personality is unique. Like your fingerprint, no one else has the same preferences, thinking style, feelings, thoughts, or ways of expressing oneself. When people feel stressed, it could be because the environment does not allow expression of their unique personalities. On the other hand, it could be due to "BLM" Syndrome – "Be Like Me." MBTI helps us value each person for his/her unique personality and create awareness to develop different aspects of personality.

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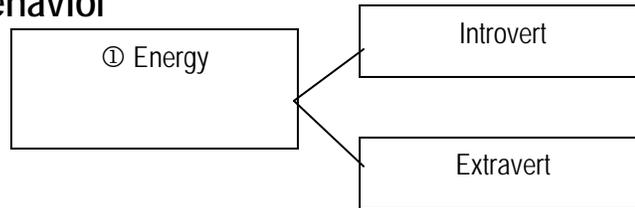
<sup>1</sup> Isabel Briggs Myers, *Introduction To Type*, 1962

<sup>2</sup> Salvatore R. Maddi, *Personality Theories – a Comparative Analysis*, Dorsey Press, 1976

# Proper Use of MBTI

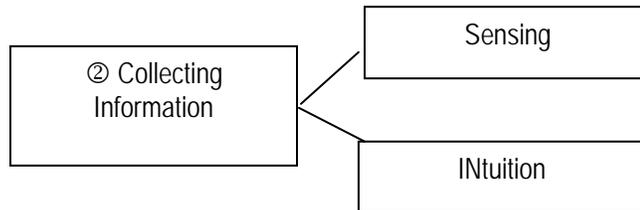
1. Do not use MBTI to label, pigeonhole, or judge people; rather use it to appreciate, understand, and communicate effectively with others.
2. Glean useful information about possible personality characteristics that might be helpful for your personal growth and development.
3. MBTI descriptions are characterized in extremes, which is seldom the case for individuals.

## Four Elements of Behavior



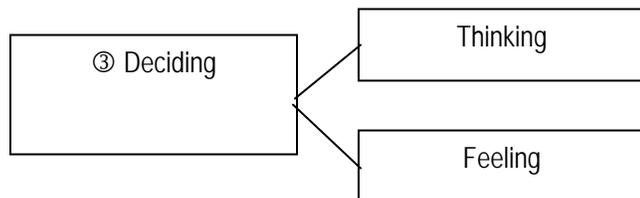
Introverts get energy in their inner world of ideas and concepts. Extraverts get energy from people and the world outside themselves.

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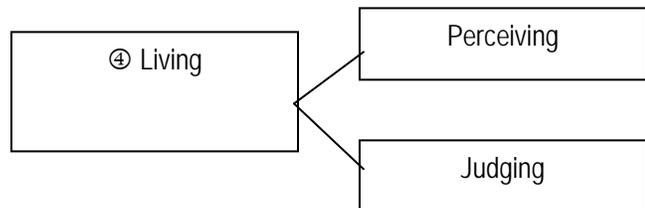
When we collect information, we make a selection to use our five senses (Sensing) to *see things as they are*, or we use our Intuition and like to *see things as they could be*.

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Some prefer Thinking and analysis to reach conclusion, while others reach conclusion by valuing alternatives using their Feelings.

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We live in different manners – spontaneously with flexibility (called Perceiving) or with an organized plan (Judgment).

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# Personality Types

The first letters of each element of behavior are “shortcuts” to identify its meaning. Since two elements begin with “I,” Intuition is labeled with “N.” My personality type is INTJ.

Place an X on the scale that you think represents your preferences on each personality element (energy, collecting information, deciding, and living.)

|  | Strong | Moderate | Slight | Slight                                      | Moderate | Strong |
|--|--------|----------|--------|---|----------|--------|
| <b>ENERGY:</b>                                     | .....  |          |        |   |          |        |
| Extraversion                                       |        |          |        | Introversion                                |          |        |
| <i>Focus: Outer world of people &amp; things</i>   |        |          |        | <i>Inner world of ideas and impressions</i> |          |        |
| <b>COLLECTING INFO.</b>                            | .....  |          |        |   |          |        |
| Sensing  |        |          |        | iNtuition                                   |          |        |
| <i>Focus: Present, concrete info, senses</i>       |        |          |        | <i>Future, patterns, possibilities</i>      |          |        |
| <b>DECIDING:</b>                                   | .....  |          |        |   |          |        |
| Thinking   |        |          |        | Feeling                                     |          |        |
| <i>Focus: Use logic and analysis</i>               |        |          |        | <i>Use values and subjectivity</i>          |          |        |
| <b>LIVING:</b>                                     | .....  |          |        |   |          |        |
| Judgment   |        |          |        | Perception                                  |          |        |
| <i>Focus: Planned, organized, settled approach</i> |        |          |        | <i>Flexible, spontaneous, open options</i>  |          |        |

## Your Profile

When you put your preferences on all four of these behavioral elements together, it is called a Personality Type. Compare your prediction above to your survey results using the descriptions on the inside cover of the MBTI Survey.

- ✓ Are there any surprises?
- ✓ If your profile does not seem “right,” look at the profiles immediately surrounding yours in the booklet. You may be neutral on one or more of the personality elements.
- ✓ Profiles can change over the years, as we experience new things.
- ✓ Print your profile letters on your name tent card.

## Characteristics of Type

Opposites or polarities for each dimension of personality type are useful for understanding the differences.

### ENERGY

#### EXTRAVERT

#### INTROVERT

|                                   |                            |
|-----------------------------------|----------------------------|
| People and things .....           | Values and ideas           |
| Outside focus .....               | Inside focus               |
| More spontaneous .....            | More calculating           |
| Seeks social groups .....         | Seeks privacy              |
| Emotions easy to read .....       | Emotions hard to read      |
| Knows peoples' names .....        | Doesn't know names         |
| Sexuality is freer .....          | Sex is more serious        |
| Doesn't mind conflict .....       | Very slow to anger         |
| Forgives and forgets easily ..... | Once angry, doesn't forget |
| Asks for help easily .....        | Difficult to ask for help  |
| Gets energized with others .....  | Gets energized when alone  |

### COLLECTING INFORMATION

#### SENSING

#### INTUITION

|                             |                      |
|-----------------------------|----------------------|
| Focus on sensible .....     | Focus on imagination |
| Actualities .....           | Possibilities        |
| Practical .....             | Ingenious            |
| Likes facts .....           | Likes hunches        |
| Enjoyment .....             | Wonder               |
| Perfect what is known ..... | New ideas            |
| Implementation .....        | Creation             |
| Likes simplicity .....      | Likes complications  |
| Gets things done .....      | Thinks things up     |
| Literal .....               | No need for data     |

## DECIDING

### THINKING

### FEELING

|                                     |                            |
|-------------------------------------|----------------------------|
| Logical .....                       | Valuing                    |
| Rational.....                       | Emotional                  |
| Impersonal.....                     | Personal                   |
| Hard-hearted.....                   | Soft-hearted               |
| Remote .....                        | Close/caring               |
| Cool .....                          | Warm                       |
| Aware of facts.....                 | Aware of people            |
| Relates to other thinkers.....      | Relates to all             |
| Above the fray.....                 | Needs harmony              |
| Analyzes conflict impersonally..... | Low tolerance for conflict |

## LIVING

### JUDGING

### PERCEIVING

|   |  |
|---|--|
| Wants decisions made.....               | Keeps options open                           |
| Uncomfortable without closure.....      | Uncomfortable without alternatives           |
| Willing to decide without data .....    | Always willing to gather more data           |
| Once decided, does not look back.....   | Always open to new considerations            |
| Decisions are cast in stone.....        | Decisions are tentative, subject to revision |
| Plans the work and works the plan ..... | Takes things as they come and adapts easily  |

See descriptions of all sixteen types on the next page.

# Sixteen Personality Types at Work

## **ENFJ**

Imaginative harmonizer and worker with people.  
Sociable, expressive, orderly, opinionated,  
conscientious, curious about new ideas and possibilities.

## **ENFP**

Warmly enthusiastic planner of change.  
Imaginative, individualistic, pursues inspiration with  
impulsive energy, seeks to understand and inspire  
others.

## **ENTJ**

Intuitive, innovative organizer.  
Aggressive, analytical, systematic, more tuned to new  
ideas and possibilities than to people's feelings.

## **ENTP**

Inventive, analytical planner of change.  
Enthusiastic and independent, pursues inspiration with  
impulsive energy, seeks to understand and inspire  
others.

## **ESFJ**

Practical harmonizer and worker with people.  
Sociable, orderly, opinionated, conscientious, realistic,  
well-tuned to the here and now

## **ESFP**

Realistic adapter in human relationships.  
Friendly and easy with people, highly observant of their  
feelings and needs; oriented to practical, first-hand  
experience.

## **ESTJ**

Fact-minded, practical organizer.  
Aggressive, analytical, systematic, more interested in  
getting the job done than in people's feelings

## **ESTP**

Practical analyzer.  
Values exactness, more interested in organizing data  
than situations or people, reflective, cool and curious  
observer of life.

## **INFJ**

People-oriented innovator of ideas.  
Serious, quietly forceful and persevering, concerned with  
the common good, with helping others develop.

## **INFP**

Imaginative, independent helper.  
Reflective, inquisitive, empathic, loyal to ideals, more  
interested in possibilities than practicalities.

## **INTJ**

Logical, critical, decisive innovator of ideas  
Serious, intentional, highly independent, concerned with  
organization, determined and often stubborn.

## **INTP**

Inquisitive analyzer.  
Reflective, independent, curious, more interested in  
organizing ideas than situations or people.

## **ISFJ**

Sympathetic manager of facts and details.  
Concerned with people's welfare, dependable,  
painstaking and systematic, stable, conservative.

## **ISFP**

Observant, loyal helper.  
Reflective, realistic, empathic, patient with details, gentle  
and retiring, shuns disagreement, enjoys the moment.

## **ISTJ**

Analytical manager of facts and details.  
Dependable, decisive, painstaking, systematic,  
concerned with systems and organization, stable,  
conservative.

## **ISTP**

Practical analyzer.  
Values exactness; more interested in organizing data  
than situations or people; reflective, a cool and curious  
observer of life.

## Contributions of Personality Types in Organizations

|                   |                   | SENSING TYPES   |  | INTUITIVE TYPES   |  |
|-------------------|-------------------|---|--|---|--|
|                   |                   | With Thinking   | With Feeling   | With Feeling  | With Thinking  |
| <b>INTROVERTS</b> | <b>Judging</b>    | <b>ISTJ</b>   | <b>ISFJ</b>  | <b>INFJ</b>   | <b>INTJ</b>  |
|                   |                   | I Depth of concentration<br>S Reliance on facts<br>T Logic and analysis<br>J Organization | I Depth of concentration<br>S Reliance on facts<br>F Warmth and sympathy<br>J Organization | I Depth of concentration<br>N Grasp of possibilities<br>F Warmth and sympathy<br>J Organization | I Depth of concentration<br>N Grasp of possibilities<br>T Logic and analysis<br>J Organization |
|                   | <b>Perceiving</b> | <b>ISTP</b>   | <b>ISFP</b>  | <b>INFP</b>   | <b>INTP</b>  |
|                   |                   | I Depth of concentration<br>S Reliance on facts<br>T Logic and analysis<br>P Adaptability | I Depth of concentration<br>S Reliance on facts<br>F Warmth and sympathy<br>P Adaptability | I Depth of concentration<br>N Grasp of possibilities<br>F Warmth and sympathy<br>P Adaptability | I Depth of concentration<br>N Grasp of possibilities<br>T Logic and analysis<br>P Adaptability |
| <b>EXTRAVERTS</b> | <b>Perceiving</b> | <b>ESTP</b>   | <b>ESFP</b>  | <b>ENFP</b>   | <b>ENTP</b>  |
|                   |                   | E Breadth of interests<br>S Reliance on facts<br>T Logic and analysis<br>P Adaptability   | E Breadth of interests<br>S Reliance on facts<br>F Warmth and sympathy<br>P Adaptability   | E Breadth of interests<br>N Grasp of possibilities<br>F Warmth and sympathy<br>P Adaptability   | E Breadth of interests<br>N Grasp of possibilities<br>T Logic and analysis<br>P Adaptability   |
|                   | <b>Judging</b>    | <b>ESTJ</b>   | <b>ESFJ</b>  | <b>ENFJ</b>   | <b>ENTJ</b>  |
|                   |                   | E Breadth of interests<br>S Reliance on facts<br>T Logic and analysis<br>J Organization   | E Breadth of interests<br>S Reliance on facts<br>F Warmth and sympathy<br>J Organization   | E Breadth of interests<br>N Grasp of possibilities<br>F Warmth and sympathy<br>J Organization   | E Breadth of interests<br>N Grasp of possibilities<br>T Logic and analysis<br>J Organization   |

# Style Differences at Work

## ENERGY

### Extroverts

Variety and activity.....  
 Faster, enjoys the overall job.....  
 Good at greeting people.....  
 Impatient with long, slow jobs.....  
 Enjoy telephone interruptions.....  
 Interested in how others do the job.....  
 Usually act quickly, sometimes without thinking.....

### Introverts

Quiet and concentrated  
 Careful, enjoy the details  
 Trouble at remembering names and faces  
 Patient with a single long term project  
 Dislike telephone interruptions  
 Interested in the idea behind the job  
 Usually think before they act, sometimes without acting

## COLLECTING INFORMATION

### Sensors

Dislike problems unless there are standards.....  
 Don't mind routine, good at repetitive detail.....  
 Enjoy using skills already learned.....  
 Steady energy.....  
 Impatient with too much complexity.....  
 Rarely inspired.....

### Intuitives

Like new problems and chance to invent new solutions  
 Dislike repetition and routine  
 Enjoy learning more than using new skills  
 Bursts of energy  
 Patient with complexity  
 Follow inspirations

## DECIDING

### Thinkers

Not interested in people's feelings.....  
 May hurt people's feelings without knowing it.....  
 Like analysis and order.....  
 Make decisions impersonally,.....  
 Need to be treated fairly.....  
 Able to reprimand, fire people when necessary.....

### Feelers

Very aware of people's feelings  
 Like to please people or help them  
 Like harmony, relationships  
 Make decisions by feelings, can be influenced by likes and dislikes  
 Need to be treated personally  
 Dislike telling people unpleasant things

## LIVING

### Judgers

Like to make a work schedule and finish on time.....  
 May decide too quickly.....  
 Dislike interruptions.....  
 May not like to stop work on one.....  
 project for one more urgent.....  
 May not notice new things which must be done.....

### Perceivers

Like to adapt to changing situations  
 May have difficulty deciding  
 Enjoy interruptions  
 May start too many projects and finish too few  
 May postpone unpleasant jobs

This information may help you understand if your current job capitalizes on your preferred style or causes you to use your non-preferred style.

# Impact of Type on Leadership Behavior

## Sixteen Types in Leadership Roles<sup>3</sup>

Locate and read about your type in the following pages. If the description does not seem quite accurate, read those close to it. If your score on any dimension is near zero (X), you may not have a strong preference.

The information will help you appreciate in yourself and others:

- Contributions to the Organization
- Leadership Style
- Potential Pitfalls
- Suggestions for Development

Look up your Personality type on the page indicated.

### Personality Types in Leadership Roles

|              |              |              |              |
|--------------|--------------|--------------|--------------|
| ISTJ (p. 12) | ISFJ (p. 14) | INFJ (p. 16) | INTJ (p. 18) |
| ISTP (p. 12) | ISFP (p. 14) | INFP (p. 16) | INTP (p. 18) |
| ESTP (p. 13) | ESFP (p. 15) | ENFP (p. 17) | ENTP (p. 19) |
| ESTJ (p. 13) | ESFJ (p. 15) | ENFJ (p. 17) | ENTJ (p. 27) |

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<sup>3</sup> Sandra Krebs Hirsch and Jean Kummerow, *Introduction to Type in Organizations*, 1990

# Types in Leadership Role

## ISTJ

### Contributions to the Organization

- Get things done steadily and on schedule
- Strong with detail
- Having things at the right place and time
- Honor commitments and follow through
- Work well within organizational structure

### Leadership Style

- Use experience and knowledge of facts to make decisions
- Build on reliable, stable, and consistent performance to take charge
- Respect traditional, hierarchical approaches
- Reward those who follow the rules
- Pay attention to immediate and practical organizational needs

### Potential Pitfalls

- May overlook long-range implications in favor of day-to-day operations
- May neglect interpersonal niceties
- May become rigid in their ways
- May expect others to conform to standard operating procedures
- May not encourage innovation

### Suggestions for Development

- May need to pay attention to wider ramifications of problems beyond the present
- May need to consider human element and communicate appreciation
- May need to try fresh alternatives to avoid ruts
- May need to develop patience for those who try new techniques

## ISTP

### Contributions to the Organization

- Act as troubleshooters, rising to the occasion
- Function as a walking compendium of information
- Get things done in spite of rules
- Remain calm during crises
- May have a natural bent in technical areas

### Leadership Style

- Lead through actions by setting an example
- Prefer a cooperative team approach, equal treatment
- Respond quickly when trouble is at hand
- Manage others loosely
- Operate from ruling principles that govern actions

### Potential Pitfalls

- May keep important things to themselves
- May appear unconcerned to others
- May move on before prior effort bears fruit
- May conserve efforts, take shortcuts
- May appear indecisive and undirected

### Suggestions for Development

- May need to open up and share concerns and information with others
- May need to develop perseverance
- May need to plan and put effort in to achieve desired results
- May need to develop a habit of setting goals

# Types in Leadership Roles continued

## ESTP

### Contributions to the Organization

- Negotiate and seek compromise
- Make things happen, keep things lively
- Take a realistic approach
- Embrace risk
- Notice and remember factual information

### Leadership Style

- Take charge readily in crises
- Persuade others to their point of view
- Have a direct and assertive style
- Move along the most expedient route
- Seek action and immediate results

### Potential Pitfalls

- May appear blunt and insensitive to others when acting quickly
- May rely too much on improvisation and miss the wider implications of their actions
- May sacrifice follow-through to the next immediate problem
- May get hooked by materialism

### Suggestions for Development

- May need to curb assertiveness and consider others' feelings
- May need to look beyond the quick fix and plan ahead
- May need to develop more stick-to-itiveness
- May need to look beyond the material pleasures

## ESTJ

### Contributions to the Organization

- See flaws in advance
- Critique programs in a logical way
- Organize the process, product, and people
- Monitor to see if the job was done
- Follow through in a step-by-step way

### Leadership Style

- Take charge quickly
- Apply past experiences to solve problems
- Good at getting to the core of the situation
- Quick to decide
- Act as traditional leaders with respect for the hierarchy

### Potential Pitfalls

- May decide too quickly
- May not see the need for change
- May overlook the niceties in working to get the job done
- May be overtaken by their feelings and values if they ignore them too long

### Suggestions for Development

- May need to consider all sides before deciding
- May need to prod themselves to look at the benefits of change
- May need to make a special effort to show appreciation of others
- May need to take time to reflect and identify their feelings and values

# Types in Leadership Roles continued

## ISFJ

### Contributions to the Organization

- Take the practical needs of people into account
- Use strong follow-through skills to achieve goals
- Are painstaking and responsible with detail and routine
- Expend efforts willingly to serve others
- Have things at the right place and time

### Leadership Style

- May be reluctant to accept leadership at first, but will step in when asked
- Expect themselves and others to comply with organizational needs, structure, and hierarchy
- Use personal influence behind the scenes
- Follow traditional procedures and rules conscientiously
- Use head for detail to reach practical results

### Potential Pitfalls

- May be overly pessimistic about the future
- May not be seen as sufficiently tough-minded when presenting views to others
- May be undervalued because of their quiet self-effacing style
- May not be as flexible as the situation or others require

### Suggestions for Development

- May need to work at seeing the future in positive, global terms
- May need to develop more assertiveness and be more direct
- May need to learn to publicize and spotlight their own accomplishments
- May need to work at remaining open to other ways of doing things

## ISFP

### Contributions to the Organization

- Attend to the needs of people in the organization as they arise
- Act to ensure others' well-being
- Infuse a quiet joy into their work
- Bring people and tasks together
- Pay attention to the humanistic aspects of the organization

### Leadership Style

- Prefer a cooperative team approach
- Use personal loyalty as a means of motivating others
- More apt to praise than to criticize
- Rise to the occasion and adapt
- Gently persuade by tapping into others' good intentions

### Potential Pitfalls

- May be too trusting and gullible
- May not critique others when needed, but may be overly self-critical
- May not see beyond the present reality to understand things in their fuller context
- May be too easily hurt and withdraw

### Suggestions for Development

- May need to develop more skepticism and a method for analyzing information rather than just accepting it
- May need to learn how to give negative feedback to others
- May need to appreciate their own accomplishments more
- May need to develop a more future-oriented perspective
- May need to be more assertive and direct

# Types in Leadership Roles continued

## ESFP

### Contributions to the Organization

- Bring enthusiasm and cooperation
- Present a positive image of the organization to others
- Offer action and excitement
- Link people and resources
- Accept and deal with people as they are

### Leadership Style

- Lead through goodwill and teamwork
- Manage crises well
- Ease tense situation by pulling conflicting factions together
- Make things happen by focusing on the immediate problems
- Facilitate effective interactions among people

### Potential Pitfalls

- May over-emphasize subjective data
- May not reflect before jumping in
- May spend too much time socializing and neglect tasks
- May not always finish what they start

### Suggestions for Development

- May need to include logical implications in their decision-making
- May need to plan ahead when managing projects
- May need to balance task effort with socializing
- May need to work on time management

## ESFJ

### Contributions to the Organization

- Work well with others, especially on teams
- Pay close attention to people's needs and wants
- Complete tasks in a timely and accurate way
- Respect rules and authority
- Handle daily operations efficiently

### Leadership Style

- Lead through personal attention to others
- Gain goodwill through good relationships
- Keep people well informed
- Set an example of hard work and follow-through
- Uphold organizational traditions

### Potential Pitfalls

- May avoid conflict and sweep problems under the rug
- May not value their own priorities enough because of a desire to please others
- May assume they know what is best for others or the organization
- May not always step back and see the bigger picture

### Suggestions for Development

- May need to learn how to value and manage conflict
- May need to factor in their personal needs
- May need to listen hard to what others really need or want
- May need to consider the logical, global implications of their decisions

# Types in Leadership Roles continued

## INFJ

### Contributions to the Organization

- Provide future-oriented insights directed at how to serve human needs
- Follow through on commitments
- Work with integrity and consistency
- Prefer jobs which require solitude and concentration
- Organize complex interactions between people and tasks

### Leadership Style

- Lead through their vision of what is best for others and the organization
- Win cooperation rather than demand it
- Utilize a quiet yet persistent course of action
- Work to make inspirations real
- Inspire others with their ideals

### Potential Pitfalls

- May find their ideas overlooked and underestimated
- May not be forthright with criticism
- May be reluctant to intrude upon others and thus keep too much to themselves
- May operate with single-minded concentration, thereby ignoring other tasks

### Suggestions for Development

- May need to develop political savvy and assertiveness skills to champion their ideals
- May need to learn to give constructive feedback to others on a timely basis
- May need to check their visions with others
- May need to relax and be more open to what can be accomplished in the present situation

## INFP

### Contributions to the Organization

- Want to find a place for each person in the organization
- Are persuasive about their ideals
- Draw people together around a common purpose
- Seek new ideas and possibilities
- Quietly push for organizational values

### Leadership Style

- Take a facilitative approach
- Prefer unique leadership roles rather than conventional ones
- Work independently toward their visions
- Are more likely to praise than to critique others
- Encourage others to act on their ideals

### Potential Pitfalls

- May delay completion of tasks because of perfectionism
- May try to please too many people at the same time
- May not adjust their vision to the facts and logic of the situation
- May spend more time in reflection than in action

### Suggestions for Development

- May need to learn to work with reality rather than seeking the perfect response
- May need to develop more tough-mindedness and a willingness to say "no"
- May need to factor in facts and logic along with personal values
- May need to develop and implement action plans

# Types in Leadership Roles continued

## ENFP

### Contributions to the Organization

- Initiate change
- Focus on possibilities, especially for people
- Energize others through their contagious enthusiasm
- Originate projects and actions
- Appreciate others

### Leadership Style

- Lead with energy and enthusiasm
- Like to be in charge of the start-up phase
- Communicate and often become spokespersons for values relating to people
- Work to include and support others
- Pay attention to what motivates others

### Potential Pitfalls

- May move on to new ideas or projects without completing those already started
- May overlook relevant details
- May overextend and try to do too much
- May procrastinate

### Suggestions for Development

- May need to set priorities and develop follow-through
- May need to focus on important details
- May need to learn to screen projects rather than trying to do all that is initially appealing
- May need to learn and apply time management skills

## ENFJ

### Contributions to the Organization

- Bring strong ideals of how organizations should treat people
- Enjoy leading and facilitating teams
- Encourage cooperation
- Communicate organizational values
- Like to bring matters to fruitful conclusions

### Leadership Style

- Lead through personal enthusiasm
- Take a participate stance in management people and projects
- Responsive to followers' needs
- Challenge the organization to make actions congruent with values
- Inspire change

### Potential Pitfalls

- May idealize others and suffer from blind loyalty
- May sweep problems under the rug when in conflict
- May ignore the task in favor of relationship issues
- May take criticism personally

### Suggestions for Development

- May need to recognize the limitations of people and guard against unquestioning loyalty
- May need to learn to manage conflict productively
- May need to pay as much attention to the details of the task as to people
- May need to suspend self-criticism and listen carefully to the objective information contained in feedback

# Types in Leadership Roles continued

## INTJ

### Contributions to the Organization

- Provide strong conceptual and design skills
- Organize ideas into action plans
- Work to remove all obstacles to goal attainment
- Have strong visions of what the organization can be
- Push the organization to understand the system as a whole with its complex interaction among parts

### Leadership Style

- Drive themselves and others to attain the organization's goals
- Act strongly and forcefully in the field of ideas
- Can be tough-minded with others
- Conceptualize, design, and build new models
- Are willing to relentlessly reorganize the whole system when necessary

### Potential Pitfalls

- May appear so unyielding that others are afraid to approach or challenge them
- May criticize others in their striving for the ideal
- May have difficulty letting go of impractical ideas
- May ignore the impact of their ideas or style on others

### Suggestions for Development

- May need to solicit feedback and suggestions
- May need to learn how to appreciate others
- May need to learn when to give up an impractical idea
- May need to focus more on the impact of their ideas on people

## INTP

### Contributions to the Organization

- Design logical and complex systems
- Demonstrate expertise in tackling complex problems
- Have short- and long-range intellectual insight
- Apply logic, analysis, and critical thinking to issues
- Cut directly to the core issue

### Leadership Style

- Lead through conceptual analysis of problems and goals
- Apply logical systems thinking
- Prefer to lead other independent types while seeking autonomy for themselves
- Relate to others based on expertise rather than position
- Seek to interact at an intellectual rather than emotional level

### Potential Pitfalls

- May be too abstract and therefore unrealistic about necessary follow-through
- May over-intellectualize and become too theoretical in their explanations
- May focus overly on minor inconsistencies at the expense of teamwork and harmony
- May turn their critical analytical thinking on people and act impersonally

### Suggestions for Development

- May need to focus on practical details and develop follow-through
- May need to make efforts to state things more simply
- May need to show appreciation of others' input
- May need to get to know more about others' personal and professional sides

# Types in Leadership Roles continued

## ENTP

### Contributions to the Organization

- view limitations as challenges to be overcome
- provide new ways to do things
- Offer conceptual frame of reference to problems
- Take initiative to spur others on
- Enjoy complex challenges

### Leadership Style

- Plan theoretical systems to address organizational needs
- Encourage independence in others
- Apply logical systems thinking
- Use compelling reasons for what they want to do
- Act as catalysts between people and systems

### Potential Pitfalls

- May become lost in the model, forgetting about current realities
- May be competitive and unappreciative of the input of others
- May over-extend themselves
- May not adapt well to standard procedures

### Suggestions for Development

- May need to pay attention to the here and now
- May need to acknowledge and validate input from others
- May need to set realistic priorities and time lines
- May need to learn how to work within the system for their projects

## ENTJ

### Contributions to the Organization

- Develop well-thought out plans
- Provide structure to the organization
- Design strategies which work toward broad goals
- Take charge quickly
- Deal directly with problems caused by confusion and inefficiency

### Leadership Style

- Take an action-oriented energetic approach
- Provide long-range vision to the organization]
- Manage directly and are tough when necessary
- Enjoy complex problems
- Run as much of the organization as possible

### Potential Pitfalls

- May overlook people's needs in their focus on the task
- May overlook practical considerations and constraints
- May decide too quickly and appear impatient and domineering
- May ignore and suppress their own feelings

### Suggestions for Development

- May need to factor in the human element and appreciate others' contributions.
- 'May need to check the practical, personal, and situational resources available before plunging ahead
- May need to take time to reflect and consider all sides before deciding
- May need to learn to identify and value feelings.



# People Need Opposite Types!

## **Sensing Type Needs an Intuitive**

- To see the possibilities
- To supply ingenuity on problems
- To deal with a complexity having too many imponderables
- To explain what another intuitive is talking about
- To look far ahead
- To furnish new ideas
- To "spark" things that seem impossible

## **Intuitive Needs a Sensing Type**

- To bring up pertinent facts
- To remember things that weren't relevant at the time
- To read over a contract
- To check records, read proofs, score tests
- To notice what ought to be attended to
- To inspect
- To keep track of detail
- To have patience

## **Thinker Needs a Feeling Type**

- To persuade
- To conciliate
- To forecast how others will feel
- To arouse enthusiasm
- To teach
- To sell
- To appreciate the thinker himself

## **Feeling Type Needs a Thinker**

- To analyze
- To organize
- To find the flaws in advance
- To reform what needs reforming
- To weigh the "law and the evidence"
- To hold consistently to a policy
- To stand firm against opposition

## Closing Thoughts

- Differences are natural and valuable for balance.
- Understanding self and others in terms of natural differences is beneficial.
- Managing differences from the strengths of the different types leads to maximum effectiveness.
- Remember the proper use of the MBTI.
  - ✓ If you talk with others about your personality type, explain MBTI to them first.
  - ✓ Do not label other people, especially those without any understanding of their own types.
  - ✓ Do not create an exclusive clique, by virtue of this team having been trained in MBTI. Share the information freely.

## Implementation Actions

1. Brief your coworkers on MBTI and your personality preferences. The understanding will probably help your relationships be more relaxed.
2. Use the Communication Planner to organize a conversation to give someone praise or feedback using their language
3. Consider posting your team personality profile matrix as a reminder to help you understand the others.
4. Consider making desk tent cards or name badges, or purchase lapel pins with their four-letter types to facilitate remembering others' types.
5. Fill in your Action Plan with other actions you plan to take because of this workshop.