



EXECUTIVE COACHING • LEADERSHIP DEVELOPMENT

ORGANIZATION EFFECTIVENESS • FACILITATION • STRATEGIC HUMAN RESOURCE LEADERSHIP

MYERS BRIGGS TYPE INDICATOR (MBTI) II

– THE SELF-DISCOVERY PROCESS

Learning Objectives:

Participants will be able to identify their own and others' preferred Temperament & Interaction Style, validate their MBTI Type. Accept and appreciate differences, communicate more effectively with team-mates, understand decision making preferences and explore impact of their individual MBTs on their Leadership Team

Workshop Length:

4 – 6 hours

Workshop Outline:

I. The Self-Discovery Process

- ✦ Multiple Lenses
- ✦ Ways People are Different

II. Four Temperaments

- ✦ Themes and Patterns
- ✦ Temperament Dynamics
- ✦ Self-Discovery Activity

III. Four Interaction Styles

- ✦ Interaction Style Patterns
- ✦ Interaction Style Dynamics
- ✦ Self-Discovery Activity

IV. MBTI - II: Finding the Best Fit

- ✦ 4 Continuums
- ✦ 8 Preferences
- ✦ 16 Type Pattern Review
- ✦ Self-Discovery Activity

V. Integration and Application

- ✦ Effective Communication & Feedback with other Types
- ✦ Problem Solving using MBTI
- ✦ Impact of Type on Leadership Behavior
- ✦ Impact of Type and Temperament in Teams

"Creating Competitive Companies, One Leader at a Time"

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Personality

A “new” way of understanding personality, is based on the realization that each person is a living system, operating within various other living systems. Our assumptions and beliefs come from advances in several disciplines beginning in the 1920s and furthered by new developments in quantum physics and organismic biology.

Perception and reality . . .

Filters

We each create our own worlds by what we choose to notice, creating a world of distinctions that makes sense to us. We then “see” the world through this self we have created....

...We can never direct a living system. We can only disturb it....we can never give anyone an instruction and expect him or her to follow it precisely. We can never assume that anyone else sees the world as we do.

p. 49, *a simpler way*

Margaret J. Wheatley & Myron Kellner-Rogers

Personality and change . . .

“BLM”

Every change is fostered by a change in self-perception. We will change our self if we believe that the change will preserve our self. We are unable to change if we cannot find ourselves in a new version of the world. We must be able to see that who we are will be available in this new situation.

Thus, we can influence each other only by connecting with who we already are....

We encourage others to change only if we honor who they are now.

p. 50, *a simpler way*

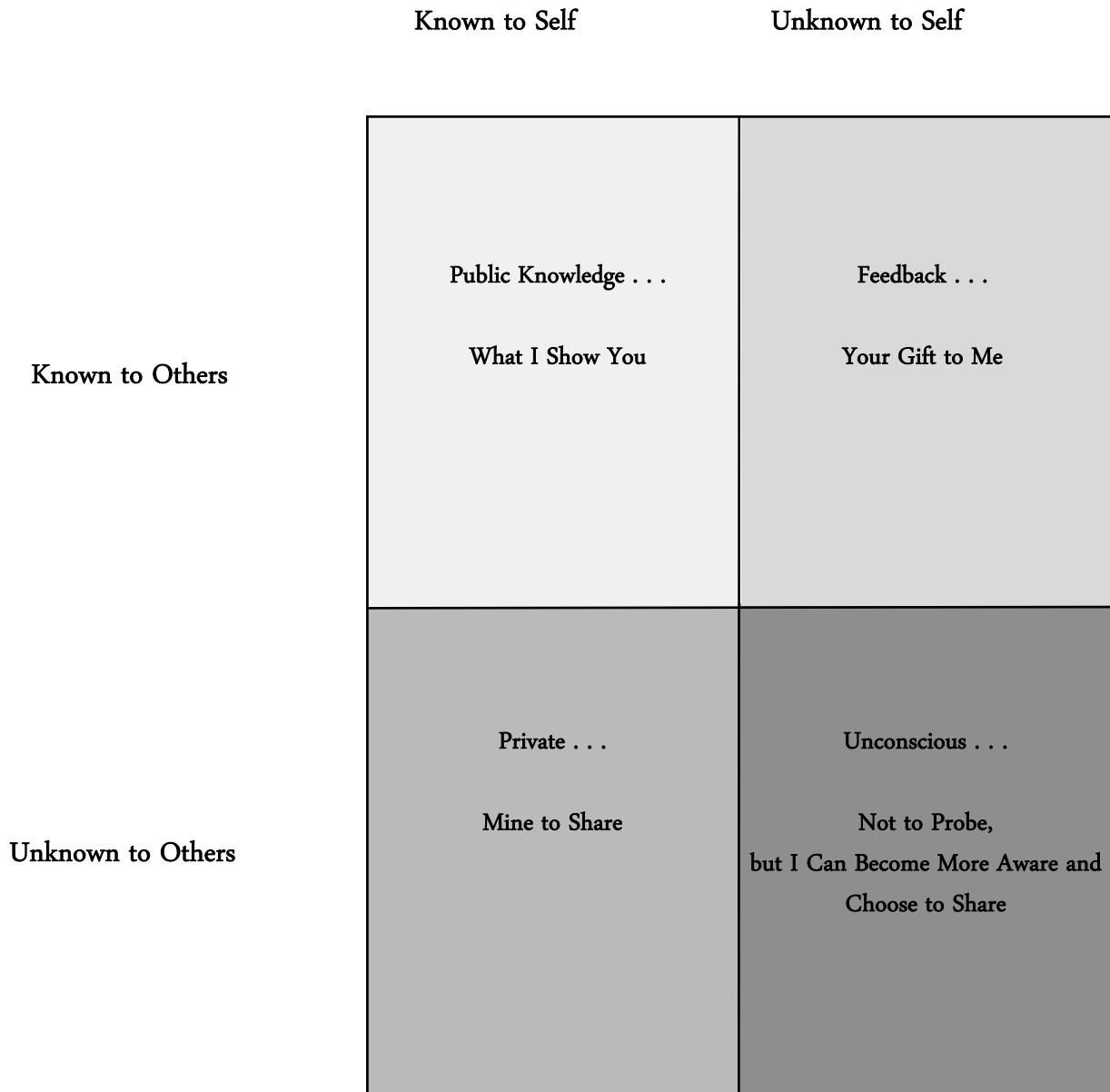
Margaret J. Wheatley & Myron Kellner-Rogers

Personality is . . .

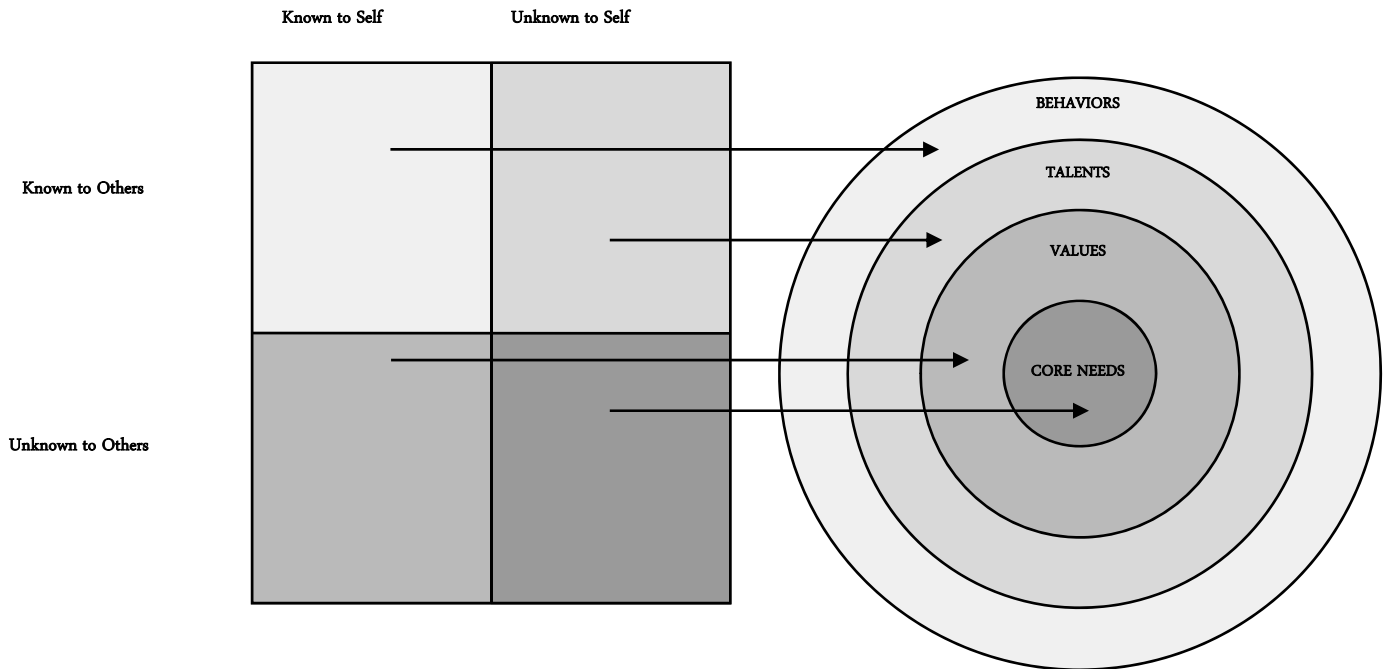
...a stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behavior (thoughts, feeling, and actions) of people that have continuity in time and that may not be easily understood as the sole result of the social and biological pressures of the moment.

p. 9, *Personality Theories* Salvatore R. Maddi

The Johari Window



The Johari Window & Temperament



Best Job/Worst Job

Best Job

Worst Job

Favorite Skills Worksheet

Diplomatic Skill Set

Diplomacy—clarifying, unifying, individualizing, inspiring, mediating . . .

Logistical Skill Set

Logistics—organizing, planning, facilitating, inspecting, supporting . . .

Strategic Skill Set

Strategy—engineering, conceptualizing, theorizing, coordinating, designing . . .

Tactical Skill Set

Tactics—composing, producing, motivating, operating, executing . . .

Artisan Temperament

Characteristics:



Freedom to Act . . . Now!

Impact / Skillful Performance

Action and Variation

Tactics

Aesthetics

Trouble Shoot

Spontaneity and What's Next

What Fits Me?

People I know . . .

Contribution to a team . . .

Guardian Temperament

Characteristics



Responsibility

Membership

Logistics

Traditions

Conserve

Stabilize

Security

Useful

Service and Duty

What Fits Me?

People I know . . .

Contribution to a team . . .

Rational Temperament

Characteristics



Knowledge

Competence

Mastery

Understanding

Insight

Concepts and Ideas

Strategy

Design

Logic

Categories and Why

What Fits Me?

People I know . . .

Contribution to a team . . .

Idealist Temperament

Characteristics



Becoming One's True Self

Meaning and Significance

Human Potential

Empathic Relationships

Authenticity

Diplomacy and Unity

Integrity and Ethics

Growth

What Fits Me?

People I know . . .

Contribution to a team . . .

Temperament Values

<p data-bbox="256 390 444 489">Idealist</p> <ul data-bbox="256 562 558 926" style="list-style-type: none">• Seeking Highest Value in Life• Unity• Beyond the Senses• Meaning of the World• Ethics and Morality• Deep Personal Meaning• Identity• Interpreting• Values	<p data-bbox="902 390 1091 489">Guardian</p> <ul data-bbox="902 562 1214 926" style="list-style-type: none">• Producing and Consuming• Maintaining Life• Preserving/Keeping• Regulating• Apply Knowledge• Avoiding Harm• Economy of Energy and Time• Usefulness• Comfort
<p data-bbox="256 1157 444 1255">Rational</p> <ul data-bbox="256 1318 532 1682" style="list-style-type: none">• Concepts and Ideas• Theories• Logic• Objective Knowledge/Truth• Consistency in Thought• Solve the Problem• General Principles• Studying• Intelligence	<p data-bbox="902 1157 1091 1255">Artisan</p> <ul data-bbox="902 1318 1182 1682" style="list-style-type: none">• Experiencing and Perceiving• Altering Form• Respond to Impulses• Sensuous• Self Enjoyment• Immediate Feelings• Beauty• Expressing and Experience• Freedom of Action

Adapted from Spranger's *Types of Men*

Temperament Patterns

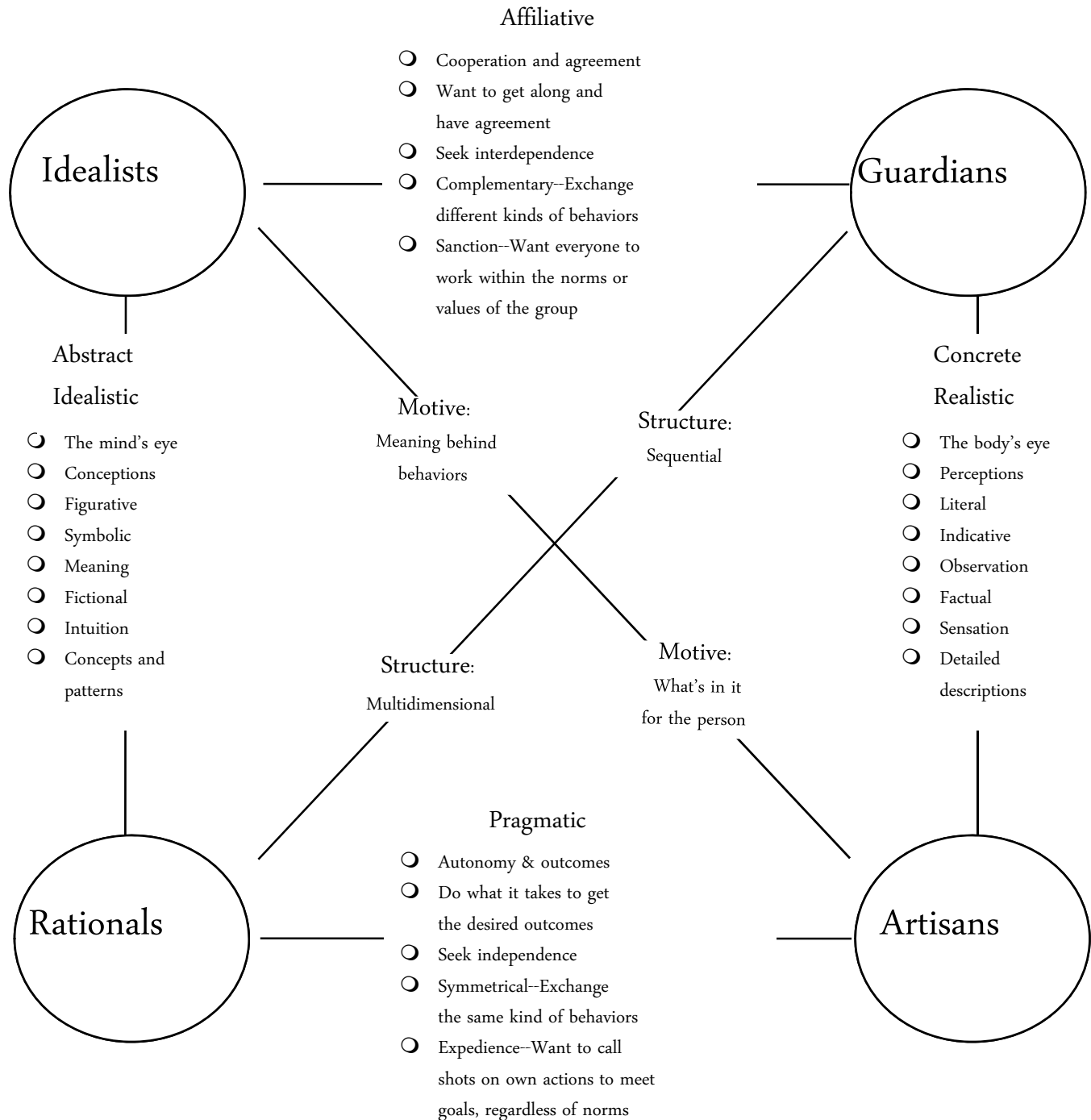
Self-select

Where do you fit?

<input type="radio"/> Idealist	<input type="radio"/> Guardian
<input type="radio"/> Rational	<input type="radio"/> Artisan

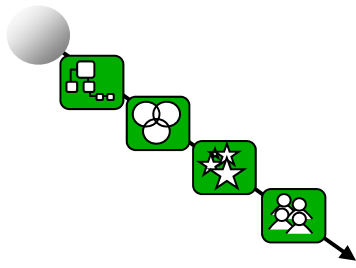
Temperaments -- Things in Common

Language	Ways to Use Words	Abstract / Concrete
Roles	Ways to Interact	Pragmatic / Affiliative
Attention	Interest	Structure / Motives



Meeting Management

List things that occur in meetings that drive you crazy?



In-Charge Interaction Style

Drive to Accomplish

Get an Achievable Result

Quick Decisions

Control Resources

Remove Obstacles

Take Rapid Action and Get Results

Supervise

Mobilize

Execute

Mentor

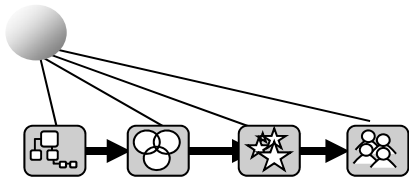
What Fits Me?

People I know . . .

Contribution to a team . . .

Chart-the-Course

Interaction Style



Drive to Anticipate

Course of Action/Points of Reference

Movement and Progress

Keep On Track

Get a Desired Result

Plan

Conceptualize

Analyze

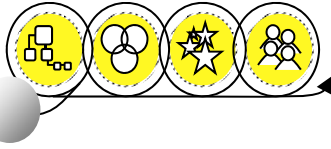
Foresee and Illuminate

Deliberate Decisions

What Fits Me?

People I know . . .

Contribution to a team . . .



Get-Things-Going

Interaction Style

Drive to Involve and Be Involved

Move the Group to Action

Get an Embraced Result

Interaction

Facilitate the Process

Make Things Easy

Discover

Explore

Share insights

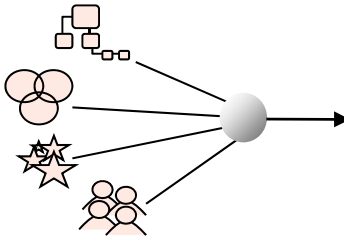
Collaborative Decisions

What Fits Me?

People I know . . .

Contribution to a team . . .

Behind-the-Scenes



Interaction Style

Drive to Integrate

Reconcile Many Inputs

Get the Best Result Possible

Understand and Work With the Process

Work Toward the Wanted or Needed Outcome

Support

Define

Produce

Clarify

Consultative Decisions

What Fits Me?

People I know . . .

Contribution to a team . . .

In-Charge

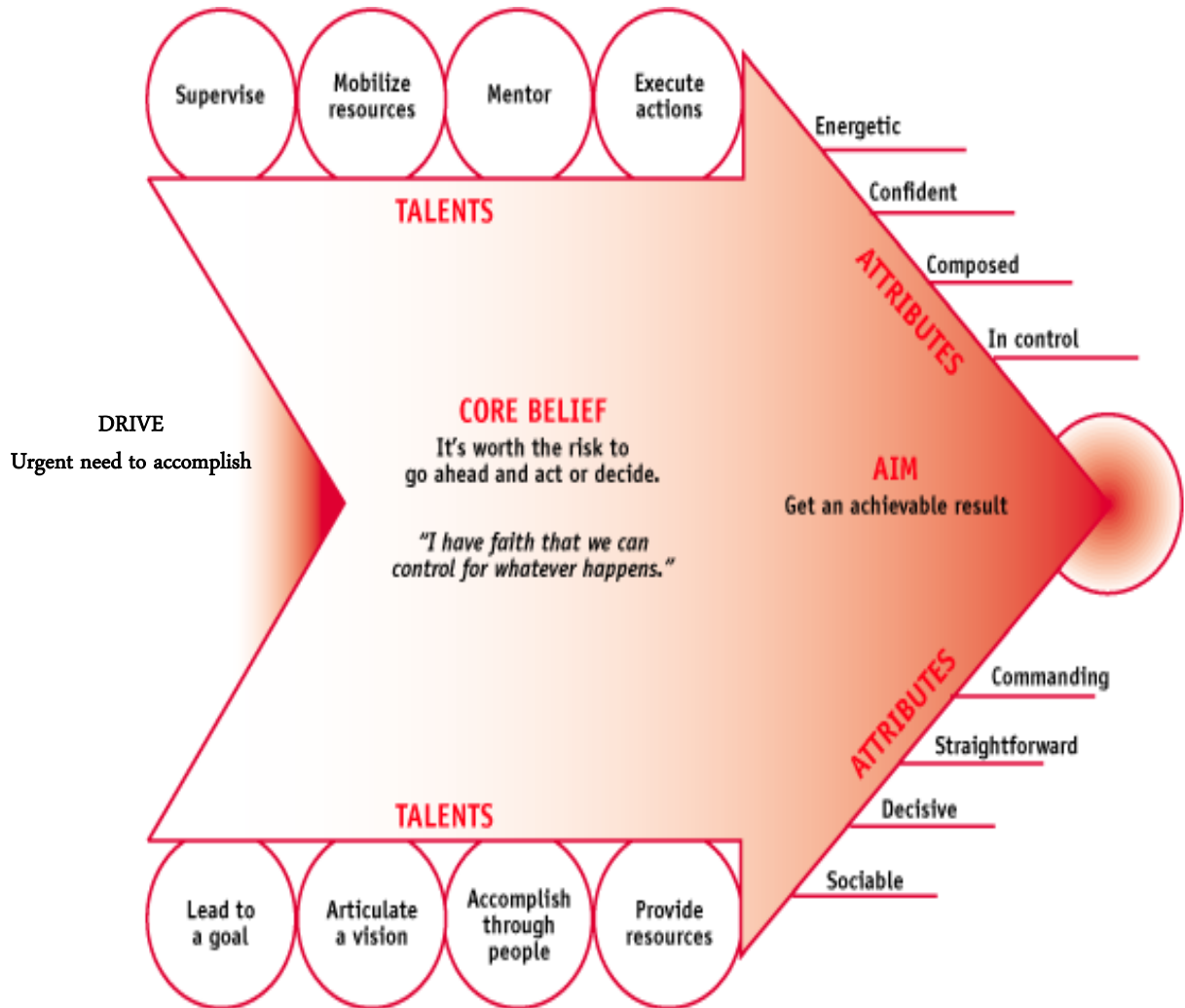
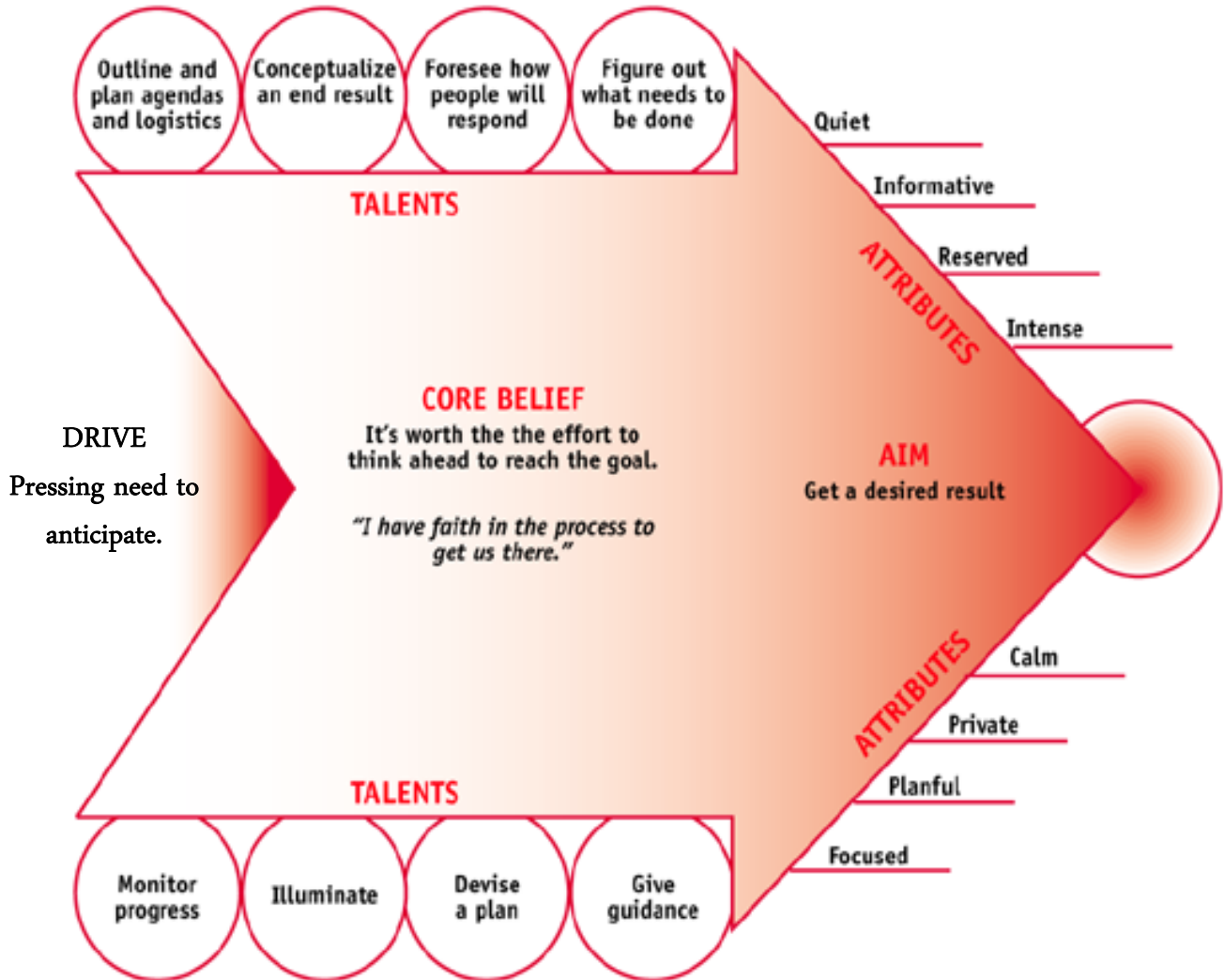
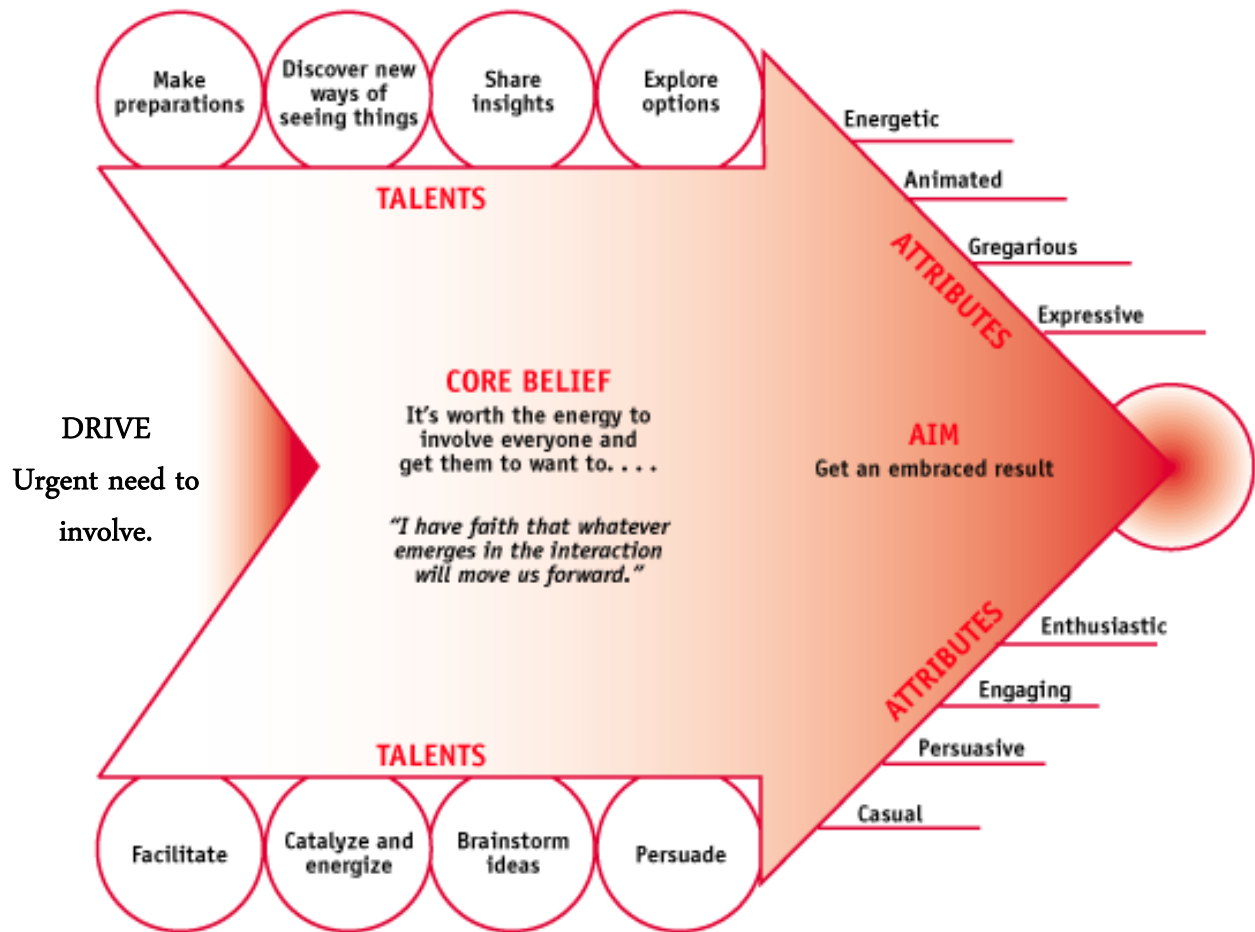


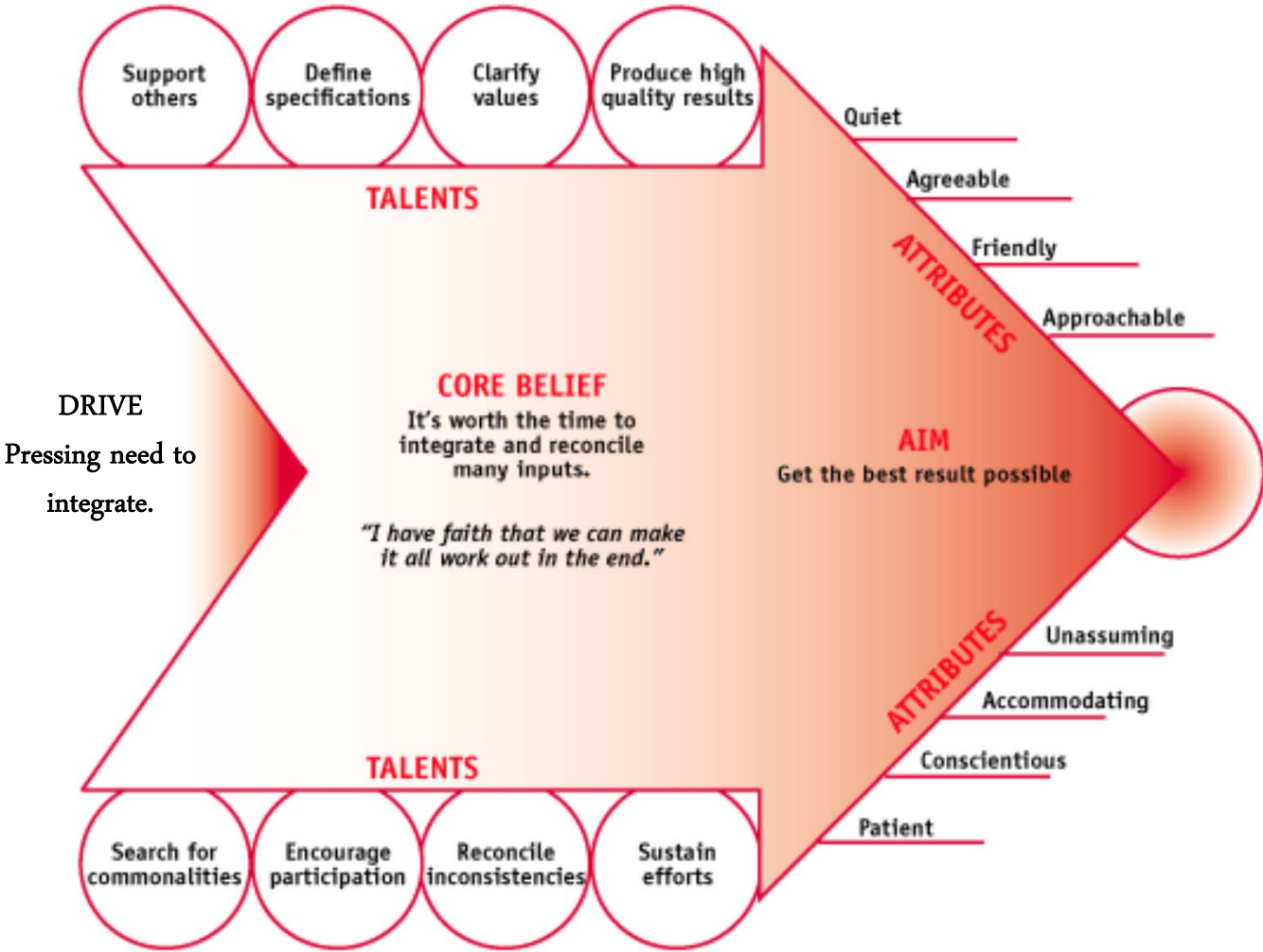
Chart-the-Course



Get-Things-Going







Behind-the-Scenes



Interaction Style Patterns

Self-select

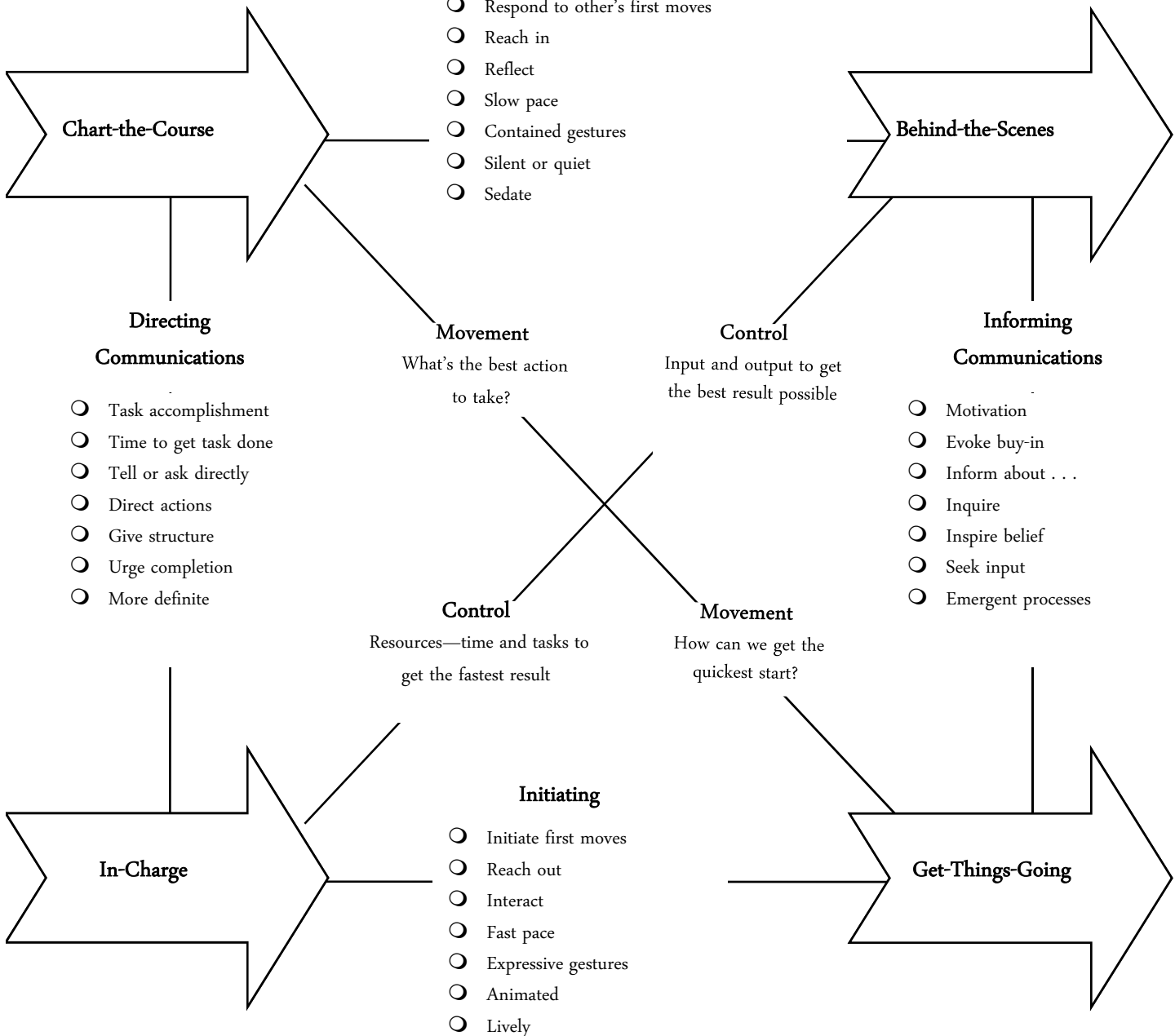
Which fits you?

 Chart-the-Course	 Behind-the-Scenes
 In-Charge	 Get-Things-Going

Interaction Styles—Things in Common

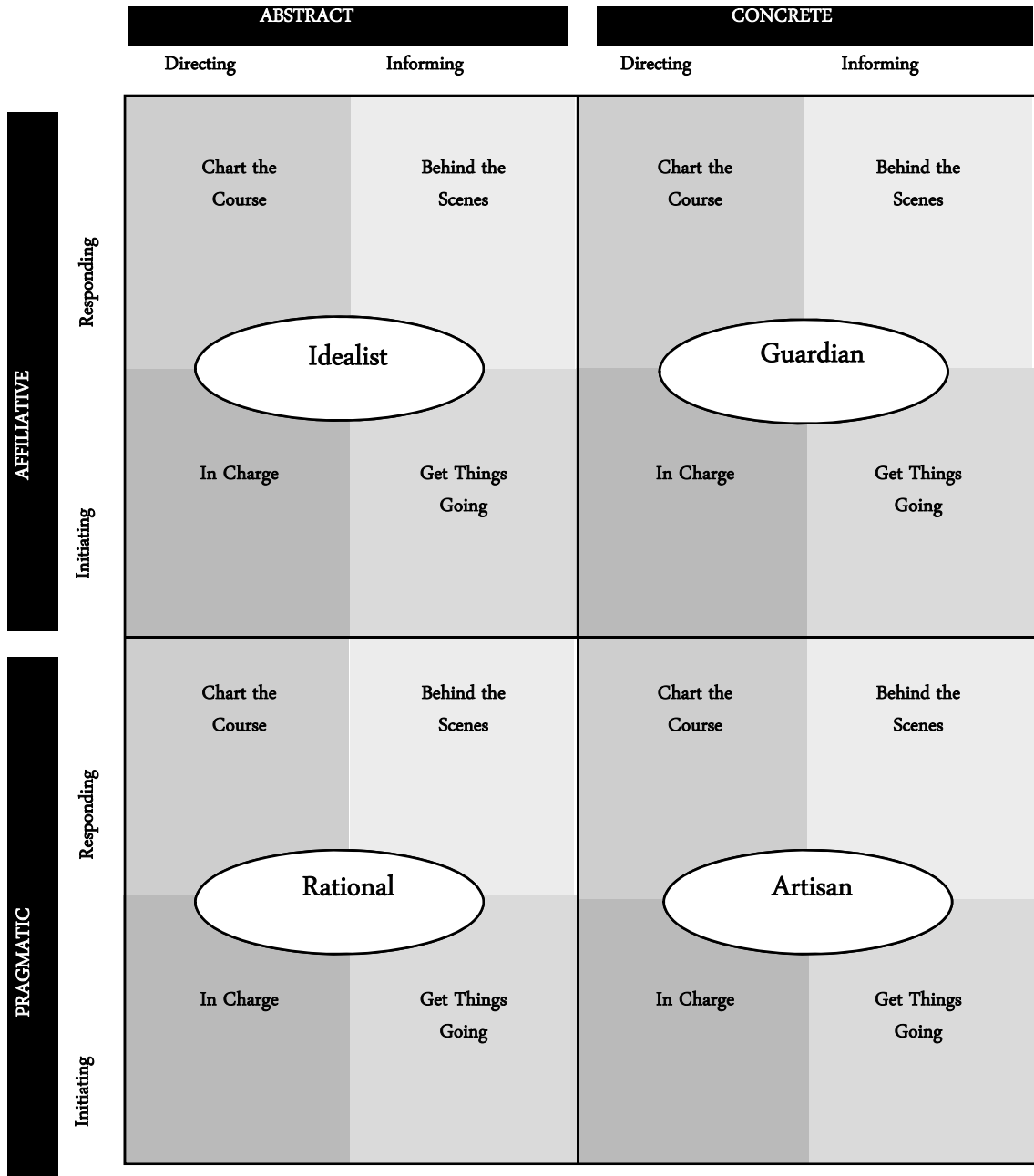
CommunicationWays to Influence	Directing / Informing
Roles	Pace and Energy	Initiating / Responding
Attention	Interest	Control / Movement

Responding



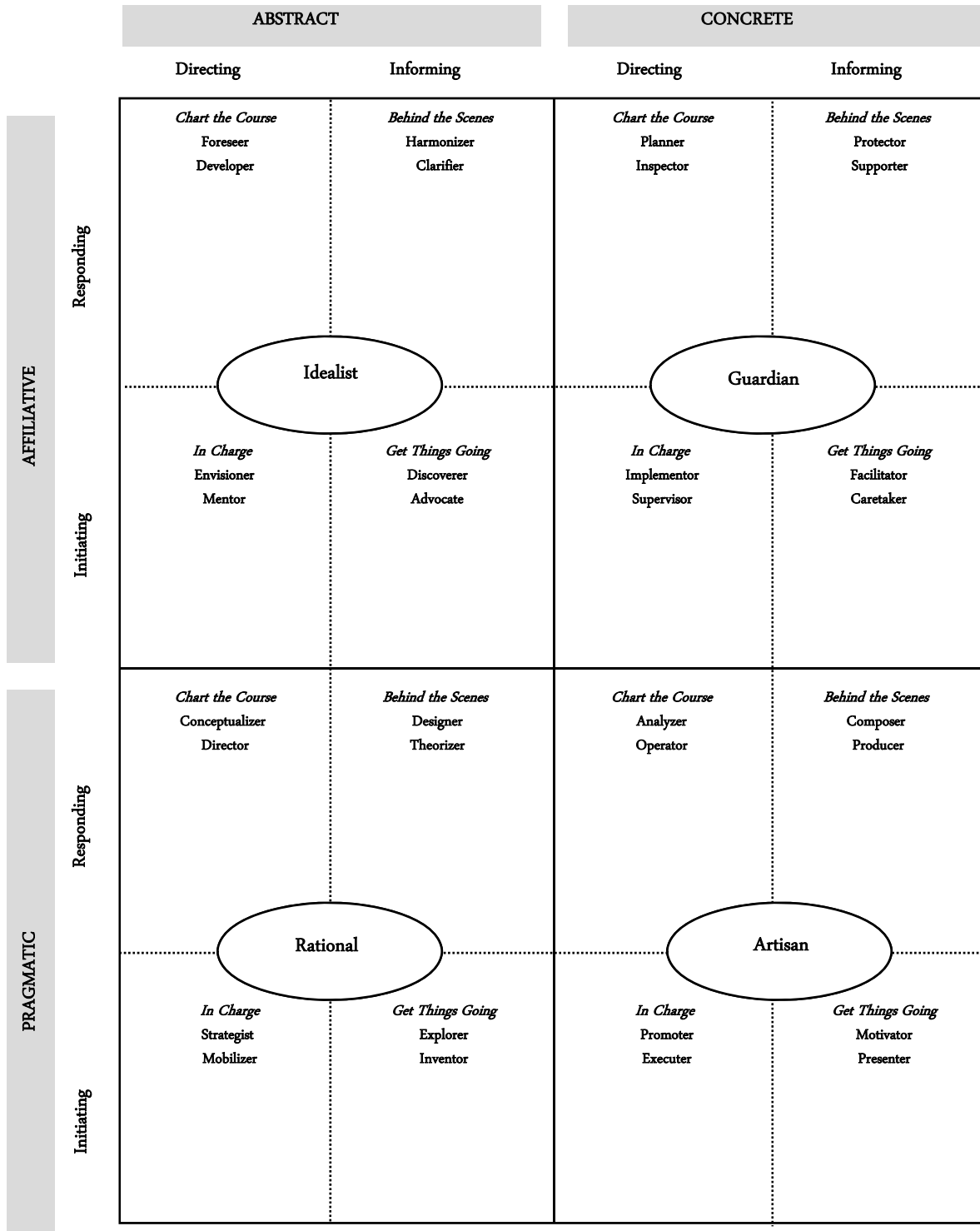
Four Interaction Styles in Each Temperament

Where do you fit?



Temperament Matrix

The 16 Type Patterns



Temperament Matrix

The 16 Type Patterns

		ABSTRACT		CONCRETE	
		Directing	Informing	Directing	Informing
AFFILIATIVE	Responding	<i>Chart the Course</i> Foreseer Developer INFJ	<i>Behind the Scenes</i> Harmonizer Clarifier INFP	<i>Chart the Course</i> Planner Inspector ISTJ	<i>Behind the Scenes</i> Protector Supporter ISFJ
	Idealist NF		Guardian SJ		
	Initiating	<i>In Charge</i> Envisioner Mentor ENFJ	<i>Get Things Going</i> Discoverer Advocate ENFP	<i>In Charge</i> Implementor Supervisor ESTJ	<i>Get Things Going</i> Facilitator Caretaker ESFJ
	PRAGMATIC	Responding	<i>Chart the Course</i> Conceptualizer Director INTJ	<i>Behind the Scenes</i> Designer Theorizer INTP	<i>Chart the Course</i> Analyzer Operator ISTP
Rational NT		Artisan SP			
Initiating		<i>In Charge</i> Strategist Mobilizer ENTJ	<i>Get Things Going</i> Explorer Inventor ENTP	<i>In Charge</i> Promoter Executer ESTP	<i>Get Things Going</i> Motivator Presenter ESFP

Integration of Self Discovery Experiences

		ABSTRACT		CONCRETE	
		Directing	Informing	Directing	Informing
AFFILIATIVE	Responding	<i>Chart the Course</i> Foreseer Developer INFJ	<i>Behind the Scenes</i> Harmonizer Clarifier INFP	<i>Chart the Course</i> Planner Inspector ISTJ	<i>Behind the Scenes</i> Protector Supporter ISFJ
	Initiating	Idealist NF	Guardian SJ	<i>In Charge</i> Envisioner Mentor ENFJ	<i>Get Things Going</i> Discoverer Advocate ENFP
PRAGMATIC	Responding	<i>Chart the Course</i> Conceptualizer Director INTJ	<i>Behind the Scenes</i> Designer Theorizer INTP	<i>Chart the Course</i> Analyzer Operator ISTP	<i>Behind the Scenes</i> Composer Producer ISFP
	Initiating	Rational NT	Artisan SP	<i>In Charge</i> Strategist Mobilizer ENTJ	<i>Get Things Going</i> Explorer Inventor ENTP

My MBTI[®] Feedback

My Best-fit Temperament and Type Patterns

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Dynamics—Temperament Patterns

Temperament & Interaction Styles of the Sixteen Types					
Temperaments	Concrete/Abstract	Affiliative/Pragmatic	Directing/Informing	Initiating/Responding	Preferences
<input type="checkbox"/> Idealist	INFJ ENFJ INFP ENFP	INFJ ENFJ INFP ENFP	INFJ ENFJ INFP ENFP	INFJ ENFJ ENFP	INFJ INFP ENFP
<input type="checkbox"/> Rational	INTJ ENTJ INTP ENTP	INTJ ENTJ INTP ENTP	INTJ ENTJ INTP ENTP	INTJ ENTJ ENTP	INTJ INFP ENFP
<input type="checkbox"/> Guardian	ISTJ ESTJ ISFJ ESFJ	ISTJ ESTJ ISFJ ESFJ	ISTJ ESTJ ISFJ ESFJ	ISTJ ESTJ ESFJ	ISTJ ISFP ENFP
<input type="checkbox"/> Artisan	ISTP ESTP ISFP ESFP	ISTP ESTP ISFP ESFP	ISTP ESTP ISFP ESFP	ISTP ESTP ESFP	ISTP ISFP ENFP

Language	Roles	Interactions
Concrete/Abstract	Affiliative/Pragmatic	Directing/Informing
<ul style="list-style-type: none"> • Eye before the mind • Detail • Indicative • More interested in data • Tangible • Sensory • Past/present focus • Observation 	<ul style="list-style-type: none"> • Mind before the eye • Summary • Figurative • More interested in patterns • Ideal • Conceptual • Future/universal focus • Intuitive leap 	<ul style="list-style-type: none"> • Cooperative • Seek <u>interdependence</u> • Want to get along (Idealist) • Want conformity (Guardian) • Want actions sanctioned • Complementary roles—exchange different kinds of behavior • Operating with each other
		Initiating/Responding
		<ul style="list-style-type: none"> • Pragmatic • Seek <u>independence</u> • Want to follow strategy (Rational) • Want tactical action (Artisan) • Want to call the shots on their own actions • Symmetrical roles—exchange same kinds of behavior • Operating to get the job done expediently
		<ul style="list-style-type: none"> • Task/time focus • Comfortable telling people what to do • Less comfortable giving info and leaving alone • Give structure • Process/motivation focus • Comfortable giving information • Less comfortable telling • Evoke, draw forth
		<ul style="list-style-type: none"> • Easily makes first move in a relationship • Prefers others to make first move and then agrees or disagrees

What to Wear?

How did you go about figuring out what to wear today?

A large, empty rounded rectangular box with a light gray background and a black border, intended for the user to write their response to the question above.

Accessing/Gathering Information

(The Perceiving Processes)

Experiencing

S_e extraverted Sensing

Experience the experience

Experiencing
Doing
Observing and Responding
Adapting and Varying
The Present

"This is what is."
"What's next?"

Inferring

N_e extraverted iNtuiting

Conceive from the experience

Inferring Meaning
Hypothesizing
Seeing Potentials
Wondering and Brainstorming
The Emergent

"This is what might be."
"It could be this, or this, or this, or . . ."

External World



Internal World

Recalling

S_i introverted Sensing

Images from past experience or universal shared history

Recalling
Linking
Comparing and Contrasting
Noticing Match and Mismatch
The Past

"This is how it has always been."
"This reminds me of . . ."

Foreseeing

N_i introverted iNtuiting

Images of the future or of universal symbols

Foreseeing
Conceptualizing
Understanding Complex Patterns
Synthesizing and Symbolizing
The Future

"This is how it will be."
"Aha, that's it!"

Organizing/Evaluating/Deciding

(The Judging Processes)

Organizing

T_e extraverted Thinking

Organize the external world according to criteria and logic

Organizing
Coordinating and Sequencing
Segmenting
Checking to See if Criteria Are Met
Particular to What Is Here and Now

"This is how to do it."
"People do . . ."

Considering Others

F_e extraverted Feeling

Arrange external world according to interpersonal importance

Showing Consideration for Others
Adjusting and Accommodating
Affirming
Checking Appropriateness
Particular to What Is Here and Now

"This is what we need to do."
"We do . . ."

External World



Internal World

Analyzing

T_i introverted Thinking

Check external events and ideas against internal frameworks

Identifying Principles
Categorizing and Classifying
Analyzing
Checking Consistency with Principles
Universal

"This is why."
"It does . . ."

Evaluating Importance

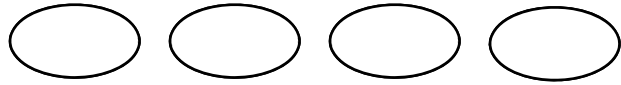
F_i introverted Feeling

Check external events for congruence with internal values

Identifying Values
Harmonizing and Clarifying
Reconciling
Checking Congruency with Values
Universal

"This is important."
"I (or you) do . . ."

Cognitive Processes in the Four-letter Code



Orientation to External World . . .

(Organize it?)

Judging

(__TJ or __FJ in your code)

You prefer to live your outer life using extraverted Thinking or extraverted Feeling to organize or assess the external world, so you . . .

- Like things settled—seek closure for closure's sake
- Tend to enter a situation having already anticipated how it will be and settled on an action before the event.
- Prefer to plan ahead and follow the plan, living in a planned, orderly way.
- Like to live a more structured life
- Orient to deadlines early
- Schedule and organize projects and tasks to avoid anxiety and overload

(Adapt to it?)

Perceiving

(_N_P or _S_P in your code)

● You prefer to live your outer life using extraverted Sensing or extraverted iNtuiting to stay responsive to the external world, so you . . .

- Like being adaptive—going with the flow
- Tend to be spontaneous and responsive to new data, being flexible and letting life happen.
- Prefer to keep options open for change and adaptation
- Like to live in an open-ended way
- Are energized by deadlines and last minute rushes
- Access many projects and tasks randomly to avoid the anxiety of missing opportunities

External World



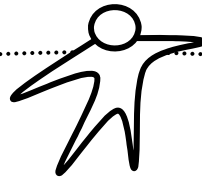
Internal World

Remember: We all have ways we are structured and ways we are spontaneous. This preference refers to our habitual, external behavior only. It can predict some of our behavior, not all of our behavior.

Your Preferred World

Extraverted: You prefer the external or outer world and tend to . . .

- Initiate—comfortable initiating relationships
- Direct energy and attention outward
- Be energized by interaction with others and often drained by too much solitude
- Actively engage with the environment, even when alone
- Seek opportunities for interaction
- Consider many people as friends
- Have breadth of interests
- Be fairly easy to get to know
- Think out loud; tend to speak and act, then reflect



Introverted: You prefer the internal or inner world and tend to . . .

- Respond—gathering information before engaging in relationships
- Direct energy and attention inward
- Be energized by solitary activities and often drained by too much interaction
- Actively disengage with the environment, even when with others
- Seek opportunities for reflection
- Consider few people as close friends
- Have depth of interests
- Be a little harder to get to know
- Think before speaking; tend to reflect, then speak and act

Remember: We all spend time in both the external and the internal worlds. Our preference for one over the other can predict some of our behavior, not all of our behavior.

Temperament Matrix

16 Patterns of the Processes

		ABSTRACT		CONCRETE		
		Directing	Informing	Directing	Informing	
AFFILIATIVE	Responding	<i>Chart the Course</i> Foreseer Developer INFJ Ni Fe Ti Se Ne Fi Te Si	<i>Behind the Scenes</i> Harmonizer Clarifier INFP Fi Ne Si Te Fe Ni Se Ti	<i>Chart the Course</i> Planner Inspector ISTJ Si Te Fi Ne Se Ti Fe Ni	<i>Behind the Scenes</i> Protector Supporter ISFJ Si Fe Ti Ne Se Fi Te Ni	
	Initiating	<i>In Charge</i> Envisioner Mentor ENFJ Fe Ni Se Ti Fi Ne Si Te	<i>Get Things Going</i> Discoverer Advocate ENFP Ne Fi Te Si Ni Fe Ti Se	<i>In Charge</i> Implementor Supervisor ESTJ Te Si Ne Fi Ti Se Ni Fe	<i>Get Things Going</i> Facilitator Caretaker ESFJ Fe Si Ne Ti Fi Se Ni Te	
			Idealist iNtuiting & Feeling NF		Guardian Sensing & Judging SJ	
	Responding	<i>Chart the Course</i> Conceptualizer Director INTJ Ni Te Fi Se Ne Ti Fe Si	<i>Behind the Scenes</i> Designer Theorizer INTP Ti Ne Si Fe Te Ni Se Fi	<i>Chart the Course</i> Analyzer Operator ISTP Ti Se Ni Fe Te Si Ne Fi	<i>Behind the Scenes</i> Composer Producer ISFP Fi Se Ni Te Fe Si Ne Ti	
PRAGMATIC	Initiating	<i>In Charge</i> Strategist Mobilizer ENTJ Te Ni Se Fi Ti Ne Si Fe	<i>Get Things Going</i> Explorer Inventor ENTP Ne Ti Fe Si Ni Te Fi Se	<i>In Charge</i> Promoter Executer ESTP Se Ti Fe Ni Si Te Fi Ne	<i>Get Things Going</i> Motivator Presenter ESFP Se Fi Te Ni Si Fe Ti Ne	
			Rational iNtuiting & Thinking NT		Artisan Sensing & Perceiving SP	

Roles of the Processes

Leading Role

Supporting Role

Relief Role

Aspirational Role

Opposing Role

Critical Parent Role

Deceiving Role

Devilish Role

Type Dynamics Worksheet

Your Type Dynamics Pattern

Where are you in your development?

What cognitive processes have you already developed?

- How has your family background presented you with challenges and opportunities for development or with roadblocks?

Are there cognitive processes that you tend to overuse? Which?

Are there cognitive processes that you tend to underuse? Which?

What cognitive process(es) are you developing now?

- How does your culture and social situation present possible roadblocks or challenges for your development? How does it nurture it?
- How does your job or workstyle foster your development? How does it stifle it?
- Do your current relationships present demands that take extra energy or create a void in your life?

What do you need to develop next?

Which ones do you see yourself developing in the future?

What will you do to foster your own development?

Shifting Perspectives

Situation: You and your partner want to buy a new car. You want an economical red sports car. You need to prepare yourself for any objections your partner may have so there is a win-win solution.

Instructions:

1. Identify what each temperament's needs and values are in "buying a car."
2. Assume that your partner is "not like you."
3. Develop three different communication strategies and the dialogue you will use to achieve a mutual "car to buy" agreement from a partner that is "not like you."
4. Prepare for conversations with people in the 3 groups that are "not like you."

<p data-bbox="380 583 781 646">Idealist</p>	<p data-bbox="980 583 1382 646">Guardian</p>
<p data-bbox="380 1253 781 1316">Rational</p>	<p data-bbox="980 1253 1382 1316">Artisan</p>

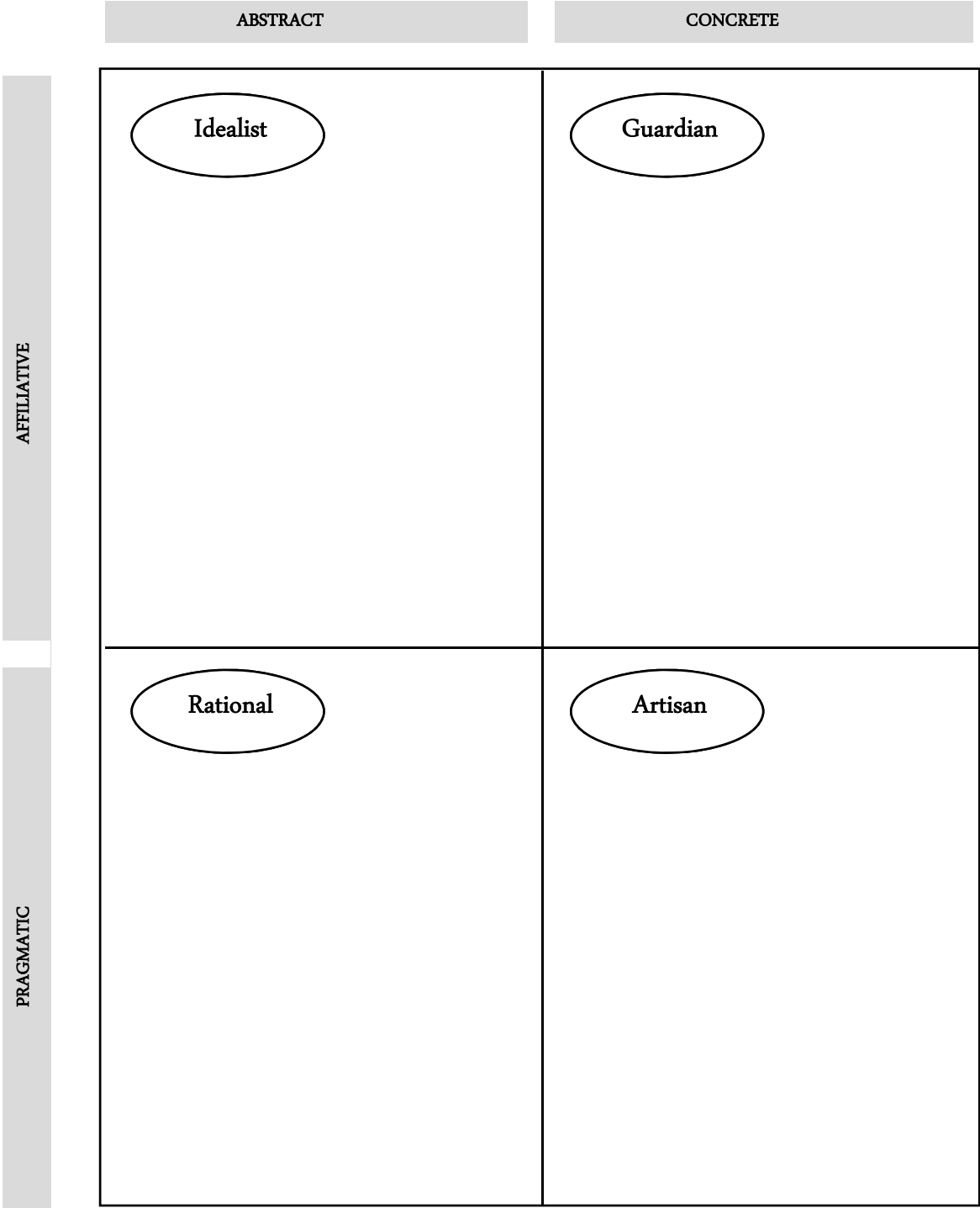
This handout adapted from *Temperament and Type Dynamics--The Facilitator's Guide*

Team Composition

Temperament

What perspectives are predominant on your team?

What perspectives are missing from your team?

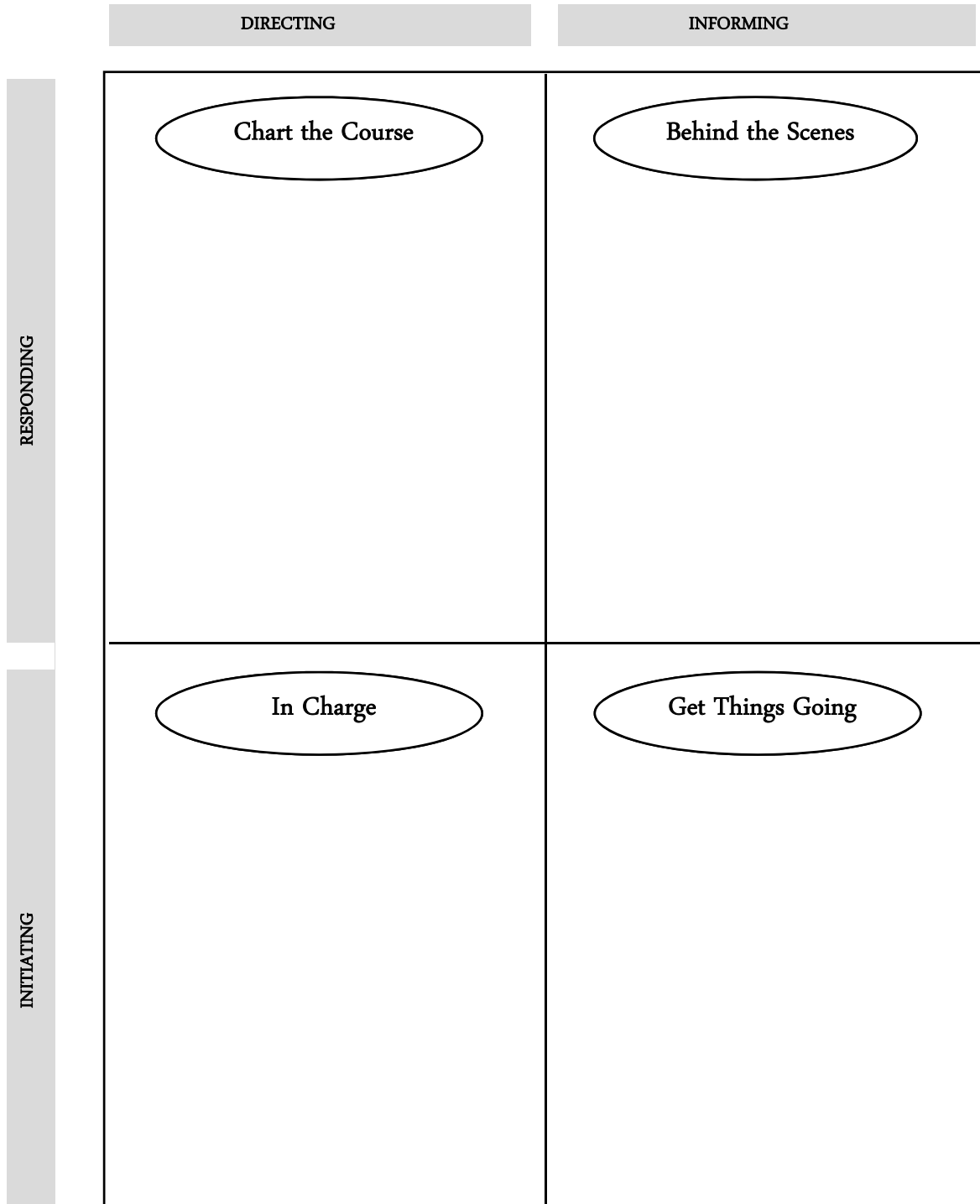


Team Composition

Interaction Styles

What perspectives are predominant on your team?

What perspectives are missing from your team?



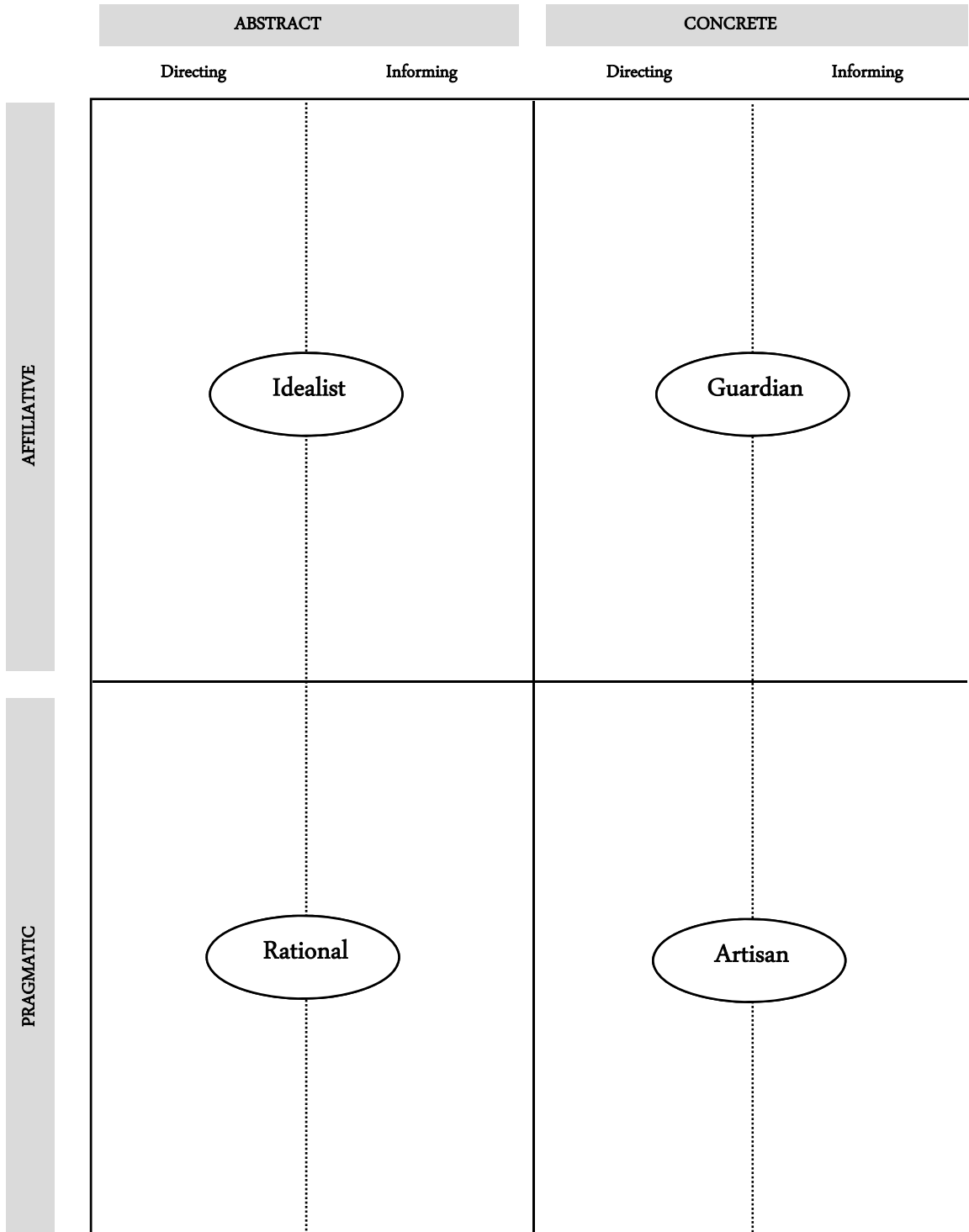
Team Composition

Temperament

(with Directing/Informing)

What perspectives are predominant on your team?

What perspectives are missing from your team?



Team Composition

