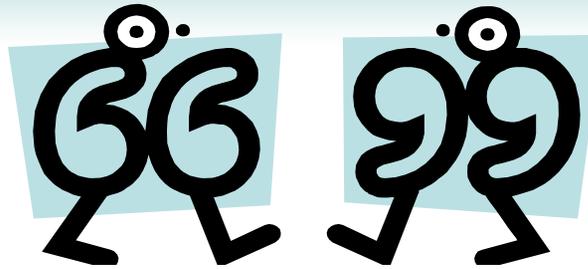


Using Myers-Briggs as a Leader



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“Other people are your greatest resource. Build relationships and they can offer you business, inspiration, promotion and any form of cooperation you can name. Fail to build relationships and these same people can easily hold you back from the success you hope for.”

Peter Senge

Five Leadership Principles

1. Treat your people right.
2. Do the right thing.
3. Communicate with your team.
4. Encourage initiative and innovation.
5. Inspire greatness in others.



Personality Types

(Type Indicators by Myers-Briggs)

- Extraverts vs. Introverts
- Sensors vs. Intuitives
- Thinkers vs. Feelers
- Judgers vs. Perceivers



Do you know your type? Free tests at:

<http://www.humanmetrics.com/cgi-win/JTypes3.asp>

<http://similarminds.com/jung.html>

Benefits Teams By...



- Identifying areas of strength and possible areas of weakness
- Clarifying team behavior
- Helping to match specific task assignments according to preferences
- Supplying a framework in which team members can understand and better handle conflict
- Helping individuals understand how different perspectives and methods can lead to useful and effective problem solving
- Maximizing a team's diversity in order to reach more useful and insightful conclusions
- And....

Behavioral Cues

Extraverts – Talk about it

Introverts – Think about it

Sensing – Want specifics

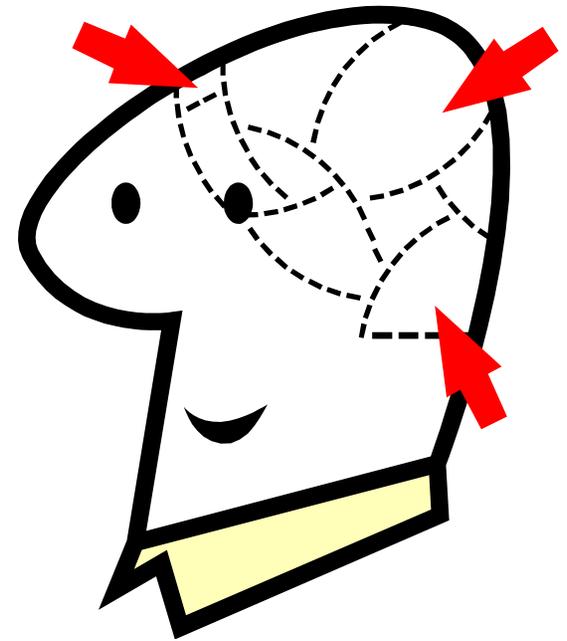
Intuition – Want the big picture

Thinking – Look at logical implications

Feeling – Look at the impact on people

Judging – Aim for closure

Perceiving – Aim for discovery



How can we identify?

- Introverts vs Extroverts
- Sensors vs Intuitives
- Thinkers vs Feelers
- Judgers vs Perceivers



Extraverts vs. Introverts

- Speak quickly
 - Gain energy in groups
 - Talk more and louder
 - Use “we”
 - Move rapidly from one topic to another
 - Interrupt
- Project calm
 - Talk less and softer
 - Use “I”
 - Like to explore single topics
 - Pause before contributing
 - Use short sentences



Sensors vs. iNtuitives

- 65% of population
- Give specific facts
- Use short phrases
- Precise
- Ask “what” and “how” questions
- Direct and to the point
- Ask for step-by-step instructions/information



- 35% of population
- Express feelings
- Ask for purpose
- Want the big picture
- Finish others' sentences
- Look for possibilities
- Repeat and recap
- Ask “why” questions
- Talk in broad terms





Thinkers

vs.

Feelers



- 65% of males
- Test you or your knowledge
- Appear confident
- Weigh objective evidence
- Get to point quickly
- Take less personally
- Precisely delineate differences
- Weigh objective evidence
- Compare pros and cons
- Check the logic of decisions

- 65% of females
- “Nice” people – help others
- Share feelings
- More sentimental
- Strive for harmony
- Take other people into account
- Find areas of agreement
- Talk about what they value
- Ask how others have acted or resolved the situation



Judgers vs. Perceivers



- 60% of population
- Restrained, serious
- Like to be in charge
- Appear to be in a hurry
- Good time managers
- Decisive and deliberate
- Forthright opinions
- Finish one thing before starting another
- Like structure/procedures
- Show impatience with long descriptions
- Enjoy closure

- 40% of population
- Appear more casual
- “Go with the flow”
- Appearance of calm
- Make last minute decisions
- Flexible opinions
- Favor process over product
- Easily distracted
- Want “space” to make own decisions
- Their tone is “let’s explore”
- Enjoy looking at alternatives

Working with the E's & I's

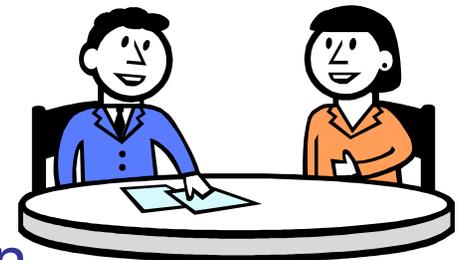
- **Extraverts**

- Use verbal communications
- Let them talk and think out loud
- Provide a variety of topics in a meeting
- Keep the meeting moving – show energy
- Strive to get immediate action



- **Introverts**

- Listen rather than talk
- Focus on one subject at a time
- Use calm body movements
- Allow time for reflection and consideration
- Don't finish their sentences or interrupt



Working with the S's & N's



- **Sensors**

- Clearly delineate the topic at hand
- Have a strong case ready
- Offer facts, examples, cases in step-by-step fashion – make it real
- Make it practical
- Use complete sentences

- **Intuitives**

- Provide big picture first
- Use analogies and metaphors
- Go light on the facts and details
- Be ready to brainstorm options
- Engage them on the imaginative level
- Let them figure out the possibilities



Working with the T's & F's

- **Thinkers**

- Be organized and logical
- Think through the logical flow of the message
- Ask what they think (not feel)
- Appeal to sense of decency and fairness
- Don't repeat yourself



- **Feelers**

- Begin with points of agreement
- Acknowledge their contributions
- Address “people” issues
- Maintain good eye contact
- Smile frequently, be friendly



Working with the J's & P's

- **Judgers**

- Show up on time and ready to go - Have a plan and stick to it
- Have a clear agenda and cover all points
- Resolve the issues you pose – push closure
- Draw appropriate conclusions
- Be decisive or let them make decisions
- Be efficient – don't waste their time or yours



- **Perceivers**

- Allow departing from the agenda, respect their need to ask questions
- Don't force decisions – allow them to make it after the meeting
- Allow discussions of options, opportunities, direction changes and mid-course corrections – give them choices
- Incorporate their contributions into the discussion
- Pay attention to the process



Benefits of Adjusting Your Style

- Better chance of connecting
- Makes it easier for them
- Better understanding of your point of view
- More accepting of your position
- Eliminate unnecessary static
- Improved give-and-take
- More success for you!



How can a Leader best use MBTI?



- Get to know your team members
- Modify your style to match theirs
- Structure meetings to meet all needs
- Assign tasks that fit your team members' type
- Provide rewards and recognition aligned with their type
- Promote and reward partnering
- Preach the benefits of diversity
- Address conflict using what you know about their personality
- Hold discussions focused on people's perceptions of their relationships
- Motivate them by addressing their needs

“Nobody cares how much you know, until they know how much you care.”

Theodore Roosevelt



Roosevelt

Effective Leadership

It's all about changing
what you control and that's
YOU!



References

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