

Understanding your personality and leadership style

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How many personality and leadership styles exist?

What do they have in common?



3 considerations for self discovery and impact

❖ Stand for something

- What do you believe in, what matters to you?
- Even if you can't crisply articulate it, *other people can tell you...*
- Clues in your calendar...

❖ Self Awareness

- “Human beings have always employed an enormous amount of clever devices for running away from themselves” *John Gardner*
- Everyone can do 1-3 things better than any 10, 000 people

❖ Situational

- Kenny Rogers was on to something!
- “It doesn't matter if you're right.”

3 considerations for *enhancing* enhance self discovery and impact

- ✓ **Do something...*anything* – then build on success; embrace failure**
 - Lean in – Cheryl Sandberg COO of Facebook
 - “Kelly - You have 15 minutes”

- ✓ **Perpetual learning – *everyone, everything, everyday***
 - Every day on your way home....
 - “Always learn something – even if it’s what not to do.”

- ✓ **Think *excellence*, not perfection**
 - The Zipper effect

MBTI and Leadership

Be Exceptional

BOSTON MEDICAL CENTER'S STRATEGIC PLAN

Session Objectives

- Understand MBTI Type Preferences
 - How we gain energy/where we are focused
 - How we gather or become aware of information
 - How we process information and make decisions
 - How we participate in the world
- Identify and validate your Type
- Apply personality type awareness to your leadership development

About MBTI

It is :

- An indicator, not a test
 - No right or wrong answers; no better or worse types
 - All types have potential strengths and possible pitfalls or blind spots
- A way to understand **preferences**
- Not validated for use as a condition of employment; not designed to measure skills, intelligence, abilities, or technical expertise
- Not a substitute for performance management

Introduction to MBTI

We have different psychological preferences for how we:

- Focus our energy
- Take in information
- Make decisions
- Approach life

Preferences are also shaped by environmental influences, such as family, culture and education

Indicate preferences—inborn predispositions—on four pairs of opposite preferences, called “dichotomies”:

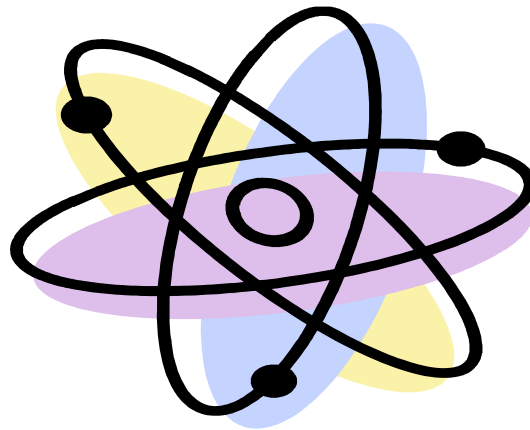
| | | | | |
|--------------|---|----|---|--------------|
| Extraversion | E | or | I | Introversion |
| Sensing | S | or | N | Intuition |
| Thinking | T | or | F | Feeling |
| Judging | J | or | P | Perceiving |

The four preferences can combine into sixteen different patterns (types)—**sixteen different ways of being.**

Extraversion (E)–Introversion (I)

This dichotomy is about mental **energy ---**

where we prefer to get and focus our attention and our energy



Extraversion Vs. Introversion

Extraversion

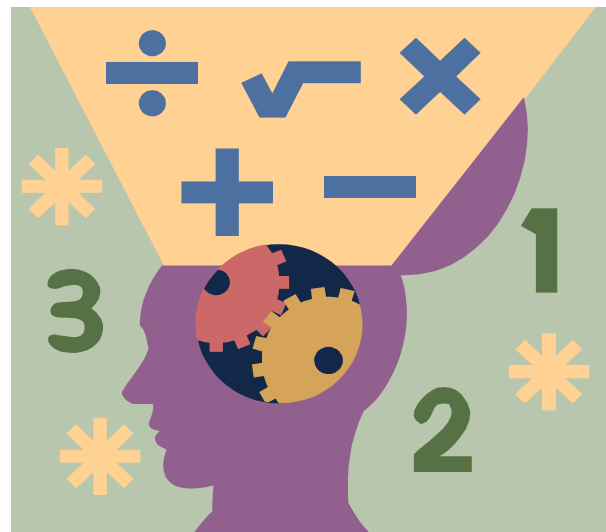
- Focus on people, things
- Energized by others
- Discussion
- Free disclosure
- Speak-think-speak
- Interaction
- Prefer face-to-face discussion

Introversion

- Focus on thoughts, concepts
- Energize by being alone
- Reflection
- Cautious disclosure
- Think-speak-think
- Concentration
- Prefer written communication

Sensing(S)–Intuition(N)

This dichotomy is about **perception** - how we take in information and the kind of information we like and trust



Sensing (S)

- The Five Senses
- Here & Now
- Facts & Figures
- Literal
- Realistic
- Details
- Sequential
- Trees

iNtuition (N)

- Sixth Sense
- Future
- Ideas & Theories
- Figurative
- Possibilities
- Big picture
- Random
- Forest



Thinking(T)–Feeling(F)

This dichotomy is about **decision making -**

the way we organize and prioritize information and the process we prefer to use when making a decision.



Thinking vs. Feeling

Thinking

- Logical analysis
- Principles of truth and justice
- Lives by rules
- Onlooker
- Good at analyzing plans

Feeling

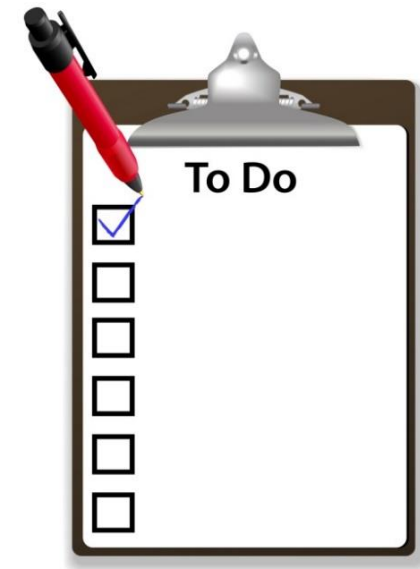
- Relative worth
- Values such as relationships and harmony
- Looks at circumstances
- Participant
- Good at understanding people



Judging (J)–Perceiving (P)

This dichotomy is about we prefer to approach our **external** life:

- how we organize our environment
- how we plan and complete tasks



Judging vs. Perceiving

Judging

- Decisive, planned and orderly
- Prefers order and structure
- Clear limits and categories
- Closure
- Results
- Progress toward deadlines

Perceiving

- Flexible, adaptable and spontaneous
- Prefers to go with the flow
- Explore without limits
- Open-ended
- Process
- Last-minute rush

First Hypothesis

On p. 11 in your *Introduction to Type*[®] booklet:

Write in the four letters you chose based on the preference definitions—your first hypothesis. (From your worksheet)

For a dichotomy in which you couldn't choose a preference, write in a question mark.

E or I or ?

S or N or ?

T or F or ?

J or P or ?

Second Hypothesis

Look at your report and the type indicated by your assessment.

E or I

S or N

T or F

J or P

Finding Your “Best-Fit” Type

If the two hypotheses are the same:

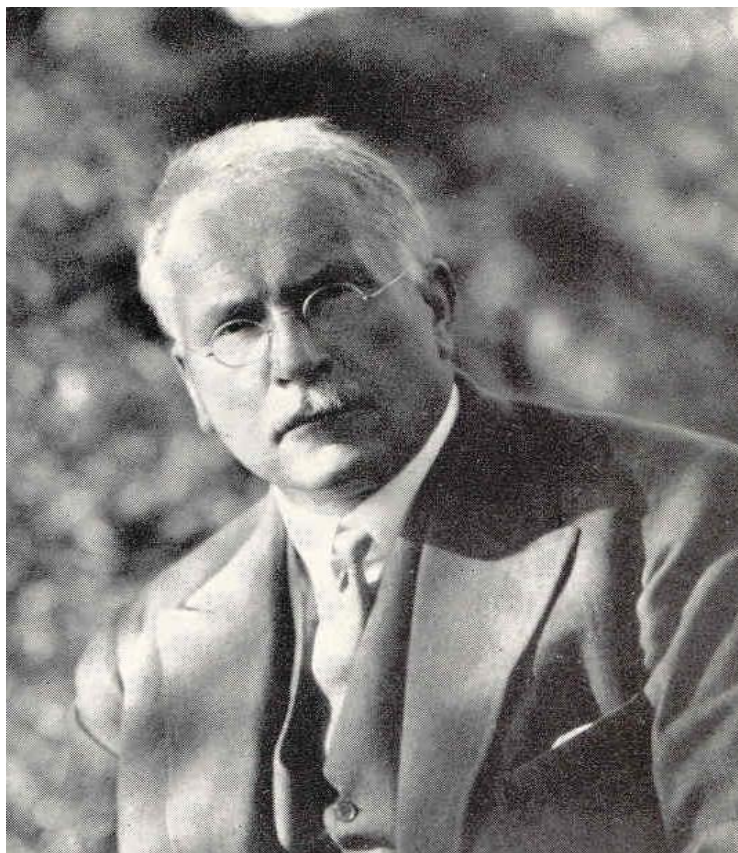
Read the **full-page description** of that type in the *Introduction to Type* booklet, pp. 14–29.

If the two hypotheses are different:

- Read both descriptions.
- Note parts of each description that are like you and parts that are not like you.
- Make an appointment to explore type further

Appendix

MBTI History: Carl G. Jung



(1875–1961), a Swiss psychiatrist, developed a theory of personality:

- Differences between people are not random but predictable and therefore classifiable into “types”.
- Differences in human behavior result from preferences related to two basic functions – perception and judgment.
- How we perceive and judge are a matter of preference.
- Believed our preferences do not change through our life times; what does change is how we use our preferences and the accuracy with which we can measure them.

MBTI History: Katharine C. Briggs



(American, 1875–1968)

Began her study of individual differences in 1915 by observing human behavior or “type watching”.

She read Jung’s *Psychological Types* in 1923.

She spent the next twenty years studying, developing, and applying Jung’s theory.

MBTI History: Isabel Briggs Myers



(American, 1897–1980)

She developed Jung's theory in partnership with Katharine Briggs.

Beginning in 1943, she developed a set of items that became the *Myers-Briggs Type Indicator*® instrument.