Understanding your personality and leadership style

October 19, 2016, 4:00–4:50pm

Lisa Kelly-Croswell
SVP, CHRO Boston Medical Center

Diane Loud
Senior Manager, Organizational Effectiveness
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 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
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
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 Introversion (I)
- Sensing (S) or Intuition (N)
- Thinking (T) or Feeling (F)
- Judging (J) or Perceiving (P)

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

<table>
<thead>
<tr>
<th>Extraversion</th>
<th>Introversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on people, things</td>
<td>Focus on thoughts, concepts</td>
</tr>
<tr>
<td>Energized by others</td>
<td>Energize by being alone</td>
</tr>
<tr>
<td>Discussion</td>
<td>Reflection</td>
</tr>
<tr>
<td>Free disclosure</td>
<td>Cautious disclosure</td>
</tr>
<tr>
<td>Speak-think-speak</td>
<td>Think-speak-think</td>
</tr>
<tr>
<td>Interaction</td>
<td>Concentration</td>
</tr>
<tr>
<td>Prefer face-to-face discussion</td>
<td>Prefer written communication</td>
</tr>
</tbody>
</table>
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
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 how 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 ?
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
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.