

# Interpersonal Leadership Skills

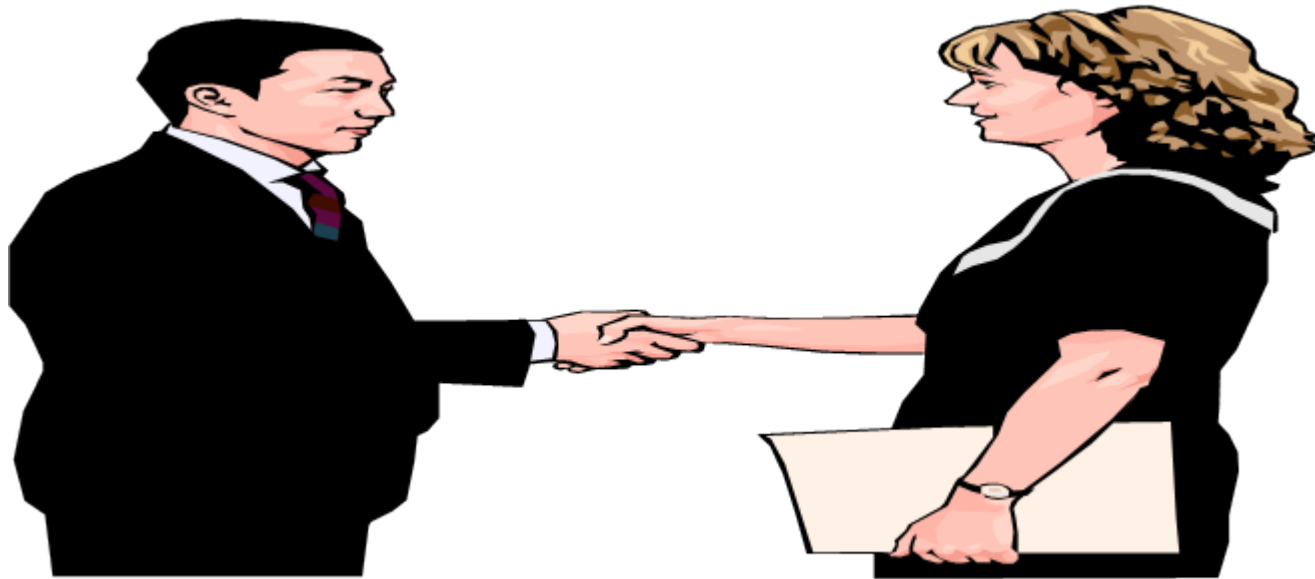


- Michael D. Scales  
Director of University  
Housing
- October 20, 2005
- 2020 MacAlister
- 4:00 – 5:00ish

# Outline

- Welcome & Introductions
- Ground Rules
- What's MBTI: Overview of type and type theory
- Icebreaker: Select Your Type
- Keirsey Temperament Sorter
- Characteristics of types....
  - Extraverts & Introverts – Sensing & Intuitive – Thinking & Feeling – Judging & Perceiving
- Communication and the Four Temperaments
- Type Characteristics Underlying Conflicts
- Contributions of the Preferences
- Individual Goals, Ways of Reducing Conflict, and Team Focus of Different Types
- Wrap Up & Questions

# Welcome & Introductions



# Ground Rules

- Have Fun.
- Participate to your level of comfort.
- Apply what you learn to your organization & leadership roles.

“Student Leadership Is a Forgiving Lesson in Organizational Dynamics”



# What's MBTI

- The Myers-Briggs Type Indicator © (MBTI ©) is a forced-choice personality inventory, developed by Isabel Briggs Myers and Katharine Cook Briggs. It is based on C.G.Jung's theory of Psychological Types. Its purpose is to make this comprehensive theory of personality practical and useful in people's lives.
- The MBTI is an extremely reliable personality questionnaire. On average, 75% who take the MBTI report the same result on retake. For those with clear preference results, this can go up to 95%.
- The MBTI and psychological type enables you to use a non-judgmental language to talk about some serious issues, both within an organization and in counseling and helping people. Type theory is comprehensive, involving both nature and nurture: it is a systems theory and a stage theory, a dynamic way of representing who and what people are, and may be.
- Individuals completing the MBTI are provided with a four letter code (e.g. ISTJ; ENFP etc.) which, when verified, indicate their personality preferences as one of 16 Types. The different type preferences lead to different ways of living and working, taking in information and making decisions. They describe different, effective approaches to working and learning styles and methods, managing, leading, coaching and teaching as well as general communication, teamwork, relationships, counseling etc.
- By Peter Geyer:
- <http://members.ozemail.com.au/~alchymia/library/mbtiorg.html>

# The Eight MBTI® Preferences

**Extraversion**

**Introversion**

**Sensing**

**Intuition(N)**

**Thinking**

**Feeling**

**Judging**

**Perceiving**

## Extraversion Characteristics

- Prefer to communicate verbally
- Outgoing and action-oriented
- Learn best by doing or talking
- Have many friends and acquaintances
- Enjoy sharing ideas at gatherings
- Need external stimulus and input

## Sensing Characteristics

- Focus on what is here and real
- Observe and easily recall data and specifics
- Gain understanding through hands-on experience
- Tend to be factual and concrete

## Thinking Characteristics

- Value logic
- Use cause-and-effect reasoning
- Objective, striving for what's fair
- Critical and analytical

## Judging Characteristics

- Value organization
- Methodical and disciplined
- Decisive and need closure
- Prefer to make plans

## Introversion Characteristics

- Prefer to communicate in writing
- Private and inwardly focused
- Learn best through thinking and processing
- Have a select circle of friends
- Appear to be good listeners
- Need time alone to reenergize self

## Intuition Characteristics

- Attuned to possibilities in the future
- Are concerned with meanings and patterns in information
- Trust "gut" feelings and inspiration
- Tend to be imaginative and creative

## Feeling Characteristics

- Value compassion
- Consider effects of their decisions on people
- Seek to maintain harmony
- Softhearted and empathetic

## Perceiving Characteristics

- Flexible and adaptive
- Tend to be spontaneous
- Prefer to be loose and are open to change
- Prefer to keep their options open

# Icebreaker: Select Your Type

- Please Proceed To One of Following Four Phrases That Best Describes You...



# Four Phrases

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1. "I am someone who is decisive, quick to take action, values facts and logic, and pays attention to details."
2. "I am someone who is service-minded, seeks to help people in very practical ways, and is unselfish, kind, and understanding."
3. "I am someone who is guided by my passions and beliefs, has a sixth sense about people, and works to ensure harmony in the workplace."
4. "I am someone who is an agent of change, a person with a vision who values logical argument, competence, and independence."

# Keirsey Temperament Sorter

- The Keirsey Temperament Sorter is a short questionnaire based on Myers Briggs Type Indicator Theory.
- It is used because it is inexpensive, self-scored, and has a high reliability in producing MBTI results.



# Characteristics of Extraverts and Introverts

## Extraverts

- Prefer to communicate verbally
- Outgoing and action-oriented
- Learn best by doing or talking
- Have many friends and acquaintances
- Enjoy sharing ideas at gatherings
- Need external stimulus and input

## Introverts

- Prefer to communicate in writing
- Private and inwardly focused
- Learn best through thinking and processing
- Have a select circle of friends
- Appear to be good listeners
- Need time alone to reenergize self

# Extraversion–Introversion

## Discussion Topics

1. What do you like about being an Extravert or an Introvert?
2. What perceptions do you think others have of your type?
3. What frustrates you about working (or living) with your opposite type?
4. What do you like or admire about your opposite type?

# Characteristics of Sensing and Intuitive Types

## Sensing Types

- Focus on what is here and real
- Observe and easily recall data and specifics
- Gain understanding through hands-on experience
- Tend to be factual and concrete; are also creative, but in a more step-by-step manner

## Intuitive Types

- Attuned to possibilities in the future
- Are concerned with meanings and patterns in information
- Trust “gut” feelings and inspiration
- Tend to be imaginative and creative; use flashes of insight

# Characteristics of Thinking and Feeling Types

## Thinking Types

- Value logic
- Use cause-and-effect reasoning
- Objective, striving for what's fair
- Critical and analytical

## Feeling Types

- Value compassion
- Consider effects of their decisions on others
- Seek to maintain harmony
- Softhearted and empathetic

# Thinking–Feeling Discussion Topics

1. Think about aspects of the workplace (or home) in which your preference for Thinking or Feeling has been an asset, and list a few examples here.
2. List some situations in which your preference has worked against you.
3. Are there specific behaviors you think should be modified, or that you have already modified, for you to be more effective in the workplace?
4. Discuss how your Thinking or Feeling preference plays out when you are having
  - An impersonal, fact-based conflict
  - A personal conflict

# Characteristics of Judging and Perceiving Types

## Judging Types

- Value organization
- Methodical and disciplined
- Decisive and need closure
- Prefer to make plans

## Perceiving Types

- Flexible and adaptive
- Tend to be spontaneous
- Prefer to be loose and are open to change
- Prefer to keep their options open

# Communication and the Four Temperaments

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When giving feedback	SJs	SPs	NFs	NTs
<b><i>Irritate others by</i></b>	Being too practical to be "fun" Insisting rules should be followed Resisting new options	Ignoring established priorities Making decisions at the last minute Plunging ahead in haste	Taking emotional & moralistic stands Creating dependencies Overextending themselves	Being skeptical, splitting hairs Hurting feelings Taking people for granted
<b><i>Potential pitfalls are</i></b>	Deciding issues too quickly Focusing on dire outcomes	Being hard to predict Being impatient with abstraction	Being highly sensitive Being inflexible with respect to their ideals	Being unrealistic in expectations Being impatient with personal matters
When receiving feedback	SJs	SPs	NFs	NTs
<b><i>Need</i></b>	Appreciation	Acknowledgment	Acceptance	Recognition
<b><i>Are irritated by</i></b>	Nonstandard procedures Ignored deadlines Not playing by the rules	Restrictions Being told what to do Maintaining status quo	Impersonal treatment Criticism Lack of positive feedback	Redundancy Stupid errors Illogical actions

# Type Characteristics Underlying Conflicts

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## Extraverts

- Prefer to develop solutions by talking it through
- Often change direction or topic during course of discussions
- Experience Introverts as “withholding”

## Introverts

- Prefer measured pacing and need talk-free time for internal processing
- Need a more intense focus, and to come back to ideas after consideration
- Experience Extraverts as “invasive”

## Sensing Types

- Define the problem based on concrete events and on what actually happened
- Seek explanations and solutions based on experience
- Experience Intuitive types as “unrealistic”

## Intuitive Types

- See specific behavior as part of an underlying pattern that is the real problem
- Seek theoretical explanations and solutions
- Experience Sensing types as “shooting down their ideas” or blocking progress

## Thinking Types

- Search for logical alternatives and apply them to everyone
- Believe that if a problem can be defined accurately and the relevant evidence gathered, there will be a “correct” solution
- Experience Feeling types as “irrational, inconsistent, and illogical”

## Feeling Types

- Search for individual solutions that work for people
- Believe the solution will be found by gathering many perspectives and finding the answer that fits everyone’s needs
- Experience Thinking types as “cold and uncaring”

## Judging Types

- Need structure, decisions, and closure
- Create plans, structures, and time frames to achieve goals
- Experience Perceiving types as people they cannot count on to follow through

## Perceiving Types

- Need flexibility, and want decisions to grow out of the process
- Have faith in their own internal sense of timing; want to be trusted to meet goals in their own ways
- Experience Judging types as “hemming them in”

Source: Adapted from Myers, Isabel B., McCaulley, Mary H., Quenk, Naomi L., and Hammer, Allen L. (1998). *MBTI® Manual*. (3rd ed.). Palo Alto, Calif.: Consulting Psychologists Press, Inc. Used with permission.

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# Contributions of the Preferences

<b>Extraversion (E)</b> Breadth of interests	<b>Introversion (I)</b> Depth of concentration
<b>Sensing (S)</b> Reliance on facts	<b>Intuition (N)</b> Grasp of possibilities
<b>Thinking (T)</b> Logic and analysis	<b>Feeling (F)</b> Warmth and sympathy
<b>Judging (J)</b> Organization	<b>Perceiving (P)</b> Adaptability

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# Contributions Made by Each Preference to Each Type

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SENSING TYPES

INTUITIVE TYPES

With Thinking

With Feeling

With Feeling

With Thinking

INTROVERTS  
Judging Types**ISTJ**

**I** Depth of concentration  
**S** Reliance on facts  
**T** Logic and analysis  
**J** Organization

**ISFJ**

**I** Depth of concentration  
**S** Reliance on facts  
**F** Warmth and sympathy  
**J** Organization

**INFJ**

**I** Depth of concentration  
**N** Grasp of possibilities  
**F** Warmth and sympathy  
**J** Organization

**INTJ**

**I** Depth of concentration  
**N** Grasp of possibilities  
**T** Logic and analysis  
**J** Organization

INTROVERTS  
Perceiving Types**ISTP**

**I** Depth of concentration  
**S** Reliance on facts  
**T** Logic and analysis  
**P** Adaptability

**ISFP**

**I** Depth of concentration  
**S** Reliance on facts  
**F** Warmth and sympathy  
**P** Adaptability

**INFP**

**I** Depth of concentration  
**N** Grasp of possibilities  
**F** Warmth and sympathy  
**P** Adaptability

**INTP**

**I** Depth of concentration  
**N** Grasp of possibilities  
**T** Logic and analysis  
**P** Adaptability

EXTRAVERTS  
Perceiving Types**ESTP**

**E** Breadth of interests  
**S** Reliance on facts  
**T** Logic and analysis  
**P** Adaptability

**ESFP**

**E** Breadth of interests  
**S** Reliance on facts  
**F** Warmth and sympathy  
**P** Adaptability

**ENFP**

**E** Breadth of interests  
**N** Grasp of possibilities  
**F** Warmth and sympathy  
**P** Adaptability

**ENTP**

**E** Breadth of interests  
**N** Grasp of possibilities  
**T** Logic and analysis  
**P** Adaptability

EXTRAVERTS  
Judging Types**ESTJ**

**E** Breadth of interests  
**S** Reliance on facts  
**T** Logic and analysis  
**J** Organization

**ESFJ**

**E** Breadth of interests  
**S** Reliance on facts  
**F** Warmth and sympathy  
**J** Organization

**ENFJ**

**E** Breadth of interests  
**N** Grasp of possibilities  
**F** Warmth and sympathy  
**J** Organization

**ENTJ**

**E** Breadth of interests  
**N** Grasp of possibilities  
**T** Logic and analysis  
**J** Organization

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# Individual Goals, Ways of Reducing Conflict, and Team Focus of Different Types

	<b>ST Types</b>	<b>SF Types</b>	<b>NF Types</b>	<b>NT Types</b>
<b>Have as individual goal</b>	Efficiency	Service	Empowerment	Mastery
<b>Reduce conflict by</b>	Having the structures in place	Clarity in roles and expectations	Articulating values clearly	Making sure the principles are sound
<b>Want team to focus on</b>	Getting the job done	Offering service and support	Mutual respect and meaningful work	Efficiency and growth

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# Wrap Up & Questions

- Discussion
- Questions
- That's All Folks!

