

USING CARL JUNG'S THEORY OF PERSONALITY AND THE MBTI MODEL TO IDENTIFY YOUR PERSONALITY LEADERSHIP STYLE

- * Personality traits exist in pairs of opposites.
- * Neither opposite is better than the other--in fact they complement each other.
- * Each person has a natural or developed preference for one trait in the pair more than the other but we all have some portion of each.
- * The key to a well-developed personality is capitalizing on one's preferred traits and accepting (even celebrating) teammates/partners who have preferences for the other traits instead of trying to be all things to all people or insisting everyone be like you.
- * There is an instrument known as the Myers-Briggs Type Indicator (MBTI) that has been heavily researched and can provide a good basis to explore your type preferences.

The Four Preferences

E Extraversion People who prefer Extraversion tend to focus on the outer world of people and things.	I Introversion People who prefer Introversion tend to focus on the inner world of ideas and impressions.
S Sensing People who prefer Sensing tend to focus on the present and on concrete information gained from their senses.	N Intuition People who prefer Intuition tend to focus on the future, with a view towards patterns and possibilities.
T Thinking People who prefer Thinking tend to base their decisions primarily on logic and on objective analysis of cause and effect.	F Feeling People who prefer Feeling tend to base their decisions primarily on values and on subjective evaluation of person-centered norms.
J Judging People who prefer Judging tend to like a planned and organized approach to live and prefer to have things settled.	P Perceiving People who prefer Perceiving tend to like a flexible and spontaneous approach to life and prefer to keep their options open.

Instructions to assessing your Personality Leadership Style (simplified version):

Your personality type does not explain everything about you or your leadership style. These are your tendencies/preferences but that does not mean you will always behave in accordance with these preferences. Situations drive behaviors as much or more than your personality preferences. The “middle two preferences” in the Myers-Briggs Model likely defines most of your “Personality Leadership Style.” Research has shown that consciously using the natural strengths of your core personality preferences results in making a difference by being yourself at work and in relationships. As a leader you want to make a difference. Use this form to discover your core personality type. Even better yet, take the actual instrument that has established reliability and validity. Contact the people at www.myersbriggs.org to make arrangements to have your MBTI preferences assessed.

What follows is a “quick and dirty” questionnaire that can help you estimate your core type preferences. Answer the questions in a manner that captures the “real you.” Do not answer how you would like to be. Remember situations drive behaviors too so don’t just answer how you behave...try to answer how you are in most situations as long as you feel that still captures the “real you.”

Following the questionnaire, there are a series of tables that specify typical tendencies of the type preferences. Use these tables to “verify” your type. Do not just stick to the scores acquired through this “quick and dirty” questionnaire. Try to dig deeper to identify which are your true type preferences and then plan on using the strengths of your core personality type.

A Quick Checklist to Estimate whether you are a more natural Sensing Type (S) or an Intuitive Type (N)?

Choose the option that you believe is more naturally you across situations:

1. Are you more interested in the actual facts of a situation (S)?
Or are you more interested in the possibilities of the situation (N)?
2. Do you tend to pay attention to the details (S)?
Or do you notice the patterns (N)?
3. Are you more patient with routines (S)?
Or are you more patient with complexity (N)?
4. Do people describe you as sensible, practical, pragmatic and down-to-earth (S)?
Or are you described as imaginative, innovative, creative, and idealistic (N)?
5. Are you more today oriented and thus attend to what is happening here and now (S)?
Or are you more future oriented and keep thinking about what could be (N)?
6. Do you mistrust your intuition and try to prove things to yourself and others in a careful, step by step fashion (S)?
Or once your gut tells you what the answer is, are you even willing to ignore some facts and go with your hunches (N)?
7. Do you consider yourself having a lot of common sense and prefer people who also have a lot of common sense (S)?
Or do you consider yourself as being quite creative and prefer people who also use a lot of creative thinking? (N)
8. Do you find yourself responding to what people literally say (S)?
Or do you find yourself reading between the lines and figuring out what they mean (N)?
9. Do you value practical, hands-on experience as the best way to learn (S)?
Or do you value learning that comes from inspiration and conceptualizations (N)?

Did you choose more “S” or more “N” options across the nine items?

Additional descriptions of the “S” vs. “N” preferences will be provided two pages from here.

A Quick Checklist to Estimate whether you are a more natural Thinking Type (T) or a Feeling Type (F)?

Choose the option that you believe is more naturally you across situations:

1. Do you prefer to use the principles of cause-and-effect logic to come to conclusions (T)?
Or do you prefer to apply your values and beliefs to come to conclusions (F)?
2. Do you prefer things to be objective and thus either to be either true or false (T)?
Or do you prefer to decide first whether you agree or disagree with something and thus take a more subjective orientation (F)?
3. Do you tend to come across as impersonal even when you really don't mean to be (T)?
Or do you tend to come across as naturally friendly unless your values are offended (F)?
4. Do you tend to be analytical, skeptical and questioning (T)?
Or are you typically trusting and maybe overly accepting (F)?
5. Are you likely to choose truth over tact and thus state things bluntly (T)?
Or are you likely to choose tact over truth and thus smooth over negative comments (F)?
6. Do you appreciate a good argument because it allows an opportunity to get both sides of an issue out in the open (T)?
Or do you tend to dislike (even fear) conflict and try to keep things harmonious (F)?
7. Is your idea of justice to treat everyone the same (T)?
Or is your idea of justice that you need to treat people according to their needs (F)?
8. Do you tend to be nonchalant about good work, your own as well as others (T)?
Or do you express appreciation readily and probably want it too (F)?
9. Are you more concerned with being reasonable and focusing on the task (T)?
Or are you more concerned with being compassionate and focusing on relationships (F)?

Did you choose more "T" or more "F" options across the nine items?

Additional descriptions of the "T" vs. "F" preferences will be provided two pages from here.

Perceiving Function Preferences

S = Sensing

N = Intuition

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| 1. More interested in known facts and actualities. | 1. More interested in possibilities and speculations. |
| 2. Attends to details. Sees the trees better than the forest | 2. Notices the patterns. Sees the forest better than the trees. |
| 3. Depends on five senses – very aware of physical surroundings. | 3. Depends on intuition – independent of physical surroundings. |
| 4. More patient with routines. | 4. More patient with complexity. |
| 5. Sensible. Practical. Pragmatic. Down to earth. | 5. Imaginative. Innovative. Idealistic. Head in the clouds. |
| 6. Present oriented. Here-and-now. Sees what is, and likely to be content with it. | 6. Future oriented. Sees what could be, and is often restless for change. |
| 7. Hates to see people making things overly complicated. | 7. Enjoys complexity and theories. |
| 8. Steady workers | 8. Works in bursts. |
| 9. Systematic and persistent. | 9. Jumps to conclusions. |
| 10. Mistrusts intuition. | 10. Ignores some facts |
| 11. Has and values common sense. | 11. Has and values creativity. |
| 12. Investigators. Implementers. | 12. Originators. Promoters. |
| 13. Learns by imitating and instruction. | 13. Learns by initiating and insight. |
| 14. Better at responding to what is actually said. | 14. Reads between the lines. |
| 15. Must experience through his/her senses to really understand it. | 15. Understands many things through 'gut feelings' and hunches. |
| 16. Believes creativity is 99% perspiration and 1% inspiration. | 16. Believes that creativity comes in flashes of inspiration. |
| 17. Joe Friday of Dragnet. | 17. Issac Newton and the apple. |

In the U.S., there are at least twice as many S's as N's.

S's need N's to raise new possibilities, to push for complex views, the big picture and the future.

N's need S's to make ideas more realistic, practical, and factual, to attend to details, and to focus on the short-term.

Judging Function Preferences

T = Thinking

F = Feeling

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| 1. Applies principles of logic to come to conclusions. | 1. Applies values and beliefs to come to conclusions. |
| 2. Emphasizes the objective. Has a true-false orientation. | 2. Emphasizes the subjective. Has an agree-disagree orientation. |
| 3. May come across as impersonal without intending to be. | 3. More naturally friendly unless values are stepped on. |
| 4. Analytical. Skeptical. Questioning. | 4. More trusting. May be overly accepting. |
| 5. Chooses truth over tact. | 5. Chooses tact over truth. |
| 6. Appreciates a good argument. | 6. Fears conflict. Prizes harmony. |
| 7. Justice = treating all people the same. | 7. Justice = treating all people as individuals. |
| 8. Very concerned with fairness. | 8. Treats others as they need to be treated. |
| 9. Systematically applies policies and laws to decisions about people. | 9. Does what seems 'right' in situations regarding people. |
| 10. Persuades via logic. | 10. Persuades by appealing to values and by arousing enthusiasm. |
| 11. More likely to rationalize his/her values and beliefs. | 11. Clearly knows his/her priorities, beliefs and values. |
| 12. More nonchalant about good work (own and others). | 12. Gives and desires appreciation more readily. |
| 13. Less likely to be sensitive to feelings – their own or others. | 13. More likely to be able to predict their own and others' feelings. |
| 14. Examines consequences from an objective point of view. | 14. Examines consequences from a subjective ("people") point of view. |
| 15. More likely to intellectualize their feelings. | 15. More likely to subjectively bias their thoughts. |
| 16. Contributes to problem solving by exposing flaws to solutions and by being systematic analysts. | 16. Contributes to problem solving by encouraging others and by establishing ethical guidelines for decisions. |

In the U.S., 2/3's of males are T's, 1/3 are F's. 2/3's of females are F's, 1/3 are T's.

T's need F's to persuade and be sensitive to others, to encourage, and to establish ethics and values.

F's need T's to analyze, criticize and push for consistency.

Scouting Report on those who have a Preference for Sensing and Thinking (ST aka Stabilizers aka Sensible Technicians)

The tendencies of those that prefer ST include:

- * They tend to be practical and matter of fact
- * They tend to use and desire common sense
- * They tend to be competitive and efficient
- * They tend to be step by step problem solvers creating incremental progress
- * They tend to like specific and detailed structures, roles, procedures and formats
- * They tend to want to be shown that something is broken before they want to fix it
- * They tend to be concerned about worst case scenarios
- * They tend to want to use “tried and true” proven methods
- * They tend to focus on the here and now in a rational way
- * They tend to pay attention to details and logic

Overall they make a difference:

- * **At work** by breaking down complex issues into a series of steps and tasks that can help bring practical results
- * **In relationships** by providing a matter of fact approach that can help people deal with emotional issues in a dependable, calm and less stressful manner

Scouting Report on those who have a Preference for Sensing and Feeling (SF aka Harmonizers aka Social Facilitators)

The tendencies of those that prefer SF include:

- * They tend to want to seek out and remember details about people
- * They tend not to want conflict. They want people to be happy.
- * They tend to make decisions based on the moment and reflecting their feelings and values
- * They tend to help people feel included...like they belong to one big family
- * They tend to want things to be handled in a civil and respectful manner using proper behavior
- * They tend to do even impersonal tasks in a personal manner
- * They tend to come across as considerate, compassionate, loyal, friendly and caring
- * They tend to emphasize fairness by encouraging everyone to do their fair share and live by the golden rule
- * They tend to be influenced by personal testimonials and personalized service
- * They tend to be the hosts and hostesses of the world

Overall they make a difference:

- * **At work** by making work, even impersonal tasks, feel more people oriented and comfortable
- * **In relationships** by using their caring nature to help people feel valued and supported

Scouting Report on those who have a Preference for iNtuition and Feeling (NF aka Catalysts aka Noble Funlovers)

The tendencies of those that prefer NF include:

- * They tend to provide personal warmth, enthusiasm and energy for the discovery and development of possibilities
- * They tend to be insightful and creative
- * They tend to be believers in causes, especially people-oriented causes
- * They tend to have a gift for communicating with passion and an emphasis on values
- * They tend to be energized by relationships and connections
- * They tend to keep structures, roles, procedures as flexible as possible so people can grow naturally within them
- * They tend to display high energy bursts
- * They tend to see the good in all and push for the long term development of all
- * They tend to value authenticity, harmony and inspiration
- * They tend to want things to be enjoyable, meaningful and fun

Overall they make a difference:

- * **At work** by inspiring people to deliver their strengths for the cause of the organization and the relationships among the people working there
- * **In relationships** by encouraging growth and insight and by communicating in an energetic manner

Scouting Report on those who have a Preference for iNtuition and Thinking (NT aka Visionaries aka Novel Transformers)

The tendencies of those that prefer NF include:

- * They tend to search for interrelationships of the possibilities through impersonal analysis
- * They tend to be calculative risk takers
- * They tend to constantly challenge for higher levels of achievement
- * They tend to come across as confident, blunt and critical thinkers/debaters
- * They tend to want to be the architects of progress by being big picture planners and problem solvers
- * They tend to want just enough structure in a situation in order to insure productivity
- * They tend to be strategic, theoretical, systems thinkers
- * They tend to be goal and future oriented
- * They tend to be comfortable and even prefer complexity
- * They tend to demand high standards of competence for themselves and others

Overall they make a difference:

- * **At work** by emphasizing big picture goals and offering their competencies to solve problems to achieve the goals
- * **In relationships** by using logic and perspective to help people make plans and solve problems