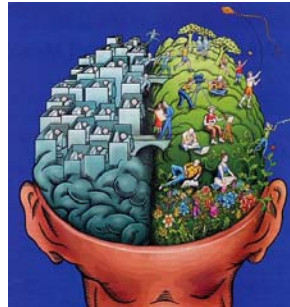




The Leader: Personality Type

IEMA:Organizational Dynamics



Professor Philip Hallinger

Lesson Learning Objectives

1. To understand the basis for personality type theory.
2. To know and be able to define the four P-Type preferences.
3. To describe key traits that differentiate the four sets of P-Type preferences.
4. To know your own MBTI P-Type and understand what it means.



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Unit Learning Objectives

1. To define the 4 MBTI P-Type preferences .
2. To know your own MBTI P-Type.
3. To identify accurately the P-Types of different people.
4. To analyze how P-Type impacts the means by which leaders achieve results.
5. To apply P-Type theory to the analysis and solution of common managerial problems.
6. To develop strategies that allow you to lead and work more effectively with different people.



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What do you Like and Dislike in your working life?

Like
?



- Planning
- Working by myself
- Contacting clients
- Write reports
- Oral presentations
- Solve problems
- Learn new skills
- Routine work
- Tasks with clear goals
- Working without a plan
- Working in teams
- Deadlines



Dislike
?

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Example: Philip's Likes & Dislikes


Likes	Dislikes	Why
<ul style="list-style-type: none">• Design systems• Learn new things• Use knowledge• Teaching others• Writing tasks• Solve problems• Variety in my work• Student growth• Control my time• Freedom in tasks• Privacy	<ul style="list-style-type: none">• Interruptions• Meetings• Follow-up on tasks• Politics• Planning• Develop action plans• Sales & Marketing• Routine work• Implementing policies• People problems• Editing/fixing details	

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Your Own Likes & Dislikes

- ◆ Think about your work activities, responsibilities, tasks in your job. What do you like or dislike about it?
- ◆ On a separate sheet of paper, make a list of your likes and dislikes.
- ◆ You'll complete the 3rd column LATER and enter your responses online.

Likes	Dislikes	Why
		

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Carl Jung's Personality Theory

- ◆ Carl Jung, 20th century Swiss psychologist
- ◆ Adapted by Isabel Myers-Briggs creator of the Myers-Briggs Personality Type Inventory
- ◆ Further developed by David Keirsey, author of the Personal Style Inventory (PSI)
- ◆ Most widely used instrument internationally for personnel selection, career counseling, coaching and team development



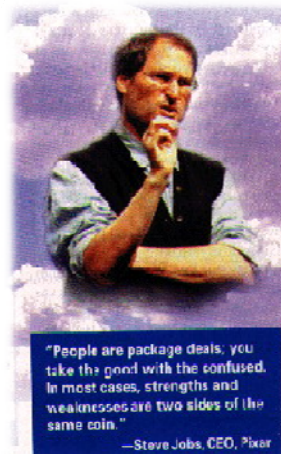
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A Practical Theory for Leaders: Ways of Using P-Type at Work

- ◆ Start with self-awareness.
- ◆ Adapt yourself to others.
- ◆ Adapt your leadership style to the work context.
- ◆ Complement your personal capabilities.
- ◆ Balance the composition of work teams.



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Start with Self-awareness

THE 4 PREFERENCES

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How you prefer to interact Where you get your energy

Extravert - E

- ◆ Process info internally
- ◆ Value privacy
- ◆ Energy from inner-self
- ◆ Like inner thoughts
- ◆ Communicate in writing
- ◆ "TERRITORIAL"

Introvert - I

- ◆ Process info verbally
- ◆ Seek interaction
- ◆ Get energy from people
- ◆ Results, action-oriented
- ◆ Communicate verbally
- ◆ "SOCIABLE"

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How you gather information

Sensing - S

- ◆ Use unconscious
- ◆ Possibilities, potential
- ◆ Look for patterns
- ◆ Abstract, conceptual
- ◆ Non-linear
- ◆ "INSPIRATION"

Intuitive - N

- ◆ Use senses
- ◆ Here & now, practical
- ◆ Focus on details
- ◆ Concrete, data-based
- ◆ Step by step
- ◆ "PERSPIRATION"

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How you make decisions

Thinking - T

- ◆ Use logic, analysis
- ◆ Use facts, data, info
- ◆ Compare pros/cons
- ◆ Value impact on measures
- ◆ Firmer in resolve
- ◆ "OBJECTIVE"

Feeling - F

- ◆ Use feelings
- ◆ Rely on beliefs & values
- ◆ Emotions or "gut" feeling
- ◆ Value impact on people
- ◆ More easily influenced by other people
- ◆ "SUBJECTIVE"

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How you prefer to live in the world

Judging - J

- ◆ Take it easy
- ◆ Flexible, spontaneous
- ◆ Do things at the moment
- ◆ Process-oriented
- ◆ Prefer to leave things open-ended
- ◆ "OPEN-ENDED"

Perceiving - P

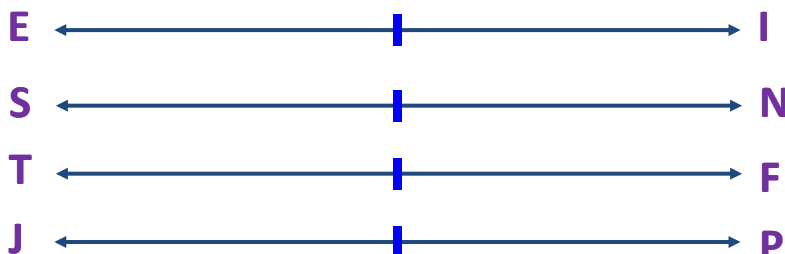
- ◆ Structure, ordered
- ◆ Deadlines, timelines
- ◆ Plan, organize, follow-up
- ◆ Decision-oriented
- ◆ Seek closure in decisions and commitments
- ◆ "SETTLED"

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Remember!

- ◆ You might have a stronger or weaker preference.
- ◆ You can adapt your preferences to the context.
- ◆ These preferences are just differences, not good or bad!



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P-Type Traits

EXTROVERTS <ul style="list-style-type: none">★ like variety, change★ seek results, outcome★ act quickly★ seek/accept distractions★ speak freely★ like quick jobs★ think through speaking	INTROVERTS <ul style="list-style-type: none">★ like quiet, uninterrupted★ reading, thinking★ think first, then speak/act★ dislike intrusion, distraction★ pause before speaking★ enjoy long projects★ prefer written expression
SENSORS <ul style="list-style-type: none">★ like using established way★ enjoy using learned skills★ work steadily, carefully★ work step-by-step★ patient with details★ precise, concrete, practical★ orientation to the here and now	INTUITIVES <ul style="list-style-type: none">★ dislike routine tasks★ like learning new skills★ work in bursts★ may not take time for precision★ impatient★ focus on big picture; vision★ future orientation

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P-Type Traits (cont.)

THINKERS <ul style="list-style-type: none">★ less emotional in dec-making★ analytical, logical★ endure conflict★ decide logically★ focus on facts, data★ firm-minded	FEELERS <ul style="list-style-type: none">★ aware of feelings★ like harmony★ personal relationships key★ influenced by people★ focus on values, feelings★ reconsider decisions
JUDGERS <ul style="list-style-type: none">★ plan and execute★ settled and finished★ may decide too fast★ want only essentials★ like to finish one task at a time★ schedule & plan★ anxious until a decision is made	PERCEIVERS <ul style="list-style-type: none">★ adapt to change★ flexible & open to alternatives★ have trouble deciding★ need to know all options★ Like to have many projects★ tend to be curious★ anxious after decision is made

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P-types on 4 Dimensions

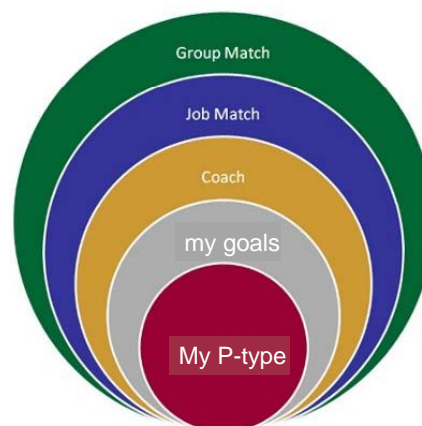
Favorite world	I Introvert Inner world <i>Energized by privacy</i>	E Extrovert Outer world <i>Energized by environment</i>
Information	S Sensing Just the facts <i>Immediate, real, concrete</i>	iN Intuitive Interpret, potential <i>Abstract, concepts, patterns</i>
Decisions	T Thinking Logic driven <i>Objective, impersonal</i>	F Feeling People driven <i>Driven by belief & values</i>
Structure	J Judging Make decisions <i>Careful, planning decisive</i>	P Perceiving Keep options open <i>Flexible, open, possibilities</i>

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Please Note!

- ◆ Although personality type tends to be stable once you have reached your 20's, it is not fixed.
- ◆ You can adapt a preference to different situations when you feel a strong need and value to do so.
- ◆ However, adapting or acting away from our natural preferences has a cost in energy and causes stress.



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Required Take the P-Type Test



Take the Online Test (Required)

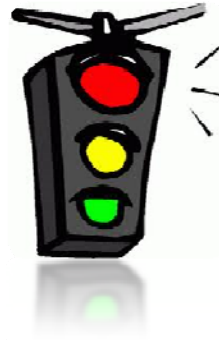
- ◆ The test consists of questions that ask your preferences.
- ◆ You will assess the degree of preference for each pair of choices by assigning a total of 5 points for each pair.
- ◆ When answering the questions think about **your preferences in the workplace**.
- ◆ After answering all questions, **carefully** transfer responses to the summary page.
- ◆ Take the test in the Moodle platform when you exit this presentation.

0	1a	Make decisions after finding out what others think
5	1b	Make decisions without consulting others
Or		
1	1a	Make decisions after finding out what others think
4	1b	Make decisions without consulting others
Or		
2	1a	Make decisions after finding out what others think
3	1b	Make decisions without consulting others
Or		
3	1a	Make decisions after finding out what others think
2	1b	Make decisions without consulting others
Or		
4	1a	Make decisions after finding out what others think
1	1b	Make decisions without consulting others
Or		
5	1a	Make decisions after finding out what others think
0	1b	Make decisions without consulting others



After Completing the Test

- ◆ Add up the columns for each pair of preferences; the higher number for each pair shows your preference.
- ◆ **What if I have a tie score?** If you are clear about 3 of the preferences such as STJ but have 20/20 for one preferences such as E/I read about ISTJ and ESTJ in the reference document.
- ◆ Write your P-Type on the bottom of the page, e.g., ESTJ, INFP, ENTJ....
- ◆ Read about your type in articles and online resources. Long descriptions of each type are included in the resource titled "**16 Personality Types**"



[Recommended Readings](#)

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Identify Your P-Type

ISTJ Work hard to get it done right	ISFJ You can count on us	INFJ Vision driven by values	INTJ Driving forward for excellence
ISTP Action, action, take a chance	ISFP Working to make a difference	INFP Performing noble service to aid society	INTP A love of problem solving
ESTP The ultimate realists	ESFP You only go around once in life	ENFP It's fun to do good work with people	ENTP One exciting challenge after another
ESTJ Life's natural administrators	ESFJ Hosts and hostesses of the world	ENFJ Smooth talking persuaders	ENTJ Life's natural leaders



Do Your Own On-line Research

- ◆ Articles on P-Type have been provided with your readings.
- ◆ Quickly gain practical knowledge about your P-Type through online research at any of thousands of websites.
- ◆ Begin by going to one of these websites, **or** do a google search on your 4-letter P-Type.
- ◆ This is one of the most widely researched topics on the web.

Some Useful Websites

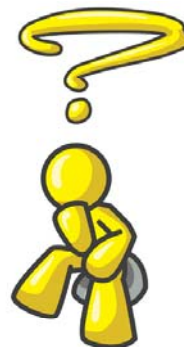
- ◆ www.personalitytype.com
- ◆ www.humanmetrics.com
- ◆ www.personalitypage.com
- ◆ www.personalitypathways.com
- ◆ www.myersbriggs.org
- ◆ www.keirsey.com
- ◆ www.typelogic.com
- ◆ www.ptypes.com

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Reflection

- ◆ Now please go back and analyze **why** you like some tasks and dislike others at work in terms of your P-Type preferences.
- ◆ See my examples on the following slides.



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Part I: Complete Your Likes and Dislikes with **Why?** in the 3rd column?

Likes	Dislikes	Why
<ul style="list-style-type: none">• Design systems• Learn new things• Use knowledge• Teach others• Writing• Solve problems• Variety in my work• Student growth• Control my time• Freedom• Privacy	<ul style="list-style-type: none">• Interruptions• Meetings• Follow-up on tasks• Politics• Planning• Develop action plans• Sales & Marketing• Routine work• Implementing policies• People problems• Editing/fixing details	<ul style="list-style-type: none">• Introvert<ul style="list-style-type: none">• writing• privacy• projects• Intuitive<ul style="list-style-type: none">• creative• vision• variety• Thinking<ul style="list-style-type: none">• use logic• Perceiving<ul style="list-style-type: none">• flexible• independent

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Part II: Strengths & Limitations of My P-Type (enter responses in slides following example)



Strengths	Limitations
◆ _____	◆ _____
◆ _____	◆ _____
◆ _____	◆ _____
◆ _____	◆ _____
◆ _____	◆ _____
◆ _____	◆ _____
◆ _____	◆ _____
◆ _____	◆ _____

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Example: My Strengths as an INTP

- ◆ Focus (I)
- ◆ Design systems (N)
- ◆ Innovation, creation (N & P)
- ◆ Written communication (I)
- ◆ Learning (N & T)
- ◆ Analysis (T)
- ◆ Synthesis (N & T)
- ◆ Strategy (N & T)
- ◆ Withstand conflict (T)
- ◆ Flexible, Adaptable (P)



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Example: My Limitations as an INTP

- ◆ Avoid interaction (I)
- ◆ Dislike detail work (N)
- ◆ Dislike routine work (N & P)
- ◆ Working step-by-step (N)
- ◆ Focus on measures more than people at times (T)
- ◆ Dislike follow-up (P)
- ◆ Dislike planning (P)
- ◆ Dislike goal setting (P)



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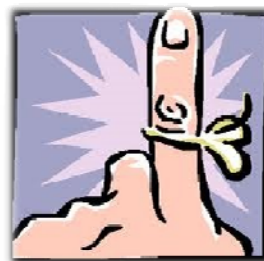


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Please Note Again!

- ◆ Don't use your P-Type preference as a "crutch" or excuse.
- ◆ You can adapt your preferences to different situations when you feel a strong need, but there's a cost.
- ◆ Try to maximize career choices, job roles and tasks to allow you to use your natural strengths.
- ◆ Be aware of your P-Type preferences, but also try to "stretch" to develop yourself in areas where you see a need for change.



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The Leader: Personality Type

END LESSON 1

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