A Different Take on Diversity: The Constructive Use of Differences

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A Different Take on Diversity:
The Constructive Use of Differences

Applying the Myers Briggs Type Indicator in Leadership

Judy Drescher
MBTI Certified Practitioner
Agenda

• A super fast explanation of the MBTI
• Communication disconnects between types
• Workplace stress triggers
• Leading across it all
• Exercises along the way
• Understand your own preferences
• Understand preferences of others
• Become cognizant of extremes
• Awareness of lesser preferred preferences that may require more effort to develop
MBTI Overview

Type theory suggests we have opposing preferences for....

- **Extraversion**: The world around you
- **Introversion**: Your internal world
- **Sensing**: Facts and reality
- **iNtuition**: Patterns and associations
- **Thinking**: From the head
- **Feeling**: From the heart
- **Judging**: Scheduled and orderly
- **Perceiving**: Flexible and spontaneous
## MBTI Overview

<table>
<thead>
<tr>
<th>Preference</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>If you prefer Extraversion, you focus on the outside world to get energy through interacting with people and/or doing things.</td>
</tr>
<tr>
<td>Sensing</td>
<td>If you prefer Sensing, you notice and trust facts, details, and present realities.</td>
</tr>
<tr>
<td>Thinking</td>
<td>If you prefer Thinking, you make decisions using logical, objective analysis.</td>
</tr>
<tr>
<td>Judging</td>
<td>If you prefer Judging, you tend to be organized and orderly and to make decisions quickly.</td>
</tr>
<tr>
<td>Introversion</td>
<td>If you prefer Introversion, you focus on the inner world and get energy through reflecting on information, ideas, and/or concepts.</td>
</tr>
<tr>
<td>Intuition</td>
<td>If you prefer Intuition, you attend to and trust interrelationships, theories, and future possibilities.</td>
</tr>
<tr>
<td>Feeling</td>
<td>If you prefer Feeling, you make decisions to create harmony by applying person-centered values.</td>
</tr>
<tr>
<td>Perceiving</td>
<td>If you prefer Perceiving, you tend to be flexible and adaptable and to keep your options open as long as possible.</td>
</tr>
</tbody>
</table>

*Excerpt from the MBTI Step II Interpretative Report*
Preferences Disclaimer

• The MBTI is a measurement of preference, not knowledge, skills, abilities, intelligence or aptitude
• Generally, it’s what comes naturally
• Even in the extreme, everyone has both
• Practice makes perfect
Preference Exercise
Type Disclaimer

- You’re born with it, but it’s not genetic
- All types are created equal
- It is not a predictor of performance
Which is which?

• Upon extended exposure to other people: Do you find you have more energy or feel the need to seek privacy and downtime? E/I
• What would you prize more in yourself: A strong sense of reality or a vivid imagination? S/N
• Which is worse: To be unjust or merciless? T/F
• Which is more desirable: Self-discipline, decisiveness and closure or curiosity, adaptability and endless possibilities? J/P
16 Possible Combinations

<table>
<thead>
<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doing what should be done</td>
<td>A high sense of duty</td>
<td>An inspiration to others</td>
<td>Everything has room for improvement</td>
</tr>
<tr>
<td>ISTP</td>
<td>ISFP</td>
<td>INFP</td>
<td>INTP</td>
</tr>
<tr>
<td>Ready to try anything once</td>
<td>Sees much but shares little</td>
<td>Performing noble service to aid society</td>
<td>A love of problem solving</td>
</tr>
<tr>
<td>ESTP</td>
<td>ESFP</td>
<td>ENFP</td>
<td>ENTP</td>
</tr>
<tr>
<td>The ultimate realists</td>
<td>You only go around once in life</td>
<td>Giving life an extra squeeze</td>
<td>One exciting challenge after another</td>
</tr>
<tr>
<td>ESTJ</td>
<td>ESFJ</td>
<td>ENFJ</td>
<td>ENTJ</td>
</tr>
<tr>
<td>Life’s administrators</td>
<td>Hosts and hostesses of the world</td>
<td>Smooth talking persuaders</td>
<td>Life’s natural leaders</td>
</tr>
</tbody>
</table>
Humanmetrics Jung Typology Test™
Your Type

ESFJ
Extravert(89%) Sensing(25%) Feeling(75%) Judging(1%)

- You have strong preference of Extraversion over Introversion (89%)
- You have moderate preference of Sensing over Intuition (25%)
- You have distinct preference of Feeling over Thinking (75%)
- You have marginal or no preference of Judging over Perceiving (1%)

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How Do You Want to Leverage The Type?

You
Self-Awareness and Personal Growth
- ESFJ description, analysis, famous personalities
- Use for self-awareness and self-development

FREE
Click to view

Your Business
Staff Development and Team Building
- Improve performance
- Stronger leadership
- Communication strategies
- Conflict management

Free Trial
Click to explore

Career Choices

Pre-employment Testing

http://www.humanmetrics.com/personality
Exercise
Extraversion vs. Introversion
Extraversion/Introversion Exercise

Valuing Differences

• What do you admire about the other group?
• What baffles you?
• What questions do you have? (here’s your chance)
• Present your findings!
What does any of this have to do with Leadership?

• **Extraverts...**
  – Show enthusiasm
  – Offer facial clues
  – Think out loud when forming opinions
  – Are willing to act quickly
  – Are willing to share
  – Want action NOW

• **Introverts...**
  – Desire advance notice
  – Give nothing away
  – Won’t offer an immediate opinion no matter what
  – Need to think about it first
  – Don’t like being interrupted
  – Shy away from quick action

*If you cannot effectively communicate, you cannot effectively lead.*
Leading Across Types

**Sensing vs Intuition**
Not enough detail (S) / Too much (N)
Too long (N) / Too short on ‘facts’ (S)

**Thinking vs Feeling**
It’s not personal! (T) / Yes it is! (F)
Consensus strongly preferred (F) / Why? (T)

**Judging vs Perceiving**
Deadlines are important! (J) / Not necessarily (P)
Let’s move on! (J) / Wait, not so fast! (P)

See: *Management & Leadership Style: Type related issues* handout for more detail
## Typical Work Stressors Associated with Type

<table>
<thead>
<tr>
<th>Extraverts (E)</th>
<th>Introverts (I)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Working alone</td>
<td>• Working with others</td>
</tr>
<tr>
<td>• Communicating mainly via email</td>
<td>• Talking on the phone too much</td>
</tr>
<tr>
<td>• Lengthy work periods with no interruptions</td>
<td>• Interacting with others frequently</td>
</tr>
<tr>
<td>• Having to reflect before taking action</td>
<td>• Having to act quickly without reflection</td>
</tr>
<tr>
<td>• Having to focus in depth on one thing</td>
<td>• Too many concurrent tasks and demands</td>
</tr>
<tr>
<td>• Getting feedback in writing only</td>
<td>• Getting frequent verbal feedback</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sensing (S)</th>
<th>Intuitive (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Attending to own and others’ insights</td>
<td>• Having to attend to realities</td>
</tr>
<tr>
<td>• Having to do old things in new ways</td>
<td>• Having to do things the “proven” way</td>
</tr>
<tr>
<td>• Providing an overview without details</td>
<td>• Having to attend to details</td>
</tr>
<tr>
<td>• Looking for the meaning in the facts</td>
<td>• Checking the accuracy of facts</td>
</tr>
<tr>
<td>• Focusing on possibilities</td>
<td>• Needing to focus on past experiences</td>
</tr>
<tr>
<td>• Too many complexities</td>
<td>• Being required to be practical</td>
</tr>
</tbody>
</table>

## Typical Work Stressors Associated with Type

<table>
<thead>
<tr>
<th>Thinking (T)</th>
<th>Feeling (F)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Using personal experiences to assess situations</td>
<td>• Analyzing situations objectively</td>
</tr>
<tr>
<td>• Adjusting to individual differences and needs</td>
<td>• Setting criteria and standards</td>
</tr>
<tr>
<td>• Noticing and appreciating what is positive</td>
<td>• Focusing on tasks only</td>
</tr>
<tr>
<td>• Using empathy/personal values for decisions</td>
<td>• Making decisions using only logic</td>
</tr>
<tr>
<td>• Focusing on process and people</td>
<td>• Critiquing and focusing on flaws</td>
</tr>
<tr>
<td>• Having others react to questioning as divisive</td>
<td>• Asking questions that feel divisive</td>
</tr>
</tbody>
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<tr>
<th>Judging (J)</th>
<th>Perceiving (P)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Waiting for structure to emerge from process</td>
<td>• Having to organize self or others’ planning</td>
</tr>
<tr>
<td>• Being expected to use “inner timing”</td>
<td>• Working within timeframes or strict deadlines</td>
</tr>
<tr>
<td>• Having too much flexibility in timeframes/deadlines</td>
<td>• Others distrust of last-minute energy</td>
</tr>
<tr>
<td>• Having to marshal energy at the last minute to meet a deadline</td>
<td>• Having to finish and move on</td>
</tr>
<tr>
<td>• Staying open to re-evaluation of tasks</td>
<td>• Developing contingency plans</td>
</tr>
<tr>
<td>• Dealing with surprises</td>
<td>• Being required to plan ahead</td>
</tr>
</tbody>
</table>
Function Pairs

**Sensing Thinking** – The Bottom Line People
Fact based. No emotion. Be *clear*!

**Sensing Feeling** – The Customer Service People
All opinions matter. Find consensus. Be *respectful*!

**Ntuitive Feeling** – The Possibilities for People People
Shared vision. Everyone contributes. Be *nice*!

**Ntuitive Thinking** – The Logicians People
No drama please. Respect is a given. Be *concise*!
Performance Reviews!

"You're out here because you're supposed to receive a performance review? I'm out here because I'm supposed to give one!"
It’s all in the **messaging**

It’s both what you say **and** how you say it.
Performance Reviews
Thinking vs. Feeling

If the Boss is a T - Outgoing
• Be cognizant of tone, body language and word choices
• Don’t introduce anything you can’t speak to

If the Boss is an F - Outgoing
• Resist the urge to sugar coat criticism to the point where it is not understood
• Be careful not to get drawn into personal situations

If Employee is a T - Incoming
• Thinking types don’t like sugar coating at all
• They will want specific performance examples

If Employee is an F - Incoming
• Extremely tuned in to tone and body language
• Will appreciate knowing what their value is to you and the organization
Performance Reviews

Thinking vs. Feeling

If the Boss is a T - Outgoing
- Be cognizant of tone, body language and word choices
- Don’t introduce anything you can’t speak to

If the Boss is an F - Outgoing
- Resist the urge to sugar coat criticism to the point where it is not understood
- Be careful not to get drawn into personal situations

The Employee is a F - Incoming
- Extremely tuned in to tone and body language
- Will appreciate knowing what their value is to you and the organization

If Employee is an T - Incoming
- Thinking types don’t like sugar coating at all
- They will want specific performance examples
Questions/Comments?

Thank you for your participation!

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