

Notes

Personality & Leadership

THE UNIVERSITY OF
WARWICK

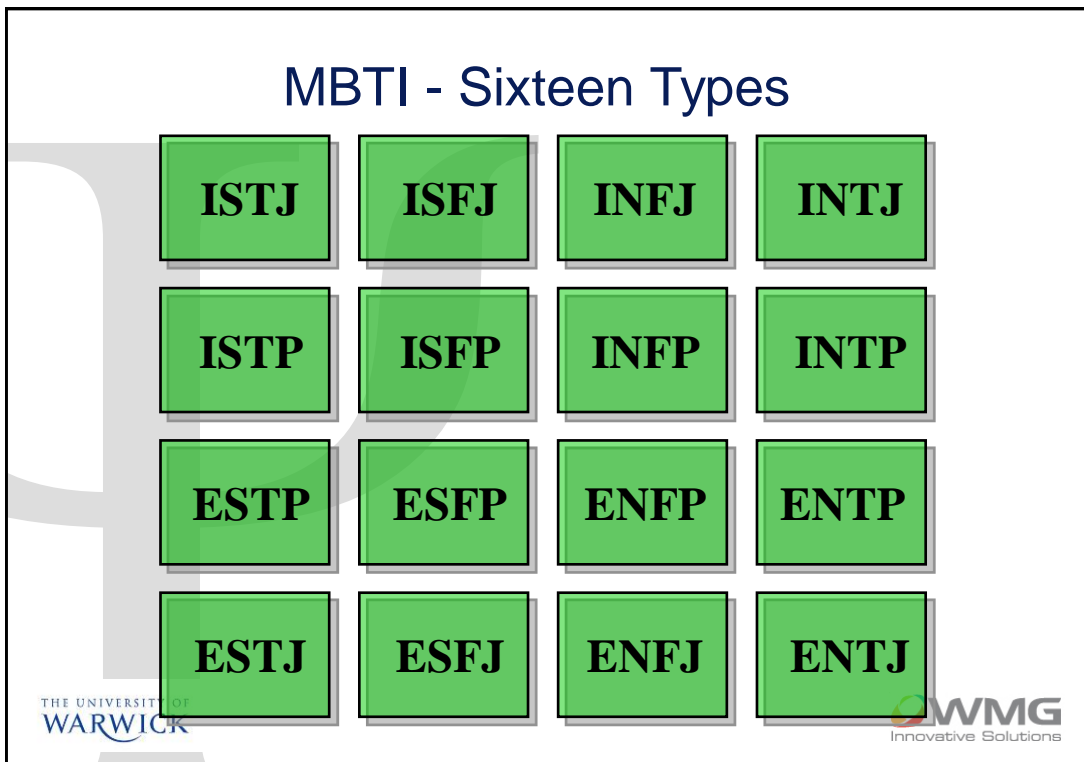
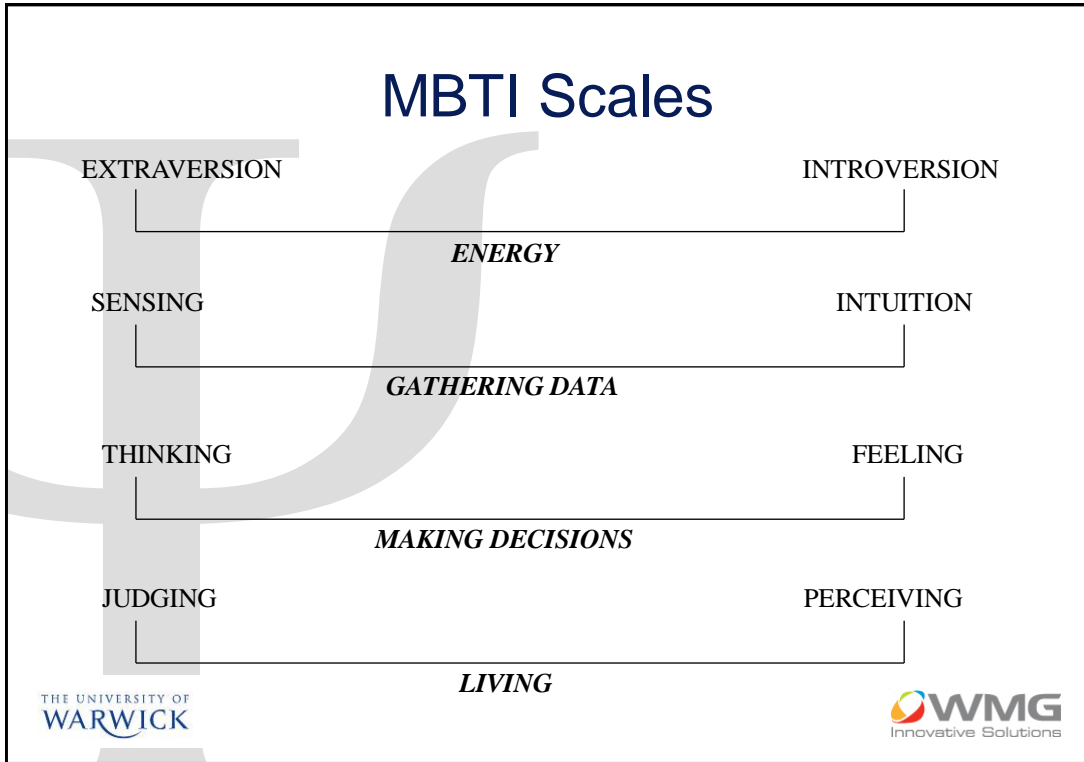
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Leadership & The Myers Briggs Type Inventory (MBTI)

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Effects Of Each Preference In Work Situations

Extraverts

- Like variety and action
- Are often good at greeting people
- Are sometimes impatient with long slow jobs
- Are interested in how others do their jobs
- Often enjoy talking on the phone
- Like to have people around in the working environment
- Often act quickly, sometimes without thinking
- May prefer to communicate by talking rather than writing
- Like to learn a new task by talking it through with someone

Effects Of Each Preference In Work Situations

Introverts

- Like quiet for concentration
- Have trouble remembering names and faces
- Can work on one project for a long time without interruption
- Are interested in the idea behind the job
- Dislike telephone interruptions
- Think before they act, sometimes without acting
- Work alone contentedly
- May prefer communications to be in writing
- May prefer to learn by reading rather than talking or experiencing

Effects Of Each Preference In Work Situations

Sensing Types

- Are aware of the uniqueness of each event
- Focus on what works now
- Like an established way of doing things
- Enjoy applying what they have already learned
- Work steadily with a realistic idea of how long it will take
- Usually reach a conclusion step by step
- Are not often inspired and may not trust the inspiration when they are
- Are careful about the facts
- May be good at precise work
- Can over-simplify a task
- Accept current reality as a given to work with

Effects Of Each Preference In Work Situations

Intuitive Types

- Are aware of new challenges and possibilities
- Focus on how things could be improved
- Dislike doing the same thing repeatedly
- Enjoy learning new skills
- Work in bursts of energy powered by enthusiasm, with slack periods in between
- May leap to a conclusion quickly
- Follow their inspirations and hunches
- May get their facts a bit wrong
- Dislike taking time for precision
- Can over-complexify a task
- Ask why things are as they are

Effects Of Each Preference In Work Situations

Thinking Types

- Are good at putting things in logical order
- Respond more to people's ideas than their feelings
- Anticipate or predict logical outcomes of choices
- Need to be treated fairly
- Tend to be firm and tough-minded
- Are able to reprimand or fire people when necessary
- Can hurt people's feelings without knowing
- May have a talent for analysing a problem or situation

Effects Of Each Preference In Work Situations

Feeling Types

- Like harmony and will work to make it happen
- Respond to people's values as much as to their thoughts
- Are good at seeing the effects of choices on people
- Need occasional praise
- Tend to be sympathetic
- Dislike telling people unpleasant things
- Enjoy pleasing people
- Take an interest in the person behind the job or idea

Effects Of Each Preference In Work Situations

Judging Types

- Work best when they can plan their work and follow the plan
- Like to get things settled and finished
- May decide things too quickly
- May dislike to interrupt the project they are on for a more urgent one
- Tend to be satisfied once they reach a judgement on a thing, situation or person
- Want only the essentials needed to begin their work
- Schedule projects so that each step gets done on time
- Use lists as agendas for action

Effects Of Each Preference In Work Situations

Perceptive Types

- Do not mind leaving things open for last-minute changes
- Adapt well to changing situations
- May have trouble making decisions, feeling like they never have enough information
- May start too many projects and have difficulty in finishing them
- May postpone unpleasant jobs
- Want to know all about a new job
- Get a lot accomplished at the last minute under pressure of a deadline
- Use lists as reminders of all the things they have to do someday

Notes

MBTI & Leadership Style

	Natural	Possible
Catalyst	<i>ENFJ</i>	<i>INFJ</i> <i>INFP</i> <i>ENFP</i>
Visionary	<i>ENTJ</i>	<i>INTJ</i> <i>INTP</i> <i>ENTP</i>
Traditional	<i>ESTJ</i>	<i>ISFJ</i> <i>ISTJ</i> <i>ESFJ</i>
Troubleshooter	<i>ESTP</i>	<i>ESFP</i> <i>ISFP</i> <i>ISTP</i>

MBTI & Leadership Requirements

SJs want leaders to be precise about expectations, give clear lines of authority and firm deadlines, have clear communication channels, be well-organised, decisive and fair, encourage people where needed, and set a good example by working hard.

MBTI & Leadership Requirements

NFs want leaders to be trusting, friendly and harmonious, give opportunities for personal growth, be inclusive, be open to input, be people-centred, use a personal approach, and praise and encourage people.

MBTI & Leadership Requirements

NTs want leaders to establish global outcomes, set challenging goals, give autonomy, be open to change, use ingenuity and logic, and set minimal guidelines.

MBTI & Leadership Requirements

SPs want leaders to set risk-rewarding goals, give variety, freedom and independence, have fun, use face-to-face dialogue, fly by the seat of their pants when needed, reward initiative, and be direct and honest.