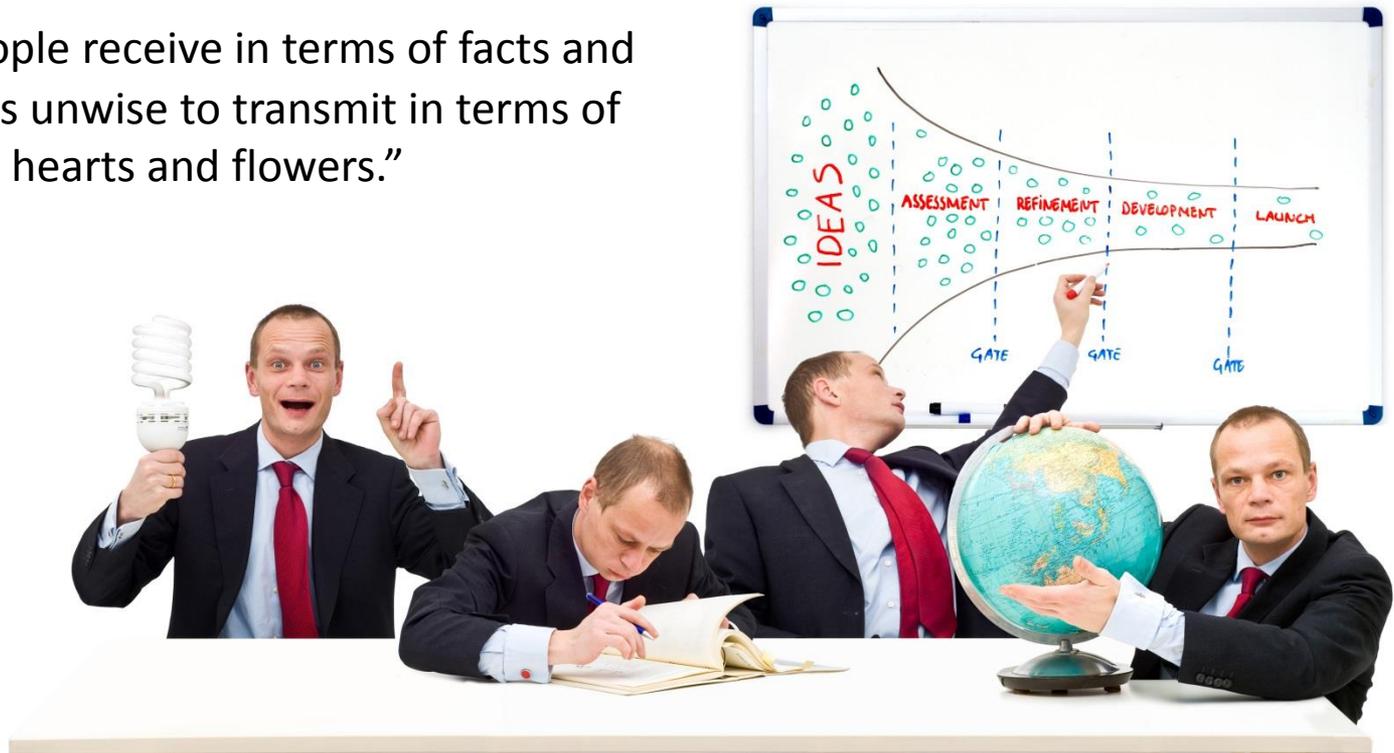


“When people receive in terms of facts and figures, it is unwise to transmit in terms of hearts and flowers.”



IMPACTING BOARD AND STAFF RELATIONSHIPS

SUSAN L. NEWTON
APRIL, 2014



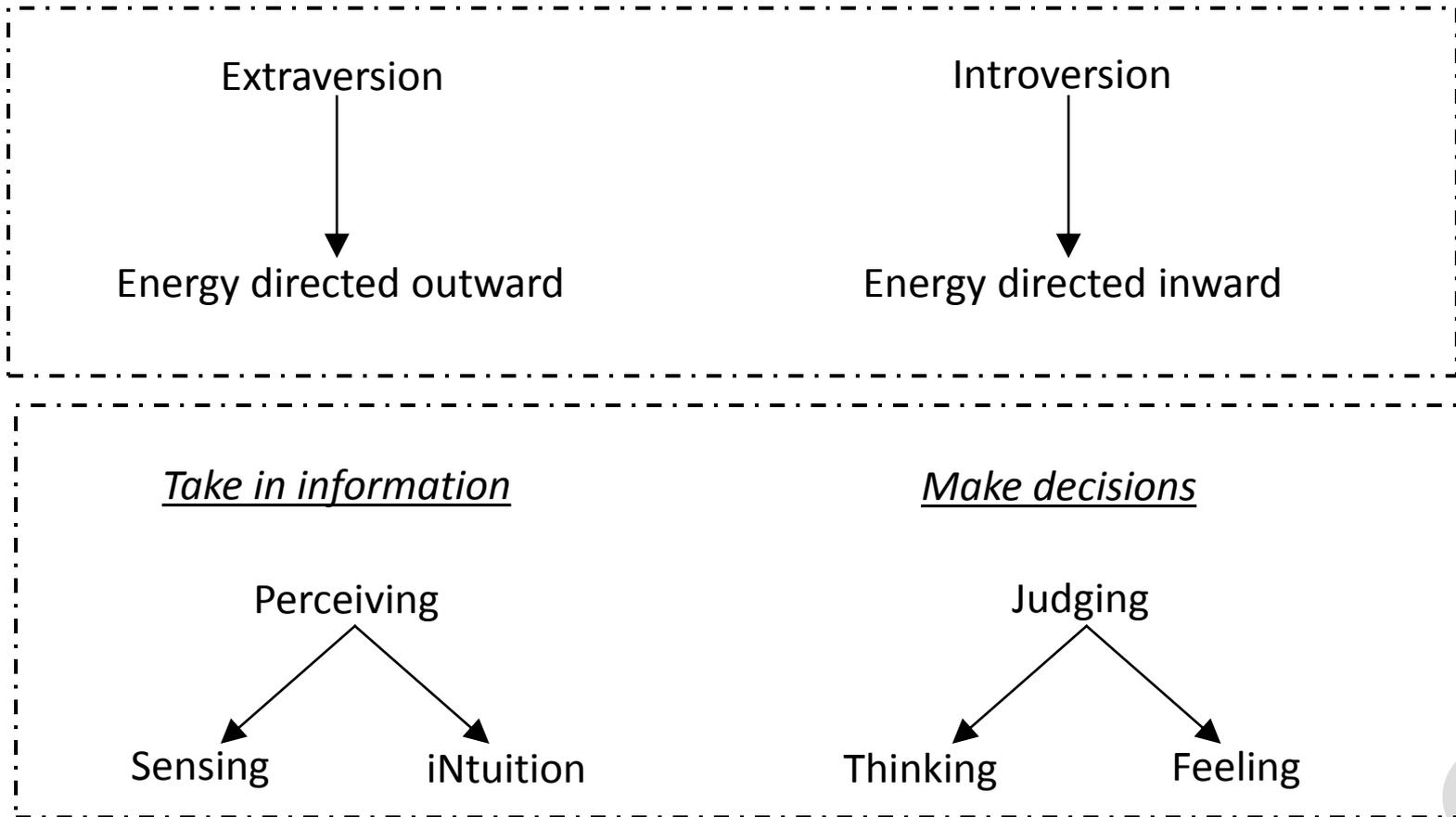
WORKSHOP BENEFITS

- Enhances self awareness
- Highlights personality differences
- Helps individuals build communication patterns
- Builds the team
- Helps individuals become aware of their differences

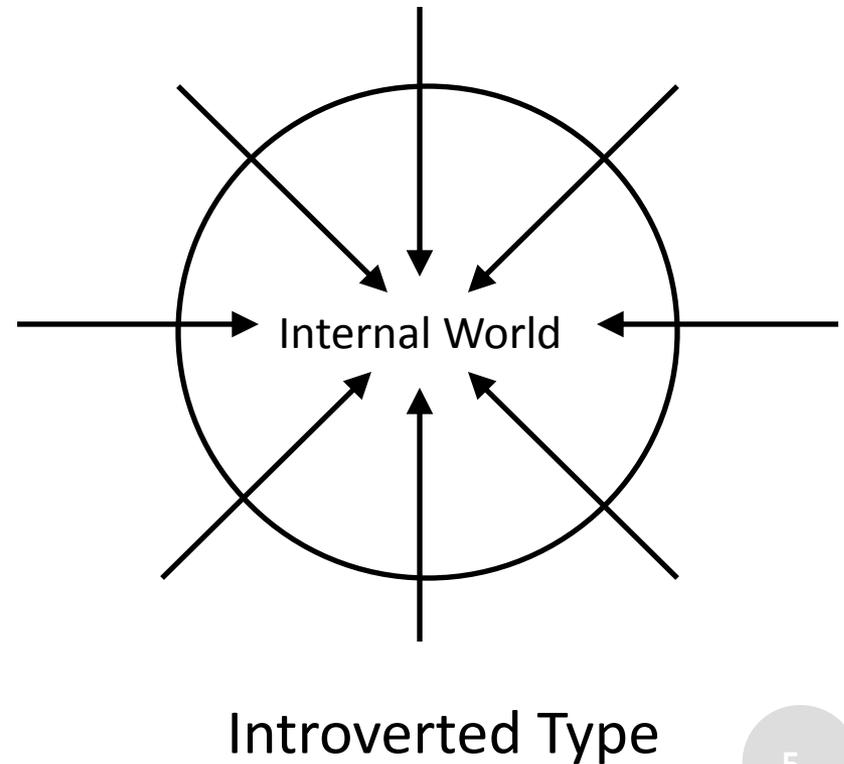
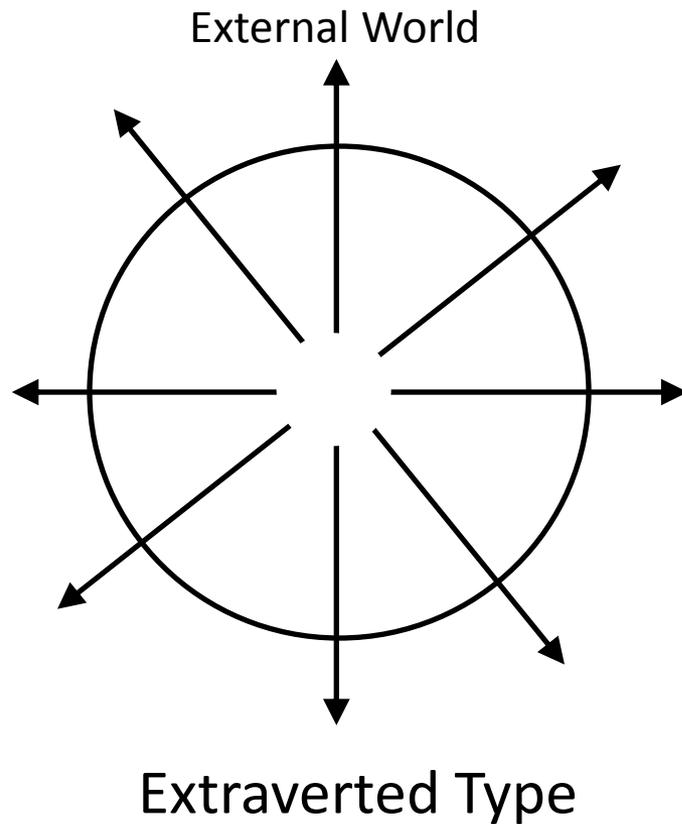
INTRODUCTION TO MYERS-BRIGGS

- The most widely used psychological/personality tool in world based on the work of Carl Jung (Katherine Briggs and Isabel Myers)
- Provides a view of personality – to understand ourselves and others
- Describes preferences (not skills or abilities)
- All preferences are of equal importance – every type/individual has special gifts
- Preferences are not absolutes – everyone uses all functions
- It explains behavior; it doesn't excuse it.
- Each function grows stronger with use, weaker with disuse. We generally increase our use of our non-preferred functions as we grow and mature.
- Keep in mind that you will find a wide range of behavior within an MBTI “type” – so avoid stereotyping or pigeonholing.

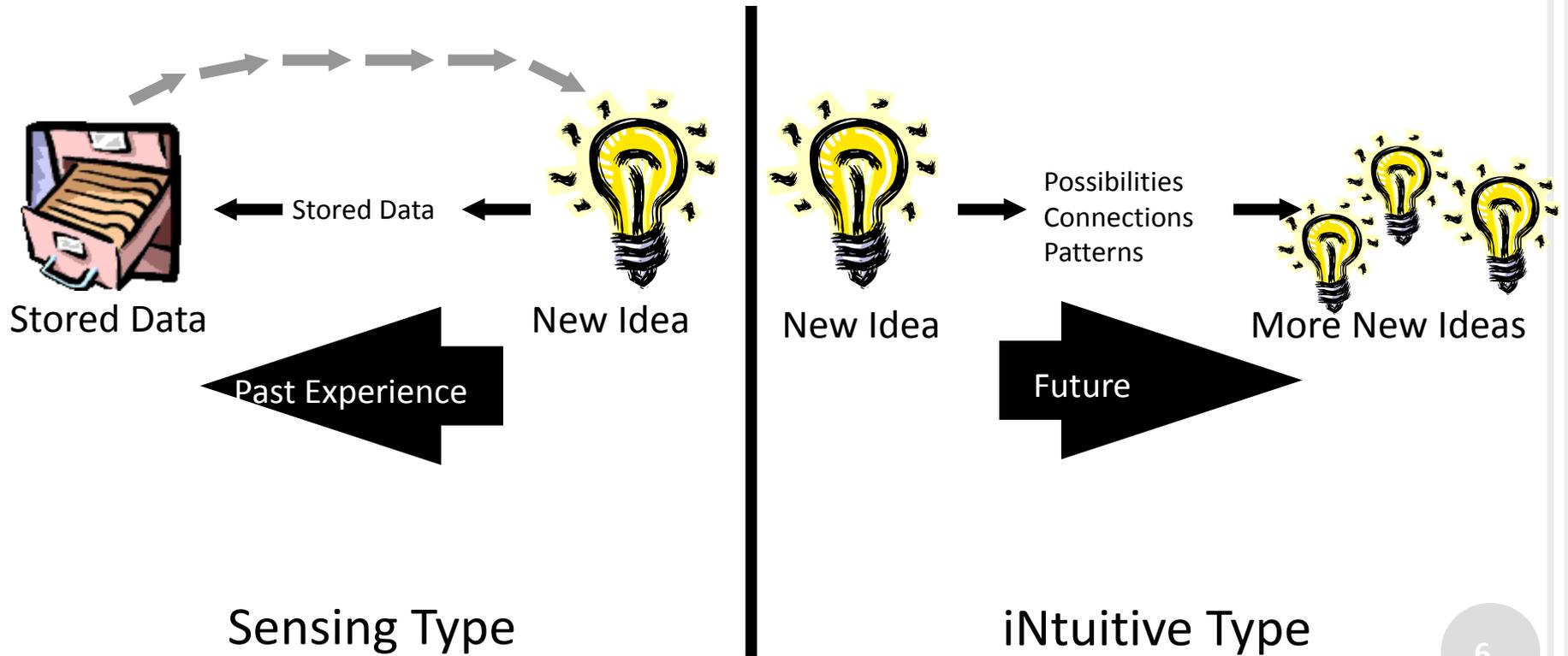
THE FOUR PREFERENCE PAIRS



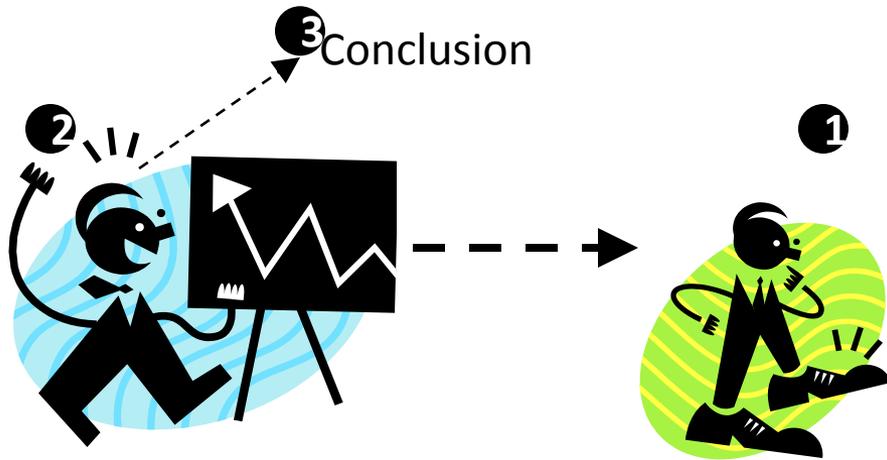
WHERE THE NATURAL FOCUS LIES



HOW WE GATHER & GENERATE INFORMATION

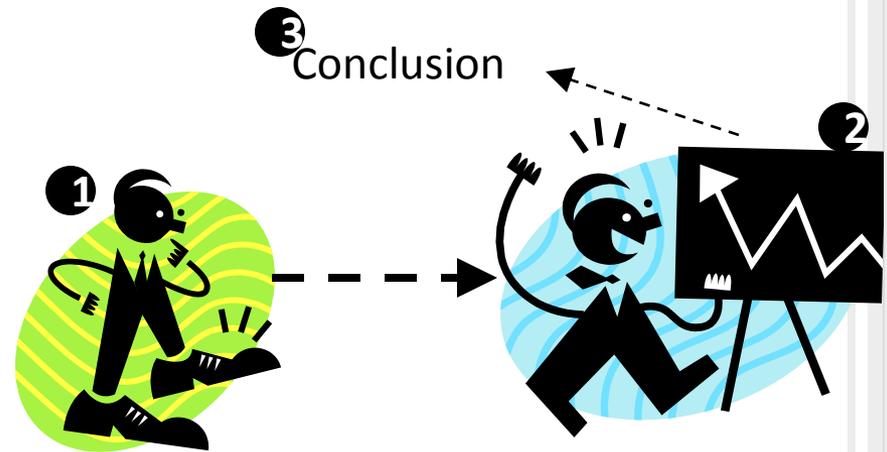


HOW WE APPROACH DECISION-MAKING



- 1 Steps back from the situation
- 2 Takes a detached look at the situation
- 3 Makes an objective and logical decision

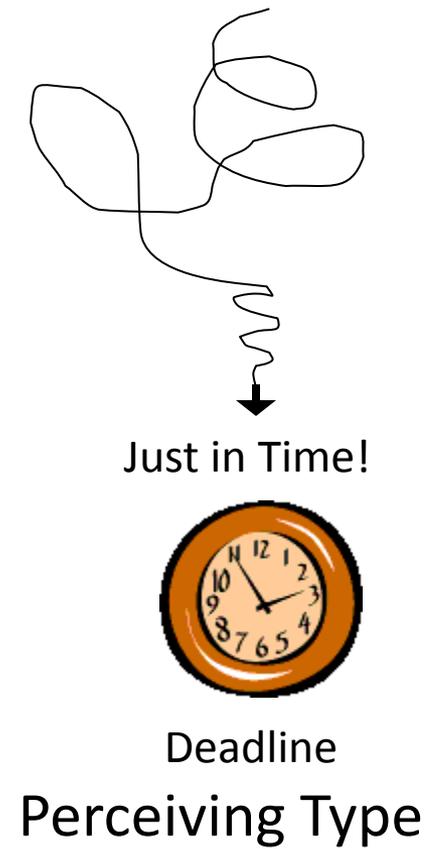
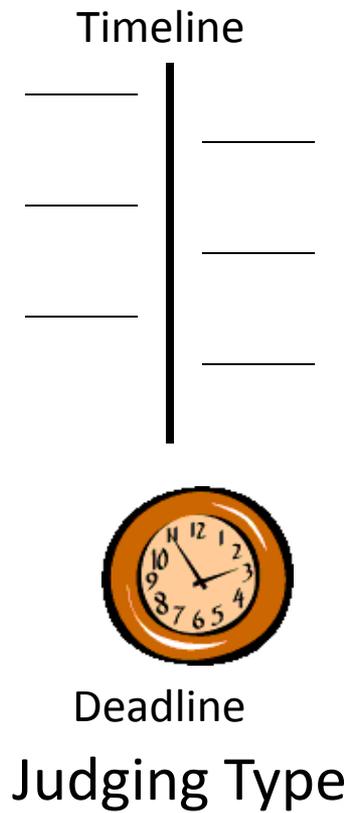
Thinking Type



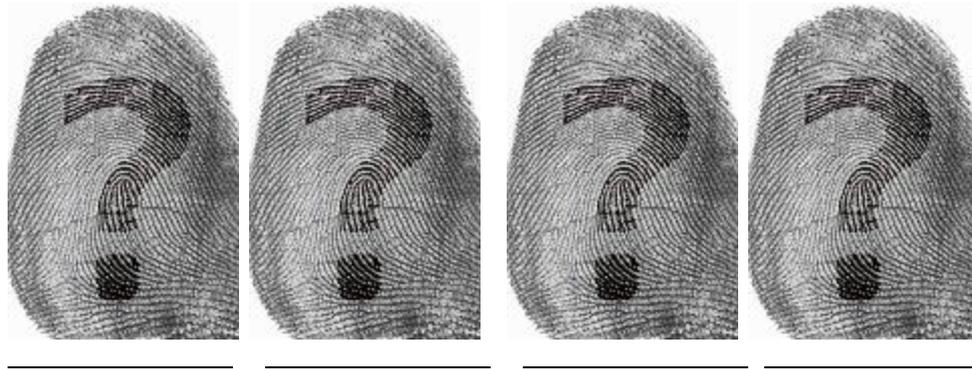
- 1 Puts self into the situation
- 2 Assesses how s/he would experience the situation
- 3 Makes a personalized, subjective decision

Feeling Type

HOW WE APPROACH TASKS AND DEADLINES



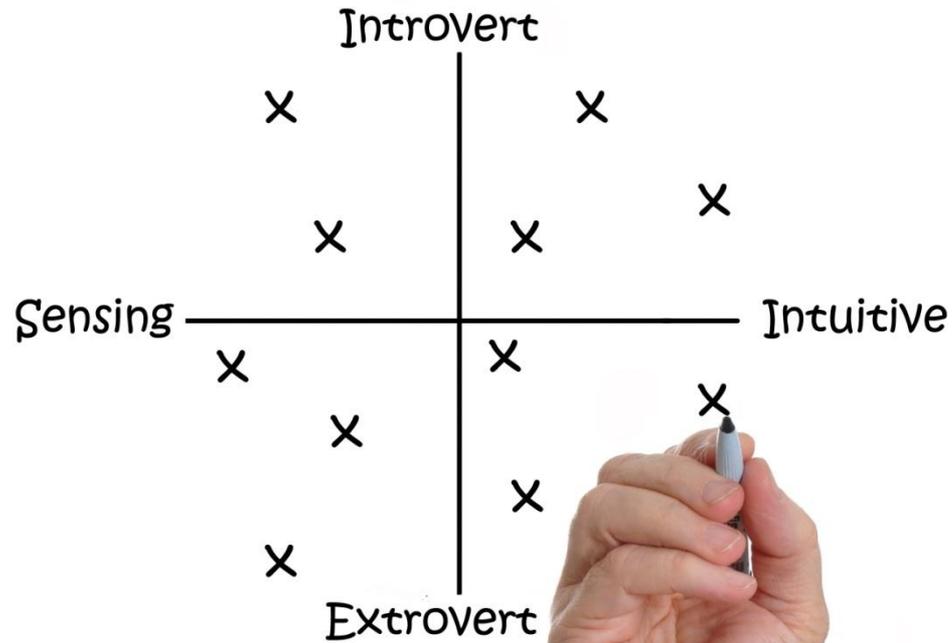
SELF-SELECTION



THE TYPE TABLE*

<p>ISTJ <i>Most responsible</i> Dependable, organized, realist, sensible, thorough</p>	<p>ISFJ <i>Most loyal</i> Detailed, devoted, patient, practical, quiet, responsible</p>	<p>INFJ <i>Most contemplative</i> Conceptual, deep, idealistic, intense, loyal, sensitive</p>	<p>INTJ <i>Most Independent</i> Analytical, firm, global, organized, private, theoretical, visionary</p>
<p>ISTP <i>Most pragmatic</i> Adaptable, adventurous, factual, logical, realistic</p>	<p>ISFP <i>Most artistic</i> Caring, gentle, loyal, modest, observant, trusting</p>	<p>INFP <i>Most idealistic</i> Committed, curious, devoted, empathetic, gentle, imaginative</p>	<p>INTP <i>Most conceptual</i> Autonomous, cognitive, logical, precise, speculative</p>
<p>ESTP <i>Most spontaneous</i> Adaptable, alert, easygoing, energetic, outgoing, pragmatic</p>	<p>ESFP <i>Most generous</i> Casual, cooperative, friendly, playful, sociable, tolerant</p>	<p>ENFP <i>Most optimistic</i> Creative, curious, expressive, imaginative, restless</p>	<p>ENTP <i>Most inventive</i> Adaptive, challenging, clever, enterprising, outspoken, strategic</p>
<p>ESTJ <i>Most hard charging</i> Decisive, efficient, logical, objective, structured</p>	<p>ESFJ <i>Most harmonizing</i> Conscientious, loyal, planful, responsible, sociable, tactful</p>	<p>ENFJ <i>Most persuasive</i> Appreciative, congenial, expressive, personable, supportive</p>	<p>ENTJ <i>Most commanding</i> Challenging, controlled, methodical, opinionated</p>

LET'S LOOK AT THIS ROOM



PROFILE OF THIS “ORGANIZATION” – APRIL 16

ISTJ X 11.6% GP	ISFJ XX 13.8% GP	INFJ XXX 1.5% GP	INTJ XXX 2.1% GP
ISTP X 5.4% GP	ISFP 8.8% GP	INFP X 4.4% GP	INTP 3.3% GP
ESTP 4.3% GP	ESFP 8.5% GP	ENFP XX 8.1% GP	ENTP 3.2% GP
ESTJ 8.7% GP	ESFJ XX 12.3% GP	ENFJ X 2.5% GP	ENTJ 1.8% GP

Organization type = INFJ

E = 31% I = 69% (54/46 GP)

S = 37% N = 63% (70/30 GP)

T = 31% F = 69% (50/50 GP)

J = 75% P = 25% (55/45 GP)

Temperament

NF = 44% (17%GP)

NT = 19% (10% GP)

SP = 6% (27% GP)

SJ = 31% (46% GP)

IT'S TIME!



What surprises you?
What questions do you have?
Is it you?

GROUP DISCUSSION

1. In what areas is the organization well represented?
2. What areas are NOT well represented by the organization?
3. What might the organization do well?
4. What may this organization overlook or avoid?

STRENGTHS AND POTENTIAL PITFALLS FOR THIS “ORGANIZATION”

- Seen as warm, cooperative and sympathetic in interactions with others
- Learning is enhanced by small group discussions creating a supportive climate
- Inclusive of others, putting energy into tasks and activities that build enduring relationships
- Typically driven by their vision of human well-being
- Often put other people and their causes before own personal needs
- Like to reframe situations in unique ways; seek to clarify with open ended questions

- Can become intolerant of others whose values appear to be different
- Once a strong relationship is formed, can be too trusting and others can take advantage of that
- Can worry about offending others and what the human costs may be
- May believe so strongly in human potential that they often have undeveloped criteria for differentiating skill sets
- When results clash with people concerns, can get off task
- Don't market themselves well and usually avoid public speaking
- Can depend on a few relationships, limiting perspective and networking

PROFILE OF THIS “ORGANIZATION” – APRIL 15

ISTJ X 11.6% GP	ISFJ XX 13.8% GP	INFJ XX 1.5% GP	INTJ 2.1% GP
ISTP 5.4% GP	ISFP 8.8% GP	INFP X 4.4% GP	INTP 3.3% GP
ESTP 4.3% GP	ESFP 8.5% GP	ENFP XXX 8.1% GP	ENTP XX 3.2% GP
ESTJ X 8.7% GP	ESFJ 12.3% GP	ENFJ 2.5% GP	ENTJ X 1.8% GP

Organization type = ENFJ

E = 54% I = 46% (54/46 GP)

S = 31% N = 69% (70/30 GP)

T = 38% F = 62% (50/50 GP)

J = 54% P = 46% (55/45 GP)

Temperament

NF = 46% (17% GP)

NT = 23% (10% GP)

SP = 0% (27% GP)

SJ = 31% (46% GP)

STRENGTHS AND POTENTIAL PITFALLS FOR THIS “ORGANIZATION”

- Learning is generally enhanced by opportunities to share insights, speculate
- They like supportive environments to test out ideas and creative expressions
- Engage by working on people (rather than technical) issues
- Resourceful in interactions; have an initiating and approachable nature
- Spend more time on relationship building than selling ideas
- Action-oriented, outgoing individuals who are idealistic about the future

- Often need to demonstrate a quicker understanding of situations
- Under stress, they can seem hasty, impulsive and even hardheaded
- May lack awareness of their impact on others
- Their energetic style may seem pressuring and their comments may seem too personal
- Genuinely like people but may not take time to look carefully at their assets and liabilities
- Global thinkers who may at times lack a detailed, technical focus if the issue is not terribly important to them

TEMPERAMENT AND LEADERSHIP STYLE

NFs – Concerned with the possibilities for people and maintenance of team relationships needed for a healthy team. Can be too idealistic, downplay faults of others, spend too much time on people issues.

Leadership Style

INFJ: personal, predictable and quiet
INFP: caring, democratic, participative and unassuming
ENFP: outgoing, democratic, participative and energetic
ENFJ: democratic, participative and people-oriented

NTs – Visionary and conceptual in their perspective and good systems thinkers in regard to team functioning and goal achievement. Can be too competitive, failure to be patient with those needing more information; outspoken.

Leadership Style

INTJ: planning-oriented, visionary and single-minded
INTP: principle-oriented, visionary and autonomous
ENTP: communications-oriented, visionary and autonomous
ENTJ: action-oriented, visionary and takes charge

SJs – Organized and methodical in translating concepts and team members' viewpoints into attainable and measurable results. Can be too bureaucratic, reluctant to risk or experiment.

Leadership Style

ISTJ: authoritarian, direct, respectful of hierarchy
ISFJ: caring, rules-oriented, quiet
ESTJ: results-oriented, cooperative, authoritarian and decisive
ESFJ: softly authoritarian, decisive, respectful of hierarchy

SPs – Open and spontaneous “can do” attitude that helps the team problem solve and deal with the unexpected. Can be too expedient, jump from project to project without finishing tasks before moving on, may push ahead too soon.

Leadership Style

ISTP: egalitarian, pragmatic and expedient
ISFP: understanding, humane and easygoing
ESTP: pragmatic, expedient and does it with flair
ESFP: easygoing yet pragmatic, expedient

ORDER OF YOUR PREFERENCES*

ISTJ Sensing Thinking Feeling iNtuition	ISFJ Sensing Feeling Thinking iNtuition	INFJ iNtuition Feeling Thinking Sensing	INTJ iNtuition Thinking Feeling Sensing
ISTP Thinking Sensing iNtuition Feeling	ISFP Feeling Sensing iNtuition Thinking	INFP Feeling iNtuition Sensing Thinking	INTP Thinking iNtuition Sensing Feeling
ESTP Sensing Thinking Feeling iNtuition	ESFP Sensing Feeling Thinking iNtuition	ENFP iNtuition Feeling Thinking Sensing	ENTP iNtuition Thinking Feeling Sensing
ESTJ Thinking Sensing iNtuition Feeling	ESFJ Feeling Sensing iNtuition Thinking	ENFJ Feeling iNtuition Sensing Thinking	ENTJ Thinking iNtuition Sensing Feeling

*This is also how Types solve problems.

ORDER OF YOUR PREFERENCES, EXPLAINED

- If you look at the two middle letters of your type, of these two functions, one will be your “**favorite or dominant.**” The other is called your **auxiliary**, both of which are needed to deal effectively with the world.
- They balance each other – one supplies you with information and the other to make decisions based on that information. Since some of your **greatest strengths come from these two favorite functions**, it is important that you trust and develop them.
- With **Extroverts**, the **favorite** (or dominant) process is used in their **outer world**, while the auxiliary function is used in their inner world. The opposite is true for **Introverts** – they use their **dominant** function in their **inner world** and their auxiliary process to deal with the outer world. As a result, we do not always recognize or appreciate the Introvert’s gift until we get to know them better.
- When a person is **under stress**, the **least preferred function** (inferior or **Achilles heel**) tends to take on the negative valence of the function. This means that the gifts of the function are displaced by the worst effects of that function.

DOMINANT FUNCTION, EXAGGERATED

Type

ENFP

At Our Best

Creative

Possibilities

Enthusiasm

See patterns

Exaggerated

Wild ideas

Swamped—100s of possibilities

Frenetic, over the top

Everything's connected

STRATEGIC PLANNING – A TYPE CONTEXT

- Strategic planning is positioned as a predominantly **Intuitive** activity. Common terms: visioning, thinking outside the box.
- Too often, this results in plans that are too abstract and not used to support daily decision making and business planning.
- When a plan is overly **Sensing**, it becomes a compilation of people's daily activities – too specific and all encompassing to reveal the big picture and general decision making criteria.

ACTION PLANNING WITH TYPE IN MIND

1. Identify a specific business challenge you are facing right now.
2. What assets (behaviors) does your type bring as a resource?
3. In what ways does your type create potential obstacles?
4. Identify a specific measurement to confirm success.



APPENDIX

COMMUNICATING WITH TYPE IN MIND

Type	Slogan	When communicating with...
Extravert	“Let’s talk this over.”	Provide immediate feedback and verbal acknowledgement; acknowledge you are listening; if needed, ask for time to think
Introvert	“I need to think about this.”	Choose a time to communicate with a minimum of distraction; pause and wait for response (don’t fill the void); provide info ahead of time
Sensing	“Just the facts, please.”	Be practical and bring ideas down to earth; provide concrete examples; show a plan and process for change vs. concept
iNtuition	“I can see it all now.”	Provide an overview or thumbnail sketch first; don’t get bogged down in facts/details; share main points, adding detail as necessary
Thinking	“Is this logical?”	Support opinions with reasoning and clear thinking; avoid becoming emotional or passionate when discussing; be clear and concise
Feeling	“Will anyone be hurt?”	Take time to develop rapport; be friendly and approachable and offer support; connect first, then challenge later
Judging	“Just do something.”	Avoid sharing too many options; negotiate specific timelines and deadlines; know when to stop exploring and start making decisions
Perceiving	“Let’s wait and see.”	Allow opportunities to explore before deciding; avoid making decisions too quickly; describe situations rather than evaluate them

WHEN PRESENTING, INFLUENCING, OR EXPLAINING...

<p style="text-align: center;">To an “S”</p> <ul style="list-style-type: none">•Be factual•Document successful applications•Reduce risk factors•Thoroughly work out details in advance•Show why it makes sense	<p style="text-align: center;">To an “N”</p> <ul style="list-style-type: none">•Give global scheme•Don't let opportunity pass•Use confidence and enthusiasm•Indicate challenges •Point out the future benefits
<p style="text-align: center;">To a “T”</p> <ul style="list-style-type: none">•Be logical•State principles involved•Stress competent handling of issue•Be well organized, moving logically from point to point•List costs and benefits	<p style="text-align: center;">To an “F”</p> <ul style="list-style-type: none">•Share who else is for the idea•Be personable and friendly•Indicate how it's helpful•Remind them it's the “right” thing to do•Share why it's valuable

TYPE AND CHANGE

People respond differently to change.

Some feel:

- Excited and stimulated
- Active and resourceful

Others feel:

- Overwhelmed and confused
- Overlooked, unheard, unappreciated and angry

These are *normal differences in normal people*.

TYPE AND CHANGE – EFFECTS

People who prefer Thinking	People who prefer Feeling
<ul style="list-style-type: none">•Exhibit a calm acceptance of the change(s)•Step back, apply detached logic to justify change(s)•Are able to let go of the past and move on	<ul style="list-style-type: none">•Expect themselves and others to experience emotions•Reach out to other people, take time to process emotions•Seek and offer support – are good listeners and sympathizers
<ul style="list-style-type: none">•Feel powerless to deal with their own strong emotions, especially negative ones•May have difficulty acknowledging their emotions•Become uncomfortable and impatient with others' emotions (“Are they still complaining?”)	<ul style="list-style-type: none">•Experience everyone’s pain; can get stuck in negative emotions•Find it difficult to see beyond immediate personal turmoil; can get distracted from tasks•May overdo the supportive role, burdening themselves and failing to move on when it’s time to do so

CONFLICT PAIR TYPE SUMMARY*

Conflict Pair	Types	Common Function	What It May Look Like
TJ	ISTJ, INTJ, ESTJ, ENTJ	Extraverted Thinking	Decisive, planned, and organized; at times critical and blunt
TP	ISTP, INTP, ESTP, ENTP	Introverted Thinking	Objective; searches for what is right; at times stubborn
FJ	ISFJ, INFJ, ESFJ, ENFJ	Extraverted Feeling	Warm; seeks harmony, at times wants to smother with kindness
FP	ISFP, INFP, ESFP, ENFP	Introverted Feeling	Sensitive, attuned to people's needs; at times worries for everyone

CONFLICT PAIR TYPE SUMMARY – ANOTHER SORT

	TJ	TP	FJ	FP
Likely cause of conflict	Challenges to/of authority	Challenges to/of trust	Challenges to/of beliefs	Challenges to/of values
Desired outcome	Closure or resolution	Defined process or progression	Intact relationships	Respectful listening
Deal with emotions by	Denying they exists	Excluding them	Including them	Accepting them

CONFLICT PAIR DYNAMICS

T-F: Where we focus in conflict

Thinkers prefer to focus on:	Feelers prefer to focus on:
<ul style="list-style-type: none">•What the conflict is about•Analyzing differences•Opinions and principles•Succinct delivery•Maintaining a firm stances	<ul style="list-style-type: none">•Who is involved•Appreciating differences•Needs and values•Tactful delivery•Ensuring give and take

J-P: How we respond to conflict

Judging preferences tend to:	Perceiving preferences tend to:
<ul style="list-style-type: none">•Seek resolution•Sort it out•Focus on the past and future•Be concerned primarily with the outcome of the situation•Experience satisfaction once things are resolved	<ul style="list-style-type: none">•Seek clarification•Work it through•Focus on the present•Be concerned primarily with the input of participants•Experience satisfaction once things are being addressed

KEEP IN MIND WHEN THINKING DOMINANT (#1) OR INFERIOR FUNCTIONS (#4)

- When Sensing is #1 and iNtuition is #4 (ISTJ, ISFJ, ESTP, ESFP), you are likely to have the clearest awareness of what is. Under stress you may:
 - Become caught in a rut rehashing the same details
 - Get stuck, lose common sense, and not see possible ways out
 - View the future in negative terms
 - Turn unduly pessimistic
- When iNtuition is #1 and Sensing is #4 (INTJ, INFJ, ENTP, ENFP), you are likely to have the clearest awareness of what could be. Under stress you may:
 - Become overwhelmed with ideas and possibilities, all equally enticing
 - Get obsessed with unimportant details
 - Become preoccupied with one irrelevant fact
 - Overindulge in sensory pursuits too much
- When Thinking is #1 and Feeling is #4 (ISTP, INTP, ESTJ, ENTJ), you are likely to have the clearest awareness of what is logical. Under stress you may:
 - Become opinionated to the point of losing reason
 - Have uncontrolled emotional outbursts and show anger/emotion unexpectedly
 - Be hypersensitive to “suspected” slights
 - Take criticism very personally
- When Feeling is #1 and Thinking is #4 (ISFP, INFP, ESFJ, ENFJ) you are likely to have the clearest awareness of what matters. Under stress you may:
 - Stop listening to and accommodating others
 - Become so sensitive to conflict that you ignore or avoid it
 - Be hypercritical; find fault with almost everything but in an illogical manner
 - Act overly domineering, taking charge without listening to others

WEBSITES FOR MORE INFORMATION

- <http://www.knowyourtype.com/myers-briggs/16-types/>
- <http://www.myersbriggs.org/>
- <http://psychology.about.com/od/psychologicaltesting/a/myers-briggs-type-indicator.htm>

THANK YOU!

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