



OhioHealth

BELIEVE IN WE™

Growing Global Leaders... Advancing Palliative Care



MBTI and Decision Making with Teams

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LDI C2 RC2

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Objectives

Participants will be able to:

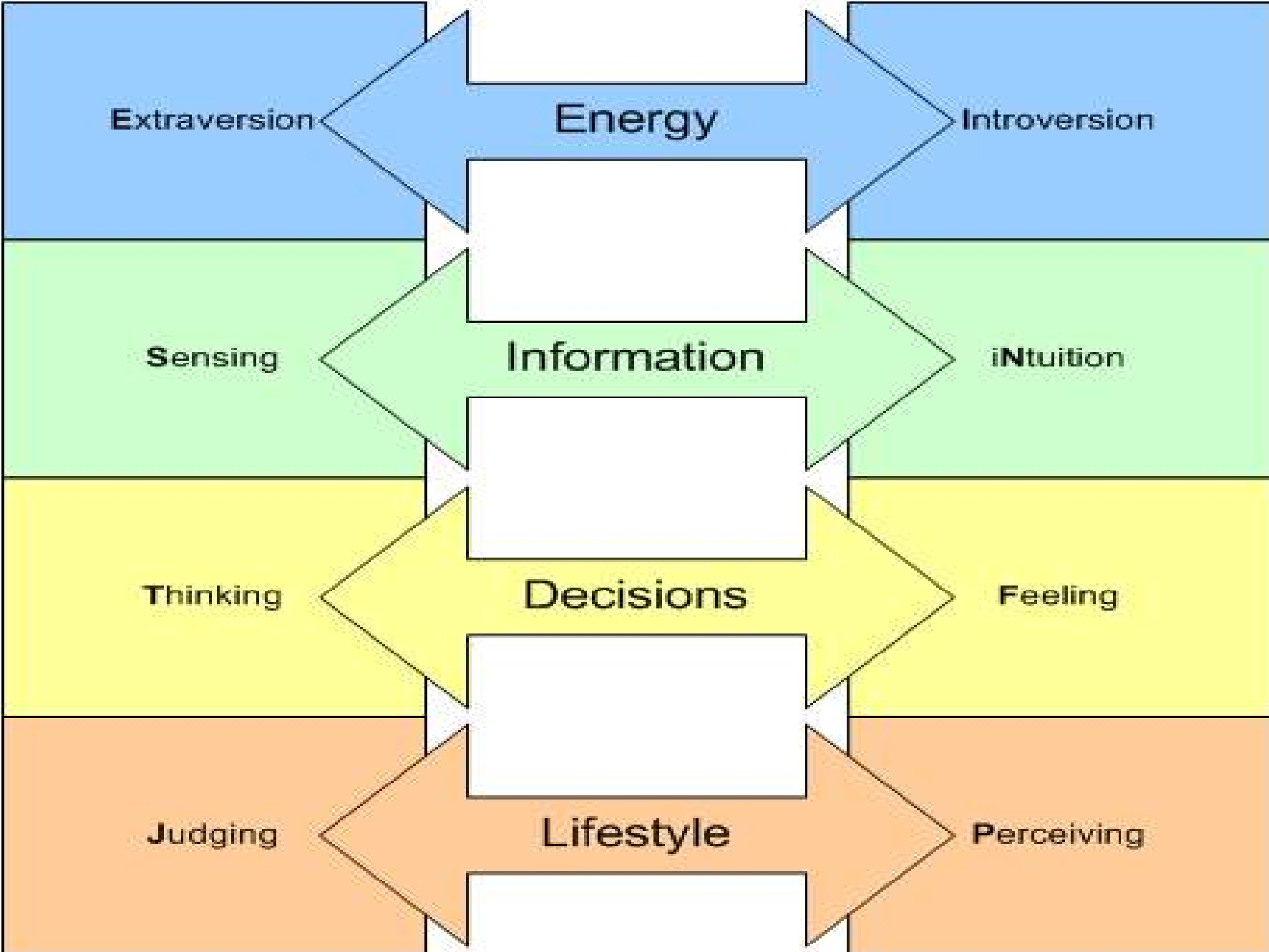
- Explore individual and team decision-making process using the Z-model
- Identify methods for incorporating all styles in decision making
- Describe personal MBTI profile and impact on teamwork

Ground Rules

HAVE FUN – this session is about:

- **Exploration not mastery**
- **Participation not perfection**
- **Sharing not stereotyping**





Use the contributions of each preference to enhance strategic effectiveness

EXTROVERTS

- **Communicate and persuade**
- **Collect information from others**
- **Take action**

INTROVERTS

- **Develop plan**
- **Think issues through**
- **Establish thorough understanding**
- **May be slow to act**

Use the contributions of each preference to enhance strategic effectiveness

SENSERS

- **Get the facts**
- **Read the fine print, inspect the details**
- **Apply experience**
- **Break down complex issues**
- **Have patience**
- **Create order**

INTUITIVES

- **See the possibilities**
- **Form vision of end point**
- **Connect unrelated facts**
- **Apply ingenuity to complex issues**
- **Clarify mission**
- **Anticipate change**

Use the contributions of each preference to enhance strategic effectiveness

THINKING

- Organize information into logical framework
- Critically evaluate plans
- Assess potential consequences
- Hold firm, adhere to policies, do the tough thing

FEELING

- Attend to human impact
- Arouse enthusiasm
- Speak clearly about values
- Persuade, counsel, make peace, resolve

Use the contributions of each preference to enhance strategic effectiveness

JUDGERS

- Get closure on plan
- Get it done
- Endorse control and sticking to plan

PERCEIVERS

- Keep options open
- Continue to collect data
- Support change
- Easily adjust

MBTI Type Table

Intro to Type & Teams - Page 11

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

Leadership & Decision Making

Decision making . . .

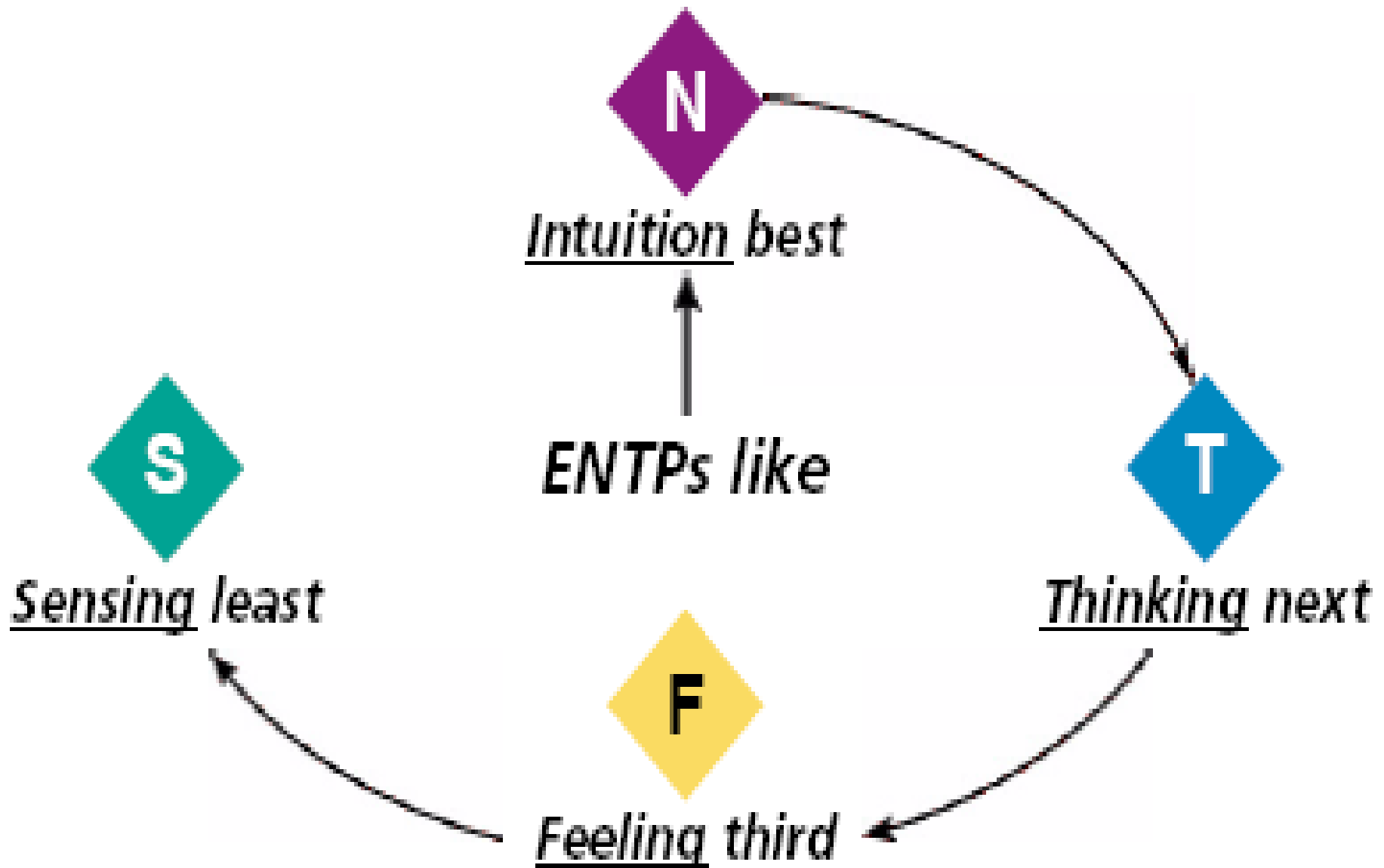
is the foundation of every leadership activity. It goes with out saying that effective decision making and problem solving can greatly improve an organization's profits and goals.

A "good"
decision-making process
starts with a purposeful,
consecutive,
strategic-thinking process.

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**How Parts of Your
Personality Work Together**

Problem Solving/Decision Making



How Parts of Your Personality Work Together

The two middle letters show your favorite processes ~ S or N and T or F

- We take in information –Senses or Intuition
- We make decisions about the information
Thinking or Feeling

Zig-Zag Process Model

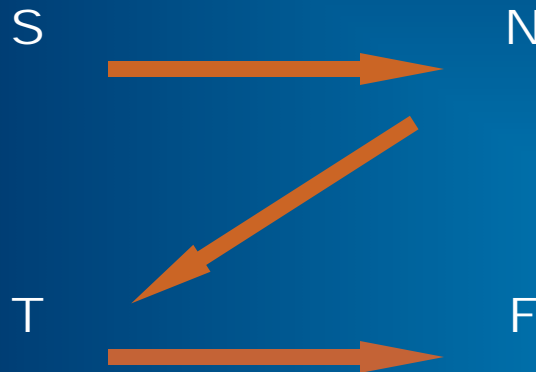
Your Decision Making Style

- **Gather facts (Sensing)**
- **Generate alternatives (Intuition)**
- **Identify pros and cons (Thinking)**
- **Pay attention to what really matters
(Feeling)**

Zig-Zag Process Model

Your Decision Making Style

- Note the order of the Zig-Zag Process™ model. (pg. 1-2)



Function	MBTI Function	Time
Dominant Function	Sensing	30 Seconds
Auxiliary Function	Thinking	15 Seconds
Tertiary Function	Feeling	10 Seconds
Inferior Function	iNtuition	5 Seconds

Do this Exercise 3 Times

1. Practice

2. Think of your process

3. Think of your Strategic Planning Team

Exercise

- Look at your handout with your type
- See the number of seconds in the **YELLOW Box** in the middle
- I will count from 1 to 60
- Move when I count to your number and its time for you to move

Sensing	0 - 30 Seconds
iNtuitive	30 - 35 Seconds
Thinking	35 - 50 Seconds
Feeling	50 - 60 Seconds

Debrief Exercise

MBTI Report - Page 10

- Applying Step II Results to Making Decisions
- The questions in “*bold italics*”
- are the ones you prefer.

Twenty Facet Questions

SENSING

Concrete: What do we know? How do we know it?
Realistic: What are the real costs?
Practical: Will it work?
Experiential: Can you show me how it works?
Traditional: Does anything really need changing?

INTUITION

Abstract: What else could this mean?
Imaginative: What else can we come up with?
Conceptual: What other interesting ideas are there?
Theoretical: How is it all interconnected?
Original: What is a new way to do this?

THINKING

Logical: What are the pros and cons?
Reasonable: What are the logical consequences?
Questioning: But what about ...?
Critical: What is wrong with this?
Tough: Why aren't we following through now?

FEELING

Empathetic: What do we like and dislike?
Compassionate: What impact will this have on people?
Accommodating: How can we make everyone happy?
Accepting: What is beneficial in this?
Tender: What about the people who will be hurt?

Sensing Facet Questions

SENSING

Concrete: What do we know? How do we know it?

Realistic: What are the real costs?

Practical: Will it work?

Experiential: Can you show me how it works?

Traditional: Does anything really need changing?

Intuition Facet Questions

INTUITION

Abstract: What else could this mean?

Imaginative: What else can we come up with?

Conceptual: What other interesting ideas are there?

Theoretical: How is it all interconnected?

Original: What is a new way to do this?

Thinking Facet Questions

THINKING

Logical: What are the pros and cons?

Reasonable: What are the logical consequences?

Questioning: But what about ...?

Critical: What is wrong with this?

Tough: Why aren't we following through now?

Feeling Facet Questions

FEELING

Empathetic: What do we like and dislike?

Compassionate: What impact will this have on people?

Accommodating: How can we make everyone happy?

Accepting: What is beneficial in this?

Tender: What about the people who will be hurt?

Decision-Making Questions

SENSING

Concrete: What do we know? How do we know it?
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**Better decisions are made
when you remember to ask and
answer all the facet questions
on page 10 of your report.**

5 Practices

- **Model the Way**
- **Inspire a Shared Vision**
- **Challenge the Process**
- **Enable Others to Act**
- **Encourage the Heart**

Insights – Pg. 2

**1. Write down your reflections
about your decision style using the
ZigZag Method.**

Intro to Type and Teams

- 1. Write Reflections on your decision Style and the Zig-Zag Method.**
- 2. Find your MBTI type and read it.**
 - List 2-3 things that you do that contributes to the effectiveness of a team.**
 - List 2-3 things that you do that hinders the effectiveness of a team.**

Intro to Type and Teams

Sit with your Strategic Planning Team and discuss:

- What are your personal “helps and hinders”.
- How can you use this Decision Making, Z-Method and Team information to help you work effectively as a team doing strategic planning?

Keep in Mind...

In team decision making, it is best to

- Know your own style strengths and challenges
- Always ask and answer the questions in the Zig-Zag Process™ model
- Acknowledge that some facet poles seem more natural to include than others

“In any moment of decision the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”

Theodore Roosevelt



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Gandhi...

*You need to be the change
you want to see in the world...*

**Kobacker House
Columbus, Ohio**

