



OhioHealth

BELIEVE IN WE™

Growing Global Leaders... Advancing Palliative Care



Leadership and MBTI

Eileen Piersa, MS, MA

Shannon Y. Moore, MD, MPH

LDI C2 RC1

February 05-12, 2013



Objectives

- ✓ To learn/review the basics of Step I type
- ✓ To experience the different types and continue assessing your fit
- ✓ To read your own results – Step I and Step II

Relationship Between Step I and Step II

<p>EXTRAVERSION (E) INTROVERSION (I)</p> <p>Initiating Receiving</p> <p>Expressive Contained</p> <p>Gregarious Intimate</p> <p>Active Reflective</p> <p>Enthusiastic Quiet</p>	<p>SENSING (S) INTUITION (N)</p> <p>Concrete Abstract</p> <p>Realistic Imaginative</p> <p>Practical Conceptual</p> <p>Experiential Theoretical</p> <p>Traditional Original</p>
<p>THINKING (T) FEELING (F)</p> <p>Logical Empathetic</p> <p>Reasonable Compassionate</p> <p>Questioning Accommodating</p> <p>Critical Accepting</p> <p>Tough Tender</p>	<p>JUDGING (J) PERCEIVING (P)</p> <p>Systematic Casual</p> <p>Planful Open-Ended</p> <p>Early Starting Pressure-Prompted</p> <p>Scheduled Spontaneous</p> <p>Methodical Emergent</p>

Type and Leadership – Why Bother?

- Leaders need to make good decisions
- Need to communicate effectively
- Building effective working relationships
- Need to make full use of each person's ability
- Being open to change and helping others change
- Tolerating healthy disagreements to promote evolution

Type and Leadership

- There is no perfect type for leadership
- Leaders vary in style and approach to leadership
- The best leaders can skillfully adapt their style and preference
- No matter your type, you can lead others successfully
- Value differences
- Watching for your own bias
- Developing Others Adaptability to Context

Quote

**We do not see the world
the way that it is.**

**We see the world the way that we
are.**

The Talmud

JOHARI WINDOW

Known to Self

Not Known to self

Known to Others

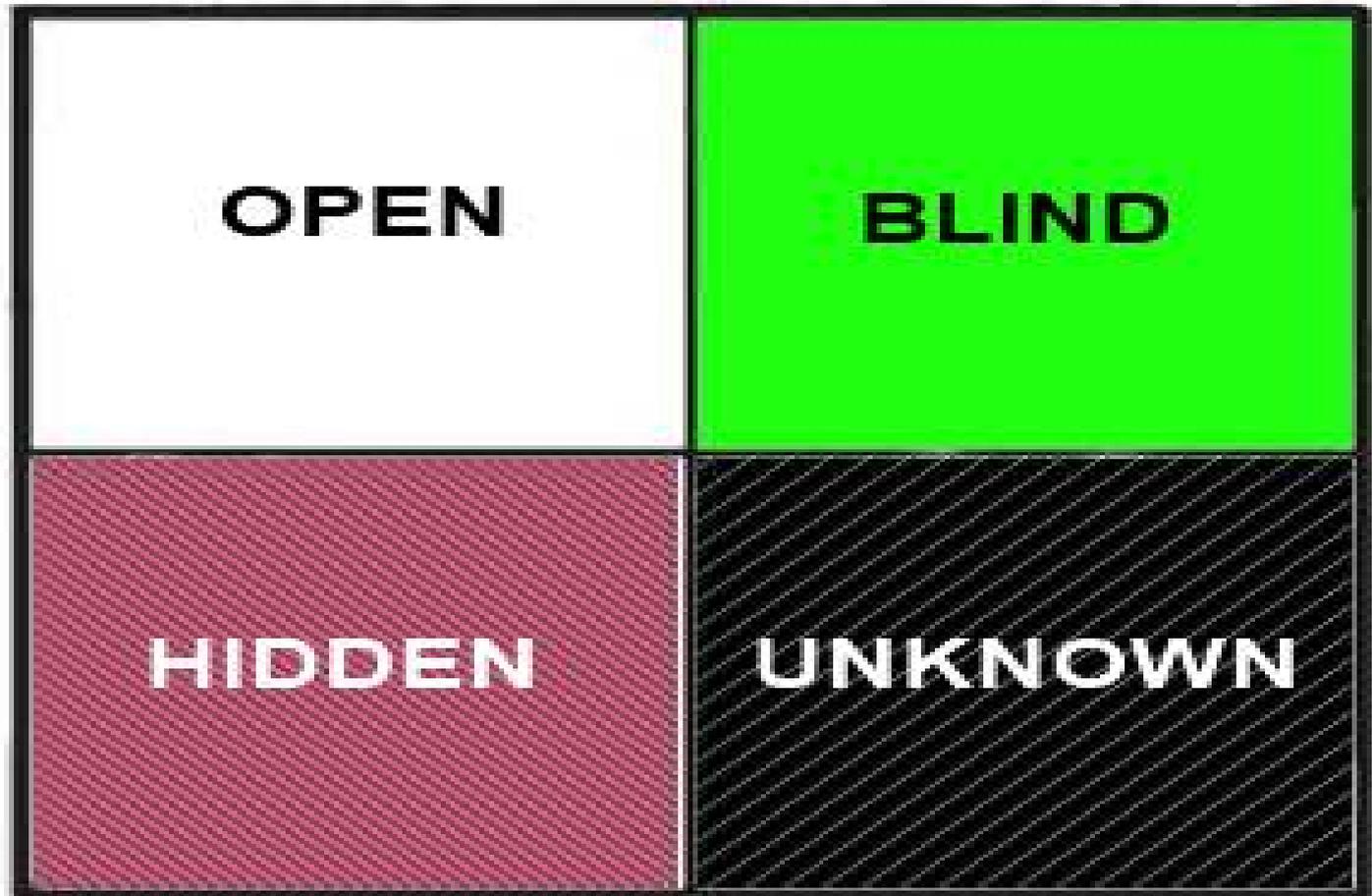
OPEN

BLIND

Not Known to Others

HIDDEN

UNKNOWN



E/I Exercise

Part One:

- I'm going to ask you to leave the room and when you come back in I'm going to ask you talk about a topic.

E/I Exercise

Part 2

Notice everything about the differences between the Extroverts and Introverts

Take notes on gestures, tone, how they speak about the subject, how they walk into the room

E/I Exercise

Part 3

Talk with each other about:

“You are home and you have an unexpected day off.

What are you going to do with it?”

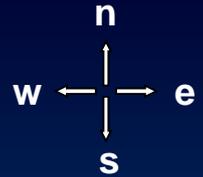
E/I Exercise

What did you notice?

E/I Groups at the Flipchart

- **How does your style (E or I) limit your effectiveness as a Leader?**
- **What skills or abilities do you need to develop to be more effective? (use book & Handout)**
- **8 minutes to discuss and chart**
- **Select a reporter**

Picture Directions



- Reflect on the picture.
- Discuss the picture in your group for 5 minutes.
- Have one person record your discussion verbatim (word for word).
- Be prepared to report out.



**Discuss – how different types –
Sensing and Intuition
take in different information**

What is the opportunity in that?

Thinkers and Feelers

- **Set up groups to discuss a decision that needs to be made.**

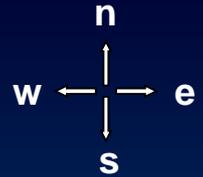
Thinkers and Feelers

- For 3 years, 8 of your colleagues have been working on a major PC initiative. They are finally successful and have been given an award to celebrate their success. It will be a global event. However, there is only enough money to send 6 people to receive the award.
- How will you decide who gets to go?
- 5 minutes

Thinker / Feeler Exercise

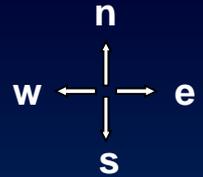
- In separate groups:
- Chart – “To communicate most effectively with me please....”
(Do’s and don’ts)

Dealing with Deadlines



- You have just been assigned a project.
- You like the assignment.
- You must complete it by the end of 30 days.
- On what day will you actually start?
- Stand by that number.
- Take your report with you.

Deadlines Discussion



- Are you Early Starting, Pressure-Prompted, or Midzone?
- What happens to you when you must start at a different time?
- What is it like to work with someone who has a different style?
- How can you facilitate working together better?

Dealing with Deadlines, Time Pressures

Early Starting
J

Pressure-Prompted
P

SEPTEMBER 2004						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6 Project start	7	8	9	10 Draft 1	11
12	13	14	15 Draft 2	16	17	18
19	20 Draft 3	21	22	23	24	25
26	27	28	29	30 Project Deliver		

SEPTEMBER 2004						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29 HOLD	30 <u>DUE!</u>		

Zig-Zag Process Model Decision Making Style

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

Decision-Making Questions Chart

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?

Keep in Mind...



**Better decisions are made
when you remember to ask and
answer all the facet questions
on page 10 of your report.**

Decision Making

- Think about how you might include all of those perspectives next time.
- Do you have those on your team?
- How can you use people's strengths to contribute to decisions?
- Are you missing those on your team?
- Impacts?

Ways to use MBTI

- Ask yourself “What does this situation call for?”
- Discuss your type with each other in planning, teamwork, conflicts, etc.
- Find people with opposite types and use them as a resource

Understanding Your Step II

- Read through the report
- Information on communication, conflict, managing change
- I can meet with you and your Mentor while you are here
- I can Skype with you

- **Review an Actual Report**

Back home

- **Observe yourself – are you true to your type?**
- **Ask others their observations of your behavior to reinforce**
- **Continue reading and learning about your type and others**

How to make pumpkin soup

Find the humor. 😊

Enjoy the differences



Finally...

- Type is only one framework for understanding people—there are others!
- Type suggests what you prefer, not what you're good at.
- Type is descriptive, not prescriptive.

Thanks for participating today!!



OhioHealth

BELIEVE IN WE™

Gandhi...

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

**Kobacker House
Columbus, Ohio**

