



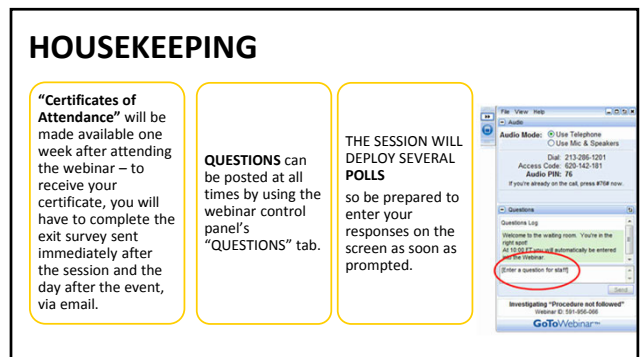
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HOSTS/PRESENTERS



Jenny Inker, PhD, MBA, LALFA
*Assistant Professor & Co-Director
Assisted Living Administration Specialty Area
Virginia Commonwealth University*



Jennifer M. Pryor, MA, MS, LALFA
*Gerontologist
Instructor
Gerontology Program Director
Joint Program Director, Assisted Living
Administration Specialty Area
Virginia Commonwealth University*

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Discovering your authentic leadership personality



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Learning Objectives

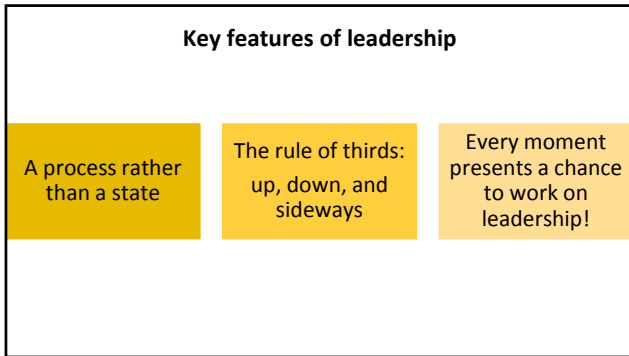
- 1.** Define leadership and the leader's contributions
- 2.** Explore MBTI® type
- 3.** Use MBTI® type to explore your leadership identity

8

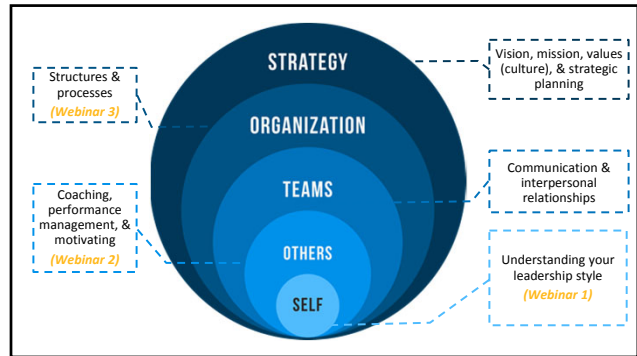


Leadership is accomplishing objectives through the efforts of others

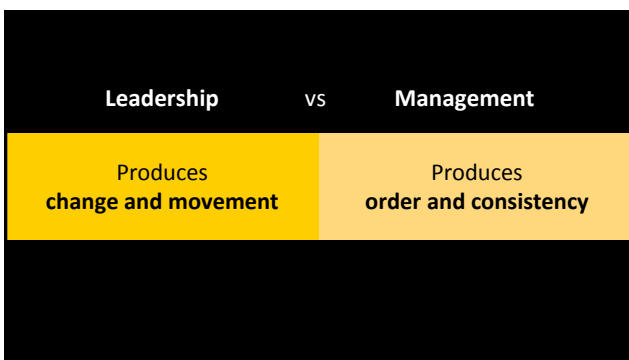
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16

Self-aware leaders are more successful!

- Leaders with greater self-awareness:
 - More accurately assess their strengths/weaknesses
 - Incorporate information to improve performance



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Self-aware leaders are more successful!

- Leaders with greater self-awareness:
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 - Incorporate information to improve performance
- Leaders with positive “self-other” agreement:
 - Have higher performing followers
 - Are more likely to be promoted



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Self-aware leaders are more successful!

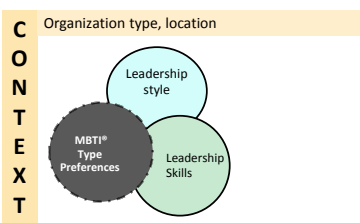
- Leaders with greater self-awareness:
 - More accurately assess their strengths/weaknesses
 - Incorporate information to improve performance
- Leaders with positive “self-other” agreement:
 - Have higher performing followers
 - Are more likely to be promoted
- Leaders with inflated self-regard have followers with lower:
 - Job satisfaction
 - Satisfaction with supervisor
 - Organizational commitment



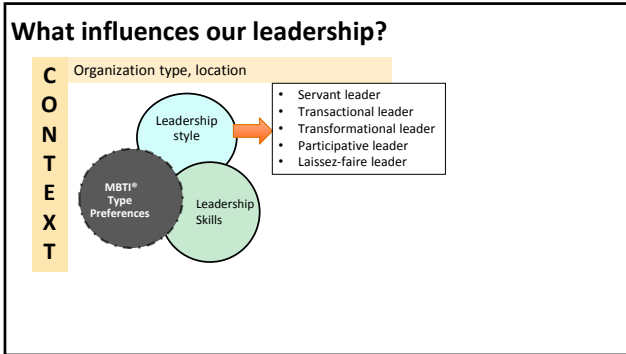
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What influences our leadership?

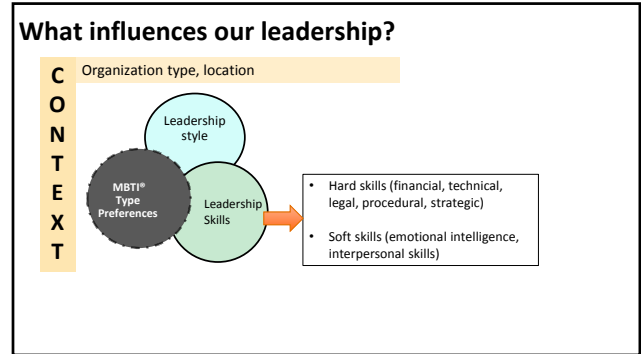
CONTEXT: Organization type, location



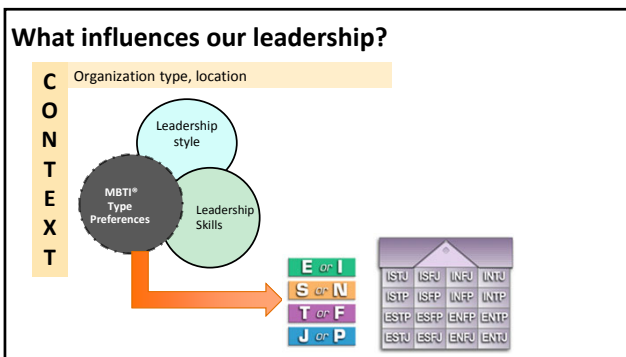
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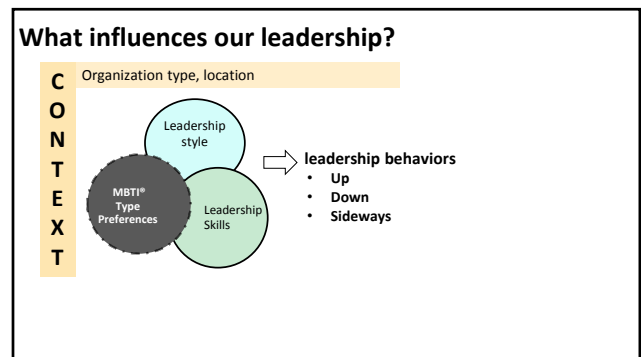
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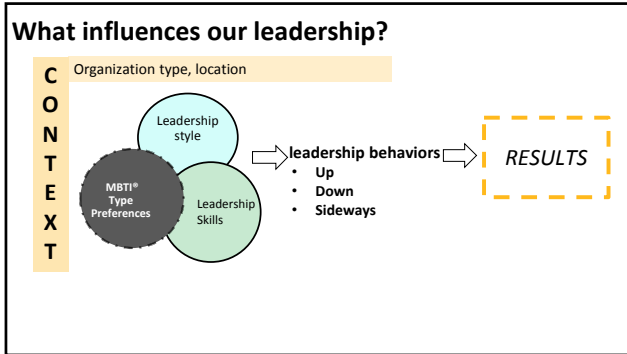
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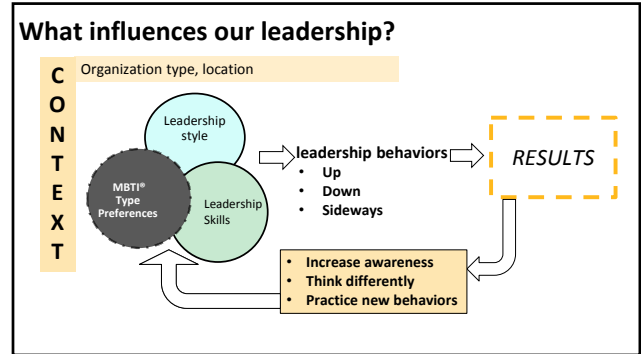
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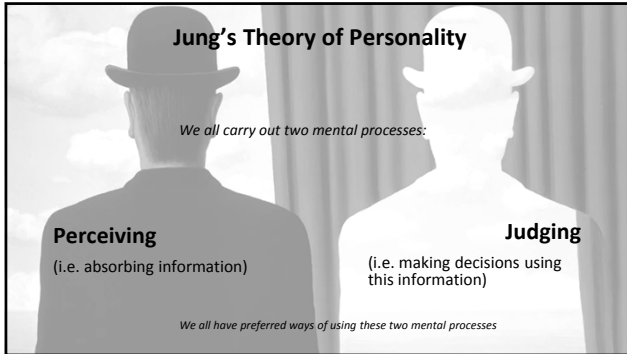
About the MBTI®

27

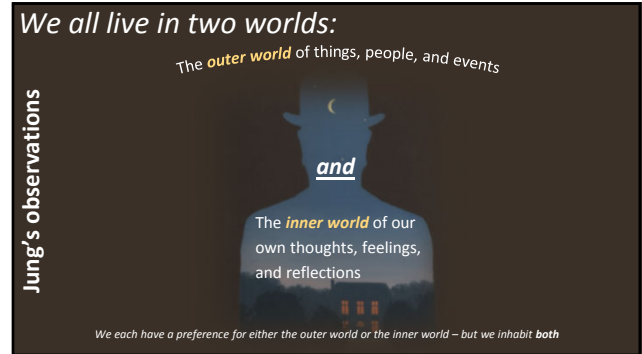
About the MBTI® assessment

- An indicator, not a test
- Preferences, not personality traits
- Forced choice questions sort preferences
- No better or worse types
- It's about attraction, not ability

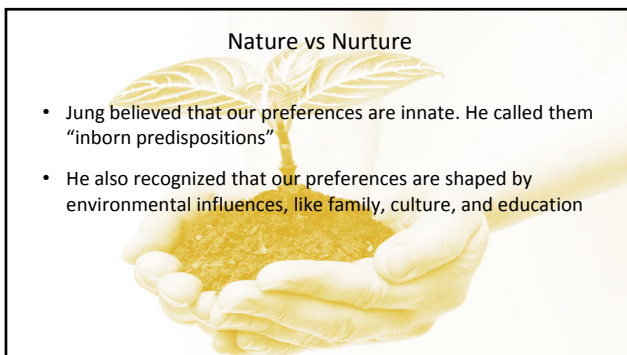
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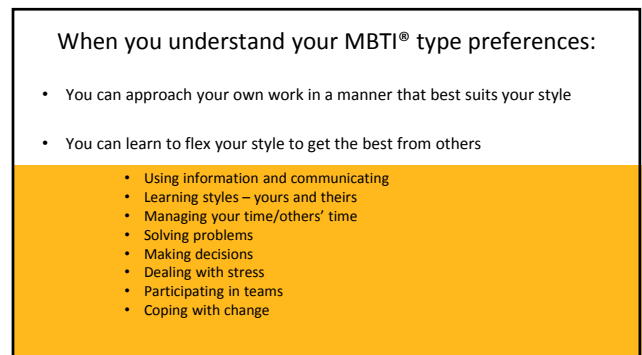
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Finding your self-assessed MBTI® type

VCU College of Health Professions Gerontology

mbti.

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The MBTI® dichotomies

The MBTI® instrument indicates preferences on four pairs of opposites, called *dichotomies*:

- Extraversion **E** or **I** Introversion
- Sensing **S** or **N** Intuition
- Thinking **T** or **F** Feeling
- Judging **J** or **P** Perceiving

34

ISTP 6.4%	ISTJ 13.7%	ISFP 6.1%	ISFJ 12.7%
INTP 2.4%	INTJ 1.4%	INFP 3.2%	INFJ 1.7%
ESTP 5.8%	ESTJ 10.4%	ESFP 8.7%	ESFJ 12.6%
ENTP 2.8%	ENTJ 2.9%	ENFP 6.3%	ENFJ 2.8%


- There are successful leaders of all types
- There are no desirable or undesirable types
- There are differences within the same types
- Type does not predict ability
- Type does predict preferences!
- You are NOT your type!

35

Handedness Activity

36

Extraversion (E) or Introversion (I)



How we direct and receive energy

38

E-I differences


People who prefer Extraversion:	People who prefer Introversion:
<ul style="list-style-type: none"> Direct their energy and attention outward Are energized by interacting with people and taking action 	<ul style="list-style-type: none"> Direct their energy and attention inward Are energized by reflecting on their own and others' ideas, memories, and experiences

Source: Introduction to Myers-Briggs Type (7th ed.), I. B. Myers, p. 5.

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E- I Illustration

EXTRAVERSION



THE NATURAL FOCUS OF EXTRAVERSION IS THE EXTERNAL WORLD

INTROVERSION



THE NATURAL FOCUS OF INTROVERSION IS THE INTERNAL WORLD

Source: Introduction to Type and Change, N. J. Barger & L. K. Kirby, p. 4.

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How people direct and receive energy

People who prefer Extraversion (E)	People who prefer Introversion (I)
<ul style="list-style-type: none"> Drawn to the outside world Tend to be sociable and expressive Prefer to communicate by talking Work out ideas by talking them through 	<ul style="list-style-type: none"> Drawn to their inner world Tend to be private and contained Prefer to communicate in writing Work out ideas by reflecting on them

Source: Introduction to Myers-Briggs Type (7th ed.), I. B. Myers, p. 5.

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How people direct and receive energy (cont.)

<p>People who prefer Extraversion (E)</p> <ul style="list-style-type: none"> • Have broad interests in many things • Learn best through doing or discussing • Readily take initiative in work and relationships 	<p>People who prefer Introversion (I)</p> <ul style="list-style-type: none"> • Focus in depth on a few interests • Learn best by reflection, mental "practice" • Take initiative selectively -when the situation or issue is very important to them
---	---

Source: Introduction to Myers-Briggs Type (7th ed.), I. B. Myers, p. 5.

42

Key words associated with E-I

<div style="display: inline-block; border: 2px solid green; padding: 5px; font-weight: bold; font-size: 2em;">E</div>	<div style="display: inline-block; border: 2px solid green; padding: 5px; font-weight: bold; font-size: 2em;">I</div>
<p>EXTRAVERSION</p> <ul style="list-style-type: none"> Action Outward People Interaction Many Expressive Do-Think-Do 	<p>INTROVERSION</p> <ul style="list-style-type: none"> Reflection Inward Privacy Concentration Few Quiet Think-Do-Think

43

We have a preference

We all do **Extraverted** and **Introverted** things.

But we usually do *not* do them with equal comfort.

Most of us have a **preference** for one or the other.

44

E-I self-assessment


Based on what you have heard so far, which do you prefer:
Extraversion or Introversion?

Your self-assessment

<div style="display: inline-block; border: 2px solid green; padding: 5px; font-weight: bold; font-size: 2em;">E</div>	<div style="display: inline-block; border: 2px solid green; padding: 5px; font-weight: bold; font-size: 2em;">I</div>
<input type="checkbox"/>	<input type="checkbox"/>

45

Sensing (S) or Intuition (N)



The way we take in information and the kind of information we like and trust

Source: Introduction to Myers-Briggs® Type (7th ed.), I. B. Myers, p. 5.

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S–N differences

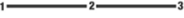

<p>People who prefer Sensing:</p> <p>Focus on present realities, verifiable facts, and experience</p>	<p>People who prefer Intuition:</p> <p>Focus on future possibilities, the big picture, and insights</p>
--	--

We all use both ways of perceiving, but we typically prefer and trust one of them more.

Source: Introduction to Myers-Briggs® Type (7th ed.), I. B. Myers, p. 5.

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S–N illustration

<p>SENSING</p>  <p>TAKING IN AND PRESENTING INFORMATION IN A SEQUENTIAL, STEP BY STEP WAY</p>	<p>INTUITION</p>  <p>TAKING IN AND PRESENTING INFORMATION IN A SNAP SHOT OR BIG PICTURE WAY</p>
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Source: Introduction to Type and Change, N. J. Barger & L. K. Kirby, p. 4.

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How people take in information

<p>People who prefer Sensing (S)</p> <ul style="list-style-type: none"> Focus on what is real and actual Observe and remember specifics Are factual, concrete, and sequential 	<p>People who prefer Intuition (N)</p> <ul style="list-style-type: none"> Focus on patterns and meanings Remember specifics when they relate to a pattern Are abstract and imaginative
---	--

Source: Introduction to Myers-Briggs® Type (7th ed.), I. B. Myers, p. 5.

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How people take in information (cont.)

People who prefer Sensing (S)

- Build carefully and thoroughly toward conclusions
- Understand ideas and theories through practical applications
- Are specific and literal
- Trust experience

People who prefer Intuition (N)

- Move quickly to conclusions, follow hunches
- Generate ideas and theories; application is secondary
- Use metaphors and analogies
- Trust inspiration

Source: Introduction to Myers-Briggs' Type (7th ed.), I. B. Myers, p. 5.

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Key words associated with S–N

S

SENSING

Facts
Realistic
Specific
Present
Keep
Practical
What is

N

INTUITION

Ideas
Imaginative
General
Future
Change
Theoretical
What could be

52

We have a preference

We all use **Sensing** and **Intuition** when making our observations about the world.

But we usually do *not* use them with equal trust.

Most of us have a **preference** for one or the other.

53

S–N self-assessment

Based on what you have heard so far, which do you prefer:
Sensing or **Intuition**?


Your self-assessment

S

N

54

Thinking (T) or Feeling (F)



The way we decide and come to conclusions

Source: Introduction to Myers-Briggs® Type (7th ed.), I. B. Myers, p. 6.

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T–F differences

People who prefer Thinking:	People who prefer Feeling:
<ul style="list-style-type: none"> • Make their decisions based on impersonal, objective logic 	<ul style="list-style-type: none"> • Make their decisions based on personal priorities and relationships

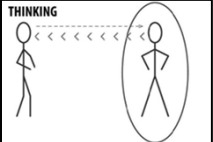
Both processes are rational and we use both, but usually not with equal ease.

Source: Introduction to Myers-Briggs® Type (7th ed.), I. B. Myers, p. 6.

57

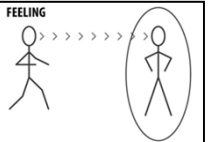
T–F illustration

THINKING



MAKING DECISIONS BY STEPPING BACK FROM THE SITUATION, TAKING AN OBJECTIVE VIEW

FEELING



MAKING DECISIONS BY STEPPING INTO THE SITUATION, TAKING AN EMPATHETIC VIEW

Source: Introduction to Type® and Change, N. J. Barger & L. K. Kirby, p. 5.

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How people decide and come to conclusions

<p style="font-weight: bold; font-size: small;">People who prefer Thinking (T)</p> <ul style="list-style-type: none"> ▪ Step back to get an objective view ▪ Analyze ▪ Use cause-and-effect reasoning ▪ Solve problems with logic 	<p style="font-weight: bold; font-size: small;">People who prefer Feeling (F)</p> <ul style="list-style-type: none"> • Step in to identify with those involved • Empathize • Are guided by personal and social values • Assess impacts of decisions on people
---	---

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How people decide and come to conclusions (cont.)

<p>People who prefer Thinking (T)</p> <ul style="list-style-type: none"> • Strive for an objective standard of truth • Are “reasonable” • Can be “tough-minded” • Are fair—want everyone to be treated equally 	<p>People who prefer Feeling (F)</p> <ul style="list-style-type: none"> • Strive for harmony and positive interactions • Are compassionate • May appear “tenderhearted” • Are fair—want everyone to be treated as an individual
---	--

Source: Introduction to Myers-Briggs Type (7th ed.), I. B. Myers, p. 6.

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Key words associated with T–F

T	F
THINKING	FEELING
Head	Heart
Detached	Personal
Things	People
Objective	Subjective
Critique	Praise
Analyze	Understand
Firm but fair	Merciful

61

We have a preference

We all use both **Thinking** and **Feeling** when making decisions.

But we usually do *not* use them with equal ease.

Most of us have a **preference** for one or the other.

62

T–F self-assessment

Based on what you have heard so far, which do you prefer:


Thinking or **Feeling**?

Your self-assessment

T	F
<input type="checkbox"/>	<input type="checkbox"/>

63

Judging (J) or Perceiving (P)



How we approach the outside world

Source: Introduction to Myers-Briggs® Type (7th ed.), I. B. Myers, p. 6.

65

J–P differences

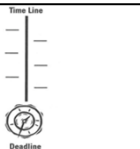
People who prefer Judging:	People who prefer Perceiving:
<ul style="list-style-type: none"> Want the external world to be organized and orderly Look at the world and see decisions that need to be made 	<ul style="list-style-type: none"> Seek to experience the world, not organize it Look at the world and see options that need to be explored

Source: Introduction to Myers-Briggs® Type (7th ed.), I. B. Myers, p. 6.

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J–P illustration

JUDGING

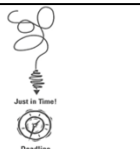


Time Line

Deadline

A PLANNED APPROACH TO MEETING THE DEADLINE IN A SCHEDULED WAY

PERCEIVING



Just in Time!

Deadline

A SPONTANEOUS APPROACH TO MEETING THE DEADLINE WITH A RUSH OF ACTIVITY

Source: Introduction to Type and Change, N. J. Barger & L. K. Kirby, p. 5.

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How people approach the outside world

People who prefer Judging (J)	People who prefer Perceiving (P)
<ul style="list-style-type: none"> Organized Systematic Methodical Make short- and long-term plans, and then follow them 	<ul style="list-style-type: none"> Adaptable and curious Casual Open-ended Adjust flexibly to new information and changes

Source: Introduction to Myers-Briggs® Type (7th ed.), I. B. Myers, p. 6.

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How people approach the outside world (cont.)

<p>People who prefer Judging (J)</p> <ul style="list-style-type: none"> • Like to have things decided • Resist reopening decisions • Try to avoid last-minute stresses 	<p>People who prefer Perceiving (P)</p> <ul style="list-style-type: none"> • Like to explore options • Resist cutting off options, making decisions too soon • Feel energized by last-minute pressures
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Source: Introduction to Myers-Briggs Type (7th ed.), I. B. Myers, p. 6.

69

Key words associated with J–P

<div style="border: 1px solid blue; padding: 2px; display: inline-block; margin-bottom: 5px;">J</div> <div style="border: 1px solid blue; padding: 2px; display: inline-block; margin-bottom: 5px;">P</div> <hr style="border-top: 1px dashed blue;"/> <p>JUDGING</p> <ul style="list-style-type: none"> Organized Decision Control Now Closure Deliberate Plan 	<p>PERCEIVING</p> <ul style="list-style-type: none"> Flexible Information Experience Later Options Spontaneous Wait
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70

We have a preference

We all use **Judging** and **Perceiving** as part of our lifestyle.

But we usually do *not* use them with equal comfort.

Most of us have a **preference** for one or the other.

71

J–P self-assessment

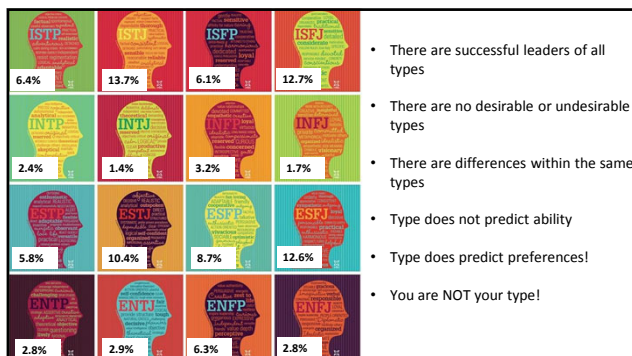
Based on what you have heard so far, which do you prefer:

Judging or **Perceiving**?

Your self-assessment

<div style="border: 1px solid blue; padding: 2px; display: inline-block; margin-bottom: 5px;">J</div>	<div style="border: 1px solid blue; padding: 2px; display: inline-block; margin-bottom: 5px;">P</div>
<input type="checkbox"/>	<input type="checkbox"/>

72

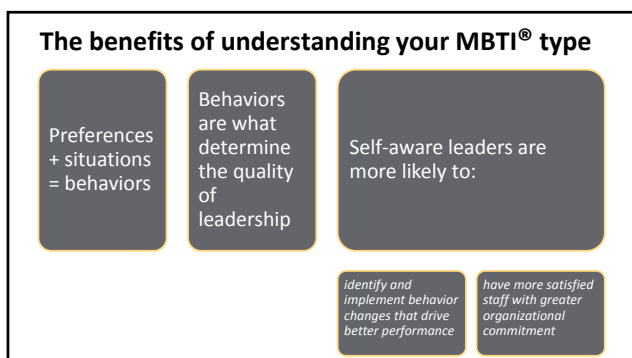


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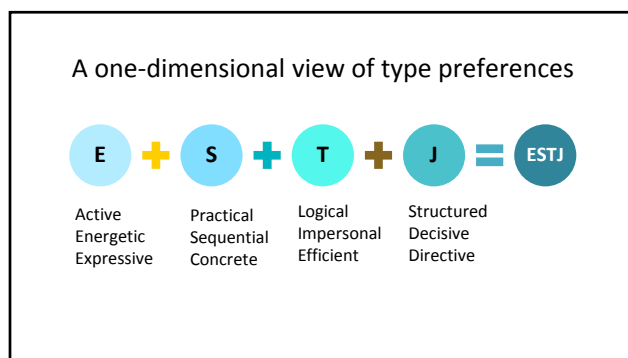
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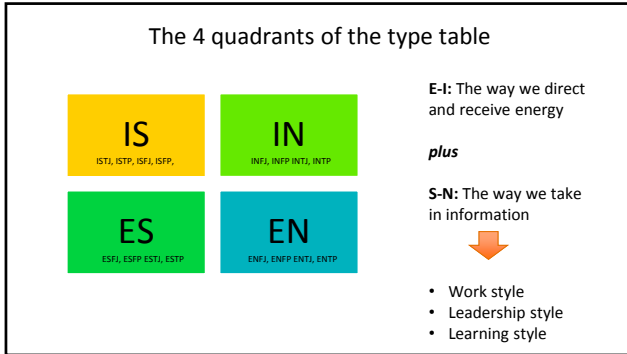
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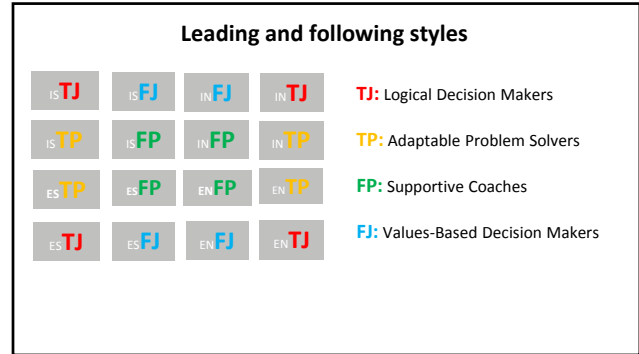
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TJ: Logical Decision Makers (**ISTJ, INTJ, ESTJ, ENTJ**)

- Analytical, decisive, tough-minded in implementing decisions
- Decisions are based on principles and systems, overall impacts, and rational assessment of outcomes
- Effective implementers of policies if they respect the leader

81

TP: Adaptable Problem Solvers (**ISTP, INTP, ESTP, ENTP**)

- Lead by example
- Value and display technical expertise
- Create consistent and orderly frameworks for working
- Objective, skeptical, and curious
- Willing to change course if new information is presented
- Effective problem solvers if interested

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FP: Supportive Coaches
(ISFP, INFP, ESFP, ENFP)

- Warm, flexible, and encouraging leaders
- Support individual work styles and enjoy involving others in decisions
- Prefer collegial relationships, shared rewards, and consensual decisions
- Energetic followers if treated with respect by the leader

83

FJ: Values-Based Decision Makers
(ISFJ, INFJ, ESFJ, ENFJ)

- Warm, decisive leaders who make decisions based on personal values and empathy for others
- Strive for harmony, consensus, and a supportive environment
- Expressive and often inspiring
- Loyal followers if the leader honors their values

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Process Pairs that Influence Leader Focus

ISTJ	ISFJ	INFJ	INTJ	ST: The bottom line
ISTP	ISFP	INFP	INTP	SF: Supporting others
ESTP	ESFP	ENFP	ENTP	NF: Empowering others
ESTJ	ESFJ	ENFJ	ENTJ	NT: Developing systems

85

Leaders with an ST preference

Want teams to focus on the **BOTTOM LINE**:

- The facts
- Policies and procedures
- Structures
- **Goal = Efficiency**
- Wants to know: "How will it be done, by when, how much will it cost?"

86

Leaders with an SF preference

Want teams to focus on OFFERING SUPPORT:

- The facts
- Internal and external customer service
- Meeting people's needs
- **Goal = Helping others**
- Wants to know: *"Who will it affect, who will do it, and how?"*

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Leaders with an NF preference

Want teams to focus on GIVING ENCOURAGEMENT:

- Possibilities for people
- Ideals worth striving for
- Clearly articulated values
- **Goal = Empowering others**
- Wants to know: *"How will it be communicated and whom will it affect?"*

88

Leaders with an NT preference

Want teams to focus on SYSTEMS:

- Possibilities for systems
- Theoretical concepts
- Sound principles
- **Goal = Best possible systems**
- Wants to know: *"What is the latest or most relevant theory or strategy?"*

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Working with MBTI®
type differences

VCU
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mbti.



90

Using type differences constructively

People who prefer INTROVERSION can benefit from their opposite's natural inclinations to:	People who prefer EXTRAVERSION can benefit from their opposite's natural inclination to:
<ul style="list-style-type: none"> • Connect socially • Brainstorm out loud • Bring others into the discussion • Raise the energy level in the room 	<ul style="list-style-type: none"> • Reflect deeply • Take time to think about things • Build deep relationships • Bring a sense of calm to proceedings





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Tips for leaders with different preferences

Your preference	The team's preference	Try these
Extraversion 	Introversion 	<ul style="list-style-type: none"> • Network with people outside your team • Ask people to voice their ideas • Pay attention to written notices and emails • Allow others to think about your ideas before they provide feedback

92

Tips for leaders with different preferences

Your preference	The team's preference	Try these
Extraversion 	Introversion 	<ul style="list-style-type: none"> • Network with people outside your team • Ask people to voice their ideas • Pay attention to written notices and emails • Allow others to think about your ideas before they provide feedback
Introversion 	Extraversion 	<ul style="list-style-type: none"> • Arrive at work early to take advantage of quiet time • Intentionally seek out private/reflective time (take the long way home) • Plan private breaks throughout the day to collect your thoughts • In meetings, voice partially thought-out perspectives



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Using type differences constructively

People who prefer INTUITION can benefit from their opposite's natural inclinations to:	People who prefer SENSING can benefit from their opposite's natural inclination to:
<ul style="list-style-type: none"> • Bring up pertinent facts • State the realities of the current situation • Apply experience to solving problems • Focus on what needs attention NOW 	<ul style="list-style-type: none"> • Bring up new possibilities • Anticipate future trends • Apply insight to solving problems • Focus on long term goals





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Tips for leaders with different preferences

Your preference	The team's preference	Try these
Sensing 	Intuition 	<ul style="list-style-type: none"> • Get involved in projects that require long-range or future thinking • Practice brainstorming with others • Prepare yourself for "roundabout" discussions – look for patterns • Go beyond specific details to uncover meanings and themes

95

Tips for leaders with different preferences

Your preference	The team's preference	Try these
Sensing 	Intuition 	<ul style="list-style-type: none"> • Get involved in projects that require long-range or future thinking • Practice brainstorming with others • Prepare yourself for "roundabout" discussions – look for patterns • Go beyond specific details to uncover meanings and themes
Intuition 	Sensing 	<ul style="list-style-type: none"> • Practice presenting information in a step-by-step manner • Provide specific examples of key information • Honor organizational values around experience and tradition • Read the fine print and get facts straight



96

Using type differences constructively

People who prefer FEELING can benefit from their opposite's natural inclinations to:	People who prefer THINKING can benefit from their opposite's natural inclination to:
<ul style="list-style-type: none"> • Analyze consequences and implications • Hold consistently to a policy • Stand firm for important principles • Create rational systems • Be fair 	<ul style="list-style-type: none"> • Forecast how others will react and feel • Make needed individual exceptions • Stand firm for people-centered values • Organize people and tasks harmoniously





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Tips for leaders with different preferences

Your preference	The team's preference	Try these
Thinking 	Feeling 	<ul style="list-style-type: none"> • Practice stepping into decisions rather than stepping back • Prepare yourself for discussions about how decisions will affect people • Be willing to talk about your values and how you will uphold them

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Tips for leaders with different preferences

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Feeling 	Thinking 	<ul style="list-style-type: none"> Practice stepping back from decisions Take an analytical approach – be as objective as you can Be willing to discuss how decisions can be made fair at the big picture level



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Using type differences constructively

People who prefer JUDGING can benefit from their opposite's natural inclinations to:	People who prefer PERCEIVING can benefit from their opposite's natural inclination to:
<ul style="list-style-type: none"> Keep on open mind Ensure all possibilities are considered before deciding Be creative 	<ul style="list-style-type: none"> Be decisive Be playful Create structure and clarity





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Tips for leaders with different preferences

Your preference	The team's preference	Try these
Judging 	Perceiving 	<ul style="list-style-type: none"> Seek out projects that have definite milestones and a final deadline Try to hold off on making decisions for a few days – continue to gather information and pay attention to ideas that come up Understand that work IS progressing despite differences in work styles Make your own deadlines and milestones

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Perceiving 	Judging 	<ul style="list-style-type: none"> Recognize that some deadlines may not be negotiable Use a past decision you believe others rushed to demonstrate the advantages of slowing down to gather more information Become active in new projects where the process is as important as the outcome Keep surprises to a minimum and reduce your options

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MBTI® type : putting it all together

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Developing your type preferences

Leadership demands excellence in all eight preferences
There are some tensions though –

Leaders must:

Be outward focused (E) yet have inner drive (I)	Manage by walking around (E) but take time to reflect on things (I)	Be visionary (NF/NT) but also practical (SJ/ST)	Be entrepreneurial (P) but exercise proper controls (J)	Be productive (ST) yet customer centered (NF)
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Type tensions in leadership

Be staff friendly (SF) but have to lose people through restructuring (NT)	Take a long-term view (N) but manage the short term effectively (S)	Be prepared to change everything (P) but create stability for your workforce (J)	Improve quality and drive up standards (NT) yet create an atmosphere where mistakes can be forgiven (NF)	Delegate (N) yet know the detail (S)
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What you can do to develop your type preferences

The first step is self-awareness!

- How do you use your preferences now?
- Are you consciously aware of using your less preferred processes?
- What does it feel like when you have to use a non-preferred process?

How you can build on strengths and minimize weaknesses:

- What feedback do you have from trusted others about how your behavior impacts them?
- In what small ways can you start making some positive changes?
- Who can you ask for friendly but challenging feedback?

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Take a moment to reflect on a goal

- Specific
- Measurable
- Achievable
- Realistic
- Timebound

What is the ONE THING you most want to work on?

What SMART goal can you set for yourself?

Consider starting with leisure and hobby activities where less is at stake

Recognize that setting a self-awareness goal (to observe, to notice) is perfectly valid!

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In summary:

- There are successful leaders of all types
- There are no desirable or undesirable types
- Type predicts preferences, not abilities
- You are not your type - you are a unique individual
- You can learn to develop your type preferences

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Coming up next

Webinar 2 will focus on applying your MBTI® type knowledge to your leadership

To help you prepare for this webinar, continue to reflect on your MBTI type

Notice your own behaviors and those of others

What can it reveal to you about MBTI type?

In what ways do people differ from you and each other, and how are they similar?

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