

“Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.”

Steve Jobs



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1

Part I:

- Discovering your authentic leadership personality

2

Part II.

- Leading others to better performance

3

Part III.

- Making continuous quality improvement work for you

SERIES OBJECTIVES

*ATTENDANCE WILL PROVIDE 2 CREDIT HOURS PER WEBINAR
OR 6 CREDIT HOURS FOR THE ENTIRE SERIES.*

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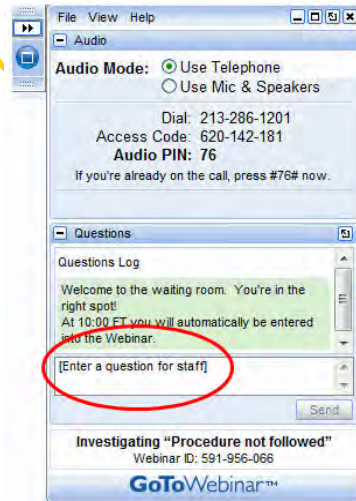
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HOUSEKEEPING

“Certificates of Attendance” will be made available one week after attending the webinar – to receive your certificate, you will have to complete the exit survey sent immediately after the session *and* the day after the event, via email.

QUESTIONS can be posted at all times by using the webinar control panel’s **“QUESTIONS”** tab.



THE SESSION WILL DEPLOY SEVERAL **POLLS**

so be prepared to enter your responses on the screen as soon as prompted.

Today’s **MATERIALS** (slides and handouts) can be downloaded from the **“Handout”** tab of your webinar’s control panel.

HOSTS/PRESENTERS



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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

A black and white photograph of a rowing team. Several rowers are visible, focused on their work. The central figure is a woman with her hair in a bun, wearing sunglasses and a dark long-sleeved shirt. She is holding a rowing oar. Other rowers are visible in the background, also wearing sunglasses and athletic gear. The image has a slightly blurred, dynamic feel, suggesting movement on the water.

**Leadership is accomplishing objectives
through the efforts of others**

Key features of leadership

A process rather
than a state

The rule of thirds:
up, down, and
sideways

Every moment
presents a chance
to work on
leadership!



Leadership

vs

Management

Produces
change and movement

Produces
order and consistency

Successful leadership is rooted in

Behaviors and skills that are acquired and demonstrated

Not personality, traits, or genetics

Mastery not ability

Everyone has their own unique journey

Self-aware leaders are more successful!

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



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



Self-aware leaders are more successful!

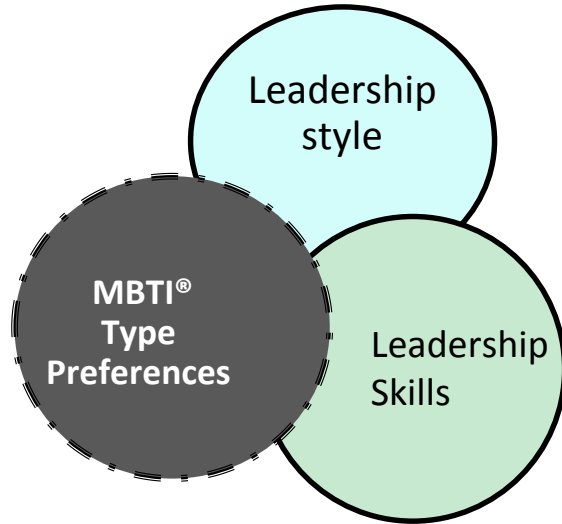
- Leaders with greater self-awareness:
 - More accurately assess their strengths/weaknesses
 - Incorporate information to improve performance
- Leaders with positive “self-other” agreement:
 - Have higher performing followers
 - Are more likely to be promoted
- Leaders with inflated self-regard have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



What influences our leadership?

C
O
N
T
E
X
T

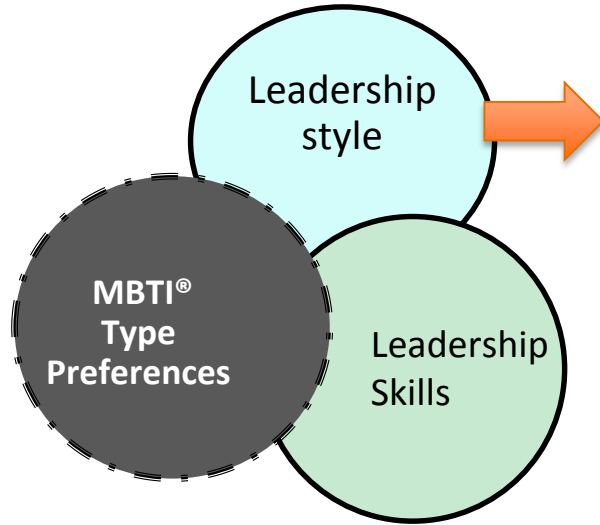
Organization type, location



What influences our leadership?

C O N T E X T

Organization type, location

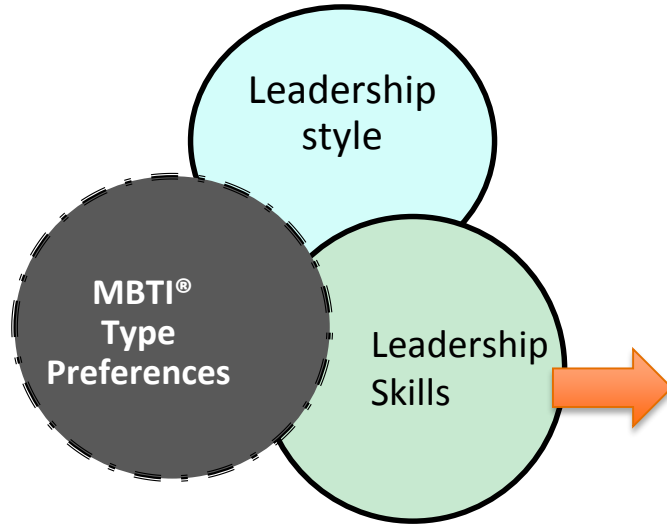


- Servant leader
- Transactional leader
- Transformational leader
- Participative leader
- Laissez-faire leader

What influences our leadership?

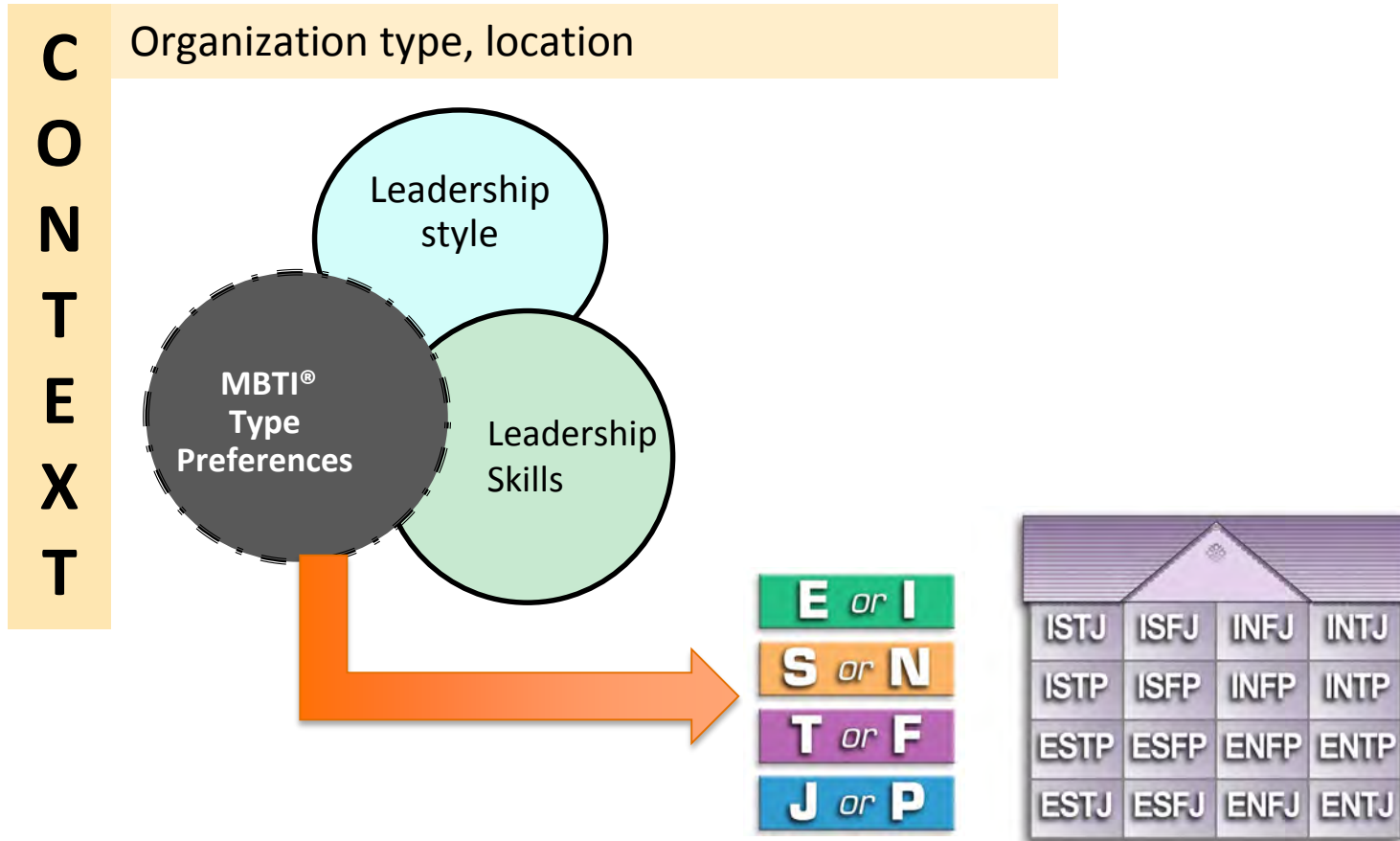
C O N T E X T

Organization type, location



- Hard skills (financial, technical, legal, procedural, strategic)
- Soft skills (emotional intelligence, interpersonal skills)

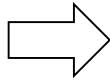
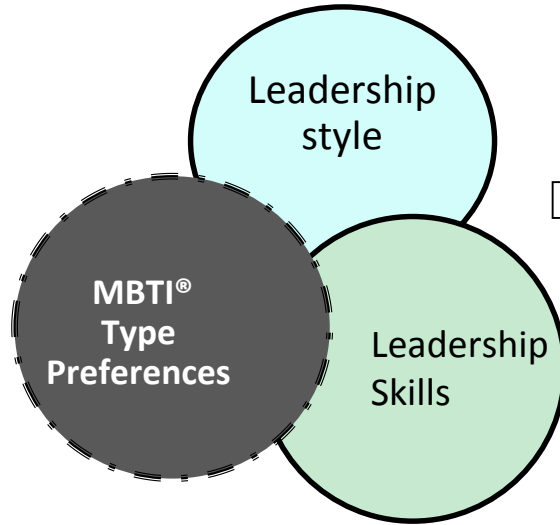
What influences our leadership?



What influences our leadership?

C O N T E X T

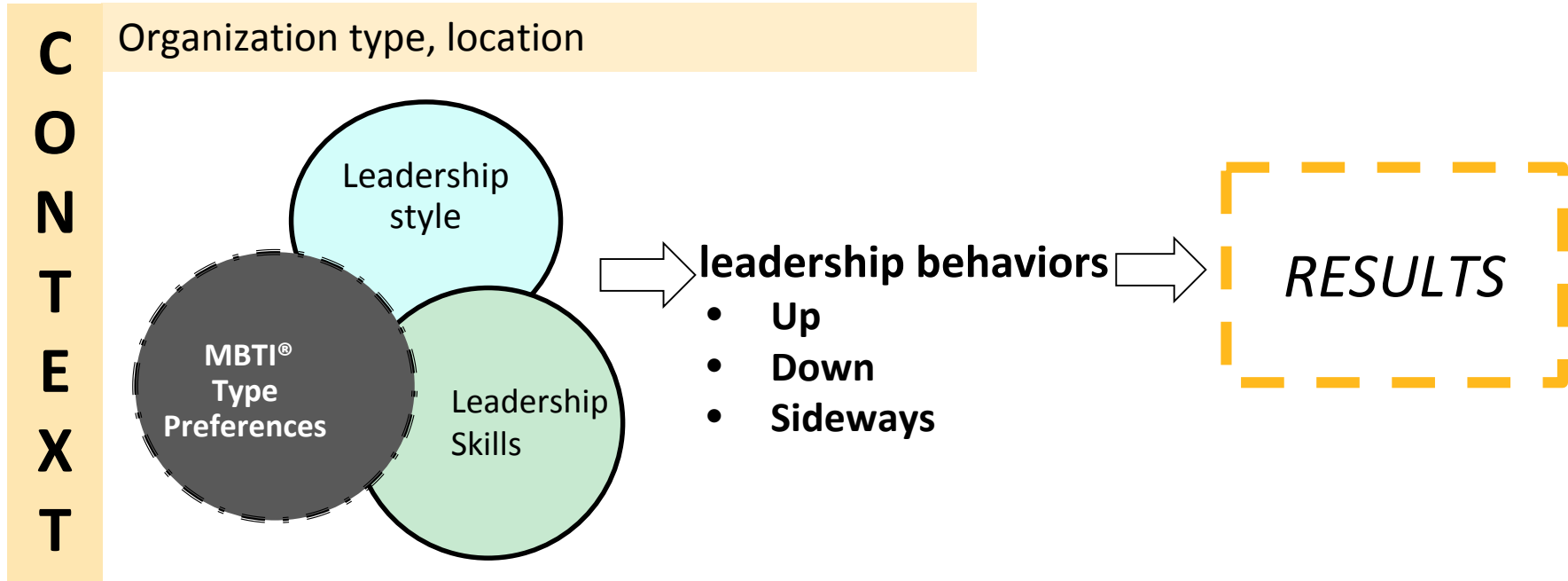
Organization type, location



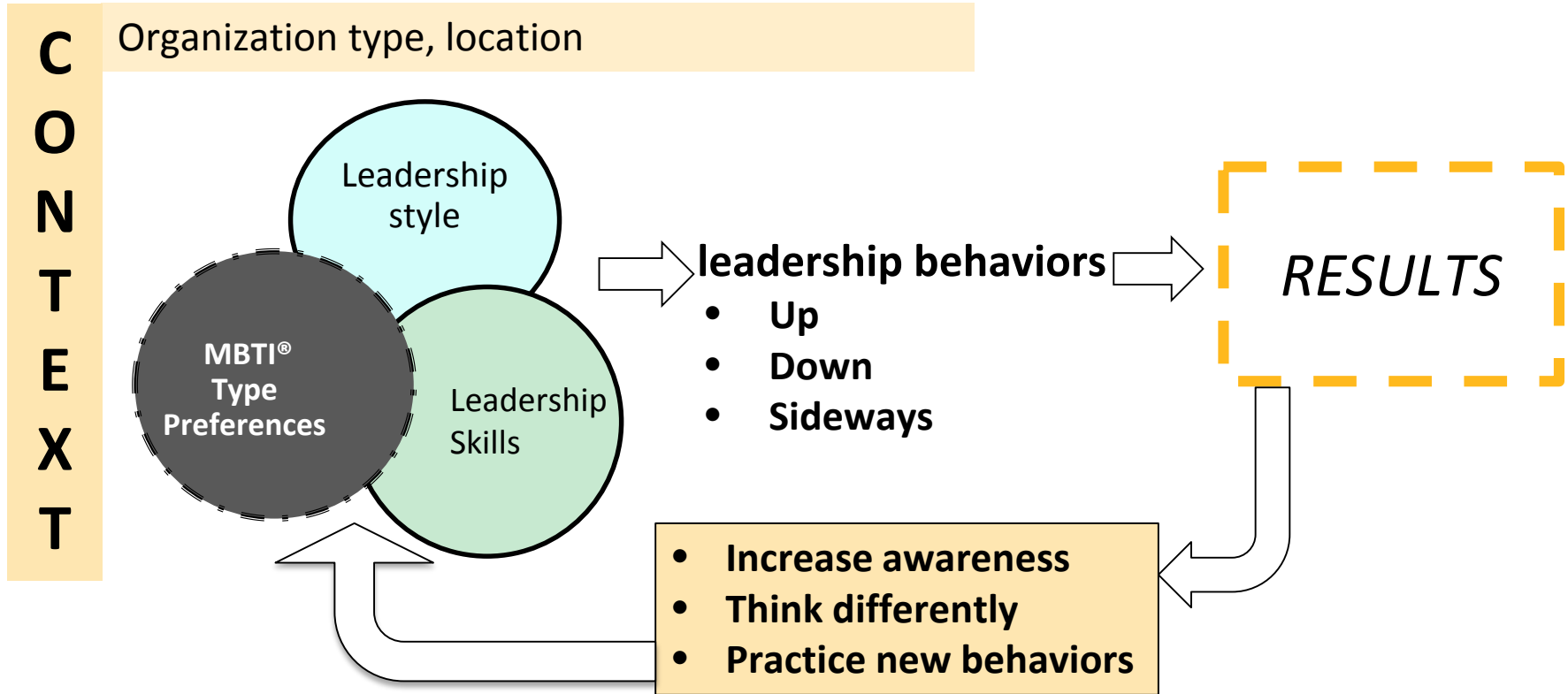
leadership behaviors

- **Up**
- **Down**
- **Sideways**

What influences our leadership?



What influences our leadership?



About the MBTI®



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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

Jung's Theory of Personality



We all carry out two mental processes:

Perceiving

(i.e. absorbing information)

Judging

(i.e. making decisions using this information)

We all have preferred ways of using these two mental processes

We all live in two worlds:

The **outer world** of things, people, and events

and

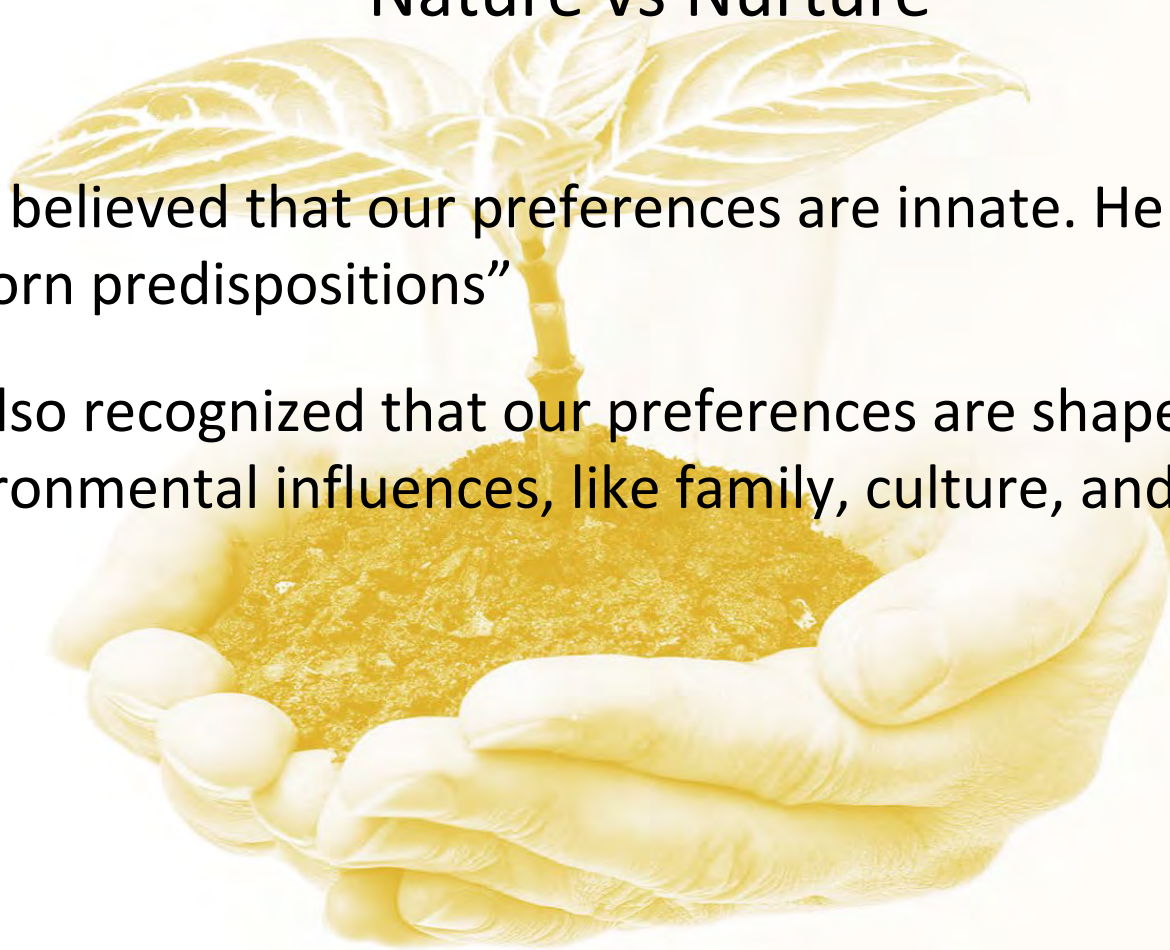
The **inner world** of our
own thoughts, feelings,
and reflections

*We each have a preference for either the outer world or the inner world – but we inhabit **both***

Jung's observations

Nature vs Nurture

- Jung believed that our preferences are innate. He called them “inborn predispositions”
- He also recognized that our preferences are shaped by environmental influences, like family, culture, and education



When you understand your MBTI® type preferences:

- You can approach your own work in a manner that best suits your style
- You can learn to flex your style to get the best from others
 - Using information and communicating
 - Learning styles – yours and theirs
 - Managing your time/others' time
 - Solving problems
 - Making decisions
 - Dealing with stress
 - Participating in teams
 - Coping with change

Finding your self-assessed MBTI® type



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The MBTI® dichotomies

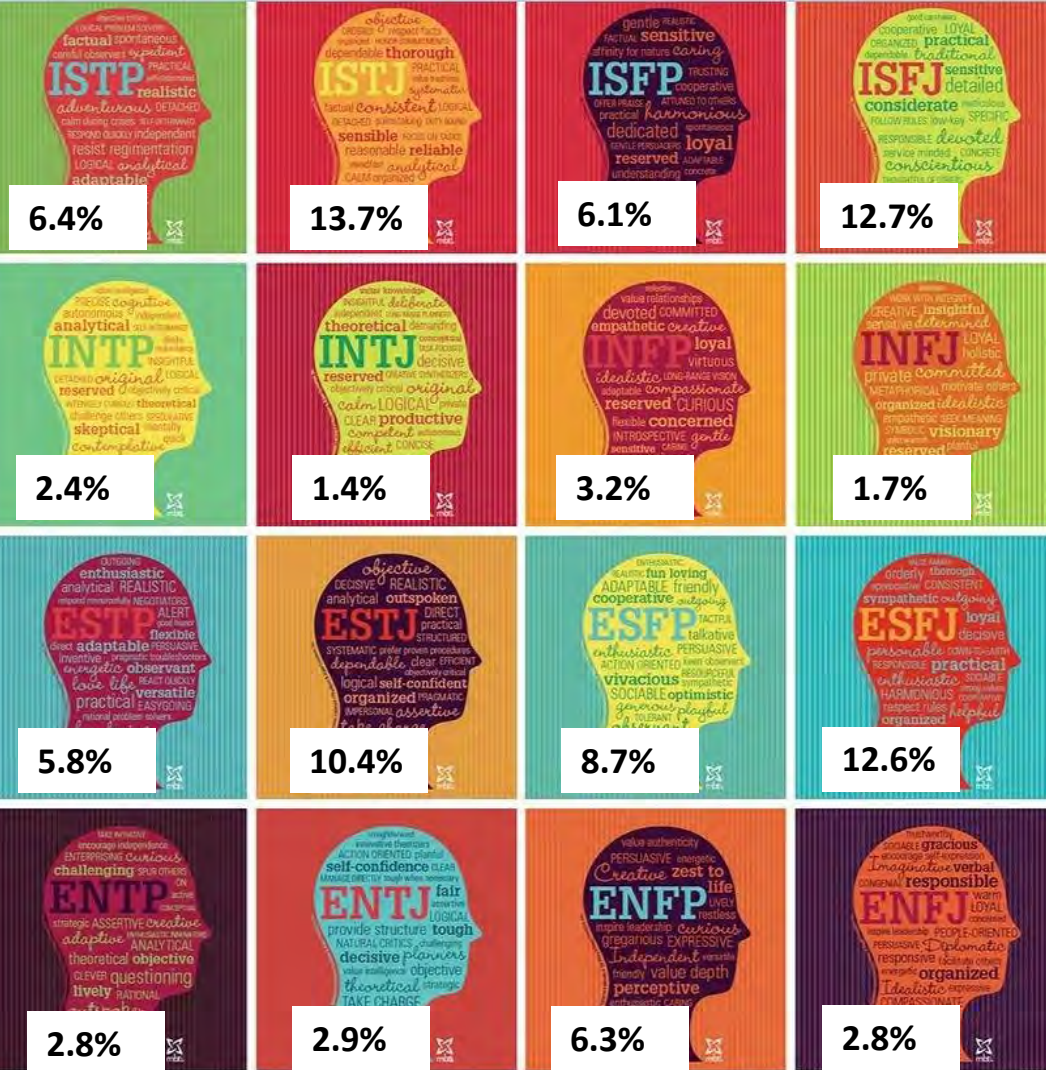
The MBTI® instrument indicates preferences on four pairs of opposites, called *dichotomies*:

Extraversion **E** or **I** Introversion

Sensing **S** or **N** Intuition

Thinking **T** or **F** Feeling

Judging **J** or **P** Perceiving



- 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!

Handedness Activity

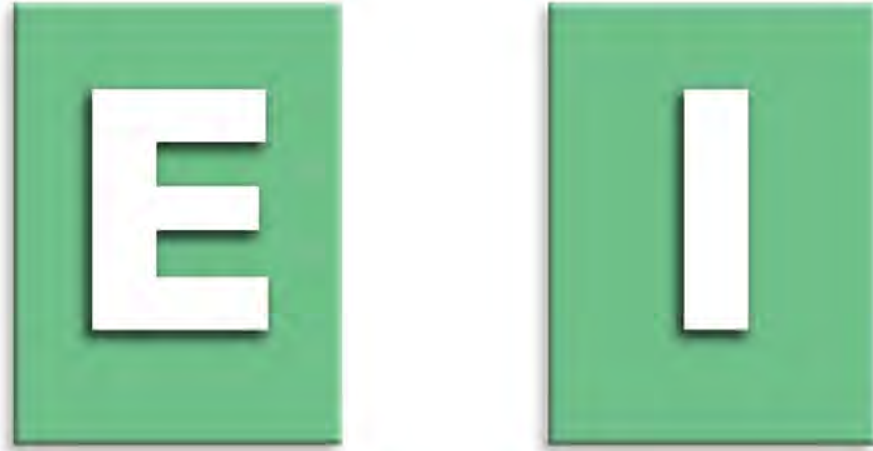


Poll

Have you taken the MBTI Assessment?

- ☐ Yes, in the last five years
- ☐ Yes, in the last 10 years
- ☐ Never
- ☐ Maybe, I'm not sure

Extraversion (E) or Introversion (I)



How we direct and receive energy

E–I differences

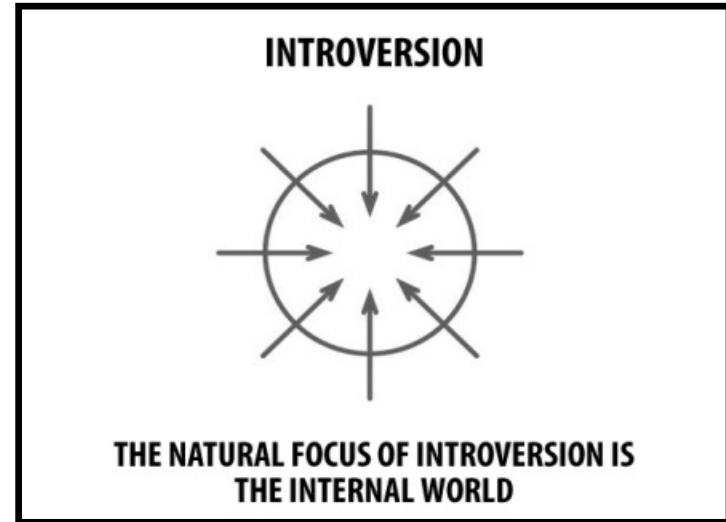
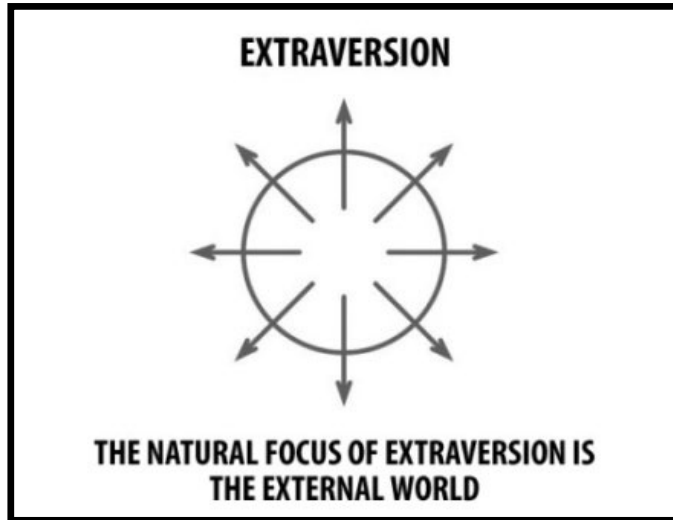
People who prefer Extraversion:

- Direct their energy and attention outward
- Are energized by interacting with people and taking action

People who prefer Introversion:

- Direct their energy and attention inward
- Are energized by reflecting on their own and others' ideas, memories, and experiences

E- I Illustration



How people direct and receive energy

People who prefer **Extraversion (E)**

- Drawn to the outside world
- Tend to be sociable and expressive
- Prefer to communicate by talking
- Work out ideas by talking them through

People who prefer **Introversion (I)**

- Drawn to their inner world
- Tend to be private and contained
- Prefer to communicate in writing
- Work out ideas by reflecting on them

How people direct and receive energy (cont.)

People who prefer **Extraversion (E)**

- Have broad interests in many things
- Learn best through doing or discussing
- Readily take initiative in work and relationships

People who prefer **Introversion (I)**

- 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

Key words associated with E–I



EXTRAVERSION

Action
Outward
People
Interaction
Many
Expressive
Do-Think-Do

INTROVERSION

Reflection
Inward
Privacy
Concentration
Few
Quiet
Think-Do-Think

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.

E—I self-assessment

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

Your self-assessment

☐☐

Poll

If you had to choose one over the other, you think you tend more towards:

- ☐ Extraversion
- ☐ Introversion
- ☐ I'm still not sure

Sensing (S) or Intuition (N)



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

S–N differences

People who prefer Sensing:

Focus on present realities, verifiable facts, and experience

People who prefer Intuition:

Focus on future possibilities, the big picture, and insights

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

S–N illustration

SENSING



TAKING IN AND PRESENTING INFORMATION IN A SEQUENTIAL,
STEP BY STEP WAY

INTUITION



TAKING IN AND PRESENTING INFORMATION IN A SNAP SHOT
OR BIG PICTURE WAY

How people take in information

People who prefer **Sensing (S)**

- Focus on what is real and actual
- Observe and remember specifics
- Are factual, concrete, and sequential

People who prefer **Intuition (N)**

- Focus on patterns and meanings
- Remember specifics when they relate to a pattern
- Are abstract and imaginative

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

Key words associated with S–N

S

N

SENSING

Facts
Realistic
Specific
Present
Keep
Practical
What is

INTUITION

Ideas
Imaginative
General
Future
Change
Theoretical
What could be

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.

S–N self-assessment

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

Sensing or **Intuition**?

Your self-assessment

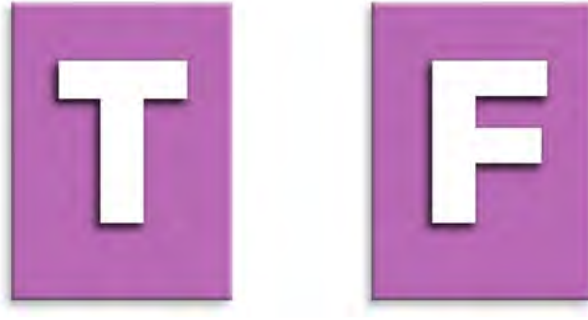
☐☐

Poll

If you had to choose one over the other, you think you tend more towards:

- ☐ Sensing
- ☐ Intuition
- ☐ I'm still not sure

Thinking (T) or Feeling (F)



The way we decide and come to conclusions

T–F differences

People who prefer Thinking:

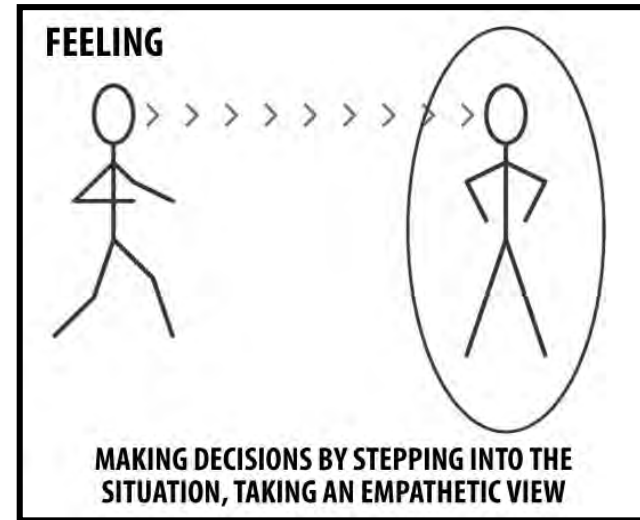
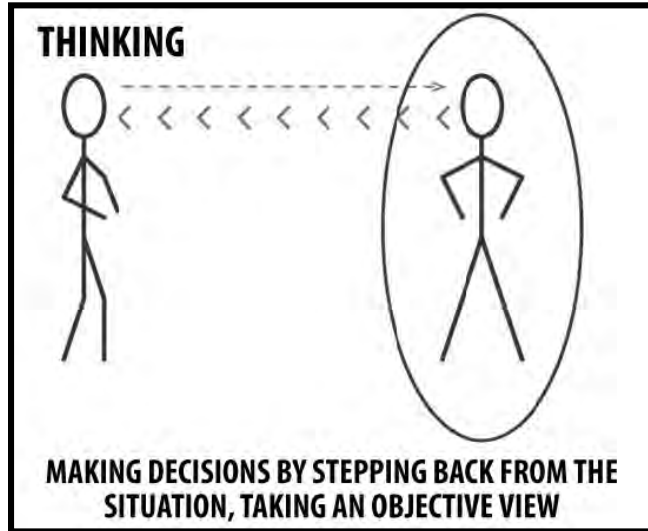
- Make their decisions based on impersonal, objective logic

People who prefer Feeling:

- Make their decisions based on personal priorities and relationships

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

T-F illustration



How people decide and come to conclusions

People who prefer **Thinking (T)**

- Step back to get an objective view
- Analyze
- Use cause-and-effect reasoning
- Solve problems with logic

People who prefer **Feeling (F)**

- Step in to identify with those involved
- Empathize
- Are guided by personal and social values
- Assess impacts of decisions on people

How people decide and come to conclusions (cont.)

People who prefer **Thinking (T)**

- Strive for an objective standard of truth
- Are “reasonable”
- Can be “tough-minded”
- Are fair—want everyone to be treated equally

People who prefer **Feeling (F)**

- Strive for harmony and positive interactions
- Are compassionate
- May appear “tenderhearted”
- Are fair—want everyone to be treated as an individual

Key words associated with T–F



T



F

THINKING

Head
Detached
Things
Objective
Critique
Analyze
Firm but fair

FEELING

Heart
Personal
People
Subjective
Praise
Understand
Merciful

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.

T–F self-assessment

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

Thinking or **Feeling**?

Your self-assessment

☐A small, empty square checkbox with a thin black border.☐A small, empty square checkbox with a thin black border.

Poll

If you had to choose one over the other, you think you tend more towards:

- ☐ Thinking
- ☐ Feeling
- ☐ I'm still not sure

Judging (J) or Perceiving (P)



How we approach the outside world

J–P differences

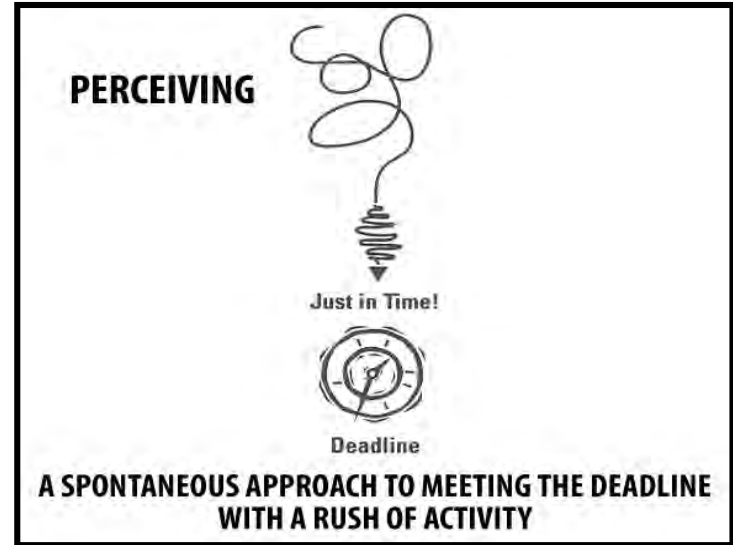
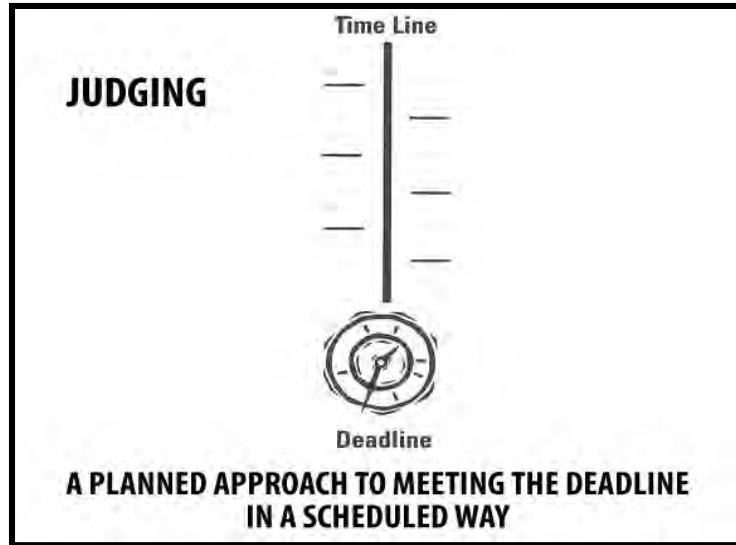
People who prefer Judging:

- Want the external world to be organized and orderly
- Look at the world and see decisions that need to be made

People who prefer Perceiving:

- Seek to experience the world, not organize it
- Look at the world and see options that need to be explored

J-P illustration



How people approach the outside world

People who prefer **Judging (J)**

- Organized
- Systematic
- Methodical
- Make short- and long-term plans, and then follow them

People who prefer **Perceiving (P)**

- Adaptable and curious
- Casual
- Open-ended
- Adjust flexibly to new information and changes

How people approach the outside world (cont.)

People who prefer **Judging (J)**

- Like to have things decided
- Resist reopening decisions
- Try to avoid last-minute stresses

People who prefer **Perceiving (P)**

- Like to explore options
- Resist cutting off options, making decisions too soon
- Feel energized by last-minute pressures

Key words associated with J–P



JUDGING

Organized
Decision
Control
Now
Closure
Deliberate
Plan

PERCEIVING

Flexible
Information
Experience
Later
Options
Spontaneous
Wait

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.

J–P self-assessment

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

Judging or **Perceiving**?

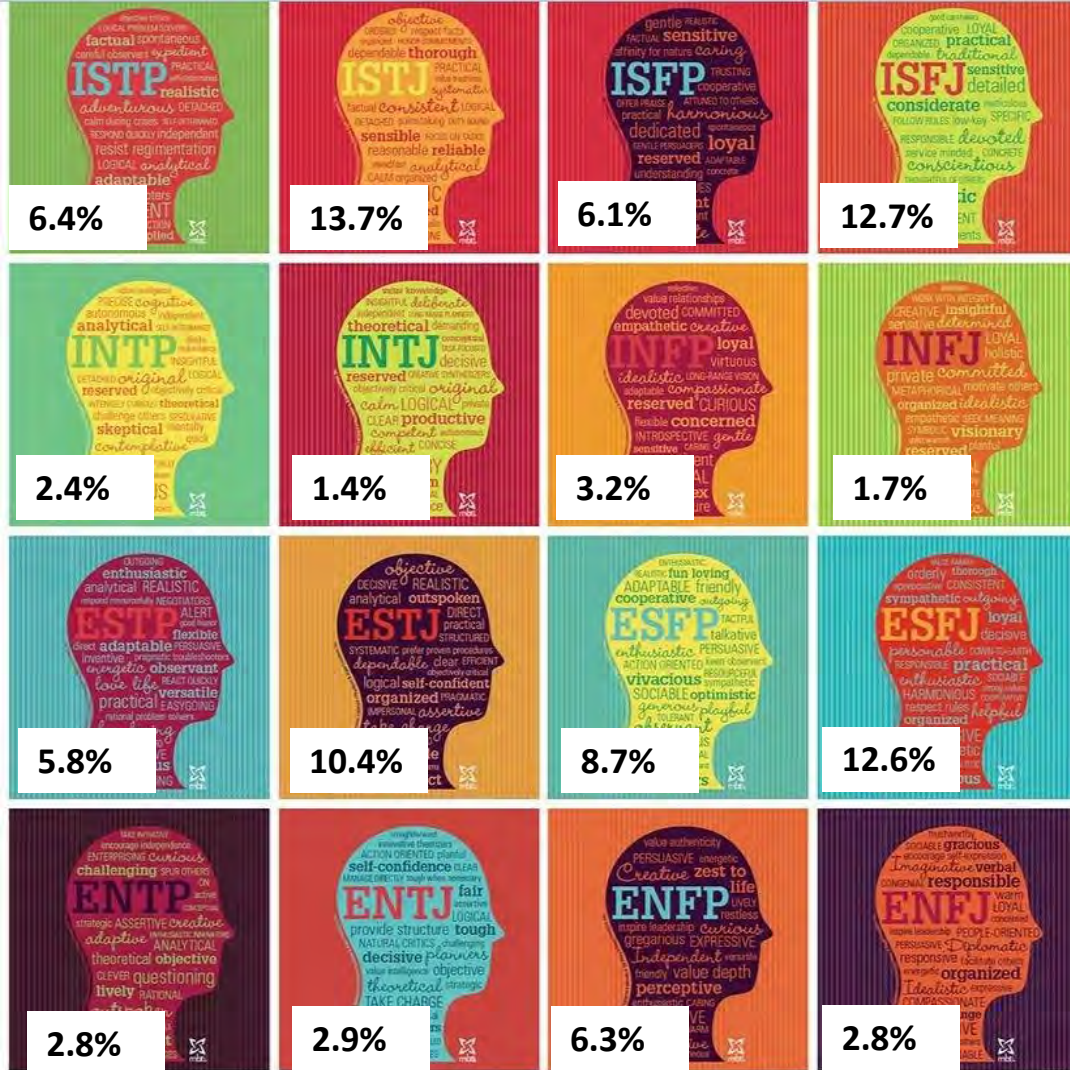
Your self-assessment

☐☐

Poll

If you had to choose one over the other, you think you tend more towards:

- ☐ Judging
- ☐ Perceiving
- ☐ I'm still not sure



- 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!

Understanding your MBTI® type



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The benefits of understanding your MBTI® type

Preferences
+ situations
= behaviors

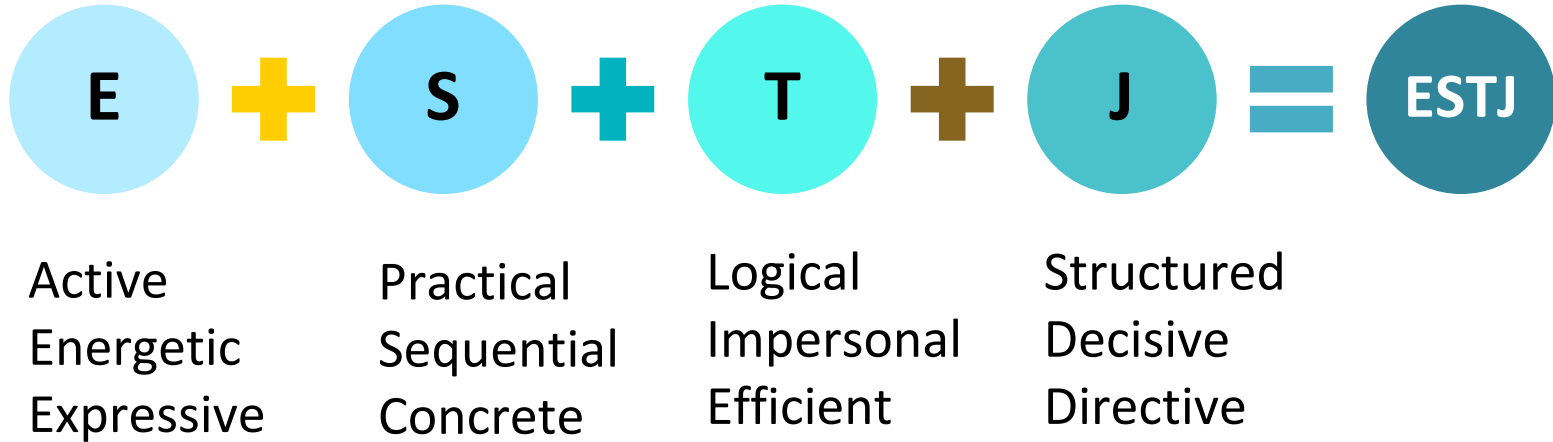
Behaviors
are what
determine
the quality
of
leadership

Self-aware leaders are
more likely to:

*identify and
implement behavior
changes that drive
better performance*

*have more satisfied
staff with greater
organizational
commitment*

A one-dimensional view of type preferences



The 4 quadrants of the type table

IS

ISTJ, ISTP, ISFJ, ISFP,

IN

INFJ, INFP INTJ, INTP

ES

ESFJ, ESFP ESTJ, ESTP

EN

ENFJ, ENFP ENTJ, ENTP

E-I: The way we direct
and receive energy

plus

S-N: The way we take
in information



- Work style
- Leadership style
- Learning style

Poll

Does this sound like you?

- ☐ “*Let’s keep it!*” (thoughtful realist - IS)
- ☐ “*Let’s think about it differently!*” (thoughtful innovator - IN)
- ☐ “*Let’s do it!*” (action-oriented realist - ES)
- ☐ “*Let’s change it!*” action-oriented innovator - EN)

Leading and following styles

IS **TJ**

IS **FJ**

IN **FJ**

IN **TJ**

TJ: Logical Decision Makers

IS **TP**

IS **FP**

IN **FP**

IN **TP**

TP: Adaptable Problem Solvers

ES **TP**

ES **FP**

EN **FP**

EN **TP**

FP: Supportive Coaches

ES **TJ**

ES **FJ**

EN **FJ**

EN **TJ**

FJ: Values-Based Decision Makers

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

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

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

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

Process Pairs that Influence Leader Focus

|**ST**J

|**SF**J

|**NF**J

|**NT**J

ST: The bottom line

|**ST**P

|**SF**P

|**NF**P

|**NT**P

SF: Supporting others

E**ST**P

E**SF**P

E**NF**P

E**NT**P

NF: Empowering others

E**ST**J

E**SF**J

E**NF**J

E**NT**J

NT: Developing systems

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?”*

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?”*

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?”*

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?”*

Working with MBTI® type differences



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Using type differences constructively



**People who prefer
INTROVERSION can benefit
from their opposite's natural
inclinations to:**

- Connect socially
- Brainstorm out loud
- Bring others into the discussion
- Raise the energy level in the room





**People who prefer
EXTRAVERSION can benefit
from their opposite's natural
inclination to:**

- Reflect deeply
- Take time to think about things
- Build deep relationships
- Bring a sense of calm to proceedings

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

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

Using type differences constructively


**People who prefer INTUITION
can benefit from their
opposite's natural inclinations
to:**

- Bring up pertinent facts
- State the realities of the current situation
- Apply experience to solving problems
- Focus on what needs attention NOW



**People who prefer SENSING
can benefit from their
opposite's natural inclination
to:**

- Bring up new possibilities
- Anticipate future trends
- Apply insight to solving problems
- Focus on long term goals

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

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

Using type differences constructively



People who prefer FEELING can benefit from their opposite's natural inclinations to:

- Analyze consequences and implications
- Hold consistently to a policy
- Stand firm for important principles
- Create rational systems
- Be fair





People who prefer THINKING can benefit from their opposite's natural inclination to:

- Forecast how others will react and feel
- Make needed individual exceptions
- Stand firm for people-centered values
- Organize people and tasks harmoniously

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

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
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

Using type differences constructively



People who prefer JUDGING can benefit from their opposite's natural inclinations to:

- Keep an open mind
- Ensure all possibilities are considered before deciding
- Be creative





People who prefer PERCEIVING can benefit from their opposite's natural inclination to:

- Be decisive
- Be planful
- Create structure and clarity

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

MBTI® type : putting it all
together



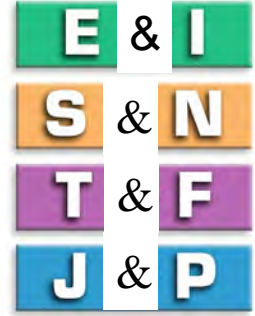
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Developing your type preferences

Leadership demands excellence in all eight preferences

There are some tensions though –



Leaders must:

Be outward focused
(E) yet have inner
drive (I)

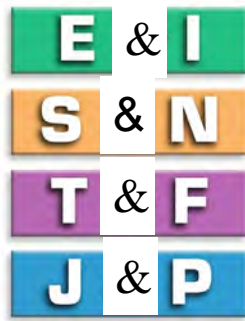
Manage by walking
around (E) but take
time to reflect on
things (I)

Be visionary (NF/NT)
but also practical
(SJ/ST)

Be entrepreneurial
(P) but exercise
proper controls (J)

Be productive (ST)
yet customer
centered (NF)

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)

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?

Take a moment to reflect on a goal

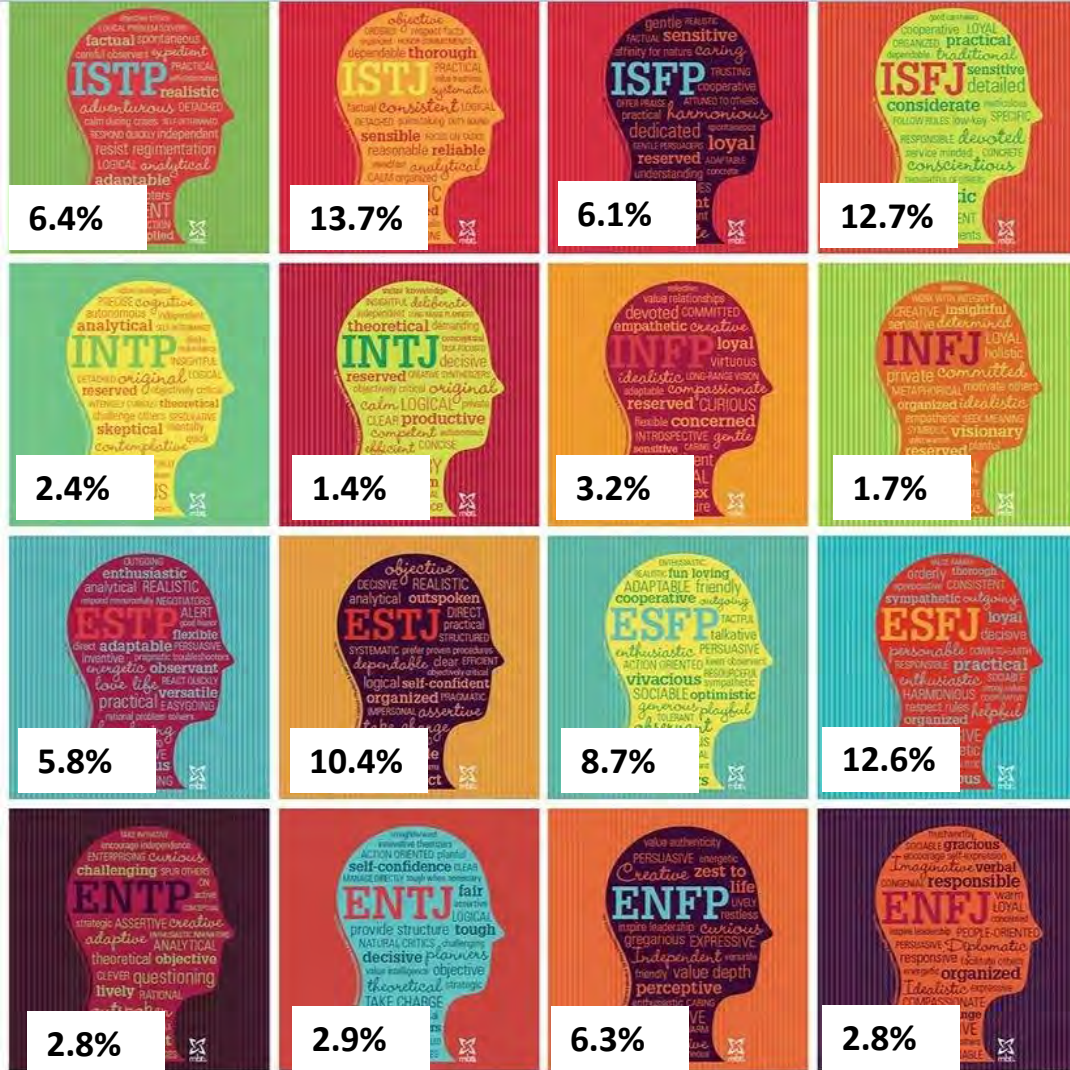
- **Specific**
- **Measurable**
- **Achievable**
- **Realistic**
- **Timebound**

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!



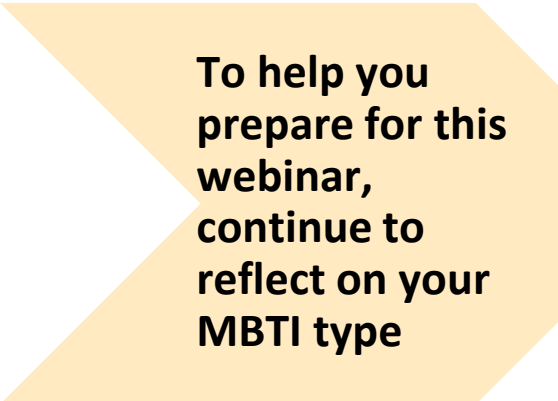
In summary:

- 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


Coming up next



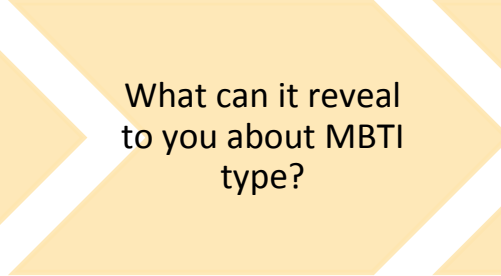
**Webinar 2 will
focus on applying
your MBTI® type
knowledge to
your leadership**



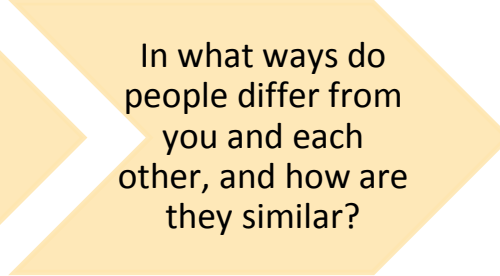
**To help you
prepare for this
webinar,
continue to
reflect on your
MBTI type**



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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