Background on the Myers-Briggs Type Indicator (MBTI)

• Based somewhat on Carl Jung’s work
• Self-report instrument
• Preferences…not skills
• No “bad types” — but there are preferences some of us would rather live with or without
• Well-researched
• Should be used to understand, not categorize
Quick Review:
The 4 Basic Scales

- **Extroversion** — **Introversion**
- **Sensing** — **INtuition**
- **Thinking** — **Feeling**
- **Judging** — **Perceiving**
Extraversion – Introversion: Basic Attitude / Direction of Energy

- Initiating – Receiving
  - (Core - ways to connect with others)
- Expressive – Contained
  - (communicating feelings, thoughts, interests)
- Gregarious – Intimate
  - (breadth and depth of relationships)
- Active – Reflective
  - (ways to communicate, socialize, learn)
- Enthusiastic – Quiet
  - (level and kind of energy)
Extraversion

• Stronger focus on the outside world
• Obtain energy from being with others
• “People persons”
• Enjoy larger gatherings
• Often jump into a project or make decisions with less reflection
Introversion

- Stronger focus on the inner world of concepts and ideas
- Obtain energy from being alone
- Tend to be rather private and reserved
- Enjoy smaller gatherings and 1:1
- Inclined to reflect prior to embarking on a project or making a decision
Introverted Leadership: Strengths or Pitfalls?

- Communication
- Inspiration
- Enthusiasm
- Energy
- Encouragement
- Team building
- Culture building
- “Looking” leader-like
Transformational Leadership: Unique Factors (Bass, 2006)

1. Idealized influence (followers identify with leader)
2. Inspirational motivation (use symbolic and emotional appeal)
3. Intellectual stimulation (inspire others to be innovative)
4. Individual focus (connect 1:1; use coaching)
Leadership for these Times:

- Have the courage to confront reality
- Put strategy at central stage
- Make hard decisions fast
- Use frequent and open communication
- Be transparent
- Build the culture (transformation)
- Look forward
- Have faith in the future (optimism)