Objectives

1. Self Awareness
2. Team Awareness
## Agenda

1. **MBTI Results & Debrief**
2. **Leading with an Innovative Mindset**
3. **Develop Team Ground Rules**
4. **Individual Development Planning**
Myers-Briggs Type Indicator
Personality AND behavior

**Personality**
- The innate ways we think, feel, and act on most occasions
- Inborn characteristics that are enduring and trans-situational
- The core of who we are

**Behavior**
- Observable acts
- The result of a complex mix of factors

Source: Introduction to Myers-Briggs® Type
Jung’s Theory of Personality Type

- Jung observed that everyone uses two kinds of mental processes:
  - Taking in or gathering information
  - Making decisions and coming to conclusions about that information
- Everyone has a preferred way of using these mental processes.

Source: Introduction to Myers-Briggs® Type
Jung’s Theory of Personality Type

Jung also observed that we all live in two worlds:

- The outer world of people, things, and activities and
- The inner world of our own ideas, thoughts, and observations

Everyone has a preference for and is typically energized by either the outer world or the inner world.

Source: Introduction to Myers-Briggs® Type
Our preferences

- Jung stated that preferences are innate—“inborn predispositions” for doing things a certain way.
- He also recognized that preferences are shaped by environmental influences, such as family, culture, education, and work.

Source: Introduction to Myers-Briggs® Type
Activity: What Are Preferences?

To illustrate the meaning of preferences, let’s do an activity.

• Write your name.
• Now write your name again using your other hand.
• Share some words that describe the experience of writing the first signature.
• Now describe how it felt the second time.
Activity: What Are Preferences?

- Where do we get our preference for using one hand rather than the other?
- How does the environment influence our preference for using one hand rather than the other?

Note: We all can and do use both hands; for writing, one is natural, comfortable, easy.

Source: Introduction to Myers-Briggs® Type
MBTI® Theory

- Builds on and expands Jung’s theory.
- Describes four pairs of opposite preferences—like our right and left hands. We all use both preferences in each pair, but we use one more than the other.
- The MBTI assessment is designed to indicate our inborn preferences.
- The MBTI assessment is not designed to measure skills or effects of environment.

Source: Introduction to Myers-Briggs® Type
MBTI® Preference Pairs

The MBTI assessment reports your natural preferences on four pairs of opposites.

**EXTRAVERSION** e OR **INTROVERSION** i
Opposite ways to direct and receive energy

**SENSING** s OR **INTUITION** n
Opposite ways to take in information

**THINKING** t OR **FEELING** f
Opposite ways to decide and come to conclusions

**JUDGING** j OR **PERCEIVING** p
Opposite ways to approach the outside world

Source: Introduction to Myers-Briggs® Type
Your MBTI® Self-Assessment
Opposite Ways to Direct & Receive Energy

EXTRAVERSION

OR

INTROVERSION

Source: Introduction to Myers-Briggs® Type
E–I Differences

People who prefer
EXTRAVERSION

Direct their energy
and attention outward

Focus on the outside world
of people and activity

We all use both preferences,
but usually not with equal comfort or confidence.

People who prefer
INTROVERSION

Direct their energy
and attention inward

Focus on their inner world
of ideas and experiences

Source: Introduction to Myers-Briggs® Type
### How People Direct & Receive Energy

<table>
<thead>
<tr>
<th>e</th>
<th>People who prefer EXTRAVERSION</th>
<th>i</th>
<th>People who prefer INTROVERSION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Are energized by interacting with others</td>
<td></td>
<td>Are energized by opportunity to reflect</td>
</tr>
<tr>
<td></td>
<td>Are sociable and expressive</td>
<td></td>
<td>Are private and contained</td>
</tr>
<tr>
<td></td>
<td>Prefer to communicate by talking</td>
<td></td>
<td>Prefer to communicate in writing</td>
</tr>
<tr>
<td></td>
<td>Work out ideas by talking them through</td>
<td></td>
<td>Work out ideas by reflecting on them</td>
</tr>
</tbody>
</table>

*Source: Introduction to Myers-Briggs® Type*
# How People Direct & Receive Energy

<table>
<thead>
<tr>
<th>People who prefer EXTRAVERSION</th>
<th>People who prefer INTROVERSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have broad interests in many things</td>
<td>Focus in depth on a few interests</td>
</tr>
<tr>
<td>Learn best through doing or discussing</td>
<td>Learn best by reflection, mental “practice”</td>
</tr>
<tr>
<td>Readily take initiative in work and relationships</td>
<td>Take initiative selectively—when the situation or issue is very important to them</td>
</tr>
</tbody>
</table>

Source: Introduction to Myers-Briggs® Type
Key words associated with:

**EXTRAVERSION**
- Action
- Outward
- People
- Interaction
- Many
- Expressive
- Do-Think-Do

**INTROVERSION**
- Reflection
- Inward
- Privacy
- Concentration
- Few
- Quiet
- Think-Do-Think
US Population

EXTRAVERSION 49%

INTROVERSION 51%

Source: Introduction to Myers-Briggs® Type
E-I Self-Assessment

We all do Extraverted and Introverted things.
But we usually do *not* do them with equal comfort.
Everyone has a preference for one or the other.

**Given the choice, which do you prefer?**

**EXTRAVERSION**  OR  **INTROVERSION**

Source: *Introduction to Myers-Briggs® Type*
Opposite Ways to Take in Information

SENSING  OR  INTUITION

Source: Introduction to Myers-Briggs® Type
S–N Differences

<table>
<thead>
<tr>
<th>People who prefer SENDING</th>
<th>People who prefer INTUITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on present realities,</td>
<td>Focus on future possibilities,</td>
</tr>
<tr>
<td>verifiable facts, and experience</td>
<td>the big picture, and insights</td>
</tr>
</tbody>
</table>

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

Source: Introduction to Myers-Briggs® Type
### How People Take in Information

<table>
<thead>
<tr>
<th></th>
<th>People who prefer SENSING</th>
<th>People who prefer INTUITION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>Focus on what is real and actual</td>
<td>Focus on the patterns and meanings in data</td>
</tr>
<tr>
<td><strong>Observe</strong></td>
<td>Observe and remember specifics</td>
<td>Remember specifics when they relate to a pattern</td>
</tr>
<tr>
<td><strong>Trust</strong></td>
<td>Trust experience</td>
<td>Trust inspiration</td>
</tr>
</tbody>
</table>

Source: Introduction to Myers-Briggs® Type
## How People Take in Information

<table>
<thead>
<tr>
<th>People who prefer SENSING</th>
<th>People who prefer INTUITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build carefully and thoroughly toward conclusions</td>
<td>Move quickly to conclusions, follow hunches</td>
</tr>
<tr>
<td>Understand ideas and theories through practical applications</td>
<td>Want to clarify ideas and theories before putting them into practice</td>
</tr>
</tbody>
</table>

Source: Introduction to Myers-Briggs® Type
Key words associated with:

**SENSING**
- Facts
- Realistic
- Specific
- Present
- Keep
- Practical
- What is

**INTUITION**
- Ideas
- Imaginative
- General
- Future
- Change
- Theoretical
- What could be

Source: Introduction to Myers-Briggs® Type
US Population

SENSING 73%
INTUITION 27%

Source: Introduction to Myers-Briggs® Type
S–N Self-assessment

We all use Sensing and Intuition when we take in information about the world.

But we usually do not use them with equal trust.

Everyone has a preference for one or the other.

Given the choice, which do you prefer?

**S** SENSING  OR  **n** INTUITION

Source: Introduction to Myers-Briggs® Type
Opposite Ways to Decide & Come to Conclusions

THINKING

OR

FEELING

Source: Introduction to Myers-Briggs® Type
T-F Differences

People who prefer THINKING

Like to decide things by looking at the logical consequences of their choice or action

People who prefer FEELING

Like to decide things by considering what’s important to them and to others involved

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

Source: Introduction to Myers-Briggs® Type
### How People Make Decisions

<table>
<thead>
<tr>
<th>People who prefer THINKING</th>
<th>People who prefer FEELING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step back to get an objective view</td>
<td>Step in to identify with those involved</td>
</tr>
<tr>
<td>Analyze</td>
<td>Empathize</td>
</tr>
<tr>
<td>Use cause-and-effect reasoning</td>
<td>Are guided by personal and social values</td>
</tr>
<tr>
<td>Solve problems with logic</td>
<td>Assess impacts of decisions on people</td>
</tr>
</tbody>
</table>

Source: *Introduction to Myers-Briggs® Type*
# How People Make Decisions

<table>
<thead>
<tr>
<th>People who prefer THINKING</th>
<th>People who prefer FEELING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strive for an objective standard of truth</td>
<td>Strive for understanding, harmony, and positive interactions</td>
</tr>
<tr>
<td>Are reasonable</td>
<td>Are compassionate</td>
</tr>
<tr>
<td>Can be “tough-minded”</td>
<td>May appear “tenderhearted”</td>
</tr>
<tr>
<td>Are fair—want everyone treated equally</td>
<td>Are fair—want everyone treated as an individual</td>
</tr>
</tbody>
</table>

Source: Introduction to Myers-Briggs® Type
Key words associated with:

**THINKING**
- Head
- Detached
- Things
- Objective
- Critique
- Analyze
- Firm but fair

**FEELING**
- Heart
- Personal
- People
- Subjective
- Praise
- Understand
- Merciful

Source: Introduction to Myers-Briggs® Type
Gender Split

<table>
<thead>
<tr>
<th></th>
<th>THINKING</th>
<th>FEELING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>56%</td>
<td>44%</td>
</tr>
<tr>
<td>Female</td>
<td>24%</td>
<td>76%</td>
</tr>
</tbody>
</table>

Source: Introduction to Myers-Briggs® Type
T-F Self-Assessment

We all use Thinking and Feeling when making decisions. But we usually do not use them with equal ease. Everyone has a preference for one or the other.

Given the choice, which do you prefer?

THINKING  OR  FEELING

Source: Introduction to Myers-Briggs® Type
OPPOSITE WAYS TO APPROACH THE OUTSIDE WORLD

JUDGING OR PERCEIVING

Source: Introduction to Myers-Briggs® Type
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

We all use both preferences, but usually not with equal comfort.

Source: Introduction to Myers-Briggs® Type
How People Approach the Outside World

<table>
<thead>
<tr>
<th>People who prefer JUDGING</th>
<th>People who prefer PERCEIVING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled</td>
<td>Spontaneous</td>
</tr>
<tr>
<td>Organize their lives</td>
<td>Flexible</td>
</tr>
<tr>
<td>Systematic</td>
<td>Casual</td>
</tr>
<tr>
<td>Methodical</td>
<td>Open ended</td>
</tr>
</tbody>
</table>

Source: Introduction to Myers-Briggs® Type
<table>
<thead>
<tr>
<th>People who prefer JUDGING</th>
<th>People who prefer PERCEIVING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make short- and long-term plans</td>
<td>Adapt, change course</td>
</tr>
<tr>
<td>Like to have things decided</td>
<td>Like to keep things loose and are open to change</td>
</tr>
<tr>
<td>Try to avoid last-minute stress</td>
<td>Find last-minute pressures energizing</td>
</tr>
</tbody>
</table>

Source: Introduction to Myers-Briggs® Type
Key words associated with:

**JUDGING**
- Organized
- Decision
- Control
- Now
- Closure
- Deliberate
- Plan

**PERCEIVING**
- Flexible
- Information
- Experience
- Later
- Options
- Spontaneous
- Wait

Source: Introduction to Myers-Briggs® Type
US Population

JUDGING 54%  PERCEIVING 46%

Source: Introduction to Myers-Briggs® Type
J-P Self-assessment

We all use Judging and Perceiving as part of our lifestyle. But we usually do not use them with equal comfort. Everyone has a preference for one or the other.

Given the choice, which do you prefer?

JUDGING  OR  PERCEIVING

Source: Introduction to Myers-Briggs® Type
Myers-Briggs® Personality Type

When combined, your preferences indicate your personality type.

**EXTRAVERSION**  e  OR  **INTROVERSION**  i
Opposite ways to direct and receive energy

**SENSING**  s  OR  **INTUITION**  n
Opposite ways to take in information

**THINKING**  t  OR  **FEELING**  f
Opposite ways to decide and come to conclusions

**JUDGING**  j  OR  **PERCEIVING**  p
Opposite ways to approach the outside world

Source: Introduction to Myers-Briggs® Type
The type table: Like a 16-room house

Source: Introduction to Myers-Briggs® Type
SENSE / INTUITING

<table>
<thead>
<tr>
<th>IS</th>
<th>IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thoughtful Realist</td>
<td>Thoughtful Innovator</td>
</tr>
<tr>
<td>“Let’s Keep It” Quadrant</td>
<td>Stick in the Spokes Quadrant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ES</th>
<th>EN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action-Oriented Realist</td>
<td>Action-Oriented Innovator</td>
</tr>
<tr>
<td>“Let’s Do It” Quadrant</td>
<td>Change Quadrant</td>
</tr>
</tbody>
</table>
THINKING / FEELING

<table>
<thead>
<tr>
<th>IST</th>
<th>ISF</th>
<th>INF</th>
<th>INT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bottom Line</td>
<td>Customer Service</td>
<td>Possibilities for People</td>
<td>Possibilities for Systems</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EST</th>
<th>ESF</th>
<th>ENF</th>
<th>ENT</th>
</tr>
</thead>
</table>

## JUDGING / PERCEIVING

<table>
<thead>
<tr>
<th>Decisive Introverts</th>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible Introverts</td>
<td>ISTP</td>
<td>ISFP</td>
<td>INFP</td>
<td>INTP</td>
</tr>
<tr>
<td>Flexible Extraverts</td>
<td>ESTP</td>
<td>ESFP</td>
<td>ENFP</td>
<td>ENTP</td>
</tr>
<tr>
<td>Decisive Extraverts</td>
<td>ESTJ</td>
<td>ESFJ</td>
<td>ENFJ</td>
<td>ENTJ</td>
</tr>
</tbody>
</table>

“What’s my part? I’ll go and finish it on my own time.”

“Interesting. I’ll go away and if I agree, finish it on my own time.”

“Exciting! I’ll network and gather resources for the team!”

“I have a plan. A great plan. Follow me!”
## Estimated Frequencies of Type – US

<table>
<thead>
<tr>
<th></th>
<th>ISTJ 11.6%</th>
<th>ISFJ 13.8%</th>
<th>INFJ 1.5%</th>
<th>INTJ 2.1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISTP</td>
<td>5.4%</td>
<td>8.8%</td>
<td>4.4%</td>
<td>3.3%</td>
</tr>
<tr>
<td>ESTP</td>
<td>4.3%</td>
<td>8.5%</td>
<td>8.1%</td>
<td>3.2%</td>
</tr>
<tr>
<td>ESTJ</td>
<td>8.7%</td>
<td>12.3%</td>
<td>2.5%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>
Leading With an Innovative Mindset
Talent

Differences

Similarities
PSYCHOLOGICAL SAFETY

- Feels safe to take risks
- Willing to be vulnerable in front of each other

= 

- More revenue
- Rated as effective twice as often by executives
- More likely to use best ideas from the team
Exploration • Curiosity • Service

Possibility • Imagination • Openness

Discovery • Growth • Learning

Optimism • Embracing Challenges • Deferring Judgment
• Exploration
• Curiosity
• Service
• Possibility
• Imagination
• Openness
• Optimism
• Embracing Challenges
• Deferring Judgment

• Discovery
• Growth
• Learning

RESEARCH
RESEARCH

KNOW
KNOW

STATUS QUO
STATUS QUO

REALIZE
REALIZE

APPLY
APPLY

REVEAL
REVEAL

VALIDATE
VALIDATE

REINFORCE
REINFORCE

LISTENING
LISTENING

REFRAMING
REFRAMING

ACCEPTING & SUPPORTING
ACCEPTING & SUPPORTING

CREATE
CREATE

STATUS QUO
STATUS QUO

APPLICATION
APPLICATION

CHANGES
CHANGES

DURING
DURING

RESEARCH RETREAT
RESEARCH RETREAT

REALIZE
REALIZE

APPLY
APPLY

REVEAL
REVEAL

VALIDATE
VALIDATE

REINFORCE
REINFORCE

LISTENING
LISTENING

REFRAMING
REFRAMING

ACCEPTING & SUPPORTING
ACCEPTING & SUPPORTING

CREATE
CREATE

STATUS QUO
STATUS QUO

APPLICATION
APPLICATION

CHANGES
CHANGES

DURING
DURING
Developing Our Ground Rules
Ground Rule Examples

1. Own the day.
2. If you’re going to say it later, say it now.
3. Phone free.
5. Be courageous and compassionate.
6. Listen to understand.
Group Discussion: Drafting Our Ground Rules

1. With your group, draft a list of ground rules you’d like to see for the next 6 weeks.
2. Pick your top 3 to share back with the group.

How will we work most effectively together?
Individual Development Planning
On your own...

What goal or goals would you like to accomplish in the next 6 weeks?
Weekly Reflection

1. What did I learn this week?
2. What progress did I make toward my goal(s)?
3. What do I need to do next week?
THANK YOU!

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Minneapolis, MN 55416
team@esinc.mn