One main theme of this workshop is the idea that by knowing ourselves, we are better equipped to work with others. The philosophy of typology suggests that while the world is peopled by differing personalities, we can identify certain patterns in the actions of differing types. These differences, and the patterns within these differences, is the framework for interactions amongst individuals whether in the workplace or in the outside world.

Our personality is a major influence on our behavior and how others see us. Our personality can influence our leadership style, our communication style, how we react in team/group settings, and the impact our “type” has on our ability to supervise/lead and motivate others.

When we understand how and why we are different, we are able to understand how and why others are different. We can see the value of and can better appreciate the skills others bring to the workplace.

Dealing with people as individuals is much more challenging than dealing with them as resources to be used in achieving organizational goals. It is also infinitely more rewarding for both the employee and the organization. From the organization’s viewpoint, it is no longer merely desirable to implement a “managing people” approach, it is essential for growth and prosperity. Organizations that are able to attract and retain capable and motivated people will succeed. Those that do not run, run the risk of not surviving. Understanding typology is a concept that will help managers and supervisors understand how to motivate, lead, or direct their employees to reach personal satisfaction and organizational goals.

According to extensive research, typology can help you to:

- Understand yourself and your behaviors
- Understand and adapt to different management styles
- Communicate more effectively with employees and colleagues
- Resolve conflicts and improve teamwork
- Appreciate the value of individual differences
- Assist in career choices and professional development
For example, typology can help you understand why you find some people easy to be with, working, talking or playing whereas with others it tends to be stressful or hard work; how you seem to be “in sync” with some people and “out of step” with others; how you quite consistently meet the expectations of some individuals and frequently disappoint others. Perhaps most importantly, it can help you understand yourself. You are very different from some people and quite similar to others.

This is neither good nor bad; it’s fact. Learning to understand and accept yourself as you are allows you to understand and accept others as they are. This is the starting point for People Management.

Carol Jung, a Swiss psychologist, was the first person to seriously study typology. In Jungian theory, each of us has been predisposed to certain personality preferences since birth. As a result of extensive research by Katharine C. Briggs and Isabel Myers-Briggs in the early decades of the twentieth century, eight personality preferences were identified. Subsequent work led to the notion that a specific combination of four preferences creates a personality type. These four letter personality preferences or types describe us in four dimensions:

- Our preferred source of energy: Introversion or Extraversion. Introverts get their energy internally while extraverts become energized by the external world of people and things.

- Our preferred way of taking in information: Sensing or Intuition. Sensing people rely on what they can see, hear, taste, touch, or smell. Intuitive people are more apt to look for patterns and future possibilities. They pay attention to hunches.

- Our preferred way of coming to conclusions or making decisions: Thinking or Feeling. Thinkers like to think things through logically and do what makes the most sense or seems the fairest. Feeling people prefer to consider how people are affected by decisions and then come to conclusions based on the most harmonious decision.

- Our preferred way of living; our attitude to the external world: Judging or Perceiving. Judgers like a planned and organized life with no surprises while perceiving people prefer lots of variety and room to be spontaneous.

Typology really got a boost during World War II when the American military found it a useful way to measure the personality of their troops. The MBTI is probably one of the world’s best researched personality tools. It has a validity and reliability rating of about 85% which is very high. (Valid—does it really measure what it is supposed to measure? Reliable—are the results consistent?)
Typology Information

Typology Introduction

Have everyone write their signature with their preferred hand. Now ask them to write their name again with their other hand. How did it feel? Most will say it felt awkward, or not as comfortable. They will usually agree that they will be happy to switch back to their hand they prefer.

Type is very like this. Draw several analogies here:

- Some of us can switch hands easier than others.
- Most of us can do it if we have to.
- Most of us would get better with practice

(You may have somebody in the room that has had an accident with their preferred hand and had to use the other hand for an extended period of time. Likely they still reverted back to the preferred hand as soon as they could.)

Now, we are going to take a test to help you identify your personality types. Be sure to ask participants if they will be comfortable sharing their preferences with others. Make sure they understand that it is not mandatory they share their preferences but they get a great deal more from the workshop if they share such info willingly.

Other questions they may ask:

Can I change my type?

No, not according to Jung, but we can develop as we go through life, and that is reflected in the strength of our preferences, or sometimes in the way we behave despite our preferences.
Why am I different at home and work?

Researchers tell us that we only think we are different at home from how we are at work. Perhaps we are only kidding ourselves. Or it may be that our preferences are not appropriate for work. For example, you prefer to work alone but you are in a customer service or team environment where that is impossible. So you may have to be outgoing during the day and then seek some solitude when you are not at work.

Are high scores or low scores better?

Neither is good or bad, it is just who we are!

What does the strength of preferences mean?

The higher our score on one side of a dimension or another should indicate how strong that preference is, providing we have answered as honestly as we can. This is a “self-report,” so in the final analysis, your results are up to you. However, there is no “one best type” so skewing your scores will not benefit you. This is about understanding yourself, not fooling yourself.
TYPES AND TIPS

Ask everyone to read all of the tips and check the ones that apply to them. This gives a clue as to what is really important to each person, and often confirms the four-letter preference they have determined describes them (that which has the most tips checked). This gives participants the opportunity to get comfortable with type and how they communicate with others.

Talking with Extraverts

- They want to know what is going on and prefer to be included in all communication.
- Show energy and enthusiasm when you are talking to them.
- Give them opportunities to talk things through. They think by talking.
- Respond quickly without taking a long time to think about your reply.
- They expect you to be willing to speak about your thoughts openly, so try not to self-censor.
- They speak rapidly, interrupt without meaning to be rude, and build on one another’s ideas. They expect you to behave the same way.

Talking with Introverts

- They can be overwhelmed by your rapid-fire speaking style. Slow down, pause, and give them a chance to speak.
- They need time to gather their thoughts together, and think things through internally before they respond to questions. Give them time to do this.
- Rather than assuming they are tuned out or uninterested because they do not immediately respond to your ideas with enthusiasm, ask them for feedback and give them time to give it to you.
- If you want their input on a serious issue, give them some written material to think about before you ask them to give you their thoughts or opinions.
Talking with Sensors

- Sensors typically want you to give them concrete examples, facts and figures to prove the points you are making.

- They expect you to be practical, with no flights of imagination or fancy words.

- Come prepared to give them the specific details of any plan you want them to be a part of.

- Show them how a new idea is really not all that new, just a different take on what you have been doing all along. They don’t like change for no reason.

- Explain your ideas in an orderly fashion beginning with Step 1, Step 2, etc.

Talking with Intuitives

- When you present them with a new idea, don’t give them the whole thing in detail. Give them an overview instead. When they want details, they will usually ask for them.

- When you present them with a new idea, talk about benefits and possibilities.

- Don’t expect them to enjoy routine or detail work. You can fire their enthusiasm by talking about those things that are unique or unusual about their work.

- They will accomplish the task, but rarely at a steady pace. Instead, be prepared for brainstorming and bursts of work.

- Let N’s use their imagination. They often want and need to find deeper meaning or big picture connections to their work.
Talking with Thinkers

- Prepare before you talk with a T, so you can be to the point and precise, and answer their questions.
- Thinkers like structure and clarity. They will “tune out” if you start to ramble.
- Anticipate objections and have a plan for how to overcome them.
- Thinkers like to understand the process by which a decision is reached. Be prepared to explain how you arrived at your decisions.
- While thinkers obviously do have emotions, they are not always comfortable dealing with them, either theirs or the emotions of others. Remaining calm will assure you a better hearing than a display of feelings.

Talking with Feelers

- These are the people who wear their heart on their sleeve. They will want to feel they know you a bit before they do business with you.
- Since feelers are “people” people, they will want to know how your ideas will affect other people.
- These are people who are very aware of body language so pay attention to what you may be saying non-verbally.
- Make it easy for them to give you their criticisms and constructive feedback. They often have difficulty in these areas, so make it safe for them to say what they are thinking. Talk about areas where you are both in agreement before you go on to the areas where you expect to differ.
Talking with Judgers

- Judgers like to have an agenda so they know what is coming and where they are headed. If you can give them an overview of what you intend to talk about, they often listen better.
- Present information in an organized fashion, step by step.
- They don't like surprises, so if you have an idea that may be a departure from the norm, write it up and give it to the Judgers ahead of time so they can think about it.
- Reassure them that you do meet deadlines, and you can be counted on to get your share of the work done. Then follow through.

Since Judgers prefer to make speedy decisions, sometimes without all the information they might need, get in the habit of giving them all your information up front. Afterthoughts tend to be ignored.

Talking with Perceivers

- These are innovative people. Don’t try to rein in their creativity by making them conform to a structured presentation style.
- Practice patience and an open mind so you don’t appear to have made up your mind. Welcome a full discussion of the issues.
- Use open questions and probing to gain opinions, ideas, and relevant information before making decisions.
- A change in direction is not always a bad thing. Be prepared to make a change if the Perceiver makes a convincing case to change course.
- Allow for options. When a Perceiver makes a suggestion, this is just one option to them, not a decision.
**TEAMS BASED ON TYPES**

Using your understanding of typology, the information in the workbooks on the leader’s role in each stage of a team’s development, and your knowledge of your own team, what will be your plan of action, when you are back in the workplace? What do you need to do to be a better team leader?

They can try answering the following questions as they formulate their answers:

- What do I need to do more of?
- What do I need to do less of?
- Where might I begin for maximum quick and visible progress?
- What do we as a team need to do more of? Less of?

Note: They can prepare their own type table for their workplace team, if they feel comfortable making “guesstimates” about the make up/preferences of their team.

Based on what you now know about typology, what types of personalities would likely work together best on a team? If you were doing a special project, would you want all people of one type on the team?

Some participants should be willing to share their answers with the group.

While there would be more harmony if there were a very similar group of people, you may have strengths missing. For example, Introverts are very good listeners but they aren’t always comfortable initiating conversations or getting a group fired up to take on a new task. Extraverts usually do this better, although they aren’t known for their listening skills.

Similarly, Sensing people are very good at tending to the details and getting the work done. However, we often rely on the intuitive person to come up with the innovations or see future implications.
The Thinkers will make the tough decisions but they may very well bruise people in the process, while the Feeling people are always concerned about others yet may feel very uncomfortable giving constructive feedback or reprimanding those who aren’t pulling their weight.

Judging people may make decisions too quickly and have a tendency not to respond to a need for change while Perceiving people may wait too long to make up their minds about a decision, and they may want to change when change is not really necessary but they are bored with the old way of doing things.

Evidence suggests that:

- The greater the diversity of types in a team, the longer it is likely to take the group to operate effectively as a team, but the stronger they will be.

- Strengths of a team come from the strengths of the types on a team. Have every type and at least in theory you have all the strengths you need.

- Blind spots for a team come from the missing types. If you have a type that isn’t represented, you or one of your team members must try to compensate.

- In general, the more letters or preferences different between two people, the more difficulty they have communicating.

Translators often share preferences with both of the two people with communication difficulties.