

Know Thyself

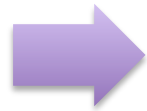
Self-Awareness Using the TypeCoach MBTI Tool

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Our Objectives

Self-Awareness

- Understand your communication preferences and style
- Understand your processing preferences and style
- Understand the impact of these on others



Awareness of Others

- Understand thinking/processing styles that differ from your own
- Understand differences in values and defaults around communication



Skills Development

- Learn to recognize preference differences
- Work across differences and use them work with others and lead effectively

<p>ESTJ Jill Warren Fawaz Bham Agustin Orozco Brandon Mitchell</p>	<p>ESTP David Adams Trace Northcross</p>	<p>ENTJ Vinella Sido Bethany Lobo Caleb Redman Ben Kimberley</p>	<p>ENFJ Monica Thomas Karen Lorang Ashly Nikkole Davis Jeremy Tran</p>
<p>ISTJ Laura Wagner Sue Xia Alicia Rubio Tzung-Ping Wei Daniel Garcia Murphy Sayre</p>	<p>ISTP Marcus Mccutcheon Asa W-G</p>	<p>INTJ Witt Chang</p>	<p>INFJ Uma Setty Meagan Given</p>
<p>ESFJ Jake Mcmillian Shireen Wetmore Matthew Costello Melinda Carrido Diana Huang Maia Woodhouse Shay Soltani Leila Babaeva</p>	<p>ESFP</p>	<p>ENTP Aneesh Mehta Holly Brady</p>	<p>ENFP Tiffany Hansen</p>
<p>ISFJ Jessyca Deesing Cozette Tran-Caffee</p>	<p>ISFP Ian Larrea Jessica Tsao</p>	<p>INTP</p>	<p>INFP Tsedey Bogale Gueter Aurelien</p>



Exercise: Your Results



Resonates,
Sounds Accurate



Surprising,
A Lesson



MBTI Background

Authors

- Built upon the work of Carl Jung – a practical tool
- Katherine Briggs and Isabel Briggs Myers, observers of human behavior differences

Patterns

- Predictable and differing patterns of normal behavior
- Due to the way that people gather and process information

Wide Use:

- Used worldwide for more than 50 years
- 3 million tests administered in U.S. annually

Context for Using MBTI



Context for Using MBTI

No right or wrong answers

Not a measure of intelligence, maturity, motivation or mental health

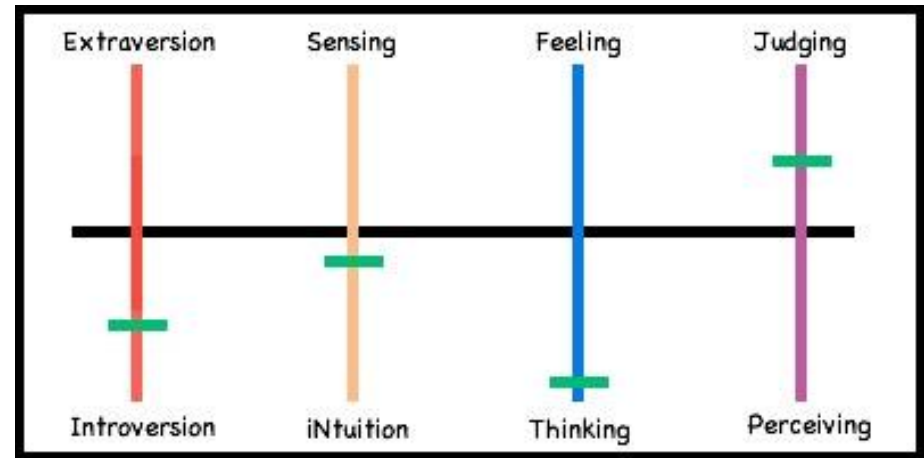
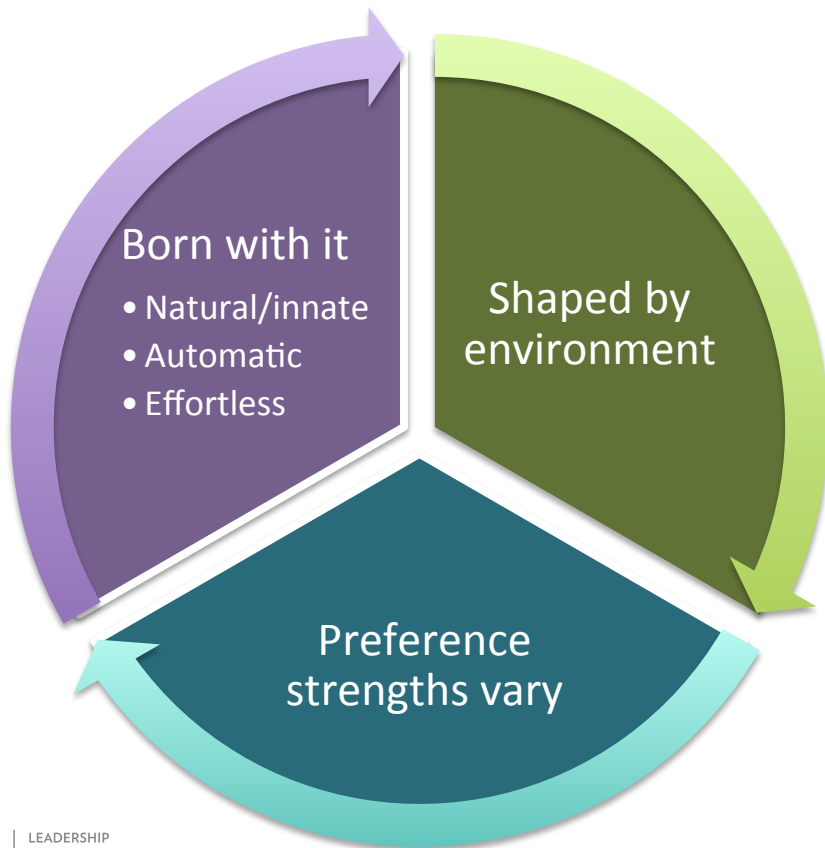
Ok to have some skepticism

Beware of stereotyping, labeling -- type indicates preferences, NOT skills or abilities

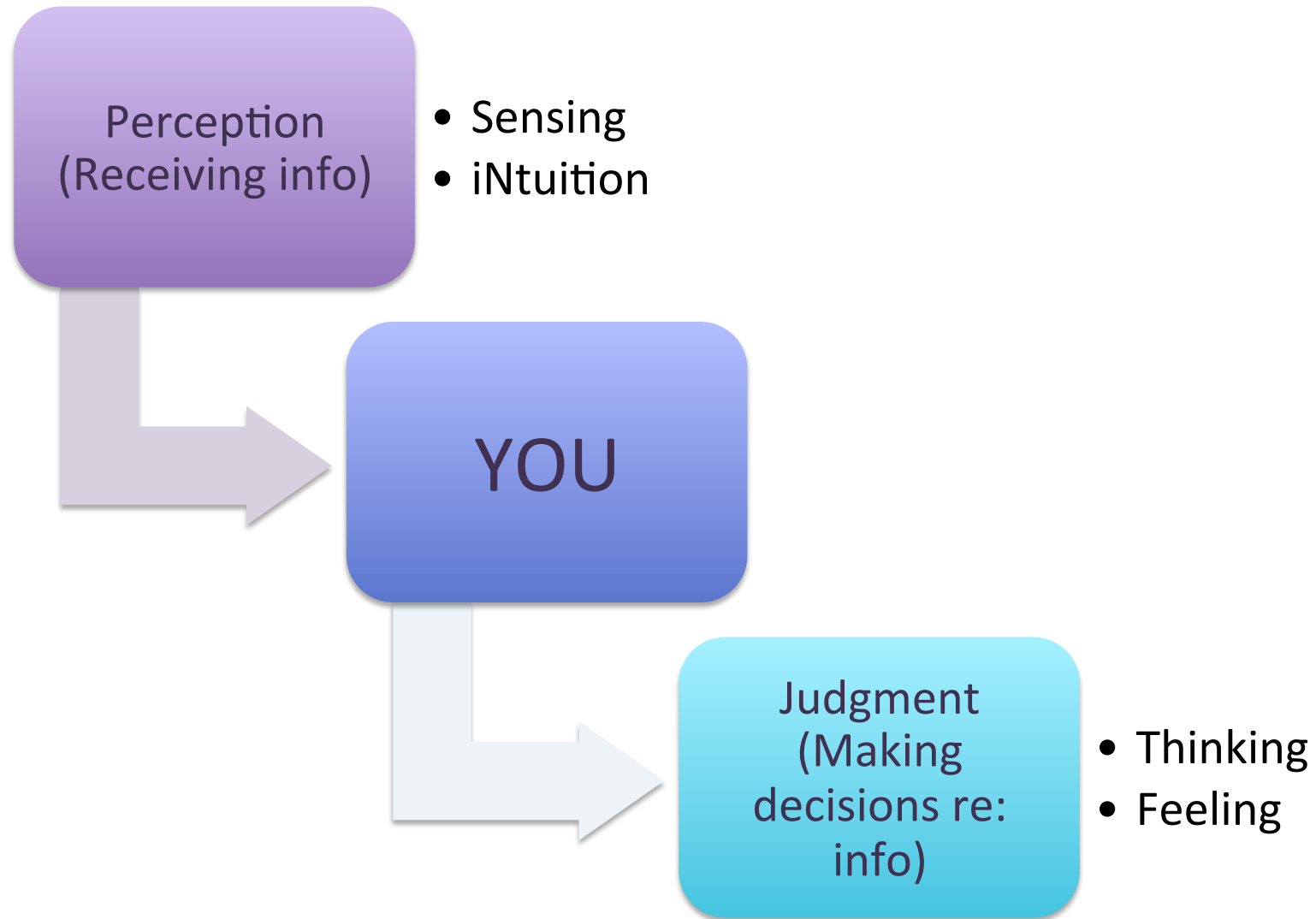
Don't use as an excuse to underperform on a team

Mostly consistent over time, but people do adapt

Understanding Preference



Receiving & Using Information



Focusing Energy



Focusing Energy

E/I

Extravert

Focus on the outer world of things, people, and events

Introvert

Focus on the inner world of thoughts, feelings, and reflections

Extraverts – remember to:

Make room for introverts to participate; pause

Don't judge introverts as shy or less effective as leaders

Signal in advance what you want to discuss – use an e-mail or an agenda

Structure meetings so everyone participates – each person says one pro and one con

Introverts – remember to:

Structure meetings to allow for full discussion; prepare yourself in advance to contribute

Don't judge extraverts as domineering

Help extraverts know when you need more space/time to contribute your best ideas

Appreciate extraverts ability to create energy for a team



Exercise: Receiving Information



Describe what you see.



Receiving Information



Receiving Information

S/N

Sensing

Prefer to take in info via the five senses – sight, sound, feel, smell, and taste

iNtuition

Focus on meaning, associations, and relationships; add to info that is real/concrete

Sensing – remember to:

Accept that N's need to see the big picture – always set the context 1st

Help N's see that sometimes the devil is in the details by showing them the big picture implications

Don't judge N's as impractical or unobservant

When giving feedback, share the overall implications to help N's accept the need to change

iNtuition – remember to

Be specific/detailed when giving assignments and describing context

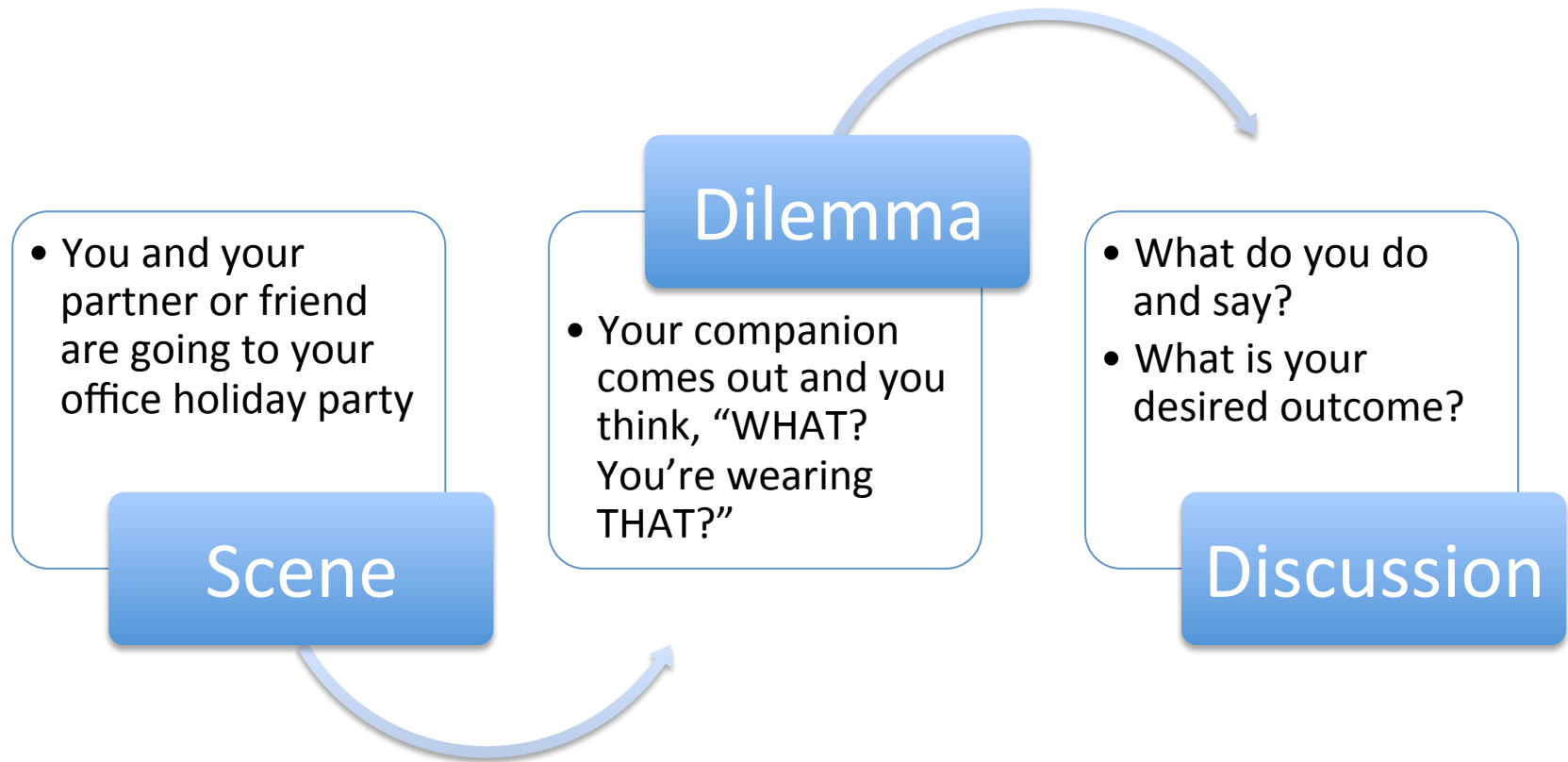
Acknowledge the importance of detail/facts

Don't judge S's as slow or mundane when you have rapid big picture insights

When giving feedback, give very specific details, constructive advice, and praise



Exercise: Making Decisions



Making Decisions



"Hi, this is Cindy! To ask me out, press 1. To break up with me, press 2. To tell me I'm cute, press 3...."

Making Decisions

T/F

Thinking

Make decisions based on – and have trust for – impersonal, objective, logic methods

Feeling

Make decisions with person-centered, value-based process



Thinking – remember to

Engage in small talk/personal interactions with F's to gain their cooperation

Avoid being dismissive of discussions about how a decision will “make people feel”

Pay attention to interpersonal dynamics or find people to help advise you on them

Leverage Fs to build team morale

Feeling – remember to

Accept that there are trade-offs between “fair” and “right” approaches

Appeal to T's logical approach to convince them to change behaviors to work more effectively with people

Be less defensive about feedback from T's – it's not personal, it's business

Don't overdo team bonding around personal issues

Interacting with the Outer World



Interacting with the Outer World

J/P

Judging

Prefer external world to be organized/orderly and view it through this lens; see decisions that need to be made

Perceiving

Seek to experience the world, not organize it; see options that need to be explored

Judging – remember to

Realized P's ability to adapt to change is a benefit when teams are under pressure

Suspend judgment about how P's work – judge based on results, not how you perceive their process or stress level

Be flexible when under pressure; listen to alternative approaches P's may offer

Perceiving – remember to

Accept Js internal need for order/closure. Meet them halfway: communicate re: deadlines, use checklists, create/send agendas

Show up and deliver on time - or let people know you can't

Develop a process to narrow options – you can't keep them all open

Language and Stereotypes

Extravert

- does not mean talkative

Introvert

- does not mean shy

Feeling

- does not mean emotional

Thinking

- does not mean heartless

Judging

- does not mean judgmental

Perceiving

- does not mean perceptive

Exercise: Strengths & Development Areas

Strengths

- Past use of your natural strengths (write down)

Development Areas

- Biggest workplace adjustment you've made or want to (write down)

Discuss

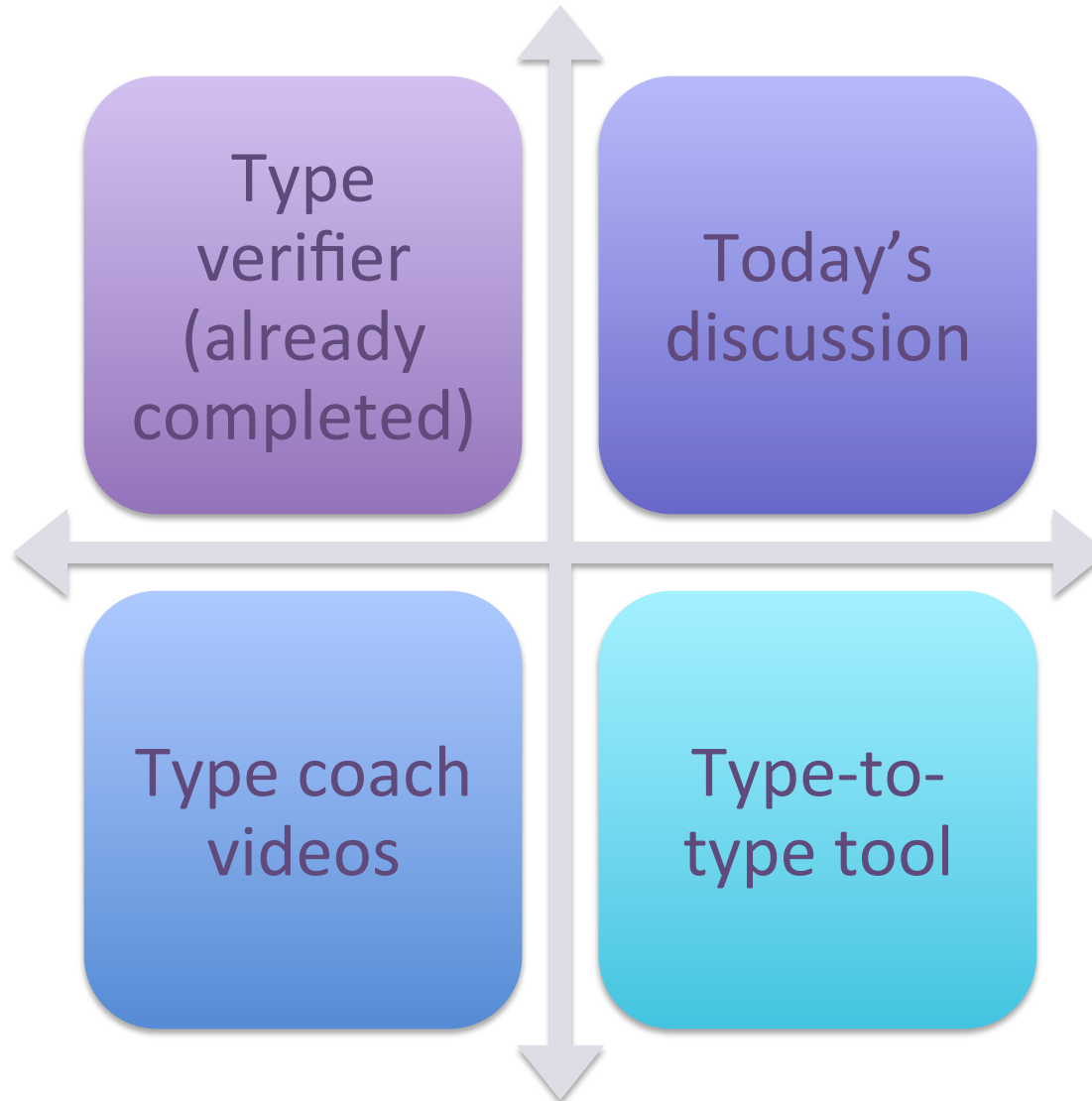
- Discuss in groups of four



Type Distribution

<u>US General Population</u>	<u>Your Group</u>	<u>US Lawyers</u>
E: 49%	40%	44%
I: 51%	60%	56%
S: 73%	76%	44%
N: 27%	24%	56%
T: 40%	64%	76%
F: 60%	36%	24%
J: 54%	74%	37%
P: 46%	26%	63%

MBTI Tools – Next Steps



The Type-to-Type Resource

TypeCoach what we do ▾ who we are ▾ **personality types** Carrie Fletcher (cfletcher@law.harvard.edu) **logout**

type-to-type home verifier coaching **type-to-type** training more

ISTP **MHA Legal-Wilhelmy** **chart options**

Select a type box below to see how you can best work with someone of that type.

Traditionalists (SJs)	Experiencers (SPs)	Conceptualizers (NTs)	Idealists (NFs)
ESTJ	ESTP Klara Mutimer Isaac Franco	ENTJ	ENFJ Brooke Adams
ISTJ Thomas Gargan Barbara Eustice	ISTP	INTJ	INFJ Te-Mika Warner

Type-to-Type Example: ISTP to INFP

top ten tips for ISTPs working with INFPs

Description

TREAD LIGHTLY

There is no need to be overly-direct or blunt with this type. As one of the more sensitive and “in tune” types, they will often take feedback personally if you are too direct or critical. If you are, it often has a counter-productive impact on their motivation and productivity.

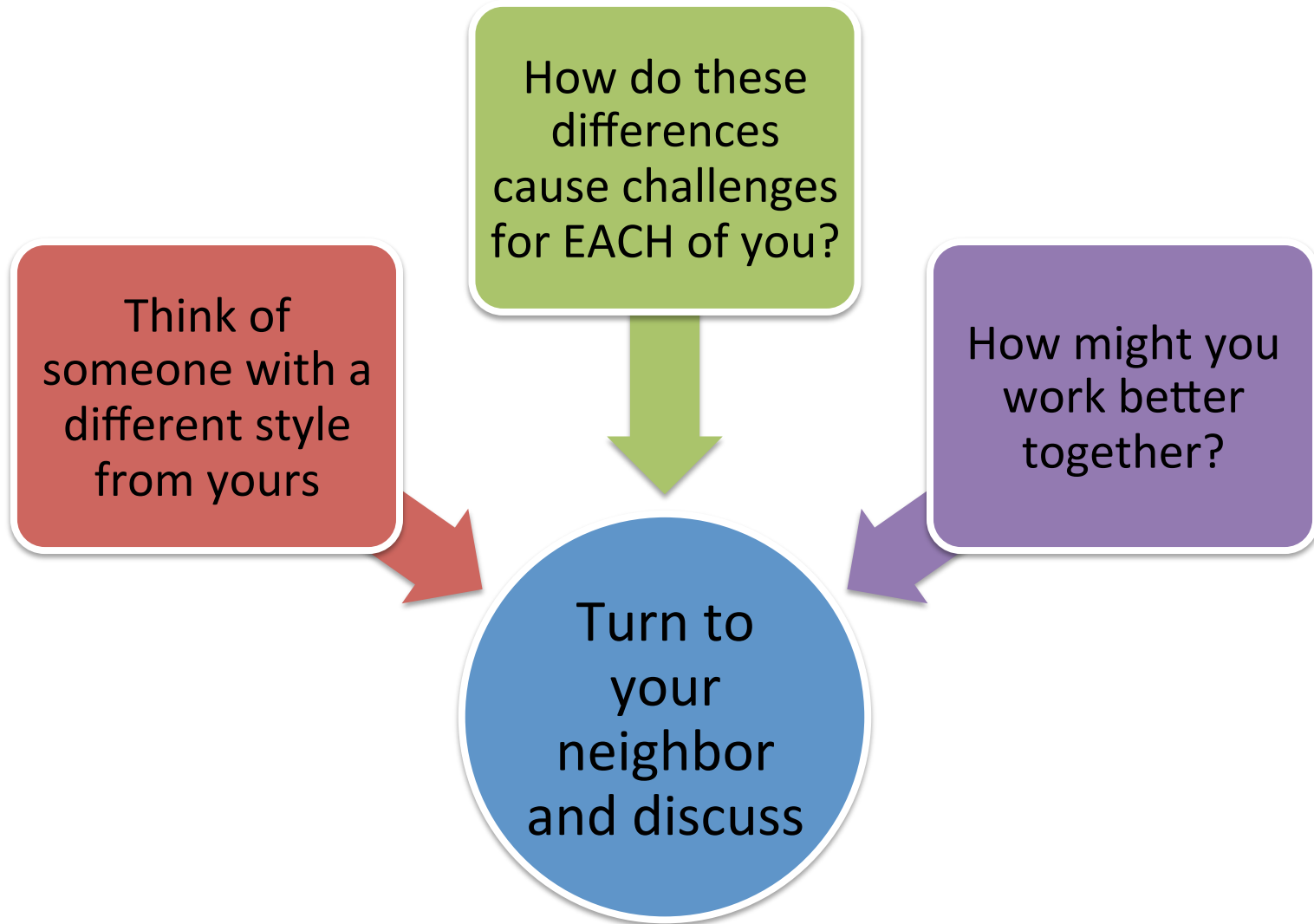


KEEP CRITICISM TO AN ABSOLUTE MINIMUM

People of this type are typically more upset than you are if they've let you down. It isn't necessary to share every ounce of “constructive” feedback. Stick with feedback that is essential, use a light touch, and in general aim to have your compliments significantly outnumber your suggestions.



Exercise: Reflection



On a Lighter Note ... Some Predictions

- If you want to read the power point and think about it some more,
you're an I
- If you're bursting to see what others think of this stuff,
you're an E
- If you want more statistics on distribution of MBTI types,
you're an S
- If you want to know more about the theory behind MBTI,
you're an N
- If you think like this assessment because it feels right,
you're an F
- If you are close on some dimension and find it amusing,
you're a P
- If it's driving you crazy that you're “on the line” between dimensions,
you're a J