

LEADERSHIP



<p style="text-align: center;">EXTRAVERTS (E)</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Building a wide network • Getting others talking & sharing info • Keeping the energy and momentum up • Talking through challenges <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Listening without interrupting • Overreacting in the moment • Allowing space for others to speak up • Thinking things through w/o speaking 	<p style="text-align: center;">INTROVERTS (I)</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Listening; gathering information • Leaving space for others to speak up • Appearing calm, cool & collected • Thinking things through before sharing <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Maintaining energy when over stimulated • Bringing the energy up in others • Getting steamrolled by high E's • Talking through new info without reflecting
<p style="text-align: center;">SENSORS (S)</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Staying grounded, practical & realistic • Providing a step by step approach • Short term results • Managing logistics & remembering details <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Participating in long brainstorming sessions • Prioritizing important but not urgent tasks • Vague assignments or projects • Changing processes that have past success 	<p style="text-align: center;">INTUITIVES (N)</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Vision setting; seeing future possibilities • Reading between the lines; "sixth sense" • Focusing on the long term & "big picture" • Energized by brainstorming ideas <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Going from ideas to action items/tasks • Dealing with practical, logistical challenges • Remembering verbal details • Providing detailed instructions
<p style="text-align: center;">THINKERS (T)</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Seeing the logic of both sides quickly • Showing confidence & assertiveness • Remaining objective & unemotional • Weighing the pros and cons <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Factoring in the emotional impact • Taking humor too far & offending at times • Being too direct (and at times blunt) • Getting down to business too quickly 	<p style="text-align: center;">FEELERS (F)</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Developing personal connections • Predicting the impact on people • Delivering difficult info diplomatically • Collaboration & consensus building <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Taking criticism or disagreement personally • Being assertive when challenged • Staying unemotional & objective • Avoiding (necessary) conflict
<p style="text-align: center;">JUDGERS (J)</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Setting timelines and sticking to those • Staying organized and following through • Finishing what gets started • Bringing urgency and closure into process <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Staying calm during urgent situations • Winging it • Getting to business too quickly • Managing stress when work mounts 	<p style="text-align: center;">PERCEIVERS (P)</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Handling the unexpected • Lots of energy at the start of projects • Revisiting decisions, staying open • Winging it; working well under pressure <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Setting timelines and sticking to those • Staying organized and following through • Finishing strong on long projects • Being viewed (by J's) as not urgent enough

TRADITIONALISTS (SJ) ESTJ, ESFJ, ISTJ, ISFJ	EXPERIENCERS (SP) ESTP, ISTP, ESFP, ISFP
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Being responsible and “doing the right thing” • Hard working, execution focused, meticulous • Their word is their bond! • Strong attachment to known procedures and practices <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Delegating & letting go of control • Prioritizing & focusing on long term projects • Handling ambiguity, uncertainty or vague assignments • Accepting change that they do not initiate • Creating time for strategy and creative solutions <p>COLLABORATING WITH SJs</p> <ul style="list-style-type: none"> • Compliment their dependability • Assign tasks where they take control and are responsible • They are great “closers” and enjoy finishing projects • Work with them to sort out the “how” on new ideas • Help them with vague projects to clarify steps 	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Taking action and getting results quickly • Playful, relaxed, natural performers under pressure • Productive but casual about the process • Great at finding elegantly simple solutions <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Jumping into action too quickly • Following through on routine assignments/tasks • Shutting down when they feel “micro-managed” • Long term planning and strategizing • Sitting through long brainstorming or theory meetings <p>COLLABORATING WITH SPs</p> <ul style="list-style-type: none"> • Keep them close to where the action is • Stay casual and relaxed (avoid formal or intense) • Discuss short term objectives, let them figure it out • Ask for ideas around short-cuts and quick solutions • Help them break down long term goals into steps
CONCEPTUALIZERS (NT) ENTJ, INTJ, ENTP, INTP	IDEALISTS (NF) ENFJ, INFJ, ENFP, INFP
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Strategy and long term success are top priorities • Confident, sometimes complex speech/language • Competency is key (their own and others’) • Natural desire to innovate and create new approaches <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Challenging, debating style may be disruptive • Remembering details discussed verbally • Moving from the vision to the “how” and the steps • Taking risks with humor; under-investing in relationships • Routine or detailed tasks; administration <p>COLLABORATING WITH NTs</p> <ul style="list-style-type: none"> • Start at the vision and the big picture level • Only when they understand “why” can you do details • Get them engaged in discovering ideas/solutions • Be prepared to defend your ideas or suggestions • Don’t assume them pushing back is a disagreement • Help them manage the details and follow through 	<p>STRENGTHS</p> <ul style="list-style-type: none"> • PEOPLE – helping them, understanding them • Collaboration towards a mutual goal • Relationship focused and naturally good at psychology • Creative and unconventional idea-engines <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Avoiding necessary or constructive conflict • Working with people they don’t like personally • Remembering details discussed verbally • Routine or detailed tasks; administration • Moving from the vision to the “how” and the steps <p>COLLABORATING WITH NFs</p> <ul style="list-style-type: none"> • It’s more than a transaction – personal connection first • Ask for their help and be helpful to them • Get them to share ideas, be appreciative • Show how the work benefits the team or other people • Respect their values; be careful debating • Help them manage details and technology