

Leadership Bites: Understanding yourself and others

LEADERSHIP LEARNING IN 20 MINUTES



Leadership Academy

South East

Introduction

Have you ever wondered why you seem to click with some members of your team and just don't understand others? One reason might be because of the similarities and differences in how you prefer to receive and process information, interact with the outside world, and make decisions. One self-assessment that can help you understand yourself, your colleagues and your team members is the Myers Briggs Type Indicator (MBTI). Not only will it help you understand yourself and others, it will also have a positive impact on how you communicate, make decisions and influence others.

Why use MBTI?

By understanding what comes naturally to your team members, you can get the most from them while they are enjoying their contributions. Quite often, people will hire other people who are like themselves. This approach can mean that your team is made up of mostly the same type of people which can be very limiting to your organization. If everyone on the team is receiving and processing the information in the same way, or approaching decision making in the same framework, your team is being shortchanged the great range of value that others can provide.

Don't try to change a person's preference, including your own – understand it, exploit it when appropriate, and surround yourself with complimentary types.

What is MBTI?

The MBTI profile reveals how we see and interact with the world, giving insight into our motivation and the motivation of others. This provides a strong foundation for personal growth and development, underpinning enhanced personal effectiveness. MBTI identifies personality type, made up of four basic preferences, and provides a positive framework to explain how we interact with the world and each other, see below.

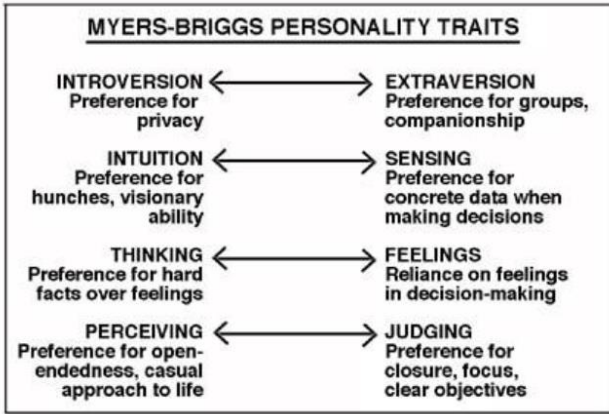
Each of the four dimensions have 2 preferences, for example, the first dimension is 'Where do you get your energy from?', with preferences being 'extroversion' or 'introversion'.

You do not have to be one or the other, you decide your preference by thinking about where you see yourself sitting on a scale of extremely clear, to not sure/either or.

Your preference in each of the 4 areas are symbolised by a letter, and the combination of those 4 letters form a 'Type'. For example: INTP or ENFJ.



For each preference, there are personality characteristics which will help you understand how clear you are on what your preference is, the image on the right gives you a high level of example.



There are 16 4-letter types, which describe the typical personality characteristics as a whole. You can view the 16 types and see each description on the MBTI site: <https://www.opp.com/en/tools/MBTI/MBTI-personality-Types>. Remember;

- The MBTI assesses preferences, which are not the same as skills or abilities
- Everyone uses all the preferences to a greater or lesser extent – think about the context
- All preferences are equally valuable and important
- There are no 'better' types to be – nor is there a 'right type' to be
- Preferences do not excuse behaviour!!

Activity: What are your preferences?

To find out what your preferences are, you can complete the '16 personalities' test and print the report afterwards via this link - <https://www.16personalities.com/free-personality-test>. *NB: You may need to compete this on a personal device if you do not have external internet access on your work device.*

Once you and your team have completed the questionnaires, you can add your names into the team type table – see below - and share this with everyone to help people remember who has preferences like them, or not like them.

By sharing this information, as long as the team are happy to, this will naturally have a positive impact on relationships over time as people will communicate in a way which works for their colleague.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFP	ENTJ

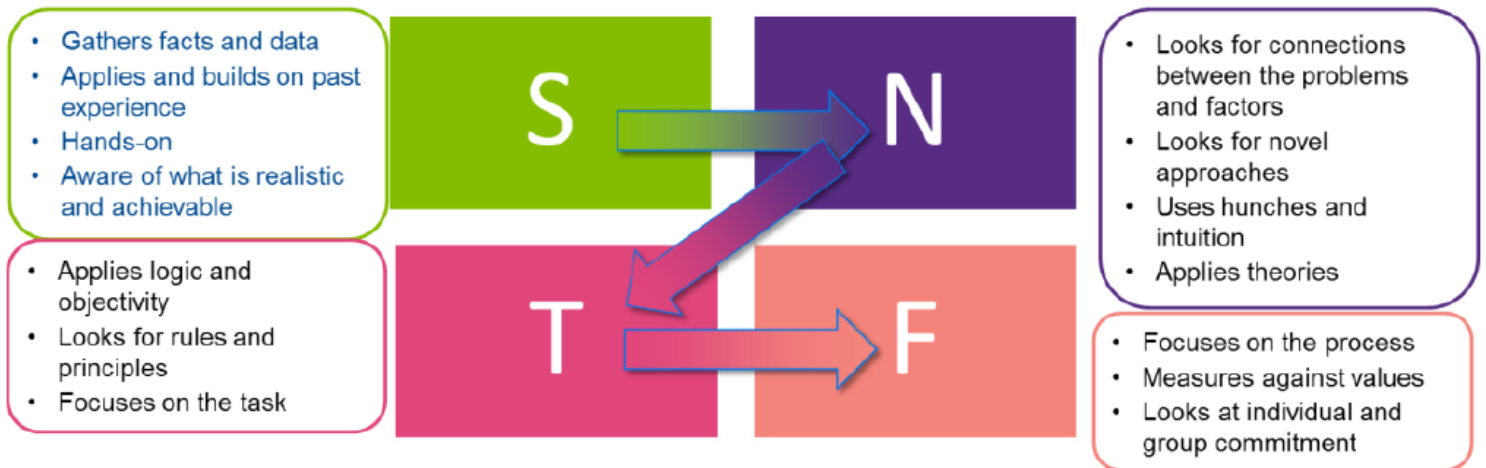
Activity: How can you make decisions, and influence others using MBTI?

While the old saying "opposites attract" may hold true, equally true is that opposite types can be very frustrating to one another. However, opposite type-preferences can bring a lot of value to a team – what is uncomfortable or challenging for one type can be second nature for people with the opposite preferences.

By spending time thinking about how someone who has the opposite or different preference to you likes to gather/receive information, and make decisions (the middle 2 of the 4 MBTI dimensions; sensing and

intuition, and thinking and feeling) you will be able to enhance your relationship and influencing skills to help meet their needs, and be prepared for any questions and challenges they are likely to ask you.

Here is an example of how the Z-model works:



Summary

- By understanding what comes naturally to your team members, you can get the most from them while they are enjoying their contributions.
- Don't try to change a person's preference, including your own – understand it, exploit it when appropriate, and surround yourself with complimentary types.

Further learning ...

For further information and learning, as well as suggested activities, feel free to visit the People.NHS.uk website or our [South East Leadership Academy site](#).



Time to reflect...



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Take some time to note down your thoughts on what you've learned;

What resonated?

What has made you curious?

What small changes could you make to start having an impact differently and quickly?

What might you need to share with your team, and commit to 'testing and learning' together?

A large, empty rounded rectangular box with a thin blue border, intended for writing reflection notes.