

Tools for Creating Effective and *Thought Diverse* Cultures in Teams and Organizations

Presented by
Claudia Fernandez, DrPH



MBTI®

Activities and Strategies for
Type Learning and Engagement



DEVELOPED BY
Linda K. Kirby and Nancy J. Barger

Adapted by:
Kathleen Brandert &
Claudia Fernandez

Too few people live together in Harmony...



It *is* true...
Harmony is quite under-populated.

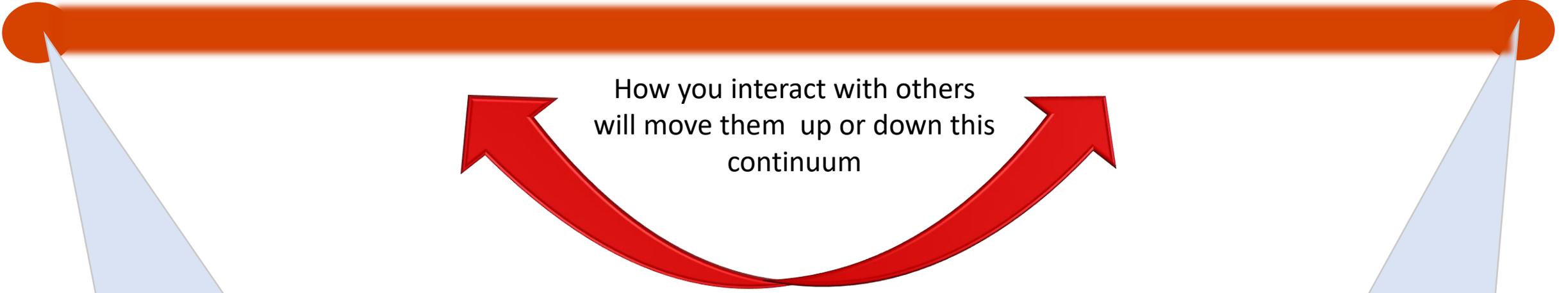
How can you create a culture that brings different people together to work collaboratively, innovate, share ideas and create new opportunities and greater impact?

**Creating real Harmony
is the job of leadership**

The Continuum of “Enlightenment”

Operating out of a low level of enlightenment

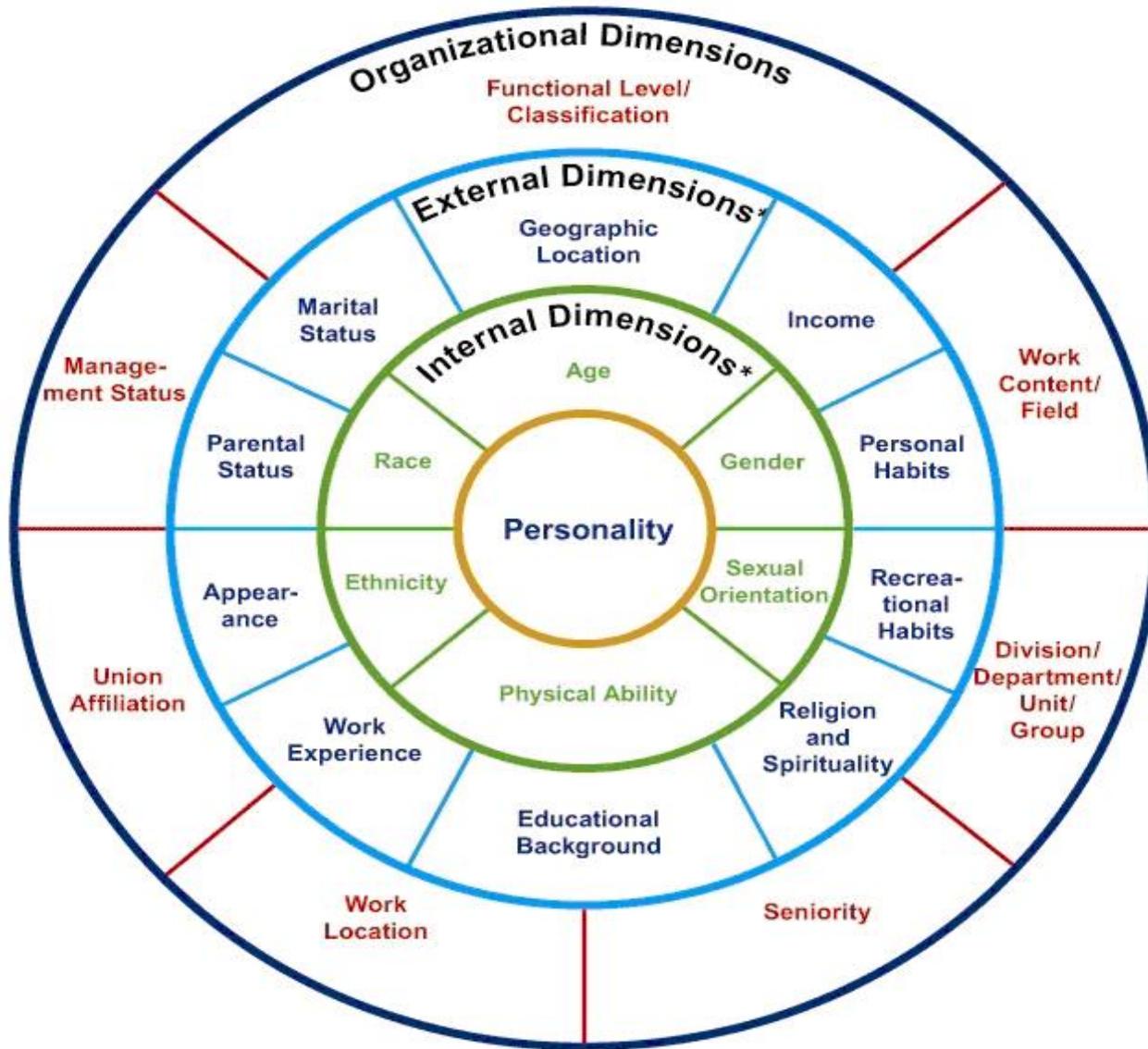
Operating out of a high level of enlightenment



How you interact with others
will move them up or down this
continuum

Low Level: are unclear about their own motives, often operate from fear do not ask questions but rather attribute motives, make judgments, fill in unknown facts with guesses, blame others, defend & justify, gossip, fail to keep confidences, react rather than act, embrace “strong offense”, attack others, show low respect, denigrate others

High Level: understand and are transparent about their feelings and motives, ask clarifying questions, don’t make assumptions, are non-judgmental, “own” their mistakes, listen, seek to understand, have patience and tolerance for others, Come prepared to be fully present and fully engaged, give grace—we are all on this journey



The Four Layers of Diversity

Source: Gardenwartz & Rowe, 2003 as cited by Moodian, 2009

Understanding People can translate into creating effective organizational and team cultures... data and science help!



EQ-i 2.0[®]
assess. predict. perform.



Fundamental
Interpersonal
Relations
Orientation™

firob™



cpi™
260



mbti®



Change Style
Indicator®

Improve Change Effectiveness



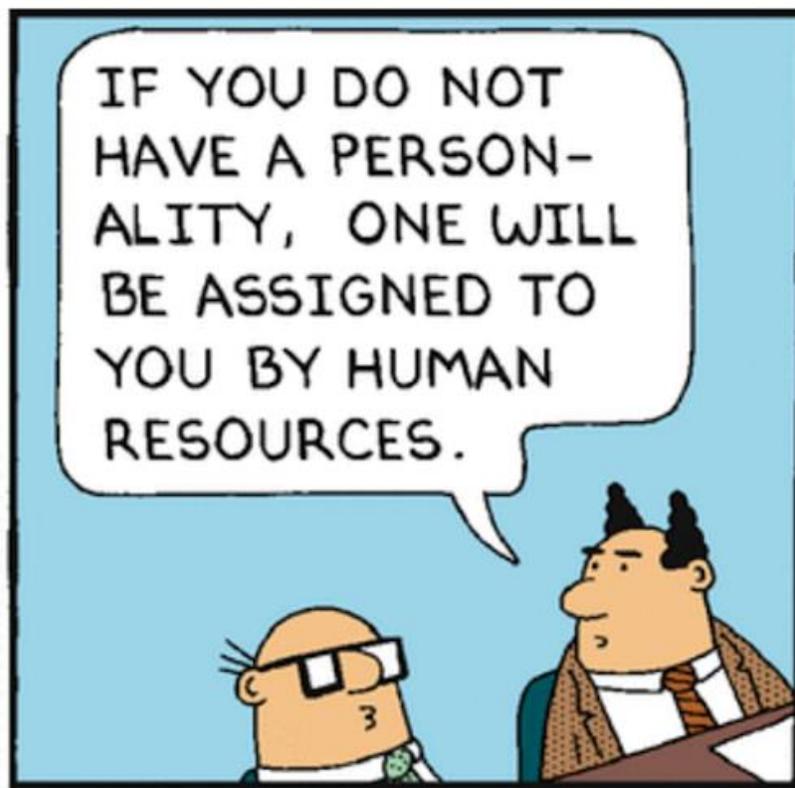
Discovery
Leadership Profile™

Growing Leadership Capacity

Monday January 24, 2000



www.dilbert.com scottadams@aol.com



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Objectives

<https://www.flaticon.com/authors/good-ware>

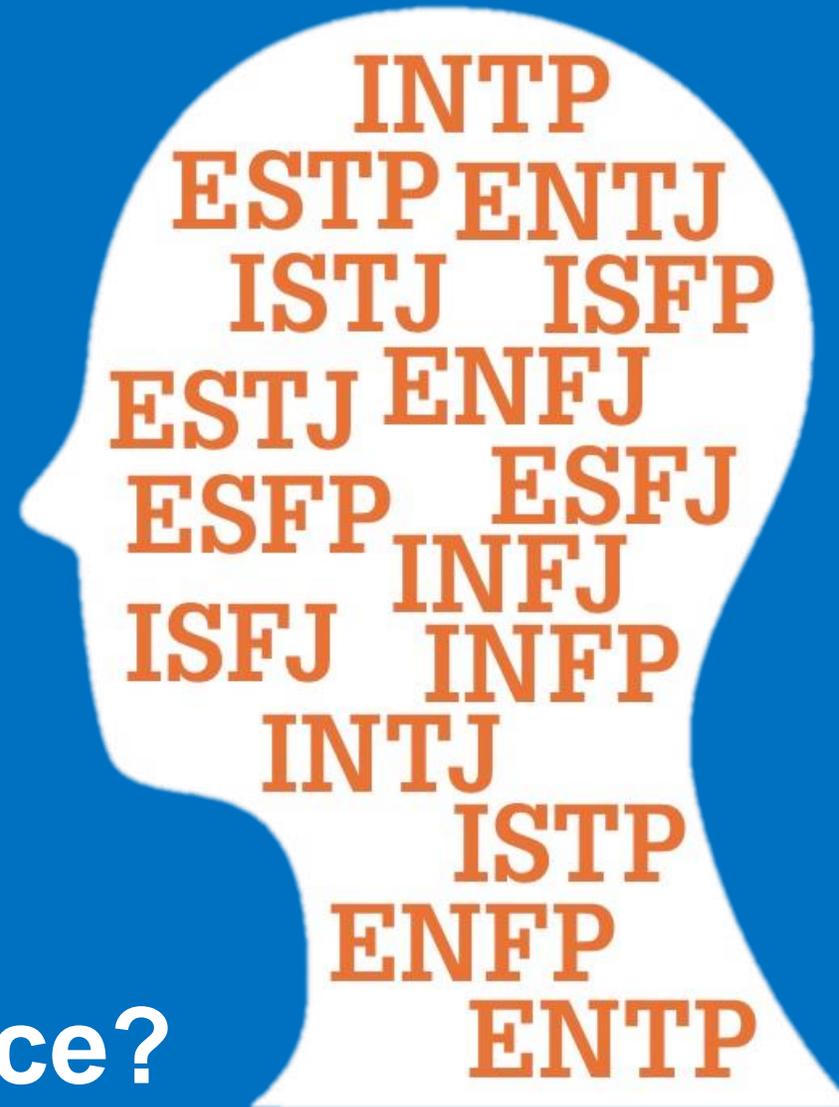
- Foundational understanding of type & preference
- Define your preferred type
- Grow in appreciation of your own strengths and those of others
- Understand how to apply “Thought Diversity” to team & organizational culture
- Identify ways to use difference constructively



About the MBTI® Instrument

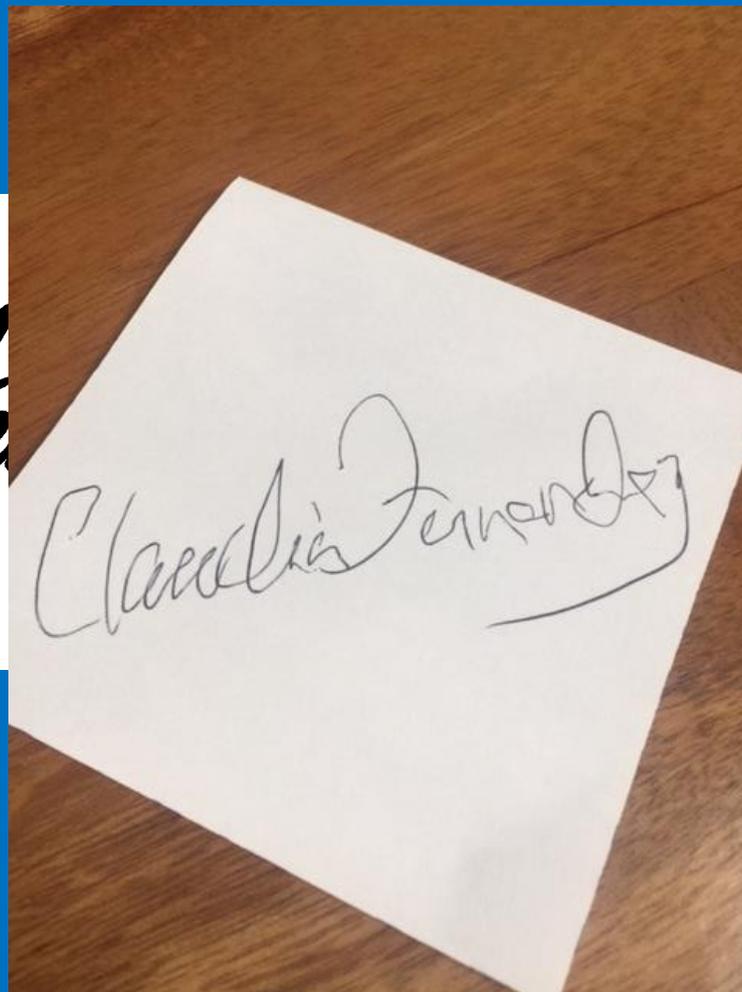
- An indicator—not a test
- Looks only at normal behavior
- No right or wrong answers—no better or worse types.

All types have
potential strengths & possible blind spots

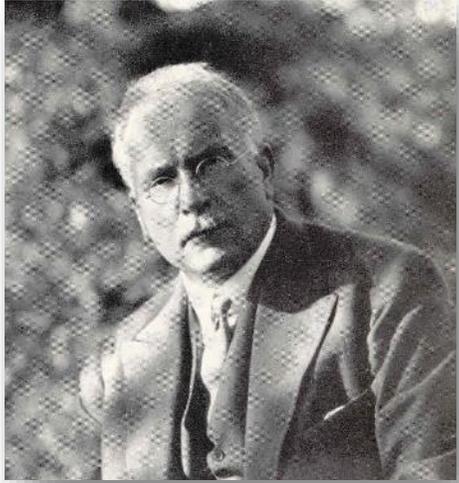


What is preference?

Claudia Fe



MBTI Beginnings



Carl Gustav Jung

(1875–1961), Swiss psychiatrist, developed a theory of personality: *Differences between people are not random. Instead they form patterns—types.*

Psychological Types

(published 1921, translated into English 1923)

Katharine C. Briggs

(1875–1968), an American, read Jung's *Psychological Types* in 1923.

She spent the next 20 years studying, developing, and applying Jung's theory



Isabel Briggs Myers

(1897–1980) developed Jung's theory in partnership with Briggs.

Beginning in 1943, she developed questions that became the *MBTI* instrument

Jung's Personality Theory

- Jung believed that preferences are innate — “inborn predispositions”
- He also recognized that they are shaped by environmental influences, such as family, culture, and education



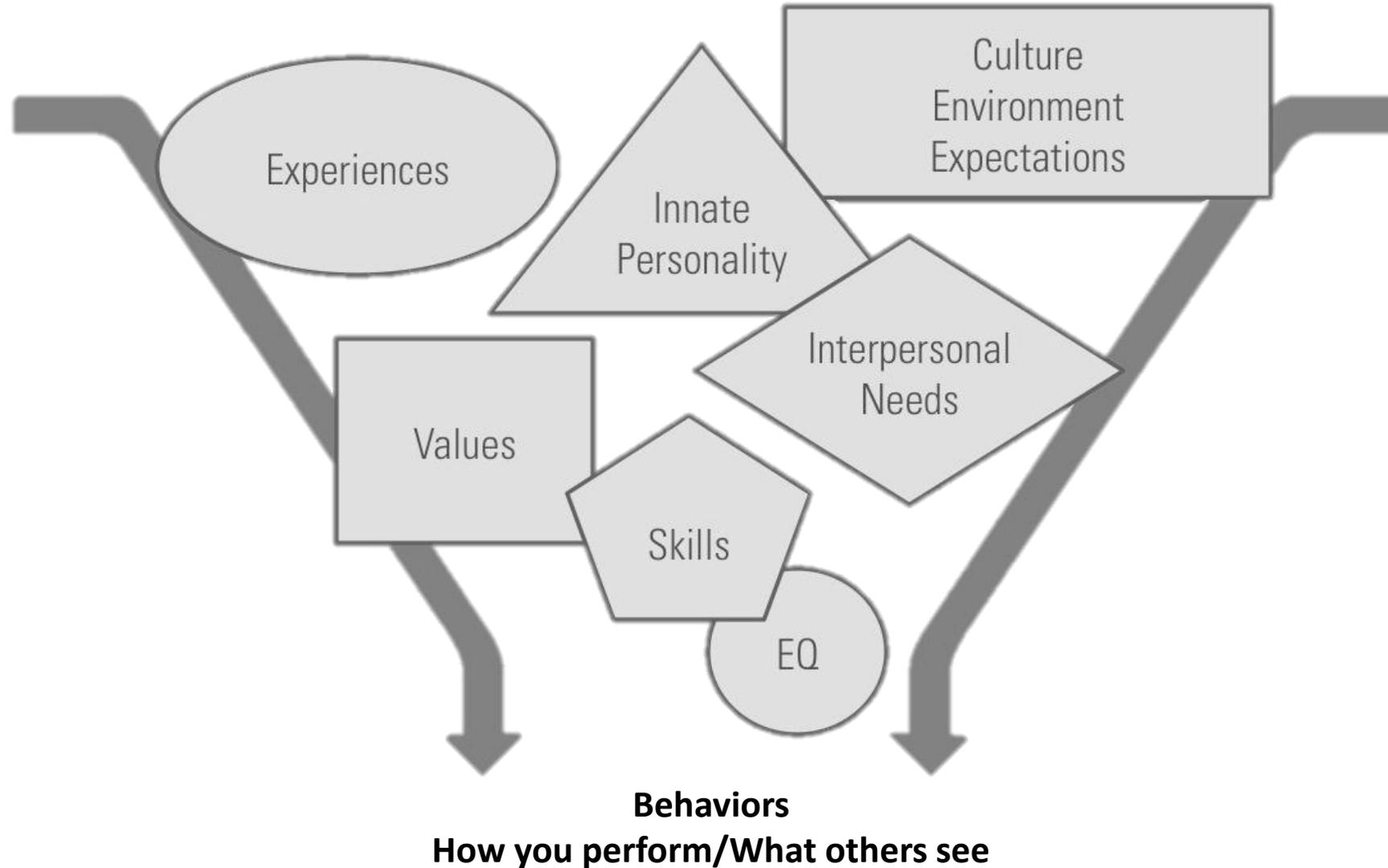
Nature

and

Nurture



Portrait of an Individual



MBTI® Results

Indicate preferences—inborn predispositions on 4 pairs of dichotomies:

| | | | | |
|---------------------|----------|-----------|----------|---------------------|
| Extraversion | E | <i>or</i> | I | Introversion |
| Sensing | S | <i>or</i> | N | Intuition |
| Thinking | T | <i>or</i> | F | Feeling |
| Judging | J | <i>or</i> | P | Perceiving |

MBTI® Theory

We all use both sides of each pair, but one is our natural preference.

The MBTI instrument is designed to indicate those inborn preferences.

The MBTI instrument is *not* designed to measure skills or effects of environment.

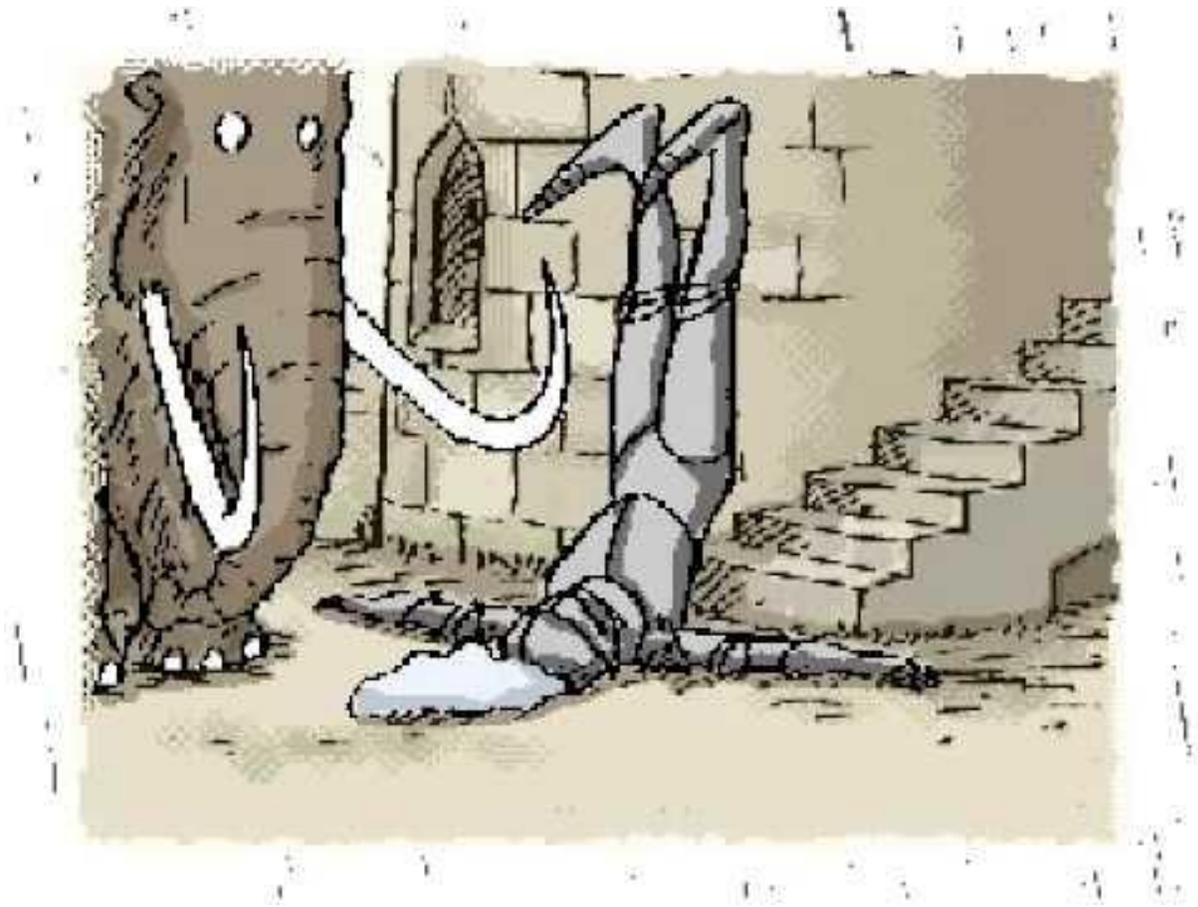
This dichotomy is about mental ENERGY

Where we focus our energy and attention

How we gain mental energy

Extraversion–Introversion

Sometimes behaviors can have unintended impacts on others....



Extraversion—Introversion, Overall

People who prefer Extraversion tend to be

- Energized by the outside world
- Active and involved
- Openly expressive

People who prefer Introversion tend to be

- Energized by internal processing
- Reflective and thoughtful
- Private and self-contained

Effect on Work Styles

People who prefer Extraversion tend to

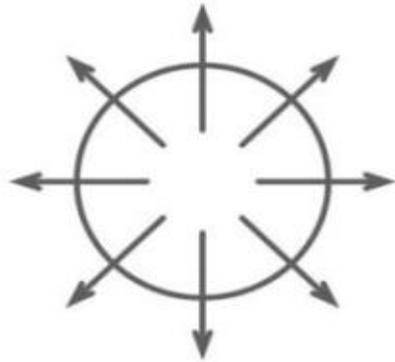
- Talk things through
- Take action, get going
- Want to be involved
- Prefer face-to-face communication

People who prefer Introversion tend to

- Think things through
- Reflect before acting
- Want to be informed
- Prefer writing/one-on-one communication

Extroversion (E)

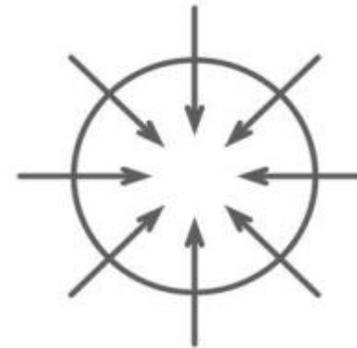
EXTRAVERSION



THE NATURAL FOCUS OF EXTRAVERSION IS
THE EXTERNAL WORLD

Introversion (I)

INTROVERSION



THE NATURAL FOCUS OF INTROVERSION IS
THE INTERNAL WORLD

Key Words Associated with E—I

Extraversion

Action

Outward

People

Interaction

Many

Expressive

Do-Think-Do

Introversion

Reflection

Inward

Privacy

Concentration

Few

Quiet

Think-Do-Think

Meeting Behaviors

Breakout Rooms, 6 mins

Google Doc

You are in a meeting...

What are some observable behavioral differences for E or I (words, body language, etc.)?

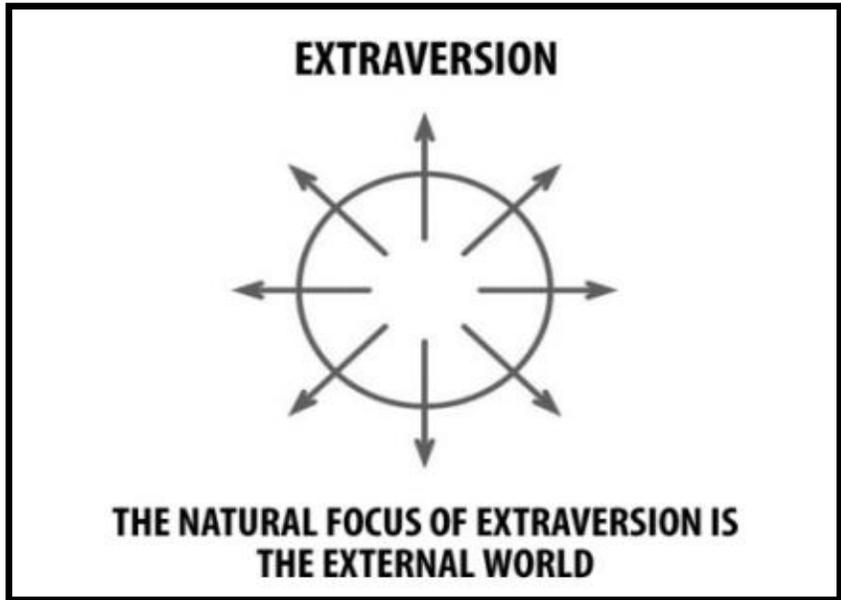
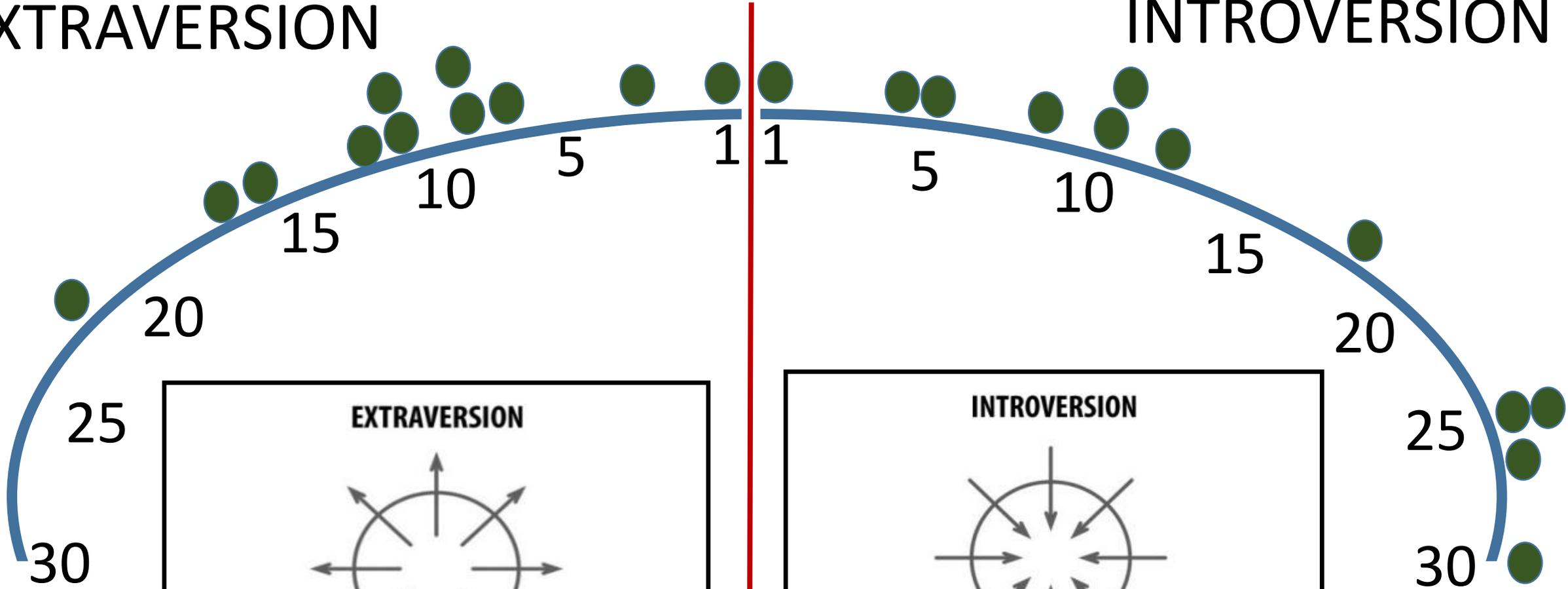
6 minutes!

What can we conclude?

- What are example behavioral differences?
- How do these play out in team meetings?
- What could occur to make team meetings more effective for everyone?
- How do you bring in *Thought Diversity*?

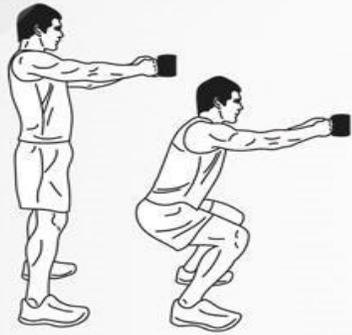
EXTRAVERSION

INTROVERSION

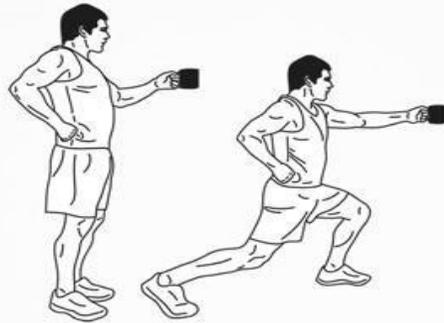


Coffee **BREAK**

DAREBEE WORKOUT @ darebee.com
3 sets | up to 2 minutes rest between sets



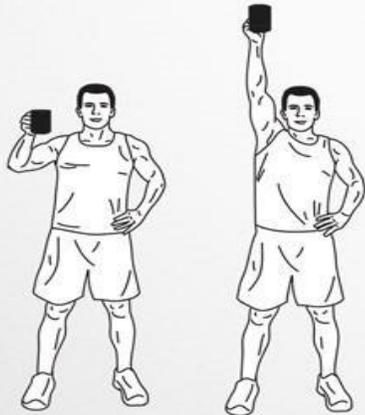
10 squats



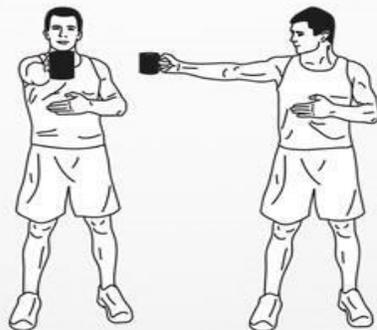
10 lunges



10 side leg swings



20 mug raises



20 arm rotations



20-count hold

**STOP and
STRETCH
BREAK**

**1 minutes
3 exercises**

This dichotomy is about PERCEPTION

How we take in information

The kind of information we like and trust

Sensing-Intuition

Sensing—Intuition, Overall

People who prefer Sensing tend to

- Focus on “what is” through the senses
- Trust and rely on “real,” verifiable data

People who prefer Intuition tend to

- Focus on connections and meaning in “what is”
- Trust and rely on their insights, the explanatory patterns they see

Effect on Work Styles

People who prefer Sensing tend to

- Focus on present realities
- Want practical data
- Build carefully to conclusions
- Rely on experience
- Say, “If it’s not broken, don’t fix it”

People who prefer Intuition tend to

- Focus on future possibilities
- Want the big picture
- Look for connections and patterns
- Rely on innovative ideas
- Say, “Let’s try something new”

Sensing (S)

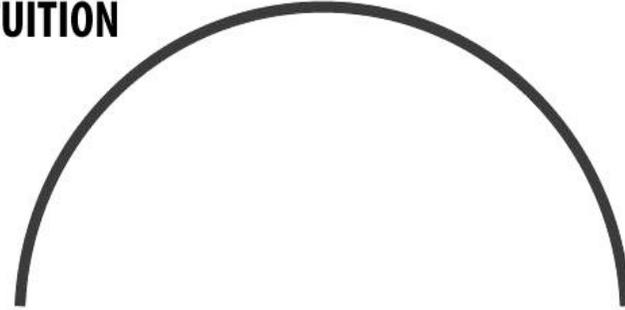
SENSING



TAKING IN AND PRESENTING INFORMATION IN A SEQUENTIAL,
STEP BY STEP WAY

Intuition (N)

INTUITION



TAKING IN AND PRESENTING INFORMATION IN A SNAP SHOT
OR BIG PICTURE WAY

Key Words Associated with S–N

Sensing

Facts

Realistic

Specific

Present

Keep

Practical

What is

Intuition

Ideas

Imaginative

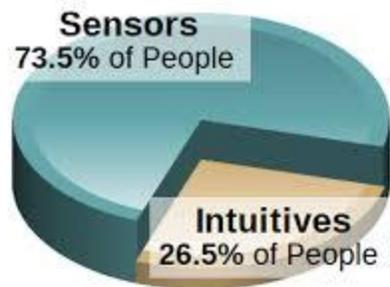
General

Future

Change

Theoretical

What could be



HOT TIP! Be more persuasive...speak to be heard

SENSING

Direct experience

Tangible results

Value efficiency

Talk “cost effective”

Talk “application”

Avoid generalizations

Don’t talk inferences

Precedent rules: value established methods, institutions

Believe: “good techniques lead to good outcomes”

Need a breadcrumb trail to change

INTUITION

Context is crucial

Comfortable with intangible results

Value ingenuity

Talk “the big picture”

Appreciate new theory/ideas

Love brainstorming, new ideas

Inferences are insight

Innovation rules: value new vision, methods, inventions

Believe: “strategic planning lead to good outcomes”

Embrace change readily

Write About This

Breakout Rooms, 3 mins
Google Doc



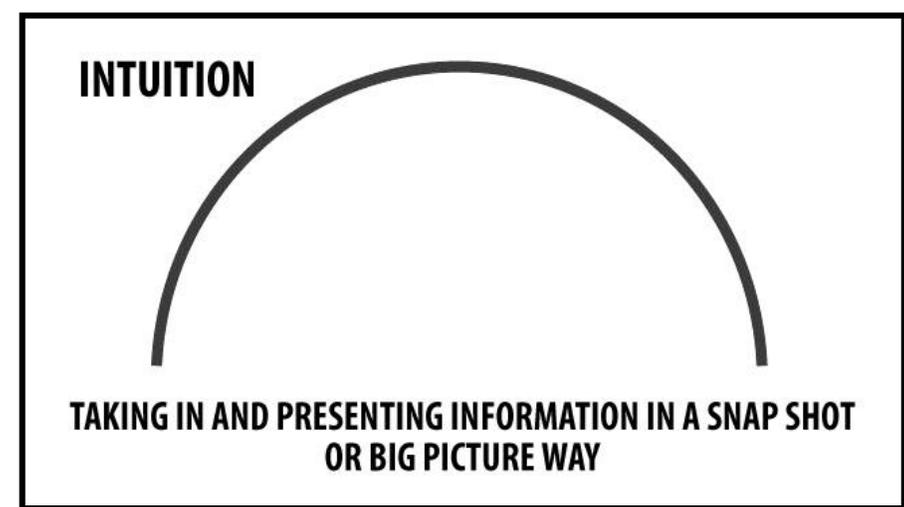
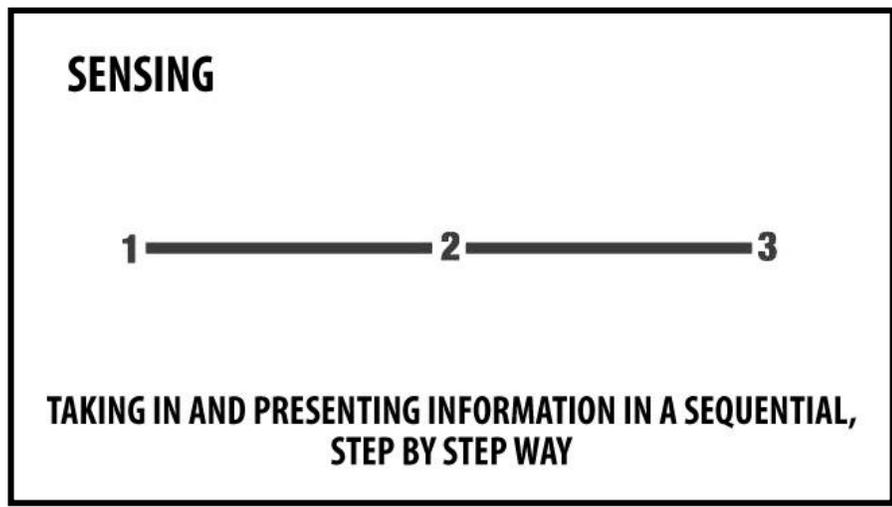
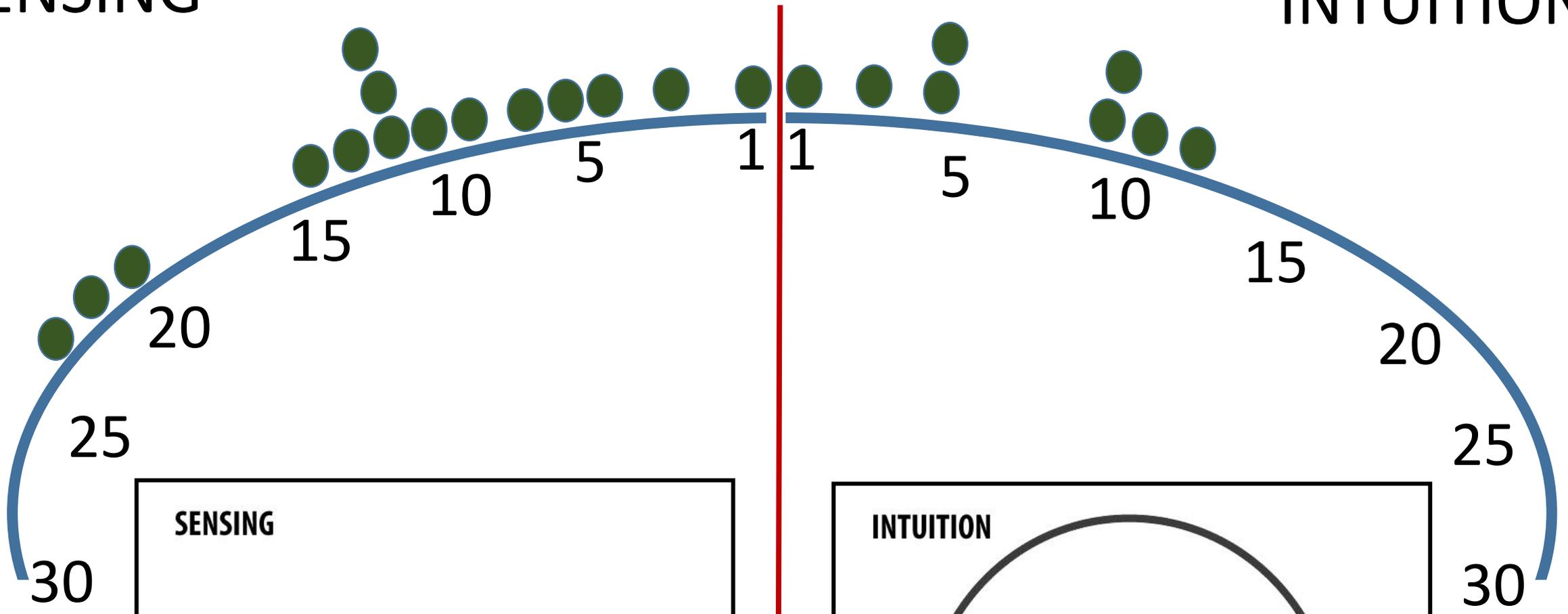
What can we conclude?

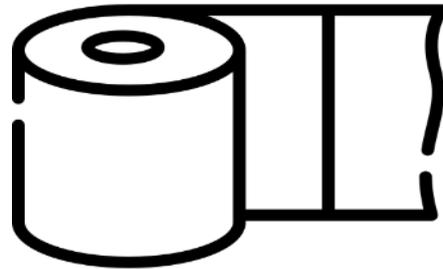
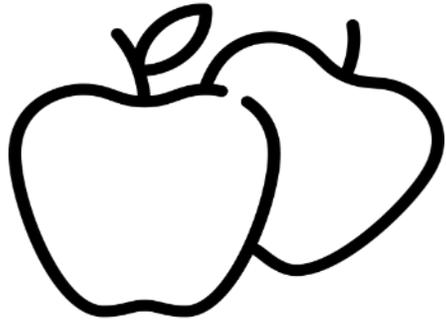
- Share what you wrote
- We all look at the same image but see things differently.
- Who sees it correctly?
- How does this bring in *Thought Diversity*?



SENSING

INTUITION





ONE FUNCTION BREAK

5 minutes
[Choose Wisely]

This dichotomy is about DECISION MAKING

The way we organize and prioritize information

The process we use to make decisions

Thinking—Feeling

Thinking—Feeling, Overall

People who prefer Thinking tend to

- Prioritize and decide using detached analysis, logic
- Apply principles of fairness and “reasonableness”

People who prefer Feeling tend to

- Prioritize and decide using personal and group values
- Apply empathy, compassion, and attention to individual needs

Effect on Work Styles

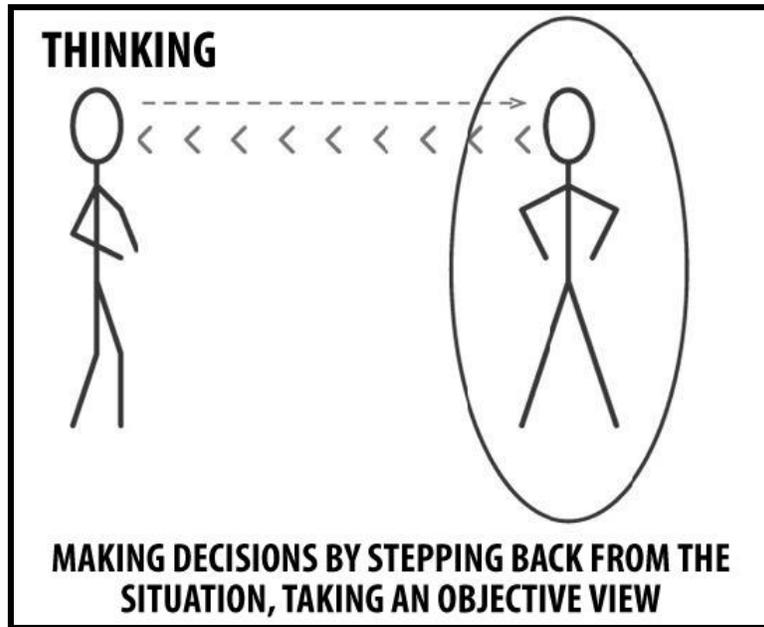
People who prefer Thinking tend to

- Step back to get an objective view
- Analyze pros and cons
- Focus on tasks
- Value competence
- Be “fair”
- Look for what is wrong so they can fix it

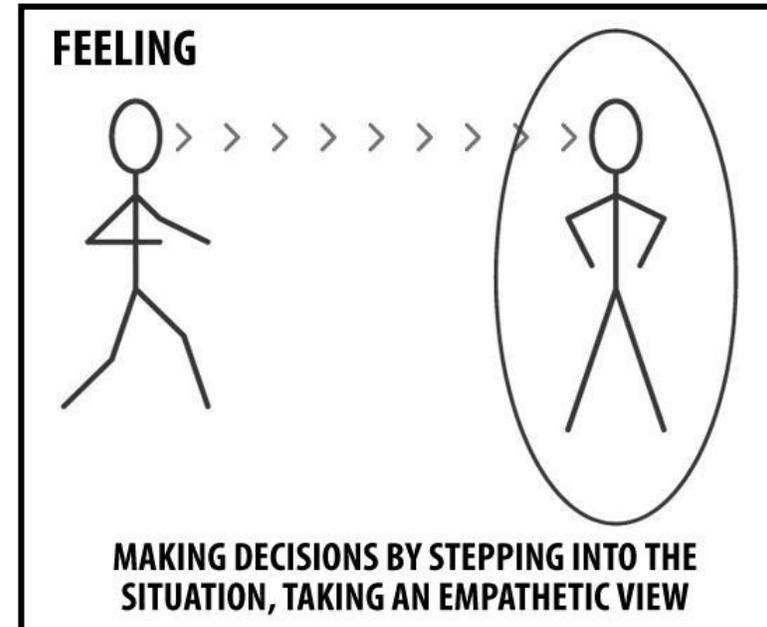
People who prefer Feeling tend to

- Step in and identify with the people involved
- Assess impacts on people
- Focus on relationships
- Value harmony and support
- Be “fair”
- Look for what is right so they can support it

Thinking (T)



Feeling (F)



Key Words Associated with T–F



| Thinking | Feeling |
|-----------------|----------------|
| Head | Heart |
| Detached | Personal |
| Things | People |
| Objective | Subjective |
| Critique | Praise |
| Analyze | Understand |
| Firm but fair | Merciful |

HOT TIP! Be more persuasive...speak to be heard

THINKING

Values objectivity and logic

Premises lead to results

Conclusions are consistent

Policy is “letter of the law”

Sequential reasoning

Clear and confident about objectives

Analysis of pros and cons

Criticizes faults, looks for what needs to be fixed

Asks many questions to vett ideas

Insists on outcomes

FEELING

Sees from perspective of those affected

Strong empathy skills

Weighs positive and negatives

Decides based on “intent of the law”

Seeks many ways to achieve agreement/success

Emphasizes shared values

Weighs decisions against values

Praises others, look for what’s right

Realizes purely rational decisions can’t always be achieved

Expects kindness and mutual respect

Insists on the win-win solution

Team Trouble

Breakout Rooms, 5 mins

Google Doc

You coach a little league baseball team.

You were just told that the tournament you are going to this weekend only accepts 12 players per team and you have 15.

How do you decide who goes?

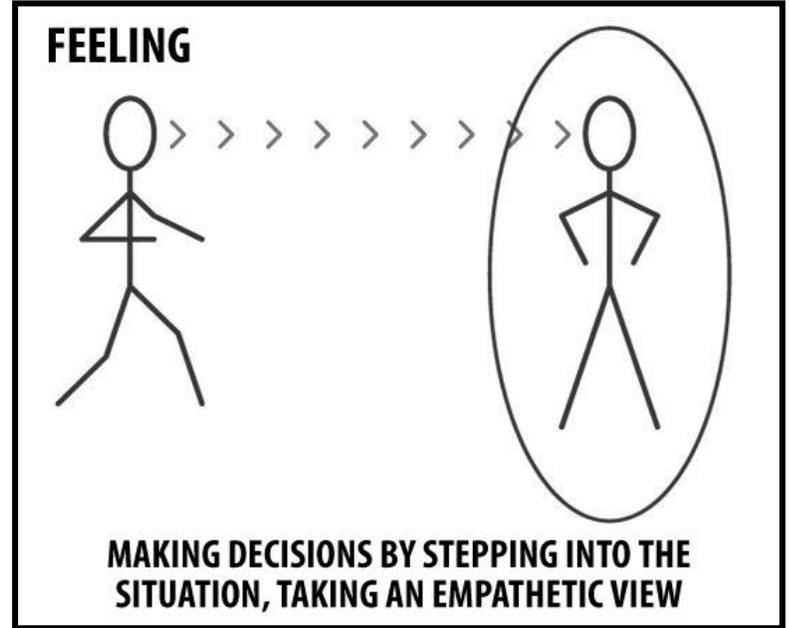
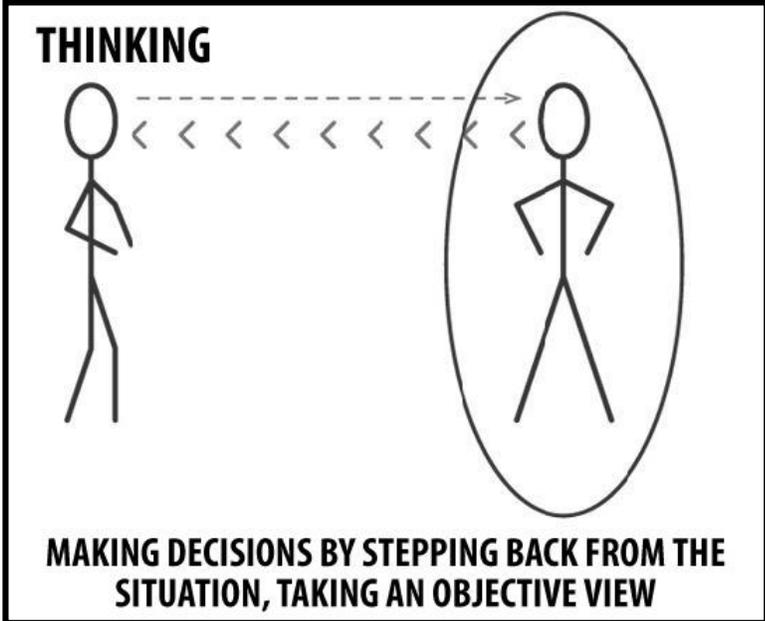
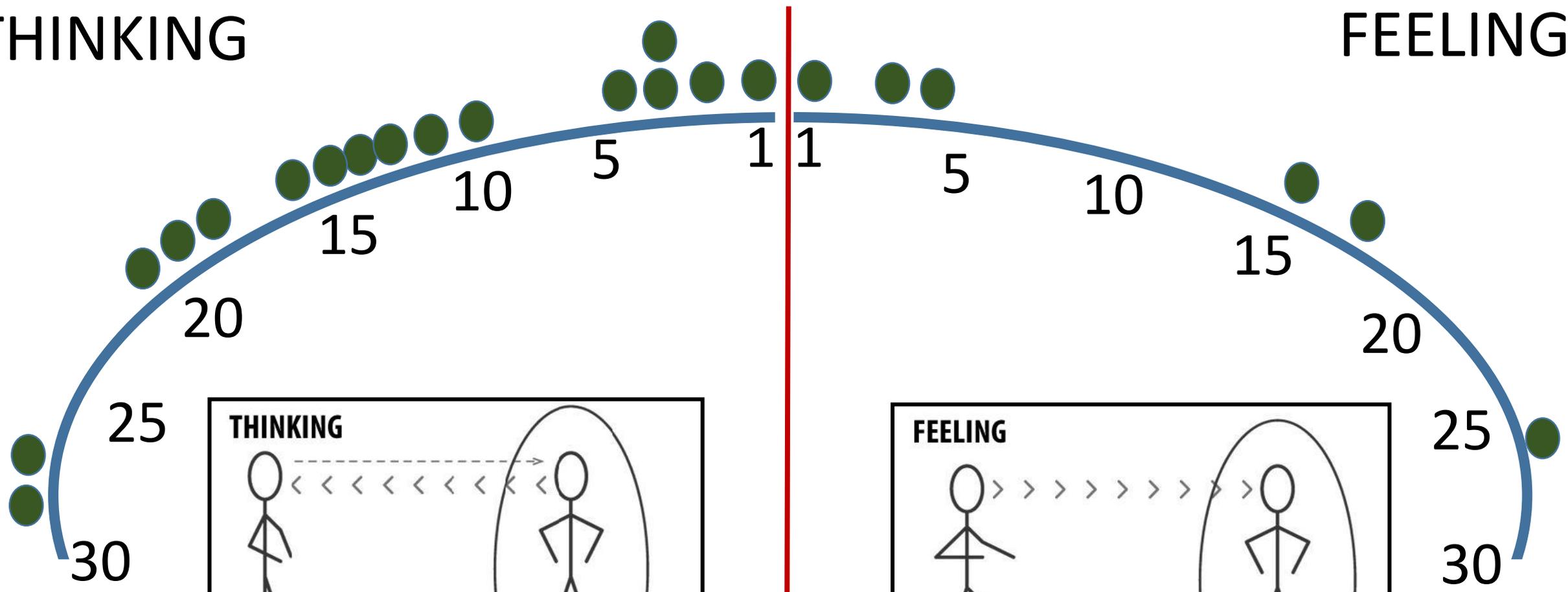
What can we conclude?

- How long did it take to come to ideas that felt right for your group?
- How did you decide?
- What differences do you hear?
- Where does this kind of difference come from?
- How do you bring in *Thought Diversity*?



THINKING

FEELING



**This dichotomy is about the attitude we bring
to our external life**

How we organize our environment

How we plan and complete tasks

Judging—Perceiving

Judging—Perceiving, Overall

People who prefer Judging tend to

- Seek structure and order in their daily life
- Make plans and schedules to move to completion

People who prefer Perceiving tend to

- Seek openness and variety in their daily life
- Stay flexible to gather information and experiences

Judging—Perceiving, Overall

People who prefer
Judging tend to



*Make lists and use
them!*

People who prefer
Perceiving tend to



*Make lists and lose
them!*

Effect on Work Styles

People who prefer Judging tend to

- Want clear goals
- Make plans and follow them
- Develop schedules and time frames
- Drive to “wrap it up”
- Completes projects early

People who prefer Perceiving tend to

- See goals as moving targets
- Want flexible plans, options
- Follow general parameters and time frames
- Wait for decisions to emerge
- Completes projects close to the deadline

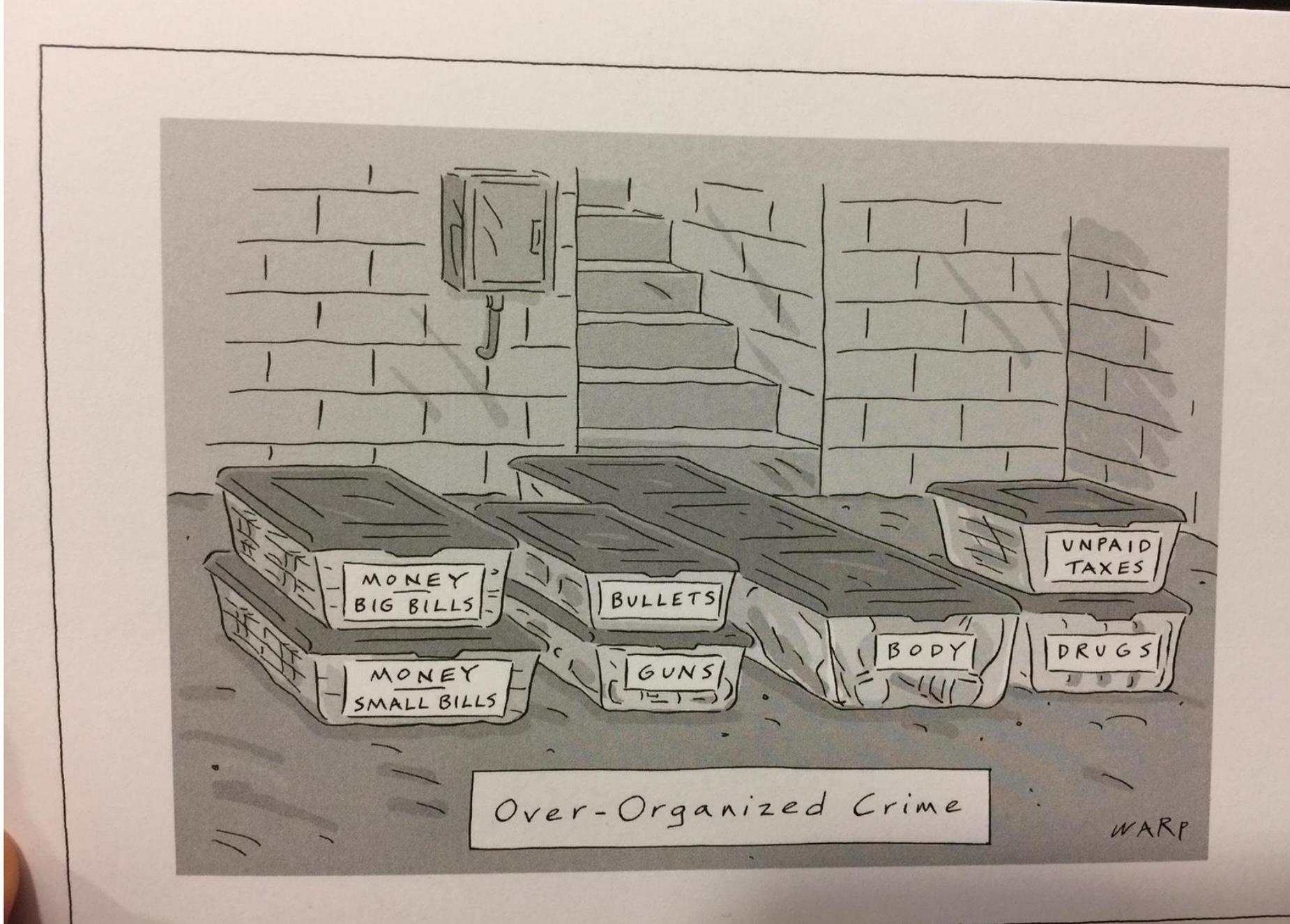
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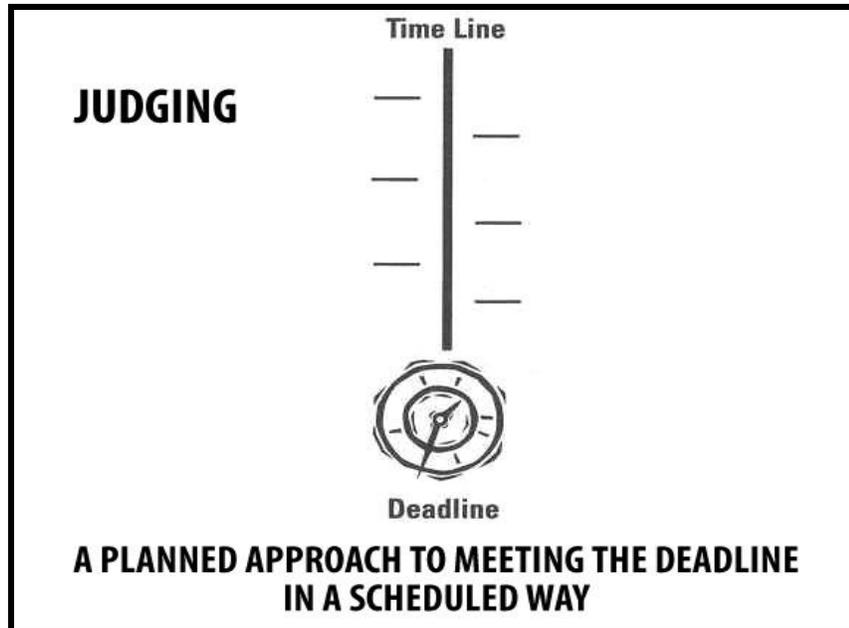
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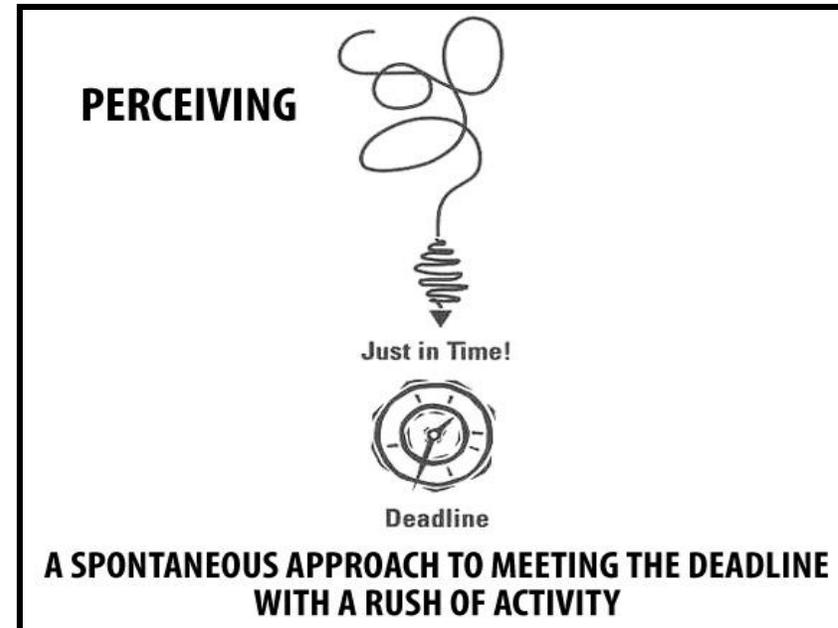


POP QUIZ: Is this a "Judging Style" or a "Perceiving Style"?

Judging (J)



Perceiving (P)



Key Words Associated with J–P

Judging

Organized

Decision

Control

Now

Closure

Deliberate

Plan

Perceiving

Flexible

Information

Experience

Later

Options

Spontaneous

Wait

Advanced Notice Poll

How much time do you want to prepare for a presentation you are giving on something you know a fair amount about?

- 1 week or more
- 2 to 3 days
- 1 day ahead
- 2-3 hours
- 1 hour
- Just point to me and say “go”

Where do you fall on this line?

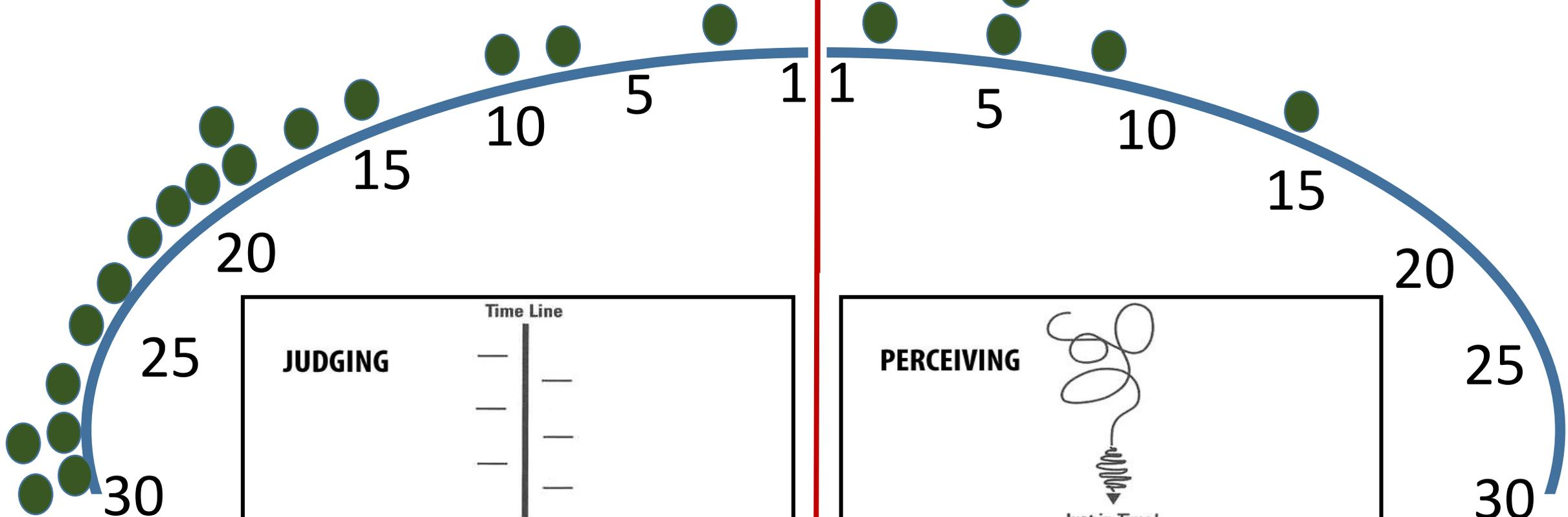
Put yourself on the line in terms of how much each of these appeals to you, which comes closest to how you usually feel or act.

I have to
get my
work done
before I can
play

I can play
anytime.

JUDGING

PERCEIVING



JUDGING

Time Line

Deadline

**A PLANNED APPROACH TO MEETING THE DEADLINE
IN A SCHEDULED WAY**

PERCEIVING

Just in Time!

Deadline

**A SPONTANEOUS APPROACH TO MEETING THE DEADLINE
WITH A RUSH OF ACTIVITY**

What can we conclude?

- What are the implications and applications of these exercises?
- How can you better use these differences on your team(s) to your advantage?

16 Ways to be Normal

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

Your Type



5 sets of Facets per preference pair

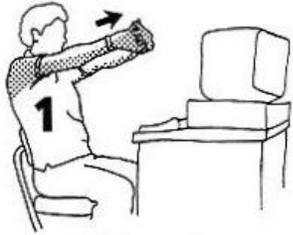
| Extraversion (E) | Introversion (I) | Sensing (S) | Intuition (N) |
|-------------------------|-------------------------|--------------------|----------------------|
| Initiating | Receiving | Concrete | Abstract |
| Expressive | Contained | Realistic | Imaginative |
| Gregarious | Intimate | Practical | Conceptual |
| Active | Reflective | Experiential | Theoretical |
| Enthusiastic | Quiet | Traditional | Original |

| Thinking (T) | Feeling (F) | Judging (J) | Perceiving (P) |
|---------------------|--------------------|--------------------|-----------------------|
| Logical | Empathetic | Systematic | Casual |
| Reasonable | Compassionate | Planful | Open-Ended |
| Questioning | Accommodating | Early Starting | Pressure-Prompted |
| Critical | Accepting | Scheduled | Spontaneous |
| Tough | Tender | Methodical | Emergent |

Computer & Desk Stretches

Approximately 4 Minutes

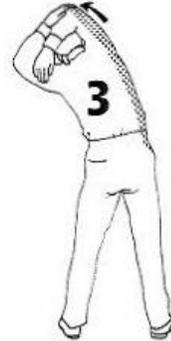
Sitting at a computer for long periods often causes neck and shoulder stiffness and occasionally lower back pain. Do these stretches every hour or so throughout the day, or whenever you feel stiff. Photocopy this and keep it in a drawer. Also, be sure to get up and walk around the office whenever you think of it. You'll feel better!



10-20 seconds
2 times



10-15 seconds



8-10 seconds
each side



15-20 seconds



3-5 seconds
3 times



10-12 seconds
each arm



10 seconds



10 seconds



8-10 seconds
each side



8-10 seconds
each side



10-15 seconds
2 times

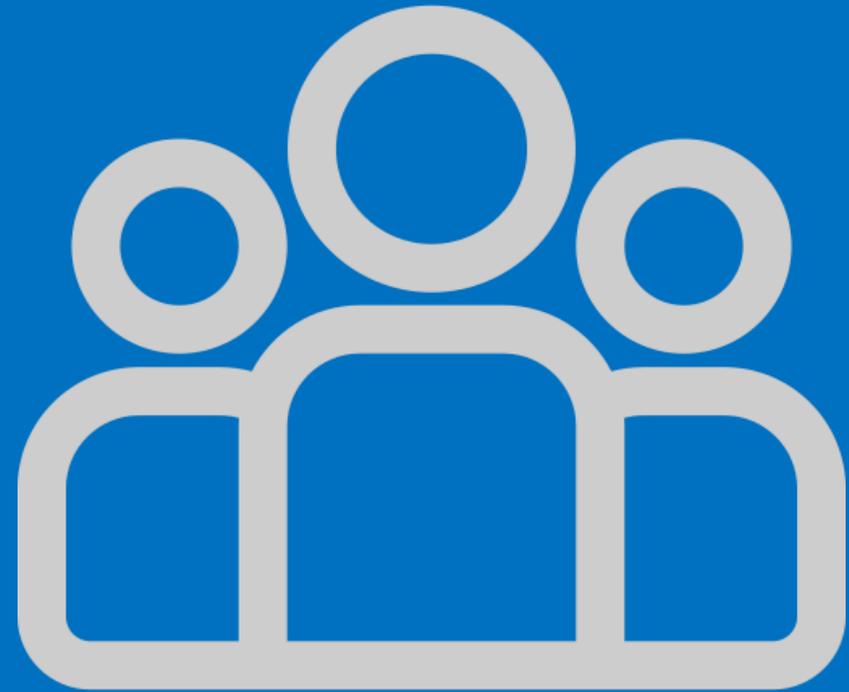


Shake out hands
8-10 seconds

STRETCH BREAK

3 minutes

Team and Type



Type distribution, U.S. vs LEND Group

US Y'all
E (49.3/ 53%)
I (50.7/ 47%)

S (73.3/ 62%)
N (26.7/ 38%)

T (40.2/ 34%)
F (59.8/ 66%)

J (54.1/ 69%)
P (45.9/ 31%)

of LEND group, by type

| | | | |
|-----------|-----------|-----------|-----------|
| ISTJ 4 | ISFJ 4 | INFJ 3 | INTJ 0 |
| ISTP 1 | ISFP 0 | INFP 3 | INTP 2 |
| ESTP 1 | ESFP 2 | ENFP 1 | ENTP 1 |
| ESTJ 2 | ESFJ 8 | ENFJ 3 | ENTJ 1 |

But it's a TJ world out there! "Default" leader type: ESTJ

You can look up your type and see both versions!

**It's groovy when all is right
in the world!**



GIFTS

**It's stressful when all is wrong
& you're "In The Grip!"**



STRESSORS

MBTI Shareable Downloads

<https://www.themyersbriggs.com/en-US/Resources/MBTI-Shareables>

MBTI types at their best

ISTJ objective, organized, practical, systematic, loyal, organized, calm, diligent, detail-oriented, respect facts, follow through, reliable, responsible, value traditions, analytical, honor commitments, focus on tasks, pay attention to details, logical, problem solvers, careful observers, expedient, calm during crises, respond quickly, self-determined, lead through, troubleshooters, confident, applied.

ISFJ cooperative, organized, practical, meticulous, considerate, loyal, responsible, diligent, detail-oriented, approach, organized, sensitive, devoted, loyal, helpful, practical, conscientious, diligent, detail-oriented, value relationships, devoted, loyal, helpful, practical, conscientious, diligent, detail-oriented.

INFJ creative, insightful, idealistic, quiet, warm, thoughtful, diplomatic, sensitive, intuitive, idealistic, quiet, warm, thoughtful, diplomatic, sensitive, intuitive, idealistic, quiet, warm, thoughtful, diplomatic, sensitive, intuitive.

INTJ insightful, deliberate, long-range planners, creative, synthesizers, objective, logical, efficient, firm, logical, rational, global, confident, efficient, firm, logical, rational, global, confident, efficient, firm, logical, rational, global, confident.

ISTP logical, problem solvers, careful observers, expedient, calm during crises, respond quickly, self-determined, lead through, troubleshooters, confident, applied.

ISFP gentle, realistic, sensitive, trusting, caring, practical, offer praise, understanding, cooperative, loyal, adaptable, tolerant, observant, reserved, modest, realistic, sensitive, trusting, caring, practical, offer praise, understanding, cooperative, loyal, adaptable, tolerant, observant, reserved, modest.

INFP selective, value relationships, idealistic, sensitive, caring, individual, complex, sensitive, caring, individual, complex, sensitive, caring, individual, complex, sensitive, caring, individual, complex.

INTP precise, analytical, detached, reserved, curious, theoretical, skeptical, ingenious, intellectually, reserved, curious, theoretical, skeptical, ingenious, intellectually, reserved, curious, theoretical, skeptical, ingenious, intellectually.

ESTP outgoing, enthusiastic, analytical, flexible, inventive, smart, quick, good humor, pragmatic, life energetic, direct, persuasive, observant, straightforward, outgoing, enthusiastic, analytical, flexible, inventive, smart, quick, good humor, pragmatic, life energetic, direct, persuasive, observant, straightforward.

ESFP energetic, adaptable, outgoing, action-oriented, vivacious, resourceful, sociable, spontaneous, energetic, adaptable, outgoing, action-oriented, vivacious, resourceful, sociable, spontaneous, energetic, adaptable, outgoing, action-oriented, vivacious, resourceful, sociable, spontaneous.

ENFP energetic, value a hierarchy, creative, energetic, inspire leadership, versatile, caring, enthusiastic, spontaneous, sociable, supportive, energetic, value a hierarchy, creative, energetic, inspire leadership, versatile, caring, enthusiastic, spontaneous, sociable, supportive.

ENTP encourage independence, strategic, active, assertive, conceptual, innovative, objective, clever, lively, encourage independence, strategic, active, assertive, conceptual, innovative, objective, clever, lively.

ESTJ direct, logical, organized, take charge, responsible, straightforward, direct, logical, organized, take charge, responsible, straightforward, direct, logical, organized, take charge, responsible, straightforward.

ESFJ orderly, family, appreciative, consistent, decisive, responsible, down-to-earth, strong practical values, sociable, organized, traditional, consistent, orderly, family, appreciative, consistent, decisive, responsible, down-to-earth, strong practical values, sociable, organized, traditional, consistent.

ENFJ warm, people-oriented, facilitate others, organized, idealistic, personable, warm, people-oriented, facilitate others, organized, idealistic, personable, warm, people-oriented, facilitate others, organized, idealistic, personable.

ENTJ action oriented, planful, clear, tough, provide structure, logical, planners, decisive, organized, strategic, action oriented, planful, clear, tough, provide structure, logical, planners, decisive, organized, strategic.

MBTI types and stress triggers

ISTJ challenging my bottom line, approach, abandoning / deviating from routine, noise, change, dismissive, logical, decisions, challenging my bottom line, approach, abandoning / deviating from routine, noise, change, dismissive, logical, decisions.

ISFJ last-minute changes, disorganizing, not being appreciated, noise, dismissing how I feel, last-minute changes, disorganizing, not being appreciated, noise, dismissing how I feel.

INFJ not being appreciated, loudness, ideas met with criticism, not having a goal in mind, procrastination, not having a goal in mind, procrastination, not having a goal in mind, procrastination.

INTJ disorganized work environment, not having a goal in mind, procrastination, not having a goal in mind, procrastination, disorganized work environment, not having a goal in mind, procrastination.

ISTP inefficiency, noise, dismissing my practical realities, inefficiency, noise, dismissing my practical realities, inefficiency, noise, dismissing my practical realities.

ISFP environments, disruptive, dismissing how I feel, environments, disruptive, dismissing how I feel, environments, disruptive, dismissing how I feel.

INFP mindless work environment, people not understanding, mindless work environment, people not understanding, mindless work environment, people not understanding.

INTP socializing, challenging my competence, socializing, challenging my competence, socializing, challenging my competence.

ESTP challenging my bottom line, approach, inefficiency, goals not resulting from efforts, challenging my bottom line, approach, inefficiency, goals not resulting from efforts.

ESFP forcing a decision, dismissing what I feel, forcing a decision, dismissing what I feel, forcing a decision, dismissing what I feel.

ENFP organization at the expense of creativity, obligation, long term plan, organization at the expense of creativity, obligation, long term plan, organization at the expense of creativity, obligation, long term plan.

ENTP being told to do something unstimulating, focusing on personal problems, being told to do something unstimulating, focusing on personal problems.

ESTJ disorganizing my established rules and regulations, dismissing my logical decisions, disorganizing my established rules and regulations, dismissing my logical decisions.

ESFJ disorganizing my established rules and regulations, dismissing my logical decisions, disorganizing my established rules and regulations, dismissing my logical decisions.

ENFJ disorganizing my established rules and regulations, dismissing my logical decisions, disorganizing my established rules and regulations, dismissing my logical decisions.

ENTJ disorganizing my established rules and regulations, dismissing my logical decisions, disorganizing my established rules and regulations, dismissing my logical decisions.

Constructive Use of Differences

Isabel Myers' goal for the MBTI[®] instrument:

- Becoming aware of differences
- Acknowledging the value of differences
- Practicing new behaviors, seeking out others with differences
- Incorporating different perspectives into our interactions

Self Reflection Opportunity

Intentionally Playing to your Strengths

- How does your position make use of your strengths?
- What aspects of your personality make you good at your job?
- Are there strengths that your current role doesn't take advantage of?
- Are there opportunities to take on new projects or duties to help your personality shine?

MBTI Fun Stuff



MBTI Shareable Downloads

<https://www.themyersbriggs.com/en-US/Resources/MBTI-Shareables>

Katie Brandert

Scheduled Experiential
Active Practical
Emergent Questioning
Enthusiastic Logical
Spontaneous Gregarious Abstract
Receiving Expressive Systematic
Critical Pressure-Prompted Tough
Realistic Traditional
Open-Ended Concrete
Reasonable



ENERGETIC PROBLEM-SOLVER

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If you were a...

Bird

<https://www.personalitypathways.com/personality-type/the-16-myers-briggs-personality-types/>

Harry Potter Character

<http://4.bp.blogspot.com/-swc-UHskr1U/UjMy4Hz7qCI/AAAAAAAAALOc/SeFj7o8buqg/s1600/Harry+Potter+MBTI.jpg>

Disney Princess

<https://prolixthespian.tumblr.com/image/70647598964>

Muppet

<https://1flbgg2sb7dq1vtje14b47qb-wpengine.netdna-ssl.com/wp-content/uploads/2017/10/muppets-myers-briggs-types.jpg>

In Closing...



Type concepts to take with you...

- Type is innate
- Type can be influenced
- Type is observable
- Type is not a box
- Type is descriptive, not prescriptive.
- Type is not an excuse
- Type indicates preferences, not skills
- Type is only one framework for understanding people
- Type is a journey



Q&A then **lunch!**