

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

Presented by
Claudia Fernandez, DrPH



MBTI[®]

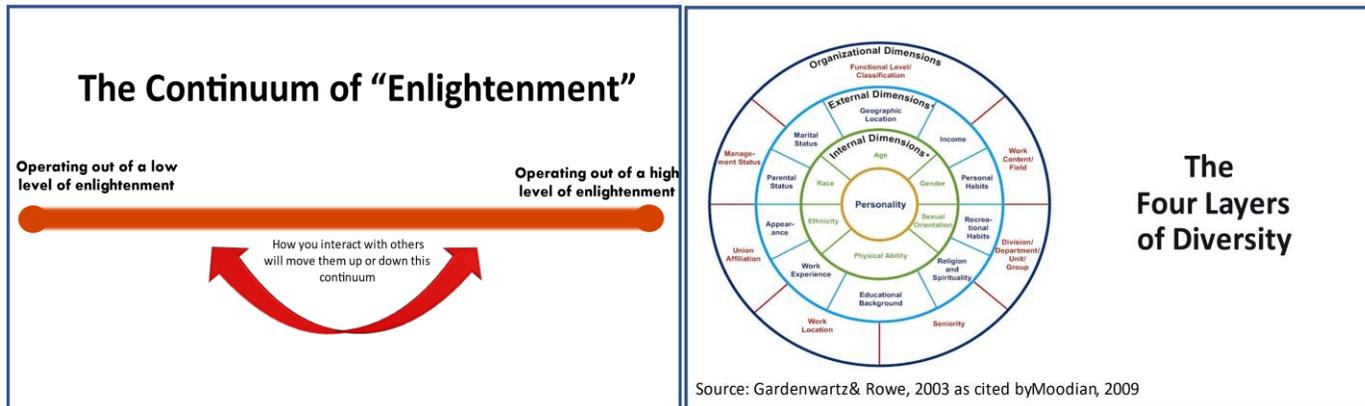
Activities and Strategies for
Type Learning and Engagement



DEVELOPED BY
Linda K. Kirby and Nancy J. Barger

Adapted by:
Kathleen Brandert &
Claudia Fernandez

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



MBTI®

Activities and Strategies for Type Learning and Engagement



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Adapted by:
Kathleen Brandert &
Claudia Fernandez &
Ruben 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 \(kaltura.com\)](https://www.kaltura.com/index.php/extwidget/preview/partner_id/2630062/uiconf_id/45013111/entry_id/1_l6fdihpp/embed/dynamic?)

This was pre-work before our session

The Continuum of “Enlightenment”: A Story as told with Doodly

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https://www.kaltura.com/index.php/extwidget/preview/partner_id/2630062/uiconf_id/45013111/entry_id/1_l6fdihpp/embed/dynamic?

The Continuum of “Enlightenment”

Operating out of a low level of enlightenment

Operating out of a high level of enlightenment

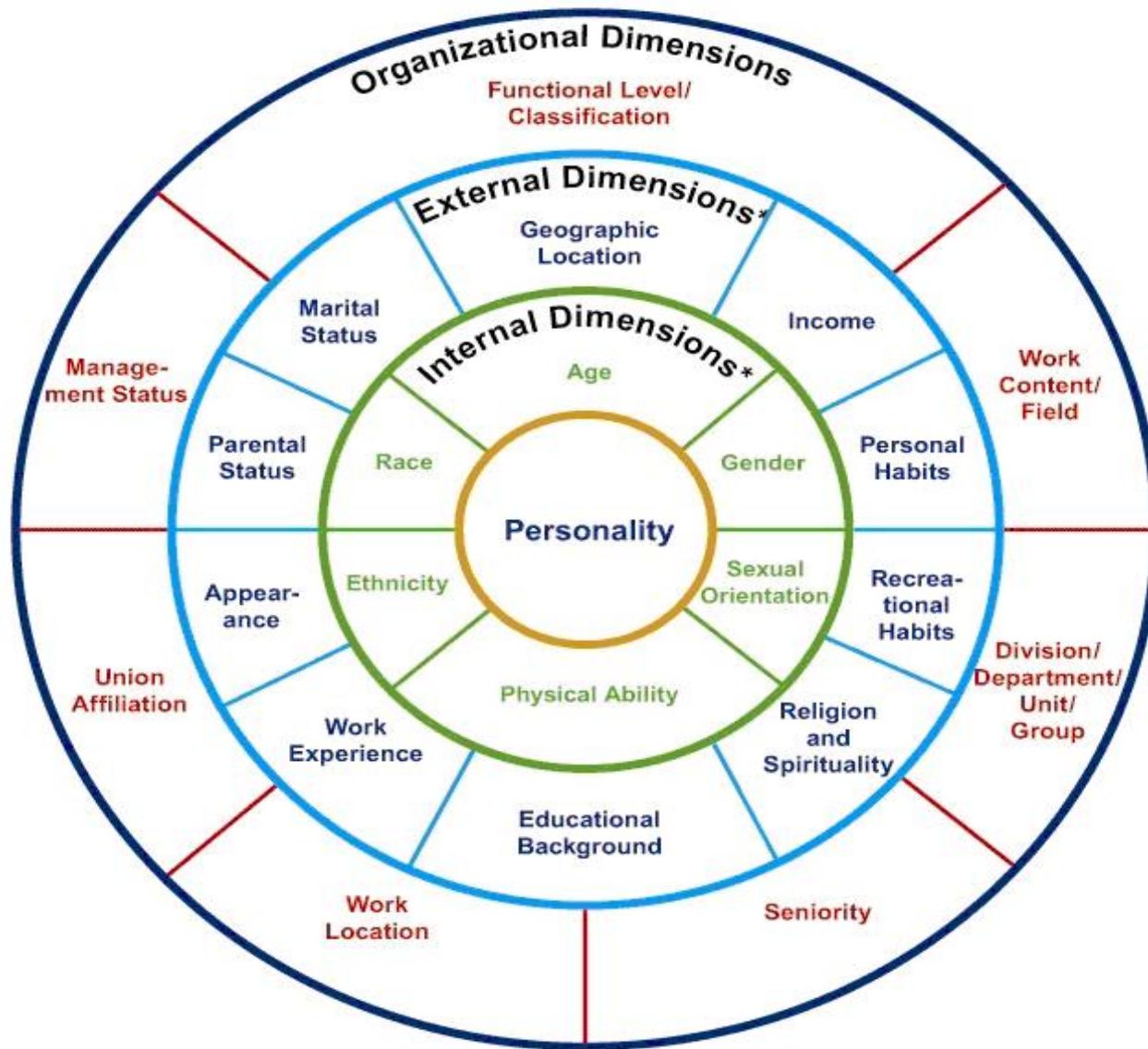
How you interact with others will move them up or down this continuum

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

The problem of “5%ers”



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

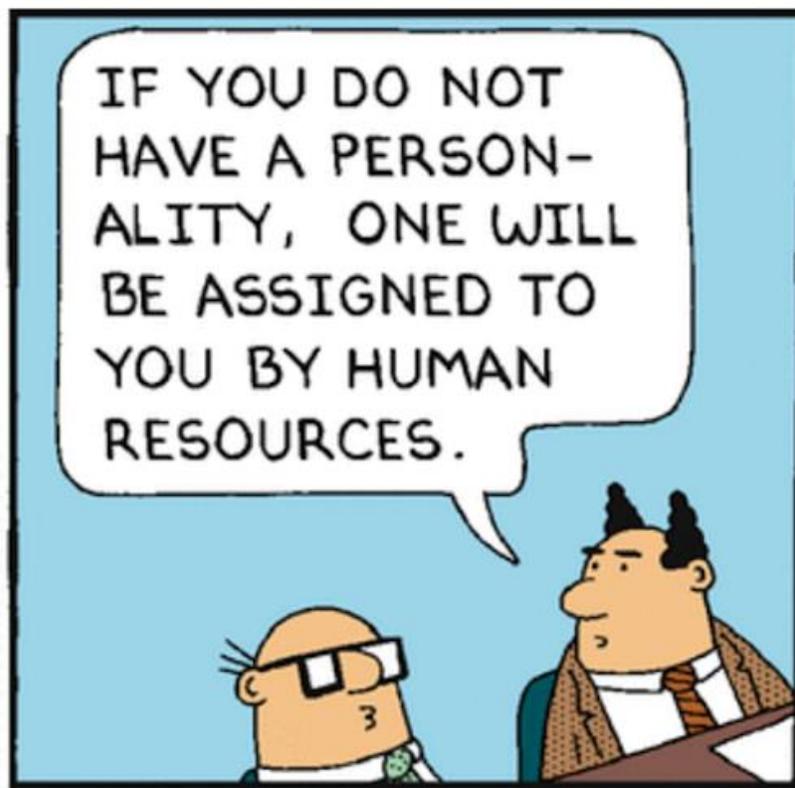
Understanding people can translate into creating effective organizational and team cultures... data and science help!



Monday January 24, 2000



www.dilbert.com scottadams@aol.com



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Objectives

- 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
- Explain “trait” based theory of personality and translate that to leader effectiveness
- Provide tools for leaders to nourish thought diversity, innovation, effectiveness, decision making and productivity.
- Improve leader understanding of causes of workplace strife and disagreement

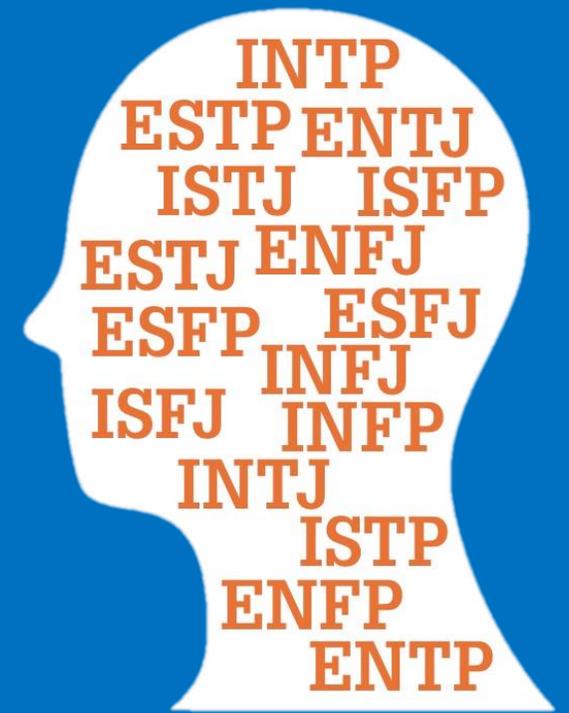
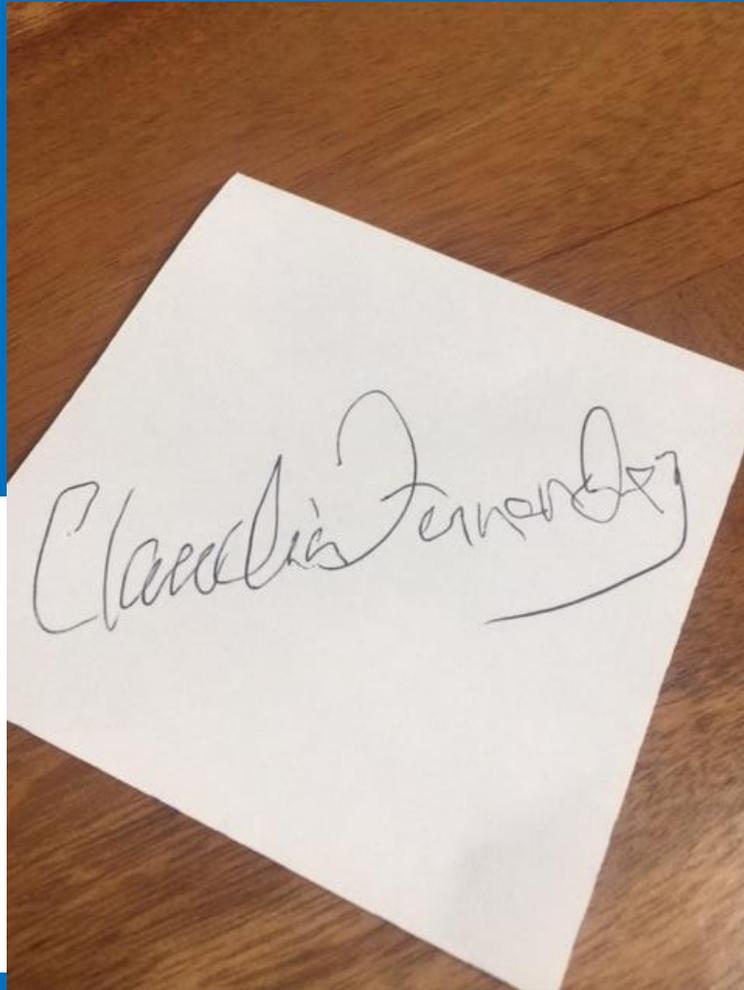


About the MBTI® Instrument

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

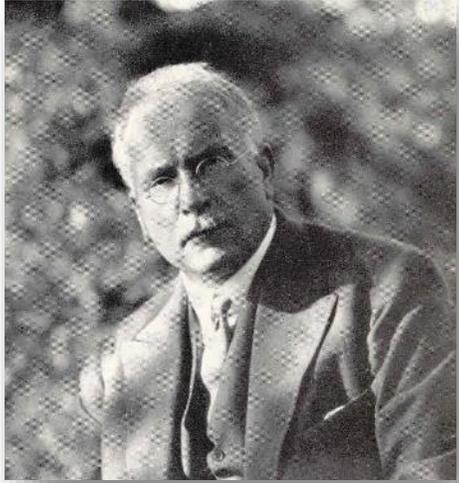
All types have
potential strengths & possible blind spots

What is preference?



Claudia Fernandez

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



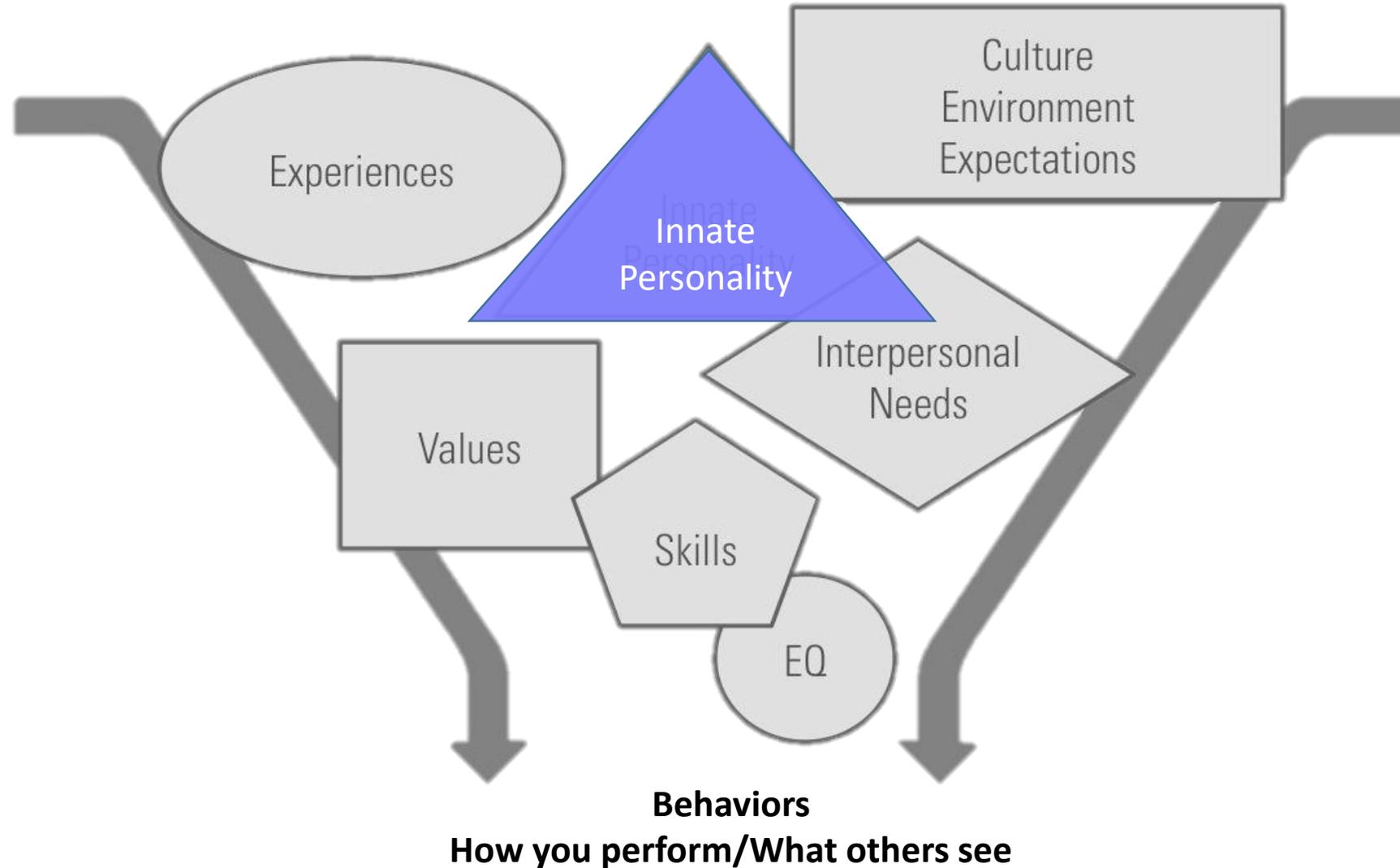
Nature

and

Nurture



Portrait of an Individual



Leaders face problems when leading people
...particularly diverse people
...and particularly helping people to
embrace thought diversity



Leaders need to create “psychological safety”, you need to create an environment that welcomes, accepts and honors that basic wiring of very differently wired people!

The leadership skill:

How you bring in *Thought Diversity* matters!

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.



The Problem: Dealing with “Abdicators” and “Dominators”

It's a fundamental challenge of leadership ...

To create “psychological safety”, you need to create an environment that welcomes, accepts and honors that basic wiring of very differently wired people!

Dominators

vs.

Abdicators



The leadership skill:

How you bring in
Thought Diversity
matters!

Happily, Jung found a concept that can help us deal with this classic challenge that leaders face

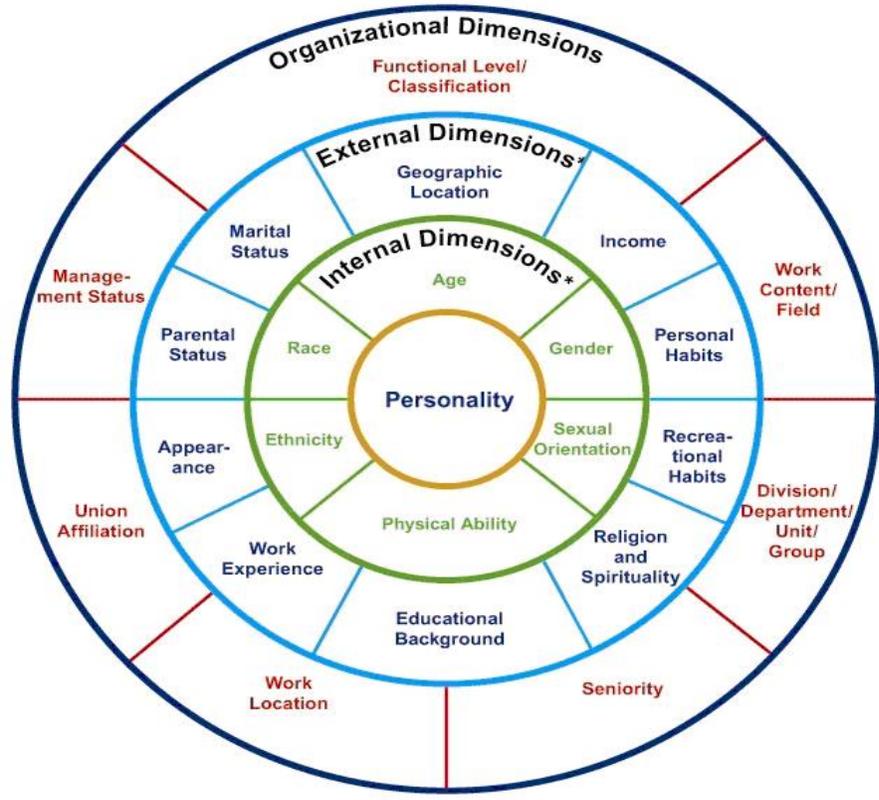
Extraversion–Introversion

This dichotomy is about mental ENERGY

Where we focus our energy and attention

How we gain mental energy

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

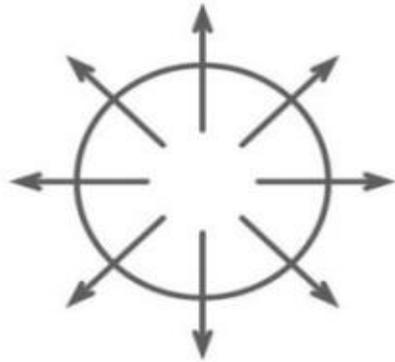
- Talk things through
- Take action, get going
- Want to be involved
- Prefer face-to-face communication

People who prefer Introversion tend to

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

Extroversion (E)

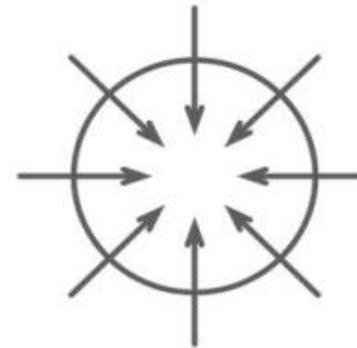
EXTRAVERSION



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

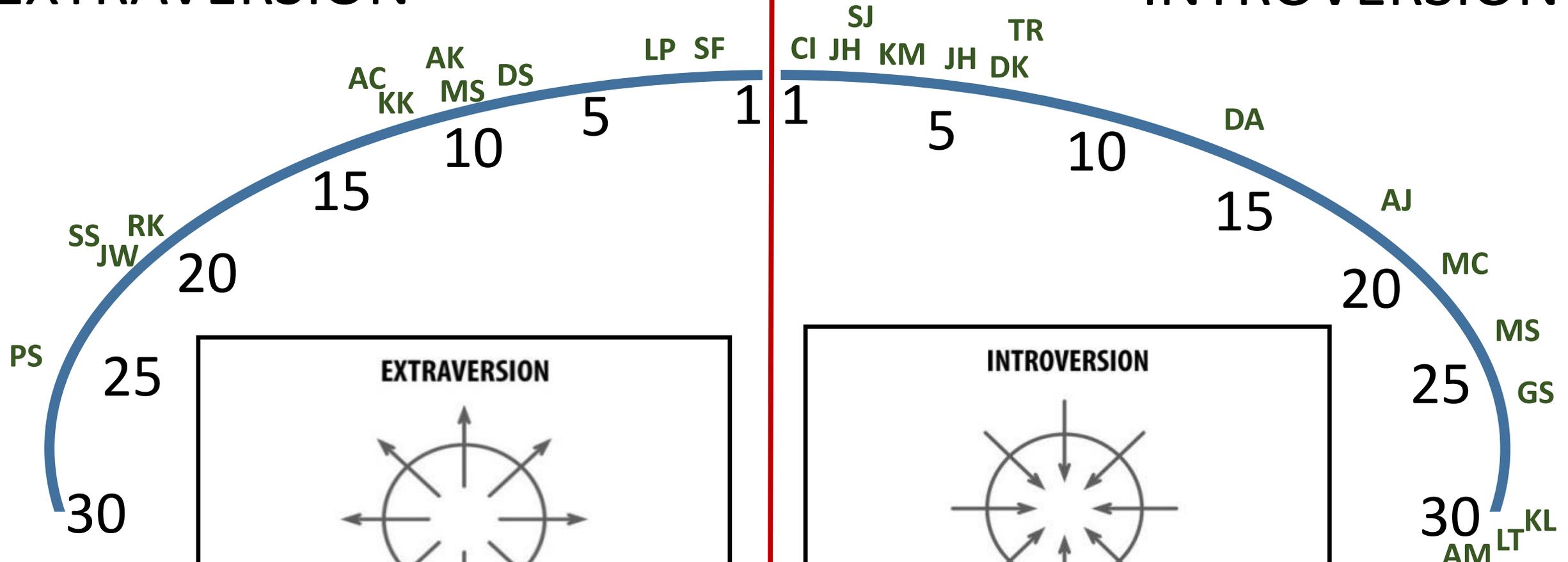
Few

Quiet

Think-Do-Think

EXTRAVERSION

INTROVERSION



11 (42%)

15 (58%)

Meeting Behaviors: How are we different?

by tables: ~6 mins

Each Table:

- What are observable behavioral differences or E or I? (words, body language, etc.)
- How do these play out in team meetings?



You have 6 minutes!

Solving the “Abdicator/Dominator Problem” by tables: ~6 mins

By Tables:

- What strategies can you use to foster a culture of communication in your meetings, despite the fact that you have both Extraverts and Introverts?

The table coming up with the **greatest number of strategies** will win **FABULOUS PRIZES!**



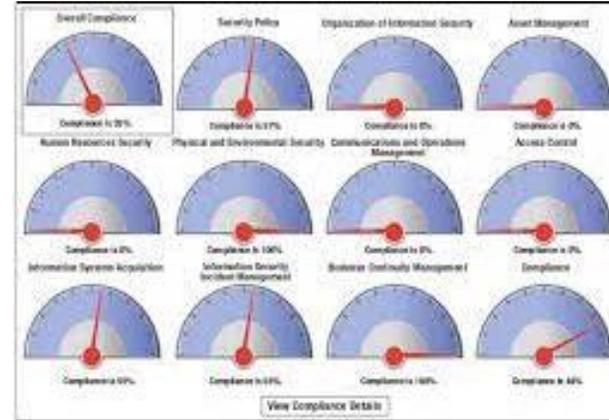
You have 6 minutes!

The Problem: *Dealing with...*

Giant Horizons



VS.



Stupid Metrics

It's a psychological safety challenge

It's a fundamental challenge of leadership ...

Write About This Breakout Rooms, 45 seconds



*Super Fast
Brainstorming!*

What can we conclude?

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





Happily, Jung found a concept that can help us deal with this classic challenge that leaders face

Sensing-Intuition

This dichotomy is about PERCEPTION

How we take in information

The kind of information we like and trust

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 [A...B...C...D]
- 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 [A...C...Q....X]
- Rely on innovative ideas
- Say, “Let’s try something new”

Sensing (S)

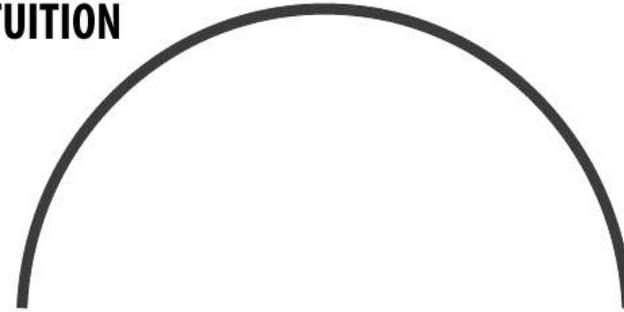
SENSING



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

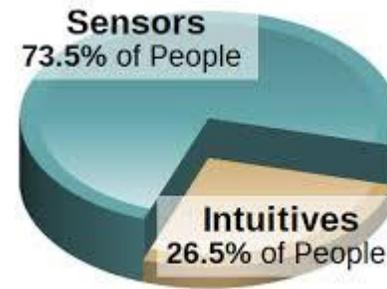
Key Words Associated with S–N

Sensing

Facts
Realistic
Specific
Present
Keep
Practical
What is

Intuition

Ideas
Imaginative
General
Future
Change
Theoretical
What could be



But
Intuitives make up
about 50% of leaders,
so you are very likely to
need to “manage up”
with both
preferences



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

SENSING

Direct experience

Tangible results

Value efficiency

Talk “cost effective, efficient, practical”

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

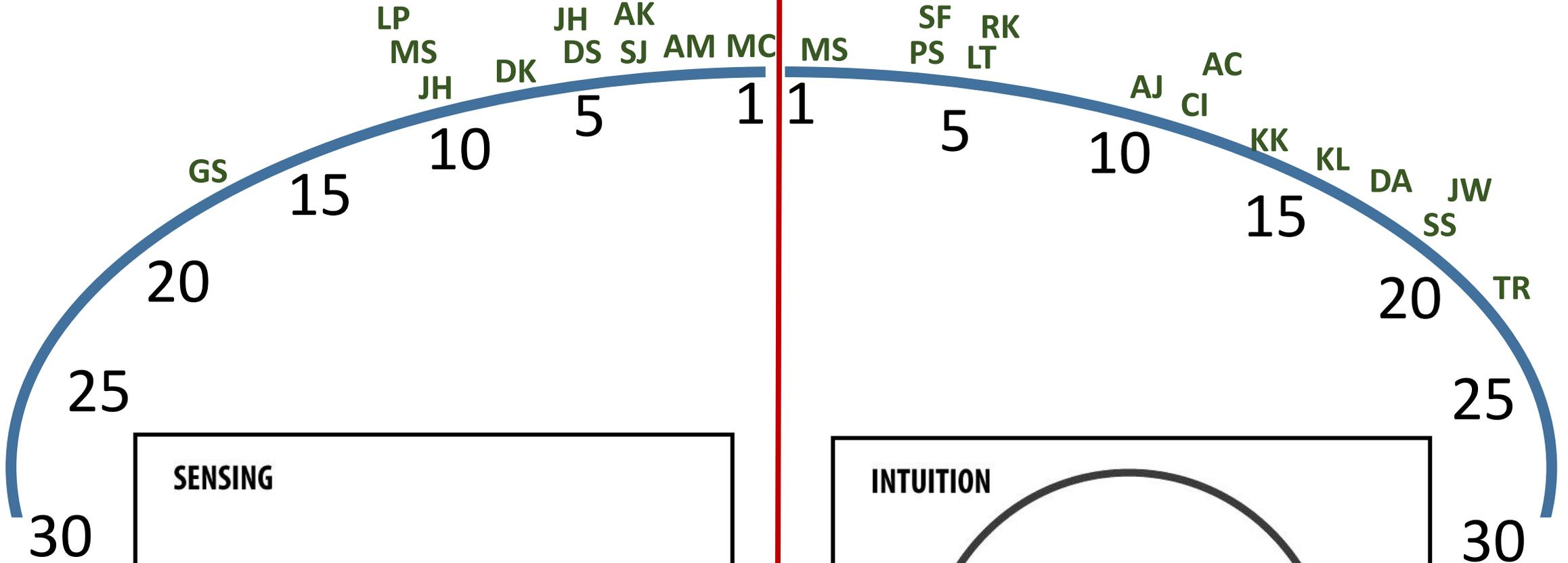
Innovation rules: value new vision, methods, inventions

Believe: “strategic planning leads to good outcomes”

Embrace change readily

SENSING

INTUITION



SENSING

1 ————— 2 ————— 3

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

INTUITION

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

12 (46%)

*Everyone in your group thought alike and you
were under time pressure!*

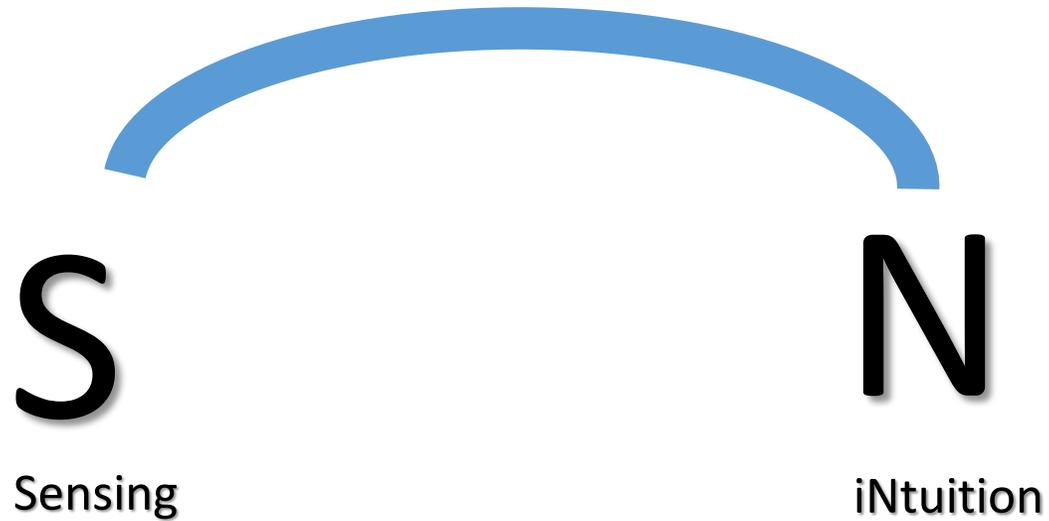
14 (54%)

In real life...

- People like to hang out with, talk with, hire, work with, and promote people who *think like they do*
- It is easier to be around people who “are like us”
- It can be annoying to be around people who see the world differently
- *But we need each other...*



Bridging Language



Bridging Language

You increase your ability *to be heard* by speaking the “language” of your audience

Often people won't even be aware that they have preferences...but they are no less impacted by them.

Use *their* language, and they are more likely to hear you...only then can they listen to you

You will be seen as ‘wise’ when you employ well-constructed Bridging Statements



Bridging Statements

Which are **Sensing**? Which are **iNtuitive**?

While it is important that we be innovative, we must also examine the facts and seek to make tangible improvements in efficient ways. We know that we are well positioned to apply cutting edge theory in pragmatic ways. We can trust in our experience and skills while we work together to create new approaches to these complex problems.

Bridging Statements

Sensing

iNtuitive

*While it is important that we be **innovative**, we must also examine the **facts** and seek to make **tangible** improvements in **efficient** ways. We know that we are well positioned to apply **cutting edge theory** in **pragmatic** ways. We can trust in our **experience** and **skills** while we work together to **create new** approaches to these **complex** problems.*

The Problem: *Dealing with...*

The LOGICAL Solution



VS.



People-Centered Solution

It's a psychological safety challenge

It's a fundamental challenge of leadership ...



Happily, Jung found a concept that can help us deal with this classic challenge that leaders face

Thinking—Feeling

This dichotomy is about DECISION MAKING

The way we organize and prioritize information

The process we use to make decisions

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

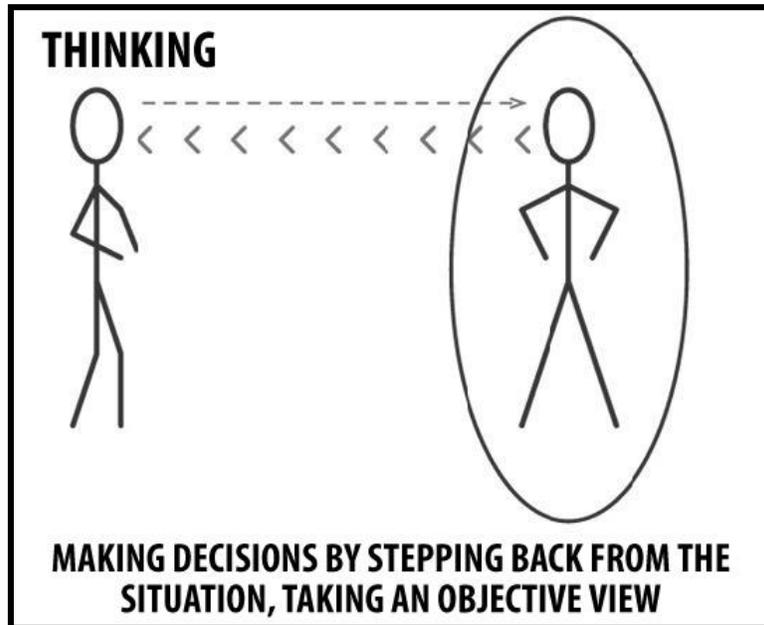
People who prefer Thinking tend to

- 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

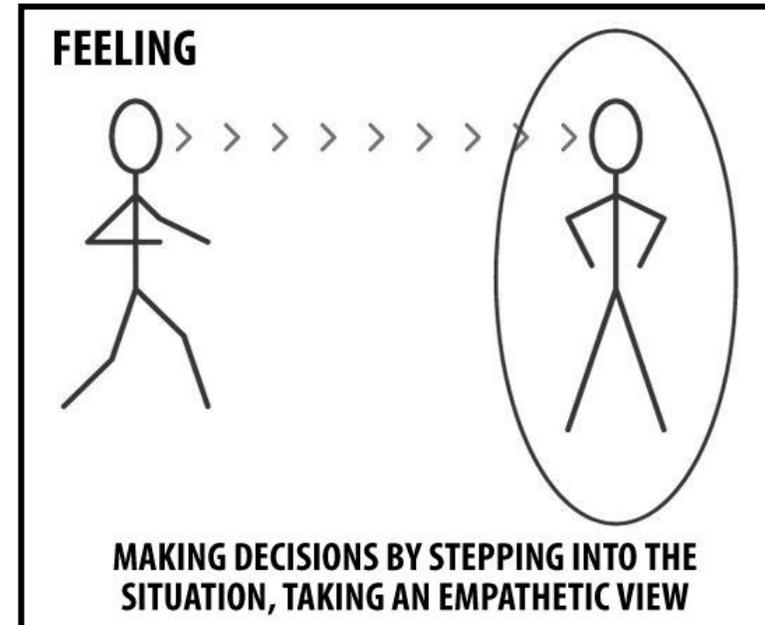
People who prefer Feeling tend to

- 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

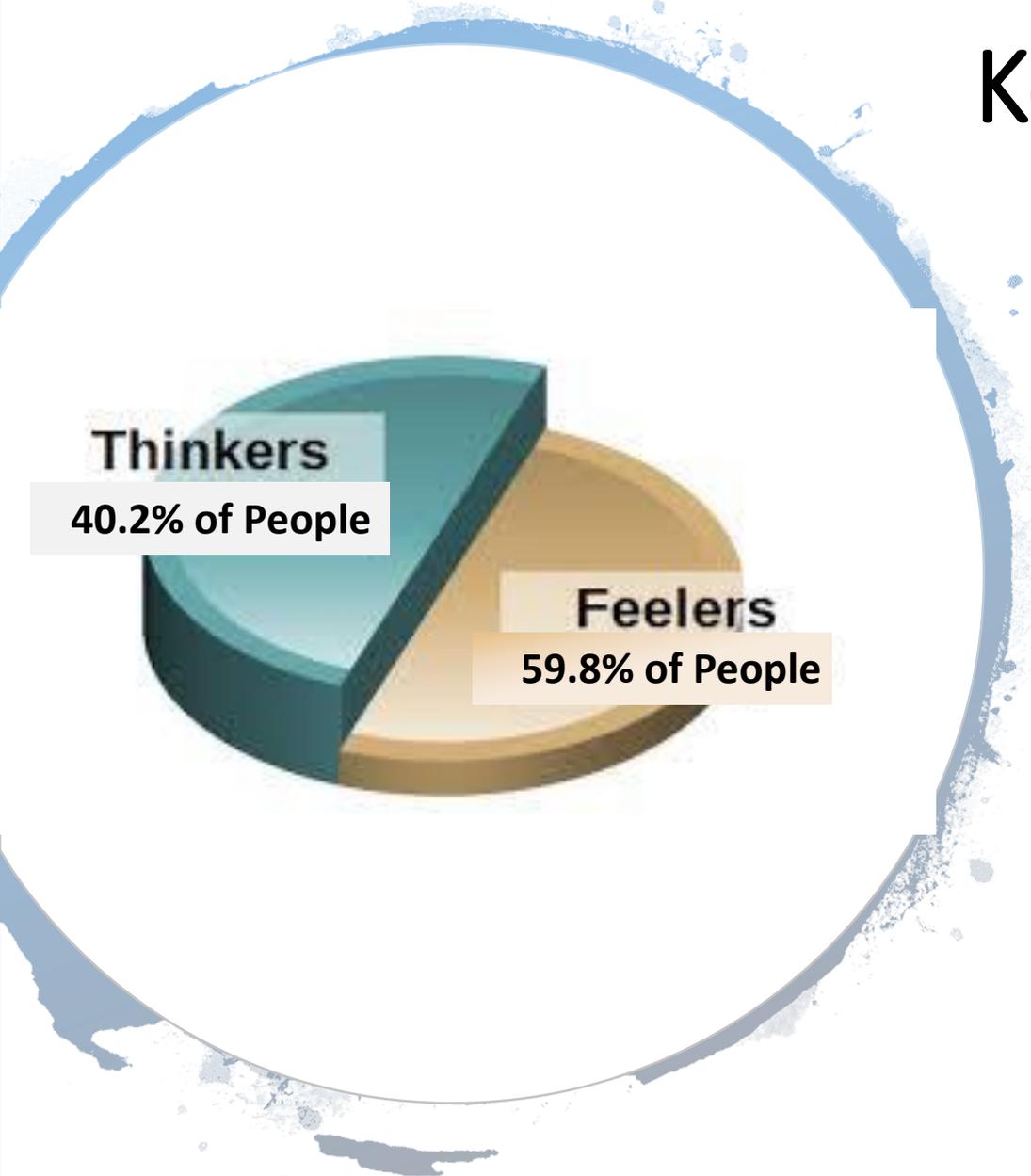
Thinking (T)



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

Interactive game challenge by groups...

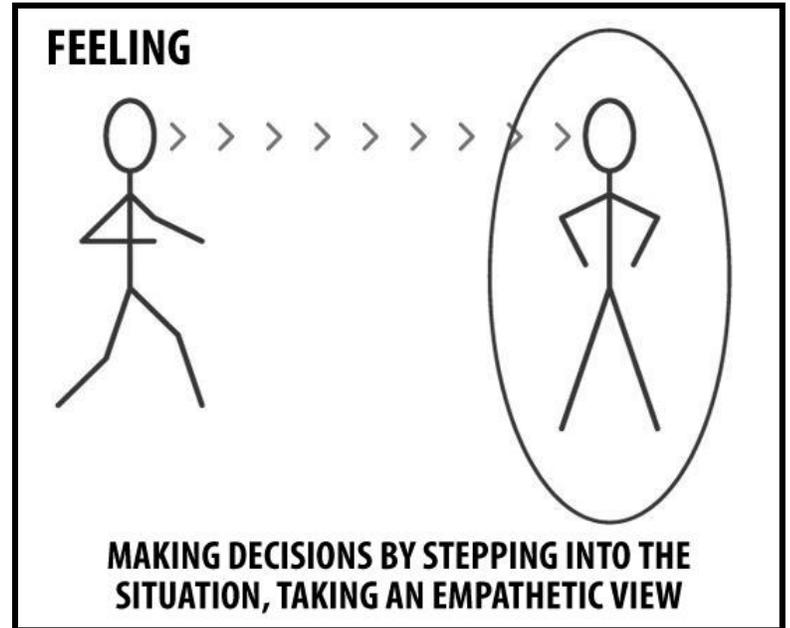
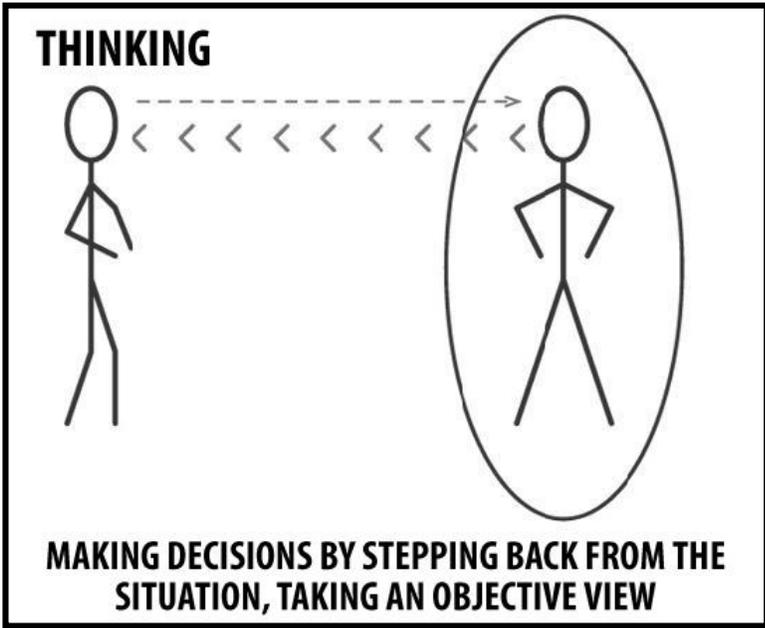
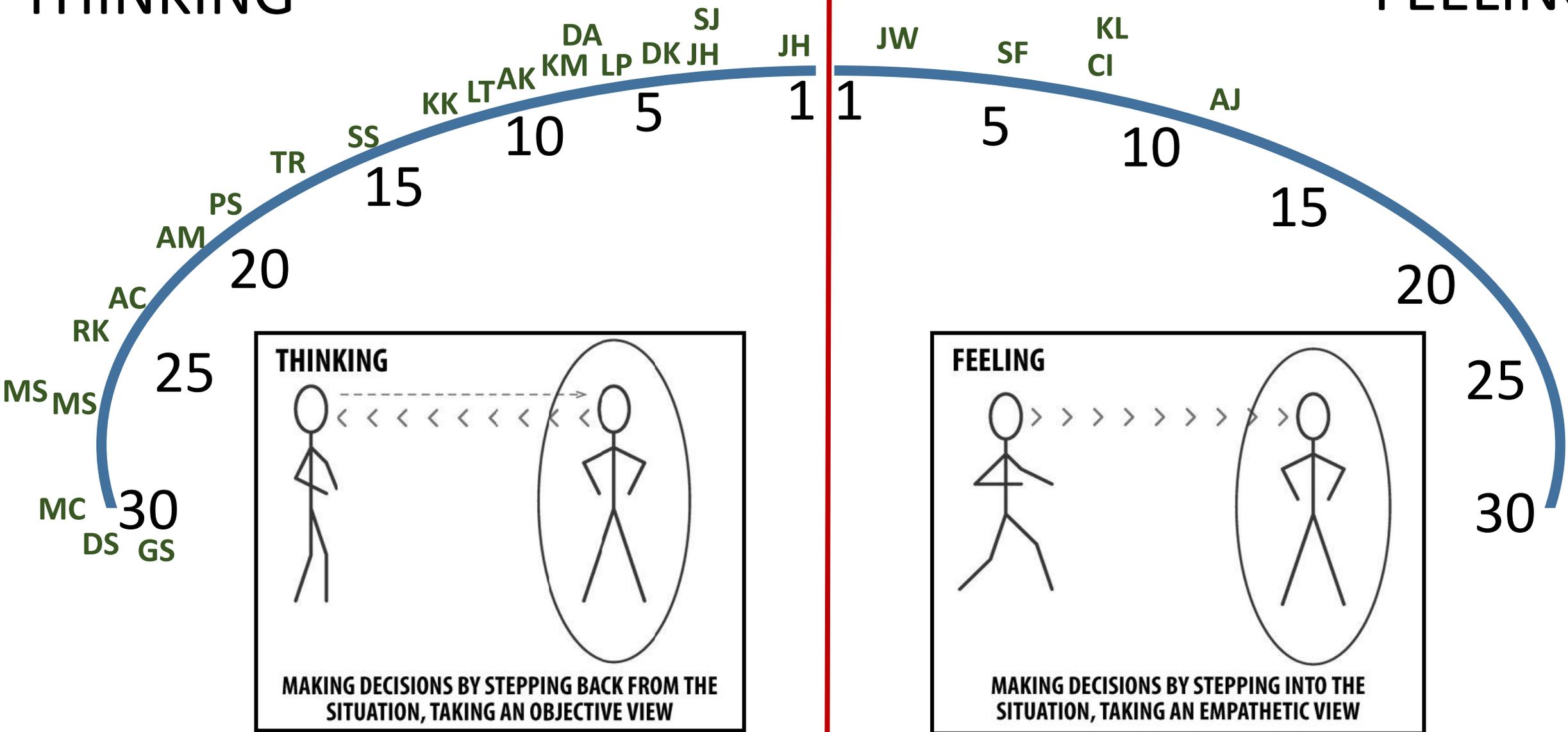
What can we conclude?

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



THINKING

FEELING



21 (81%)

Everyone in your group thought alike and you were under time pressure!

5 (19%)

The leadership skill:

How you bring in *Thought Diversity* matters!



The Problem:

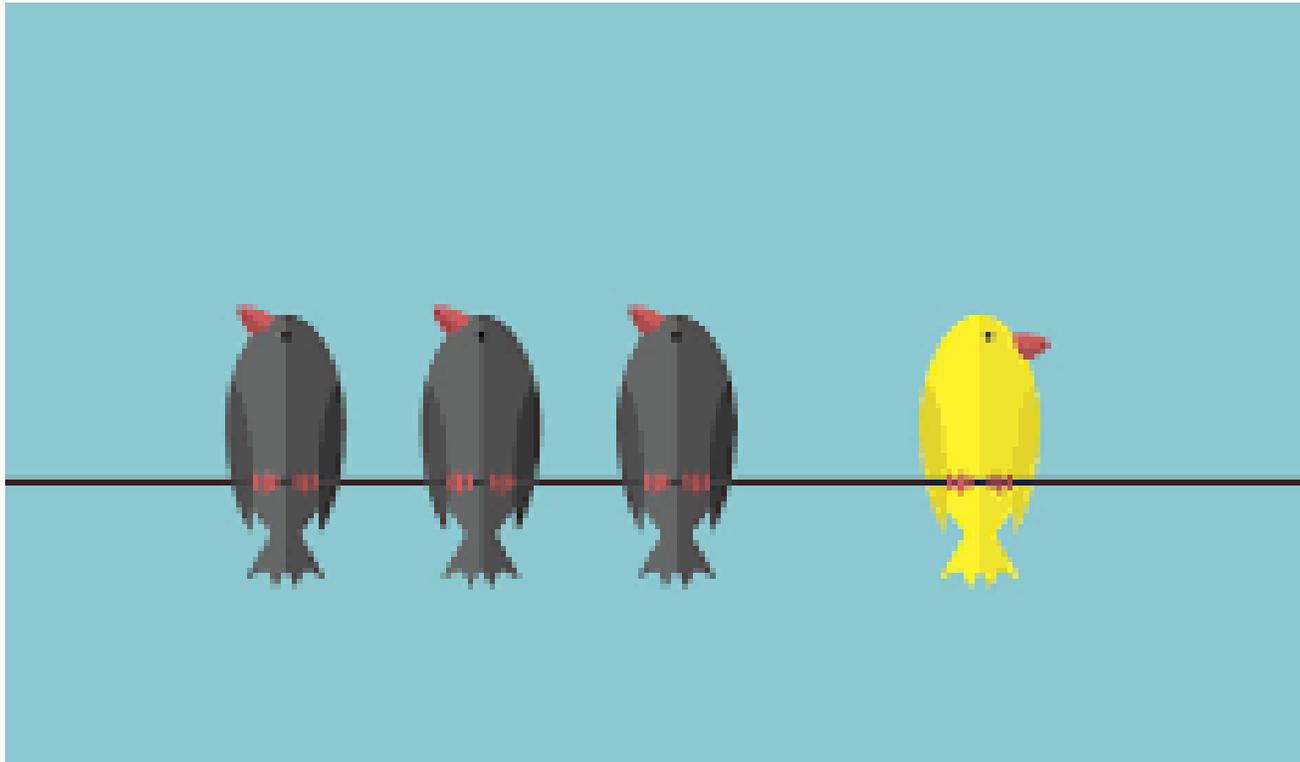
How to get your team to think all the way through a challenge

(It's a fundamental challenge of leadership ...)



To create “psychological safety”, you need to create an environment that welcomes, accepts and honors that basic wiring of very differently wired people—despite the fact that they can fail to appreciate the perspective of the “other”.

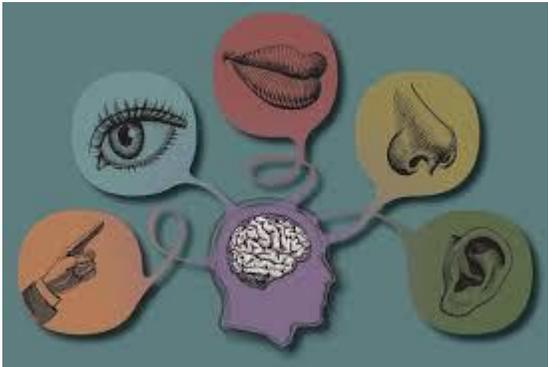
If you want to get people to fully think through problems or solutions, bringing in thought diversity, then...



Introducing this tool will help avoid team members rushing to the 'same old solutions and approaches' and help you navigate blind spots

Z-Style Decision Making: *A Christmas Gift of the Step II...*

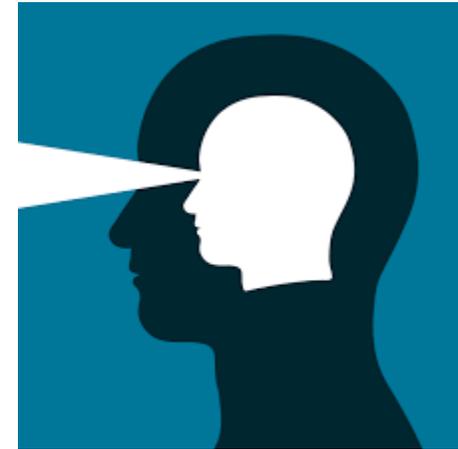
Sensing



S

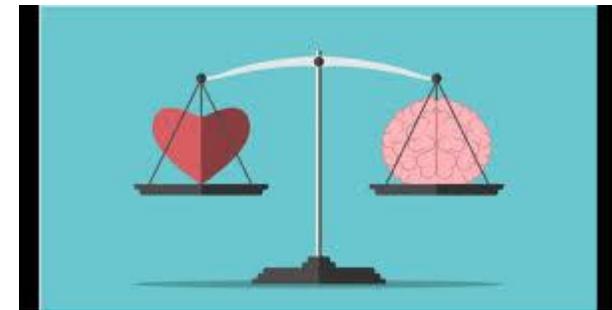
N

iNtuition



T

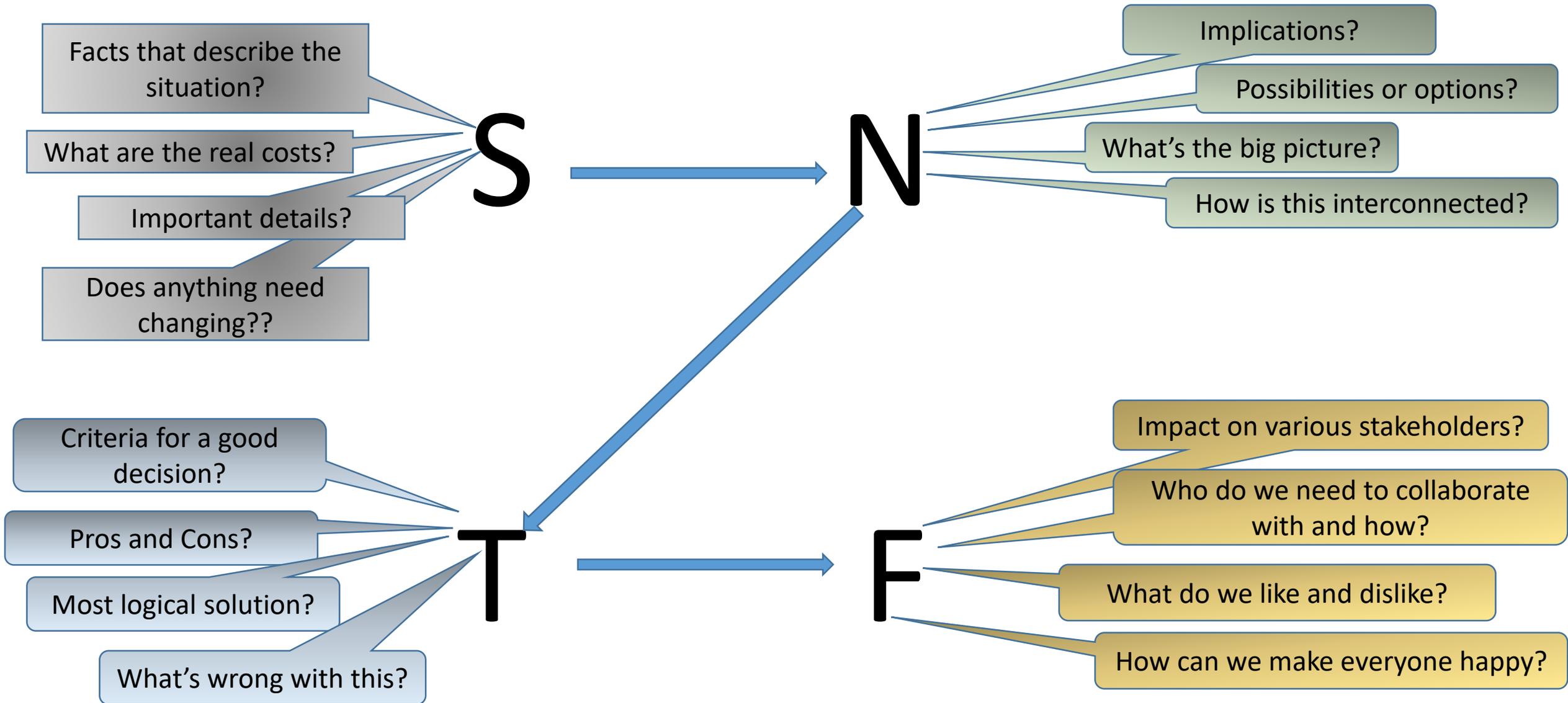
F



Thinking

Feeling

Z-Style Decision Making: *Questions to ask*



The Problem: *Dealing with...*

Having a short amount of time to get your big idea across and make an impression

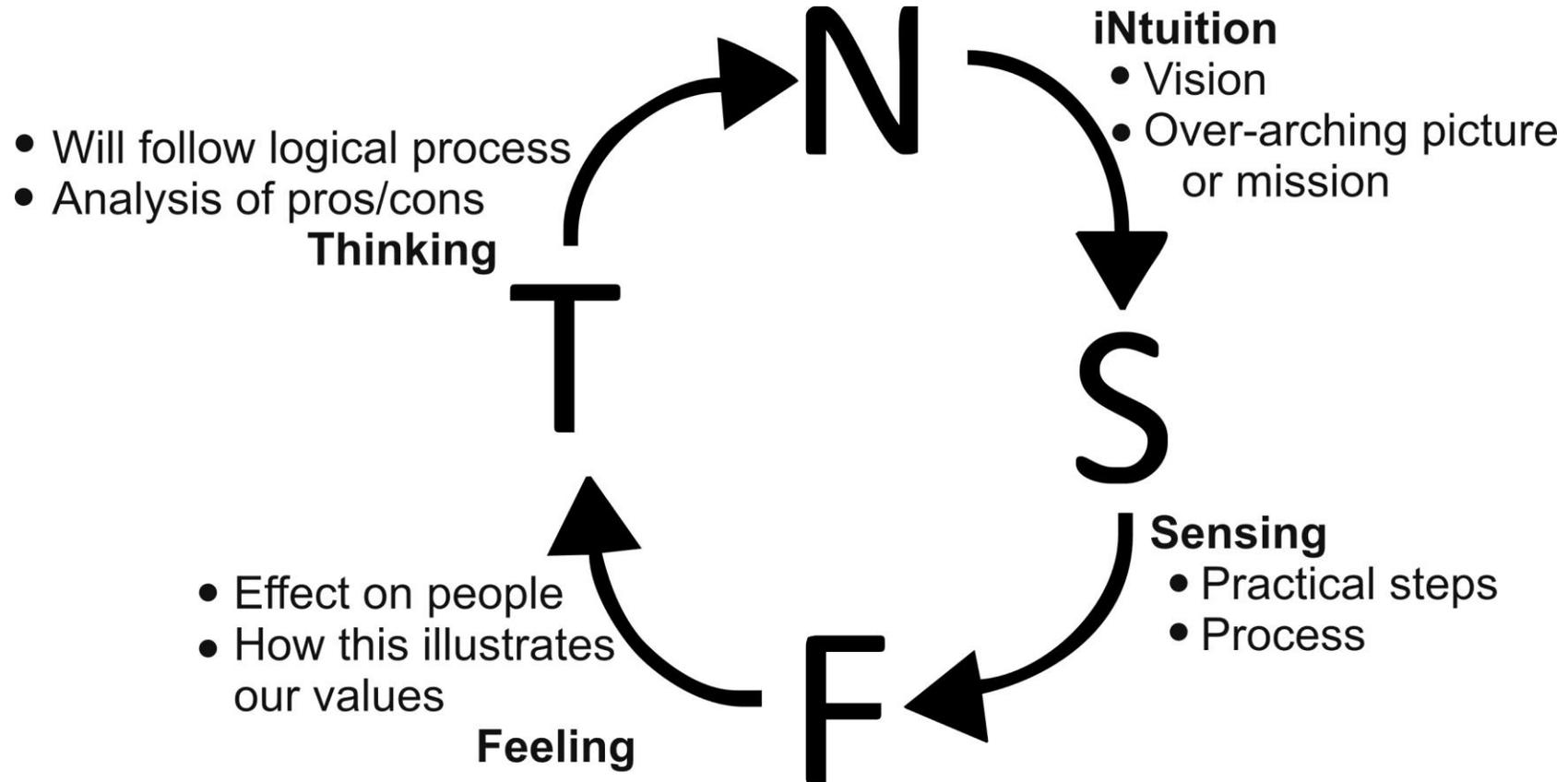
It's a fundamental challenge of leadership ...

If you want to quickly get across a big idea and sound “like a great orator”

Use this tool to use to communicate and “tell your story”. You’ll do it in under a minute, leaving people inspired and perhaps even awed!



The Communication Compass



The Communication Compass

Our vision is to wipe out malaria in the next decade (N). We can do this using the tools we have now, by using our established networks to provide the mosquito nets, the medicines and the newly developed vaccines to those most affected (S). We can save tens of thousands of children, the most vulnerable of the human family, and alleviate much human suffering (F). Given our constraints during this economic crisis, we will implement our best practices, so that our efforts are logical, effective and streamlined—and bottom line change the world as we know it. We are confident in our ability to make this difference (T). Together with our partners we will see this done within a decade: a world without malaria and the suffering it causes (N).

Advanced Notice Poll #1

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

A: 1 week or more

B: 2 to 3 days

C: 1 day ahead

D: 2-3 hours

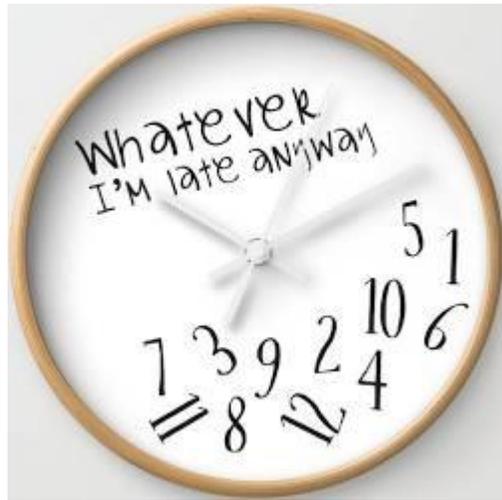
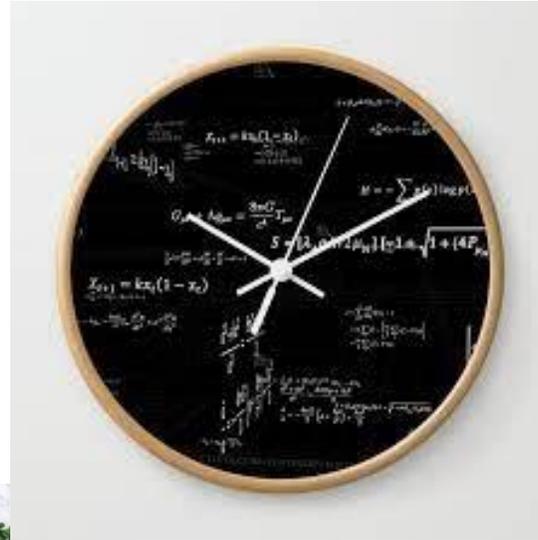
E: 1 hour

F: Just point to me and say “go”

(Move to the letter marker around the room that is the best fit)

The Problem: Dealing with...

Not everyone is on the same clock of “Inspiration”





Happily, Briggs and Briggs-Myers found a concept that can help us deal with this classic challenge that leaders face

Judging—Perceiving

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, Overall

People who prefer Judging tend to

- Seek structure and order in their daily life
- Make plans and schedules to move to completion
- Plan their work and work their plan!

People who prefer Perceiving tend to

- Seek openness and variety in their daily life
- Stay flexible to gather information and experiences
- Capitalize on opportunities to be inspired, creativity can't be scheduled!

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

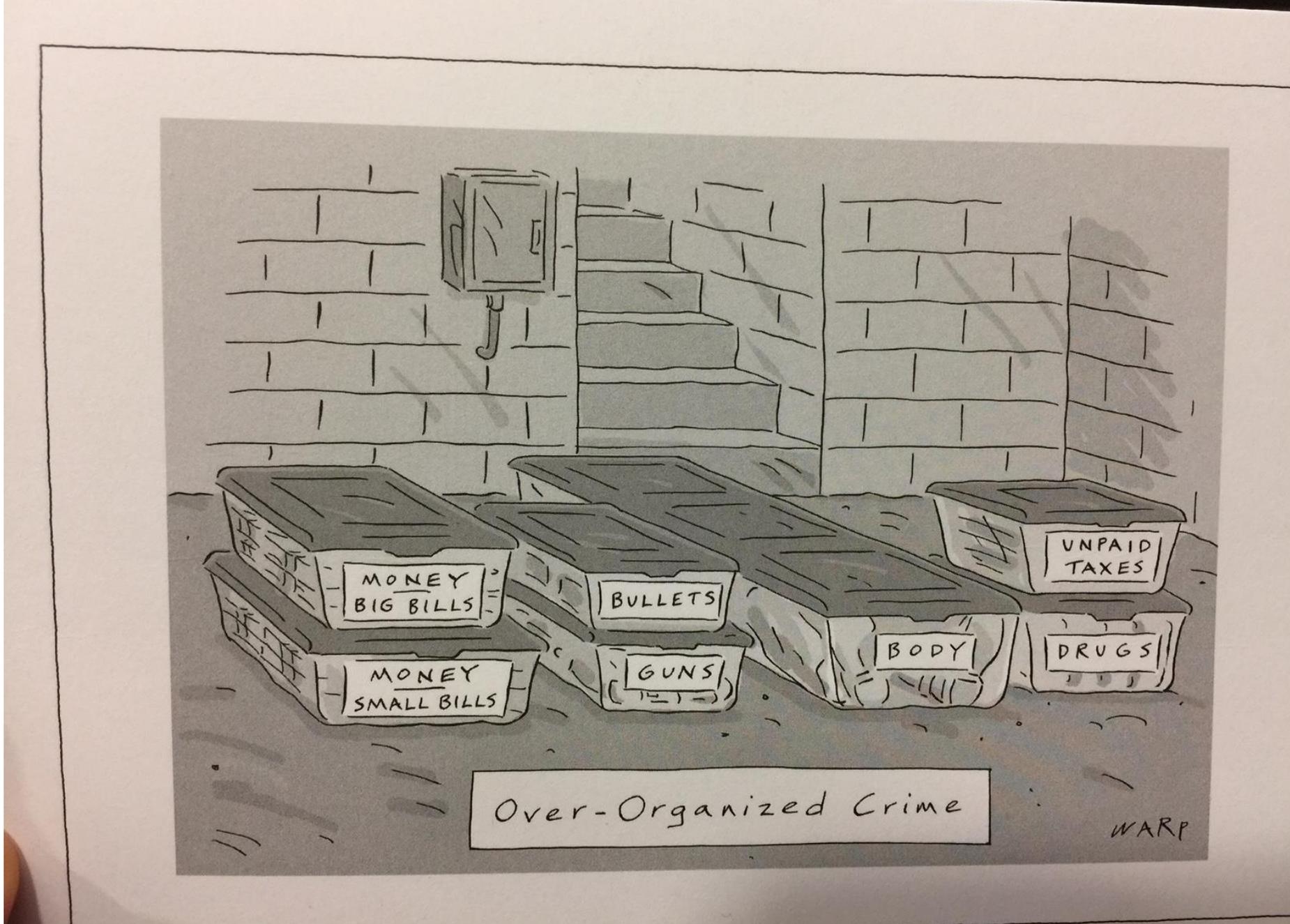
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- Wait for decisions to emerge
- Completes projects close to the deadline



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

Judging (J)

JUDGING



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

Perceiving (P)

PERCEIVING



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

Key Words Associated with J–P

Judging

Organized

Decision

Control

Now

Closure

Deliberate

Plan

Perceiving

Flexible

Information

Experience

Later

Options

Spontaneous

Wait

The Tension Around Deliverables Poll #2

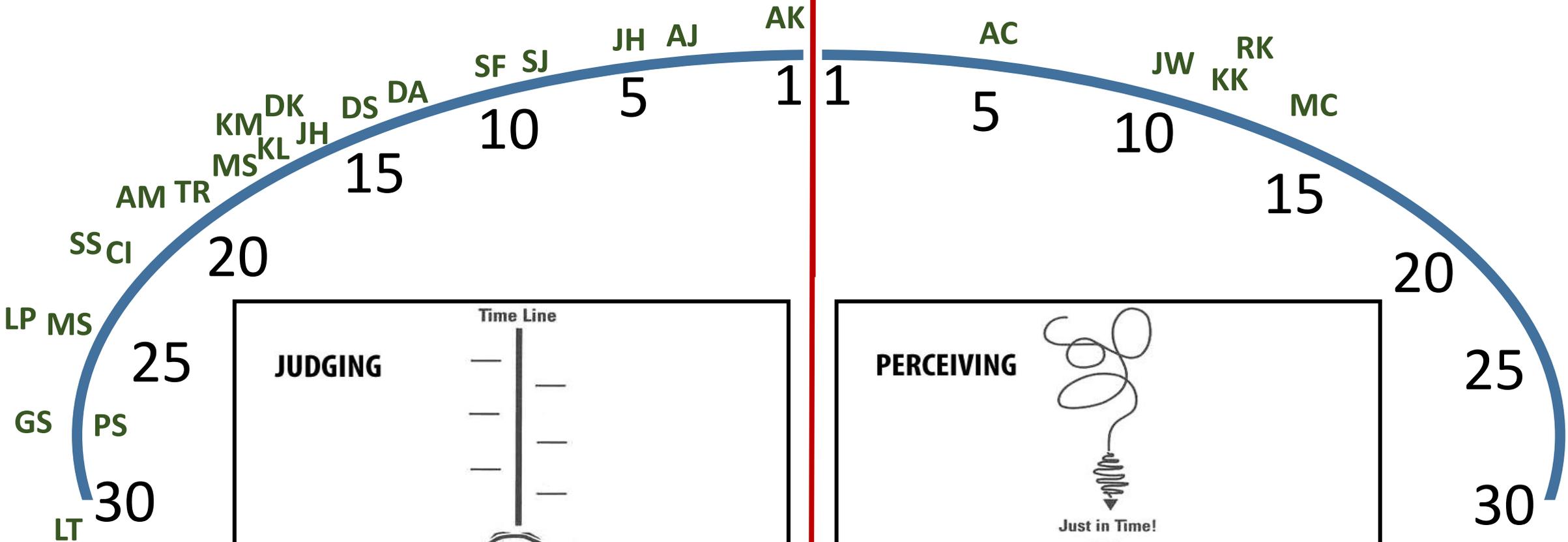
Based on your experience and being really honest, what experience group do you tend to fall into?

- A. When a teammate is late in getting their deliverables in, I jump in and do it
- B. When a deliverable is late, I've jumped in and done once or twice
- C. People get their stuff in or they don't—not my problem
- D. Everyone gets their stuff done but it takes a ton of negotiation and talking
- E. I get my deliverables in but I get nagged to death by my teammates
- F. Teammates don't wait for me to do my task and jump in uninvited

(Move to the letter marker around the room that is the best fit)

JUDGING

PERCEIVING



JUDGING

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

PERCEIVING

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

21 (81%)

5 (19%)

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

Type distribution, U.S. vs Your Group

US Y'all
E (49.3/ 42%)
I (50.7/ 58%)

S (73.3/ 46%)
N (26.7/ 54%)

T (40.2/ 81%)
F (59.8/ 19%)

J (54.1/ 81%)
P (45.9/ 19%)

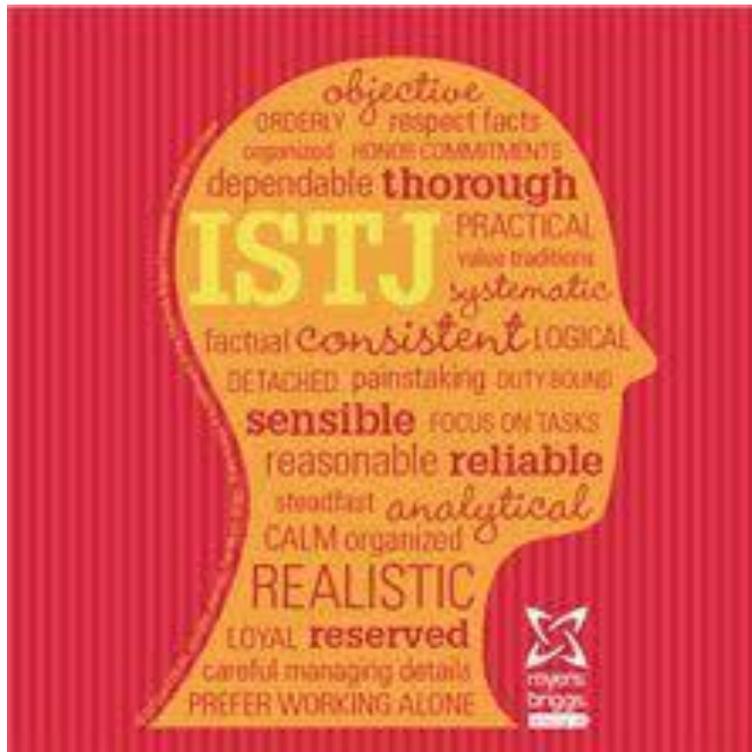
of your group, by type

ISTJ 7	ISFJ 0	INFJ 3	INTJ 4
ISTP 1	ISFP 0	INFP 0	INTP 0
ESTP 0	ESFP 0	ENFP 1	ENTP 3
ESTJ 4	ESFJ 0	ENFJ 1	ENTJ 2

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

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

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

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

Paired Reflections

Breakout Rooms, 10 mins

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 for you to grow by embracing more thought diversity in your organization or on your team?



MBTI Fun Stuff



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>

The leadership skill:

How you bring in *Thought Diversity* matters!



The Problem:

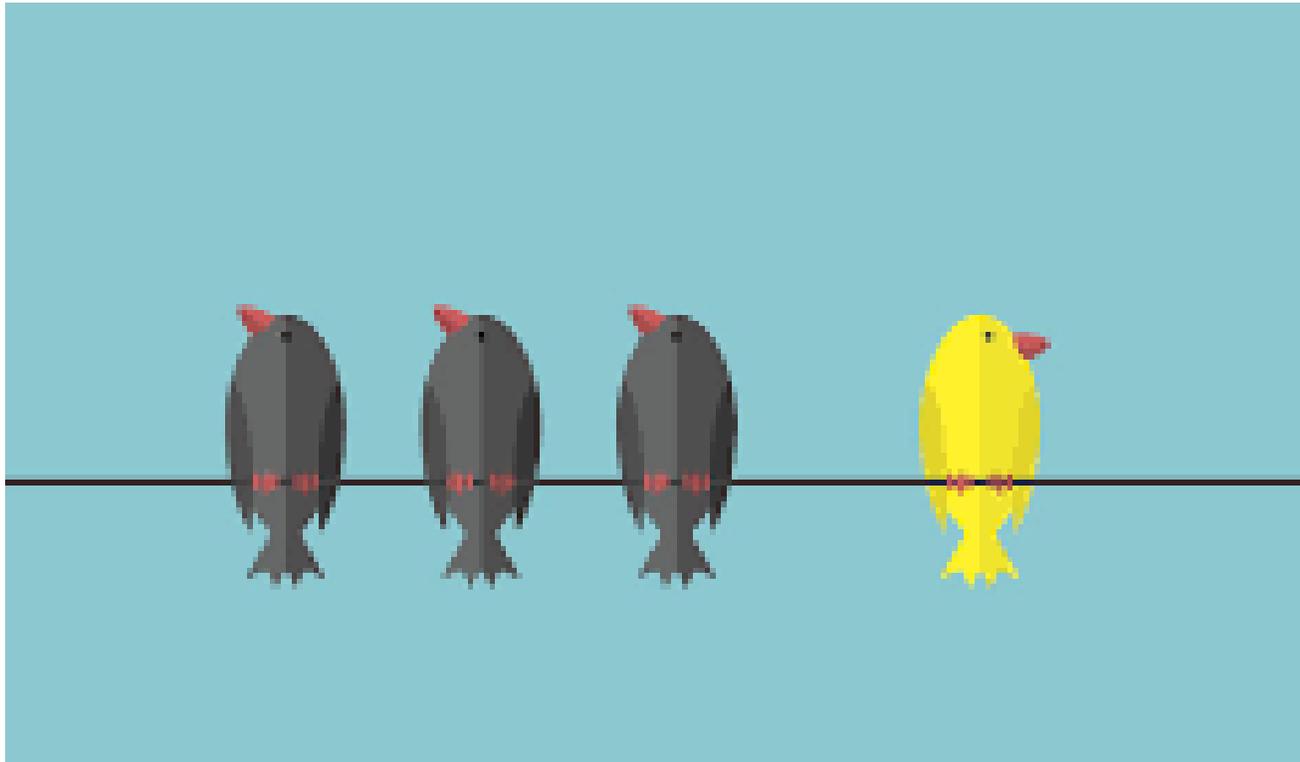
How to get your team to think all the way through a challenge

(It's a fundamental challenge of leadership ...)



To create “psychological safety”, you need to create an environment that welcomes, accepts and honors that basic wiring of very differently wired people—despite the fact that they can fail to appreciate the perspective of the “other”.

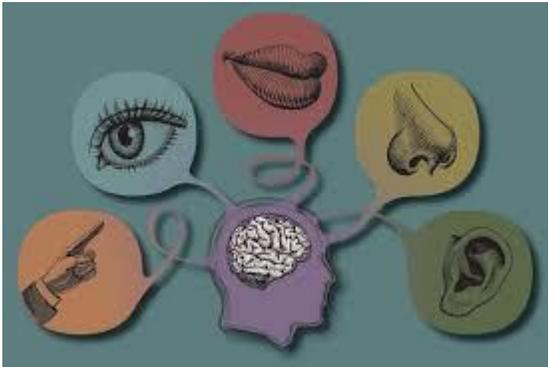
If you want to get people to fully think through problems or solutions, bringing in thought diversity, then...



Introducing this tool will help avoid team members rushing to the 'same old solutions and approaches' and help you navigate blind spots

Z-Style Decision Making: *A Christmas Gift of the Step II...*

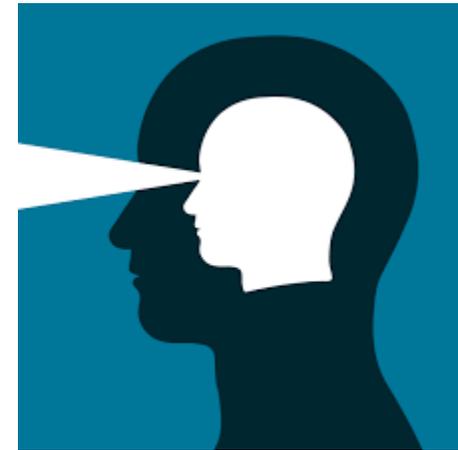
Sensing



S

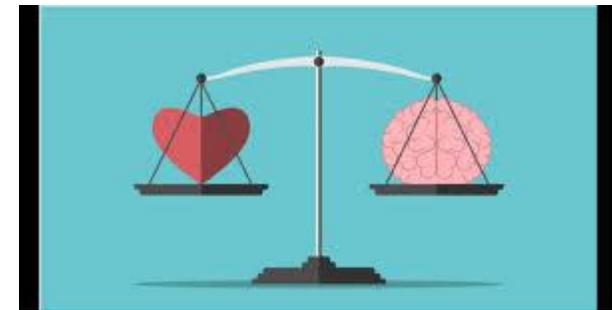
N

iNtuition



T

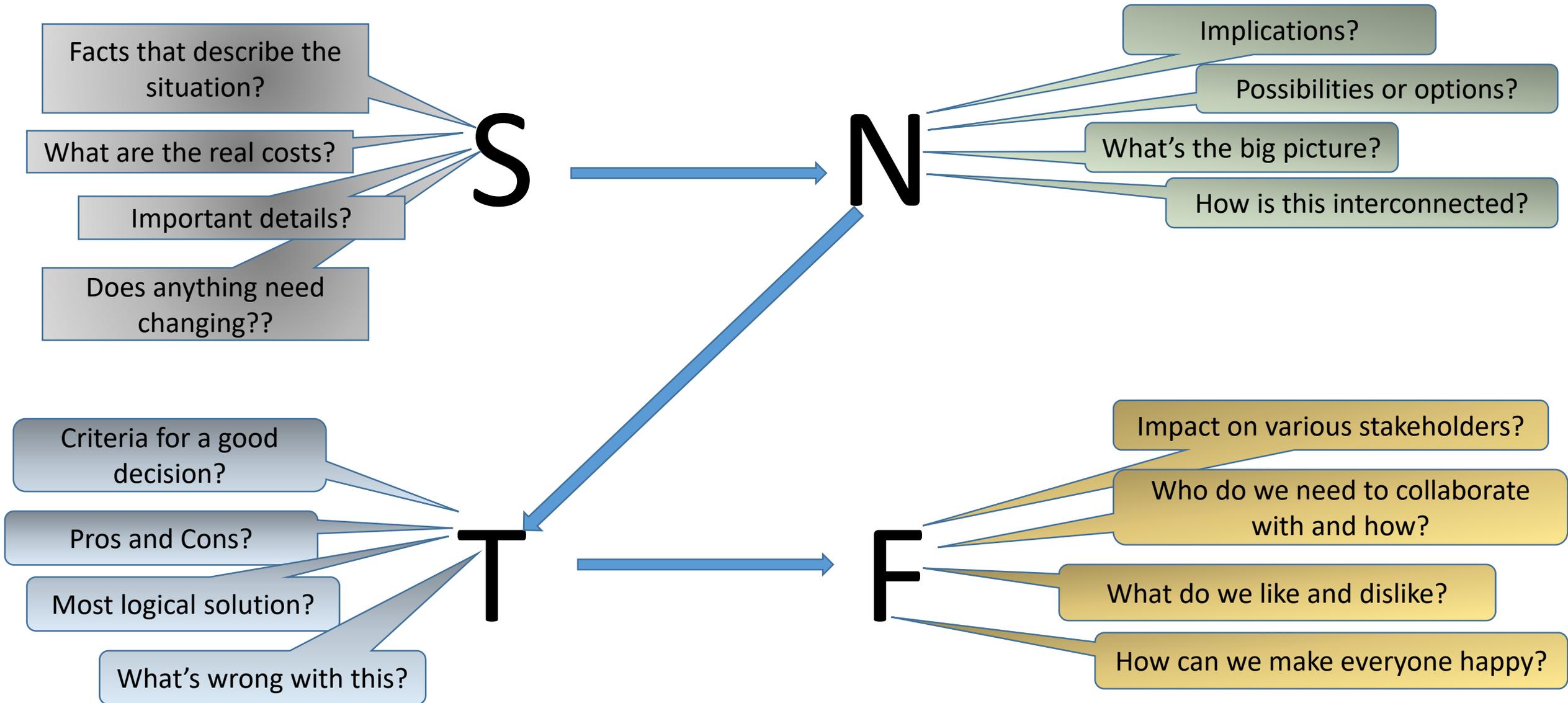
F



Thinking

Feeling

Z-Style Decision Making: *Questions to ask*



The Problem: *Dealing with...*

Having a short amount of time to get your big idea across and make an impression

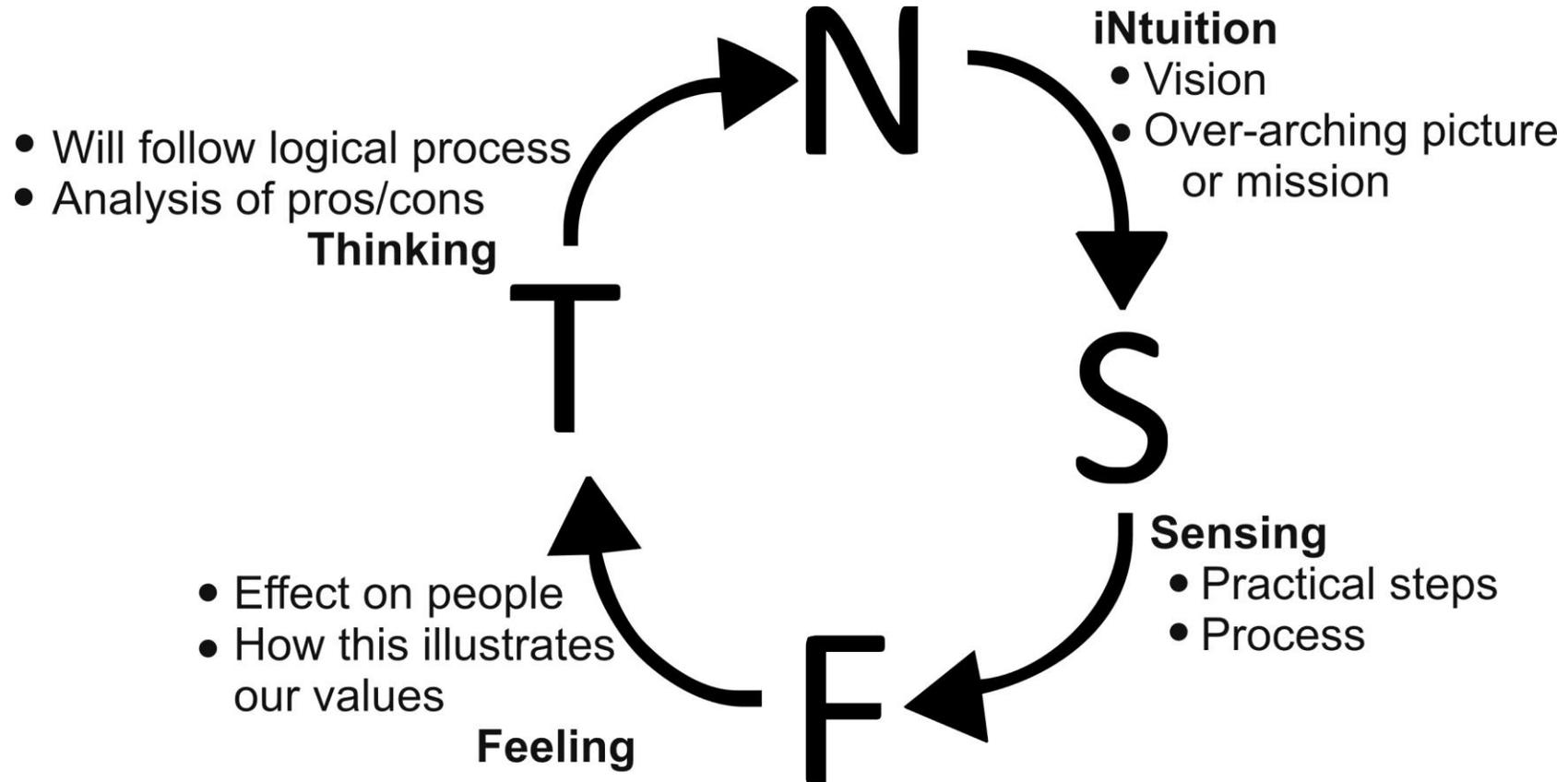
It's a fundamental challenge of leadership ...

If you want to quickly get across a big idea and sound “like a great orator”

Use this tool to use to communicate and “tell your story”. You’ll do it in under a minute, leaving people inspired and perhaps even awed!



The Communication Compass



The Communication Compass

Our vision is to wipe out malaria in the next decade (N). We can do this using the tools we have now, by using our established networks to provide the mosquito nets, the medicines and the newly developed vaccines to those most affected (S). We can save tens of thousands of children, the most vulnerable of the human family, and alleviate much human suffering (F). Given our constraints during this economic crisis, we will implement our best practices, so that our efforts are logical, effective and streamlined—and bottom line change the world as we know it. We are confident in our ability to make this difference (T). Together with our partners we will see this done within a decade: a world without malaria and the suffering it causes (N).



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

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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