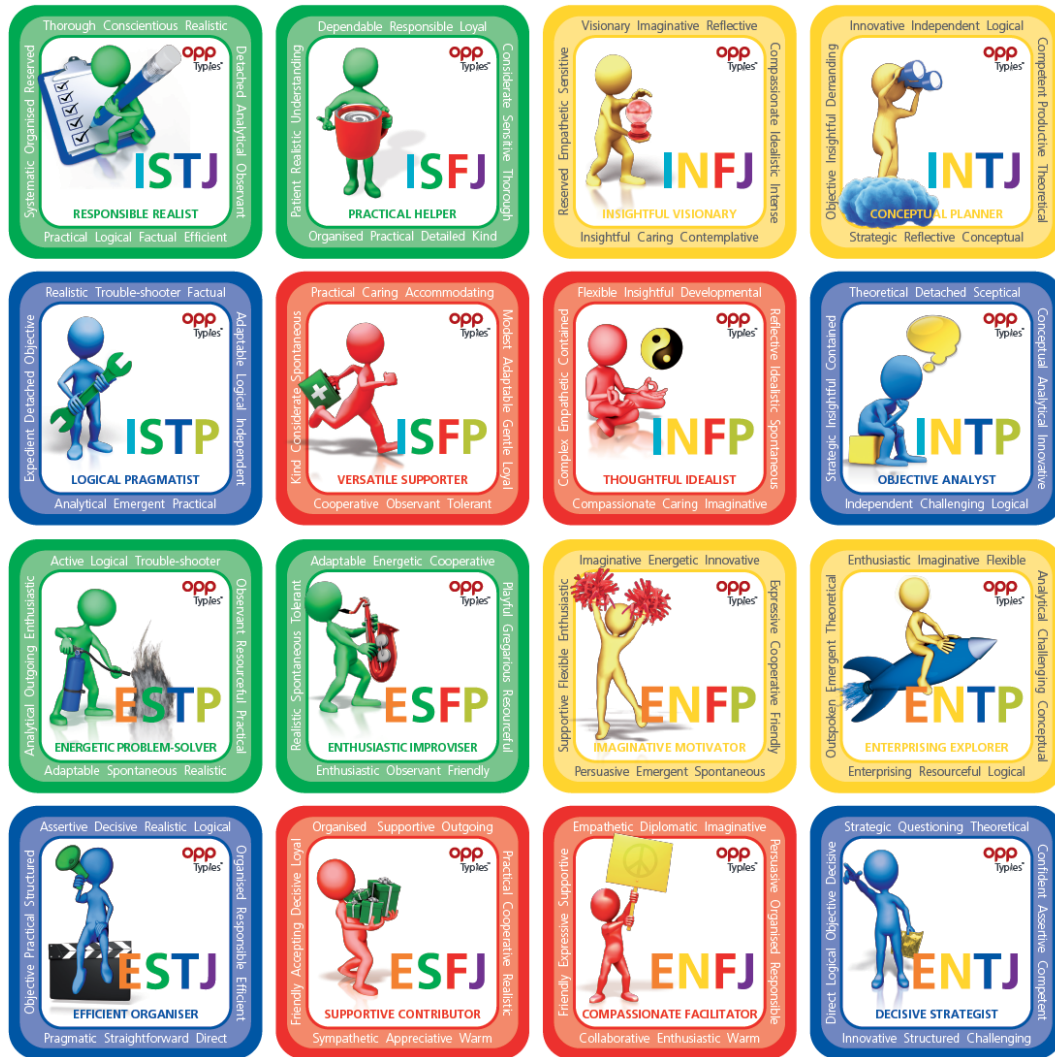


# Unit 2 – Why are we all different?

## PCN LEADERSHIP DEVELOPMENT PROGRAMME





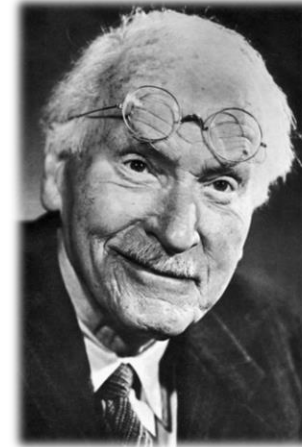
# Understanding self

## MBTI PERSONALITY PROFILING

# Myers Briggs Type Indicators (MBTI)

✿ The Indicator is based on the personality theories of the eminent Swiss psychologist **Carl Jung**.

✿ The model was developed by two non-psychologists, **Briggs and Myers**, who wanted to give as many people as possible access to these powerful ideas.



*Katharine Cook Briggs*  
1875–1968

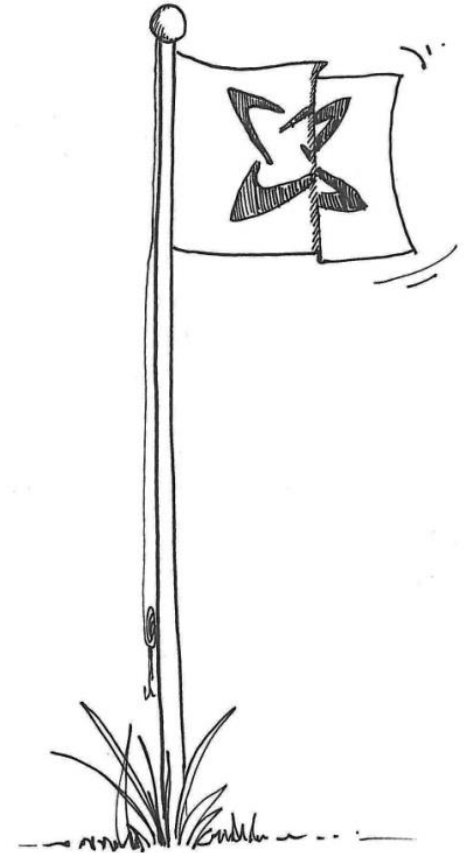


*Isabel Briggs Myers*  
1897–1980



# Things to remember

- ❁ Preference tells us what you find most energising and comfortable.
- ❁ Type cannot determine ability or skill.
- ❁ There is no such thing as the 'right' or 'wrong' type.
- ❁ Everyone is able to use all eight of the preferences.
- ❁ You are best placed to decide your own type.
- ❁ Completion of the MBTI questionnaire is voluntary



# What is a preference?

✿ **Write your signature...**

✿ **...now do it again with the **OTHER** hand!**







*Signature*







# What was the difference?

## *Typical Responses*

### Preferred Hand

-  Feels natural, flowing and comfortable
-  Didn't think about it, just did it
-  Quick, effortless and easy
-  Looks distinctive, recognisably my work

### Non-Preferred Hand

-  Feels unnatural, difficult and awkward
-  Required concentration to do it
-  Slow, jerky, takes more effort
-  Not 'me', but gets easier with practice



# The four pairs of preferences

**EXTRAVERSION**

**INTROVERSION**

How do you direct and receive energy?

**SENSING**

**INTUITION**

How do you take in information?

**THINKING**

**FEELING**

How do you decide and come to conclusions?

**JUDGING**

**PERCEIVING**

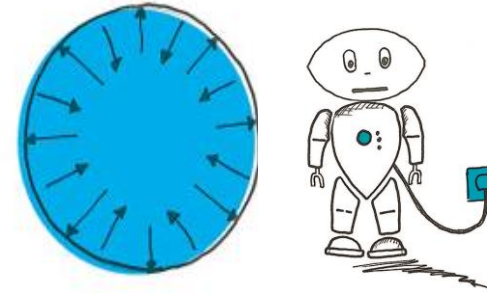
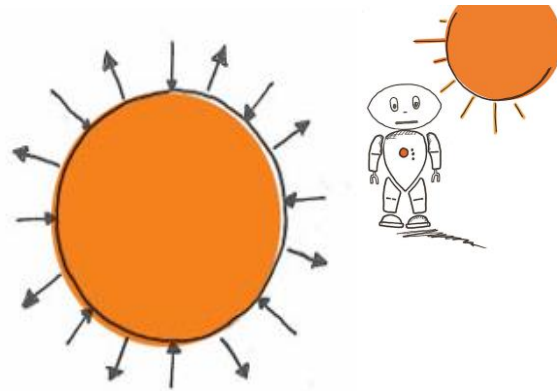
How do you approach the outside world?



# EXTRAVERSION

# INTROVERSION

*Where do you get your energy from?*



- Tend to act before thinking
- Prefer to get into action
- Talk things through
- More expressive when interacting
- Gain energy from interaction
- Have a breadth of interests

- Tend to think before acting
- Prefer time to reflect
- Think things through
- More contained when interacting
- Gain energy from concentration
- Have a depth of interest



# Which is your preference?

## EXTRAVERSION

## INTROVERSION

How do you direct and receive energy?

### Do you:

- ✓ Prefer action over reflection?
- ✓ Talk things over in order to understand them?
- ✓ Prefer oral communication?
- ✓ Share your thoughts freely?
- ✓ Act and respond quickly?
- ✓ Extend yourself into the environment?
- ✓ Enjoy working in groups?

### Do you:

- ✓ Prefer reflection over action?
- ✓ Think things through in order to understand them?
- ✓ Prefer written communication?
- ✓ Guard your thoughts until they are almost perfect?
- ✓ Reflect and think deeply?
- ✓ Defend yourself against external demands?
- ✓ Enjoy working alone or with only one or two others?

# Analogy

Consider your ideal productive working space



*Remember, E-I is not about sociability or social confidence*

E I Or [ ] [ ] [ ]



# How you show your preferences

## EXTRAVERSION PREFERENCE

- ❁ Opportunities to develop ideas through discussion
- ❁ Spontaneous verbal information and feedback
- ❁ Chance to actively participate in the process
- ❁ Opportunities to interact with people

## INTROVERSION PREFERENCE

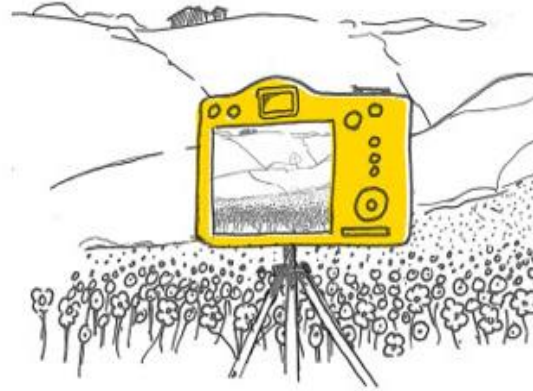
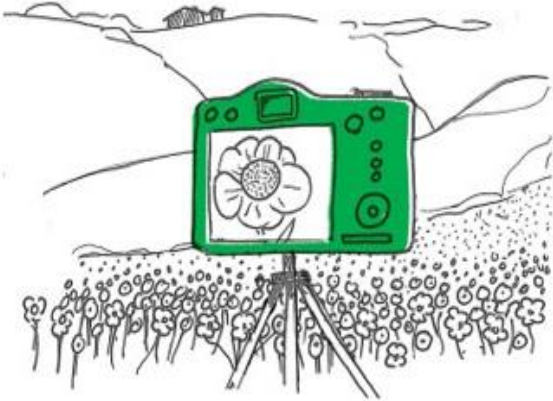
- ❁ Time to reflect and develop ideas internally
- ❁ Careful considered written information and feedback
- ❁ Chance to work or reflect alone in a quiet atmosphere
- ❁ Opportunities to communicate one-to-one or in small groups



# SENSING

# iNTUITION

*What kind of information do you prefer to use?*



- Want to know the facts
- Look at the specifics
- Adopt a realistic approach
- Focus on the here and now
- Ensure things work in practice
- Collect observations

- Seek out new ideas
- Look at the bigger picture
- Adopt an imaginative approach
- Anticipate the future
- Ensure things work in theory
- Use conceptual frameworks



# Which is your preference?

SENSING

INTUITION

How do you take in information?

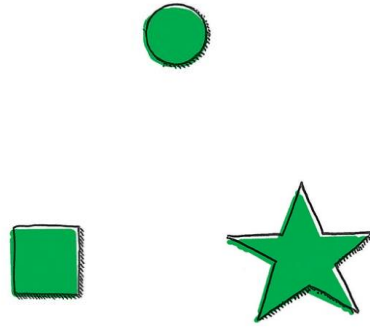
**Do you:**

- ✓ Like specific examples?
- ✓ Prefer following an agenda?
- ✓ Emphasise the pragmatic?
- ✓ Seek predictability?
- ✓ See difficulties as problems that need specific solutions?
- ✓ Focus on immediate applications of a situation?
- ✓ Want to know what is?

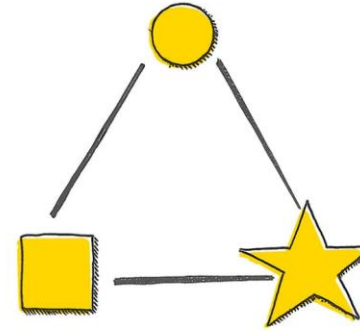
**Do you:**

- ✓ Like general concepts?
- ✓ Depart from the agenda if necessary?
- ✓ Emphasise the theoretical?
- ✓ Desire change?
- ✓ See difficulties as opportunities for further exploration?
- ✓ Focus on future possibilities of a situation?
- ✓ Want to know what could be?

# Analogy

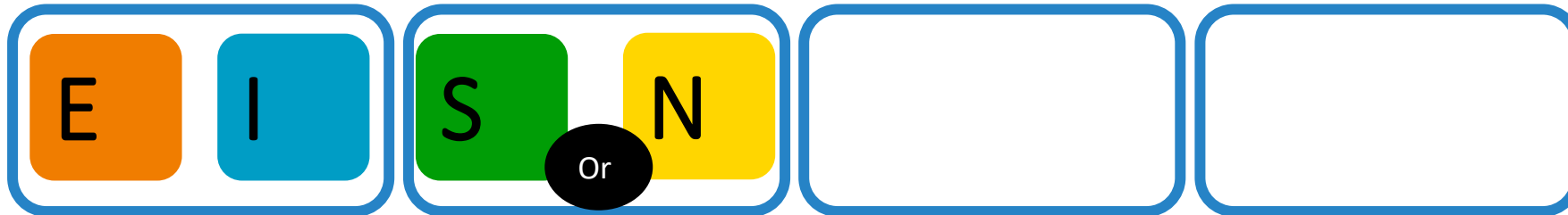


Ensures individual data is accurate  
May overlook the patterns



Ensures patterns are understood  
May overlook the accuracy of the detail

*Remember, Sensing isn't 'sensitive' and iNtuition isn't 'gut feel'*



# How you show your preferences

## SENSING PREFERENCE

- ❁ Specific and realistic data on the 'Why' and the 'How'
- ❁ Step-by-step information and explanations
- ❁ Concrete examples and practical applications
- ❁ Appreciative/positive feedback for carefulness and thoroughness

## INTUITION PREFERENCE

- ❁ A chance to 'do it their own way' and add creativity
- ❁ The 'big picture' and the wider framework
- ❁ Appreciation for moving outside the boundaries and for seemingly 'impractical' ideas
- ❁ Chances to 'play around with the pieces' and create different routes



# THINKING



# FEELING

*What process do you use to make decisions?*



- Apply logical reasoning
- Use cause and effect analysis
- Seek objective truth
- Decide using impersonal criteria
- Focus on tasks
- Provide a critique



- Apply individual values
- Understand others' viewpoints
- Seek harmony
- Decide by personal circumstances
- Focus on relationship
- Offer praise





# Which is your preference?

THINKING

FEELING

How do you decide and come to conclusions?

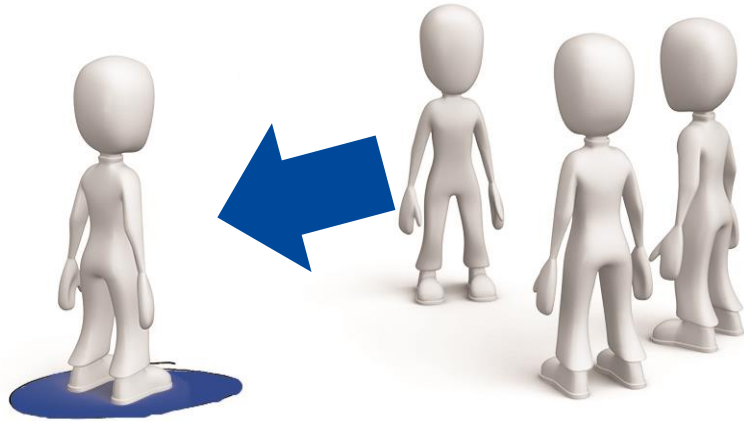
**Do you:**

- ✓ Question first?
- ✓ Know when reason is needed?
- ✓ Want things to be logical?
- ✓ Have a cool and impersonal demeanour?
- ✓ Remain detached when making decisions?
- ✓ Control the expression of your feelings?
- ✓ Overlook people in favour of tasks?

**Do you:**

- ✓ Accept first?
- ✓ Know when support is needed?
- ✓ Want things to be pleasant?
- ✓ Have a warm and personal demeanour?
- ✓ Remain personally involved when making decisions?
- ✓ Express your feelings with enthusiasm?
- ✓ Overlook tasks in favour of people?

# Analogy

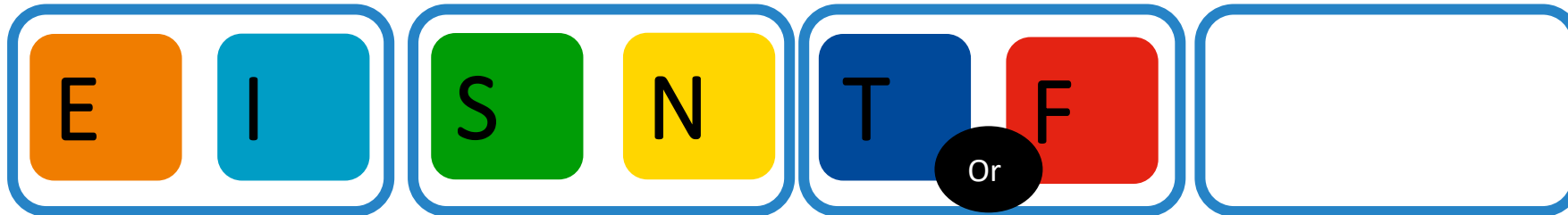


Makes decisions by stepping out of the problem to be objective







Makes decisions by stepping into the problem to be compassionate

*Remember, Thinking types can feel and Feeling types can think*







# How you show your preferences

## THINKING PREFERENCE

-  Need logical reasons for everything
-  Opportunities to ask 'why' questions
-  A chance to wrestle with problems objectively
-  Demonstrable fairness in rules and procedures

## FEELING PREFERENCE

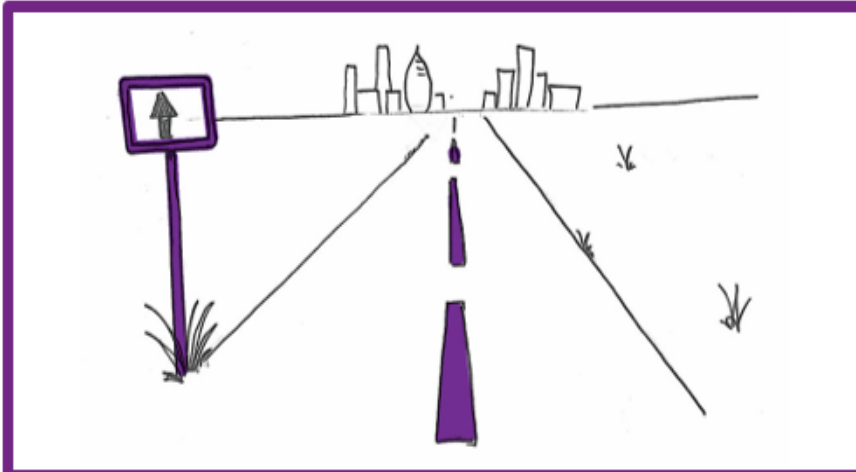
-  Provide lots of approval and positive feedback
-  A chance to see how facts and ideas relate to people
-  Opportunities to connect and focus on relationships
-  A chance to identify and act on values and personal priorities



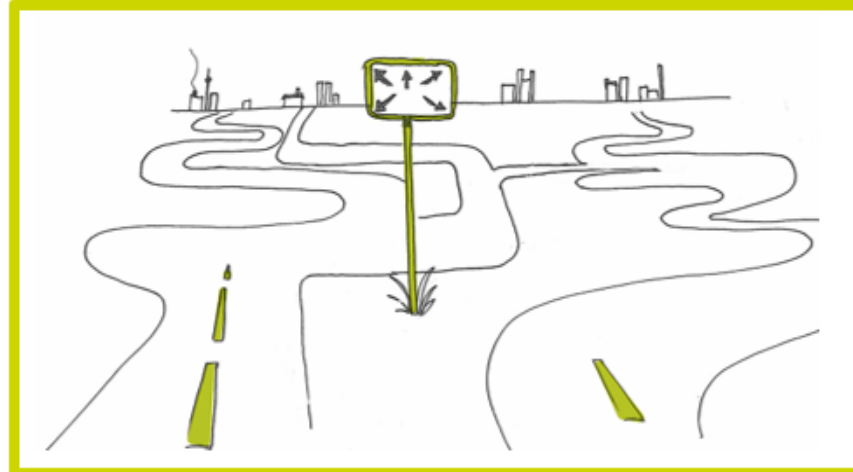
# JUDGING

# PERCEIVING

*How do you deal with the world around you?*



- Like to come to closure
- Make plans
- Act in a controlled way
- Prefer to act within a structure
- Prefer to schedule activities



- Keep a range of choices available
- Remain flexible
- Respond to emerging information
- Prefer to go with the flow
- Prefer to be spontaneous



# Which is your preference?

JUDGING

PERCEIVING

How do you approach the outside world?

**Do you:**

- ✓ Like things to be settled and ordered?
- ✓ Finish tasks before the deadline?
- ✓ Focus on goals, results and achievements?
- ✓ Establish deadlines?
- ✓ Prefer no surprises?
- ✓ Prefer to be conclusive?
- ✓ Quickly commit to plans or decisions?

**Do you:**

- ✓ Like things to be flexible and open?
- ✓ Finish tasks at the deadline?
- ✓ Focus on processes, options and openings?
- ✓ Dislike deadlines?
- ✓ Enjoy surprises?
- ✓ Prefer to be tentative?
- ✓ Reserve the right to change plans and decisions?

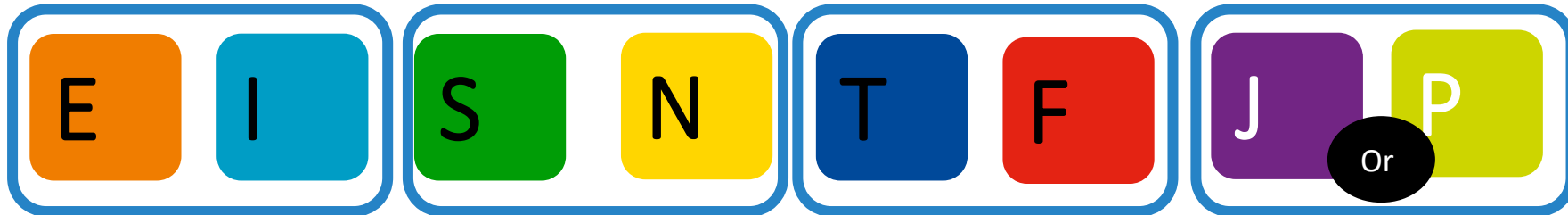
# Analogy



Organise at the start, have a pre-set plan or method, follow step-by-step, have a clear structure

Plunge in first, respond flexibly in the moment, wait to see what emerges, work out what's needed along the way

*Remember, Judging isn't 'judgmental' and Perceiving isn't 'perceptive'*




# How you show your preferences

JUDGING

PERCEIVING

How do you approach the outside world?

 Clear goals, schedules, timelines and structures

 A chance to organise and plan projects and programmes

 Rewards for completing and closing

 Appreciation for clarity and decisiveness

 A chance to be spontaneous and flexible

 Opportunities to add new, relevant information

 Rewards for working, the process – as well as results

 Appreciation for seeing things that might be missed in the drive to finish



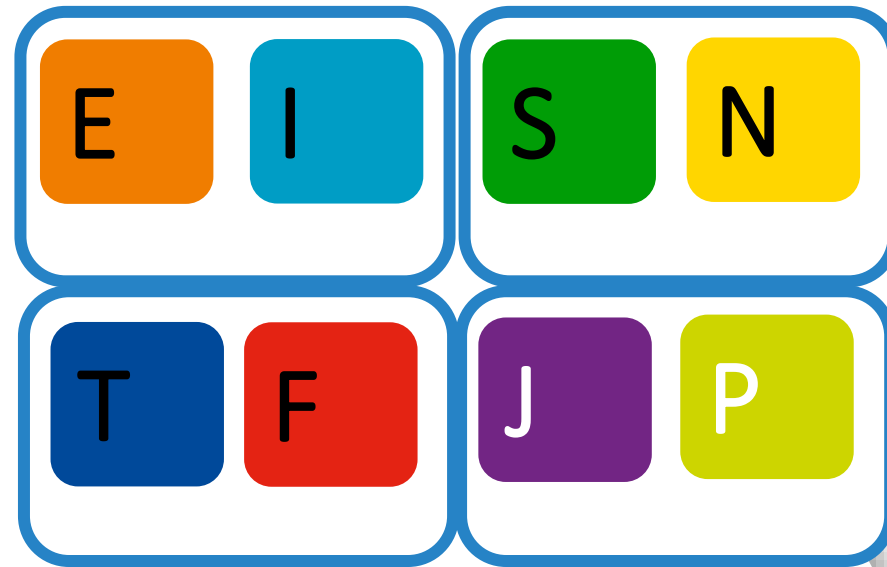
# Self-Activity 5 – Your MBTI Preferences

From your self assessment you should have selected four letters.

Combine the 4 to create your personality type e.g. ESFJ with your MBTI report to determine your 'BEST FIT'.

Ask yourself:

- *How does the MBTI add to my understanding of leading relationships and how I make decisions?*
- *Which areas do I need to work on further?*





## Self-Activity 6 – Understanding others

In your workbook, reflect on how would you adapt your approach in working with your colleagues, based on their MBTI preferences?

What lessons do you take from this?

# Understanding others through MBTI

Understanding others MBTI profiles can help us adapt the way we interact with them in order to build more effective relationships.

Thinking of your PCN colleagues with whom you are working, what is the balance between:

- *Introverts and Extrovert types?*
- *Sensing and iNtuition types?*
- *Thinking and Feeling types?*
- *Judging and Perceiving types?*

