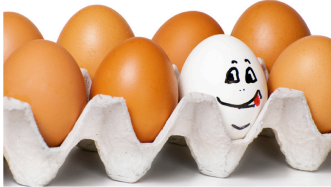


A Leadership Minute

ON PERSONALITY

"If it wasn't for the coffee, I'd have no identifiable personality whatsoever."
...David Letterman



Personality: a set of unique psychological characteristics that **consistently** influences behavior: our emotions, thoughts and intentions

Have you and your team taken Jungian assessments? It's pretty easy to do. Try one of these:

hrpersonality.com
myersbriggs.org

Jung or Old, We Lead with Our Personalities



While Sigmund Freud was immersed in theorizing about the role of sexuality as the key driver in the human psyche, his assistant, Carl Jung, was thinking that we might be driven by something more than just sex.

In the 1920s, Dr. Jung came up with the idea that we have a few basic psychological processes like, *how we express energy*. A pair of opposing mental functions like, *extraversion* and *introversion*, characterizes each of these processes. Our personalities are formed as we integrate or prefer more of one versus the other opposing function.

Dr. Jung identified three of these psychological processes, each with its own pair of mental functions. The fourth was added in the 1950s by Isabel Briggs Myers:

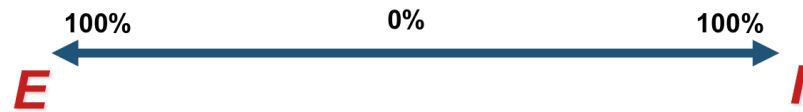
- ❖ **How we express energy**
 - Extraversion (**E**) vs. Introversion (**I**)
- ❖ **How we process information**
 - Sensing (**S**) vs. Intuition (**N**)
- ❖ **How we decide, using that information we processed**
 - Thinking (**T**) vs. Feeling (**F**)
- ❖ **How we apply or implement our decisions**
 - Judging (**J**) vs. Perceiving (**P**)

The four pairs of mental functions yield 16 possible personality types or **typologies**—the different combinations make up our different personalities. Here they are and how frequently they occur in the population:

ISTJ 11.6%	ISFJ 13.8%	INFJ 1.5%	INTJ 2.1%
ISTP 5.4%	ISFP 8.8%	INFP 4.3%	INTP 3.3%
ESTP 4.3%	ESFP 8.5%	ENFP 8.1%	ENTP 3.2%
ESTJ 8.7%	ESFJ 12.3%	ENFJ 2.4%	ENTJ 1.8%

It's important to note that Jung thought that each pair of mental functions was a **dichotomy**—opposite and mutually exclusive in the extreme. Let's take a look at **Extraversion** vs. **Introversion**. You probably know people who are definitely extraverts or definitely introverts—but many of us exhibit less definitive preferences—we can be a little of both.

If we graphed a Carl Jung dichotomy, it might look like this:



Some of us are way over to the left or right on that spectrum, but most of us are somewhere between the two extremes. Just how much we prefer which end of the spectrum dictates a lot about how we execute that process. Worth keeping in mind if you take a Jungian personality assessment. Which you should. And your team, too. Because it will help everyone understand their behaviors better. And that will help you and them lead more effectively.

But There's More...

Check out that 16-typology box again. We want you to notice a few things. First, if you are a senior executive leading a corporation, chances are you are an ENTJ or an INTJ. Seriously. The statistics on this are just crazy. Also notice how rare either of those personality types are. Rare in life; chock-a-block in companies. You might have also noticed that the 8 typologies on the left half of the chart make up about 70% of the population. And the difference between left and right? **Sensing**. All the sensors are over there, where you aren't. It's the only dichotomy that works that way.

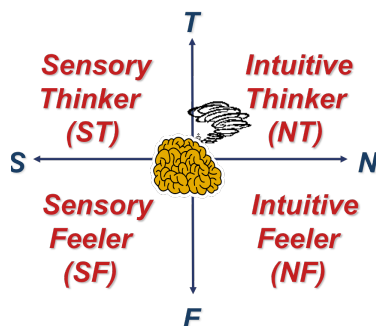
To make matters just a little more complicated, the two dichotomies in the middle of your typology, (**S-N** and **T-F**) when combined, make up what we call your **cognitive style**—the way you process information and decide. Yes, a 4X4 matrix of thinking.

If you are an **INTJ** or an **ENTJ**, here's a little about how you think:

- ***Future and idea oriented***
- ***Speculative, strategic***
- ***Big picture; big ideas***
- ***Understanding before doing***
- ***How it could be rather than how it is now***
- ***Synthesis and interpretation***
- ***Objective, logical, impersonal, rational***

Cool, huh? But there are three other styles and they are all way more common than yours. Probably many of the people you are trying to lead think differently than you do. And that's **differently**, not better or worse.

Finding out more about that may help you lead better.



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