

Appendix 1

Maximising Leadership Effectiveness. Tips for introverts and extraverts.⁹

Tips for Extraverts

- Don't bask in the glow of your own personality. Learn to hold back and listen to others, when the situation calls for it.
- Try to underwhelm. Your natural exuberance can be intimidating, and mean you miss important facts and ideas.
- Talk less, listen more. Develop the discipline to let others speak first on an issue.
- Don't be Mr or Ms Personality. Extraverts tend to agree too quickly, just to be liked. These casual agreements can come back to haunt you.

Tips for Introverts

- Get out and about. Resist the urge to hibernate.
- Practice being friendly and outgoing in situations outside work. Then take your new skills to the office.
- Give yourself a script. Come up with a few talking points you can rely on, to cover silences in conversations.
- Smile. A frown or sober expression can be misinterpreted. A bright countenance reflects confidence.

Self-reflection: questions for Leaders considering the Change Management process⁶

This exercise is similar to the one described in Box 4. Make time and space to think about what the leader has to do during a change. Ask yourself these questions:

- Do you really see yourself as *part of* the change process - or are you *doing change to others*?
 - Keep part of your mind open to the possibility that something in you may need to change
 - What could you learn from doing that?
 - You won't know everything about everything - can you admit that, and learn the new things along with the team?
- What is the *mix of change and continuity* needed in your organisation, in order to bring about the change?
 - What needs to be built on from the past - and on the other hand, what really must change?
- How do you handle the *"negative" feelings*?
 - Can you give people space to express their negative feelings?
 - Where do you take your own negative thoughts?
 - If you find resistance to change within yourself, can you use that feeling to your advantage, when asking others to change familiar ways of doing things?

Appendix 2: The Myers-Briggs Type Indicator (MBTI)

Knowing yourself well is an important factor for a leader. It is also helpful to know and understand what the personality types of your team include - by doing this, you can work with them more effectively.

Have you ever wondered why some people seem to speak your language even at first meeting? Why you can relate to some people more easily than others? Why the things that cause you stress others find enjoyable, or even exciting? You can find the answers to these questions by examining a few natural personality differences. These differences affect the way we behave, communicate, interact, problem solve, manage and lead.

The purpose of the MBTI personality inventory is to make the theory of psychological types understandable and useful in people's lives. It identifies 16 personality types, listed below:

ISTJ - The Duty Fulfiller

Serious and quiet, interested in security and peaceful living. Extremely thorough, responsible, and dependable. Well-developed powers of concentration. Usually interested in supporting and promoting traditions and establishments. Well-organized and hard working, they work steadily towards identified goals. They can usually accomplish any task once they have set their mind to it.

ISTP - The Mechanic

Quiet and reserved, interested in how and why things work. Excellent skills with mechanical things. Risk-takers who they live for the moment. Usually interested in and talented at extreme sports. Uncomplicated in their desires. Loyal to their peers and to their internal value systems, but not overly concerned with respecting laws and rules if they get in the way of getting something done. Detached and analytical, they excel at finding solutions to practical problems.

ISFJ - The Nurturer

Quiet, kind, and conscientious. Can be depended on to follow through. Usually puts the needs of others above their own needs. Stable and practical, they value security and traditions. Well-developed sense of space and function. Rich inner world of observations about people. Extremely perceptive of other's feelings. Interested in serving others.

ISFP - The Artist

Quiet, serious, sensitive and kind. Do not like conflict, and not likely to do things which may generate conflict. Loyal and faithful. Extremely well-developed senses, and aesthetic appreciation for beauty. Not interested in leading or controlling others. Flexible and open-minded. Likely to be original and creative. Enjoy the present moment.

INFJ - The Protector

Quietly forceful, original, and sensitive. Tend to stick to things until they are done. Extremely intuitive about people, and concerned for their feelings. Well-developed value systems which they strictly adhere to. Well-respected for their perseverance in doing the right thing. Likely to be individualistic, rather than leading or following.

INFP - The Idealist

Quiet, reflective, and idealistic. Interested in serving humanity. Well-developed value system, which they strive to live in accordance with. Extremely loyal. Adaptable and laid-back unless a strongly-held value is threatened. Usually talented writers. Mentally quick, and able to see possibilities. Interested in understanding and helping people.

INTJ - The Scientist

Independent, original, analytical, and determined. Have an exceptional ability to turn theories into solid plans of action. Highly value knowledge, competence, and structure. Driven to derive meaning from their visions. Long-range thinkers. Have very high standards for their performance, and the performance of others. Natural leaders, but will follow if they trust existing leaders.

INTP - The Thinker

Logical, original, creative thinkers. Can become very excited about theories and ideas. Exceptionally capable and driven to turn theories into clear understandings. Highly value knowledge, competence and logic. Quiet and reserved, hard to get to know well. Individualistic, having no interest in leading or following others.

ESTP - The Doer

Friendly, adaptable, action-oriented. "Doers" who are focused on immediate results. Living in the here-and-now, they're risk-takers who live fast-paced lifestyles. Impatient with long explanations. Extremely loyal to their peers, but not usually respectful of laws and rules if they get in the way of getting things done. Great people skills.

ESTJ - The Guardian

Practical, traditional, and organized. Likely to be athletic. Not interested in theory or abstraction unless they see the practical application. Have clear visions of the way things should be. Loyal and hard-working. Like to be in charge. Exceptionally capable in organizing and running activities. "Good citizens" who value security and peaceful living.

ESFP - The Performer

People-oriented and fun-loving, they make things more fun for others by their enjoyment. Living for the moment, they love new experiences. They dislike theory and impersonal analysis. Interested in serving others. Likely to be the center of attention in social situations. Well-developed common sense and practical ability.

ESFJ - The Caregiver

Warm-hearted, popular, and conscientious. Tend to put the needs of others over their own needs. Feel strong sense of responsibility and duty. Value traditions and security. Interested in serving others. Need positive reinforcement to feel good about themselves. Well-developed sense of space and function.

ENFP - The Inspirer

Enthusiastic, idealistic, and creative. Able to do almost anything that interests them. Great people skills. Need to live life in accordance with their inner values. Excited by new ideas, but bored with details. Open-minded and flexible, with a broad range of interests and abilities.

ENFJ - The Giver

Popular and sensitive, with outstanding people skills. Externally focused, with real concern for how others think and feel. Usually dislike being alone. They see everything from the human angle, and dislike impersonal analysis. Very effective at managing people issues, and leading group discussions. Interested in serving others, and probably place the needs of others over their own needs.

ENTP - The Visionary

Creative, resourceful, and intellectually quick. Good at a broad range of things. Enjoy debating issues, and may be into "one-up-manship". They get very excited about new ideas and projects, but may neglect the more routine aspects of life. Generally outspoken and assertive. They enjoy people and are stimulating company. Excellent ability to understand concepts and apply logic to find solutions.

ENTJ - The Executive

Assertive and outspoken - they are driven to lead. Excellent ability to understand difficult organizational problems and create solid solutions. Intelligent and well-informed, they usually excel at public speaking. They value knowledge and competence, and usually have little patience with inefficiency or disorganization.

The following light-hearted quiz uses the principles of the MBTI to give you an idea of your preferred problem-solving style, and increase your understanding of the other problem-solving personalities out there. Note that this is only an introduction, and the full MBTI is a very worthwhile activity for anyone who wishes to find out more about themselves. This is central to those who wish to develop their leadership skills.

Read each question below and circle the answer that best fits the way that you would react in the same situation.

Read the descriptions at the end of the quiz to identify your preferred problem-solving style.

Section 1.

1. When faced with a problem are you more likely to:

A: Jump in feet first.

B: Go for a walk in the park and think about it.

2. In a meeting, when a problem is raised, do you:

A: Start shouting out solutions immediately.

B: Sit and let everyone else make their suggestions first before speaking up.

3. You're driving home from work and the car suddenly stops. What do you do?

A: Jump out and look under the bonnet.

B: Wait a few minutes then try restarting it.

Section 2

1. When looking for the solution to a problem do you:

A: Think about the facts.

B: Go off on a tangent.

2. When you've got a spare five minutes are you most likely to be found:

A: Making a list.

B: Daydreaming.

3. Your friends would describe you as:

A: Competent and sensible.

B: A bit vague.

Section 3

1. A colleague has spilt coffee all over their desk and is getting flustered. Do you:

A: Keep things in perspective, there's no use crying over spilt milk.

B: Commiserate with them - you understand how irritated they are with themselves.

2. You're in a problem-solving meeting and it's getting a bit heated. Do you:

A: Help the group to look calmly at the consequences of each alternative.

B: Try to get everyone to be friends again.

3. When reading the Sunday papers where do you turn first?

A: Crossword.

B: Horoscopes.

Section 4

1. Three key members of staff have all booked holidays for the same time. What's your first thought?

A: I'll need to make sure I'm really up to date and organised before they go away so I can cope with the extra workload.

B: Brilliant, that means I'll get to try all sorts of new things.

2. The boss has announced the team's working patterns are to be changed. You immediately think:

A: OK, what do I need to do to minimise the impact on my lifestyle before this happens?

B: Give the boss the third degree; you want to know all the reasons behind the decision.

3. Before you go home for the weekend, what's the last thing you do?

A: March around the office clearing up, muttering darkly about mess and disorganisation, that's how problems start you know ...

B: Sorry, what mess? That's my filing system - I know exactly where everything is.

Results: how did you do....?

Section 1

Mainly A's

It's likely you have a preference for being an extravert. You prefer to get in about a problem as soon as possible, sometimes without thinking about the consequences. Occasionally you get a quick fix that way. However, it's also worth remembering that the first solution isn't necessarily the only, or the best one. Try holding back to see if a different approach comes to you, and remember other people have opinions too.

Mainly B's

It's likely you have a preference for being an introvert. You like to listen to other people and mull over both your own and others possible solutions before saying what you think. This tends to be a thorough and methodical approach. However, sometimes being spontaneous and shouting things out as you think of them can give you a more innovative solution.

Section 2

Mainly A's

It's likely you have a preference for being a sensor. You have a natural ability to look at the problem in clear and simple terms. You like writing lists and dealing with hard facts, and get frustrated when other people keep going on about things that can't be proven. Try to be a bit more tolerant of other people's thought processes; after all, once they've had the weird and wonderful idea who are they going to turn to for information to back it up?

Mainly B's

It's likely you have a preference for being intuitive. When everyone else is wringing their hands and getting tied up in knots, you'll be the one saying 'Well, looking on the bright side ...' You'll be the one who makes everyone smile, and realise that things aren't so bad after all. Don't forget you've still got a problem to deal with though.

Section 3

Mainly A's

It's likely you have a preference for being a thinker. You keep everything in perspective and remain cool as a cucumber when things get a little heated. You like to use logic and analysis to solve problems, and go about life methodically. Try not to dismiss other people's gut feelings: it may not be hard scientific fact, but some people really do just have an instinct about the best way forward.

Mainly B's

It's likely you have a preference for being a feeler. You want everyone to be happy, and will bend over backwards to help everyone in a group feel valued and included. When the going gets tough, you're the person who can get everyone back in harmony. Ensure you're not so busy looking out for everyone else, that you neglect your own valuable opinions.

Section 4

Mainly A's

It's likely you have a preference for being a judger. You keep people organised, and help them to focus on the ultimate goal: solving the problem. You'll keep an eye on the time and bustle along very efficiently, thank you very much. Come 5pm though, you're gone. It is important to keep problem-solving tight and to the point, but a little flexibility and creativity could just provide an unexpectedly quick solution.

Mainly B's

It's likely you have a preference for being a perceiver. You love being the devil's advocate, and are a strong believer in asking a few pointed questions when required. After all, you've got to keep your options open and cover all the bases haven't you? You're not a great time-keeper though, so don't be surprised if someone's already solved the problem by the time you come back from that coffee break.

Summary

Whilst this is a light-hearted quiz, different problem-solving personalities are very much a part of real life. Recognising that other people approach problems in a different way to you is important. Just because they tackle the issue in a different way to you doesn't mean you're right and they're wrong; in fact, the best problem-solving teams out there will have a broad range of personalities.

By seeking contributions from each person, the chosen solution is more likely to have group approval and, therefore, be the most effective and long-lasting.

Further Information

If you want more in depth information about your Myers-Briggs Personality Type, go to www.myerbriggs.org

Adapted from <http://www.knowledge.scot.nhs.uk/home/portals-and-topics/goodpractice/organisational-development-toolkit/goodpractice-resource.aspx?ContentId=b2d039bd-d550-0024-bf00-9fde00be8798> and "You've Got Personality". Mary McGuiness. MaryMac Books 2004