

TAPPING INTO YOUR LEADERSHIP SKILLS WORKSHOP

HANDOUT MATERIAL

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The FIRO-B[®] Characteristics



The FIRO-B[®] Model

	Inclusion	Control	Affection
Expressed	<ul style="list-style-type: none"> • Include others • Try to belong 	<ul style="list-style-type: none"> • Control & influence • Organize & direct 	<ul style="list-style-type: none"> • Get close • Express personal feelings
Wanted	<ul style="list-style-type: none"> • Include me • Notice me 	<ul style="list-style-type: none"> • Clear expressions & instructions 	<ul style="list-style-type: none"> • Listen • Accommodate

Expressed behavior: how much one initiates behaviors in these three areas

Wanted behavior: how one would like others to initiate that behavior toward them

Overexpression and Underexpression of Type Behaviors (MBIT[®])

Extraverting Activities

Mental Function	Behavior	If Overexpressed	If Underexpressed
Sensing	Focusing on details	May become stuck in minutiae	May not be aware of all the facts
Intuition	Focusing on the big picture	May be indecisive	May lack vision
Thinking	Analyzing, criticizing	May become arrogant	May be too slow
Feeling	Focusing on people	May be too tender	May be too cold, too distant

Introverting Activities

Mental Function	Behavior	If Overexpressed	If Underexpressed
Sensing	Clarifying details	Too few items may consume too much time	May suffer from insufficient data
Intuition	Envisioning the future	May have unrealistic ideas	May be unable to anticipate outcomes
Thinking	Analyzing pros and cons	May suffer from “paralysis by analysis”	May have insufficient rationale
Feeling	Focusing on values	May be too intense	May be incongruent

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Potential Development Paths Worksheet (Dominant Extraverted Types)

<p>ESTP <i>(Extraverted Sensing with Introverted Thinking)</i></p> <ul style="list-style-type: none"> • Regularly compile general lists of possible trends or situations; avoid detailed descriptions • Volunteer to lead a six- to eight-month project • Pursue retreat opportunities in varied physical environments • Seek a human resources assignment 	<p>ESTJ <i>(Extraverted Thinking with Introverted Sensing)</i></p> <ul style="list-style-type: none"> • Attend collaborative training • Find opportunities to write about motivation, vision, global systems • Ask for a project requiring careful, moderately slow analytical processes • Pursue community involvement • Seek a marketing task force job
<p>ESFP <i>(Extraverted Sensing with Introverted Feeling)</i></p> <ul style="list-style-type: none"> • Take a conflict management course • Seek projects with people who have more technical training than you • Record your actions to people and activities in a journal • Develop contacts with people whose hobbies and activities are very different from yours • Ask for coaching in ways to influence others 	<p>ESFJ <i>(Extraverted Feeling with Introverted Sensing)</i></p> <ul style="list-style-type: none"> • Attend abstract, intellectually loaded seminars on financial topics • Join a local debate club • Join a group that discusses theoretical topics or imaginative endeavors • Make time for weekly meditation • Participate on strategic product-development teams
<p>ENFP <i>(Extraverted Intuition with Introverted Feeling)</i></p> <ul style="list-style-type: none"> • Seek short-term projects requiring attention to finance, operations, or service • Seek individual performance hobbies that take place in a group or class • Find opportunities to focus on specific experiences, such as a group problem involving a local historical issue • Ask for an operations assignment 	<p>ENFJ <i>(Extraverted Feeling with Introverted Intuition)</i></p> <ul style="list-style-type: none"> • Volunteer to help organize and deliver services for a health-related social service • Attend seminars on critical thinking and scientific problem-solving methods • Develop hobbies that rely on spontaneity • Seek discussions with people who successfully manage conflict and review their strategies • Join a marketing/operations team
<p>ENTP <i>(Extraverted Intuition with Introverted Thinking)</i></p> <ul style="list-style-type: none"> • Engage in physical routines with a focus on who, what, when, where, and how • Make a year-long commitment to a social-service volunteer agency • Take courses in project management with an engineering bent • Develop networks in service-oriented businesses for comparisons • Seek a customer service assignment 	<p>ENTJ <i>(Extraverted Thinking with Introverted Intuition)</i></p> <ul style="list-style-type: none"> • Volunteer for a task force dealing with issues that are relatively unrelated to your work • Seek people who address individual needs rather than systems problems • Identify as many outcomes affecting relationships and people as those affecting finances or achievements • Seek start-up opportunities

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Potential Development Paths Worksheet (Dominant Introverted Types)

<p>ISTJ <i>(Introverted Sensing with Extraverted Thinking)</i></p> <ul style="list-style-type: none"> • Learn to trust your inner voice and the intuition of others • Create opportunities for complete freedom from closure • Learn multiple decision-making models • Involve two or three more people than usual in problem solving • Seek a human resources committee position 	<p>ISTP <i>(Introverted Thinking with Extraverted Sensing)</i></p> <ul style="list-style-type: none"> • Seek opportunities that involve brainstorming and long-term project management with others • Regularly engage in personal goal planning for the next five years • Participate in seminars about future trends • Attend relationship-enrichment seminars
<p>ISFJ <i>(Introverted Sensing with Extraverted Feeling)</i></p> <ul style="list-style-type: none"> • Seek occasions that allow play to sometimes come before work • Immerse yourself in activities such as philosophical debates about the nature of the company or marketplace • Become involved with psychologically minded programs 	<p>ISFP <i>(Introverted Feeling with Extraverted Sensing)</i></p> <ul style="list-style-type: none"> • Volunteer to lead a social-help group • Develop contacts in professions that are very different from your own • Seek feedback on problem-solving style • Attend project-management and problem-solving/conflict seminars • Seek an assignment in marketing
<p>INFJ <i>(Introverted Intuition with Extraverted Feeling)</i></p> <ul style="list-style-type: none"> • Participate in physical/social activities that challenge your worldview and require you to live in the moment • Attend training programs on giving and receiving feedback – and promptly implement the training • Regularly schedule selected team-related activities 	<p>INFP <i>(Introverted Feeling with Extraverted Intuition)</i></p> <ul style="list-style-type: none"> • Attend seminars on forecasting and trend analysis • Take lessons in public speaking and debate • Audition for community theater • Attend local business forums • Develop a five-year plan every year • Learn several conflict-management techniques
<p>INTJ <i>(Introverted Intuition with Extraverted Thinking)</i></p> <ul style="list-style-type: none"> • Volunteer regularly with a social-help organization • Seek out those who may share many of your own qualities but have achieved success in different ways • Engage in group training programs with a physical aspect (e.g., rafting) and an “in the moment” focus • Ask for an assignment in operations 	<p>INTP <i>(Introverted Thinking with Extraverted Intuition)</i></p> <ul style="list-style-type: none"> • Attend seminars on building and maintaining personal relationships • Provide frequent opportunities for feedback from coworkers • Get involved in community or social-cause projects • Complete a group wilderness-survival program

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Information for MBTI[®] Group Exercise

<p>Extraversion</p>	<p>Introversion</p>
<p>People who prefer Extraversion like to focus on the outer world of people and activity. They direct their energy and attention outward and receive energy from interacting with people and from taking action.</p>	<p>People who prefer Introversion like to focus on their own inner world of ideas and experiences. They direct their energy and attention inward and receive energy from reflecting on their thoughts, memories and feelings</p>
<p>Sensing</p>	<p>Intuition</p>
<p>People who prefer Sensing like to take in information that is real and tangible – what is actually happening. They are observant about specifics of what is going on around them and are especially attuned to practical realities.</p>	<p>People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They want to grasp patterns and are especially attuned to seeing new possibilities.</p>
<p>Thinking</p>	<p>Feeling</p>
<p>People who prefer to use Thinking in decision making like to look at the logical consequences of a choice or action. They want to mentally remove themselves from the situation to examine the pros and cons objectively. They critique and analyze to identify what’s wrong with something so they can solve the problem. Their goal is to find a standard or principle that will apply in all similar situations.</p>	<p>People who prefer to use Feeling in decision making like to consider what is important to them and to others involved. They mentally place themselves into the situation to identify with everyone so they can make decisions based on their values about honoring people. They appreciate and support others and look for qualities to praise. Their goal is to create harmony and treat each person as a unique individual.</p>
<p>Judging</p>	<p>Perceiving</p>
<p>People who prefer to use their Judging process in the outer world would like to live in a planned, orderly way seeking to regulate and manage their lives. They want to make decisions, come to closure and move on. Their lives tend to be structured and organized and they like to have things settled. Sticking to a plan and schedule is very important. They like to get things done.</p>	<p>People who prefer to use their Perceiving process in the outer world like to live in a flexible, spontaneous way, seeking to experience and understand life, rather than control it. Detailed plans and final decisions feel confining to them; they prefer to stay open to new information and last-minute options. They are energized by their resourcefulness in adapting to the demands of the moment.</p>

MBTI Group Exercise

Examining Everyday Behaviors and the MBTI Preferences

- The extraversion-introversion dichotomy
- The sensing-intuition dichotomy
- The thinking-feeling dichotomy
- The judging-perceiving dichotomy

As a group, discuss and list examples of how you have seen one of two of these preference dichotomies (assigned) play out at work or home. You can share personal examples of how this preference influences you; or examples of things you have observed in others.

Each group will be asked to share a few examples.

Project Planning — Suggested sequence and Rationale

Planning

1. **J—Gather and analyze the facts of the current project situation.** This situation analysis is a necessary first step and will help you understand the status of the project as it has been turned over to you.
2. **H—Set project objectives (desired results).** The basic step in planning is to establish objectives. A clear understanding of the desired results will guide the rest of the process and help keep it on track.
3. **E—Develop possible alternative courses of action.** Looking at alternative courses is the next step as there is seldom a plan for which reasonable alternatives do not exist. Quite often those which are not most obvious prove to work best.
4. **P—Identify the negative consequences of each course of action.** Evaluation of those alternatives is now necessary. One very useful method is to weigh the potential negative aspects of each alternative.
5. **S—Decide on a basic course of action.** You are now at a point to make this decision based on your rational analysis of the situation, the objectives you have set, and the positive and negative consequences you have identified for each alternative.
6. **D—Develop strategies (priorities, sequence, timing of major steps).** After a decision has been made on a

course of action, strategic plans must be developed. These plans will serve as an outline for the activities that follow.

7. **T—Determine when and how overall progress will be measured.** A critical contributor to the success of any project is measurement – how and when we check to see if we are progressing as planned. Now is the time to set up that system.

Organizing

8. **C—Identify and analyze the various job tasks necessary to implement the project.** According to planning experts, only by rigorous activities analysis can managers determine what work has to be performed and how each position fits in the organizational structure.
9. **R—Define scope of relationships, responsibilities, and authority of new positions.** This step flows from the one preceding it, determining what kinds of decisions are needed, where in the organization they should be made, and how each person should be involved in them.
10. **K—Establish qualifications for new positions.** Obviously, now that positions have been identified and defined, the qualifications necessary to succeed in those positions must be determined.
11. **N—Determine the allocation of resources (including budget, facilities, etc.).** This step depends on the prior steps. Information available at this point will

make this activity realistic. Without it, allocations would have to be adjusted.

Implementing

12. **A—Find qualified people to fill positions.** The first step in implementing the project is to staff it based on your work in steps 8, 9, 10, and 11. Qualified people will impact the project as much as money, materials, or the market.
13. **I—Train and develop personnel for new responsibilities/authority.** The efficiency of any organization depends on how well its members are trained. Whether newly hired or transferred from within, personnel need to be informed and brought up to speed on the specifics of this project.
14. **Q—Develop individual performance objectives which are mutually agreeable to the individual and his/her manager.** Performance objectives which reflect project objectives are essential. The key here is the payoff gained from participating in setting mutually agreeable objectives.
15. **G—Assign responsibility/accountability/authority.** Once objectives are agreed upon, it is important that people have the authority necessary to carry out their part.
16. **M—Coordinate day-to-day activities.** Now that everybody is in place and they all understand their roles and responsibilities, it is your duty to oversee getting the

job done. Appropriate direction will help subordinates integrate their efforts in the interest of the project objectives.

Controlling

17. B—Measure progress toward and/or deviation from the project's goals.

Control of a project involves verifying whether performance objectives are being met. The groundwork for this activity was laid in

step 7. Now is the time to do it.

18. O—Measure individual performance against performance objectives and standards.

This measurement, similar to that done in step 17, should be done regularly at predetermined intervals to see how well objectives from step 14 are met.

19. L—Take corrective action on the project (recycle project plans).

Steps 17 and

18 will provide much of the information with which to modify plans if necessary.

20. F—Deliver appropriate consequences for individual performance.

Recognition of good job performance is very effective in encouraging continued good work. If individual performance problems exist, corrections can be made and new skills acquired through self-development or revised training.

Information on Leadership Style

Ingredients for Success

- Knowledge
- Skills
- Ability
- Other factors

Two Views on development

- | | |
|--|--|
| <ul style="list-style-type: none">• Fixing weaknesses <p>— Helps</p> <ul style="list-style-type: none">• Avoid derailment• Hones rough edges• Improve relationships <p>— Hurts</p> <ul style="list-style-type: none">• Focus on problems• Takes enormous energy; may lead to square pegs in round holes• Misses half the picture | <ul style="list-style-type: none">• Building on strengths <p>— Helps</p> <ul style="list-style-type: none">• Leverage value• Prepare for new challenges• Maintain optimism and energy <p>— Hurts</p> <ul style="list-style-type: none">• May miss derailment factors• Misses half the picture |
|--|--|