Library Leadership and the Myers-Briggs Type Indicator®

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Objectives

- Identify what your MBTI® personality type suggests about your leadership style
- Apply personality type theory to your own leadership
Agenda

- Basics of the MBTI®
- MBTI® Dichotomies
- Personality Types and Librarians
- Temperaments
  - Leadership preferences
  - Leadership non-preferences
- Functions & Decision Making
- Next Steps
- Questions & Answers
Introductions

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Certified MBTI® facilitator
Director of Digital Services
Liaison to Media Arts & Design
Libraries & Educational Technologies
James Madison University
Gardner’s 9 Tasks of Leadership

1. envisioning goals
2. affirming values
3. motivating
4. managing
5. achieving a workable level of unity
6. explaining
7. serving as a symbol
8. representing the group externally
9. renewing

Gardner (1990)
What is the MBTI ®?

MBTI® = Myers-Briggs Type Indicator®

- A tool that attempts to identify an individual’s preferences.
- Looks only at normal behavior.
- No right or wrong answers—no better or worse types.
- It does not measure likelihood of success or skills.
- Should never be required or used against someone.
Popularity of the MBTI®

- Since 1975, most-taken instrument in the world.
- Most Fortune 100 companies use it.
- Millions of people take it each year.
- Translated into two dozen+ languages.
- Used in 70+ different countries.
Options for the MBTI®

- Your human resources or training office, or similar offices in nearby universities.
- **Contact me** after this webinar to discuss my MBTI® services and rates.
- **MBTI®Complete**, online version without personal feedback.
- **MBTI® Online with Personal Feedback** through the Center for Applications of Psychological Type.
- Your [local chapter of the Association for Psychological Type International](https://www.apti.org/) or the [MBTI® Master Practitioner Referral Network](https://www.apti.org/mprn) to find a certified MBTI ® practitioner geographically near you.
“Much seemingly chance variation in human behavior is not due to chance; it is in fact the logical result of a few basic, observable preferences.”

C.G. Jung
Ways to Use the MBTI®

- Become aware of different preferences
- Understand the value of each preference
- Seek out others with differences
- Work to your preferences
- Minimize or practice your non-preferences.
The MBTI® Dichotomies

- E or I
- S or N
- T or F
- J or P
Energy Flow Attitude

Where we focus our attention and get energy

Myers (1998)
## E–I Population

<table>
<thead>
<tr>
<th></th>
<th>E</th>
<th>OR</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Population</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td>49%</td>
<td></td>
<td>51%</td>
</tr>
<tr>
<td><strong>Librarians</strong>&lt;sup&gt;2&lt;/sup&gt;</td>
<td>37%</td>
<td></td>
<td>63%</td>
</tr>
</tbody>
</table>

<sup>1</sup>Myers (2003); <sup>2</sup>Scherdin (1994)
Perceiving Function

The way we take in information and the kind of information we like and trust

Myers (1998)
<table>
<thead>
<tr>
<th>Population Type</th>
<th>S</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Population¹</td>
<td>73%</td>
<td>27%</td>
</tr>
<tr>
<td>Librarians²</td>
<td>41%</td>
<td>59%</td>
</tr>
</tbody>
</table>

¹Myers (2003); ²Scherdin (1994)
Judging Function

The way we make decisions

Myers (1998)
T-F Population

General Population\(^1\)
- 40% 60%
  - 56% of men 76% of women

Librarians\(^2\)
- 60% 40%

\(^1\)Myers (2003); \(^2\)Scherdin (1994)
Outer-World Orientation Attitude

Our attitude toward the external world and how we orient ourselves to it

Myers (1998)
J-P Population

General Population\(^1\)  54\%  46\%
Librarians\(^2\)       66\%  34\%

\(^1\)Myers (2003); \(^2\)Scherdin (1994)
<table>
<thead>
<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISTP</td>
<td>ISFP</td>
<td>INFP</td>
<td>INTP</td>
</tr>
<tr>
<td>ESTP</td>
<td>ESFP</td>
<td>ENFP</td>
<td>ENTP</td>
</tr>
<tr>
<td>ESTJ</td>
<td>ESFJ</td>
<td>ENFJ</td>
<td>ENTJ</td>
</tr>
</tbody>
</table>
National Representative Sample

Myers (2003)
Librarians

Scherdin (1994)
Comparing Types

1% Myers (2003); 2% Scherdin (1994)
Temperaments

Idealists
12%
14%
16%
18%
20%

Rationals

Guardians

Artisans

INFJ
INFP
ENFP
ENFJ
INTJ
INTP
ENTP
ENTJ
ISTJ
ISFJ
ESTJ
ESFJ
ISTP
ISFP
ESTP
ESFP

US Population
Librarians

1Myers (2003); 2Scherdin (1994)
Poll

What is your temperament?
- NF : Idealist
- NT : Rational
- SJ : Guardian
- SP : Artisan
Temperaments

Idealists: NF 25%, NT 30%
Rationals: SF 40%
Guardians: SP 45%
Artisans: US Population 50%

1Myers (2003); 2Scherdin (1994)
NF: Idealists

NF : Idealists

Myers (2003); Scherdin (1994); Fleenor (1997); Scherdin (2002)
Embrace your NF Leadership Style

- **Idealists tend to:**
  - See possibilities in people and institutions
  - Communicate approval with ease
  - Demonstrate diplomacy
  - Build and then leverage relationships
  - Connect people with each other and with causes
  - Motivate with inspirational speeches and images
  - Believe in and act in accord with values
  - Want everyone to get along
  - Work to understand themselves

Myers (1998); Rutledge (2008); Tieger (1995)
Beware Your NF Non-Preferences

- **Idealists might not naturally:**
  - See the positive in conflict
  - Give criticism directly
  - Encourage opposing viewpoints
  - Make decisions with current facts and realities
  - Depersonalize
  - Let go of guilt
  - Understand that work friendships are optional

Myers (1998); Rutledge (2008); Tieger (1995)
NT : Rationals

<table>
<thead>
<tr>
<th></th>
<th>US Population</th>
<th>Librarians</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealists</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>Rationals</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Guardians</td>
<td>40%</td>
<td>45%</td>
</tr>
<tr>
<td>Artisans</td>
<td>5%</td>
<td>10%</td>
</tr>
</tbody>
</table>

1Myers (2003); 2Scherdin (1994)
NT : Rationals

Embrace your NT Leadership Style

- **Rationals tend to:**
  - Strategize for the future
  - Solve problems with creativity
  - See and understand interconnections
  - Make decisions objectively
  - Embrace conflict as positive
  - Push for continuous improvement
  - Value competence in themselves and others
  - Motivate themselves with personal challenges

Myers (1998); Rutledge (2008); Tieger (1995)
Beware Your NT Non-Preferences

- **Rationals may not naturally:**
  - Embrace simplicity
  - Consider the day-to-day and current facts
  - Consider feelings of others
  - Praise first; critique second
  - Have patience for others’ competency checklist
  - Shake off self-doubt
  - Honor authority and follow rules

Myers (1998); Rutledge (2008); Tieger (1995)
SJ : Guardians

1 Myers (2003); 2 Scherdin (1994)
SJ : Guardians

Embrace your SJ Leadership Style

- **Guardians tend to:**
  - Excel in logistics
  - Create and operate within rules and structure
  - Stay on schedule
  - Be efficient and reliable
  - Stabilize the organization
  - Be decisive and realistic
  - Respect authority
  - Embrace institutional mission and values

Myers (1998); Rutledge (2008); Tieger (1995)
Beware Your SJ Non-Preferences

- **Guardians might not naturally:**
  - Anticipate and plan for the future
  - Modify rules and schedules
  - Praise job performance of others
  - Give overviews
  - Notice complexity
  - Explain decisions beyond “because I said so”
  - Appreciate the value of change

Myers (1998); Rutledge (2008); Tieger (1995)
SP : Artisans

Idealists: 25% US Population, 25% Librarians
Rationals: 30% US Population, 35% Librarians
Guardians: 40% US Population, 45% Librarians
Artisans: 50% US Population, 5% Librarians

1Myers (2003); 2Scherdin (1994)
SP : Artisans

1Myers (2003); 2Scherdin (1994); 3Fleenor (1997); 4Scherdin (2002)
Embrace your SP Leadership Style

Artisans tend to:
- Embrace change
- Be realistic and practical
- Perform well under pressure
- Solve problems with creativity and immediacy
- Take risks in dealing with problems
- Value adaptability
- Excel at short-range projects
- Not worry

Myers (1998); Rutledge (2008); Tieger (1995)
Beware Your SP Non-Preferences

- Artisans may might not naturally:
  - Finish projects
  - Keep commitments
  - Envision long-term goals
  - Consider the future and the past
  - Consider consequences
  - Follow procedures and rules
  - Demonstrate consistency
  - Help keep the workplace free of crises

Myers (1998); Rutledge (2008); Tieger (1995)
Gardner’s 9 Tasks of Leadership

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2. affirming values
3. motivating
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6. explaining
7. serving as a symbol
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9. renewing

Gardner (1990)
Importance of the Functions

Perceiving Function
The way we take in information and the kind of information we like and trust

Judging Function
The way we make decisions
Importance of the Functions

Perceiving Function
The way we take in information and the kind of information we like and trust

Judging Function
The way we make decisions
Decision-Making Model
Final Tips

- Not everything can be explained by personality.
- Changing your behavior is easier said than done.
- Learn about yourself before you apply it to others.
- You can make educated guesses about others, but never rule out that you might be wrong.
- Don’t use type to blame others.
- Type can explain, but it doesn’t excuse behavior.
Next Steps

- Take the MBTI® if you haven’t already
- Analyze your leadership tasks.
- Practice Sensing, iNtuiting, Thinking, and Feeling.
- If you prefer extraversion, explain what you learned to someone else.
- If you prefer introversion, read any of the many books and articles about the MBTI®.


Recap

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