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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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

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 or the MBTI® Master Practitioner Referral Network to find a certified MBTI® practitioner geographically near you.

Preferences

"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 [R]

- Become aware of different preferences

- Understand the value of each preference

- Seek out others with differences

- Work to your preferences

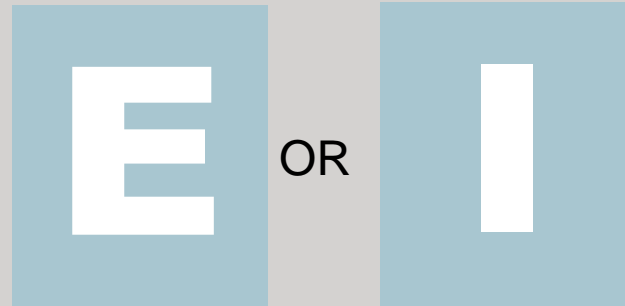- Minimize or practice your non-preferences.

The MBTI® Dichotomies

E	OR	**I**
S	OR	**N**
T	OR	**F**
J	OR	**P**

Extraversion   Introversion

Energy Flow Attitude

E OR **I**

Where we focus our
attention and get energy

E–I Population

E OR I
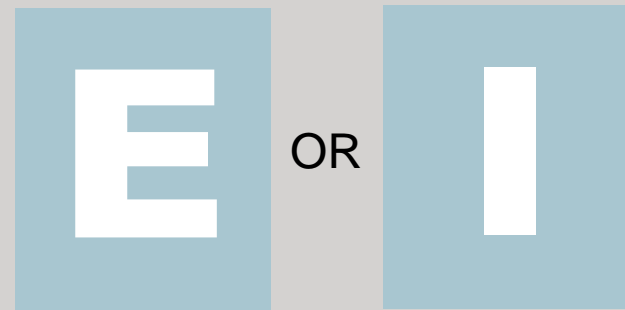
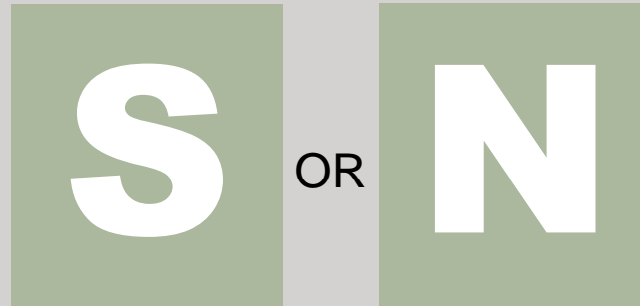|	E	I
General Population[1]	49%	51%
Librarians[2]	37%	63%

[1]Myers (2003); [2]Scherdin (1994)

Sensing   Intuition

Perceiving Function

S OR **N**

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

S-N Population

S OR **N**
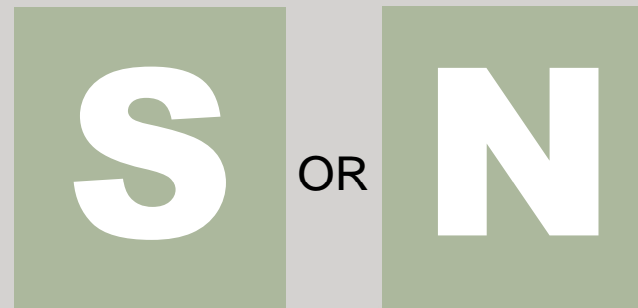
	S	N
General Population[1]	73%	27%
Librarians[2]	41%	59%

[1]Myers (2003); [2]Scherdin (1994)

Judging Function

T OR F

The way we make decisions

T-F Population

	T	OR	F
General Population[1]	40%		60%
	56% of men		76% of women
Librarians[2]	60%		40%

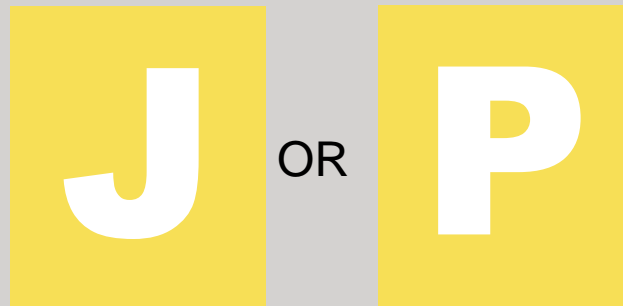[1]Myers (2003); [2]Scherdin (1994)

Judging   Perceiving

Outer-World Orientation Attitude

J OR **P**

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

Myers (1998)

J-P Population

J OR P

	J	P
General Population[1]	54%	46%
Librarians[2]	66%	34%

[1]Myers (2003); [2]Scherdin (1994)

MBTI Personality Type

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

National Representative Sample
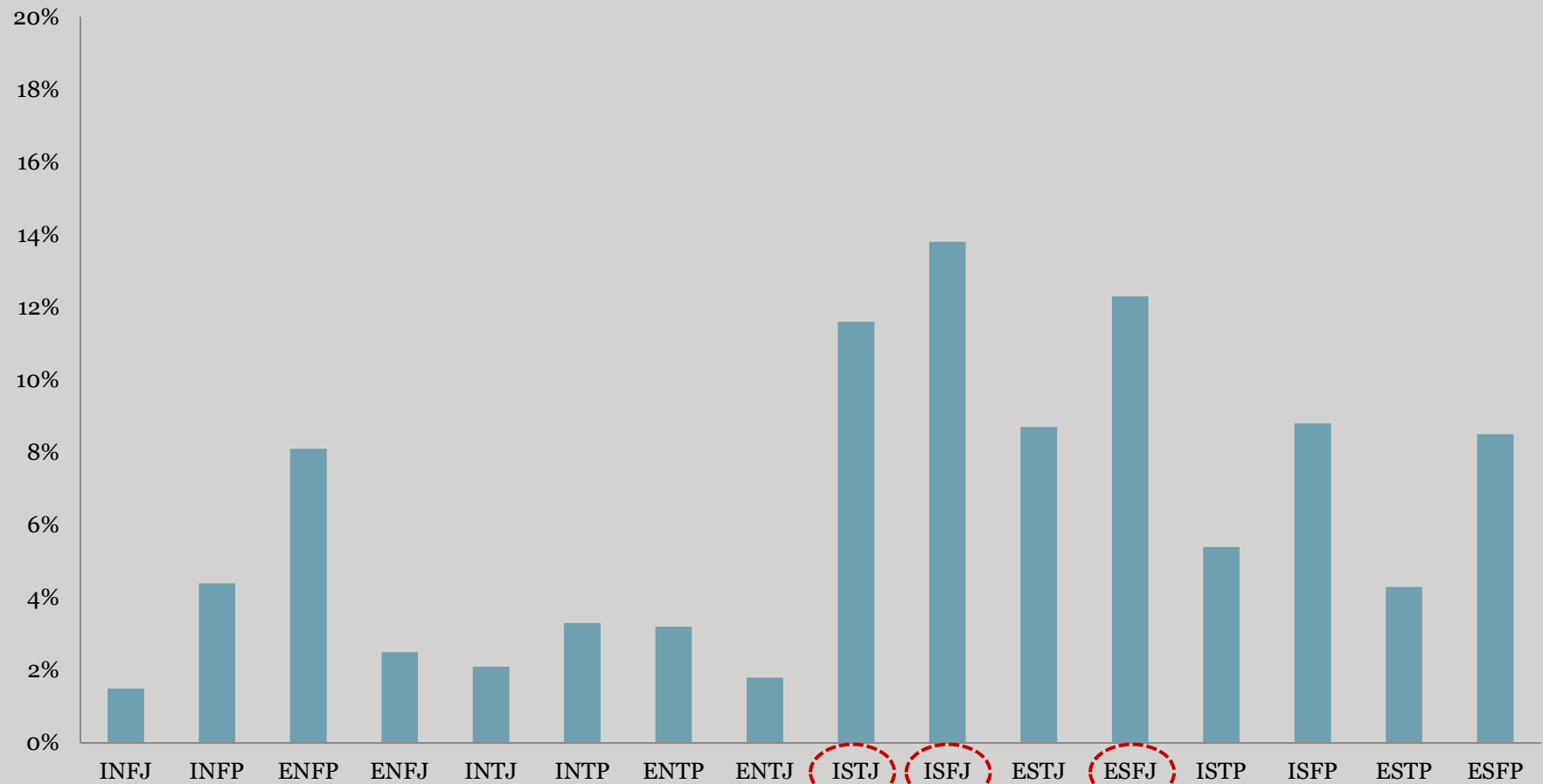
Librarians
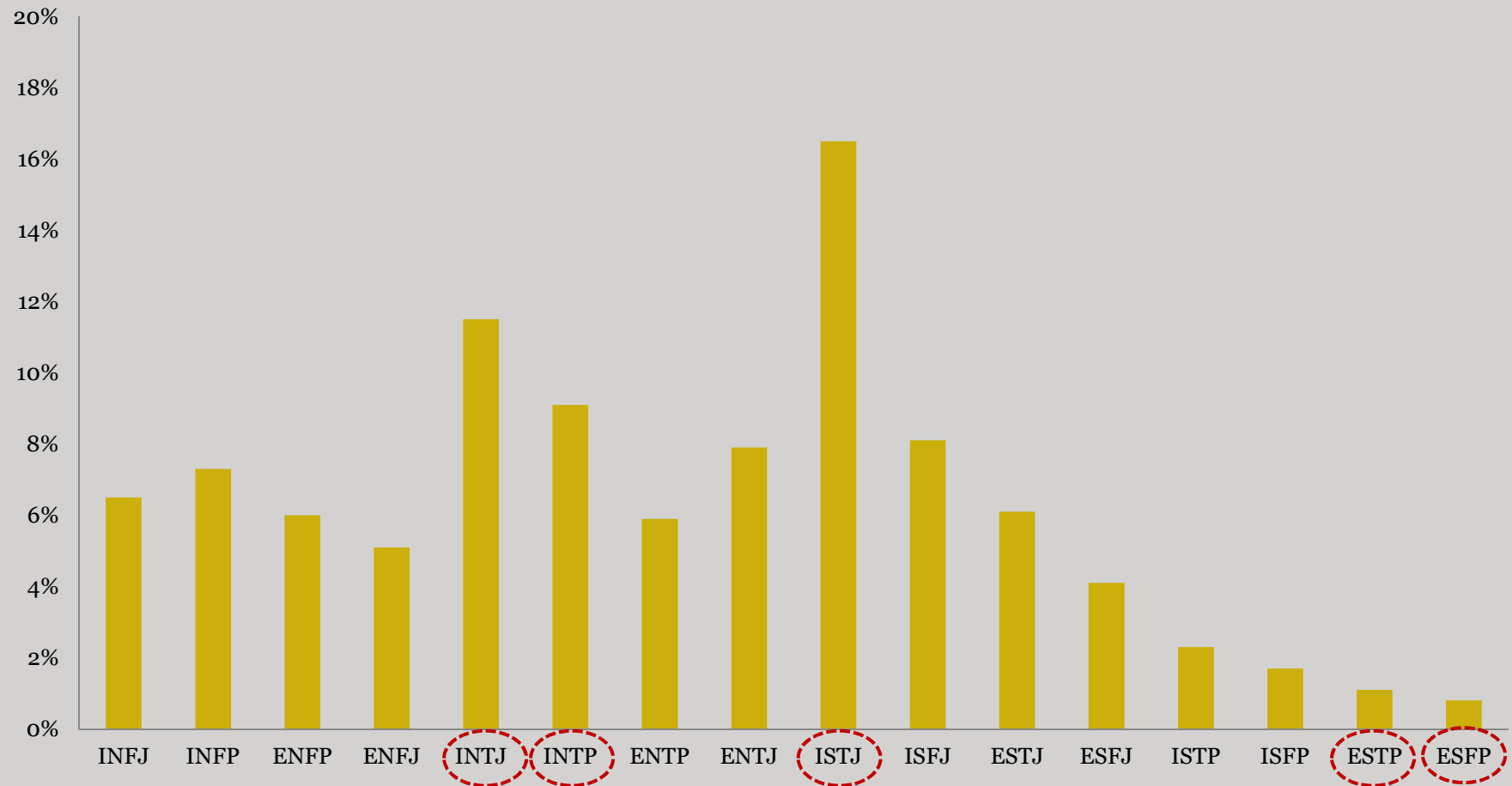
Scherdin (1994)

Comparing Types

NF   NT   SF   SP

US Population   Librarians
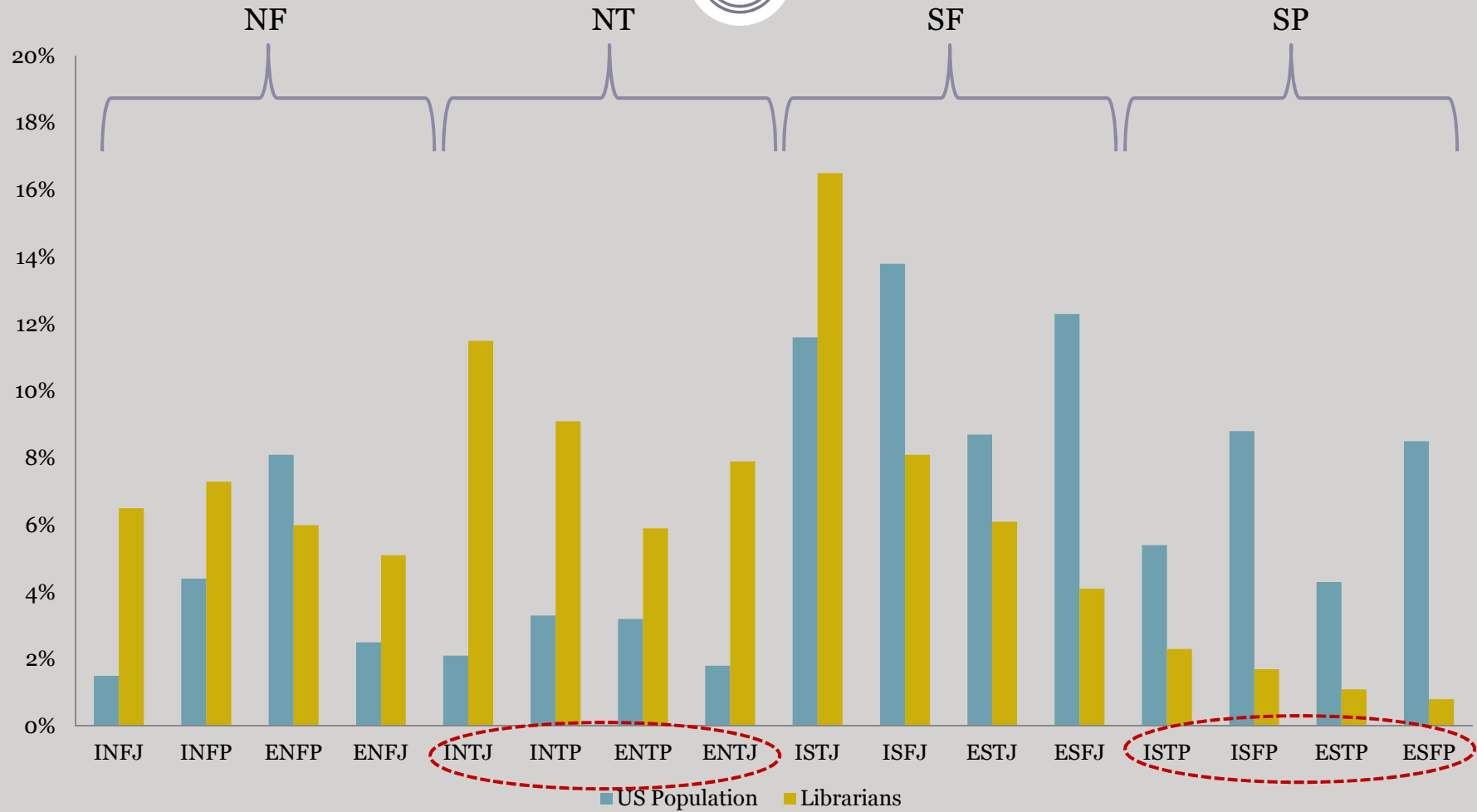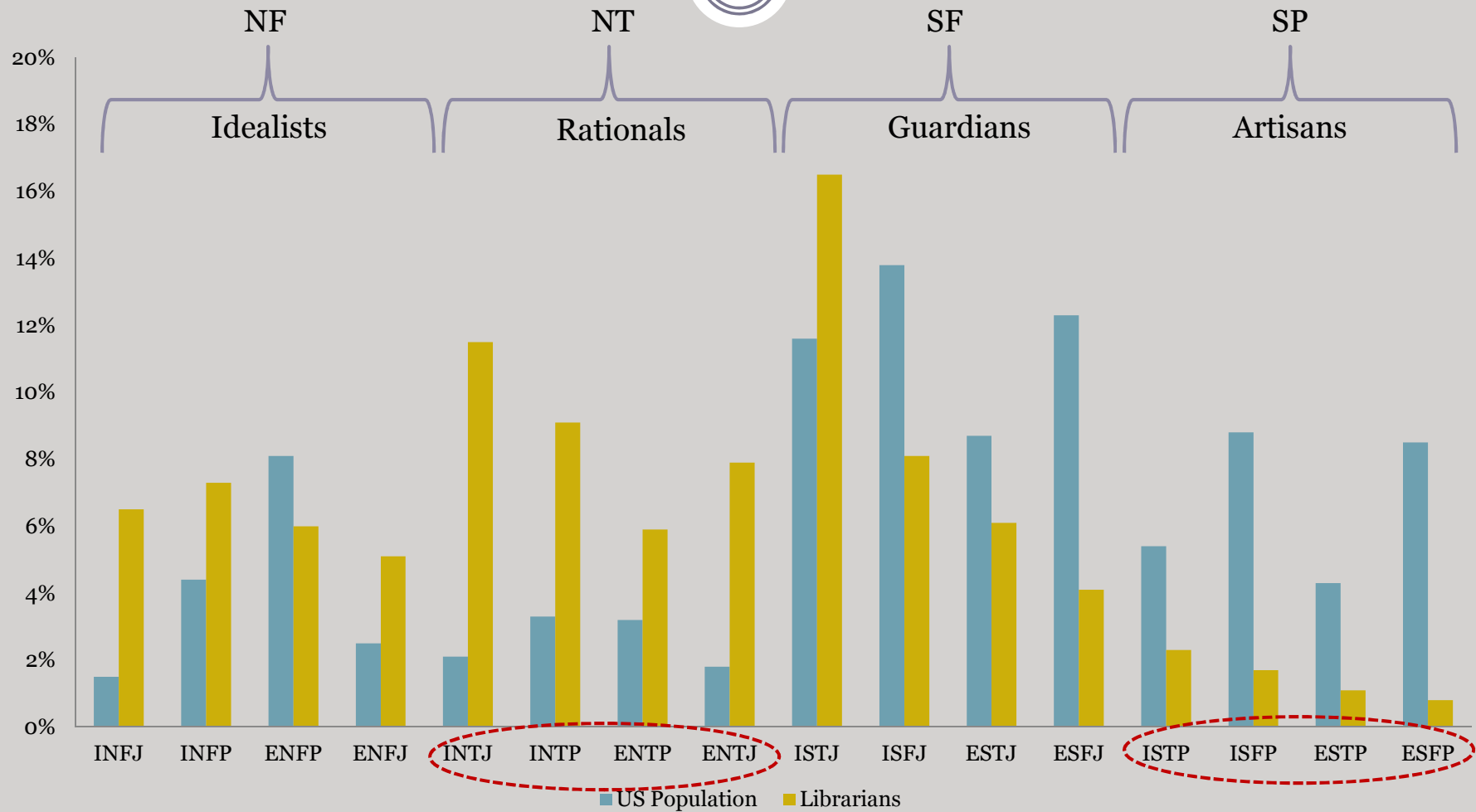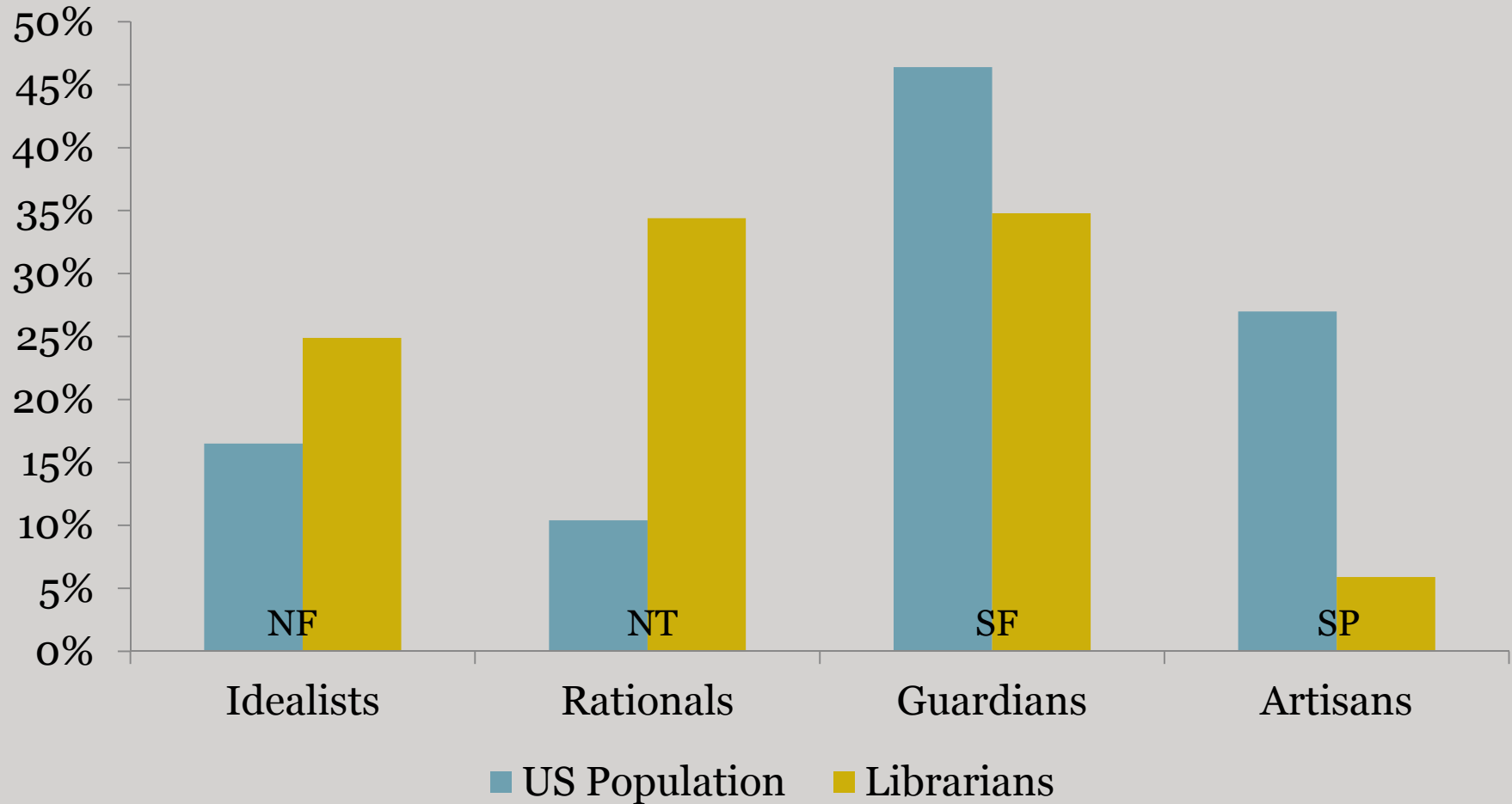
Temperaments

[1]Myers (2003); [2]Scherdin (1994)

Poll

What is your temperament?

- NF : Idealist

- NT : Rational

- SJ : Guardian

- SP : Artisan

Temperaments

NF : Idealists

NF : Idealists

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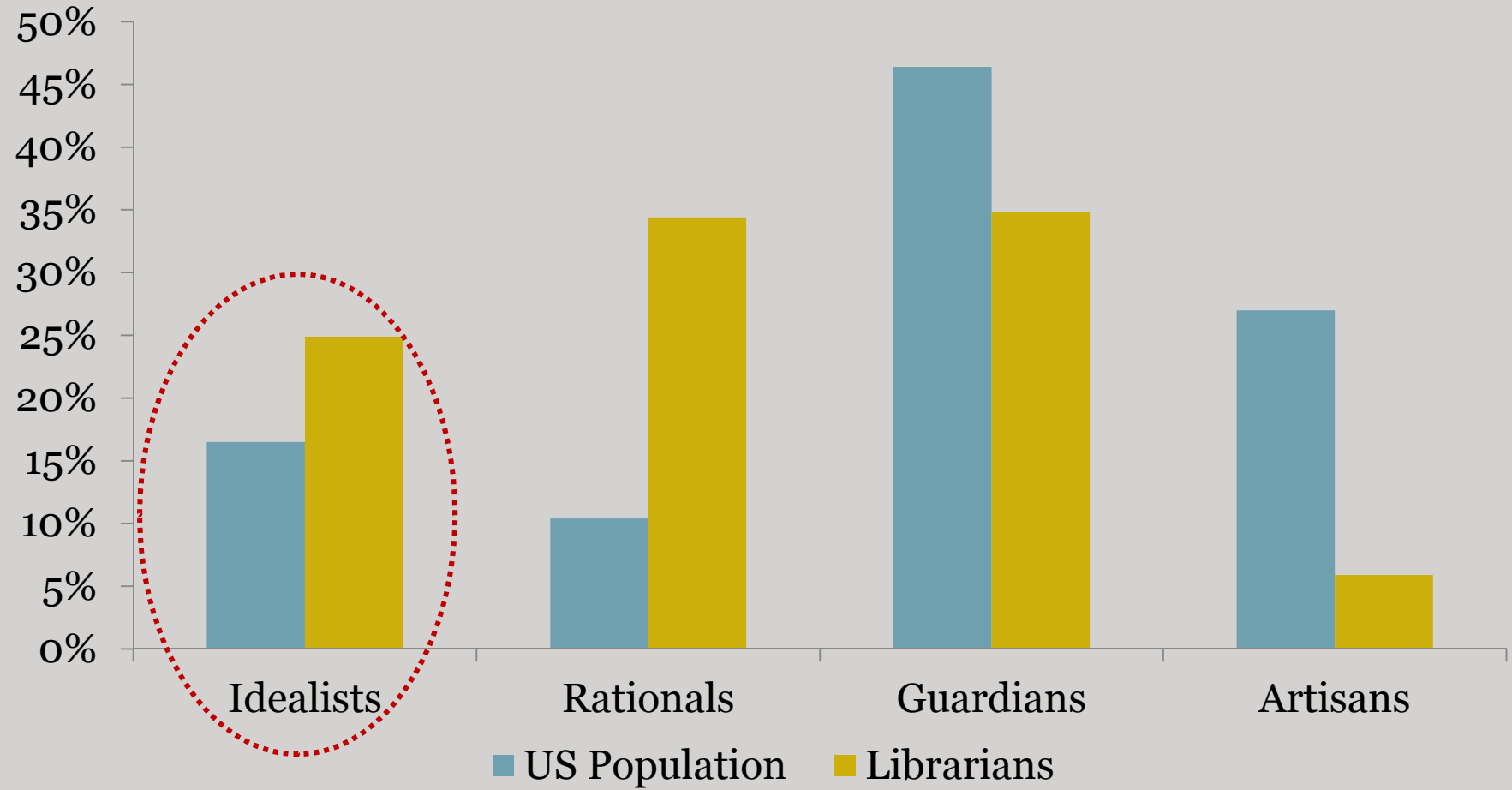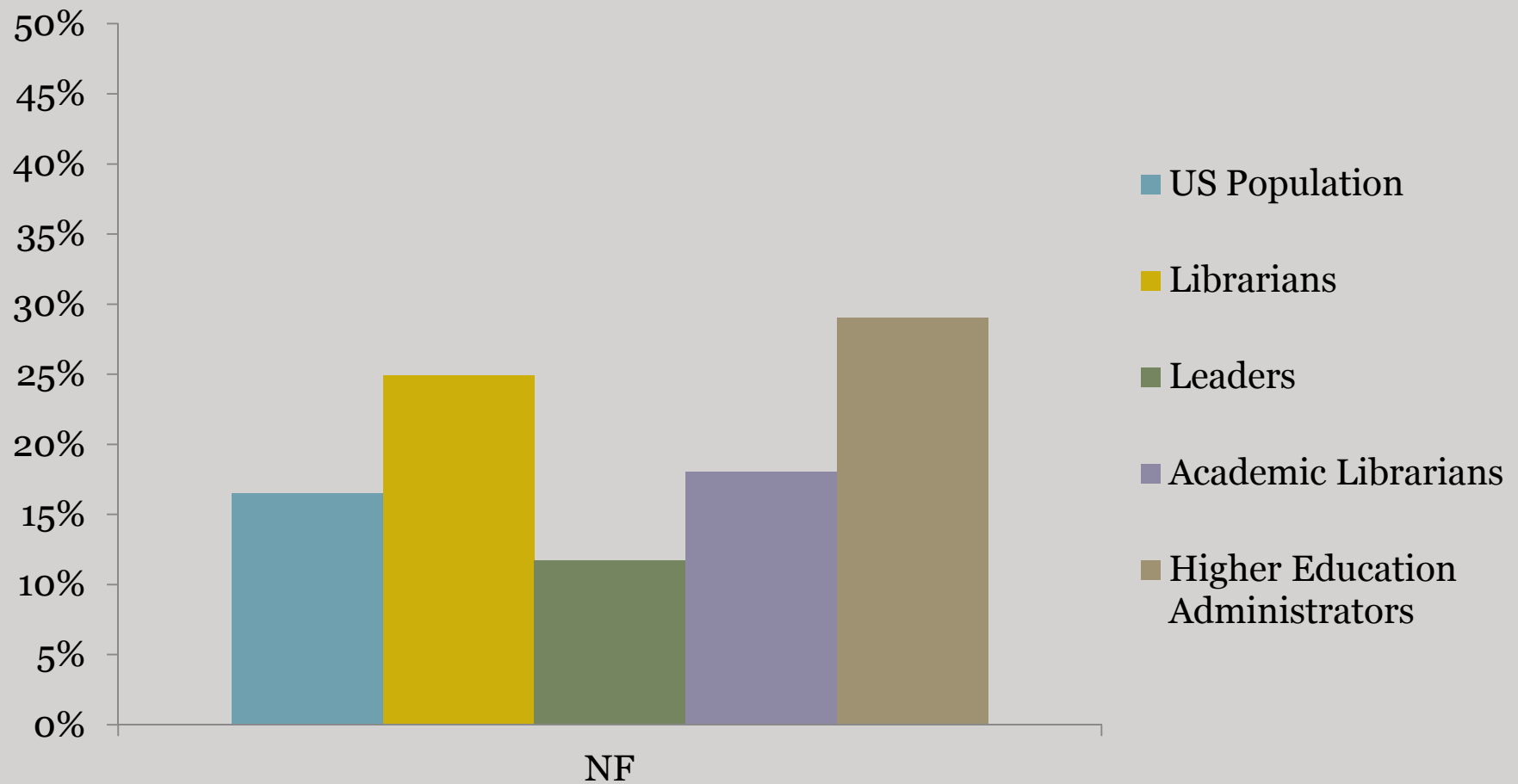
Embrace your NF Leadership Style

- 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)
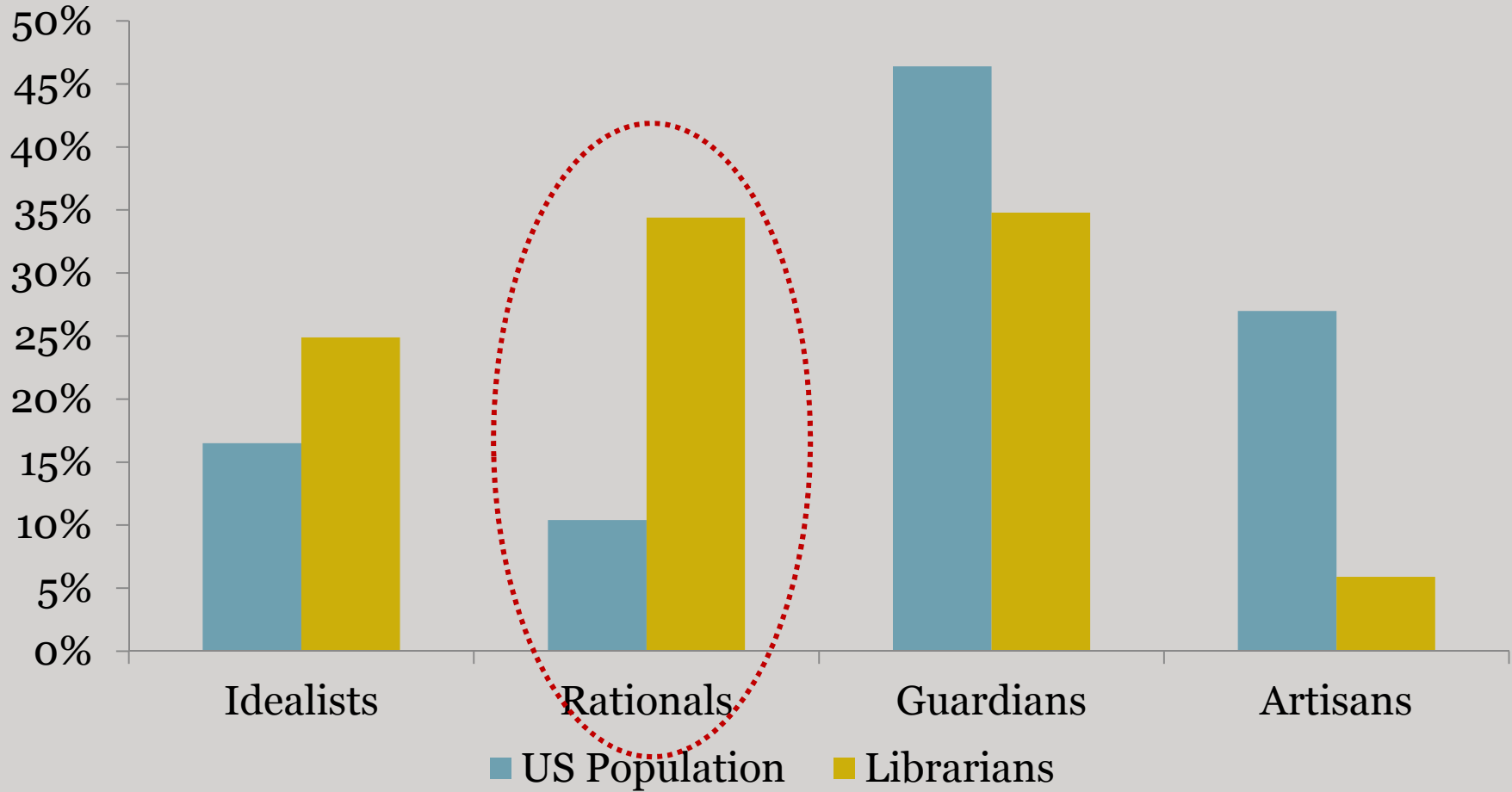
NT : Rationals

[1]Myers (2003); [2]Scherdin (1994)

NT : Rationals

Legend:
- US Population
- Librarians
- Leaders
- Academic Librarians
- Higher Education Administrators

X-axis: NT

Y-axis: 0% to 50%
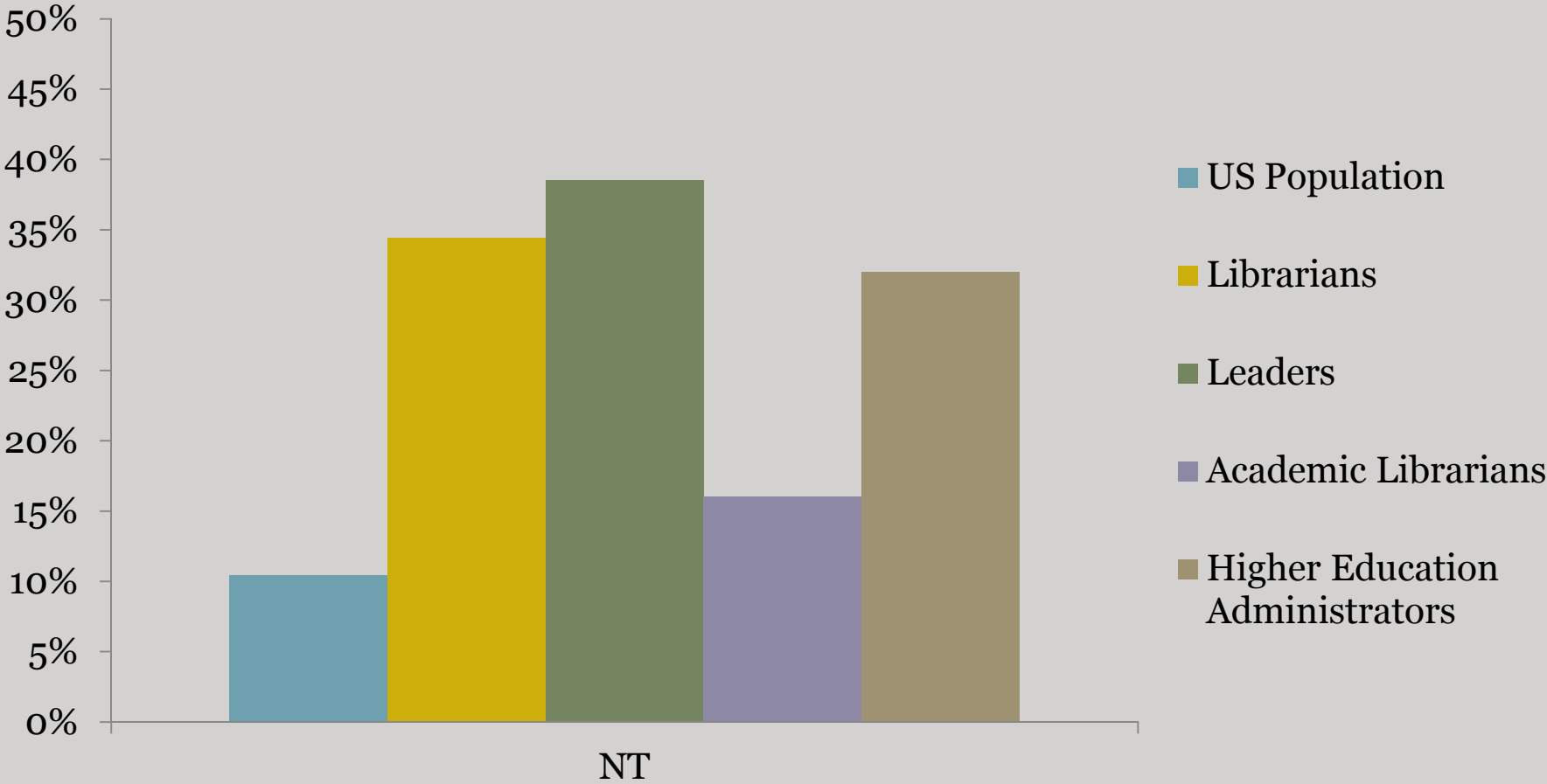
[1]Myers (2003); [2]Scherdin (1994); [3]Fleenor (1997); [4]Scherdin (2002)

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)
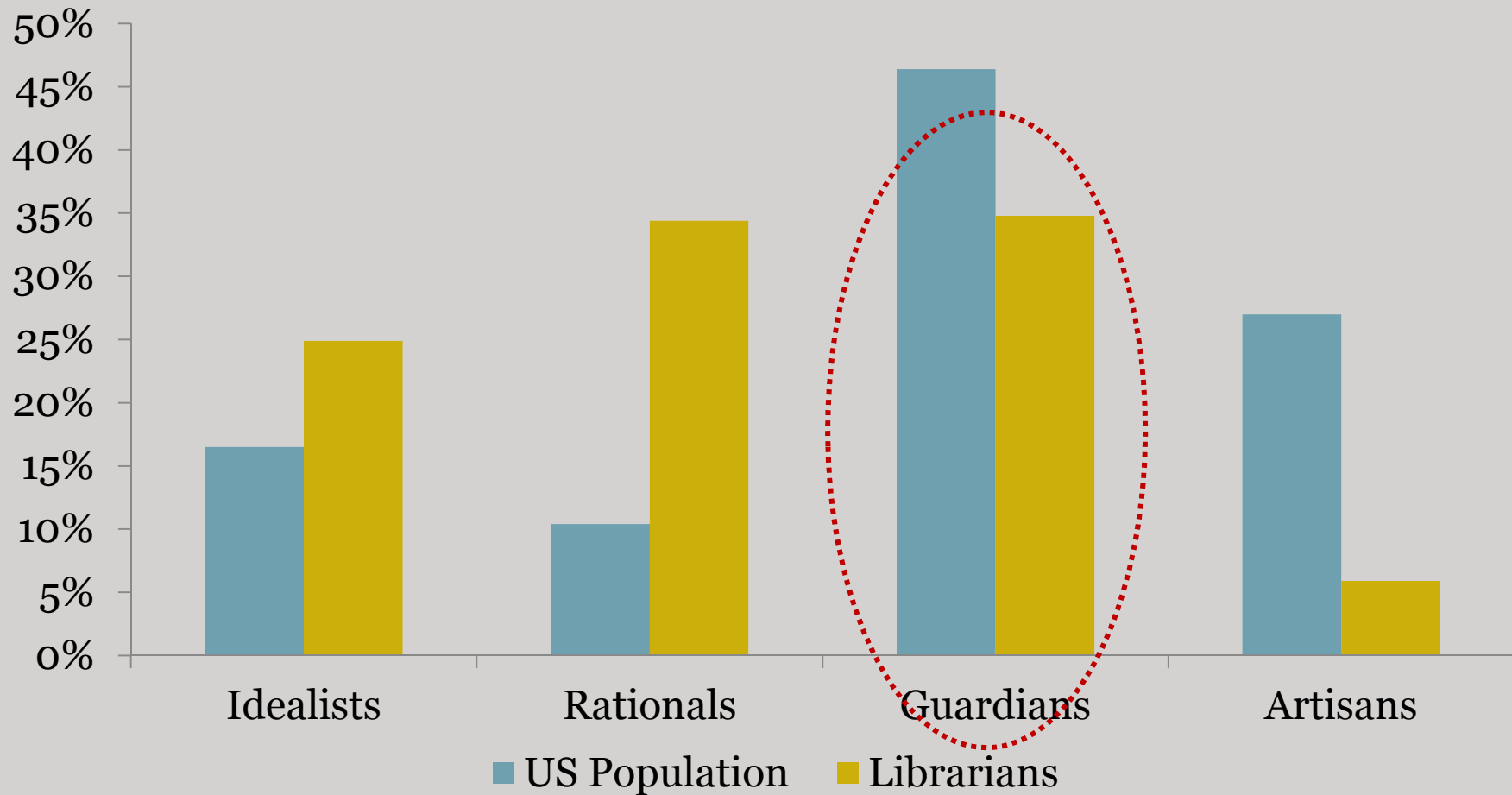
SJ : Guardians

[1]Myers (2003); [2]Scherdin (1994)

SJ : Guardians

Chart showing SJ percentages: US Population ~46%, Librarians ~35%, Leaders ~40%, Academic Librarians ~43%, Higher Education Administrators ~30%. X-axis labeled "SJ". Y-axis from 0% to 50%.

Legend:
- US Population
- Librarians
- Leaders
- Academic Librarians
- Higher Education Administrators

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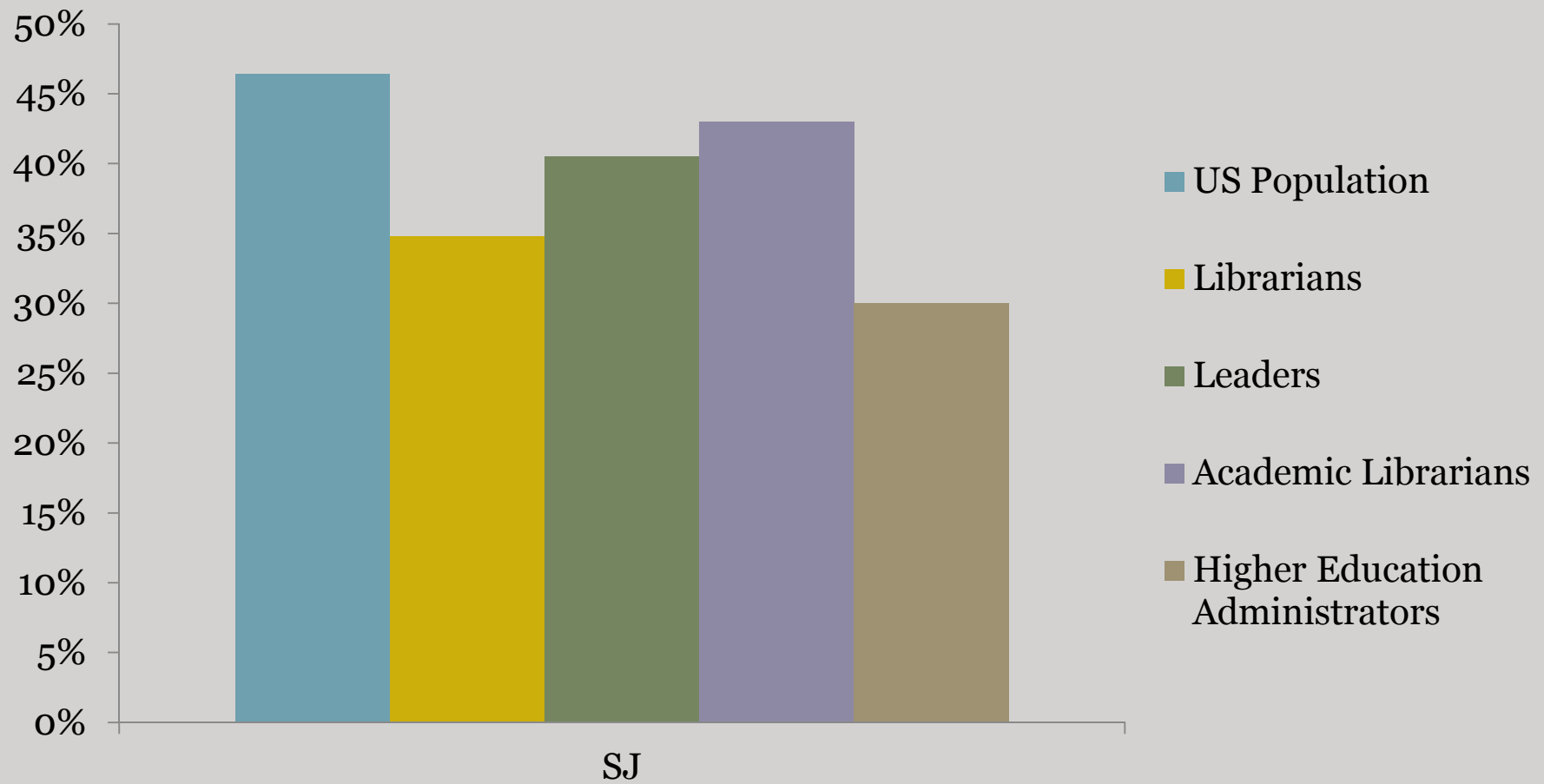
Embrace your SJ Leadership Style

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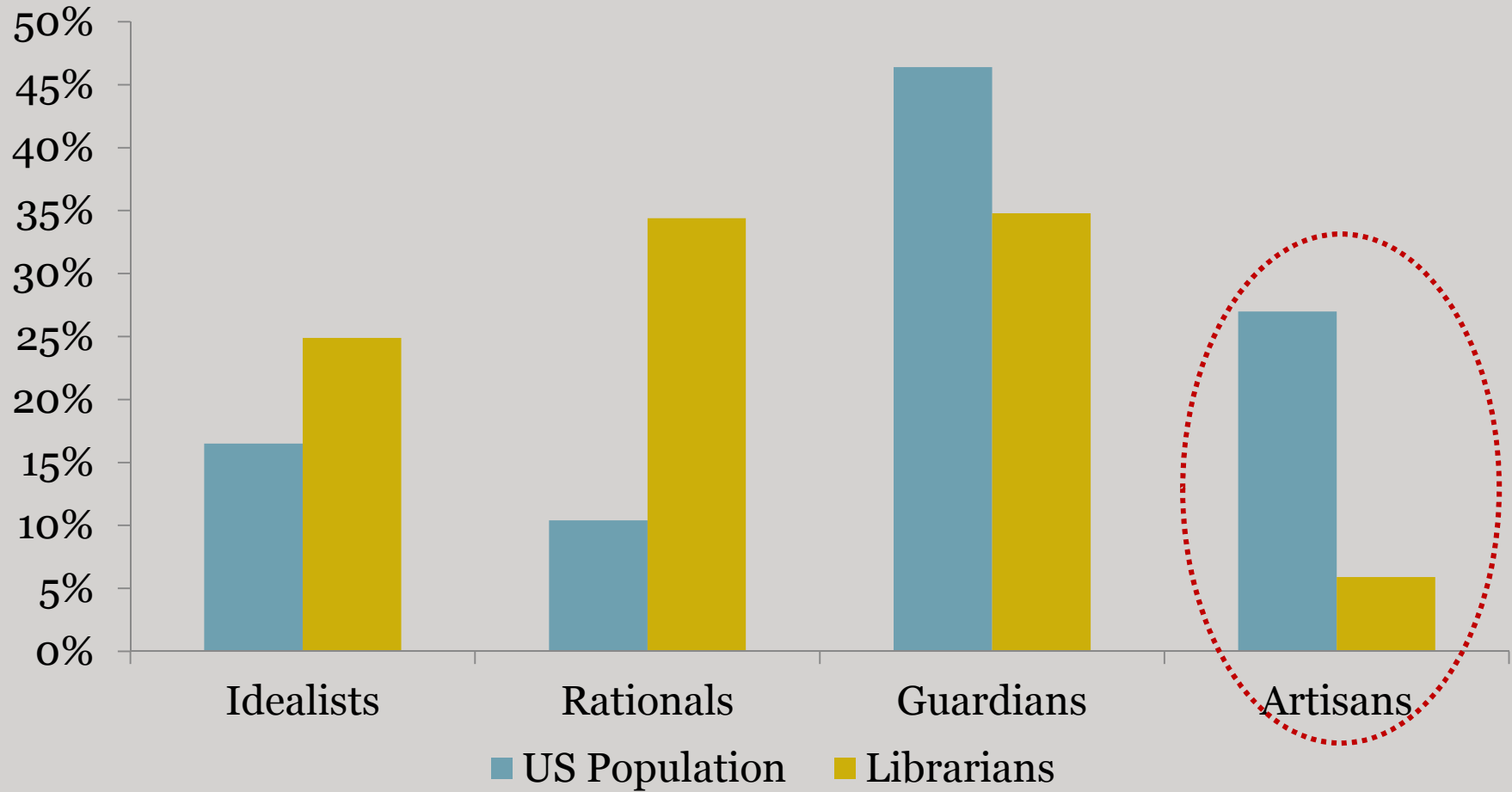 - Be efficient and reliable
  - Stabilize the organization
  - Be decisive and realistic
  - Respect authority
  - Embrace institutional mission and values

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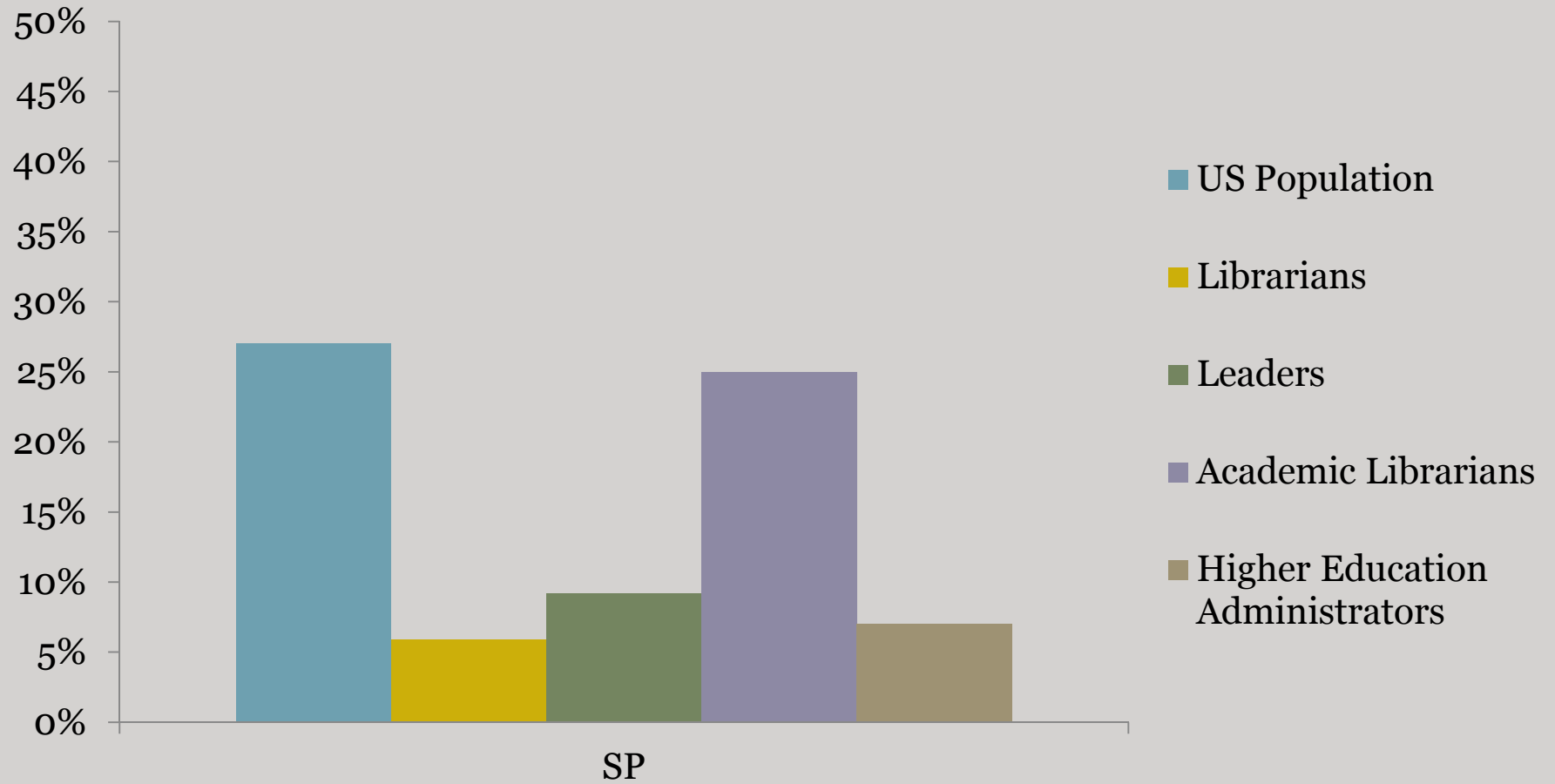
Beware Your SJ Non-Preferences

- 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

Bar chart comparing US Population and Librarians across four personality types.

- Idealists: US Population ≈16.5%, Librarians ≈25%
- Rationals: US Population ≈10.5%, Librarians ≈34.5%
- Guardians: US Population ≈46.5%, Librarians ≈35%
- Artisans: US Population ≈27%, Librarians ≈6%

Legend: ■ US Population ■ Librarians

[1]Myers (2003); [2]Scherdin (1994)

SP : Artisans

[1]Myers (2003); [2]Scherdin (1994); [3]Fleenor (1997); [4]Scherdin (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

1. envisioning goals
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7. serving as a symbol
8. representing the group externally
9. renewing

Gardner (1990)

Importance of the Functions

S

N

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

T

F

Judging Function
The way we make decisions

Importance of the Functions

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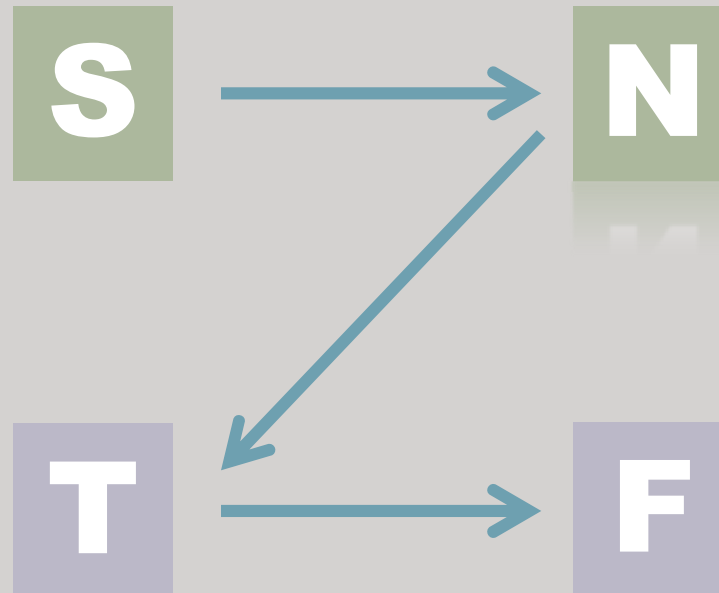
N

T

Judging Function
The way we make decisions

F

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®.

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Recap

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