

INVEST HEALTH

Strategies for Healthier Cities

A Project of the *Robert Wood Johnson Foundation*
and *Reinvestment Fund*



Understanding Me, You, and Us

Psychological Type and Team Dynamics; Created by CPP, Inc.

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Objectives

- ▶ Increase understanding of personality types and preferences
- ▶ Increase self-awareness regarding your preferences, strengths and challenges
- ▶ Increase your awareness of how personality can impact team functioning (**Problem solving, Communication and Conflict Management**)

The four preferences are . . .

Extraversion

or

Introversion

Sensing

or

INtuition

Thinking

or

Feeling

Judgment

or

Perceiving

Key Words Associated with E-I



Extraversion

Action

Outward

People

Interaction

Many

Expressive

Do-Think-Do



Introversion

Reflection

Inward

Privacy

Concentration

Few

Quiet

Think-Do-Think

Key Words Associated with S–N



Sensing

Facts
Realistic
Specific
Present
Keep
Practical
What is



Intuition

Ideas
Imaginative
General
Future
Change
Theoretical
What could be

Key Words Associated with T–F



Thinking

Head

Detached

Things

Objective

Critique

Analyze

Firm but fair

Feeling

Heart

Personal

People

Subjective

Praise

Understand

Merciful

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Key Words Associated with J–P



Judging
Organized
Decision
Control
Now
Closure
Deliberate
Plan



Perceiving
Flexible
Information
Experience
Later
Options
Spontaneous
Wait

MBTI® Theory

- Four pairs of opposites—like our right and left hands. We all use both sides of each pair, but one is our natural preference.
- The MBTI® instrument is designed to indicate those inborn preferences.
- The MBTI instrument is *not* designed to measure skills or effects of environment.

16 Personality Types

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

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Typical E-I Differences

E groups may

- Talk more, show energy and enthusiasm
- Respond to questions immediately
- Interrupt
- Give nonverbal information—gestures, etc.

I groups may

- Reflect more, be quieter, keep enthusiasm inside
- Reflect before responding to questions
- Wait for space
- Be more contained, harder to read (reactions are inside)

E-I Splitting Activity

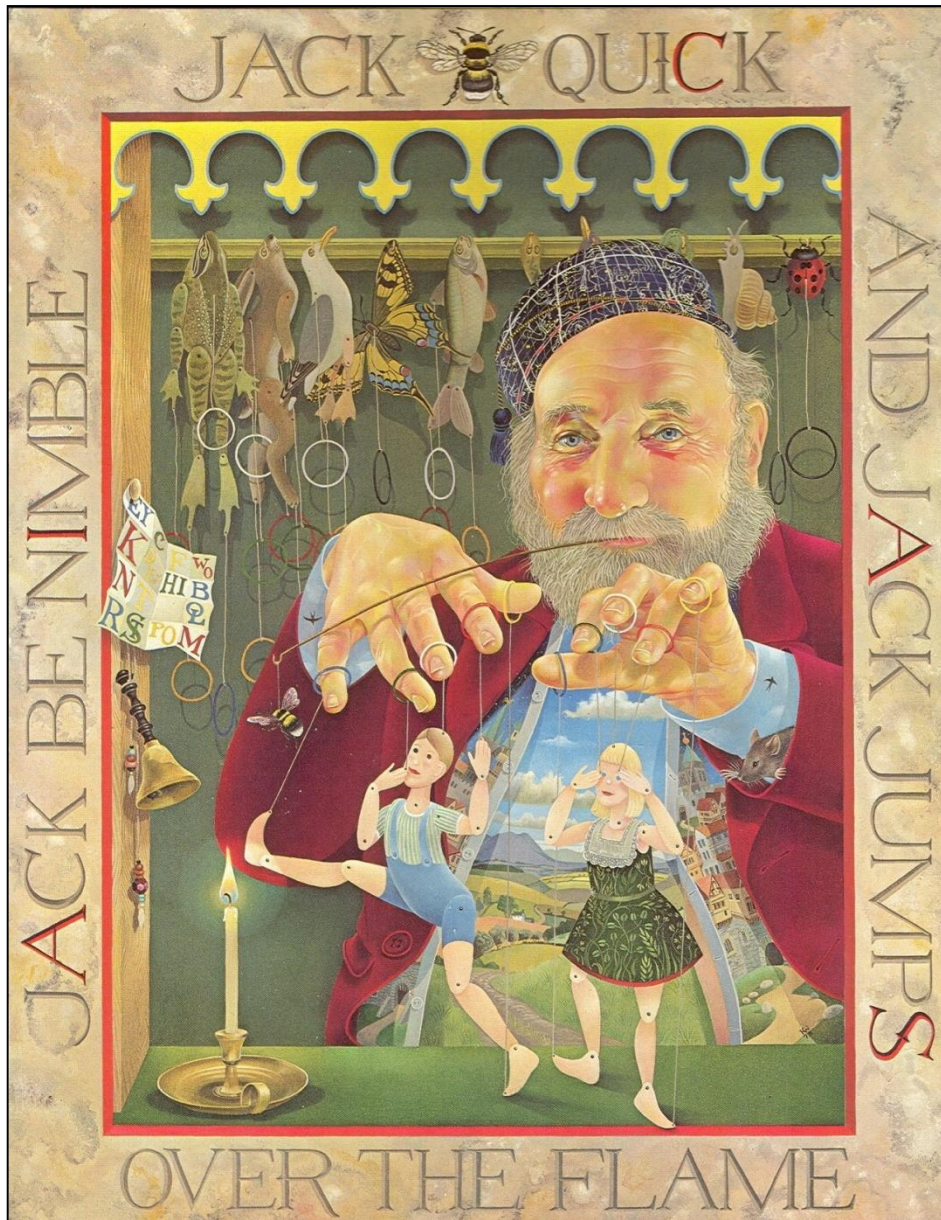
Form groups of all **E**s and all **I**s (5 min)

- What are the implications and applications of these differences for us at work? On teams?
 - Communication challenges?
 - Misunderstanding between the two types?
 - Our interactions at work?
 - Requests and agreements?

S–N Splitting Activity

Form groups of all **S**s and all **N**s.

- Look at the following picture for 30 seconds, in silence
- Then discuss with your group **what you saw** and record your observations



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Christopher Williams, *Sir Isaac Newton (Masquerade)*, J. Cape, 1979). Used with permission of the artist.



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People with a Preference for Sensing

- Describe what they literally see:
 - Physical attributes of the picture (color, shapes, artist's name, size)
- Then try to make sense out of the shapes—object sense
- Others can usually see the identified shapes

People with a Preference for Intuition

- Interpret the picture, seeing possibilities and meanings that connect to them
- Often make up a story about the picture
- May come up with a big-picture interpretation of the meaning

What Can We Conclude?

- When we all look at the same image, we see different things
- What are the implications and applications of this activity for our team?
- We must remember that we all trust our own perceptions, while acknowledging that there are many other ways of seeing the same object/situation

T–F Splitting Activity

Form groups of all **T**s and all **F**s:

- Imagine that you have been invited to a party with a close friend
- Your friend arrives, ready for the party. You look at what the person is wearing and say to yourself, “**Oh no! Is he/she really going to wear that?**”
- What do you do and say in this situation? Discuss in your group.

T–F Activity Examples

- **Thinking types** concentrate on achieving their desired outcome—the friend changes clothes
- **Feeling types** think of how the friend will feel at the party
- **Thinking types** are frank and to-the-point in stating their views about the clothing
- **Feeling types** are concerned about embarrassing the person, take a more tactful, indirect approach

T–F Activity Examples (cont.)

What are the implications and applications of this activity for our team?

- **Thinking types** look for faults and helpfully point them out
- **Feeling types** look for good things and point them out
- What value does each bring to the team?

J–P Splitting Activity

Form groups of all **J**s and all **P**s

- Assume that the people in your group are all friends
- You're getting together to celebrate one member's birthday
- What do you do?

J–P Activity Examples (cont.)

What are the implications and applications of this activity for our team?

- At work, there will always be a plan, but Js and Ps frustrate each other with the way they develop and implement plans
- We need to negotiate what's decided and where there is flexibility
- We need to negotiate checkpoints and midcourse corrections

Recap: Constructive Use of Differences

Improve team performance by:

- Becoming aware of differences
- Acknowledging the value of differences
- Practicing new behaviors, seeking out others with differences
- Incorporating different perspectives into our interactions

Team Report



What is in the Team Report ?

- Team's personality type
- Team Strengths
- Team's potential blind spots
- Your individual contributions to the team
- Your potential blind spots
- Team problem solving and your preferred problem-solving style
- Team communication and your preferred communication style

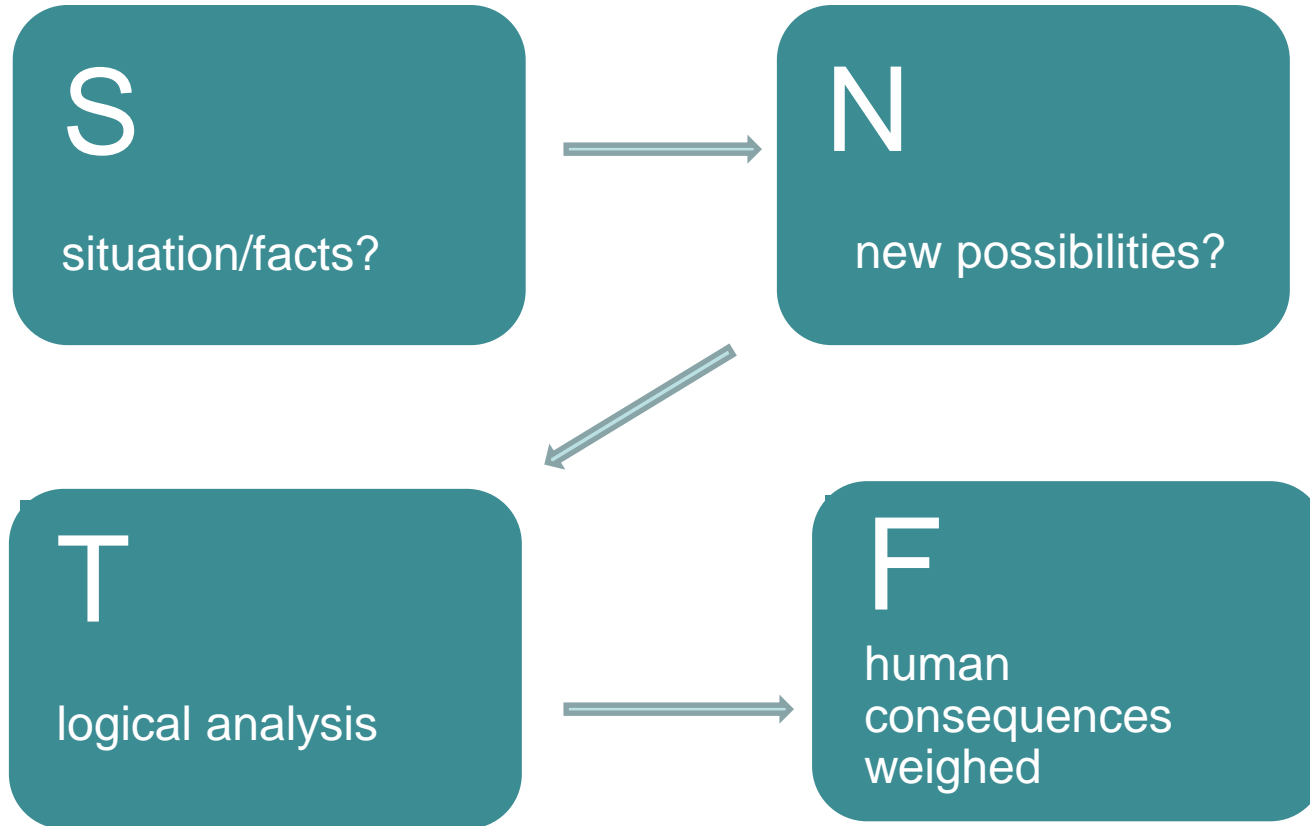
Team Report continued

- Team conflict and your conflict style
- Similarity/diversity on your team
- Organizational influences on your team
- Team and individual action plans

The Zig-Zag Process: Model for Problem Solving

- Myers recommends...
 - “When you have a problem to solve, exercise one of the four mental processes at a time, consciously and purposefully...”
 - Should be done without interference from the others
 - In this order: **S**, **N**, **T** and **F**

Zig-Zag Process



Team Tasks

- Share your validated Type with your team members; Scan Report together
- Discuss Team Strengths and Blind Spots
- Analyze your Team's experience in problem solving
- Discuss Type implications on Team Communication
- Discuss Team Conflict

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