



What's My Type? Traits at Work

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Review

- How did your 360 turn out? Anything surprising?
- How can the Keirsey Temperament Sorter impact your 360 or your goals?
- What's the role of traits in evaluating leadership effectiveness?

A Quick **ASSESSMENT**



A Review of **TRAITS**

- What's the **VALUE** of **TRAIT-BASED** assessments?
- What **ASSESSMENTS** have you taken in the **PAST**?
 - Affirmations? Surprises?
- What's the value of your **KEIRSEY TEMPERAMENT SORTER** results?
- What's a **TRAIT**? What's a **STATE**?



The **Jim Twins**: **State** or **Trait**?

- Jim Lewis and Jim Springer met for the first time at age 39. Both grew up just 50 miles from each other in Ohio.
- Both married twice. First to Linda, then to Betty.
- Both had sons named James Allan.
- Both owned a dog named Toy.
- Both made dollhouse furniture, smoked the same brand cigarettes, drank the same brand beer, drove Chevy, been sheriff deputies, vacationed at the same Florida beach, had similar brain waves and handwriting.
- Both scored exactly the same on personality tests. So much so, it was like the same person took the test twice.



The **Jim Twins**: **State** or **Trait**?

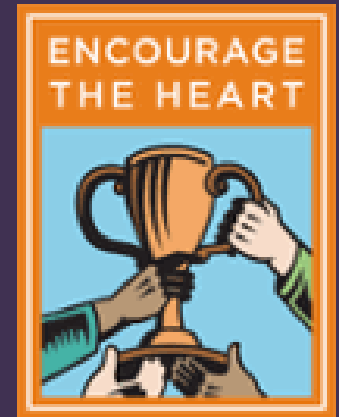
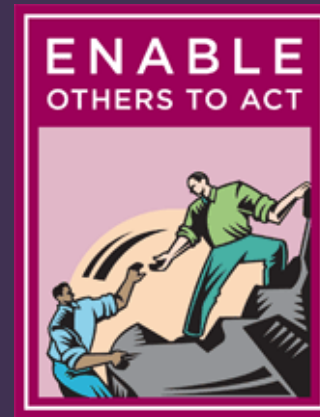
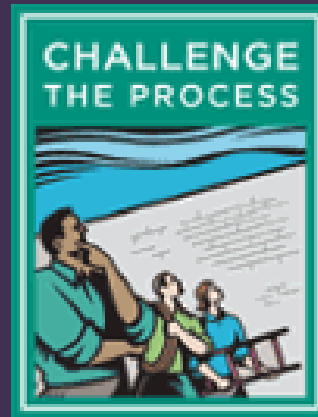
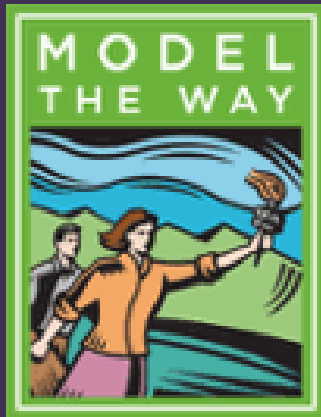
<https://youtu.be/HbNVIWMC7fU>



Minnesota Center for Twin & Family Research
www.mctfr.psych.umn.edu



About **LEADERSHIP**: The Effects of **CHARACTER TRAITS** on **LEADERSHIP**



<https://www.youtube.com/watch?v=tl6T08b-E60>

<https://www.youtube.com/watch?v=Dn8Raentmt4>



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More **TRAITS**:

- Drive
- Leadership motivation
- Honesty and integrity
- Self-confidence
- Cognitive ability
- Knowledge of business



The **BIG 5** Personality Test

OPENNESS - imagination, adventurous and curiosity. High scorers tend to have a broad range of interests

CONSCIENTIOUSNESS - thoughtfulness, good impulse control and goal-oriented behaviors. Organized and mindful of details

EXTRAVERSION - excitability, sociability, talkativeness, assertiveness and high expressiveness

AGREEABLENESS - trust, altruism, kindness, affection and prosocial behaviors

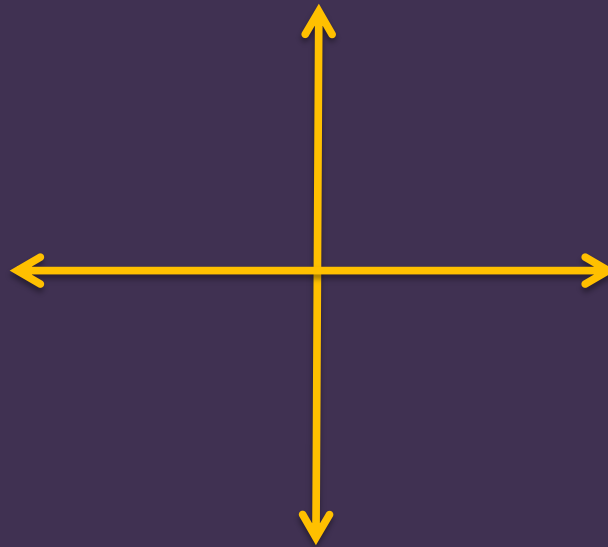
NEUROTICISM (Emotional Stability) - Individuals high in this trait demonstrate more anxiety, moodiness, irritability and sadness

<http://www.outofservice.com/bigfive/>

WALK Around

Active, fast-paced,
assertive, dynamic, bold

Questioning,
logic-focused,
objective,
skeptical,
challenging



Accepting,
people-focused,
empathizing,
receptive,
agreeable

Thoughtful, moderate-
paced, calm,
methodical, careful

TEMPERAMENT as a **PREFERENCE**



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TEMPERAMENT as a PREFERENCE



Types **SUMMARY**

- **ARTISAN**
 - ISFP, ISTP, ESFP, ESTP
- **GUARDIAN**
 - ISTJ, ISFJ, ESTJ, ESFJ
- **RATIONAL**
 - INTP, INTJ, ENTP, ENTJ
- **IDEALIST**
 - INFP, INFJ, ENFP, ENFJ

Which one are you?

http://keirsey.com/4temps/overview_temperaments.asp



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ARTISAN

- Typically optimistic, focused on immediacy and the present.
- Pride themselves in being unconventional, bold and spontaneous.
- Highly adaptable to change, craves excitement and new experiences.
- Prone to impulsive action and/or risk-taking.
- Desires recognition of talent and/or accomplishments
- Strength - Tactical



GUARDIAN

- Pride themselves on being dependable, helpful and hard working.
- Put emphasis on schedules, deadlines, and respect for established procedure.
- Cautious in action, usually preferring stability and routine to innovation.
- Function well within bureaucracies.
- Identify strongly with authority and tradition.
- Strength - Logistical



RATIONAL

- Pragmatic, skeptical and focused on problem solving and analysis.
- Value ingenuity, independence and self-control.
- Impatient with redundancy, inefficiency or tradition for tradition's sake.
- Excel at long-range vision and strategy; drawn to innovation and technology.
- Strength - Strategic



IDEALIST

- Enthusiastic, trusting and passionate in explaining their beliefs.
- Pride themselves on authenticity, sensitivity to others and intuition.
- Generous and driven to bring out the best in those around them.
- Dislikes conflict and disagreements, usually preferring to avoid them.
- Strength - Mediator



TYPES and TEAMS

Teams with similar types ...

Teams with diverse types ...

IN YOUR GROUPS, discuss how a leader with **EACH PARTICULAR TEMPERAMENT TYPE** might:

- Communicate
- Deal with Conflict
- Problem solve and make decisions
- Lead organizational change
- What are the **strengths** and **challenges** faced by each type in a team setting?

How does **LEADERSHIP DEVELOPMENT** incorporate **TEMPERAMENT**?

What else?

Temperament may affect many different areas within an organization.

**WHAT OTHER ORGANIZATIONAL OR
OPERATIONAL FUNCTIONS ARE IMPACTED
BY TEMPERAMENT ?**



What's **MORE** Important?

Knowing **YOUR** type or your **EMPLOYEES'** types?

What about your **BOSS**?



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Case Study

- How does individual temperament affect interactions in a team environment?
- How does Stephen's temperament, specifically, affect the potential outcomes of the implementation?
- What are some of the strengths and challenges that are facing the team, both from an individual and group perspective? These may include communication, conflict, and decision-making processes.
- What task(s) might you assign each team member in order to get the best results from the team?



Questions on **TRAITS** and **TYPES?**



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