

# Understanding Our Personality Traits

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## Our Differences

- ▶ How we focus
  - Extraversion
  - Introversion
- ▶ How we gather information
  - Sensation
  - Intuition
- ▶ How we make decisions
  - Thinking
  - Feeling
- ▶ How we take action
  - Judging
  - Perceiving

## **EXTRAVERSION**

- ▶ Energized by other people, external experiences
- ▶ Acts, then reflects
- ▶ Is often talkative
- ▶ Expresses thoughts and emotions freely
- ▶ Needs relationships
- ▶ Gives breath to life

## **INTROVERSION**

- ▶ Energized by inner resources, internal experiences
- ▶ Reflects, then acts
- ▶ Is often reserved; quiet; hard to know
- ▶ Keeps thoughts and emotions private
- ▶ Needs privacy
- ▶ Gives depth to life

## Summary of Comparisons of Extraversion and Introversion

- ▶ Energy
  - Extravert - Directed outward toward people and things
  - Introvert - Directed inward toward concepts and ideas
- ▶ Focus
  - Extravert - Change the world; confident, accessible
  - Introvert - Understand the world; reserved; questioning
- ▶ Orientation
  - Extravert - After thinkers
  - Introvert - Fore thinkers
- ▶ Work Environment
  - Extravert - Seeks variety and action
  - Introvert - Seeks quiet for concentration

## SENSING

- ▶ Sees specific parts and pieces
- ▶ Lives in the present
- ▶ Prefers handling practical matters
- ▶ Likes things that are definite, measurable
- ▶ Starts at the beginning; takes a step at a time
- ▶ Works hands-on with the parts to understand the overall design
- ▶ Enjoys using and refining the known and familiar

## INTUITION

- ▶ Sees patterns and relationships
- ▶ Lives toward the future, anticipating what might be
- ▶ Prefers imagining possibilities
- ▶ Likes opportunities for being inventive
- ▶ Jumps in anywhere; leaps over steps
- ▶ Studies the overall design to understand how the parts fit together
- ▶ Enjoys experimenting with the new and different

## Summary Comparison of Sensing and Intuition

- ▶ Mode of Perception
  - Sensing - Five Senses
  - Sensing - Reliance on experience
  - Intuition - “Sixth” Sense
  - Intuition - Reliance on possibilities
- ▶ Focus
  - Sensing - Detailed; practical; present
  - Intuition - Innovation; expectation; future
- ▶ Orientation
  - Sensing - Live life as it is
  - Intuition - Change, rearrange life
- ▶ Work Environment
  - Sensing - Prefers learned skills; precise; factual
  - Intuition - Identifies complex patterns; looks at big picture

## **THINKING**

- ▶ Decides with the head
- ▶ Driven by logic
- ▶ Concerned with principles such as truth, justice
- ▶ Sees things as an on-looker from outside the situation
- ▶ Takes a long range view
- ▶ Spontaneously critiques
- ▶ Good at analyzing plans

## **FEELING**

- ▶ Decides with the heart
- ▶ Goes by personal convictions
- ▶ Concerned with values such as relationships, harmony
- ▶ Takes an immediate and personal view
- ▶ Sees things as a participant from within a situation
- ▶ Takes an immediate and personal view
- ▶ Spontaneously appreciates
- ▶ Good at understanding people

## Summary Comparison of Thinking and Feeling

- ▶ Mode of Decision Making
  - Thinking - Based on logic of the situation
  - Feeling - Based on human values and needs
- ▶ Focus
  - Thinking - Things; truth; principles
  - Feeling - People; tact; harmony
- ▶ Orientation
  - Thinking - Solves problems
  - Feeling - Supports others
- ▶ Work Environment
  - Thinking - Is brief; acts impersonally
  - Feeling - Is naturally friendly; acts personally

## JUDGMENT

- ▶ Prefers an organized lifestyle
- ▶ Likes definite order and structure
- ▶ Likes to have life under control
- ▶ Enjoys being decisive
- ▶ Likes limits and categories
- ▶ Feels comfortable establishing closure
- ▶ Handles deadlines, plans in advance

## PERCEPTION

- ▶ Prefers a flexible lifestyle
- ▶ Likes going with the flow
- ▶ Prefers to experience life as it happens
- ▶ Enjoys being curious; discovering surprises
- ▶ Likes freedom to explore without limits
- ▶ Feels comfortable maintaining openness
- ▶ Meets deadlines by last minute rush

## Summary Comparison of Judgment and Perception

- ▶ Lifestyle
  - Judging - Likes to plan
  - Perceiving - Spontaneous
- ▶ Focus
  - Judging - Decisive; self-regimented; purposeful
  - Perceiving - Curious; flexible; adaptable
- ▶ Orientation
  - Judging - Exacting
  - Perceiving - Tolerant
- ▶ Work Environment
  - Judging - Focuses on completing tasks
  - Judging - Makes quick decisions
  - Judging - Wants only the essentials of the job
  - Perceiving - Focuses on starting tasks
  - Perceiving - Postpones decisions
  - Perceiving - Wants to find out about the job

## Comparisons

### ▶ Extravert

- Enthusiastic
- Outgoing
- Sociable
- Expressive
- Energetic
- Agreeable

### ▶ Introvert

- Deep
- Reflective
- Private
- Reserved
- Independent
- One-on-on

## Comparisons

### ▶ Sensing

- Detailed
- Factual
- Practical
- Realistic
- Down-to-earth
- Systematic

### ▶ Intuition

- Imaginative
- Creative
- Conceptual
- Holistic
- Integrative
- Idealistic

## Comparisons

- ▶ Thinking
  - Logical
  - Rational
  - Objective
  - Analytical
  - Impartial
  - Questioning
- ▶ Feeling
  - Sincere
  - Empathetic
  - Compassionate
  - Considerate
  - Sentimental
  - Persuasive

## Comparisons

- ▶ Judging
  - Decisive
  - Conclusive
  - Firm
  - Determined
  - Committed
  - Self-assured
- ▶ Perceiving
  - Flexible
  - Adaptable
  - Open-minded
  - Adventurous
  - Tolerant
  - Easy-going

## TRADITIONALISTS

**1927-1945**

**4% of Workforce**

- ▶ Grew up during WWII
- ▶ “The Greatest Generation”
- ▶ Hard Workers
- ▶ Duty before fun
- ▶ Abides by the rules
- ▶ Respects authority
- ▶ Work and family are separate
- ▶ Hoard things in case they become scarce
- ▶ Stay in same job/company for life
- ▶ Technologically challenged
- ▶ Formal organizational structure
- ▶ Prefer clear expectations
- ▶ Do not like being rushed

## BABY BOOMERS

**1946-1964**

**31% of Workforce**

- ▶ Optimistic workplace
- ▶ Team Oriented
- ▶ Professional accomplishments important
- ▶ Grew up in time of reform
- ▶ Question authority
- ▶ Communicates best one-on-one
- ▶ Workaholics
- ▶ Likes relationships in
- ▶ Job status and symbols important
- ▶ Want emotional relationships with manager and staff
- ▶ Loyal to the organization
- ▶ Likes to be asked questions as a way to get to the issue
- ▶ Likes to be asked for input

## GENERATION X

**1965-1977**

**32% of Workforce**

- ▶ Grew up children of Boomers
- ▶ Two family incomes
- ▶ Latch key kids
- ▶ Autonomy on the job
- ▶ Appreciate managers that are mentors
- ▶ Self-reliant
- ▶ Value fun and informal work space
- ▶ Variety at work
- ▶ Technologically savvy
- ▶ Grew up with computers
- ▶ Skeptical
- ▶ Minimal supervision
- ▶ Changing the way work will be done
- ▶ Flexible work hours
- ▶ Are not afraid to ask questions
- ▶ Not good at office politics
- ▶ Want effective leadership
- ▶ Do not want a lot of rules

## MILLENNIALS/GENERATION Y

**1978-1999**

**33% of Workforce**

- ▶ The Internet Generation
- ▶ Crave work/life balance
- ▶ Less loyal to long term commitment to company
- ▶ Multitasks
- ▶ Self-confident
- ▶ Speak their mind
- ▶ Like teamwork and collaboration
- ▶ Relate well to older workers
- ▶ Sociable
- ▶ “Can Do” attitude of the TRADITIONALIST
- ▶ Technological savvy of the Xers
- ▶ Know what they want and are used to getting it
- ▶ Think differently than any other member of the workforce
- ▶ Want to know how goals fit into “Big Picture”
- ▶ Want coach, not boss
- ▶ Provide opportunities for learning and building skills
- ▶ Responds well to mentoring
- ▶ Create clear picture of work environment
- ▶ Help develop strategies to reach goals

## 1970's

- ▶ “Me Decade” .... Named by Thomas Wolfe
- ▶ Preoccupation with Self-Awareness
- ▶ Theory of X-Y by Douglas MacGregor
- ▶ Behavioral Theory of the Firm introduced by Cyert and March: move beyond classical economics to organizational behavior

## 1980's

- ▶ Reagan era
- ▶ Trickle-down economics
- ▶ Initial concept of Corporate Strategy developed by Andrews
- ▶ Men and Women of the Corporation (Kanter): development of corporate power as it relates to women
- ▶ Evolution and Revolution: Organizations go through predictable stages of growth (Griener)

## 1990's

- ▶ Rise of e-economics
- ▶ World shrinks because of “instant message”
- ▶ Peters and Waterman (McKinsey) published *In Search of Excellence*, the seminal book on organizational culture
- ▶ *Management Women and the New Facts of Life* (Schwartz): the role of the working mother
- ▶ *The Discipline of Innovation* (Drucker): systematic approach to problem solving
- ▶ Clinton Era of Presidency
- ▶ Dot.Com 1997-2000

## 2000's

- ▶ The Power of social network
- ▶ Senge: *The Fifth Discipline*, applies system thinking to the organization
- ▶ Hamel: *The Core Competence of the Corporation*. Companies compete on capabilities
- ▶ Kaplan: *The Balanced Scorecard*. The introduction of the importance on non-financial performance measure
- ▶ Kotter: *Leading Change*: The role and importance of organizational change
- ▶ Coleman's research on emotional intelligence in the workplace

## 2010's

- ▶ New era of data
- ▶ Kaplan study on how companies can better sustain performance by acting more like the market

## Test 1

IX

## Test 1

SIX

## Test 2

Finished Files are the  
result of years of scientific  
study for the development of industry.

### Test 3

Paris  
in the  
the Spring

### Test 4

Busy  
as a  
a Beaver

# Test 5

1000

10

1000

20

1000

30

1000

40

