

Understanding Our Personality Traits

Dr. Sean Joyce

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-one

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