

Everything changes ...
our goals, priorities, plans and responsibilities.
Even our employees come and go at times.
But one thing
that often stays the same
is an employee's personality.

***Module 14 examines
how understanding personalities
may help you become
a more valuable leader.***



0



Module 14 Employee Personality

1

Objectives

- Recognize the need to understand the unique personalities of employees and other individuals.
- Identify the benefits of working with others based on their temperaments.
- Understand various tools to “type” people’s personalities.
- Understand that personalities do result in daily behaviors and viewpoints.

2

“Knowing your own personality type
will help you know your natural tendencies
in facing change and making day-to-day decisions.”

-- Gene Wilkes

Jesus on Leadership: Timeless Wisdom on Servant Leadership

3

Benefits of Understanding Personalities

- Boosts productivity—when working with strengths
- Increases employee development by assessing and working on weaknesses
- Reduces stress—for employees and supervisors
- Increases respect for each other
- Improves communication
- Decreases conflict that arises from relational style differences
- Increases self-awareness
- Helps supervisors and employees grow personally
- Increases positive aspects of team management

4

“Better understanding
of our motivations and actions
that grow out of our basic personality
can help us reach personal satisfaction.”

-- Dr. Gary Smalley

5

Discussion

- Why do you automatically “click” with some people?
- Why do some people get on your nerves?
- Why do some people fit right in with the team at work?

6

Personality Assessments



- Myers-Briggs Type Indicator
- Smalley Animal Style Personality Test
- DISC Profile

7

Myers-Briggs Type Indicator: History

- Constructed by Katharine Cook Briggs and her daughter, Isabel Briggs Myers
- Began research into temperament in 1917
- Partly based on the typological theory proposed by Carl Jung in *Psychological Types*
- Assumes we all have specific preferences in the way we construe our experiences



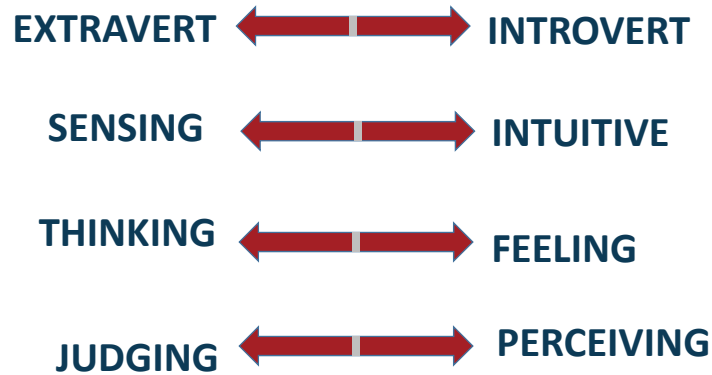
8

Myers-Briggs Type Indicator: History

- Created the actual indicator during WW II to assist women entering the workforce for the first time to identify the “most comfortable and effective” war-time jobs
- Published *Myers Briggs Type Indicator Handbook* in 1944
- Perfected since that point with the Association of Psychological Type
- Defined temperament as different from personality in that it is the core of who you are and how you respond in all areas—not just one

9

MBTI PAIR PREFERENCES



10

Attitudes:

How We Gain Energy and What We Focus In On

Extravert

- gain energy by being with people
- seen as interactive and sociable
- speak, then think
- think on feet and react quickly
- tend to be more non-verbal—gestures, facial expressions, and movement

Introvert

- gain energy by being alone with their minds
- seen as reserved, private, reflective, and filled with thought
- think and think and may speak ... or not
- enjoy the process of thinking something through in private
- have internal reactions that often do not make it to non-verbal behavior

11

Perceiving Mental Functions: *How We Take in Information and Interpret Data*

Sensing

- take in data through the five senses because they provide concrete data
- keep their attention on facts
- are hands on and doers
- more concerned with the present
- use step by step procedures and need instructions
- accept life as it is, few changes

Intuitive

- take in data through their gut hunch — sixth sense
- are future focused and imaginative
- are inventive and create new ways of doing old things
- are theoretical and intrigued with the novel and unusual
- focus on patterns, connections, and meanings
- get restless with life, many changes

12

Judging Mental Functions: *How We Make Decisions and Come to Conclusions*

Thinking

- determine the objective truth in a situation
- impersonal and logical in approach
- make the best decisions by removing personal concerns and biased analyses
- are very task focused and can come off as very firm
- use justice and truth as reasoning
- critique and point out flaws

Feeling

- determine what actions are worthwhile for individuals
- personal and subjective in approach
- make the best decisions by weighing what is important to people
- are people focused and come off as compassionate
- use harmony and mercy as their reasoning
- accept and point out positive

13

Lifestyle:

How We Deal In and With Our World

Judging

- are decisive, finite, and quick to judgment
- like free time to be scheduled and structured so priorities are met
- like routine and life to remain stable
- enjoy living their lives in a regimented, orderly fashion
- enjoy a work environment where all variables are known and prioritized
- avoid last minute stressors and work hard to alleviate crises
- want to be right

Perceiving

- continually gather information and dislike making quick decisions
- like free time flexible, without agendas or plans
- like change and variety in life
- enjoy being spontaneous, adaptable
- enjoy a changing environment with a variety of tasks
- energized by last minute stressors and actually perform best in a crisis
- want to miss nothing

14

Myers-Briggs Type Indicator: Application

ISTJ 11.6%	ISFJ 11.3%	INFJ 2.5%	INTJ 3.0%
ISTP 5.0%	ISFP 7.0%	INFP 4.9%	INTP 3.4%
ESTP 4.5%	ESFP 7.5%	ENFP 5.5%	ENTP 3.2%
ESTJ 10.1%	ESFJ 11.2%	ENFJ 4.8%	ENTJ 4.5%

U.S. Averages

15

Smalley Animal Style Personality Test: History

- One of the lesser known profiles but insightful
- Developed by Dr. Gary Smalley and Dr. John Trent
- Personalities based around animal characteristics
- Entertaining
- Very easy for children to grasp as well

16

Smalley Animals

Lion



Otter



**Golden
Retriever**



Beaver



17

Lion



*“Do it now!”
“What’s the point?”*

Strengths

visionary
practical
productive
strong-willed
independent
decisive

Weaknesses

cold
domineering
unemotional
self-sufficient
unforgiving
sarcastic
cruel

18

Lion

Preferred Environment	lots of projects, awards on the wall, large calendar, office furniture arranged in a formal way
Gain Security By	control
Needed Pace	fast and decisive
Needs	a climate that responds
Irritations	wasted time, unpreparedness, arguing, blocking results
Growth Needs	appear less critical, respect people’s personal worth, develop tolerance for conflict, pace themselves
Avoid With Them	attacking their character, telling them what to do, presenting win-lose scenarios

19

Otter



“Trust me!”
“Lighten up!”

Strengths

outgoing
responsive
warm and friendly
talkative
enthusiastic
compassionate

Weaknesses

undisciplined
unproductive
exaggerate
egocentric
unstable

20

Otter

Preferred Environment	cluttered, awards and slogans on the wall, personal pictures, friendly
Gain Security By	flexibility
Needed Pace	fast and spontaneous
Needs	climate that collaborates
Irritations	too many facts, too much logic, boring tasks, same old approach, routine, being alone, ignoring their opinions
Growth Needs	respect priorities, more logical approach, follow through, get better organized, concentrate on the task at hand
Avoid With Them	negativism, rejection, arguing

21

Golden Retriever



“Why change?”
“Let’s work together!”

Strengths

calm
easy-going
dependable
quiet
objective
diplomatic
humorous

Weaknesses

selfish
stingy
procrastinator
unmotivated
indecisive
fearful
worrier

22

Golden Retriever

Preferred Environment	family pictures, slogans on the wall, personal items, relaxed friendly decorations
Gain Security By	close relationships
Needed Pace	slow and easy
Needs	climate that processes
Irritations	pushy and aggressive behavior, insincerity, being put on the spot, disrupting the status quo
Growth Needs	take risks, delegate to others, confront, develop confidence in others, learn to change and adapt
Avoid With Them	conflict, sudden unplanned risky changes, overloading, confusing

23

Beaver



“Do it right!”
“Prove it!”

Strengths

analytical
self-disciplined
industrious
organized
visual
sacrificing

Weaknesses

moody
self-centered
touchy
negative
unsociable
critical
revengeful

24

Beaver

Preferred Environment	structured and organized, charts and graphs, functional decor, formal seating arrangement
Gain Security By	preparation
Needed Pace	slow and systematic
Needs	climate that describes
Irritations	people who do not know what they are talking about, lack of attention to detail, surprises, unpredictability
Growth Needs	faster decisions, tolerate conflict, learn to compromise, adjust to change and disorganization
Avoid With Them	criticizing, blunt personal questions; incomplete or inaccurate recommendations

25

DISC Profile: History

- In the 1920s, Dr. William Moulton Marston, a psychological researcher from Harvard, originated the theory on which the DISC Profile was developed.
- In 1940, Walter V. Clarke, an industrial psychologist, used Marston's theories to develop the first DISC Personality Profile.
- About 10 years later, Walter Clarke Associates developed a new version called Self Description.
- Self Description was used by John Geier, Ph.D., to create the original Personal Profile System (PPS) in the 1970s.

26

DISC Profile: History

- Inscap Publishing improved this instrument's reliability by adding new items and removing non-functioning items. The new assessment was named the Personal Profile System 2800 Series (PPS 2800) and was first published in 1994.
- This self-scored and self-interpreted assessment is now known as DISC. It is used primarily to increase insights into interactions with others.



27

DISC Profile: Application

- **D Dominant**
- **I Influencing**
- **S Stable**
- **C Compliant**



28

DISC Profile: Application

D (Dominant)

- driver
- can run over other people if not careful
- hard-charging individuals
- results-oriented
- do not care as much about details
- are not too concerned about how decisions affect other people
- want to get the job done—and get it done quickly

29

DISC Profile: Application

I (Influencing)

- party waiting for a place to happen
- gregarious and outgoing
- influential, expressive, and persuasive
- easily distracted
- compulsive
- loaded with energy
- love being around people

30

DISC Profile: Application

S (Stable)

- amiable and loyal
- anti-conflict and concerned about peace
- loved by most everyone
- slow about making decisions—only because they want to make sure everyone is on board

31

DISC Profile: Application

C (Compliant)

- rule-keeper
- analytical and factual
- love detail and procedures
- rigid
- rules are the rules, and a reason for each one

32

Your Profile Exercise - Homework

1. Go online to the DISC website – <https://discpersonalitytesting.com/free-disc-test>
2. Take the free test.
3. Print your results.
4. Answer the following questions.

33

Your Profile Exercise - Homework

Divide into groups
of D, I, S, and C and meet
in the four corners of this room.

- What did you discover?
- Name three strengths.
- Name three weaknesses or areas you need to develop.

34

Remember

*Your personality or type
is not a license
to ignore your weaknesses
or
make excuses for them.*

35

Type Your Team

- Plan a team building time.
- Introduce a personality assessment, and provide a clear goal for the results.
- Share the results, if everyone agrees.
- Have some fun.
- Help your team grow through this process.

36



Dee Rowe, P.E.

Asst. West Central Region Engineer, Retired

Understanding Personality Typing



Final Thought

We do not see things
as *they* are.

We see things as *we* are.