



**Center for
Economic Opportunity**

NYC CEO Program Management Forum *Managing for Innovation Course*

Session 1 | Introduction and Leadership

February 22, 2013

Learning Objectives

- Describe goals of the course, expectations of participants and format
- Identify two competency areas from the CEO Program Management Core Competency Model in which to set personal goals
- Gain insight into own type and leadership style and what that means for you

CEO Program Management Competency Model



Manager vs. Leader

MANAGER

- Task oriented
- Short term planner
- Recruits for jobs
- Manages budget
- Oversees operations
- Delegates work
- Oversees collection of data
- Sees parts

LEADER

- Goal oriented
- Long term planner
- Attracts talent
- Manages resources/funders
- Studies the environment for improvements
- Uses the staff's work
- Analyzes and uses the outcomes to make decisions
- Sees whole

Leadership / Introduction to Type

Why Use the Myers - Briggs?

- Self reporting
- Non judgmental
- An indicator of our preferences
- Well researched
- Internationally accepted

Source: Isabel Briggs Meyers, *Introduction to Type: A Guide to Understanding Your Results on the MBTI Instrument*, Sixth Edition, CPP, Inc.

The RULES of Type

- There are no BAD types
- Do not use type as a *name* or *label*
- Our type is our *preference*
- Preferences *can* change

Guidelines for Using MBTI

- A person's type is a reflection of her/his current preference... at the time of answering the questionnaire
- A person's type can change

More Guidelines

- Type *should not* be used as
 - an excuse for doing or not doing something
 - as a label or stereotype
 - as a means of assigning or evaluating work
- Type *should be* used as
 - a means to explore our interaction

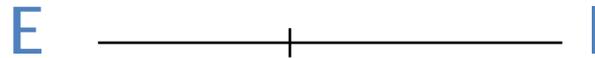
Benefits to Individuals

- Emphasizes the value of diversity
- Clarifies the fit between a person and a job
- Builds an objective framework for examining emotional issues

More Individual Benefits

- Provides a way to improve communication patterns
- Helps identify sources of conflict
- Aids people in valuing their unique contributions
- Can be useful in self-management and interpersonal & leadership skill areas

Comparison of Intraversion & Extraversion



Energy

Directed outward toward
people and things

Directed inward toward
concepts and ideas

Focus

Change the World
Relaxed and Confident
Understandable and accessible

Understand the World
Reserved and questioning
Subtle and impenetrable

Orientation

Afterthinkers

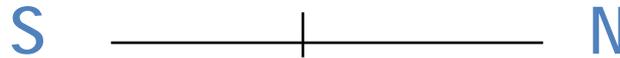
Forethinkers

Work Environment

Seeks variety and action
Wants to be with others
Prefers interests that have breadth

Seeks quiet for concentration
Wants time to be alone
Prefers interests that have depth

Comparison of Sensing & Intuition



Mode of Perception

Five senses
(reliance on experience
possibilities and inspiration)

“Sixth sense”
(reliance on actual data)

Focus

Practicality
Reality
Present Enjoyment

Innovation
Expectation
Future Achievement

Orientation

Live Life As It IS

Change, rearrange life

Work Environment

Prefers using learned skills
Pays attention to details
Makes few factual errors

Prefers adding new
Looks at “big picture”
Sees complex patterns

Comparison of Thinking and Feeling



Mode of Decision Making

Decisions based on the logic of the situation

Decisions based on human needs + values

Focus

Things
Truth
Principles

People
Tact
Harmony

Orientation

Solves Problems

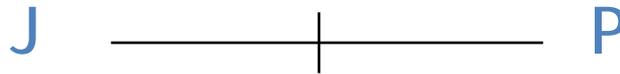
Supports Others

Work Environment

Is brief and businesslike
Acts impersonally
Treats others fairly

Is naturally friendly
Acts personally
Treats others uniquely

Comparison of Judgment and Perception



Lifestyle

Planful

Spontaneous

Focus

Decisive
Self-regimented
Purposeful

Curious
Flexible
Adaptable

Orientation

Exacting

Tolerant

Work Environment

Focuses on completing tasks
Makes decisions quickly
Wants only the essentials
of the job

Focuses on starting tasks
Postpones Decisions
Wants to find out
about the job

Communications & Type

When presenting to, influencing, explaining to, or trying to understand:

Sensors

- Be factual
- Document successful applications
- Reduce risk factors
- Work out details in advance
- Show why it makes sense

Intuitives

- Give the global scheme
- Do not let opportunity pass
- Be confident & enthusiastic
- Indicate challenges
- Point out future benefits

Communications & Type

When presenting to, influencing, explaining to, or trying to understand:

Thinkers

- Be logical
- State principles involved
- Stress competent handling of issue
- Be well-organized
- List the costs and benefits

Feelers

- Mention other proponents
- Be personable and friendly
- Indicate how it is valuable
- Show how it supports personal goals

Effects of Each Preference in Work Situations

Extraverted Types

(Look to contrast with Introverted)

- Like variety
- Are often good at greeting people
- Are sometimes impatient with long, slow jobs
- Are interested in how others do their jobs
- Often enjoy talking on the phone
- Often act quickly, sometimes without thinking
- Like to have people around in the working environment
- May prefer to communicate by talking rather than writing
- Like to learn a new task by talking it through with someone

Effects of Each Preference in Work Situations

Introverted Types

(Look to contrast with Extraverted)

- Like quiet for concentration
- Have trouble remembering names and faces
- Can work on one project for a long time without interruption
- Are interested in the idea behind the job
- Dislike telephone interruptions
- Think before they act, sometimes without acting
- Work alone contentedly
- May prefer communications to be in writing
- May prefer to learn by reading rather than talking or experiencing

Effects of Each Preference in Work Situations

Sensing Types

(Look to contrast with Intuitive)

- Are aware of the uniqueness of each event
- Focus on what works now
- Like an established way of doing things
- Enjoy applying what they have already learned
- Work steadily, with a realistic idea of how long it will take.
- Usually reach a conclusion step by step
- Are not often inspired, and may not trust the inspiration when they are
- Are careful about the facts
- May be good at precise work
- Can oversimplify a task
- Accept current reality as a given to work with

Effects of Each Preference in Work Situations

Intuitive Types

(Look to contrast with Sensing)

- Are aware of new challenges and possibilities
- Focus on how things could be improved
- Dislike doing the same thing repeatedly
- Enjoy learning new skills
- Work in burst of energy powered by enthusiasm with slack periods in between
- May leap to conclusion quickly
- Follow their inspirations and hunches
- May get their facts a bit wrong
- Dislike taking time for precision
- Can overcomplexify a task
- Ask why things are as they are

Effects of Each Preference in Work Situations

Thinking Types

(Look to contrast with Feeling)

- Are good at putting things in logical order
- Respond more to people's ideas than their feelings
- Anticipate or predict logical outcomes
- Need to be treated fairly
- Tend to be firm and tough-minded
- Are able to reprimand or fire people when necessary
- May hurt people's feelings without even knowing
- Have a talent for analyzing a problem or situation

Effects of Each Preference in Work Situations

Feeling Types

(Look to contrast with Thinking)

- Like harmony and will work to make it happen
- Respond to people's values as much as their thoughts
- Are good at seeing the effects of choices on people
- Need occasional praise
- Tend to be sympathetic
- Dislike telling people unpleasant things
- Enjoy pleasing people
- Take an interest in the person behind the job or idea

Effects of Each Preference in Work Situations

Judging Types

(Look to contrast with Perceptive)

- Work best when they can plan their work and follow the plan
- Like to get things settled and finished
- May decide things too quickly
- May dislike to interrupt the project they are on for a more urgent one
- Tend to be satisfied once they reach a judgment on a thing, situation or person
- Want only the essentials needed to begin their work
- Schedule project so that each step gets done on time
- Use lists as agendas for action

Effects of Each Preference in Work Situations

Perceptive Types

(Look to contrast with Judging)

- Do not mind leaving things open for last-minute changes
- Adapt well to changing situations
- May have trouble making decisions, feeling they never have enough information
- May start too many projects and have difficulty in finishing them
- May postpone unpleasant jobs
- Want to know all about a new job
- Get a lot accomplished at the last minute under pressure of a deadline
- Use lists as reminders of all the things they have to do someday

Remember....

- There are NO “bad” Types
- Do not use type as a *NAME* or to *LABEL*
- Our type is our *preference*
- Preferences *can* change
- Type preferences are best used to *explore* not to *explain* our differences and to help us improve our style and method of communicating

Wrap Up

- *Our chief want is someone who will inspire us to be what we know we could be.* - Ralph Waldo Emerson
- *As we look ahead into the next century, leaders will be those who empower others.* - Bill Gates
- *A leader is one who knows the way, goes the way, and shows the way.* - John Maxwell