



The PAM Series ©

Practical Aid Memoirs for the workplace

PAM 1

‘Communication’



‘Establish and maintain the team’

3rd Edition

Communication Training Improvement



'Happiness is neither virtue nor pleasure, nor this thing nor that but simply growth

We are happy when we are growing! WB Yeats



Forward

The motivation to write a series of **Practical Aide Memoirs, PAMs** was taken after witnessing and experiencing the absence of some assistance at work to help jog the memory or provide some guidance. Sometimes people just need a reminder, a nudge to get them along the way again. The PAMs provide sufficient information to allow the reader to easily digest the content and put it into practice at the workplace.

Essentially, Practical Aide Memoirs are just that, practical. The PAMs are intended as a reference to assist with planning, decision making and action. The resultant action is intended to improve the workplace performance of individuals and teams, lifting those Key Performance Indicators, sustainably. The PAMs are about creating an environment of success.

PAM 1 'Communication' is about laying the foundations. PAM 1 starts with the individual, then places the individual within and around the team. The team function is examined, and we look at motivation. PAM 1 also makes clear the distinction between leaders, managers and roles. Throughout PAM 1 there is an emphasis on communication skills, an orientation towards objectives and outcomes, and reflective practice.

PAM 2 'Training' puts the framework in place. The PAM establishes and maintains the learning environment and sets in place a culture of personal and professional development. **PAM 3 'Improvements'** builds on PAMs 1 and 2 and is all about creating an environment of Continuous Improvement. While based on sound Lean and Projects principles, this PAM remains practical due to the principle of being 'applied'; easy to grasp and transferable into the workplace.

PAM 4 'Logistics' provides a practical guide to logistics. The PAM has been put together to act as a springboard to a review of logistics and planning for the optimisation of operations. There is a degree of overlap in the PAM to facilitate the sections being read in any order. The logistics function is often overlooked in the business, which leads to inefficiencies and loss. A focus on logistics is a major contributing factor to success. **PAM 5 'The Food Safety Miscellany'** is a tour of topics relevant to Food Safety and is meant to serve as a point of reference. The importance of maintaining a food-safe environment cannot be over-stated and PAM 5 aims to contribute towards that mission. PAM 5 is a handy guide to have at the workplace in support of training and development.

PAM 6 'Projects' is derived from an established, well-known framework and is presented as a series of templates that can be adapted for use at the workplace. The approach offers a structured, flexible, and product-based approach to project management that can be applied across industries and sectors. **PAM 7 'Interaction'** takes PAM 1 further and is a focus on advanced communication and coaching based on a Visual, Auditory, Kinaesthetic, Olfactory and Gustatory structure of language.

Combined, the PAMs represent a **Systems Approach** to workplace improvements.

David Browne



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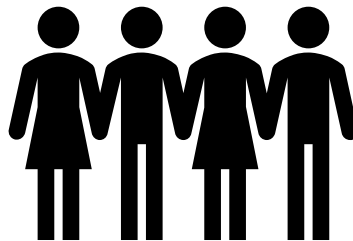


1 Personality Type Indicators

1.1 The **Myers-Briggs Type Indicator (MBTI)** is a recognised means of identifying the characteristics of personalities and individual preferences in how we go about our lives. Knowledge of MBTI increases general awareness and allows more successful management of professional relationships.

1.2 The personality type indicators combine to provide a profile that illustrates a preference:

<p>E or I Introversion or Extroversion. How we prefer to rest and recuperate.</p>	<p>S or N Sensing or Intuition. How we process and pass information.</p>
<p>T or F Thinking or Feeling. How we decide.</p>	<p>J or P Judging or Perception. How we set our personal values.</p>



1.3 The terms 'Introversion' and 'Extroversion' are used within the MBTI model outside of its usual meaning. This will become apparent later when the outcome of a questionnaire is looked at.

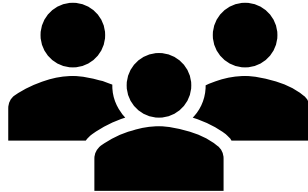
1.4 MBTI sits within the field of psychometric testing. You may have experienced psychometric testing yourself when, for example, applying for a job. The purpose of such tests is to identify personal, underlying psychological preferences in how the world is perceived, and how we prefer to operate in the world.

1.5 MBTI originated from the work of mother and daughter Katherine Briggs and Isabel Myers, who themselves based their work on Carl Jung. Their work identified 16 *profiles*, and while we may share characteristics of any of the profiles, individuals will have a bias or preference towards one.



'Personality Type' Questionnaire

1.6 After these guidance notes you will find a questionnaire sheet for each of the personality types. Each sheet contains a number of prompts or questions about how you might react or think. Clearly, not every scenario can be replicated here and so you might find that you need to go with your nearest thoughts.



1.7 How to complete the questionnaire:

For each pair of statements:

Allocate points to each of the statements

You have a maximum of five points to award *for each pair*

Allocate the points as you wish. For example: 4-1; 3-2; 5-0; 0-5

1.8 As you complete the questionnaire remember:

There are no *right* or *wrong* answers

There are no answers, only responses

Respond to which is the best fit, the closest description from each pair of statements

Be honest

Enjoy it. **Enter your profile below once you have completed the questionnaire**

Activity 1.1 Personality Profile

The highest *score* for each Indicator gives you

Your Profile: _____

Activity1.1



Personality Type Indicators

Personality Type Indicator: E or I

Question: **How do you recharge your batteries after a tiring day? How do you regain your energy?**

Response: **'I prefer to:**

		Result		
1	bounce my thoughts off others			develop my thoughts on my own
2	spend my leisure in social activities			spend my leisure 're-charging my batteries' alone or with just one other
3	share my troubles if I'm feeling down			think through my problems on my own
4	be included in conversations going on around me			detach myself from conversations around me
5	work with a group			working individually
6	be a high contributor in conversations			listen and weigh others' contributions while forming my own view

Response: I am:

		Result		
7	more sociable			more reserved
8	more of a joiner			more self-contained
9	inclined to verbalise my thoughts as they occur			inclined to formulate my thoughts internally before (perhaps) sharing them
10	in need of affirmation and recognition			in need of space and time to myself

Totals (Add up each column)		
Profile (Indicate the higher result)	E	I



Personality Type Indicator: S or N

Question: **How do you prefer to take in new information and knowledge, and to pass it on?**

Response: **'I prefer to:**

		Result		
1	deal with practical realities			consider abstract ideas, the meaning behind the obvious
2	build up knowledge piece by piece in a series of sequential steps			start with a general overview, then home in on the most interesting bit
3	work steadily through existing material			develop new ideas
4	experience it through my own physical senses			imagine what it might be like
5	focus on what is actually happening now			mentally reconstruct the past and imagine future possibilities
6	examine facts and details			avoid 'boring' detail

Response: I am:

		Result		
7	more realistic			more imaginative
8	practical			conceptual
9	down to earth			intuitive
10	literal-minded			an ideas person

Totals (Add up each column)		
Profile (Indicate the higher result)	S	N



Personality Type Indicator: T or F

Question: **How do you arrive at a decision? How do you make your mind up?**

Response: **'I am more influenced by:**

		Result		
1	objective facts and evidence			my interpretation of events and information
2	logical deduction			personal conviction
3	whether something is true or false			whether something is right or wrong in principle
4	whether a decision is accurate and just			whether a decision is kind and merciful
5	the appropriate and logical thing to do			what I believe is the best solution
6	the laws or rules governing the situation			my own and others' feelings about the situation

Response: I am:

		Result		
7	more objective			more considerate
8	analytical			sensitive
9	responsive to logic			responsive to feelings
10	cool-headed			warm hearted

Totals (Add up each column)		
Profile (Indicate the higher result)	T	F



Personality Type Indicator: J or P

Question: **How do you prefer to go about your life, your personal affairs?**

Response: **'I prefer to:**

		Result		
1	anticipate and control my day			take things as they come
2	work to a structured plan			wait and see what the task demands
3	avoid unforeseen eventualities			relish the unexpected
4	know where I stand			have flexible boundaries
5	use filing systems, diaries and lists to stay on track			be spontaneous about what to do and when
6	get things completed and ticked off			not be pinned down to deadlines

Response: I am:

		Result		
7	more organised			more spontaneous
8	disciplined			responsive to the moment
9	in control of time			open-ended about time
10	usually among the first to arrive for appointments			usually among the last to arrive for appointments

Totals (Add up each column)		
Profile (Indicate the higher result)	J	P

1.9 Enter your personality type profile in the box at Activity 1.1. The next several pages guide you through descriptions of each of the profiles. You may share characteristics across all of the profiles. However, if you have responded to the questionnaire honestly you should be able to identify your characteristics in the profile you arrived at for yourself.



Personality Type Descriptions

ENFJ

1 People oriented, sociable, easy to get to know, with concern for other people's feelings. Good socialisers who place great value on being accepted by others. Easy talkers, showing genuine interest in others. Easy manner.

2 Typically people of vision, preferring to deal with the abstract. Well organised and likely to put their ideas or imagination to good use. ENFJs like to plan things well in advance which, when applied to their love of creativity and design, suggests that they are likely to do well in environments where deadlines as well as imagination play such an important role.

3 Good at dealing with the unknown or unexpected, provided they know when and where they are going to do it. This preference for success in creative fields is accentuated by their easy manner.

4 ENFJs are usually enthusiastic and lively people who enjoy discussing and sharing their ideas with others. They are likely to spend a great deal of time and energy in hypothetical or conceptual discussions. They are typically very perceptive of others' feelings because of their natural interest in people. They show concern for the well-being of others. They will, therefore, observe others' behaviours and interpret it in several ways before hitting the right one.

5 In summary, ENFJs prefer to be outgoing, well organised people, who are very creative and value other people's feelings enormously. They are likely to do well in a stable creative environment with plenty of people around.

Organisational Contribution

6 Strong views on how organisations should treat people. Enjoys leading or facilitating teams. Encourages co-operation. Likely to communicate organisational values. Likes to bring matters to a successful conclusion.

Leadership Style

7 Through personal enthusiasm. Participative with people and projects. Likely to respond to followers' needs. Challenges the organisation to act. Inspires change.

Preferred Work Environment

8 People oriented, Social, Supportive, harmonious. Focused on individuals changing things for the better.

Potential Difficulties

9 May be over-loyal and idealise others. Ignore problems rather than deal with conflict. Favour relationships over task. May take bad news personally.

Professional Development

10 Recognise the limitations of others. Learn to manage conflict productively. Focus more on the details of a task, rather than the people involved. Develop the capacity to hear objective feedback.



ENFP

1 ENFPs are likely to be impulsive, to enjoy doing things at the last minute. Spontaneous and intuitive. They have ideas and act upon them straight away. They are associated with people of imagination, preferring to deal with the abstract and conceptual. They are less likely to enjoy environments that involve logical steady progression through set procedures. They typically dislike routine and the conventional. ENFPs prefer to be different, reactive and casual.

2 ENFPs, however, as they are sensitive people, would also be conscious of the effect of their actions on others. They tend to be easy to get to know as they wear their hearts on their sleeves but they are difficult to pin down.

3 ENFPs have unusual sensitivity towards others, they are enthusiasts and they are likely to take up a cause on a whim. They are, however, slightly unreliable because they dislike plans and schedules and are likely to be forgetful. If they miss an appointment, they will apologise most sincerely.

4 In summary, ENFPs are likely to be highly visible and demonstrative. They may work well under pressure, depending on last minute speed to get things done. They may give the impression of being casual and leisurely but, in reality, they are usually acutely active, mentally and emotionally.

Organisational Contribution

5 Proactive change, generate ideas, lead projects. Focused on the possibilities, especially for people. Energises others through their own enthusiasm. Appreciative of others.

Leadership Style

With personal enthusiasm and energy. Enjoys leading start-ups. Likely to be the spokesperson for others, particularly on issues affecting people. Will include, support and motivate others.

Preferred Work Environment

6 Focused on people and creative possibilities. Participative. Variety, challenge, colourful and unconstrained. Acknowledgement of intangible ideas.

Potential Difficulties

7 May move onto more exciting ideas or projects before completing those already started. May overlook relevant details. May try to do too much. Tends to procrastinate.

Professional Development

8 Set priorities and develop time management skills. Complete projects before starting new ones. Identify and focus on the important details. Prioritise projects rather than doing everything that looks appealing.



ENTP

1 Typically spontaneous, creative people. ENTPs are likely to be full of good ideas that they want to implement immediately. They are, however, also likely to use a logical approach so they will not jump into things without thought, largely because they like to be right. However, they are often impulsive and enthusiastic, sometimes making them difficult to keep up with.

2 ENTPs are often very social, easy to get to know and, at the same time may often appear to be casual and leisurely. This can make them difficult to pin down at a social level, since they enjoy the social scene, but do not plan ahead. In the work environment, this will probably manifest itself in 'going off at tangents' or doing whichever task seems most appealing at the time. This may make them difficult to work with, especially as they also value being right and are determined to see things through. Their lack of planning and organisation will often be seen as a fault by others.

3 ENTPs like talking about ideas, possibilities and concepts. They are likely to get involved in impromptu discussions with total disregard for whatever plans may exist. They will probably see nothing wrong with spending the morning discussing an idea with someone.

4 For all their impulsiveness, ENTPs usually have their feet on the ground, because they value logic, analysis, foresight and judgement. This combined with their determination, is likely to make them effective, especially as they are good at problem solving and quick on their feet.

5 They are likely to succeed where creativity, outward looking logic and analysis under pressure are valued, rather than in a routine, dependable and practical environment.

Organisational Contribution

6 Obstacles and constraints are viewed as challenges to be overcome. Provides frameworks and context for problem solving. Takes initiative and encourage others.

Leadership Style

7 Theoretical approach to meet organisational challenges. Logical. May encourage independence in others. Bring systems and people together.

Preferred Work Environment

8 Independence. Flexible, challenging, change orientated. Competent staff. Un-bureaucratic, with risk-taking rewarded.

Potential Difficulties

9 May become lost in the system and neglect realities. Could value competition over contribution from others. Tendency to over commit. May not work well with standard procedures.

Professional Development

10 Develop focus on the here and now. Learn to acknowledge others' contributions. Develop ability to work within the system to deliver their projects.



ENTJ

1 ENTJs have a powerful mix of attributes that means they tend to be good at whatever they do. Not only are they typically logical and well organised, but they also tend to have vision and imagination. When this is combined with their extroversion, which enables them to communicate their ideas in a lively manner, it is not difficult to see that they have great strengths.

2 ENTJs value being correct, using analysis, foresight and critical probing; usually share these skills with others. In a manager this may cause discomfort for a member of staff. Since they show their feelings freely and are determined to see the 'right thing' through, they may at times seem abrasive.

3 People with this profile may use their imagination to cope with problems with ingenuity. They are also open people, good communicators and efficient problem solvers. They are typically creative and well planned. They are likely to be capable of designing things to a prepared plan or, indeed, designing systems. Although they enjoy having theoretical discussions, they need to stick to prearranged schedules.

4 ENTJs usually like to think their ideas through. Although they will want to tell everyone about it, they will feel it is more important to tell people something that is correct and accurate.

5 In summary, ENTJs tend to be logical, well organised people who have the imagination and ingenuity to overcome difficulties, and the easy sociable manner to get on with almost anyone. They are likely to be enthusiastic, creative, decisive and determined, a formidable combination.

Organisational Contribution

6 Develops well thought through plans linked to broad goals. Adds structure and direction
Tends to take charge quickly. Deals quickly and effectively with problems and conflict.

Leadership Style

7 Energetic, action-oriented approach. Manage directly and will take control. Long-term visionary
Enjoy complex situations and problems.

Preferred Work Environment

8 Results oriented. Well-structured and efficient. Independent tough minded. Working towards resolving complex issues. Challenging and decisive.

Potential Difficulties

9 May overlook the needs of others. May overlook practical constraints. May come across as domineering and a rash decision maker. May ignore own needs and feelings.

Professional Development

10 Learn to appreciate others' needs and contribution. Check on the practical and personal needs before forging ahead. Learn to consider options and views before deciding. Learn to value own feelings and needs



ESTJ

1 ESTJs are typically conventional, practical, logical and organised. They also tend to be sociable, gregarious and enthusiastic. This makes them extremely good 'committee people', since they tend to enjoy group participation and are good at getting things going. ESTJs plan ahead and like things in their place, thus they can keep meetings on track. They usually arrive at situations well prepared, having done all that was expected of them.

2 ESTJs are easy to get to know, sharing their views freely; they place great store in being right and accurate, which can make them appear intolerant. ESTJs are firm and determined and not afraid to tell people what they want or expect. If crossed, they can be irritable.

3 They are typically interested in facts rather than ideas, and value stability and permanence, which makes them feel good in administrative and managerial roles. This trait is also likely to lead them to success in other fields where their talkative nature and organisational ability would be used to the full.

4 ESTJs like things to be done properly and are sometimes viewed as pedantic in their need for order. They are often lively, hearty people but can come across as insensitive to the feelings of others. They tend not to understand what they cannot see or touch and can be impatient with the abstract or hypothetical.

5 In summary, ESTJs are most at home with logic, facts and systems and are talkative, open and enthusiastic.

Organisational Contribution

6 See problems up front. Analyse projects and ideas in a critical, logical fashion. People, processes, products orientated. Monitor and follow through to see the job done.

Leadership Style

7 Takes charge directly and quickly, going straight to the core of a situation. Uses past experience to solve problems. Quick to decide. Respects traditional leadership hierarchies.

Preferred Work Environment

8 Hard working. Focused on getting jobs done correctly. Well-structured and organised. Stable and predictable.

Potential Difficulties

9 May decide too quickly. May not see the need for change. Can over-look the needs of others in the desire to get the job done.

Professional Development

10 Learn to take consideration of all sides before deciding. Develop the capacity to see the need for change and embrace it. Make more effort to show appreciation of others' efforts. Reflect on and identify their own needs and values.



ESFJ

1 ESFJs tend to be very friendly people. They enjoy other people's company and care about others' feelings and well-being. They place great value in being appreciated by others and mix well in groups.

2 They are also typically conventional, supporting established methods and traditions. They may be sentimental about long-established customs or traditions. This could make them difficult to persuade regarding new ideas and methods at work. ESFJs prefer to deal with the well-established processes they are used to, rather than with novel ideas or concepts.

3 ESFJs are usually softly down-to-earth, well organised and practical. Their whole life is likely to be sensitively disciplined and centred on well-structured routines and sensible patterns. They are realistic which is unlikely to make them great optimists, but they do like decisions to be made; it makes things neat and tidy.

4 ESFJs could find success in such roles as administrators or business support functions, where they would be supporting other people, having their best interests at heart. These roles would enable them to utilise their ability to deal with people at all levels in a friendly way that is tempered with realism.

5 Any job that requires an organiser who is most at ease with other people and yet is enthusiastic will suit an ESFJ.

Organisational Contribution

6 Works well with others, especially in teams. Pays attention to people's needs. Completes tasks to schedule and with accuracy. Respects rules and authority. Deals with daily operations efficiently.

Leadership Style

7 Attention to others. Build goodwill through building relationships. Will keep people well informed
Likely to set a personal example of hard work and perseverance. Likely to uphold organisational traditions.

Preferred Work Environment

8 Conscientious, co-operative and sensitive people oriented to helping others. Friendly and appreciative. Well organised and goal-oriented approach. Facts based.

Potential Difficulties

9 May avoid dealing with conflict and ignore problems. May override own priorities in an effort to please and help other people. May assume they know what is best for others. May not always step back to review the bigger picture.

Professional Development

10 Conflict resolution. Develop skills in listening to what others really want. Learn to see the logical or wider implications of their decisions.



ESTP

1 The 'entrepreneurs' due to their desire to deal with facts and people, their logic and determination, coupled with the fact that they may work best under pressure and are, typically, highly reactive.

2 ESTPs usually thrive on making things happen, value analysis and judgment, and often enjoy emergencies. Last minute problems do not disturb ESTPs because they can stay calm and think through the situation analytically, sticking to the facts. They tend to be enthusiastic, hearty and lively. They are likely to carry people along with their in-built confidence in their ability to cope. They may sometimes appear casual or leisurely because they do not worry that problems will prove too difficult.

3 ESTPs may be conventional, supporting established methods and doing things in an accepted way. If a new method of doing something is presented to them, it would have to be extremely logical for it to be accepted, and you would need to be able to demonstrate an immediate payoff. An ESTP is likely to analyse and probe new concepts for weaknesses. They are not usually overly concerned with the long term.

4 ESTPs are often unplanned, which can sometimes be at odds with their logical approach. If there is a plan, they are likely to want to change it, but there will be a logical reason. They may be sociable and easy to get to know.

5 In summary, ESTPs are doers rather than organisers. They make things happen because of their enthusiasm and factually based logic. They unlikely to prosper in strictly organised, highly disciplined environments, because they like to make up their plans as they go along.

Organisational Contribution

6 Negotiation, compromise. Makes things happen, realistic approach. Embraces risks. Notices and remembers factual information.

Leadership Style

7 Likely to take charge readily in a crisis. Uses a direct and assertive style. Looks for the most direct way forward. Seeks action and short-term results. Persuades others to their approach or views

Preferred Work Environment

8 Lively, results oriented. Flexible and responsive to the immediate situation. Low bureaucracy
Pleasant surroundings.

Potential Difficulties

9 May appear blunt and insensitive. May miss the consequences of actions. May tackle the next situation at the expense of following through the last.

Professional Development

10 Take account of others' feelings. Develop the capacity to look beyond the quick fix, to the wider implications. Develop perseverance in completing tasks



ESFP

1 ESFPs are usually sociable and sensible. They like and enjoy being with other people, normally in conventional pursuits. They will join in the task of the group and work easily with anyone. ESFPs like to focus on factual topics since they are more interested in the concrete than the abstract. They are likely to support established methods of doing things.

2 ESFPs value other people's feelings and may be prone to sentimentality. In discussions with others they may be aware of (and concerned for) another's feelings and reactions. ESFPs are often easy to get to know and are thought of as warm and kind.

3 ESFPs are helpful in a practical way. They will willingly do things for other people or show them how. They can be spontaneous and impulsive and may dislike planning, revelling in the pressure of the last minute or the unexpected. They are usually realistic and so are unlikely to leave themselves too little time to do things.

4 ESFPs are likely to be successful in practical or factual environments where there are other people to deal with, but where schedules are not important. Managers with an ESFP profile may find it difficult enforce discipline at work or negotiate with in difficult situations. Instead, they are more likely to use their strengths, namely enthusiasm, energy, common sense and concern for others.

Organisational Contribution

5 Brings enthusiasm, co-operation, action and excitement. Likes to bring people and resources together. Accepts and deals with people as they are. Presents a positive image of the organisation to others.

Leadership Style

6 Through promoting teamwork and co-operation. Deals well with crises. Will manage conflict by pulling people together. Collaborative, collegiate.

Preferred Work Environment

7 People oriented, easy going with a focus on the here and now. Lively, action oriented
Harmonious and pleasant to work in.

Potential Difficulties

8 May rely on subjective information. May not reflect before taking action. May spend too much time socialising at the expense of achieving tasks. May not always complete the task.

Professional Development

9 Include logical reasons in their decision making. Learn to plan ahead and stick to project plans
Work on time management. Balance task completion with own interests.



ISFJ

1 ISFJ's tend to be quiet and unassuming people who value others' feelings. They form deep and lasting friendships with a few and value that friendship showing great warmth and affection. They also tend to display a lot of common sense, being realistic and conventional people. ISFJ's prefer to plan things well in advance, keeping to routines and systems. They tend to be practical people who will do the sensible thing in a well-ordered fashion.

2 ISFJ's are likely to have their routines and their own way of doing things. They will get on quietly with their well-ordered lives, comfortable when they can control and guard the status quo. They are likely to react if others try to disrupt the pattern.

3 ISFJ's like making things while working with other people. People around them will find them helpful and caring. They tend to make good trainers of practical subjects or more scientific tasks.

4 In summary, ISFJ's are quiet people who generally prefer their own company. However, they value certain friendships greatly and are always sensitive to others' feelings. They are practical and well organised, dealing mainly with the down to earth realities in a well-structured manner.

Organisational Contribution

5 Aware of the practical needs of others. Will follow organisational goals to completion. Process, detail and routine orientated. Will expend effort to help others. Likely to deliver the right thing, at the right place, at the right time.

Leadership Style

6 May be reluctant to take on leadership role unless asked. Expects everyone to meet organisational standards and goals. Will look for practical results. Likely to influence behind the scenes.

Preferred Work Environment

7 Conscientious people working in a structured way. Calm and quiet. Secure. Efficient and well structured. Service orientation.

Potential Difficulties

8 Tendency to be pessimistic. May be undervalued because of their quiet unassuming style. May not be as flexible as the situation requires. May not come across as tough minded when influencing others.

Professional Development

9 Develop alternative ways of doing things. Learn to be more assertive and direct. Publicise their own achievements. Develop seeing the future in positive, big picture terms.



ISTJ

1 ISTJ's are typically quiet, orderly people. They are usually practical and realistic, systematic and careful with detail, preferring to work with facts and concrete issues rather than imaginative ideas and concepts. They often like to be on their own when working.

2 ISTJ's like systems, methods and organisation in their lives. They value logic, evidence and accuracy and tend to be meticulous. They like to see everything in its place. ISTJ's may analyse situations, and probe for factual evidence so that they can make judgments and decisions effectively. They can be quite determined in pursuing their goals. In the process they run the risk of upsetting others since they are not naturally mindful of others' points of view. ISTJ's often find it difficult to understand that other people do not approach things with the same detached objectivity and logic that they themselves apply.

3 ISTJ's tend to be calm and well planned in their approach. In fact, they seldom get excited or stressed; such is the orderly nature of their approach. They may get immersed in projects, seeing them through to the end.

4 ISTJ's like people to say what they mean. They are not interested in any sort of equivocation. They may be highly dependable and take pride in being so. They can be hard to get to know and only close friends will ever penetrate their guard. Others may find this somewhat frustrating but, in fact, the ISTJ gets a great deal of satisfaction from this well-ordered lifestyle.

5 In summary, ISTJ's are reserved, conventional, logical and organised. They are sensible and careful and can be relied upon to fulfil whatever task is set in a thorough and positive manner.

Organisational Contribution

6 Gets things done to schedule. Usually careful with detail. Can be relied upon to meet commitments. Works well within a defined organisational structure.

Leadership Style

7 Use of facts to make decisions. Adherence to prescribed procedures. Focus practical organisational needs.

Preferred Work Environment

8 Hardworking, focused on facts. Secure, Well-structured, Orderly, Steady pace, Task-oriented. Privacy for uninterrupted work.

Potential Difficulties

9 Narrow focus on the short-term. May expect others to conform. May discourage innovation or risk-taking. May become inflexible and resistant to change. May neglect the interpersonal niceties.

Professional Development

10 Focus more on the long-range implications. Be more people orientated. Develop the capacity to recognise and embrace the need for change. Develop patience for implementing and experimenting with new ways of doing things.



ISFP

1 ISFPs are typically quiet but reactive. They are reserved yet enjoy the challenge of emergencies. ISFPs may leave things to the last minute, and then get on calmly without fuss.

2 ISFPs usually value other people's feelings and express their kindness in a practical yet sensitive way. They tend to be generous hearted, even when they themselves cannot afford to be. ISFPs are not usually good at planning so they need to avoid situations that require them to follow strict schedules. ISFPs are not typically inventive and will follow established methods of doing things even though their sense of timing may not conform to the system.

3 Being typically shy and retiring, ISFPs often find it difficult to express thoughts and feelings in conversation, unless with someone they know well. They often use the written word to convey their thoughts.

4 Whatever they choose to do in life, ISFPs do it in a calm, undemonstrative and sensible way. They do not normally like events involving lots of social interaction. They would much prefer a quieter environment.

5 In summary, ISFPs are quiet, reserved and calm, operating in a practical down to earth manner. Yet despite this gentle, sensitive side to their nature they may be easily bored, enjoy change and dislike being tied down.

Organisational Contribution

6 Will ensure the well-being of others. Brings a quiet sense of pleasure to their work. Brings people and tasks together by promoting co-operation.

Leadership Style

7 Likely to promote a co-operative team approach. Will motivate others through personal loyalty. Will gently persuade others by appealing to their best intentions. Likely to adapt to whatever is needed. More likely to praise than criticise.

Preferred Work Environment

8 Co-operative, people oriented. Flexible, with private space for reflection. Courteous and low conflict. Pleasant surroundings.

Potential Difficulties

9 May be too trusting. May be overly self-critical, yet not providing sufficient constructive feedback to others. May not see beyond the present, or perceive things in a wider context. May be too sensitive and withdraw if felt slighted

Professional Development

10 Learn to be more analytical and challenging of information. Learn to give constructive feedback to others, whilst appreciating own qualities or achievements. Develop a more future oriented perspective. Be more assertive and direct with others.



ISTP

1 ISTPs are typically quiet, sensible, logical yet impulsive. They are happier with facts rather than theory, but dislike planning ahead. For this reason, they are likely to get bored easily, they absorb the facts then want to move on. They often have lively minds dealing with things quickly then looking for something new. They may overlook the implications, especially long-term effects.

2 On the one hand they can be sensible, practical and analytical, and on the other hand they can be impulsive and reactive, giving the impression that they are casual even leisurely. However, the ISTP is quiet and reserved and such conflicts (if they exist) will be kept well hidden.

3 ISTPs are often unsuspected heroes, since they show tremendous resourcefulness in an emergency, and during such an eventuality they will cope far better than most. ISTPs often thrive on such situations, remaining calm. They believe in their ability to survive but are very unlikely to tell others of this belief.

4 Communication is not usually an ISTP strength. They only talk if they can see a reason and are quite likely to say exactly what they think; they may also expect others to do the same. ISTPs tend to prefer to write things down than get into conversation.

5 ISTPs are often practical. They are usually among the first to come to a practical solution when something breaks or stops working.

6 In summary ISTPs are quiet, private people whose energies are usually channelled into practical activities. They seldom plan ahead preferring instead to act on the spur of the moment. However, they are essentially sensible, logical and determined.

Organisational Contribution

7 Trouble-shooters, able to meet the demands of the moment and stay calm in a crisis. A source of information. Gets things done despite the rules, not because of them.

Leadership Style

8 Through action or by personal example. Treat everyone as an equal. Manages with minimal supervision.

Preferred Work Environment

9 Action oriented. Unconstrained by rules. Problem solving, project context. Fosters independence.

Potential Difficulties

10 May keep things to themselves and appear unconcerned to others. May move on before completing a project. May look for ways to do things more expeditiously or take short cuts. May appear indecisive or un-directive.

Professional Development

11 Share concerns and information more with others. Develop perseverance. Learn to plan and put effort in to achieve results. Set goals.



INFJ

1 INFJs tend to be quiet and reserved with vision and imagination. They are often in the background, happy to carry on creating or designing things without any fuss. Even when they make something truly original, they are unlikely to show too much excitement. INFJs shun the limelight and work for the sake of the act or cause. They may find a lot to say to certain people under certain conditions, particularly around the abstract or conceptual.

2 INFJs are usually gentle and well organised people. Other people's feelings are important to them and they probably find it necessary to organise things, so as to cause the least inconvenience to others. INFJs plan ahead and will include the best interests of other people in those plans. This may result in them being regarded as fussy, or over-sensitive to the needs of others, because they may organise people who do not want to be organised.

3 INFJs are often original and comfortable dealing with the unknown and the abstract. INFJs may dislike pressure, preferring to plan ahead, creating systems. They do not like high pressure situations, much preferring calm order. Signs of potential conflict can often cause them a great deal of discomfort.

INFJs are organised, sometimes to the point of perfection; systematic, punctual and with a liking for routine and permanence.

Organisational Contribution

4 Future oriented; People orientated. Completer, finisher. Works conscientiously and consistently. Organises complex interactions between people and projects.

Leadership Style

5 Leads through personal vision of what is best for others and the organisation. Wins commitment rather than demands it. Inspire others through ideals. Works in a quiet but persistent fashion. Focused on making the vision real.

Preferred Work Environment

6 Harmonious, quiet and supports concentration. Allows time and space for creativity and reflection. Well organised. Contains people who value making a difference to human well-being.

Potential Difficulties

7 May find their ideas are dismissed, overlooked or underestimated. May not be openly as critical as needed. May operate with too single-minded an approach, thus ignoring wider issues or tasks to be done.

Professional Development

8 Be more assertive and publicise own ideals. Develop the skills of giving timely constructive feedback to others. Share more of what they do, or are thinking, with others. Be more relaxed and prepared to explore what can be done in the current situation.



INFP

1 INFPs are associated with the qualities of the archetypal artist. They are typically quiet and reserved, preferring to keep away from the crowds. They tend to be highly creative and original, care about people and need acceptance; and they work spontaneously. They are usually imaginative, preferring the theoretical to the factual. They may be difficult to get to know, and often prefer working quietly on their own at creating things or solving problems. INFPs tend to form deep friendships with a few people, preferably people who share their interests and with whom they can have long, interesting conversations about ideas, theories and concepts.

2 INFPs usually work best under pressure. They may shy away from making detailed plans, much preferring to take things as they come. At the same time, they care about other people's feelings, so may be careful that however impetuous their actions, they may not cause harm to someone else. They may be described as *inspirational* since they are capable of having new ideas and acting on them instantaneously, albeit quietly and without fuss. In fact, INFPs can cause difficulties for those around them because they are liable to think of a solution to a problem and rush off and implement it without telling anyone.

3 INFPs can seem calm, even casual or leisurely. This is because they prefer not to be constricted by systems and tend to be less excited about events than most. On the other hand, they can be highly active when something stirs their imagination, be it an interesting new concept or something they care about passionately. On these occasions they burst into action.

Organisational Contribution

4 Facilitates team contribute. Can be persuasive. Ties the team around a common goal. Seeks new ideas and possibilities. Will quietly pursue organisational values, especially if focused on people.

Leadership Style

5 Participative and facilitative. Will be more energised by unique rather than conventional leadership roles. Will work independently towards their vision. Likely to encourage others to follow their ideals. More likely to praise than criticise.

Preferred Work Environment

6 Co-operative and flexible. Calm and quiet, room for privacy and reflection. Bureaucratic.

Potential Difficulties

7 May be a perfectionist, and delay completing tasks. May try to please too many people. May not adjust their vision to reality. May reflect too much.

Professional Development

8 Quicker grasp of the reality. Become more tough-minded, More emphasis on facts and logic as well as personal values. Learn to develop and implement action plans.



INTJ

1 INTJs are likely to be successful in a wide variety of fields because they tend to be imaginative, logical, well organised and good at problem solving. This gives the advantage and strength of being able to think through their ideas and form them into plans.

2 INTJs are usually quiet, reserved and often private people who prefer dealing with the unknown and theoretical. They may be hard to get to know, preferring to talk to certain people, under certain conditions. They will probably be talking about concepts, values and ideas.

3 INTJs value being correct and precise in their judgement, using logic and analysis to reach conclusions. This gives their creations or ideas greater credibility since they are very unlikely to propose them until they are sure they ought to be accepted.

4 INTJs are typically well organised, systematic and organised enough to meet the deadlines and cope with a heavy workload.

5 INTJs are seldom charismatic leaders because they shun publicity or the limelight and do not often appear outwardly excited about things. They do, however, have the attributes to manage small numbers of people but are unlikely to be particularly stimulated by the responsibility.

6 In summary, INTJs are creative, imaginative people who value precision and like to achieve goals by using logic in a planned, unpressured way. They are quiet, reserved people who get things done using ingenuity and determination.

Organisational Contribution

7 Strong conceptual and design skills. Organises ideas into action plans. Holds a strong belief regarding order. Will work to remove obstacles. Views the organisation as a whole. Understands workplace systems.

Leadership Style

8 Strong drive for self and others to achieve organisational goals. Can be tough minded with others. Conceptualises and designs complex solutions. Will reorganise the whole system if needed.

Preferred Work Environment

9 Long term approach. Decisive, intellectually challenging people who are effective and productive. Task focused and efficient. Opportunities for creativity and autonomy. Time and space for reflection.

Potential Difficulties

10 May appear so commanding that others are afraid to challenge them. May have difficulty in letting go of impractical ideas. May ignore the impact of their vision, style or action on others.

Professional Development

11 How to appreciate others. Learn when to let go of a concept or idea. Be more aware of their impact on others. Solicit input from others, including ideas, suggestions and feedback.



INTP

1 INTPs are usually quiet, creative people. They tend to be difficult to get to know and are content in their own world of imagination and ideas. INTPs have a lot to say to certain people under certain conditions and these discussions will concern theoretical or abstract topics or outline plans for their ideas.

2 INTPs can be logical yet spontaneous. They think things through clearly, but dislike making plans. If they have an idea, they will work it out, often using analysis, then want to implement it with great determination, but without delay. They are typically reserved and calm, yet firm and resolute in their conclusions. They value being correct and will challenge others' views if they doubt their validity. It may be hard to know what an INTP thinks or feels but there is a lot going on inside, much of it ingenious.

3 INTPs may also be impulsive. They often prefer to deal with things as they arise and dislike planning ahead. They enjoy working under pressure and are usually successful at dealing with the unexpected. They can be difficult to pin down. They will often do things on the spur of the moment and forget to tell anyone where they are going; sometimes appearing disorganised and distant.

4 INTPs are happy to have a few good friends. They may dislike crowds and prefer a quieter environment.

5 In summary, INTPs are quiet, reserved, creative people who, nevertheless, value accuracy and use logic. They can be impulsive and determined; and may be difficult for the more *conventional* to understand them.

Organisational Contribution

6 Designs logical and complex systems. Uses expertise in dealing complex issues. Uses short term and long-range thinking. Applies logic, analysis and critical thinking. Focus on the core issues.

Leadership Style

7 Through conceptual analysis and goals. Prefers to lead other independent types. Seeks autonomy for themselves. Relates to others in terms of expertise rather than position. Interacts on an intellectual rather than emotional level.

Preferred Work Environment

8 Independent thinkers focused on complex problem solving. Unstructured and self-supporting. Quiet, reflective, flexible.

Potential Difficulties

9 May be too abstract and unrealistic. May be too theoretical or complex in their explanations. May focus on inconsistency at the expense of teamwork and harmony. Impersonal, critical approach

Professional Development

10 Focus on practical details and completion. Learn to state things more simply. Show an appreciation of others' input. Be more people orientated.



Activity 1.2 Team Profiles

The tables below show the relationships between the different profiles. Profiles within the same box are closest in personality style and preferences. The further away from each other the profiles appear, the more differences there are. This can be used to help teams function even more effectively, and to build balanced (or deliberately one-sided) teams.

How can you apply this with your team?

Activity1.2



Personality Type Indicators: Creating balanced teams

Sensing Introverts	
ISTJ Makes the system work	ISFJ Puts duty to others above self
ISTP I'll just get on with it	ISFP Shows caring through actions not words

Intuitive Introverts	
INFJ Committed yet gentle	INTJ Intellectual strategist
INFP Inspirational dreamer	INTP Architect of solutions

Sensing Extroverts	
ESTP Let's go!	ESFP Bubbly free spirit
ESTJ Practical Implementer	ESFJ Kind friend to everyone

Intuitive Extroverts	
ENFP Enthusiastic motivator	ENTP Spontaneous dynamic
ENFJ Articulate persuader	ENTJ Takes charge





Activity 1.3 Scenarios and Profiles

It is important to remember that all personality profile does is to identify naturally occurring differences in personality traits and preferences between individuals. There is no right or wrong profile. **Respond to each of the scenarios below.**

Activity 1.3

Scenario 1

John tries to be as fair as he can with his team. He tries to ensure that everyone gets on together. Recently, he has been a keen advocate of the company's latest Lean initiative. Even so, he did have some reservations and brought put these to his manager. John sometimes gives his team a little too much leeway, and when there is an issue, it can fester for a while until he will deal with it. John's response to his most recent Appraisal wasn't too good; he seemed to react badly to some constructive criticism.

Your comments on John?

Scenario 2

Janet can be relied on to get the work done to standard and on schedule. She will follow procedure to the letter to make sure she has all the right information. Her workspace is well organised and she will get through her tasks on her own and at a pace that suits her but meets the current needs of the company. Janet can be a bit cautious sometimes, and inflexible when working with others. The company is going through a period of change and so Janet could benefit from some Change Management coaching.

Your comments on Janet?

Scenario 3

Steve really shone recently when he was part of a Cross-functional Team. He seemed to relish being given the freedom to concentrate on the issues. He was instrumental in coming up with an idea that took into account the whole operation. Steve was able to identify the root cause without getting side-lined by red herrings. He liked the intellectual challenge the problem gave him. There were a couple of occasions though when Steve had to be brought back on track because his ideas were a bit *out there* and no one understood them, or him.

Your comments on Steve?