

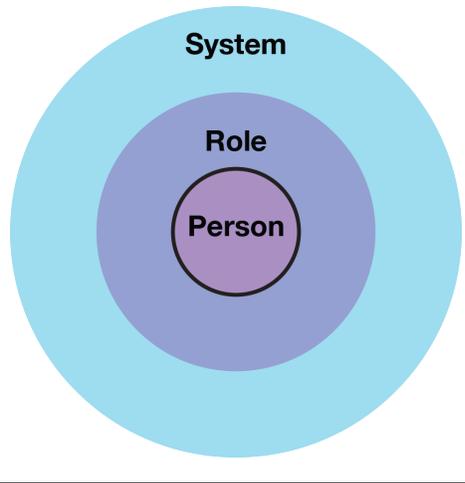
MBTI Awareness at the Person-Role-System Level

© Jolie Bain Pillsbury

1. The Person-Role-System Framework

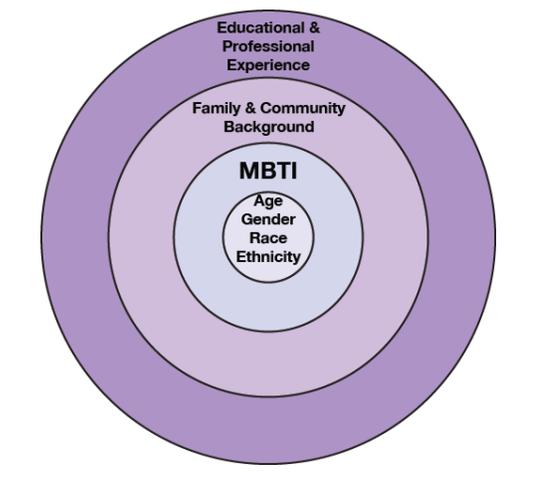
The exercise of leadership is influenced by a person's preferences and the role he or she plays in formal and informal systems. The person-role-system framework is used to address common barriers to aligned action. Answer the following questions to apply the framework.

Content	
1.	Person-Role-System
2.	Preferences
3.	Roles
4.	Awareness to Action

	<p>System</p> <p>Where do you exercise your primary leadership role?</p> <p>What sector are you in and how does that influence your role?</p> <p>How is success defined?</p> <p>Role</p> <p>What is your formal title?</p> <p>How does it describe what you do and what authority you have?</p> <p>What is your informal authority and what is its source?</p>
<p>Person:</p> <p>How does who you are as a person influence how you exercise your leadership in role?</p>	

2. Personal Preferences Influence the Exercise of Leadership

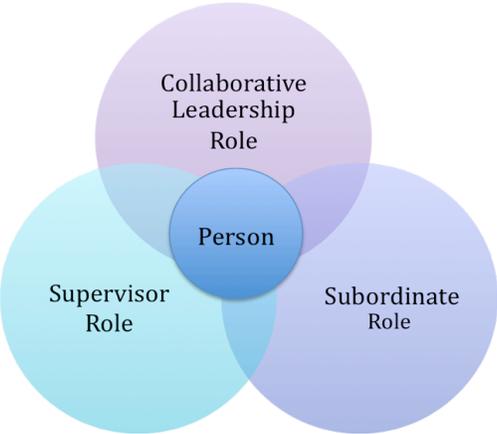
MBTI is one lens to understand how a person exercises their leadership in a role. MBTI provides a common language for leaders to know their own preferences and understand those of others.

<p>Type©¹ insights</p> <ul style="list-style-type: none"> • Where you get your energy? (E or I) • How you take in information? (S or N) • How you evaluate information? (T or F) • How you approach choices? (P or J) <p>How are your preferences the same or different from others you work with to accomplish results?</p> <p>What can you do to work better with others?</p>	
--	--

¹ Hirsh, E.; Hirsh, K. & Krebs Hirsh (2003). Introduction to Type and Teams. California: CPP, Inc.

3. Multiple Leadership Roles

In one day, a leader in different roles might conduct a team meeting with their subordinates, meet with their boss and attend a community meeting with peers. How a leader exercises leadership in these multiple roles is strengthened by using awareness of preferences.

What is the Type profile of the group in your:		How can you use Type awareness to take aligned action in each of these roles?
Supervisory Role?		
Subordinate Role?		
Collaborative Leadership Role?		

4. From Awareness to Aligned Action

The following are examples of how to use MBTI awareness to move to aligned action:

Action	Example
Propose a norm	Propose a pause for quiet reflection. Both <u>I</u> ntroverts and <u>E</u> xtroverts will benefit from the opportunity to process internally and listen openly.
Strength based problem-solving	<p>The following sequence uses everyone’s strengths to solve problems (Z model):</p> <ol style="list-style-type: none"> 1. Review the facts (<u>S</u>ensing strength) 2. Consider the options (<u>iN</u>tuitive strength) 3. Apply criteria to choose the best option(s) (<u>T</u>hinking strength) 4. Before making a final decision about which option(s) to implement, explore the impact on people of that choice (<u>F</u>eeling strength)
Address conflict	<p>Type influences both what can trigger conflict and what resolution looks like. Use the following awareness to address and resolve conflict:</p> <p>TJ: Triggered by challenges to/of authority, desires closure</p> <p>TP: Triggered by challenges to/of trust, desires a defined process</p> <p>FJ: Triggered by challenges to/of beliefs, desires intact relationships</p> <p>FP: Triggered by challenges to/of values, desires respectful listening</p>