

Leadership seminars 2020

Session 1

Personality and Motivation





Personality



Objective

The overall goal of this seminar is to understand your own personality, and discover how personalities can differ, for example within teams (....and why that is a good thing!).

Introduction

The “16 personalities” Instrument:

- A self-report designed to help identify valuable differences between the ways normal, healthy people tend to function
- Highlights personal *preferences*, not skills or abilities
- Is an indicator, not a test

16 Personalities

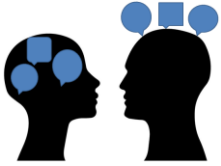
Pre-work: Complete the self-assessment at:

<https://www.16personalities.com/free-personality-test>

- Put your result on the 16 personality flipchart.
- What do we observe from the result?

Understanding your personality type

- The 4 aspects



1. Mind

*How we interact
with
our surroundings*

Introverted

Extroverted



2. Energy

*How we take
in information*

Observant

Intuitive

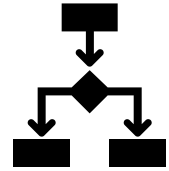


3. Nature

*How we make
decisions and
cope with
emotions*

Thinking

Feeling



4. Tactics

*Our approach to
work & planning,
how we live our
life*

Judging

Prospecting

The 8 Poles of the 4 Continuums

1. Mind



- **Introverted:** draw energy from and pay attention to the inner world
- **Extroverted:** draw energy from outer world (people, action)

2. Energy



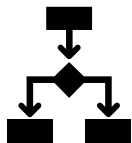
- **Observant:** like information that is real and factual
- **Intuitive:** like patterns, connections, possibilities

3. Nature



- **Thinking:** use logical analysis in decision-making
- **Feeling:** use personal values in decision-making

4. Tactics



- **Judging:** like a structured and planned life
- **Prospecting:** like a flexible, adaptable life

The 16 personality types

Code:

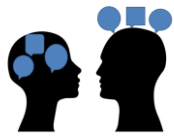
Introvert
Extrovert

Observant
Intuitive

Thinking
Feeling

Judging
Prospecting

ISTJ Logisitican	ISFJ Defender	INFJ Advocate	INTJ Architect
ISTP Virtuoso	ISFP Adventurer	INFP Mediator	INTP Logician
ESTP Entreprene ur	ESFP Entertainer	ENFP Campaigner	ENTP Debater
ESTJ Executive	ESFJ Consul	ENFJ Protagonist	ENTJ Commander



1. MIND: Extroverts & Introverts

Activity 1

Plenary discussion:

- You are at an I's or an E's work meeting (or party). What is going on?





1. MIND: Extroverts & Introverts

Activity 2

Split the group into **Es** and **Is**.

Discuss in your group:

- What do you admire about E / I ?
- What confuses you about E / I?
- What would you like E / I to know about you?

Share your conclusions in plenary.

Watch out!

- “Extroverted” doesn’t necessarily mean talkative, but rather **seeking stimulation outside oneself** – can also be sports or the sun...
- “Introverted” doesn’t necessarily mean shy and quiet, but **drawn to one’s own inner life** and values



2. Energy: Information

- Those who prefer **observing** pay attention to information/ data/ facts taken in through their **5 senses**; they focus on what is and what was
- Those who prefer **intuition** pay attention to their **6th sense**, to hunches and insights; they focus on what might be



Energy: Activity 1

What does this painting depict?





Observant & Intuitive

Painting is titled: “the coming world” Why?



Observant & Intuitive

Painting is titled: “the coming world” Why?

- **Intuitive** types might be more willing to look deeper into the meaning of abstract art to find significance, an opening into new experience and possibilities
- **Observant** types might see an unfamiliar style lacking any reference to their own experience, they tend to think practically and try to see familiar shapes



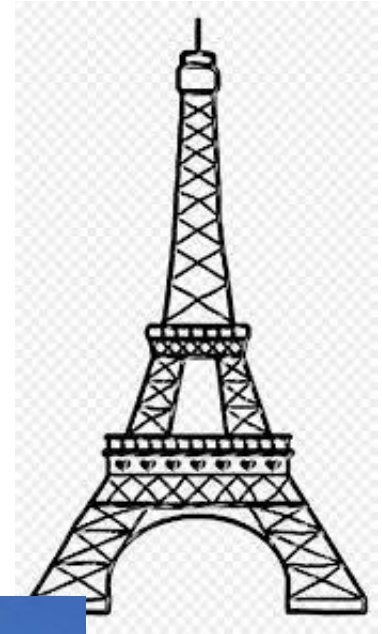
Energy: Activity 2

- Draw an Eiffel Tower/ KCC tower



Energy: Activity 2

- Those who prefer **Observing**: will be concerned in getting the tower “right” – number of levels, etc.
- Those who are **Intuitive**: will be OK with the general idea, does not have to be a precise depiction



Watch out for differences in ENERGY style!

OBSERVING

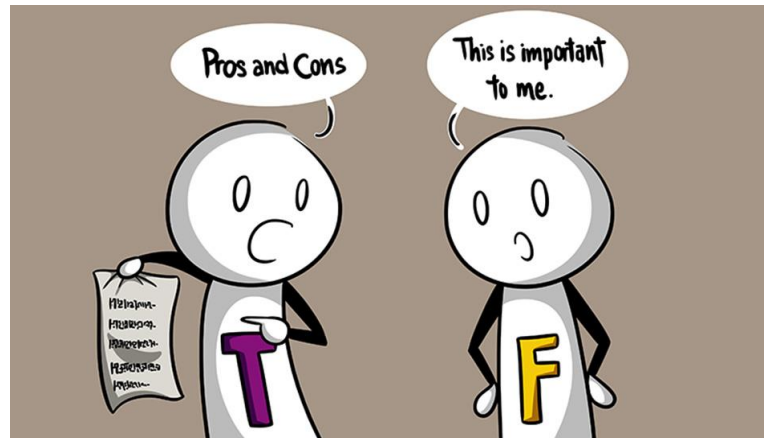
- Step-by-step sequence
- Observe specifics
- Move carefully toward a sound understanding
- Do not leave points out
- Rely on memory and detail

INTUITIVE

- Novel, ad-hoc sequence
- Grasp general concepts & patterns
- Move quickly toward meaning and implication
- Focus on what is relevant
- Rely on verbal fluency

3. Nature: How you make decisions

- Those who prefer **Thinking** make decisions in a logical and objective way
- Those who prefer **Feeling** make decisions in a personal, values-oriented way





3. Nature: Activity 1

Split into Thinkers and Feelers

Discuss in your group:

- What do you like to be appreciated for?
- How do you like others to show that they appreciate you?
- How do you like to show appreciation to others?
- When you don't get appreciated, what happens?

How do you prefer to make decisions?

THINKING

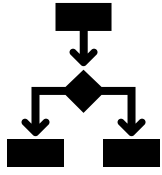
- Using logical analysis to make decisions
- Using objective criteria
- Seeking order by logic
- Exploring the problem from a detached perspective

FEELING

- Using person-centered values to make decisions
- Weighing human values and motives
- Seeking order through harmony
- Exploring the problem from an engaged perspective

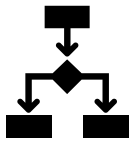
Watch out!

- “Thinking” doesn’t mean cold or lacking in concern – it’s a preferred way of making caring decisions
- “Feeling” doesn’t mean overly emotive, but rather a preferred means of analyzing the situation
- Both Thinking and Feeling are rational processes for making decisions!



4. Tactics: How to Lead our Lives

- Those who prefer **Judging** tend to live in an organized and planned way
- Those who prefer **Prospecting** tend to live in a spontaneous and flexible way



4. Tactics: Judging and Prospecting Activity 1

- How do you plan your shopping?
- Do you like to work and then play or do you prefer to work and play at the same time?

Which lifestyle do you prefer?

JUDGING

- Deciding, planning, organizing, scheduling
- Wanting closure, even if data may be a little incomplete
- Seeks to “wrap it up”, to move on


PROSPECTING

- Inquiring, absorbing, adapting, changing
- Resisting closure, wanting more experience or data
- Seeks to prolong this experience

Watch out!

- “Judging” doesn’t mean judgmental

Functional Pairs: Focus & Interests



	<i>Thinking</i> T	<i>Feeling</i> F
<i>Observant</i> S	<ul style="list-style-type: none">• Objective analysis of facts and realities• Practical and analytical	<ul style="list-style-type: none">• Interested in practical help and services to other people
<i>Intuitive</i> N	<ul style="list-style-type: none">• Interested in theoretical concepts and systems• Logical, theoretical, analytical	<ul style="list-style-type: none">• Attention to people's potential• Interested in understanding and encouraging people

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Sitting in a 3.8-metre sea
kayak and watching
a four-metre great
white approach you is
a fairly tense experience

MOTIVATION

If there is a better reason to paddle, I don't know what it is.

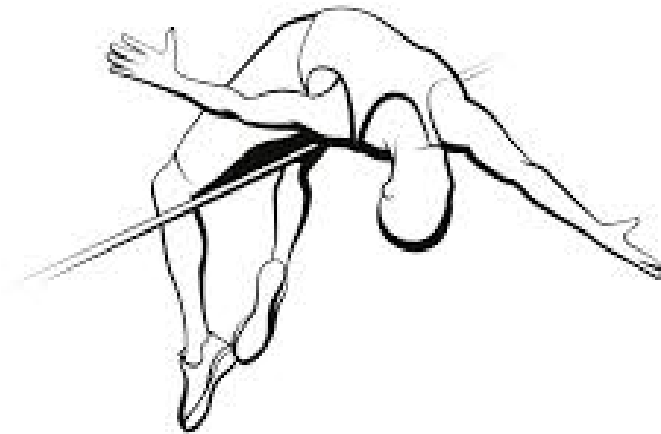
Objective

The overall goal is to learn about motivation, both your own and others' and how to use this information to manage your own performance, and the performance of your team members.

Meaning

If we consult the dictionary motivation is defined as "the set of factors by which the behaviour is directed."

Motivation comes from the Latin word 'movere' what means 'inciting acts'



Brainstorm



Note down the issues,
typical things,
circumstances, that **de-**
motivate you!

Brainstorm



Note down the issues,
typical things,
circumstances, that **de-
motivate** you!

What does this tell you
about what **motivates**
you?

Give People What They Want and Need



A good chief is like a forest: everyone can go there and get something (proverb The Congo)

Herzberg

His two-factor theory distinguishes between:

Motivators

- *Arise from intrinsic conditions of the job itself*
- *When present, give positive satisfaction*

Recognition
Responsibility
Challenging work
Personal growth
Achievement

Hygiene Factors

- *Are extrinsic to the work itself*
- *When present, do not give positive satisfaction, but when absent arise in dissatisfaction*

Status
Job Security
Salary
Working conditions
Company policies
Supervisory practices

Herzberg

Essentially, hygiene factors are needed to ensure an employee is not dissatisfied. Motivation factors are needed to motivate an employee to higher performance.

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Herzberg also further classified our actions and how and why we do them, for example, if you perform a work related action because you have to then that is classed as "movement", but if you perform a work related action because you want to then that is classed as "motivation".

Maslow: Hierarchy of Needs



Alderfer - ERG theory

Growth

an intrinsic desire for personal development.

Relatedness

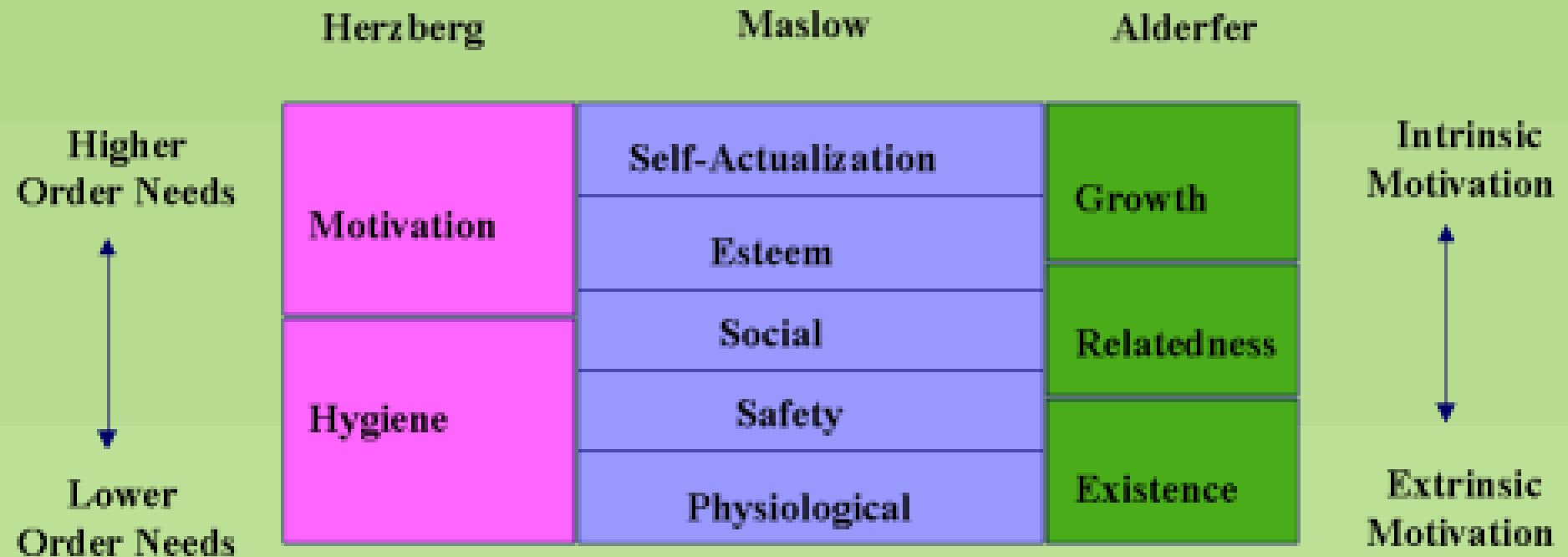
the desire people have for maintaining important interpersonal relationships.

Existence

concerned with providing the basic material existence requirements of humans



Comparison of Motivation Theories



Motivation

People are by nature motivated whenever they:

- Can achieve success
- Can do something or show that they are good
- Can contribute to something that they consider important or valuable
- Can learn something or become better in what they do

What do you think motivates your team members?

Motivating: - 'Tough love'



Give a compliment when you are satisfied about a certain behaviour or performance

Give constructive feedback if you are not satisfied about their performance

Personality + Motivation

Note down your key lessons learnt from this session.



Pre-work for session 2: Leadership Attributes



Complete the Leadership Self Assessment and bring to the seminar on Wednesday!