Behavior Preferences and Implications for the Workplace

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Session Goals

Gain self-awareness by exploring personal style to assist in:

- Understanding ourselves better and how others view us
- Identifying one’s own natural strength, contributions and areas for growth
- Recognizing, accepting, respecting, and appreciating individual differences
- Understanding how innate preferences influence motivation, values, attitudes, and behaviors
- Learning how preferences impact communication and relationships
- Reducing workplace conflict
Self Awareness – The Key To Strength-based Leadership

- Effective Municipal Clerks lead with their strengths.
- When you understand your weaknesses you know when to collaborate.
Self Awareness and The Johari Window

The 4 Dimensions of Type
(Jungian Model)

How You Are Energized
- Extraversion
- Introversion

How You Gather Data
- Sensing
- iNtuition

How You Make Decisions
- Thinking
- Feeling

What Life Style You Adopt
- Judging
- Perceiving
Signature Exercise
Energy Flow

\[ E - I \]
FOCUS OF ENERGY & ATTENTION

Extraversion (46%)
- Attuned to external world
- Stimulated by people, events, things
- Gregarious, friendly
- Open
- Many acquaintances
- Breadth of interests
- Social, initiates contact
- Silence is embarrassing
- Impatient
- Share, then reflect

Introversion (54%)
- Drawn to inner world
- Stimulated by inner thoughts and reflection
- Quiet, reserved
- Cautious disclosure
- Few intimate friendships
- Depth of understanding
- Let others initiate contact
- Silence is a blessing
- Patient
- Reflect, then act
Data Gathering

S – N
PERCEIVING FUNCTION
(Ways of gathering data)

**Sensing (68%)**
- Takes in info by 5 senses
- Seeing is believing
- Prefer facts/details
- Clear instructions, literal
- Operates in the present
- Apply proven methods
- Learns sequentially
- Trust experiences
- What it is…

**iNtuition (32%)**
- 6th sense
- Gut feeling
- Ideas, fantasy, ingenuity
- Big Picture
- Operates in the future
- Create new solutions
- Seeks patterns
- Trust inspiration
- What it could be…
Decision Making

T – F
<table>
<thead>
<tr>
<th>Thinking (53%)</th>
<th>Feeling (47%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>Subjective</td>
</tr>
<tr>
<td>Make decisions by stepping out of</td>
<td>Make decisions by stepping into</td>
</tr>
<tr>
<td>the problem</td>
<td>the problem</td>
</tr>
<tr>
<td>Analytical, rational</td>
<td>Situational, impulsive</td>
</tr>
<tr>
<td>Logical problem solver</td>
<td>Assess impact on people</td>
</tr>
<tr>
<td>Firm-minded</td>
<td>Persuaded, gentle hearted</td>
</tr>
<tr>
<td>Principles, laws, policy</td>
<td>Circumstances, values</td>
</tr>
<tr>
<td>Good at critiquing</td>
<td>Good at complimenting</td>
</tr>
<tr>
<td>Sympathizes</td>
<td>Empathizes</td>
</tr>
<tr>
<td>Rather be <em>right</em> than <em>liked</em></td>
<td>Rather be <em>liked</em>, than <em>right</em></td>
</tr>
</tbody>
</table>
Taking Action

J – P
Taking Action Exercise

You have just won a 2-week vacation for two to Ecuador and the Galapagos islands! Your prize includes: airfare to Quito; all airport transfers, 4 nights hotel accommodations, 5 day cruise aboard the deluxe Galapagos Explorer II; guided daily excursions, and all meals & drinks. Vacation prize covers transportation and provides you with $1,000 spending money at the resort.

- “What will you do to get ready”? 
ATTITUDE FUNCTION
(Ways of taking action)

Judging (58%)
- Planned lifestyle
- Decisive (closure)
- Anticipate
- Likes structure
- Order, neat, organized
- Control
- Schedules and plans
- Uncomfortable with uncertainty
- Deadlines
- Makes lists & use them

Perceiving (42%)
- Flexible lifestyle
- Curious (surprises)
- React
- Goes with the flow
- Casual, relaxed
- Adaptive, responsive
- Energized by deadlines
- Comfortable with fair amount of uncertainty
- What deadlines?
- Makes lists & lose them
I've organized all my boxes with a 9 digit code: the 1st 3 numbers tell which room the box goes in, the next 3 digits tell which way it faces in the room... the last 3 digits are the fragility index...
AND WHEN EXACTLY DID YOU REPENT?

WELL... I PLANNED TO REPENT LAST SUMMER, BUT THEN I WENT TO SEE MY SISTER AND FORGOT. BUT THEN I WANTED TO REPENT LATER, BUT KEPT PUTTING IT OFF FOR VARIOUS REASONS. THEN...

SOMETIMES PERCEIVERS FIND THEIR RELUCTANCE TO GET CLOSURE CAN HAVE SERIOUS CONSEQUENCES.
Type Dynamics

DOMINANT

Least Preferred

AUXILIARY

Tertiary

Preferred
Decision Making Using the Z Model

Sensing (Facts) → iNtuition (Possibilities)

Thinking (Consequences) → Feeling (Impact on People)
**REMEMBER...**

- Type tells us about our *preferences*, not our abilities.
- None of the preferences exist in isolation – *‘whole greater than sum of the parts’*.
- Best guide to your preference is how you *behave* in situations *where you feel most natural and at ease*.
- *Inborn*, but its expression is affected by a person’s personal circumstances, life stage, culture, environment, upbringing, etc.
Never lose sight of this point:

The gift of type is greater self-awareness for better self-management.