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I owe my deepest thanks to the many leaders and practitioners whose work with personality type precedes mine. Thanks also to my clients and colleagues over these past twenty years. I have learned from your leadership journeys, and you have enriched my own.

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Introduction

Organizations today face two major leadership issues: (1) an anticipated shortage of leaders, and (2) the increasing challenges of leadership in a global environment.

Too Few Leaders, Too Many Demands

Since 1995, numerous business organizations, such as Corporate Leadership Council (2000), McKinsey & Company (1998), and Hay Group (2008), as well as business futurists such as Roger Herman (2007), have published studies that predict a global shortage of leaders. More than 75 percent of executives surveyed from 250 major corporations were uncertain whether they could fill all their open leadership positions. As recently as 2008, leaders from a large sample of mid-sized global companies indicated more than 60 percent of their leaders were 50 or older, yet only 17 percent of the surveyed leaders were confident in their organization's succession plans.

This shortage of leaders is being fueled by a number of important changes: growth of the global economy and the increased need for leaders worldwide, more people approaching retirement, fewer middle managers left after the downsizing of the 1990s and the organization flattening of 2000, valued leaders being recruited away by competitors, and the dramatic increase and broadening of the demands on the remaining leaders.

Furthermore, the explosion in organizational complexity over the past few decades has led to significant challenges for leaders:

- The work being done is also becoming increasingly more complex.
- Knowledge and expertise are distributed more widely within organizations.
- More people are managed with fewer resources (broader spans of control).
- The workforce is increasingly diverse and dispersed, often across different time zones and even across continents.
- The pace of change is accelerating.
- Performance expectations are escalating.
- Leadership increasingly requires the ability to influence others outside traditional hierarchical structures.

This all adds up to leadership being more challenging than ever before.

Personality Type and Leadership

As leaders seek to engage and inspire others to accomplish their organization's objectives, they rely on a broad spectrum of abilities, such as

- Making good decisions in ambiguous conditions
- Communicating and pursuing a clear vision
- Building effective working relationships
- Making full use of each person's abilities
- Being adaptable and open to change—and helping others do the same

- Tolerating, even inviting, healthy disagreements and conflict

Acquiring abilities such as these is a tall order. Luckily, leaders today have many resources available to aid their growth and development. Leadership development strategies often include the use of personality assessments and coaching, both to help identify leaders and to develop their capacities. One of the most powerful tools used for such development is the *Myers-Briggs Type Indicator*® (MBTI®) instrument.

More than 50 years of research looking for links between personality type and leadership has yielded one clear finding: There is no “perfect” type for leadership. While there are greater concentrations of certain types among leaders, there is ample and growing evidence that leaders vary widely in their styles and approaches to leadership. In fact, the larger body of leadership research indicates that the best leaders are those who can skillfully adapt their style to meet the needs of the situations they confront and the people they lead. The good news is that your personality type—no matter what it is—will not keep you from leading others successfully. The better news is that you can improve your leadership abilities in ways that not only fit your own job situation but also match your own personality “wiring.”

Purpose and Format of This Booklet

The purpose of this booklet is to help you become a more successful leader. It provides a pragmatic approach for improving your effectiveness and shows how you can apply knowledge about your personality type to improve. No matter what kind of organization or group you lead, or what your leadership style is today, learning how your personality type affects your leadership will help you

- Identify your inherent leadership potential
- Examine habits that might be limiting your success
- Broaden your views on becoming a more effective leader
- Stretch yourself to try new behaviors
- Tailor a plan to improve your leadership while staying true to your nature

Working through the material in this booklet, you will learn how your type preferences influence how you lead, and also how you can improve your leadership by following a path of type development specific to your preferences. The booklet is divided into five sections:

- “Understanding Leadership” provides a brief, high-level overview of what leaders do and touches on the importance of emotional intelligence for effective leadership.
- “Personality Type Basics and Dynamics” reviews the building blocks of personality type theory, including the four dichotomies, sixteen personality types, and eight mental functions. Also introduced here is the advanced concept of *type dynamics*, which can provide leaders with powerful insights into their strengths.
- “Type Development and Leadership Development” explains how everyone uses all eight mental functions (from Carl Jung’s original model) and how one’s use of these processes develops from the teenage years through the later stages of adulthood. Successful leaders move from being specialists to being generalists and are typically dual-minded, meaning they are able to hold and balance opposing views as they chart the best course. Leadership development has important parallels in type development.
- “Mapping Your Leadership Landscape” introduces the Leadership Map. Using this map, you will be able to identify areas you want to develop to improve your effectiveness as a leader.
- “Sixteen Paths to Leadership” presents leadership profiles of the sixteen personality types based on years of consulting work and type data from over 100,000 leaders from diverse backgrounds. Assets and challenges for each type of leader are presented, as well as specific ideas you can use to stretch yourself to become a stronger leader.

For emerging content on the sixteen personality types as leaders, including an opportunity to chat online with others about what you are learning, please visit www.16leaders.com. Welcome to this journey to explore your leadership landscape.

Understanding Leadership



Leadership comprises a complex set of abilities, tasks, and personal characteristics, as thousands of books describe in great detail.* At its core, however, leadership can be defined very simply as *accomplishing change through the efforts of others*. This is equally true whether you work in a major corporation, a small business, or a group within a larger business. It is just as true regardless of where your job ranks in the organization's hierarchy. It's true whether you work in an international conglomerate, a start-up, a school, a hospital, or a government agency, or volunteer in a community group.

Leaders are found—and needed—at all levels and in all kinds of organizations. As a leader, you direct efforts toward some destination, people work with you following your lead, and together you accomplish tasks toward achieving the organization's goals. Understanding this simple description of leadership is at the heart of improving your leadership.

Leadership is expressed through both what you do and whom you influence. Many leaders think of their role as primarily an “up-down” job—they follow those above to whom they report and lead those below who

report to them. Dr. David Bradford of the Stanford Graduate School of Business, however, describes leadership as “traveling up, down, and sideways.” By this he means that leadership flows in three directions within a hierarchy—leaders lead direct reports, of course (down), but they also lead their peers (sideways) and even their bosses (up). Most leaders spend less than one-quarter of their time working with their peers and bosses combined; the best leaders, on the other hand, are estimated to focus about one-third of their time and effort on each of these three directions.

Improving your ability to lead up, down, and sideways will substantially broaden your impact. While every job requires unique content knowledge and skills, every leader's success ultimately rests on effectively achieving the organization's goals through the efforts of many others.

Three Main Activities of Leaders

To achieve an organization's goals through the efforts of others, leaders engage in three main activities:

- Setting direction for the organization
- Inspiring others to work toward that direction
- Mobilizing the effective accomplishment of goals

Setting direction can include creating a vision, considering a wide range of possible courses, establishing strategy, defining objectives, and developing goals. It requires both creativity and good judgment, along with the ability to synthesize substantial information about the context, generate viable alternatives, set

**Author's note:* This section is in no way intended to provide the definitive reference on leadership. Its scope is specifically the use of psychological type to improve leadership, and perhaps helping to redefine what successful leadership involves.