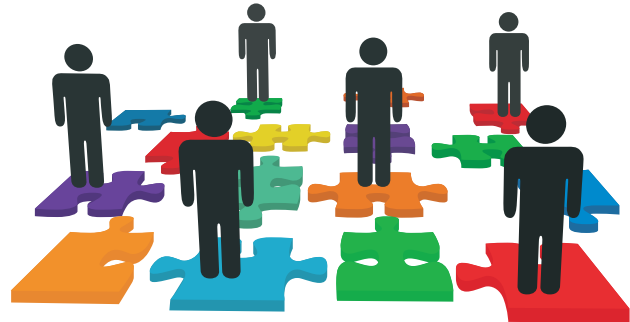


Determine Individual Personality Preference and the Preferences of Others

WHEN YOU KNOW your own personality preferences, you can accomplish more. You will recognize situations that match your strengths, which will enable you to succeed. You will also be able to identify the personalities of others and their corresponding strengths.



Objectives:



1. Explain the importance of determining personality preference in self and others.
2. Explain personality preferences measured by the Myers-Briggs Type Indicator.
3. Explain personality preferences measured by the Fundamental Interpersonal Relations Orientation-Behavior.

Key Terms:



affection behaviors	inclusion behaviors
control behaviors	introversion
extraversion	Myers-Briggs Type Indicator (MBTI)
Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B)	personality preferences

Understanding Personality Preferences

Your personality is completely unique. However, patterns exist, and your personality traits fit into some of these patterns. Your personality contains certain general characteristics and qualities often compatible with other certain characteristics and qualities. Consider your per-

sonality and the personalities of some of your friends. How are your personalities the same and different? What tools exist for measuring or categorizing your personality?

PERSONALITY PREFERENCES

Personality preferences are characteristics or qualities with which a person is comfortable in day-to-day functioning. For example, some people are more comfortable taking control in their daily work, and other people are more comfortable being controlled. Determining personality preferences is a process that helps clarify comfort levels and tendencies for working in different situations. Knowing the personal preferences of self and others is important for three reasons: ensuring successful placement in a job that fits the person's personal preferences; helping a business establish quality services and reputation; and understanding the interpersonal dynamics of a work team to enhance the team's performance.

A Job That Fits

Understanding personality preferences helps people find the right job. If the job calls for characteristics that match the employee's preferences, the employee will be happier and more satisfied. As a result, he or she will have higher morale and will perform the job to his or her greatest capabilities. Conversely, a poor match between job and personal preferences will result in an unhappy and unsatisfied employee (with low morale) who does not perform the job well.

Helping Business

Happy, high-performing individuals serve customers better and create a better reputation for the company. In contrast, unhappy, low-performing individuals pass on their negativity to customers and create a poor reputation for the company. Therefore, it is in the company's best interest to find the right match of personality for the job, for the team, and for the company culture.

Work Team Dynamics

Understanding the personality preferences of team members is useful in establishing optimal team chemistry, preempting dysfunction, and promoting a high-performance environment. A team with many people wanting to take control will result in conflict, which can result in poor team performance as members become fixated on gaining personal control. Conversely, a team with a good balance of members



FIGURE 1. A team with great dynamics can result in better performance.

taking and giving control can better avert excessive control conflicts, freeing up time to be more productive.

Personality Preferences and the MBTI

The **Myers-Briggs Type Indicator (MBTI)**[™] is an analytic tool used to measure how a person focuses, takes in information, makes decisions, and deals with the outer world. The MBTI categorizes personality types into four categories: **Extraversion or Introversion**; **Sensing or Intuition**; **Thinking or Feeling**; and **Judging or Perceiving**.

EXTRAVERSION OR INTROVERSION

Extraversion or Introversion: Where does an individual focus his or her attention? Does he or she focus on the outer world of people and things (**extraversion**) or on the inner world of thoughts and ideas (**introversion**)?

SENSING OR INTUITION

Sensing or Intuition: How does an individual take in information? Does he or she use the five senses—focusing more on the current moment (Sensing)—or think about patterns, the big picture, and future possibilities (Intuition)?

THINKING OR FEELING

Thinking or Feeling: How does the person make decisions? Does he or she make decisions based on logic and an objective analysis of cause and effect (Thinking) or based on values and subjective evaluation (Feeling)?

JUDGING OR PERCEIVING

Judging or Perceiving: How does the person deal with the outer world? Does he or she like to have a planned and organized approach to living (Judging), or does he or she like to have a spontaneous, flexible approach to living (Perceiving)?

EXAMPLES

Each of the eight personality types is equally valued and esteemed. The best situation is one in which you understand your personality and the personalities of others with whom you are

working. Each personality type provides valuable insights. Personality types see the work challenge differently. One team sees the personality differences as an added value. The other team sees the personality differences as an additional problem and struggle.

Team Conflict

Team co-leader Dave is a “Judging” type, according to MBTI, and needs to have a project schedule mapped out to the finest detail before assigning work to team members. Team co-leader Crystal is a “Perceiving” type, according to MBTI, and thinks some of the project details can be left undecided until later and that the project team can begin working without knowing all of the details. Dave and Crystal disagree over details needed before assigning tasks to team members.

Team Harmony

Team member Bob is a “Sensing” type and wants to collect data from customers to understand their experiences with hair gel before planning a future version of the hair gel. Team member Janet is an “Intuitive” type and wants to think about the big picture, look at similar hair gels, and list possibilities before planning a future version of the hair gel.

- ◆ Bob collects data from customers while Janet articulates a “big picture” vision.
- ◆ They stay within the comfort zone of their personality preferences. Bob and Janet gather information and then work together to see how the customer data aligns with the future vision. In addition, they proceed to plan the future version of hair gel.
- ◆ Bob and Janet’s different preferences for gathering information were harmonious.
- ◆ Both personality types were needed for this task and complemented one another.



FIGURE 2. When personality types complement one another, the size of a seemingly larger task can be reduced.

Personality Preferences and the FIRO-B

The **Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B)[™]** is an analytic tool that measures how a person wishes to give or to receive behaviors in the categories of inclusion, control, and affection.

INCLUSION BEHAVIORS

Inclusion behaviors are behaviors that relate to connecting with others in a group, recognizing others, participating, and belonging to the group.

CONTROL BEHAVIORS

Control behaviors are behaviors that relate to influencing others, taking on responsibility and leadership, and making decisions.

AFFECTION BEHAVIORS

Affection behaviors are behaviors that relate to being close, warm, sensitive, and open with others.

EXPRESSING BEHAVIORS

In addition to the above indicators, it is important to consider the expression of these behaviors. How much do you prefer to initiate the behavior? What is your comfort level in expressing inclusion, control, and affection behavior? How much do you express inclusion, control, and affection behaviors?

RECEIVING BEHAVIORS

Equally important to the expression of behaviors is the reception of these behaviors. How much do you prefer to have others initiate the behavior toward you? What is your level of



FURTHER EXPLORATION...

ONLINE CONNECTION: Personality, Preferences, and the MBTI™

What is your personality type? To measure and learn more about your personality, visit the Web site below. In the left-hand column, click “What’s Your Type?” and read through the descriptions. Select the characteristics that most closely match your preferences. When you have completed the brief survey, you will see your four-letter personality type at the bottom of the page. Complete further research on the meaning of your personality type by clicking “Learning more about the 16 personality types.”

Then dig deeper. Read the descriptions of several other personality types, focusing on the personality types that are very different from yours. The next time you encounter a personality that is very different from yours, consider its strengths. Ask yourself what value the other personality type can bring to the team situation or challenge.

<http://www.personalitypathways.com>

comfort being the recipient of inclusion, control, and affection behavior? How often do you receive inclusion, control, and affection behavior?

EXAMPLES

In the following examples, notice how the FIRO-B™ indicators can be used to strengthen a team.

Team Dysfunction

Team leader Henry has a personality preference to avoid expressing inclusion behaviors. For instance, Henry does not believe it is important to recognize the contributions of all team members with rewards, honors, and public praise. But Henry's team members have personality preferences that need to receive inclusion behaviors. They need to be publicly recognized for their work. Over time, team members become less motivated and begin caring less because their work is not being recognized by Henry.

Team Affection

The team leader, Libby, prefers to express affection behaviors. She believes it is important to be warm and sensitive to others. Team members have a high need to receive affection behaviors. They need to feel close to their leader emotionally. Over time, Libby and members become closer by having work meetings where Libby asks team members how they are feeling about their work, and team members believe Libby cares for them.

Summary:



Knowing your personal preferences and those of others is important for three reasons: ensuring successful placement in a job that matches the personal preferences; helping a business establish quality services and reputation; and understanding the interpersonal dynamics of a work team to enhance the team's performance.

Two excellent tools can assist with determining personality preferences. These tools are the Myers-Briggs Type Indicator (MBTI)™ and the Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B)™. The MBTI is an analytic tool used to measure how a person focuses, takes in information, makes decisions, and deals with the outer world. It categorizes personality types into four categories: Extraversion or Introversion; Sensing or Intuition; Thinking or Feeling; and Judging or Perceiving. The FIRO-B is an analytic tool that measures how a person wishes to give or to receive behaviors in the categories of inclusion, control, and affection. When used in combination, the tools offer valuable information and insights into personality preferences.

Checking Your Knowledge:



1. Explain why it is important to understand your own personality preferences.
2. Explain why it is important to understand the personality preferences of others.
3. List two of the behavior areas evaluated by the FIRO-B.
4. List the four personality type categories of the MBTI™.
5. How does a business benefit from the proper personality fit?

Expanding Your Knowledge:



Interview your friends and family using the MBTI™. Discover how their similarities and differences complement your personality. Which personality types best round out your strengths? Use the instrument explanations to better understand how the personality differences provide a valuable asset to your team.

Web Links:



The FIRO-B Instrument

<http://www.fsli.org/filelibrary/FIRO-B1.pdf>

MBTI Basics

<http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>

Myers-Briggs

<http://www.myersbriggsreports.com>