

Hacking Your “Way”

Increasing personal and team effectiveness

The goal of all good inventories and assessments is always the same: To help us to further understand and increase the wise stewardship of our lives. From childhood, each of us has a “Way” that is core not only to our strengths, but to how we use them personally and in our relationships—that is, to our personal presence.

Transcending ethnic or cultural backgrounds, gender and sexual orientation is temperament. And mature leaders of every temperament bring grace, connection, integrity and challenge to the realities of business. And business is where working adults spend the majority of their waking hours.

The Myers-Briggs Type Indicator (MBTI) assessment has been around for decades. It measures how we perceive the world, take in and process information and then make decisions. As you review your results of the MBTI, please reflect on the following questions about your personal style and your leadership presence. We won’t do a thorough debrief of your results (you’ll receive a four-letter results), but we’ll focus on your middle letters.

1. What is your starting point for learning about something or someone new? For taking on a new challenge? Are you:
 - *ST? Do you look first at facts, data, patterns?*
 - *SF? Do you look first at the impact on the harmony and functioning of the team?*
 - *NT? Do you look first at values, the big picture and potential outcomes?*
 - *NF? Do you look first at building support, finding talent and engagement?*
 - a) What does it actually look like/sound like when you are at your most effective with others?
 - b) What do you love to contribute to the team?
 - c) What kind of support from the team helps you to be your best?
 - d) How do you like to reflect, recover, and recharge your emotional battery?
 - e) Bonus question: Do you have any idea what makes you annoying to people in the other corners?

2. When your starting point isn’t working—even after you’ve doubled-down, what alternative strategy are you able to shift to? For example (using “Insights”):
 - *ST: After you’ve examined the data and created order and predictability. *Is it time to get more tolerant of a messy process?**
 - *SF: After you’ve helped the team to explore and deepen values and strengths, and been as kind and understanding as you can be. *Is it time to compete and deliver?**
 - *NT: After you’ve provided strong direction and clear outcomes. *Is it time to slow your pace and listen?**
 - *NF: After you’ve been winsome, engaging and persuasive. *Is it time to get more firm and direct?**

Personal presence trumps everything else in leadership. And your personal presence always includes knowing your preferences, your growing edges and your resilience along the way.