



# Leadership Styles

Edward Walker MD, MHA  
Director, UW Healthcare Leadership  
Development Alliance



# Goals

- Leadership begins with who you are
- Discover your personality preference
- See how strengths, overdone, become weaknesses
- Learn to recognize preferences of others
- See the value of diversity in accomplishing organizational work
- See the dangers of group think
- Learn to “borrow” other styles



# The MBTI Four Preferences

- What is our energy source?
  - Extraversion vs. Introversion
- How do we take in information?
  - Sensing vs. Intuition
- How do we make decisions?
  - Thinking vs. Feeling
- What is our orientation to the world?
  - Judging vs. Perceiving



# Preference 1:

**What's your energy source?**




# Extraversion - Introversion

- We are extraverting when we:
  - Talk to other people
  - Listen to what someone is saying
  - Cook dinner, or make a cup of coffee
  - Work on a car
- We are introverting when we:
  - Read a book
  - Think about what we want to say or do
  - Are aware of how we feel
  - Think through a problem so that we understand it



# Preference 2:

**How do you take in information?**



# Sensing - Intuitive

- We are Sensing when we:
  - Taste food
  - Notice a stoplight has changed
  - Memorize a speech
  - Follow steps in a plan
- We are Intuitive when we:
  - Come up with a new way of doing things
  - Think about future implications for a current action
  - Perceive underlying meaning in what people say or do
  - See the big picture



# Preference 3:

**How do you make  
decisions?**



# Thinking - Feeling

- We are making decisions in the Thinking mode when we:
  - Research a product via consumer reports, and buy the best one to meet our needs
  - Do "The Right Thing", whether or not we like it
  - Choose not to buy a new blue shirt which we like, because we already have two blue shirts
  - Establish guidelines to follow for performing tasks
- We are making decisions in the Feeling mode when we:
  - Decide to buy something because we like it
  - Refrain from telling someone something which we feel may upset them
  - Decide not to take a job because we don't like the work environment
  - Decide to move somewhere to be close to someone we care about



## Preference 4:

**What is your  
orientation to the  
world?**



# Judging - Perceiving

- We are using Judging when we:
  - Make a list of things to do
  - Schedule things in advance
  - Form and express judgments
  - Bring closure to an issue so that we can move on
- We are using Perceiving when we:
  - Postpone decisions to see what other options are available
  - Act spontaneously
  - Decide what to do as we do it, rather than forming a plan ahead of time
  - Do things at the last minute

## **Extraverted Characteristics**

- Act first, think/reflect later
- Feel deprived when cutoff from interaction with the outside world
- Usually open to and motivated by outside world of people and things
- Enjoy wide variety and change in people relationships

## **Introverted Characteristics**

- Think/reflect first, then Act
- Regularly require an amount of "private time" to recharge batteries
- Motivated internally, mind is sometimes so active it is "closed" to outside world
- Prefer one-to-one communication and relationships

## **Sensing Characteristics**

- Mentally live in the Now, attending to present opportunities
- Using common sense and creating practical solutions is automatic-instinctual
- Memory recall is rich in detail of facts and past events
- Best improvise from past experience
- Like clear and concrete information; dislike guessing when facts are "fuzzy"

## **Intuitive Characteristics**

- Mentally live in the Future, attending to future possibilities
- Using imagination and creating/inventing new possibilities is automatic-instinctual
- Memory recall emphasizes patterns, contexts, and connections
- Best improvise from theoretical understanding
- Comfortable with ambiguous, fuzzy data and with guessing its meaning.

## **Thinking Characteristics**

- Instinctively search for facts and logic in a decision situation
- Naturally notices tasks and work to be accomplished.
- Easily able to provide an objective and critical analysis
- Accept conflict as a natural, normal part of relationships with people.

## **Feeling Characteristics**

- Instinctively employ personal feelings and impact on people in decision situations
- Naturally sensitive to people needs and reactions
- Naturally seek consensus and popular opinions
- Unsettled by conflict; have almost a toxic reaction to disharmony.

## **Judging Characteristics**

- Plan many of the details in advance before moving into action.
- Focus on task-related action; complete meaningful segments before moving on.
- Work best and avoid stress when keep ahead of deadlines.
- Naturally use targets, dates and standard routines to manage life.

## **Perceiving Characteristics**

- Comfortable moving into action without a plan; plan on-the-go.
- Like to multitask, have variety, mix work and play.
- Naturally tolerant of time pressure; work best close to the deadlines.
- Instinctively avoid commitments which interfere with flexibility, freedom and variety



What do you think  
your preference is?



Wait – that's 16  
different combinations!

Isn't there a simpler way  
to do this?

# A four box solution

Extroverted

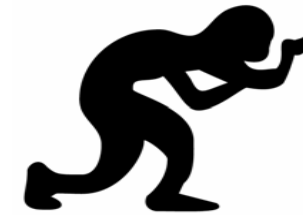
Introverted

Feeling

Thinking

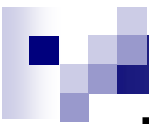
**EXPRESSIVE**

**AMIABLE**



**DRIVER**

**ANALYTIC**



Hey, don't try to box me  
in... I'm more than a label!



EASILY OFFENDED

- There is no best or worst style – there are advantages and disadvantages to each
- Every strength, when pushed far enough, becomes a liability
- There are no pure styles – but one is usually preferred
- Behavior style does not explain the whole person – only defines perceived pattern
- Much of the population is different than you – in communication, use of time, relating to others, making decisions, managing conflict
- Since about 75% of the world is not like you, you might as well learn how to adapt to their style

# Driver – Extroverted thinking



- Focus on productivity/action/results
- Risk taker
- Likes to make decisions
- Efficient – now, now, NOW (!)
- When stressed: Autocrat
- Best management strategies:
  - Do not ignore or compete
  - Set clear accountabilities, expectations
  - Channel interaction into mutually productive areas

# Expressive – Extroverted Feeling



- Focus is on idea/vision/dream
- Wants appreciation/help to effect dream
- Testimonials help decision-making
- Quick/impulsive, future-oriented
- When stressed: Attacker
- Best management strategies:
  - Don't personalize critique
  - Help separate self from ideas
  - Present positive ideas and options to achieve vision

# Amiable – Introverted Feeling



- Focus on people
- Rejects conflict, avoids risk
- Wants guarantees in decision-making
- Unhurried, slow and agreeable
- When stressed: Acquiescer
- Best management strategies
  - Solicit criticism along the way, make it feel safe
  - Focus on common good
  - Involve/engage individual

# Analytic – Introverted thinking



- Focus on facts/principles/historical perspective
- Wants to be right, is disciplined/accurate
- Risk avoider
- Needs time to decide/evidence
- When stressed: Avoider
- Best management strategies:
  - Address procedures
  - Include details
  - Enlist individual's aid

# Common "four-box" characterizations

<b>Merrill-Reid</b>	Driver	Expressive	Amiable	Analytical
<b>Enneagram</b>	Adventurer Achiever	Helper Romantic	Peacemaker Observer	Asserter Perfectionist
<b>Hippocrates</b>	Choleric	Sanguine	Phlegmatic	Melancholy
<b>Western Astrology</b>	Fire	Air	Water	Earth
<b>Animals</b>	Bear	Monkey	Dolphin	Owl
<b>Children's Literature</b>	Rabbit	Tigger	Pooh	Eeyore
<b>Charlie Brown</b>	Lucy	Snoopy	Charlie Brown	Linus
<b>Who Moved My Cheese?</b>	Sniff	Scurry	Haw	Hem



# If you're still not sure....

- **Driver:** · Objective-focused · Know what they want and how to get there! · Communicates quickly, gets to the point · Sometimes tactless and brusque · Can be an "ends justify the means" type of person · Hardworking, high energy · Does not shy away from conflict
- **Expressive:** · Natural salesmen or story-tellers · Warm and enthusiastic · Good motivators, communicators · Can be competitive · Can tend to exaggerate, leave out facts and details · Sometimes would rather talk about things than do them!
- **Amiable:** · Kind-hearted people who avoid conflict · Can blend into any situation well · Can appear uncertain · Has difficulty with firm decisions · Often loves art, music and poetry · Highly sensitive · Can be quiet and soft-spoken
- **Analytical:** · Highly detail oriented people · Can have a difficult time making decisions without ALL the facts · Make great accounts and engineers · Tend to be highly critical people · Can tend to be pessimistic in nature · Very perceptive



# Comparison of Styles

<b>Style</b>	<b><i>Intent</i></b>	<b><i>Need</i></b>	<b><i>Pace</i></b>	<b><i>Focus</i></b>
<b>Driver</b>	<b>Get job done</b>	<b>Control</b>	<b>Fast</b>	<b>Task</b>
<b>Amiable</b>	<b>Get along</b>	<b>Harmony</b>	<b>Slow</b>	<b>People</b>
<b>Analyzer</b>	<b>Get job done right</b>	<b>Accuracy</b>	<b>Slow</b>	<b>Task</b>
<b>Expressive</b>	<b>Be heard</b>	<b>Attention</b>	<b>Fast</b>	<b>People</b>



# Interacting Effectively With Other Styles

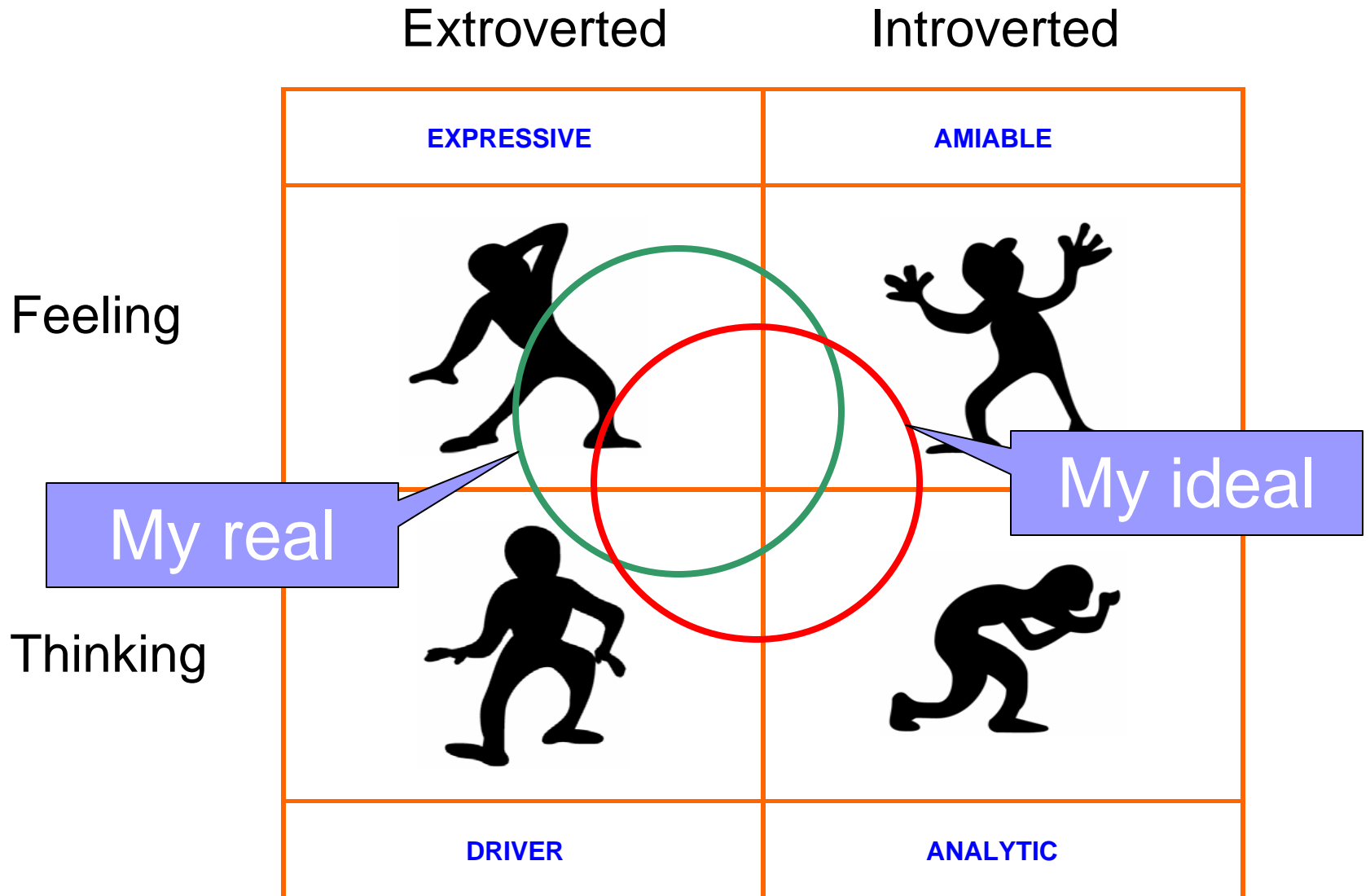
- Start by knowing yourself
- Observe the behavior patterns of others carefully
- Learn how others see and interact with the world
- Avoid judgments, evaluations, and analyzing “why” someone behaves a certain way
- Tentatively classify a style and adapt to that style



# Learn to be flexible!

- Learn the ability to be adaptable and skillful in a variety of situations
- Recognize that you can only control your half of the interaction
- You can improve effectiveness by temporarily modifying your preferences
- Can you “borrow” the other three styles if you need to?

# What is your own style?



# Flexibility and Role Shifting

## EXPRESSIVE

### DECREASE FEELING

- Contain feelings
- Express facts
- Use facts

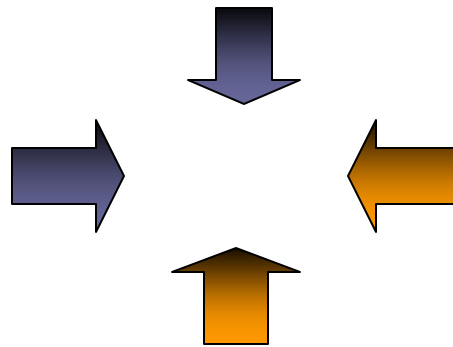
## AMIABLE

### REDUCE ASSERTIVENESS

- Ask more
- Tell less
- Share control

### INCREASE ASSERTIVENESS

- Tell more
- Ask less
- Take control



### INCREASE FEELING

- Control less
- Express more/Be open to feelings
- Trust intuition/ Give more value to opinion

## DRIVER

## ANALYTIC

# Leadership Tips Using Styles

<b>FACTOR</b>	<b>EXPRESSIVES</b>	<b>DRIVERS</b>	<b>AMIABLES</b>	<b>ANALYTICS</b>
<b><i>Best way to deal with:</i></b>	Get excited with them, show emotion	Let them be in charge	Be supportive, show you care	Provide framework and information
<b><i>What they dislike:</i></b>	Boring explanations, too many facts	Wasting time, trying to decide for them	Rejection, treated in unfeeling way	Making an error, being unprepared spontaneously
<b><i>Under stress, tend to:</i></b>	Blame and attack others	Become autocratic and authoritarian	Acquiesce to preserve the peace	Withdraw into facts and principles
<b><i>Must be allowed to:</i></b>	Get ahead quickly, like challenges	Strive to win and be competitive	Relax, feel, care about others; know others care	Make decisions at own pace, not pressured
<b><i>Like to save:</i></b>	Effort: Relies heavily on hunches, intuition	Control: Likes efficiency, getting things done now	Relationships: Friends are more important	Face: Hates to make errors, be wrong
<b><i>Key trust issue to meet:</i></b>	Will you accept me for who I am?	Will you tell me directly?	Can I count on you to help me?	Will you do what you say you'll do?
<b><i>An effective leader will:</i></b>	Inspire to bigger accomplishment/ give freedom to adapt	Allow them freedom to do things their own way	Show caring: provide details of goals, activities	Provide structure: communicate what data is important



# Group tasks

- Describe your personality style
  - Which preferences do you have?
  - Which is the hardest style for you to move into and maintain if needed?
  - Where are your strengths and blind spots?
  - What do you need to watch for during group participation?
- Pick a recent meeting where you now see that these styles were operating? How would you act differently?
- Group “quartets”