

Leadership Plus Report

Combining Your MBTI® and LPI® Results



Introduction

Feedback is a tool that helps you learn about your behavior and the way it affects your performance and the people with whom you work. Multirater, or 360-degree, feedback provides multiple perspectives—from your colleagues, your direct reports, and your manager(s).

The **Leadership Practices Inventory® (LPI®)** is a 360-degree leadership assessment tool designed to help you measure your leadership competencies, while guiding you through the process of applying The Five Practices of Exemplary Leadership® model to real-life organizational challenges. After completing the LPI assessment, you will receive a Feedback Report that focuses on behaviors related to The Five Practices of Exemplary Leadership and compares your view of yourself to that of raters (observers) who have been given the opportunity to evaluate and comment on your observable behaviors.

The **Myers-Briggs Type Indicator® (MBTI®)** assessment was developed to make Carl Jung's theory of psychological type understandable and useful in people's everyday lives. It helps individuals identify their personality type and understand its relationship to leadership, team dynamics, performance, and other areas of their work and personal lives.

When you combine the findings from the LPI Feedback Report and your results on the MBTI assessment, the intersection of personality preferences with applied behavior practices offers insights that you can use as the basis for further development and action planning. Taking both assessments—the MBTI instrument and the LPI—will enable you to use knowledge of your type in planning ways that you can incorporate The Five Practices of Exemplary Leadership.

This report contains the following sections:

Myers-Briggs Type Indicator® Type Description

This section provides you with a description of your MBTI type, that is, your personality preferences.

Myers-Briggs Type Indicator® Leadership Style

This section describes how your MBTI type influences your leadership.

Myers-Briggs Type Indicator® and the Leadership Practices Inventory®: Combining Preferences and Practices

Finally, this section provides information on how to map your MBTI preferences to The Five Practices of Exemplary Leadership. This understanding will help you plan ways to increase your use of exemplary leadership behaviors, which in turn will make you a more productive and successful leader.



Myers-Briggs Type Indicator®

Type Description



ENFP

Extraversion ▪ Intuition ▪ Feeling ▪ Perceiving

The 16 MBTI® Types			
ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

ENFPs are enthusiastic innovators, always seeing new possibilities in the world around them. Their world is full of possible projects or interests they want to pursue. Imaginative, high-spirited, and ingenious, they are often able to do almost anything that interests them. They are confident, spontaneous, and flexible, and often rely on their ability to improvise.

They value home, family, friendships, creativity, and learning.

ENFPs represent approximately 8% of the U.S. population.

ENFP Descriptors

- Curious
- Imaginative
- Creative
- Innovative
- Insightful
- Perceptive
- Sociable
- Gregarious
- Cooperative
- Supportive
- Warm
- Caring
- Friendly
- Personable
- Enthusiastic
- Energetic
- Spontaneous
- Lively
- Adaptable
- Versatile



Myers-Briggs Type Indicator®

Type Description



Characteristics of ENFPs

- ENFPs love variety—of ideas, people, and environments.
- They bring a lot of energy and enthusiasm to whatever they turn their attention to.
- They are stimulated by new people, ideas, and experiences.
- ENFPs see connections or relationships between ideas or events.
- They make their decisions based on their personal values.

ENFPs with others

- ENFPs are skillful in dealing with people and often have remarkable insight into the possibilities open to others.
- They look for the potential in others and then help them develop that potential.
- They are good at expressing appreciation and giving support.
- ENFPs enjoy meeting people from different cultures.
- They value harmony and goodwill; they like to please others and will adapt to others' needs and wishes when possible.
- They usually have a large circle of friends or acquaintances and sometimes don't distinguish between the two.
- ENFPs are extremely perceptive about the attitudes of others, aiming to understand rather than judge people.



ENFPs at work

- ENFPs are always initiating new projects.
- They bring energy and enthusiasm to the group, team, or organization.
- They can become passionate champions of an idea or a vision.
- With talent, ENFPs can succeed in almost any field that captures their interest.
- They are drawn to counseling and other helping professions, as well as to art, journalism, science, advertising, sales, the ministry, or writing.
- They can be inspired and inspiring teachers or trainers, particularly when they have freedom to innovate.
- They are happiest and most effective in jobs that permit starting one project after another, with someone else taking over as soon as the situation is well in hand.
- They are least satisfied in jobs that require routine or in any environment that limits their natural desire to innovate.

Potential blind spots for ENFPs

- If ENFPs have not developed their Intuition, they may rely too much on personal value judgments and fail to take in enough information. They then will not trust their own insights, will be uncertain, and may accept others' opinions too readily.
- If they have not developed their Feeling preference, they may go from one enthusiasm to another without finishing anything.
- Also, they may have difficulty prioritizing their many possible projects, which can lead to burnout as they try to do it all.
- They may also commit themselves to ill-chosen projects, fail to finish anything, and squander their inspirations by not completing their tasks.
- They tend to hate uninspired routine and find it remarkably hard to apply themselves to the sometimes necessary detail connected with any major interest.
- They may get bored with their projects as soon as the main problems have been solved or the initial challenge has been met and then not follow through.

Myers-Briggs Type Indicator®

Leadership Style



ENFP

Extraversion ▪ Intuition ▪ Feeling ▪ Perceiving

The 16 MBTI® Types

ISTJ	ISFJ	INFJ	INTJ
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Impassioned Catalysts

“I work so hard to be sure that others are included that sometimes I undermine my own authority—by either bullying or becoming a marshmallow. I know I’m a strong leader, but I forget that others need to see that side of me at times.”

—ENFP senior administrator at a major medical center

ENFP Leaders



ENFPs are:
 8.1% of population
 6.5% of leaders



Setting Direction

Assets: ENFP leaders tend to...

- Create visionary or idealistic goals
- Be comfortable brainstorming multiple visions and paths for realizing them, considering many alternatives before narrowing them to one
- Welcome others' ideas and input about future priorities
- Have a generally optimistic outlook about the future

Challenges: ENFP leaders tend to...

- Struggle to describe their vision in tangible, specific terms
- Resist the need to ground the vision in past and present data
- Dilute the power of their vision to make it more palatable if they see others aren't supporting it
- Become discouraged by others' critiques of their vision, even if they are generally supportive

Inspiring Others to Follow

Assets: ENFP leaders tend to...

- Inspire others toward a vision with their passion and communication skills
- Warmly appreciate others and include their ideas and input without hesitation
- Enjoy an organic structure rather than a rigid one, allowing people to find their own place to connect and define their role
- Spend time understanding colleagues, their values and concerns, to help build trust

Challenges: ENFP leaders tend to...

- Take extreme positions about others—either being dismissive of their views or needing their approval
- Hesitate to give critical feedback, being reluctant to risk hurting others
- Lose credibility with people who expect leaders to provide them with a structure to follow (e.g., roles, clear boundaries, detailed plans)
- Become drained by focusing too much on relationships, especially if they forget to set up boundaries

Mobilizing Accomplishment of Goals

Assets: ENFP leaders tend to...

- Spot barriers that others may miss and find creative ways around them; seen by others as resourceful
- Be comfortable sharing authority widely to encourage commitment and ownership
- Rely on teams to keep things moving forward, spreading accountability across the group
- Be enthusiastic about taking prompt action when their passions are engaged, as well as about the future

Challenges: ENFP leaders tend to...

- Leave responsibility for implementation to others and neglect to follow up, sometimes setting a poor example of being accountable for results
- Assume that other people are also motivated by vision alone and underestimate the power of other sources of motivation
- Become immobilized by the sheer volume of details that must be handled and lose enthusiasm for an idea
- Move too slowly to intervene when someone is failing in their job

10% Stretch: Moving Beyond Your Comfort Zone

Expanding Your Leadership Mind-set

- In addition to being open to ideas and promoting collaboration, recognize the importance of delivering results and rewarding achievement.
- Consider how a leader should make decisions in various circumstances. For example, when in a very new organization, or when complete buy-in is important, a joint or consensus process is appropriate. But when an organization is in a turnaround situation, or when there's an emergency or strict time limits, a more directive approach fits the situation better. Don't overuse the consensus approach to decision making.
- Embrace your own authority as leader. Stay true to your beliefs about including others' views but also find at least one way to stand your ground when your authority is challenged. Power offers you an opportunity to achieve your ideals.

Developing Additional Skills

- *Logical persuasion.* Learn how to present your views in a logical, businesslike manner to gain influence. Cite historical data to frame the problem, describe your proposed solution, and include specific measures of success.
- *Planning.* Consider developing your project management skills, especially creating detailed timelines and cost estimates. While you are comfortable with evolving processes, others may look to you to provide structure.

Broadening Your Style

- Your energetic, appreciative, understanding style may give others a false impression of enjoying great latitude in their behavior. Make sure you provide clear boundaries; state the operating values you want those in your organization to demonstrate.
- As part of a larger effort to place value on task accomplishment, recognize those on your team who regularly finish tasks on time. Process is important, especially to spur action that leads to results.
- Examine the breadth of your decision-making approaches. Do you make the decisions you need to in a timely manner, or is a bias for consensus slowing you down? Can you benefit from using a consultative approach more often, gathering views and then making the decision yourself?

Changing How You Relate to Your Context

- Appreciate your ability to find many ways to the destination and find ways to help your colleagues see these options, too. If you help them see some alternatives, perhaps you'll get less resistance when you want to experiment.
- On the other hand, recognize when there are firm constraints you should not challenge because of the longer-term goals you are working to achieve.

Myers-Briggs Type Indicator®

Leadership Style



Leadership Development Path

- Imagining new possibilities comes so easily to you that you may overuse your generative side. How can you know when an idea is the right one to pursue? What signals tell you that it's time to move to decision making? Train your mind to focus on fewer key ideas at a time.
- Ask questions about others' motivations, intentions, and goals to help ensure you are clear on your own and that you don't confuse the two. Then you'll be able to balance what matters to you with what matters to others when choosing a direction or course of action.
- Hone your ability to create action plans, setting key milestones and deadlines and identifying metrics for success. By doing this, you'll help yourself and others assess progress.
- Cultivate an appreciation for sitting still. Reflecting on what happened in a situation and how it worked out will allow you to learn from, rather than repeat, your mistakes.



Myers-Briggs Type Indicator® Assessment and the Leadership Practices Inventory®

Combining Preferences and Practices



“Leadership is the art of mobilizing others to want to struggle for shared aspirations.” – Kouzes and Posner

The above quote represents the core of what the *Leadership Practices Inventory*® (LPI®) offers us: a partner in the struggle to lead others. When we receive feedback about our leadership behaviors, whether positive or negative, we learn about what we need to do to elevate our performance to that of an accomplished leader.

The LPI, developed by Jim Kouzes and Barry Posner, Ph.D., approaches leadership as a measurable, learnable, and teachable set of behaviors. This leadership assessment tool helps individuals and organizations measure their leadership competencies, while guiding them through the process for understanding Kouzes and Posner’s acclaimed model for developing The Five Practices of Exemplary Leadership® and applying them to real-life organizational challenges.

The Five Practices®, as measured by the LPI, offer another set of lenses through which we can examine personality type and leadership style. When we explore the *Myers-Briggs Type Indicator*® (MBTI®) preferences and how they inform the implementation of The Five Practices, we garner more information and options with which to translate our behaviors into leadership excellence.

The MBTI® Preferences and The Five Practices of Exemplary Leadership®

The LPI presents information within the rubric of The Five Practices of Exemplary Leadership. Each of these practices provides a lens through which we can view our personality type preferences.

The Five Practices®

- **Model the Way:** Clarify values, find our voice, affirm shared ideas, set the example, and align actions with shared values
- **Inspire a Shared Vision:** Imagine exciting possibilities, enlist others in a common vision, and appeal to shared aspirations
- **Challenge the Process:** Take initiative, innovate and improve, take risks, generate small wins, and learn from experience
- **Enable Others to Act:** Foster collaboration, build trust, facilitate relationships, increase self-determination, and develop competence
- **Encourage the Heart:** Show appreciation for excellence, celebrate values and victories, and create a spirit of community

The Eight MBTI® Preferences

- **Extraversion and Introversi on ask:** How do you energize yourself?
- **Sensing and Intuition ask:** How do you take in information?
- **Thinking and Feeling ask:** How do you make decisions?
- **Judging and Perceiving ask:** How do you orient and organize yourself?



Myers-Briggs Type Indicator® Assessment and the Leadership Practices Inventory®

Combining Preferences and Practices



We can explore the intersection of the eight preferences and The Five Practices of Exemplary Leadership to create hypotheses about people's leadership styles in action. When reviewing this section, keep in mind your own assessment results and pay particular attention to your preferences when considering ways to implement The Five Practices.

Extraversion and Introversion

To begin, let's take a look at how leaders use their Extraversion and Introversion preferences to demonstrate leadership through The Five Practices.

The Five Practices®	Extraverted Leaders	Introverted Leaders
Model the Way by	<ul style="list-style-type: none"> • Sharing their ideas and thoughts • Enticing others to get involved • Expressing their passion with vigor • Working to clarify their values • Communicating in person to spread excitement 	<ul style="list-style-type: none"> • Naturally leading by example • Quietly conveying expectations • Knowing their internal voice and vision well • Working to share their vision • Taking time to think through what really matters
Inspire a Shared Vision by	<ul style="list-style-type: none"> • Appealing to the desires of others • Brainstorming opportunities • Sharing vision using details (S) or big picture (N) • Remembering to save space for others to share • Focusing on others' potential by exploring ideas 	<ul style="list-style-type: none"> • Imagining what could be, then leading toward it • Exchanging ideas in one-on-one conversations • Expending the energy to speak in front of others • Working to share their vision • Being mindful of the need to include others
Challenge the Process by	<ul style="list-style-type: none"> • Using both critical thinking and active listening • Teasing out the most important data • Moving forward by applying lessons of experience • Eliciting as many opinions as possible • Looking to the full picture when innovating 	<ul style="list-style-type: none"> • Thinking things through before sharing questions • Presenting strategies after careful consideration • Typically addressing one challenge at a time • Analyzing internally, then picking viable solutions • Giving data and information the attention they deserve
Enable Others to Act by	<ul style="list-style-type: none"> • Readily connecting people to accomplish tasks • Using their contacts to create synergy • Obtaining buy-in at all organizational levels • Using trust and candor to develop networks • Giving opportunities to those who want involvement 	<ul style="list-style-type: none"> • Giving people space to shine and develop expertise • Encouraging people to find their own style • Not micromanaging others • Building trust by modeling the standard for others • Focusing on actions with relationships as the goal
Encourage the Heart by	<ul style="list-style-type: none"> • Creating connections to celebrate accomplishments • Using their network to foster community relationships • Giving attention via gregariousness and energy • Expressing how much they value each person • Demonstrating appreciation for others 	<ul style="list-style-type: none"> • Recognizing individual excellence appropriately • Giving attention via individual conversations • Demonstrating their interest in the people they lead • Establishing connections to strengthen relationships • Appreciating the value of thank-you e-mails, rewards



Myers-Briggs Type Indicator® Assessment and the Leadership Practices Inventory®

Combining Preferences and Practices



Sensing and Intuition

In this section, we will address how leaders use their Sensing and Intuition preferences to demonstrate leadership through The Five Practices. The chart below shows how those who favor each preference potentially address and accomplish the practice of leadership.

The Five Practices®	Sensing Leaders	Intuitive Leaders
Model the Way by	<ul style="list-style-type: none"> • Providing exact expectations • Being clear about intentions and necessary steps • Confirming that facts are correct • Walking the walk and talking the talk • Taking practical action that shows values 	<ul style="list-style-type: none"> • Supporting possible ideas • Thinking strategically • Prioritizing what is important • Communicating important goals • Sharing expected outcomes
Inspire a Shared Vision by	<ul style="list-style-type: none"> • Providing evidence of possible successes • Being practical about achievements • Creating processes that can be implemented • Staying grounded in reality • Not deviating from the course 	<ul style="list-style-type: none"> • Discussing possibilities • Imagining opportunities and options • Generating excitement for what “could be” • Connecting ideas around common themes • Getting buy-in by carving the path forward
Challenge the Process by	<ul style="list-style-type: none"> • Paying attention to what matters • Learning from experience • Relying on the five senses for data • Asking for tangible proof or evidence • Seeking to make sense of problems 	<ul style="list-style-type: none"> • Looking tenaciously for opportunities • Taking initiative to take risks • Innovating toward a new perspective • Imagining to make something better • Celebrating risks in innovation
Enable Others to Act by	<ul style="list-style-type: none"> • Building trust through accuracy in their work • Proving competence by avoiding errors • Being accountable for their piece of projects • Relying on past success to trust others • Being straightforward and determined 	<ul style="list-style-type: none"> • Sharing new ideas to strengthen relationships • Setting the standard and letting people act • Giving permission to make mistakes • Encouraging learning and exploring fresh thoughts • Trusting intuition to take a chance on someone
Encourage the Heart by	<ul style="list-style-type: none"> • Praising consistency • Being specific about what someone did well • Taking stock of steps that were successful • Expressing appreciation for efforts • Serving people by providing needed information 	<ul style="list-style-type: none"> • Saying “thank you” • Recognizing novel perspectives and objectives • Taking stock of accomplishments • Exploring the impact of people’s dedication • Validating unique thoughts as valuable



Myers-Briggs Type Indicator® Assessment and the Leadership Practices Inventory®

Combining Preferences and Practices



Thinking and Feeling

Now let's look at the decision-making preferences, Thinking and Feeling. Optimally, people use aspects of both to make more comprehensive choices. Ultimately, however, most people lean more heavily on one preference than the other as a more comfortable way of making decisions. This preference is reflected in their leadership behaviors.

The Five Practices®	Thinking Leaders	Feeling Leaders
Model the Way by	<ul style="list-style-type: none"> Using logic and critical thinking to move forward Focusing on the task at hand Working successfully with people they don't know Analyzing pros and cons to create the optimal path Sharing objective and impartial facts 	<ul style="list-style-type: none"> Communicating values to inspire positive movement Accomplishing things with and through relationships Focusing on the people before the tasks Setting an example by reaching out to others Mentoring and developing others
Inspire a Shared Vision by	<ul style="list-style-type: none"> Setting agendas and objectives that define success Sharing their thoughts around strategy Creating camaraderie by attending to a common goal Focusing on trends to forecast possibilities Compiling the practical elements for success 	<ul style="list-style-type: none"> Spending time with people at all levels Ensuring that everyone understands the mission Making sure everyone reaches consensus Involving people with the appropriate talent Considering the impact on people
Challenge the Process by	<ul style="list-style-type: none"> Using analytic skills to evaluate best options Questioning skeptically and requiring proof Seeking alignment before moving forward Playing devil's advocate to see all sides Competing and pushing for small wins 	<ul style="list-style-type: none"> Seeking harmony within their team Spending time advocating for people Recognizing the needs of others Raising appropriate concerns about impacts on people Gaining loyalty by providing consistent support
Enable Others to Act by	<ul style="list-style-type: none"> Requiring competence above all else Making space for others to share their views Bringing the appropriate people together Building collaborative teams that execute well Persistently sharing their opinions and beliefs 	<ul style="list-style-type: none"> Offering support, encouragement, and understanding Praising direct reports Creating a harmonious environment Fostering collaboration by listening to others Gaining trust with consistent concern for people
Encourage the Heart by	<ul style="list-style-type: none"> Making an effort to acknowledge contributions Practicing giving positive feedback Learning to celebrate the efforts of others Showing interest in helping people be their best Using logic to show people their potential 	<ul style="list-style-type: none"> Easily sharing with others how they add value Demonstrating respect within their relationships Showing they care through their actions and words Creating a culture of trust and respect Focusing on the community and making a difference



Myers-Briggs Type Indicator® Assessment and the Leadership Practices Inventory®

Combining Preferences and Practices



Judging and Perceiving

Leaders' use of Judging and Perceiving gives us insight into whether they prefer closure (Judging) or process (Perceiving) as they orient and organize themselves in the world. Leadership occurs within and throughout processes, and understanding this last preference pair offers insight around this aspect of leadership as well. It is important to note that while these two styles differ in approach to work, the quality of the work is likely the same, regardless of the path it took to create it. The chart below speaks to how each preference influences leaders' approach to The Five Practices.

The Five Practices®	Judging Leaders	Perceiving Leaders
Model the Way by	<ul style="list-style-type: none"> • Sticking to the agenda • Enjoying short- and long-term planning • Specifying clear actions and deliverables • Demonstrating the importance of deadlines • Rewarding consistency 	<ul style="list-style-type: none"> • Allowing space for surprises • Seeing opportunities in the moment • Remaining open to new information • Being willing to change course based on the situation • Staying present in the here-and-now process
Inspire a Shared Vision by	<ul style="list-style-type: none"> • Requiring agreed-upon deadlines • Setting up clear schedules and check-ins • Tracking progress and expectations • Following through on promises made • Not changing plans or presenting surprises 	<ul style="list-style-type: none"> • Enjoying the pressure of last-minute deadlines • Feeling connected when “all hands are on deck” • Contributing ideas without making demands • Providing options as well as opportunities • Collaborating based on including many viewpoints
Challenge the Process by	<ul style="list-style-type: none"> • Acting quickly in order to reach closure • Not liking to change paths • Creating lists to track and organize ideas • Setting goals to reach deadlines promptly • Keeping people on track to the task at hand 	<ul style="list-style-type: none"> • Playing devil's advocate • Enjoying debating options • Being open to taking risks • Not rushing to act • Valuing autonomy
Enable Others to Act by	<ul style="list-style-type: none"> • Putting schedules and agendas in place early • Focusing on outputs and tasks • Listening well to reports on results • Encouraging people to be persistent • Helping people focus on meaning 	<ul style="list-style-type: none"> • Setting flexible standards for self and others • Being patient in allowing others to experiment • Adapting to the needs of others or to the situation • Giving people the time they need to accomplish tasks • Not moving too quickly to make a decision
Encourage the Heart by	<ul style="list-style-type: none"> • Praising consistency and reliability • Appreciating follow-through • Rewarding people when goals are accomplished • Holding high standards to promote growth • Celebrating when a job is well done 	<ul style="list-style-type: none"> • Giving people space to explore options • Enjoying the rush of shifts or sudden changes • Being adaptable in order to let people grow • Valuing flexibility • Stressing the importance of the process



Myers-Briggs Type Indicator® Assessment and the Leadership Practices Inventory®

Combining Preferences and Practices



Conclusion

As we combine information from the MBTI and LPI assessments, the conversation continues. Both instruments present interesting questions and data that serve as a catalyst for the purpose of challenging yourself as a leader. Leadership is a dynamic and multidimensional process that requires constant evaluation and analysis as a part of the conversation. When you examine leadership through the lens of type in combination with The Five Practices, you discover even more opportunities for self-awareness and understanding that drive your development forward.

