Professional Development and Skill Building in Medical and Life Science: Management Fundamentals

Organizational Behavior and Leadership
I: Understanding Different Management Styles
Agenda

- Course overview
- Myers-Briggs preferences: review
- Applying this to work, relationships and leadership

What do you want to get from today’s session?
The Myers Briggs Type Indicator

**Benefits:**
- Self-understanding
- Assessment of job/organization fit
- Appreciation of the gifts of others
- Articulation of strengths in a positive light

**Limitations:**
- Only 1 view of yourself
- Ignores interests, skills, and values
- “True Type” may not always be reflected in results
Jungian Theory:

- Differences in behavior stem from inborn tendencies to use our mind in different ways
- As we act on these tendencies, behavior patterns develop
- There is an innate urge to grow/develop throughout the life span
- There are 8 mental processes
- There is a natural preference for some functions over others
Introducing “Preference”

- Write your name as though you were signing an autograph
  ______________________________________
  ______________________________________

- Now write it with your other hand
  ______________________________________
What is the Ideal Work Environment?
Where Do You Gain Energy?

Extraversion (E)
- Focus on the outer world
- Gain energy from others
- Speak first/Reflect later
- Learn by doing or discussing

Introversion (I)
- Learn by reflection
- Depth of interest
- Reflect before acting or speaking
- Private and contained
Tell me how to get to....
How Do You Take In Information?

**Sensing (S)**
- Focus on what is real and tangible
- Value practical applications
- Factual, concrete, notice details
- Present-oriented
- Practical

**Intuition (N)**
- Focus on big picture and possibilities
- Trust inspiration
- See different ways of doing things
- Sees patterns
- Future-oriented
- Theoretical
Describe “helping”
How Do You Make Decisions?

**Thinking (T)**
- Analytical
- Logical problem-solvers
- Consider logical consequences of an action
- Fair, Reasonable

**Feeling (F)**
- Sympathetic
- Assess impact on others
- Strive for harmony and individual validation
- Accepting
You have to give a report on a moderately important team issue at next quarter’s meeting.

How far ahead do you need notification?

Do your peers’ answers make sense to you?
What Kind Of Lifestyle Do You Tend To Live?

**Judging (J)**
- Organized
- Methodical
- Like closure – to have things decided
- Sticking to a plan
- Schedule is important

**Perceiving (P)**
- Spontaneous
- Open-ended
- Like schedules to be loose
- Open to change
- Adaptable, flexible
Myers-Briggs Type Indicator®
Profile

Clarity of Reported Preferences: ISFP

Your type professional can give you more insight into your Profile results as well as elaborate on the type
description provided for you in the chart below. Does the description of your reported type seem to fit
you? Many people find that their MBTI results describe them quite well. For others, changing a letter
or two may help them discover an MBTI type that more accurately captures their personality. If you
feel the characteristics do not fit you quite right, the person who administered the MBTI instrument can
help you identify a better-fitting type.

Type Description: ISFP

- Able to "live in the moment" and tend to be acutely aware of the
  people and the world around them
- Likely to value freedom and independence
- Loyal and faithful to people and things that are important to
  them
- Guided by a strong core of inner values, with a desire to
  contribute to people's well-being
- Adaptable and flexible, unless a core value is violated
- Likely to be quiet and unassuming; prefer to observe rather than
  organize situations
- Usually seen by others as quiet, reserved, and private

Each type, or combination of preferences, tends to be characterized by its own interests, values, and
unique gifts. Whatever your preferences, you may use some behaviors that are characteristic of con-
trasting preferences. For a more complete discussion of the sixteen types and applications such as career
choice, relationships, and problem solving, see the Introduction to Type® booklet by Isabel Briggs Myers
(1998) or Gifts Differing by Isabel Briggs Myers with Peter B. Myers (1995). These publications and
many others to help you understand your personality type are available from CPP, Inc.
Interpretation:

- Very clear vs. Slight
- Reliability
- Changing type
  - type of test taken
  - developmental phases
  - personal stress
  - current considerations
  - testing conditions
Bonus Questions:

1. What is the most common type for men?
2. Women?
3. Stanford students?
## Good Leadership

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<tr>
<th>Has these attributes:</th>
<th>Performs these actions:</th>
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<td>Encourages team members to:</td>
<td>Makes team members believe:</td>
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MBTI: Implications for Leadership

- Why you chose science
- Stress, conflict and decision making
- Assumptions, presumptions, and stereotypes
- Exploration as an opportunity for change
SoMCC Overview:

- Assessments
- Confidential Consultation
- Programming
- Website - http://med.stanford.edu/careercenter/
DEVELOPING, MOTIVATING AND MANAGING EFFECTIVE TEAMS

NEXT WEEK: Fadel Hamed, PhD, Senior Director, Quality & Process Innovation, NetApp (former Head of Operational Excellence, Technical Operations, Genentech)