

# The Leadership Report

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Using **FIRO-B**<sup>™</sup> and **MBTI**<sup>®</sup>

by Eugene R. Schnell

Prepared for

**MIKE JAY**

June 11, 2002

This report is intended to help you explore and expand your understanding of the leadership style you use in your organization and how others might perceive and react to it. The information in this report is based on your responses to two instruments: the FIRO-B ( *Fundamental Interpersonal Relations Orientation-Behavior*) and the MBTI ( *Myers-Briggs Type Indicator*<sup>®</sup> ).

Both instruments tap into key aspects of personality and behavior in areas such as communication, problem solving, decision making, and interpersonal relations. The instruments are also distinct, each providing a view of your leadership personality through a different window. Together, they complement each other and provide rich information of use in your personal, ongoing leadership development program.

The report is written assuming that you understand your results on both instruments and a trained professional has interpreted your results on the FIRO-B and MBTI. This Leadership Report begins with a snapshot of your leadership style. The Overall Leadership Orientation section highlights how you lead. Next, the report offers a brief interpretive overview of your results on the FIRO-B and the MBTI. The report then describes your leadership style in various contexts: in interpersonal relationships, in teams, and at the level of organizational culture. Next, it identifies some strengths you may have and possible challenges you might face in dealing with change and stress. Near the end of your report is an Action Plan that details several points you may want to include in your personal development agenda. The Resources that conclude the report include publications that will help you understand your results on the FIRO-B and MBTI better, plus resources on the topic of leadership and personality.

The comments and interpretations in your report are intended to help you become a more adaptable leader; they are neither an evaluation of your leadership abilities nor a test of your "CEO potential." Also, please keep in mind that the suggestions and interpretations are presented as hypotheses or proposals about your leadership style, not statements of fact or the final verdict on the success of your leadership attempts. It is up to you to verify the statements and decide how well they describe you.

The FIRO-B and the MBTI examine your leadership style from different perspectives, thus once in a while what your results on one inventory say about you can seem to contradict your results on the other inventory. Upon close examination, however, seemingly inconsistent statements may nonetheless offer valid insights, with the instruments together offering a view of the finer contours of your personality.

In addition to supplying you with information about your own leadership style, this report can help you, as a leader

- recognize that each person has both strengths and possible blind spots;
- allow for wide divergence in people's views, attitudes, values, and behaviors;
- see different operating styles as an opportunity to bring diverse talents and strengths together in an organization; and
- use leadership approaches that match the situation and people's differing needs, in spite of your own needs and preferences.

## **OVERALL LEADERSHIP ORIENTATION**

The following snapshot combines your MBTI and FIRO-B results. Reviewing this section may help you recognize the most fundamental aspects of your leadership orientation—the preferences and needs that shape how you lead.

### **Facets of Your Leadership Style**

Your MBTI type preferences, ENTP, provide a wide-angle lens through which to view your leadership style.

- You lead by motivating people and being enthusiastic.
- You contribute by offering thoughts, ideas, and strategies and by using your ingenuity and logic.
- In a leadership role, you value vision, personal mastery, competence, possibilities, principles, communication, adaptability, and ingenuity.
- You make decisions by using objectivity, skepticism, curiosity, and flexible principles.
- You project a style that is enterprising, quick, outspoken, analytical, conceptual, logical, creative, ingenious, resourceful, critical, and strategic.
- You enjoy building opportunities for growth and development, debating challenging questions, and overseeing the linking of systems and strategies.

## YourLeadershipApproach

YourelativelystrongneedforControl,asmeasuredbytheFIRO-B,colorsinaparticularwaytheimageofyourleadershippersonalityformedbytheMBTI lens.WiththeFIRO-B“filter”appliedtotheMBTI lens,thefollowingoverall pictureofyourleadershipapproachemerges:

- Youenjoyusingtheories,models,andconceptstoactivelypersuade otherstoembraceyourvisionandproposedstrategies;youenjoywinning people'ssupportforyourideas.
- Youseektostretchyourskills,takeonnecessarychanges,andtrynew waysofdoingthings,andyouencourageotherstodothesame.
- Youactivelyworktoacquiretheresources,expertise,andauthority neededtotryoutinnovativeavenuesandideas.
- Youencouragepeopletotackledifficultproblemsandtoovercome limitations.
- Whenforcedtochoose,youwillfocusonworkpriorities,areasof responsibility,andhowdecisionsaremaderatherthanonmaking connections,gettinginvolved,orbuildingloyaltieswithothers.
- Intheshortrun,yourgoalistoconvinceothersofwhatvisionsand strategiesaremostpromisingandtoinformthemofthechallengesthat willhavetobeovercome.
- Inthelongrun,yourgoalistobuildanenvironmentwherepeople operatefromasetoflogicalprinciplesandpursueopportunitiesthatkeep themontheleadingedge.

## BASIC INTERPRETATION OF YOUR FIRO-BR RESULTS

The FIRO-B instrument measures the extent to which people attempt to satisfy three basic social needs: *Inclusion* (participation, recognition, belonging), *Control* (power, authority, influence), and *Affection* (openness, warmth, closeness). The FIRO-B report shows how much one initiates behavior in these three areas (*Expressed Behavior*) and how much one would like others to initiate that behavior toward them (*Wanted Behavior*). Your results and some interpretive remarks are shown below.

	Inclusion	Control	Affection	
Expressed	eI 0	eC 5	eA 2	TOTAL EXPRESSED BEHAVIOR 7
Wanted	wI 0	wC 2	wA 1	TOTAL WANTED BEHAVIOR 3
	TOTAL NEED FOR INCLUSION 0	TOTAL NEED FOR CONTROL 7	TOTAL NEED FOR AFFECTION 3	OVERALL INTERPERSONAL NEEDS 10

**Level of Overall Interpersonal Needs:** Low

**Strongest Interpersonal Need:** Control

**Relationship Between Behaviors:** Expressed is greater than Wanted

Your Overall Interpersonal Needs score (10) falls in the low range. This result suggests that your involvement with others is not a reliable source of need satisfaction; instead, your needs are probably best satisfied through intellectual stimulation or solitary pursuits. You need privacy to do your best work and likely enjoy work that involves intense concentration on data or ideas. You likely consider yourself an introvert.

Your Total Expressed Behavior and Total Wanted Behavior scores are both in the low range (7 and 3, respectively). These results suggest that you are not generally comfortable initiating social behavior, nor do you rely greatly on others to get what you need. You usually wait before speaking and acting and likely value your independence. The fact that your Total Expressed Behavior score is slightly higher than your Total Wanted Behavior score suggests that you may keep others at a distance in order to avoid receiving unwanted behaviors or that you accept behaviors only from selected individuals. In addition, you may sometimes send confusing signals about what you want from others.

Your Total Needs scores for Inclusion, Control, and Affection (0, 7, and 3, respectively) reflect the overall strength of each need. Control is the need you are most comfortable pursuing and the need you are least likely to give up. It is therefore likely that you will focus on understanding the order and structure of situations: who is in charge; how decisions are made; and what the rules, policies, and work priorities are.

Inclusion is the need satisfaction area you are drawn to least, the need that you would be most willing to sacrifice. You are probably less interested in fitting in, making new connections, becoming known, and getting involved with many people on a project than you are in satisfying your needs for Control and Affection.

## Your Patterns of Need Fulfillment

Your six individual needs scores indicate the extent to which expressed and wanted Inclusion, Control, and Affection are characteristic of you.

eI 0	eC 5	eA 2	

### You expressed-need results (as indicated by the boxes) suggest that you will

<i>likely express</i>	<i>sometimes express</i>	<b>likely not express</b>	<i>likely express</i>	<b>sometimes express</b>	<i>likely not express</i>	<i>likely express</i>	<i>sometimes express</i>	<b>likely not express</b>
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- your **Inclusion** needs by
- talking and joking with others
  - taking a personal interest in others
  - involving others in projects and meetings
  - recognizing the accomplishments of others

- your **Control** needs by
- assuming positions of authority
  - advancing your ideas within the group
  - taking a competitive stance and making winning a priority
  - managing conversations

- your **Affection** needs by
- supporting colleagues verbally and physically
  - giving gifts to show appreciation
  - exhibiting concern about the personal lives of others
  - being trustworthy and loyal

wI 0	wC 2	wA 1	

### And your wanted-need results (as indicated by the boxes) suggest that you will

<i>likely get</i>	<i>sometimes get</i>	<b>likely not get</b>	<i>likely let</i>	<i>sometimes let</i>	<b>likely not let</b>	<i>likely get</i>	<i>sometimes get</i>	<b>likely not get</b>
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- your **Inclusion** needs met by
- frequenting heavily trafficked areas (e.g., the water cooler)
  - wearing distinctive clothing
  - seeking recognition or responsibility
  - going along with the majority opinion

- others have **Control** by
- asking for help on the job
  - involving others in decision making
  - deferring to the wishes, needs, and requests of others
  - asking for permission and circulating progress details

- your **Affection** needs met by
- being flexible and accommodating
  - listening carefully to others
  - displaying an open body posture
  - sharing feelings of anxiety, sadness, or loneliness

## Roles You Take on in an Organization

Leaders play many different types of roles in a group. The roles you play depend on your interpersonal needs and the needs of subordinates, colleagues, and the particular members of a team.

Three important roles that individuals can play in a group setting are described below on the left. These roles correspond to the needs for Inclusion, Control, and Affection. The checks in the boxes on the right correspond to your expressed needs scores and indicate how likely you are to assume each role.

BASIC GROUP ROLES	HOW OFTEN YOU MAY PLAY THE ROLE		
	Frequently	Occasionally	Infrequently
<b>Clarifier</b> Presents issues or solutions for clarification, summarizes discussion, introduces new members to the team, keeps team members up-to-date, and provides the group with facts and data.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Director</b> Pushes for action and decision making; has lot to say and wants to say it in meetings; maybe overly optimistic about what can be accomplished by the group.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Encourager</b> Builds up the egos and status of others; remains friendly, responsive, warm, and diplomatic; may also sacrifice the truth to maintain good relationships.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

These orientations suggest that overall you play the role of Once-in-a-while Director. You do not consistently initiate activity in a team setting and often do not assume a prominent role. However, you may occasionally take on the Director role in a particular group or at a particular meeting.

In addition, your relatively low score for wanted Inclusions suggests that you may take on the role of Individualist. As an Individualist, you are not an active team player and see most meetings as unnecessary and distracting.

## BASIC INTERPRETATION OF YOUR MBTI RESULTS

TheMBTI describes four personality dimensions, and each dimension is made up of a pair of opposite preferences. All eight preferences are valuable, and everyone uses each of them at least some of the time. However, each individual tends to prefer one preference of each pair and generally uses it more than its opposite.

YourMBTI preferences are ENTP. Each of these preferences is described by a boxed statement in the chart below.

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### WAYS OF GAINING ENERGY

#### EXTRAVERSION

**E** You focus on your outside world and get energy through interacting with people and doing things.

#### INTROVERSION

**I** You focus on your inner world and get energy through reflecting on information, ideas, and concepts.

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### WAYS OF TAKING INFORMATION

#### SENSING

**S** You notice and trust facts, details, and present realities.

#### INTUITION

**N** You attend to and trust interrelationships, theories, and future possibilities.

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### WAYS OF MAKING DECISIONS

#### THINKING

**T** You make decisions using logical, objective analysis.

#### FEELING

**F** You make decisions to create harmony by applying person-centered values.

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### WAYS OF LIVING IN THE WORLD

#### JUDGING

**J** You prefer to be organized and orderly and to make decisions quickly.

#### PERCEIVING

**P** You prefer to be flexible and adaptable and to keep your options open.

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Below are a dozen adjectives that describe ENTPs in general. Because there are individual differences within each type, not every adjective may apply to you.

Adaptive  
Analytical  
Challenging  
Clever

Creative  
Enterprising  
Independent  
Outspoken

Questioning  
Resourceful  
Strategic  
Theoretical

## EffectsofYourPreferencesinWorkSettings

### EXTRAVERSION(E)

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- Likevarietyandaction
- Areoftenimpatientwithlong, slowjobs
- Areinterestedintheactivitiesofyour workandinhowotherpeopledo them
- Actquickly,sometimeswithout thinking
- Whenworkingonatask,findphone callsawelcomediversion
- Developideasthroughdiscussion
- Likehavingpeoplearound

### INTUITION(N)

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- Likesolvingnew,complexproblems
- Enjoylearninganewskillmorethan usingit
- Mayfollowyourinspirations,goodorbad
- Maymakeerrorsoffact
- Liketodothingswithaninnovativebent
- Liketopresentanoverviewofyour workfirst
- Preferchange,sometimesradical,to continuationofwhatis
- Usuallyproceedinburstsofenergy

### THINKING(T)

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- Uselogicalanalysisstoreach conclusions
- Canworkwithoutharmony
- Mayhurtpeople'sfeelingswithout knowingit
- Tendtodecideimpersonally, sometimespayinginsufficient attentiontopeople'swishes
- Tendtobefirmmindedandcangive criticismwhenappropriate
- Lookattheprinciplesinthesituation
- Feelrewardedwhenjobisdonewell

### PERCEIVING(P)

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- Enjoyflexibilityinyourwork
- Liketoleavethingsopenforlast-minute changes
- Maypostponeunpleasanttasks
- Maybecuriousandwelcomenewviews onathing,situation,orperson
- Postponedecisionswhilesearching foroptions
- Adaptwelltochangingsituationsandfeel restrictedwithoutchange
- Useliststoremindyourselfofallthe thingsyouhavetodosomeday

## TheRoleYouTakeoninanOrganization

EachofthesixteenMBTItypeshasauniqueleadershiprole.Yourleadership rolebasedonyourMBTItype,ENTP,isdescribedbelow.Asyoureadthe description,rememberthateveryonehasthepotentialtoplaymorethanone kindofleadership-relatedroleinagroup.Yourownleadershiprolemaycombine elementsofyourFIRO-B-basedroleorroles(asdescribedonpage7ofthisreport) pluselementsofyourMBTI-basedrole.

Yourpreferencesuggestthatyoumaybemostcomfortableintheroleof Inventor\*.Inthisrole,youtakeanentrepreneurialapproach.Youencourageothers topushpastobstaclesandcomeupwithnewwaysofseeingthings.

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\*ThisworkroleandfifteenotherworkrolesbasedonMBTItypearedescribedinOlafIsachsenandLindaV. Berens,*WorkingTogether:APersonality-CenteredApproachtoManagement*, 2nded.(Coronado,CA:New WorldManagementPress,1988),92-107.

eI 0	eC 5	eA 2	
0	7	3	

## INTERPERSONAL RELATIONS

The world of leaders is inherently social. For some, social interaction is exhilarating and energizing. For others, it can become draining and distracting or require balancing time spent with people with some time spent alone.

### How Interaction Affects Your Leadership

Although the MBTI shows that you have a preference for Extraversion, your overall interpersonal needs are in the low range. This combination of results suggests that you enjoy the social aspects of your work but do not engage in them regularly. You may have learned to limit interpersonal activity over time because your organization's work culture shuns the use of groups and teams. You may also be the type of person who enjoys interacting with others but does not like to rely on relationships or groups to get things done. You probably enjoy variety and keep yourself tuned to changes in the larger world beyond your work unit or company.

Given your limited interpersonal activity, you probably don't get the energy you need from others and may feel a bit starved for social contact. You probably don't mind an occasional interruption from someone. You may quietly gather input from others over time, but still rely primarily on formal, written communications with others. You likely maintain a small and selective circle of people with whom you interact regularly. You may enjoy being around others, watching people interact and perhaps even working alongside others, but may be less motivated to get directly involved with all the interactions.

### What You Show First in a Leadership Role

Leaders spend a fair amount of time in new situations and are routinely required to build relations with new people. The kind of person you will appear to be in such situations—your first face—is related to both your strongest expressed need (as measured by the FIRO-B) and the dynamics of your MBTI type.

As an ENTP, you orient your preference for Intuition toward the outside world.

And your FIRO-B results indicate that you most readily express Control.

- ◆ Together, these results suggest that in new situations you are likely to show
- ◆ first your willingness to take responsibility. After organizing away to
- ◆ understand the issues, you work toward acting on creative solutions that
- ◆ address selected problems.

2  
0  
0  
0  
3

Polarity Index: 69

— Type Specific Norms (with mean): 1282 Form G ISFJs

Preference Scores: I11; S29; F25; J35

## WORKING WITH GROUPS AND OTHER LEADERS

The social world of leadership is dynamic. Sometimes leadership is about making opportunities to approach others and engage them. At other times, leadership involves being the recipient of the behavior and action that others direct toward us.

### How You Work in a Team

Your FIRO-B scores can shed some light on how you are likely to respond to the opportunities and pressures of working in a team.

el 0			
wl 0			

You expressed and wanted needs for Inclusions suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
  - there are many opportunities to
  - there is no pressure to
  - there are many opportunities for others (but no pressure on you directly) to
- state an opinion and join in the discussion
  - share information and take an interest in the activities of others
  - maintain a high profile on the team
  - acknowledge the unique strengths of individuals on the team
  - recognize people's contributions and accomplishments
  - produce highly visible results

	eC 5		
	wC 2		

You expressed and wanted needs for Controls suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
  - there are many opportunities to
  - there is no pressure to
  - there are many opportunities for others (but no pressure on you directly) to
- create structured roles and rules
  - clearly define the goals and activities of the team
  - take action and show progress immediately
  - establish formal agendas
  - make final decisions rather than advise or recommend
  - assign specific areas of accountability
  - directly influence others

		eA 2	
		wA 1	

You expressed and wanted needs for Affections suggest that you enjoy teams in which

- there are many opportunities (but no pressure from others) to
  - there are many opportunities to
  - there is no pressure to
  - there are many opportunities for others (but no pressure on you directly) to
- develop team consensus
  - encourage and support individual efforts
  - offer personal guidance
  - build rapport with team members early on
  - give individual reactions and opinions
  - work intensely for many hours at a time
  - have frequent contact with other team members
  - develop interdependencies for information collecting and action

MIKEJAY  
ENTP

## What You Expect from Other Leaders

wI 0	wC 2	wA 1	

As a leader, it is important to be conscious of how you function as the follower of another leader and how you act toward leaders at all levels whose seek to influence you. What you expect from these other leaders greatly affects your interaction with them.

Your expectations for other leaders are related to certain aspects of your MBTI type and your strongest wanted need.

You have preferences for Intuition and Thinking, and your strongest wanted need is for Control. This combination of results suggests that you want other leaders, above all, to be skilled and competent and to use their competences so that logical decisions are made in support of accomplishing goals and objectives. In addition, you may want other leaders to

- provide deadlines, tasks, and clearly defined expectations and strategies;
- be focused, firm, and comfortable with providing structure.

When interacting with other leaders, it is important for you to know that they respect your ideas and challenge your thinking. You are willing to forego a leader's encouragement and support if you know that you are being given a demanding set of tasks.

It is also helpful to be aware of the type of leader you least like working with. In general, this type of leader is one whose highest expressed need is in the same area as your lowest wanted need.

Since your lowest wanted need is for Inclusion, you are likely to have the least appreciation for a leader who is actively interested in gaining your input and participation on a regular basis. This type of leader is also interested in highly visible projects and enjoys providing you with plenty of public recognition.

## POWERAND ORGANIZATIONAL CULTURE

eI 0	eC 5	eA 2	
0	7	3	

The interpersonal and group dynamics of leadership discussed on the previous page take place in the even broader context of the “culture” and social structure of the organization. Leaders are engaged in this level at all times, influencing it and being influenced by it.

### Your Bases of Power and Influence

Anyone who assumes a leadership role must develop some kind of power through which he or she attains influence over others. Some leaders develop *socialized power*: attaining influence in order to help others and have an impact. Other leaders rely on *formal power*: exercising power to achieve a personal goal of being influential and then using influence to succeed in fulfilling important objectives. A third type of leader uses *affiliative power*: becoming influential by nurturing and supporting people so that personal and organizational values are fulfilled. Which of these three kinds of power you are most likely to develop over the long term is directly related to your area of greatest interpersonal need.

Because your strongest interpersonal need is for Control, the influence that you will try to create as a leader is likely to be based on formal power.

Formal power is the tendency to value and desire power for the purposes of personal control, to prevail in encounters with others, and to gain the satisfaction of getting one's way. Your interest in formal power is likely to lead you to compete for resources, to influence priorities via planning processes, and to advocate effectively for functions within your assigned responsibilities. You will also seek to expand your base of influence by developing expertise and skills in areas valued by your organization.

### Your Influence on Organizational Culture

The base of power you build in an organization is related to the type of organizational culture you will strive to create. Organization-wide culture is a complex phenomenon, but your leadership is likely to have a strong influence on the culture among the staff and within the units that you directly oversee. As is the case for your bases of organizational power, the kind of culture you are likely to strive for is directly related to your area of greatest interpersonal need.

Because your strongest need is for Control, you are likely to work to establish an organizational culture characterized by

- concentration of power
- competition between individuals and departments
- decisiveness and accountability
- dependence on direction from management

And because your least important need is for Inclusion, you are comfortable letting certain Inclusion-related aspects of organizational culture develop without your guidance, creating the possibility that you will receive occasional complaints about

- barriers to the inner circle
- isolation and fragmentation of subgroups
- limited acknowledgment and recognition
- limited consideration of others' ideas and opinions

Your MBTI type can provide additional insights into how you influence organizational culture. You are likely to use the power and influence you have as a leader to create a work environment that is congruent with your preference for either Intuition or Sensing and your preference for either Thinking or Feeling.

Because you have preferences for Intuition and Thinking, you are likely to be most comfortable in a work environment in which

- you can work on broad issues and concerns
- you can approach problems intellectually and theoretically
- along-range perspective is valued
- goals are coherent and the structure rational
- competence, professionalism, and updating of skills are highly valued

## DEALING WITH CHANGE AND STRESS

Organizational change can be stressful for all involved. Successful navigation of change may depend on the leadership you show, as either the initiator of the change or as someone who helps guide others through the change period.

Your MBTI type and FIRO-B scores suggest that you have certain strengths and resources at your disposal for demonstrating leadership during times of change. At the same time, each of these strengths has its potential downside. If pushed too far, a strength can lose its effectiveness and open up an area of challenge to you.

STRENGTHS AND RESOURCES	POTENTIAL RELATED CHALLENGES
<ul style="list-style-type: none"> <li>You can get people excited and optimistic about the change.</li> </ul>	<ul style="list-style-type: none"> <li>You may build unrealistic high expectations.</li> </ul>
<ul style="list-style-type: none"> <li>You are willing to take charge and get people through the change period.</li> </ul>	<ul style="list-style-type: none"> <li>You may allow followers to become too dependent on you, and you may establish too much control over them.</li> </ul>
<ul style="list-style-type: none"> <li>You are able to get a lot done during the change despite the confusion, and you are willing to take the initiative.</li> </ul>	<ul style="list-style-type: none"> <li>You may not take time to think strategically and prioritize tasks, and you may get people going off into too many different directions.</li> </ul>
<ul style="list-style-type: none"> <li>You respond well to the need to learn or create new structures, processes, and procedures, and you are most comfortable with the mechanics of the change.</li> </ul>	<ul style="list-style-type: none"> <li>You may demand too much certainty in how things will work once the change is complete, and you find it difficult to become comfortable with the organic nature of change.</li> </ul>
<ul style="list-style-type: none"> <li>You are willing to accept decisions from above, and you can work quickly to institutionalize the change.</li> </ul>	<ul style="list-style-type: none"> <li>You may feel a lack of guidance, get distracted easily, and have trouble remaining productive in the face of new obstacles.</li> </ul>
<ul style="list-style-type: none"> <li>You are able to remain detached from the change and to concentrate on immediate concerns.</li> </ul>	<ul style="list-style-type: none"> <li>You may not be well informed about the objectives of the change, and you may not recognize how interdependencies with others will be affected by the change.</li> </ul>
<ul style="list-style-type: none"> <li>You are highly flexible and can readily adapt to rapid change, and you are good at coming up with ingenious solutions to problems.</li> </ul>	<ul style="list-style-type: none"> <li>You may talk about too many ideas at once and open up too many options for how to proceed; you may undervalue the importance of coherence.</li> </ul>

## ACTION PLAN

The preceding pages have painted a portrait of how your needs and preferences tend to orient your leadership behaviors in your organization, how you relate to and are perceived by others, how you use power to influence organizational culture, and how you deal with change and stress. Considering these insights, how do you become a more effective leader?

Experiences suggest that you will be most effective as a leader if you remain true to your ENTP nature and continue to constructively satisfy your various interpersonal needs. However, your preferred modes of leading will not always match the follower styles and interpersonal needs of everyone you lead. Therefore, developing your effectiveness as a leader depends to a great extent on increasing your leadership flexibility, expanding your repertoire of leadership behaviors.

Some suggestions for engaging in this developmental process are represented below. Are they appropriate to you or your situation at work? Pick a few to work into your personal action plan.

- Monitor your Inclusion behavior to see if you give everyone an adequate chance to participate and be recognized. Depending on the needs of those with whom you work, you may wish to recognize people's ideas and achievements more overtly.
- Your independent nature and need for privacy may be misconstrued by others as indifference, moodiness, or even conceit. You may wish to consider how much your exclusion of others is based on a strategy of rejecting them before they reject you.
- Examine your Control need to see if they are appropriate to what others need in your organization. You may want to proactively explore methods for providing a more clear and steady sense that you are leading everyone in the same direction.
- Consider that you may resent others' attempts to influence you or provide direction for you or your group. Check to see if, when this happens, you respond with rebellious or overly critical behavior or otherwise cease to cooperate to the detriment of the group.
- Your ENTP preferences suggest that you are innovative, individualistic, versatile, and analytical. Others, however, may see you as overextending yourself and may feel that you are competitive and unappreciative of their input. You may wish to look for ways to acknowledge others and to set more realistic priorities and timelines.

Name: TJ ROSENBAUM  
MIKE JAY  
LISA NICK  
ENTRANCE

Gender: Male

Date: 5/7/02

spontaneous way of life bett  
orderly way.

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