About the Author

Sharon Lebovitz Richmond is a leadership coach and management consultant. She works at Stanford University's Graduate School of Business, Center for Leadership Development and Research. For more than twenty years, Richmond has partnered with hundreds of executives, boards, and leaders, developing the leadership capabilities and skills they need to run agile, competitive organizations. She is founder of the California Leadership Consortium, an organization of professionals dedicated to growing global leaders.

I owe my deepest thanks to the many leaders and practitioners whose work with personality type precedes mine. Thanks also to my clients and colleagues over these past twenty years. I have learned from your leadership journeys, and you have enriched my own.

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Introduction

Organizations today face two major leadership issues: (1) an anticipated shortage of leaders, and (2) the increasing challenges of leadership in a global environment.

Too Few Leaders, Too Many Demands

Since 1995, numerous business organizations, such as Corporate Leadership Council (2000), McKinsey & Company (1998), and Hay Group (2008), as well as business futurists such as Roger Herman (2007), have published studies that predict a global shortage of leaders. More than 75 percent of executives surveyed from 250 major corporations were uncertain whether they could fill all their open leadership positions. As recently as 2008, leaders from a large sample of mid-sized global companies indicated more than 60 percent of their leaders were 50 or older, yet only 17 percent of the surveyed leaders were confident in their organization's succession plans.

This shortage of leaders is being fueled by a number of important changes: growth of the global economy and the increased need for leaders worldwide, more people approaching retirement, fewer middle managers left after the downsizing of the 1990s and the organization flattening of 2000, valued leaders being recruited away by competitors, and the dramatic increase and broadening of the demands on the remaining leaders.

Furthermore, the explosion in organizational complexity over the past few decades has led to significant challenges for leaders:

- The work being done is also becoming increasingly more complex.
- Knowledge and expertise are distributed more widely within organizations.
- More people are managed with fewer resources (broader spans of control).
- The workforce is increasingly diverse and dispersed, often across different time zones and even across continents.
- The pace of change is accelerating.
- Performance expectations are escalating.
- Leadership increasingly requires the ability to influence others outside traditional hierarchical structures.

This all adds up to leadership being more challenging than ever before.

Personality Type and Leadership

As leaders seek to engage and inspire others to accomplish their organization's objectives, they rely on a broad spectrum of abilities, such as

- Making good decisions in ambiguous conditions
- Communicating and pursuing a clear vision
- Building effective working relationships
- Making full use of each person's abilities
- Being adaptable and open to change—and helping others do the same

- Tolerating, even inviting, healthy disagreements and conflict

Acquiring abilities such as these is a tall order. Luckily, leaders today have many resources available to aid their growth and development. Leadership development strategies often include the use of personality assessments and coaching, both to help identify leaders and to develop their capacities. One of the most powerful tools used for such development is the *Myers-Briggs Type Indicator®* (MBTI®) instrument.

More than 50 years of research looking for links between personality type and leadership has yielded one clear finding: There is no "perfect" type for leadership. While there are greater concentrations of certain types among leaders, there is ample and growing evidence that leaders vary widely in their styles and approaches to leadership. In fact, the larger body of leadership research indicates that the best leaders are those who can skillfully adapt their style to meet the needs of the situations they confront and the people they lead. The good news is that your personality type—no matter what it is—will not keep you from leading others successfully. The better news is that you can improve your leadership abilities in ways that not only fit your own job situation but also match your own personality "wiring."

## Purpose and Format of This Booklet

The purpose of this booklet is to help you become a more successful leader. It provides a pragmatic approach for improving your effectiveness and shows how you can apply knowledge about your personality type to improve. No matter what kind of organization or group you lead, or what your leadership style is today, learning how your personality type affects your leadership will help you

- Identify your inherent leadership potential
- Examine habits that might be limiting your success
- Broaden your views on becoming a more effective leader
- Stretch yourself to try new behaviors
- Tailor a plan to improve your leadership while staying true to your nature

Working through the material in this booklet, you will learn how your type preferences influence how you lead, and also how you can improve your leadership by following a path of type development specific to your preferences. The booklet is divided into five sections:

- "Understanding Leadership" provides a brief, high-level overview of what leaders do and touches on the importance of emotional intelligence for effective leadership.
- "Personality Type Basics and Dynamics" reviews the building blocks of personality type theory, including the four dichotomies, sixteen personality types, and eight mental functions. Also introduced here is the advanced concept of *type dynamics,* which can provide leaders with powerful insights into their strengths.
- "Type Development and Leadership Development" explains how everyone uses all eight mental functions (from Carl Jung's original model) and how one's use of these processes develops from the teenage years through the later stages of adulthood. Successful leaders move from being specialists to being generalists and are typically dual-minded, meaning they are able to hold and balance opposing views as they chart the best course. Leadership development has important parallels in type development.
- "Mapping Your Leadership Landscape" introduces the Leadership Map. Using this map, you will be able to identify areas you want to develop to improve your effectiveness as a leader.
- "Sixteen Paths to Leadership" presents leadership profiles of the sixteen personality types based on years of consulting work and type data from over 100,000 leaders from diverse backgrounds. Assets and challenges for each type of leader are presented, as well as specific ideas you can use to stretch yourself to become a stronger leader.

For emerging content on the sixteen personality types as leaders, including an opportunity to chat online with others about what you are learning, please visit www.16leaders.com. Welcome to this journey to explore your leadership landscape.

ESTJ

	20%
	15%
	10%
	5%
US Pop Supr Mgr Exec	0%
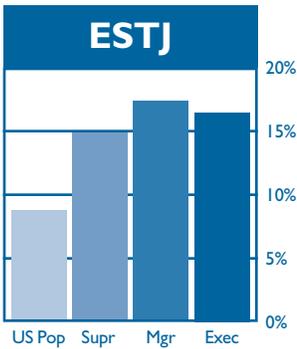
8.7% of population
16.7% of leaders

Efficient Drivers

"I don't dislike her as a person. It's just that she's no use to me [in her job]. She doesn't do what she says she will. I'd respect her a lot more if she did."

—*ESTJ leader in the pharmaceutical industry talking about a peer*

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

	Assets: ESTJ leaders tend to...	Challenges: ESTJ leaders tend to...
Setting Direction	■ Decide on a direction quickly, seemingly starting at the end point ■ Know exactly what needs to be accomplished to achieve clearly defined objectives ■ Be able to identify what is practical to implement ■ Create plans thoroughly and quickly, modeling for others the planning standards they value	■ Try to avoid long discussions of options and revisiting decisions, even when new information would make it prudent ■ Have a hard time creating a vision or direction that describes the ideal rather than the practical ■ Struggle to articulate a direction in a way that inspires a broad audience ■ Leap so quickly to the "right" answer that they lose the benefit of others' input and support for the plan
Inspiring Others to Follow	■ Set high standards and provide clearly defined roles so that others know what is expected of them ■ Use goals and plans to motivate people and enlist their assistance ■ Be generally concise and clear in their communication ■ Enjoy working with others, especially when things are going well, taking pride in being part of a community	■ Be impatient with people who decide or act more slowly than they do, even judging them to be less bright than they are ■ Be outspoken and even blunt, not liking to mince words or waste time ■ Give more negative feedback than positive, which can leave others feeling criticized even when that wasn't the intention ■ Drive others too hard, damaging relationships to the point that colleagues will hesitate to offer valuable counterviews when they have them
Mobilizing Accomplishment of Goals	■ Have the ability to outline clear, efficient, structured plans to reach intended goals ■ Focus doggedly on the goal and follow up to ensure that progress is on track ■ Be extremely effective at following their plans and meeting deadlines ■ Deploy resources efficiently in getting tasks done	■ Accept doing things the way they've always worked, rather than looking for a better process ■ Micromanage if work seems off schedule, alienating others and hindering accomplishment ■ Be more focused on the tasks to be done than the people doing them, causing them to ignore development needs until progress is being hampered

Expanding Your Leadership Mind-set

- In addition to directing and managing others, look for opportunities to promote collaboration in decision making. Engage the whole team to decide an issue when, for example, buy-in is important, information/skills are distributed across the team, the team is capable of making a good choice, and members' goals are aligned.

- Using methods that have succeeded in the past may make sense to you, but others may prefer variety and trying something new. Allow them room to experiment. Team members whose ideas are welcome are more likely to contribute their best efforts, going above and beyond what is required of them.

- Particularly as you rise in an organization, your success may depend more on your ability to influence people over whom you have no positional authority. How can you start developing this skill now?

Developing Additional Skills

- *Strategic thinking*. Learn to ask how the task at hand relates to other tasks, other parts of the organization, and even other industries. When you read the paper, think about how current events might affect your organization down the road.

- *Communication*. Find out how to soften your usually forceful ways of communicating. Ask more questions—and then wait for the answers—to see what you can learn from others.

Broadening Your Style

- Your outgoing nature and focus on accomplishing tasks can be used to coach or mentor others. Restrain yourself from giving them the answers. People gain skills by finding the answers themselves; as a coach, you act as a resource and support.

- While an organization chart conveys roles and official relationships betweem them, every organization has an unofficial chart, too. Cultivate your ability to see both the official and unofficial lines of influence. Use what you learn to build a stronger base of support for your group or team.

- Develop a habit of asking others what you can do to be a more effective leader for them. This may take people by surprise at first, but you will get some good information if you are open to what you hear, and you will learn a lot about what motivates others.

Changing How You Relate to Your Context

- Explore with advocates of change what does and doesn't work about the current approach. If an improvement can be made, help quantify the value of that improvement and spread the news.

- Find ways to show your appreciation to the people who help get the work done in your organization. Yes, they are just doing their job, but you can still make it clear to them that you notice and are grateful.

Leadership Development Path $T_E \longrightarrow S_I \longrightarrow N \longrightarrow F_I$

- *Extraverted Thinking (T_E)*. Efficient isn't always effective, especially in the long run. Take time to explore with colleagues what unintended consequences may result from your plan.

- *Introverted Sensing (S_I)*. History and experience are important inputs to setting strategic direction, but other types of data—such as information about current industry practices, anticipated trends, and customer needs—are required, as well. Avoid defining the future purely based on the past, whether the topic is company growth or even your next job.

- *Intuition (N)*. Driving too hard to take action may lead to suboptimal choices, especially if you haven't factored in whether people can or will implement what you've chosen to do. What hidden information or meaning might you uncover if you asked more questions? See what additional possibilities you can now identify.

- *Introverted Feeling (F_I)*. Try blurring the line between work and personal conversations just enough that others can get to know you and understand what matters to you. This will help you build relationships and engage people more fully in their work.

Tips for Coaches and Mentors | Supporting ESTJ Leaders

- Appreciate them for their incredible ability to plan the most efficient path to getting a new idea implemented; for their unwavering dedication to the organization's purpose; and for their efforts to shift from a directive to an inquiring approach.

- Offer to help them with developing a more savvy and authentically appreciative interpersonal style.

- Give them feedback on how you see them undermining their own success, for example, by focusing so intently on their goal that they completely miss the impact their actions have on others.