



# Leadership: Leveraging Strengths based on Personality Styles

**LINKED COMPETENCIES:** Leading with humility, empathy, and a strengths-based approach

Personality tests are accessible ways for individuals to recognize their own strengths and the strengths of others. To lead using a strengths-based approach, individuals need to recognize and appreciate that all individuals have strengths and that leveraging the diversity of strengths is essential to a high-performing and happy team.

## Outcomes

- Students will identify their personality strengths and preferences.
- Students will apply knowledge of individual team members' strengths to improve the work environment and team success.

Leading with humility, empathy, and a strengths-based approach			
Indicate with an ✓ on the line below, where you currently have evidence.			
Exploring			Implementing
I can describe different personality types, learning styles, and work styles, and understand that each team member (including a boss or supervisor) may have unique strengths and needs.	I can identify my own strengths and offer to support the needs of other team members (including a boss or supervisor) where my strengths will be useful.	I regularly check in with team members (including a boss or supervisor) about their workload and stress levels so I can offer support. I advocate for team roles to be collaboratively decided based on individual strengths and needs in alignment with common goals.	I have evidence of open communication with team members (including a boss or supervisor) to seek out members' strengths and needs. I have used that knowledge to leverage individual and team success, including but not limited to making changes to ease stress or improve the work environment.

Remind your students to reflect, add, and annotate evidence of competency to their portfolios.

- **Reflect** on their experiences and what they learned through the activities and feedback.
- **Add** evidence of competency to their portfolios.
- **Annotate** the evidence to highlight their specific competency.



### Time:

55 minutes

### Materials:

- Students should have access to a computer to complete the 16personalities.com assessment.
- Four flip charts and markers (optional)

### Background:

This exercise is designed to help participants discover and appreciate the diversity of work styles and preferences among themselves and others. It starts with participants taking a personality assessment to learn more about their own characteristics, strengths, and motivations. Then, it applies this knowledge to understand how different team members can contribute and collaborate effectively. Every team member has unique talents and skills that can enhance team performance and balance. The key is to recognize and respect the different work styles and preferences of each team member and leverage them for team success. There is no one best style or preference; rather, a combination of styles and preferences across a team results in greater outcomes.

### Activity:

1. Ask participants to consider different leaders (use the term “leader” broadly) they have had.
  - a. What is a quality of the best leader you have had? Write it down.
2. Have participants share this quality with the full group. Jot down the qualities that are shared. At the end of the sharing, comment on the diversity of the qualities. (You are hoping to emphasize that individuals that make good leaders can have a diversity of strengths and qualities).
3. We’re going to take an online test to identify our strengths. You may be familiar with the MBTI or other personality assessments. The one we will complete today is a free test that leverages the MBTI methodology. Ask participants to visit <https://www.16personalities.com/> and take the test.
  - a. They do not need to create an account to take the test. They can have the results sent at the end by entering an email address, but this is not required. They can print or save their results without entering any identifying information.
  - b. The test is designed to take approximately 10 minutes to complete.
4. Once complete, ask students to form into four role groups. MBTI can be combined into four overall roles in this way. (The term for these summaries is roles. i.e., There are 16 personalities and four roles)
  - Analysts: \_ N T \_
  - Diplomats: \_ N F \_
  - Sentinels: \_ S \_ J
  - Explorers: \_ S \_ P
5. Instruct each role group to review their reports and discuss and summarize the main characteristics, strengths, and preferences of their role. They could summarize using a flip chart or slide. They should be prepared to report back to the full group. Provide some guiding questions, such as:
  - a. What are the core values and motivations of your role?



- b. What are the strengths of your role?
- c. What do you wish others knew about your role?
- d. What are the typical roles and responsibilities that suit your role?
- e. What are the communication and collaboration styles of your role?
- f. What are the potential challenges, struggles, or pitfalls of your role?

### Reflection and Summary:

Once each role group has been able to share, ask participants to reflect on their own about a team they've been on or are on currently. Ask them to try and identify the personality role of the team members and one way to better leverage each individual's strengths to make the team more effective.