

## Using MBTI Personality Styles

<i>Personality Style</i>	<i>Best Approach to <b>Communicate</b></i>	<i>Best Approach to <b>Motivate</b></i>	<i>For <b>Conflict Management</b> remember that ...</i>
<b>Extravert</b> Outgoing, enjoys dealing with people	Face-to-face, minimize “impersonal” style (written, e-mails, etc), he enjoys brain-storming sessions. A risk exists to dominate group meetings.	Have the person focus on the relationship aspect of the project, such as meetings with stakeholders.	He often approaches situations at a brisk pace, frequently challenging subjects as they “think out loud”
<b>Introvert</b> Quiet, reflective, inner-directed	One-to-one settings allow him to be more disclosing and communicative. Within group settings may remain quiet. Written messages give him the privacy he prefers to reflect before respond.	Offer this person work that requires extended periods of concentration, possibly working alone.	He prefers a “measured pacing” of the discussion, preferring to maintain a more narrow focus.
<b>Sensing</b> Pragmatic, practical, down-to-earth	Give him details, facts, examples. He has little use for theory or “big picture”. Let him know the importance of your message.	Give this person work that has a distinct completion point and can be measured in concrete terms.	He seeks to define the problem or conflict in the present tense, using concrete and measurable examples.
<b>Intuitive</b> Conceptual, big-picture	Provide him with the “big picture” and make clear the project’s goals and how they support organization’s vision. You need to handle his tendency to theorize. In meetings he often takes the role of devil’s advocate.	Put this person to work on the strategic and design portions of the project, relating the project’s objectives to the organization’s strategic objectives.	He will gravitate toward defining the conflict in boarder terms, along the lines of concepts and tends rather than events and details.

<b>Thinking</b> Logical, analytical	Be brief and to the point, present a logical argument.	Present this individual with tasks requiring quantitative skills, in-depth analysis, or research.	He needs facts and analysis to come to resolution and is looking for the “correct” situation.
<b>Feeling</b> People-oriented	Talk more from the “heart” and appeal values when making your argument, expect him/her to talk great deal about feelings and put less emphasis on logical facts	Allow this person to be in roles involving nurturing, supporting and customer relationship management.	He prefers to examine the underlying emotions held by the key participants in the conflict. Until these issues are explored to some degree the feeling person has little interest in moving forwards to a resolution.
<b>Judging</b> Orderly, structured, timely	Present your message in an orderly manner, using agendas and outline to define the purpose of the discussion, stay on point and keep moving towards resolution and conclusion.	Permit this individual to create schedules, budgets and project closure systems.	He prefers to move in a structured and deliberate manner towards resolution and closure of the conflict.
<b>Perceiving</b> Flexible, spontaneous	Stay flexible and avoid using a rigid agenda, expect that many topics may be mentioned and that the time of the meeting may seem open-ended. Gentle help him to stay on track.	Direct this person towards situations requiring trouble-shooting.	He may hesitate to agree on a resolution to the conflict based on the belief that there may be some better solution that has not yet been considered.

Πηγή: Steven Flannes, Ginger Levin, “Essential People Skills for Project Managers”, Management Concepts, 2005