

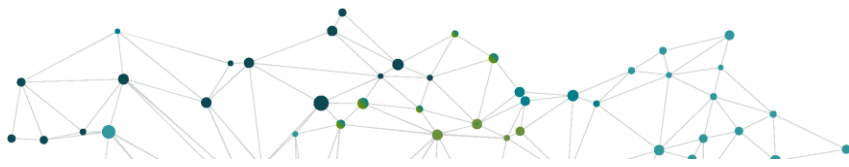


Type + Leadership

Definition

Type and Leadership combines the knowledge of **MBTI® type preferences** with the **skills required to be an effective leader** and get the most out of a team.





Type Preferences in Leadership

ESTP & ESFP

Favorite:

Extraverted
Sensing (Se)

Fourth:

Introverted
Intuition (Ni)

- **Your contributions as a leader:** You are probably hands-on and pragmatic, focused on gathering immediate, relevant information. You likely lead by example and are resourceful in a crisis, quickly adapting to the needs of the situation.
- **What you may overdo or overlook:** You may overdo your emphasis on practical action, becoming expedient or restless. You may overlook the longer-term implications or bigger picture due to your focus on the present moment.

ISTJ & ISFJ

Favorite:

Introverted
Sensing (Si)

Fourth:

Extraverted
Intuition (Ne)

- **Your contributions as a leader:** You are probably thorough and reliable, keeping progress moving forward steadily. You likely lead by establishing clear processes and structure, based on your previous experience of how things work.
- **What you may overdo or overlook:** You may overdo your emphasis on the facts and established ways of doing things, becoming stuck or slow to act. You may overlook future possibilities or the benefits of change.

ENTP & ENFP

Favorite:

Extraverted
Intuition (Ne)

Fourth:

Introverted
Sensing (Si)

- **Your contributions as a leader:** You probably promote new ideas and directions with enthusiasm and are quick to spot connections and patterns. You likely lead by communicating an inspiring vision for the future, seeing opportunities where others don't.
- **What you may overdo or overlook:** You may overdo seeking change for the sake of variety, leaving tasks incomplete if you become distracted by a new opportunity. You may overlook practical limitations or the importance of clear procedures.



Type Preferences in Leadership

INTJ & INFJ

Favorite:
Introverted
Intuition (Ni)

Fourth:
Extraverted
Sensing (Se)

- **Your contributions as a leader:** You are probably insightful about how issues may evolve, seeing the bigger picture in complex situations. You likely lead by setting a path toward a long-term vision, focused on innovation and creativity.
- **What you may overdo or overlook:** You may overdo your desire for innovation, holding on to unrealistic ideas without accepting others' input. You may overlook factual details and the practical reality of a situation.

ESTJ & ENTJ

Favorite:
Extraverted
Thinking (Te)

Fourth:
Introverted
Feeling (Fi)

- **Your contributions as a leader:** You are probably confident about setting goals and making decisions and are focused on task improvement and efficiency. You likely lead by taking charge, providing critique of flaws and problems to maximize performance.
- **What you may overdo or overlook:** You may overdo your control of tasks and people, becoming impatient if results are too slow. You may overlook the impact your communication style has on other people and the need to consider personal values.

ISTP & INTP

Favorite:
Introverted
Thinking (Ti)

Fourth:
Extraverted
Feeling (Fe)

- **Your contributions as a leader:** You probably engage in well thought-through problem analysis, noticing inconsistencies and redundancies. You likely lead by creating clarity around a goal or task, based on your understanding of how systems work.
- **What you may overdo or overlook:** You may overdo your desire for understanding, leading to "analysis paralysis" in your search for logical answers. You may overlook organizational politics and the importance of nurturing personal relationships.



Type Preferences in Leadership

ESFJ & ENFJ

Favorite:

Extraverted
Feeling (Fe)

Fourth:

Introverted
Thinking (Ti)

- **Your contributions as a leader:** You are probably attuned to the needs of others, striving to organize the world according to your values. You likely lead by supporting others to be their best, creating a harmonious environment around you.
- **What you may overdo or overlook:** You may overdo your emphasis on values, avoiding conflict to preserve the team harmony. You may overlook problems and business needs or struggle to provide a clear rationale for your decisions.

ISFP & INFP

Favorite:

Introverted
Feeling (Fi)

Fourth:

Extraverted
Thinking (Te)

- **Your contributions as a leader:** You probably place great emphasis on integrity and doing the right thing and are attuned to underlying emotional currents. You likely lead by empowering others to be authentic, reminding them of important core values.
- **What you may overdo or overlook:** You may overdo your emphasis on values, believing your values are the right ones and resisting solutions that don't fit them. You may overlook commercial priorities and pragmatic realities.



Basic Skills

Skill 1: Motivating Others

Skill excellence

- Develops a clear, compelling vision for the future
- Leads by example, encouraging others

Skill 2: Setting Goals

Skill excellence

- Creates clear, achievable objectives and communicates them to others
- Holds self and others accountable for meeting goals and objectives

Skill 3: Adaptability

Skill excellence

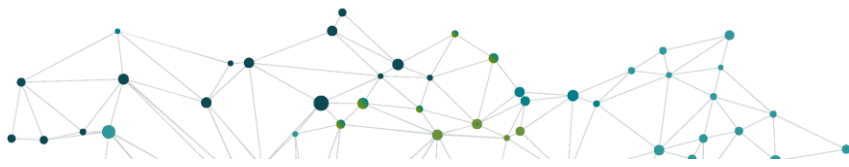
- Adjusts own leadership style to meet the needs of the situation or other styles
- Demonstrates resilience in the face of setbacks and challenges

Type in Action

All types can develop a clear vision for the future, though some may be focused on concrete, practical outcomes, while others are engaged with the bigger picture. Some types encourage others by nurturing personal support and shared values, while others focus more on standards of competence and task-oriented accomplishment.

All types can create and communicate objectives, holding themselves and others accountable to achieve them. The degree of clarity and structure implemented around a goal, and the means by which the team is held accountable, may vary according to type.

All types can demonstrate adaptability and resilience to setbacks. Some types may feel more comfortable focusing on the needs of the task, while others prioritize the perspectives of the people involved. Likewise, types will vary in their comfort with taking quick action in the moment versus engaging in more in-depth reflection.



Type Tips for Skill 1: Motivating Others

**ESTP
&
ESFP**
(Se)

You are probably charismatic and hands-on in your approach to motivating others, leading by example so like-minded followers can join you and take action. Remember to communicate a broader vision for the future; try to cultivate a way to engage people who are on the more serious, reflective side.

**ISTJ
&
ISFJ**
(Si)

You are probably calm and dependable in your approach to motivating others, establishing clear processes for them to follow and inspiring loyalty through your respect for tradition. Remember to communicate ideas for the future that go beyond practical outcomes; you may need to be more assertive in your vision to stimulate passion and engagement.

**ENTP
&
ENFP**
(Ne)

You are probably enthusiastic and collaborative in your approach to motivating others, encouraging them to strive toward a collective future without needing all the details worked out just yet. Remember to ground your vision in reality and communicate more than just the big picture, to appeal to those who need more structure or information.

**INTJ
&
INFJ**
(Ni)

You are probably visionary and insightful in your approach to motivating others, inspiring them to invest in your ideas for how the future could be. Remember to develop your vision more fully by considering practical realities and constraints. Don't underestimate the value of getting others on board; seek their input and be open to their contributions.



Type Tips for Skill 1: Motivating Others

ESTJ
&
ENTJ
(Te)

You are probably determined and directive in your approach to motivating others, defining a clear end goal and setting high standards of competence that you expect followers to achieve. Remember to factor in individuals' values and needs as well, to encourage personal commitment and engagement beyond simply task accomplishment.

ISTP
&
INTP
(Ti)

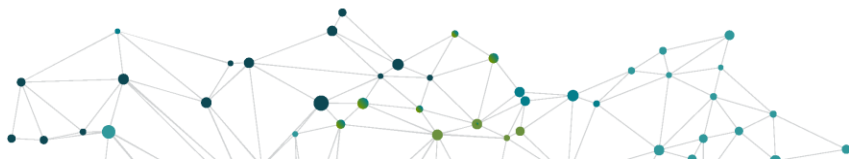
You are probably informal and adaptable in your approach to motivating others, creating clarity around the vision and then stepping back to allow followers to contribute skills and expertise in their own way. Remember to nurture personal relationships as well; you may need to provide more active encouragement and structure for those followers who are not as self-motivated as you.

ESFJ
&
ENFJ
(Fe)

You are probably warm and compassionate in your approach to motivating others, offering a high level of personal support and cultivating a strong sense of shared purpose. Remember to communicate factors involving the bottom line as well; don't assume everyone is motivated by the same values and desire for harmony as you.

ISFP
&
INFP
(Fi)

You are probably calm and supportive in your approach to motivating others, gently empowering your followers to pursue their core values. Remember to provide a clear direction and enough structure to motivate people who are not so values driven; don't underestimate your ability to inspire a group toward a goal.



Type Tips for Skill 2: Setting Goals

**ESTP
&
ESFP
(Se)** It's probably natural for you to focus on the present and identify short-term, practical objectives requiring fast action. Make sure not to overlook seemingly mundane tasks or longer-term goals; don't let your preference for flexibility make you lose focus or fail to hold yourself and others accountable to deadlines.

**ISTJ
&
ISFJ
(Si)** It's probably natural for you to focus on what has worked in the past, defining clear roles, milestones, and deadlines to achieve concrete objectives for incremental progress. Make sure not to yield too much when holding others accountable, and don't let your preference for thoroughness make you too slow to decide or take action on a goal.

**ENTP
&
ENFP
(Ne)** It's probably natural for you to focus on the future and create a broad, holistic view of what it could look like. Make sure not to overlook the need for clear roles, objectives, and plans to ensure accountability, and don't let your preference for variety make you change things too quickly before you have time to see concrete progress toward team goals.

**INTJ
&
INFJ
(Ni)** It's probably natural for you to focus on the underlying vision and develop a long-term conceptual plan for achieving it. Make sure not to overlook practical steps with tangible output, and don't let your preference for quiet reflection make you too slow to act or to delegate responsibilities to others; don't assume they already know what to do and how.



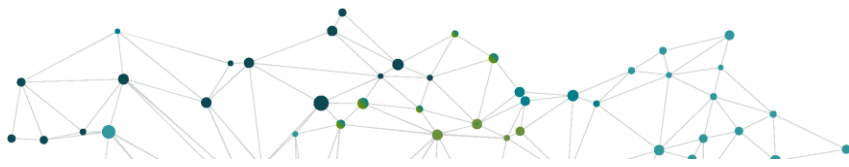
Type Tips for Skill 2: Setting Goals

**ESTJ
&
ENTJ**
(Te) It's probably natural for you to focus on the goal and deliver clear, structured objectives, ensuring progress stays on track throughout. Make sure not to become overly attached to the end result at the expense of the means to achieve it, and don't let your preference for efficiency make you drive yourself or others too hard.

**ISTP
&
INTP**
(Ti) It's probably natural for you to focus on the underlying logic of a goal and develop a deep understanding of the systems involved. Make sure to translate this understanding into clear objectives you can then communicate to others, and don't let your preference for independence make you lose sight of the need for teamwork and accountability.

**ESFJ
&
ENFJ**
(Fe) It's probably natural for you to focus on interpersonal relationships and communicate objectives in terms of their impact on shared values and benefits for individuals. Make sure not to ignore problems or mistakes that might jeopardize completion of critical tasks, and don't let your preference for harmony get in the way of holding others accountable.

**ISFP
&
INFP**
(Fi) It's probably natural for you to focus on core values, setting an overall direction that is congruent with your values while avoiding bureaucracy or micromanagement. Make sure not to overlook the need for clear objectives and organization to hold both yourself and others accountable, and don't let your preference for empowering others make you neglect the potential benefits of hierarchy.



Type Tips for Skill 3: Adaptability

**ESTP
&
ESFP
(Se)** Your preference for fast-paced, flexible action is likely an advantage when you are required to adapt your approach in the moment. You are probably resilient to setbacks or challenges that call for straightforward, practical solutions, but you may struggle more in situations that require in-depth reflection to understand the bigger picture or accommodate others' perspectives. Be careful not to act too quickly, as you may overlook the root causes of a problem or more innovative solutions.

**ISTJ
&
ISFJ
(Si)** Your preference for tried-and-trusted pragmatism is likely an advantage when you are required to adapt your approach to fix a problem. You are probably resilient to setbacks or challenges that have already been encountered in the past, but you may struggle when faced with ambiguity or new challenges that call for more novel solutions. Be careful not to spend too long gathering the facts or to reject others' ideas if they diverge from the status quo.

**ENTP
&
ENFP
(Ne)** Your preference for collaboration and innovation is likely an advantage when you are required to adapt your approach to pursue a new opportunity. You are probably resilient to setbacks or challenges that call for novel solutions, particularly those developed through discussion with others, but you may struggle more in situations that require synthesizing large amounts of data to troubleshoot practical problems. Be careful not to spend too long brainstorming ideas or to overlook more straightforward, pragmatic solutions.

**INTJ
&
INFJ
(Ni)** Your preference for conceptualizing possibilities is likely an advantage when you are required to adapt your approach to a complex problem. You are probably resilient to setbacks or challenges when you can take the time to understand how and why they have evolved, but you may struggle more when a situation calls for fast, practical action in the moment. Be careful not to spend too long reflecting on possibilities at the expense of the facts or to overlook the value of other people's contributions.



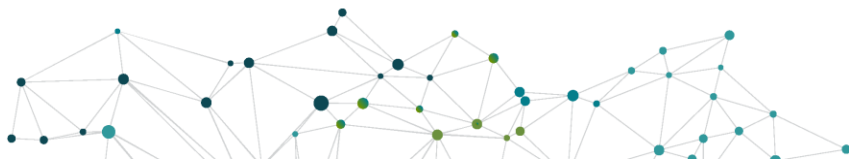
Type Tips for Skill 3: Adaptability

ESTJ
&
ENTJ
(Te) Your preference for goal-oriented action is likely an advantage when you are required to adapt your approach to overcome an obstacle. You are probably resilient to setbacks when you can cut through bureaucracy to pursue the most logical solution, but you may struggle in situations that call for a more participative approach to connect with people's values or perspectives. Be careful not to take charge too quickly, as your drive for closure may lead you to overlook nuanced changes or diverse needs.

ISTP
&
INTP
(Ti) Your preference for rigorous analysis is likely an advantage when you are required to adapt your approach to a logical problem. You are probably resilient to setbacks or challenges when you can debate the possible solutions from an objective standpoint, but you may struggle more in situations that require reconciling people's differing needs. Be careful not to get stuck in "analysis paralysis" or to overlook the importance of accommodating other styles to preserve relationships.

ESFJ
&
ENFJ
(Fe) Your preference for harmonious relationships is likely an advantage when you are required to adapt your approach to meet individuals' needs. You are probably resilient to setbacks or challenges when you can rally those around you toward a common purpose, but you may struggle more in situations requiring in-depth logical analysis of the business environment. Be careful not to avoid conflict by ceding to others too quickly, as your desire for harmony may cause you to overlook technical constraints.

ISFP
&
INFP
(Fi) Your preference for values-led flexibility is likely an advantage when you are required to adapt your approach to support individuals. You are probably resilient to setbacks or challenges when you can connect with the core values at stake to identify the "right" thing to do, but you may struggle more with situations or people who demand objective, logical solutions. Be careful not to fall into black-and-white moral thinking or to overlook important demands of the task.



Advanced Skills

Skill 4: Strategic Thinking

Skill excellence

- Anticipates challenges and opportunities in the business environment
- Proactively guides the business direction, balancing short-term and long-term goals

Skill 5: Emotional Intelligence

Skill excellence

- Manages own emotions effectively, especially in high-pressure situations
- Fosters trust and psychological safety within the team

Skill 6: Developing Others

Skill excellence

- Provides regular, constructive feedback to improve performance
- Guides individuals through skill development, offering tasks and projects that build confidence and experience

Type in Action

All types can engage in strategic thinking to anticipate challenges and opportunities. Whether they are more concerned with short-term or long-term goals, and with the bottom line or people issues, will vary according to type. All types can benefit from broadening their perspective to achieve a more balanced view.

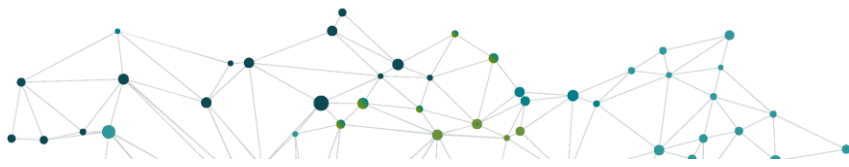
All types can manage their emotions effectively, although they may be sensitive to different stressors and triggers. Some types may be more comfortable with conflict and crises than others, yet may need to be more overt in fostering trust and psychological safety as a result.

All types can give effective feedback, though some may prioritize supporting the individual, whereas others prioritize performance of the task. Different types will also vary in the degree of structure they provide for team members' development, ranging from formal to informal opportunities.



Type Tips for Skill 4: Strategic Thinking

ESTP & ESFP (Se)	You probably anticipate challenges and opportunities in the immediate business environment and focus on what is most practically achievable in the short term to guide the organization forward. Try to expand your horizons by engaging in longer-term analysis as well; be careful not to prioritize expedience over the bigger picture.
ISTJ & ISFJ (Si)	You probably anticipate challenges and short-term obstacles to practical results and focus on solutions that have worked in the past to guide the organization forward. Try to expand your horizons by engaging in brainstorming longer-term possibilities; be careful not to prioritize continuity and tradition over creativity and innovation.
ENTP & ENFP (Ne)	You probably anticipate future opportunities and the many possible benefits they could bring, especially in the long term. Try to ground your thinking by appraising current, practical needs as well so that you don't overlook potential challenges; be careful not to prioritize novelty over efficiency and follow-through.
INTJ & INFJ (Ni)	You probably conceptualize future possibilities and may seem prescient in anticipating challenges. Try to ground your thinking by considering current realities as well so that you don't spend too long thinking about what might be at the expense of what is. Be careful not to prioritize long-term significance over short-term practical utility.



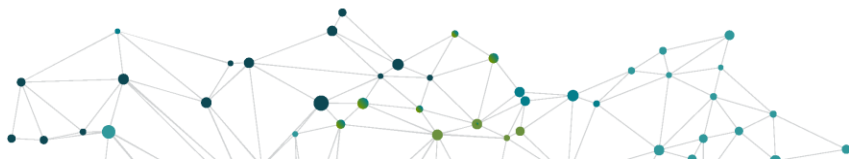
Type Tips for Skill 4: Strategic Thinking

ESTJ & ENTJ (Te)	You probably articulate the logical pros and cons of each challenge and opportunity and focus on hitting the bottom line to guide the organization forward. Try to broaden your perspective by considering the people issues too, and be careful not to prioritize short-term efficiency over long-term employee engagement and satisfaction.
ISTP & INTP (Ti)	You probably prefer systemic analysis, integrating complex information to identify the root causes of business challenges, although you may be less interested in applying this understanding in practice. Try to contextualize your thinking by considering people issues and political nuances, and be careful not to prioritize analysis over action.
ESFJ & ENFJ (Fe)	You probably anticipate challenges and opportunities that will affect individuals and focus on ensuring maximum positive impact for the organization's employees. Try to maintain the critical distance needed for tough decisions, and be careful not to prioritize short-term consensus over longer-term productivity.
ISFP & INFP (Fi)	You probably anticipate challenges and opportunities that relate to core values, flexibly ensuring that those values are upheld as the organization moves forward. Try not to allow your concern for others' perspectives to dilute or obscure the organization's direction, and be careful not to prioritize moral ideals over short-term improvements and task completion.



Type Tips for Skill 5: Emotional Intelligence

ESTP & ESFP (Se)	Your focus on the present moment and immediate environment, including body language and expression, is likely an advantage in managing your own and others' emotions in high-pressure situations. Remember to think before reacting, and be patient with those who move at a slower pace than you, as insufficient impulse control may hinder trust and psychological safety within the team.
ISTJ & ISFJ (Si)	Your focus on physical sensation and grounded pragmatism is likely an advantage for regulating your emotions and controlling your reactions. You may even risk suppressing your feelings to an unhelpful degree, which could eventually lead you to lose control in situations of great uncertainty. Try to find alternative coping strategies to reduce internal tension, and demonstrate greater openness to others' ideas to foster trust and psychological safety.
ENTP & ENFP (Ne)	Your focus on future opportunities is likely an advantage in managing your emotions; you remain positive and optimistic even in high-pressure situations—as long as you have room to explore. You likely foster trust within the team through your emphasis on collaboration, but remember to practice patience and avoid becoming dismissive if others don't move as fast as you or seem critical of your ideas.
INTJ & INFJ (Ni)	Your focus on the underlying meaning is likely an advantage in managing your emotions, giving you insight into your own and others' emotional makeup. You may struggle more in high-pressure situations that don't give you sufficient time to process and reflect. While you may be tolerant of different perspectives, try to be more actively inclusive and inviting of others' contributions in order to foster greater trust.



Type Tips for Skill 5: Emotional Intelligence

ESTJ
&
ENTJ
(Te)

Your focus on task achievement and logical analysis is likely an advantage in managing your emotions, allowing you to stay clearheaded even in high-pressure situations. Remember that emotions can provide useful information to help you achieve your goals, whereas constant critique and a narrow task focus can hinder trust and therefore progress. Try to demonstrate empathy more actively, using open questions to explore others' feelings and perspectives.

ISTP
&
INTP
(Ti)

Your focus on internal analysis is likely an advantage in managing your emotions, allowing you to detach from stressors to identify the most logical solution. Yet this detachment may come across as aloofness or insensitivity, limiting psychological safety within the team. Try to express active interest in others' emotions and needs, asking open-ended questions to solicit perspectives that you can then incorporate into your analysis.

ESFJ
&
ENFJ
(Fe)

Your focus on open and empathetic communication is likely an advantage in managing your emotions—as long as you feel your and others' values are being respected. You are likely interpersonally sensitive, fostering a high level of trust and psychological safety within the team. Remember that while connection is important, so are clear boundaries; avoid overstretching yourself. Know when to step back and give space, and try not to force a false harmony due to your own discomfort with conflict.

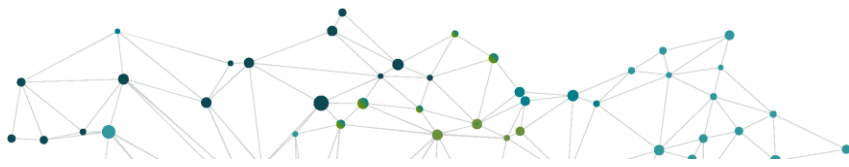
ISFP
&
INFP
(Fi)

Your focus on authenticity and living your values is likely an advantage in managing your emotions; you are guided by your inner sense of the right thing to do. You are likely attuned to your own and others' emotional reactions, demonstrating sensitivity to promote psychological safety within the team. Try not to withdraw from situations of conflict or to become defensive if you feel your values are being questioned, as this may hinder trust in the long term.



Type Tips for Skill 6: Developing Others

ESTP & ESFP (Se)	You probably take an informal, case-by-case approach to providing feedback and development opportunities, focused on the practical output and current needs of your team. Be careful not to appear to favor some members over others, and don't neglect to provide opportunities for longer-term development.
ISTJ & ISFJ (Si)	You probably take a steady, pragmatic approach to developing others, measuring an individual's performance through tangible results and then offering tasks that provide incremental progression. Be careful not to micromanage, as this may inhibit your team's learning and confidence; adopt a coaching style when people get stuck, rather than stepping in to fix the problem.
ENTP & ENFP (Ne)	You probably take an informal, open-ended approach to developing others, providing opportunities for growth but allowing them to work in their own way. Be careful not to overlook weak performance or to be too slow to intervene. Be specific and regular in your feedback, and make sure to offer more formal, structured development too.
INTJ & INFJ (Ni)	You probably take an aspirational approach to developing others, offering opportunities for longer-term growth beyond practical output. Be careful not to hoard the projects you find most stimulating, as this will deprive your team of valuable opportunities to learn. Don't be afraid to delegate key tasks—but be prepared for others to approach them differently than you would.



Type Tips for Skill 6: Developing Others

ESTJ
&
ENTJ
(Te)

You probably take a structured, task-oriented approach to developing others, setting high standards of competence and then readily delivering corrective feedback to improve performance. Be careful to offer praise and encouragement too, recognizing the needs of the person as well as those of the task; make sure to provide personal development opportunities to stimulate growth beyond task accomplishment.

ISTP
&
INTP
(Ti)

You probably take a hands-off approach to developing others, preferring to focus on your own area of expertise. Be careful not to favor those individuals whose interests align with your own or who demonstrate their competence most readily; adopt a coaching style to show appreciation, give supportive feedback, and develop others' skills and confidence.

ESFJ
&
ENFJ
(Fe)

You probably take an affirming, supportive approach to developing others, offering praise and encouragement to recognize their effort. Be careful not to overlook performance issues or take on others' problems as your own; practice giving clear and constructive feedback so that team members know when and how they need to improve.

ISFP
&
INFP
(Fi)

You probably take a hands-off approach to developing others, quietly supporting where needed but otherwise letting them work in their own way. Be careful not to shy away from difficult conversations, which may be needed to address performance issues. Practice giving corrective feedback while still supporting the individual, and make sure you're providing enough structure for formal development.