

I'm OK, You're OK...

We're Just Different

Unlocking the Power Of Personality Diversity

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Session Objectives

- Appreciate our individual differences
- Understand your MBTI Type and the benefits of each type
- Identify ways to use differences constructively
- Learn practical tips for working with people different from yourself

We'll use the Myers-Briggs Type Indicator® (MBTI®) to explore personality diversity

About the MBTI®

Key Points

- Based on Carl Jung's personality theory
- An indicator—not a test
- Looks only at normal behavior
- No good or bad types
- All types have strengths and blind spots

Usage & Research

- 60+ years of research
- 2+ million people complete it annually
- Widely used for leadership, teams, communication, and career development

EXERCISE

Understanding Preferences

1. On a piece of paper, sign your name three times as you normally would.
2. Now sign your name three times with your non-preferred hand.

What words describe each experience?

Preferences Work Like Handedness

Preferred Hand

- Easy
- Natural
- Comfortable
- Unconscious
- Consistent results

Non-Preferred Hand

- Harder
- Unnatural
- Uncomfortable
- Took more effort
- Inconsistent results

The MBTI® Four Dichotomies

The MBTI indicates preferences on four pairs of opposites:

Extraversion (E)

or

Introversion (I)

Where you focus attention and get energy

Sensing (S)

or

Intuition (N)

How you take in information

Thinking (T)

or

Feeling (F)

How you make decisions

Judging (J)

or

Perceiving (P)

How you approach the outer world

As we discuss each preference pair, reflect on these three scenarios:

1. **Your own preference** – and how you feel when working with those who have the opposite preference
2. **Group dynamics** – what happens when you're working in a team where most members have a different style than yours
3. **Manager-employee relationships** – how style differences between a manager and employee can create friction, and what both parties need to do to work together effectively

Extraversion (E) or Introversion (I)



Where we focus our
attention and get energy

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

Extraversion (E) vs Introversion (I)

Where you focus attention and get energy

Extraversion (E)

- Energized by interacting with others
- Social and expressive
- Think out loud, brainstorm with others
- Say-Think-Say
- Prefer to communicate face-to-face
- Have broad interests
- Learn by doing or discussing

Introversion (I)

- Energized by reflection and alone time
- Private and contained
- Think things through internally first
- Think-Say-Think
- Prefer to communicate in writing
- Focus in depth on interests
- Learn by reflection and mental practice

Introversion/Extroversion



E-I in the Workplace

Extraverts at Work

- Like working with others on teams and in spaces where they can interact
- “Think out loud,” brainstorm, and share ideas and plans with other people
- Enjoy public speaking and recognition
- Lose motivation in isolation
- Like variety of tasks
- Develop ideas by discussing them with others
- Are often impatient with long, slow jobs

Introverts at Work

- Like quiet and private spaces to concentrate/reflect
- Prefer to think through things on their own, then discuss with others; working in small groups
- Drained by public speaking and meeting lots of people
- Develop ideas alone through reflection
- Comfortable with long-term focused work
- Good at sustaining focus on deep projects
- Like to think before they act

Introversion/Extraversion Awareness

Think about meetings – Take a minute to ask yourself

What frustrates you about the other style

- in personal conversations?
- In meetings?

What could be done to help communications between the 2 types – individually and in meetings?

E-I Self-Assessment

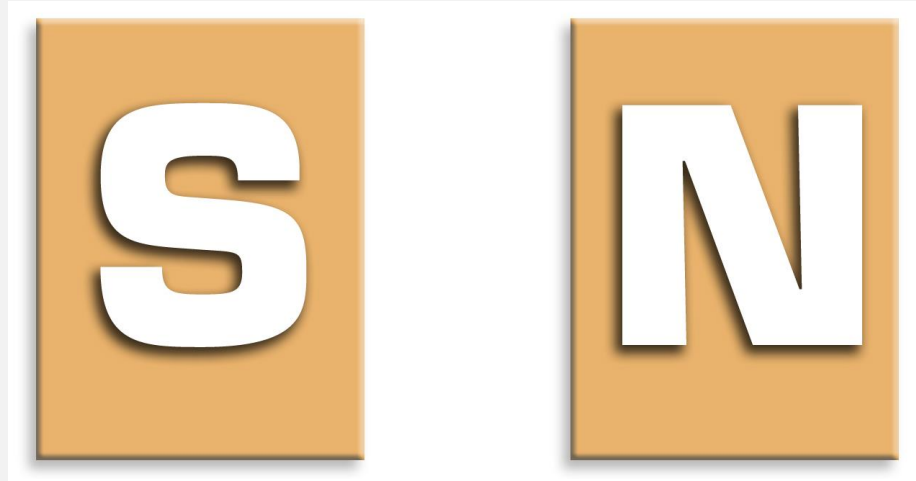
Given the choice, which do you prefer:

Extraversion or Introversion?

☒ your self-assessment

☐☐

Sensing (S) or Intuition (N)



The way we take in information
and the kind of information we
like and trust

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

Sensing (S) vs Intuition (N)

How you take in information and what you trust

Sensing (S)

- Focus on what is real and actual
- Remember and value specifics
- Factual, concrete, sequential
- Trust experience
- Practical and realistic
- Specific and literal
- Understand ideas and theories through practical applications

Intuition (N)

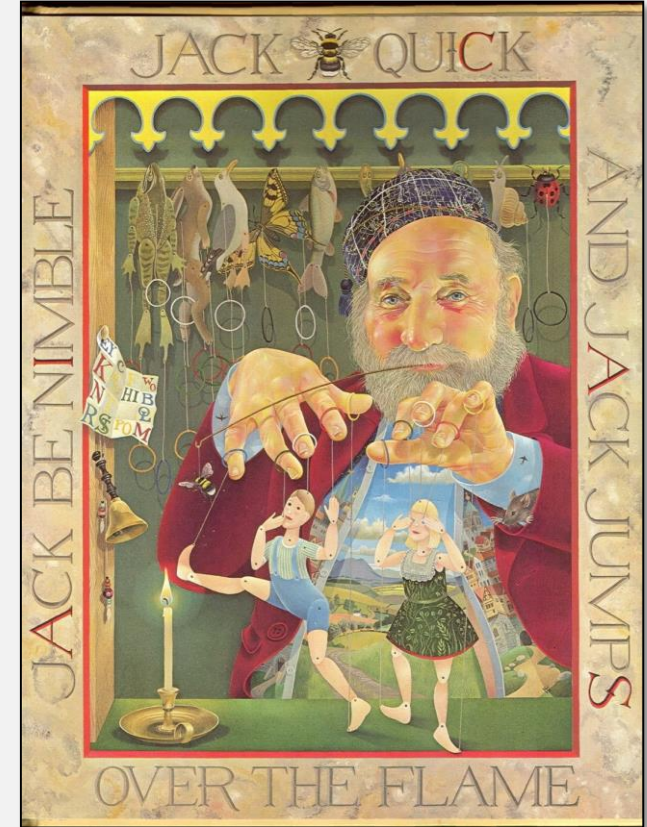
- Focus on patterns and meanings
- Remember specifics when they relate to a pattern
- Abstract and imaginative
- Trust insight and hunches
- Move quickly to conclusions
- Theoretical and future-oriented
- Generate ideas and theories, application is secondary

EXERCISE

What Do You See?

Look at the next image for 30 seconds in silence

Sensing/Intuition Awareness



EXERCISE

What Do You See?

Write down what you saw

S-N in the Workplace

Sensors at Work

- Like using knowledge and experience to solve problems
- Enjoying applying skills already perfected
- Concrete thinkers focused on facts, events and details
- Practical—go with what has worked
- Seldom make errors of fact, but may ignore inspirations
- Enjoy hands-on work and dislike working with theories, ideas and concepts
- Proceed step-by-step, accurately estimating the time needed

Intuitives at Work

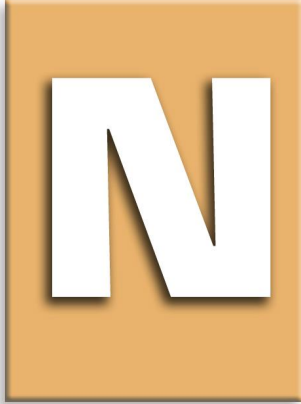
- Like solving new complex problems; enjoy the challenge of learning something new
- Abstract thinkers focused on possibilities
- Look for brand-new solutions; like to innovate and create
- Seldom ignore insights but may overlook facts
- Big-picture people seeking meaning
- Typically - low tolerance for routine work with no opportunity to be creative
- Proceed in bursts of energy, following inspiration

S–N Self-Assessment

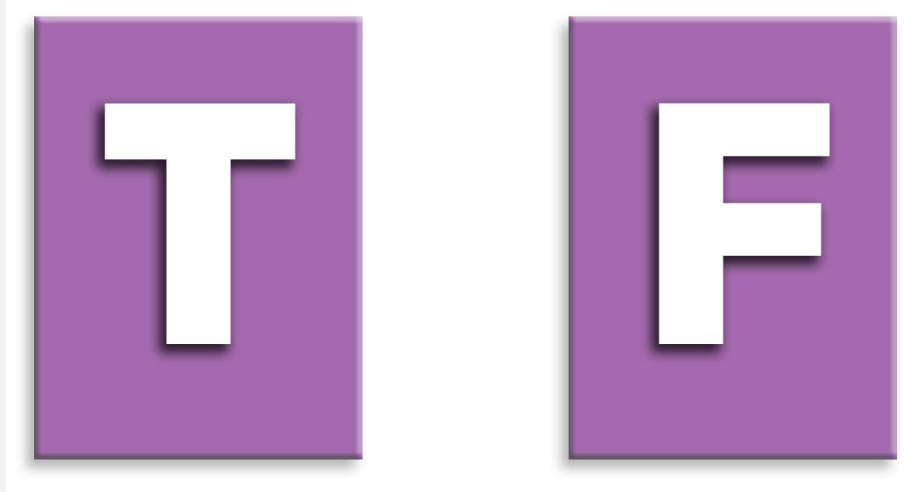
Given the choice, which do you prefer:

Sensing or Intuition?

☒ **your self-assessment**

	
☐	☐

Thinking (T) or Feeling (F)



The way we make decisions

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 10.

Thinking (T) vs Feeling (F)

How you make decisions

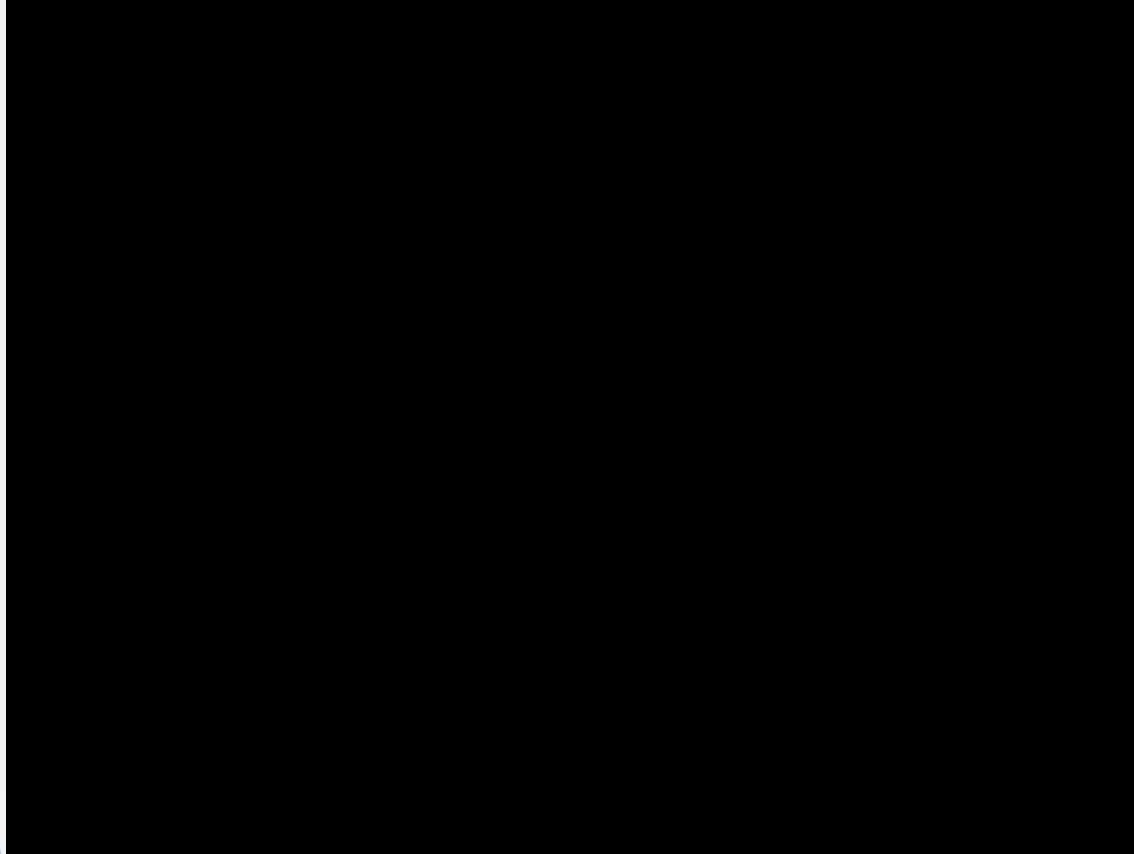
Thinking (T)

- Step back for objective view
- Analyze
- Use cause-and-effect reasoning
- Use impersonal, objective logic
- Strive for objective truth
- Can be tough-minded
- Fair—everyone treated equally

Feeling (F)

- Step in to identify with those involved
- Empathize
- Guided by personal and group values
- Assess impacts on people
- Strive for harmony
- Appear tenderhearted
- Fair—everyone treated as individual

Thinking/Feeling



T-F in the Workplace

Thinkers at Work

- Use logical analysis to make decisions
- Can work without harmony, focusing on the task at hand rather than relationships
- Tend to be firm-minded and ready to offer critiques
- Look at the principles involved in the decision
- Want recognition after the task requirements are met or exceeded
- Decide impersonally

Feelers at Work

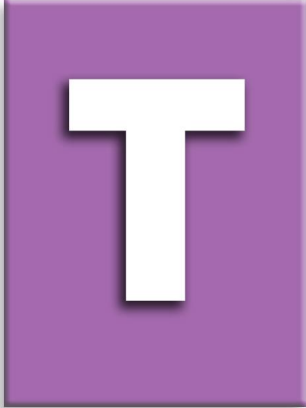
- Use values to make decisions
- Work best in harmony with others, concentrating on the people
- Are sympathetic and dislike, even avoid, telling people unpleasant things.
- Look at the underlying values in the situation
- Want appreciation throughout the process of working on a task
- Decisions influenced by their and other values

T–F Self-Assessment

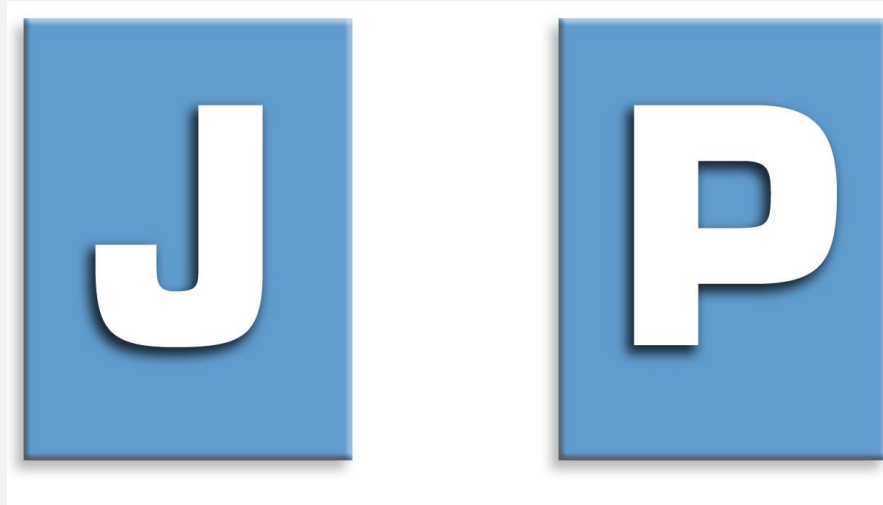
Given the choice, which do you prefer:

Thinking or Feeling?

☒ your self-assessment

	
☐	☐

Judging (J) or Perceiving (P)



Our attitude toward the external
world and how we orient
ourselves to it

Source: Introduction to Type (6th ed.), I. B. Myers, p. 10.*

Judging (J) vs Perceiving (P)

How you approach the outer world

Judging (J)

- Want organization and order
- Systematic
- Methodical
- Make and follow plans
- Like decisions to have things decided
- Resist reopening decisions
- Avoid last-minute stress

Perceiving (P)

- Seek to experience, not organize
- Casual
- Open ended
- Adjust flexibly to new information & changes
- Like to keep options open/explore options
- Resist making decisions too soon/cutting off options
- Energized by last-minute pressure

EXERCISE

The \$100,000 Question

A distant, generous relative passes away and leaves you \$100,000.

What do you do with the money?

How do you decide?

Judging/Perceiving



J-P in the Workplace

Judgers at Work

- Appreciate organization and order, and like a firm structure
- Seeks structure and schedules
- Like to plan ahead, resist changes
- Stick to schedules and deadlines and deliver results on time
- Feel comfortable once a decision is made
- Decide quickly for closure
- Use lists to prompt action on specific tasks

Perceivers at Work

- Appreciate flexibility in their work, freedom to adapt and change
- Adapt to changing situations
- Prefer not to plan; roll with punches
- Feel limited by schedules; like to work as inspiration strikes
- Feel comfortable staying open
- Postpone decisions to gather options
- Use lists to remind them of possible things to do

J–P Self-Assessment

Given the choice, which do you prefer:

Judging or Perceiving?

☒ your self-assessment

	
☐	☐

The 16 Personality Types

When combined, your four preferences create your type:

ISTJ

ISFJ

INFJ

INTJ

ISTP

ISFP

INFP

INTP

ESTP

ESFP

ENFP

ENTP

ESTJ

ESFJ

ENFJ

ENTJ

Tips for Working with Different Types

Extraverts & Introverts

- With Introverts: Give time to process before expecting responses; put requests in writing; don't assume silence is agreement. Encourage participation.
- With Extraverts: Give them space to think out loud; don't take first ideas as final; allow discussion time

Sensors & Intuitives

- With Sensors: Provide details and practical steps; show how ideas work in practice; be patient with questions when they challenge the feasibilities of plans and strategies
- With Intuitives: Share the big picture first; allow creative exploration; don't dismiss innovative ideas

Thinkers & Feelers

- With Thinkers: Present logical rationale; be direct; separate critique from personal attacks
- With Feelers: Consider people impacts; express appreciation; create supportive environment

More Tips for Collaboration

Judgers & Perceivers

- With Judgers: Provide clear deadlines and structure; respect their need for closure; give advance notice of changes
- With Perceivers: Allow flexibility; give time to explore options; negotiate what's decided vs. what's flexible

General Principles

- Assume positive intent—differences aren't deficiencies
- Ask how others prefer to work rather than assuming
- Stretch outside your comfort zone to connect with others
- Value what each type brings to the team

Contributions in Team Settings

Extraverts	Introverts
Understands external world's needs Interacting with/involving others in decisions Openness to Influence Acting and getting things done Using group consensus to solve problems Going along with group decisions	Working alone Independent thinking Non-impulsive, reflective action Ability to concentrate; diligence Working with abstract ideas Having a clear direction
Sensors	Intuitors
Attention to detail Practicality Memory for detail Ability to work with tedious detail Patience Careful, systematic approach	Open to possibilities Seeing the overall picture Imagining/looking ahead Working with new ideas Problem Solving Working with complicated issues

Contributions in Team Settings

Thinkers	Feelers
Logical Analysis Objectivity, even in personal situations Organization of thoughts/process Critical decision making Just/sound reasoning Standing firm	Considering other's feelings Understanding needs, value, and feelings of others Interest in conciliation Demonstrating and sharing feelings Ability and interest in persuading and building enthusiasm
Perceivers	Judgers
Seeing all sides of issues Opening the possibilities Flexible/adaptable Using available information to decide Not judgmental Compromising	Deciding quickly Planning Controlling Orderly, systematic Task driven Willing to evaluate/modify standards & expectations

Using Differences Constructively

- Become aware of differences
- Acknowledge the value each type brings
- Practice new behaviors—seek out people with different styles
- Incorporate different perspectives into decisions
- Help teams work effectively across style differences

Your Next Steps

- Reflect on what you've learned about yourself and your type
- Identify behaviors that enhance your effectiveness
- Recognize areas where you tend to have blind spots
- Develop a plan to leverage your strengths
- Commit to one behavior you'll practice when working with different types

New Golden Rule

Treat others as **THEY** would like to be treated

Each style has strengths and challenges.

Understanding YOUR TYPE helps you understand YOUR PATH.

Understanding your TEAM'S types helps you
communicate, collaborate, and achieve great results.

Thank you

Kevin Keleher

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Capitalizing on Diversity

Intuitive Types – <i>Can benefit from Sensors to:</i> • Provide essential facts • Face the realities of the situation • Apply experience to solving problems • Focus on what needs attention right now	Sensing Types – <i>Can benefit from Intuitives to:</i> • Introduce new possibilities • Anticipate future trends • Apply insight for problem solving • Focus on long term goals
Feeling Types – <i>Can benefit from Thinkers to:</i> • Analyze consequences and implications • Hold consistently to a policy • Stand firm on principles/agreements • Be fair and just	Thinking Types – <i>Can benefit from Feelers to:</i> • Forecast how others will react • Make needed people exceptions • Stand firm for human values • Harmonize people and tasks • Appreciate others' contributions

Tips for working with different styles

When working with	
Extraverts with Introverts	Put goals, requests, changes, etc. in writing to as far advance as possible to give them time to reflect on things before discussing. In meetings, give introverts time to process their thoughts and pressing for a decision Invite Introverts to speak and let their thoughts be known Remember that silence does not constitute consensus
Introverts with Extraverts	Give Extraverts thinking space – they think out loud & share ideas to clarify them Do not assume that the first things out of an Extraverts mouth is intended as the “finished product”.
Sensors with Intuitives	Don’t dismiss “fanciful” ideas. Listen to plans, tactics and strategies that sound “pie-in-the-sky” Hear the ideas out so that you don’t limit creativity Try to see the big picture – focus beyond the individual pieces of the puzzle and see how they fit together a whole Look at how a decision may affect the larger scheme, strategy or larger organization
Intuitives with Sensors	Pay attention and listen to pitfalls and practical realities that Sensors highlight Find the patience to hear sensors out when they challenge the feasibilities of plans and strategies

Tips for working with different styles

When working with	
Thinkers with Feelers	Consider the people side of the equation Focus on how people will be impacted by decision being made and goals being proposed
Feelers with Thinkers	Realize that they need to take an unpopular stand sometimes Be ready to confront uncomfortable situations Don't take things personally Be more objective when making decisions
Judgers with Perceivers	Be open to others ways of doing things Set aside sufficient time for all options to be heard and considered Give them time to do things in their time
Perceivers with Judgers	Focus on closure Give deadlines and schedule or let them develop the schedule

Delivering Feedback that caters to Type

E

Discuss with a peer if necessary.

S

Describe the actual and specific unwanted behaviour or unfulfilled responsibilities you have observed.

Be concrete, factual, and verifiable.

T

Determine and express the logical outcomes of this behaviour on you and others.

Consider the pros and cons of your planned action.

J

Determine any present or future action plans and secure the other person's commitment to change.

Reflect on need for corrective feedback

Relate the actual behavior to the big picture Give your impressions about how this behavior or unfulfilled expectation has affected outcomes. Present your interpretation of the facts.

Disclose your values and feelings. Explain why this correction is important to you and why it matters.

Allow for input from the other person and flexibility in determining any steps.

I

N

F

P

Leadership Style

MBTI can show **differences** in **how leaders...**

- get energized
- take information in
- process information
- make decisions
- plan and schedule
- communicate
- relate to people

Leadership Dichotomies

Sensing Leaders

- Great with details
- Prefer solid routine
- Emphasize targets and plans
- Trust experience and authority
- Organize in silos (by function)

Thinking Leaders

- Think in terms of rules and getting it right
- Emphasize objectives/tasks
- Believe criticism leads to efficiency
- Employees should produce set targets
- Company is a social machine

Intuitive Leaders

- Great with the big picture
- Less careful of routines
- Emphasize purposes and vision
- Often trust insight and creativity
- Use cross-functional teams

Feeling Leaders

- Think in terms of particular human situations
- Emphasize people
- Believe support leads to effectiveness
- Employees should do their best
- Company is a social community

Management Style

Managers' preference for **E or I** is usually evident in their behavior as it affects the extent of the interaction they want with their staff.

Extravert managers

- Stress the importance of meetings and staff getting together
- Often see their job as energizing and motivating staff.

Introvert managers

- Do hold meetings, as they can see their use, but they generally try to carve out quality time for themselves to work in private.
- Without private time, they usually feel acutely stressed and drained and conscious that they are not able to do their best work

Managers' preference for **S or N** also plays an important part in the type of information they choose to pay attention to.

Sensing managers

- Stress the importance of facts
- Spend quality time protecting the quality of what the organization does now

Intuitive managers

- Are much more motivated by vision and
- How they can encourage innovative ways of working.

Management Style

As much of a manager's job is making decisions and evaluating, clearly the **T/F** dimension has a huge part to play in a manager's preferred style.

Thinking managers

- Favor objectivity and so they find it easier to make 'tough' decisions than their feeling counterparts.
- Tend to focus on what they think is wrong with something, rather than what is right, frequently believe 'criticism leads to improvement.'
- It is often easier for thinkers to point out to staff what they are doing wrong than to give routine praise and appreciation.

Judging managers

- See the world in terms of cause and effect.
Have goals, targets, action plans abound.

Feeling managers

- Believe it is important to build staff morale and motivation and praise is often one of the tools they will use to do this.
- Particularly the extravert feelers, are also likely to try to forge closer personal relationships with their staff than T managers.

Perceiving managers

- More keen to being flexible and keep their options open.
- More likely to be 'opportunists' who amend their plans quickly if something better comes along.