

Mid-semester Assignment - Personality Type

The purpose of this assignment is to learn more about yourself and how this might influence your management style and approach to leadership. In this assignment you will look at your personality type and discuss the implications it has for how you develop and work with others.

Step 1. Go to this site and take the personality test - <https://www.16personalities.com/free-personality-test> . Get your results.

Step 2. Read the theory behind this test and your profile to understand your characteristics and your strengths and weaknesses.

Step 3. Briefly (in a paragraph or two) present your findings based upon this questionnaire.

Step 4. Analyze and discuss the implications of your personality style for how you would manage and seek to exercise leadership among other people in your workplace, citing from course concepts (readings, etc.) to support your analysis.

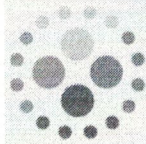
1) What surprised you about your profile results and what confirmed what you already know about yourself? 2) What are your strengths and weaknesses based upon the results of the questionnaire? 3) What are the implications of these strengths and weaknesses for the people with whom you work on teams as well as those who report to you? 4) What will you do differently now that you have this information?

Set up your paper up as follows:

1. Introduce the purpose of the paper
2. Summary of my results (see Step 3 above)
3. What surprised me about my results (see Step 4 above)
4. My strengths and weaknesses (see Step 4 above)
5. The impact of my strengths and weaknesses on the people who work with me and report to me (see Step 4 above)
6. What I will do differently now that I have this insight (see Step 4 above)
7. Conclusions

You should consult and cite a minimum of 3-5 references drawn from relevant course readings and weekly modules on management and leadership concepts to support your work. Scholarly articles from the UMUC library are not necessary or required for this assignment but you may use them to supplement if you choose.

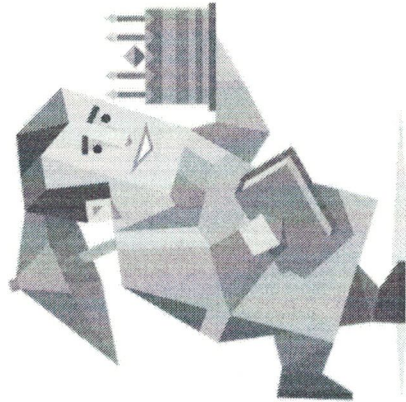
The body of the paper, **including an abstract on a separate page**, should be no more than six pages. NOTE: The page count includes an abstract but excludes the title page and references. Follow APA style guidelines. Be sure to use headings/subheadings for different sections.



16 Personalities

Your test results

Thank you for completing our personality test! Here is a copy of your results:



Personality type: "The Consul" (ESFJ-A)

Individual traits: Extraverted – 51%, Observant – 61%, Feeling – 65%, Judging – 72%, Assertive – 67%

Role: Sentinel

Strategy: People Mastery

Cite a minimum of 3-5 references given below

Module 6. (n.d.) MGMT 630 Organizational Theory and Behavior. UMUC.

and

Week 6 Reading List

1. Management/Leadership

http://ezproxy.umuc.edu/login?url=http://go.galegroup.com/ps/i.do?p=GVRL&sw=w&u=umd_umuc&v=2.1&it=r&id=GALE%7CCX1552100206&asid=6cefab7053c19fef589d52b2f5385fea

2. Leadership Styles and Bases of Power

http://ezproxy.umuc.edu/login?url=http://go.galegroup.com/ps/i.do?p=GVRL&sw=w&u=umd_umuc&v=2.1&it=r&id=GALE%7CCX3273100154&asid=79236579103d9dff221761816dc8c415

3. Behavioral Approaches to Leadership

https://saylordotorg.github.io/text_organizational-behavior-v1.1/s16-03-what-do-leaders-do-behavioral-.html5

4. Contemporary Approaches to Leadership

https://saylordotorg.github.io/text_organizational-behavior-v1.1/s16-05-what-s-new-contemporary-approa.html

MGMT 630 Organizational Theory and Behavior



In this module you will learn:

- Key questions about leadership are introduced and addressed
- You will find a working definition of leadership
- You will find answers to question like: Do managers and leaders differ? Are leaders born or made?
- Is leadership the same as being a leader?
- How to use power and influence to get things done
- Knowing these concepts and strategies will assist you in achieving success and professional advancement

Module 6

Leadership Primer: The Basics, and a History of Leader-Management Theory

Questions about leadership abound.

How do you define leadership?

Are leaders born or made?

Are leaders and managers different or the same?

Can a person be a leader even if they are not formally designated as leader in their organization?

Are power and influence the same?

We will attempt to answer some of these questions in this section, and we will direct you to other readings to learn more about the most widely written topic in management sciences: leadership

What is leadership? Below are some quotes which attempt to define leadership.

"Management is doing things right; leadership is doing the right things." — Peter F. Drucker

"Don't tell people how to do things, tell them what to do and let them surprise you with their results." — George S. Patton

"Leadership is the art of getting someone else to do something you want done because he wants to do it." — Dwight Eisenhower

"To handle yourself, use your head; to handle others, use your heart." — Eleanor Roosevelt

"It's hard to lead a cavalry charge if you think you look funny on a horse." — Adlai E. Stevenson II

"Our chief want is someone who will inspire us to be what we know we could be." — Ralph Waldo Emerson

"The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things." — Ronald Reagan

"Power isn't control at all—power is strength, and giving that strength to others. A leader isn't someone who forces others to make him stronger; a leader is someone willing to give his strength to others that they may have the strength to stand on their own." — Beth Revis

"I have three precious things which I hold fast and prize. The first is gentleness; the second is frugality; the third is humility, which keeps me from putting myself before others. Be gentle and you can be bold; be frugal and you can be liberal; avoid putting yourself before others and you can become a leader among men." — Lao Tzu

We are going to use a simple working definition of leadership as the ability to influence others to achieve a common goal.

This very definition partially reveals the answer to the next question.

Are Leaders Born or Made?

Leadership is a combination of traits, behaviors, attitudes, values, and beliefs. While some traits seem to be inherent to who we are, many of them are not. Traits, or core personality characteristics, seem to be more "fixed" and a permanent part of who we are. For example, extroversion, or the tendency to be energized by contact with others and thinking out loud, is more or less a lifelong trait. But even this trait runs on a continuum, indicating that everyone has a certain amount of extroversion, but that the amount or preference for extroversion varies among people.

Leadership is defined as an ability. Inherent in this definition is the notion that abilities are learned behaviors and not something that is fixed or unchanging. Therefore, leadership can be learned and improved upon over time. One of the traits that defines leadership is intelligence. If we measure intelligence by IQ, we find that IQ is a relatively fixed trait. But if we define leadership by EQ (emotional quotient) or EI (emotional intelligence) we find that leadership is something that can be learned and cultivated over time.

Leadership encompasses a set of traits and skills, implying that it is a function of both who we are and what we learn to be.

Are Leaders and Managers the Same?

Not really. As Drucker said in the quote above, it depends on whether you are focusing on the right things or focusing on doing things right. There are other distinctions as well.

Leaders	Managers
Think "what if"	Managers think "how"
Take risks	Control risk
Seek possibilities	Seek practicalities
Change agents	Control agents
Set direction	Follow direction
Look for possibilities	Calculate probabilities

While these differences seem to indicate that leaders and managers are two different creatures, in fact, they are often the same person enacting a different role set. At times, managers must act like leaders and leaders must act like managers. The difference is not so much in who they are but what they do. In some instances, the roles are interchangeable.

John Kotter, *"Leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success in today's business environment."* He goes on to say, *"Leadership compliments management, it does not replace it. Strong leadership with weak management is no better and sometimes worse than the reverse"* (Kotter Interview, 2012).

Is leadership and leaders synonymous?

Leaders and leadership are not synonymous. Leaders occupy certain positions in organizations and are granted formal authority because of the position they occupy. Leadership, on the other hand, is not position based but is determined by a person's ability to influence others to achieve common goals. Thus, leadership can be found anywhere in organizations and can be exerted informally by those who are not designated as managers or leaders by the formal hierarchy. Leadership is not a title, but a set of skills, processes, and beliefs that are used to motivate people to accomplish a mission

Oftentimes the word leadership evokes images of the company's CEO. Let's look at some interesting facts about CEOs:

- 33% of the S&P 500 CEOs' undergraduate degrees are in engineering, and only 11% are in business administration;
- Less than 10% of top S&P 500 CEOs received degrees from Ivy League schools;
- The functional role that led to becoming a CEO was most commonly finance at 15%, followed by general management at 9%;
- 60% of the CEOs in an IBM study cited creativity as the most important leadership quality. Fairness and humility came in last at 12%;
- About 60% of CEOs' time is spent in meetings, and only 15% of their time was spent working alone;
- The average tenure of a global chief is about six years, down from 6.5 years in 2006. North American CEOs' tenure has dropped to 6.8 years from 8.6 years. In the Asia Pacific region, CEO tenure increased to 5.7 years from 4.3, while Europe's senior level officers remained fairly stable. **At-a-glance definitions:**
- **Management:** Seeks to produce order by setting goals, establishing plans, allocating resources, monitoring results, and assigning responsibilities.
- **Leadership Models:** Researched theories or approaches that enable people to hold a more detailed understanding of what leadership is.

- **Knowledge Management:** Activities, interactions, and established procedures on the part of managers, to translate and transform data/information into strategy, plans, and practices associated with development, innovation, and change.
- **Organizational Power (Politics):** Activities to influence performance results. This set of interactions can also refer to the competition between work units.
- **Power for Leading (Individual Influence):** A person's exertion of influence, intelligence, skills, and curiosity in such a way that others feel a commitment to act.

Study of Leadership for Successful Organizations Must Build on Tested Concepts:

Throughout our course work, you are examining leadership from a variety of vantage points, views, and theories within an overall multicultural and organizational frames to inquire, assess and determine answers for what is an effective leader. As the class studies leadership, you will especially look at how organizations and individual behavior are impacted by the leader. Northouse (2013) provides you with a basic definition: **"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal"** (p. 5)

Power and Influence

Most definitions of leadership contain some reference to how leaders use their power and influence.

One of the fundamental aspects of leading is the ability to reach out and engage other people as followers. These acts of influence can also be discussed as the wielding or exertion of power. Important research almost 50 years ago by Raven and French (1959) continues to be valuable for introducing our study of effective leading. Those ideas aid in breaking apart power interactions between a leader and followers to see influence more clearly.

Types of Leader Power:

Category	Description
Referent Power	Influence is derived from deep respect and appreciation for the leader's ways. Gandhi and Martin Luther King, Jr., were leader examples who exerted referent power.
Expert Power	Use of this power is driven by knowledge and ability to contribute that knowledge to major problem solving. Professional football coaches are often hired because they are seen as experts for assuring

	a winning season. A local leader, who speaks the language of the community, offers expert power for explaining and negotiating the customs of a desired market.
Legitimate Power	Influence which accompanies position within a recognized company, business, or institution. A judge holds legitimate power due to his or her appointment as a member of the court system.
Reward Power	The use and access to resources desired by others (who then follow). Rewards include work benefits (raises, bonus distribution, time off, vacations, etc.). A supervisor frequently uses reward power to support employee commitment to project or unit goal achievement.
Coercive Power	Influence which goes against the will of others to punish or penalize. In exerting this power, leadership is viewed as unfair, not ethical. Fear becomes the primary motivator. A manager is using coercive power when s/he makes a planning mistake but blames staff for that decision.
(Northouse, 2013; Raven and French, 1959)	

Management Power within the Organization:

While many managers seem to think of influence as the use of coercive power; understand that in order to get things done we must learn how to influence others without making them feel coerced or fearful. Power is not always about making demands and coercing people to do things. The proper use of power requires us to exercise responsibility and understanding. The proper use of influence requires us to exercise the right set of skills.

Leaders need to be able to influence others and as Terry Bacon notes in his 2011 book, *The Elements of Power-Lessons on Leadership and Influence*, the ability to influence others is a combination of a number of skills. We review some of these skill below.

Sometimes we can influence others through logical reasoning. Presenting facts, data, information, charts, and examples can persuade others to adopt our ideas. Presenting novel ideas with energy and enthusiasm can often win people over.

Bacon believes that we have to state what we want with authority and confidence, and we must be persistent if the first time fails. We have to find a balance between using our authority and not being heavy handed. Coercion can lead to resistance as opposed to acceptance.

Having good interpersonal skills is an important subset of influence skills. People are more likely to accept your ideas if they like you and feel like they are being treated fairly. He thinks that if we are friendly, if we show interest in others, if we are willing to listen, if we are sensitive to the feelings of others, if we can build trust and rapport and use our emotional intelligence to be aware of another's feeling then we can more readily influence them.

Trust is essential if you want to influence others. As Covey notes in his book, *The Speed of Trust*, there are a number of behaviors that must be displayed in order to gain and maintain trust. For example, you build trust by not making excuse for failure, by delivering results, by keeping confidences, by being honest and authentic, by being able to admit mistakes and apologize when warranted, and by knowing what you are doing. Trust is a function of character and competence and you have to have both to be seen as trustworthy.

Actions for Increasing Influence of Managers:

Expanding a Team or Work Unit's Power	Increasing Relationships Across Units and People	Building Team or Collaboration Capacity
Look for problems to solve, which have some risk or uncertainty.	Identify and build coalitions and expand communication options across work units which share or can share common goals.	Create/attend to/increase communication for integration of ideas.
Provide solutions, and step forward to be recognized for expertise (be a source of scarce, valued resources).	Assign loyal people as outreach, for service on coalitions.	Use conflict and negotiation skills.
Satisfy strategic targets.	Cluster larger strategy goals to create super-goals.	Schedule intergroup activities/interactions.
Make direct appeals.	Enhance expertise (additional degrees, professional development).	Practice rotation of roles and responsibilities.

Historical Trends Explain How There Came to Be Many Leadership Theories:

The study of leadership and the development of tested leader models are derived from management thought which emerged during the twentieth century. But the roots are also tied to the history of societies rising to power. Many management students are familiar with the scientific management era and the writings of Frederick W. Taylor during the early 1900s. Graduate students should also be aware of the classical administrative theory school led by Fayol, Gulick, Urwick, etc. (Your interests in leadership may take you to journeys in the classical works including writings about ancient Greeks, Roman, Arabic, and Asian leaders.) Follett suggested that all managers do practice the following daily managerial activities: planning, organizing, directing, and controlling in their organizations. Later, staffing, budgeting, and reporting were added to this list. During the 1950s, the field of leadership continued to be developed with a strong focus on studying the military and conducting actual studies of soldiers. It was also in the 1950s-60s that Douglas McGregor offered Theory X and Y, and increased attention to people, motivation, and appropriate interactions as a centerpiece theory. Systems Theory (from WWII through the 1980s) aided organizational behavior experts to add attention to the increasing size of organizations and the need to see multiple components within the whole of the organization. Contingency Theory (1960-90) allowed for incorporation of metrics along with an emphasis on situations/problems to resolve, which define roles for leading.

More recently, broad-based 21st-century theories developed. These included Complexity, Chaos, and use of leadership principles, such as those advocated by Covey. Use of broader principles supports managers when they must incorporate rapid change, ongoing development needs, larger organizational size, and globalization management.

Today's Leaders Use More and More Technology:

Managers spend about 80 percent of their time gathering and communicating information. Relevant facts are needed to make decisions, coordinate plans, evaluate progress, and assure accountability for meeting performance. Information technology (IT) has become a fundamental tool for effective information exchange with work units, across them, and for larger enterprise planning. Increasingly, managers use technology software applications to carry out their responsibilities. Below is a table highlighting manager tasks for using information technology at various levels/sizes of organizations or businesses:

Operational/Product or Customer Service Information Technology, easily seen in	Mid-level Decision making/Control Technology Software, more easily	Executive Level Informational Software applied in multi-nationals for internal strategy AND to track external
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smaller organization, or a "line" unit	recognized in mid-sized businesses	trends
Transactional Information Reporting-sales, purchases, inventory. Data warehousing, from which managers create reports for problem-solving, contingency reports. Options for data mining.	Decision Support for tasks related to production and scheduling/staffing, including reward systems/reports on performance. Management Control has specific software for assisting managers in establishing targets, tracking outcomes compared to targets and variance reports so that managers can take corrective action. Benchmarking (Six Sigma is one method) software which tracks agreed to measurements/goals of production, customer service, and practices, compared to established department or unit goals. Financial reports- profit/loss of unit, often weekly.	Balanced Scorecard Approach software/interpretation of data for understanding financial measures of operations/compared to strategic plan and factors for achieving critical success—data provides Financial performance, Customer service, Internal Process performance information, Options for Innovation/Learning Paths/Change Management. Executive Dashboard—presentation of performance indicators in graph formats—for instance sales in relation to targets across units. Benchmarking software to tracks goals/performance compared to competitors. Knowledge management—enterprise resource planning.
(Daft, Chapter 8, 2013). See web links listed in the last section of this web page for more ideas about tech advances.		

Tough Economic Times Add to Leadership Expectations

The 2008-09 economic down turn has many people asking questions about leadership most appropriate to solving

problems of growth, spending, access to resources, loss of jobs, and consumer/societal needs. While there's significant attention to what caused economic loss, perhaps what effective leaders can say about skills needed also offers insight as you begin to explore your study of leadership.

The Center for Creative Leadership analyzed research from corporate leaders for their ideas.

Especially Useful Actions for Leading During Economic Difficulties	Comments from a "Real World" Leader about Effort Needed
Confront Reality	"Always question whether the 'halo effect' of a business or business situation is blinding you to what lies on the horizon." — Herbert Henkel chairman, president, and CEO of Ingersoll Rand (IR is a multi-national, industrial machinery business, headquartered in Ireland with \$13.2 billion in business)
Be transparent with employees	"The only way to address uncertainty is to communicate and communicate. And when you think you've just about got everybody, then communicate some more." — Terry Lundgren, chairman, president, and CEO of Macy's (a consumer retail business headquartered in Ohio with 167,000 workers and \$24.9 billion in business)
Be open with investors	"Our policy is: 'If in doubt, communicate.' We always want to conduct our business with integrity and forthrightness." — Ron Sugar, chairman and CEO of Northrop Grumman (a military contracting and shipbuilding business recently announcing a move to the WDC region for its headquarters; has a revenue of \$33.9 billion and 123,600 workers)
Build and protect your culture and people	"Stay focused on culture, people, and values: it's the area most likely to get compromised in this environment." — Eric Foss, chairman and CEO of Pepsi Bottling Group (headquartered in NY, this soft drink company is multi-national, with more than 66,000 employees and a revenue of \$13.8 billion)
Keep faith with the future	"If you don't invest in the future and don't plan for the future, there won't be one." — George Buckley, chairman, president, and CEO of 3M, a global, industrial conglomerate, headquartered in MN, with \$25+ billion in revenue and 79,200 workers

Current Research Trends for Leadership within Organizations

With more than 12,000 articles reported from 2005-12, that very large number of publications indicates the keen interest for answers and approaches to effective leading. The topics within peer-reviewed journals suggest that theorists, researchers, and behavioral experts are most interested in:

- Distinctions between leading and managing, with attention to the idea that leaders are also managers;
- Attitudes and skill for creativity and innovation, which suggest ongoing need for development and communication of vision;
- Impact of continuous organizational change on how followers perceive leadership roles and responsibilities;
- Attention to followers and interacting in ways which promote trusted relationships, with a related idea about affinity (the impact of being more or less like the group).

Recent research (2005-12) also indicated ongoing interest in **Human Relations Theories**. Although leadership historians may consider other categories more engaging, behaviorists and consulting professionals continue to explore the communication and actions stimulated by leaders' decisions and followers' commitment to performance. Researchers of more than 325 studies in the past six years identify the need to explain more about the relational aspects of leading. This research theme brings increased attention to context, including culture, as a means of understanding human relations.

Introduction

Encourage, lift and strengthen one another. For the positive energy spread to one will be felt by us all.

Deborah Day

People who share the Consul personality type are, for lack of a better word, popular – which makes sense, given that it is also a very common personality type, making up twelve percent of the population. In high school, Consuls are the cheerleaders and the quarterbacks, setting the tone, taking the spotlight and leading their teams forward to victory and fame. Later in life, Consuls continue to enjoy supporting their friends and loved ones, organizing social gatherings and doing their best to make sure everyone is happy.

At their hearts, Consul personalities are social creatures, and thrive on staying up to date with what their friends are doing.

Discussing scientific theories or debating European politics isn't likely to capture Consuls' interest for too long. Consuls are more concerned with fashion and their appearance, their social status and the standings of other people. Practical matters and gossip are their bread and butter, but Consuls do their best to use their powers for good.

Respecting the Wisdom of Leadership

Consuls are altruists, and they take seriously their responsibility to help and to do the right thing. Unlike their Diplomat relatives however, people with the Consul personality type will base their moral compass on established traditions and laws, upholding authority and rules, rather than drawing their morality from philosophy or mysticism. It's important for Consuls to remember though, that people come from many backgrounds and perspectives, and what may seem right to them isn't always an absolute truth.

Consuls love to be of service, enjoying any role that allows them to participate in a meaningful way, so long as they know that they are valued and appreciated. This is especially apparent at home, and Consuls make loyal and devoted partners and parents. Consul personalities respect hierarchy, and do their best to position themselves with some authority, at home and at work, which allows them to keep things clear, stable and organized for everyone.

Play Dates Aren't Just for the Kids!

Supportive and outgoing, Consuls can always be spotted at a party – they're the ones finding time to chat and laugh with everyone! But their devotion goes further than just breezing through because they have to. Consuls truly enjoy hearing about their friends' relationships and activities, remembering little details and always standing ready to talk things out with warmth and

sensitivity. If things aren't going right, or there's tension in the room, Consuls pick up on it and to try to restore harmony and stability to the group.

Being pretty conflict-averse, Consuls spend a lot of their energy establishing social order, and prefer plans and organized events to open-ended activities or spontaneous get-togethers. People with this personality type put a lot of effort into the activities they've arranged, and it's easy for Consuls' feelings to be hurt if their ideas are rejected, or if people just aren't interested. Again, it's important for Consuls to remember that everyone is coming from a different place, and that disinterest isn't a comment about them or the activity they've organized – it's just not their thing.

Coming to terms with their sensitivity is Consuls' biggest challenge – people are going to disagree and they're going to criticize, and while it hurts, it's just a part of life. The best thing for Consuls to do is to do what they do best: be a role model, take care of what they have the power to take care of, and enjoy that so many people do appreciate the efforts they make.

<https://www.16personalities.com/esfj-personality>

Strengths & Weaknesses

Consul Strengths

- **Strong Practical Skills** – Consuls are excellent managers of day-to-day tasks and routine maintenance, enjoying making sure that those who are close to them are well cared for.
- **Strong Sense of Duty** – People with the Consul personality type have a strong sense of responsibility and strive to meet their obligations, though this may sometimes be more from a sense of social expectations than intrinsic drive.
- **Very Loyal** – Valuing stability and security very highly, Consuls are eager to preserve the status quo, which makes them extremely loyal and trustworthy partners and employees. Consuls are true pillars of any groups they belong to – whether it is their family or a community club, people with this personality type can always be relied upon.
- **Sensitive and Warm** – Helping to ensure that stability, Consul personalities seek harmony and care deeply about other people's feelings, being careful not to offend or hurt anybody. Consuls are strong team players, and win-win situations are the stuff smiles are made of.
- **Good at Connecting with Others** – These qualities come together to make Consuls social, comfortable and well-liked. Consul personalities have a strong need to “belong”, and have no problem with small talk or following social cues in order to help them take an active role in their communities.

Consul Weaknesses

- **Worried about Their Social Status** – These Strengths are related to a chief Weakness: Consuls' preoccupation with social status and influence, which affects many decisions they make, potentially limiting their creativity and open-mindedness.
- **Inflexible** – Consuls place a lot of importance on what is socially acceptable, and can be very cautious, even critical of anything unconventional or outside the mainstream. People with this personality type may also sometimes push their own beliefs too hard in an effort to establish them as mainstream.
- **Reluctant to Innovate or Improvise** – Just as they can be critical of others' “unusual” behavior, Consuls may also be unwilling to step out of their own comfort zones, usually for fear of being (or just appearing) different.
- **Vulnerable to Criticism** – It can be especially challenging to change these tendencies because Consuls are so conflict-averse. Consul personalities can become very defensive and hurt if someone, especially a person close to them, criticizes their habits, beliefs or traditions.
- **Often Too Needy** – Consuls need to hear and see a great deal of appreciation. If their efforts go unnoticed, people with the Consul personality type may start fishing for compliments, in an attempt to get reassurance of how much they are valued.

- **Too Selfless** – The other side of this is that Consuls sometimes try to establish their value with doting attention, something that can quickly overwhelm those who don't need it, making it ultimately unwelcome. Furthermore, Consuls often neglect their own needs in the process.