THROUGH THE LOOKING GLASS

Russ Keefer
Chief Human Resources Officer
A Picture Is Worth “_____________”
PROCEEDING THROUGH THE LOOKING GLASS

- Lets Look At How Our View Of Ourselves... Is Probably Different Than What Others May Have.
- When The Next Screen Appears You Will Have 30 seconds To Jot Down Comments About The Person You See.
- Paper and Pen Ready....
PROCEEDING THROUGH THE LOOKING GLASS

STOP....
Here Is What I See....

- Tired; Ragged
- Having trouble thinking
- Wish this was done...
We Are Capable of Seeking An Ever Increasing Level of Self Awareness...

Hide not your talents, they for use were made. What's a sundial in the shade? ~ Benjamin Franklin

We judge ourselves by what we feel capable of doing, while others judge us by what we have already done. ~ Henry Wadsworth Longfellow

Whereas the average individuals "often have not the slightest idea of what they are, of what they want, of what their own opinions are," self-actualizing individuals have "superior awareness of their own impulses, desires, opinions, and subjective reactions in general. ~ Abraham Maslow
SELF AWARENESS...

If you want to really see yourself....

- Do not look in the mirror
- Ask others (personally; survey)
- Complete a profile
FIRST Impressions Count....
Lets Look at ourselves using an overview of Myers Briggs Profile.....

- In a similar way to left- or right- handedness, we find certain ways of thinking and acting easier than others.
- None of these combinations is 'better' or 'worse'
- This is not measuring aptitude, it simply sorts for one preference over another.

Lets “Look Through the Looking Glass”.....
DOES NOT MEASURE....

Stress

Maturity

Intelligence

Level of Skill

Emotions

Suitability for the job

Career Potential

Level of Skill

Suitability for the job

Emotions

Career Potential
DOES MEASURE...

Your PREFERRED ways of thinking and behaving

Understanding your preferences can help you to:

- be more successful
- deal with other people better
- contribute more to the team
- reduce stress
- enjoy your life/work more
WE USE MANY PERSONAS...

This is about the REAL You
Draw this *twice* on your paper..
**EXTROVERSION vs. INTROVERSION**

**Q1. What is your normal/natural personality type?**

Every person has two faces. One is directed towards the **OUTER** world of activities, excitements, people, and things. The other is directed inward to the **INNER** world of thoughts, interests, ideas, and imagination.

While these are two different but complementary sides of our nature, most people have an innate preference towards **energy** from either the **OUTER** or the **INNER** world. Thus one of their faces, either the **Extraverted** (E) or **Introverted** (I), takes the lead in their personality development and plays a more **dominant role** in their behavior.

<table>
<thead>
<tr>
<th>Extraverted Characteristics</th>
<th>Introverted Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Act first, think/reflect later</td>
<td>• Think/reflect first, then Act</td>
</tr>
<tr>
<td>• Feel deprived when cutoff from interaction with the outside world</td>
<td>• Regularly require an amount of &quot;private time&quot; to recharge batteries</td>
</tr>
<tr>
<td>• Usually open to and motivated by outside world of people and things</td>
<td>• Motivated internally, mind is sometimes so active it is &quot;closed&quot; to outside world</td>
</tr>
<tr>
<td>• Enjoy wide variety and change in people relationships</td>
<td>• Prefer one-to-one communication and relationships</td>
</tr>
</tbody>
</table>

Choose which best fits: [Extraversion (E)] [Introversion (I)]

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Your 4 Personality Type Letters

E or I
Q2. Which way of Perceiving or understanding is most "automatic" or natural?

The Sensing (S) side of our brain notices the sights, sounds, smells and all the sensory details of the PRESENT. It categorizes, organizes, records and stores the specifics from the here and now. It is REALITY based, dealing with "what is." It also provides the specific details of memory & recollections from PAST events.

The Intuitive (N) side of our brain seeks to understand, interpret and form OVERALL patterns of all the information that is collected and records these patterns and relationships. It speculates on POSSIBILITIES, including looking into and forecasting the FUTURE. It is imaginative and conceptual.

While both kinds of perceiving are necessary and used by all people, each of us instinctively tends to favor one over the other.

<table>
<thead>
<tr>
<th>Sensing Characteristics</th>
<th>Intuitive Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Mentally live in the Now, attending to present opportunities</td>
<td>• Mentally live in the Future, attending to future possibilities</td>
</tr>
<tr>
<td>• Using common sense and creating practical solutions is automatic-instinctual</td>
<td>• Using imagination and creating/inventing new possibilities is automatic-instinctual</td>
</tr>
<tr>
<td>• Memory recall is rich in detail of facts and past events</td>
<td>• Memory recall emphasizes patterns, contexts, and connections</td>
</tr>
<tr>
<td>• Best improvise from past experience</td>
<td>• Best improvise from theoretical understanding</td>
</tr>
<tr>
<td>• Like clear and concrete information; dislike guessing when facts are &quot;fuzzy&quot;</td>
<td>• Comfortable with ambiguous, fuzzy data and with guessing its meaning.</td>
</tr>
</tbody>
</table>

Choose which best fits: Sensing (S) iNtuition (N)

Your 4 Personality Type Letters

I or E  S or N
Q3. Which way of forming Judgments and making choices is most natural?

The **Thinking (T)** side of our brain analyzes information in a **DETACHED**, objective fashion. It operates from factual principles, deduces and forms conclusions systematically. It is our logical nature.

The **Feeling (F)** side of our brain forms conclusions in an **ATTACHED** and somewhat global manner, based on likes/dislikes, impact on others, and human and aesthetic values. It is our subjective nature.

While everyone uses both means of forming conclusions, each person has a natural bias towards one over the other so that when they give us conflicting directions - one side is the natural trump card or tiebreaker.

<table>
<thead>
<tr>
<th>Thinking Characteristics</th>
<th>Feeling Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Instinctively search for facts and logic in a decision situation.</td>
<td>• Instinctively employ personal feelings and impact on people in decision situations</td>
</tr>
<tr>
<td>• Naturally notices tasks and work to be accomplished.</td>
<td>• Naturally sensitive to people needs and reactions.</td>
</tr>
<tr>
<td>• Easily able to provide an objective and critical analysis.</td>
<td>• Naturally seek consensus and popular opinions.</td>
</tr>
<tr>
<td>• Accept conflict as a natural, normal part of relationships with people.</td>
<td>• Unsettled by conflict; have almost a toxic reaction to disharmony.</td>
</tr>
</tbody>
</table>

Choose which best fits:
- [ ] Thinking (T)
- [ ] Feeling (F)

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Your 4 Personality Type Letters

- I or E
- S or N
- T or F
Q4. What is your "action orientation" towards the outside world?

All people use both judging (thinking and feeling) and perceiving (sensing and intuition) processes to store information, organize our thoughts, make decisions, take actions and manage our lives. Yet one of these processes (Judging or Perceiving) tends to take the lead in our relationship with the outside world... while the other governs our inner world.

A Judging (J) style approaches the outside world WITH A PLAN and is oriented towards organizing one's surroundings, being prepared, making decisions and reaching closure and completion.

A Perceiving (P) style takes the outside world AS IT COMES and is adopting and adapting, flexible, open-ended and receptive to new opportunities and changing game plans.

<table>
<thead>
<tr>
<th>Judging Characteristics</th>
<th>Perceiving Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Plan many of the details in advance before moving into action.</td>
<td>● Comfortable moving into action without a plan; plan on-the-go.</td>
</tr>
<tr>
<td>● Focus on task-related action; complete meaningful segments before moving on.</td>
<td>● Like to multitask, have variety, mix work and play.</td>
</tr>
<tr>
<td>● Work best and avoid stress when able to keep ahead of deadlines.</td>
<td>● Naturally tolerant of time pressure; work best close to the deadlines.</td>
</tr>
<tr>
<td>● Naturally use targets, dates and standard routines to manage life.</td>
<td>● Instinctively avoid commitments which interfere with flexibility, freedom and variety</td>
</tr>
</tbody>
</table>

Choose which best fits:  

Judging (J)  
Perceiving (P)

Your 4 Personality Type Letters

I or E  S or N  T or F  J or P
Complete....
ISTJ: The Inspector
ISFJ: The Protector
INFJ: The Counselor
INTJ: The Mastermind
ISTP: The Artisan
ISFP: The Composer
INFP: The Healer
INTP: The Architect
ESTP: The Dynamo
ESFP: The Performer
ENFP: The Champion
ENTP: The Visionary
ESTJ: The Supervisor
ESFJ: The Provider
ENFJ: The Teacher
ENTJ: The Commander
WHO...

Types

- 11.6% ISTJ ... Inspector
- 13.8% ISFJ ... Protector
- 1.5% INFJ ... Counselor
- 2.1% INTJ ... Mastermind
- 5.4% ISTP ... Crafter
- 8.8% ISFP ... Composer
- 4.3% INFP ... Healer
- 3.3% INTP ... Architect
- 4.3% ESTP ... Promoter
- 8.5% ESFP ... Performer
- 8.1% ENFP ... Inspirer
- 3.2% ENTP ... Inventor
- 8.7% ESTJ ... Supervisor
- 12.3% ESFJ ... Provider
- 2.4% ENFJ ... Teacher
- 1.8% ENTJ ... Field Marshal
<table>
<thead>
<tr>
<th>Type</th>
<th>Famous Types</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ISTJ</strong></td>
<td>Harry Truman, Queen Elizabeth II</td>
</tr>
<tr>
<td><strong>ISFJ</strong></td>
<td>Jimmy Stewart, Mother Theresa</td>
</tr>
<tr>
<td><strong>ESTJ</strong></td>
<td>Colin Powell, Queen Elizabeth I</td>
</tr>
<tr>
<td><strong>ESFJ</strong></td>
<td>George Washington, Dolley Madison</td>
</tr>
<tr>
<td><strong>ISTP</strong></td>
<td>Clint Eastwood, Amelia Earhart</td>
</tr>
<tr>
<td><strong>ISFP</strong></td>
<td>Johnny Carson, Barbara Streisand</td>
</tr>
<tr>
<td><strong>INFP</strong></td>
<td>Albert Schweitzer, Anne Lindbergh</td>
</tr>
<tr>
<td><strong>INTP</strong></td>
<td>Albert Einstein, Marie Curie</td>
</tr>
<tr>
<td><strong>INTJ</strong></td>
<td>Dwight D. Eisenhower, Ayn Rand</td>
</tr>
<tr>
<td><strong>ENFP</strong></td>
<td>Carl Rogers, Molly Brown</td>
</tr>
<tr>
<td><strong>ENTP</strong></td>
<td>Walt Disney, Catherine II</td>
</tr>
<tr>
<td><strong>ENFJ</strong></td>
<td>Mikhael Gorbachev, Margaret Mead</td>
</tr>
<tr>
<td><strong>ENTJ</strong></td>
<td>Bill Gates, Margaret Thatcher</td>
</tr>
</tbody>
</table>
What am I doing that I should keep doing?

What am I doing that I should stop doing?

What am I not doing that I should start doing?
Emotional Intelligence (EI)

- Emotions ➔ Behavior ➔ Results
- Emotional Responses occur 100 times faster than our thinking mind.
- First... Understand One’s Self Emotion
- Second.... Connect with Others on Their Emotions
Thank you...

For Spending This Time With Me...

Looking At Ourselves...

Through the Looking Glass....