



# For Teams and Leaders

- Hile Rutledge



- Conducting Type and Resilience Training in a team or group setting
- Exploring and Developing Team Behaviors
- Exploring and Developing Leadership Behaviors

# There's No Place Like Home Exercise



## What is your Natural Attitude (E or I) Circle Score

- E – Very Natural (a strong pull)  
(85-99)
- E – Natural (a preference)  
(60-84)
- E – Somewhat Natural (slight pull)  
(51-59)
- I – Very Natural (a strong pull)  
(85-99)
- I – Natural (a preference)  
(60-84)
- I – Somewhat Natural (slight pull)  
(51-59)
- E/I – No Discernable Preference  
(50)



- Your Circle score for E or I indicates your Natural Attitude—this is believed to be hard-wired/ innate
- A Natural preference indicates an automatic, unchanging tendency to do something, to move in a consistent direction, or to react in a particular way
- This means there is a **gravitational pull** associated with your Natural preference
- The clearer your Natural preference (the higher your Circle score), the stronger the gravitational pull



Very Natural E

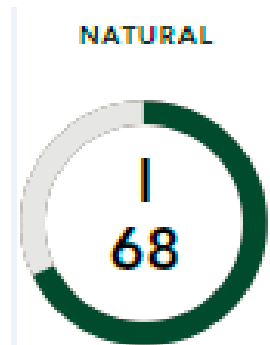
Natural E

Slightly Natural E

Slightly Natural I

Natural I

Very Natural I



Almost Always Demonstrate E

Often Demonstrate E

Demonstrate Slightly More E than I

Demonstrate Slightly More I than E

Often Demonstrate I

Almost Always Demonstrate I

- This Circle score indicates your what you more demonstrate—what you do and how you act
- Demonstrated behavior—regardless of what is Natural—is influenced by training, adaptive behaviors, habit and general personal and professional development
- What you Demonstrate can and does change
- View Demonstrated scores as the behavioral face you show the world

DEMONSTRATED

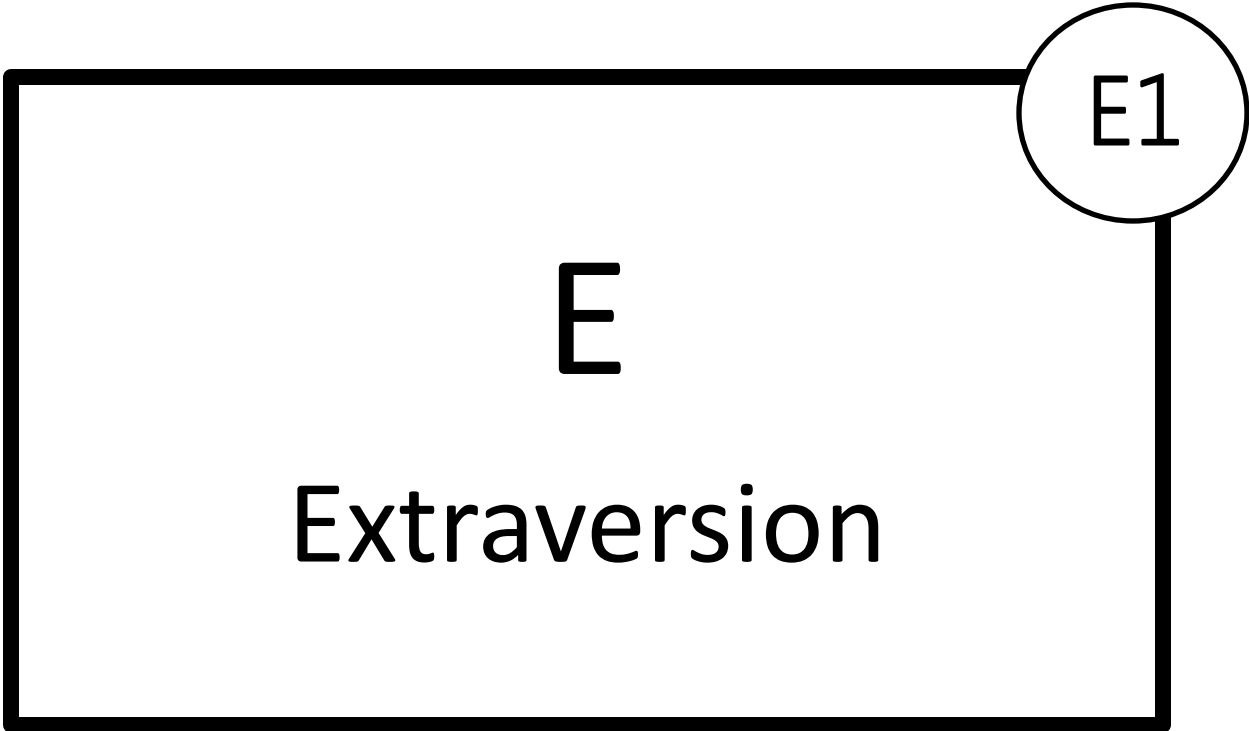


## Team Behaviors Activity



The team meets readily  
and often, believing  
most work happens  
when the team connects





Team members show  
each other  
appreciation and  
gratitude

F1

F

Feeling

The team brainstorms  
readily and often

N3

N

iNtuition

# Team Behaviors Activity

## Team Behaviors

Current State or Desired State (circle one)

Team: \_\_\_\_\_

Date: \_\_\_\_\_

	<p><b>Extraversion</b></p> <ul style="list-style-type: none"> <li>• Meet readily and often (E1)</li> <li>• Express yourself emotionally and intellectually (E2)</li> <li>• Readily initiate discussions and interaction (E3)</li> <li>• The team talks through ideas, options and decisions (E4)</li> </ul>	<p><b>Introversion</b></p> <ul style="list-style-type: none"> <li>• Meet sparingly (I1)</li> <li>• Team members are personally contained (I2)</li> <li>• Team members listen more than they speak (I3)</li> <li>• Team members internalize their ideas and decisions before sharing (I4)</li> </ul>	
	<p><b>iNtuition</b></p> <ul style="list-style-type: none"> <li>• Team is visionary (N1)</li> <li>• Team is innovative (N2)</li> <li>• Team brainstorms readily and often (N3)</li> <li>• Team discusses trends and big picture ideas (N4)</li> </ul>	<p><b>Sensing</b></p> <ul style="list-style-type: none"> <li>• Team seizes verifiable, practical facts (S1)</li> <li>• Team follows known and established procedures (S2)</li> <li>• Team has learned from and remembers the past (S3)</li> <li>• Team discusses details and specifics (S4)</li> </ul>	
	<p><b>Feeling</b></p> <ul style="list-style-type: none"> <li>• Team members show appreciation and gratitude (F1)</li> <li>• Team members are aware of their values (F2)</li> <li>• Team members care about group harmony (F3)</li> <li>• Group cohesion trumps clarity and precision (F4)</li> </ul>	<p><b>Thinking</b></p> <ul style="list-style-type: none"> <li>• Argumentation and debate are normal (T1)</li> <li>• Team values correctness and competence (T2)</li> <li>• Team members push for clarity and tell the truth (T3)</li> <li>• Logic trumps harmony (T4)</li> </ul>	



## What Questions Do You Have?

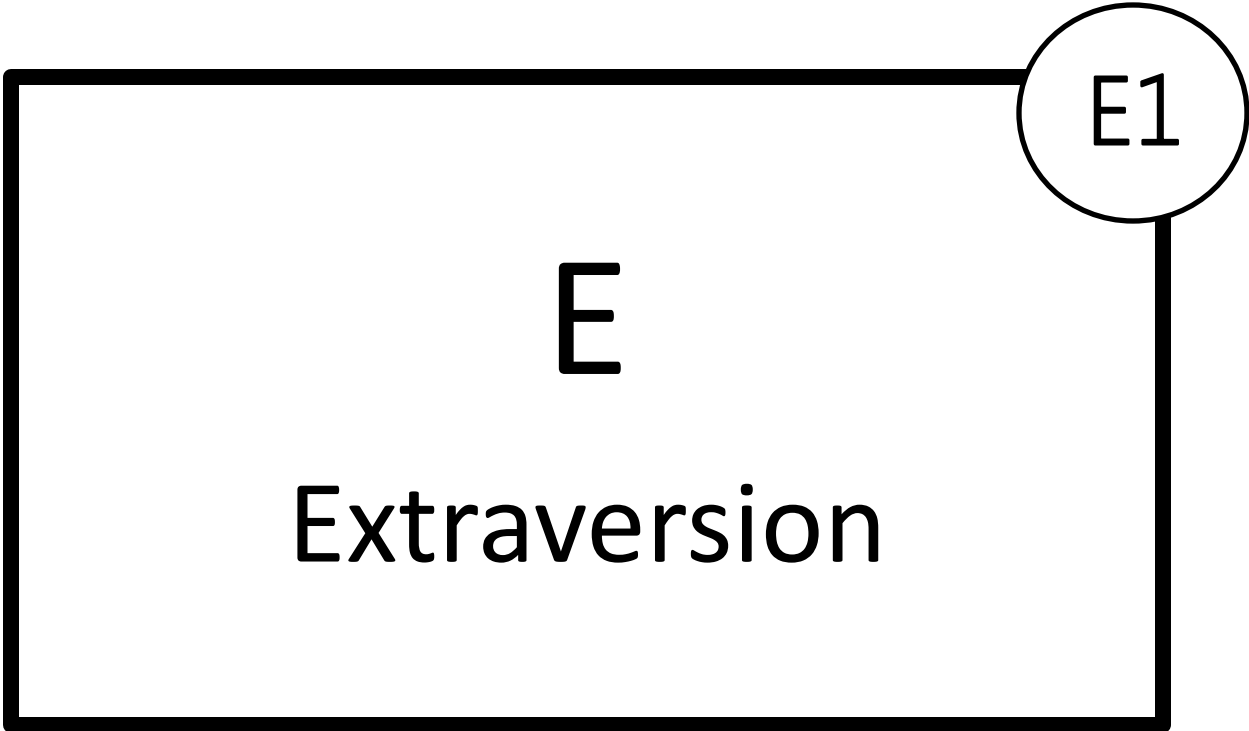


## Leadership Behaviors Activity





Be authentic by expressing  
yourself emotionally and  
intellectually—share what  
you think and feel



Innovate—push to find  
new and different ways  
for people to work and  
get results

N3

N

iNtuition

Show appreciation  
and gratitude

F1

F

Feeling

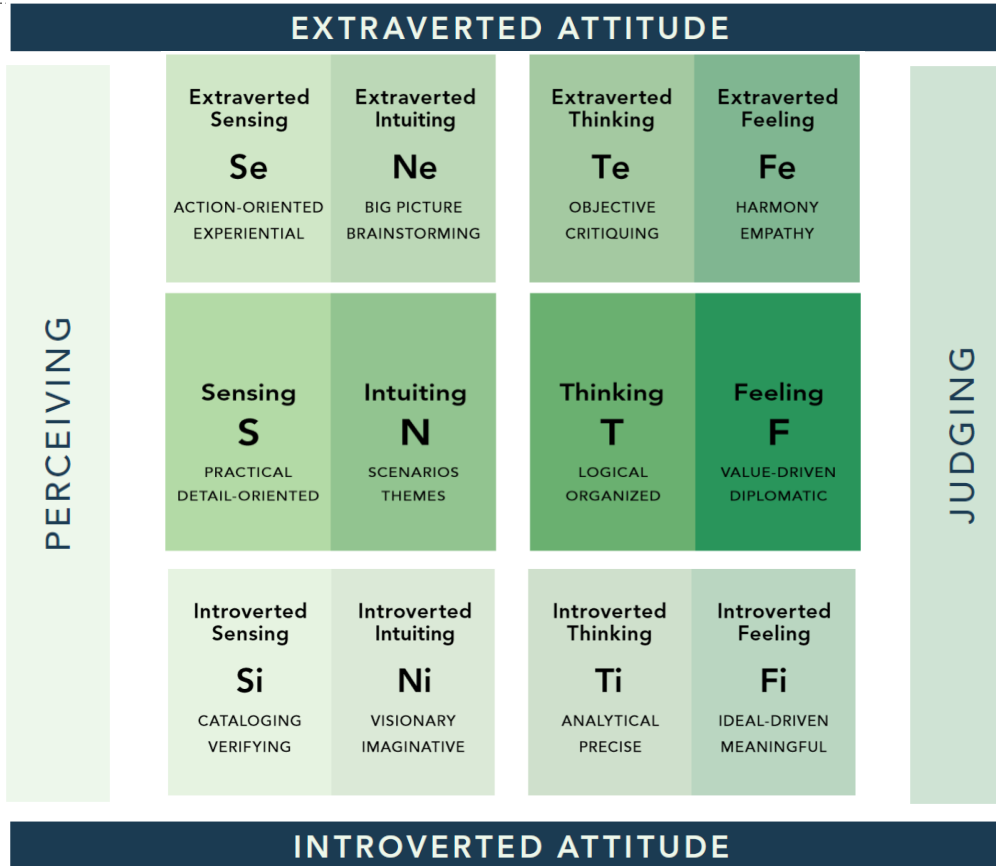
# Leadership Behaviors Activity

Leadership Behaviors		Current State or Desired State (circle one)	
Organization: _____		Date: _____	
<p><b>Extraversion</b></p> <ul style="list-style-type: none"> <li>• Meet, speak and be seen and heard (E1)</li> <li>• Express yourself emotionally and intellectually (E2)</li> <li>• Initiate discussions and interactions (E3)</li> <li>• Talk through ideas, options and decisions (E4)</li> </ul>	<p><b>Introversion</b></p> <ul style="list-style-type: none"> <li>• Meet sparingly (I1)</li> <li>• Avoid small talk (I2)</li> <li>• Contain yourself emotionally and intellectually (I3)</li> <li>• Think before speaking (I4)</li> </ul>		
<p><b>iNtuition</b></p> <ul style="list-style-type: none"> <li>• Rely upon vision (N1)</li> <li>• Innovate (N2)</li> <li>• Facilitate brainstorming (N3)</li> <li>• Discuss trends and big picture ideas (N4)</li> </ul>	<p><b>Sensing</b></p> <ul style="list-style-type: none"> <li>• Seize verifiable, practical facts (S1)</li> <li>• Follow known and established procedures (S2)</li> <li>• Remember and learn from the past (S3)</li> <li>• Discuss details and specifics (S4)</li> </ul>		
<p><b>Feeling</b></p> <ul style="list-style-type: none"> <li>• Show appreciation and gratitude (F1)</li> <li>• Reflect upon and talk about values (F2)</li> <li>• Be kind—grow team cohesion (F3)</li> <li>• Inclusion and harmony trump clarity and precision (F4)</li> </ul>	<p><b>Thinking</b></p> <ul style="list-style-type: none"> <li>• Challenge people to greater competence (T1)</li> <li>• Argue and debate (T2)</li> <li>• Be fair—make logical, non-personal decisions (T3)</li> <li>• Clarity and accuracy trump harmony and morale (T4)</li> </ul>		

# What Questions Do You Have?







# Meeting the Functions Exercise



This set of cards is intended to introduce and make practical the eight core functions of Carl Jung's model of Psychological Type—guiding you through three practical exercises:

- Awareness—exploring what each function looks, sounds and feels like and how each shows up and contributes to life's various challenges and situations
- Selection—being able to identify and choose the most appropriate and helpful function for any given situation
- Practice—learning how to access and practice each of the eight functions of Psychological Type



- Face facts as they are
- Touch
- See
- Hear
- Taste
- Smell
- Be present

Engaging the sensate,  
practical realities of the  
people, places, things and  
activities around you—  
being in the here-and-now



- Critique
- Seek an inner logic
- Edit
- Consider with skepticism
- Find the answer
- Solve the puzzle

Engaging an inner-voice of logic, critical thinking and intellectual order to make sense of the surrounding world and its problems



- Express care/concern for someone
- Persuade or convince
- Collaborate
- Defend a belief
- Commit to someone or something

An active force of inclusion and harmonious connection used to make the world safe for shared and deeply held values



1. Review the (8) green or blue Type Function cards and select the two with which you are most comfortable and spend the most time.
2. Select one of the (8) Life Action cards and consider how your selected functions would appear to others and contribute to that particular task or action. Each Life Action card suggests a common task, circumstance or action.
3. Choose additional Life Action cards, and explore how your chosen functions show up and contribute to these actions.

## Questions to prompt extraverted Sensing (Se)

- What details, right now, are most urgent?
- What options are the most practical?
- What does the situation look, sound and feel like—right now?

## Actions to exercise extraverted Sensing (Se)

- Describe in detail the facts of a situation.
- Take a walk and focus specifically on the temperature and the sounds and smells in the air. How many different nature or machine sounds can you hear?
- Eat a meal and focus on the different tastes—push yourself to discern and identify the specific ingredients, spices and textures in the food.
- Breathe deeply in and out, concentrating on the feeling of your breath and your body in the moment.



## Questions to prompt introverted Thinking (Ti)

- What are the criteria of a good decision?
- What are the logical consequences of each option?
- What options come out ahead in a pro-con match up?
- What is the most profitable and/or logical solution, and what makes the most sense?
- What is the truth?

## Actions to exercise introverted Thinking (Ti)

- Critique/edit an article, email or letter for precision and clarity
- Solve a word or numbers puzzle
- Think through the logical steps of an argument
- Develop a hypothesis for how something (machine, system, process) works
- Play the scientist who examines the consequences of behavior without any personal attachment to the outcome



## Questions to prompt extraverted Feeling (Fe)

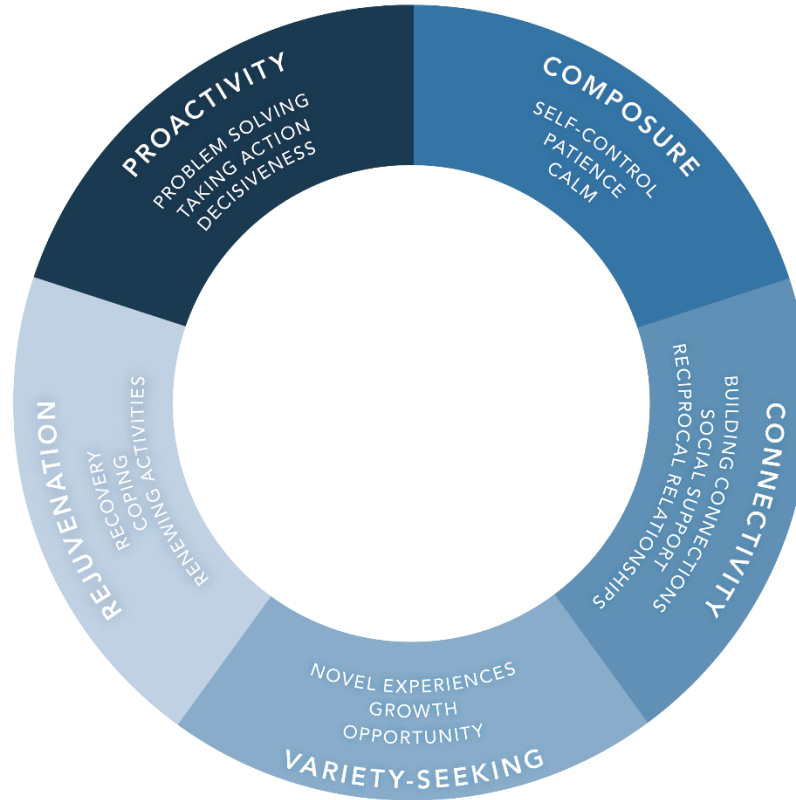
- What is the personal impact of the various options on each of us?
- What solution would support or please the most people?
- What approaches or solutions would best project our personal and/or group values?

## Actions to exercise extraverted Feeling (Fe)

- Express your feelings to someone you like, appreciate or care for
- Establish eye contact, smile, and tell someone “Good Morning,” or “Hello”
- Talk to someone about a value you hold strongly—statements like, “People should. . .” or “It is important that . . .” might help
- Sell someone on an idea, belief or course of action—don’t debate them with logic, but sell them and convince them with your values and belief that your ideas are worth adopting



# Aspects of Flexibility



## Team Resilience Portrait

The team is quick to act on problems and engage potential solutions

The team is persistent, not giving up until a problem is addressed and solved

The team moves  
methodically from one  
action to the next until it  
achieves its objective

## Always/Almost Always

22

Emotions do not interfere with the team's decisions or actions

## Often

12

The team is persistent, not giving up until a problem is addressed and solved

## Sometimes

21

The team openly communicates and values team members' not taking feedback personally

The team is problem: potenti

## Never/Almost Never

13

The team moves methodically from one action to the next until it achieves its objective



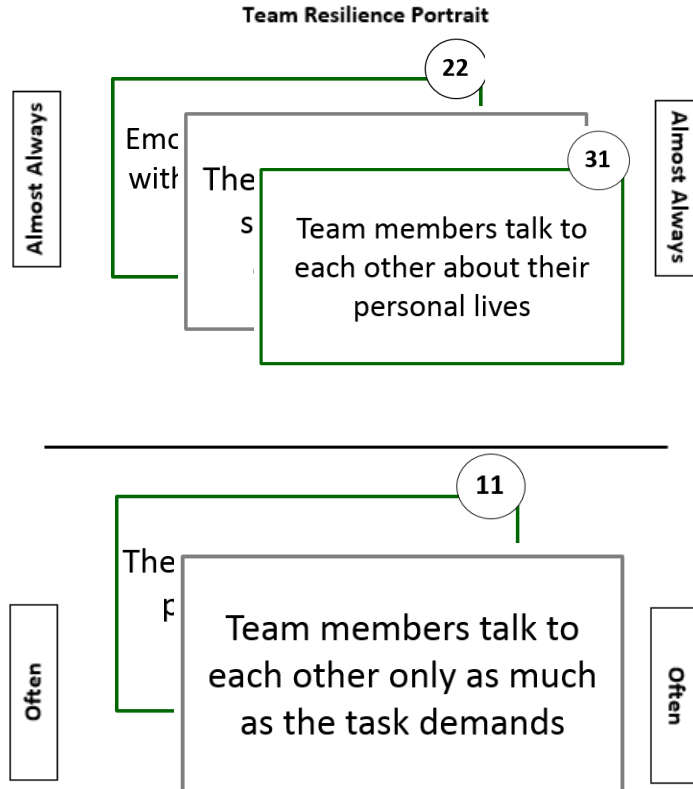


The team is quick to act on problems and engage potential solutions

The team delays problem  
solving—sometimes  
avoiding it entirely

The team is persistent, not giving up until a problem is addressed and solved

The team gives up when  
its efforts are  
unsuccessful, letting  
problems persist



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