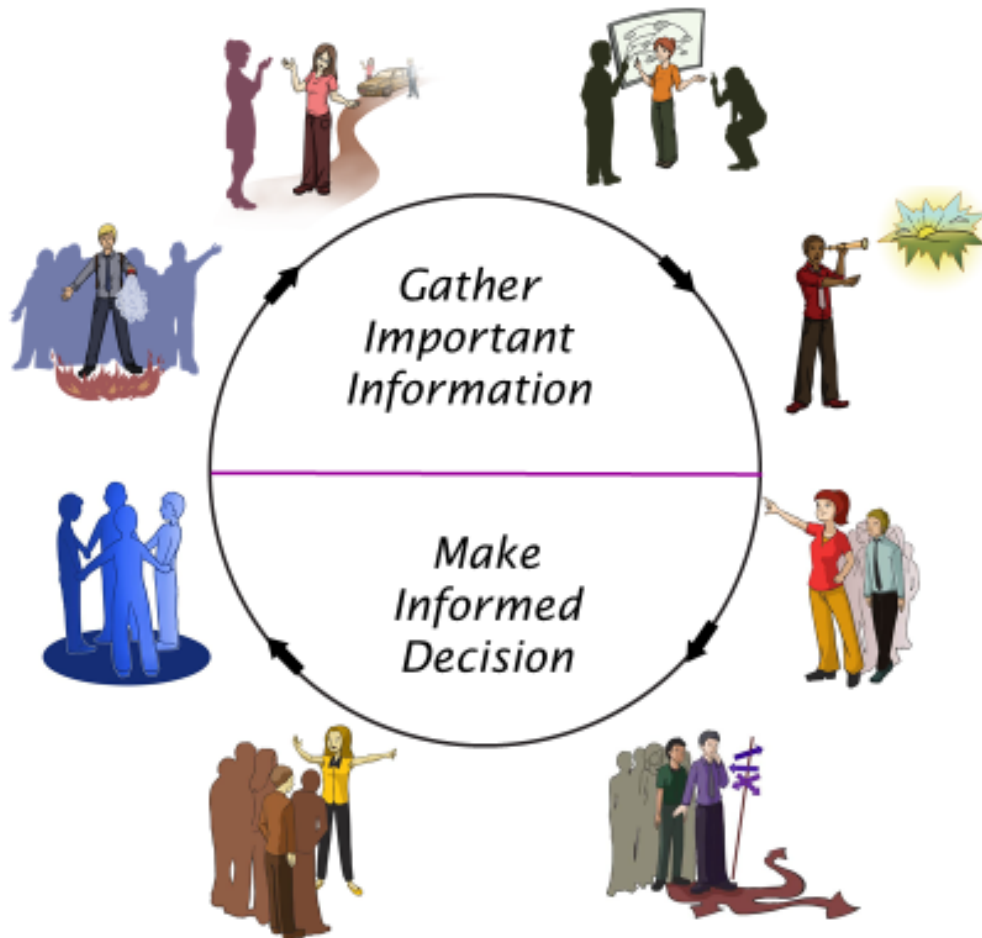


Dynamic Decision Making

Eight Essential Questions

*A tool kit for
Acting on Informed Decisions*



By Markey Read

Decision Making Criteria

External and Internal Agendas

Efficient Structure Leaders seek: <i>End Result</i>	Empathetic Harmony Leaders seek: <i>Group Harmony</i>	Precise Systems Leaders seek: <i>Elegant Precision</i>	Personal Authenticity Leaders seek: <i>Values Alignment</i>
Tends to lead by creating a logically derived agenda; announcing to group and expecting people to follow through to completion.	Tends to lead by reading the group dynamics or harmony of the group; then creating an agenda that will maintain and/or restore harmony.	Tends to lead by developing multiple potential options; selecting most viable to start and remaining flexible with options & constantly changing variables.	Tends to lead by encouraging consensus, inviting participation, and honoring individual preferences/values to be expressed throughout process.
ISTJ, ESTJ, INTJ, ENTJ	ISFJ, ESFJ, INFJ, ENFJ	ISTP, ESTP, INTP, ENTP	ISFP, ESFP, INFP, ENFP

Information Gathering Process

Relationship to Time for Different Personality Types

← Past	Present	Future	Distant Future →
<p>Sustaining Project Leaders <i>Recall the Past</i></p> <p>Past (primary focus): infinite</p> <p>Present: opportunity to compare and contrast current reality to past experiences and create a catalog of reference points.</p> <p>Future: ≈ 1 year from now & based on previous experiences.</p> <p>ISTJ, ESTJ, ISFJ, ESFJ</p>	<p>Responsive Project Leaders <i>Experience the Here & Now</i></p> <p>Past: ≈ 2-3 weeks ago</p> <p>Present (primary focus): fully engaged, all-consuming energy. Responds to what is happening in “real time.”</p> <p>Future: ≈ 2-3 months from now & based responding to immediate conditions.</p> <p>ISTP, ESTP, ISFP, ESFP</p>	<p>Inspirational Project Leaders <i>Explore What Could Be</i></p> <p>Past: consists of patterns that inform the present</p> <p>Present: launching pad for what is possible in the future. Considers infinite possibility in all possible moments.</p> <p>Future (primary focus): ≈ 1-3 years from now & filled with many possibilities.</p> <p>INTP, ENTP, INFP, ENFP</p>	<p>Visionary Project Leaders <i>Foresee Future Outcomes</i></p> <p>Past: consists of large cycles that provide context</p> <p>Present: an opportunity to gather information from the collective unconscious that will eventually be useful in the future.</p> <p>Future (primary focus): infinite & based on compelling vision.</p> <p>INTJ, ENTJ, INFJ, ENFJ</p>

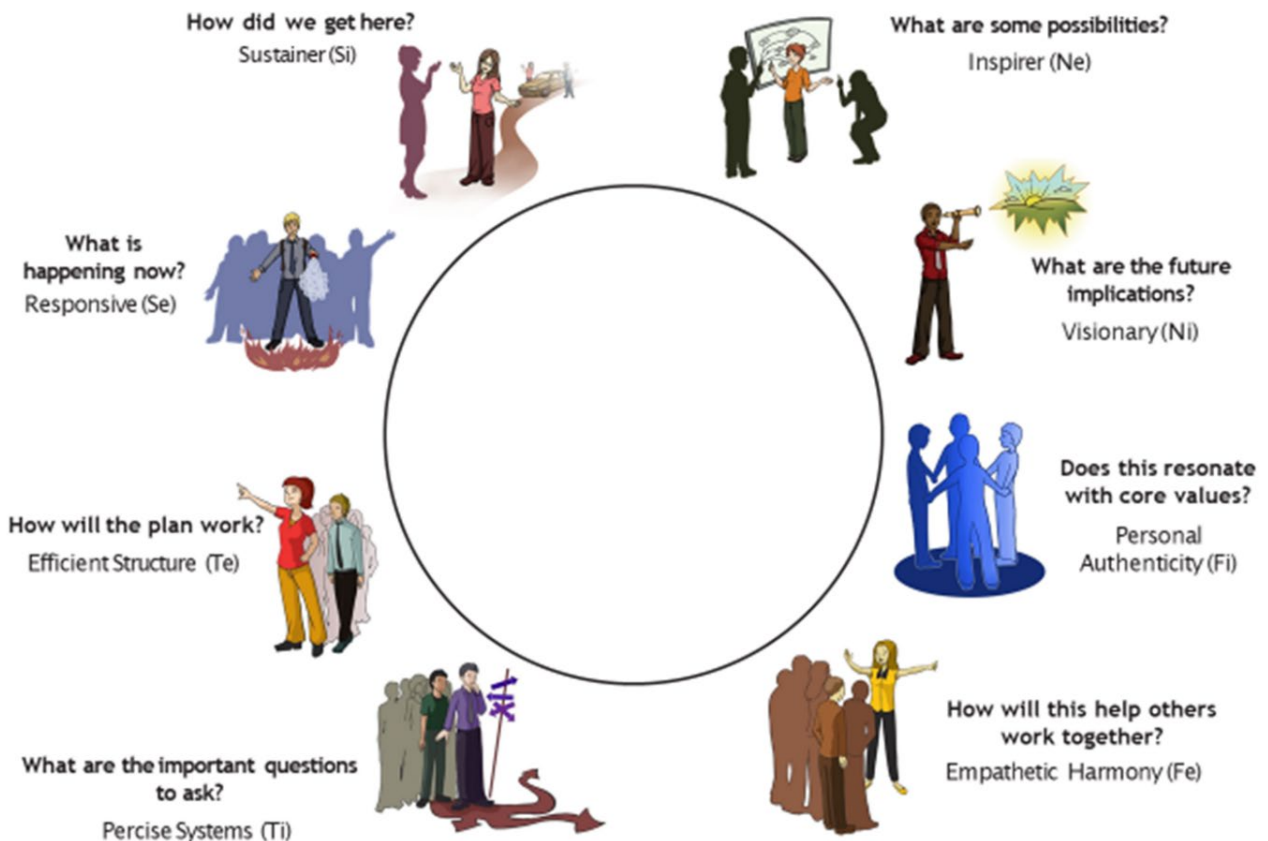
Personality Type Key to Eight Essential Questions

<i>Essential Question</i>	<i>Related Leadership Style</i>	<i>Types likely to be friendly to this question</i>
What is happening now?	Responder (Se)	ISFP, ISTP, ESFP, ESTP
How did we get here?	Sustainer (Si)	ISFJ, ISTJ, ESFJ, ESTJ
What are some possibilities?	Inspirer (Ne)	INFP, INTP, ENFP, ENTP
What are the future implications?	Visionary (Ni)	INFJ, INTJ, ENFJ, ENTJ
What are the important questions to ask?	Precise Systems (Ti)	ISTP, INTP, ESTP, ENTP
What is the plan and how will it work?	Efficient Structure (Te)	ISTJ, INTJ, ESTJ, ENTJ
How will this enhance group dynamics?	Empathetic Harmony (Fe)	ISFJ, INFJ, ESFJ, ENFJ
Does it resonate with core values?	Personal Authenticity (Fi)	ISFP, INFP, ESFP, ENFP

Type Twister Activity

- Pair with another person of a different type
- Plot your Type Dynamics
- Discuss possibilities and challenges if you were to work on a project together!

Leadership Styles Decision-Making Wheel



	Sustaining Efficient Structure		Visionary Efficient Structure	
	ISTJ	ESTJ	INTJ	ENTJ
Heroic Dominant <i>Highest Interest</i>	Sustaining <i>How did we get here?</i>	Efficient Structure <i>What is the plan and how will it work?</i>	Visionary <i>What are the future implications?</i>	Efficient Structure <i>What is the plan and how will it work?</i>
Good Parent Auxiliary <i>Strong Interest</i>	Efficient Structure <i>What is the plan and how will it work?</i>	Sustaining <i>How did we get here?</i>	Efficient Structure <i>What is the plan and how will it work?</i>	Visionary <i>What are the future implications?</i>
Eternal Child Tertiary <i>Curious Interest</i>	Personal Authenticity <i>Does it resonate with core values?</i>	Inspiring <i>What are some possibilities?</i>	Personal Authenticity <i>Does it resonate with core values?</i>	Responsive <i>What is happening now?</i>
Ballast Fourth <i>Passing Interest</i>	Inspiring <i>What are some possibilities?</i>	Personal Authenticity <i>Does it resonate with core values?</i>	Responsive <i>What is happening now?</i>	Personal Authenticity <i>Does it resonate with core values?</i>
	Responsive Precise Systems		Inspiring Precise Systems	
	ISTP	ESTP	INTP	ENTP
Heroic Dominant <i>Highest Interest</i>	Precise Systems <i>What are the important questions to ask?</i>	Responsive <i>What is happening now?</i>	Precise Systems <i>What are the important questions to ask?</i>	Inspiring <i>What are some possibilities?</i>
Good Parent Auxiliary <i>Strong Interest</i>	Responsive <i>What is happening now?</i>	Precise Systems <i>What are the important questions to ask?</i>	Inspiring <i>What are some possibilities?</i>	Precise Systems <i>What are the important questions to ask?</i>
Eternal Child Tertiary <i>Curious Interest</i>	Visionary <i>What are the future implications?</i>	Empathetic Harmony <i>How will this enhance group dynamics?</i>	Sustaining <i>How did we get here?</i>	Empathetic Harmony <i>How will this enhance group dynamics?</i>
Ballast Fourth <i>Passing Interest</i>	Empathetic Harmony <i>How will this enhance group dynamics?</i>	Visionary <i>What are the future implications?</i>	Empathetic Harmony <i>How will this enhance group dynamics?</i>	Sustaining <i>How did we get here?</i>
	Sustaining Empathetic Harmony		Visionary Empathetic Harmony	
	ISFJ	ESFJ	INFJ	ENFJ
Heroic Dominant <i>Highest Interest</i>	Sustaining <i>How did we get here?</i>	Empathetic Harmony <i>How will this enhance group dynamics?</i>	Visionary <i>What are the future implications?</i>	Empathic Harmony <i>How will this enhance group dynamics?</i>
Good Parent Auxiliary <i>Strong Interest</i>	Empathetic Harmony <i>How will this enhance group dynamics?</i>	Sustaining <i>How did we get here?</i>	Empathetic Harmony <i>How will this enhance group dynamics?</i>	Visionary <i>What are the future implications?</i>
Eternal Child Tertiary <i>Curious Interest</i>	Precise Systems <i>What are the important questions to ask?</i>	Inspiring <i>What are some possibilities?</i>	Precise Systems <i>What are the important questions to ask?</i>	Responsive <i>What is happening now?</i>
Ballast Fourth <i>Passing Interest</i>	Inspiring <i>What are some possibilities?</i>	Precise Systems <i>What are the important questions to ask?</i>	Responsive <i>What is happening now?</i>	Precise Systems <i>What are the important questions to ask?</i>
	Responsive Personal Authenticity		Inspiring Personal Authenticity	
	ISFP	ESFP	INFP	ENFP
Heroic Dominant <i>Highest Interest</i>	Personal Authenticity <i>Does it resonate with core values?</i>	Responsive <i>What is happening now?</i>	Personal Authenticity <i>Does it resonate with core values?</i>	Inspiring <i>What are some possibilities?</i>
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Leadership Styles

*Acting on Informed Decisions
with Your Cast of Characters*

To obtain a copy of the book,
please visit www.mrgrp-us.com.



Leadership Styles, Acting on Informed Decisions is a resource for trainers, consultants, coaches, facilitators, and leaders for developing leaders within groups and organizations. The book is designed to assist leaders with identifying their leadership style and to learn how the lens of Personality Type can transform a workgroup into a team while building leaders.

“In the crowded field of MBTI and Type books, Markey Read has done what so few before her have or can—make Type practical and actionable (and fun). Anyone interested in leadership, communication or decision making—or just curious about Type and how to use it—will want to add Leadership Styles: Acting on Informed Decision to their libraries.”

—Hile Rutledge,

President/Principal Consultant, OKA

“The breadth of information and insight that Markey Read has packed into Leadership Styles is truly impressive. Type professionals will find this succinct volume to be an invaluable supplement for leadership workshops, and anyone who is already acquainted with the basic concepts of depth typology—the function-attitudes and archetypal energy dynamics—will find that it provides deep insight into how personality influences how individuals meet the challenges of leadership.”

—Mark Hunziker,

author of Building Blocks of Personality Type and Depth Typology

MARKEY READ, a consultant and trainer since 1990, lives in Vermont where she focuses on leadership and team development, entrepreneurial consulting, and professional/career planning. She has been using and researching psychological type since 1994 and was a certification provider in the US for several years. She is the author of Charting the Course & Landing the Job (6th ed.), and Launch, Grow & Prosper as a Solopreneur. Markey is the principal at MRG, Inc and has a Masters in Leadership & Group Dynamics.

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