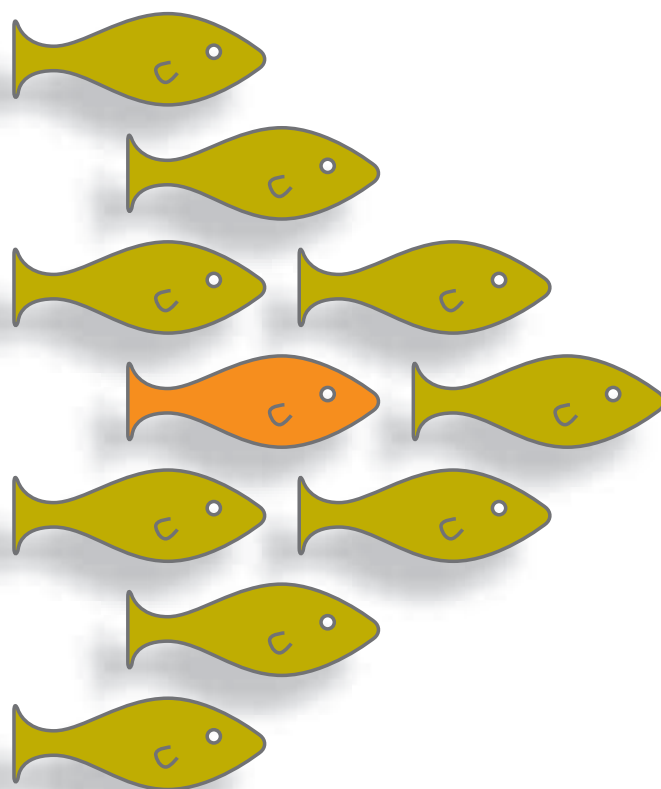


middle managers and personality

a guide for middle managers
in local government to
understanding difference
working more effectively
getting your message across



Improvement and Development Agency for local government (IDeA)

The IDeA works for local government improvement so councils can serve people and places better

We use experienced councillors and senior officers, known as peers, who support and challenge councils to improve themselves.

We enable councils to share good practice through the national Beacon Scheme and regional local government networks. The best ideas are published here on IDeA Knowledge.

Our Leadership Academy programmes help councillors become better leaders who can balance the diverse demands of people living in the same community.

The IDeA also promotes the development of local government's management and workforce. We advise councils on improving customer service and value for money. We help councils work through local partnerships to tackle local priorities such as health, children's services and economic development.

The IDeA is owned by the Local Government Association and belongs to local government. Together, we lead local government improvement

dedication

This guide is dedicated to the hundreds of middle managers who have attended the Future Leadership Programme run by Ashridge, the Office for Public Management and the IDeA in the past four years, and who entered into the challenge of looking at their own personalities and those of others.

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New research commissioned by the IDeA suggests that middle managers who work in local government differ significantly in their personalities from the rest of the population.

The study looked at ambitious middle managers who attended the IDeA's Future Leadership Programme. It measured them on a number of axes and compared the results to what we know of the population at large. It also compared the findings with profiles of managers in the UK and councillors.

Myers-Briggs Type Indicator

The specific psychological instrument used was the Myers-Briggs Type Indicator. The Myers-Briggs Type Indicator (MBTI)¹ is one of the most widely used personality profilers in the world today. MBTI identifies four different personality dimensions (giving eight preferences) that we all use at different times. However, each person will have a preference for one combination over the other combinations. This generates a possible 16 different 'types' of which we are all one.



summary of results

The MBTI itself looks at:

- where people prefer to focus their attention and from where they draw their energy
- the way people prefer to take in information and what information they trust
- on what basis they prefer to make decisions
- how they orientate themselves to the outside world.

Although each individual middle manager would have a set of preferences (their Myers-Briggs Type) more or less similar to the average member of the public, as a group there were significant and substantial differences.

Local government middle managers are more likely to be extravert – 61 per cent compared to the general population's 52 per cent – and less likely to be introvert than the population as a whole. That is they are naturally more inclined to get their energy from being out and about and engaging in face-to-face conversations with large numbers of people. They will tend to be energised by the cut and thrust of interaction.

Local government middle managers are more than twice as likely to be future orientated, see emerging patterns – the wood rather than the trees – and tend to view the bigger picture. They are more likely to be motivated and inspired by a big vision and are more inclined to communicate and gather information that supports this vision.

Local government middle managers tend to be more likely to take a hard objective look at the facts and generally will not be ruled by their emotions when it comes to making decisions. They will generally have a preference for reaching a solution that was objective and where the business case stacked up compared to the majority of the population – who would tend to be more concerned with the effect a decision had on people.

Local government middle managers as a group, just like managers, can have a tendency to be more systematic, structured and organised, as one would expect from their roles and responsibilities within organisations.

A major difference emerged between the population, 39 per cent of whom are relatively traditional and who really do need to know why any change is being proposed, compared to only 22 per cent of local government middle managers and 18 per cent of councillors. Actually 36 per cent of middle managers and councillors seem to embrace change and want to progress things quickly, compared to only 15 per cent of the population.

Interestingly this is further highlighted because it was also found that local government middle managers are less inclined to be results oriented and focussed on action, only 25 per cent, compared to 37 per cent in the UK population and 32 per cent of councillors. Significantly this is also an area where they differ from the group of UK managers, 30 per cent of whom are results oriented with a bias for action.

The local government middle manager population is most similar to the UK managers group, and most different from the UK population as a whole, with councillors in between.

1 The Myers-Briggs Type Indicator (MBTI®) is a registered trade mark of the Myers-Briggs Type Indicator Trust. Further information on the Myers-Briggs Type Indicator is available from www.opp.co.uk, which will be able to put you in touch with a person qualified to administer the MBTI.

1

setting the scene

Are local government middle managers different from the general population? This report takes a look at new research that suggests these middle managers differ in significant ways from the population at large and from the councillors they are working for. It then goes on to see what this means in practice at work and suggests ways in which middle managers can become more effective if they become more aware of their own personality type and the personality types of those around them.

This research is based on a similar report which examined councillors and personality and, like this report, was commissioned by the IDeA. This research suggests that as a group the middle managers responsible for local services differ significantly in their personalities from the UK population. The study looked at all middle managers who have attended the Future Leadership Programme, which is run by IDeA, Ashridge and OPM. It measured them on a number of axes and compared the results to what is known of the population at large. It also compared the findings with the profiles of UK managers and councillors.

The IDeA has been running the Future Leadership Programme for more than four years. It supports ambitious middle managers in developing aspects of their personal, organisational, community and leadership skills. As part of the programme middle managers were asked to take the Myers-Briggs Type Indicator (MBTI®) assessment to increase self awareness and learn how communication, leadership and change management skills can be enhanced through knowledge of one's own type and those of others.

The collective results of more than 500 middle managers have been analysed and we can now conclude that there are significant differences when the population of these middle managers is compared to the general UK population, to the managerial population and to councillors.

The purpose of this guide is fourfold:

- to explain in what ways local government middle managers as a group have different personality profiles
- to highlight specific areas where middle managers need to be aware of these differences
- to discuss these differences through typical case study scenarios
- to suggest ways in which middle managers can extend their range of communication and leadership interventions to be more effective in their roles.

This guide will help you:

- understand personality differences
- understand more about your own personality type
- highlight areas of potential strength and weakness
- suggest strategies for extending your communication and leadership styles.



exploring personality

Whatever your personality it clearly has an impact on your attitudes and your behaviours.

Many of the conflicts and stresses in life come from personality clashes and the different communication styles of different personality types. This brief introduction to the Myers-Briggs Type Indicator (MBTI®) explains how and in what ways people differ. Understanding who you are and how you are different from others is a first step towards establishing mutually beneficial and productive relationships.

The MBTI® is one of the most widely used personality profilers in the world today. Based on initial work by analytical psychologist Carl Jung in the early part of the 20th century, the MBTI was devised by Katherine Briggs and her daughter Isabel Myers. It has been well documented and researched over the past 60 years.

The MBTI® identifies four different personality dimensions, giving eight preferences that we all use at different times (see Table 1). However each person will have a preference for one combination over the other combinations.





table 1

<p>extraversion preference You draw your energy from the outer world of people, things and actions</p> <p>You have a need to initiate things and involve others</p> <p>You tend to like verbal communication and talking things through with others</p> <p>You can engage others with a natural enthusiasm which needs to be reciprocated.</p> <p>You value communication and want to be heard</p> <p>You prefer action rather than reflection</p> <p>You value breadth over depth</p>	<p>E or I</p> <p>Extraversion or Introversion</p> <p>Where we get our energy from and where we focus our attention</p>	<p>introversion preference You draw your energy from the internal world of ideas, thoughts and concepts</p> <p>You need forewarning and time for reflection</p> <p>You tend to think things through and make considered comments</p> <p>You prefer thoughtful communication and one-to-one discussions</p> <p>You need pauses in the communication to work out what you think</p> <p>You need some time to assimilate changes before taking action</p> <p>You value depth over breadth</p>
<p>sensing preference You like to know the specifics and details about what exactly is needed</p> <p>You are practical and pragmatic and prefer concrete and realistic things</p> <p>You like to see how what is required now fits with the past</p> <p>You like to focus on the present and the past and need realistic pictures of the future</p> <p>Clarity of objectives, roles, and responsibilities is important</p>	<p>S or N</p> <p>Sensing or Intuition</p> <p>Where we get are data from and what information we trust</p>	<p>intuition preference You like to know the bigger picture and the overall rationale</p> <p>You like working on the abstract, conceptual and theoretical levels</p> <p>You like an outline plan with a general direction</p> <p>You like a vision of the future and the opportunity to help design it</p> <p>Imagination, hunches and original ideas are important to you</p>

<p>thinking preference You need to know the logic, the reason, the business case for making a decision</p> <p>You require clarity in the decision making and planning process</p> <p>Analysing and systematising are important to you</p> <p>You value objectivity and approach things in a very reasonable fashion</p> <p>You value competence in the people you work with</p> <p>Fairness and equity are important</p> <p>You tend to adopt a questioning, fairly critical approach</p>	<p>T or F</p> <p>Thinking or feeling</p> <p>How we make decisions and judgments</p>	<p>feeling preference You need to know the impact on people of the decision under discussion</p> <p>It's important that people's needs will be addressed</p> <p>Inclusion in the planning and implementing process is important</p> <p>Valuing people and seeking harmony are key concerns</p> <p>It's important to you that managers care</p> <p>Appreciation and support are important</p> <p>You tend to adopt a more accepting compassionate approach</p>
<p>judging preference You prefer a clear plan of action with defined outcomes, clear goals</p> <p>You like to have time-frames and adopt a structured organised approach</p> <p>You prefer things to be planned and scheduled with no surprises</p> <p>You like to make an early start on projects and for decisions to be made and things brought to closure</p>	<p>J or P</p> <p>Judging or Perceiving</p> <p>How we deal with the external environment and live our lives</p>	<p>perceiving preference You prefer open-ended plans with flexibility and options</p> <p>You like to have opportunities to gather more information and to adjust plans as the process continues</p> <p>You are open-minded and willing to trust in the process</p> <p>You prefer to allow things to emerge, continue gather information and tend to be pressure-prompted</p>

This generates a possible 16 different 'types' into which we will all fit (see Table 2).

The MBTI® itself looks at:

- where people prefer to focus their attention and from where they draw their energy
- the way people prefer to take in information and what information they trust
- on what basis they prefer to make decisions
- how they orientate themselves to the outside world.

The tool describes preferences – it describes rather than prescribes – not skills or abilities or competences. Different MBTI® types will have different:

- attitudes to the level of engagement and interaction with others
- communication styles
- ways of evaluating information and making decisions
- attitudes to living their lives.

This then has an impact on styles of learning, problem solving and leadership. The philosophy behind MBTI maintains that all preferences are equally important, valuable and necessary.

note

If you don't already know your type, go to Appendix One where there is a shortened type questionnaire. You can also read the descriptions that follow and form a self-assessment. It is recommended that the indicator is administered by a qualified person.

Table 2 gives the MBTI table with a two-word heading and four key phrases for each type.



<p>ISTJ Planner Inspector Thoughtful depth of focus</p> <p>Trust in facts</p> <p>Logical decision-making</p> <p>Planned and organised</p>	<p>ISFJ Protector Supporter Thoughtful depth of focus</p> <p>Trust in facts</p> <p>Harmony and understanding</p> <p>Planned and organised</p>	<p>INFJ Foreseer Developer Thoughtful depth of focus</p> <p>Open to bigger picture</p> <p>Harmony and understanding</p> <p>Planned and organised</p>	<p>INTJ Conceptualiser Director Thoughtful depth of focus</p> <p>Open to bigger picture</p> <p>Logical decision-making</p> <p>Planned and organised</p>
<p>ISTP Analyser Operator Thoughtful depth of focus</p> <p>Trust in facts</p> <p>Logical decision-making</p> <p>Flexible and adaptable</p>	<p>ISFP Composer producer Thoughtful depth of focus</p> <p>Trust in facts</p> <p>Harmony and understanding</p> <p>Flexible and adaptable</p>	<p>INFP Harmoniser Clarifier Thoughtful depth of focus</p> <p>Open to bigger picture</p> <p>Harmony and understanding</p> <p>Flexible and adaptable</p>	<p>INTP Designer Theoriser Thoughtful depth of focus</p> <p>Open to bigger picture</p> <p>Logical decision-making</p> <p>Flexible and adaptable</p>
<p>ESTP Promoter Executor Energised breadth of interest</p> <p>Trust in facts</p> <p>Logical decision-making</p> <p>Flexible and adaptable</p>	<p>ESFP Motivator Presenter Energised breadth of interest</p> <p>Trust in facts</p> <p>Harmony and understanding</p> <p>Flexible and adaptable</p>	<p>ENFP Discoverer Advocate Energised breadth of interest</p> <p>Open to bigger picture</p> <p>Harmony and understanding</p> <p>Flexible and adaptable</p>	<p>ENTP Explorer Inventor Energised breadth of interest</p> <p>Open to bigger picture</p> <p>Logical decision-making</p> <p>Flexible and adaptable</p>
<p>ESTJ Implementer Supervisor Energised breadth of interest</p> <p>Trust in facts</p> <p>Logical decision-making</p> <p>Planned and organised</p>	<p>ESFJ Facilitator caretaker Energised breadth of interest</p> <p>Trust in facts</p> <p>Harmony and understanding</p> <p>Planned and organised</p>	<p>ENFJ Envisioner Mentor Energised breadth of interest</p> <p>Open to bigger picture</p> <p>Harmony and understanding</p> <p>Planned and organised</p>	<p>ENTJ Strategist Mobiliser Energised breadth of interest</p> <p>Open to bigger picture</p> <p>Logical decision-making</p> <p>Planned and organised</p>

table 2

Adapted from
MBTI table
Berens and Nardi
(1999)
The sixteen
personality types
Telos, CA

local government middle managers are different

Although individual local government middle managers will have a set of preferences – their Myers-Briggs Type – which will be more or less similar to that of any one else in the population, when you look at this middle manager population as a group there are significant and substantial differences, both compared to the UK population and compared to the councillors they are working with. The full report can be read in Appendix Two.

key findings

Local government middle managers are more likely to be extravert – 61 per cent compared to the general population's 52 per cent – and less likely to be introvert than the population as a whole. That is they are naturally more inclined to get their energy from being out and about and engaging in face-to-face conversations with large numbers of people. They will tend to be energised by the cut and thrust of interaction.

Local government middle managers are more than twice as likely to be future orientated, see emerging patterns – the wood rather than the trees – and want to view the bigger picture. They are more likely to be motivated and inspired by a big vision. And that is how they will communicate and gather information.

Local government middle managers will be more likely to take a hard objective look at the facts and generally will not be ruled by their emotions when it comes to making decisions. They will generally have a preference for reaching a solution that was objective and where the business case stacked up compared to the majority of the population – who would be more concerned with the effect a decision had on people.

Local government middle managers as a group, just like managers, have a tendency to be more systematic, structured and organised, as one would expect from their roles and responsibilities with organisations.

The types that are especially known as '*Thinking-Judging*' Leaders (TJs), or '*Logical Decision Makers*' are especially over represented, as compared to the UK population. They are described as '*tough minded, executive, analytical and instrumental leaders*'. In the majority of organisations such behaviours are favoured.

A major difference emerged between the population, 39 per cent of whom are relatively traditional and who really do need to know why any change is being proposed, compared to only 22 per cent of local government middle managers and 18 per cent of councillors. Actually 36 per cent of middle managers and councillors seem to embrace change and want to progress things quickly, compared to only 15 per cent of the population.

Interestingly this is further highlighted because it was also found that local government middle managers are less inclined to be results oriented and focussed on action, only 25 per cent, compared to 37 per cent in the UK population, and 32 per cent of councillors. Significantly this is also an area where they differ from the group of UK managers, 30 per cent of whom are results oriented with a bias for action.

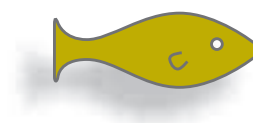
Local government middle managers are much more likely (51 per cent) than the UK population (9.5 per cent) to focus their attention on broad concepts and issues and are quite at home with idealistic, complex structures.

the implications

Whatever your personality you will need to adjust the way you communicate if you want to get your message across to other people. So, whatever type you are, you need to foster self-awareness of your preferences and also be aware of others' preferences. The implications for local government middle managers as a group are that they need to be aware of their tendency to be more of some particular types than others and have more of a preference for thinking and acting in certain ways, which the majority of the UK population and probably their team members do not.

On an individual basis the advice is 'know your type' and on a collective basis the advice is to know how to communicate and act with other types.

The next few sections will take you through some of the major differences and illustrate the differences by looking at how this works out in specific tasks most middle managers perform. In addition you will find clues to help you assess someone's type.



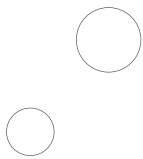
2

extravert or introvert?



<p>extraversion preference You draw your energy from the outer world of people, things and actions You have a need to initiate things and involve others You tend to like verbal communication and talking things through with others You can engage others with a natural enthusiasm which needs to be reciprocated. You value communication and want to be heard You prefer action rather than reflection You value breadth over depth</p>	<p>E or I Extraversion or Introversion Where we get our energy from and where we focus our attention</p>	<p>introversion preference You draw your energy from the internal world of ideas, thoughts and concepts You need forewarning and time for reflection You tend to think things through and make considered comments You prefer thoughtful communication and one-to-one discussions You need pauses in the communication to work out what you think You need some time to assimilate changes before taking action You value depth over breadth</p>
extraversion	who	introversion
61%	Local government middle managers	39%
52%	UK Population	48%
64% ²	Managers	36%
68%	Councillors	32%

² Please note figures are slightly different from the IDeA Green, M. 'Politicians and Personality' report (2007). The revised figures for UK managers exclude the MBTI data of local government middle managers attending the IDeA Future Leaders Programme



Middle managers, as a group, are more likely to be Extravert – 9 per cent more than the general population – and less likely to be Introvert than the population as a whole. They are naturally more inclined to get their energy from being out and about and engaging in face-to-face conversations with large numbers of people. They will tend to be energised by the cut and thrust of interaction.

Some of the strengths of the Extravert middle manager is that they are quite action orientated and are energised by interaction with people in general. Their style will tend to be energetic and animated and they will respond quickly to situations. They will have a tendency to think out loud and are likely to have a bias for action over reflection.

E's and I's at work leading a team meeting

The different style of Extraverts and Introverts in the work of a local government middle manager can best be illustrated when looking at how each type would lead a team meeting.

When you are a local government middle manager who is an Extravert you like to 'talk it out'. Therefore, when you are operating at your best in a meeting, you may:

- use rapid speech and animated body language
- appear to "think aloud" and may start talking before the ideas are fully formed
- be energised by the opportunity to brainstorm and bounce ideas off each other
- say "Just because I said it, I didn't necessarily mean it".

When you are working under pressure, you can often lose awareness of your impact on others, for example, interrupting the introverts and not allowing them time to speak. Introverts can sometimes interpret this behaviour as domineering and not inclusive of others.

When you are a local government middle manager who is an Introvert you like to 'think it through'. Therefore, when you are operating at your best in a meeting, you may:

- pause in answering or giving information as you formulate your ideas internally first
- use quieter voice volume and more contained body language
- prefer to make decisions alone or in smaller group sizes
- listen and may not verbally comment.

When you are working under pressure, you may become more and more internally focussed and lose awareness of what is going on around you. Extraverts can sometimes interpret this as withdrawn, cool or hard to read.

implications

Extraverts prefer considerable contact time with others, while Introverts need time alone with their own thoughts and reflections. However, Extraverts need Introverts to complement them by building in time for reflection and ensuring there's a real depth to the understanding. Likewise Introverts need Extraverts to make the contact, build the networks and to take action.

When working with Extraverts you can help and engage them by speaking briskly, responding quickly, projecting enthusiasm, being animated, speaking reasonably loudly and talking it through on the spot.

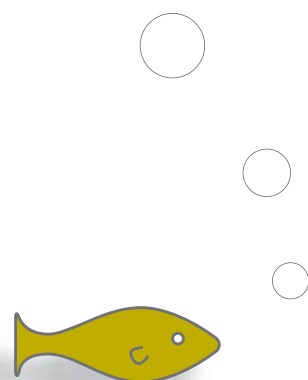
When working with Introverts you can help Introverts by leaving pauses, allowing reflection time, not interrupting, using a calm tone and body language, keeping to lowish volume and sending something in writing first.

clues

When influencing and working with others it can be helpful to be aware of their type and behave accordingly.

Some clues that could indicate someone has a preference for Extraversion are they will speak quickly and a lot, use long sentences, interrupt and/or speak loudly.

Some clues that could indicate someone has a preference for Introversion are they will speak slowly, using brief sentences, pause before speaking and between sentences and speak quietly.



detail person or big picture person?

<p>sensing preference You like to know the specifics and details about what exactly is needed You are practical and pragmatic and prefer concrete and realistic things You like to see how what is required now fits with the past You like to focus on the present and the past and need realistic pictures of the future Clarity of objectives, roles, and responsibilities is important</p>	<p>S or N Sensing or Intuition Where we get are data from and what information we trust</p>	<p>intuition preference You like to know the bigger picture and the overall rationale You like working on the abstract, conceptual and theoretical levels You like an outline plan with a general direction You like a vision of the future and the opportunity to help design it Imagination, hunches and original ideas are important to you</p>
sensing	who	intuition
48%	Local government middle managers	52%
76%	UK Population	24%
52%	Managers	48%
50%	Councillors	50%

Local government middle managers as a group are significantly different from the UK population in where they obtain data and what information they trust. They are more than twice as likely to be future orientated, see emerging patterns – the wood rather than the trees – and want to view the bigger picture. They are more likely to be motivated and inspired by a big vision. And that is how they will communicate and gather information.

Compared to these middle managers, the UK population is twice as likely to rely on facts gleaned from the present and the past. People see things in terms of what is rather than what might be, and they require tangible evidence to be convinced of an argument. So we have many more middle managers than the general population having a preference for seeking the bigger picture and future possibility. They are more likely to want to build towards a future state and will have a preference for thinking about these things strategically and with a future focus. They are more likely to want to pick up on trends and patterns.

In fact this is not very different from other UK managers or from the local councillors.

S's and N's at work giving a presentation

The difference between sensors and intuitive types often becomes most obvious when looking at communication styles. For local government middle managers this could for instance be illustrated by the way in which each type would give a presentation.

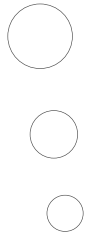
When you are a middle manager who is a Sensor you like dealing with facts, specifics and the detail involved in a situation. When you are operating at your best during a presentation, you may:

- present step-by-step information or instructions in a sequential manners
- ask 'what', 'how' questions
- use precise descriptions and details
- provide answers with specifics even though they may have been asked for general information
- refer to what has happened in the past as a source of information.

When you are working under pressure, you can become over detailed and get into situations of analysis paralysis. Intuitive types can perceive this behaviour as rigid, inflexible and focussed too much on what has happened in the past.

When you are a middle manager who is an Intuitive type you like dealing with possibilities, patterns, meanings and connections. Therefore, when you are operating at your best during a presentation, you may:

- present thoughts and ideas and jump from one idea to another
- ask 'why' questions
- talk in general terms with little detail or specifics
- present new approaches, conceptual ideas and make connections
- make analogies and tell stories
- show how things relate to other things.



When you are working under pressure, you can become so focussed on possibilities that they can be perceived as impractical. Sensor types may interpret this as lacking in grounding, substance and unrealistic.

It might be useful to remember here that three quarters of the population and therefore probably your team members are Sensing – practical, pragmatic and sensible. They need big visions to be translated into meaningful, tangible, down to earth ideas and actions, otherwise they will just not be motivated by them. They need to understand why something is going to change and precisely how something is going to change. Big words – freedom, democracy, vision – have to be made real with compelling reasons.

implications

Sensing people find Intuition people impractical and difficult to follow in their ideas and concepts. The Intuition person finds sensing people rather bound in current reality and taking a more pessimistic view on life. So the Sensing person needs the Intuition preference to prepare for the future and to think outside the box. On the other hand the Intuition person needs the realism and reminder of the facts that the Sensing person can bring.

One of the key differences between the Sensing and the Intuition preferences is how to get your message across. The Sensing person likes all the details and information to be based on reality, whereas the Intuition preference prefers the general picture and some discussion around possible options. So the Sensing person really needs to allow the Intuition person to provide the overall picture first, with the relevant details later. The Sensing person needs the relevant detail first, or at least understands that the idea is, perhaps, only half-formed or at a high-level.

clues

When influencing and working with others it can be helpful to be aware of their type and behave accordingly.

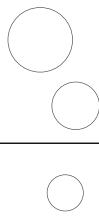
Some clues that could indicate someone has a preference for Sensing are they will give or ask for step by step information, focus on now, mention details, facts and figures, ask for or offer evidence and ask questions beginning with 'what?' or 'how?'

Some clues that could indicate someone has a preference for Intuition are they will give or ask for the overall picture, focus on future, mention patterns and connections, ask for or offer new ideas and ask questions beginning with 'why?'



head or the heart?

<p>thinking preference</p> <p>You need to know the logic, the reason, the business case for making a decision</p> <p>You require clarity in the decision making and planning process</p> <p>Analysing and systematising are important to you</p> <p>You value objectivity and approach things in a very reasonable fashion</p> <p>You value competence in the people you work with</p> <p>Fairness and equity are important</p> <p>You tend to adopt a questioning, fairly critical approach</p>	<p>T or F</p> <p>Thinking or feeling</p> <p>How we make decisions and judgements</p>	<p>feeling preference</p> <p>You need to know the impact on people of the decision under discussion</p> <p>It's important that people's needs will be addressed</p> <p>Inclusion in the planning and implementing process is important</p> <p>Valuing people and seeking harmony are key concerns</p> <p>It's important to you that managers care</p> <p>Appreciation and support are important</p> <p>You tend to adopt a more accepting compassionate approach</p>
thinking	who	feeling
84%	Local government middle managers	16%
46%	UK Population	54%
86%	Managers	14%
67%	Councillors	33%



Compared to the UK population, local government middle managers will be more likely to take a hard objective look at the facts and generally will not be ruled by their emotions when it comes to making decisions. They will usually have a preference for reaching a solution that was objective and where the business case stacked up compared to the majority of the population – who would be more concerned with the effect a decision had on people.

Local government middle managers and UK managers have similar preference for thinking. Managers have an 84 per cent preference for Thinking, which far outstrips the UK population and indeed the councillor population. Although one can rationalise why managers should be logical, rational, and objective, it does highlight one potential reason why human factors are often left out of the decision making process, or at least come lower down the priority list of managers.

The big divide between the more logical, analytical, business-case driven world of managers and the 54 per cent of the UK population who are more concerned with the impact decisions have on people could mean that managers forget to notice the effect of organisational decisions on the people in their team. This could also come across as organisations or managers appearing not to care about the effect of decisions on their people. Thinking managers may not always communicate their feelings and ideas with others, not seeing them as important.

Also there is potential for conflict between managers and councillors as their approach to problem solving and decision-making and communication will be different. Councillors will be more concerned with the impact decisions have on people.

T's and F's at work

managing a performance meeting (one-to-one)

Thinking and Feeling types have different approaches to making decisions, however, this dimension can also reflect differences in how people like to be rewarded and what they want to be appreciated for. In the work of a local government middle manager this difference can be best illustrated when looking at holding performance management discussions.

When you are a local government middle manager who is Thinking you like to make decisions based on measurable and objective criteria. You also like to be appreciated for your competence. Therefore, in performance management discussions, you may:

- appear to be “testing” someone or testing their knowledge
- weigh the “objective” evidence in a logical and fair way
- follow a pattern of checking logic; “if this, then that”
- be to the point, work orientated and task focussed
- be slow to praise however, when you do, you will praise competence.
- say what's *not* working.

When you are working under pressure, you can become very task focussed and sometimes overlook the impact of your behaviour or decisions on individuals. Feelers can interpret this as cold, impersonal and too task orientated.



When you are a local government middle manager who is Feeling you like to make decisions based on your own values and the individual merits of the situation, considering the people involved. Therefore, in a performance management discussion, you may:

- seek harmony in the interaction
- talk about what you “value”
- take an interest in whether others have been taken into account
- ask others’ opinions in the project
- go back and say I’m sorry, make amends
- chat before business
- avoid conflict.

When you are working under pressure, you may become too focussed on what other people think. Furthermore, if your values are crossed, you can become deeply upset by others actions. This means that thinkers can sometimes interpret your behaviour as emotional, illogical, too consensual and unwilling to take tough decisions.

implications

The Thinking preference can come across as unsympathetic and critical of others’ views. The Feeling preference can appear as illogical and willing to agree with others too quickly and settle for compromise. The Thinking preference needs the Feeling preference to remind them of the effects their decisions have on people and how appreciation and points of agreement are important components of mutually beneficial relationships. They can help the thinker in seeking harmony, empathy and reconciliation. Feeling types need to learn from the Thinking types how to include reasons and a rationale for their ideas and maintain a certain objectivity at times in the decision making process. The Thinking type can help them in learning how to analyse costs and the benefits in a more objective fashion.

clues

When influencing and working with others it can be helpful to be aware of their type and behave accordingly.

Some clues that could indicate someone has a preference for Thinking are their conversation with others follow ‘if this, then that’ format, they weigh objective evidence, appear to be testing you and show little interest for what others have done.

Some clues that could indicate someone has a preference for Feeling are their conversation stresses personal values, they will look to effects on people, want to like and be liked and show interest in what others have done

close down or open up?

<p>judging preference You prefer a clear plan of action with defined outcomes, clear goals You like to have time-frames and adopt a structured organised approach You prefer things to be planned and scheduled with no surprises You like to make an early start on projects and for decisions to be made and things brought to closure</p>	<p>J or P Judging or Perceiving How we deal with the external environment and live our lives</p>	<p>perceiving preference You prefer open-ended plans with flexibility and options You like to have opportunities to gather more information and to adjust plans as the process continues You are open-minded and willing to trust in the process You prefer to allow things to emerge, continue gather information and tend to be pressure-prompted</p>
judging	who	perceiving
68%	Local government middle managers	32%
58%	UK Population	42%
66%	Managers	34%
56%.	Councillors	44%

Local government middle managers as a group, just like managers, have a tendency to be more systematic, structured and organised, as one would expect from their roles and responsibilities within organisations.

Major differences between the Judging and Perceiving preferences occur when the two types are working together on a joint endeavour – a project team for example. The Judging person will want plans and time frames and surety that things are being done. They will want everything to be done in advance of deadlines. The Perceiving person will want things to be more open ended and flexible and will be energised by working right up to deadlines and feel ‘micromanaged’ if they get too constrained by structure and plans.

The UK population and councillors are relatively well aligned in terms of the proportions of judging and perceiving preferences. Some conflicts can occur when you as a manager want to tie down councillors to making a specific decision and they think it is not necessary. A similar conflict might occur with a more general audience such as team members, clients or third party service providers who might feel managers are pushing them into decisions before it is necessary.

J’s and P’s at work project management and planning

Judging and Perceiving types have very different approaches to living their lives day-to-day. In the work of a local government middle manager this is best reflected in the approach to project management and planning.

When you are a local government middle manager who is Judging you like to be planned, systematic and scheduled. Therefore, in terms of project management and planning, you may:

- be impatient with overly long descriptions and procedures
- use a tone of “hurry up... I want to make this decision”
- even decide prematurely
- not like unfinished tasks
- be well organised with written plans and agendas
- have a need for clarification, to narrow the picture
- enjoy closure.

When you are working under pressure, you may become stressed when things feel last minute and you may be inflexible to changing constraints. This can be interpreted by Perceiving types as rigid, bureaucratic and dogmatic in the need to seek closure.

When you are a local government middle manager who is Perceiving you like to leave your options more open, be flexible around deadlines and leave things to the last minute when you feel most energised. Therefore, in terms of project management and planning, you may:

- use a tone of “let’s explore” what are some more factors to consider
- even decide at the “last moment”
- say “Let’s try something”
- start when it’s really necessary
- be curious and flexible
- use an agenda only as general guideline.

When you are not operating at your best, you may become difficult to pin down and reluctant to make decisions. This can be perceived by Judgers as unstructured, lacking in organisation and sometimes a little chaotic.

implications

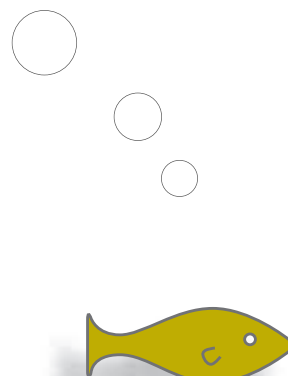
Judging people can appear over-controlling by being too structured, organised and needing to close everything down. On the other hand, Perceiving people can appear too flexible and adaptable, in their behaviour and ideas. The important thing is for Judging people to allow some flexibility when working with people of a Perceiving preference when it comes to meetings, planning and structuring workload. Likewise the Judging preference does need some planning and structure and some clear decision-making process. The important aim for both preferences is to strive towards adaptability and structure, while making room for more information gathering but not totally at the expense of completing the task.

clues

When influencing and working with others it can be helpful to be aware of their type and behave accordingly.

Some clues that could indicate someone has a preference for Judging are they will offer opinion and advice, want timescales agreed, talk about goals and move to decisions quickly.

Some clues that could indicate someone has a preference for Perceiving are they will adapt to others’ views, talk about direction, be flexible about time and stay open to more information.



3

Grouping the MBTI® types into four broad categories, we have four types of personality in all organisations who will exhibit significant differences in their behaviour.³ Taking the EI and SN quadrants we have:

- Thoughtful Realists (IS) concerned with practicalities; they learn pragmatically and by reading and observing; they focus their change efforts on deciding what should be kept and what needs changing; and their motto is 'if it isn't broke don't fix it'.
- 'Action Oriented Realists' (ES) concerned with actions; they learn actively and by experimentation; they focus their change efforts on making things better; and their motto would be 'Let's just do it'.
- 'Thoughtful Innovators' (IN) concerned with thoughts, ideas, concepts; they learn conceptually by reading, listening and making connections; they focus their change efforts on generating new ideas and theories; and their motto would be 'Let's think ahead'.
- 'Action Orientated Innovators' (EN) concerned with new ways of doing things; they learn creatively and with others; they focus their change efforts on putting new ideas into practice; and their motto would be 'Let's change it'.

Organisations need all four types and all four types can complement each other. However, there is also the possibility of the types coming into conflict. Using the type indicator and the descriptions you can decide what you are and how you might complement or come into conflict with colleagues, managers and other people around you.

IS – thoughtful realists

Their motto would be something like 'If it aint broke don't fix it!'

Their focus is on practical considerations and continuity

They want to see the difference between what should be preserved and what could be changed

They are concerned with what needs to be kept

They hate brainstorming, being rushed, empty promises

They can irritates others by wanting to take their time over things; looking into the detail; and being unwilling to embrace change for change's sake

You can help them by ensuring that something stays the same; giving them plenty of time to adjust; and giving them relevant things to read and think about

ES – action oriented realists

Their motto would be something like 'Let's just do it!'

Their focus is on practical actions, performance enhancement and results

They want to get things to run more effectively and efficiently

They are concerned with improving results

They hate long winded reviews, theoretical discourse, and long emails

They can irritate others by starting without thinking; ignoring interpersonal niceties; and bulldozing things through

You can help them by giving them some practical first steps to get on with; establishing clear targets for them; and setting a focussed direction

³ Adapted from Krebs Hirsh S., Kummerow J.M. (2000), Introduction to Type in Organisations, Individual Interpretive Guide, Third Edition, OPP

IN – thoughtful innovators

Their motto would be something like ‘Let’s think ahead!’

Their focus is on thoughts, ideals and vision

They want to develop an internal vision of the future which ‘stacks up’

They are concerned with new ideas and theories about what needs doing

They hate instruction manuals, training courses, things that don’t make sense

They can irritate others by taking too much time to think things through; wanting to know how everything fits together; and planning at the expense of doing

You can help them by ensuring that the big picture makes sense; giving them time and space to think things through; and making sure there’s room for new ideas and strategies

EN – action oriented innovators

Their motto would be something like ‘Let’s change it!’

Their focus is on systems, relationships and change

They want to talk with others, be creative and try something different

They are concerned with putting new ideas into practice

They hate small chunks of disconnected work; long periods of reflection; repetition; and lack of vision

They can irritate others by wanting to change things quickly; moving from one initiative to another; and having too much enthusiasm for change rather than consolidation

You can help them by allowing them to take charge of a significant area of work; talking things through with them enthusiastically; and tapping into their creativity



A major difference emerged between the population, 39 per cent of whom are relatively traditional and who really do need to know why any change is being proposed, compared to only 22 per cent of local government middle managers and 18 per cent of councillors. Actually 36 per cent of middle managers and councillors, seem to embrace change, and want to progress things quickly, compared to only 15 per cent of the population.

Where there is a preference for the UK population not to want to change things just for the sake of change the managers seem to be saying that that is their primary purpose. Not necessarily change for change's sake, but more that they have been appointed to bring about improvements.

Interestingly this is further highlighted because it was also found that local government middle managers are less inclined to be results oriented and focussed on action, only 25 per cent, compared to 37 per cent in the UK population and 32 per cent of councillors. Significantly this is also an area where they differ from the group of UK managers, 30 per cent of whom are results oriented with a bias for action.

IS – thoughtful realists

Realistic reasons for the changes

Realistic data to support the reasons

Realistic goals and timescales

An understanding of 'Why?'

A well thought out plan

Complete information about what's going on

An understanding of 'How?'

Opportunity to develop practical plans & structures

Being able to use their experience to assist

Loyalty from others – above and below

Some reassurance, understanding and support

Knowing what's expected of them

Ongoing evaluation of progress

Time and space of their own

ES – action oriented realists

To know the who, what, when, where and why?

To understand the purpose of the change

Opportunities to quickly plan what actions are necessary and be able to take them

Information and the opportunity to talk about it

Commitment and accountability from everyone

To have access to the necessary resources

Opportunities to take action

To just do it!

Support if necessary

Opportunities to talk with like-minded people

Everyone pulling together in the same focussed direction

Not to get too bogged down in the bureaucracy

IN – thoughtful innovators

To understand the bigger picture & where it all fits together

Independence

To evaluate the situation by their own standards

Time and space

Not being pushed

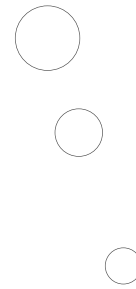
A part to play in getting the ideas in place, being in on the planning

Opportunities to critique the plans

Acceptance of their personal style

Support if necessary

Thought, action, closure



Where there is a preference for the UK population, managers and councillors to 'just do it', work on implementation and get things to run more effectively and efficiently, local government middle managers seem less motivated by this, rather focussing on the bigger picture.

Perhaps people that like working for government are indeed attracted to it because this is a place where big picture changes can take place. At the moment, when local government has been allowed a wider scope for taking decisions at the local level this could be an advantage. Especially if the more future focussed middle managers keep in mind that others might need some more detail and practical first steps before they are able to be inspired.

The table alongside highlights some more of the things that you may wish to do to get those people on board who are in a different quadrant to you.

EN – action oriented innovators

To have their analysis and solutions heard

To move it all forward

To stay positive about the future

Opportunities to talk about their ideas for the changes

Opportunities to generate further possibilities

A sense of options, possibilities, movement

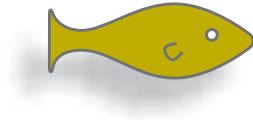
Contact with and inspiration to and from others

Have their insights and values listened to and validated

An opportunity to engage and participate

Being included in the process





research

The research on local government middle managers was conducted by Woudstra-Van Grondelle, I., Gribben C., and Holton V., of Ashridge Business School in 2008.

Research on UK managers was conducted by Ashridge Business School and written up in *Training Journal 2005*: Curd, J., Dent, F., and Carr, M, 'Development Challenges: Looking at the Future', pp 36–39, January 2005. Updated datasets and analysis of this journal were provided for the analysis in this report by Curd, J. and Schofield, C.

In 1996 OPP commissioned the Office of National Statistics to collect data, including responses to the MBTI Step I questionnaire, from a representative sample of the UK population. Source OPP Ltd.

In 2007 IDeA commissioned Henley to conduct research comparing the MBTI types of Councillors to the UK population and UK management population. Data from this report were used for comparisons with the Councillor population and it was used to base this report on. Green, M.

Myers Briggs Type Indicator

Visit one of the many Internet sites that describe Myers-Briggs and read a profile of your type. Reflect on how your personality might impact other types and how their personality complements or comes into conflict with your own.

Myers-Briggs websites:

www.opp.co.uk will be able to put you in touch with a person qualified to administer the MBTI

<http://www.teamtechnology.co.uk/mbtypes/mbtypes.htm>

www.keirsey.com

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Rogers J. (1995 and 1997) *Influencing Others Using the Sixteen Personality Types*, ASK Europe plc, Management Futures Ltd .

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Myers Briggs Type Indicator – short version

instructions: circle one of the two words in each pair below as best describing who you are.

reflective	detached	open	practical
sociable	humane	structured	conceptual
specific	gregarious	general	firm
general	deep	practical	involved
sociable	flexible	involved	planned
deep	planned	detached	open
humane	conceptual	reflective	structured
firm	specific	gregarious	flexible

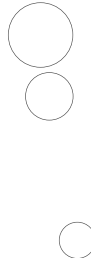
scoring

Count how many times you circled the words sociable or gregarious	___	E
Count how many times you circled the words reflective or deep	___	I
Count how many times you circled the words practical or specific	___	S
Count how many times you circled the words conceptual or general	___	N
Count how many times you circled the words involved or humane	___	F
Count how many times you circled the words detached or firm	___	T
Count how many times you circled the words flexible or open	___	P
Count how many times you circled the words planned or structured	___	J

Your score for each letter will range from 0 to 4. The higher score in each pair indicates your type.

Your overall type is: ___ ___ ___ ___

the research



A study of IDeA Middle managers attending the Future Leadership Programme of IDeA, Ashridge and OPM was undertaken in March 2008. The 525 managers who attended the programme between 2004 and 2007 formed the total population. Each manager completed the MBTI Step 1 version under normal test conditions and received a score that categorised them into one of 16 different 'types'.

descriptive analysis

Table A2.1 provides details of the number and percentage of IDeA Middle managers in each of the 16 categories or Types.

The modal (most common) types are: ENTJ (17.1%), followed by ISTJ (17.0%), ESTJ (16.4%), ENTP (12.4%) and INTJ (8.0%).

comparative analysis

The analysis of the data compares the scores of the Local government middle manager population (n = 525) with the scores from a study of the UK population (n = 1634) and from a group of MBTI scores of managers (Ashridge, 2005). The latter group included data on UK managers (n = 4575), however part of those are our sample of middle manager's population, so we revised the figures to create two independent groups before we started the analysis, which resulted in n= 4575-525 = 4050. In addition the middle manager population is compared to councillors (n=647, Henley, 2007)

For the comparison a method is used that was employed in the Ashridge (2005) study, which calculated a 'self selection ratio' (SSR). This calculates whether a certain type is more or less likely to self-select into an area than would be expected. SSRs compare the percentage of each type in a sample relative to its percentage in an appropriate base comparison group. Therefore they are calculated using the following formula:

$\% \text{ of a type in sample} / \% \text{ of a type in population}$

A score greater than 1 means that more of that type than would be expected are found in this area and scores less than 1 show an under representation of the type (Carr et al, 2005).

Table A2.1 shows the SSRs for a comparison of our sample of local government middle manager's with the UK population (column 4), UK managerial population (column 5) and Councillors (column 6).



1	2	3	4	5	6
type	percentage of sample (local government middle managers)	number/ frequency	SSR of sample compared to UK population	SSR of sample compared to UK managerial population	SSR of sample compared to councillors population
ISTJ	17.0%	89	1.24	1.19	1.70
ISFJ	1.7%	9	0.13	1.13	0.53
INFJ	1.0%	5	0.59	1.11	1.25
INTJ	8.0%	42	5.71	1.00	1.18
ISTP	3.6%	19	0.56	0.92	1.06
ISFP	0.0%	0	0.00	0.00	0.00
INFP	2.1%	11	0.66	1.40	0.66
INTP	5.3%	28	2.21	0.80	1.66
ESTP	3.8%	20	0.66	0.67	0.64
ESFP	1.5%	8	0.17	1.36	0.36
ENFP	3.2%	17	0.51	0.86	0.29
ENTP	12.4%	65	4.42	1.07	1.04
ESTJ	16.4%	86	1.58	0.79	0.92
ESFJ	3.6%	19	0.29	1.57	0.80
ENFJ	3.2%	17	1.14	1.28	0.67
ENTJ	17.1%	90	5.90	1.15	2.22
Total	100.0%	525			

table A2.1

table A2.2

UK population				UK managers			
ISTJ	ISFJ	INFJ	INTJ	ISTJ	ISFJ	INFJ	INTJ
13.7	12.7	1.7	1.4	14.3	1.5	0.9	8.0
ISTP	ISFP	INFP	INTP	ISTP	ISFP	INFP	INTP
6.4	6.1	3.2	2.4	3.9	0.6	1.5	6.6
ESTP	ESFP	ENFP	ENTP	ESTP	ESFP	ENFP	ENTP
5.8	8.7	6.3	2.8	5.7	1.1	3.7	11.6
ESTJ	ESFJ	ENFJ	ENTJ	ESTJ	ESFJ	ENFJ	ENTJ
10.4	12.6	2.8	2.9	20.8	2.3	2.5	14.9
Local government middle managers				Councillors			
ISTJ	ISFJ	INFJ	INTJ	ISTJ	ISFJ	INFJ	INTJ
17.0	1.7	1.0	8.0	10.0	3.2	0.8	6.8
ISTP	ISFP	INFP	INTP	ISTP	ISFP	INFP	INTP
3.6	0.0	2.1	5.3	3.4	1.2	3.2	3.2
ESTP	ESFP	ENFP	ENTP	ESTP	ESFP	ENFP	ENTP
3.8	1.5	3.2	12.4	5.9	4.2	11.1	11.9
ESTJ	ESFJ	ENFJ	ENTJ	ESTJ	ESFJ	ENFJ	ENTJ
16.4	3.6	3.2	17.1	17.9	4.5	4.8	7.7



The SSR scores show which types are more common than could have been expected. From Table A2.1 we can conclude that:

- In comparison to the UK population, the local government middle manager population has more ISTJs, INTJs, INTPs, ENTPs, ESTJs, ENFJs, and ENTJs and fewer ISFJs, INFJs, ISTPs, ISFPs, INFPs, ESTPs, ESFPs, ENFPs and ESFJs than would be expected.
- In comparison to the UK managerial population, the local government middle manager population has more ISTJs, ISFJs, INFJs, INFPs, ESFPs, ESFJs, ENFJs, ENTJs and fewer ISTPs, ISFPs, INTPs, ESTPs, ENFPs, ESTJs than would be expected.
- In comparison to the councillors population, the local government middle manager population has more ISTJs, INFJs, INTJs, INTPs, and ENTJs, and fewer ISFJs, ISFPs, INFPs, ESTPs, ESFPs, ENFPs, ESFJs and ENFJs than would be expected.

The local government middle manager population seems to be most similar to the UK Managers group, and most different from the UK population as a whole.

Table A2.2 is showing the distribution of all four populations across the sixteen types, the most common (modal types) in each population are shaded.

When analysing Table A2.2 the key areas of difference between the local government middle manager population and the other three groups are:

- 1 Greater prevalence of ISTJs, INTJs, INTPs, ENTPs, ESTJs, ENTJs and ENFJs than in the UK population, and more ISTJs, ISFJs, INFJs, INFPs, ESFPs, ESFJs, ENFJs, ENTJs than the managerial population and more ISTJs, INFJs, INTJs, ISFPs, INTPs, and ENTJs than the councillors population.
- 2 Fewer ISFJs, INFJs, ISFPs, ISTPs, INFPs, ESFPs, ESTPs, ENFPs and ESFJs than would be expected in the UK population, and fewer ISFPs, INTPs, ESTPs, ENFPs and ESTJs than would be expected in the UK Managerial population and fewer ISFJs, INFPs, ESTPs, ESFPs, ENFPs, ESTJs, ESFJs and ENFJs than would be expected in the councillors population.
- 3 When looking at the Quadrants, further illustrated in table A2.4, local government middle managers are over represented in Quadrants 2 and 4 compared to the UK population and local government middle managers show a similar pattern of representation when compared with UK Managers. They are under represented in Quadrant 3, where managers, councillors and especially the UK population score much higher.
- 4 When we look at the Function pairs local government middle manager population are over represented in columns 1 and (especially) 4 when compared to the UK population. They are under represented in columns 2 and 3. They show a similar pattern of representation when compared to UK managers.
- 5 When looking at the temperaments, local government middle manager population are over-represented by NTs and under-represented by NFs, SJs and SPs when compared to the UK population.

table A2.3

understanding the patterns

The differences in type between the various groups described above in points 1 to 5 are further interpreted below. All data and analysis is based on the figures in Table A2.2 unless otherwise stated.

1 The greater prevalence of ISTJs, INTJs, INTPs, ENTPs, ESTJs, ENFJs and ENTJs than in the UK population

The ESTJ type, of all the Sensing types, is the one most closely associated with leadership with a down to earth approach; likes setting clear measurable targets; and seeks leadership directly and takes charge quickly.

The ISTJ type is an important leadership type – delivering leadership through:

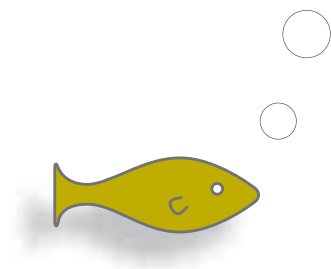
- thoroughness and prudent planning
- careful structures
- clear targets and systems
- respecting traditional approaches
- building on reliable, consistent performance.

The ISTJ can be seen to be maintaining or improving the status quo rather than making a significant difference and impact in the community. It is more about managing the detail of complexity rather than leading change.

Five types with a greater prevalence of intuition in this group shows there is a preference for seeking the bigger picture and future possibility. They are more likely to want to build towards

a future state and will think about these things strategically and with a future focus. They will tend to pick up on trends and patterns more.

	thinking	feeling
Local government middle managers	84%	16%
UK population	46%	54%
UK managers	86%	14%
Councillors	67%	33%



The most common types appear in four corners of the type table. When discussing leadership these are known as 'Thinking-Judging' Leaders (TJs), or 'Logical Decision Makers'. They are described as 'tough minded, executive, analytical and instrumental leaders'. In the majority of organisations such behaviours are favoured.

Contributions from TJ Leaders:

- Readily take on leadership roles in whatever setting they are in
- Communicate their confidence in the viability and primacy of

focusing on logical outcomes

- Seen as confident, in control, and able to implement decisions quickly and effectively
- Can easily impose a local organisational structure in a situation with the goal of effective problem solving
- Get to the point and stay focussed
- Appear calm, confident and self-assured
- Do not put off decisions, and implement quickly
- Seen as fair and consistent.

On the other hand, TJs may also be seen by others as hypercritical, too quick to judge and act, and tactless in their style of communication (which tends to be direct and to the point). Specific

Complaints from followers of TJ Leaders:

- Leaving others out of the decision-making process
- Speaking bluntly and don't allow for variation in rules
- Taking action before others are ready
- Deciding too quickly
- Focussing on task completion – "steamroller".

When comparing to the UK population there is one other difference that becomes more prevalent when looking at the table A2.3.

There is a big divide between the more logical, analytical, business-case driven world of managers and the 54 per cent of the UK population who are more concerned with the impact decisions have on people. This could mean that managers forget to notice the effect of organisational decisions of the people in their team. This could also come across as organisations or managers appearing not to care about the effect of decisions on their people. Thinking managers may not always communicate their feelings and ideas with others, not seeing them as important.

2 The greater prevalence of ISTJs, ISFJs, INFJs, INFPs, ESFPs, ESFJs, ENFJs, ENTJs than in the managerial population

Especially ESF types are more prevalent than in the managerial population, these are more focussed on helping others, customer service and would want their teams to focus on offering support.

Further differences are small and therefore it can be concluded local government middle managers are quite similar to UK managers.

table A2.4

	sensing	intuition
introvert	<p><i>thoughtful realists</i></p> <p>Local government middle managers 22%</p> <p>UK Population 39%</p> <p>Managers 20%</p> <p>Councillors 18%</p>	<p><i>thoughtful innovators</i></p> <p>Local government middle managers 16%</p> <p>UK Population 9%</p> <p>Managers 17%</p> <p>Councillors 14%</p>
extravert	<p><i>action oriented realists</i></p> <p>Local government middle managers 25%</p> <p>UK Population 37%</p> <p>Managers 30%</p> <p>Councillors 32%</p>	<p><i>action oriented innovators</i></p> <p>Local government middle managers 36%</p> <p>UK Population 15%</p> <p>Managers 33%</p> <p>Councillors 36%</p>

3 The greater prevalence of ISTJs, INFJs, INTJs, INTPs, and ENTJs than in the councillor population

Looking at the Thinking versus Feeling table above and the most prevalent types it becomes clear that there is potential for conflict between managers and councillors as their approach to problem solving and decision-making and communication will be different. Councillors will be more concerned with the impact decisions have on people.

In addition three out of the four corners are more prevalent. It means that managers are more 'tough minded, executive, analytical and instrumental leaders' than councillors, which just confirms what is expected in their role.

4 Fewer ISFJs, INFJs, ISFPs, INFPs, ESTPs, ESFPs, ENFPs and ESFJs than in the UK population

There are less SFs and NFs which suggests that local government middle managers appear to have less of an interest in values and the impact on people of their decisions than the UK population. It could suggest that those with SF and NF preferences are not attracted to a middle management position in local government.

5 Fewer ISFPs, ISTPs, INTPs, ESTPs, ENFPs and ESTJs than would be expected in the UK Managerial population

Especially the ST type seems to be less prevalent than in UK managers, this suggests local government managers are slightly less bottom line oriented (and more values driven) than UK managers.

6 Fewer ISFJs, ISFPs, INFPs, ESTPs, ESFPs, ENFPs, ESFJs and ENFJs than in the councillor population

SFs and NFs are found much more in the councillor population, they will contribute through customer service and ideals worth striving for as opposed to theoretical concepts; have as goals helping others and empowerment as opposed to mastery; have questions about who will it affect and how will it be communicated rather than what is the most relevant strategy. NFs are more likely to experience conflict when their values are ignored or crossed.

Councillors are especially more prevalent in the ENFP type, this type are keenly perceptive people of the world around them and insightful about the present and future. They need appreciative support from others and readily give it in return. They are innovators, initiating projects and directing great energy into getting them underway. They value harmony and goodwill.

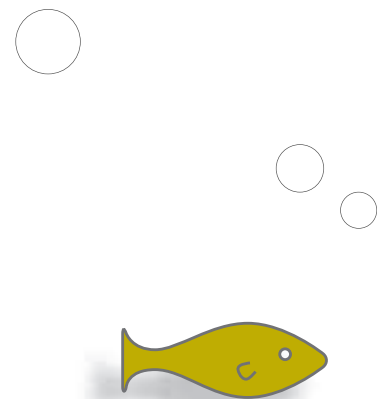
Middle managers could experience conflict with councillors where managers would tend to take on the role of monitoring policies and procedures, efficiency and bottom line. Or they would come up with theoretical concepts and strategies, principles, models and simulations, thus being 'in the way' of the more value and people oriented councillors.

7 Over representation of local government middle managers in Quadrants 2 and 4 compared to the UK population. Local government middle managers show a similar pattern of representation when compared with UK Managers.

In table A2.4 this conclusion is further illustrated.

This suggests that local government middle managers are, like UK managers, more likely to be thinking 'bigger picture', are future focused and more likely to be Extravert in doing that.

The EN quadrant is very significant for local government middle managers and UK managers, compared to the UK population. Where there is a preference for the UK population not to want to change things just for the sake of change the managers seem to be saying that that is their primary purpose. Not necessarily change for change's sake, but more that they have been appointed to bring about improvements.



8 Under-representation of local government middle managers in quadrant 3 (see table 2.4), managers, councillors and especially the UK population score much higher.

This suggests that local government middle managers are less likely to be focussed on practical action and results and are less likely to thrive on working on implementation and getting things to run more effectively and efficiently. There is more likely to be people with a preference for practical action and wanting to 'just do it' in the other samples, and especially in the UK population.

This is an area where local government middle managers as a group differ from the group of UK managers as this last group is more likely to be action oriented and focussed on results and implementation than local government middle managers.

Middle managers could experience conflict with councillors and the public who might expect them to 'just do it' rather than coming up with big picture ideas with a focus on the future.

9 Over representation of local government middle manager population in columns 1 and (especially) 4 when compared to the UK population. They are under represented in columns 2 and 3. They show a similar pattern of representation when compared to UK managers

The four NT types are all over represented in our sample, sometimes called the Rationalists, and tend to focus their attention on broad concepts and issues and are quite at home with idealistic, complex structures. They tend to focus on the more distant global macro issues. They are somewhat visionary and innovative in finding and solving new problems and creating new goals.

10 When looking at the temperaments, local government middle manager population are over-represented by NTs and under-represented by NFs, SJ and especially SP when compared to the UK population.

SPs thrive on situations where the outcome is unknown, in situations where they are free to act. They like to vary their work patterns and get bored easily when not confronted with new things and crisis. They are resourceful and risk taking. Their leadership style is that of trouble shooter, negotiator and fire-fighter. These are found more in the UK population than in local government middle managers.

The group of middle managers who attended the IDeA Future Leadership Programme have MBTI type scores different from those that would have been expected from the frequencies found in the UK population as a whole, and in the UK manager population, as identified from previous studies.

As a group, when interacting with the UK population the major differences are in where they base their judgement on when taking decisions (thinking feeling) accessing and trusting where they get their data from and how they use it (SN); and in their attitudes to initiating and managing change.

As local government middle managers seem to be quite similar to UK managers on the basis of our current data sets it seems to make sense not to pursue any further research dedicated to local government middle managers. It could be interesting however once more data are collected on UK managers and local government middle managers to repeat the analysis in this report.

note 1 UK population

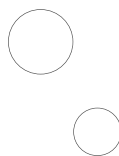
In 1996, OPP commissioned the Office of National Statistics to collect data, including responses to the MBTI Step I questionnaire, from a representative sample of the UK population. The sample consisted of 1,634 people living in the United Kingdom. 748 (46 per cent) were male and 865 (54 per cent) female. 94 per cent of the sample was white and 6 per cent came from other ethnic groups. Ages ranged from 16 to 65 years with 50 per cent aged between 30 and 50. The sample included people of all educational levels. 69 per cent were currently employed, with 40 per cent at supervisory/first level management or above. A wide range of industry sectors was represented. Source OPP Ltd

note 2 manager population

Based on Curd, J., Dent, F., and Carr, M, *Development Challenges: Looking at the Future*, Training Journal, pp 36-39, January 2005. However the data sets were revised to exclude our sample of local government middle managers from the total of UK managers.

note 3 councillor population

Green, M. (2007) *Politicians and Personality, a councillor's guide to understanding difference working more effectively getting your message across*, IDeA, 2007.



future leadership programme

The Future Leadership Programme addresses the role of leadership in changing organisational cultures. Its main principle is to ensure that local government and partner organisations can create sustainable solutions for sustainable communities. It is aimed at:

- ambitious middle managers working in councils in England
- managers in the fire and rescue services who want to be at the forefront of modernisation and efficiency developments
- members of local strategic partnerships (LSP) or similar partnership arrangements.

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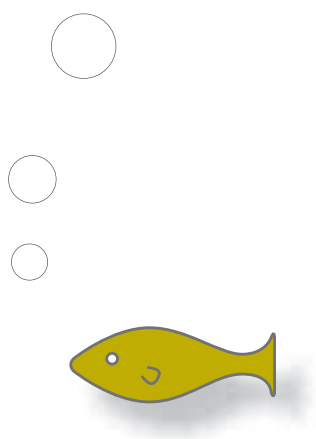
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The Local Government Association is the national voice for more than 500 local authorities in England and Wales. The LGA group comprises the LGA and four partner organisations which work together to support, promote and improve local government.



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