

## NR534 Leadership Styles and Personality Types\_Impact on Communication B

### **Part 1: Individual**

Identify your leadership style and personality typology using the following instruments:

**Blake and Mouton Managerial Grid: Leadership Self-Assessment Questionnaire:** <https://www.bumc.bu.edu/facdev-medicine/files/2010/10/Leadership-Matrix-Self-Assessment-Questionnaire.pdf>

After completing the Blake and Mouton questionnaire results, my leadership style results show people 7.4 / task 6.8, which axis meet as a team leader.

**Personality Typology Profile:** <http://www.humanmetrics.com/personality/type>

**How would you communicate with someone who has an opposite type as you and with whom you are in conflict?**

### **Part 2: With Your Group**

Suppose your group is an ad hoc task force charged with finding a solution for reducing call-outs by staff. Based on what you've learned about the communication attributes of each other, create a scenario that depicts how you envision communication and collaboration on this project among this group. Discuss what considerations might be taken based on how the different members give and receive information.

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**Personality Typology Profile:** <http://www.humanmetrics.com/personality/type>

My personality typology profile is: Introvert (9%) Intuitive (41%) Feeling (12%) Judging (16%) **INFJ**. Based on Jung, 1971 and Briggs, 1980 personality type profile:

- the first letter in this acronym deals with the persons' general attitude,
- the second letter deals with how the person can perceive,
- the third letter deals with one thinking process
- the fourth deals with how the person handles situations by how they deal with information processing.

As an INFJ introverted intuitive part, my typology profile relies on what the inner feelings are receiving before processing the information and looking at how the giver is delivering the information before making a statement. I live off of self and others' emotions and attempt to express or vent real feelings behind closed doors, not to hurt others' feelings when in a conversation. I can look at the information given and rely on internal experience before deciding what is being presented. It is essential to gain all of the facts before concluding a conversation or project, which may come across as being disconnected from the exchange or person.

As nurse managers and directors, we are the front-line connection to the executive and administrative team. Donohue-Porter et al. 2019, write that this connection can be achieved through collaborative communication and successful nurse retention through leadership theory. As leaders, it is crucial to know your strengths and weaknesses to help develop necessary skills in becoming a successful leader. It is essential to be accessible and visible to your team, making communicating with the team feel less tense and like they can approach you and be heard. It is vital to be authentic and trustworthy, which helps develop relationships with your direct reports. Forming a sense of having your team's best interest and the organizations are essential skills needed for success in a leadership role. In a research study of undergraduate students, DeVries & Beck 2020, Rezler & French 1975 found that most healthcare professions indicated more significant percentages in feelings vs thinking and judging versus perception, indicating qualities for human contact and caring for others.

**How would you communicate with someone who has an opposite type as you and with whom you are in conflict?**

Professor and Class,

As a leader, when you conflict with someone, it is crucial first to gather your own emotions. Also, you will have multiple times to conflict with others, peers, colleagues, and reports. Conflict scenarios are not always a bad thing. They can sometimes be informative, but just a

misunderstanding from what was heard. The key in a conflict situation is how you handle the interaction. The next step is trying to take the conversation to a private environment like an office or step into a room where there are no other onlookers. The third step is giving the person (sender) your (receiver) undivided attention. Allow the person to explain their story (message) fully. Once the person has completed their side of the story, repeat (decoding) by stating, "what I heard you say is .....(translating), which allows the sender to correct any portion that may have been misunderstood. Then the receiver can give feedback on the story to help the person understand where correction is needed or if there was a misunderstanding in the interaction. When communicating, there are multiple instances where communication can go wrong due to different personalities, high-paced environments, or cultural differences are at play. The leader needs to develop the skills necessary to handle conflict and manage others. The leaders' first step is knowing oneself and finding strengths and weaknesses that help build skills for communication with others and deal with conflict. When handling conflict at times, these episodes can be brutal and heated, which can both parties say things that can be hurtful. Sherman 2020 writes that leaders must develop skills of self-management which deal with three key components:

- Self-knowledge What are my strengths and values? How do I get things done? Where do I belong?
- Emotional Intelligence the ability to monitor emotions, control responses to personal feelings quoting Goldman's, 1990 4 components (self-awareness, management, social awareness, and relationship management)
- Resiliency – leaders view difficulty as challenges

Discuss the dominant leadership style and personality type of each group member and compare the similarities and differences related to the steps of the communication cycle/feedback loop.

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### References

- DeVries, D., & Beck, T. (2020). Myers-Briggs Type Indicator Profile of undergraduate therapeutic recreation students . *Therapeutic Recreational Journal*, *LIV*(3), 243-258.  
<http://dx.doi.org/10.18666/TRJ-2020-V54-I3-9510>
- Donohue-Porter, P., Eckardt, P., Prottas, D., Rondello, K. C., & Silberstang, J. (2019, December). A bridge to leadership communication success: Impact of leader-member exchange on nursing administrative relationships. *Nurse Leader*, *17*(6), 546-551.  
<http://dx.doi.org/10.1016/j.mnl.2019.02.006>

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## **Version 2**

### **Part 1: Individual**

Identity your leadership style and personality typology using the following

instruments: Blake and Mouton Managerial Grid: Leadership Self-Assessment

Questionnaire:

<https://www.bumc.bu.edu/facdev-medicine/files/2010/10/Leadership-Matrix-Self-Assessment-Questionnaire.pdf> (Links to an external site.)

Personality Typology Profile: <http://www.humanmetrics.com/personality/type> (Links to an external site.)

Discuss the dominant leadership style and personality type of each group member and compare the similarities and differences related to the steps of the communication cycle/feedback loop.

Teamwork is essential for any type of effective leadership style and something that I personally prioritize. Additionally, communication is key to any relationship but specifically that in a workplace. Relationships are formed through communication and often share a common history, as well as values and beliefs.

Effective leadership is based upon ideas, but won't happen unless those ideas can be communicated to others in a way that engages them enough to act as the leader wants them to act.

After taking the Blake and Mouton Manager Grid (BMMG): Leadership Self-Assessment Questionnaire, the leadership style that was identified for myself was that of "Team Leader". In reading the description provided, this questionnaire explains that this style is a person who leads by positive example and values relationships upon the team to effectively reach goals (BMMG, 2019). I felt as though this was very accurate for my own leadership style. Personally, I feel as though encouraging staff to want to do better and be the highest version of themselves can be one of those most efficient and effective ways to lead. In doing so, this promotes interdisciplinary communication, positive atmosphere and shared governance among staff. Additionally, leading with this style allows staff to feel included and well-respected.

The personality typology from Human Metrics has identified my personality typology as ENTP. E is for extroverted, N is intuition, T is thinking, and P is perceiving.

Extroverted can be defined as the direction of an individual's energy; introverts' source of energy comes from within (humanmetrics.com, 2018). Intuition means it is the method by which

information is perceived. Thinking is commonly referred to as how the information is processed. Thinkers mainly use logic to make decisions, not emotions. Lastly, perceiving, describes how the information will be implemented. Perceivers are more likely to improvise or “think outside the box” for solutions (humanmetrics, 2018).

Reference:

Blake and Mouton managerial grid leadership self-assessment questionnaire (BMMG). (2019). Retrieved from <https://www.bumc.bu.edu/facdev-medicine/files/2010/10/Leadership-Matrix-Self-Assessment-Questionnaire.pdf>

## **Part 2: With Your Group**

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### **Group discussion**

It has been interesting to read and learn everyone's leadership style and personality types. It was not surprising that we all fell into the team leader category. It was also not surprising that everyone except Tiffany and I are extroverts. Those in leadership roles tend to be extroverts. Working together on a team, it is important for me to remain open and approachable. I know that when I am around new people I sometimes come across standoffish or snobby as I am very quiet initially or in large groups. I like to sit back and take everything in before getting involved. Everyone except Laura is typed with feeling, she is more thinking. She may need to rein our emotions in when working in this group. It is very important to have a mix of personalities in a group to motivate and diversify the ideas (McFarlin, n.d.).

McFarlin, K. (n.d.). Importance fo different personalities in a workplace. *Small Business Chronicle*. Retrieved from <https://smallbusiness.chron.com/importance-different-personalities-workplace-10733.html>