Personal Profile Analysis

ENGR 408 – Leadership Principals

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Introduction

Understanding and defining one's personality strengths is a pivotal activity in honing one's leadership skills in engineering. In beginning my own analysis of myself, before I began to take the personality tests, I emailed my closest friends and immediate family to evaluate specific personality traits. Some of these traits included their perception of my interaction in groups, how well I interpret emotions of those around me, and other characteristics in tests such as the Keirsey personality assessment of the Jung Typology test. Through my understanding of now my friends and family view my interactions and comparing that with known personality assessment tools, in this paper I will delve into what specifically drives me as a person. Then I will show how I can tap into my strengths and become more aware of my vulnerabilities to develop into a better leader in both my personal life and in a professional engineering environment.

Personality Typecast

Friends and Family

First, I contacted my parents and explained the project assignment to them. I asked them to evaluate my personality on the four principals of the Jung Typology test to compare how well the multiple-choice test really maps onto the personality I project to others. My father's email indicated he believes I am an INTP personality type. "Matt's study habits, especially in high school, always landed him in his room, with the door shut and very quiet. I think the only way he can relax is keeping to his self, and minimizing the amount of 'traffic' in his life." I found this quote interesting, as all other interviews with my best friends, and other immediate family placed me as an extroverted personality. This may be because my interactions with my father have been very business-like and not very social. My mother, on the other hand, believes I am an ENTJ personality type, and said of my introversion versus extroversion trait, "Matt is definitely an extravert. I am sure he has internal thoughts and ideas, but they are always being related to the external world...In preschool, he was very outgoing in many ways. He would be in the center of whatever activity was happening. He actually had a difficult time allowing others in the center of attention." My mother's response was the polar opposite of my father's depiction of my personality. This may come from my more social attitude with my mother. Sometimes our personalities mold to the people we are around to better relay information with that person. My brother, who I am very social with, scored my personality as an ESTP personality type. He was very adamant that I am much more of a perceiver than a judgment-oriented personality type because, "Rather than have a method for everything, you assess situations and go about each

one in its own way. You don't brush something off as the same thing at first sight, you wait until you have seen it for what it is."

As well as contacting my immediate family, I obtained responses from close friends of mine. A girl, that I am currently in a relationship with, scored me as an ESTJ, which was very similar to my brother's evaluation. On her difference between judging and perceiving she wrote, "Matt looks at a situation for what it is, and what he wants out of it. He is very much a 'results-oriented' type of personality whether it is about working in teams on his homework, or whether his friends show up on time to dinner. He has certain expectations of every situation's outcome and really dominates the situation with his personality when he sees the situation falling off course". I found it very interesting that my brother, the male I probably socialize the most with, and the female I spend the most time with have different feelings for who I am as far as that personality trait is concerned. There is a common denominator, however, in each of their points, which is that I am really goal-oriented. In fact, after reading all of my emails from friends and family alike, as well as phone conversations with my grandparents, this common theme of my personality became very evident.

For a tabulated names interviewed, relationship, and personality classification please refer to *Table 1.* The table and figure below illustrate that only in the judgmental personality versus the perceptive personality was there only a small difference in the decisions in both electronic tests and friends and family in the my life. Extraversion, intuition, and thinking are all statistically substantial traits that are that I convey to most people I meet.

Table 1 – This table breaks down individuals and their relationship with me, and the personality typology chosen to most accurately describe my personality. I also include the results of both the Keirsey and Jung personality assessments.

Name	Relationship	Age	Years Known	Typology Chosen
-	Mother	49	20	ENTJ
-	Father	54	20	INTP
-	Brother	16	16	ESTP
-	Grandfather	79	20	ENTP
-	Grandmother	78	20	INTP
-	Uncle – Father's Side	41	20	ENTJ
-	Grandfather	82	20	ESTP
-	In a relationship with	19	<1	ESTJ
-	Best Friend	20	17	ENFP
-	Roommate	21	2	INTJ
Keirsey Personality Assessment				ENTP
Jung Typology Test				ENTJ

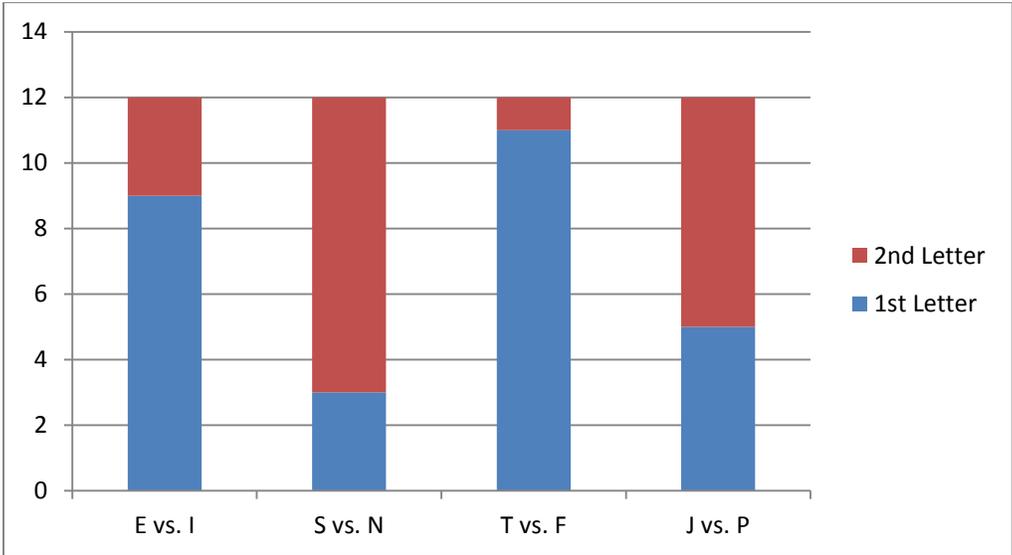**Figure 1 –** This figure illustrates the differentiation in response of both personal assessment and the tests assessments. The way the graph is configured is the blue is the first letter of the two choices below the bar, (i.e. in E vs. I, E is blue and I is red, in the graph). Statistically, the best combination of responses is ENTP, the response of the detailed Keirsey Personality Assessment.

Keirsey Personality Assessment

After I accumulated a wealth of personal knowledge and really started to become self-aware of my personality, I began to take the Keirsey Personality Assessment. I answered the questions with a very intuitive and reduced bias in my answering sequence by ignoring assessments I had previously gathered. The Keirsey placed me in the group of personalities called the "Rationals" which captured all personality types that include the intuition and thinking traits of the Jung Typology test. This assessment aligned not only with my family and friends' opinions of me, but of my own opinions of myself. I really do believe that my personality drives me to understand how a system works and work to improve it. The test more acutely placed me in the "inventors" personality that includes the extraverted personality trait and the perceptive personality trait.

I personally believe that the Keirsey assessment nailed my personality; I am very much a "rational" thinker. I think my deepest-seated defense mechanisms in life are to rationalize my fears when I feel threatened. Rational thinkers, according to Keirsey's website[1], "have an insatiable hunger to accomplish their goals and will work tirelessly on any project they have set their mind to." I find this accurate of myself; in pursuit of my goals I can be relentless. I may sometimes neglect my schoolwork, and I think my parents or friends may question the level of my persistence in accomplishing my goals. I really believe that when I am passionate about something, whether it is working at the local radio station to improve my show, or a design project I really have interest in, I go above and beyond to do my absolute best. The Keirsey website does not explicitly

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[1] About 4 Temperaments: The Rationals,
http://www.keirsey.com/handler.aspx?s=keirsey&f=fourtemps&tab=5&c=overview

present the drawbacks of my second category, the Inventor attitude, but implies that my personality type does not do well with monotonous tasks; however, sometimes I feel such tasks calm me. Overall, I feel as though the Keirsey Personality assessment accurately portrayed, on a high level, my personality type.

In leadership, being an Inventor has many positive qualities. In my opinion, leaders with very innovative mindsets are people chosen to lead large companies today. Companies like Apple and Google fill the headlines with press releases about new innovative technologies that stretch the boundaries of what products previously could do.

Out of all leaders, the inventors "can be engaging conversationalists, able to express their own complicated ideas and to follow the ideas of others. When arguing issues, however, they may deliberately employ debate skills to the serious disadvantage of their opponents."[2] This really exemplifies how I work and manage groups. I believe I work with high-level concepts and designs and try to make my group excited about where we can take the design, how we can improve it, and how ultimately we can make an impact. As an engineering leader, my technical skills may not always be comparable to those around me, but I have communication and visionary skills that are associated with the Inventor personality type, and can leverage these traits to enhance my leadership skills.

Unfortunately, this kind of personality could hinder my leadership qualities when I over fantasize about future endeavors and inadvertently miss the larger picture of the present. In my own experiences working at a small company, I found that wanting to

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[2] About 4 Temperaments: Rational™ Portrait of the Inventor (ENTP),
http://www.keirsey.com/handler.aspx?s=keirsey&f=fourtemps&tab=5&c=inventor

improve and change designs had ramifications that I did not foresee. Sometimes you have to be able to say something is "unfixable", and like others of my personality type, I find that very difficult. I think grounding myself in reality when leading groups will allow me to utilize my personality for results, without losing sight of my group's time, resources, and deliverables.

Working in a team-based environment with a member from each of the other three of personality types, a Guardian, an Idealist, and an Artisan, interaction might be difficult at times, but constructive to the final outcome. I believe one of my larger issues would be innovating current processes if a Guardian personality were concerned with maintaining tradition, even if at the cost of inefficiency.

I believe, however, than rather on dwelling on an issue like that, we could combine our strengths to maintain a checks-and-balances type of system. A proponent of change like a Rational might benefit from a Guardian overseeing changes and challenging their worth. Conversely, I believe an Idealist would actually work well with a Rational thinker as myself without much effort involved. An Idealist generally works to inspire, and inspiration for improving dynamics within a team or on a project not only requires time and resources, but the backbone of inspiration. If a Rational can excite an Idealist about an idea, there is a very deep well of potential ahead of the group. Fostering strong relationships in a leadership environment with an Idealist might be very beneficial for realizing the full potential of an idea, and for others to adopt the same passions for the idea.

Interacting with the Artisan might be a challenge for a Rational as they think differently. Artisans are detail-oriented thinkers in engineering, whereas the Rational

thinker might be more systematic high-level thinkers. This relationship will actually benefit the two because they are complementary thought types. A Rational and an Artisan working in compliment to each other can magnify the benefits of high-level ideas by working from specific details to physically realizing these concepts.

It may seem idealistic to project all the personality types complimenting each other in a team. I project that the Rational high-level systematic approach is checked by a tradition oriented Guardian, with the idea promoted by an Idealist, to finally be sculpted and made into a finished project by an Artisan. Nevertheless, I believe at some level, any working team is like a machine, and each of these personalities plays a vital role in the functioning of the team. If the machines' interfaces are not working correctly or the group members are not communicating with each other, then leadership skills to understand at a bare bones level what makes every member tick are needed. From the utopian example of the team of the four personalities, no personality specifically suits you to be a leader; a true leader emerges as the person who understands how each of the personalities meshes and can keep channels of communication between uncommon mindsets and values flowing freely and productively.

Jung Typology

Table 2 – This table illustrates my results from the Jung Typology test from www.humanmetrics.com.

ENTJ			
Extraverted	*Intuitive*	*Thinking*	*Judging*
22%	25%	12%	1%
"slightly"	*"moderately"*	*"slightly"*	*"slightly"*

As illustrated by Table 2, my Jung Typology test taken at the Human Metrics website was close to my results from the Keirsey, especially since the only letter that changed was my judging over my perceptiveness, which according to the percentages was only by slight margin. Human Metrics more quantitatively allowed me to see results that show my strong intuitive nature, where I might be more on the fence between judgment and perception. Going back to my email interview with my mother, she believes the differentiation between my judging qualities and perceptive qualities are much higher, "He works better and has better results when the deadline is close. I do feel that he can multitask but becomes stressed over it and does not like to multitask. This stress is relieved with the methodical thoughts he uses to perform his tasks." My mother's belief of my task-oriented nature, and methodically working through one task at a time is something that, although may not have expressed itself in the online tests, is truly engrained in my personality. Moreover, Judgers have this kind of task-oriented nature more often than do the much more relaxed nature of the Perceivers[3].

The true tests I took from the Keirsey to Human Metrics' Jung Typology test really reiterated much of what I learned. I am most likely a Rational thinker, and very borderline between an Inventor personality and a Field Marshal personality that I believe I can leverage my strengths of organization and results-based work of a Field Marshal to drive teams, as well as the innovate Inventor personality to help inspire my team to move forward.

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[3] "Judging or Perceiving", http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/judging-or-perceiving.asp

Emotional IQ

Easily the most surprising aspect of this assignment to me was my poor performance on the Emotional IQ test, as illustrated in Figure 2. This was no surprise to my friends and family around me, however. The test results reported that my emotional intelligence is "not extremely good" and is something I am desperate need to improve.

Snapshot Report

Self–report Component
Subscale IQ score = 93
Subscale percentile = 34

55   100   155

93

According to your self–report answers, your emotional intelligence is not extremely good. People who score like you do feel that their ability to understand and deal with their own emotions and those of others is just barely acceptable. Emotionally intelligent people have an easy time overcoming difficulties in their lives and they are generally able to control their moods. It's easy for them to motivate themselves to overcome obstacles and reach their goals. In addition, they find social interactions to be quite easy and fulfilling, for several reasons. They are comfortable allowing themselves to get close with others, and feel comfortable being vulnerable enough to establish intimacy. They also report having an easy time offering support to others; likely due to an empathetic nature and a solid ability to offer advice. Perhaps by working on your problem areas, you can become more confident in dealing with your own emotions and those of others.
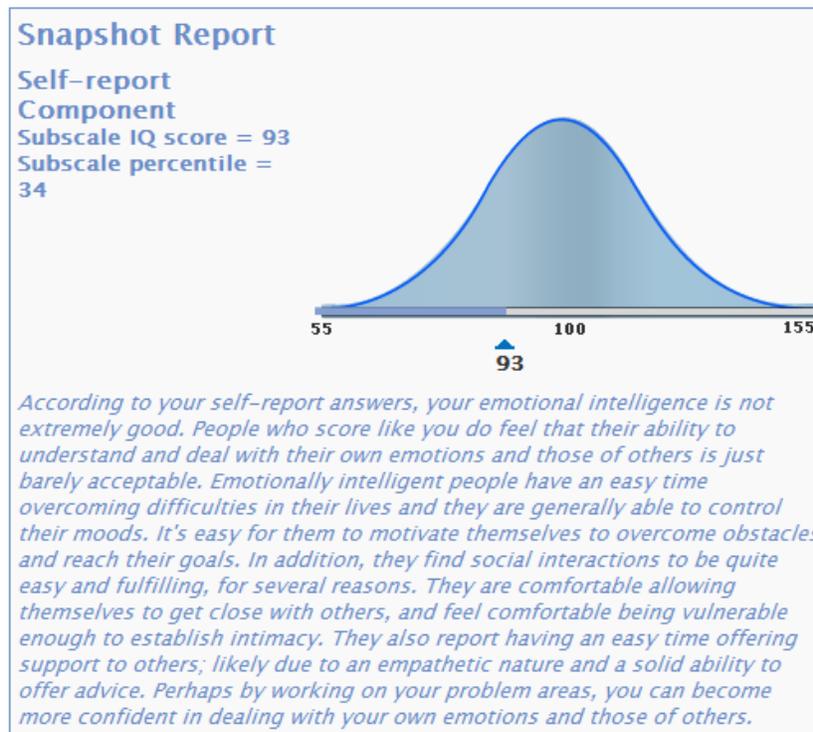
Figure 2 – This figure is the Snapshot Report from Psychtests Profile of my emotional intelligence and gives the simple report, without purchasing the full evaluation.

Understanding my fellow workers in a team environment is essential to leading others. I do not believe that my low score was wholly because it was a computer test. Even in my interview via email with my mother she noted, "If Matt has a goal in mind he strives for it and even if he callous toward others to achieve his goals he is and it doesn't affect him. He does not let anyone or any emotions stop his process of achieving his goals." This personality of setting emotions aside to achieve results may look good on paper,

but in the long run does not allow the fostering of strong working relationships that can really allow for positive results to be seen over a long period of time from a team I lead. And through learning this both from the test, and from my friends and family, I have gained a strong self-awareness of my yearning to succeed even if I set aside the emotions of both myself and others, which can be very dangerous.

To be a better leader I need to leverage my goal-oriented personality to compliment managers who are more people-oriented who may sometimes overlook goals and deadlines to satisfy their workers. I believe that in the future, I need to hone my abilities to work with people and their ever-changing emotions to better utilize my strengths to make those who I lead more goal-oriented, without losing my personal touch. That will be a challenge; however I have a lot of time and practice ahead of me in both school and in the work environment to overcome my cold goal-drive personality to raise my emotional IQ. The importance of my awareness of this weakness is pivotal so I can deal with it in leadership situations, and I can step back and evaluate of myself on if I am asking too much of my team and not considering them as people, but merely as workers.

Fox vs. Hedgehog

On a deep level, I believe that the fox versus the hedgehog debate is rooted in whether you are a jack-of-all-trades or a master of one. From my studies, I have found that Jim Collins seems to be much more biased towards the hedgehog, which may be on the overall a better personality type to be; but I really view myself as a fox. In a

definition by the New York Times' author Nicholas Kristof[4], "Hedgehogs tend to have a focused worldview, an ideological leaning, strong convictions; foxes are more cautious, more centrist, more likely to adjust their views, more pragmatic, more prone to self-doubt, more inclined to see complexity and nuance. And it turns out that while foxes don't give great sound-bites, they are far more likely to get things right." From this perspective, I believe I am much more of a fox. I seem to gather conceptual backgrounds from many different schools of thought, and though I never feel to be an expert of a specific knowledge, I feel like an expert of work with combining different systems to work well together.

My internship this summer was as a systems engineer and my role was to collaborate with experts in each mechanical component and work to integrate these components into a larger system framework. I believe my skills were greatly utilized as I was much better at understanding where a component fit into the system, than analyzing a specific component and all of the nuances of the specific equipment. I believe even in life, I work well on high-level thought and use caution and my understanding of complexity to move slowly and correctly in all that I come across in my personal life and career. This, undoubtedly, makes me a fox.

Passion and Core Values

My truest passions in life, despite what my emotional IQ test might indicate, are the relationships I hold with those around me. Whether it is work, school, or on my own

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[4] Nicholas D. Kristof, "Learning How to Think", *New York Times,*
http://www.nytimes.com/2009/03/26/opinion/26Kristof.html?_r=1

personal time, finding people I connect with and can depend on are of the utmost importance to my happiness in a job or in life. I also place value in holding commitments to people, and following through on what I have promised to do. I lastly place value in sustainability, in the highest-level meaning of the word, I believe what I or a company I would work for should always strive to be sustainable environmentally, socially, and financially.

And as I previously mentioned, my passion to work well with people and deliver on commitments really may fall back to my interview with my mother. She really felt that I have worked diligently my whole life to be a people pleaser. She said that I would "find out exactly what people want, and want to give it to them" which may not always be the best thing to do, but it is a personality habit I have developed over time that I can leverage as one of my deepest passions. I do my best in a job, because I am very much passionate about making those who I interact with as happy with my work as possible. I am also very passionate about energy conservation and making a long-lasting impact on energy consumption wherever I work.

From the Jim Collins video, I believe my passions and core values are very much well-aligned, this can be derived from my Rational personality where I am very goal-oriented. Inherently passionate about working towards something I value. The circle Jim talks about "being the best in the world at" I am not sure of just yet. I have just recently ended my teenage years, and have a lot of learning ahead of me. I do believe I can be the best in the world at qualitative things such as delivering on promises on time and with the highest user satisfaction, which is derived from my values and passions. I cannot definitely say that I can be the best in the world at manufacturing turbine blades,

though. Again, I believe it is a key concept to understand and find out what is in these circles sooner rather than later. I also do not believe, though, that I am within the realm of placing myself definitely on the track to be world-class in any market at such a young age. I might have potential, but my "fox" cautiousness of personality tells me that I should not speculate without just reason.

In the future, if there were a juxtaposition of values in which my company and I did not agree, I would reevaluate the continuation of my employment with the company. I cannot honestly say that I would quit if money was tight, but I would certainly take less money to work for a company whose values aligned with my own. Work is a large part of anyone's life in the United States after they graduate college, and although it may not always feel enjoyable, you should at least feel as if the work you are doing serves you core values well, and feeds your passions.

Quitting would be a last resort, as I would first consult with my peers and superiors within the organization and share my concerns I would explain where my values are not in line with the company's, and to see if change could be made. In a smaller company, with the right leadership, I believe this could happen. But sometimes within a larger company, culture changes are far too difficult and I would probably find myself in search of new employment that better suited my value system.

Conclusions and Reflection on the Assignment

This assignment drew attention to some points I was aware of. Learning more specifically how my personality fits into a work environment, and contemplating meshing with other personality types was a very interesting and eye-opening exercise. I believe that unveiling my Rational personality that borders between Field-marshal and Inventor

types gives insight into my leadership style. This insight can be used to leverage my strengths to produce results.

I believe that my "fox" attitude can be an issue in some sense, because my intuitions caution me away from taking risks. I believe that knowing my nature, I can balance my fears to pass along critical judgments of designs and projects long before they become outstanding problems. A "fox" can play a key role on a team with "hedgehogs" with their specific knowledge bases and solid convictions to move forward. I also think in some respects my "fox" assessment might be slightly contradictory with my personality typecast of the Rational as the "fox" might drag their feet on projects due to caution. I believe I experience these cautions, but leverage them to fine-tune my works to the best of their abilities and new submit work unless thoroughly worked through.

Lastly, I really believe I have much work to do on improvement of my emotional IQ. My score really indicated that my mindset is focused on results, and not on interpreting others' emotions. This is something I can pinpoint as a hole in my leadership skills and can leverage my strength of diligence to work on improvement of these abilities.

Conclusively, I feel much more in touch with my personality on many levels. More importantly, I feel very educated on how inter-personalities communications may be difficult and how to influence these interactions by using assessments based on the Jung Typology test indicators to improve these lines of communications between different personalities.