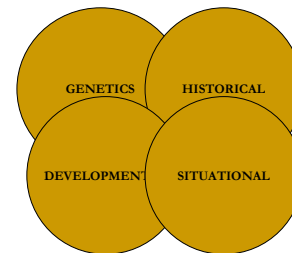


The Role of Personality in Managing Conflict - A Model for Resolution Part A

Sondra VanSant, LPC, CCMHC
303 Parkview Crescent
Chapel Hill, NC 27516
(919) 414-4336 - ssvansant@mindspring.com

ORIGINS OF PERSONALITY



- How important is knowledge of personality differences when managing conflict?
- If you need to write something, how important is it for you to know which is your preferred hand?

FOUR PRIMARY USES

- PERSONALITY CAN:
 - 1. be the CAUSE of conflict
 - 2. INCREASE THE CONFLICT
 - 3. INDICATE WAYS TO PREVENT OR ALLEVIATE THE CONFLICT
 - 4. Can help REACH A MORE EFFECTIVE SOLUTION

TODAY'S AGENDA

- Part A:
Fundamentals of some personality differences
- Part B:
Apply differences to conflict management so they **ENHANCE** the process

Carl Jung's Personality Types

Involves four pairs of opposites at work in our brains:

- EXTRAVERSION – INTROVERSION**
(two sources of mental energy)
- SENSING – INTUITION**
(two sources of information)
- THINKING – FEELING**
(two ways of making judgments)
- JUDGMENT – PERCEPTION**
(two attitudes toward the world around us)

- The environment in which I prefer to do my work is

EXTRAVERSION – INTROVERSION (Two sources of mental energy)

- | | |
|---------------------------------|-------------------------------|
| ■ Extraversion | ■ Introversion |
| □ Outer environment | □ Inner environment |
| □ Interaction and taking action | □ Reflection |
| □ Broad interests | □ Focus in depth on interests |
| □ Do → Think → Do | □ Think → Do → Think |

IN A WORK ENVIRONMENT

- | | |
|--|--|
| ■ EXTRAVERSION | ■ INTROVERSION |
| □ Like Variety and Action | □ Like quiet for concentration |
| □ Enjoy interaction | □ Enjoy focusing on task |
| □ Talk out problems | □ Think through problems |
| □ Develop ideas through discussion | □ Develop ideas through reflection |
| □ Learn by talking and doing | □ Learn by reading and reflecting |
| □ Interested in how others do their work | □ Enjoy working alone with few or no interruptions |

Which is your natural preference?

E OR I

SENSING – INTUITION

(Two sources of Information)
(i.e., Two ways of Perceiving)

- | | |
|------------------------------------|------------------------------------|
| ■ Sensing | ■ Intuition |
| □ Present/past oriented | □ Oriented to future possibilities |
| □ Factual and concrete | □ Inspiration/Insights |
| □ Verifiable | □ Patterns and meanings |
| □ Specifics/Details | □ Big Picture/Concepts |
| □ Orders information | □ Moves quickly to conclusion |
| □ Moves step-by-step to conclusion | □ Follows hunches |
| □ Wants practical applications | |

IN A WORK ENVIRONMENT

- **Sensing**
 - Focus on the immediate and practical
 - Collect facts related to the task at hand
 - Like a standard way of doing things
 - Draw on previous experience
 - Work in steady state fashion
- **Intuition**
 - Focus on something new
 - Start with the big picture
 - Trust their inspirations and insights
 - May overlook facts
 - Like to change ways of doing things
 - Work in bursts of energy, from inspiration to inspiration

Which is your natural preference?

S or N

■ DESCRIBE THE ELEMENTS OF AN IDEAL WORK TEAM.

THINKING – FEELING (Two ways of making judgments)

- **Thinking**
 - Evaluates using logic and analysis
 - Cause and effect reasoning
 - Seeks a logical principle
 - Focuses
 - Wants clear goal
 - Critiques to determine a better way
- **Feeling**
 - Evaluates using person-centered values
 - Seeks internal harmony or harmony between people
 - Empathic
 - Personalizes
 - Appreciates before critiquing

IN A WORK ENVIRONMENT

- **Thinking**
 - Want brief, concise discussion
 - In meetings, seek task involvement first
 - Can work without harmony
 - Firm-minded
 - want recognition for task well done when completed
- **Feeling**
 - Take time to understand impact on people and values
 - In meetings seek people involvement first
 - Work best in harmony with others
 - Make individual exceptions
 - Want appreciation throughout a task

Which is your natural preference?

T or F

Which statement is more natural to you?

- I have to get my work done before I can play.

- I can play anytime.

JUDGMENT – PERCEPTION

(Two attitudes toward the outer environment)

- | | |
|---|---|
| ■ Judgment | ■ Perception |
| <ul style="list-style-type: none">□ Likes things decided□ Organizes and plans□ Schedules with a focus on closure□ Sets goals□ Energized by getting things done□ Likes to avoid stress of last-minute decisions | <ul style="list-style-type: none">□ Likes options kept open□ Seeks to experience and understand through process□ Finds detailed plans confining□ Easily adapts and changes course□ Energized by last-minute pressures |

IN A WORK ENVIRONMENT

- | | |
|---|--|
| ■ Judgment | ■ Perception |
| <ul style="list-style-type: none">□ Works best when can plan and then follow the plan□ Naturally makes lists□ Dislikes surprises□ Decides quickly□ Dislikes reopening a decision already made□ Works with a focus on closure | <ul style="list-style-type: none">□ Works best with sense of flexibility□ Makes lists only if necessary or to know what could be done with enough time□ Stays open to experience□ Puts off decisions to consider more options□ Focuses on enjoying the process |

Which is your natural preference?

J or P

Which four letters have you selected?

E -- I

S -- N

T -- F

J -- P

Your estimate of your personality type _____

Beyond Personality Type 101

The four functions of Sensing, Intuition, Thinking, and Feeling are at the core of type.

E – I

S – N

T – F

J -- P

Most Frequent Order of Accessibility

ISTJ 1. Sensing (i) 2. Thinking (e) 3. Feeling (e) 4. Intuition (e)	ISFJ 1. Sensing (i) 2. Feeling (e) 3. Thinking (e) 4. Intuition (e)	INFJ 1. Intuition (i) 2. Feeling (e) 3. Thinking (e) 4. Sensing (e)	INTJ 1. Intuition (i) 2. Thinking (e) 3. Feeling (e) 4. Sensing (e)
ISTP 1. Thinking (i) 2. Sensing (e) 3. Intuition (e) 4. Feeling (e)	ISFP 1. Feeling (i) 2. Sensing (e) 3. Intuition (e) 4. Thinking (e)	INFP 1. Feeling (i) 2. Intuition (e) 3. Sensing (e) 4. Thinking (e)	INTP 1. Thinking (i) 2. Intuition (e) 3. Sensing (e) 4. Feeling (e)
ESTP 1. Sensing (e) 2. Thinking (i) 3. Feeling (i) 4. Intuition (i)	ESFP 1. Sensing (e) 2. Feeling (i) 3. Thinking (i) 4. Intuition (i)	ENFP 1. Intuition (e) 2. Feeling (i) 3. Thinking (i) 4. Sensing (i)	ENTP 1. Intuition (e) 2. Thinking (i) 3. Feeling (i) 4. Sensing (i)
ESTJ 1. Thinking (e) 2. Sensing (i) 3. Intuition (i) 4. Feeling (i)	ESFJ 1. Feeling (e) 2. Sensing (i) 3. Intuition (i) 4. Thinking (i)	ENFJ 1. Feeling (e) 2. Intuition (i) 3. Sensing (i) 4. Thinking (i)	ENTJ 1. Thinking (e) 2. Intuition (i) 3. Sensing (i) 4. Feeling (i)

DECISION-MAKING

