



Personality Function Pairs and their Effect on 360-Feedback Reports

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Introduction

"Leadership is having influence on others in a direction on purpose" - Keith Eigel

The goal of The Leaders Lyceum in Atlanta, GA has been to grow clients into effective leaders since its foundation in 2007. Leadership is made up of multiple characteristics: your age, your experience, your personality type, and many other factors. For this poster we will be focusing on the impact that your personality function pair (type of mind) has on your leadership effectiveness.

According to Jungian Type Theory, there are 16 individual, 4-letter personality types. Within these personality types there are 4 types of mind:

- Sensing Thinkers (ST) The "Analyst": These individuals are focused on concrete reality and utilize all data to create structure and efficiency.
- Sensing Feelers (SF), The "Helper": These individuals are detail oriented and then use this information in order to help others.
- Intuitive Thinkers (NT), The "Strategist": These individuals see possibilities and new solutions to complicated problems.
- Intuitive Feelers (NF), The "Idealist": These individuals see the connections between all things and work to make a difference in the world.

Current Study

The current study utilizes the Golden Personality Type Indicator and The Lyceum360 in order to test the connection between personality function pairs with perceived leadership effectiveness. The hypothesis for this poster is based off of leadership studies that were conducted at Ohio State University. These studies found that two independent types of behavior led to the most effective leadership: "Consideration" and "Initiating structure". These two behaviors are most similar to the SF function pair. Sensors are more likely than Intuitives to create structure through details and deadlines for their direct reports. Feelers are more likely than Thinkers to make decisions based on the impact on others.

Based off of this information we created this hypothesis:

Hypothesis: The SF function pair will score significantly higher than any other function pair on our 360 assessment.

Methods

Instruments Used:

- The Golden Personality Type Indicator is a 136 questions questionnaire that categorizes people's response to determine their personality type
 - Example Thinking vs Feeling Question: *A person's feelings should be criticized if they are irrational. [3 2 1 ? 1 2 3] should never be criticized*
- The Lyceum360 is a 360-feedback report that allows the client to better understand their own strengths and weaknesses inside and outside of the workplace through feedback from 8-50 raters.
 - This 360 report contains 10 different competencies
 - Example Listening Question: *"Gives full attention to conversations at hand."*

Sample:

- The Lyceum administers these assessments as part of their core curriculum
- 578 clients completed both assessments dating back to 2013
- **Data Organization:**
 - We conducted a literature review in order to determine our hypothesis
 - We compiled 578 personality assessments and 360 feedback reports in excel.
 - In R-studio we ran a Multivariate Analysis of Variance (MANOVA) with each person's type of mind and the 48 questions on The Lyceum360

Results

Results:

- We found that our hypothesis was not fully supported.
- On the Lyceum360, SF's scored the highest on 7 out of the 10 competencies and NF's scored highest on the other 3 competencies.
- We found significant differences between the types of mind on 40 of our 48 questions. Of those 40 questions, SF's scored the highest on 26 of the 40 questions.
 - For the 40 questions which produced significant differences, SF's scored significantly different than NT's on every question.
 - However, SF's never scored significantly higher than the second highest score.
- NF's were the highest score on 13 of the 40 items and were significantly higher than ST's on 25 questions

Discussion:

- Even though there are many aspects that go into one's scores on a 360, some aspects of personality do appear to impact 360 results.
 - F's scored significantly higher than T's on 35 of the 48 questions.
 - It appears Fs, specifically SFs garner the most positive affect from their raters. This finding comes the closest to confirming our original hypothesis.
- Significant differences are most likely found when comparing opposite function pairs (SF vs NT; NF vs ST).
- This study only analyzed the function pairs. Many questions may be more impacted by the E/I & Z/A global factors.
- It is important for those receiving 360 scores to not attribute their strengths and weaknesses solely to their personality but rather to who they are as a whole. This study uncovered patterns related to personality, but each person must pay attention to their own unique results for the greatest developmental impact.

Future Research:

- SF's scoring higher on most items of our 360 can mean multiple things. One problem could be that the 360 is biased towards the strengths of SF's. Future research should ensure that 360-feedback assessments account for the strengths of each function pair.
- The function pair is a multidimensional variable with two independent scales. We tested the variable categorically and therefore were not able to consider the strength of somebody's personality type. More advanced analytical strategies might be able to be used to look at these differences in more depth.

Results

