

## Class Output: Using Type with Leaders and Managers

In the class, Using Type with Leaders and Managers, participants were placed in Temperament groups (NF, NT, SJ, and SP) and asked the following questions:

1. What motivates you to show up and do your best work?
2. How do you most want to be rewarded and encouraged?
3. How do you most want to be corrected and criticized?

The following data are the responses from this exercise.

### NF

Motivation:

- Challenge
- Independence
- Mission/worthwhile activities/meaningful
- Aligned with values of organization (need potential for change if not)

Reward:

- End product accomplished/personal satisfaction
- ☀Sincere
- Personal affirmation/comments (public, verbal or written) from supervisor or peers
- Enjoy seeing others on the team getting recognized

Criticism:

- None
- Sincere
- Tell it to me constructively as I go
- One-on-one
- Privately
- Support for change
- Remember to include positive contributions with a thought to growth

### NT

Motivation:

- Challenge –something hard that others could not have done that makes a difference

Reward:

- Give more challenges
- More responsibility

Criticism:

- From someone competent
- Clear expectations
- We will figure out how to fix

## SJ

### Motivation:

- Money!
- Because I am the “go to” person to get the job done
- Making a difference—seeing results
- Not compromising values--integrity

### Reward:

- Time off (extra “given to us”) – demonstrates that our hard work was recognized by boss  
But—then we may not take the day off because we are too busy to leave work!
- Sincere thank you with specific details of good work

### Criticism:

- Like to be given a chance to correct
- Better have specific details
- Feedback in private
- How would you have done it?
- Better be prepared for a debate (if the accusation is that I was not following plans or orders if indeed I had been)

## SP

### Motivation:

- Interesting and fun work
- Active and changing
- Change of activity and scenery
- Keeps me engaged—keeps my attention

### Reward:

- Freedom
- Take me off the leash
- Let me work a flex schedule (or no schedule at all)

### Criticism:

- Tell me now—don't wait
- Be specific about what you want
- Let it go—let the past be in the past