



CADIA Capstone Project

Leveraging Myers Briggs for DEI Persuasion & Decision Making

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Myers Briggs Origin/Background

- *The [Myers-Briggs Type Indicator®](#) was developed in 1943 by Katharine Cook Briggs and her daughter Isabel Briggs Myers. Myers and Briggs were prominent pioneers of personality assessment.
- In 1975, they became the exclusive publisher of the [MBTI® assessment](#), which we continue to revise and update to enhance its validity and reliability, and global use.
- Today, the work of Myers and Briggs continues to have extensive and lasting impact on company culture, teamwork, management development, employee satisfaction and individual success.
- Utilizing the Myers Briggs personality assessment to help drive DE&I in the workplace and is the focus of this capstone project, and a method for having productive dialogue.



Isabel Myers (1897-1980) and her mother, Katharine Cook Briggs (1875-1968), developers of the Myers-Briggs Type Indicator® instrument

Project Framework



The framework of our capstone project provides a tool to leverage specific Myers Briggs Type Indicator (MBTI) Instrument Traits relative to persuasion & decision-making. The tool's purpose is to share DEI examples for each personality combination and how to approach the personality type of a leader/decision-maker in an engaging and inclusive conversations about DE&I in the workplace and foster a culture of belonging and psychological-safety.

This tool will support DEI champions in the workplace to:

- Approach difficult conversations with an open mind
- Understand how to view situations from other's perspectives
- Share and receive diverse perspectives in a safe and effective way
- Use collaboration to align the goals of the team
- Design agreements that build trust, commitment, action and common understanding

It is critical that conversations are held in a psychologically-safe environment (psychological safety is the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes).

CADIA



Persuasion, People & Personality – Quick Guide





- The **MBTI instrument*** looks at four aspects of our personality that combine together dynamically to capture the fundamental elements of who we are.*
- When it comes to **persuading and being persuaded**, two important areas are the information we prefer to use (**Sensing** or **iNtuition**, **S** or **N**), and our **preferred decision-making process** (**Thinking** or **Feeling**, **T** or **F**).
- Combining these two preferences means that each of us can be sorted into four categories: ST, SF, NT, or NF.
- It is our recommendation to utilize this to inform your approach.

Type	Do	Don't
S-T	<ul style="list-style-type: none">• Outline the pros and cons.• Provide facts and evidence.• Be clear and direct.	<ul style="list-style-type: none">• Be too personal or emotional.• Be logically inconsistent.• Appear to lack confidence.
S-F	<ul style="list-style-type: none">• Show that you are listening.• Use personal facts and personalised words and phrases.• Demonstrate loyalty.	<ul style="list-style-type: none">• Be dry and factual.• Ignore or dismiss detail, especially personal detail.• Appear to be impersonal.
N-F	<ul style="list-style-type: none">• Engage their imagination and speak to their values.• Show energy and passion.• Emphasise harmony.	<ul style="list-style-type: none">• Use too much detail.• Miss out the big picture.• Appear to lack passion.
N-T	<ul style="list-style-type: none">• Discuss the pros and cons of different possibilities.• Acknowledge their expertise.• Appear competent and expert.	<ul style="list-style-type: none">• Be too personal or emotional.• Lack focus or, when asked, evidence.• Use irrelevant detail.






*This is an excerpt from an [article](https://eu.themysbriggs.com) found on eu.themysbriggs.com **Persuasion, people and personality**

Posted 04 February 2016 by John Hackston Head of R&D at OPP

Myers Briggs Elements for Persuasion & Decision Making

Type	Personality Combinations	Description
	Sensing & Thinking	This personality type prefers facts and figures, less emotional anecdotes.
	Sensing & Feeling	This personality type relies on relationships and connections to make decisions.
	Intuition & Feeling	This personality type allows the decision maker to visualize positive outcomes, and how things would be if done properly.
	Intuition & Thinking	This personality type approaches decisions logically and objectively, while looking for new ways to approach challenge.

Getting DEI Buy-in

Type	How to approach	MBIT in Practice
	<ul style="list-style-type: none"> • Focus on facts from the business case. • Be short and to the point. • Be open and honest about common pitfalls of not implementing DEI correctly. • Share the possibility of the negative impacts on retention if not done well. 	<ul style="list-style-type: none"> • Your Sensing and Thinking leader will want to hear data regarding success that other companies have seen with DEI, they will not want to hear people's personal stories.
	<ul style="list-style-type: none"> • Always open with a "check-in" to get a pulse. • Present with personal stories and examples; create empathy. • Pause frequently to allow for input from the audience and listen carefully. • Use their name and your relationship to demonstrate loyalty and get the desired alignment and outcome from the presentation. 	<ul style="list-style-type: none"> • When presenting the need for psychological safety in the workplace, affirm that you are in a psychologically safe space, share a short video, and provide examples of how to create a psychologically safe workplace.
	<ul style="list-style-type: none"> • Tell stories and let them use their imagination. • Be enthusiastic about the possibilities. • Emphasize what "could be". 	<ul style="list-style-type: none"> • When approaching a manager about reviewing fair pay for all, outline how women and other marginalized groups would feel. • Show how this could change a company's reputation for being a great place to work.
	<ul style="list-style-type: none"> • Start with the big-picture, conceptual; support with facts. • Appeal by logic; offer options, discuss pros, cons and supporting data. • Appeal to the expertise (background and/or functional area) of the decision maker. 	<ul style="list-style-type: none"> • Tell an R&D executive that we want our employees to bring their whole selves to work (and generally that DE&I is 'the right thing to do'), and then show how diverse teams are more likely to drive innovation and solve problems more efficiently.
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Team Profiles

ISTJ-A, aka
Logistician



Valentina Baio,
Director of
Engineering, United
Safety & Survivability
Corporation

INFP-A, aka
Mediator



April Buford,
Executive Director of DEI
and Communications,
MEMA - OE

ESFJ-A, aka
Counsel



Keiyania Mann,
Director of Councils,
MEMA - OE

ESFJ-A, aka
Counsel



Tom Richards,
Sales Director,
Continental

ENFJ, aka
Protagonist



Patty Thompson, DEI
Project Manager, Racial
Equity, Ford Motor
Company

ISTJ-A, aka - Logistician



Reserved yet willful, with a rational outlook on life. They compose their actions carefully and carry them out with methodical purpose.

Spotting a Logistician

- In a world where many people shirk their responsibilities or say what they think others want to hear, Logisticians stand out as **dedicated, responsible, and honest**.
- For many Logisticians, a lack of **structure** offers not freedom, but chaos.
- Logisticians **may find themselves doing other people's work** – and not getting credit for it.

Strengths

- Honest & Direct
- Strong-willed and Dutiful
- Very Responsible
- Calm and Practical
- Create and Enforce Order
- Jack of All Trades

Weaknesses

- Stubborn
- Insensitive
- Always by the Book
- Judgmental
- Often Unreasonably Blame Themselves



Valentina Baio

Other Famous Logisticians

- Sting
- Denzel Washington
- Angela Merkel
- Natalie Portman
- Anthony Hopkins
- George Washington
- Condoleezza Rice
- George HW Bush

MBTI In Practice:

Your Sensing and Thinking leader will want to hear data regarding **success that other companies have seen** with DEI, they will **not want to hear people's personal stories**.

How to Approach:

- Focus on **facts** from the business case.
- Be short and to the point.
- Be open and honest about **common pitfalls** of not implementing DEI correctly.
- Share the possibility of the **negative impacts on retention** if not done well.

Sample Business Case

BRG for Hispanic/Latino(a) Employees

- 10,000 Employees
- Average Salary \$80,000
- 12% employees are Hispanic/LatinX

Intangible

- Improved Morale
- Employer of Choice
- Community good will

Productivity: BRG makes them 2% more productive. $(10,000 \times .12 \times .02 \times \$80,000)$

Productivity gain: \$1.9M

Retention: BRG can keep 5% from leaving. Savings in recruiting and training new employees is 80% of salary. $(10,000 \times .12 \times .05 \times \$80,000 \times .8)$

Potential savings: \$3.8M

Why Diversity & Inclusion Matters

Talent	Innovation and Performance	Reputation and Responsibility	Financial Performance
<ul style="list-style-type: none">• Talent retention• Maximizes talent and productivity• Trust and increased engagement• Increased job satisfaction and knowledge sharing	<ul style="list-style-type: none">• Increased revenues from innovative products and services• Diversity reduces groupthink and enhances decision-making• Inclusion is key to team performance	<ul style="list-style-type: none">• Mixed-gender boards have fewer instances of fraud• Diverse teams are more likely to recognize risk factors• Boardroom diversity strengthens corporate social responsibility performance	<ul style="list-style-type: none">• Associated with improved financial performance• Organizations in the top 25% for ethnic/cultural diversity were more likely to achieve above-average profitability• Companies pay a penalty for a lack of diversity

Source: Catalyst

Benefits of Diversity, Inclusion and Belonging

8x return on every dollar spent on Diversity and Inclusion¹

6x more likely to be innovative and agile²

There is a **1%**

Revenue increase for every **10%** increase toward 50/50 Gender Parity⁶

8x more likely to achieve better business outcomes²

3x more likely to retain millennials for more than 5 years³

35% more likely to outperform than their less-diverse competitors⁴

7% market capitalization decline for companies with public incidents of racist and sexist behavior⁵

1. Rhodes Perry 2. Deloitte Insights 3. Deloitte Millennial Study 4. McKinsey 5. Russell Reynolds Associates 6 Pipeline Equity

ESFJ-A, aka Counsel



They are attentive and people-focused, and they enjoy taking part in their social community. Their achievements are guided by decisive values, and they willingly offer guidance to others.

Spotting a Counsel:

- For Counsels, life is sweetest when it's **shared with others**. People with this personality type form the bedrock of many communities, opening their homes – and their hearts – to friends, loved ones, and neighbors.
- Counsels have a talent for **making the people in their lives feel supported**, cared for, and secure.
- Counsels have a clear moral compass – and it can be nothing short of **baffling to them when other people's actions don't align** with it.

Strengths

- Strong Practical Skills
- Strong Sense of Duty
- Very Loyal
- Sensitive and Warm
- Good at Connecting with Others

Weaknesses

- Unrealistic
- Worried about Their Social Status
- Inflexible
- Reluctant to Innovate or Improvise
- Vulnerable to Criticism
- Often Too Needy
- Too Selfless

MBTI In Practice:

When presenting the need for **psychological safety** in the workplace, affirm that you are in a psychologically safe space, share a **short video**, and provide **examples of how to** create a psychologically safe workplace.

How to Approach:

- Always open with a **"check-in"** to get a pulse.
- Present with **personal stories** and examples; create empathy.
- **Pause frequently** to allow for input from the audience and listen carefully.
- Use their name and your **relationship** to demonstrate loyalty and get the desired alignment and outcome from the presentation.




Tom Richards



Keiyania Mann

Other Famous Counsels

- Taylor Swift
- Jennifer Garner
- Bill Clinton
- Steve Harvey
- Danny Glover
- Sally Field
- Tyra Banks
- Jennifer Lopez
- Monica (Friends)

A woman with long dark hair, wearing a dark jacket, is smiling and holding a white rectangular sign in front of her. The sign has the text "Diversity ignites creativity, problem solving and innovation." written on it in a dark, serif font. The background is a plain, light-colored wall.

Diversity ignites creativity,
problem solving and innovation.

[Link](#)

Tips for Fostering Psychological Safety



Demonstrate Engagement:

- Be present and focus on the conversation (e.g., close your laptop during meetings)
- Be aware of your body language; make sure to lean towards or face the person speaking
- Make eye contact to show connection and active listening



Show Understanding:

- Avoid placing blame and focus on solutions ("What can we do together to make a game plan for next time?")
- Think about your facial expressions- - are they unintentionally negative (a scowl or grimace)?
- Nod your head to demonstrate understanding during conversations/meetings



Be Inclusive in Interpersonal Settings:

- Step in if team members talk negatively about another team member
- Have open body posture (e.g., face all team members, don't turn your back to part of the group)
- Build rapport (e.g., talk with your teammates about their lives outside of work)



Be Inclusive in Decision Making

- Solicit input, opinions, and feedback from your teammates
- Don't interrupt or allow interruptions (e.g., step in when someone is interrupted and ensure his/her idea is heard)
- Acknowledge input from others (e.g., highlight when team members were contributors to a success or decision)



Show Confidence and Conviction without Appearing Inflexible:

- Support and represent the team (e.g., share team's work with senior leadership, give credit to teammates)
- Invite the team to challenge your perspective and push back
- Model vulnerability; share your personal perspective on work and failures with your teammates
- Encourage teammates to take risks, and demonstrate risk-taking in your own work

Sources:

- Edmondson and Lei (2014). "Psychological Safety: The History, Renaissance, and Future of an Interpersonal Construct," Annual Review Organizational Psychology and Organizational Behavior.
- Edmondson (1999). Psychological safety and learning behavior in work teams. Administrative Science Quarterly June 1999.
- Goman, Carol Kinsey Ph.D. 'The Silent Language of Leaders: How Body Language Can Help--or Hurt--How You Lead.' Jossey-Bass Publishing, April 2011.

Psychological Safety vs. Accountability



INFP-A, aka Mediator



Spotting a Mediator

- **Idealistic** and **empathetic**, Mediators long for deep, soulful relationships, and they feel called to **help others**.
- For Mediators, an ideal relationship of any kind is one in which both people **feel comfortable sharing** not just their wildest hopes and dreams but also their secret fears and vulnerabilities..
- Mediators have a talent for **self-expression**. They may reveal their innermost thoughts and secrets through metaphors and fictional characters.



April Buford

Other Famous Mediators

- J.R.R. Tolkien
- William Shakespeare
- Alicia Keys
- Tom Hiddleston
- Julia Roberts
- William Wordsworth
- Johnny Depp
- Cheryl Thompson

These rare personality types tend to be quiet, open-minded, and imaginative, and they apply a caring and creative approach to everything they do.

Strengths

- Empathetic
- Generous
- Open Minded
- Creative
- Passionate
- Idealistic

Weaknesses

- Unrealistic
- Self-Isolating
- Unfocused
- Emotionally Vulnerable
- Desperate to Please
- Self-Critical

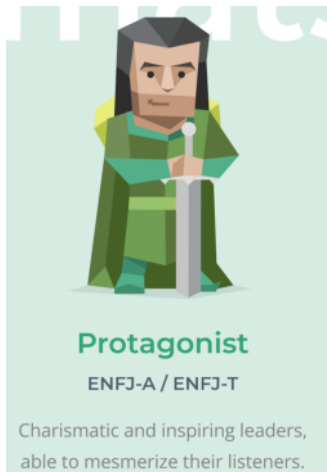
MBTI In Practice:

- When approaching a manager about reviewing fair pay for all, outline how women and other marginalized groups would **feel**.
- Show how this could change a **company's reputation** for being a great place to work.

How to Approach:

- Tell **stories** and let them use their **imagination**.
- Be enthusiastic about the **possibilities**.
- Emphasize what **"could be"**.

ENFJ-A, aka Protagonist



Spotting a Protagonist:

- Thoughtful and idealistic, these personality types strive to have a **positive impact** on other people and the world around them.
- **Changing** people's **minds** is **no easy task** – but if anyone can do it, it's Protagonists.
- Protagonists are genuine, caring people who talk the talk and walk the walk. Nothing makes them happier than **motivating other people to do what's right**.



Patty Thompson

Other Famous Protagonists

- Barack Obama
- Oprah Winfrey
- John Cusack
- Ben Affleck
- Malala Yousafzai
- Jennifer Lawrence
- Sean Connery
- Maya Angelou
- Skyler White (Breaking Bad)
- Margaret Baxter (ENFP, Campaigner)

These warm, forthright types love **helping others**, and they tend to have **strong ideas and values**. They back their perspective with the creative energy to achieve their goals.

Strengths

- Receptive
- Reliable
- Passionate
- Altruistic
- Charismatic

Weaknesses

- Unrealistic
- Overly Idealistic
- Condescending
- Intense
- Overly Empathetic

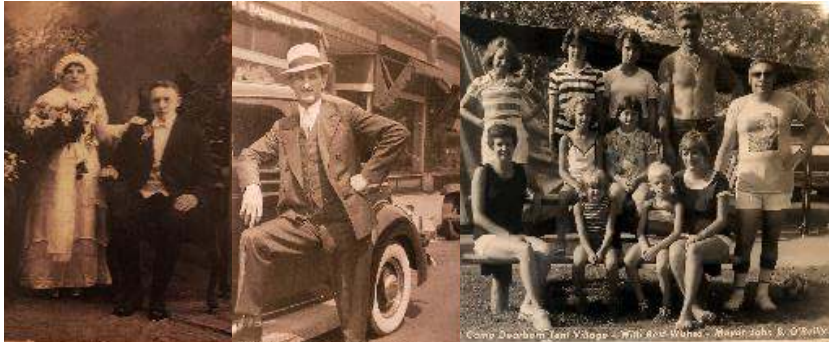
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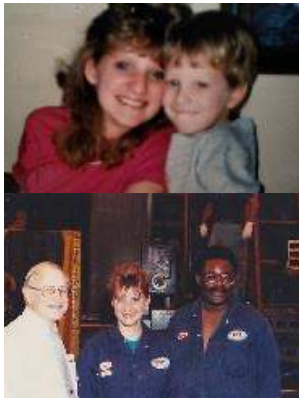
4th Generation Autoworker



Diversity of Roles



Single Mom



Non-traditional Career Path



Personality Type



The Only



Age, Culture, Parental/Family Status, Personality Style, Gender, Education, Role, Career Path

Gathering Perspective

Executive Listening Session – Executive Role

Objective:

Provide senior leadership the opportunity to practice empathetic listening and to better understand some of the challenges, barriers and obstacles that women and underrepresented talent face in their day-to-day work and leadership development related to unconscious bias and other inequities through hearing real-world examples and experiences from the panelists through a moderated panel discussion.

Executive Role:

1. You will spend 90 minutes with a group with a different background from you. It may be the first time you have been “an only” in the room (e.g. only male, only heterosexual person, only white person, etc.). This is a very different experience than a typical ‘Skip Level’. You will speak very little other than to ask a clarifying question. Your job is to listen to the experiences of the people in the room.

Executive Role (cont'd):

2. Please consider this a learning opportunity. This is not about solving problems nor commenting on people's experiences.
3. The facilitator will ask you to briefly share your thoughts at the end of the listening session.

Your Role Ongoing:

Reflect: Capture your thoughts, feelings, and insights.

1. What learning did you have as a result of your listening session?
2. What will be your top 2 – 3 things that you will do to create a more equitable and inclusive environment?
3. Be a real advocate. Incorporate Diversity, Equity and Inclusion into team forums and offer input on Systemic Change and the DEI Strategy

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Engage in a Minority Experience Exercise

Objective:

Gain experience of being a minority and to expose yourself to cultural differences between yourself and others in an unfamiliar environment.

Your task:

Go by yourself to a place that you have not been before and observe what you see and feel while being different in that environment.

Examples:

- White Christian visiting a Hindu temple
- Heterosexual individual attending a LGBTQ+ event
- Young person going to a senior citizen function

Tips:

- Do your own research.
- Be respectful.
- Listen more, talk less.
- Do not be offended.
- Don't make it about you.



Reflection Questions:

1. What was your reaction to the situation in terms of your behaviors and feelings and the reaction of others to you?
2. What did this experience teach you about being different from others in your environment?
3. How did it feel to be a minority in this way? How might permanently living or working in such a condition influence your development as a person and a professional?
4. What insights did this experience give you that you could apply to your current or past work situations?

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INTJ-A, aka Architect



Spotting an Architect:

- Architects pride themselves on their ability to **think for themselves**, not to mention their uncanny knack for **seeing right through phoniness and hypocrisy**.
- Architects, **independent** to the core, want to shake off other people's expectations and pursue their own ideas.
- Architects don't just learn new things for show – they **genuinely enjoy expanding the limits of their knowledge**.
- At times, Architects may **wonder whether dealing with other people is even worth the frustration**.



Elon Musk

Other Famous Architects

- Michelle Obama
- *Christopher Nolan*
- *Arnold Schwarzenegger*
- *Colin Powell*
- *Walter White (Breaking Bad)*
- *Petyr Baelish (Game of Thrones)*

These thoughtful tacticians love perfecting the details of life, **applying creativity and rationality** to everything they do. Their **inner world** is often a **private, complex** one.

Strengths

- Rational
- Informed
- Independent
- Determined
- Curious
- Original

Weaknesses

- Arrogant
- Dismissive of Emotions
- Overly Critical
- Combative
- Socially Clueless

MBTI In Practice:

Tell an R&D executive that we want our employees to bring their whole selves to work (and generally that DE&I is 'the right thing to do'), and then show how diverse teams are more likely to **drive innovation** and **solve problems more efficiently**.

How to Approach:

- Start with the **big-picture, conceptual**; support with **facts**.
- Appeal by logic; offer options, discuss **pros, cons and supporting data**.
- Appeal to the **expertise** (background and/or functional area) of the **decision maker**.

Business Case

How could BRGs deliver value to the organization and to the employee in each of the business case areas?

Business Case Area	Value to the Organization	Value to the BRG Member
Recruiting/Onboarding – bringing in the very best talent		
Employee Engagement – Talent, Productivity, Retention, Development – Everyone works together, is welcomed and valued, performs their best, grows their careers, and wants to stay.		
Community Engagement – Social responsibility & reputation.		
Marketing, Sales & Customer Service – Connecting to the diverse marketplace		
Other, ex. Assist with DEI training		

Higher Engagement Drives Higher Utilization

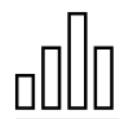
Formula:

Total Number of
Engaged
Employees



x 100

=



X% Utilization

Total
Number of
Employees

Example:

36 Number of
Engaged
Employees



x 100

=



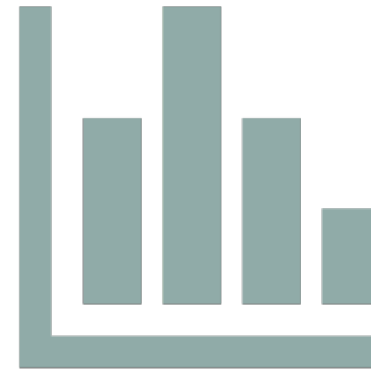
36% Utilization

100
Number of
Employees

Latest Gallup data: Only 36% of employees are engaged and 16% are actively disengaged.

Our Favorite Reports

- [McKinsey/Lean In Women in the Workforce Report - 2022](#)
- [Diversity Wins – McKinsey - 2020](#)
- [Race in the Workplace – Frontline Experience – McKinsey - 2022](#)
- [Deloitte – DEI and Frontline Workers - 2022](#)



Show representation data by demographic, level and functional area

Lessons Learned/Final Thoughts

- Applying the Myers-Briggs personality model is like DE&I itself: **understanding the people you work** with and bring them information in the way they can receive it best.
- You don't need your colleagues to take the Myers-Briggs test, but you do need to **be thoughtful** about their needs for this approach to work.
- This is not a “**one size fits all**” approach, but one of many methods to consider when pitching the DE&I business case.
- You will likely need to convince more than one person, but the method is still applicable—**know your audience** to increase your chances of DE&I success!