



SERVANT-LEADERSHIP CHARACTERISTICS, PERSONALITY TYPE, AND THE HIERARCHY OF FUNCTIONS

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The 2008 *International Journal of Servant-Leadership* featured a groundbreaking dialogue on Myers Briggs and Servant-Leadership written by Larry Spears and Ralph Lewis. In the intervening years, it has generated considerable interest among readers and researchers alike. Near the end of that dialogue, Larry asked Ralph this question: “I am wondering if there is something here for servant-leaders that might be explored over time as a developmental tool, or as a piece of writing that would address the sixteen types in relation to servant-leadership?”

Ralph’s reply, in part, was this: “I think it would be of enormous use, Larry. I think it would be an extremely important piece of work to do. The core essence about both Myers-Briggs and servant-leadership is about helping people, acknowledging people as they are, and accepting them as they are. Greenleaf’s best test about meeting people’s highest priority needs could be applied in light of each type’s gifts and preferences: ‘Are people healthier, wiser, freer, more autonomous, more likely themselves to become servants?’ ...I think that it would be exciting to do some work to help, whatever a person’s type, to help them understand how they can use those gifts in the service of others in servant leadership terms. Part of that is using positive affirming language so that you can help people to see how those gifts can be a blessing to other people. I take the example of the introverted sensing-thinking judging type and help them see how their ability to organize, to plan, to control, to work on details can be tremendously helpful to other people in terms of trust, reliability, and confidence in the fact that these people are getting things right and we can trust them to get things right in an everyday practical sense, whether it’s accounting or engineering or cooking, or whatever. I think that is a tremendous area to be explored. There is also



a second part that is about serving people's highest priority needs. Well, my highest priority need, as someone who has an intuitive-feeling preference, will not be the same as yours, the sensing-thinking-judging preference. I need to be able to understand how, as a servant-leader, I could help meet *other* people's highest priority needs."

Since that time, we have continued to expand our exploration and understanding of MBTI and servant-leadership characteristics. This has now resulted in this second paper, "Servant-Leadership Characteristics, Personality Type, and the Hierarchy of Functions," as well as the one-page chart at the end of this document titled, "Myers-Briggs Type Servant-Leaders and How They Serve."

A QUICK PRIMER ON SERVANT-LEADERSHIP CHARACTERISTICS AND MYERS-BRIGGS HIERARCHY OF FUNCTIONS

In 1992, Larry Spears first identified a set of ten characteristics of servant leadership, based upon a careful reading of Robert K. Greenleaf's original writings, and which are central to the development of servant leaders. Over the past twenty years, Larry's work has involved a deepening understanding of these characteristics and how they contribute to the meaningful practice of servant-leadership in a variety of ways. These characteristics include:

1. Listening
2. Empathy
3. Healing
4. Awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Commitment to the Growth of People
10. Building Community

Each Myers-Briggs personality type has what is called a "hierarchy of functions." In other words, every one of us has a natural first preference for how we behave in the world. This hierarchy ranks your functions from strongest (1) to weakest (4). Over a lifetime we all grow and change, but



your hierarchy of functions, that is, your natural first preference is generally understood to stay the same throughout your life.

There are four functions: *i*Ntuition, Sensing, *F*eeling, and *T*hinking. There are two ways to express these functions, either through Extraversion or Introversion. Since there are four functions and two ways to express them, simple math (4×2) tells us that there are eight possible combinations in the “hierarchy of functions.” Each of these eight combinations is the dominant function (the first natural preference) of *two* (ex. ESFJ and ENFJ have Extraverted Feeling as their dominant function) of the sixteen personality types.

The function (*i*Ntuition, Sensing, Feeling, or Thinking) is expressed as an upper case letter, followed by a lower case *e* (for extraversion) or *i* (for introversion). Using our last example above, the dominant function of the personality types ESFJ and ENFJ is expressed as *Fe* (extraverted feeling).

BY WAY OF EXAMPLES

In order to better understand how this works, here is a brief breakdown of our own hierarchies of functions:

Beth Lafferty’s personality type is INFJ: the functions are intuition (*N*) and feeling (*F*). Remember that for each personality type, there is one function, and **only one dominant** function: (Sensing, Intuition, Thinking, or Feeling). Beth is an Introvert. Her dominant function (her first natural preference in her behavior) is Introverted Intuition (shown as *Ni*). The next function is called the auxiliary function, that is, your *second* natural preference. Beth’s auxiliary function is extraverted feeling. It is different from your dominant function, but still found among the same four functions (Sensing, Intuition, Thinking, or Feeling). Our dominant and auxiliary functions are our strongest preferences and are not thought to change over time.

The third, (also called tertiary), function is *always the opposite of your auxiliary function*: Beth’s auxiliary function is extraverted feeling, so her third function is the opposite: introverted thinking. Because it is your third natural preference, it seems to be simply “there” and you use it or don’t according to the situation and to what degree it exists in your personality. The fourth function (your *least* natural preference) in your hierarchy of functions is *always the opposite of your dominant function* (your *first* natural preference) and the fourth function is *always* your weakest ability. Your fourth function is sometimes referred to as your “inferior” function and is



usually most observable when you are under stress. Beth's fourth function is extraverted sensing. (Sometimes this may appear not to be the case but that is with the rare individuals who through their upbringing have had to develop their shadow side, their inferior, first.)

Larry Spears's personality type is ISTJ. Larry is an introvert. His dominant function is introverted sensing (shown as **Si**). His auxiliary function is extraverted thinking. Larry's third preference (the tertiary function) will be the opposite of his auxiliary function, which makes it introverted feeling. Fourth preference is the exact opposite of the first preference and so, in Larry's personality, his inferior function is extraverted intuition.

Ralph Lewis's personality type is INFP. Ralph is an introvert. Ralph's dominant function is introverted feeling (shown as **Fi**). His auxiliary function is extraverted intuition. Turn that around to its opposite, introverted sensing, for Ralph's third function. Take his dominant function (introverted feeling) and go to its opposite, extraverted sensing to find Ralph's fourth behavioral preference.

To complicate matters, you may more readily notice the *auxiliary* function in an introvert until you get to know that person a bit. If you think about it, it makes sense. Introverts tend to keep to themselves until they feel comfortable enough to share their personalities. In part, that is why they are considered introverts.

SERVANT-LEADERSHIP CHARACTERISTICS AND DOMINANT FUNCTIONS

Listed below are the ten characteristics of a servant-leader. Each characteristic is followed by a listing of how the dominant functions of the Personality Types naturally exhibit each characteristic.

Our categorizing of Myers-Briggs personality types and Servant-Leadership characteristics represents our best thinking on this subject, but it is also completely untested. It is our hope that this may inspire others to find ways to put these theories to the test.

Our starting point has to do with our understanding of each of these ten servant-leadership characteristics, as listed below. We invite you to carefully read these descriptions.

With each characteristic, we have looked at how each Myers-Briggs *dominant* function (Sensing, Intuition, Thinking, and Feeling) may *exhibit* that characteristic. While we think it is possible—even likely—that one could be highly skilled or practiced in any characteristic without it being



readily apparent to others, our underlying assumption is that, in most instances, particular servant-leader characteristics are likely to be *seen* in any servant-leader by others.

Here is the rank order of the four functions:

1. **Dominant Function** (your first natural preference)
2. **Auxiliary Function** (your second natural preference)
3. **Third Function** (opposite of #2) (you use it or you don't depending on the situation and to what degree you possess it in your personality)
4. **Fourth Function** (opposite of #1) (usually what people see when you are under pressure and at your worst)

To this end, we have utilized the generally accepted “hierarchy of functions” in MBTI as our yardstick for predicting how each Myers-Briggs type is likely to be seen by others as exhibiting any particular characteristic. Using the hierarchy of functions as our guide, we have taken the first natural preference, namely, the “*dominant function*” of each personality type and applied them to each of the ten characteristics. Again, this assumes that people will generally, though not always, be able to *see* a particular characteristic exhibited (over time) by any servant-leader.

Put another way, each of these servant-leadership characteristics are ascribed to the sixteen personality types based upon what the personality type *shows to the world*—what a stranger might readily see in an individual servant-leader's personality. Once you see how a person's first natural preference exhibits a servant-leader characteristic, you may see servant-leadership in people you never thought of being servant-leaders before.

As in all Myers-Briggs work, the primary purpose of this is to help us to understand ourselves, and others, and the way in which we approach the world. In this instance, we are focused on how different Myers-Briggs personalities are likely to see themselves and others exhibiting each servant-leadership characteristic. It is also a chance to further understand that anyone can be a servant-leader. Sometimes you cannot recognize a characteristic of servant-leadership in someone unless you know what it looks like expressed in that person's personality. This should by no means be seen as anything more than suggestive of what we think is generally likely for each type. Each individual is unique, and every Myers-Briggs type is likely to have many individuals who excel in each characteristic. We don't claim to know the actual personality types of anyone we have quoted below.



The people we've chosen to quote may possibly be understood, in general, to be servant-leaders. We believe that there is value in the following understanding, but it certainly does not represent any definitive understanding.

(The Web page TypeLogic, <http://www.typelogic.com/> served as inspiration to ascribe specific Myers-Briggs personality types to the individuals quoted below. The quotes were taken from the Web page BrainyQuote, <http://www.brainyquote.com/>)

The Hierarchy of Functions

	<i>ESFJ</i>	<i>ISFJ</i>	<i>ESTJ</i>	<i>ISTJ</i>	<i>ENFJ</i>	<i>INFJ</i>	<i>ENFP</i>	<i>INFP</i>
Dominant	Fe	Si	Te	Si	Fe	Ni	Ne	Fi
Auxiliary	Si	Fe	Si	Te	Ni	Fe	Fi	Ne
Tertiary	Ne	Ti	Ne	Fi	Se	Ti	Te	Si
Inferior	Ti	Ne	Fi	Ne	Ti	Se	Si	Te

	<i>ESFP</i>	<i>ISFP</i>	<i>ESTP</i>	<i>ISTP</i>	<i>ENTJ</i>	<i>INTJ</i>	<i>ENTP</i>	<i>INTP</i>
Dominant	Se	Fi	Se	Ti	Te	Ni	Ne	Ti
Auxiliary	Fi	Se	Ti	Se	Ni	Te	Ti	Ne
Tertiary	Te	Ni	Fe	Ni	Se	Fi	Fe	Si
Inferior	Ni	Te	Ni	Fe	Fi	Se	Si	Fe

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SERVANT-LEADERSHIP CHARACTERISTICS AND PERSONALITY TYPES

1. Listening

Leaders have traditionally been valued for their communication and decision-making skills. Although these are also important skills for the servant-leader, they need to be reinforced by a deep commitment to listening intently to others. The servant-leader seeks to identify the will of a group and helps to clarify that will. He or she listens receptively to what is being said and unsaid. Listening also encompasses hearing one's own inner voice.



Listening, coupled with periods of reflection, is essential to the growth and well-being of the servant-leader.

How the Eight Dominant Functions Display Listening:

Extraverted Intuition (Ne) ENFP and ENTP: enthusiastic and warm, hearing possibilities

Example: *60 Minutes* commentator Andy Rooney: “We’re all proud of making little mistakes. It gives us the feeling we don’t make any big ones.”

Introverted Intuition (Ni) INFJ and INTJ: quiet and committed, analyzing what is heard

Example: Theologian Paul Tillich: “The first duty of love is to listen.”

Extroverted Sensing (Se) ESFP and ESTP: energetic and accepting, immediate response

Example: Feminist and politician Bella Abzug: “The test for whether or not you can hold a job should not be the arrangement of your chromosomes.”

Introverted Sensing (Si) ISFJ and ISTJ: cautious and deliberate, gathering facts

Example: Author of the Declaration of Independence Thomas Jefferson: “It is error alone which needs the support of government. Truth can stand by itself.”

Extroverted Feeling (Fe) ESFJ and ENFJ: loyal and tuned in, seeking to harmonize

Example: Politician Elizabeth Dole: “There is no doubt that now, more than ever, we must work to end our dependence on foreign oil sources. But we cannot do so by ignoring the wishes of the coastal communities that oppose drilling.”

Introverted Feeling (Fi) ISFP and INFP: kind and sensitive, nurturing the spirit

Example: Fred Rogers, creator of *Mr. Rogers’ Neighborhood*: “Knowing that we can be loved exactly as we are gives us all the best opportunity for growing into the healthiest of people.”



Extraverted Thinking (Te) ESTJ and ENTJ: focused and ready, actively solving

Example: Israeli Defense Minister Moshe Dayan: “If you want to make peace, you don’t talk to your friends. You talk to your enemies.”

Introverted Thinking (Ti) ISTP and INTP: logical and observant, getting to the point

Example: Socrates: “The unexamined life is not worth living.”

2. Empathy

The servant-leader strives to understand and empathize with others. People need to be accepted and recognized for their special and unique spirits. One assumes the good intentions of co-workers and colleagues and does not reject them as people, even when one may be forced to refuse to accept certain behaviors or performance. The most successful servant-leaders are those who have become skilled empathetic listeners.

How the Eight Dominant Functions Display Empathy:

Extraverted Intuition (Ne) ENFP and ENTP: alert and flexible, relating to the individual, putting words to feeling

Example: American author Samuel L. Clemens (Mark Twain): “Don’t let schooling interfere with your education.”

Introverted Intuition (Ni) INFJ and INTJ: focused on the person, seeing the unseen perspective

Example: Saint Augustine: “Patience is the companion of wisdom.”

Extroverted Sensing (Se) ESFP and ESTP: genuinely affectionate and in the moment

Example: Designer Coco Chanel: “There are people who have money and people who are rich.”

Introverted Sensing (Si) ISFJ and ISTJ: calm and pragmatic, tuned to the specifics

Example: Florence Nightingale: “I think one’s feelings waste themselves in words; they ought all to be distilled into actions which bring results.”



Extroverted Feeling (Fe) ESFJ and ENFJ: embracing you with warmth and acceptance

Example: Comedian Jack Benny: “My wife Mary and I have been married for forty-seven years and not once have we had an argument serious enough to consider divorce; murder, yes, but divorce, never.”

Introverted Feeling (Fi) ISFP and INFP: caring and concerned, quietly intense

Example: The Stage Manager in Thornton Wilder’s *Our Town*: “We all know that something is eternal. And it ain’t houses and it ain’t names, and it ain’t earth, and it ain’t even the stars...Everybody knows in their bones that something is eternal, and that something has to do with human beings. All the greatest people ever lived have been telling us that for five thousand years and yet you’d be surprised how people are always losing hold of it. There’s something way down deep that’s eternal about every human being.”

Extraverted Thinking (Te) ESTJ and ENTJ: energetic effort aimed at solving the problem

Example: Journalist David Brinkley: “A successful man is one who can lay a firm foundation with the bricks others have thrown at him.”

Introverted Thinking (Ti) ISTP and INTP: analytical and objective, clearly sees the problem

Example: Psychologist Carl Gustav Jung: “Everything that irritates us about others can lead us to an understanding of ourselves.”

3. Healing

The healing of relationships is a powerful force for transformation and integration. One of the great strengths of servant-leadership is the potential for healing one’s self and one’s relationship to others. Many people have broken spirits and have suffered from a variety of emotional hurts. Although this is a part of being human, servant-leaders recognize that they have an opportunity *to help make whole* those with whom they come in contact. In his essay, “The Servant as Leader,” Greenleaf writes, “There is something subtle communicated to one who is being served and led if, implicit in the compact between servant-leader and led, is the understanding that the search for wholeness is something they share.”



How the Eight Dominant Functions Display Healing:

Extraverted Intuition (Ne) ENFP and ENTP: looking for win-win; builds on understanding

Example: Indian Prime Minister Indira Gandhi: "Forgiveness is a virtue of the brave."

Introverted Intuition (Ni) INFJ and INTJ: embracing everyone's unique value; finding unique solutions

Example: Nelson Mandela: "If there are dreams about a beautiful South Africa, there are also roads that lead to their goal. Two of these roads could be named Goodness and Forgiveness."

Extroverted Sensing (Se) ESFP and ESTP: let's make this fun

Example: Professional Cyclist Lance Armstrong: "Through my illness I learned rejection. I was written off. That was the moment I thought, Okay, game on. No prisoners. Everybody's going down."

Introverted Sensing (Si) ISFJ and ISTJ: working one step at a time, for as long as it takes

Example: Teresa of Avila: "God gave us faculties for our use; each of them will receive its proper reward. Then do not let us try to charm them to sleep, but permit them to do their work until divinely called to something higher."

Extroverted Feeling (Fe) ESFJ and ENFJ: attending to morale, shoring up the spirit

Example: Network news anchor Diane Sawyer: "Whatever you want in life, other people are going to want it too. Believe in yourself enough to accept the idea that you have an equal right to it."

Introverted Feeling (Fi) ISFP and INFP: nurturing the soul

Example: Princess Diana: "I think the biggest disease the world suffers from in this day and age is the disease of people feeling unloved. I know that I can give love for a minute, for half an hour, for a day, for a month, but I can give. I am very happy to do that, I want to do that."



Extraverted Thinking (Te) ESTJ and ENTJ: enthusiastically doing

Example: Founder of the American Red Cross Clara Barton: “I may be compelled to face danger, but never fear it, and while our soldiers can stand and fight, I can stand and feed and nurse them.”

Introverted Thinking (Ti) ISTP and INTP: reflecting on how to better the system

Example: General Omar N. Bradley: “Wars can be prevented just as surely as they can be provoked, and we who fail to prevent them, must share the guilt for the dead.”

4. Awareness

General awareness, and especially self-awareness, strengthens the servant-leader. Awareness helps one in understanding issues involving ethics, power, and values. It lends itself to being able to view most situations from a more integrated, holistic position. As Greenleaf observed: “Awareness is not a giver of solace—it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed. They are not seekers after solace. They have their own inner serenity.”

How the Eight Dominant Functions Display Awareness:

Extraverted Intuition (Ne) ENFP and ENTP: perceiving motives, connecting the dots, finding a new answer

Example: Albert Einstein: “It’s not that I’m so smart, it’s just that I stay with problems longer.”

Introverted Intuition (Ni) INFJ and INTJ: imagining a better world; working to make it happen

Example: Susan B. Anthony, fighting for women’s rights: “Men’s rights no more; women’s rights no less”

Extroverted Sensing (Se) ESFP and ESTP: what is being experienced in the here and now

Example: Chuck Yeager, first pilot to break the sound barrier: “I was always afraid of dying. Always. It was my fear that made me learn everything I could



about my airplane and my emergency equipment, and kept me flying respectful of my machine and always alert in the cockpit.”

Introverted Sensing (Si) ISFJ and ISTJ: what is specifically going on in the here and now

Example: Johnny Carson: “Talent alone won’t make you a success. Neither will being in the right place at the right time, unless you are ready. The most important question is, ‘Are you ready?’”

Extroverted Feeling (Fe) ESFJ and ENFJ: making sure we’re all on the same page

Example: Denver Broncos quarterback Peyton Manning: “You hear about how many fourth quarter comebacks that a guy has and I think it means a guy screwed up in the first three quarters.”

Introverted Feeling (Fi) ISFP and INFP: examining what really matters to them

Example: Singer/songwriter John Lennon: “You’re just left with yourself all the time; whatever you do anyway, you’ve got to get down to your own God in your own temple. It’s all down to you, mate.”

Extraverted Thinking (Te) ESTJ and ENTJ: take charge attitude

Example: Writer George Bernard Shaw: “A life spent making mistakes is not only more honorable, but more useful than a life spent doing nothing.”

Introverted Thinking (Ti) ISTP and INTP: impartially seeing the key factors

Example: Capt. Chesley “Sully” Sullenberger on having to land his plane in the Hudson River: “Losing thrust on both engines, at a low speed, at a low altitude, over one of the most densely populated areas on the planet. Yes, I knew it was a very challenging situation.”

5. Persuasion

Another characteristic of servant-leaders is reliance on persuasion, rather than on one’s positional authority, in making decisions within an organization. The servant-leader seeks to convince others, rather than coerce compliance. This



particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant-leadership. The servant-leader is effective at building consensus within groups. This emphasis on persuasion over coercion finds its roots in the beliefs of the Religious Society of Friends (Quakers)—the denominational body to which Robert Greenleaf belonged.

How the Eight Dominant Functions Display Persuasion:

Extraverted Intuition (Ne) ENFP and ENTP: seek first to understand, then act; this is the only life you have: live it!

Example: Theodor Geisel (Dr. Seuss): “Be who you are and say what you feel, because those who mind don’t matter and those who matter don’t mind.”

Introverted Intuition (Ni) INFJ and INTJ: inspiring you to believe what he envisions

Example: Tom Joad, in John Steinbeck’s *The Grapes of Wrath*: “Wherever they’s a fight so hungry people can eat, I’ll be there. Wherever they’s a cop beatin’ up a guy, I’ll be there. If Casy knowed, why, I’ll be in the way guys yell when they’re mad an’—I’ll be in the way kids laugh when they’re hungry n’ they know supper’s ready. An’ when our folks eat the stuff they raise an’ live in the houses they build—why, I’ll be there. See? God, I’m talkin’ like Casy. Comes of thinkin’ about him so much. Seems like I can see him sometimes.”

Extroverted Sensing (Se) ESNP and ESTP: Carpe Diem! Seize the day!

Example: Actress Dale Evans: “Who cares about the clouds when we’re together? Just sing a song and bring the sunny weather.”

Introverted Sensing (Si) ISFJ and ISTJ: this is what we have; this is what we need

Example: Journalist Edward R. Murrow: “To be persuasive we must be believable; to be believable we must be credible; credible we must be truthful.”

Extroverted Feeling (Fe) ESFJ and ENFJ: we’re a team and we’re all in this together

Example: NFL Coach Vince Lombardi: “Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.”



Introverted Feeling (Fi) ISFP and INFP: offering you a personal value or opinion

Example: Author O. Henry: “She plucked from my lapel the invisible strand of lint (the universal act of woman to proclaim ownership).”

Extraverted Thinking (Te) ESTJ and ENTJ: brimming with confidence

Example: Abolitionist Frederick Douglass: “At a time like this, scorching irony, not convincing argument is needed.”

Introverted Thinking (Ti) ISTP and INTP: direct, concise reporting of possible results, based on logical analysis

Example: Former president James Madison: “It will be of little avail to the people that the laws are made by men of their own choice if the laws be so voluminous that they cannot be read, or so incoherent that they cannot be understood.”

6. Conceptualization

Servant-leaders seek to nurture their abilities to *dream great dreams*. The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities. For many leaders, this is a characteristic that requires discipline and practice. The traditional leader is consumed by the need to achieve short-term operational goals. The leader who wishes to also be a servant-leader must stretch his or her thinking to encompass broader-based conceptual thinking. Within organizations, conceptualization is, by its very nature, a key role of boards of trustees or directors. Unfortunately, boards can sometimes become involved in the day-to-day operations—something that should be discouraged—and, thus, fail to provide the visionary concept for an institution. Trustees need to be mostly conceptual in their orientation, staffs need to be mostly operational in their perspective, and the most effective executive leaders probably need to develop both perspectives within themselves. Servant-leaders are called to seek a delicate balance between conceptual thinking and a day-to-day operational approach.

How the Eight Dominant Functions Display Conceptualization:

Extraverted Intuition (Ne) ENFP and ENTP: the next best thing is right around the corner; what if we look at it this way

Example: Comedian Benny Hill: “Just because nobody complains doesn’t mean all parachutes are perfect.”



Introverted Intuition (Ni) INFJ and INTJ: if it can be imagined, it can be done

Example: First Lady Michelle Obama, taking on the task of eliminating childhood obesity: “We have everything we need right now—we have the information, we have the ideas, and we have the desire to start solving America’s childhood obesity problem. The only question is whether we have the will.”

Extroverted Sensing (Se) ESNP and ESTP: go with the flow to the next sensual experience

Example: Singer/songwriter Dolly Parton: “When I’m inspired, I get excited because I can’t wait to see what I’ll come up with next.”

Introverted Sensing (Si) ISFJ and ISTJ: planning and preparation produce desired results

Example: General and former secretary of state Colin Powell: “A dream doesn’t become reality through magic; it takes sweat, determination and hard work.”

Extroverted Feeling (Fe) ESFJ and ENFJ: reaching for the aesthetic ideal

Example: Psychologist Abraham Maslow: “One’s only rival is one’s own potentialities. One’s only failure is failing to live up to one’s own possibilities. In this sense, every man can be a king, and must therefore be treated like a king.”

Introverted Feeling (Fi) ISFP and INFP: pondering the possibilities of any given situation

Example: Singer/songwriter Bob Dylan: “I define nothing. Not beauty, not patriotism. I take each thing as it is, without prior rules about what it should be.”

Extroverted Thinking (Te) ESTJ and ENTJ: efficiently analyzing for the long term

Example: Automaker Henry Ford: “I am looking for a lot of men who have an infinite capacity to not know what can’t be done.”

Introverted Thinking (Ti) ISTP and INTP: theorizing models based on events

Example: Mathematician/astronomer Nicolaus Copernicus, proposing, with mathematical evidence, that the earth revolves around the sun, rather than vice-versa: “For it is the duty of an astronomer to compose the history of the celestial motions through careful and expert study.”



7. Foresight

Closely related to conceptualization, the ability to foresee the likely outcome of a situation is hard to define, but easier to identify. One knows foresight when one experiences it. Foresight is a characteristic that enables the servant-leader to understand the lessons of the past, the realities of the present, and the likely consequence of a decision for the future. It is also deeply rooted within the intuitive mind. Foresight remains a largely unexplored area in leadership studies, but one most deserving of careful attention.

How the Eight Dominant Functions Display Foresight:

Extraverted Intuition (Ne) ENFP and ENTP: motivated to understand and evolve

Example: Senator Jefferson Smith in the movie *Mr. Smith Goes to Washington*: “There’s no place out there for graft, or greed, or lies, or compromises with human liberties...great principles don’t get lost once they come to light. They’re right here; you just have to see them again!”

Introverted Intuition (Ni) INFJ and INTJ: following a certain hunch

Example: The Mad Hatter in *Alice in Wonderland*, after Alice insists she can’t take more tea since she hasn’t yet had any: “You mean you can’t take less. It’s very easy to take more than nothing.”

Extroverted Sensing (Se) ESFP and ESTP: it’s only by letting go that you can move forward

Example: Writer Ernest Hemingway: “Every man’s life ends the same way. It is only the details of how he lived and how he died that distinguish one man from another.”

Introverted Sensing (Si) ISFJ and ISTJ: leaving nothing to chance

Example: Writer Damon Runyon: “The race is not always to the swift, nor the battle to the strong, but that’s the way to bet.”

Extroverted Feeling (Fe) ESFJ and ENFJ: nurturing the potential

Example: Electronics executive and politician Ross Perot: “Punishing honest mistakes stifles creativity. I want people moving and shaking the earth and they’re going to make mistakes.”



Introverted Feeling (Fi) ISFP and INFP: “how have I felt before; how may I feel in the future?”

Example: Folk Singer and social activist Pete Seeger: “Do you know the difference between education and experience? Education is when you read the fine print; experience is what you get when you don’t.”

Extraverted Thinking (Te) ESTJ and ENTJ: visualizing a logical solution

Example: The great fictional detective Sherlock Holmes: “When you have eliminated the impossible, whatever remains, however improbable, must be the truth.”

Introverted Thinking (Ti) ISTP and INTP: seeing clarity in complexity

Example: Philosopher/mathematician Bertrand Russell: “Fear is the main source of superstition, and one of the main sources of cruelty. To conquer fear is the beginning of wisdom.”

8. Stewardship

Peter Block (author of *Stewardship* and *The Empowered Manager*) has defined stewardship as “holding something in trust for another.” Robert Greenleaf’s view of all institutions was one in which CEOs, staffs, and trustees all played significant roles in holding their institutions in trust for the greater good of society. Servant-leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. It also emphasizes the use of openness and persuasion, rather than control.

How the Eight Dominant Functions Display Stewardship:

Extraverted Intuition (Ne) ENFP and ENTP: perceptive and open minded; pushing the envelope for a better way

Example: Alexander the Great: “Remember upon the conduct of each depends the fate of all.”

Introverted Intuition (Ni) INFJ and INTJ: voicing the foundation of ideals

Example: Attorney Atticus Finch in the movie *To Kill a Mockingbird*: “I’m no idealist to believe firmly in the integrity of our courts and of our jury system—that’s no ideal to me. That is a living, working reality! Now I am



confident that you gentlemen will review, without passion, the evidence that you have heard, come to a decision and restore this man to his family. In the name of GOD, do your duty.”

Extroverted Sensing (Se) ESFP and ESTP: loyal to the moment

Example: Carpe diem—”Seize the day.” The phrase is part of the longer *Carpe diem quam minime credula postero*—”Seize the day, trusting as little as possible in the future”—and the ode says that the future is unknowable, and that instead one should scale back one’s hopes to a brief future, and drink one’s wine (Horace).

Introverted Sensing (Si) ISFJ and ISTJ: conscientious and loyal to tradition

Example: Writer Henry James: “It takes an endless amount of history to make even a little tradition.”

Extroverted Feeling (Fe) ESFJ and ENFJ: harmony as a labor of love

Example: Former president and actor Ronald Reagan: “Freedom is never more than one generation away from extinction. We didn’t pass it to our children in the bloodstream. It must be fought for, protected, and handed on for them to do the same.”

Introverted Feeling (Fi) ISFP and INFP: holding personal values sacred

Example: Writer Jack Kerouac: “I hope it is true that a man can die and yet not only live in others but give them life, and not only life, but that great consciousness of life.”

Extraverted Thinking (Te) ESTJ and ENTJ: serious commitment to the Right Thing

Example: Former Supreme Court Justice Sandra Day O’Connor: “My concern was whether I could do the job of a justice well enough to convince the nation that my appointment was the right move.”

Introverted Thinking (Ti) ISTP and INTP: logical analysis on how to improve the system

Example: John Muir, founder of the Sierra Club, tirelessly lobbying Congress to pass laws establishing national parks and preserving and protecting our



natural resources: “God has cared for these trees, saved them from drought, disease, avalanches, and a thousand tempests and floods. But he cannot save them from fools.”

9. Commitment to the growth of people

Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, the servant-leader is deeply committed to the growth of each and every individual within his or her organization. The servant-leader recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues. In practice, this can include (but is not limited to) concrete actions such as making funds available for personal and professional development, taking a personal interest in the ideas and suggestions from everyone, encouraging worker involvement in decision making, and actively assisting laid-off employees to find other positions.

How the Eight Dominant Functions Display Commitment to the Growth of People:

Extraverted Intuition (Ne) ENFP and ENTP: friendly and affirming

Example: Anne Frank: “How wonderful it is that nobody need wait a single moment before starting to improve the world.”

Introverted Intuition (Ni) INFJ and INTJ: you can be or do anything

Example: British Prime Minister Margaret Thatcher: “Disciplining yourself to do what you know is right and important, although difficult, is the highroad to pride, self-esteem, and personal satisfaction.”

Extroverted Sensing (Se) ESNP and ESTP: if it makes you happy, do it!

Example: Richard Branson: “A business has to be involving, it has to be fun, and it has to exercise your creative instincts.”

Introverted Sensing (Si) ISFJ and ISTJ: to the extent that resources permit

Example: Golfer Gary Player: “The harder you work, the luckier you get.”



Extroverted Feeling (Fe) ESFJ and ENFJ: what benefits one benefits us all

Example: Oprah Winfrey: "For every one of us that succeeds, it's because there's somebody there to show you the way out."

Introverted Feeling (Fi) ISFP and INFP: offering positive reassurance and guidance

Example: Christian mystic Julian of Norwich: "All shall be well, and all manner of things shall be well."

Extraverted Thinking (Te) ESTJ and ENTJ: enhancing, encouraging and actualizing growth

Example: First head of the Peace Corps Sargent Shriver: "Do the job first; worry about the clearance later."

Introverted Thinking (Ti) ISTP and INTP: offering logical ideas within a framework

Example: Former president and general Dwight D. Eisenhower: "In preparing for battle I have always found that plans are useless, but planning is indispensable."

10. Building community

The servant-leader senses that much has been lost in recent human history as a result of the shift from local communities to large institutions as the primary shaper of human lives. This awareness causes the servant-leader to seek to identify some means for building community among those who work within a given institution. Servant-leadership suggests that true community can be created among those who work in businesses and other institutions. Greenleaf said, "All that is needed to rebuild community as a viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass movements, but by each servant-leader demonstrating his or her unlimited liability for a quite specific community-related group."

How the Eight Functions Display Building Community:

Extraverted Intuition (Ne) ENFP and ENTP: happily seeing and bringing out, the best in everyone

Example: World-famous chef Julia Child: "Life is the proper binge!"



Introverted Intuition (Ni) INFJ and INTJ: each unique one is a part of the unique whole

Example: Poet Alfred Lord Tennyson: "I am part of all that I have met."

Extroverted Sensing (Se) ESFP and ESTP: don't worry, be happy!

Example: Actress/playwright Mae West: "I never worry about diets. The only carrots that interest me are the number you get in a diamond."

Introverted Sensing (Si) ISFJ and ISTJ: everyone working for a common goal

Example: Chinese Proverb: "One generation plants the trees; another gets the shade."

Extroverted Feeling (Fe) ESFJ and ENFJ: we can do this together!

Example: Basketball great Michael Jordan: "Obstacles don't have to stop you. If you run into a wall, don't turn around and give up. Figure out how to climb it, go through it, or work around it."

Introverted Feeling (Fi) ISFP and INFP: communing with those who share like values

Example: Educator Howard Thurman: "There is something in every one of you that waits and listens for the sound of the genuine in yourself. It is the only true guide you will ever have. And if you cannot hear it, you will all of your life spend your days on the ends of strings that somebody else pulls."

Extroverted Thinking (Te) ESTJ and ENTJ: keenly interested in learning what others have to offer and communicating it to all

Example: British Prime Minister Benjamin Disraeli: "Circumstances are beyond human control, but our conduct is in our own power."

Introverted Thinking (Ti) ISTP and INTP: creating conceptual models based on principles

Example: Former president Gerald R. Ford: "I am acutely aware that you have not elected me as your president by your ballots, so I ask you to confirm me with your prayers."



CONCLUDING THOUGHTS

Carl Jung, Katherine Myers-Briggs, Isabelle Myers, Robert Greenleaf—the ideas and writings of these four people are linked together in our minds. Our efforts to follow, to understand, and to extend their trails have been at the heart of these two papers. We are in uncharted territory, but we believe that it may be important—or at least useful—territory.

We have these basic conclusions:

1. Servant-leaders are to be found among every Myers-Briggs type.
2. Different MBTI servant-leaders have differing gifts to offer their teams, organizations, and the world. Understanding this is important work.
3. By better understanding our own gifts as servant-leaders, based upon our Myers-Briggs type, we can make our greatest contributions as servant-leaders.
4. By better understanding others' unique gifts as servant-leaders, based upon their Myers-Briggs type, we develop an appreciation for the differences to be found among servant-leaders.
5. All of this is linked to Greenleaf's "Best Test" of servant-leadership, which he described as being: "Do others become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And what is the effect on the least privileged in society—will they benefit, or at least not be further deprived?"

It is our hope that, in time, others may want to carry this work forward in new and interesting ways.

MYERS-BRIGGS-TYPE SERVANT-LEADERS AND HOW THEY SERVE

The following chart offers a brief description of Servant-Leaders based upon their Type Preferences. We have also chosen to include the names of some well-known people as likely examples of each type. In most instances, we have simply made an educated guess as to the Myers-Briggs type of these contemporary and historic figures—we obviously can't know with any certainty their Myers-Briggs type. Also, a few of the examples that we have chosen represent unique choices of servant-leaders. Using Robert Greenleaf's definition of a servant-leader, we believe that a case can be made for unusual choices such as Dolly Parton and Johnny Carson as authentic servant-leaders. We have also inserted our own names within this



chart. We do so as an expression of our belief that every aspiring servant-leader occupies a place within this Servant-Leader/Myers-Briggs Matrix. We invite you to find your own MBTI preference in the table that follows and to add your own name to that box.

ITSJ Serve by: Getting things right and making certain things are accurate, truthful and precise. They serve by focus, conscientiousness and keeping the truth. Henry James, Colin Powell, Larry Spears	ISFJ Serve by: Caring deeply about individuals as they are now and looking after their needs. They serve by being true loyalists. Florence Nightingale, Johnny Carson	INFJ Serve by: Maintaining deeply held personal values and helping others live up to these ideals. They serve by being true idealists. Gandhi, Martin Luther King, Beth Lafferty	INTJ Serve by: Deep and profound thought leading to clarity of vision and direction to help others see the way ahead. They are the true visionaries. Margaret Thatcher, Barack Obama
ISTP Serve by: Being practical, matter-of-fact and doing what needs to be done without fuss or self-aggrandizement. They serve by bringing others back to earth. Chesley Sullenberger, Dwight Eisenhower	ISFP Serve by: Being there as representatives of love, beauty, ideals, and touching people's hearts. They are the icons of service through love. Princess Diana, Elvis Presley	INFP Serve by: Reminding others of the romance and poetry that is theirs in the midst of everyday life and helping them see meaningful patterns to their lives. They are the poet servant-leaders. Robert Greenleaf, Keats, Ralph Lewis	INTP Serve by: Seeing what could be better by critical analysis and proposing improvements to benefit everyone. They serve by their objectivity and analysis. Bertrand Russell, Wittgenstein
ESTP Serve by: Adding adventure and fun and excitement to life and challenging others to take risks and grow. They show others service through challenge. Richard Branson, Ernest Hemingway	ESFP Serve by: Helping others to have fun and being natural empathizers and connectors to others. Always ready to serve with a smile. Dolly Parton, Lance Armstrong	ENFP Serve by: Connecting others to ideas and possibilities for their growth through focusing others. needs for human contact. They are the networkers of service. Bill Clinton, Julia Child	ENTP Serve by: Finding better ways through innovation and ideas liberating others. They serve by helping others transform their lives through new thinking. Albert Einstein, Steve Jobs



ESTJ Serve by: Making certain things happen—obuilding concrete and reliable structures whether processes or things. They serve by their practical implementing skills. Henry Ford, Sargent Shriver	ESFJ Serve by: Looking after others' health and well-being—caring for them as individuals in a practical way. They are the social servants of the community. Mother Theresa, Benjamin Disraeli	ENFJ Serve by: Directing and motivating others to work together in a spirit of friendship and community. They serve through organizing others in service. Ronald Reagan, Michael Jordan	ENTJ Serve by: Taking a systems view of what needs to happen for the good of society. They are the “architects” of service. Franklin Roosevelt, Moshe Dayan
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ABOUT THE AUTHORS

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