

*June 7, 2019*

**Dear Chairs:**

Self-awareness is key to becoming a successful leader. Everyone, no matter how successful, experienced, or ambitious they may be, possesses a blend of strengths, weaknesses, and personal proclivities. These combine to shape your preferred ways of working, interacting, and leading; as well as how others perceive you.

Awareness of your personality type and conflict management style allows you to build teams of individuals who shore up your weaknesses and balance out your personality traits and style. In addition, it helps you to understand and work more productively with colleagues who are unlike you. One important thing to remember is that there is no “better” or “worse” personality type or style: each brings specific gifts and talents to the mix.

Unless you’ve worked previously in the corporate world, or are in an academic field that emphasizes leadership, you’ve probably not done much if any testing to determine your specific personality type and conflict management style. There are pretty sophisticated instruments out there, but they’re not cheap. Here are a few that are low-cost or free online. I encourage you to take these tests and note the results. These are also great team-building exercises to engage in with peers or with people who you supervise.

The **Myers-Briggs Personality Inventory** is the standard personality inventory that sorts people in to one of 16 different archetypes (yes, it’s based in Jungian psychology):

<https://www.16personalities.com/free-personality-test>

**CliftonStrengths** assessment is a Gallup inventory that will tell you your top 5 (out of 34 total) strengths for roughly \$20. This is a great one to do in groups, and there are trained session facilitators around CUNY. Perhaps your Dean or Provost will spring for a set of access codes?

<https://www.gallupstrengthscenter.com/>

**Conflict management style** assessment, based on Reg Adkins’s foundational work:

[http://www.blake-group.com/sites/default/files/assessments/Conflict\\_Management\\_Styles\\_Assessment.pdf](http://www.blake-group.com/sites/default/files/assessments/Conflict_Management_Styles_Assessment.pdf)

Here’s wishing you every success!



Patricia