



## Personality Type and Leadership

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By: Paul Knudstrup

Paul Knudstrup has been a faculty member and visiting scholar for the Goldman Sachs Global Leaders Program. The GSGLP is conducted each year through the Institute of International Education. His work with the GSGLP suggests that certain personality types may be more likely to step into leadership roles. The ENTJ (Extravert, iNtuitive, Thinker, Judger) is often referred to as “Life’s Natural Leader.” ENTJs make up about 5% of the U.S. population. Among the 250 Global Leader’s Institute participants 26% are ENTJs.

So, are leaders born after all? An interesting question, to be sure. We think it has to do with a combination of nature and nurture. For a short discussion on the issue of Type Development, you can jump to our [article](#) on the subject.

The 250 individuals in the GLP research group come from 40 different countries. All were second-year college students at the time they were named Global Leaders. In each case they had accomplished a remarkable amount in their young lives, and were viewed as outstanding leaders in their home country or by their university. For sample brief biographical sketches, [click here](#).

The Type distribution of these 250 young leaders is markedly different from the general population. They are mostly:

	<b>GLP</b>	<b>U.S. Gen. Pop.</b>
<b>Extroverts</b>	79%	70%
<b>iNtuitives</b>	78%	30%
<b>Thinkers</b>	64%	50%
<b>Judgers</b>	66%	50%

For a description of the ENTJ personality type, go to [Free Stuff/Myers-Briggs 16 Profiles/ENTJ].

For a Type Table showing the distribution of the 250 Global Leaders compared with the general U.S. Population, [click here](#).

All in all, the GLP participants seem to be different from the general population in many ways. If you would like more information about our research, [contact us](#).

More information is available through the website of the [Institute of International Education](#). For specific information on the Goldman Sachs Global Leaders Program, [click here](#).

The following brief biographical sketches will serve as examples of the types of young leaders who are involved in the Global Leaders Program:

**Isaac B.-G.** Mexico

Isaac studies Economics and Applied Mathematics at the Instituto Tecnológico Autónomo de México. He has the best GPA of all high school students in Mexico. He has participated in reforestation activities in Mexico City and was an Ecological Ambassador to Israel. He also taught basic literacy and worked in an art gallery in Paris as well as a business office in lower Manhattan.

**Maria L.** Czech Republic

Maria graduated from the French bilingual secondary school in Bratislava, Slovakia. She scored in the top two percent in mathematics of all bilingual students in the former Czechoslovakia and won the national English Language Competition 3 times. As a law student, Maria ranks among the top of international debaters in Central Europe and has won a laundry list of awards, including the Secondary School Scholarship Award, and first place winner of Jessup Moot Court 2004.

**Nhan D.** South Africa

Nhan is deeply committed to social change in South Africa. Awardee of the Golden Key/Ford Motor scholarship for scholastic achievement at the University of Witwatersrand and the Sunday Times Get Wise Leader of the Year award, Nhan is actively involved in many community service projects. Among many involvements, Nhan was a speaker at the “Drive Alive” campaign at various high schools, and single handedly organized a city-wide clothing campaign that donated more than 5,000 articles of clothing to orphanages.

**Prya K.** United Kingdom

Prya is an active volunteer and humanitarian. Her professional goal is to become a development economist and specialize in the sustainable development of third world countries. An economics major, she was selected by the Bank of England to take part in the Windsor Fellowship Undergraduate Leadership Program, which identifies young leaders who are enthusiastic and fully committed to everything they do. Priya is the President of the Young Jains Society, and an active committee member of STAR, a refugee awareness group.

**Tanya H.-H.** United States

A student at Stanford University, Tanya majored in Human Biology with a focus on International Development with a minor in Middle Eastern Studies. She is President and Founder of Stanford’s Coalition for Justice, Vice President of the Muslim Student Awareness Network, and has received the Principal’s Award for Academic Achievement 4 years in a row. She has taught self-defense to youth in Jordan, climbed Mt. Kilimanjaro, built classrooms for street children in Tanzania, and hopes to be a leader in the field of International development.

**Till Johannes S.**      Western Europe

An international business administration major as well as an avid football and basketball player, Till has lived as a student, worker, and intern in Chile, the USA, the Dominican Republic and Spain. He has completed community service assisting and attending to a paraplegic for 9 months and helping street kids for 5 months in the Dominican Republic. He has served on student council, coached sports teams, and was placed in the top 1% of participants in a stock exchange competition; a hobby of Tills.

These examples serve to illustrate the depth and breadth of activities and interests of these young leaders. With these outstanding young people as examples, we all should have confidence and a positive outlook on the future. We believe the planet and our collective future is in good hands

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## MBTI TYPE DISTRIBUTION

<p>ISTJ</p> <p><b>2%</b></p> <p>U.S. Pop. 6%</p>	<p>ISFJ</p> <p><b>1%</b></p> <p>U.S. Pop. 6%</p>	<p>INFJ</p> <p><b>5%</b></p> <p>U.S. Pop. 1%</p>	<p>INTJ</p> <p><b>6%</b></p> <p>U.S. Pop. 1%</p>
<p>ISTP</p> <p><b>1%</b></p> <p>U.S. Pop. 5%</p>	<p>ISFP</p> <p><b>1%</b></p> <p>U.S. Pop. 5%</p>	<p>INFP</p> <p><b>3%</b></p> <p>U.S. Pop. 1%</p>	<p>INTP</p> <p><b>2%</b></p> <p>U.S. Pop. 1%</p>
<p>ESTP</p> <p><b>2%</b></p> <p>U.S. Pop. 13%</p>	<p>ESFP</p> <p><b>1%</b></p> <p>U.S. Pop. 15%</p>	<p>ENFP</p> <p><b>12%</b></p> <p>U.S. Pop. 5%</p>	<p>ENTP</p> <p><b>12%</b></p> <p>U.S. Pop. 5%</p>
<p>ESTJ</p> <p><b>13%</b></p> <p>U.S. Pop. 13%</p>	<p>ESFJ</p> <p><b>2%</b></p> <p>U.S. Pop. 13%</p>	<p>ENFJ</p> <p><b>11%</b></p> <p>U.S. Pop. 5%</p>	<p>ENTJ</p> <p><b>26%</b></p> <p>U.S. Pop. 5%</p>

### *250 2<sup>nd</sup> Year University Student Leaders*

<b>E</b>	198 (79%)
<b>I</b>	52 (21%)
<b>S</b>	54 (22%)
<b>N</b>	196 (78%)

### 250 Participants

<b>T</b>	160 (64%)	M-92	F-68
<b>F</b>	90 (36%)	M-38	F-52
<b>J</b>	165 (66%)		
<b>P</b>	85 (33%)		

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