

Myers-Briggs Type Indicator (MBTI)

Whatever the circumstances of your life, the understanding of type can make your perceptions clearer, your judgments sounder and your life closer to your heart's desire.

Isabel Briggs Myers

Agenda: Myers-Briggs Type Indicator (MBTI)

- Introductions
- Agenda and Objectives
- MBTI Review
- Identifying the “Best-Fit” MBTI Type: Self-Select and Report
- Takeaways
 - Stress: Expression by Type
 - Problem Solving/Conflict/Contributions of Each Type
 - Communications/Change
 - Teamwork/Work Styles
- Action Plan

Objectives

- Review the history and basics of the Myers-Briggs Type Indicator (MBTI) and how it is used
- Identify the description and general characteristics of each preference scale
- Indicate each participant's type by comparing your self-selection and the MBTI results of the “Best-Fit” Type
- Look at ways to use your MBTI Type to your advantage

The MBTI: What is it?

- The most valid and widely taken personality style indicator in history: more than two million people have taken it this year
- A self-administering questionnaire
- Based on Carl Jung's notion that behavior is predictable at some level due to preferences people have for...
 - Taking in information and focusing attention
 - Making decisions
 - Organizing their lives

The MBTI: The Results

- Results reflect hard-wired preferences akin to left- or right-handedness, not to skill, ability, mental health or intelligence
- Respondents come out as one of 16 different personality types
- These type preferences offer profound insight into people's tendencies, impact on teams, style of leadership and personal and professional development paths

The MBTI: Uses

A means to describe preferences

- People are different psychologically as well as physically
- Psychological differences affect how we see the world

A tool to help individuals...

- Reflect on themselves and their behaviors
- Appreciate others' differences in a constructive fashion
- Understand the benefits of differing approaches to problem solving

A method used by teams to...

- Create an objective framework for examining emotional issues
- Facilitate team communications and problem solving
- Identify sources of conflict
- Value the unique contributions of other team members

The MBTI does NOT attempt to...

- Explain all of human behavior
- Measure “good” and “bad” or “best” and “worst”
- Assess ability, skills, competencies or intelligence
- Evaluate stress levels
- Create a method to stereotype or “pigeonhole”
- Diagnose psychological disorders

How do you direct your energy

E

- You prefer to direct your energy to deal with people, things or situations

I

- You prefer to direct your energy to study ideas, information, explanations or beliefs

How do you process information

S

- You prefer to deal with facts, what you know, to have clarity,. You are a realist in the here and now. For you the force is a tool — a fission screwdriver!

N

- You prefer to deal with ideas, look into the unknown, to generate new possibilities or to anticipate what isn't obvious. You seek the nature of the force

How do you make decisions

T

- You prefer to decide on the basis of logic, using an analytical and detached approach

F

- You prefer to decide using values and/or personal beliefs.

How do you organise your life

J

- You prefer your life to be planned in a stable and organised way

P

- You prefer to go with the flow, to maintain flexibility and respond to events

You should have a 4-letter code

ESTJ – Overseer 10.4%	ESFJ – Supporter 12.6%	ISTJ – Examiner 13.7%	ISFJ – Defender 12.7%
ESTP – Persuader 5.8%	ESFP – Entertainer 8.7%	ISTP – Craftsman 6.4%	ISFP – Artist 6.1%
ENTJ – Chief 2.9%	ENTP – Originator 2.8%	INTJ – Strategist 1.4%	INTP – Engineer 2.4%
ENFJ – Mentor 2.8%	ENFP – Advocate 6.3%	INFJ – Confidant 1.7%	INFP – Dreamer 3.2%

High performing teams require

- **Advisors**
 - **Innovators**
 - **Promoters**
 - **Developers**
 - **Organisers**
 - **Producers**
 - **Inspectors**
 - **Maintainers**
- To gather and report information
 - To create and experiment with ideas
 - To explore opportunities for ..**it**
 - To assess the viability of .. **it**.
 - To find ways to make **it** happen
 - To bring **it** to the market
 - To control how **it** is made
 - To safeguard standards

So, Each letter code will be given a role

- Advisors
 - ENFJ & ENFP
- Innovators
 - INFJ & INFP
- Promoters
 - ENTJ & ENTP
- Developers
 - INTJ & INTP
- Organisers
 - ESTP & ESFP
- Producers
 - ISTP & ISFP
- Inspectors
 - ESTJ & ESFJ
- Maintainers
 - ISTJ & ISFJ

Advisor

- You are in the team to support the team, to help.
- You have to be tolerant.
- You are a collector of information.
- You don't like to be rushed.
- You are knowledgeable and flexible

Innovator

- You are there to be imaginative
- You are future oriented
- You enjoy complexity
- You are creative and enjoy doing research

Promoter

- You are there to persuade the team and others
- You sell ideas and things
- You like varied, exciting and stimulating work
- You are easily bored
- You are influential and outgoing

Developer

- In the group you should exhibit the following characteristics;
 - You are analytical and objective
 - You are good at developing ideas
 - You enjoy project work and making prototypes
 - You are an experimenter

Organiser

- As the role suggests you like to organise things
- You implement things
- You are quick to decide
- Driven by results
- You are analytical and like to set up systems

Producer

- You are highly practical.
- Production oriented
- You like schedules and plans
- You take pride in reproducing good and services
- You value effectiveness and efficiency

Inspector

- You are strong and controlled
- Detail oriented
- You have little need for people contact
- You inspect and maintain standards
- You ensure procedures are followed

Maintainer

- In the group you should adopt the following characteristics;
 - You are quite conservative
 - You are loyal and supportive
 - Personal values are important to you
 - You have a strong sense of “right”
 - You have to have a purpose for what you do

Margerison, McCann Team Management Wheel



The MBTI: Preferences along four scales

- Extraversion and Introversion: Where do you get your energy from?
- Sensing and iNtuition: How do you acquire information and focus attention?
- Thinking and Feeling: How do you make decisions?
- Judging and Perceiving: How do you deal with the external world?

There is no right or wrong answer, or better or worse preference. Everyone uses each of the above preferences in one way to some degree. The important question is, which side of the scale do you naturally prefer?

Attitude Function: Where do you get your energy from?

The Extraverted Attitude (E)

- An **Extravert** (E) seems to express their attention outward as if it flows, or is drawn, out of the objects and people in their environment
- Their stimulation is essentially extracted from the environment, the outer world of people and things

The Introverted Attitude (I)

- An **Introvert** (I) seems to reflect on their energy as if it is drawn from the environment and consolidated within one's own position
- Their stimulation is drawn from within their own environment, the inner world of thought and reflection

Characteristics of the Extraverted and Introverted Attitudes

An Extraverted person...

- Relies on the environment for stimulation and guidance
- Has an action-oriented, sometimes impulsive, way of meeting life
- Holds interests that have breadth
- Thinks best when talking with people
- Acts then (maybe) reflects and can jump into situations too soon at times
- May seem shallow to Introverts

An Introverted person...

- Relies on enduring concepts more than on transitory, external events
- Has a thoughtful, contemplative way to meeting life
- Holds interests that have depth
- Thinks best alone and shares when ideas are clear
- Reflects then (maybe) acts and may postpone acting too long at times
- May seem withdrawn to Extroverts

Perceiving Functions: How do you focus your attention?

The Sensing Perception (S)

- A **Sensing** (S) person tends to rely on perceptions that are observable by the five senses, sight, sound, touch, taste and smell
- A Sensing person focuses their attention on reality and on what currently exists in the environment

The iNtuitive Perception (N)

- A **iNtuitive** (N) person tends to rely on the perception of possibilities that are translated via the unconscious
- An iNtuitive person focuses attention on meanings or on possibilities beyond what is visible to the senses

Characteristics of the Sensing and iNtuitive Functions

A Sensing person...

- Has a realistic and practical orientation
- Appreciates facts, details and specifics
- Prefers communication that is literal and concrete
- Focuses on specific parts or pieces of a topic
- May seem materialistic and literal-minded to Ns

An iNtuitive person...

- Has an imaginative or theoretical orientation
- Appreciates meaning, “the big picture” and patterns
- Values communication that is figurative and abstract
- Holds interests that have depth
- Focuses on patterns and correlations
- May seem fickle or impractical to Ss

Judging Functions: How do you make decisions?

The Thinking Judgment (T)

- A **Thinking** (T) person links ideas together by making logical and often impersonal connections and relies on the principles of cause and effect
- A Thinking person uses this decision-making function to make objective judgments based on logic

The Feeling Judgment (F)

- A **Feeling** (F) person weighs relative values and merits of an issue based on personal feelings or impact
- A Feeling person uses this decision-making function to make subjective judgments based on personal values and relies on an understanding of personal and group values

Characteristics of the Thinking and Feeling Functions

A Thinking person...

- Makes decisions with their head
- Tends to excel in analytical abilities
- Is concerned with a logical decision
- Is oriented toward a situation based on connections in time—from the past through the future
- Tends to critique the deficiencies and ideas of others and finds flaws in most circumstances
- Frequently questions their experiences
- May seem cold and condescending to Fs

A Feeling person...

- Decides with their heart
- Tends to excel in empathetic abilities
- Is concerned with a decision's impact on others
- Desires harmony
- Tends to appreciate the strengths and ideas of others
- Frequently is accommodating to others
- Offers praise
- May seem fuzzy-minded and emotional to Ts

Judging and Perceiving Attitudes: How do you deal with the external world?

The Judging Attitude (J)

- A **Judging** (J) person is concerned with making decision, seeking closure, planning operations or organizing activities
- Their lifestyle is decisive, planned and orderly

The Perceptive Attitude (P)

- A **Perceptive** (P) person is concerned with assimilating as much incoming information as possible and postponing decision-making
- Their lifestyle is flexible, adaptable and spontaneous

Characteristics of the Judging and Perceiving Attitude

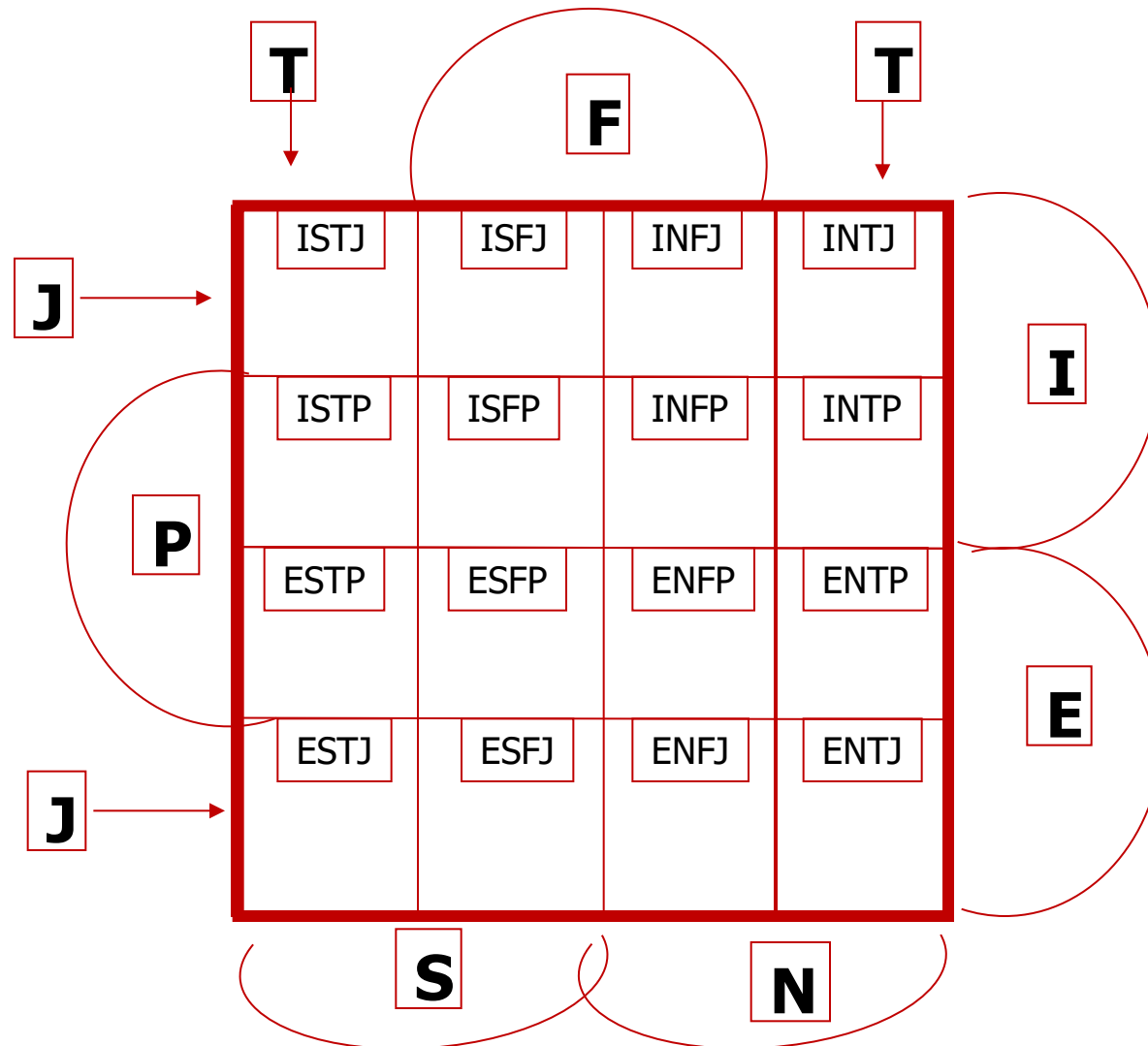
A Judging person...

- Lives to organize, plan and decide (“Pen” to-do list)
- Enjoys making decisions, coming to closure or reaching conclusions
- Handles deadlines and plans well in advance
- Is decisive in attitude and action
- Prefers to have life under control
- May seem demanding, rigid and uptight to Ps

A Perceiving person...

- Lives to experience and seeks opportunities (“Pencil” to-do-list)
- Enjoys being curious and keeping options open for as long as possible
- Meets deadlines by last minute rush
- Is adaptable in their attitude
- Prefers to experience life as it happens
- May seem disorganized, messy or irresponsible to Js

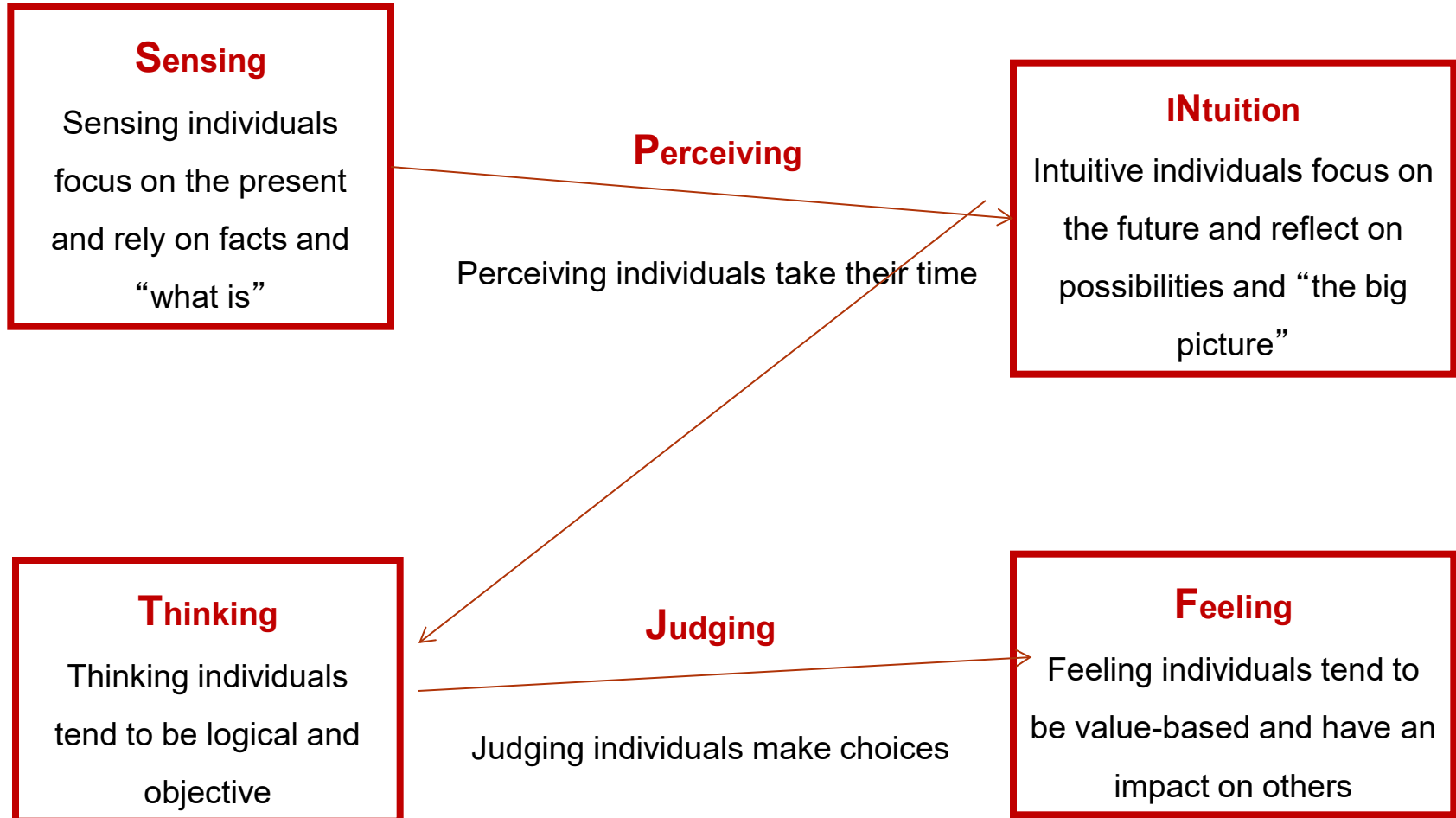
Class “Type” Matrix



Class “Type” Matrix B

	Guardians 40% (SJ)	Artisans 30% (SP)	Intellectuals 15% (NT)	Idealists 15% (NF)
Structure	ESTJ	ESTP	ENTJ	ENFJ
Direct Initiating Control	Hero Te (Rationale) Parent Si (Memory) Child Ni (Metaphysics) Inferior Fi (Morals)	Hero Se (Physics) Parent Ti (Logic) Child Fe (Ethics) Inferior Ni (Willpower)	Hero Te (Rationale) Parent Ni (Willpower) Child Se (Physics) Inferior Fi (Morals)	Hero Fe (Ethics) Parent Ni (Willpower) Child Se (Physics) Inferior Ti (Logic)
Starter	ESFJ	ESFP	ENTP	ENFP
Informative Initiating Movement	Hero Fe (Ethics) Parent Si (Memory) Child Ne (Metaphysics) Inferior Ti (Logic)	Hero Se (Physics) Parent Fi (Morals) Child Te (Rationale) Inferior Ni (Willpower)	Hero Ne (Metaphysics) Parent Ti (Logic) Child Fe (Ethics) Inferior Si (Memory)	Hero Ne (Metaphysics) Parent Fi (Morals) Child Te (Rationale) Inferior Si (Memory)
Finisher	ISTJ	ISTP	INTJ	INFJ
Direct Responding Movement	Hero Si (Memory) Parent Te (Rationale) Child Fi (Morals) Inferior Ne (Metaphysics)	Hero Ti (Logic) Parent Se (Physics) Child Ni (Willpower) Inferior Fe (Ethics)	Hero Ni (Willpower) Parent Te (Rationale) Child Fi (Morals) Inferior Se (Physics)	Hero Ni (Willpower) Parent Fe (Ethics) Child Ti (Logic) Inferior Se (Physics)
Behind-the-Scenes	ISFJ	ISFP	INTP	INFP
Informative Responding Control	Hero Si (Memory) Parent Fe (Ethics) Child Ti (Logic) Inferior Ne (Metaphysics)	Hero Fi (Morals) Parent Se (Physics) Child Ni (Willpower) Inferior Te (Rationale)	Hero Ti (Logic) Parent Ne (Metaphysics) Child Si (Memory) Inferior Fe (Ethics)	Hero Fi (Morals) Parent Ne (Metaphysics) Child Si (Memory) Inferior Te (Rationale)
	Concrete Affiliative Systematic	Concrete Pragmatic Interest	Abstract Pragmatic Systematic	Abstract Affiliative Interest

“Z” Problem Solving Model



The Power of MBTI: Awareness and Appreciation

On an individual level, the MBTI will help you to...

- Be aware of your preferences, strengths and potential pitfalls
- Reflect on how they may be assisting you with or detracting from your communication with others

On an interpersonal level, the MBTI will help you to...

- Reflect on others' thoughts and feelings
- Listen to their responses for clues about their preferences
- Acknowledge their perspective and be more empathetic
- Speak from your own perspective after you hear another's point-of-view

On both levels, the MBTI will help you to...

- Focus dialogue on an overall goal for a particular situation or behavior, not on the person

“AHA’ s” * Exercise

Reading Time – 25 minutes

- For your “Best-Fit” Type, look through the takeaway materials for sections of problem solving, stress, work styles and others. Highlight “AHAs” and move them to the next page – 15 minutes
- Create an Action Plan from your “AHA” list – 10 minutes

*What is an “AHA”? An “AHA” is information you gathered that you thought “jumped out” at you, “rang true” or provided some realization. It can be utilized in some way to help you improve or to develop individually, interpersonally or at the team level.

The Power of MBTI: Awareness and Appreciation

Individual	Interpersonal	Individual, Interpersonal or Other
• • • • • •	• • • • • •	• • • • • •

Group Discussion

- Those who feel comfortable doing so, share with the group which “AHAs” emerged for you
- Capture the **Themes*** on a flipchart
- What Themes emerged from the discussion

- *What is a “Theme”? A Theme is a general, implicit or recurring idea that emerges throughout your experience.

Jungian Functions: Problem Solving by Sensors

A Sensor approaches problem solving by...

- Listing the facts based on what experience has shown them
- Verifying the reality of the situation or problem
- Understanding the details of the problem at hand
- Being Descriptive of the problem

A Sensor deals best with problem solving by trusting the facts and evidence. A Sensor is most adept at solving problems that they can get their hands on, literally, and that move them toward some practical and tangible results. A Sensor believes that it is inefficient or unproductive to spend a lot of time discussing a solution or theorizing about alternatives.

Jungian Functions: Problem Solving by iNtuitives

An iNtuitive approaches problem solving by...

- Letting their imagination “run wild”
- Seeing the big picture and emerging patterns
- Generating alternatives and possibilities
- Brainstorming

An iNtuitive will not touch a problem until all of the alternatives have been considered and various schemes have been drawn to cover every aspect of the situation. An iNtuitive believes that problems are best solved when they are set in a context that gives perspective to a bigger picture. For example, the iNtuitive may perceive a dripping faucet as part of a larger problem, such as water pressure or even the design of the kitchen or bathroom. Thus, a proper solution involves acquiring books on home repair, perusing catalogs of new fixtures or drawing a schema of the entire system.

Jungian Functions: Problem Solving by Thinkers

A Thinker approaches problem solving by...

- Analyzing the situation
- Verifying the reality of the situation or problem
- Reviewing the “pros,” “cons” and logical consequences
- Being descriptive of the problem

A Thinker contributes to the group by keeping everyone aware of the potential consequence of any given action. A Thinker tends to approach problem solving by weighing the cause and effect of each action carefully. This allows them to stay removed from the problem solving process so as not to become overly involved with the personal aspects of the issues. Because they are human, a thinker will have a more difficult time staying objective when confronted with the same problems themselves.

Jungian Functions: Problem Solving by Feelers

A Feeler approaches problem solving by...

- Understanding the relationship issues involved
- Being sensitive about how the group should proceed
- Concerning themselves with others' reactions
- Valuing others' opinions and considering their expectations

A Feeler understands how a process affects someone, so even if it is not a Feeler's own problem, they still can't give relatively accurate readings of another's behavior. In problem solving, the Feeler is the barometer of what the interpersonal reaction to the solution will look like. While the Thinking and Feeling dimensions are essential ingredients for effective problem solving, it is important to underline that, if the best solution in the world does not take into account how it will be received by all involved parties, it works only on paper and is doomed to fail.

Stress Expression for ESTJ

Extreme rigidity marked with an inability to admit failure

For an ESTJ, someone else is always at fault. As stress mounts, it is incomprehensible to this type that they had anything to do with creating the stress. An ESTJ cannot admit that they are wrong

A frantic effort to be in control of everything

A poor decision is better than no decision at all for the stressed ESTJ. This individual will decide for themselves as well as anyone else around them. They also will be loud, adamant and controlling, and they will never second guess themselves and never look back

A wide swing between domineering loudness and sullen withdrawal

Somewhere between bitterness and pouting, almost always in anger, this type can experience a tirade or total withdrawal or any combination in between. These behaviors signal that the ESTJ is impervious to anything. Even if no doors exist, an ESTJ slams them shut. Everyone and everything are closed in the ESTJ's world

Stress Expression for ESFJ

A “sweep under the rug,” denial buried in sweetness

More than other types, harmony is central to this type. When it is absent, an ESFJ will focus on others to help alleviate the stress, such as feeding someone chicken soup, cookies and milk. An ESFJ questions a problem’s seriousness and believes that hugs and kisses will reduce the stress and produce normalcy again

A heavy surge for control and order

An ESFJ believes that they must busy themselves—tidy things up, organize, involve oneself in honest work or help someone—to make the stress go away

An over-personalization of everything

An ESFJ experiences extremes of both inward guilt and projected guilt. They assume that they are a central part of the cause of any situation. If someone else is wrong, the ESFJ believes they should be punished. If the ESFJ is wrong, though hard to believe, then they experience feelings of extreme martyrdom and worthlessness

Stress Expression for ENFJ

Low self-esteem and sullen rejection of others

A stressed ENFJ believes that people are useless and totally untrustworthy; that is because the ENFJ believes that they are useless and untrustworthy themselves. The ENFJ's theme song becomes, "nobody likes me, everybody hates me, I guess I'll go eat worms..."

An almost blind denial of negative reality

An ENFJ would almost rather martyr themselves than accept a negative truth about anyone, especially a trusted friend or relative. "Sucker" tends to be written all over them, and when someone else acts in a negative way, withdrawal, sulkiness, bitterness, unforgiveness and absolutism all command the ENFJ's behavior

Fatigue, anger, bitterness and unforgiveness take center stage

When caught in too much stress, an ENFJ does not see many opportunities for negotiation. The positive quickly turns toxic and is easily spewed on or toward others. Then, the ENFJ makes a hasty retreat into non-communication that ranges from bitterness to, "I'll not forget today and I'll get even"

Stress Expression for ENTJ

A loud, arrogant and impersonal “my way or the highway” stance

It is difficult for an ENTJ to fathom being wrong. As stress mounts, so does the conviction of the ENTJ's righteousness, coupled with an intense need to argue loudly and angrily to maintain control

An impatient, insensitive and repressive need to take charge of everything

An ENTJ projects a “know-it-all” persona and can be at the throat of anyone who suggests either a new idea or one of the ENTJ's shortcomings

A detached, disinterested rejection of everything

Depending on the stress level, an ENTJ can go from a commanding voice to a total disinterest and near refusal to communicate. Such detachment, couched in intellectual superiority, debilitates and depersonalizes others. Rarely can or will an ENTJ admit to failure. Such non-speak leaves others with nowhere to go and keeps an ENTJ fighting for control

Stress Expression for ENTP

Loud, controlling and scattered redundancies

Almost as if only to hear themselves talk, an ENTP tries to control all of the “airways.” Saying anything, talking out of both sides of their mouth, increasing volume and repeating are characteristics of an ENTP under stress

Pushing anything or anyone to and over the limit

Marked with great insensitivity, an ENTP can try anyone’s patience in an unending effort to stay the center of attention. Regard for another’s needs is subjugated to a relentless grab for the spotlight

Efforts to control are blocked by scatteredness

As with almost any perceiving type, as the stress mounts in an ENTP, so does the effort to stay focused. It manifests itself as a swing between extremely controlling, repressive behavior and totally “off the wall” flight of fancy that borders on the absurd

Stress Expression for ENFP

Extreme mood swings with no warning

Under stress, an ENFP can move from sullenness, marked with extreme pessimism and self-abatement, to an almost manic bubblieness that overwhelms others

A higher than usual need to control people and situations

Imposing guilt on others, feeling guilt themselves, punishing others and themselves indiscriminately and making unreal demands are all indications that stress is near for an ENFP

Increased physical maladies, scattered behavioral patterns

Hyperventilation, upper shoulder and neck aches and headaches can reduce the ENFP to near immobility. This type responds with severely intense “starts” that go nowhere and leave them even more scattered and frustrated

Stress Expression for ESFP

Total denial of anything and everything

More than any other type, the ESFP is the “whistle while walking by the graveyard” type. They stay happy, busy, loose and ready, and as the stress increases, the ESFP can be in a high state of denial about what is happening around them

Fatigue marked by despair, distrust, doom and gloom

Under stress, an ESFP can be easily overextended. Being out of control can lead to one failure after another, or at least lead to perceive failures. An ESFP can make themselves miserable by their failure to pace themselves

A wide swing between scatteredness and rigidity

As stress mounts, the ESFP swings from an effort to control everything to an inability to control anything. Such behaviors are marked with extremes of both loudness and silence

Stress Expression for ESTP

Very fidgety and scattered

An ESTP may exhibit a flighty restlessness, focusing on nothing. They also may be loud and obnoxious

Pensive and distorting the facts

While others might call it lying, this type can distort facts or present them with a negative spin. When under stress, they can blurt something out and then be very quiet. They also can be controlling

A clumsiness with a resentment to routine

Resistance, rebellion, passive aggressive behavior and outright disrespect can be evidence that suggests extreme stress for an ESTP. The “tried and true” tends to be disregarded and avoided

Stress Expression for INTP

Extremely out of touch with reality

Great ideas and enthusiastic sharing, even defensive arguing, can characterize the INTP under stress. However, their ideas have little basis in fact and are not implementable

Quite loud and very rigid

When pushed, the rather quiet, easy-going and accepting INTP can become loud, demanding and rigid. The sudden and dramatic behavioral change is so removed from the usual that others recognize it quickly

Impatience marked with arrogance

The high need for internal consistency, coupled with the inner clarity that causes an INTP to move toward a mental conclusion, can make them seem short, rude or condescending toward others

Stress Expression for INFP

Wide mood swings

At early stages of stress, an INFP can become really scattered and extremely extraverted and then switch instantly to sullen rigidity

Excessive anger and refusal to negotiate

An INFP is normally easy-going and fairly pliable with a low need to influence. Suddenly, that disappears and the INFP develops a sort of “everybody lookout, and above all, don’t tread on me” outlook

Marked restlessness and avoidance

Whether it is a confrontation or just finishing a project, as the stress mounts, so does he avoidance. Yet the restlessness can keep the INFP focusing on all of the wrong things

Stress Expression for ISFP

Extreme self-effacement and depression

Between over personalizing and underestimating, an ISFP can turn inward and, in no time at all, convince themselves (and others too) of their meaninglessness and uselessness in any situation—an expression that leaves them very isolated and depressed.

A closed, rigid sense of martyrdom

No matter the feedback, an ISFP quickly uses it to prove how unappreciated and disrespected they are. They believe that, regardless of how hard they try, their efforts will be rejected

An emotional dump that is totally disproportionate to the event

Once the ISFP opens up, out comes a whole series of things that have been “welled up” inside for a long time

Stress Expression for ISTP

Wide mood swings with blurts and denials

It will be obvious from the ISTP's body language and words that something is wrong. However, when questioned, they persist in denial, "I said nothing is wrong!"

A sudden lack of precision and high disinterest

Normally, an ISTP is accurate, precise, quite proud and confident about their capabilities, but as stress undermines confidence, their work becomes sloppy and the ISTP loses interest

A higher need to control, coupled with scatteredness

For the stressed ISTP, it is a bad version of the adage, "the faster I go, the further I get." An ISTP commonly exhibits very bad self, time and project management with a low capability to respond to external stimuli

Stress Expression for INTJ

Edgy, arrogant, argumentative and impatient

If bombarded with too many demands, details and interpersonal needs, an INTJ moves to an apparent impatience and disdain for the events and people in their immediate presence

A seduction about capabilities and failures

As stress mounts and their competencies are tested, an INTJ seduces themselves into believing that the situation is nothing serious and that greater control is the only thing required to fix the problem. This mental state is interspersed with flashes of self-doubt and assumed failures and marked with extreme self-criticism

A marked increase in distrusting others

Distrust can be projected outward as disbelief—the issue is so clear to the INTJ, how can anyone disagree? The INTJ believes that others are out to get them or to undermine their work

Stress Expression for INFJ

Blurts and badly-handled facts

Not concerned with accuracy, when stress mounts, an INFJ will quote, badger and explode with a firm, even righteous, display of facts that may or may not be related to the situation

A sullen, wounded martyrdom

All of the rich, imaginative inspiration of this type quickly turns to a bitter sense of rejection as fatigue and other stressors manifest themselves

A combination of strengths and weaknesses are maximized

Under stress, introversion becomes non-speak, inspiration and theory become convoluted complexity and structure and closure become insensitivity and stubbornness

Stress Expression for ISFJ

Ill-timed “blow-ups” that are disproportionate to the event

The supportive and obligatory nature of an ISFJ allows others to take advantage of them. As the stress mounts, they may upload a backlog of similar moments that they have carried for a long time. No one, include the ISFJ, knows when such “dumps” will occur

Self-effacement

Not withstanding the loyalty and dependability of this type, under stress, an ISFJ can become very self-punishing and even somewhat verbal about how useless they are

A wide mood swing

From a negative and anxious fear of the unknown, to a martyr-like self-suffering in the name of duty, an ISFJ's behaviors can range from terror to tears in a matter of seconds. This swing is somewhat easily read by others and, in itself, is stressful to this type

Stress Expression for ISTJ

Extreme efforts to control

Under great stress, an ISTJ may try to control everything around them, ranging from people to objects. They may be super-rigid, making unswerving demands on themselves and others

A very negative and pessimistic outlook

A stressed ISTJ may show high distrust of the unknown, including people, objects, future planning and strategizing. Any show of concern or emotion is intolerable

High unpredictability

This type may swing from high rigidity and loudness to scatteredness and zero communication and back again to the rigid. It is this swing with no apparent pattern that is so unnerving to this usually predictable and dependable ISTJ and to others observing it

S N T F Preferences: Suggestions for communicating to a particular type

Sensing

- Be factual
- Document successful applications
- Reduce risk factors
- Thoroughly work out details in advance

iNtuitive

- Give “the big picture”
- Create a sense of urgency for the opportunity
- Use confidence and enthusiasm
- Point out the future benefits

Thinking

- Be logical
- State the principles involved
- Be well organized, moving logically across points
- List the costs and benefits

Feeling

- Indicate who else is for the idea
- Be personable and friendly
- Indicate how the idea is helpful
- Tell why the idea is valuable

General Descriptions Associated with MBTI® Preferences

Extraversion Characteristics

- Prefer to communicate verbally
- Outgoing and action-oriented
- Learn best by doing or talking
- Have many friends and acquaintances
- Enjoy sharing ideas at gatherings
- Need external stimulus and input

Introversion Characteristics

- Prefer to communicate in writing
- Private and inwardly focused
- Learn best through thinking and processing
- Have a select circle of friends
- Appear to be good listeners
- Need time alone to reenergize self

Sensing Characteristics

- Focus on what is here and real
- Observe and easily recall data and specifics
- Gain understanding through hands-on experience
- Tend to be factual and concrete

Intuition Characteristics

- Attuned to possibilities in the future
- Are concerned with meanings and patterns in information
- Trust “gut” feelings and inspiration
- Tend to be imaginative and creative

Thinking Characteristics

- Value logic
- Use cause-and-effect reasoning
- Objective, striving for what’s fair
- Critical and analytical

Feeling Characteristics

- Value compassion
- Consider effects of their decisions on people
- Seek to maintain harmony
- Softhearted and empathetic

Judging Characteristics

- Value organization
- Methodical and disciplined
- Decisive and need closure
- Prefer to make plans

Perceiving Characteristics

- Flexible and adaptive
- Tend to be spontaneous
- Prefer to be loose and are open to change
- Prefer to keep their options open

Contributions Made by Each Preference to Each Type

SENSING TYPES

INTUITIVE TYPES

With Thinking

With Feeling

With Feeling

With Thinking

INTROVERTS

EXTRAVERTS

Judging Types

Perceiving Types

Perceiving Types

Judging Types

ISTJ I Depth of concentration S Reliance on facts T Logic and analysis J Organization	ISFJ I Depth of concentration S Reliance on facts F Warmth and sympathy J Organization	INFJ I Depth of concentration N Grasp of possibilities F Warmth and sympathy J Organization	INTJ I Depth of concentration N Grasp of possibilities T Logic and analysis J Organization
ISTP I Depth of concentration S Reliance on facts T Logic and analysis P Adaptability	ISFP I Depth of concentration S Reliance on facts F Warmth and sympathy P Adaptability	INFP I Depth of concentration N Grasp of possibilities F Warmth and sympathy P Adaptability	INTP I Depth of concentration N Grasp of possibilities T Logic and analysis P Adaptability
ESTP E Breadth of interests S Reliance on facts T Logic and analysis P Adaptability	ESFP E Breadth of interests S Reliance on facts F Warmth and sympathy P Adaptability	ENFP E Breadth of interests N Grasp of possibilities F Warmth and sympathy P Adaptability	ENTP E Breadth of interests N Grasp of possibilities T Logic and analysis P Adaptability
ESTJ E Breadth of interests S Reliance on facts T Logic and analysis J Organization	ESFJ E Breadth of interests S Reliance on facts F Warmth and sympathy J Organization	ENFJ E Breadth of interests N Grasp of possibilities F Warmth and sympathy J Organization	ENTJ E Breadth of interests N Grasp of possibilities T Logic and analysis J Organization

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Type Characteristics Underlying Conflicts

Extraverts

- Prefer to develop solutions by talking it through
- Often change direction or topic during course of discussions
- Experience Introverts as “withholding”

Introverts

- Prefer measured pacing and need talk-free time for internal processing
- Need a more intense focus, and to come back to ideas after consideration
- Experience Extraverts as “invasive”

Sensing Types

- Define the problem based on concrete events and on what actually happened
- Seek explanations and solutions based on experience
- Experience Intuitive types as “unrealistic”

Intuitive Types

- See specific behavior as part of an underlying pattern that is the real problem
- Seek theoretical explanations and solutions
- Experience Sensing types as “shooting down their ideas” or blocking progress

Thinking Types

- Search for logical alternatives and apply them to everyone
- Believe that if a problem can be defined accurately and the relevant evidence gathered, there will be a “correct” solution
- Experience Feeling types as “irrational, inconsistent, and illogical”

Feeling Types

- Search for individual solutions that work for people
- Believe the solution will be found by gathering many perspectives and finding the answer that fits everyone’s needs
- Experience Thinking types as “cold and uncaring”

Judging Types

- Need structure, decisions, and closure
- Create plans, structures, and time frames to achieve goals
- Experience Perceiving types as people they cannot count on to follow through

Perceiving Types

- Need flexibility, and want decisions to grow out of the process
- Have faith in their own internal sense of timing; want to be trusted to meet goals in their own ways
- Experience Judging types as “hemming them in”

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Work Styles Takeaway: Extraversion and Introversion

An Introverted person...

- Likes quiet for concentration
- Tends to be careful with details and dislikes sweeping statements (especially Intuitive Sensing types)
- Has trouble remembering names and faces (especially Intuitive Thinking types)
- Tends not to mind working on one project for a long time uninterrupted
- Is interested in the idea behind their job
- Dislikes telephone intrusions and interruptions (especially Intuitive Thinking types)

An Extraverted person...

- Likes variety and action
- Tends to enjoy a faster pace and dislikes complicated procedures (especially Intuitive Sensing types)
- Is skilled at greeting people (especially Intuitive Feeling types)
- Is often impatient with long, slow jobs
- Is interested in the results of their job, in getting it done and in how others perform
- Often does not mind telephone intrusions and interruptions (especially Intuitive Sensing types)

Work Styles Takeaway: Sensing and iNtuition

A Sensing person...

- Dislikes new problems unless there are standard ways to solve them
- Likes an established order of task performance (especially Sensing Judging types)
- Enjoys using acquired skills more than learning new ones
- Works steadily with a realistic idea of how long a task will take
- Usually reaches a conclusion step-by-step (especially Introverted Sensing types)
- Seldom makes errors of fact
- Tends to be good at precise work (especially Extraverted Sensing types)

An iNuitive person...

- Likes solving new problems
- Dislikes doing the same thing repeatedly (especially iNuitive Perceptive types)
- Enjoys learning a new skill more than using it
- Works in bursts of energy and enthusiasm with slack periods in between (especially Extraverted iNuitive types)
- Reaches a conclusion quickly (especially Extraverted iNuitive Perceptive types)
- Is impatient with routine details (especially Extraverted iNuitive Perceptive types)
- Is patient with complicated situations

Work Styles Takeaway: Judgment and Perception

A Judging person...

- Works best when they can plan their work and follow the plan
- Likes to get things settled and finished
- Makes decisions quickly (especially Extraverted Judging types)
- Dislikes interrupting the project they are on for a more urgent one (especially Introverted Sensing Judging types)
- Does not always notice new things that need to be done
- Wants only the essentials needed to begin their work (especially Extraverted Sensing Judging types)
- Tends to be satisfied once they reach a judgment on a situation or person

A Perceptive person...

- Adapts well to changing situations
- Does not mind leaving things open for alterations
- Has trouble making decisions (especially Introverted Perceptive types)
- Starts several projects and sometimes has difficulty in finishing them (especially Extraverted iNuitive Perceptive types)
- Tends to postpone unpleasant jobs
- Wants to know all about the new job (especially Introverted iNuitive Perspective types)
- Tends to be curious and welcomes a new light on a situation or person

Work Styles Takeaway: Thinking and Feeling

A Thinking person...

- Does not readily show emotion and is often uncomfortable dealing with others' feelings (especially Introverted Thinking types)
- Sometimes hurts people's feelings without knowing it
- Likes analysis and putting things into logical order
- Gets along fine without harmony
- Tends to decide impersonally, sometimes paying insufficient attention to people's wishes
- Needs to be treated fairly
- Is able to reprimand people or fire them when necessary

A Feeling person...

- Tends to be very aware of other people and their feelings (especially Extraverted Feeling types)
- Enjoys pleasing people
- Likes harmony but efficiency could be badly disrupted by office feuds
- Often lets decisions be influenced by their own or other people's personal likes and dislikes
- Needs occasional praise
- Dislikes telling people unpleasant things

What do Extraverts and Introverts want during a time of change?

An Extravert thrives on...

- Talking about current issues and circumstances
- Involvement
- Lots of communication
- Having a “voice”
- Action and keeping the pace up

An Introvert thrives on...

- Reflecting on current issues and circumstances
- Thought-out written communication
- Time to think things through before discussing
- Assimilating changes before taking action

What do Sensing and iNtuitive types want during a time of change?

A Sensing type thrives on...

- Real data
- Specifics and details about the changes
- Connections to the past
- Realistic descriptions of the future
- Clear guidelines about roles, expectations and responsibilities

An iNtuitive type thrives on...

- An overall rationale and “the big picture”
- A vision of the future
- The general plan
- Options and direction but not necessarily settlement
- Opportunities to provide input

What do Judging and Perceiving types want during a time of change?

A Judging type thrives on...

- A clear and concise plan
- Defined outcomes and clear goals
- A time frame with specific stages spelled out
- A statement of priorities
- Completion
- Avoiding surprises

A Perceiving type thrives on...

- Open-ended approach with room for change
- Developing a general action plan
- Flexibility and options
- Opportunities to gather more information
- Room to adjust
- Loosening up and trusting the process

What do Thinking and Feeling types want during a time of change?

A Thinking type thrives on...

- The logic behind the decision
- More information on systematic changes
- Clarity in decision-making and planning
- Defined goals and structure
- Competent leadership
- Equality

A Feeling type thrives on...

- Recognition of their impact on people
- Information regarding people's needs and how they will be met
- Inclusion in a process
- Understanding values that are driving the change
- Caring leadership
- Appreciation and support

ISTJ: Type and Teamwork

Pathways

- An ISTJ lives by the motto, “work hard, play hard”
- Accountable and productive, an ISTJ is driven by the bottom line and give structure and order to most projects
- This type schedules fun at appropriate times, usually after work is finished
- The ISTJ respects authority and can be authoritative themselves
- An ISTJ is rewarded by an accomplishment (especially one on time and in budget), a bonus or an organizational “perk”

Pitfalls

- An ISTJ believes that a bad decision on time is better than no decision at all and that doing something is better than doing nothing.
- An ISTJ allows structure and order to override more pressing or emerging issues
- The ISTJ sees a task as more important than team or group spirit and interpersonal issues
- This type values competitiveness over collaboration
- Slow to communicate praise and positive reinforcement, an ISTJ sees teamwork as invading their personal space and privacy

ISFJ: Type and Teamwork

Pathways

- The ISFJ is pleasant, dependable and organized
- Accomplishment is important to them though not at interpersonal expense
- Valuing appropriate behavior, the ISFJ works well within rules and expects others do to so as well
- An ISFJ functions as very good team player with a strong sense of institutional memory and protocol
- This type has a high tolerance for detail, routine and accomplishment and provides good supporting an affirming atmosphere

Pitfalls

- The ISFJ can be taken advantage of and becomes a dumping ground for others
- Conflict within the team or with others is most stressful for the ISFJ
- They may fail to respect boundaries, making the group listless and shattering loyalty to the organization and project
- This type loses their sense of purpose and belonging if the team isn't productive
- By overlooking "the big picture" and becoming overextended in the moment, the ISFJ can leave the group feeling fatigued, unappreciated and worthless

INFJ: Type and Teamwork

Pathways

- An INFJ keeps a balance between being reflective and inspirational while adhering to a schedule
- This type is helpful, supportive, accountable and affirming and provides high intellectual stimulation and achievement toward noble ideals
- The INFj closely observes group dynamics and directs energy to maintain a smooth, congenial team
- This type is quiet, theoretical, inter- and intrapersonal and organized

Pitfalls

- An INFJ can beat a theory to death and prefer an interpersonal exchange at the expense of practicality
- The INFJ risks having their dreams remain only dreams without implementation and follow through
- Paralyzed by conflict, the INFJ's denial and avoidance can block constructive resolution
- The INFJ is aloof, complex and stubborn, but their feelings are easily hurt

INTJ: Type and Teamwork

Pathways

- The INTJ is confident, positive and systems-oriented with an ample amount of structure and closure
- This type is a natural conceptualizer and perpetual student, so whatever the team or group is doing, they must be involved in learning and improving
- An INTJ values excellence and competence and is driven toward achievement
- The INTJ strives for results while being reflective, abstract, objective and impersonal

Pitfalls

- The INTJ values independence and only give lip service to team or group work
- They may try to improve areas that do not need improving, argue for the sake of arguing and act aloof toward others who fail to comprehend quickly
- An INTJ may seem arrogant and uncaring by only giving intellectual assent to the group's mission
- Facts and specifics can be an INTJ's worst enemy
- This type can appear out of touch, defensive and intimidating to those who disagree

ISTP: Type and Teamwork

Pathways

- The ISTP is driven by action rather than speculation
- They will bring good technical skills to any project in order to use, test and refine them
- This type is self-starting and flexible and wants to find the shortest way to accomplish a task.
- The ISTP sees the project as the reason for the team to be together
- This type wants to stay focused, be precise and, when the task is complete, let go of it

Pitfalls

- The ISTP finds routines and regulations stressful
- An ISTP believes that paperwork and deadlines block effectiveness and that doing for the sake of doing is a waste of energy
- They can be slow to communicate and can tire quickly of too much of an emphasis on group process
- This type is not always in touch with interpersonal dynamics ,and when confronted, tends to escape by doing something else

ISFP: Type and Teamwork

Pathways

- The ISFP is quietly congenial and willing to work together for a cause, job or customer's need
- This type subscribes to "let's whistle while we work" because fun and happy teams are winning teams
- An ISFP keeps the environment bright, takes breaks and attends to personal and physical needs
- Since they are far more encouraging than critical, an ISFP is supportive and helpful, negotiating alternatives for the good of the group
- The ISFP resists being bound by schedules and their deeds speak more loudly than words

Pitfalls

- The ISFP can be so consumed by the task that personal fatigue takes over and deadlines become lost
- This type makes the workplace pleasant and cheerful so much that it sometimes blocks production. Others do not always appreciate their efforts
- An ISFP keeps their appreciation of team members to themselves which can result in a sullen somewhat depressed, work environment
- The ISFP can let themselves be taken advantage of and becomes angry and bitter as a result

INFP: Type and Teamwork

Pathways

- An INFP is positive, flexible, process driven and responsible to the team, self and mission
- This type affirms and enables each team member and provides room to work alone and collectively toward a common goal
- The INFP is cohesive, collaborative and confirming within a flexible framework and asks to be seen as effective and competent in teamwork

Pitfalls

- The INFP may avoid conflict until personal values are violated and can be stubborn and unyielding in response
- If the group does not accept the INFP's values, they can lose sense of purpose and direction
- An INFP can let personal needs override the project, creating tensions that tend to be overlooked
- This type allows perfectionism and personal space issues to block teamwork

INTP: Type and Teamwork

Pathways

- An INTP establishes a very affirming atmosphere that is most stimulated by the sharing of ideas
- The INTP believes that any ideas are worth a second consideration and that a group or team should accommodate for individual thinking
- This type exhibits enthusiasm and visionary thinking especially in systems designs
- An INTP is witty and easygoing with a sense of competency and accomplishment, especially in areas of high intellectual challenge

Pitfalls

- The INTP can become restless for private time in order to allow for personal thought and development
- An INTP has a high need for individual consideration that can block effective team action
- They can become bored with implementation and follow through
- This type can be impatient and arrogant if they see a task as mundane or not challenging enough

ESTP: Type and Teamwork

Pathways

- The ESTP is non-conforming, will try anything once and is restless
- For an ESTP, it is better to be doing something than sitting around doing nothing
- This type cuts through to the center or core of an issue and begins immediately to problem solve
- An ESTP is not bothered by deadlines, protocol or procedures
- The ESTP is pragmatic and grounded and takes life one day at a time

Pitfalls

- An ESTP does not always see or value a theory or theoretical frame of reference
- They may “ruffle feathers” or alienate others by creating problems where none existed
- The ESTP can make large mistakes and be offensive
- This type is easily bored and has a low attention span
- They can appear insensitive and impulsive

ESFP: Type and Teamwork

Pathways

- An ESFP is effervescent, free-spirited, fun-loving and non-conforming
- The ESFP has many projects and events going on at once—the more the merrier
- This type exhibits high energy, has jovial interactions, holds high respect and affirms other's differences
- The ESFP lives for the moment, has a good grasp on reality and is not easily stressed
- An ESFP is a good team member and enjoys involvement

Pitfalls

- The ESFP can be loud, frustrating and seemingly superficial
- An ESFP may tire others and may stretch the patience of people around them as they may appear to be unpredictable
- They can be easily scattered and start many things with the best intentions only to get sidetracked
- This type reflects a disdain for routine and structure that can stress others
- The ESFP's groundedness may cause them to miss “the big picture”

ENFP: Type and Teamwork

Pathways

- The ENFP is enthusiastic, spontaneous, gregarious, energetic, interpersonal and affirming
- An ENFP has high inspiration and motivations for people and projects, pushing to try the untried and to be unconventional
- This type delights in brainstorming and generating options and have a high sense of team and group
- The ENFP functions as good team players, have excellent people skills and are great at keeping spirits high

Pitfalls

- The ENFP exhibits mood swings and “flies by the seat of their pants”
- They can sometimes neglect advanced planning
- An ENFP can become easily depressed and self-deprecating when people question their motives
- This type finds routine to be boring, can easily become restless and finds starting projects ore exciting then finishing them
- The ENFP becomes listless and depressed when people do not respond to their enthusiasm or reject their leadership

ENTP: Type and Teamwork

Pathways

- An ENTP exhibits high energy, creativity, resiliency and dynamism and is argumentative and readily engaged in intellectual banter
- The ENTP delights in endless possibilities centered on theoretical connections and random abstractions
- The ENTP is very flexible
- An ENTP lives on the edge of the future in an expectant manner, always trying to change for the sake of change—just to learn
- The ENTP is a competitive and free-wheeling, visionary and high achieving.
- To the ENTP, all encounters are opportunities for learning

Pitfalls

- The ENTP experiences volatile mood swings, seems to never be satisfied and is exasperating to others
- They can argue for the sake of arguing and it can get to the point of beating dead issues. Others can become impatient quickly
- An ENTP delights in overturning the tried and the true, which is stressful to other types
- This type can be read as arrogant and disinterested and wastes time though constant competitiveness
- The ENTP's failure to follow through can be frustrating and their free spirit can be seen as disrespectful of established methods

ESTJ: Type and Teamwork

Pathways

- The ESTJ is upbeat and affirming with a high social awareness of others' needs and concerns.
- An ESTJ has a strong need to lead and for structure, schedules and deadlines
- This type believes that productivity is important and that people are to be inspired to achieve
- The ESTJ is gregarious, interpersonal in decision-making, a team player and idealistic
- The ESTJ believes that harmony and a pleasant environment contributes to a successful team effort

Pitfalls

- The ESTJ can be impatient, overbearing, obnoxious and quite insensitive
- An ESTJ is controlling and suffocating, engendering passive aggressive behaviors from others, bringing out the rebellion in many
- They may not always allow or even hear opposite points-of-view and may disregard diversity and subordinate positions
- This type can accomplish the wrong thing in a timely fashion through their compulsion, and in the process, waste valuable personal and organizational resources

ESFJ: Type and Teamwork

Pathways

- The ESFJ is gracious, appropriate, goal-oriented and interpersonally aware
- An ESFJ has good organizational skills and is a great team player who values and affirms personal contributions
- This type is punctual, neat, responsible and highly productive with a great concern for others
- An ESFJ nurtures diversity, affirms differing points-of-view verbally and has a high commitment to organization and goals

Pitfalls

- The ESFJ generates guilt in others and can be stifling around rules, regulations and procedures
- They can avoid conflict, smother and rescue others and easily see themselves as martyrs
- An ESFJ sets themselves up to be taken advantage of and later vents anger within the team or elsewhere
- This type believes that too much diversity can cause stress and conflict and they view disagreement as poor team spirit

ENFJ: Type and Teamwork

Pathways

- An ENFJ is upbeat and affirming with a high social awareness of others' needs and concerns
- The ENFJ has a strong need to lead and a need for structure, schedules and deadlines.
- This type believes that productivity is important and that people are to be inspired to achieve
- The ENFJ is gregarious, interpersonal in decision-making and is an idealistic team player
- The ENFJ believes that harmony and a pleasant environment contributes to a successful team effort

Pitfalls

- An ENFJ avoids conflict by burying it or carrying it rather than finding a good solution; the ENFJ is a grudge carrier and guilt inducer
- The ENFJ places scheduling and goal ahead of people, causing self-doubts and inner conflicts
- This type can become over-personalizing, self-centered, bruised and angry when others do not accept their leadership, ideals or advice
- An ENFJ exhibits jealousy and bickers frequently, contributing to pettiness and divisiveness within the team

ENTJ: Type and Teamwork

Pathways

- The ENTJ is socially strategic, visionary, systems-oriented and goal-driven
- They can see productive potential and possibilities everywhere
- A ENTJ views life as a chessboard and believes complexity is better than simplicity and that learning happens as the team accomplishes tasks
- This type has a high need for vision with fulfillment, structure, scheduling and closure.
- The ENTJ is highly committed to people and projects

Pitfalls

- The ENTJ meets disagreements head on with hearty force, exhibiting an attitude of disbelief
- They can be consumed by goals causing winning to be the primary interest
- An ENTJ can arouse hostility in those around them through their intensity, penchant for complexity and goal-orientation
- This type can exhibit arrogance, impatience and insensitivity toward all who are not one hundred percent for the team
- The ENTJ believes it is better to be right than to be liked

Action Plan: Start, stop or continue?

- What will I **start** doing more of as a result of what I learned today?
- What will I **stop** doing as a result of what I learned today?
- What will I **continue** to do as a result of what I learned today?

Note: A common tendency among some people after taking the MBTI is to decide to try to be “less” of their type and “more” of another type. While this is a noble and laudable goal, it is not generally a practical, attainable or long-term solution. It would be like deciding to start writing with your opposite hand. Instead, think about ways to highlight the **strengths** inherent in your type and how you might increase awareness of the **pitfalls** of your type. And learn to show appreciation for others’ strengths.

MBTI Self-Select Form

Sensing

iNuitive

Thinking

Feeling

Judging

Perceptive

Step One

My Self-Select TYPE is:

E or I

S or N

T or F

J or P

Step Two

My MBTI Reported Results:

Step Three

My “Best-Fit” TYPE is:

Afternoon Activities

- 1) Meyers-Briggs Inspiration Activity: MBTI was developed by two every day women whose intrigue led to a larger dream. Their dream then led to vision. That vision then led to the creation of the MBTI which has a powerful impact on the field of psychology. What are the implications of this for you? Spend some time writing down your work/occupational/job related dreams. Consider what you are intrigued by? How might this relate to your work or vocational journey?
 - -Prompt: Close your eyes and think about: What type of work would you do if the sky was the limit and you could do anything? What would your ideal work tasks, work setting, schedule, co-workers be like? Who/what would you impact? How would the work impact you?
 - -Spend 20 minutes thinking about this, individually. Then meet with your trio, and share as much as you feel comfortable sharing regarding your dream. There is power in speaking aspects of your dream out loud in the presence of others. Engage one another's dreams for 30 minutes.

Afternoon Activities

- 2) AHAs Activity (Slides 20-22). Work independently from 12-12:30. Come together and share insights as a group from 12:30-1:00.
- 3) Share your MBTI with your group to the extent that you are comfortable. Each participant share examples of how your MBTI has created Pathways and Pitfalls (see slides 55-70) for you at your current/past position. Each participant share examples of how you can use information gained about your MBTI to support more Pathways and less Pitfalls. 1:10-2:00
- 4) Review slides 51-54, then discuss how you might best communicate your desire to make a process change to a supervisor or someone in upper management who has each of the 4 preferences (Sensing, Intuiting, Thinking, Feeling)? Second, share how you might communicate a significant process change to a supervisee who has each of the 4 preferences above. 2:10-3:00pm

Afternoon Activities

- 5) Read through your MBTI Interpretive Report, independently, and identify any questions that you have. Identify any specific aspects of your results that you would like us to focus on when we have our one-on-one next week. Email those questions to the administrator by the end of the day today. 3:10-4:00pm

Personality Testing

- Personality assessment is a multi-million dollar business in the United States.
- A large number of American corporations use personality tests, at least informally, as part of their hiring and screening process.
- The tests figure prominently in the clinical evaluations many psychologists use in custody battles and sentencing and parole decisions.

Objectives

- Our goal today is to take a brief look at personality testing.
- The inspiration for this lecture is a book by Annie Murphy Paul called *The Cult of Personality*.
- We'll examine two commonly used personality tests that are criticized by Paul.
- We'll discuss some empirical data on value of personality tests more generally.

The Cult of Personality

How Personality Tests Are Leading Us to Miseducate Our Children, Mismanage Our Companies, and Misunderstand Ourselves



Annie Murphy Paul

Myers-Briggs

- One of the most popular tests is the Myers-Briggs Type Indicator (MBTI).
- The MBTI was developed and championed by Katharine Briggs and her daughter Isabel Myers.
- Inspired by Carl Jung's ideas about personality types: unique ways in which people perceive and understand the world.

Myers-Briggs

- The types are based on pairs of psychological opposites or dichotomies, such as Extraversion vs. Introversion.
- None of the types are “better” or “worse” in any kind of absolute sense. They represent preferences that people have for understanding and experiencing the world.
- The MBTI focuses on 4 such dichotomies.

Myers-Briggs

- Introversion/ Extroversion
 - Distinguishes a preference for focusing attention on, and drawing energy from, the outer world of people and things versus the inner world of ideas and impressions.
- Intuition/ Sensing
 - Distinguishes a preference for gathering data directly through the senses as facts, details, and precedents (Sensing) versus indirectly as relationships, patterns, and possibilities (INtuition).

- Thinking/ Feeling

- Distinguishes a preference for deciding via objective, impersonal logic (Thinking) versus subjective, person-centered values (Feeling).

- Judging/ Perceiving

- Distinguishes an outward preference for having things planned and organized (Judging) versus a flexible style based more on staying open to options than deciding (Perceiving).

- The combination of these four dichotomies leads to 16 personality types, each of which is abbreviated by a letter from the type descriptions.
- Fraley is an INTJ
- <http://www.humanmetrics.com/cgi-win/JTypes2.asp>

ISTJ 11–14%	ISFJ 9–14%	INFJ 1–3%	INTJ 2–4%
ISTP 4–6%	ISFP 5–9%	INFP 4–5%	INTP 3–5%
ESTP 4–5%	ESFP 4–9%	ENFP 6–8%	ENTP 2–5%
ESTJ 8–12%	ESFJ 9–13%	ENFJ 2–5%	ENTJ 2–5%

Myers-Briggs

- The MBTI is used by 89 of the Fortune 100 for hiring, training, and promotion.
- It is administered to over 2.5 million people each year.
- Is it a good way to understand personality?

Some Criticisms of the MBTI

- **Reliability.** Some critics have argued that the measure is relatively unreliable. Specifically, studies suggest that approximately 50% of people who are tested on two or more occasions receive different classifications.
- This runs counter to the assumption that a person's type is unchanging. Jung described a type as being analogous to being right- or left-handed and Meyers stated that people's types do not change.

Some Criticisms of the MBTI

- **Validity.** Overall, the validity data on the MBTI does not seem obviously problematic. But critics have raised a few concerns.
 - 1. The majority of research on the MBTI is presented at conferences or in a specialized journal that is edited by MBTI advocates. Very little research using the MBTI is submitted for review in academic scientific journals.
 - 2. The big issue for our purposes concerns comparative validity. Does it perform better than other instruments.?

Some Criticisms of the MBTI

- Not necessarily.
- **Example:** Data from Tett, Jackson, & Rothstein (1991) indicate that the average correlation between personality assessments and job success, performance, and satisfaction is approximately .29. (.38 for targeted studies.)
- The corresponding estimates based on the MBTI are .12.

- McCrae and Costa (1989)

	Extraversion	Openness	Agreeableness	Conscientiousness	Neuroticism
E-I	-0.74	0.03	-0.03	0.08	0.16
S-N	0.10	0.72	0.04	-0.15	-0.06
T-F	0.19	0.02	0.44	-0.15	0.06
J-P	0.15	0.30	-0.06	-0.49	0.11

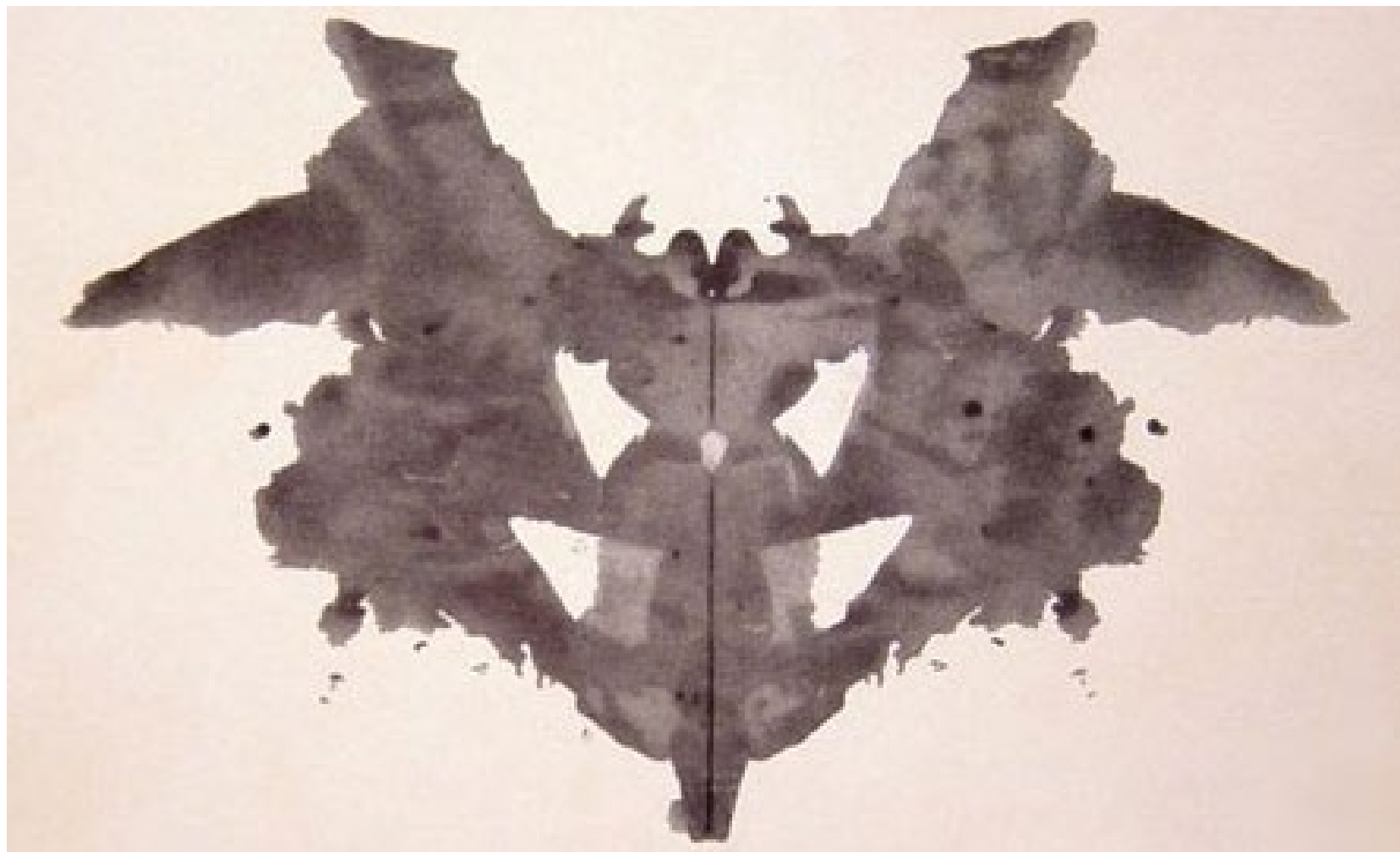
The closer the number is to 1.0 or -1.0, the higher the degree of correlation.

Some Criticisms of the MBTI

- **Structure.** The “type” assumption is a strong one and one for which there is little empirical evidence.
- The score distributions, when treated continuously, tend to be relatively normal.
- Some scholars have reported that there are more than 4 dimensions underlying the basic taxonomy.

Summary

- Certain features of the MBTI run counter to contemporary scientific understanding of personality, namely, that there are a minimum of five core dimensions of individual differences, that personality varies continuously, and that personality can change.
- Empirical research on the MBTI largely takes place in specialized arenas.
- There is little evidence that the MBTI performs better than other kinds of psychological tests.



Rorschach Inkblots

- The basic premise of the inkblot test is to understand the ways in which people interpret inherently ambiguous patterns.
- The systematic use of inkblots was pioneered by Hermann Rorschach in the early 1920's.
- Based on comparing the responses of mental patients and controls (often the families of patients), he developed a rough system for interpreting people's interpretations of the blots.

Rorschach Inkblots

- Rorschach died early, shortly after his major book, *Psychodiagnostik*, was published.
- The scoring systems were later refined by a variety of psychologists, including Beck, Klopfer, and Exner.
- The Exner “comprehensive system” is one of the more popular diagnostic systems used in the United States. Detailed set of instructions for how to deliver the inkblot exam, how to interpret the responses, and norms for children and adults.

Rorschach Inkblots

- There are approximately 100 scoring features, including broadly
 - Determinants/Motion (color, movement, shading)
 - Location (focus on the whole or a specific area of the blot)
 - Content (sexual content? Human figures? Food?)
- Does it work?

Criticisms of the Rorschach

- **Scoring agreement.** Two judges evaluating the same person's responses do not agree with one another adequately.

Criticisms of the Rorschach

- Diagnostic validity
- Does reasonably well with schizophrenia and manic-depression.
- Does not do well in detecting depression, anxiety disorders, or psychopathic conditions (e.g., dishonesty, lack of guilt, callousness).
- Does not perform well in detecting sexual abuse.

Summary

- Despite the lack of a strong empirical body of research on the test, the Rorschach is widely used.
- 1995 survey of over 400 clinical psychologists in the APA: 43% “use always or frequently” and 82% “use at least occasionally”
- In fact, many of its adherents are strongly committed to the value of the procedure—an idea discussed in more depth in the reading assignment for lab this Thursday.

Implications

- Does this mean that attempts to assess personality are misguided?
- The subtitle of Paul's book is "How personality tests are leading us to miseducate our children, mismanage our companies, and misunderstand ourselves"

Not necessarily

- One of the themes of this course is that the *scientific* process is an essential ingredient in the study of personality.
- If any single criticism can be leveled against some of the tests we've discussed today, the most concise way of expressing it is to state that there has been a relative lack of systematic empirical research on these tests—with respect to their development, their administration, their scoring, and their validity.

Scientific Personality Assessment

- There are many personality assessment tools, however, that have been subject to rigorous empirical scrutiny.
- In fact, there is an enormous scientific literature on personality assessment that evaluates the validity of personality tests. Indeed, most progress in the field results from uncovering the weakness of existing tools and working to improve them.

Scientific Personality Assessment

- Review of some data reported by Roberts, Kuncel, Shiner, Caspi, & Goldberg (2007)
- Meta-analysis of multiple empirical studies on personality and various important life outcomes (life itself, divorce, and educational attainment) in studies based on prospective longitudinal designs that statistically controlled for other factors.

Attribute	Mortality	Divorce	Educational and occupational attainment
C	-.09		
E	-.07		
N	.05		
A	-.04		
SES			
IQ			
Parent's IQ			

Attribute	Mortality		
C	-.09		
E	-.07		
N	.05		
A	-.04		
SES	-.02		
IQ	-.06		
Parent's IQ			

Attribute	Mortality	Divorce	
C	-.09	-.13	
E	-.07		
N	.05	.17	
A	-.04	-.18	
SES	-.02	-.05	
IQ	-.06		
Parent's IQ			

Attribute	Mortality	Divorce	Educational and occupational attainment
C	-.09	-.13	.23
E	-.07		.23
N	.05	.17	.23
A	-.04	-.18	.23
SES	-.02	-.05	
IQ	-.06		.27
Parent's IQ			.14

Discussion

- Are these associations small?
- Early criticisms of the field of personality often referred to correlations of .30 as the “personality coefficient” since it was unusual to find correlations that exceeded that value.

Discussion

- The coefficients summarized here are actually in the same range as what is observed in other areas of research.
- The associations are greater than what we find for variables that, historically, our culture views as crucial for understanding variation in the quality of people's lives, such as SES and IQ.
- The associations are greater than some of those observed in medicine.

A selection of effect sizes from various domains of research

Variables	<i>r</i>
Effect of sugar consumption on the behavior and cognitive process of children	.00
Chemotherapy and surviving breast cancer	.03
Coronary artery bypass surgery for stable heart disease and survival at 5 years	.08
Combat exposure in Vietnam and subsequent PTSD within 18 years	.11
Self-disclosure and likeability	.14
Post-high school grades and job performance	.16
Psychotherapy and subsequent well-being	.32
Social conformity under the Asch line judgment task	.42
Attachment security of parent and quality of offspring attachment	.47
Gender and height for U.S. Adults	.67

Note. Table adapted from Table 1 of Meyer et al. (2001).

Utility Analysis

- An important point to consider is that it is rare for any one thing to predict another thing perfectly.
- As such, there will always be the so-called exceptions to the rule—people who, according to the test, should have not succeeded in graduate school but who did well nonetheless.
- Absolute precision is an unreasonable goal. Relative or incremental precision is, however.

$$r = .00$$

Actual Performance

Fail

Pass

Predicted Performance

Fail

25

25

Pass

25

25

Fail	25	25
Pass	25	25

$$r = .20$$

Actual Performance

Fail

Pass

Predicted Performance

Fail

30

20

- 5

Pass

20

30

+ 5

Fail	30	20
Pass	20	30