Myers-Briggs Type Indicator

Shelly Hoover-Plonk
Assistant Director, Career Resources
Objectives of this Session

• Increase self-awareness
• Discover differences in people concerning energy source, information gathering, decision making & life style
• Develop an appreciation for individual gifts & strengths
• Learn how to capitalize on yours & others’ strengths to enhance your team’s performance
• Identify areas or opportunities for personal or professional development
By the end of class, you will be able to:

- Describe the Myers-Briggs Type Indicator
- Describe the characteristics of your own MBTI type
- Explain the differences between your type and other MBTI types
- Explore how the MBTI can be used in a work/team environment and for career development
Guidelines

• All workshop data should remain confidential
• Everyone has a preferred pathway to excellence
• We are all resources to others in the group
• Questions are encouraged
• We do not have to agree; we do need to understand
• There are great variations within the 16 types
• Personality type does not explain everything
• When it comes to people -- there are few simple answers

Using the Myers-Briggs Type Indicator in Organizations, Sandra Hirsh, Consulting Psychologists Press, Inc., 1991
The MBTI is ...

- a self-report instrument
- nonjudgmental
- an indicator of preferences
- a way to sort, not to measure
- well researched
- rich in theory
- professionally interpreted
- used internationally
Factors that Influence Behavior

- Situational Factors
- Historical Factors
- Developmental Issues
- Dispositional Behavior

You
Background and History

- Based on Swiss psychologist Carl Jung’s “Type” Theory (1920s)
- Behavior is individual and predictable
- Developed by Katherine Briggs (mother) and Isabel Myers (daughter) (1940s)
- 40+ years of research
- Most widely used personality indicator in the world
- Approximately 1 to 3 million people are administered the MBTI each year
The MBTI does not measure...

- IQ
- Psychiatric disturbances
- Emotions
- Trauma
- Stress
- Learning
- “Normalcy”
- Maturity
- Illness
- Affluence
Unethical Uses of the MBTI...

• Hiring
• Selecting
• Promoting
• Rewarding
Assumptions of Type Theory

• Preferences are inborn.
• Environment enhances or impedes expression of type.
• We use both poles at different times, but not with equal confidence.
• All of the types are equally valuable.
## Preference Scales

<table>
<thead>
<tr>
<th>Extraversion</th>
<th>Introversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensing</td>
<td>Intuition</td>
</tr>
<tr>
<td>Thinking</td>
<td>Feeling</td>
</tr>
<tr>
<td>Judgment</td>
<td>Perception</td>
</tr>
</tbody>
</table>

Where do you prefer to focus your attention? Where do you get energy? The E-I Dichotomy

**Extroversion --------- Introversion**

- Attention focused outward: people, things, action
- Using trial and error with confidence
- Relaxed and confident
- Scanning the environment for stimulation
- Seeks variety and action
- Wants to be with others
- Live it, then understand it

- Attention focused inward: concepts, ideas, inner impressions, feelings
- Considering deeply before acting
- Reserved and questioning
- Probing inwardly for stimulation
- Seeks quiet for concentration
- Wants time to be alone
- Understand it, before live it

*Using the Myers-Briggs Type Indicator in Organizations* , Sandra Hirsh, Consulting Psychologists Press, Inc., 1991
MBTI Key Words

**Extraversion**
- Energized by being with others (outer world)
- Breadth
- Sociable
- Initiates
- Interaction
- Multiple relationships
- Many

**Introversion**
- Energized by being alone (inner world)
- Depth
- One-to-one discussion
- Reflects
- Concentration
- Close relationships
- Few
How do you prefer to take in information? The S-N Dichotomy

**Sensing -------------------- iNtuition**

- Perceiving with the Five Senses
- Reliance on experience and actual data
- Practicality
- In touch with physical realities
- Attending to the present moment
- Live life as it is
- Prefers using learned skills
- Pays attention to details
- Makes few factual errors

- Perceiving with memory and associations (Sixth Sense)
- Seeing patterns and meanings
- Innovation
- Seeing possibilities
- Future Achievement
- Projecting possibilities for the future
- Change, rearrange life
- Prefers adding new skills
- Looks at “big picture”
- Identifies complex patterns

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MBTI Key Words

**Sensing**
- Facts
- Data
- Detail
- Realistic
- Literal
- Actuality
- Present
- Utility
- Sequential
- Repetition
- Conserve

**Intuition**
- Meanings
- Associations
- Possibilities
- Speculative
- Figurative
- Theoretical
- Future
- Fantasy
- Random
- Variety
- Change
How do you make decisions?
The T-F Dichotomy

<table>
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<tr>
<th>Thinking</th>
<th>Feeling</th>
</tr>
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<tbody>
<tr>
<td>Decisions based on the logic of the situation</td>
<td>Decisions based on impact on people</td>
</tr>
<tr>
<td>Uses cause and effect reasoning</td>
<td>Guided by personal values</td>
</tr>
<tr>
<td>Strive for an objective standard of truth</td>
<td>Strive for harmony and positive interactions</td>
</tr>
<tr>
<td>Can be “tough-minded”</td>
<td>May appear “tenderhearted”</td>
</tr>
<tr>
<td>Fair – want everyone treated equally</td>
<td>Fair – want everyone treated as an individual</td>
</tr>
</tbody>
</table>

MBTI Key Words

**Thinking**
- Analysis
- Objective
- Logic
- Impersonal
- Critique
- Reason
- Criteria
- Head
- Justice
- Analyze

**Feeling**
- Sympathy
- Subjective
- Humane
- Personal
- Appreciate
- Values
- Circumstances
- Heart
- Harmony
- Empathize
How do you deal with the outer world?

The J-P Dichotomy

**Judging -------------- Perceiving**

- Focuses on completing task
- Deciding and planning
- Organizing and scheduling
- Controlling and regulating
- Goal oriented
- Wanting closure even when data are incomplete
- Wants only the essentials of the job

- Focuses on starting tasks
- Taking in information
- Adapting and changing
- Curious and interested
- Open-minded
- Resisting closure in order to obtain more data
- Wants to find out about the job

MBTI Key Words

**Judging**
- Scheduled
- Decisive
- Self-regimented
- Purposeful
- Organized
- Settled
- Plan ahead
- Control one’s life
- Set goals
- Systematic
- Structure
- Closure
- Decide information

**Perceiving**
- Spontaneous
- Tentative
- Flexible
- Adaptable
- Pending
- Flexible
- Adapt as you go
- Let life happen
- Undaunted by surprise
- Open to change
- Flow
- Options
- Want more
MBTI Instrument Report

- Report is produced with 2 kinds of information:
  - 1. Preference (E, I, S, N, T, F, J, P)
  - 2. “Clarity” score (Consistency an individual used to select a given preference. Not reflective of skill, competency, or magnitude)
Use of MBTI results

Good
- Self-awareness for better self-management
- Identification of your behavior trends that have positive outcomes
- Identification of your behavior trends that have less desirable outcomes
- Link trends with other data points to clarify personal or professional developmental opportunities

Not Good
- Trying to predict other’s behavior
- Trying to estimate another individual’s type (ex. You must be an extravert because you are so gregarious.)
- Assuming that how a preference plays for you is exactly how it would play out for someone else
- Justifying behavior (ex. Declaring that an individual “must be a P” because he is always late.)
MBTI Challenge Cards

Quote: You can see things and say “Why?” but I see things that never were and say “Why not?”—George Bernard Shaw

Behavior: Acts first, then maybe thinks about it.
MBTI Challenge Cards

Behavior: Focus is on the present.

Behavior: Enjoys being spontaneous.
MBTI Challenge Cards

**Quote:** A place for everything and everything in its place.—Henry Bohn

**Behavior:** May spend too much time in thought and neglect to get into action.
MBTI Challenge Cards

**Quote:** He was a great logic, a great critic, profoundly skill’d in analytic; he could distinguish and divide a hair twixt south and south-west side.—Samuel Butler

**Quote:** People don’t ask for facts in making up their minds. They would rather have one good soul-satisfying emotion than a dozen facts. Robert Leavitt
Experiential Exercises
Remember…

- Personality type does not explain everything
- When it comes to people -- there are few simple answers
- Part of your MBA journey and Life journey is to keep learning and discovering more about YOURSELF and OTHERS
- Enjoy the process
Resources

• Meyers, Isabel Briggs (1998) Introduction to Type. CPP, Inc., CA
• Keirsey, David (1998) Please Understand Me II. Prometheus Nemesis Book Company, CA