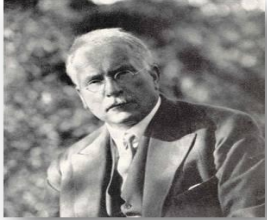


# Introduction to Myers Briggs Type Indicators

# Today's objectives

- Understand what a preference is
- Learn (or review!) about the 4 pairs of preferences
- Understand reported and self-estimated MBTI type
- Deepened understanding of preferences through conversation



## Carl Jung (1875–1961)

- Differences between people are not random but form patterns or types
- *Psychological Types* (published 1921, translated into English 1923)



## Katharine C. Briggs (1875–1968)

- Read Jung's *Psychological Types* in 1923
- Spent the next 20 years studying, developing, and applying Jung's theory



## Isabel Briggs Myers (1897–1980)

- Further developed Jung's theory in partnership with her mother.
- Beginning in 1943, developed questions that became the *Myers-Briggs Type Indicator* instrument



# Understanding preference

# A few reminders about the MBTI

- An indicator, not a test
- Looks at typical/everyday behavior
- No right or wrong answers
- All types have potential strengths and possible pitfalls or blind spots

# Extraversion (E) or Introversion (I)

## **Extraversion**

- Action
- Outward
- People
- Interaction
- Many
- Expressive

## **Introversion**

- Reflection
- Inward
- Privacy
- Concentration
- Few
- Quiet

# Extraversion (E) or Introversion (I)

## **Extraversion**

- Do-Think-Do

## **Introversion**

- Think-Do-Think

# Sensing (S) or Intuition (N)

## **Sensing**

- Facts
- Realistic
- Specific
- Present
- Keep
- Practical
- What is

## **Intuition**

- Ideas
- Imaginative
- General
- Future
- Change
- Theoretical
- What could be

# Thinking (T) or Feeling (F)

## **Thinking**

- Head
- Detached
- Things
- Objective
- Critique
- Analyze
- Firm but fair

## **Feeling**

- Heart
- Personal
- People
- Subjective
- Praise
- Understand
- Merciful

# Judging (J) or Perceiving (P)

## **Judging**

- Organized
- Decision
- Control
- Now
- Closure
- Deliberate
- Plan

## **Perceiving**

- Flexible
- Information
- Experience
- Later
- Options
- Spontaneous
- Wait

# What's your self-estimated type?

- Extraversion (E) or Introversion (I)
- Sensing (S) or Intuition (N)
- Thinking (T) or Feeling (F)
- Judging (J) or Perceiving (P)

# Reported and Self-Estimated Type

- If these are the same:

Read the attached short description and decide: Does it fit your understanding of yourself?

- If they are different:

Read descriptions for both your self-estimated and reported types. Decide which one fits best.

# What's the preference clarity category?

- NOT a measure of how much or how well you use the preference
- Describes how consistently you prefer one over the other

# What if you have a tied score?

A tied score results when your responses are equally split between the two sides of a dichotomy:

$$E = 10 \text{ and } I = 10$$

Tie-breaking formula:

If  $E = I$ , choose I

If  $S = N$ , choose N

If  $T = F$ , choose F

If  $J = P$ , choose P

# What's behind that formula?

- E, S, T, and J are the cultural norms in the United States—I, N, F, and P are less preferred
- If a person's scores are close or tied, there is probably some environmental pressure from the cultural norms
- Something is pulling the person in the direction that is opposite to the cultural norms—his or her innate preferences

# Has my type changed?

Why might you get different results?

- Your knowledge of MBTI and preferences
- Stress
- Environmental factors
- Different mindset



# Conversation time

# Using the team type table

- Count the distribution of the team by preferences  
    (4) E-I (2)      (4) T-F (2)  
    (1) S-N (5)      (4) J-P (2)
- Where is the team evenly balanced or split?
- Where is the team imbalanced?
- How might these distributions affect the team's interactions?
- How might these distributions affect the team's performance?
- What types are totally missing?
- What might team lack because of these missing types?

# Wrapping up

- Remaining Slides
- Handouts
- Additional Reading/Resources
  - Type Talk
  - Type Talk at Work
  - Mbtionline.com

# Extraverts - Introverts

## Extraverts want:

- Time to talk about what is going on
- Something to *do*—involvement
- Communication, communication, communication
- To be heard and paid attention to—to have “a voice”
- Action, getting on with it, keeping the pace up

## Introverts want:

- Time alone to reflect about what is going on
- To be asked what they think about it
- Thought-out, written communication and one-on-one discussions
- Time to think through positions before discussions or meetings
- Time to assimilate changes *before* action

# Sensing - Intuitives

## Sensing types want:

- *Real data*—why is change occurring?
- Specifics and details about the changes
- Connections to the past
- Realistic description of the future—make the changes *real*
- Clear guidelines on roles, expectations, and responsibilities—or let them design them

## Intuitive types want:

- The overall rationale—the big picture
- A general plan to mentally play around with
- Pictures of the future
- Options—a general direction, but not everything settled
- Opportunities to participate in designing the future—a place for their ideas

# Thinking - Feeling

## Thinking types want:

- The logic behind the change
- What systemic changes will there be? Why?
- Clarity in the decision making and planning
- What are the goals? What will be the structure?
- Demonstration that leadership is competent
- Fairness and equitability in the changes

## Feeling types want:

- Recognition of the impacts on people
- How will people's needs be dealt with?
- Inclusion of themselves and others in the process
- What values underlie the changes?
- Demonstration that leadership cares
- Appreciation and support

# Judging - Perceiving

## Judging types want:

- A clear and concise plan of action
- Defined outcomes—clear goals
- A time frame, with each stage spelled out
- A clear statement of priorities
- Completion—get the changes in place
- No more surprises!

## Perceiving types want:

- An open-ended approach with room for change
- The *general* parameters of the action plan
- Flexibility, lots of options to choose from
- Information and the opportunity to gather more
- Room to adjust as they go along
- Loosen up—don't panic, trust the process

# Understanding function pairs

- STs: the bottom line
  - Want to make practical use of information
- SFs: customer service
  - How can I help everyone?
- NFs: possibilities for people
  - How can I help people grow and develop?
- NTs: possibilities for organizations or systems
  - How can I make the system work better?