

MBTI

Facilitated by: Lynn Davis

Objectives

- An overview of the **Myers Briggs Type Indicator**.
- How you can use the Myers Briggs concepts in the interview process and in the workplace.

Psychological Type

- It is NOT about skills, intelligence, abilities, or technical expertise
- Does not tell you what you can and can't do
- Affirms that people are a lot more than their psychological type
 - Environment
 - Culture
 - Education and training
 - Interests and motivations

Overview of the Myers Briggs Type Indicator (MBTI) and how it is traditionally used

- The Myers Briggs Type Indicator comes from Jungian psychology and was developed by a mother and daughter team during World War II in England.

Myers Briggs Type Indicator (MBTI)

- Indicates inborn preferences, in the same way as right-handedness or left-handedness.
- Is not predictive of behavior, as the person has a choice of how to use preferences.
- Does not have a “lie scale”, so a person can slant his or her answers to present a different profile.

Behavioral Classification

Reviewing the Theories:

- **JUNGIAN Theory of 4 basic personality types (1930s);**
- **Kathryn Briggs developed idea further:**
 - **Worked with Daughter to develop Myer-Briggs Type Indicator (MBTI)**
 - **Patent applied for in 1942**

Behavioral Classification

ISTJ

ISFJ

INFJ

INTJ

ISTP

ISFP

INFP

INTP

ESTP

ESFP

ENFP

ENTP

ESTJ

ESFJ

ENFJ

ENTJ

Preference Definitions

According to Jung's typology, all people can be classified using three criteria, these criteria are:

- **Extroversion - Introversion**
- **Sensing - Intuition**
- **Thinking – Feeling**
- Isabel Briggs Myers added the fourth criterion:
- **Judging – Perceiving**

- **The first criterion defines the source and direction of energy expression for a person.**
- The extrovert (E) has a source and direction of energy expression mainly in the external world while the introvert (I) has a source of energy mainly in the internal world.

GROUP EXERCISE

E/I DICHOTOMY

- At your table or group separate into two groups—
Extraverts and Introverts
- Brainstorm for 5 minutes and record responses
around the question, “What work environment
allows you to be most effective?”
- Discuss the responses with each other for 10
minutes.

- **The second criterion defines the method of information perception by a person.**
- “Sensing” (S) means that a person believes mainly information he or she receives directly from the external world. “Intuition” (N) means that a person believes mainly information he or she receives from the internal or imaginative world.

GROUP EXERCISE

S/N DICHOTOMY

- Imagine a “Red Apple!”
- Write about it for 5 minutes
- Two or three volunteers from each type to read what they wrote
- Review the differences

- **The third criterion defines how the person processes information.**
- “Thinking” (T) means that a person makes a decision mainly through logic. “Feeling” (F) means that, as a rule, he or she makes a decision based on emotion.

- **The fourth criterion defines how a person implements the information he or she has processed.**
- “Judging” (J) means that a person organizes all his or her life events and acts strictly according to this plan. “Perceiving” (P) means that he or she is inclined to improvise and seek alternatives.

- The different combinations of the criteria determine a type. There may be sixteen types. Every type has a name (or formula) according to the combination of criteria. For example:
- **ISTJ**
- Introvert Sensing Thinking Judging
- **ENFP**
- Extrovert Intuitive Feeling Perceiving
- There are refinements within the types, as well, which determine whether the 2nd or 3rd criterion is dominant for that individual. For our purposes we will not go into that much detail.

Behavioral Classification

ISTJ

ISFJ

INFJ

INTJ

ISTP

ISFP

INFP

INTP

ESTP

ESFP

ENFP

ENTP

ESTJ

ESFJ

ENFJ

ENTJ

Behavioral Classification

ISTJ Doing what should be done	ISFJ High sense of duty	INFJ	INTJ
ISTP Will to try anything once	ISFP Sees much but shares little	INFP	INTP
ESTP The ultimate realists	ESFP You only go round once	ENFP	ENTP
ESTJ Life's administrators	ESFJ Hosts & Hostesses	ENFJ	ENTJ

Behavioral Classification

ISTJ

ISFJ

INFJ

INTJ

Inspiration to others

Everything can be improved

ISTP

ISFP

INFP

INTP

Performing noble service

Loves problem solving

ESTP

ESFP

ENFP

ENTP

Giving Life an extra squeeze

One exciting challenge after another

ESTJ

ESFJ

ENFJ

ENTJ

Smooth talking persuaders

Life's natural Leaders



Work

Adults in the United States

Form M reported Type			
National Representative Sample n= 3,009			
ISTJ 348 11.6%	ISFJ 416 13.8%	INFJ 44 1.5%	INTJ 62 2.1%
ISTP 162 5.4%	ISFP 262 8.8%	INFP 77 4.4%	INTP 34 3.3%
ESTP 129 4.3%	ESFP 256 8.5%	ENFP 243 8.1%	ENTP 96 3.2%
ESTJ 261 8.7%	ESFJ 370 12.3%	ENFJ 74 2.5%	ENTJ 54 1.8%

E - 49.3%

I - 50.7%

S - 73.3%

N - 26.7%

T - 40.2%

F - 59.8%

J - 54.1%

P - 45.9%

USA: Distribution of the Types in the National Representative Sample by Race

Caucasians African Americans Hispanics	ISTJ 11.1% 15.0% 11.5%	ISFJ 14.5% 12.7% 11.2%	INFJ 1.7% 1.4% 0.0%	INTJ 2.3% 1.9% 0.48%
Caucasians African Americans Hispanics	ISTP 5.3% 5.8% 6.8%	ISFP 8.8% 10.0% 8.6%	INFP 4.9% 2.5% 1.8%	INTP 3.4% 3.6% 1.8%
Caucasians African Americans Hispanics	ESTP 3.8% 6.1% 5.6%	ESFP 8.1% 9.7% 10.3%	ENFP 8.0% 8.9% 7.7%	ENTP 3.5% 1.4% 1.8%
Caucasians African Americans Hispanics	ESTJ 8.4% 8.9% 9.4%	ESFJ 12.0% 8.6% 18.0%	ENFJ 2.8% 1.1% 1.8%	ENTJ 1.5% 2.5% 2.9%

Adult Females in the United States

ISTJ 106 6.9%	ISFJ 297 19.4%	INFJ 25 1.6%	INTJ 13 0.8%	E - 52.5% I - 47.5% S - 74.9% N - 25.1% T - 24.5% F - 75.5% J - 56.2% P - 43.8%
ISTP 36 2.4%	ISFP 152 9.9%	INFP 71 4.6%	INTP 27 1.8%	
ESTP 46 3.0%	ESFP 154 10.1%	ENFP 148 9.7%	ENTP 37 2.4%	
ESTJ 96 6.3%	ESFJ 259 16.9%	ENFJ 50 3.3%	ENTJ 14 0.9%	

Behavioral Cues During Communication

<p>Talk it out Extraverts</p> <p>Rapid speech, interrupt, louder volume to voice, appear to thing aloud</p>	<p>Think it Through Introverts</p> <p>Pause in answering or giving information, quieter voice volume, shorter sentences, not run on</p>	<p>Specifics Sensing Types</p> <p>Ask for step-by-step information or instruction, ask “what” and “how” question, use precise descriptions</p>	<p>The Big Picture Intuitive Types</p> <p>Ask for the purpose of an action look for possibilities, ask “why” questions, talk in general terms</p>
<p>Logical Implications Thinking Types</p> <p>Appear to be testing you or your knowledge, weigh the objective evidence, are unimpressed that others have decided in favor, conversations follow a pattern of checking logic: “if this, then that”</p>	<p>Impact on People Feeling Types</p> <p>Strive for harmony in the interaction, may talk about what they value, ask how others have acted or resolved the situation, matters to them whether others have been taken into account</p>	<p>Joy of Closure Judging Types</p> <p>Impatient with overly long descriptions, procedures, the tone is “hurry up—I want to make this decision,” may decide prematurely, enjoy closure</p>	<p>Joy of Processing Perceiving Types</p> <p>Seem to want “space” to make own decisions, the tone is “let’s explore,” what are some more factors to consider, may decide at the last moment, enjoy processing</p>

Typical Work Stressors for Each of the Eight MBTI Preferences

<p>Stressors for Extraverts communicating by email, lengthy work periods with no interruptions, having to reflect before taking action, having to focus in depth on one thing, getting feedback in writing only</p>	<p>Stressors for Introverts Working with others, talking on the phone a lot, interacting with others frequently, having to act quickly without reflection, too many concurrent tasks and demands, getting frequent verbal feedback</p>
<p>Stressors for Sensing Types Attending to own and others' insights, having to do old things in new ways, having to give an overview without details, looking for the meaning in the facts, focusing on possibilities, too many complexities</p>	<p>Stressors for Intuitive Types Having to attend to realities, having to do things the proven way, having to attend to details, checking the accuracy of facts, needing to focus on past experience, being required to be practical</p>
<p>Stressors for Thinking Types Using personal experience to assess situations, noticing and appreciating what is positive, focusing on processes and people, using empathy and personal values to make decisions</p>	<p>Stressors for Feeling Types Analyzing situations objectively, setting criteria and standards, critiquing and focusing on flaws, focusing on tasks only, being expected to use logic alone to make decisions, asking questions that feel divisive</p>
<p>Stressors for Judging Types Waiting for structure to emerge from process, being expected to use "inner timing," too much flexibility around time frames and deadlines, staying open to reevaluations of tasks, dealing with surprises</p>	<p>Stressors for Perceiving Types Having to organize selves' and others' planning, working within time frames and deadlines, others' distrust of last-minute energy, having to finish and move on, developing contingency plans, being required to plan ahead</p>

Examples of contradictory preferences

- An introvert is asked to do marketing and public relations as well as writing for publication.
- An ENFP is expected to maintain an accurate and detailed database of client resources as well as organizing community groups.

Presenting Type to STs

- Rule #1: Stress “What” and “How” , more than “Who” and “Why”
- Rule #2: Communicate with logic more than flow
- Rule #3: Be brief more than inclusive
- Rule #4: Be impersonal more than personal

Presenting Type to SFs

- Rule #1: Tell stories about type in your life
- Rule #2: Let them tell stories about type in life
- Rule #3: Help them help the important people in their lives

Presenting Type to NFs

- Rule #1: Stress “Who” and “ Why” , more than “What” and “How”
- Rule #2: Tell them what type is rather than not
- Rule #3: Give as much information as possible

Presenting Type to NTs

- Rule #1: Tell them the big ideas behind type
- Rule #2: Tell them what type is not
- Rule #3: Don't take their challenging questions personally
- Rule #4: Show them how to use type systematically to improve effectiveness

Source: The Type Reporter #70

One More Thought

Comparing Generation Values

Views Toward	Boomers	Gen Xers	Millennials
Level of trust	Confident of self, not authority	Low toward authority	High toward authority
Loyalty to institutions	Cynical	Considered naïve	Committed
Most admire	Taking Charge	Creating enterprise	Following a hero of integrity
Career goals	Build a stellar career	Build a portable career	Build parallel careers
Rewards	Title and the corner office	Freedom not to do	Meaningful work
Parent-child involvement	Receding	Distant	Intruding
Having children	Controlled	Doubtful	Definite
Family life	Indulged as children	Alienated as children	Protected as children
Education	Freedom of expression	Pragmatic	Structure of accountability
Evaluation	Once a year with documentation	"Sorry, but how am I doing?"	Feedback whenever I want it
Political orientation	Attack oppression	Apathetic, individual	Crave community
The big question	What does it mean?	Does it work?	How do we build it?

Questions???

BIBLIOGRAPHY FOR MYERS BRIGGS PRESENTATION

October 26, 2006

NASW Texas

- **Websites:**

- All of the websites have links to many other sites. This is a sample of a list generated from entering Myers Briggs in the Google search box.
- www.myersbriggs.org
- Their mission is to continue the work of Katharine Cook Briggs and Isabel Briggs Myers in the field of psychological type, especially the ethical and accurate use of the Myers Briggs Type Indicator.
- www.teamtechnology.co.uk
- This site contains a PowerPoint presentation explaining the basic concepts of the Myers Briggs. There are many links to sites for the test and articles regarding many aspects of uses for the test results.
- www.personalitypathways.com The site contains an informal short test that helps people verify their Myers Briggs personality type.
- www.wikipedia.org A description of the history, type dynamics and further reading resources, such as articles and news stories.

- **Books:**

- Berens, Linda V., etal, Quick Guide to the 16 Personality Types in Organizations: Understanding Personality Differences in the Workplace. Huntington Beach, CA.: Telos Publications, 2001.
- Keirsey, David. Please Understand Me II. 3rd ed. Del Mar, CA.: Prometheus Nemesis Books, 1998.
- Martin, Charles R., Looking at Type and Careers. Gainesville, FL.: Center for Applications of Psychological Type, 1995.
- Tropman, John E. Supervision and Management in Nonprofits and Human Services³⁴ Peosta, IA.: Eddie Bowers Publishing Co, Inc., 2006.