

MYERS-BRIGGS PERSONALITY TYPE

SO WHAT IS THIS THING CALLED TYPE?

Type is our preferred method of mental processing - Our Basic Mental Habits.

We've all noticed it - people behave differently. Explanations have ranged from culture to genes to parenting. We now know that a major component of behavior stems from inborn differences in how human brains process information. Personality Type is a systematic way of describing these differing mental habits. It allows us to sort people by preferred cognitive styles. Whenever we interact with people or participate in a group, we can use this classification to improve the outcome. These innate patterns of mental habit explain the systematic variations we observe in human behavior.

Type is related to inborn, genetic differences in brain structure.

The Type system allows us to bridge the huge communications gaps caused by processing differences. People behave differently because they reason differently. They reason differently because of minor genetic differences in the structures of their brains. There is too much data available for anyone to absorb it all, so we each filter the information we receive. People naturally perceive and emphasize different aspects of reality. Different Types use different filters and consider different data sets. Each Type has a distinctive mind set, producing strengths, weaknesses, interests, talents, and interaction with the world. Other factors, basic intelligence, type development, education, early environment, health, self development etc. also impact mental processes. These may offset or enhance skills and weaknesses.

Different occupations attract distinct MBTI types.

Type theory predicts and researchers observe innumerable inherent differences between the Types in interpersonal skills, problem solving, work habits, career selection and leadership. If preferences are in line with skills needed for the job and the work environment, workers tend to be happier and more productive. Researchers find people tend to seek out life situations that are compatible with their natural tendencies. Innate nature strongly influences a person's nurture and development. People generally do their best work and experience the most satisfaction when they can use their natural styles effectively.

Type differences often result in conflict.

Type offers suggestions for understanding and reducing the inevitable stress and conflicts caused by Type differences. We have trouble communicating with someone whose natural cognitive processing is different. It is difficult to follow each other's reasoning style. If we know more about other approaches, we can adapt by translating our communication. In short, I explain my view by talking about aspects that are meaningful to you. I don't just rattle on about what's important to me, while you tune out to prepare your rebuttal.

The combinations are important: Four Scales produce 16 Distinct Personality Types.

This is not astrology! Nor is it about mental abnormalities. The Myers-Briggs,[®] a questionnaire that indicates a person's Type, has been validated by extensive statistical research on normal, healthy people. Many of these statistics were gathered in business organizations. Other research has been done with students in major universities. Numerous factor analytical studies have identified a similar set of four primary pairs of personality factors. The 4 scales represent opposites or dichotomies. Most people have a distinct preference for one end of each scale. All healthy people can do both sides of a scale, generally not at the same time. In the 1920s, Carl Jung named the first three pairs. Fifty years ago, Myers and Briggs added a fourth pair.

* Extraversion	Introversion	* Thinking	Feeling
* Sensing	iNtuition	* Judging	Perceiving

Preferences are not evenly distributed.

Thinking/Feeling preferences differ between men and women. Extraversion and Sensing are more common than their opposites.

Attitude and Orientation develop early. Functions develop in a distinct order of preference.

Preferences for Focus and Order are seen in toddlers; the less preferred styles develop with maturity. Models for type development and personal growth are useful from childhood through retirement. Least preferred functions may not start to develop until middle age.

All 8 preferences are valid, important and valuable.

Are some styles better? Absolutely not! Type looks at the normal range of differences in human behavior. Each cognitive skill is essential to the well being of the human race. We all have the ability to do “generalist” reasoning. In many circumstances, it improves survival chances if a highly developed specialist is available to cope with a crisis, so some humans evolved each cognitive specialty. A variety of strengths helped us survive. Contributions from each cognitive strength will continue to be needed for efficient, effective problem solving. For peak performance, each preference must be used appropriately.

Typing is not stereotyping! It promotes personal growth and encourages tolerance. We are all capable of moving beyond the limitations of our natural reasoning styles by purposeful self-development. We can use non-preferred styles, but it takes extra work. An important part of normal adult growth is recognizing situations where our natural strengths have become handicaps. We then observe how others handle such situations in a more effective manner and use them as models for improvement.

Type is not a useful tool for manipulating others. To use the techniques, you must put yourself fully into the other person’s frame of reference and truly see their viewpoint. In fact, people report that knowledge of Type is helpful in recognizing other people’s attempts to manipulate a group. By allowing the team to communicate more effectively, it also tends to disrupt such maneuvers.

WHAT THE LETTERS MEAN

FOCUS OF INTEREST/DIRECTION OF ENERGY FLOW

E	Extroversion	Focused outward, most influenced by external forces
I	Introversion	Focused inward, influenced and energized by inner ideas

MENTAL FUNCTIONS: PERCEPTION & JUDGMENT

Perception	How we observe the world & gather information	
	What information we pay attention to, input oriented	
S	Sensing	Real; practical; actual; present; 5 senses; linear; experience
N	iNtuition	Possible; theoretical; future; new skills; network; patterns
Judgment	How we make decisions, find order and have closure; an output focus	
T	Thinking	Logic; objective; critical; principles; reason; impersonal
F	Feeling	Values; harmony; subjective; personal; non-verbal; appreciation

ATTITUDE TOWARD THE OUTSIDE WORLD, ORGANIZATION, STRUCTURE & CLOSURE

Our preferred interface to the outside world:

J	Our J udging function, decisions, output (T/F)	Directive Personality
P	Our P erceiving function, observations, input (S/N)	Informer Personality

Our need for order and quick decisions (**J**) or variety and flexibility (**P**)

Four Groups To Consider

<p style="text-align: center;">THOSE WHO PREFER (SJ) GUARDIAN</p> <p style="text-align: center;">"TRADITIONALIST/STABILIZER"</p> <ul style="list-style-type: none"> ◆ VALUES LOGISTICS (How And When Things Get Done) ◆ VALUES MAINTAINING AN ORGANIZATION - STATUS QUO ◆ REGARDS EFFICIENCY AS IMPORTANT ◆ BELIEVES RESPONSIBILITY IS IMPORTANT ◆ HIGH NEED FOR MEMBERSHIP/BELONGING ◆ WANTS TO FOLLOW THE RULES ◆ HAS A HIGH NEED FOR SECURITY ◆ NEEDS TO PROVIDE SERVICE ◆ FOCUS ON EXPERIENCE (How Things Have Worked Before) 	<p style="text-align: center;">THOSE WHO PREFER (NT) RATIONAL</p> <p style="text-align: center;">"VISIONARY"</p> <ul style="list-style-type: none"> ◆ VALUES KNOWLEDGE AND COMPETENCY ◆ ENJOYS CREATING MODELS ◆ ENGAGES IN LOGICAL, CONCEPTUAL REASONING ◆ NEEDS TO UNDERSTAND THE UNDERLYING PRINCIPLES ◆ VISIONARY, OUT-OF-BOX APPROACH TO PROBLEMS ◆ SKEPTICAL, ANALYTICAL, AND SELF-CRITICIZING ◆ IMPATIENT WITH RESISTANCE TO INNOVATION ◆ FOCUSES ON THE VERY LONG-TERM
<p style="text-align: center;">THOSE WHO PREFER (SP) ARTISAN</p> <p style="text-align: center;">"TROUBLESHOOTER/NEGOTIATOR"</p> <ul style="list-style-type: none"> ◆ WANTS TO MAKE AN IMPACT ◆ NEEDS FREEDOM TO ACT ON IMPULSE ◆ MOTIVATED TO DO EXCITING THINGS (Right Now) ◆ REGARDS RESOLVING A CRISIS AS IMPORTANT (Fun) ◆ IS SPONTANEOUS ◆ RESPONDS TO WHAT IS CURRENTLY HAPPENING ◆ IS A RISK TAKER ◆ FOCUSES ON THE PRESENT 	<p style="text-align: center;">THOSE WHO PREFER (NF) IDEALIST</p> <p style="text-align: center;">"CATALYST"</p> <ul style="list-style-type: none"> ◆ HIGHLY VALUES PERSONAL RELATIONSHIPS ◆ STRIVES TO MAINTAIN OWN INDIVIDUALITY ◆ ASSISTS AND ALLOWS OTHERS TO MAINTAIN THEIR OWN INDIVIDUALITY ◆ BELIEVES IN OWN IDEALS ◆ HAS ABILITY TO GET OTHERS INVOLVED ◆ TREATS OWN VISION AS REAL FOR THE MOMENT ◆ DOES THINGS FOR THE GREATER GOOD OF SOCIETY

Where am I?

ENVIRONMENTAL

INTERNAL



CONCRETE DETAILS

ABSTRACT CONCEPTS



IMPERSONAL LOGIC

PERSONAL VALUES



FLEXIBLE

CONTROLLING



TO BUILD GOOD, LONG-TERM RELATIONSHIPS.

Relationships are built around mutual benefits. Different personalities have different strengths.

Remember, communication is not getting someone to follow your thinking - its leading them, via their own natural thought processes, to the same observations and conclusions.

Step 1: Find out all you can about a someone's personality - observe the person, ask.

Step 2: Connect in every area where you share preferences and mutual interests.

Step 3: Remind yourself that natural Type differences are NOT character Flaws!

Step 4: When working together, set an atmosphere that fits with the colleague's attitudes (E/I, J/P). Let them know when they need to change the atmosphere for you.

Step 5: Be aware of areas where others naturally excel, and consider deferring to them.

Step 6: Translate your discussions into their terms, not what you would want to hear.

SETTING THE ATMOSPHERE

E Extraversion Allow time for chatting and group interaction, give verbal information and lots of feedback, focus on action and results, be enthusiastic, be friendly.

I Introversion Send written material ahead whenever possible, always leave something written, allow for quiet and don't interrupt, avoid intrusive questioning, give them time to think and recharge, show that you have thought through the issues.

J Judging Be on time and organized, keep to the agenda and have a plan, be clear and concise, keep to the standards, emphasize closure, always meet the drop dead dates without being reminded, meet the specifications and avoid surprises.

P Perceiving Emphasize the process, have lots of information, give an events plan - not a time schedule, give options, make the closing more automatic, e.g. "I'll go to the next step unless you stop me," let events in the plan occur automatically.

A **J/P** Plan has: Agreement on the process (steps), Agreement on the product (outcome), Agreement on the real "drop dead" dates and reasonable in-progress checkpoints, Agreement on the big picture and range of options, and no artificial deadlines.

MENTAL PROCESSES - THE FOUR FUNCTION PAIRS (middle letters)

ST Practical applications, bottom line, objective analysis, facts and details, tradition.
Get to the business in an orderly, precise, logical, impersonal manner, link to customary practices,
Focus on practical results, and identify pros and cons, use cost analyses.

NT Theory, technical applications, logical, efficient, everything can be improved.
Start with the logical system, wide impact, future possibilities, problem solving,
Summary level, orderly documents, with graphics, be original and efficient.

NF Possibilities for people, show the big picture, theory, harmony, empathy, change.
Present a summary of the future benefits and meaning for the people,
Project empathy, be personal, emphasize the value to the group, the positive impact.

SF Practical help for people, deal with the present application, value relationships.
Keep it simple, step by step, show how each person is involved and impacted now,
Be friendly, personal and courteous, tie in to traditional human values, "the right thing."

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EXAGGERATING STRENGTHS LEADS TO WEAKNESS AND CONFLICT

Most people do their best work when operating from their strengths. Let them do it their way.

Using only our natural preferences, without regard to alternate world views, can lead to very counterproductive behavior, poor problem solving and severe interpersonal conflict.

People can learn to give a little on "doing it their own way", if it is in a spirit of team cooperation.

When someone gets pushed very hard to work against natural preferences, particularly when the task itself doesn't require the change, rebellion is common.

It is important to mental health that children be both encouraged to develop their natural preferences and coached in recognizing and compensating for their weaker functions.

Type maturity involves first developing excellence in our preferred functions/attitudes, then learning how to access our less preferred modes when appropriate, and finally developing comfort and skills in all areas.

TYPICAL BUSINESS GROUPS

The population norm for the American public is Extraverted Sensing (**ES** ≈ 50%);

ES Thinking for men (≈ 1/3 of US males) and **ES** Feeling for women (≈ 1/3).

The most prevalent model for U.S. big business is **ESTJ** and for bureaucracy **ISTJ**.

If you're working in (buy from/sell to) traditional businesses, expect Thinking Judgers.

In technical and managerial ranks there will also be an Introverted iNtuitive element.

Services attract those with Feeling preferences; physical services are Sensing Feeling (**SF**).

The medical field has Feeling, Sensing Feeling, and Sensing Perceiving represented. The consulting field attracts an iNtuitive Feeling (**NF**) component.

Consumer sales will have the Feeling and Perceiving components more evident.

Products and advertising, especially for non-essentials, tend toward **ESP**.

OBSERVING PERSONALITY TYPE



TYPE PREFERENCE LANGUAGE

EXTRAVERSION	INTROVERSION	JUDGING	PERCEIVING
Thinks out Loud	Thinks then talks	Time words	Process
Wants to hear it	Put it in writing	Schedule terms	Play/Fun
Active	Quiet	Work/Job	Leisure
Social	Concentration	Completing	Experiencing
SENSING	INTUITION	THINKING	FEELING
Facts	Concepts	Think	Feel
Data	Ideas	Analyze	Value
Details	Big Picture	Logic	Harmony
Stability	Change	Facts	People
Past/Tradition	Future	Bottom Line	Morale
Here it is.	Implications?	Finances	Culture
Precise Information	About, around	Justice	Impact
Sensory Words	Vision, Imagination	Objective	Persuasive

EXAMPLES OF TYPE PREFERENCE QUESTIONS

Extraversion vs. Introversion: What sort of documentation would you like to see on this?

Just talk me through it or give me a verbal summary is **E**; Leave me something to read is **I**.

Sensing vs. iNtuition: Would you like to look at the details first, or should I start with a general overview? **S**'s will tend to want to look at more details.

Thinking vs. Feeling: How will you be making a decision on this? **F**'s will involve more people and have more personnel related issues.

Judging vs. Perceiving: Where shall we go from here? What sort of a follow-up plan would you like? **J**'s are going to ask for more details and firmer time frames.

TYPE BASED COMMUNICATIONS PROBLEMS



EXTROVERSION VS. INTROVERSION

E's want:

To Talk
Recognition
Contact with People

I's need:

Privacy
Recharge Time
Think/Reflection Time

E's are irritated by:

Slow or no Response
Silence/Isolation
Lack of Quick, Direct Feedback

I's are uncomfortable with:

Strange/New Situations
Large Crowds
Thinking Out Loud

JUDGING VS. PERCEPTION

J's want:

Order
Planning
Structure

P's need:

Flexibility
to Enjoy the Process
Spontaneity

J's are irritated by:

Slow Decisions/Indecision
No Control
Lack of Progress on Goals

P's are uncomfortable with:

Demands to Conform
No Options
Being Pushed to Decisions

SENSING VS. INTUITION

S's want:

Sequence
Specifics/Details
Practical Applications

N's need:

The Big Picture
Implications/Connections
A Good Theory or Structure

S's are irritated by:

Crackpot/Farfetched Theories
Leaps Without Foundation
Unrealistic Goals

N's are uncomfortable with:

Resistance to Improvement
Lack of Imagination
Emphasis on Details

THINKING VS. FEELING

T's want:

Logic
Justice
Objective Analysis

F's need:

Empathy
Mercy
Appreciation

T's are irritated by:

Displays of Emotion
Violating the Logic
Taking Discussions Personally

F's are uncomfortable with:

Lack of Feeling
Disharmony
Disagreements and Arguments

TYPE DEVELOPMENT

THE FOUR FUNCTIONS (central letters in your type) (**S/N,T/F**) ARE RESPONSIBLE FOR PERCEPTION AND JUDGMENT AND BASICALLY CONTROL HOW WE PROCESS INFORMATION

DOMINANT	THE PRIMARY OR STRONGEST DEVELOPED OF THE 4 FUNCTIONS
AUXILIARY	THE OTHER CENTRAL LETTER, ASSISTS THE DOMINANT HAS THE OPPOSITE FOCUS (E/I) OF THE DOMINANT
TERTIARY	THE OPPOSITE OF THE AUXILIARY, DEVELOPS IN LATER LIFE
INFERIOR	THE OPPOSITE OF THE DOMINANT, YOUR BLIND SPOTS, FATAL FLAWS

Children establish focus (**E/I**) very early, usually as toddlers

Attitude towards order (**J/P**) starts in pre-school

Small children experiment with all 4 functions:

They look at what's there (**S**)

They learn rules and logic (**T**)

They imagine what could be happening (**N**)

They have strong feelings (**F**)

By middle school, kids start selecting one function as their preferred starting strategy, the starting point when there is serious thinking to do, and a dominant is established

Teens begin to find that a one note song is not enough and an auxiliary from the other column starts to develop to assist the dominant

Good Decisions (**T/F**) require good information/data (**S/N**)

Observing (**S/N**) is not enough, sometimes you must decide and do (**T/F**)

Cultivate your strengths, develop a career/life plan that fits those strengths

As an adult, use your strengths as a base to grow more comfortable with using less preferred processing modes

The current thinking on conscious self development is:

Use your strengths to help develop other capabilities

Don't try to directly emulate your type opposite

Maintain awareness of your limitations - the times when your natural responses don't serve

Develop strategies to improve coping skills

Practice under low stress conditions

Work on one pair at a time, while using your other strengths for support

Return to www.technologytransformation.com/MBTI.htm

REFERENCES on PSYCHOLOGICAL TYPE

MYERS-BRIGGS TYPE & WORK

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THE CHARACTER OF ORGANIZATIONS	William Bridges
WORKING TOGETHER	Olaf Isachsen & Linda Berens
UNDERSTANDING YOUR MANAGEMENT STYLE	Robert Benfari
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PEOPLE TYPES AND TIGER STRIPES	Gordon Lawrence
GIFTS DIFFERING	Isabel Briggs Myers
The Type Reporter: LEADERTYPES	Scanlon

TYPE AND RELATED THEORIES

JUNG'S TYPOLOGY IN PERSPECTIVE	Angelo Spoto
PLEASE UNDERSTAND ME	David Keirse & Marilyn Bates
COGNITIVE PERSPECTIVE ON PSYCHOLOGY	James Newman
DICHOTOMIES OF THE MIND	Walter Lowen
FEELINGS, THE 3 Rs - Receiving, Reflecting Responding	Tindall & Salmon
THE FIFTH DISCIPLINE FIELDBOOK	Peter Senge, et.al..

TYPE FOR THE FAMILY or TEACHER

The ART of SPEED READING PEOPLE	Paul Tieger & Barbara Barron-Tieger
TYPE TALK	Otto Kroeger & Janet M. Thuesen
YOUR BEST SPORT: How to Choose and Play It	Niednagel
NOW I KNOW I AM OK	Shirley Bazar Steer
THE DEVELOPING CHILD	Elizabeth Murphy
A PARENT'S GUIDE TO TYPE	Charles & Constance Meisgeier
A TEACHER'S GUIDE TO TYPE	Charles & Constance Meisgeier & Elizabeth Murphy
ARE YOU MY TYPE? Why Aren't You Like Me?	Wirths & Bowman

C. G. JUNG

PSYCHOLOGICAL TYPES	Carl G. Jung
MODERN MAN IN SEARCH OF A SOUL	Carl G. Jung

SOURCES OF MATERIALS

APT - Association for Psychological Type	800-847-9943
APT, 4700 W. Lake Ave., Glenview, IL 60025-1485	http://www.aptcentral.org
CAPT - Center for Applications of Psychological Type	1-800-777-2278
2720 NW 6th St., Gainesville, FL 32609	http://www.capt.org/
CPP/Davies-Black Publishing	http://www.mbti.com/
The C.G. Jung Educational Center of Houston	713-524-8253
5200 Montrose Blvd., Houston, TX 77006-6597	
Otto Kroeger Associates	http://www.typtalk.com
Temperament Research Institute (16types.com)	http://www.tri-network.com
Type Resources	http://www.type-resources.com/

Barbara N. Brown
(713) 504-2872
BNBrown@TechnologyTransformation.com

Technology Transformations
PO Box 31233
Houston, TX 77231-1233