Myers-Briggs Type Indicator

Research Support Council Fall 2011
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MBTI Learning Objectives

• Understand the Myers-Briggs Type Indicator and its uses
• Understand the 4 preferences
• Be able to recognize the differences between preferences and how this affects communication
History

- Developed in the US by the mother-daughter team of Katherine Briggs and Isabel Briggs Myers in the 1940’s
- Based on Carl Jung’s theory of psychological type
- Most widely used personality indicator in the world

Jung’s Personality theory, published in 1921:

- We are all born with certain preferences
- We use all preferences at different times
- All types are equally valuable
- You can be any type and do any job successfully
- People of certain types are drawn to certain careers
### Preference Scales

<table>
<thead>
<tr>
<th>Extroversion</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**

<table>
<thead>
<tr>
<th>Extroversion</th>
<th>Introversion</th>
</tr>
</thead>
</table>
| • 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  |

How do you prefer to take in information? The S-N Dichotomy

<table>
<thead>
<tr>
<th>Sensing</th>
<th>iNtuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Perceiving with the Five Senses</td>
<td>• Perceiving with memory and associations (Sixth Sense)</td>
</tr>
<tr>
<td>• Reliance on experience and actual data</td>
<td>• Seeing patterns and meanings</td>
</tr>
<tr>
<td>• Practicality</td>
<td>• Innovation</td>
</tr>
<tr>
<td>• In touch with physical realities</td>
<td>• Seeing possibilities</td>
</tr>
<tr>
<td>• Attending to the present moment</td>
<td>• Future Achievement</td>
</tr>
<tr>
<td>• Live life as it is</td>
<td>• Projecting possibilities for the future</td>
</tr>
<tr>
<td>• Prefers using learned skills</td>
<td>• Change, rearrange life</td>
</tr>
<tr>
<td>• Pays attention to details</td>
<td>• Prefers adding new skills</td>
</tr>
<tr>
<td>• Makes few factual errors</td>
<td>• Looks at “big picture”</td>
</tr>
<tr>
<td></td>
<td>• Identifies complex patterns</td>
</tr>
</tbody>
</table>


How do you make decisions? The T-F Dichotomy

<table>
<thead>
<tr>
<th>Thinking</th>
<th>Feeling</th>
</tr>
</thead>
<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>

How do you live your life?
The J-P Dichotomy

<table>
<thead>
<tr>
<th>Judging</th>
<th>Perceiving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focuses on completing task</td>
<td>Focuses on starting tasks</td>
</tr>
<tr>
<td>Deciding and planning</td>
<td>Taking in information</td>
</tr>
<tr>
<td>Organizing and scheduling</td>
<td>Adapting and changing</td>
</tr>
<tr>
<td>Controlling and regulating</td>
<td>Curious and interested</td>
</tr>
<tr>
<td>Goal oriented</td>
<td>Open-minded</td>
</tr>
<tr>
<td>Wanting closure even when data are incomplete</td>
<td>Resisting closure in order to obtain more data</td>
</tr>
<tr>
<td>Wants only the essentials of the job</td>
<td>Wants to find out about the job</td>
</tr>
</tbody>
</table>


When Extroverts work with Introverts

- Write to them first, then talk.
- Give them time to reflect. Introverts will share well thought out ideas or questions.
- Talk 1-on-1, or in very small groups.
- Develop trust.
When Introverts work with Extroverts

- Talk, face-to-face, if possible. Write, if required or as a follow-up.
- Present to groups; plan on interaction.
- Project voice, energy, and enthusiasm.
- Respond immediately to questions, comments. Emphasize action.

When Sensing Types work with Intuitive Types

- Give the big picture, broad implications, long term possibilities.
- Emphasize concepts and ideas.
- Don’t get bogged down in details.
- Allow them to brainstorm.
- Trust what works and be open to changing what doesn’t work.
When Intuitive Types work with Sensing Types

• Work out details before presenting ideas
• State problem to be solved explicitly.
• Be factual. Use words that relate to sensory data.
• Have a definite plan of action and process for change rather than only a concept.
• Present information sequentially rather than changing topics.

When Thinking Types work with Feeling Types

• Mention points of agreement before bringing up points of difference.
• Focus on people in the situation. Find out what is valued and important.
• Know when to provide feedback gently and critique behaviors, not people.
• You cannot “logic them into submission.”
When Feeling Types work with Thinking Types

• Get straight to the point; be as brief and concise as you can be while still presenting a complete and persuasive argument.
• Arrange comments sequentially: beginning, sequence of points, end.
• Focus on tasks and objectives as well as people.
• Accept critical feedback without personalizing it.

When Perceiving Types work with Judging Types

• Be prompt and punctual.
• Plan ahead. Use timelines. Set deadlines. Live by them.
• Be ready to make decisions that affect others asap.
• Avoid adding unexpected tasks or options to a project, especially at the last minute.
When Judging Types work with Perceiving Types

• Be flexible. Listen for new information. Readjust thinking.
• Expect and schedule in discussion time and plan for changes to your schedule.
• Don’t demand immediate answers. Leave matter open-ended as long as you can.
• Follow up, since they may need a gentle nudge once they’ve had time to reach a decision.

Summary: Strategies for Working with Different Types

• How people “hear” things depends on their preferences.
• Stress the unsolved part of the problem, rather than condemning the whole idea, plan, or recommendation.
• Recognize that compromise between different types is often necessary.
• Results in better solutions, since all factors have been considered.
Exercise – Your biggest frustration

• Choose a partner
• Each person shares their biggest frustration in working with a specific person
  – What did you see in the MBTI that might explain this frustration?
  – How could you use the suggestions provided to improve this interaction?

Resources

• Hirsh, Elizabeth; Hirsh, Katherine W; Hirsh, Sandra Krebs (2003) Introduction to Type and Teams. Consulting Psychologists Press, NY
• Meyers, Isabel Briggs (1998) Introduction to Type. Consulting Psychologists Press, CA
• Meyers, Isabel Briggs with Peter B. Myers, (Original edition 1980; Reprint edition 1995), Gifts Differing: Understanding Personality Type, Consulting Psychologists Press, CA
Question: What do the percentages mean on the results?

- Humanmetrics Jung Typology test results are expressed not only as letters, such as INFJ, but also in percentages.
- The percentages describe how strongly each preference is expressed.
- Each letter affects how the other letters are expressed, so the whole is more than the sum of the parts.
- The way in which two or more letters affect each other is called type dynamics.
- For more on type dynamics, see [http://www.myersbriggs.org/ and click on My MBTI® Personality Type->Understanding Type Dynamics](http://www.myersbriggs.org/).