

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

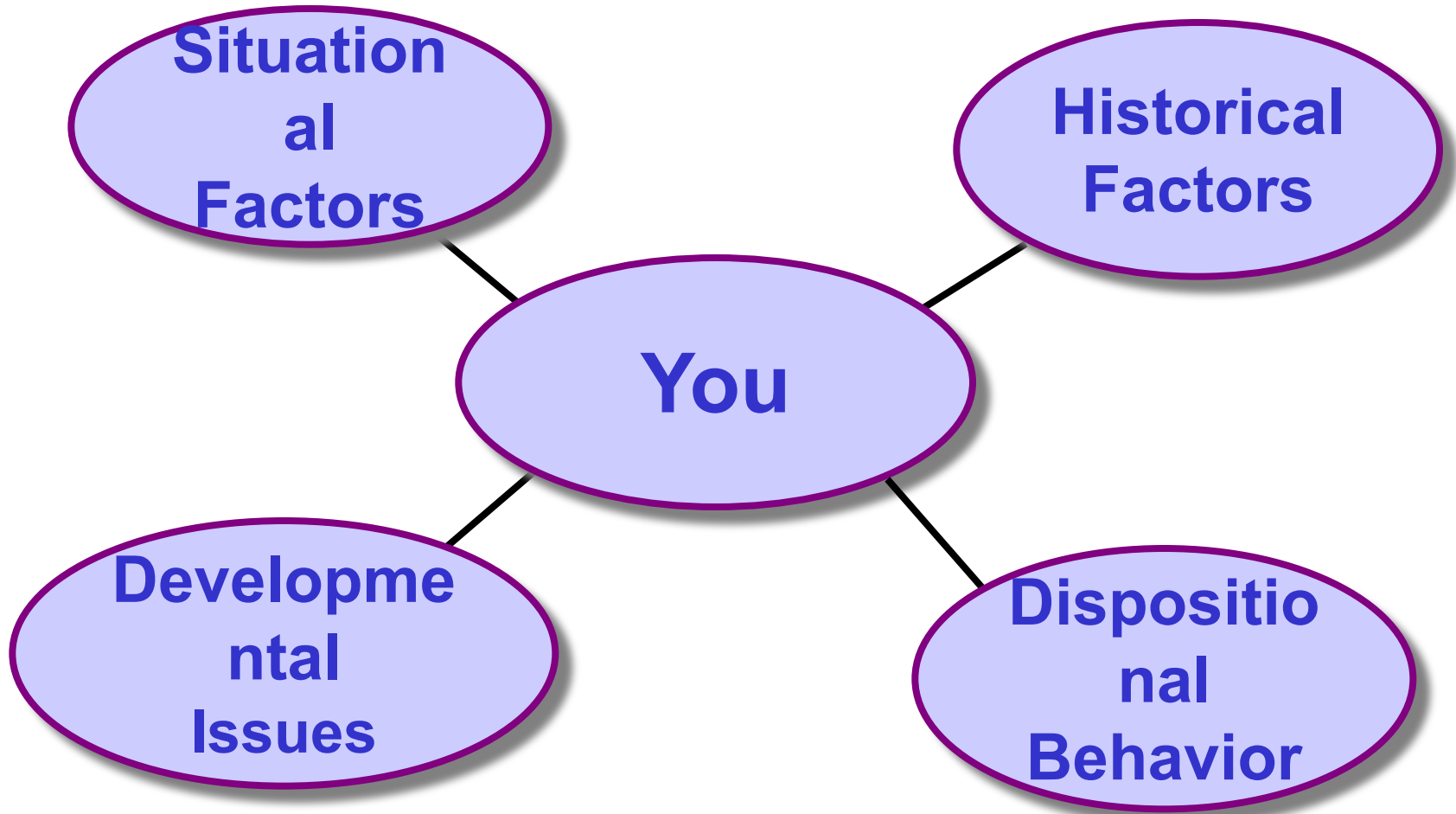


The MBTI is ...

- 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



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

Extraversion ----- Introversion

Sensing ----- INtuition

Thinking ----- Feeling

Judgment ----- Perception

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

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

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

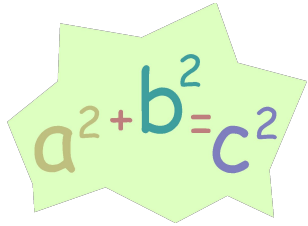


How do you make decisions? The T-F Dichotomy

Thinking ----- Feeling

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

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

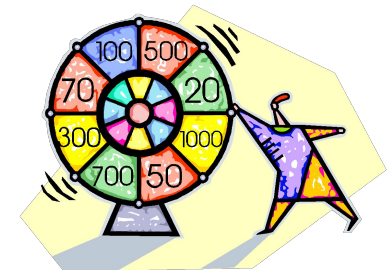
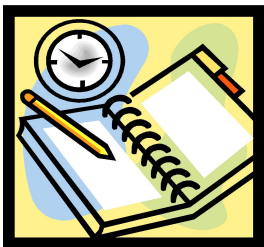


Judging

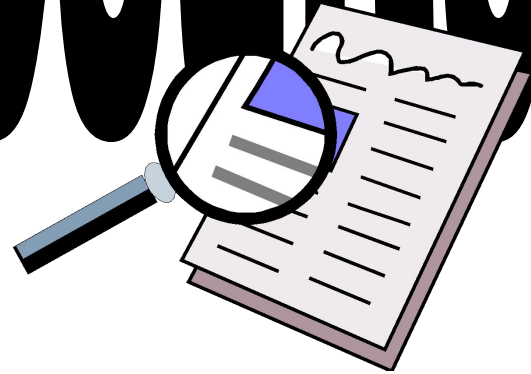
- Scheduled
- Decisive
- Self-regimented
- Purposeful
- Organized
- Settled
- Plan ahead
- Control one's life
- Set goals
- Systematic
- Structure
- Closure
- Decide information

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 Results



MBA
COLLEGE OF MANAGEMENT

NC STATE UNIVERSITY

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

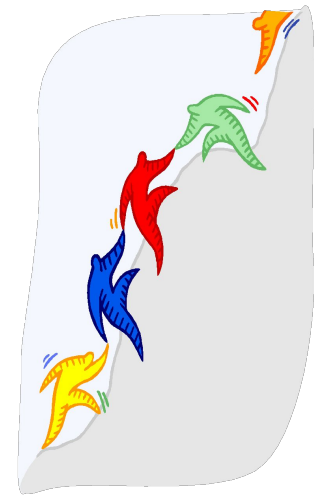
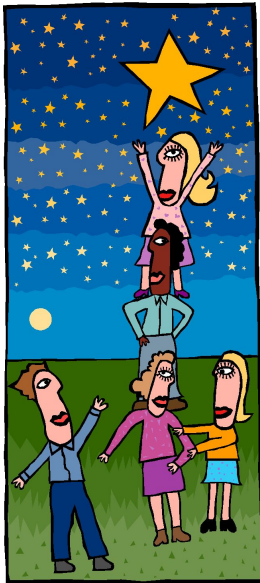
Not Good

- 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.)

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

Experiential Exercises



Resources

- Kroeger, Otto; Thuesen, Janet M.; Rutledge, Hile (2002) Type Talk at Work. Dell Publishing, NY
- Meyers, Isabel Briggs (1998) Introduction to Type. CPP, Inc., CA
- Myers, Isabel Briggs (1980) Gifts Differing. Consulting Psychologists Press, CA
- Kummerow, Jean; Barger, Nancy and Kirby, Linda (1997) Work Types. Warner Books, NY
- Hirsh, Sandra Krebs (1996) Work It Out. Consulting Psychologists Press, CA
- Keirse, David (1998) Please Understand Me II. Prometheus Nemesis Book Company, CA
- Kroeger, Otto and Thuesen, Janet M. (1992) The Workplace Files. Dell Publishing, NY
- Kroeger, Otto and Thuesen, Janet M. (1988) Type Talk – The 16 Personality Types That Determine How We Live, Love, and Work. Dell Publishing, NY