Know Thyself
Manage Thy Team

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Objectives

At the end of this training you will be able to:

- Understand MBTI Type

- Understand Your Working Style

- Understand how to work with other Types

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Carl G. Jung

Carl Gustav Jung (1875–1961), a Swiss psychiatrist, developed a theory of personality: Differences between people are not random. Instead they form patterns—types.

Psychological Types (published 1921, translated into English 1923)
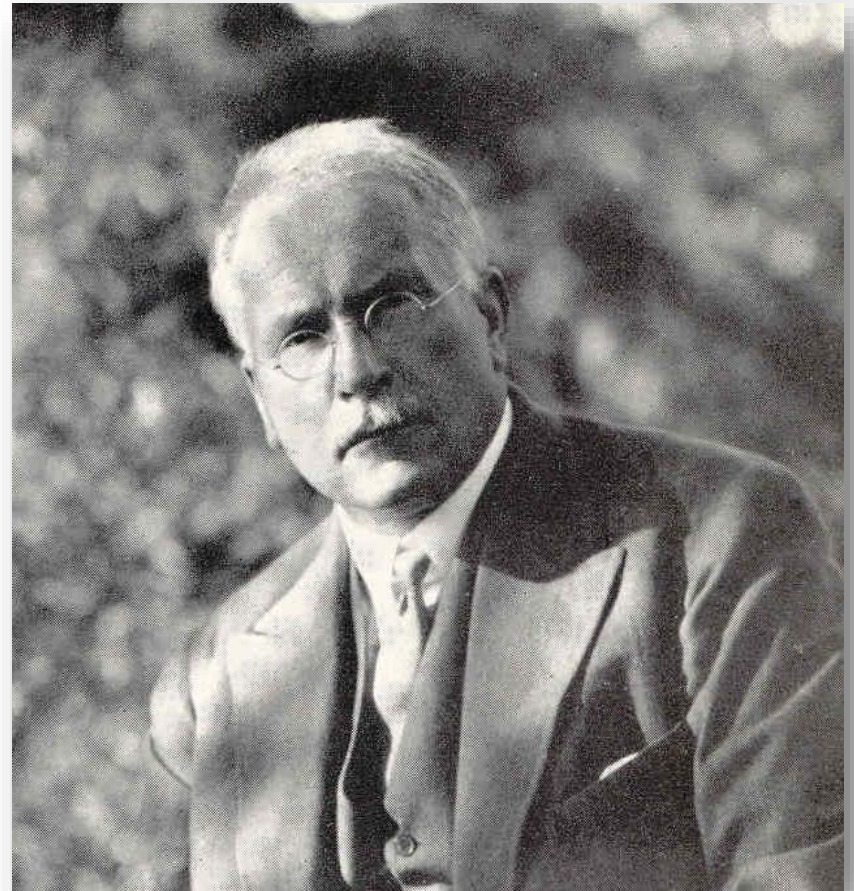
Katharine C. Briggs

Katharine C. Briggs (1875–1968), an American, read Jung's *Psychological Types* in 1923.

She spent the next 20 years studying, developing, and applying Jung's theory.

Isabel Briggs Myers

Isabel Briggs Myers (1897–1980) developed Jung's theory in partnership with Briggs.

Beginning in 1943, she developed questions that became the *Myers-Briggs Type Indicator*® instrument.

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Jung's Personality Theory

- Every person carries out two kinds of mental processes:
  - We take in information
  - Then we make decisions about the information

- Everyone has preferred ways of using these mental processes

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Jung's Personality Theory (cont.)

- Jung observed that we all live in two worlds:

  - The **outer world** of things, people, and events *and*

  - The **inner world** of our own thoughts, feelings, and reflections

- Each person has a preference for either the outer world or the inner world

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Jung's Personality Theory (cont.)

- Jung believed that preferences are innate—"inborn predispositions"

- He also recognized that they are shaped by environmental influences, such as family, culture, and education

Nature
MBTI® instrument

vs.

Nurture
Environment

"Handedness" Activity (cont.)

- Where do we get our preference for using one hand over the other?

- How does the environment influence our preference for using one hand over the other?

Note: We all can and do use both hands; for writing, one is natural, comfortable, automatic

The MBTI® Dichotomies

The MBTI® instrument indicates preferences on four pairs of opposites, called *dichotomies:*

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

MBTI® Theory

- Four pairs of opposites—like our right and left hands. We all use both sides of each pair, but one is our natural preference.

- The MBTI® instrument is designed to indicate those inborn preferences.

- The MBTI instrument is *not* designed to measure skills or effects of environment.

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Extraversion (E) or Introversion (I)

Where we focus our attention and get energy

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

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E–I Differences

People who prefer Extraversion:

- Direct their energy and attention outward
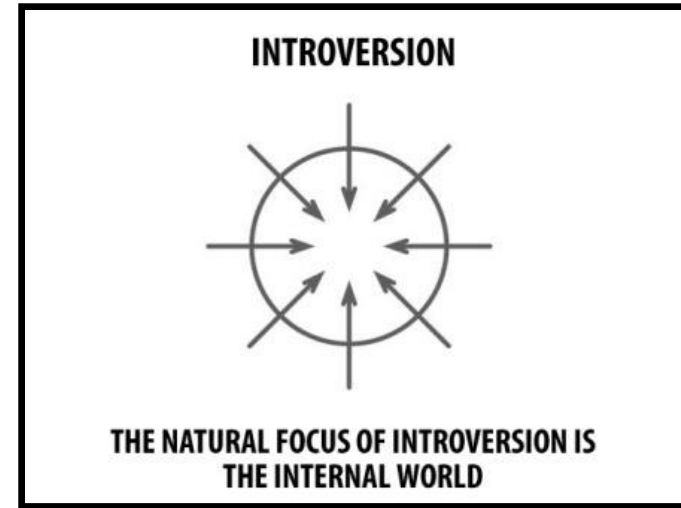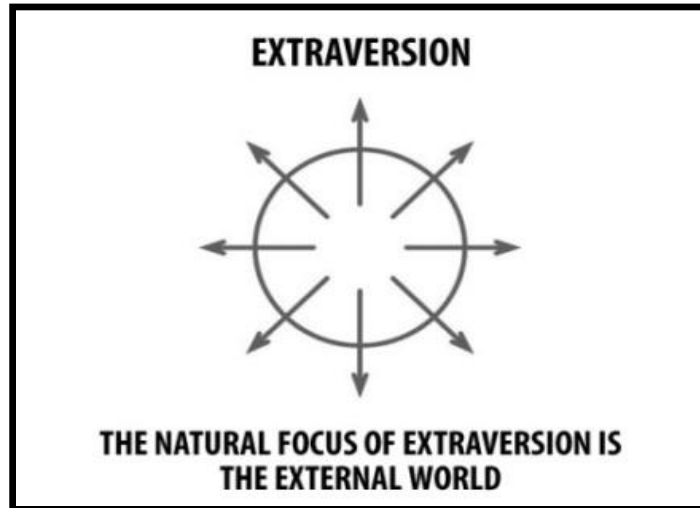- Focus on the outer world of people and activity

People who prefer Introversion:

- Direct their energy and attention inward
- Focus on their inner world of ideas and experiences

We all use both preferences, but usually not with equal comfort.

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

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E–I Illustration

Source: Introduction to Type® and Change, N. J. Barger & L. K. Kirby, p. 4.

Where People Focus Their Attention

People who prefer Extraversion (E)

- Are energized by interacting with others
- Are sociable and expressive
- Prefer to communicate face-to-face
- Work out ideas by talking them through

People who prefer Introversion (I)

- Are energized by opportunity to reflect
- Are private and contained
- Prefer to communicate by writing
- Work out ideas by thinking them through

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

Where People Focus Their Attention (cont.)

People who prefer Extraversion (E)

- Have broad interests in many things
- Learn best through doing or discussing
- Readily take initiative in work and relationships

People who prefer Introversion (I)

- Focus in depth on their interests
- Learn best by reflection, mental "practice"
- Take initiative when the situation or issue is very important to them

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

Key Words Associated with E–I

Extraversion	Introversion
Action	Reflection
Outward	Inward
People	Privacy
Interaction	Concentration
Many	Few
Expressive	Quiet
Do-Think-Do	Think-Do-Think

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E–I Self-Assessment

Given the choice, which do you prefer:
Extraversion or Introversion?
☑ **your self-assessment**

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Sensing (S) or Intuition (N)

The way we take in information and the kind of information we like and trust

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

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S–N Differences

People who prefer Sensing:

- Focus on present realities, verifiable facts, and experience

People who prefer Intuition:

- Focus on future possibilities, the big picture, and insights

We all use both ways of perceiving, but we typically prefer and trust one of them more.

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

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S–N Illustration

SENSING

1 — 2 — 3

TAKING IN AND PRESENTING INFORMATION IN A SEQUENTIAL, STEP BY STEP WAY

INTUITION
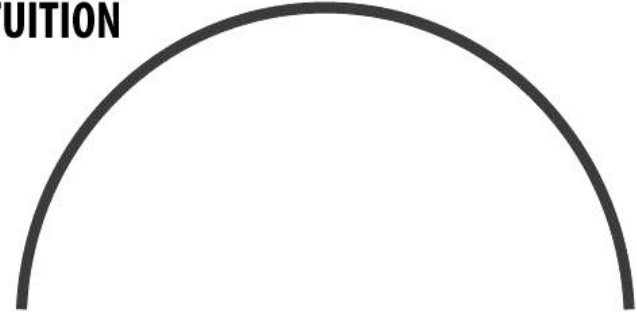
TAKING IN AND PRESENTING INFORMATION IN A SNAP SHOT OR BIG PICTURE WAY

Source: Introduction to Type® and Change, N. J. Barger & L. K. Kirby, p. 4.

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How People Take In Information

People who prefer
Sensing (S)

- Focus on what is real and actual

- Observe and remember specifics

- Are factual, concrete, and sequential

People who prefer
Intuition (N)

- Focus on patterns and meanings

- Remember specifics when they relate to a pattern

- Are abstract and imaginative

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

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How People Take In Information (cont.)

People who prefer
Sensing (S)

- Build carefully and thoroughly toward conclusions

- Understand ideas and theories through practical applications

- Are specific and literal

- Trust experience

People who prefer
Intuition (N)

- Move quickly to conclusions, follow hunches

- Generate ideas and theories; application is secondary

- Use metaphors and analogies

- Trust insight

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 9.

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Key Words Associated with S–N

S	**N**

Sensing	**Intuition**
Facts	Ideas
Realistic	Imaginative
Specific	General
Present	Future
Keep	Change
Practical	Theoretical
What is	What could be

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S–N Self-Assessment

Given the choice, which do you prefer:
Sensing or Intuition?
☑ **your self-assessment**

Thinking (T) or Feeling (F)

The way we make decisions

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 10.

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T–F Differences

People who prefer Thinking:

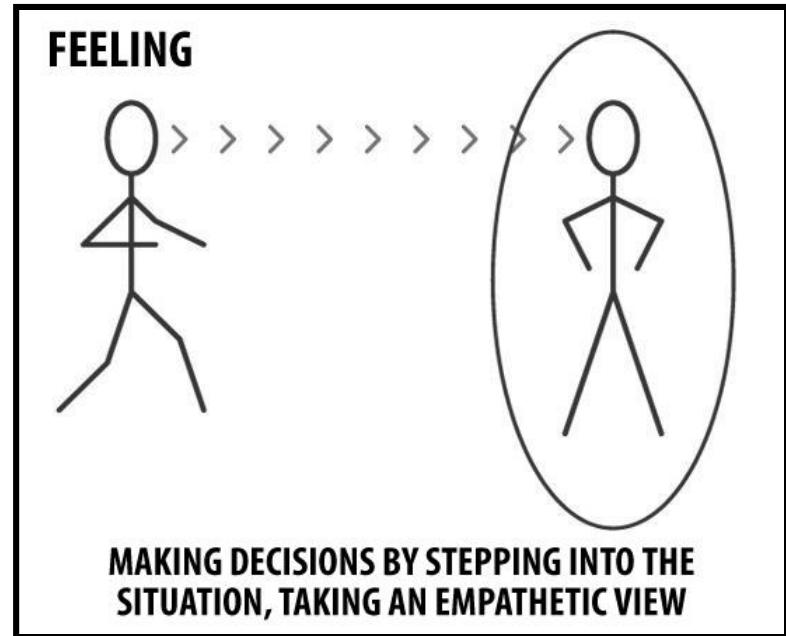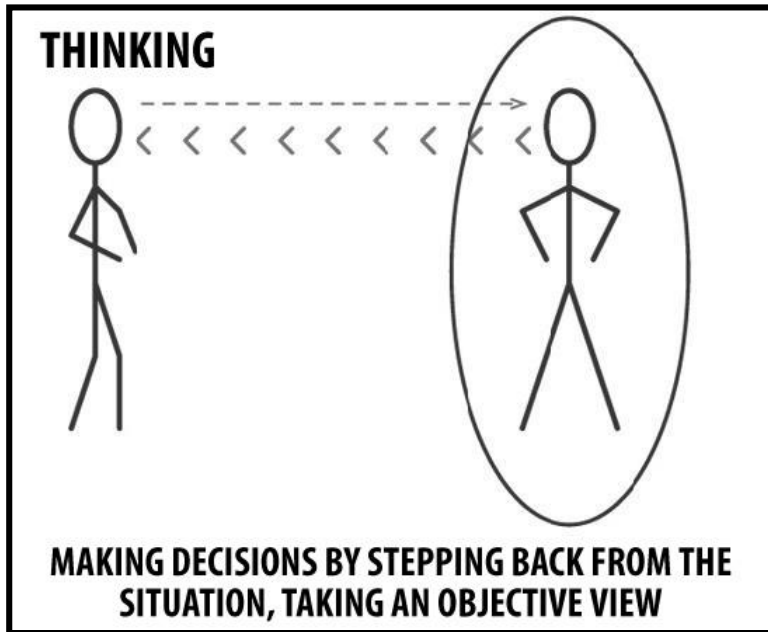- Make their decisions based on impersonal, objective logic

People who prefer Feeling:

- Make their decisions based on personal priorities and relationships

Both processes are rational and we use both, but usually not with equal ease.

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 10.

T–F Illustration

Source: Introduction to Type® and Change, N. J. Barger & L. K. Kirby, p. 5.

How People Make Decisions

People who prefer
Thinking (T)

- Step back to get an objective view

- Analyze

- Use cause-and-effect reasoning

- Solve problems with logic

People who prefer
Feeling (F)

- Step in to identify with those involved

- Empathize

- Are guided by personal and group values

- Assess impacts of decisions on people

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 10.

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How People Make Decisions (cont.)

People who prefer
Thinking (T)

- Strive for an objective standard of truth
- Are "reasonable"
- Can be "tough-minded"
- Are fair—want everyone to be treated equally

People who prefer
Feeling (F)

- Strive for harmony and positive interactions
- Are compassionate
- May appear "tenderhearted"
- Are fair—want everyone to be treated as an individual

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 10.

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Key Words Associated with T–F

Thinking	Feeling
Head	Heart
Detached	Personal
Things	People
Objective	Subjective
Critique	Praise
Analyze	Understand
Firm but fair	Merciful

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T–F Self-Assessment

Given the choice, which do you prefer:
Thinking or Feeling?
☑ **your self-assessment**

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Judging (J) or Perceiving (P)

Our attitude toward the external world and how we orient ourselves to it

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 10.

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J–P Differences

People who prefer Judging:

- Want the external world to be organized and orderly
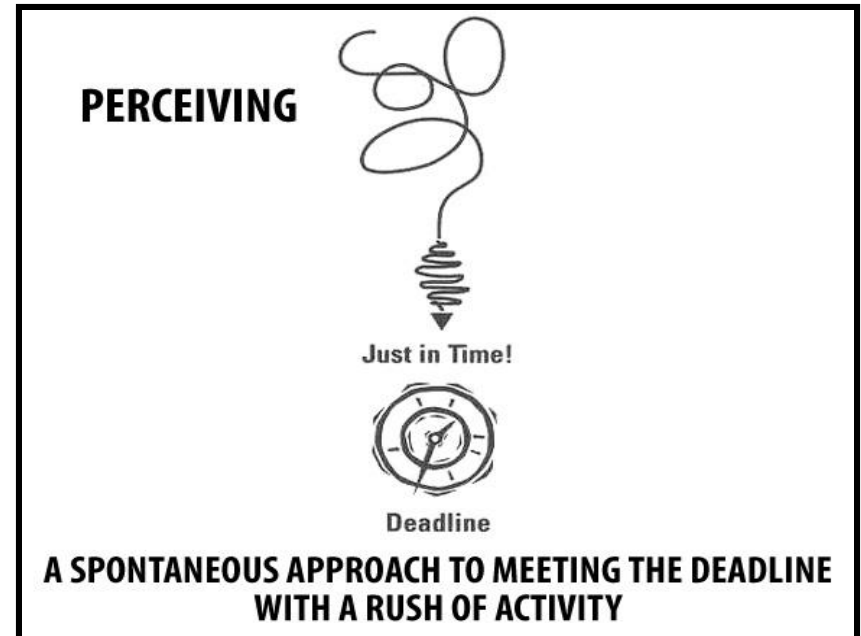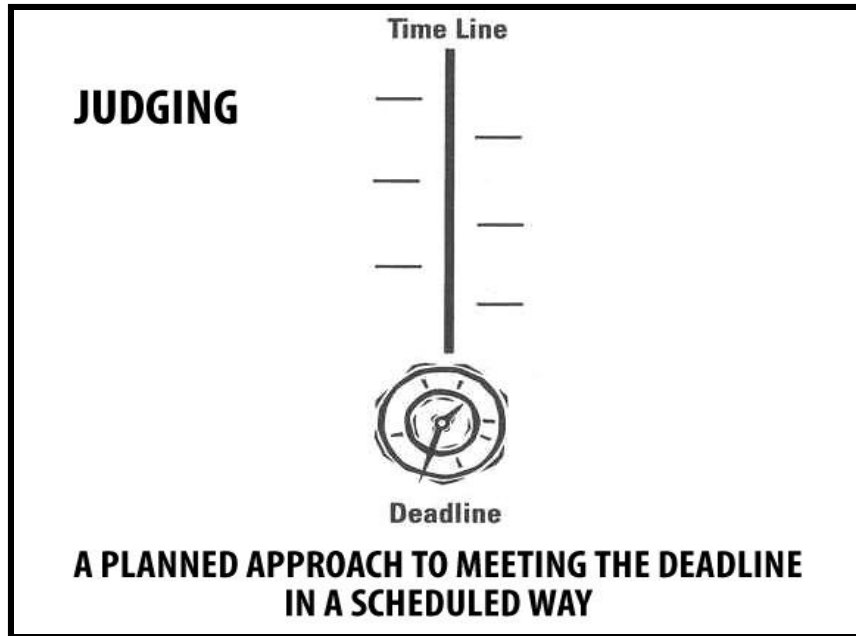- Look at the world and see decisions that need to be made

People who prefer Perceiving:

- Seek to experience the world, not organize it
- Look at the world and see options that need to be explored

*We all use both attitudes, but usually
not with equal comfort.*

Source: *Introduction to Type*® (6th ed.), I. B. Myers, p. 10.

J–P Illustration

Source: Introduction to Type® and Change, N. J. Barger & L. K. Kirby, p. 5.

How People Approach Life

People who prefer
Judging (J)

- Organized

- Systematic

- Methodical

- Make short- and long-term plans, and then follow them

People who prefer
Perceiving (P)

- Adaptable and curious

- Casual

- Open-ended

- Adjust flexibly to new information and changes

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 10.

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How People Approach Life (cont.)

People who prefer
Judging (J)

- Like to have things decided

- Resist reopening decisions

- Try to avoid last-minute stresses

People who prefer
Perceiving (P)

- Like to explore options

- Resist cutting off options, making decisions too soon

- Feel energized by last-minute pressures

Source: Introduction to Type® (6th ed.), I. B. Myers, p. 10.

Key Words Associated with J–P

Judging

Organized
Decision
Control
Now
Closure
Deliberate
Plan

Perceiving

Flexible
Information
Experience
Later
Options
Spontaneous
Wait

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J–P Self-Assessment

Given the choice, which do you prefer:
Judging or Perceiving?
☑ **your self-assessment**

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Personality Type

When combined, your preferences indicate your personality type.

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16 Personality Types

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

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