



MBTI®

Presenting Type
in Organizations

“Understanding Management Skills through the MBTI”

PRESENTED BY
Lindsay Wagner

DEVELOPED BY
David Freeman Linda Kirby Nancy Barger

Please Tell Me

- Do any of you have any experience with the MBTI® instrument?




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Objectives, at end of this training you will:

- Understand the preferred ways individuals process information;
- See how these preferences affect both short and long-term operations;
- Apply preferences to decision making and strategizing and form an overall management style;
- Discover that people look at the world and make decisions about things in very different ways; **And,**

Identify ways to use differences constructively!


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The 4 Dichotomies

You will choose one preference from each pair of the 4 dichotomies noted below:

- The **E-I** dichotomy
(Improving communication)
- The **S-N** dichotomy
(Using different types of information)
- The **T-F** dichotomy
(Making better decisions)
- The **J-P** dichotomy
(Time management styles)

NOTE: The items in (parentheses) are reflective of the management skills that people and their organizations need the most work to be effective and productive.

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About the MBTI®

- An indicator that looks only at normal behavior
- There are no good or bad types—all types have some natural strengths and some possible pitfalls or blind spots.
- This psychological typology gives practical results you can use:
 - In teamwork
 - In communication
 - In decision making

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Users of the MBTI® Tool

- Most Fortune 100 companies
- More than 2 million people worldwide each year
- Translated into 30+ languages
- Used in 70+ different countries

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Where the MBTI® Tool Is Used



- USA
- Canada
- Mexico
- South America
- UK
- Europe
- Australia
- New Zealand
- China
- India
- Japan
- Korea
- Malaysia
- Singapore
- Middle East
- South Africa
- Kenya
- And more!

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Exploring MBTI® Requires a Certain...



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The Mind-set to Bring

As you consider which of the two pairs of each dichotomy represent you:

*Think of what you prefer when you do **not** have outside pressures to behave in a particular way.

*Who YOU ARE, outside of the roles you play at work or in your personal life; or as a child, how you responded.

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The MBTI® Instrument

was developed by
Katharine C. Briggs
and her daughter
Isabel Briggs Myers

based on the work of Swiss psychologist
C. G. Jung, who presented his psychological
type theory in his book *Psychological Types*
(published 1921, translated into English 1923).

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Jung's Theory

Jung believed that **preferences are innate**—
“**inborn predispositions.**”

He also recognized that our innate preferences
interact with and are shaped by environmental
influences:

- Family
- Country
- Education
- and many others

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Inborn Predispositions or Preferences

What are PREFERENCES?

To illustrate this—let's do an activity.

- Write your signature on a clean sheet of paper.
- Now write your signature again in the box below
—using the other hand!
- Call out some words that describe the writing of
the first signature.
- Now, some words to describe the second
signature.

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Handedness Exercise

- 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—for writing, one is natural, comfortable, automatic.

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Jung's Theory

- We will look at four pairs of opposites—like our right and left hands. We all use both sides of each pair, but one is our natural preference.
- Jung believed that our preferences do **not** change—they stay the same over our lifetime.
- What changes is how we use our preferences and often the accuracy with which we can measure the preferences.
- The confounding variable—environment!

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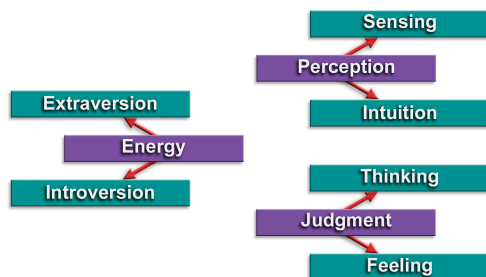


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Jungian Theory



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Extraversion or Introversion



The direction in which
we focus our attention
and energy

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Introduction to Type, p. 9



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E-I

People who prefer Extraversion:

- Focus their energy and attention outward
- Are interested in the world of people and things

People who prefer Introversion:

- Focus their energy and attention inward
- Are interested in the inner world of thoughts and reflections

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

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People Who Prefer Extraversion

- Are **attracted** to the **outer world** of people and events
- Are aware of who and what is around them
- Enjoy meeting and **talking** with new people
- Are friendly, often **verbally** skilled, and easy to know
- Tend to **speak** out easily and often at meetings
- May **not** be as aware of what is going on inside themselves

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People Who Prefer Introversion

- Are **attracted** to the **inner world** of thoughts, feelings, and reflections
- Are usually very aware of their **inner** reactions
- Prefer to interact with people they know
- Are often **quiet** in meetings and seem uninvolved
- Are often **reserved** and harder to get to know
- May **not** be as aware of the outer world around them

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People Who Prefer Extraversion

- Do their **thinking as they speak**
- May act and/or **speak first**, then (possibly) think
- Tell you about themselves, **speaking** rapidly
- Give breadth to life
- Can get bored and restless if they're alone too long
- *Can seem shallow and intruding to Introverts*
- Need Introversion for balance

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People Who Prefer Introversion

- Need time to **gather their thoughts** before speaking
- **Reflect** and **think** before (possibly) acting
- Want to know you before self-disclosing
- Become **drained and tired interacting** with people (particularly strangers)
- Give depth to life
- *Can seem withdrawn and secretive to Extraverts*
- Need Extraversion for balance

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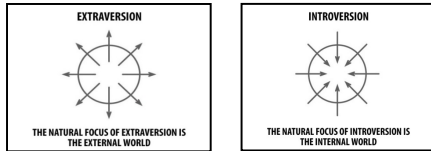


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Extraversion or Introversion



Introduction to Type® and Change, pp. 4-5

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Some Key Words Associated with



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

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We Have a Preference

We all do **Extraverted** and **Introverted** things.

But we usually do *not* do them
with equal comfort.

Most of us have a **preference** for one
over the other.

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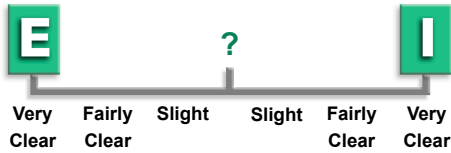


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Self-Assessment

Given the choice, which do you prefer:
Extraversion or Introversion?

How clear are you about your preference?



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One-on-One Action Planning

- Discuss your selected preference – E or I?
 - Why this preference?
 - What helped you identify with this preference?
- Identify one thing you will do “differently” when dealing with the “opposite” psychological type at work on Monday.

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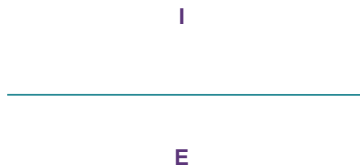


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Step 1: E and I



What do you want in your work environment?

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Sensing or Intuition



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

Introduction to Type®, p. 9

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S-N

People who prefer Sensing:

- Prefer to take in information using their five senses—sight, sound, smell, touch, and taste

People who prefer Intuition:

- Go beyond what is real or concrete and focus on meaning, associations, and relationships

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

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People Who Prefer Sensing

- See and collect **facts** and **details**
- Are **practical** and **realistic**
- Start at the beginning and take **one step at a time**
- Are **specific** and **literal** when speaking, writing, and listening
- Live in the **present**, dealing with the here and now
- Prefer reality to fantasy

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People Who Prefer Intuition

- See **patterns**, possibilities, **connections**, and **meanings** in information
- Are **conceptual** and **abstract**
- Start anywhere and may **leap over basic steps**
- Speak and write in **general, metaphorical terms**
- Live in the **future**—the possibilities
- Prefer imagination and ingenuity to reality

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People Who Prefer Sensing

- Like to work with the **parts** to see the overall design
- Like set **procedures**, established **routines**
- Prefer **practical, concrete problems** and dislike theoretical or abstract problems
- *Can seem materialistic and too literal to Intuitive types*
- Need Intuition for balance

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People Who Prefer Intuition

- Study the **overall design** to see how the parts fit
- Thrive on **change, new ideas**, and variety
- Prefer **imaginative new solutions** to problems and become impatient with details
- *Can seem impractical dreamers to Sensing types*
- Need Sensing for balance

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Sensing or Intuition

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

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Some Key Words Associated with

S

Sensing

Facts
Realistic
Specific
Present
Keep
Practical
What is

N

Intuition

Ideas
Imaginative
General
Future
Change
Theoretical
What could be

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We Have a Preference

We all use **Sensing** and **Intuition** when making
our observations about the world.

But we usually do **not** use them
with equal trust.

Most of us have a **preference** for one
over the other.

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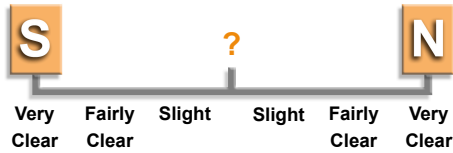


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Self-Assessment

Given the choice, which do you prefer:
Sensing or **Intuition**?

How clear are you about your preference?



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One-on-One Action Planning

- Discuss your selected preference – S or N?
 - Why this preference?
 - What helped you identify with this preference?
- Identify one thing you will do “differently” when dealing with the “opposite” psychological type at work on Monday.

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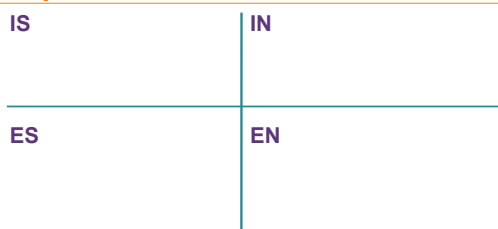
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Step 2: S and N



How do you want to learn a new job?

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Thinking or Feeling



The way we make decisions

Introduction to Type®, p. 10

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T-F

People who prefer Thinking:

- Make their decisions based on impersonal, objective logic

People who prefer Feeling:

- Make their decisions with a person-centered, values-based process

Both processes are rational and we use both often, but usually not equally easily.

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People Who Prefer Thinking

- Use **logic** to **analyze** the **problem**, assess pros and cons
- Focus on the **facts** and the **principles**
- Are good at **analyzing** a situation
- Focus on problems and **tasks—not relationships**
- May not include the impacts on people or people's emotions in their decision making

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People Who Prefer Feeling

- Use their **personal values** to understand the situation
- Focus on the **values** of the group or organization
- Are good at **understanding people** and their viewpoints
- Concentrate on **relationships** and **harmony**
- May overlook logical consequences of individual decisions

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People Who Prefer Thinking

- Take a **long-term view**, seeing things as an onlooker
- Are good at **spotting flaws and inconsistencies** and stating them clearly
- When required, can reprimand or fire people
- Believe fairness, **justice**, and equitability are very important
- *May seem cold and detached to Feeling types*
- Need Feeling for balance

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People Who Prefer Feeling

- Take an immediate and **personal view** of situations
- Like to show **appreciation** and **caring** for others
- Have difficulty telling people unpleasant things
- Believe fairness means treating each individual as a **whole person**
- *May seem overly emotional and irrational to Thinking types*
- Need Thinking for balance

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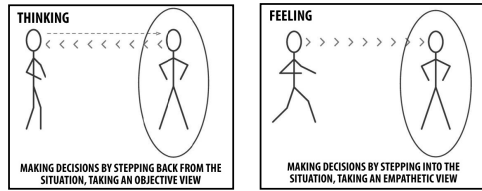


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Thinking or Feeling



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Some Key Words Associated with



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

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We Have a Preference

We all use **Thinking** and **Feeling** when making decisions.

But we usually do *not* use them with equal ease.

Most of us have a **preference** for one over the other.

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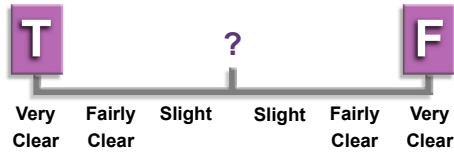
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Self-Assessment

Given the choice, which do you prefer:
Thinking or Feeling?

How clear are you about your preference?



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One-on-One Action Planning

- Discuss your selected preference – T or F?
 - Why this preference?
 - What helped you identify with this preference?

- Identify one thing you will do “differently” when dealing with the “opposite” psychological type at work on Monday.

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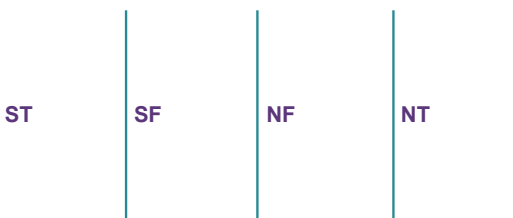
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Step 3: T and F



What is your major contribution to this team?
Get feedback from team members.

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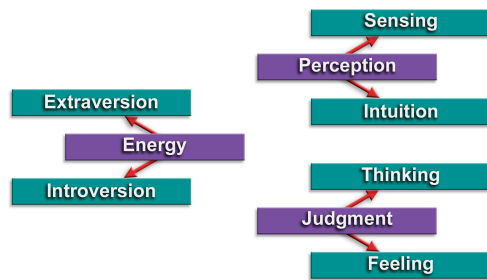
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Jungian Theory



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Judging or Perceiving



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

Introduction to Type®, p. 10

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J-P

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.*

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People Who Prefer Judging

- Like to make **plans** and follow them
- Like to get things **settled** and **finished**
- Like environments with **structure** and clear limits
- Enjoy being **decisive** and **organizing** others
- Handle deadlines and time limits comfortably
- Plan ahead to avoid last-minute rushes

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People Who Prefer Perceiving

- Like to respond **resourcefully** to changing situations
- Like to **leave things open**, **gather more information**
- Like environments that are **flexible**; dislike rules and limits
- May not like making decisions, even when pressed
- Tend to think there is **plenty of time** to do things
- Often have to rush to complete things at the last minute

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People Who Prefer Judging

- Like rapidly getting to the **bottom line** and **deciding**
- Dislike being interrupted on a project, even for a more urgent one
- May make decisions too quickly, or cling to a plan
- May not notice new things that need to be done
- *May seem rigid, demanding, and inflexible to Perceiving types*
- Need Perceiving for balance

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People Who Prefer Perceiving

- Want to explore all the **options** before deciding
- May start too many projects and have difficulty finishing them
- May have trouble making decisions, or have no plan
- May **spontaneously** change plans
- *May seem disorganized and irresponsible to Judging types*
- Need Judging for balance

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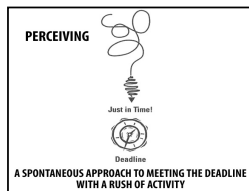
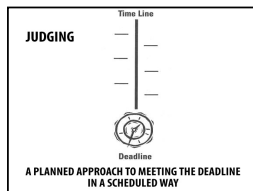
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Judging or Perceiving



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Some Key Words Associated with

J

Judging
Organized
Decision
Control
Now
Closure
Deliberate
Plan

P

Perceiving
Flexible
Information
Experience
Later
Options
Spontaneous
Wait

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We Have a Preference

We all use **Judging** and **Perceiving** as part of our lifestyle.

But we usually do **not** use them with equal comfort.

Most of us have a **preference** for one over the other.

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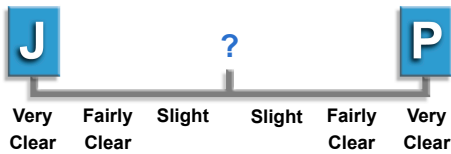


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Self-Assessment

Given the choice, which do you prefer:
Judging or **Perceiving**?

How clear are you about your preference?



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One-on-One Action Planning

- Discuss your selected preference – J or P?
 - Why this preference?
 - What helped you identify with this preference?
- Identify one thing you will do “differently” when dealing with the “opposite” psychological type at work on Monday.

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Personality Type

When combined, your preferences indicate your personality type.



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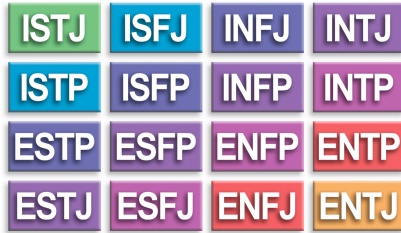


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16 Personality Types



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Remember, TYPE Is Not . . .

There is variation within each type and type does **not** measure:

- Intelligence
- Maturity
- Emotions
- IQ
- Development
- Stress
- Trauma
- Emotional health

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Why? Group Pressures...

- E, S, T, and J are the cultural norms in the United States—I, N, F, and P are less preferred.
- If you feel you are *close or tied* between two preferences, there is probably some *environmental pressure from the cultural norms*.
- Something is pulling you in the direction that is opposite to the cultural norms—his or her innate preferences.

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Why? (cont'd)

- Although you may think they are equal, decide whether one really describes how you *usually* think and act. (Be yourself!)
- Important to read and/or re-read the profiles and decide which more accurately describes how you usually think and act.

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Have I Changed Type?

When people report having **changed type**, it is likely that they have had an incorrect administration—the “mind-setting” was not done properly, resulting in the reporting of “**work type**” or “**ideal self**.”

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Benefits to the Individual

- Learn about self & one's preferences (self-awareness)
- Offers logical & orderly model of human behavior
- Helps to raise self-esteem/ improve motivation
- Assess fit between person & job
- Builds an objective framework for emotional issues
- How to persuade & influence others
- Build better relationships
- Identify the role of the environment in well-being

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Benefits to the Organization

- Offers logical & orderly model of human behavior
- Reduces unproductive conflict
- Identifies strengths & liabilities of work teams...
- Is straightforward, easily understood, & applied
- Builds understanding – organizational norms & culture
- Assess fit between person & job
- Solid research backing
- Builds objective framework for dealing with conflict
- Multiple applications & developmental aspects

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Constructive Use of Differences

Goals for the MBTI® instrument/ type:

- Becoming aware of differences
- Acknowledging the value of differences
- Practicing new behaviors, seeking out others with differences
- Incorporating different perspectives into our own processes

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Thank You

Thank you! Questions?

I hope you enjoyed
learning about the MBTI Type.

E. Lander Medlin, EVP, APPA

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