



MBTI®

Presenting Type in Organizations

"Understanding Management Skills through the MBTI"

PRESENTED BY

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DEVELOPED BY

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Objectives

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

- 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

And

Identify ways to use differences constructively



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Method

To achieve these objectives, we first need to understand ourselves and how we differ from other people.

To help us achieve this objective we will be completing the **Myers-Briggs Type Indicator® (MBTI®) instrument** and looking at the ideas on which it is based.



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Approach

- You will be invited to complete the MBTI® instrument.
- We will then explain the ideas underlying the instrument and ask you to self-assess.
- We will score the instrument, which will report one of 16 different **TYPES** as your results.
- You will use your self-assessment, your results, and this course content/presentation to decide which type fits best for you.

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Approach (cont.)

- Then we will do some exercises to help you see how the types differ from one another and to help you clarify your type.
- We will discover that people look at the world and make decisions about things in very different ways.

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About the MBTI® Instrument

- An indicator—not a test
- Looks only at normal behavior
- Forced-choice questions
- Takes about 20–40 minutes to complete
- No right or wrong answers—answer as you see fit
- Your results are confidential

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About the MBTI® Instrument (cont.)

- There are no good or bad types—all types have some natural strengths and some possible pitfalls or blind spots.
- The instrument gives practical results you can use:
 - In teamwork
 - In communication
 - In decision making

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Users of the MBTI® Instrument

- 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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Now Let's Take the MBTI® Instrument



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The Mind-set to Bring

As you answer the questions:

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

Be yourself, outside of the roles you play at work or in your personal life.

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Complete the Form M Self-Scorable

1. Read the instructions on the front.
2. Respond to the 93 items—use a ballpoint pen and a hard surface.
3. Do **NOT** tear off the side strips and open—we'll do this together later.

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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?

- Illustration: Handedness exercise
- How did it feel...describe?

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

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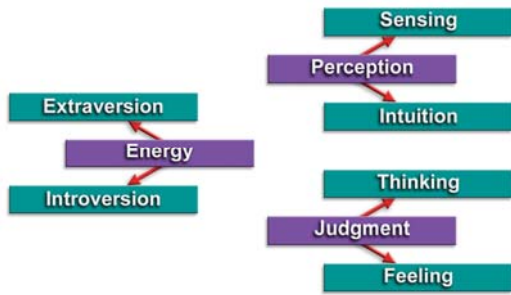
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Jungian Theory



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Extraversion or Introversion



The direction in which we focus our attention and energy

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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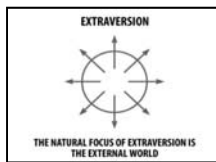
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Extraversion or Introversion



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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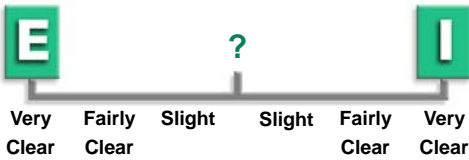


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Self-Assessment

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

How clear are you about your preference?



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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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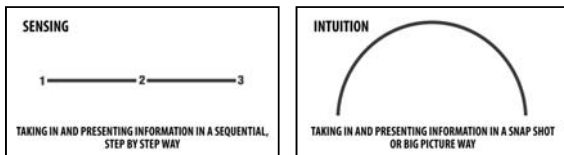
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Sensing or Intuition



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Some Key Words Associated with



| | |
|----------------|------------------|
| Sensing | Intuition |
| Facts | Ideas |
| Realistic | Imaginative |
| Specific | General |
| Present | Future |
| Keep | Change |
| Practical | Theoretical |
| What is | 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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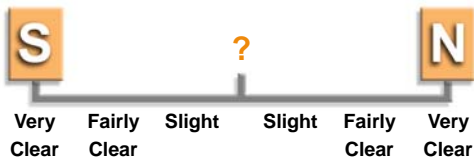


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Self-Assessment

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

How clear are you about your preference?



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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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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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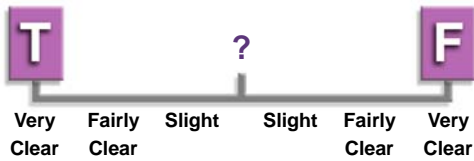


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Self-Assessment

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

How clear are you about your preference?



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Judging or Perceiving



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

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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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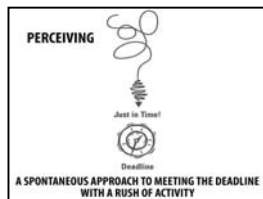
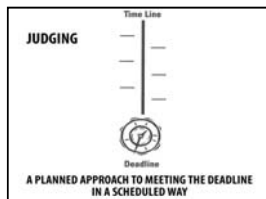
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Judging or Perceiving



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Some Key Words Associated with



- | | |
|----------------|-------------------|
| Judging | Perceiving |
| Organized | Flexible |
| Decision | Information |
| Control | Experience |
| Now | Later |
| Closure | Options |
| Deliberate | Spontaneous |
| Plan | 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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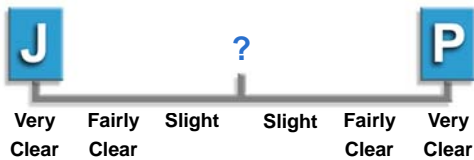


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Self-Assessment

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

How clear are you about your preference?



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Personality Type

When combined, your preferences indicate your personality type.



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16 Personality Types



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Self-Estimate...Self-Validation

- **Self-estimate** - Write your self-estimate on your handout.
- **Reported type** – Write your reported type results on your handout below your initial self-estimate (based on your responses to the items from the self-scorable form).
- **Best fit?**
- **True Type?**

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Type Is Not . . .

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

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

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Levels of Confidence



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16 Personality Types



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Are you in the right job?

- We find all the types in all the occupations!
- Type does *not* measure skills, abilities, training, or motivation and other reasons someone might choose a particular occupation.

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However...

- When you are in an occupation that requires you to act **out** of your preferences for long periods of time, we anticipate **stress** will result!
- The question becomes, for each of us, is the stress worth it?

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Exercises to Understand Differences

- Living Type Table activity.
- Preferences/ Dichotomies “splitting” exercise.

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The Living Type Table activity is based on CAPT's publication "Building a Living Type Table."

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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

Some 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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