



# MBTI®

## Presenting Type in Organizations

*“Understanding Management Skills through the MBTI”*

PRESENTED BY

Lindsay Wagner



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Credit(s) earned on completion of this course will be reported to American Institute of Architects (AIA) Continuing Education Session (CES) for AIA members.

Certificates of Completion for both AIA members and non-AIA members are available upon request.

Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.

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## Please Tell Me

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



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## Course Description

Explore the context of management skills within the model facilities department. Examine the different styles of management and visualize yourself in the roles of mentor, coach, and team builder. Learn the skills necessary for these roles and develop an understanding of how to best leverage your assets as management skills.

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## Learning Objectives

- 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

**MBTI** 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...



(Mind-set)

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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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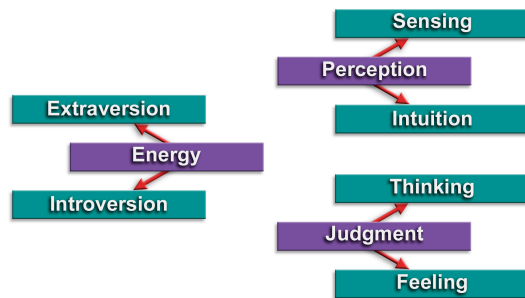
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## Jungian Theory



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## Extraversion or Introversion



The direction in which we focus our attention and energy

*Introduction to Type*<sup>®</sup>, 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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## Some Key Words Associated with



<b>Extraversion</b>	<b>Introversion</b>
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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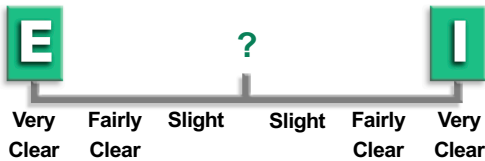
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## Self-Assessment

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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## Step 1: E and I

I



E

What do you want in your work environment?

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## Sensing or Intuition

S

N

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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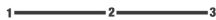
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## Sensing or Intuition

**SENSING**



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**      **N**

<b>Sensing</b>	<b>Intuition</b>
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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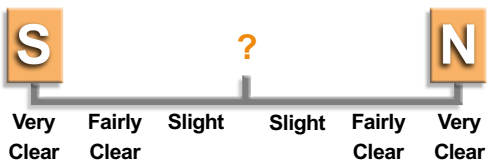
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## Self-Assessment

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

How clear are you about your preference?



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## 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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## Step 2: S and N

IS

IN

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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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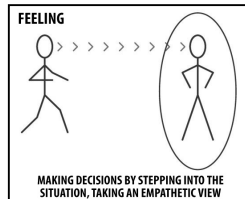
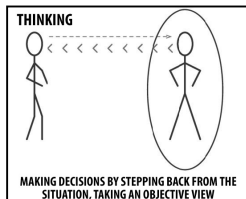
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## Thinking or Feeling



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## 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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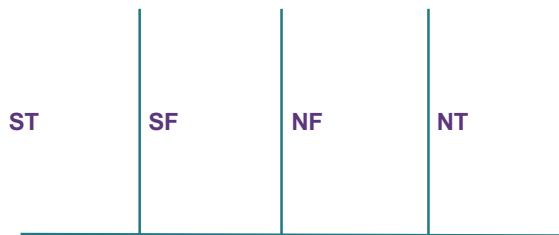
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## Step 3: T and F



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

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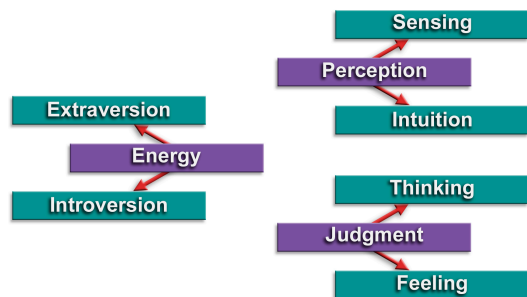
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## Jungian Theory



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## Judging or Perceiving



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

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Presenting Type in Organizations

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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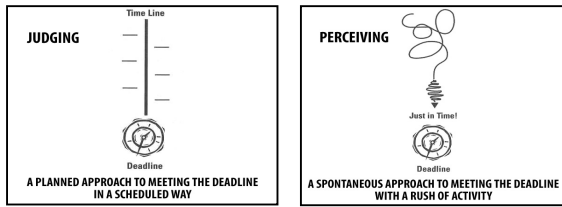
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## Judging or Perceiving



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## Some Key Words Associated with



- |                |                   |
|----------------|-------------------|
| <b>Judging</b> | <b>Perceiving</b> |
| 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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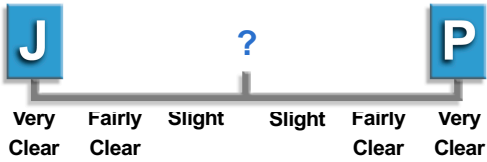
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## Self-Assessment

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

How clear are you about your preference?



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## 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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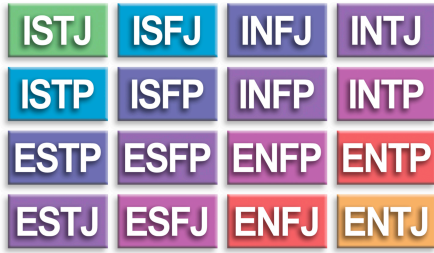
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## 16 Personality Types



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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.

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**Bonus Content**

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Applying Type to  
Stress Management



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## Objectives

- Discover the dynamics of type
- Discuss the impact of stress on type
- Identify type-related energizers and stressors
- Discuss type-related stress reactions
- Discover type-specific strategies for regaining equilibrium
- Commit to applying type-under-stress knowledge



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## Activity: Looking at Type and Stress

1. What's **most energizing** for us at work is...
2. What **stresses us out** at work is when...
3. When we're really stressed, we **react by**...
4. To **return to normal**, we...

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## The "Function Pairs" of Type

Combines these two functions:

- Taking in information by using Sensing or Intuition
- Making decisions by using Thinking or Feeling

ST	NT
SF	NF



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## Common Stress Reaction Triggers



Stress reactions can result when we are...

- Under a lot of pressure
- Overly tired
- Sick
- Going through an important transition



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## “In the Grip” Stress Reactions



- **ISTJ, ISFJ** (Dominant  $S_i$ ; Inferior  $N_e$ )
  - Catastrophize; lose control of facts and details
- **ESTP, ESFP** (Dominant  $S_e$ ; Inferior  $N_i$ )
  - Imagine disasters and dire possibilities; misinterpret events and comments
- **INTJ, INFJ** (Dominant  $N_i$ ; Inferior  $S_e$ )
  - Overindulge in sensory activities (e.g., eating, cleaning); become hypersensitive to facts, details, and comments
- **ENTP, ENFP** (Dominant  $N_e$ ; Inferior  $S_i$ )
  - Become obsessive about facts or details; withdraw



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## Common Stress Reactions (cont'd)



- **ISTP, INTP** (Dominant  $T_i$ ; Inferior  $F_e$ )
  - Become hypersensitive to signs that they are unloved or disliked; feel distressed at not being accepted
- **ESTJ, ENTJ** (Dominant  $T_e$ ; Inferior  $F_i$ )
  - Become overly sensitive to inner feelings; become overly focused on inner values
- **ISFP, INFP** (Dominant  $F_i$ ; Inferior  $T_e$ )
  - Become overly critical and harsh; lose confidence and sense of competence
- **ESFJ, ENFJ** (Dominant  $F_e$ ; Inferior  $T_i$ )
  - Become excessively critical of self and others; apply convoluted logic

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## Wrap-up



- What did you learn about yourself today?
- What can you do differently as a result of what you learned (or experienced)?



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