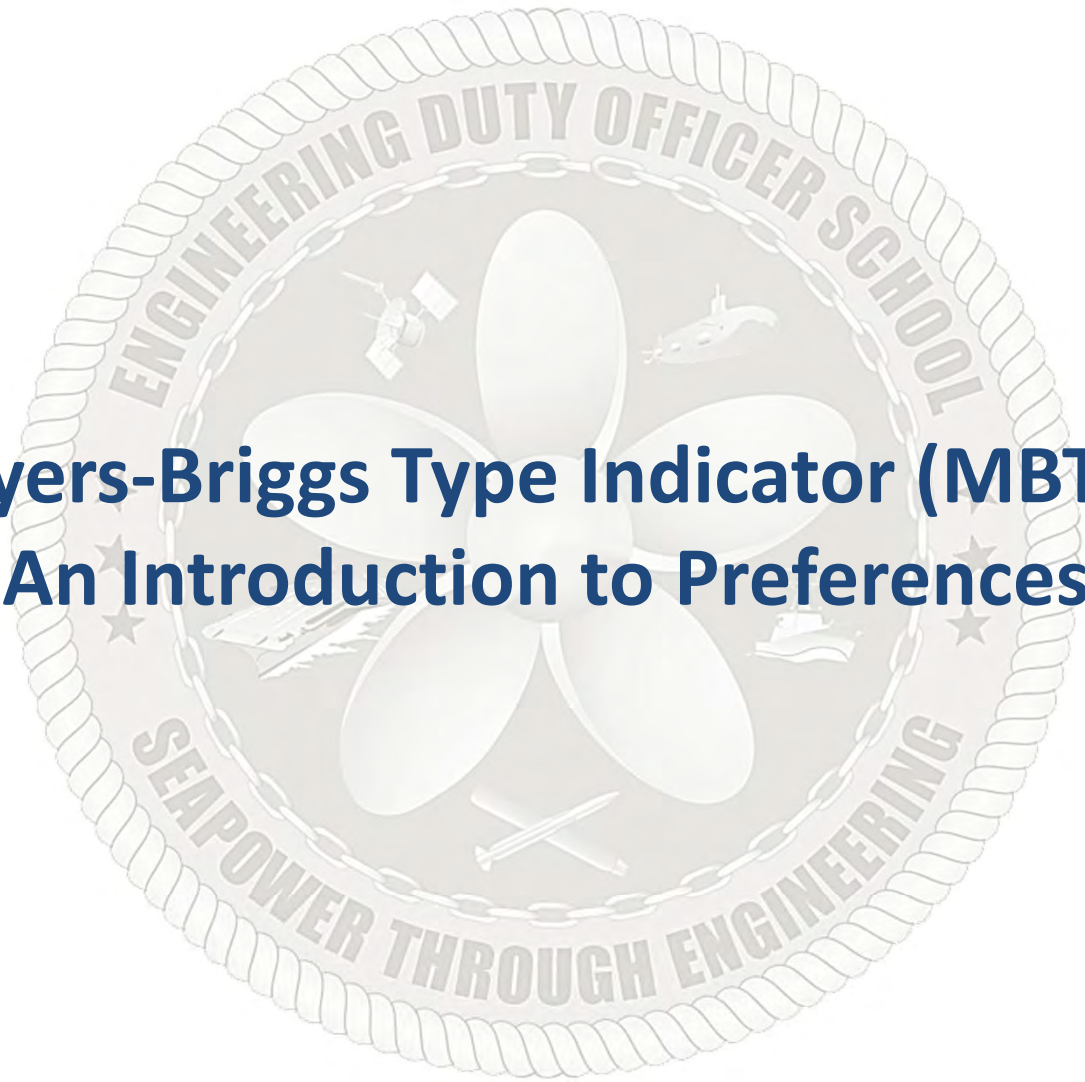




# Myers-Briggs Type Indicator (MBTI®) An Introduction to Preferences



***SEAPOWERS THROUGH ENGINEERING***

5.1.8

ENGINEERING DUTY OFFICER SCHOOL BASIC AND RESERVE COURSES		CIN A-4N-0021 AND -0034
Version 5.0 18 DEC 2024	5.1.8 Myers-Briggs Type Indicator	TIME: 3.0 HR
<b>TOPIC LEARNING OBJECTIVES</b>  <p>Upon successful completion of this topic, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Identify work-style preferences and personality types based on the MBTI framework.</li> <li>2. Identify appropriate behaviors to accommodate type preferences of others.</li> <li>3. Apply the framework of type preference for self-awareness.</li> <li>4. Recognize normal differences in people based on type preferences.</li> <li>5. Recognize how an understanding of personality type dynamics can nurture productive relationships within the organization.</li> </ol>		<b>STUDENT PREPARATION</b>  <p>Student Support Material</p> <ol style="list-style-type: none"> <li>1. “MBTI Step II ® Interpretive Report”</li> <li>2. <u><a href="#">Introduction to Myers-Briggs® Type</a></u></li> <li>3. <u><a href="#">Understanding Your MBTI ® Step II Results</a></u></li> <li>4. <u><a href="#">Introduction to Myers-Briggs® Type and Communication</a></u></li> <li>5. <u><a href="#">Introduction to Type® and Emotional Intelligence</a></u></li> </ol> <p>Primary References</p> <ol style="list-style-type: none"> <li>1. <u><a href="#">MBTI ® Manual</a></u></li> <li>2. <u><a href="#">MBTI Certification Program Participant’s Resource Guide</a></u></li> <li>3. Introduction to Type® and Change, N. J. Barger &amp; L. K. Kirby, p. 4.</li> <li>4. Introduction to Type, Isabel Briggs Myers, Consulting Psychologists Press, Inc., 1987</li> <li>5. <u><a href="#">People Skills Handbook</a></u>, J. Anastad, P. Corbett, C. Jourdan, &amp; R. Pearman</li> <li>6. <u><a href="#">FYI: For Your Improvement™</a></u>, M.M. Lombardo &amp; R.W. Eichinger</li> </ol> <p>Additional References</p> <ol style="list-style-type: none"> <li>1. Introverts and Extroverts Have Different Brains: <u><a href="http://www.youtube.com/watch?v=LxZ1fPr9FJg">http://www.youtube.com/watch?v=LxZ1fPr9FJg</a></u></li> <li>2. It’s Not About The Nail by Jason Headley: <u><a href="https://www.youtube.com/watch?v=-4EDhdAHR0g">https://www.youtube.com/watch?v=-4EDhdAHR0g</a></u></li> <li>3. How Do Js and Ps Approach Goals: <u><a href="http://www.youtube.com/watch?v=KL11OmS1aU0">http://www.youtube.com/watch?v=KL11OmS1aU0</a></u></li> </ol>



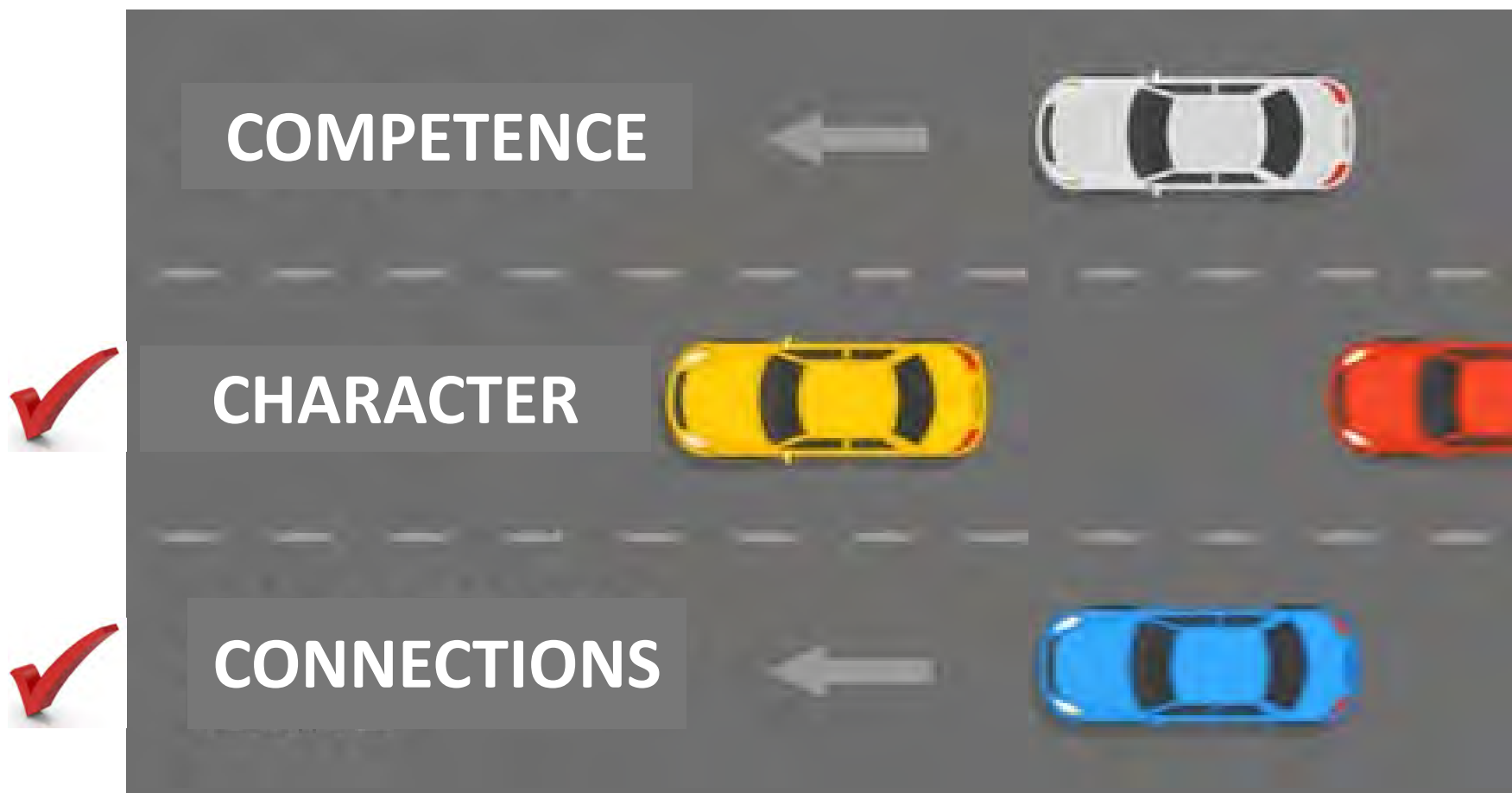
# Overview

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- History and background of the MBTI
- Description of preferences and types
- MBTI Step II report and discussion



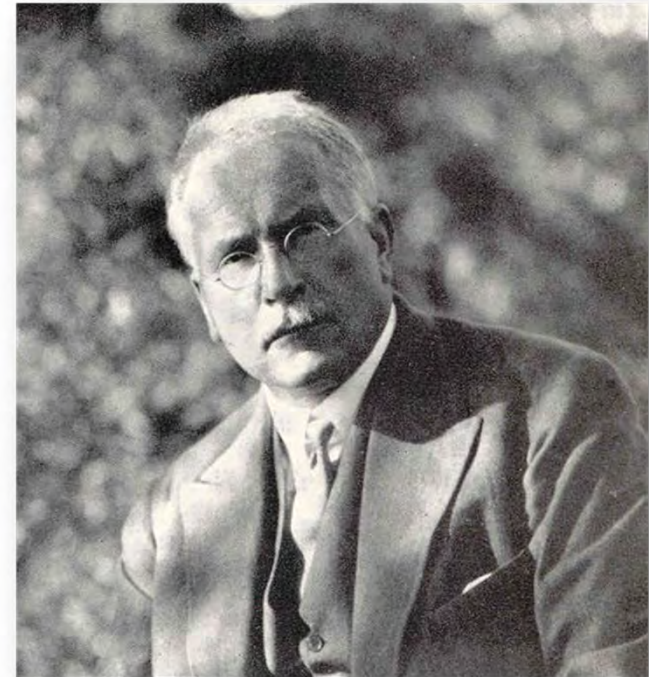
# Relationship of MBTI to LDF





# History

- Carl Jung (1875 – 1961)
  - Behavior is predictable
  - Developed framework to describe characteristics related to people's preferences
  - This framework describes some similarities and differences among people



*Differences in people are not random – instead they form patterns (types)*





# History

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- Isabel Myers (1897-1980) and Katherine Briggs (1875 – 1968)
  - Developed MBTI – largely based on the preferences described by Jung
  - Purpose was to help people find best possible match between their skills, desires, and career opportunities



5.1.8 MBTI





# Overview

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- History and background of the MBTI
- Description of preferences and types
- MBTI Step II report and discussion



# Handedness Exercise

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*B. Franklen*



*Ben Franklen*





# Preferences

- Jung's Personality Theory

- Each person has a preference for either the outer world or the inner world
- Each person has preferred ways of carrying out 2 mental processes
  - Taking in information
  - Make decisions about the information
- Assumed to be inborn
- Influenced by environment
  - Family
  - Culture
  - Education

**Nature**

**Inborn vs.**

**Nurture**

**Environment**

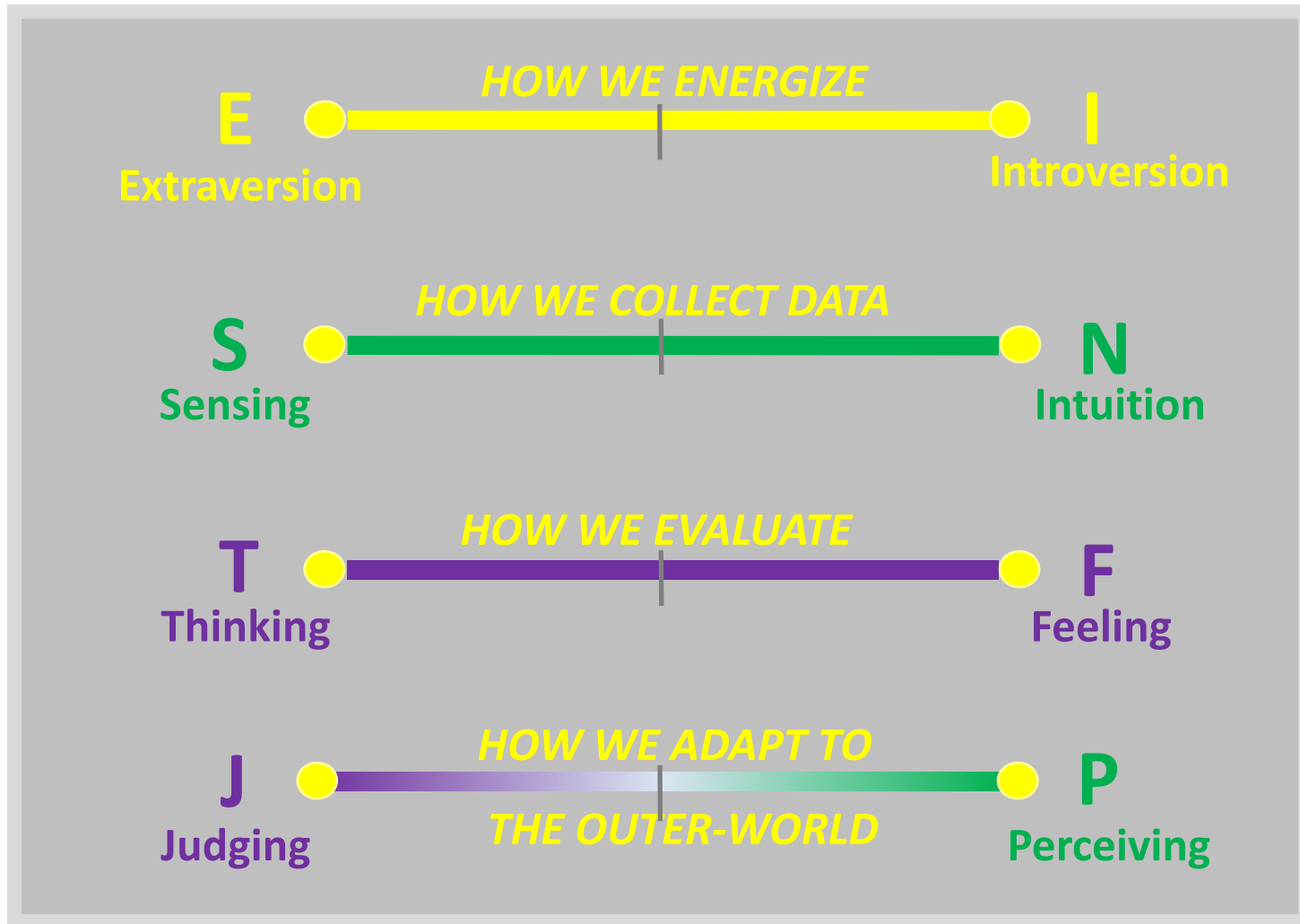


# Why MBTI?

- A way to sort (based on preferences), not to measure
  - 2 million+ people worldwide each year
  - Our goal is to provide non-judgmental self-awareness feedback, which promotes deeper understanding of others and informs leadership effectiveness
- What about other instruments?
  - DiSC®, Hogan®, Gallup®, EQ-I®, and many more
    - Valuable, as long as accurate individual insight is received
    - An openness to feedback is required for any self-awareness tool to provide value
  - Tailored Adaptive Personality Assessment System (TAPAS)
    - Predictive talent management tool to supplement AFQT
    - ***This is not an objective of MBTI***



# The MBTI® Dichotomies





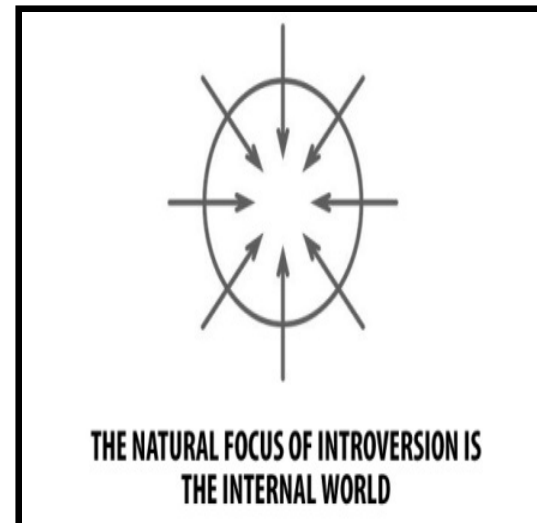
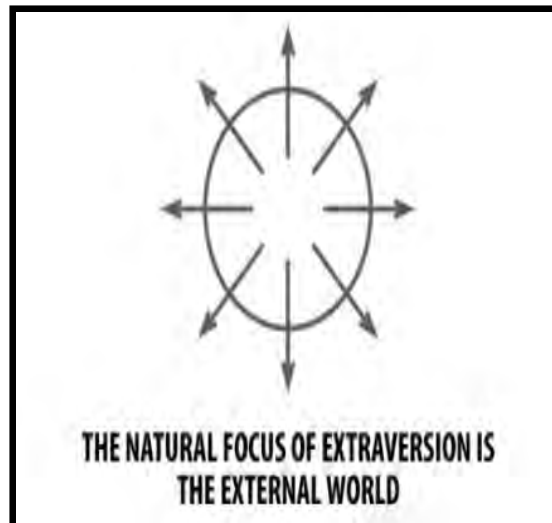
# Self-Select Type

## Extraversion

Action  
Outward  
People  
Interaction  
Breadth  
Expressive  
Disclosing  
Talkative  
Do-Think-Do  
Many  
Objective



**How we direct and receive energy**



## Introversion

Reflection  
Inward  
Ideas  
Concentration  
Depth  
Quiet  
Private  
Contemplative  
Think-Do-Think  
Few  
Subjective



# Extroversion (E)

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- **Initiating:** Sociable; enjoys introducing people
- **Expressive:** Enjoys sharing thoughts and emotions freely
- **Gregarious:** Enjoys interactions with lots of people and groups
- **Active:** Wants to communicate in person; interactive
- **Enthusiastic:** Being where the action is; energetic; center of attention



# Introversion (I)

---

- **Receiving:** Leave the social courtesies to others
- **Contained:** Private; solve issues independently
- **Intimate:** Enjoying in-depth, one-on-one relationships; prefers smaller groups
- **Reflective:** Likes to communicate through reading and writing
- **Quiet:** Preferring calm and quiet spaces, staying in the background





# E-I Self-Assessment

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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 or the other

Given the choice, which do you prefer?

☐

5.1.8 MBTI

☐





# Self-Select Type

## Sensing

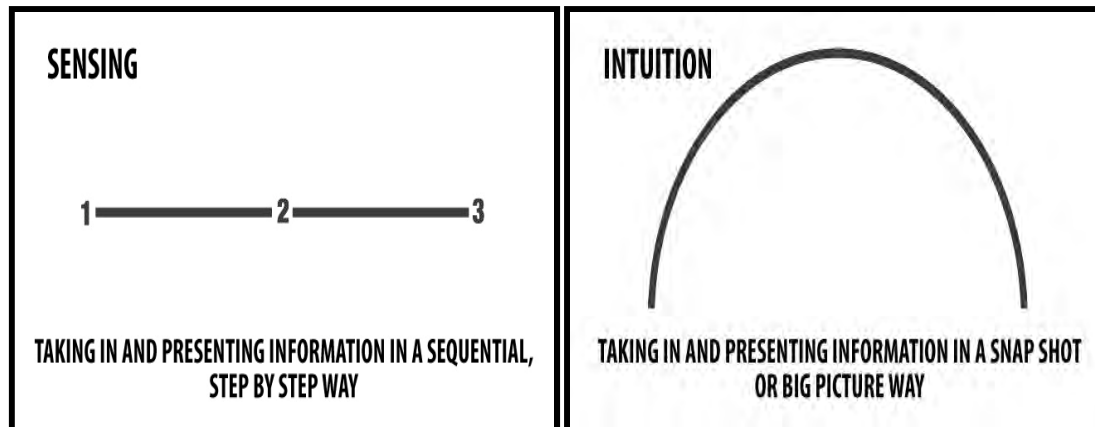
Facts  
Realistic  
Specific  
Leave As Is  
Practical  
What is  
Senses (5)  
Experience  
Details  
Concrete  
Literal  
Present Reality



## Intuition

Ideas  
Imaginative  
General  
Change  
Theoretical  
What could be  
Hunches  
Meaning  
The Big Picture  
Abstract  
Figurative  
Future Possibilities

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





# Sensing

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- **Concrete:** Trust the facts; interprets things literally; prefers tangible evidence
- **Realistic:** Sensible; big on efficiency and practicality
- **Practical:** Understands better through the application of ideas; pragmatic; results-oriented
- **Experiential:** Hands-on; relies on experience/empirical data
- **Traditional:** Prefers the tried-and-true; conventional; “if it ain’t broke, don’t fix it”



# iNtuition

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- **Abstract:** Reads between the lines; okay with intangible
- **Imaginative:** Likes ingenuity; resourceful; creative
- **Conceptual:** Prefers to start with ideas rather than details; intellectual
- **Theoretical:** Trust theories; hypothetical; future-oriented
- **Original:** Values cleverness, uniqueness, and new and unusual ideas



# S–N Self-Assessment

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 or the other

Given the choice, which do you prefer?

☐☐

5.1.8 MBTI





# Self-Select Type

## Thinking

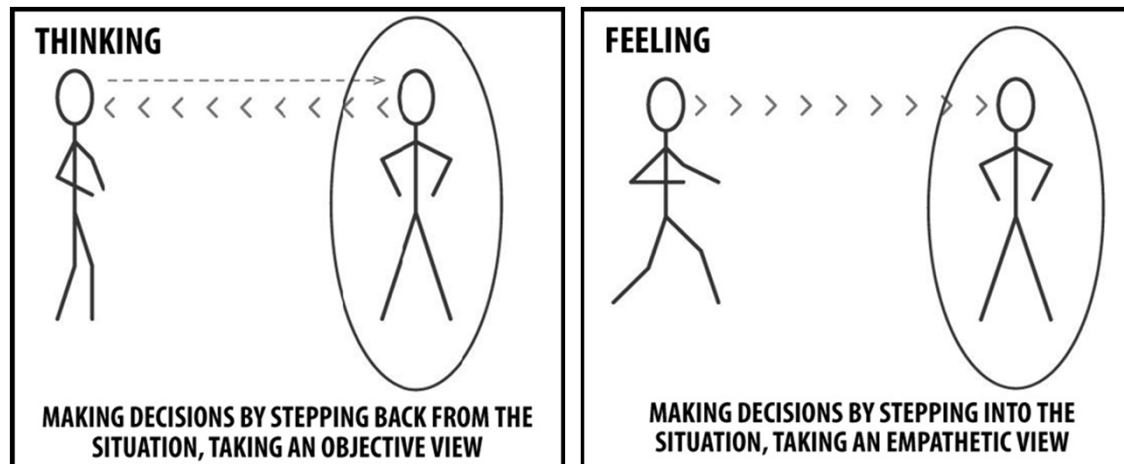
Head  
Justice  
Firm but fair  
Impersonal  
Criticize  
Principles  
Categorize  
Why  
Logical  
Analytical  
Detached  
Distance



## Feeling

Heart  
Harmony  
Caring  
Impact on People  
Appreciate  
Values  
Harmonize  
Who  
Meaningful  
Empathic  
Personal  
Intimacy

**The way we decide and come to conclusions**





## Video: It's Not About the Nail

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# Thinking

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- **Logical:** Decisions based on hard data; focus on cause & effect
- **Reasonable:** Impartial observer approach; confident and clear about objectives and decisions
- **Questioning:** Seeks precision and clarity to expose/prevent discrepancies
- **Critical:** Skeptical; take nothing for granted
- **Tough:** Focus on the bottom line; results-oriented



# Feeling

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- **Empathetic:** Employs internal emotional response to aid decision-making and understanding
- **Compassionate:** Personal values serve as a reliable basis for decision-making
- **Accommodating:** Focus on points of agreement; inclusive
- **Accepting:** Tolerant; forgiving; likes to praise
- **Tender:** Sees both sides of an issue; gentle



# T–F Self-Assessment

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

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

Most of us have a **preference** for one or the other

Given the choice, which do you prefer?

☐☐

5.1.8 MBTI



# Self-Select Type

## Judging

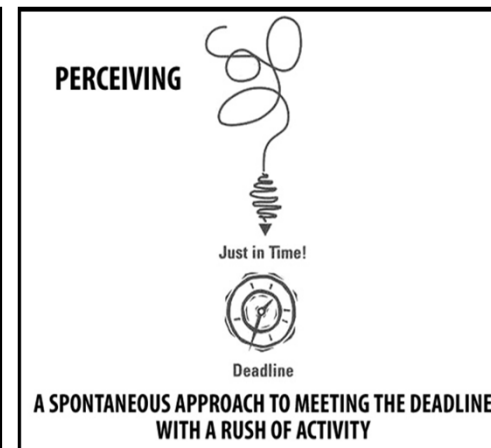
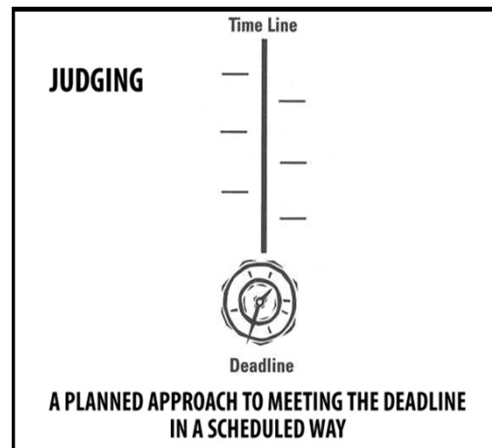
Organized  
Systematic  
Methodical  
Decide  
Control  
Now  
Closure  
Scheduled  
Plan  
Avoid last-minute  
Settled  
Punctual



## Perceiving

Adaptable & curious  
Casual  
Open-ended  
Explore options  
Experience  
Later  
Options  
Spontaneous  
Flex  
Energized by pressure  
Pending  
Leisurely

**How we approach the outside world**







# Judging

---

- **Systematic:** Structured; plans thoroughly with contingencies in mind; orderly
- **Planful:** Future-focused; likes long-range plans
- **Early Starting:** Avoids the last-minute rush; motivated by steady progress
- **Scheduled:** Relies on routines; big on procedures; predictable
- **Methodical:** Organized; precise, step-by-step



# Perceiving

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- **Casual:** Leisurely-paced; flexible
- **Open-ended:** “Roll with flow”; leaves options open
- **Pressure-Prompted:** Energized by approaching deadlines; creative under pressure; late starter
- **Spontaneous:** “Lives in the moment”; likes variety and new experiences
- **Emergent:** “See what happens” then “ad lib”



# J–P Self-Assessment

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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 or the other

Given the choice, which do you prefer?

☐

5.1.8 MBTI

☐



# Personality Type

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When combined, your preferences indicate  
your personality type

**E** *or* **I**

**S** *or* **N**

**T** *or* **F**

**J** *or* **P**

# Interpretive Report

by Naomi L. Quenk, Ph.D., and Jean M. Kummerow, Ph.D.





# Overview

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- History and background of the MBTI
- Description of preferences and types
- MBTI Step II report and discussion



# Self-Estimate vs MBTI Results

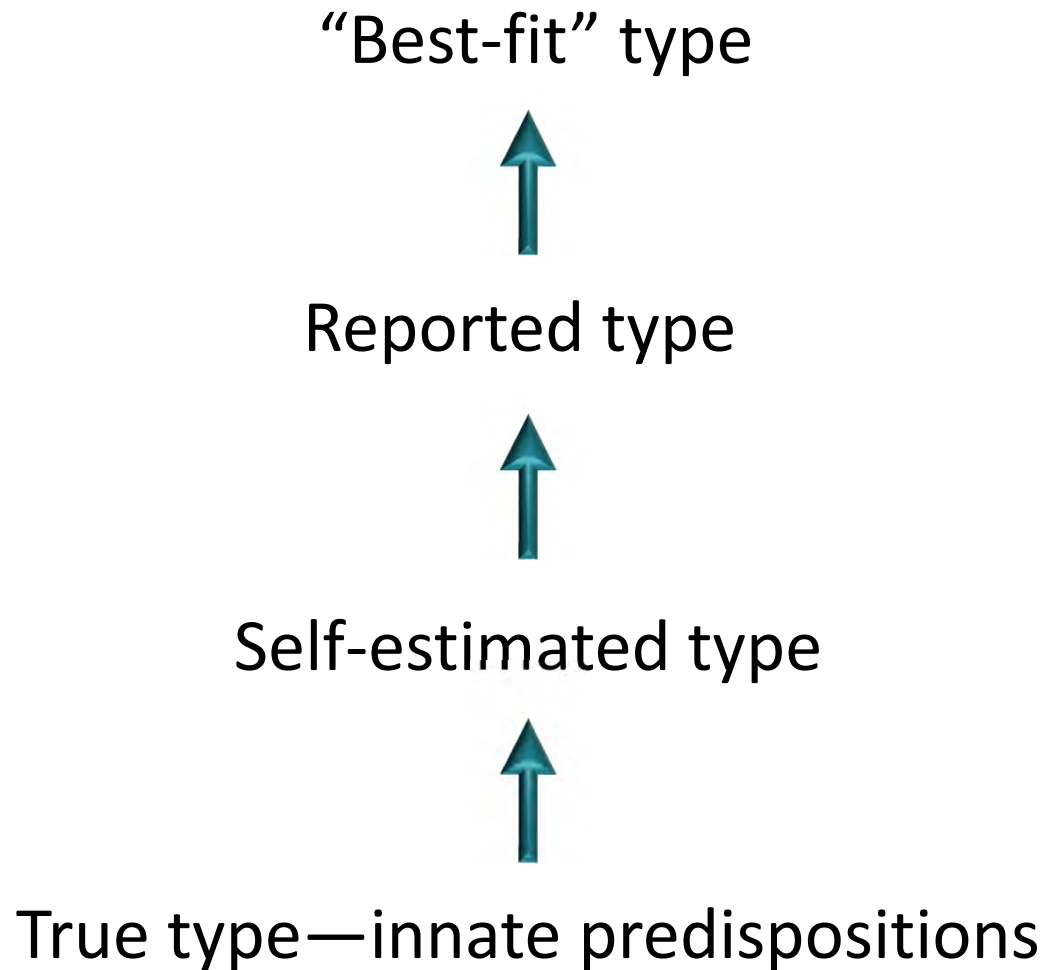
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- On the Self-Select Form, compare your self-selected Type to your official MBTI results
  - If they are the same:
    - Read the two-page description in your *Introduction to Myers-Briggs Type* booklet and decide: **Does it fit your understanding of yourself?**
  - If they are different:
    - Read descriptions for both your self-estimated and reported types in your *Introduction to Myers-Briggs® Type* booklet. **Decide which one fits best.**



# Type Estimation Hierarchy

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# Why Your Results May Be Different From Last Time

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- ***You answered the items differently!***
  - Different mind-set
  - Maybe you have changed over time
  - Maybe you previously had **slight clarity** on one or more of your letters
    - May also explain why you don't agree with your results
  - Familiarity with MBTI questions and definitions may skew responses
- Remember: MBTI results report how you responded to the items—you decide your “best-fit” type

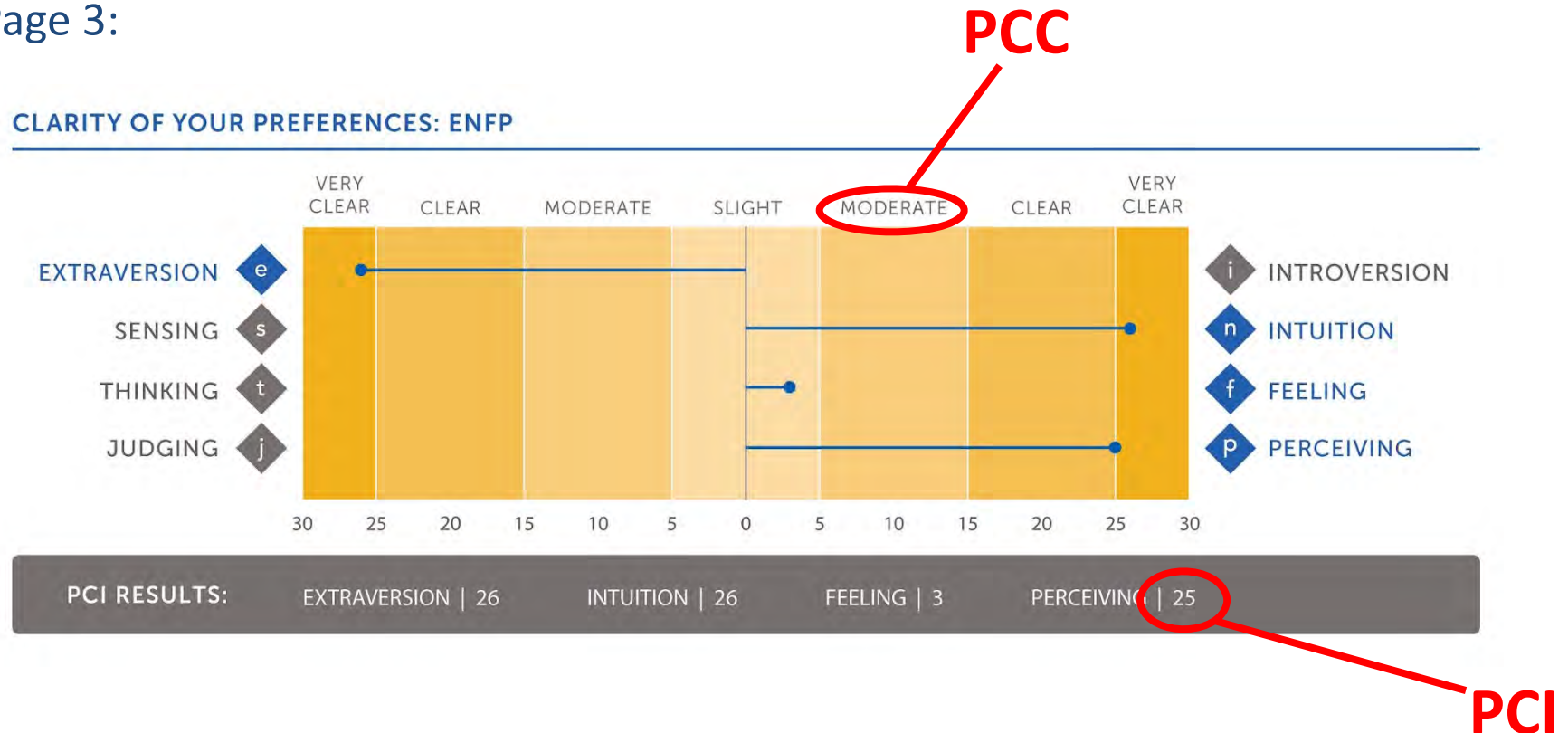
*Inconsistencies at this point are **not** cause for concern*



# MBTI® Step II™ Profile Report

Page 3:

CLARITY OF YOUR PREFERENCES: ENFP



## **PCI = Preference Confidence Index**

- Indication of how consistently you chose one side of the dichotomy

## **PCC = Preference Confidence Category**

- Implies probability of accuracy in the sorting (slight, moderate, clear, or very clear)



# Predictions About Teams

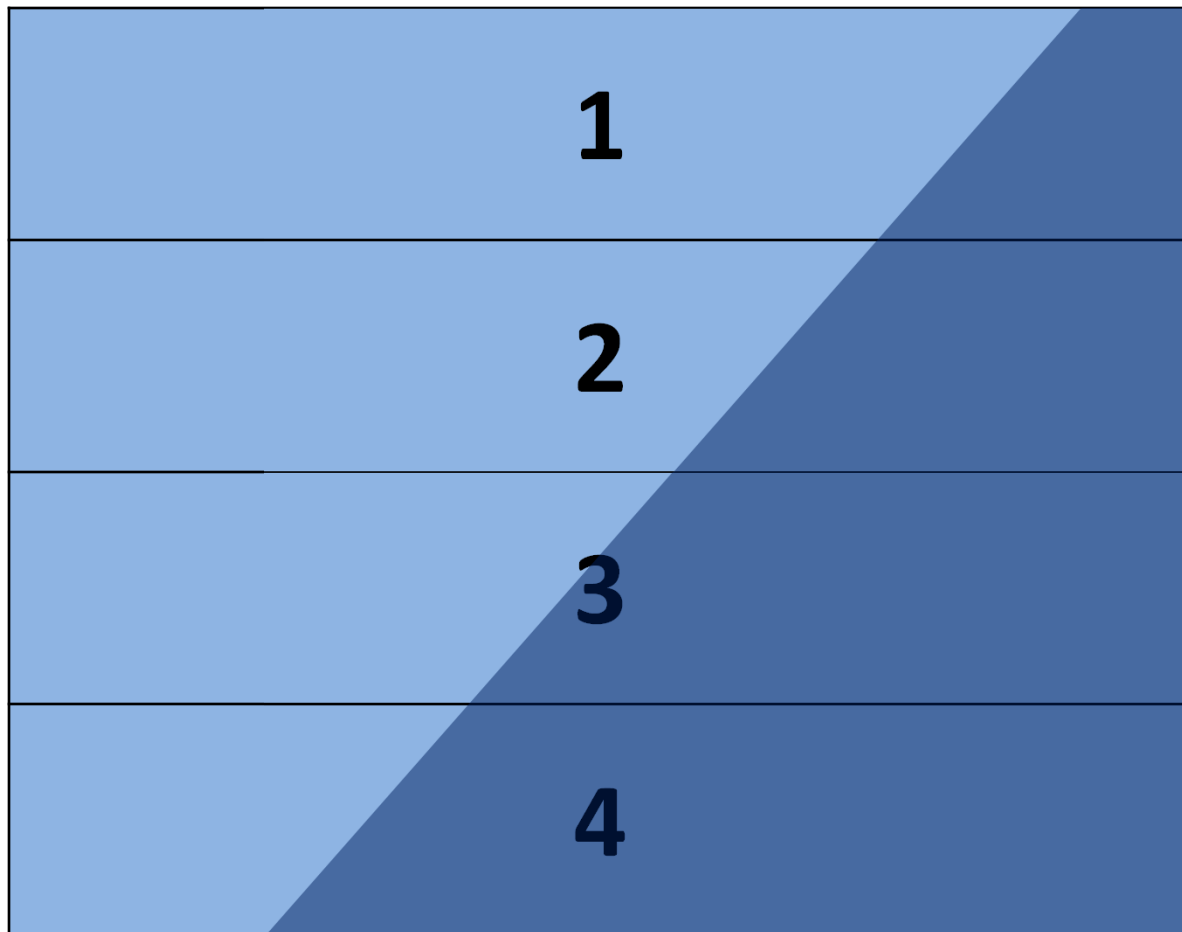
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- The more similar the type on teams, the sooner the team members will understand each other
- Groups with high similarity will reach quicker decisions but are more likely to make errors due to inadequate representation of all viewpoints
- The person who is the only representative of a certain preference may be seen as “different” from others
- Teams that come to appreciate and use different types may experience less conflict

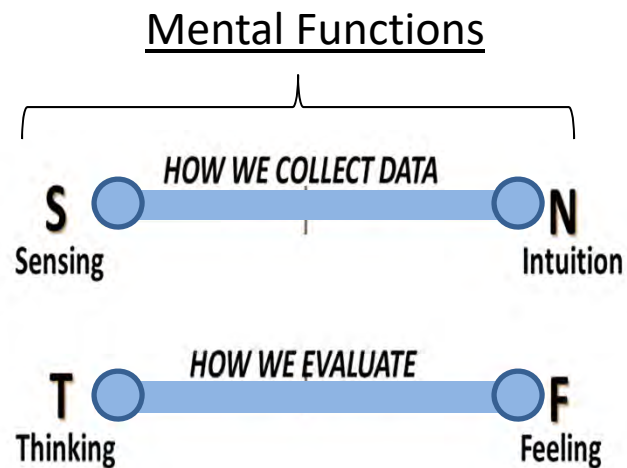
*What is the impact to Character and Connections?*



# Mental Function Development

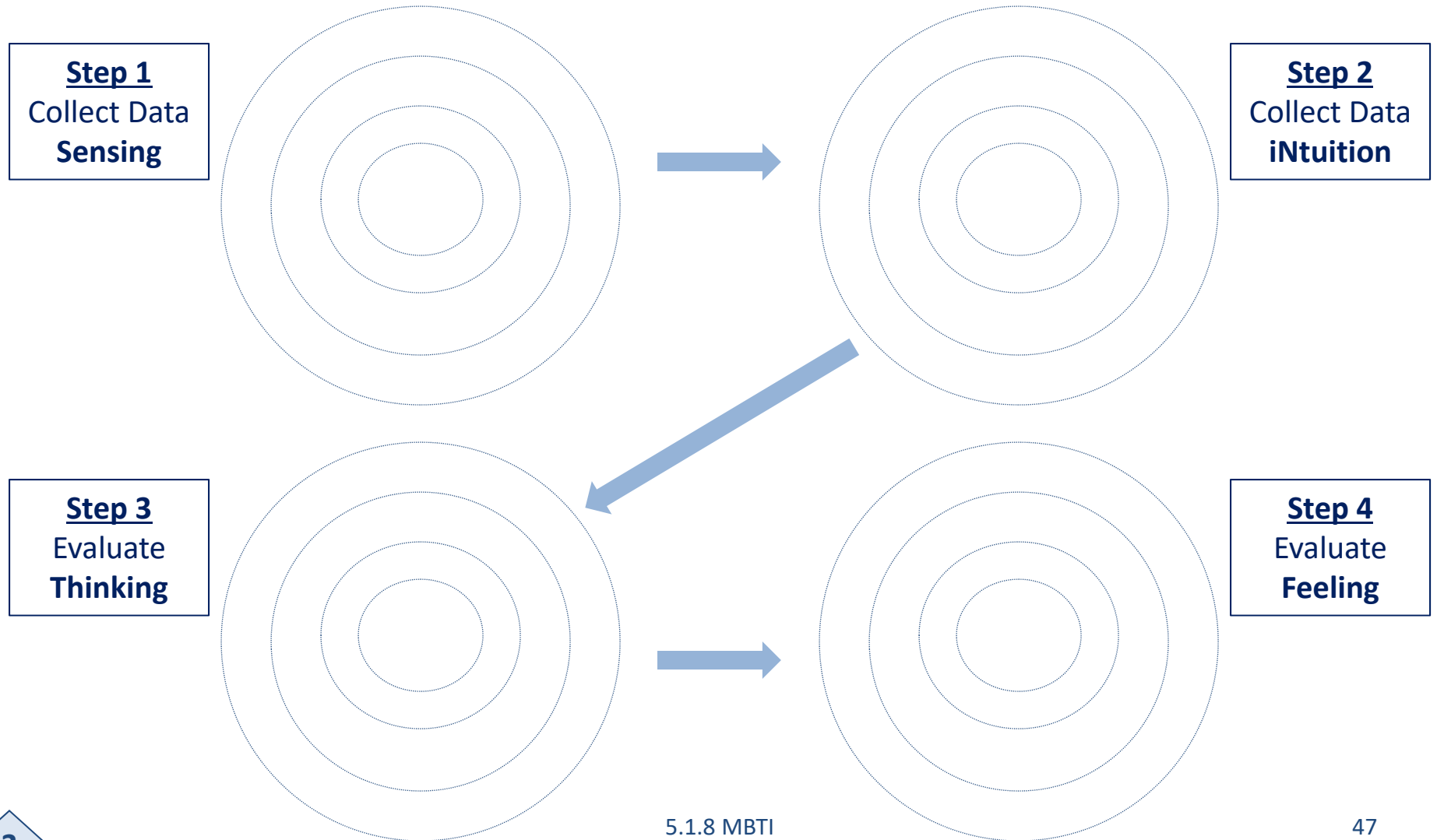


Shaded area represents undeveloped quantity





# Problem-Solving Dynamics



# E S T J

**Step 1**  
Collect Data  
Sensing

**“What IS”**



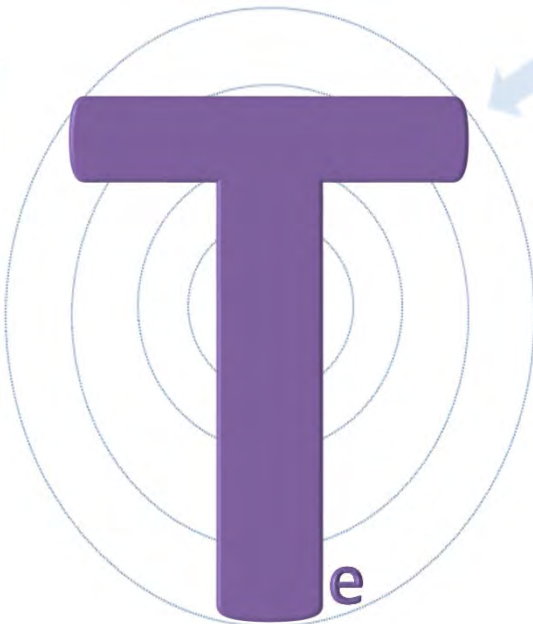
**Step 2**  
Collect Data  
iNtuition

**“What IF”**



**Step 3**  
Evaluate  
Thinking

**“Logic”**



**Step 4**  
Evaluate  
Feeling

**“Compassion”**



# I S T J

**Step 1**  
Collect Data  
Sensing

**“What IS”**



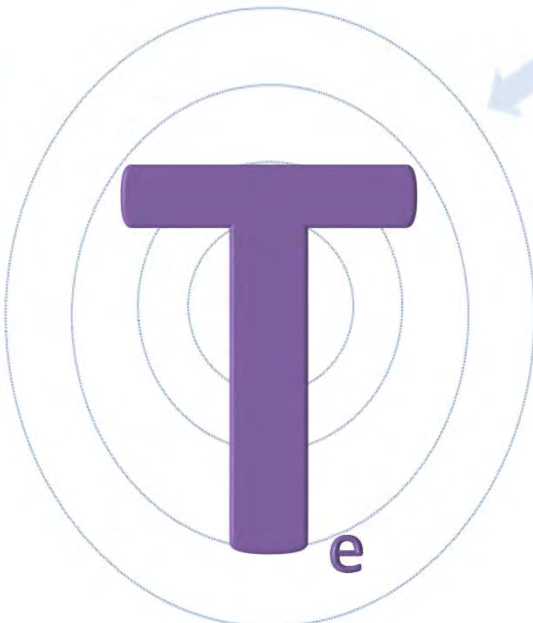
**Step 2**  
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**Step 3**  
Evaluate  
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**“Logic”**



**Step 4**  
Evaluate  
Feeling

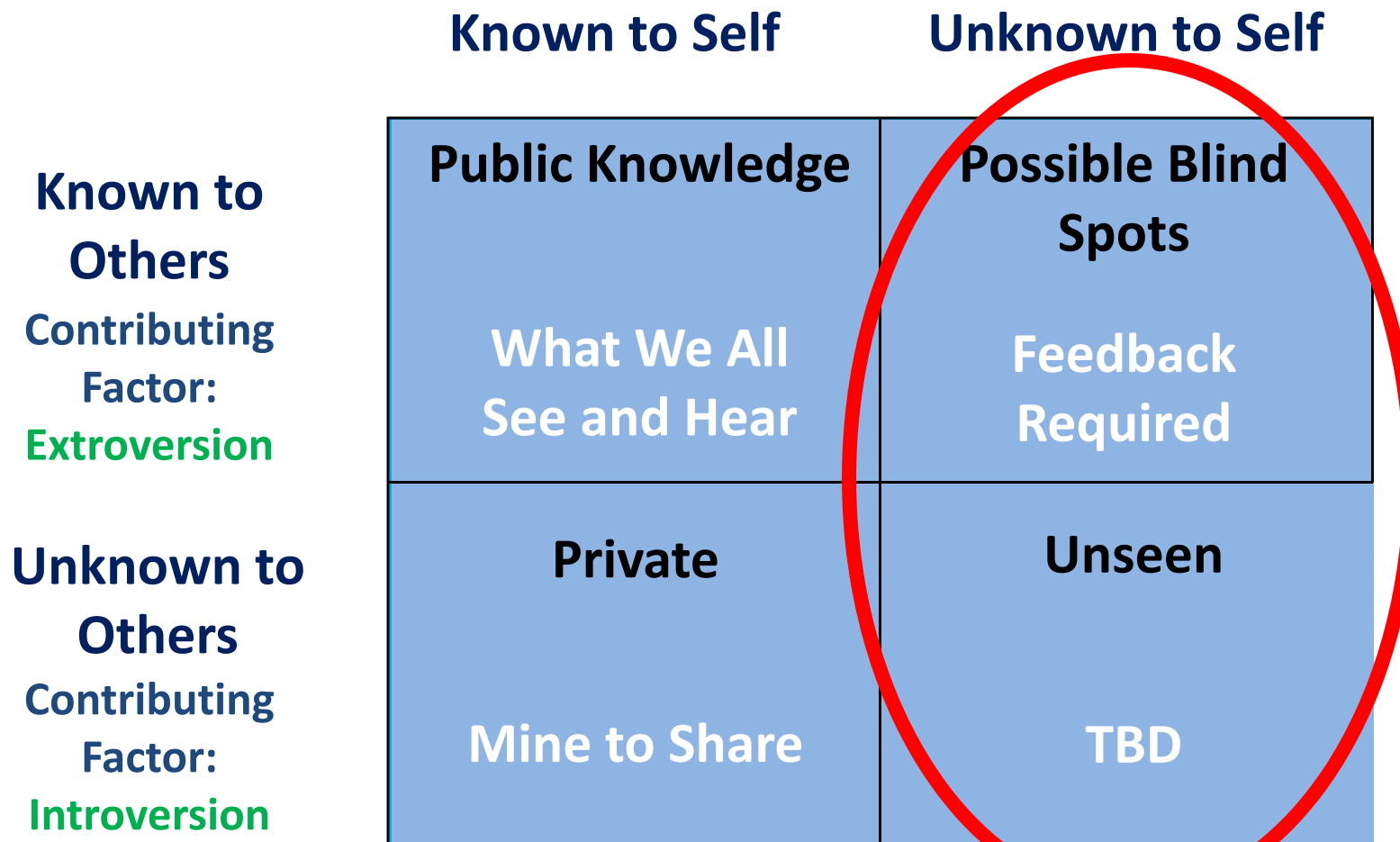
**“Compassion”**







# The Self-Discovery Process

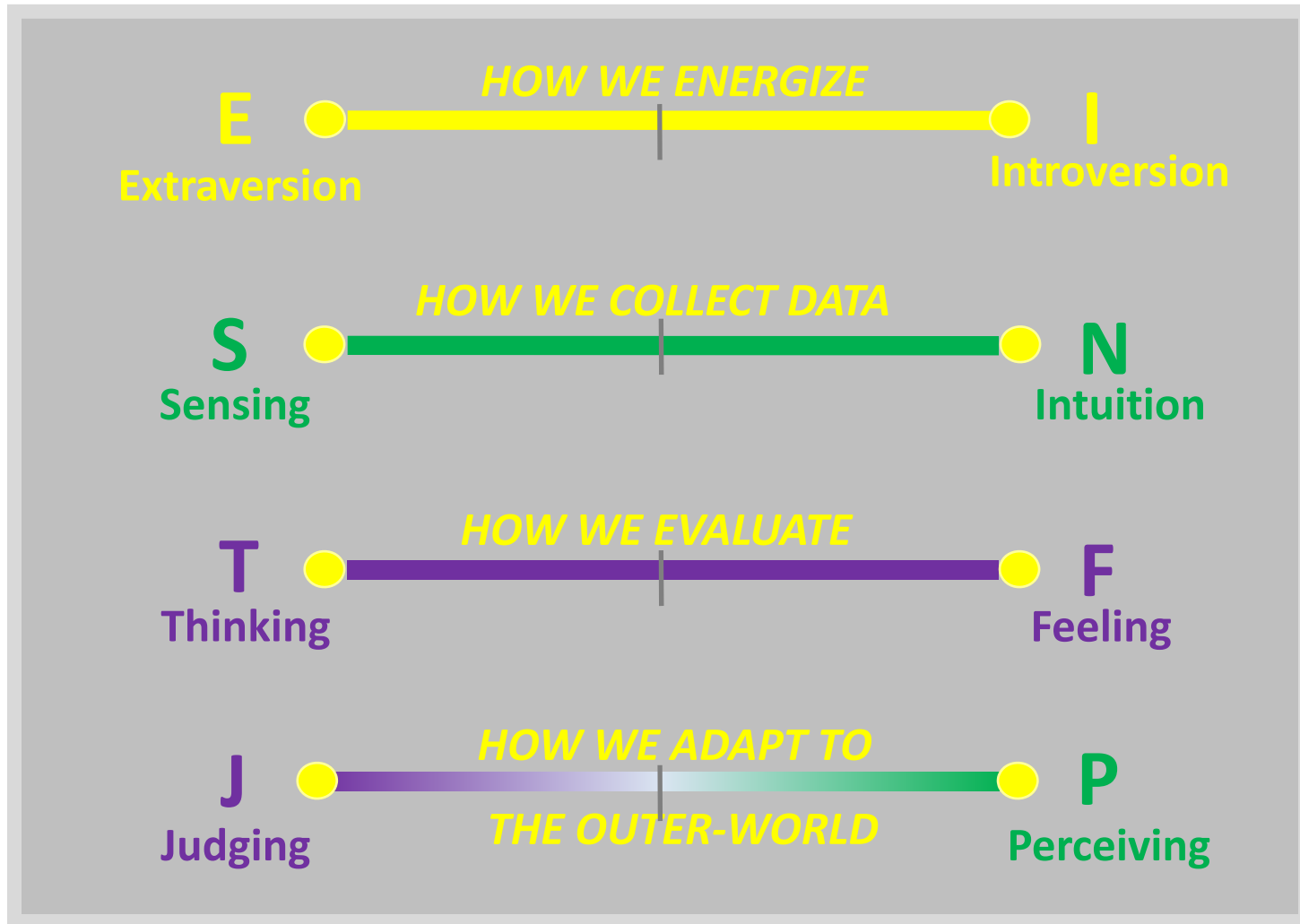


The Johari Window





# The MBTI® Dichotomies





# “Type Table”

Sensing Types				Intuitive Types				Introverts
with Thinking		with Feeling		with Feeling		with Thinking		
ISTJ	11%	ISFJ	14.5%	INFJ	1.6%	INTJ	2.1%	
	26%		3%		2%		11%	
ISTP	5.1%	ISFP	8.8%	INFP	4.8%	INTP	3.3%	
	7%		2%		2%		8%	
ESTP	3.9%	ESFP	8.3%	ENFP	8.1%	ENTP	3.4%	
	4%		1%		2%		6%	
ESTJ	8.4%	ESFJ	12.4%	ENFJ	2.7%	ENTJ	1.6%	
	14%		2%		2%		7%	
								Extroverts
with Thinking		with Feeling		with Feeling		with Thinking		
ESTJ	14%	ESFJ	12.4%	ENFJ	2.7%	ENTJ	1.6%	
	4%		1%		2%		6%	
ESTP	3.9%	ESFP	8.3%	ENFP	8.1%	ENTP	3.4%	
	7%		2%		2%		8%	
ISTP	5.1%	ISFP	8.8%	INFP	4.8%	INTP	3.3%	
	26%		3%		2%		11%	
ISTJ	11%	ISFJ	14.5%	INFJ	1.6%	INTJ	2.1%	

Upper Right Corner = U.S. Representative Sample - Collected 1997; N=3,034

Lower Right Corner = EDO Community %; N = 1,667 (includes 23B-4)



# Prayers of Myers-Briggs Types

<b>ISTJ</b> Help me to begin relaxing about little details tomorrow at 11:41:32	<b>ISFJ</b> Help me to be more laid back and help me to do it exactly right!	<b>INFJ</b> Help me not to be a perfectionist. (Did I spell that correctly?)	<b>INTJ</b> Keep me open to other's ideas, WRONG though they may be
<b>ISTP</b> Help me to consider people's feelings even if most of them are hypersensitive	<b>ISFP</b> Help me to stand up for my RIGHTS! (If you don't mind my asking)	<b>INFP</b> Help me to finish everything I sta...	<b>INTP</b> Help me be less independent but let me do it my way
<b>ESTP</b> Help me to take RESPONSIBILITY for my own actions, even though they're usually not my fault!	<b>ESFP</b> Help me to take things more seriously especially parties & dancing	<b>ENFP</b> Help me keep my mind on one th... LOOK, A BIRD! ...ing at a time	<b>ENTP</b> Help me follow established procedures today. On second thought, I'll settle for a few minutes.
<b>ESTJ</b> Help me to try not to RUN everything. But, if you need some help, just ask!	<b>ESFJ</b> Give me patience, and I mean right now!	<b>ENFJ</b> Help me to do only what I can, and trust you for the rest. Do you mind putting that in writing?	<b>ENTJ</b> Help me to slow downandnot rushthrough everythingido!



# How Many People Does It Take To Change a Light Bulb

<b>ISTJ</b> One worked in the past, so one will work now!	<b>ISFJ</b> Only one, me, as long as it is OK with everyone else.	<b>INFJ</b> Does the light bulb really want to be changed?	<b>INTJ</b> Could you please define change? And what exactly do you mean by a light bulb?
<b>ISTP</b> 1	<b>ISFP</b> O, I'm happy just sitting there and experiencing the dark.	<b>INFP</b> 2, one to change it and one for support.	<b>INTP</b> Hmmm...light..., Illuminance..., $I=10.76LT (1/4f)$ $(F/V)^2 H \cos 40 + I_f$
<b>ESTP</b> None, till I check the breaker.	<b>ESFP</b> Who cares – the important thing is that it would be fun!	<b>ENFP</b> Well let's see, there's one to notice the bulb is out, & one to make a new lamp shade, & one to ...	<b>ENTP</b> One, but only after tightening, wiggling, shaking, testing, etc. to make sure it's not something else.
<b>ESTJ</b> The cost/benefit ratio would dictate only one.	<b>ESFJ</b> At least 2 – let me get on the phone and call someone to come over...	<b>ENFJ</b> But, that was my favorite light bulb!	<b>ENTJ</b> YOU!!! CHANGE THAT DAMNED BULB!!!



# Summary

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- Type preference is naturally occurring
- MBTI is a tool to inform self-understanding
- There are no “good” or “bad” preferences or types
- Does not measure skills or competence; it sorts preferences
- Type does not explain all human behavior
- Type understanding is an entry point for understanding other naturally occurring differences



# Summary

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- **E – I      How we energize (charge our batteries)**
  - E      Energy focused outward; form ideas by talking
  - I      Energy focused inward; reflective before sharing
- **S – N      How we collect data**
  - S      Rely on senses; pay attention to facts & details
  - N      Rely on intuition; pay attention to big picture
- **T – F      How we evaluate**
  - T      First decision approach is objective, logical analysis
  - F      First decision approach is impact on people
- **J – P      How we adapt**
  - J      Organize life through plans and structure
  - P      Prefer to keep options open and flexible



# “E” At Work

---

- Like variety and action
- Often impatient with long, slow jobs
- When working on a task, find phone calls a welcome diversion
- Develop ideas by discussion
- Respond quickly
- In meetings, like talking out loud before coming to conclusions



# “I” At Work

---

- Like quiet for concentration
- Tend not to mind working on one project for a long time uninterrupted
- When concentrating on a task, find phone calls intrusive
- Develop ideas by reflection
- Like to think before responding
- In meetings, verbalize already well thought out conclusions





# “S” At Work

---

- May distrust and ignore their inspirations
- Seldom make errors of fact
- Like to do things with a practical bent
- Like to present the details of their work first
- Prefer continuation of what is, with fine tuning
- Want practical and realistic applications shown
- Rely on direct experience to provide anecdotes



# “N” At Work

---

- May follow their inspirations, good or bad
- May make errors of fact
- Like to do things with an innovative bent
- Like to present an overview of their work first
- Prefer change, sometimes radical, to continuation of what is
- Want possible future challenges discussed
- Rely on insights and imagination to provoke discussion



## “T” At Work

---

- Use logical analysis to reach conclusions
- Can work without harmony
- May hurt people’s feelings without knowing it
- Tend to decide impersonally, sometimes paying insufficient attention to people’s wishes
- Tend to be firm-minded and can give criticism when appropriate
- Feel rewarded when job is done well
- Consider emotions and feelings as data to weigh



# “F” At Work

---

- Use values to reach conclusions
- Work best in harmony with others
- Enjoy pleasing people, even in unimportant things
- Often let decisions be influenced by their own and other people's likes and dislikes
- Tend to be sympathetic and dislike, even avoid, telling people unpleasant things
- Feel rewarded when people's needs are met
- Consider logic and objectivity as data to value



# “J” At Work

---

- Work best when they can plan their work and follow their plan
- Like to get things settled and finished
- May not notice new things that need to be done
- Seek structure and schedules
- Dislike surprises and want advance warning
- Expect others to follow through, and count on it



## “P” At Work

---

- Enjoy flexibility in their work
- Like to leave things open for last-minute changes
- May postpone unpleasant tasks that need to be done
- Adapt well to changing situations and feel restricted without change
- Enjoy surprises and like adapting to last-minute changes
- Expect others to adapt to situational requirements



## (E-I) Undecided?

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- Which do you prefer more – to be around others, or to spend time by yourself?
- Where do you like to focus your energy – in the outer world of people and things, or in the inner world of ideas and thoughts?
- Would you rather work on several projects at the same time, or focus your attention on one task at a time?
- Are you more comfortable acting first, then thinking about it, or thinking things through before you act on them?
- Are you more of a “public person” or more of a “private person”?



## (S-N) Undecided?

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- Do you usually pay more attention to the facts and details or do you try to understand the connections, underlying meaning, and implications?
- Are you a more down-to-earth and sensible person or an imaginative and creative one?
- Are you more tuned in to the here-and-now or do you often imagine how things will affect future events?
- Do you like new ideas just for their own sake or only if they have practical utility?
- Would you rather use an established skill or do you become bored easily after you've mastered it?





## (T-F) Undecided?

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- Do you make decisions more objectively, weighing the pros and cons, or based on how you feel about the issue, and how you and others will be affected by it?
- Which words describe you better: logical and analytical or sensitive and empathetic?
- Is it more important to be truthful, even if it hurts someone's feelings or to be tactful, even if it means telling a little white lie?
- Which usually persuades you more: a good logical argument, or a strong emotional appeal?
- Which is the greater compliment: to be tough or to be tender?



## (J-P) Undecided?

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- Would you rather have things settled and decided or be able to leave your options open, just in case of something unexpected?
- Is it very important for you to be in control of most situations or are you often comfortable letting others call the shots?
- Are you very conscious of time, and almost always punctual or do you frequently run late and find time has somehow slipped away?
- Which is more true of you: You're generally very organized or you often have trouble finding things and keeping organized?
- Which is truer for you: You prefer to get your work or chores done before you relax or you can often find compelling reasons to put a task off until a later time?