

***SEAPOWER THROUGH ENGINEERING***

5.1.8

TOPIC LEARNING OBJECTIVES	STUDENT PREPARATION
<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>	<p>Student Support Material</p> <ol style="list-style-type: none"><li>1. "MBTI Step II® Interpretive Report"</li><li>2. <a href="#">Introduction to Myers-Briggs® Type</a></li><li>3. <a href="#">Understanding Your MBTI® Step II Results</a></li><li>4. <a href="#">Introduction to Myers-Briggs® Type and Communication</a></li><li>5. <a href="#">Introduction to Type® and Emotional Intelligence</a></li></ol> <p>Primary References</p> <ol style="list-style-type: none"><li>1. <a href="#">MBTI® Manual</a></li><li>2. <a href="#">MBTI Certification Program Participant's Resource Guide</a></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. <a href="#">People Skills Handbook</a>, J. Anastad, P. Corbett, C. Jourdan, &amp; R. Pearman</li><li>6. <a href="#">FYI: For Your Improvement™</a>, 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: <a href="http://www.youtube.com/watch?v=LxZ1fPr9FJg">http://www.youtube.com/watch?v=LxZ1fPr9FJg</a></li><li>2. It's Not About The Nail by Jason Headley: <a href="https://www.youtube.com/watch?v=-4EDhdAHrOg">https://www.youtube.com/watch?v=-4EDhdAHrOg</a></li><li>3. How Do Js and Ps Approach Goals: <a href="http://www.youtube.com/watch?v=KL11OmS1alU">http://www.youtube.com/watch?v=KL11OmS1alU</a></li></ol>



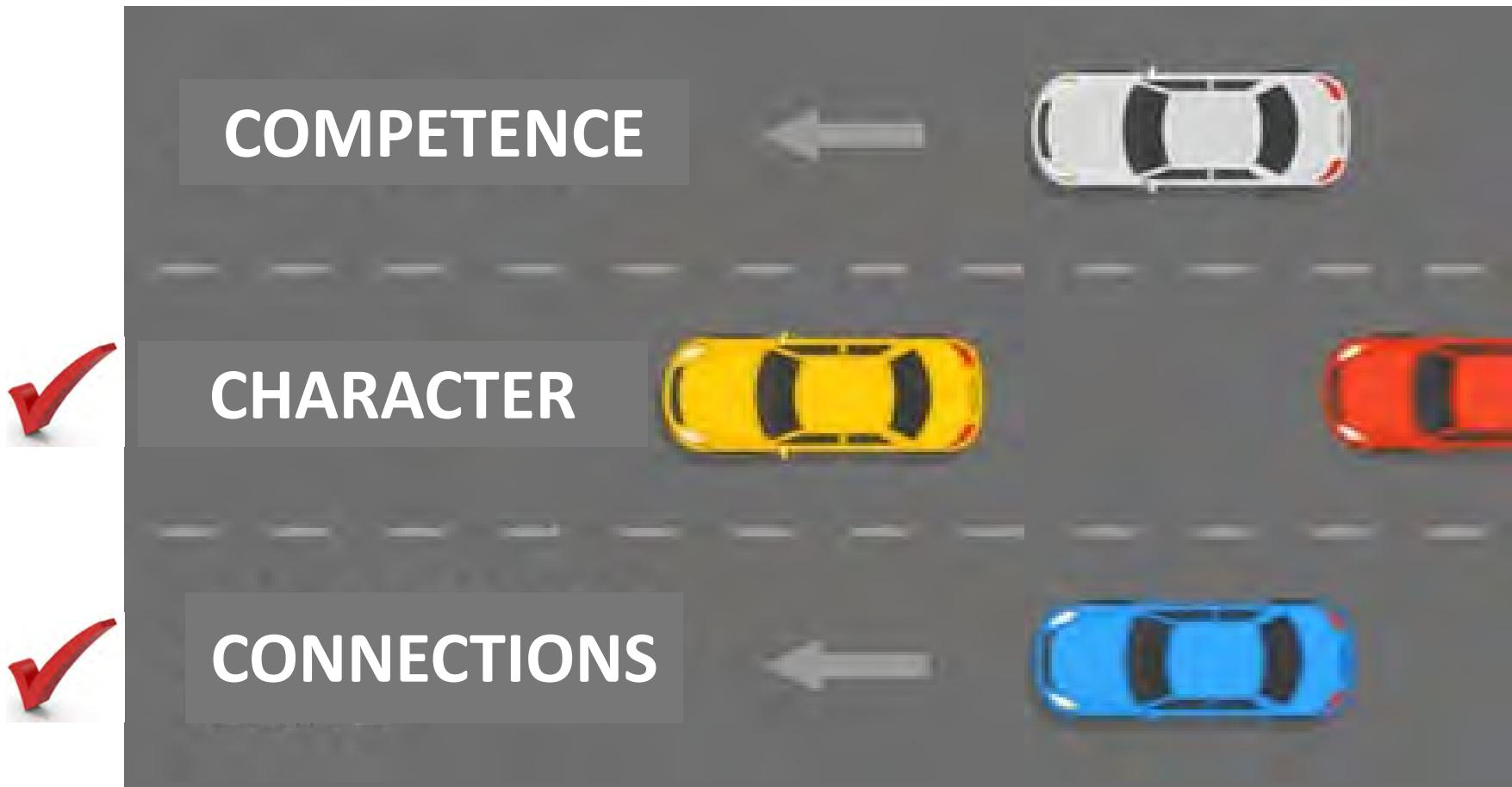
# Overview

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



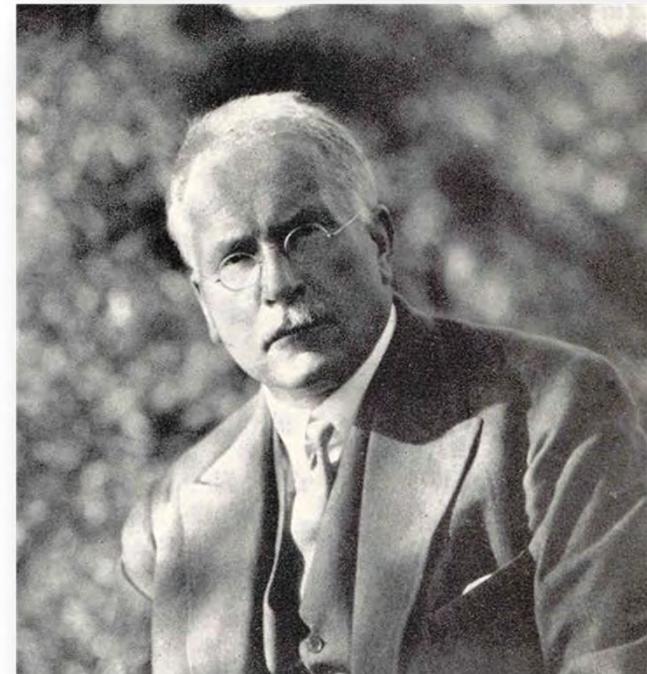
# Relationship of MBTI to LDF





# 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





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# Handedness Exercise

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A blue ink signature that reads "James Franklin".A black ink signature that reads "Benjamin Franklin".



# 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

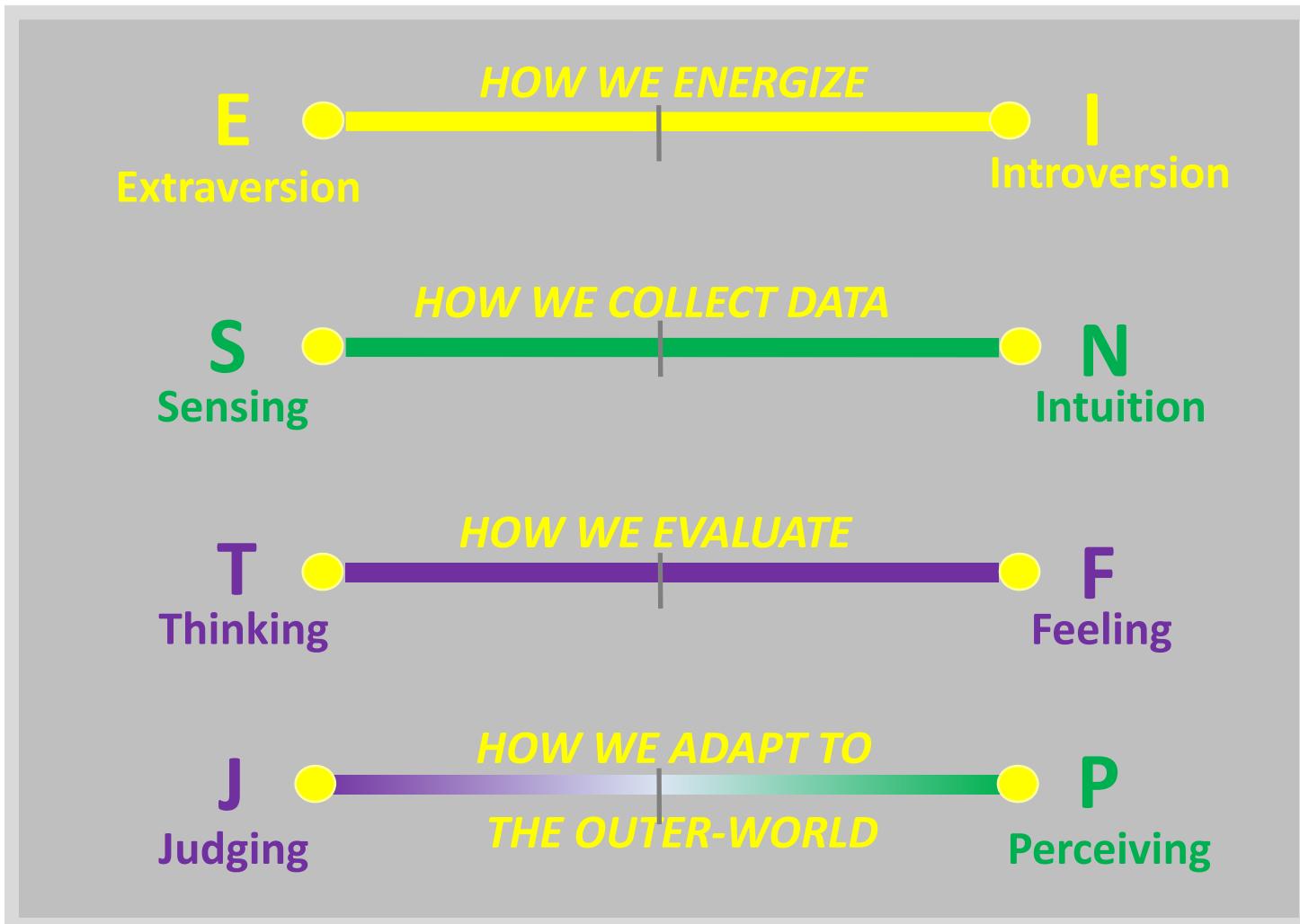


# Why MBTI?

- 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

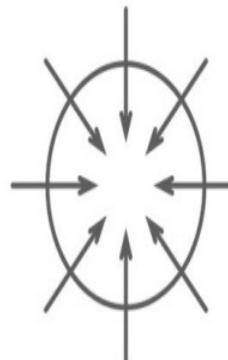
Action  
Outward  
People  
Interaction  
Breadth  
Expressive  
Disclosing  
Talkative  
Do-Think-Do  
Many  
Objective



**How we direct and receive energy**



THE NATURAL FOCUS OF EXTRAVERTION IS  
THE EXTERNAL WORLD



THE NATURAL FOCUS OF INTROVERSION IS  
THE INTERNAL WORLD

## 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)

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- **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

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

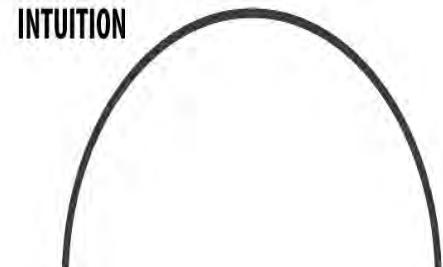
**The way we take in information and the kind of information we like and trust**

**SENSING**

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



# Sensing

- **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?

**S**

**N**

5.1.8 MBTI



# Self-Select Type

## Thinking

Head

Justice

Firm but fair

Impersonal

Criticize

Principles

Categorize

Why

Logical

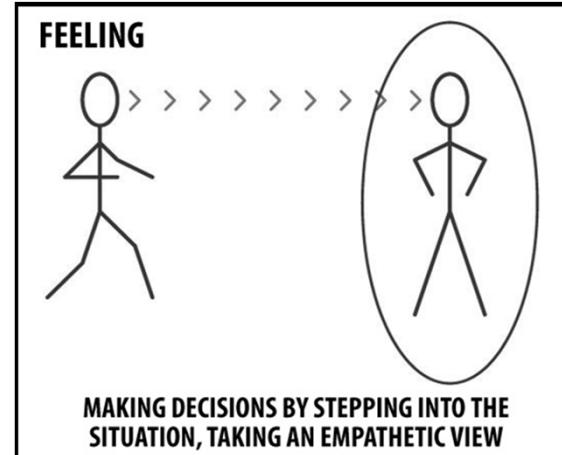
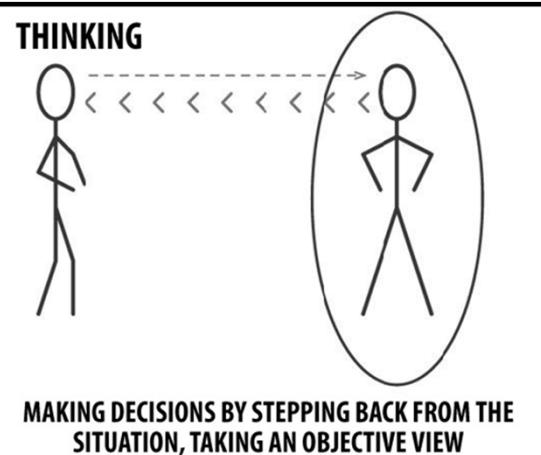
Analytical

Detached

Distance



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



## Feeling

Heart

Harmony

Caring

Impact on People

Appreciate

Values

Harmonize

Who

Meaningful

Empathic

Personal

Intimacy



## 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

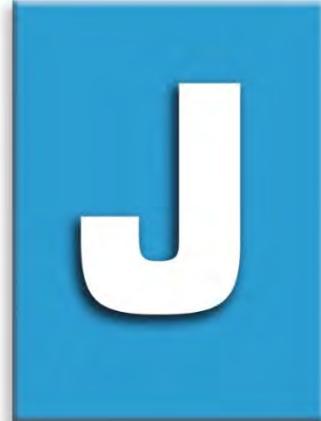
Scheduled

Plan

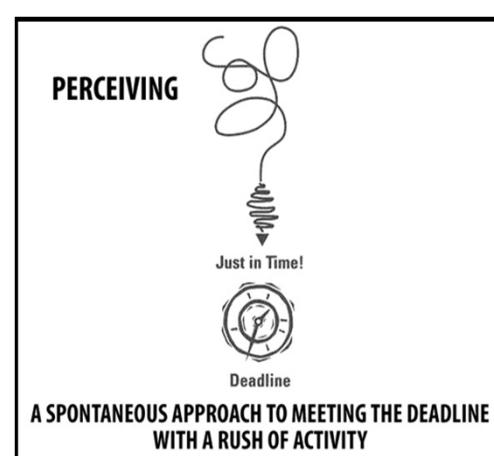
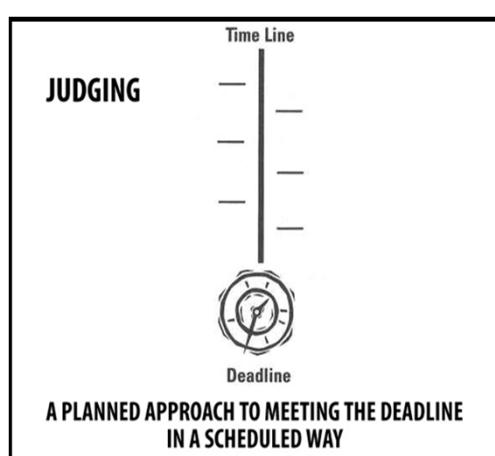
Avoid last-minute

Settled

Punctual



## How we approach the outside world



## Perceiving

Adaptable & curious

Casual

Open-ended

Explore options

Experience

Later

Options

Spontaneous

Flex

Energized by pressure

Pending

Leisurely



# Judging

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- **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

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

**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

---

- History and background of the MBTI
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# 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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“Best-fit” type



Reported type



Self-estimated type



True type—innate predispositions



# 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

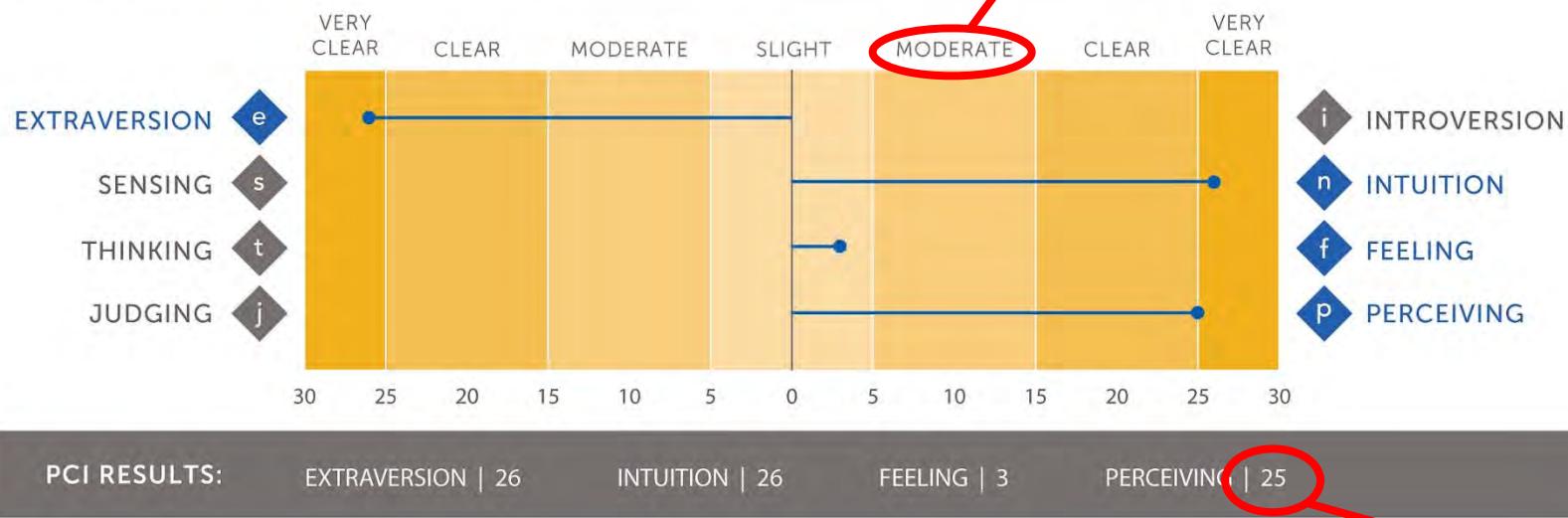
*Inconsistencies at this point are **not** cause for concern*



# 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

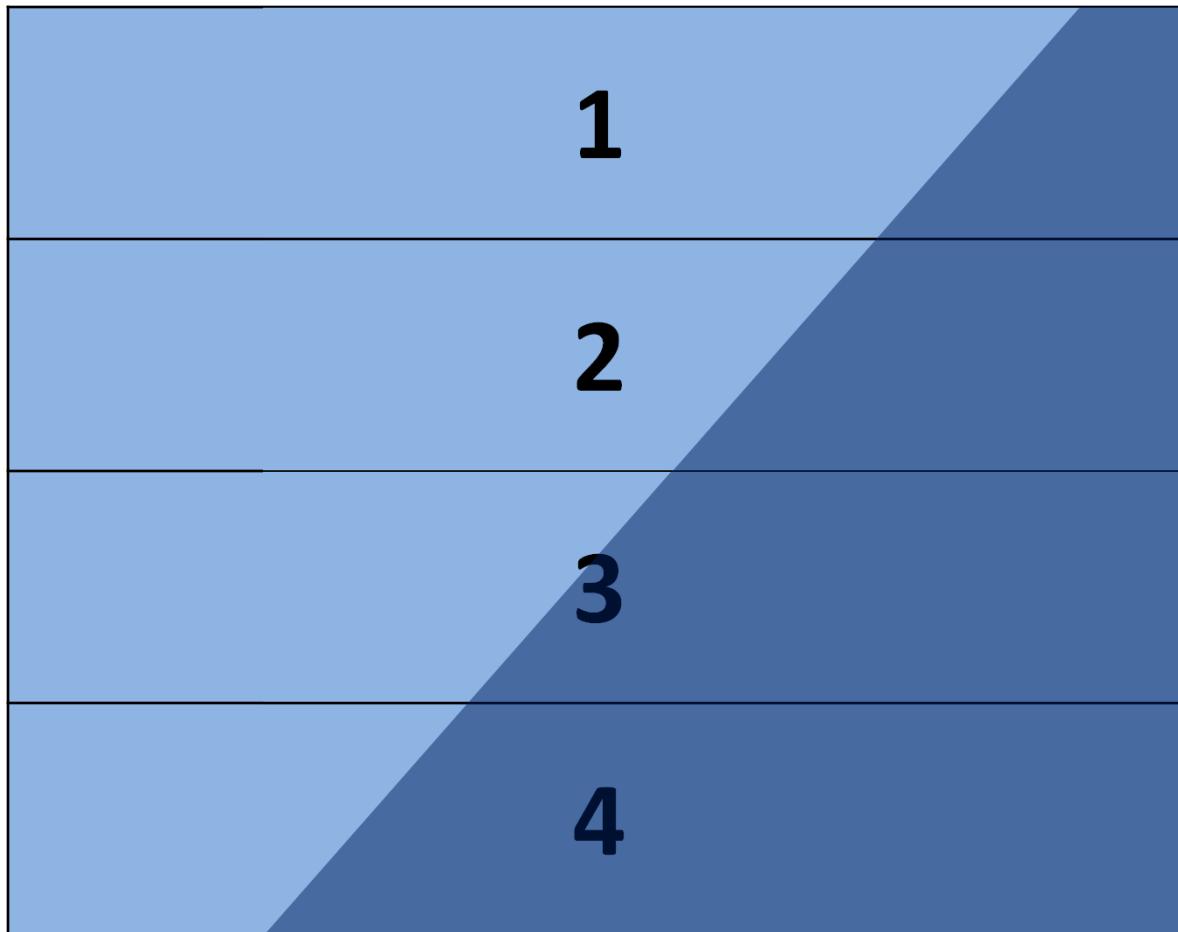
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- The more similar the type on teams, the sooner the team members will understand each other
- Groups with high similarity will reach quicker decisions but are more likely to make errors due to inadequate representation of all viewpoints
- The person 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?*



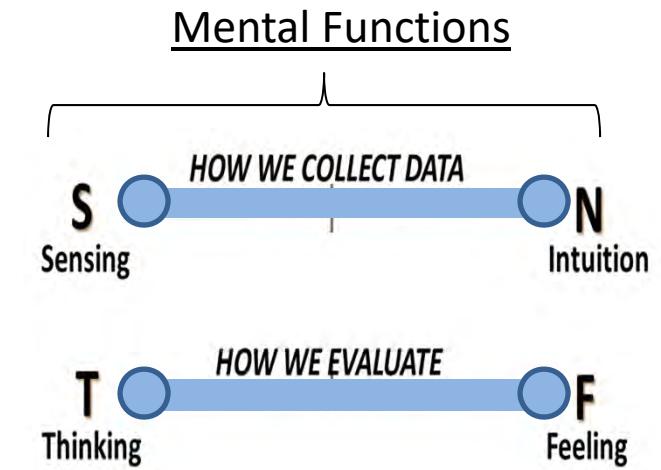
# Mental Function Development



Shaded area represents undeveloped quantity

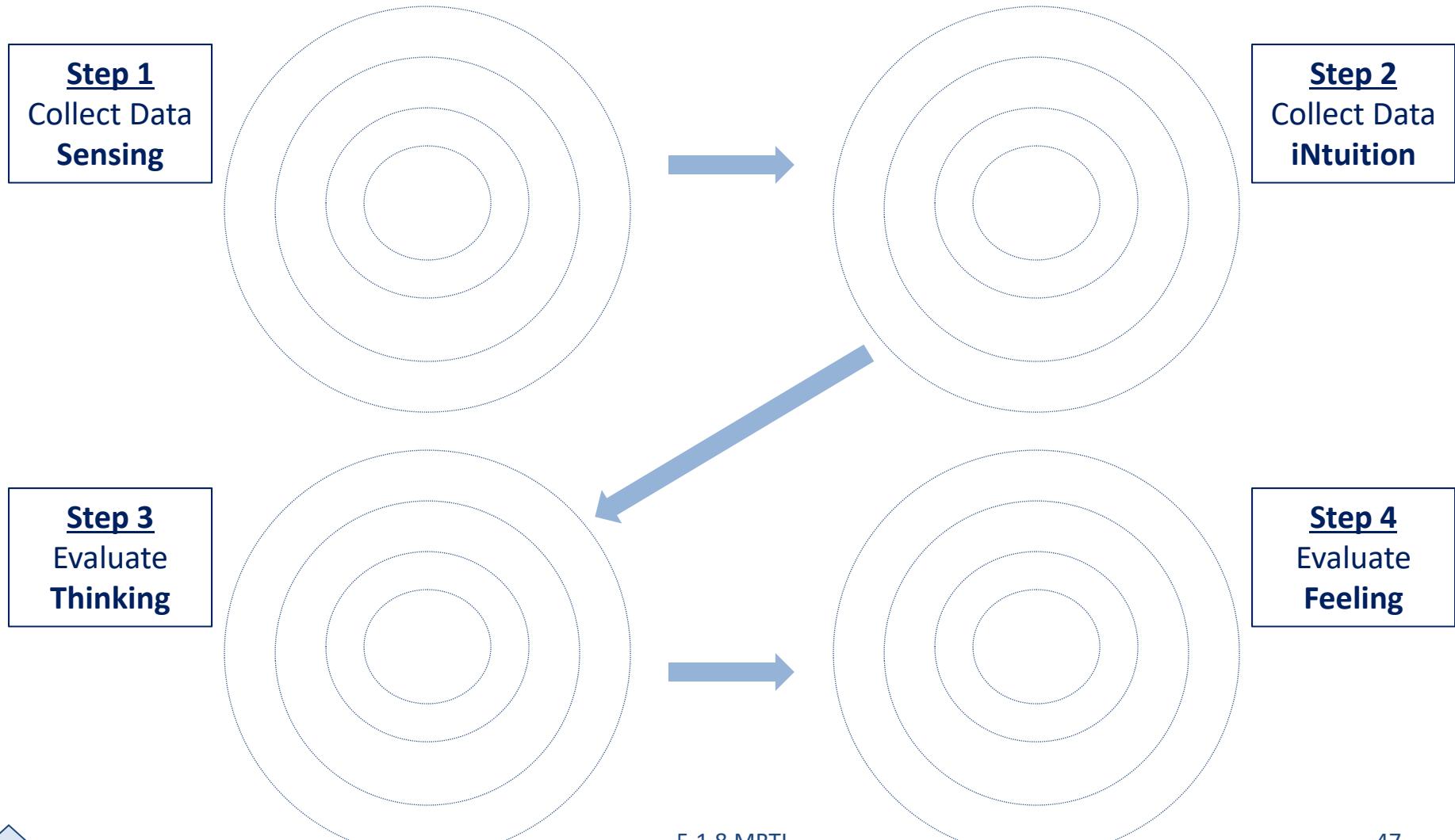
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# Problem-Solving Dynamics



E S T J

**Step 1**  
Collect Data  
Sensing

"What IS"



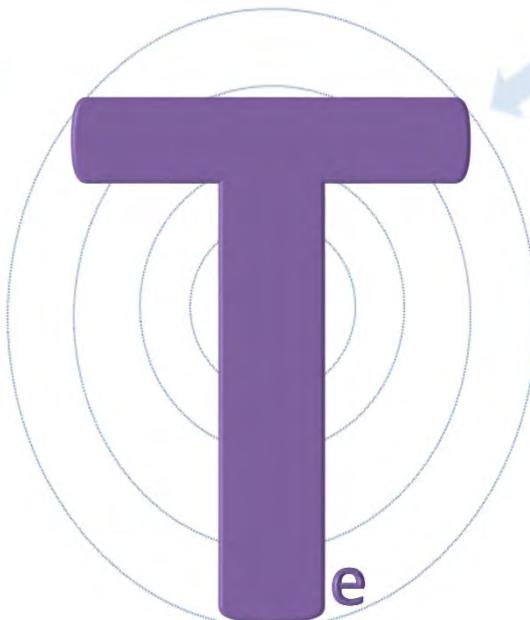
**Step 2**  
Collect Data  
iNtuition

"What IF"



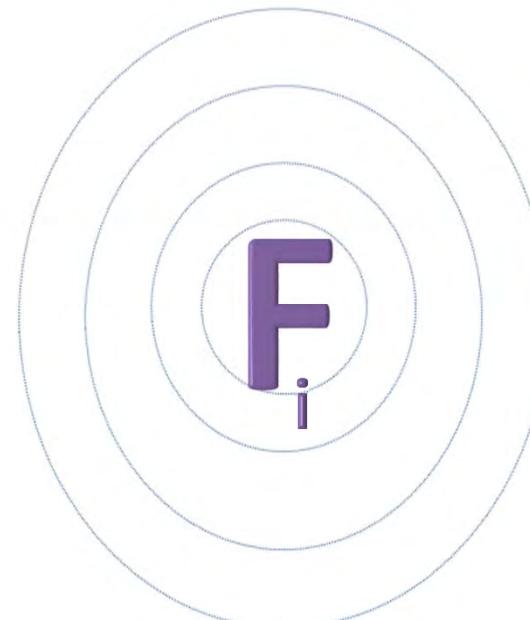
**Step 3**  
Evaluate  
Thinking

"Logic"



**Step 4**  
Evaluate  
Feeling

"Compassion"



I S T J

**Step 1**  
Collect Data  
**Sensing**

**"What IS"**



**Step 2**  
Collect Data  
**iNtuition**

**"What IF"**



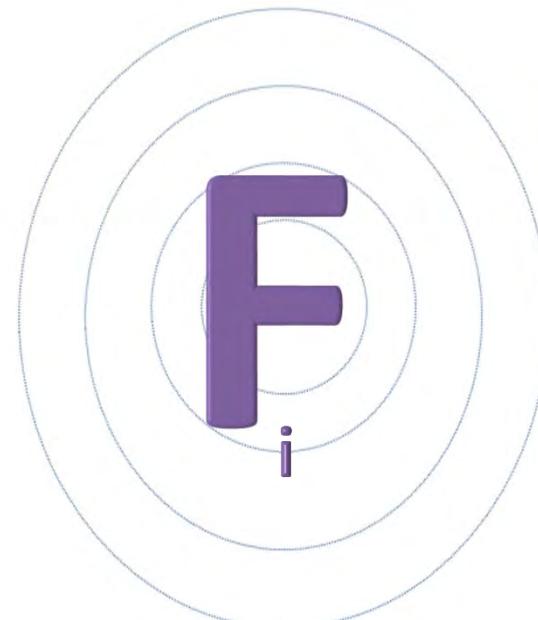
**Step 3**  
Evaluate  
**Thinking**

**"Logic"**



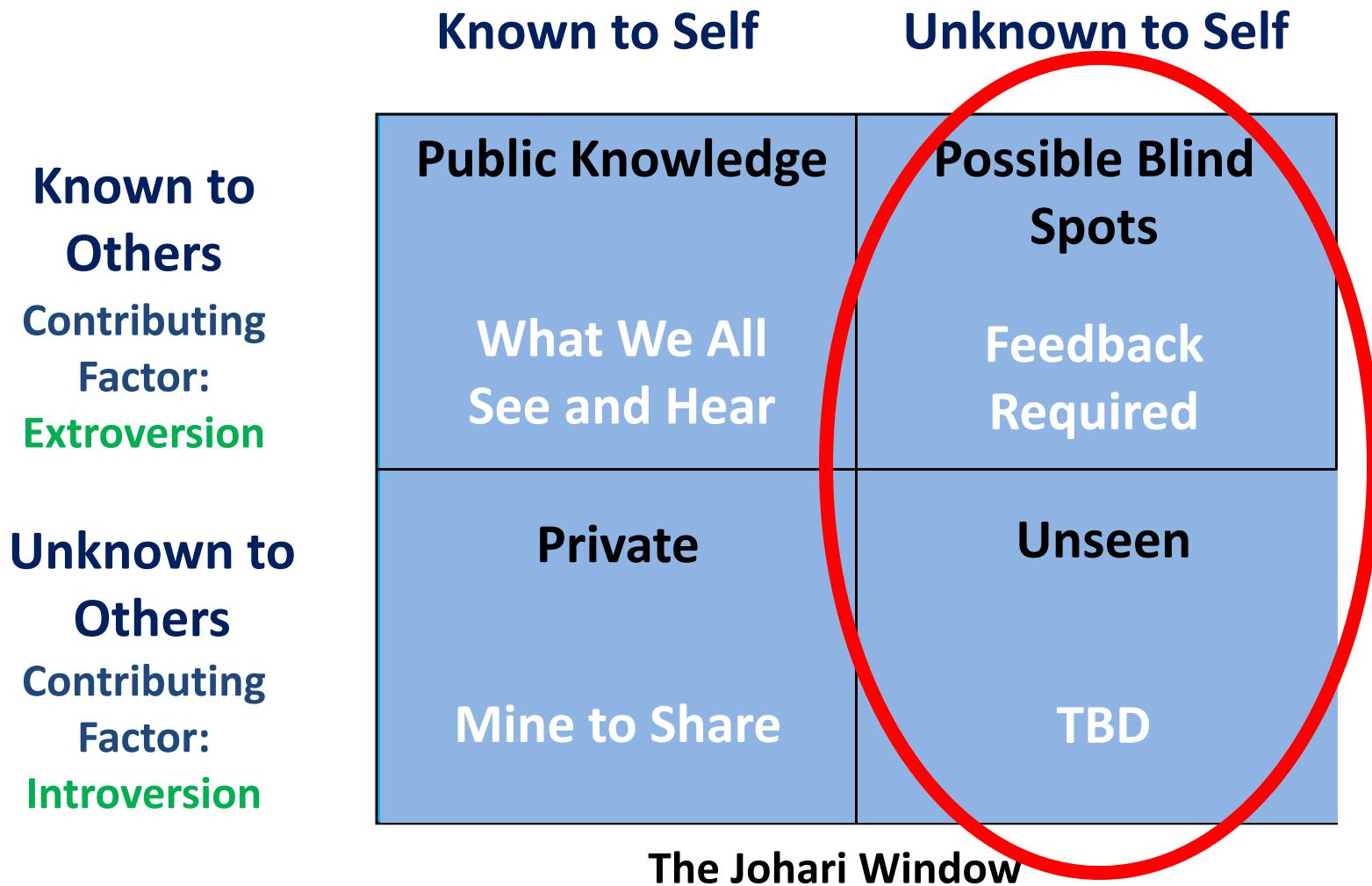
**Step 4**  
Evaluate  
**Feeling**

**"Compassion"**



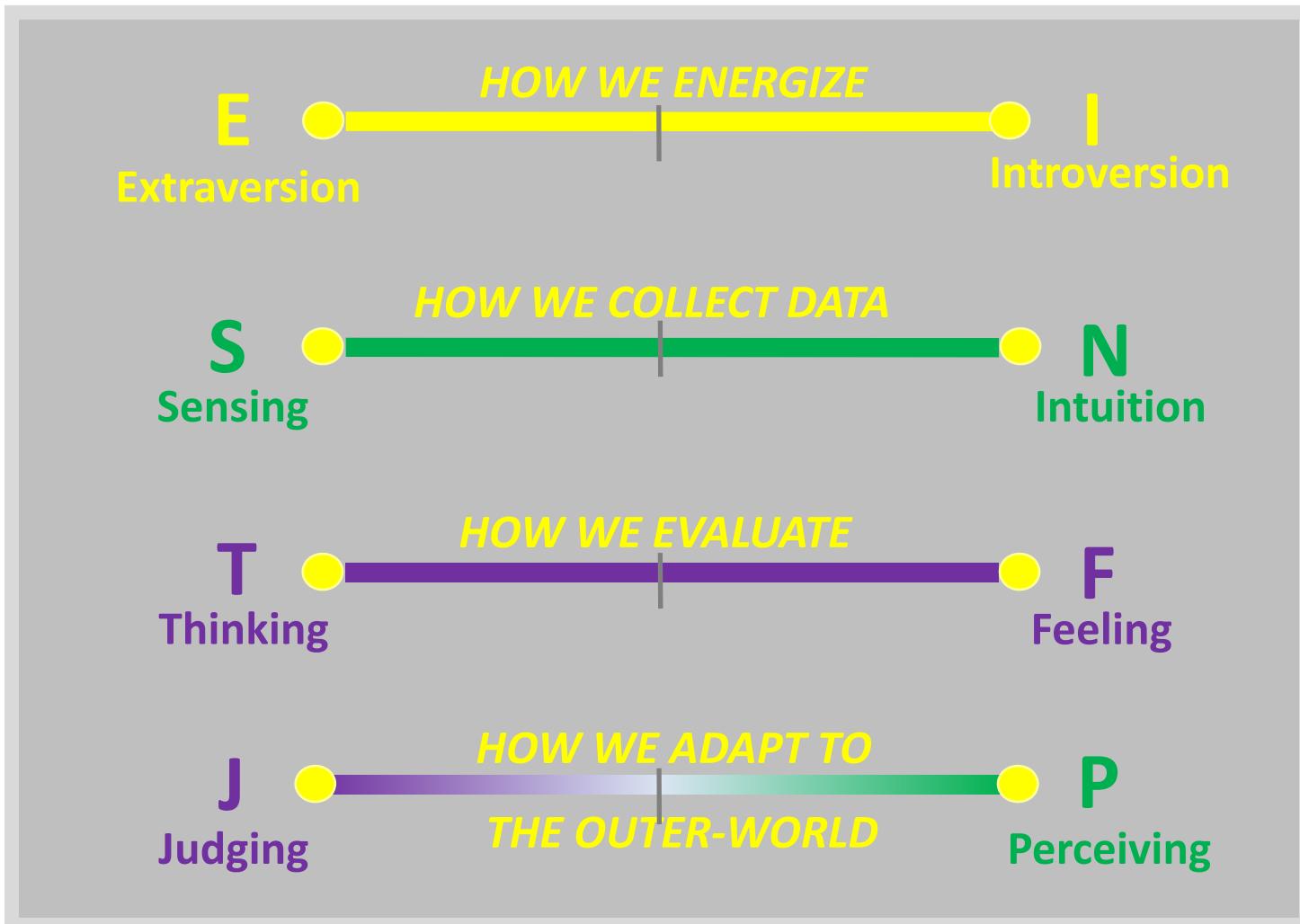


# The Self-Discovery Process





# The MBTI® Dichotomies





# “Type Table”

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

Introverts

Extroverts

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 down and not rush through everything I do!



# 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

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- 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

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- 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

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- 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

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- 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

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- 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?