



Working and Playing Well with Others:

Using the Myers-Briggs Type Indicator (MBTI) to
Understand Yourself and Those around You

Learning About Your MBTI Results

Objectives

- ✓ To learn the basics of your MBTI type
- ✓ To understand the relationship between Step I and Step II type
- ✓ To read your own results
- ✓ To understand the Step II facets

History of the MBTI® Assessment

- Katharine C. Briggs (1868 – 1961): fascinated by Jungian typology
- Daughter Isabel married Clarence Myers
- Stirred by WWII suffering, Myers seeks to help people understand individual difference to avoid conflict
- Absorbed mother's admiration of Jungian typology and sought to put theory into practice

History of the MBTI® Assessment

- Myers first creates the MBTI in 1942
- Throughout 50's and 60's, Myers collected 100's of thousands of responses to her MBTI
- 1975 – Establishment of Center for Application of Psychological Type as a research lab
- Myers focused her life on infinite possibilities of human personality in all its varieties

Basics of the MBTI® Assessment

- MBTI provides a framework for understanding healthy personality
- No “good” or “bad,” better or worse personalities
- Does not explain everything about people

Basics of the MBTI® Assessment

Theory:

Seemingly chance variation in human behavior is not due to chance; it is the logical result of a few basic, observable differences, or *preferences*, in mental functioning

Preferences

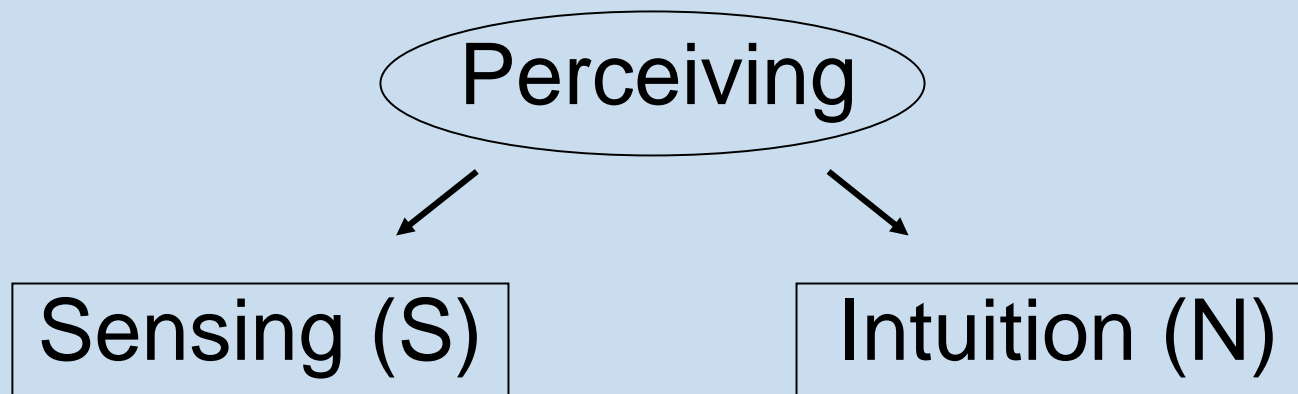
- Are not the same as skills or abilities
- Are *all* accessible to everyone
- Are like “handedness”

Perception and Judgment

- Make up a large portion of total mental activity and govern much of our behavior
- Perceiving : process of becoming aware of things, people, occurrences, and ideas
 - Judging : process of coming to conclusions about what has been perceived

Ways of Perceiving

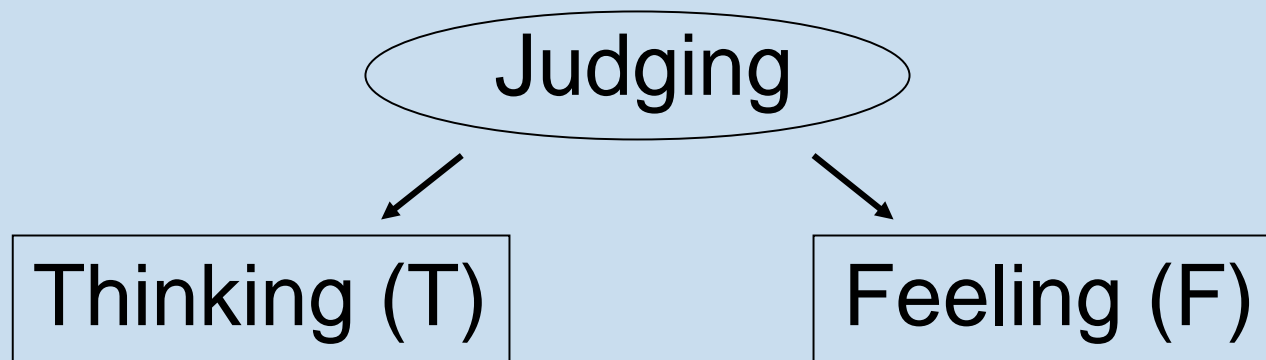
Q: How do you take in information (perceive)?



- SENSING (S) : become aware of things directly through the five senses, focusing on specifics
- INTUITION (N) : see the big picture first, focusing on relationships and connections

Ways of Judging

Q: How do you make decisions (judgments) about that information?



- THINKING (T) : use logic and cause-and-effect reasoning to make decisions
- FEELING (F) : base decisions on personal/social values with a focus on harmony

Extraversion (E) and Introversion (I)

Q: Where do you like to focus your attention?

- Introverts (I) concentrate *perception* and *judgment* on the inner world of thoughts and ideas
- Extraverts (E) focus them on the outer world of people and things

Judgment (J) and Perception (P)

Q: How do you deal with the outer world?

- Judging (J) : Like to live in a planned, orderly way, seeking to regulate and manage their lives
- Perceiving (P) : Like to live in a flexible, spontaneous way, seeking to experience and understand life rather than control it

Your MBTI “type”

- People can be described in part by stating their four preferences together, such as ENFJ
- How do you think the participants in today’s workshop scored?

Preferences of this group

E: 50% 43% I: 50% 57%

S: 43% 72% N: 57% 28%

T: 70% 38% F: 30% 62%

J: 59% 53% P: 41% 47%

n = 210

N = 1378

Types of this group

TYPE TABLE

ISTJ 16%	ISFJ 4%	INFJ 4%	INTJ 8%
ISTP 2%	ISFP 2%	INFP 4%	INTP 10%
ESTP 5%	ESFP 1%	ENFP 4%	ENTP 13%
ESTJ 8%	ESFJ 5%	ENFJ 6%	ENTJ 8%

n = 210

Dynamic nature of type

- Types are *more* than the sum of their parts

- Ex:

ENFJ

INFJ

Dynamic nature of type

DOMINANT FUNCTION (best)



If extraverted: E N F (J) : “Extraverted Feeling”

The diagram shows the relationship between the Extraverted Feeling and Extraverted Judging functions. The text 'If extraverted: E N F (J) : “Extraverted Feeling”' is displayed. The 'F' is underlined, and the 'J' is circled. A green curved arrow points from the 'J' back to the 'F', indicating a dynamic relationship or feedback loop between these two functions.

Dynamic nature of type

But remember.....

Judgment (J) and Perception (P)

Q: How do you deal with the outer world?

Dynamic nature of type

DOMINANT FUNCTION

So....

- If extraverted: E N F (J) : “Extraverted Feeling”

But.....

- If introverted: I N F (J) : “Introverted Intuition”

Dynamic nature of type

AUXILIARY FUNCTION (2nd best)

- Function other than dominant (if perceiving, then judging, etc.), using opposite E/I orientation



- E N F J : “Introverted Intuition”



- I N F J : “Extraverted Feeling”

Dynamic nature of type

TERTIARY FUNCTION (3rd best)

- Function opposite of auxiliary (if sensing, then intuition, if thinking, then feeling), with no particular orientation



(opposite of N = S)

- E N F J : Sensing




(opposite of F = I)


- I N F J : Thinking

Dynamic nature of type

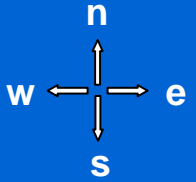
INFERIOR FUNCTION (least accessible)

- Function opposite of dominant (if sensing, then intuition, if thinking, then feeling), with opposite E/I orientation

 (opposite of F = I)
• E N F J : Introverted Thinking

 (opposite of N = S)
• I N F J : Extraverted Sensing

Your Reported Type



- Read your type description.
- Note anything that does not describe you.
- Next we'll see if your Step II results help you understand ways in which you are different from others of your type.

Introduction to MBTI® Step II

- Myers's long range goal = individualize type reports
- David Saunders took over her work, published the MBTI Expanded Analysis Report in 1989
- Published as MBTI Step II in 1996, updated in 2001
- Step I = 93 items; Step II = 144 items, including original 93

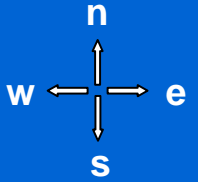
MBTI® Step II

- Shows the distinctive ways you express your MBTI Step I type
- Helps clarify unclear preferences
- Suggests ways to use all parts of your personality
- Helps you better understand others

Relationship Between Step I and Step II

<p>EXTRAVERSION (E) INTROVERSION (I)</p> <p>Initiating Receiving</p> <p>Expressive Contained</p> <p>Gregarious Intimate</p> <p>Active Reflective</p> <p>Enthusiastic Quiet</p>	<p>SENSING (S) INTUITION (N)</p> <p>Concrete Abstract</p> <p>Realistic Imaginative</p> <p>Practical Conceptual</p> <p>Experiential Theoretical</p> <p>Traditional Original</p>
<p>THINKING (T) FEELING (F)</p> <p>Logical Empathetic</p> <p>Reasonable Compassionate</p> <p>Questioning Accommodating</p> <p>Critical Accepting</p> <p>Tough Tender</p>	<p>JUDGING (J) PERCEIVING (P)</p> <p>Systematic Casual</p> <p>Planful Open-Ended</p> <p>Early Starting Pressure-Prompted</p> <p>Scheduled Spontaneous</p> <p>Methodical Emergent</p>

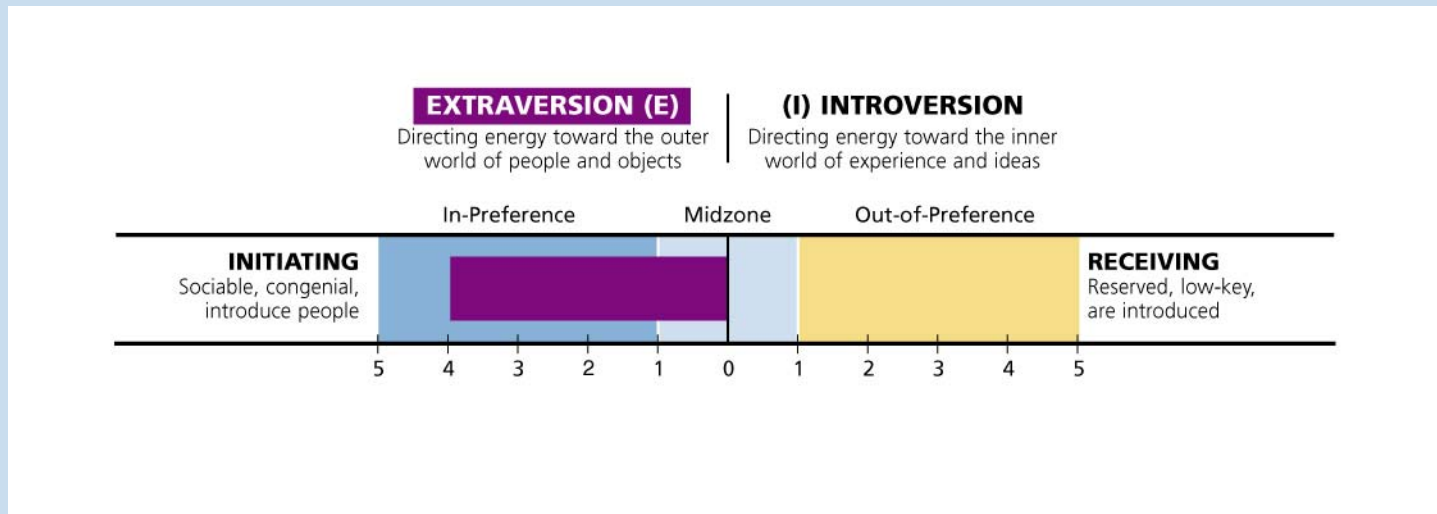
Introductions



- In social situations, how are you most comfortable handling introductions?
- Do you handle introductions differently in a work situation?

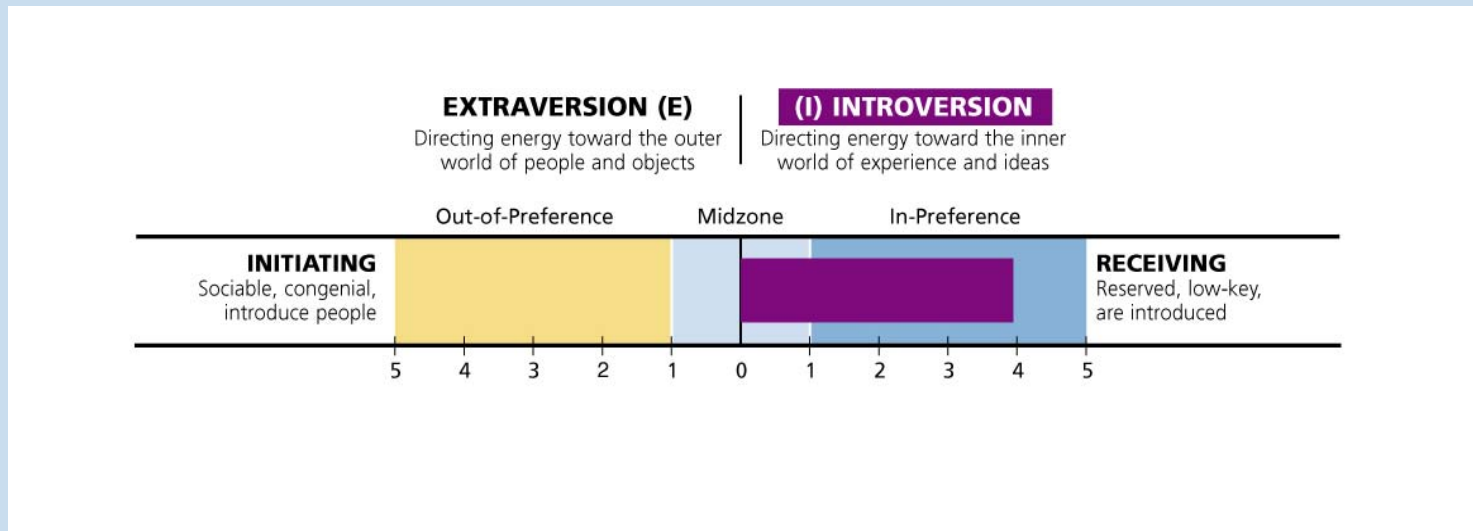


Initiating Score



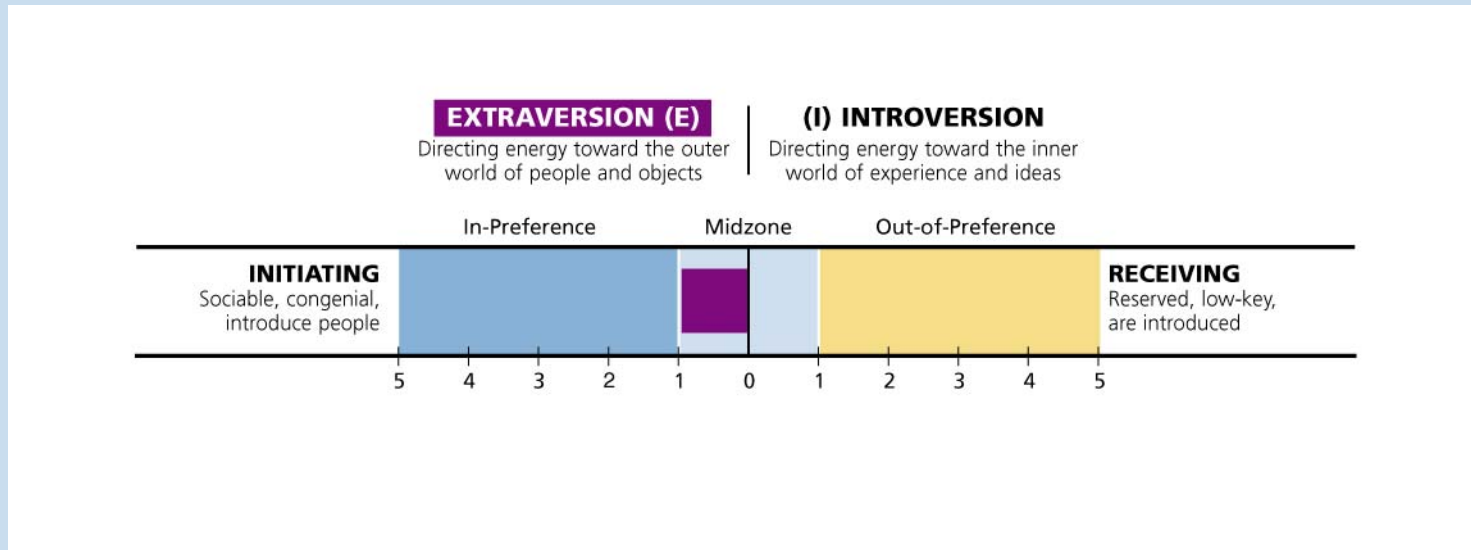
Initiating–Receiving Facet, Initiating Score

Receiving Score



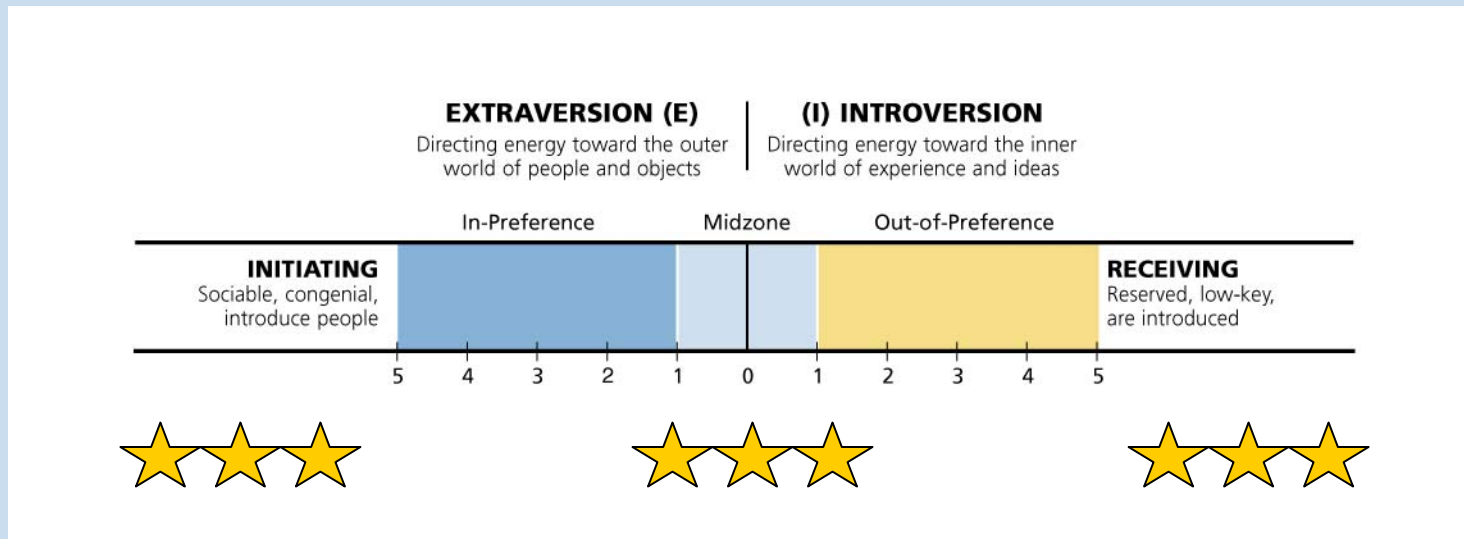
Initiating–Receiving Facet, Receiving Score

Midzone Score

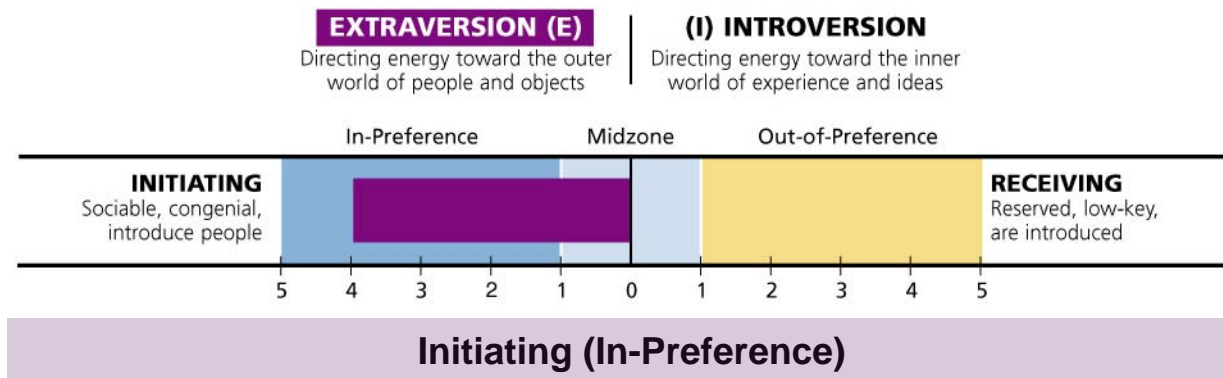


Initiating–Receiving Facet, Midzone Score

All Scores Are Equally Good

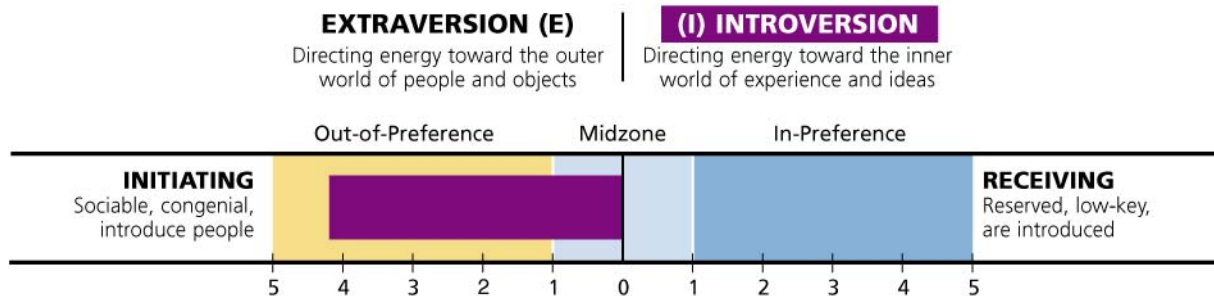


Initiating In-Preference



- Are assertively outgoing in social situations, planning and directing gatherings.
- Act as a social facilitator, arranging the situation to get what you feel is best.
- Carry out social obligations with finesse, introducing people to each other with ease.
- Enjoy linking people whose interests are similar.
- Genuinely want people to interact.

Initiating Out-of-Preference



Initiating (Out-of-Preference)

- Play the social initiator role when circumstances require it.
- Focus on putting others at ease with each other and with you.
- Are comfortable initiating in a small group or when the people are interesting to you.
- Take the lead when you know people in the group.

Initiating–Receiving Midzone Statements

Extravert

- Will initiate conversations in social situations with people you already know or if your role calls for it.
- Appear at ease socially in familiar situations, less at ease in large social gatherings.
- Are willing to introduce people to each other if no one else does so *and introductions are necessary.*

Introvert

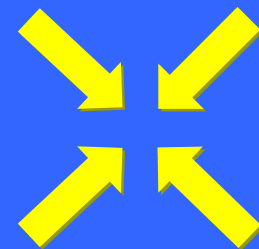
- Will initiate conversations in social situations with people you already know or if your role calls for it.
- Appear at ease socially in familiar situations, *and much* less at ease in large social gatherings.
- Are willing to introduce people to each other if no one else does so *but would prefer not to.*



The

EXTRAVERSION- INTROVERSION

Facets



Extraversion – Introversion Facets

EXTRAVERSION (E)

INTROVERSION (I)

Initiating

Ways to connect with others

Receiving

Expressive

Communicating thoughts, feelings,
and interests

Contained

Gregarious

Breadth and depth of our
relationships

Intimate

Active

Ways to communicate, socialize,
and learn

Reflective

Enthusiastic

Level and kind of energy

Quiet

Ways to Connect with Others

Initiating
E

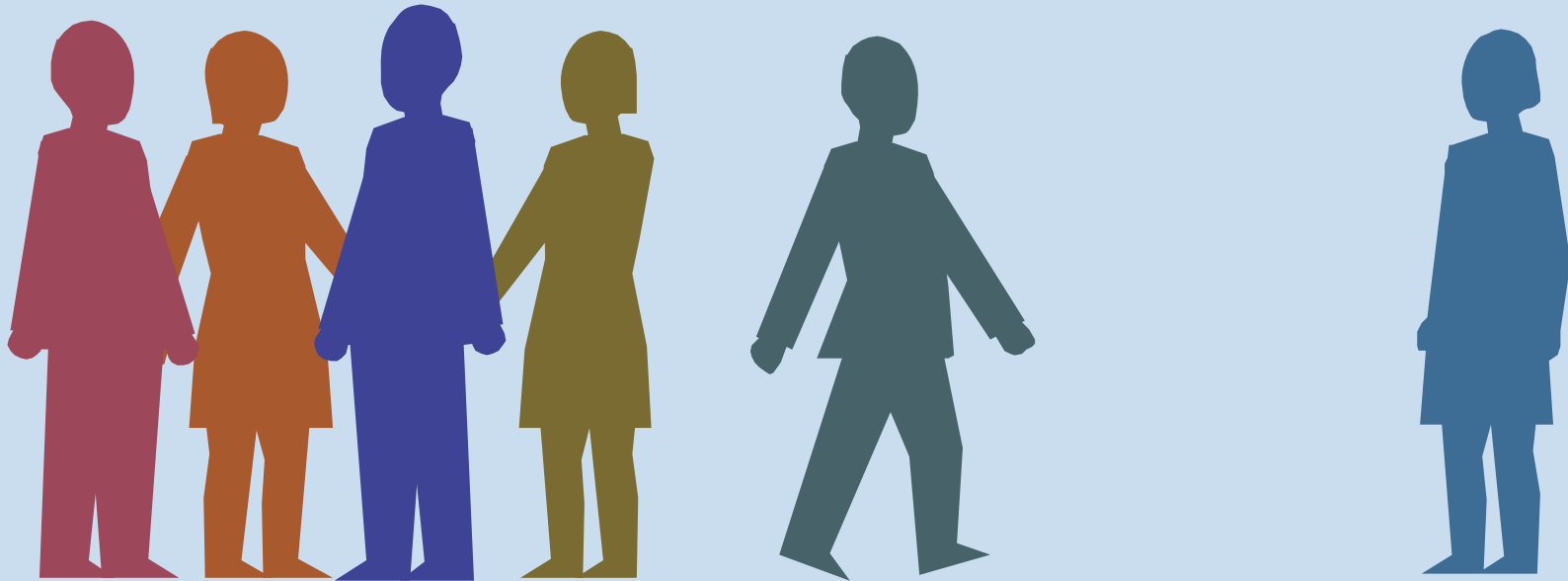
Receiving
I



Ways to Connect with Others



Ways to Connect with Others



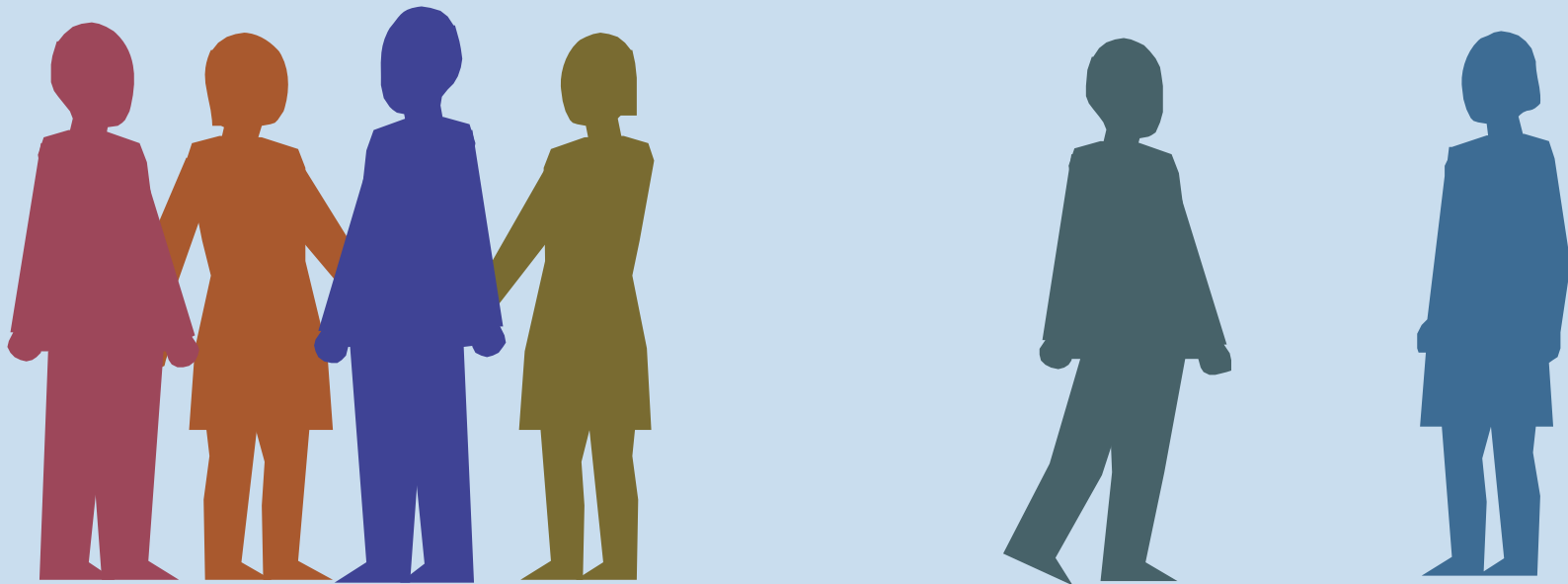
Ways to Connect with Others



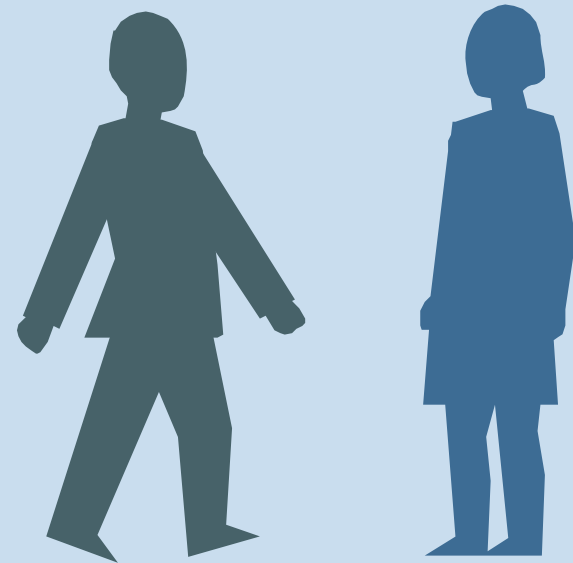
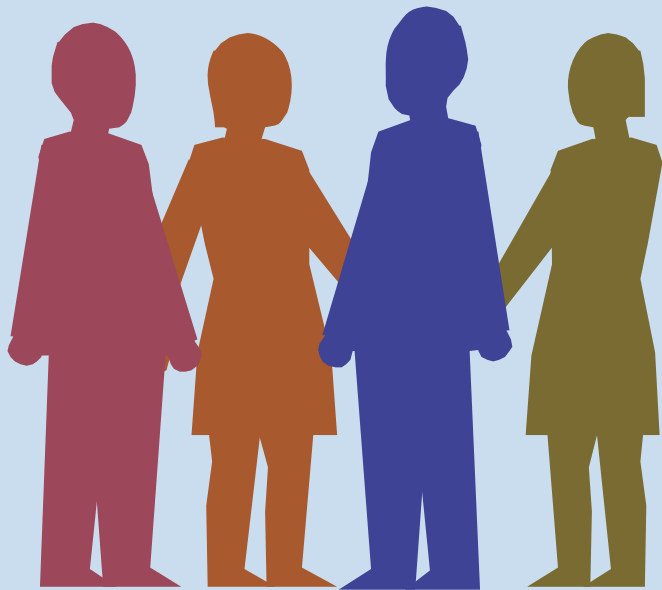
Ways to Connect with Others



Ways to Connect with Others



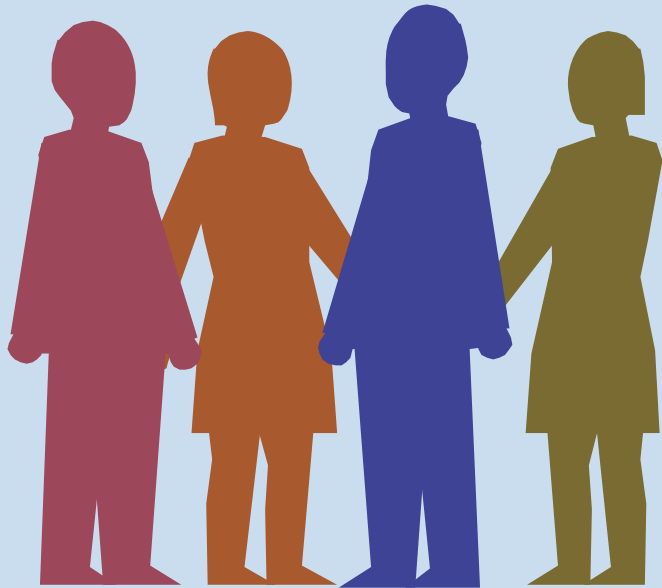
Ways to Connect with Others



Ways to Connect with Others



Ways to Connect with Others



Ways to Connect with Others

Initiating
E

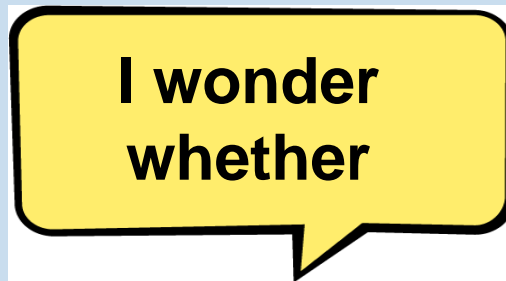


Receiving
I

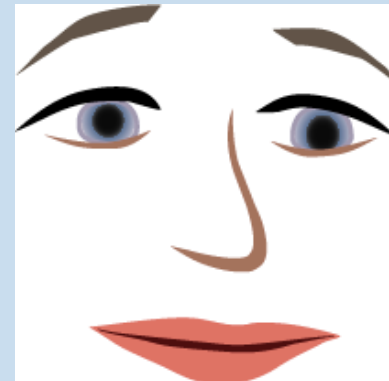
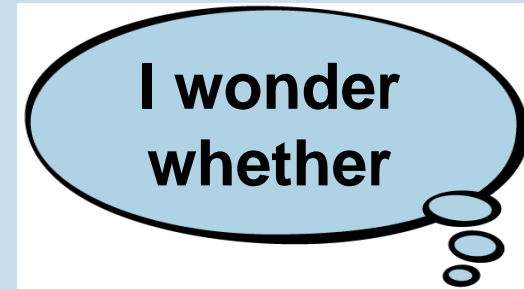


Communicating Feelings, Thoughts, Interests

Expressive
E

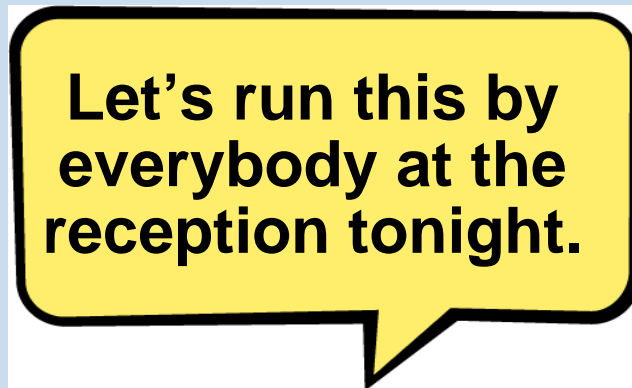


Contained
I

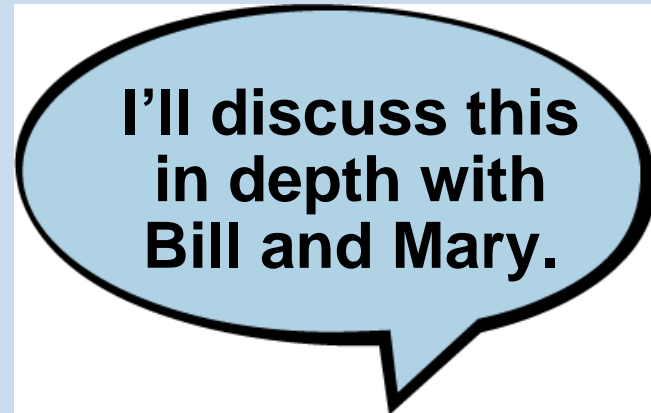


Breadth and Depth of Relationships

Gregarious
E



Intimate
I



Ways to Communicate, Socialize, Learn

Active
E



Reflective
I



Level and Kind of Energy

Enthusiastic
E



Quiet
I



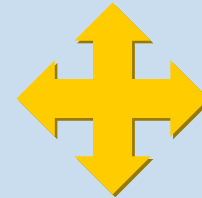
Extraversion–Introversion Facets Reflection



Reflect on

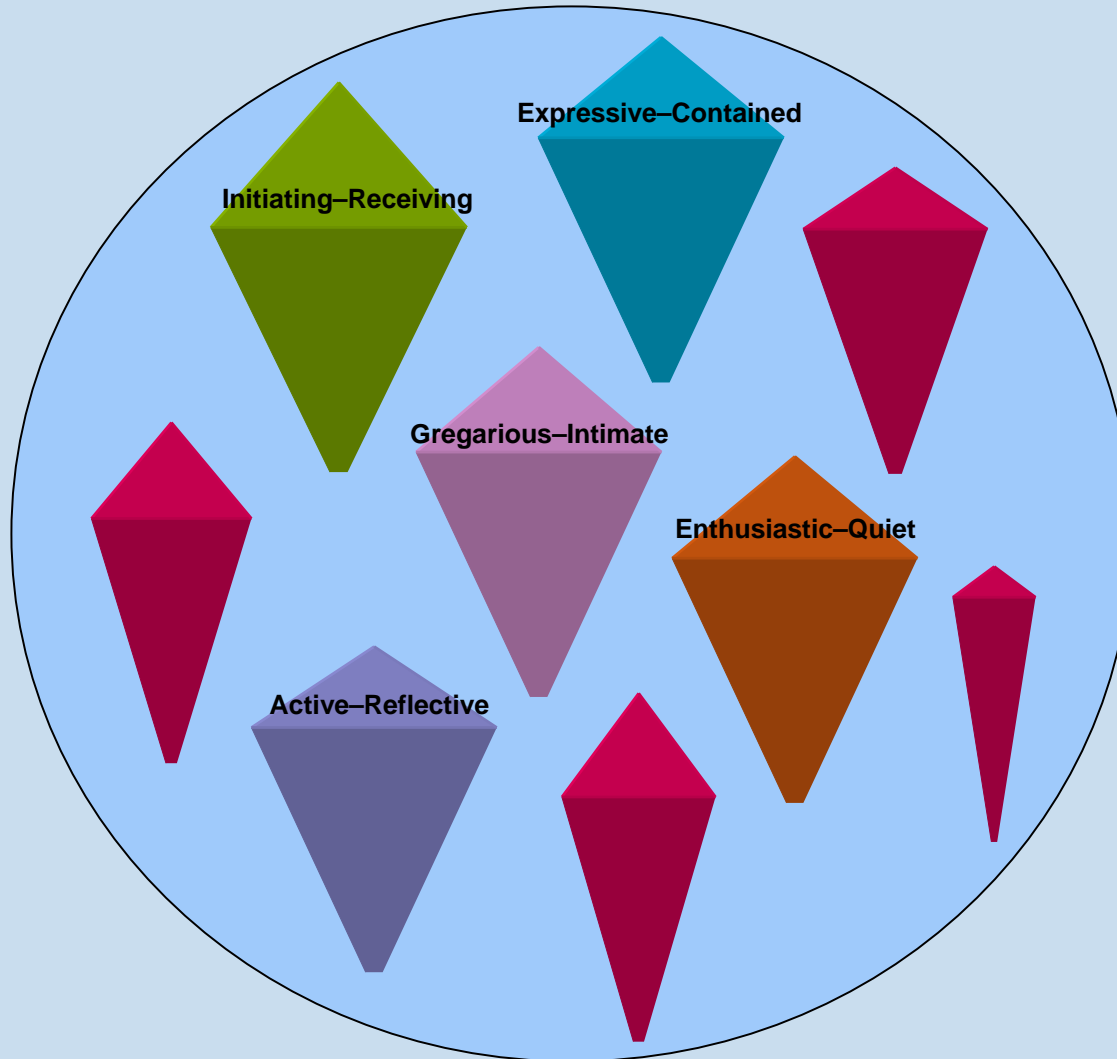
or

talk about



your five E–I facets

The Whole Is Greater Than the Sum of Its Parts



The Five E–I Facets Together Do Not Equal the E–I Preference Pair

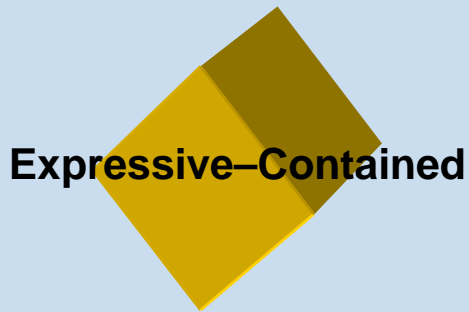


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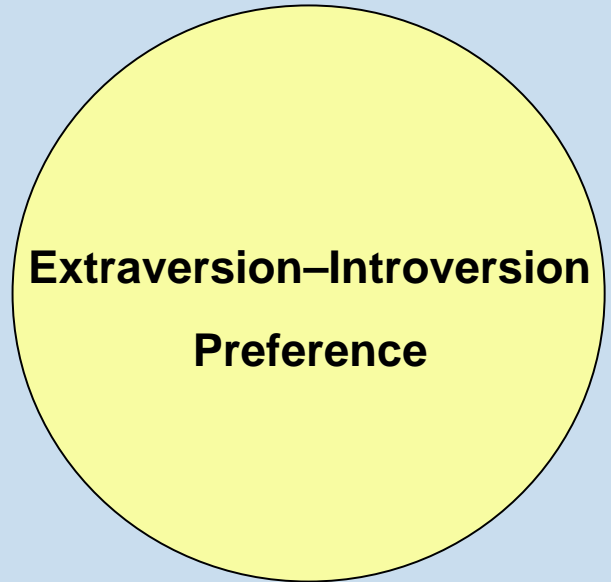
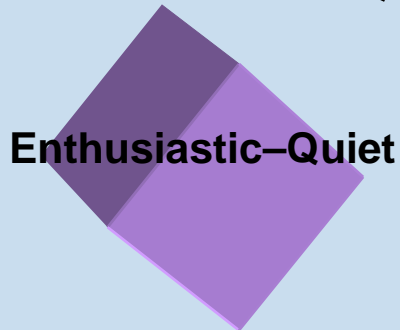


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Extraversion – Introversion Facets

EXTRAVERSION (E)

Initiating

44%

Expressive

40%

Gregarious

35%

Active

36%

Enthusiastic

53%

INTROVERSION (I)

Receiving

Contained

Intimate

Reflective

Quiet

16%

20%

32%

32%

20%

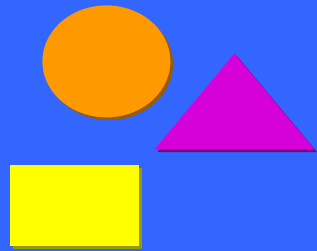
40%

40%

33%

32%

27%



The

SENSING- INTUITION

Facets



Sensing – Intuition Facets

SENSING (S)

INTUITION (N)

Concrete

How we perceive the world /
Focus of attention

Abstract

Realistic

How we use that information

Imaginative

Practical

Outcome of our perceptions

Conceptual

Experiential

Ways to make meaning

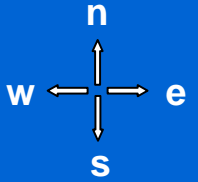
Theoretical

Traditional

Value of traditions

Original

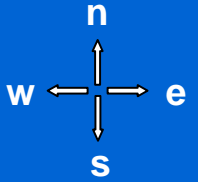
Concrete–Abstract Facet





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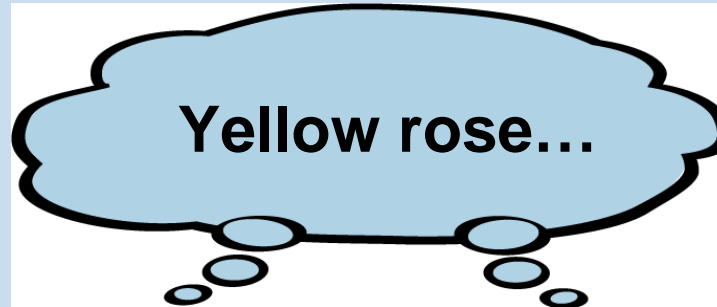
Picture Directions



- Reflect on the picture.
- Discuss the picture in your group for 5 minutes.
- Have one person record your discussion verbatim (word for word).
- Be prepared to report out.

Focus of Attention

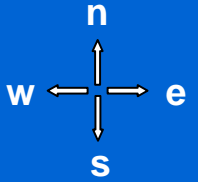
Concrete
S



Abstract
N



Communication



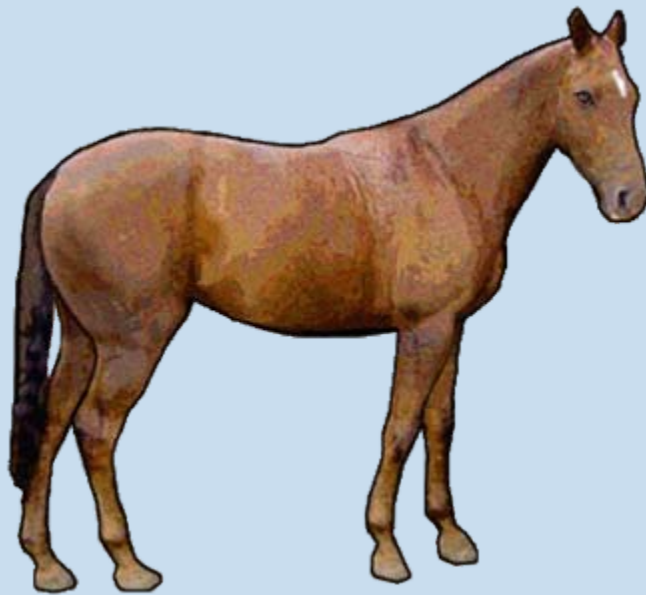
- When and how are you misunderstood when using your style?
- What do you do so people will understand you?

How Information Is Used

Realistic
S

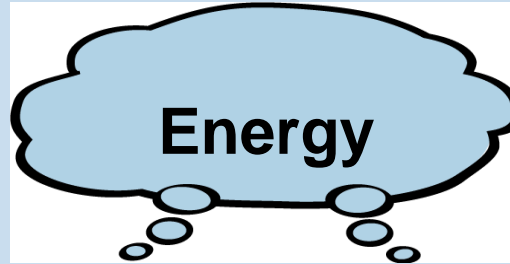


Imaginative
N

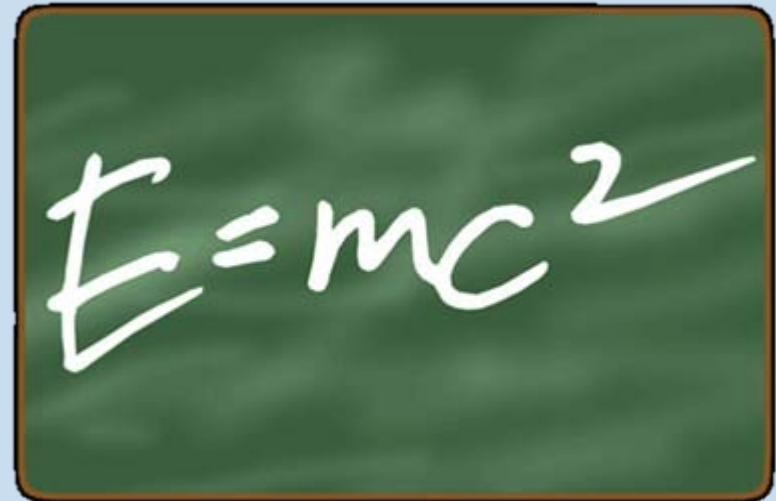
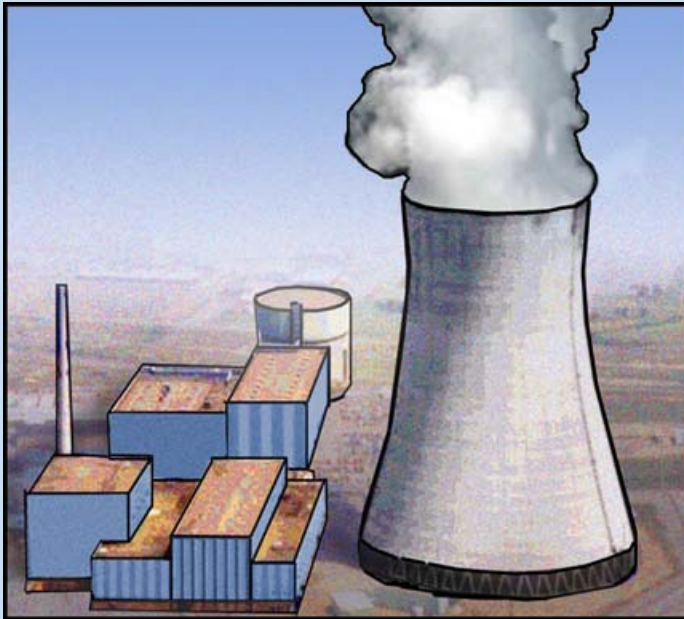


Outcome of Our Perceptions

Practical
S

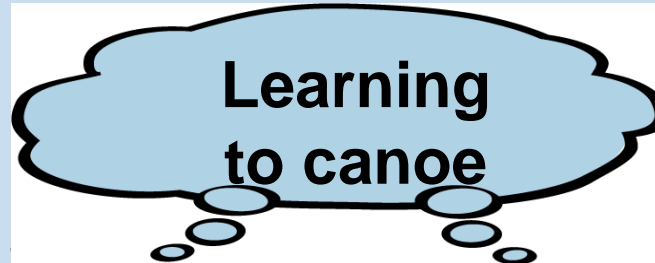


Conceptual
N

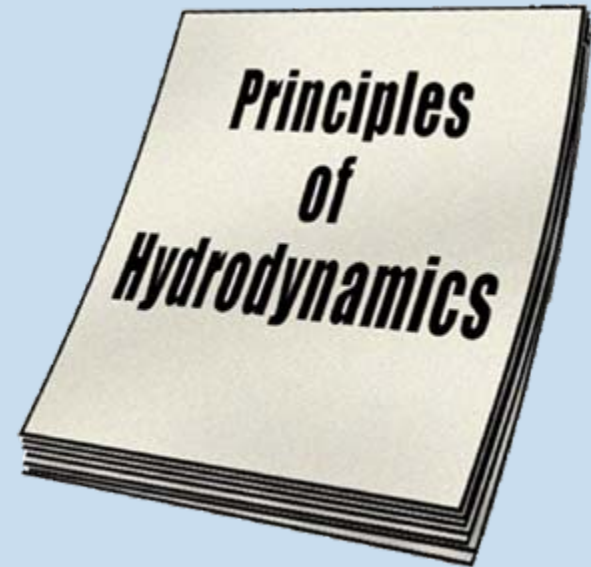


Ways to Make Meaning

Experiential
S



Theoretical
N



Value of Traditions

Thanksgiving dinner

Traditional
S

Original
N



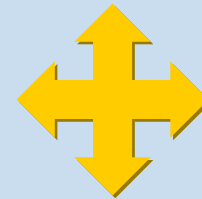
Sensing–Intuition Facets Reflection



Reflect on

or

talk about



your five S–N facets

Sensing – Intuition Facets

SENSING (S)					INTUITION (N)	
Concrete	28%	37%	35%	Abstract		
Realistic	25%	27%	48%	Imaginative		
Practical	18%	21%	61%	Conceptual		
Experiential	39%	16%	45%	Theoretical		
Traditional	18%	25%	57%	Original		



The

THINKING- FEELING

Facets



Thinking – Feeling Facets

THINKING (T)

Logical

Reasonable

Questioning

Critical

Tough

Our ideal decision-making strategy

Actual decision-making style

How we handle differences

What we do after an initial judgment is made

Approach to implementing a decision

FEELING (F)

Empathetic

Compassionate

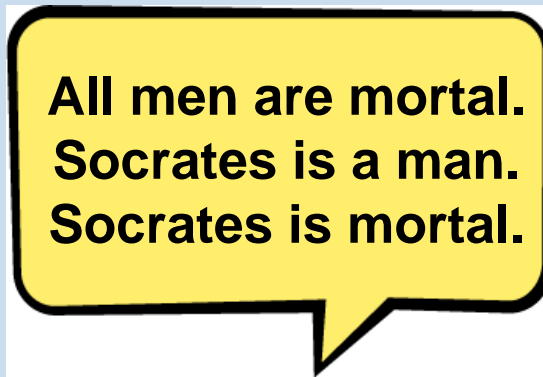
Accommodating

Accepting

Tender

Ideal Decision-Making Strategy

Logical
T



Empathetic
F



Actual Decision-Making Style

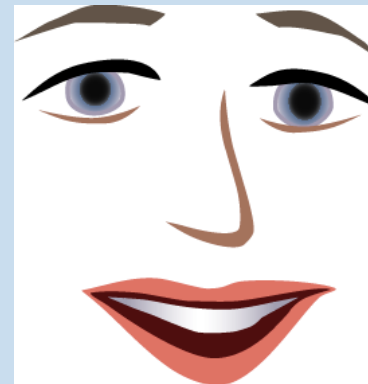
Reasonable
T

My decision is fair because it is impartial.

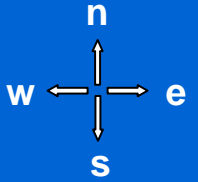


Compassionate
F

My decision is fair because I treated each person as an individual.



Your Questioning Style



- When and about what do you ask questions?
- How do you ask them?
- What are people's typical reactions to them?

Ways to Handle Differences

Questioning
T

**But what about...?
Why and how and
when...?**



Accommodating
F

**I pretty much agree.
But help me see how
this would work...**



General Outlook on Differences

Critical
T

Accepting
F

Performance Appraisal

NAME: Ima Employee

- ❖ Poor
- ❖ Needs improvement
- ❖ Average
- ❖ Okay

Felix Flawfinder

Manager

Performance Appraisal

NAME: Ima Employee

- ❖ Excellent
- ❖ Very good
- ❖ Superior
- ❖ Outstanding
- ❖ Needs a little improvement

Pollyanna Positive

Manager

Manner of Standing By a Decision

Tough
T



Tender
F



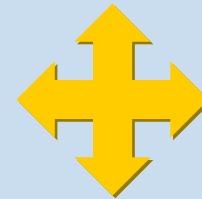
Thinking–Feeling Facets Reflection



Reflect on

or

talk about



your five T–F facets

Thinking – Feeling Facets

THINKING (T)

Logical

65%

19%

16%

Reasonable

53%

34%

13%

Questioning

57%

24%

19%

Critical

47%

27%

26%

Tough

41%

38%

21%

FEELING (F)

Empathetic

Compassionate

Accommodating

Accepting

Tender



The

JUDGING- PERCEIVING

Facets



Judging – Perceiving Facets

JUDGING (J)

Systematic

Planful

Early Starting

Scheduled

Methodical

General organization and
flow of life

Arranging leisure time

Dealing with deadlines

Degree of structure in
daily activities

Sequencing smaller tasks
to finish larger ones

PERCEIVING (P)

Casual

Open-Ended

Pressure-Prompted

Spontaneous

Emergent

General Organization and Flow of Life

Systematic
J

**Tuesday at
4 p.m. works.**



Casual
P


**Stop by
anytime!**



Arranging Leisure Time

Planful
J


Open-Ended
P



My Fair Lady

Balcony H 112

7 PM 4/15/03

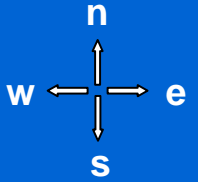


Matinee Performance

Open Seating

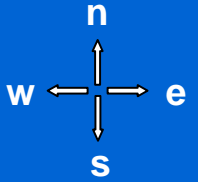
Good any time space is available at the theater

Dealing with Deadlines



- You have just been assigned a project that you find interesting.
- You like the assignment.
- You must complete it by the end of 30 days.
- On what day will you actually start?
- Stand by that number.

Deadlines Discussion



- Are you Early Starting, Pressure-Prompted, or Midzone?
- What happens to you when you must start at a different time?
- What is it like to work with someone who has a different style?
- How can you facilitate working together better?

Dealing with Deadlines, Time Pressures

Early Starting
J

SEPTEMBER 2004						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6 Project start	7	8	9	10 Draft 1	11
12	13	14	15 Draft 2	16	17	18
19	20 Draft 3	21	22	23	24	25
26	27	28	29	30 Project Deliver		

Pressure-Prompted
P

SEPTEMBER 2004						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29 HOLD	30 <u>DUE!</u>		

Degree of Structure in Daily Activities

Scheduled
J



Spontaneous
P



Sequencing Smaller Tasks to Complete Larger Ones

Methodical
J

Emergent
P

Teaching Management to Smarties

I. Introduction

A. Purpose

B. Overview

II. Skill building

A. Conflict management

B. Decision-making

C. Time management

Teaching Management to Smarties

A few exercises?

Managing difficult situations

A little theory?

Intros

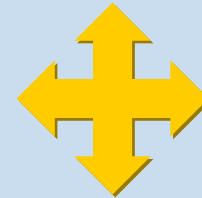
Judging–Perceiving Facets Reflection



Reflect on

or

talk about



your five J–P facets

Judging – Perceiving Facets

JUDGING (J)

Systematic

44%

29%

27%

Planful

58%

7%

35%

Early Starting

44%

22%

34%

Scheduled

54%

22%

24%

Methodical

54%

21%

25%

PERCEIVING (P)

Casual

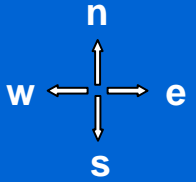
Open-Ended

Pressure-Prompted

Spontaneous

Emergent

Verifying Your Best-Fit Type



- Is the type you reported the one that best describes you?
- Are you better described by a different type, or are you unique for your type?
- Do your Step II results help you understand where you differ from the Step I description?

Your Step II Name

Out-of-Preference Scores

+ Your Best-Fit Type

Enthusiastic, Abstract, Casual

ISFJ

Finally...



- Type is only one framework for understanding people—there are others!
- Type suggests what you prefer, not what you're good at.
- Type is descriptive, not prescriptive.

Thanks for participating today!!