

**Working and Playing Well with Others:
Using the Myers-Briggs Type Indicator
(MBTI) to Understand Yourself and
Those around You**

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MYERS-BRIGGS SELF-ASSESSMENT SCALE

As each aspect of the Myers-Briggs is described, try to decide where you are on each continuum:

Extraversion		Introversion
Sensing		INtuition
Thinking		Feeling
Judging		Perceiving

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Table 1.5 Dynamic Characteristics of the Sixteen Types

Whole Type	Hierarchy of Functions			
	Dominant	Auxiliary	Tertiary*	Inferior
ESTJ	Extraverted Thinking	Introverted Sensing	Intuition	Introverted Feeling
ENTJ	Extraverted Thinking	Introverted Intuition	Sensing	Introverted Feeling
ISFP	Introverted Feeling	Extraverted Sensing	Intuition	Extraverted Thinking
INFP	Introverted Feeling	Extraverted Intuition	Sensing	Extraverted Thinking
ISTP	Introverted Thinking	Extraverted Sensing	Intuition	Extraverted Feeling
INTP	Introverted Thinking	Extraverted Intuition	Sensing	Extraverted Feeling
ESFJ	Extraverted Feeling	Introverted Sensing	Intuition	Introverted Thinking
ENFJ	Extraverted Feeling	Introverted Intuition	Sensing	Introverted Thinking
ESTP	Extraverted Sensing	Introverted Thinking	Feeling	Introverted Intuition
ESFP	Extraverted Sensing	Introverted Feeling	Thinking	Introverted Intuition
INTJ	Introverted Intuition	Extraverted Thinking	Feeling	Extraverted Sensing
INFJ	Introverted Intuition	Extraverted Feeling	Thinking	Extraverted Sensing
ISTJ	Introverted Sensing	Extraverted Thinking	Feeling	Extraverted Intuition
ISFJ	Introverted Sensing	Extraverted Feeling	Thinking	Extraverted Intuition
ENTP	Extraverted Intuition	Introverted Thinking	Feeling	Introverted Sensing
ENFP	Extraverted Intuition	Introverted Feeling	Thinking	Introverted Sensing

*An attitude (Extraverted or Introverted) is not specified for the tertiary function column, as there are differences of opinion about this issue. See page 30 of the *MBTI® Manual* (Myers et al., 1998) for more information.

Handling Introductions Exercise

Please think about the following questions and write your answers on the space provided.

1) In social situations, how are you most comfortable handling introductions?

2) Do you handle introductions differently in a work situation?

Table 3.1 Content Outline of the Facets

E-I Facet Scales	Descriptions
Initiating-Receiving	Core facet of E-I dichotomy; broad and general focus; describes our basic orientation to communicating and connecting with others.
Expressive-Contained	Focuses on communication of our emotional state, including feelings, interests, and experiences.
Gregarious-Intimate	Focuses on the breadth and depth of our connections to others.
Active-Reflective	Focuses on how we engage with our general environment for entertainment, socializing, and learning.
Enthusiastic-Quiet	Focuses on the level and kind of energy we use in our exchanges with others, rather than the content of the exchanges.
S-N Facet Scales	Descriptions
Concrete-Abstract	Core facet of S-N dichotomy; broad focus on how we generally perceive the world and the kinds of things to which we direct our attention.
Realistic-Imaginative	Describes how we develop something new through dealing with the tasks and problems of daily living and working.
Practical-Conceptual	Deals with the products or outcomes of our perceptions, rather than the process of perception itself.
Experiential-Theoretical	Emphasizes the process by which we derive knowledge or meaning from our perceptions.
Traditional-Original	Emphasizes a social-context background that gives meaning to our perceptions.
T-F Facet Scales	Descriptions
Logical-Empathetic	Core facet of T-F dichotomy; emphasizes criteria used to make decisions.
Reasonable-Compassionate	Emphasizes the standards we use to maintain relationships when making Thinking or Feeling judgments.
Questioning-Accommodating	Focuses on how we deal with differences of opinion.
Critical-Accepting	Describes what we do after our initial judgments have been made.
Tough-Tender	Focuses on the impact of our judgments and how we proceed once our judgments have been made.
J-P Facet Scales	Descriptions
Systematic-Casual	Core facet of J-P dichotomy; focuses on how we organize our physical environments, including the flow of events, activities, tasks, and projects.
Planful-Open-Ended	Emphasizes how we arrange our leisure time activities, including both daily and future plans.
Early Starting-Pressure-Prompted	Fairly narrow focus; emphasizes how we manage time with regard to deadlines.
Scheduled-Spontaneous	Centers on the degree of structure in one's daily activities.
Methodical-Emergent	Narrowly focused; centers on how we sequence the smaller tasks required to finish larger projects; time and scheduling are not considerations.

DESCRIPTIONS OF THE EXTRAVERSION-INTROVERSION FACETS

Ways to connect with others

Initiating

- Are assertively outgoing in social situations, planning and directing gatherings
- Carry out social obligations with finesse, introducing people to each other with ease

Midzone

- 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 gatherings

Receiving

- Consider social obligations unimportant and leave them to others
- Prefer in-depth discussion about important issues; hate small talk

Communicating feelings, thoughts, interests

Expressive

- Talk a lot
- Are easy to get to know

Midzone

- Reveal personal information if you are comfortable with those present
- Are seen as hard or easy to know depending on how close you are to the other person

Contained

- Keep your feelings and interests to yourself
- Are seen as hard to get to know because you process so much inside

Breadth and depth of relationships

Gregarious

- Enjoy being with others and prefer not to be alone for long
- Enjoy belonging to groups

Midzone

- Like large-group activities and one-on-one conversations at different times
- Find that your degree of comfort with strangers depends on the situation

Intimate

- Seek close one-on-one, in-depth involvement with others
- Would rather relate to a few significant others than be in a large group

Ways to communicate, socialize, learn

Active

- Learn better by doing, hearing, and participating than by reading and writing
- Like to communicate in person, either face-to-face or voice-to-voice

Midzone

- Prefer to learn new things in person and more familiar things by reading
- Talk in person about nontechnical information and communicate technical information in writing

Reflective

- Learn better from reading and writing and communicate better through writing
- Can concentrate better on written material than on someone talking

Level and kind of energy

Enthusiastic

- Like being where the action is
- Often seek to be the center of attention

Midzone

- Readily show enthusiasm when you know the people or the topic well; otherwise you stay in the background
- Find that your desire for quiet or action depends on how full or quiet your day has been

Quiet

- Prefer calm, serenity, even silence
- Are bothered by noisy circumstances and places

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DESCRIPTIONS OF THE SENSING-INTUITION FACETS

Focus of attention

Concrete

- Are grounded in reality and trust the facts
- Interpret things literally and are cautious about making inferences

Midzone

- Want both facts and meanings
- Like to know the facts first before moving on to meanings

Abstract

- Like to go beyond the surface and read between the lines
- May use symbols and metaphors to explain your views

How information is used

Realistic

- Take pride in your common sense
- Value efficiency, practicality, and cost-effectiveness

Midzone

- Like to search for and find new ideas or methods
- Carefully avoid embracing anything that seems too far-fetched

Imaginative

- Like ingenuity for its own sake
- Are resourceful in dealing with new and unusual experiences

What is made from what is known

Practical

- Find applying ideas more appealing than the ideas themselves
- Need to see an idea's application to understand it

Midzone

- Blend pragmatism and curiosity
- Enjoy alternating between ideas and their applications

Conceptual

- Like acquiring new knowledge for its own sake
- Focus on the concept, not its application

Ways to make meaning

Experiential

- Learn best from direct, hands-on experience
- Are careful not to generalize too much

Midzone

- Have a mild interest in theories that explain things that are important to you
- Are not likely to pursue theories in any great depth

Theoretical

- Trust theory and believe it has a reality of its own
- See almost everything as fitting into a pattern or theoretical context

Value of traditions

Traditional

- Identify strongly with what is familiar
- Admire and support established institutions and methods

Midzone

- Value some traditions in family and work activities
- Are eager to change procedures that don't work

Original

- Place a high value on uniqueness, cleverness, and inventiveness
- Need to demonstrate your own originality

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DESCRIPTIONS OF THE THINKING-FEELING FACETS

Ideal decision-making strategy

Logical

- Believe logical analysis is best for decision making
- Use hard data to make decisions

Midzone

- Believe the ideal way to make decisions is to consider both logical consequences and people's feelings
- Respect a dispassionate approach, but not in the extreme

Empathetic

- Focus on how a decision may affect what's important to you and others
- Have a knack for identifying your own and others' feelings about an issue

Actual decision-making style

Reasonable

- Use reasoning to make decisions
- Approach situations as an impartial observer

Midzone

- Make decisions based on both a concern for others and the logic of the situation
- May vacillate when making a decision

Compassionate

- Trust your values as a reliable basis for decision making
- Are in touch with your own and others' feelings and values

Ways to handle differences

Questioning

- Use questions to clarify ideas and are tenacious in getting the answers you need
- Are precise in your questions, liking to zero in on discrepancies

Midzone

- Ask questions only as needed
- Question and disagree in a style that is neither confrontational nor conciliatory

Accommodating

- Minimize differences by focusing on points of agreement or by reframing the issue
- Want to include people and have them all agree

General outlook toward differences

Critical

- Are argumentative and skeptical
- Take nothing for granted and concede nothing

Midzone

- Clarify what's wrong and what's right in the situation
- May or may not critique out loud

Accepting

- Focus on the good in people and situations
- Like to praise, forgive, and be kind to others and expect the same from them

Manner of standing by a decision

Tough

- Focus single-mindedly on achieving your objective
- Often assume that alternatives don't exist

Midzone

- Pay attention to both emotional issues and potential outcomes
- Prefer a conciliatory approach first, but then can be tough

Tender

- Want people to like you and use gentleness and affection to achieve your objective
- See several ways to arrive at an agreement and want everyone to feel good about the result

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DESCRIPTIONS OF THE JUDGING-PERCEIVING FACETS

General organization and flow of life

Systematic

- Live by the motto "be prepared"
- Work within a superstructure of efficiency

Midzone

- Like a general plan with some contingencies
- Don't mind interruptions if no agenda is in place

Casual

- Love being surprised and taking things as they come
- Like a leisurely pace, letting things unfold in their own way

Arranging leisure time

Planful

- Like to make long-range plans, especially for leisure activities
- Enjoy looking ahead and planning for the future

Midzone

- Like to plan at work and be flexible at home or vice versa
- May plan for a few important personal goals, but not everything

Open-Ended

- Like to make plans on the spur of the moment, especially in your leisure activities
- Prefer flexibility so that activities can unfold

Dealing with deadlines, time pressures

Early Starting

- Allow yourself plenty of time to accomplish an activity
- Work on multiple tasks comfortably by starting ahead of time

Midzone

- Are likely to find it hard to get started on a task too much in advance
- Find the pressure of an approaching deadline motivating

Pressure-Prompted

- Feel most creative under the pressure of a deadline
- Find your mind is working on an assigned task even though nothing is on paper

Using schedules, routines

Scheduled

- Are comfortable with routines, established methods and procedures
- Prefer to control your time and enjoy scheduling both work and home activities

Midzone

- Welcome a moderate amount of routine
- Feel that some routine provides predictability as well as freedom to respond to opportunities

Spontaneous

- Enjoy freedom and openness to new experiences
- Are at your best when free to work spontaneously; see routines as constraints

Sequencing smaller tasks to complete larger ones

Methodical

- Develop detailed plans for the task at hand
- Define the subtasks of your work

Midzone

- Prefer having detailed plans in an unfamiliar situation
- Are comfortable without a plan when quite sure of yourself

Emergent

- Take an informal approach to task completion, plunging in without detailed plans
- Believe a solution will emerge regardless of where you start

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Communications Recommendations based on the MBTI

With Extraverts:

Let them talk
Raise issues and be prepared to have
them discuss them immediately
Include variety, if possible
Use action verbs

With Sensors:

Prepare facts
Present logically
Discuss things step-by-step
Give examples
Stress practical applications

With Thinkers:

Be organized
Appeal to fairness
Be systematic
Be logical and objective
Don't repeat yourself
Don't ask "how they feel about it"; ask
"what they think about something"

With Judging Types:

Allow time to prepare
Arrange time to meet
Respect deadlines
Come to conclusions - don't leave things
open and unresolved

With Introverts:

Give them time to reflect -
don't expect immediate action
Give them material to read
Talk about one thing at a time
Ask! ... and then listen!

With Intuitives:

Talk about the big picture
Talk about possibilities and options
Use analogies and metaphors
Encourage innovation
Let them draw relationships

With Feelers:

Compliment and appreciate
Deal with "people" concerns
Speak personally
Use body language
Maintain eye contact
Be polite, friendly and considerate

With Perceiving Types:

Be ready for questions
Don't force decisions
Let them "experience"
Allow for spontaneity and
change in plans
Give them choices

Table 4.25 Characteristics Frequently Associated with Each Type

		Sensing Types		Intuitive Types	
Introverts	ISTJ	ISFJ	INFJ	INTJ	
	ISTP	ISFP	INFP	INTP	
	ESTP	ESFP	ENFP	ENTP	
Extraverts	ESTJ	ESFJ	ENFJ	ENTJ	

Source: From *Introduction to Type* (6th ed., p. 13), by I. B. Myers, with L. K. Kirby & K. D. Myers, 1998. Palo Alto, CA: Consulting Psychologists Press. Copyright 1998 by Consulting Psychologists Press. Used with permission.