

Myers-Briggs Type Indicator - Type in Teams and at Work



Sally Jetson & Associates

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www.jetson.net.au sally@jetson.net.au

The Myers Briggs Type Inventory®

Many people have come across the Myers-Briggs Type Inventory (MBTI) - a widely used self-assessment personality inventory that assists in the understanding of self and others.

Katherine Cook Briggs and her daughter Isabel Briggs Myers studied the ideas of Swiss psychiatrist Carl Jung and began developing the MBTI in the early 1940s so that Jung's theory of human personality could be widely understood and used in everyday life.

The MBTI functions as a tool to help you:

- Understand yourself and your behaviour,
- Appreciate others so you can make constructive use of individual differences,
- Utilise the different approaches individuals have to problems,
- Enhance your ability to influence, and
- Persuade and involve people in change.

You are joining 2 million people worldwide who take the MBTI every year in order to:

- improve their understanding of themselves and others,
- facilitate better communication with others
- enhance working relationships and
- improve the quality of working life

What the MBTI doesn't do:

- Ethical use of the MBTI is important, so the MBTI should not be used to label people or slot them into 'type' boxes.
- There are no good or bad preferences. All preferences are valuable.
- Type is not an excuse for a person's behaviour or poor work performance.
- Nor does type determine a person's behaviour – it just indicates how you may prefer to act.

Your facilitator is accredited and experienced in the use of the MBTI, so you can be assured that the questionnaire and the workshop activities to identify your true type are being properly administered.

What Do My Results Mean?

MBTI results indicate the your preferences on four scales.

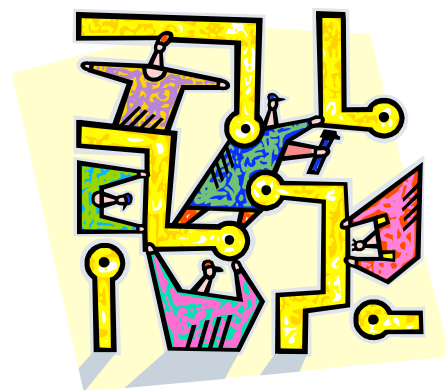
- Extraversion (E) OR Introversion (I)
- Sensing (S) OR Intuition (N)
- Thinking (T) OR Feeling (F)
- Judging (J) OR Perceiving (P)

Results on the MBTI are reported with letters representing each of the preferences as indicated above.

There are 16 possible ways to combine the preferences, resulting in 16 MBTI types:

ISTJ, ISTP, ESTP, ESTJ, ISFJ, ISFP, ESFP, ESFJ, INFJ, INFP, ENFP, ENFJ, INTJ, INTP, ENTP, & ENTJ.

A summary of the 16 combinations can be found on the back page, but before you read them let's find out more about each of the scales.



We need all types in our teams and our organisations.

Although any type can perform any role, each type tends to gravitate towards particular styles.

You will function best if the job you do allows you to express your true preferences.

Extraversion – Introversion

(E-I)

This dichotomy describes where people prefer to focus their attention and where they get their energy in the world.

People who prefer **Extraversion** like to focus on the outer world of people and activity. They direct their energy and attention outward and receive energy from interacting with people and from taking action. They prefer to communicate by talking and learn best through doing things and discussion. They have a broad range of interests, take the initiative in work and social relationships and prefer a social environment.

People who prefer **Introversion** like to focus on their own inner world of ideas and experiences. They direct their energy and attention inward and receive energy from reflecting on their thoughts, memories and feelings. They develop depth in their interests and learn best in the privacy of their own company and thoughts.

E at work

- Like active participation in variety of tasks
- May be impatient with long or tedious jobs
- Can act quickly, sometimes without thinking
- Interruptions can be a welcome diversion
- Like people around them and working in teams



I at work

- Like quiet and private space for concentration
- Like to think before acting, sometimes don't act
- Find interruptions intrusive when concentrating
- Prefer working in small groups or alone



Sensing – Intuition (S- N)

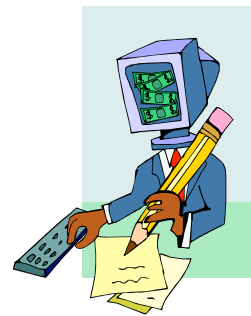
This dichotomy describes how people prefer to take in information.

People who prefer **Sensing** like to take in information that is real and tangible. (touch, taste, feel, smell, see) They prefer the facts and are attuned to the specifics of what is going on around them. They trust facts and experience. They work methodically and learn best when they understand ideas through practical application.

People who prefer **Intuition** take in information by seeing the big picture, focusing on the relationships and connections between facts. They are attuned to future possibilities. They like to follow hunches, are imaginative and verbally creative. They can take leaps of logic without the benefit of facts and trust their own inspiration over experience. They learn best when they can explore ideas.

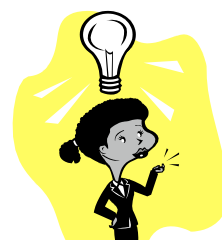
S at work

- Enjoy applying skills already perfected
- Are practically minded
- Seldom make errors of fact, but may ignore inspirations
- Like known procedures and sticking to timelines



N at work

- Like solving new and complex problems
- Work in bursts of energy, may ignore of just meet deadlines
- Like learning new things and enjoy work that allows them to be innovative



Thinking – Feeling (T-F)

This dichotomy describes the way in which we like to make decisions.

People who prefer **Thinking** prefer objectivity in decision-making. They balance the pros and cons objectively and solve problems with logic. They learn best when they can use their analytical skills and they like to find principles that can apply in similar situations. They can be tough minded and to them fairness means everyone to be treated equally.

People who prefer **Feeling** consider what is important to the people involved. They prefer empathy and are interested in the impact of decisions on people. They are compassionate and strive for harmony. They may appear tender-hearted and to them fairness means everyone being treated as an individual.

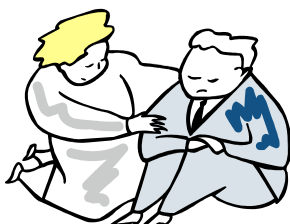
T at work

- Use logic to reach conclusions
- Can work without harmony and focus on task
- Can inadvertently overlook people and emotions
- Tend to be firm-minded
- Want to be recognised



F at work

- Use values to reach conclusions
- Work best in harmony and focus on people
- Let decisions be influenced by own and others feelings
- Have difficulty telling people unpleasant things
- Want to be appreciated



Judging – Perceiving (J-P)

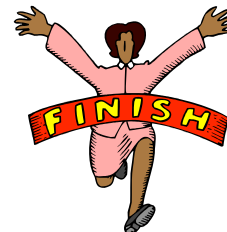
This dichotomy describes how people deal with the outer world.

People who prefer **Judging** process like to live in a planned and orderly way. There are things that need to be structured, organised, planned and scheduled and sticking to the plan is important. They are energised by getting things done. They like to plan, have things decided and try to avoid last minute stresses.

People who prefer their **Perceiving** process like to live in a flexible, spontaneous way, seeking to understand than to control. They find plans, schedules and final decisions as confining and prefer to stay open to new information and last-minute options. They prefer things to be open-ended and are energised by their own resourcefulness and adapting to the demands of the moment.

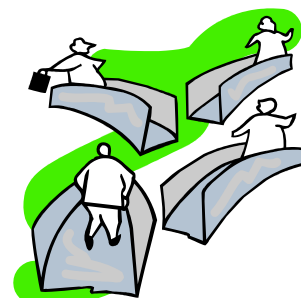
J at work

- Like to plan their work and work their plan
- Enjoy organising and finishing tasks
- Can focus on task and ignore other matters
- Decide quickly in their desire for closure
- Like structure, schedules and to-do lists



P at work

- Like flexibility in their work
- Enjoy starting tasks and leaving till last minute
- Focus on what comes up and defer needed tasks
- Can postpone decision-making
- Feel restricted by structure and can't find lists (if they had one in the first place)



So what do your results mean? A summary of your four letter type ...

ISTJ: serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic and dependable. See to it that everything is well organised. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.

ISFJ: quiet, friendly, responsible and conscientious. Work devoted to meet their obligations. Lend stability to any project or group. Thorough, painstaking, accurate. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel.

INFJ: succeed by perseverance, originality and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honoured and followed for their clear convictions as to how best to serve the common good.

INTJ: Usually have original minds and great drive for their own ideas and purposes. In fields that appeal to them, they have a fine power to organise a job and carry it through with or without help. Sceptical, critical, independent, determined, sometimes stubborn. Must learn to yield less important points in order to win the most important.

ISTP: Cool on-lookers, quiet, reserved, observing and analysing life with detached curiosity and unexpected flashes of original humour. Usually interested in cause and effect, how and why mechanical things work, and in organising facts using logical principles.

ISFP: Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done, because they enjoy the present moment and do not want to spoil it by undue haste or exertion.

INFP Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Care about learning, ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surroundings.

INTP: Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Usually interested mainly in ideas, with little liking for parities or small talk. Tend to have sharply defined interests. Need careers where some strong interest can be used and useful.

ESTP: Good at the on-the-spot problem solving. Do not worry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, generally conservative in values. Dislike long explanations. Are best with real things that can be worked, handled, taken apart, or put together.

ESFP: Outgoing, easygoing, accepting friendly, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things happen. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things.

ENFP: Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.

ENTP: Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Apt to turn to one new interest after another. Skilful in finding logical reasons for what they want.

ESTJ: Practical, realistic, matter-of-fact, with a natural head for business for mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organise and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.

ESFJ: Warm hearted, talkative, popular, conscientious, born co-operators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Main interest is in things that directly and visibly affect people's lives.

ENFJ: Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for the other person's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism.

ENTJ: Hearty, frank, decisive, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well informed and enjoy adding to their fund of knowledge. May sometimes appear more positive and confident than their experience in an area warrants.