Introduction to Myers-Briggs Type Indicator (MBTI)

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By the End of the Session You Will Have…

- A better understanding of your own personality
- A better appreciation of those who differ from you
- Insights into how to use this knowledge to:
  - enhance your team-working skills
  - enhance your leadership skills
  - support your own professional development
Applications of MBTI

- Developing yourself
  - Problem-solving
  - Understanding stress reactions
  - Career development

- Working with others
  - Working relationships
  - Communication style
  - Resolving conflict

- Working in teams and organisations
  - Leadership style
  - Managing change
  - Valuing diversity
  - Considering team and organisational culture
What is MBTI?

- Based on theories of Carl Jung (1875-1961)
- Developed by Katherine Briggs (1875-1968) and Isabel Myres (1897-1980)
- 4000+ research papers on MBTI
- Today 3.5million ‘do’ MBTI annually
  - multinational companies
  - management consultancies
  - public sector organisations
  - business schools
  - counsellors
- No right or wrong type
What Does MBTI Measure?

MBTI considers STYLE not ability or achievement

4 dimensions

- Where you get your energy from
  - Extraversion
  - Introversion

- How you take in information
  - Sensing
  - iNtuition

- How you make decisions
  - Thinking
  - Feeling

- How you organise yourself / your world
  - Judging
  - Perceiving
MBTI - What are Preferences?

**Preferred Hand**
- Feels natural
- Didn’t think about it
- Effortless, flows, easy
- Looks neat, legible, adult

**Non-preferred Hand**
- Feels unnatural
- Had to concentrate
- Took more energy
- Awkward and clumsy
- Looks childlike
- May get easier with practice
Where You Get Your Energy From

Extraversion

Introversion
Drawn towards the outer world  
EXTRAVERSION

Drawn towards the inner world  
INTROVERSION
Gains energy during time with people
Expends energy during time alone
EXTRAVERSION

Gains energy during time alone
Expends energy during time with people
INTROVERSION
Extraversion/Introversion

Extravert

start speaking

finish idea

Introvert

start speaking

finish idea
Extraversion

- Prefer to communicate by talking (‘talk things through’)
- Learn best by doing or discussing
- Have broad range of interests
- Tend to speak /act first, reflect later
- Sociable & expressive
- ‘Energy & Enthusiasm’

Introversion

- Prefer to communicate in writing (‘think things through’)
- Learn best by reflection or mental ‘practice’
- Have a depth of interests
- Tend to reflect before acting or speaking
- Private & contained
- ‘Reflection, identify issues and clarity’
Talking to Type

Extraverts...
- Allow time for talking out loud without conclusions
- Show energy and enthusiasm
- Give some sort of response
- Don’t assume that they mean all they say

Introverts...
- Give information beforehand and allow time to think
- Give time to get to know you
- Encourage response with questions (gently!)
- Don’t assume that they are not interested: they may be reflecting
How You Take in Information

Sensing

iNtuition
Taking in Information - Auditory

Close your eyes and listen – what do you hear?

https://www.youtube.com/watch?v=FVhwgvj_SfA
Reading a Novel!

Nojovik
SENSING
Tends to focus on practical facts, details and concrete past experience

INTUITION
Tends to focus on relationships, patterns and future possibilities
Sensing and Intuition

Sensing

Intuitive
Sensing

- Focus on what is real & actual (the facts of the picture)
- Observe & remember detail
- Oriented to present realities
- Want information step-by-step
- Trust experience
- Ensures data is accurate, may overlook patterns

iNTuition

- Oriented to future possibilities – will look at ‘big picture’
- Imaginative & verbally creative
- Will readily anticipate the future
- Trust inspiration/hunches
- Focus on patterns and meanings in data
- Ensures patterns are understood, may overlook accuracy of detail
Talking to Type

Sensing…
- Give facts, details, instructions and examples
- Be accurate, practical and realistic
- Be orderly – show the steps
- Emphasise continuation rather than radical change
- Explain your assumptions
- Ensure things work in practice

iNtuition…
- Give the overall picture first
- Emphasise future benefits and possibilities
- Don’t give too much detail, adopt an imaginative approach
- Allow space for speculation to seek out new ideas
- Ensure things work in theory
How You Make Decisions

Thinking

Feeling
Tends to see situations from the outside. Wants to help by fixing the problem.

**THINKING**

Tends to see situations from within. Wants to help by being empathetic / supportive.

**FEELING**
Tends to help by picking out flaws for improvement first

**THINKING**

Tends to help by appreciating the positive first

**FEELING**
Thinking

- Task oriented
- Solve problems with logical reasoning
- Make decisions on impersonal criteria
- Strive for mutual respect
- Fair – want to treat everyone equally
- Good at providing critique

Feeling

- People oriented
- Empathic
- Assess impact of decisions on people
- Strive for harmony and positive interactions
- Compassionate and accepting
- Fair – want everyone treated as an individual
- Good at providing positive feedback
Your Task – Thinking & Feeling

You are the manager of a bakery in a supermarket. One of your team, Tina, has been caught stealing cakes. There have been rumours over the past 6 months that she has been stealing on a regular basis but this is the first time she has been caught. The store has a very clear policy on theft – thieves are dismissed.

Tina has worked for the shop for 9 months. Her work to date has been OK. She is 34 years old and the single parent to a son who is 8 years old.

What do you do and why?
Talking to Type

Feeling…
- Try to establish a rapport before getting down to business
- Present areas of agreement first
- Consider how it will affect the people involved
- Encourage them to voice their criticisms

Thinking…
- Try to establish respect and credibility first
- Present pros and cons, actions and consequences
- Be ready to point out the weaknesses of your own arguments and theirs
How You Organise Yourself / Your World

Judging

Perceiving
Judging/Perceiving

Start

End

Start

End
UCL CAREERS

Prefers order and structure
JUDGING

Prefers going with the flow
PERCEIVING
Feels more comfortable establishing closure  
**JUDGING**

Feels more comfortable maintaining openness  
**PERCEIVING**
Judging

- Scheduled / structured / organised / methodical
- Like to plan
- Like ‘to do’ lists
- Like completion – decisions made
- See ‘play’ as a reward for completing work
- Try to avoid last minute stresses

Perceiving

- Spontaneous / flexible / adaptable / casual
- Open-ended
- Like things loose and open to change
- See work and play as interchangeable
- Feel energised by last-minute pressures
Talking to Type

Judging…

- Present your structure and stick to it
- Don’t spring surprises
- Focus on concrete achievements and results
- Be decisive, not ‘wishy-washy’
- Allow ‘ring-fenced’ opportunity for opinion forming

Perceiving…

- Introduce new information and ideas
- Allow time for exploration
- Be prepared for things to flow and change
- Give a range of options
- Don’t nag them
The Preferences

Extraversion
Sensing
Thinking
Judging

Introversion
iNtuition
Feeling
Perceiving
Your ‘Type’

Self-assessed Type

Reported Type

Best Fit Type
Why Don’t They Match?

Your “self assessed” type and your “reported type” may not match for a number of reasons:

- The indicator is not infallible
- Answers can be influenced by
  - your upbringing
  - pressure from society
  - expected work behaviour
  - how you would like to be

You are the best judge!
US Research has Found…

75% of the population are Extraverted

75% of the population are Sensing

66% men are Thinking
66% women are Feeling

J/P are equally split amongst the population
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