

# **MBTI**

## *Understanding and working with difference*

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# Purpose

- ▶ The MBTI instrument will help you to:
  - Learn about yourself, understanding where you fit in a framework that describes personality differences in positive and constructive ways.
  - Appreciate the important differences between people, and understand how different types can work together in a complimentary way.

# Applications

- ▶ The MBTI instrument will help you apply this knowledge to:
  - Value diversity
  - Improve working relationships
  - Develop your leadership style
  - Improve communication
  - Improve problem-solving strategies
  - Help manage change

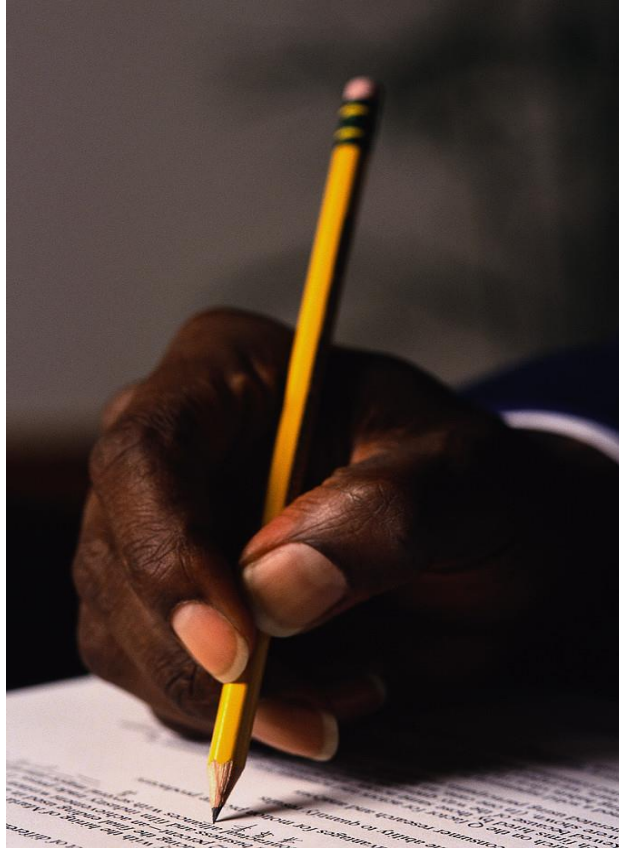
# History

- The indicator is based on the personality theories of the eminent Swiss psychologist Carl Jung.
- The model was developed by two non-psychologists, Briggs and Myers, who wanted to give as many people as possible access to these powerful ideas.
- It is one of the few models of personality that describes differences positively.
- There are no better or worse types to be, each type has its strengths and possible pitfalls.

# Research

- Over 20 years of research went into the MBTI questionnaire prior to its publication.
- Research papers on the Indicator number over 4,000 and provide strong support for the reliability and validity of the MBTI questionnaire.
- The MBTI questionnaire continues to be refined and updated. Culturally sensitive forms have been published, including the UK MBTI Step 1. It is available in many European languages.
- Authors from a wide range of backgrounds have written about the Indicator, and hundreds of practical, easy-to-read resources are available.

# What is a preference?



- ▶ Write your signature on a piece of paper.
- ▶ Now do it again with the **OTHER** hand

# Basic assumptions of type theory

- The MBTI questionnaire looks at preferences.
- Preferences are not absolutes: everyone uses all eight.
- Preferences are not abilities: MBTI preferences do not tell you what you can and can not do.
- There are no better or worse types: all types have potential.
- People are the best judge of their own type - hence the MBTI questionnaire as an indicator, not a test.

# Ethics

- The MBTI questionnaire should only be used for development.
- The MBTI questionnaire cannot be used for selection because it tells you nothing about a person's skills and abilities.
- People should only be asked to share their MBTI type if they feel comfortable doing so - each individual owns their data and can choose to share it or not as they wish.



# The 4 dimensions of type

**E**xtraversion

and

**I**ntraversion

*Where you prefer to get and focus your energy or attention*

**S**ensing

and

**iN**tuition

*What kind of information you prefer to gather and trust*

**T**hinking

and

**F**eeling

*What process you prefer to use in coming to decision*

**J**udging

and

**P**erceiving

*How you prefer to deal with the world around you, your 'lifestyle'*



Our Type House: We have a favourite room from which to view the world. We travel from room to room to check the view

**ISTJ**

**ISFJ**

**INFJ**

**INTJ**

**ISTP**

**ISFP**

**INFP**

**INTP**

**ESTP**

**ESFP**

**ENFP**

**ENTP**

**ESTJ**

**ESFJ**

**ENFJ**

**ENTJ**

# Terminology

Extraversion/Introversion

**Not** about social confidence or social skill

Sensing

**Not** the same as sensitive

Intuition

**Not** 'women's intuition' or 'gut feeling'

Thinking

Thinkers have feelings and emotions

Feeling

Feelers can think and are rational **Not** about emotion

Judging

**Not** 'judgemental'

Perceiving

**Not** 'perceptive'

# The 4 dimensions of type

## Extraversion

Get energy from the outer environment of people and experiences

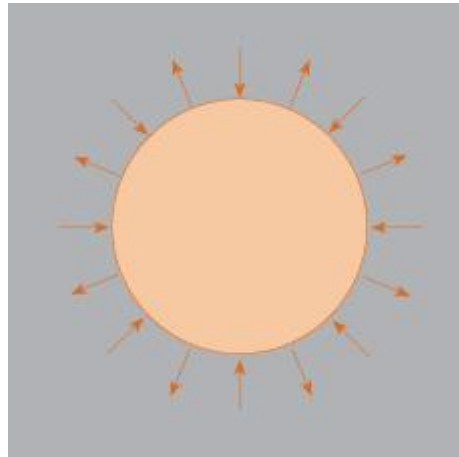
Focus energy and attention in action

## Introversion

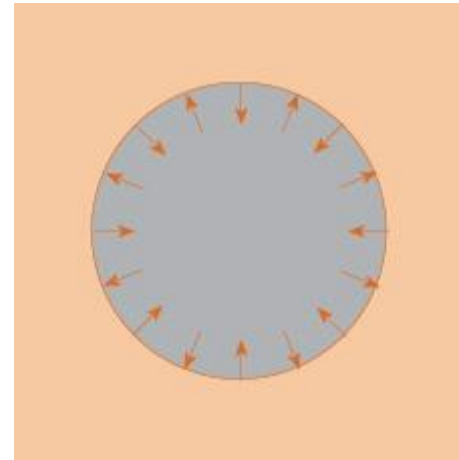
Get energy from the inner environment of reflections and thoughts

Focus energy and attention inwards in reflection

# Illustration



E



I

# Characteristics

## **Extraversion**

Do-think-do

Action

Talk things through

Expressive

Interaction

Breadth of interest

V's

V's

V's

V's

V's

V's

V's

## **Introversion**

Think-do-think

Reflection

Think things through

Contained

Concentration

Depth of interest

# Ask yourself...

- What would be your perfect weekend break?
- How comfortable are you with your own company?
- What are your hobbies?

# Extraversion-Introversion





# The 4 dimensions of type

## **Sensing**

Prefer information coming from the 5 senses.

Focus on what is real.

Value practical applications

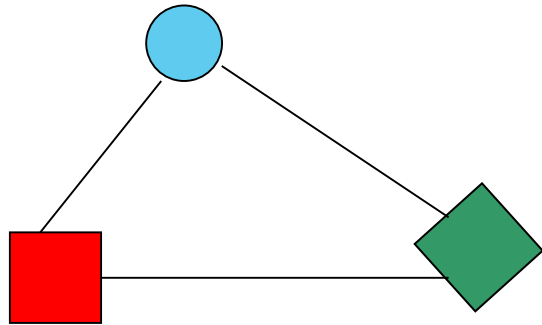
## **iNtuition**

Prefer information coming from association

Focus on what might be

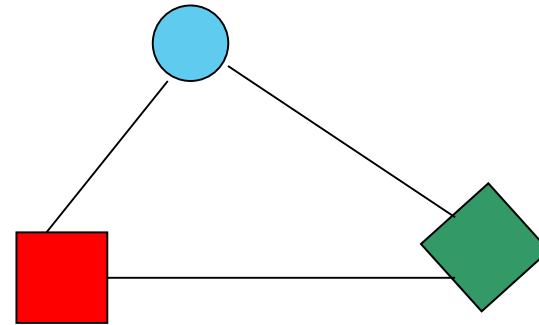
Value imagination and insight

# Illustration



S

Sees the specifics then the  
pattern



N

Sees the pattern then the  
specifics

# Characteristics

<b>Sensing</b>	V's	<b>iNtuition</b>
Facts	V's	Ideas
Specifics	V's	Big picture
Realistic	V's	Imaginative
Here and now	V's	Anticipating the future
Practical	V's	Theoretical
Observant	V's	Conceptual

# Ask yourself...

- What information do you need before setting off to an unknown location?
- How do you assemble flat pack information?
- Do you like to use metaphors and analogies, or do you prefer to “tell it like it is”?

# Sensing-Intuition



# The 4 dimensions of type

## Thinking

Prefer to make decisions on the basis of logic and objectivity

Quick to see errors and give a critique

Step out of situations in order to analyse dispassionately

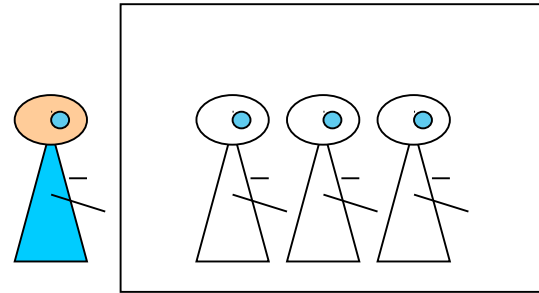
## Feeling

Prefer to make decisions on the basis of values and personal convictions

Quick to show appreciation and find common ground

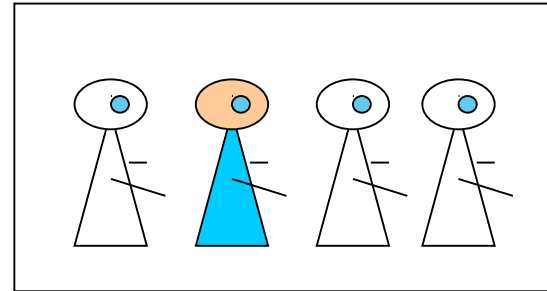
Step into situations to weigh human values and motives

# Illustration



T

Makes decisions by  
stepping out of the problem  
to be objective



F

Makes decisions by  
stepping into the problem to  
be compassionate

# Characteristics

## Thinking

Guided by cause-and-effect reasoning

Logical analysis

Seek objective truth

Impersonal criteria

Critique

Focus on task

V's

V's

V's

V's

V's

V's

V's

## Feeling

Guided by personal values

Understand other's point of view

Seek harmony

Personal circumstances

Praise

Focus on relationships



# Ask yourself...

- What would you do if a friend was burgled?
- Think of a recent important decision you have made - did you weigh up the pros and cons or did you make a decision that felt the right thing to do?
- How do you react to criticism?

# Thinking-Feeling



# The 4 dimensions of type

## Judging

Prefer to live life in a planned and organised manner

Enjoy coming to closure and being decisive.

Avoid stressful last minute rushes

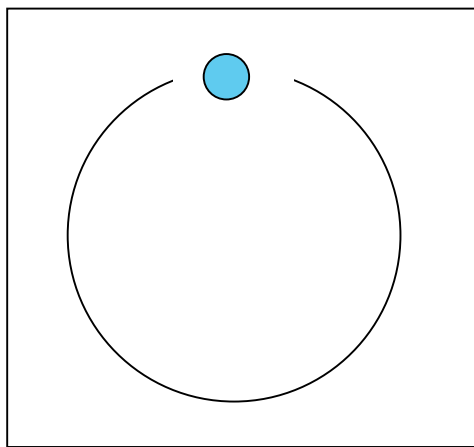
## Perceiving

Prefer to live life in a spontaneous and adaptable manner

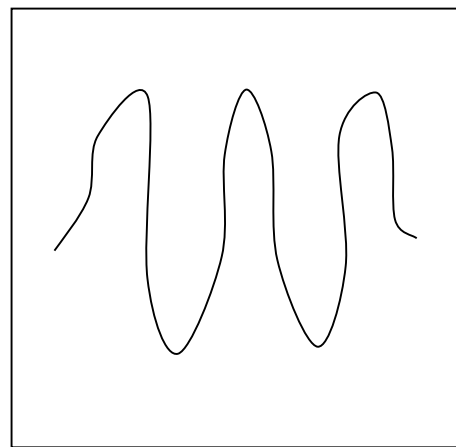
Enjoy keeping options open and being curious

Feel energised by last minute pressures

# Illustration



J



P

# Characteristics

<b>Judging</b>	V's	<b>Perceiving</b>
Planned	V's	Emergent
Organised	V's	Flexible
Controlled	V's	Unconstrained
Structured	V's	Go with the flow
Scheduled	V's	Spontaneous

# Ask yourself...

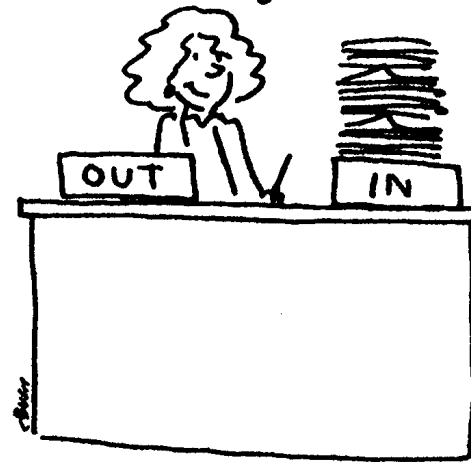
- How do you do your food shopping?
- How do you book your holidays?
- If tomorrow's work were cancelled, what would you do?

# Judging-Perceiving

Glad that's finished.



Plenty of time.



# Best-fit type

- This is the MBTI type that YOU think fits you best.
- Read the full page description of your best-fit type in the booklet *Introduction to Type* to make sure.
- Remember, you know yourself best!
- Don't worry if you are still unsure - many people need to reflect for a long time to decide!



# Application

- Building self awareness and enhancing personal development
- Developing effective teams
- Improving communication and resolving conflict
- Identifying leadership style
- Exploring problem solving and learning styles
- Understanding reactions to change and stress
- Career development
- NB should never be used as selection tool as it is an indicator of behaviour

# Remember....

- The MBTI assesses preferences
- Everyone uses all of the preferences
- The preferences are not the same as abilities or skills
- All preferences are equally valuable and important and there is no better type to be
- People themselves are the best judge of their type; hence MBTI is an indicator not a test
- The MBTI is used to open up possibilities, not to limit individuals.

## Further reading

Bayne, R (2002) The Myers-Briggs Type Indicator; a critical review and practical guide. Cheltenham, Nelson Thornes LTD.

Briggs Myers, I and Myers, PB (1995) Gifts Differing; understanding personality type. California, Palo Alto

Pearman, RR and Albritton, SC (1997) I'm not crazy, I'm just not you California, Palo Alto