Introduction to the Myers-Briggs Type Indicator: A Tool for Understanding Your Approach to Leadership

Chuck Haughton
Director, Office of Organization Effectiveness
University of Pennsylvania School of Medicine
Session Agenda

1. Opening the session
2. Introducing the preferences
3. MBTI® ethical principles and concepts
4. Jungian model
5. Descriptions and self-selection of the eight preferences
6. Best-fit type
7. Experiencing type differences
8. Action Plan
9. Wrap-up
Objectives

- Increase self-awareness and confirm self-perception
- Discover normal differences in people concerning:
  - Energy source
  - Information gathering
  - Decision making
  - Lifestyle
- Appreciate and learn to capitalize on your own strengths and those of others
- Supplement and augment areas that you may overlook or that don’t come as easily
- Apply what you learn about personality type
Reasons for Using the MBTI® Instrument

The MBTI instrument

- Is a *self-report instrument*
- Is *nonjudgmental*
- Indicates *preferences*
- *Sorts* instead of measures
- Is *well researched*
- Deals with everyday behavior of *normal* people
Key Type Concepts

- Type is *innate*
- Type can be *influenced*
- Type is *observable*
- Type is *not a box*
- Type is *not an excuse*
- Type indicates *preferences, not skills*
- Type is a *journey*
Model of the Eight Preferences

Extraversion

Introversion

Preferences

Perceiving (Information)

Judging (Decisions)

Sensing

Intuition

Thinking

Feeling

Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a trademark or registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries.
Preference Dichotomies

Extraversion  ENERGY  Introversion

Sensing  INFORMATION  Intuition

Thinking  DECISIONS  Feeling

Judging  LIFESTYLE  Perceiving
Energy

**EXTRAVERSION**
Being energized through contact with other people or through engaging in activities
(the outer world)

**INTROVERSION**
Being energized through ideas, quiet times, or solitude
(the inner world)
How Are You Energized?

EXTRAVERSION
- External/exterior
- Outside thrust
- Talk thoughts out
- Breadth
- Involved with people, things
- Interaction
- Action
- Do-think-do

INTROVERSION
- Internal/interior
- Inside pull
- Keep thoughts in
- Depth
- Work with ideas, thoughts
- Concentration
- Reflection
- Think-do-think


Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a trademark or registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries.
Extraversion-Introversion

What do you think?

Do Not Disturb!


Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries. Davies-Black is a registered trademark of CPP, Inc.
Information

**SENSING**
Paying attention to what you perceive through the five senses: seeing, hearing, touching, smelling, and tasting

**INTUITION**
Paying attention to what might be described as the sixth sense—the unseen world of meanings, inferences, hunches, insights, and connections

*Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a trademark or registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries.*
How Do You Take In Information?

**SENSING**
- Present orientation
- What is real
- Practical
- Facts
- Perfecting established skills
- Utility
- Step-by-step
- The five senses

**INTUITION**
- Future possibilities
- What could be
- Theoretical
- Inspirations
- Learning new skills
- Novelty
- Insight-by-insight
- The sixth sense, a hunch


Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a trademark or registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries.*
Sensing-Intuition

I'll need to see more data.

This looks like a great opportunity.


Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries. Davies-Black is a registered trademark of CPP, Inc.
Decisions

**THINKING**
Making decisions based on impartial criteria—cause-effect reasoning, constant principles or truths, and logic

**FEELING**
Making decisions based on values-based, person-centered criteria, seeking harmony
How Do You Make Decisions?

THINKING
- Logical system
- Head
- Objective
- Justice
- Critique
- Principles
- Reason
- Firm but fair

FEELING
- Values system
- Heart
- Subjective
- Mercy
- Compliment
- Harmony
- Empathy
- Compassionate


Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a trademark or registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries.
Thinking-Feeling


Using the MBTI Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries. Davies-Black is a registered trademark of CPP, Inc.
Approach to Life

**JUDGING**
Want to live an ordered life, with goals and structure, making decisions so you can move on

**PERCEIVING**
Want to live a spontaneous life with flexibility, staying open to new information and possibilities
How Do You Approach Life?

JUDGING
- Decide about information
- Regulate
- Control
- Settled
- Run one’s life
- Set goals
- Closing off
- Organized

PERCEIVING
- Attend to, gather information
- Flow
- Adapt
- Tentative
- Let life happen
- Seek options
- Opening up
- Flexible


Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a trademark or registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries.
Judging-Perceiving

Glad that's finished.

Plenty of time.


Using the MBTI® Tool in Organizations (3rd ed.) © 2001 by CPP, Inc. Permission is hereby granted to reproduce this overhead master for workshop use. Duplication for any other use, including resale, is a violation of copyright law. MBTI is a registered trademark of the Myers-Briggs Type Indicator Trust in the United States and other countries. Davies-Black is a registered trademark of CPP, Inc.
Interpretive Comments for Form M

- Very Clear Preferences (pci 26–30)
- Clear Preferences (pci 16–25)
- Moderate Preferences (pci 6–15)
- Slight Preferences (pci 1–5)
### SDB Boot Camp Type Table

<table>
<thead>
<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>ISTP</td>
<td>ISFP</td>
<td>INTP</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESTP</td>
<td>ESFP</td>
<td>ENTJ</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

**N = 24**

<table>
<thead>
<tr>
<th>E</th>
<th>I</th>
<th>S</th>
<th>N</th>
<th>T</th>
<th>J</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>11</td>
<td>5</td>
<td>19</td>
<td>17</td>
<td>14</td>
</tr>
</tbody>
</table>

Modal type (most frequent type): ENTP
Group type (most frequent preferences): ENTJ
Number of different types reported: 10
## Distribution of Preferences in the U.S. National Representative Sample Comparison

<table>
<thead>
<tr>
<th>Preference</th>
<th>Percentage</th>
<th>Preference</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>49% (54%)</td>
<td>I</td>
<td>51% (46%)</td>
</tr>
<tr>
<td>S</td>
<td>73% (21%)</td>
<td>N</td>
<td>27% (79%)</td>
</tr>
<tr>
<td>T Overall</td>
<td>40% (71%)</td>
<td>F Overall</td>
<td>60% (29%)</td>
</tr>
<tr>
<td>Males</td>
<td>56.5%</td>
<td>Males</td>
<td>43.5%</td>
</tr>
<tr>
<td>Females</td>
<td>24.5%</td>
<td>Females</td>
<td>75.5%</td>
</tr>
<tr>
<td>J</td>
<td>54% (58%)</td>
<td>P</td>
<td>46% (42%)</td>
</tr>
</tbody>
</table>
## U.S. National Representative Sample Comparison

<table>
<thead>
<tr>
<th></th>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11.6% (8.3%)</td>
<td>13.8% (4.2%)</td>
<td>1.5% (8.3%)</td>
<td>2.1% (12.5%)</td>
</tr>
<tr>
<td>ISTP</td>
<td>5.4% (0%)</td>
<td>8.8% (4.2%)</td>
<td>4.4% (8.3%)</td>
<td>3.3% (0%)</td>
</tr>
<tr>
<td>ESTP</td>
<td>4.3% (0%)</td>
<td>8.5% (0%)</td>
<td>8.1% (4.2%)</td>
<td>3.2% (25.0%)</td>
</tr>
<tr>
<td>ESTJ</td>
<td>8.7% (4.2%)</td>
<td>12.3% (0%)</td>
<td>2.5% (0%)</td>
<td>1.8% (20.8%)</td>
</tr>
</tbody>
</table>

*N = 3,009. Percentages total more than 100% due to the effect of rounding up.

Note: The largest letter in each four-letter type represents the dominant function of that type.