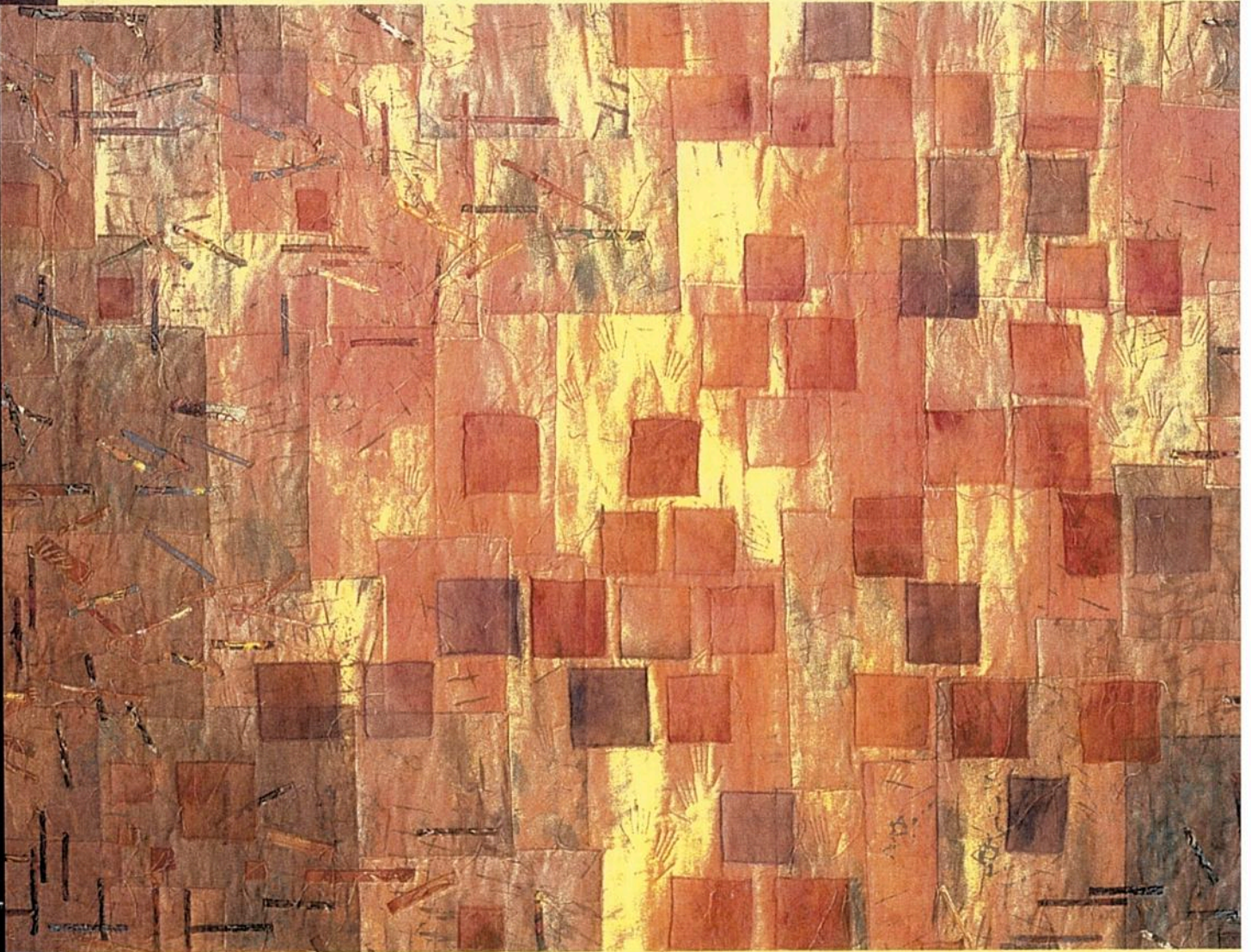


INTRODUCTION TO TYPE®

INTRODUCTION TO TYPE® SERIES



ISABEL BRIGGS MYERS
SIXTH EDITION

Introduction



Isabel Briggs Myers wrote *Introduction to Type*[®] for clients to use after they have attended an introductory feedback session explaining psychological type and their results on the *Myers-Briggs Type Indicator*[®] (MBTI[®]) personality inventory. Her purpose was to equip clients with the information they need to reflect on their own psychological type and to begin integrating that knowledge into their everyday lives. Her intent was that everyone introduced to type and the MBTI receive this basic resource.

Using *Introduction to Type*

This new edition maintains the integrity of Isabel Myers' original presentation of psychological type while adding knowledge from decades of experience in introducing type. Changes and additions include the following:

- New formatting to make the information more accessible to readers
- Revised type descriptions based on research and increased knowledge about type development

- Suggestions for applying type in a variety of settings
- An outline of the dynamic and developmental theory underlying the MBTI
- Additional information about type combinations
- Practical ethical guidelines for using type
- Recommendations for further reading

Introduction to Type, Sixth Edition, is designed for use during an introductory feedback session and for further exploration following the session. It provides the initial information necessary to make constructive use of the MBTI and also offers a gateway to lifelong personal and professional development. It is the foundation for the *Introduction to Type* series, which leads MBTI users into increasingly deeper levels of the Jungian model of human personality and into applications of psychological type:

Psychological type model of personality

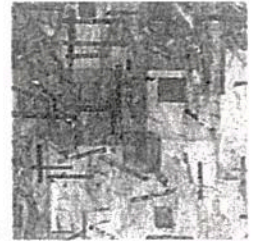
- *Introduction to Type Dynamics and Development*, by Katharine D. Myers and Linda K. Kirby
- *In the Grip: Our Hidden Personality*, by Naomi L. Quenk

Applications of psychological type

- *Introduction to Type in Organizations*, by Sandra Krebs Hirsh and Jean M. Kummerow
- *Introduction to Type and Careers*, by Allen L. Hammer
- *Introduction to Type in College*, by John K. DiTiberio and Allen L. Hammer
- *Using Type in Selling*, by Susan A. Brock
- *Introduction to Type and Teams*, by Sandra Krebs Hirsh

Be sure to read "Things to Remember About Type," p. 39, to help you use the MBTI accurately and constructively.

What Is the MBTI?



The *Myers-Briggs Type Indicator* is a self-report questionnaire designed to make Jung's theory of psychological types understandable and useful in everyday life. MBTI results identify valuable differences between normal, healthy people, differences that can be the source of much misunderstanding and miscommunication.

Taking the MBTI inventory and receiving feedback will help you identify your unique gifts. The information enhances understanding of yourself, your motivations, your natural strengths, and your potential areas for growth. It will also help you appreciate people who differ from you. Understanding your MBTI type is self-affirming and encourages cooperation with others.

Development of the MBTI

The authors of the MBTI, Katharine Cook Briggs (1875–1968) and her daughter, Isabel Briggs Myers (1897–1980), were keen and disciplined observers of human personality differences. They studied and elaborated the ideas of Swiss psychiatrist Carl G. Jung (1875–1961) and applied them to understanding people

around them. Prompted by the waste of human potential in World War II, Myers began developing the Indicator to give a wide range of individuals access to the benefits she found in knowing psychological type and appreciating differences.

The MBTI Today

After more than 50 years of research and development, the current MBTI is the most widely used instrument for understanding normal personality differences. Because it explains basic patterns in human functioning, the MBTI is used for a wide variety of purposes including the following:

- Self-understanding and development
- Career development and exploration
- Organization development
- Team building
- Management and leadership training
- Problem solving
- Relationship counseling
- Education and curriculum development
- Academic counseling
- Diversity and multicultural training

More than two million Indicators are administered annually in the United States. The MBTI is also used internationally and has been translated into more than 30 languages.

What Is Psychological Type?



Psychological type is a theory of personality developed by Swiss psychiatrist Carl G. Jung to explain the normal differences between healthy people. Based on his observations, Jung concluded that differences in behavior result from people's inborn tendencies to use their minds in different ways. As people act on these tendencies, they develop patterns of behavior. Jung's psychological type theory defines eight different patterns of normal behavior, or types, and gives an explanation of how types develop.

Components of Jung's Picture of Personality

Jung observed that when people's minds are active, they are involved in one of two mental activities:

- Taking in information, *perceiving*, or
- Organizing that information and coming to conclusions, *judging*

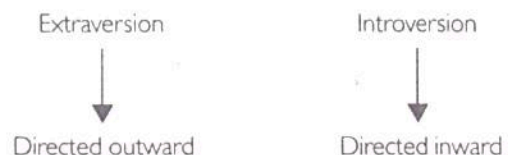
He identified two opposite ways that people perceive, which he called *sensation* (called *Sensing* by Myers and Briggs) and *intuition*, and two opposite ways that people judge, which he called *thinking* and *feeling*.

The Basic Mental Processes



Jung also observed that individuals tend to focus their energy and be energized more by the external world of people, experience, and activity or more by the internal world of ideas, memories, and emotions. He called these two orientations of energy *extraversion* (acting in the outer world) and *introversion* (reflecting in the inner world).

Orientation of Energy



While each of the four mental processes—Sensing, Intuition, Thinking, and Feeling—has its own predictable characteristics, each also takes on a different flavor depending on whether the process is focused more on the outer Extraverted world or on the inner Introverted world.

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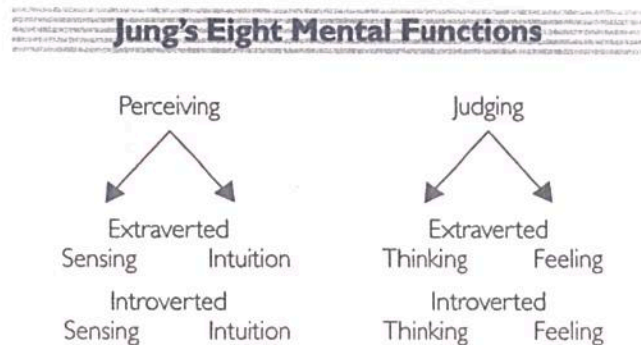
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Jung's Eight Mental Functions

Combining the two different orientations to the world with the four mental processes, Jung described eight fundamental patterns of mental activity available to people.



Why the Differences Between People?

While these eight mental processes are available to and used by everyone, Jung believed that people are innately different in what they prefer. The natural preference for one of these functions over the others leads individuals to direct energy toward it and to develop habits of behavior and personality patterns characteristic of that function. Jung termed people's preferred mental process their *dominant function*.

Differences in the mental function that is preferred, used, and developed lead to fundamental differences between people. The resulting predictable patterns of behaviors—in dynamic interaction with the other mental functions—form psychological types.

Myers and Briggs' Development of Jung's Theory

Jung focused on accurately describing the eight dominant functions he identified, but he also saw that people use the other functions in a kind of hierarchy of preference. The terms he used to describe the order of use for an individual type were *dominant function*, the first, most used mental process; *auxiliary function*, the second in preference; the *tertiary function*, or third; and the *inferior function*, or fourth

and least preferred. These terms are discussed further on p. 32.

Briggs and Myers developed Jung's idea of the auxiliary function and included its role in their concept and descriptions of types. This development resulted in the 16 types indicated by the MBTI:

Dominant function	Auxiliary function	MBTI type
Introverted Sensing	with Extraverted Thinking	ISTJ
Introverted Sensing	with Extraverted Feeling	ISFJ
Extraverted Sensing	with Introverted Thinking	ESTP
Extraverted Sensing	with Introverted Feeling	ESFP
Introverted Intuition	with Extraverted Thinking	INTJ
Introverted Intuition	with Extraverted Feeling	INFJ
Extraverted Intuition	with Introverted Thinking	ENTP
Extraverted Intuition	with Introverted Feeling	ENFP
Introverted Thinking	with Extraverted Sensing	ISTP
Introverted Thinking	with Extraverted Intuition	INTP
Extraverted Thinking	with Introverted Sensing	ESTJ
Extraverted Thinking	with Introverted Intuition	ENTJ
Introverted Feeling	with Extraverted Sensing	ISFP
Introverted Feeling	with Extraverted Intuition	INFP
Extraverted Feeling	with Introverted Sensing	ESFJ
Extraverted Feeling	with Introverted Intuition	ENFJ

A Dynamic Theory of Personality

Jung's theory and the 16 MBTI types do *not* define static boxes: Instead, they describe dynamic energy systems with interacting processes. Myers and Briggs' solution for the problem of fully operationalizing Jung's dynamic theory in a psychometric instrument was to design four separate preference scales: Extraversion–Introversion, Sensing–Intuition, Thinking–Feeling, and Judging–Perceiving.

Each preference identified by the MBTI is a multifaceted aspect of personality and enhances understanding of oneself and others; and, at the introductory level, it is customary to focus on defining each preference. It is important to remember, however, that it is the combination of the four preferences that provides the fullest and richest picture of psychological types.

The dynamic energy system of each type is embedded in the full type descriptions, pp. 11–26, and the dynamic and developmental theory is discussed in greater depth on p. 32.

What Are Preferences?



The MBTI reports preferences on four dichotomies, each consisting of two opposite poles. The following exercise conveys what Jung and the MBTI mean by *preferences*.

First, sign your name on the line below as you normally do.

Now, sign your name again on the line below, but this time use your other hand.

How would you describe the experience of writing your name with your preferred hand? With your nonpreferred hand?

Most people who try this immediately notice a number of differences:

Preferred hand	Nonpreferred hand
Feels natural	Feels unnatural
Didn't think about it	Had to concentrate while doing it
Effortless, easy	Awkward and clumsy
Looks neat, legible, adult	Looks childlike

The words that you and others use to describe the preference for one hand over the other illustrate the theory of preferences in the MBTI: You can use either hand when you

have to, and you use both hands regularly; but for writing, one is natural and competent, while the other requires effort and feels awkward.

We can develop skill in writing with our nonpreferred hand, but imagine how difficult it would be if you were required to write with your nonpreferred hand throughout a work day or school day. Similarly, according to the theory, everyone has a natural preference for one of the two opposites on each of the four MBTI dichotomies. We use both poles at different times, but not both at once and not with equal confidence. When we use our preferred methods, we are generally at our best and feel most competent, natural, and energetic.

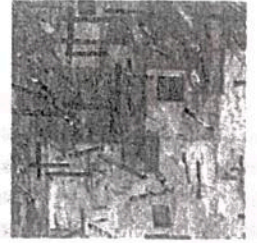
The MBTI preferences indicate the differences in people that result from the following:

- Where they prefer to focus their attention and get energy (Extraversion or Introversion)
- The way they prefer to take in information (Sensing or Intuition)
- The way they prefer to make decisions (Thinking or Feeling)
- How they orient themselves to the external world—with a Judging process or a Perceiving process (Judging or Perceiving)

There is no right or wrong to these preferences. Each identifies normal and valuable human behaviors.

As we use our preferences in each of these areas, we develop what Jung and Myers defined as a *psychological type*: an underlying personality pattern resulting from the dynamic interaction of our four preferences, environmental influences, and our own choices. People tend to develop behaviors, skills, and attitudes associated with their type, and those with types different from yours will likely be opposite to you in many ways. Each type represents a valuable and reasonable way to be. Each has its own potential strengths, as well as its likely blind spots.

The MBTI Preferences



In the following tables, place a ✓ beside the pole of each dichotomy that seems to best describe your natural way

of doing things—the way you are outside of the roles you play.

Where do you prefer to focus your attention? Where do you get energy? The E-I Dichotomy

Extraversion

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.

Characteristics associated with people who prefer Extraversion:

- Attuned to external environment
- Prefer to communicate by talking
- Work out ideas by talking them through
- Learn best through doing or discussing
- Have broad interests
- Sociable and expressive
- Readily take initiative in work and relationships

Introversion

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.

Characteristics associated with people who prefer Introversion:

- Drawn to their inner world
- Prefer to communicate in writing
- Work out ideas by reflecting on them
- Learn best by reflection, mental "practice"
- Focus in depth on their interests
- Private and contained
- Take initiative when the situation or issue is very important to them

How do you prefer to take in information? The S-N Dichotomy

Sensing

People who prefer Sensing like to take in information that is real and tangible—what is actually happening. They are observant about the specifics of what is going on around them and are especially attuned to practical realities.

Characteristics associated with people who prefer Sensing:

- Oriented to present realities
- Factual and concrete
- Focus on what is real and actual
- Observe and remember specifics
- Build carefully and thoroughly toward conclusions
- Understand ideas and theories through practical applications
- Trust experience

Intuition

People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They want to grasp patterns and are especially attuned to seeing new possibilities.

Characteristics associated with people who prefer Intuition:

- Oriented to future possibilities
 - Imaginative and verbally creative
 - Focus on the patterns and meanings in data
 - Remember specifics when they relate to a pattern
 - Move quickly to conclusions, follow hunches
 - Want to clarify ideas and theories before putting them into practice
 - Trust inspiration
-

How do you make decisions? The T–F Dichotomy

□ Thinking

People who prefer to use Thinking in decision making like to look at the logical consequences of a choice or action. They want to mentally remove themselves from the situation to examine the pros and cons objectively. They are energized by critiquing and analyzing to identify what's wrong with something so they can solve the problem. Their goal is to find a standard or principle that will apply in all similar situations.

Characteristics associated with people who prefer Thinking:

- Analytical
- Use cause-and-effect reasoning
- Solve problems with logic
- Strive for an objective standard of truth
- Reasonable
- Can be "tough-minded"
- Fair—want everyone treated equally

□ Feeling

People who prefer to use Feeling in decision making like to consider what is important to them and to others involved. They mentally place themselves into the situation to identify with everyone so they can make decisions based on their values about honoring people. They are energized by appreciating and supporting others and look for qualities to praise. Their goal is to create harmony and treat each person as a unique individual.

Characteristics associated with people who prefer Feeling:

- Empathetic
- Guided by personal values
- Assess impacts of decisions on people
- Strive for harmony and positive interactions
- Compassionate
- May appear "tenderhearted"
- Fair—want everyone treated as an individual

How do you deal with the outer world? The J–P Dichotomy

□ Judging

People who prefer to use their Judging process in the outer world like to live in a planned, orderly way, seeking to regulate and manage their lives. They want to make decisions, come to closure, and move on. Their lives tend to be structured and organized, and they like to have things settled. Sticking to a plan and schedule is very important to them, and they are energized by getting things done.

Characteristics associated with people who prefer Judging:

- Scheduled
- Organize their lives
- Systematic
- Methodical
- Make short- and long-term plans
- Like to have things decided
- Try to avoid last-minute stresses

□ Perceiving

People who prefer to use their Perceiving process in the outer world like to live in a flexible, spontaneous way, seeking to experience and understand life, rather than control it. Detailed plans and final decisions feel confining to them; they prefer to stay open to new information and last-minute options. They are energized by their resourcefulness in adapting to the demands of the moment.

Characteristics associated with people who prefer Perceiving:

- Spontaneous
- Flexible
- Casual
- Open-ended
- Adapt, change course
- Like things loose and open to change
- Feel energized by last-minute pressures

Note: While the names of some of the MBTI preferences are familiar words, the MBTI meaning of the preferences is somewhat different from everyday use. Remember:

- "Extravert" does not mean "talkative" or "loud."
- "Introvert" does not mean "shy" or "inhibited."
- "Feeling" does not mean "emotional."
- "Judging" does not mean "judgmental."
- "Perceiving" does not mean "perceptive."

Characteristics Frequently Associated with Each Type

Sensing Types

Intuitive Types

Introverts

ISTJ

Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.

ISTP

Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

ESTP

Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them—they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.

ESTJ

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

ISFJ

Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

ISFP

Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.

ESFP

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

ESFJ

Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.

INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.

INFP

Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.

ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

ENFJ

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

INTJ

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.

INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.

ENTP

Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

ENTJ

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.

Extraverts

Using Differences Constructively



Constructive Use of Differences

Pychological type and the MBTI provide a rational structure for understanding normal, everyday differences between people.

Appreciating and making constructive use of those differences is also part of the theory and the ethic underlying the MBTI. Moving from recognizing and understanding to appreciating and effectively using differences is a challenge because we all have a natural bias for our own way of seeing things and making decisions.

It can be hard to recognize our own biases, especially when they are reinforced by the cultural attitudes within which we live and work. Some examples of common biases about behaviors associated with the preferences may help:

- Es may think Is are uninterested or withholding information when Is are processing internally.
- Is may think Es are uncertain or inconsistent when they are processing a decision out loud.

Mutual Usefulness of Opposite Types

Intuitive Types

Can benefit from the natural inclination of Sensing types to

- Bring up pertinent facts
- Face the realities of the current situation
- Apply experience to solving problems
- Focus on what needs attention now

Feeling Types

Can benefit from the natural inclination of Thinking types to

- Analyze consequences and implications
- Hold consistently to a policy
- Stand firm for important principles
- Create rational systems
- Be fair

- Ss may think Ns are avoiding or changing the topic when they are brainstorming connections.
- Ns may think Ss are unimaginative when they are raising realistic and practical questions.
- Ts may think Fs are overpersonalizing when they focus on applying their values.
- Fs may think Ts are harsh and cold when they take a detached, problem-solving approach.
- Js may think Ps are procrastinating and unreliable when they are trying to keep options open.
- Ps may think Js are rigid and controlling when they are structuring and scheduling.

Applying type can move us from irritation with the differences to acceptance. With work, we can move beyond acceptance to finding ways to use people's differences constructively. The information below provides a good starting point.

Mutual Usefulness of Opposite Types

Opposite types can complement each other, filling in each other's blind spots and balancing decision making.

Sensing Types

Can benefit from the natural inclination of Intuitive types to

- Bring up new possibilities
- Anticipate future trends
- Apply insight to solving problems
- Focus on long-term goals

Thinking Types

Can benefit from the natural inclination of Feeling types to

- Forecast how others will react and feel
- Make needed individual exceptions
- Stand firm for human-centered values
- Organize people and tasks harmoniously
- Appreciate the Thinking type along with everyone else

Using Type Differences at Work

Though everyone can learn skills in nonpreferred areas, co-workers can benefit from the natural focus and skills of colleagues with preferences different from their own. Although no one should use type to avoid tasks or to excuse unacceptable or insensitive behavior, in work settings

- The clearest vision of the future usually comes from an Intuitive type.

- The most practical realism usually comes from a Sensing type.
- The most incisive analysis usually comes from a Thinking type.
- The most skillful understanding and handling of people usually come from a Feeling type.

The following are some of the usual contributions and effects of the type preferences in work environments.

Effects of the MBTI Preferences in Work Settings

<p>Extraversion</p> <p>Like variety and action Enjoy interacting with people Develop their ideas through discussion Learn new tasks by talking and doing Interested in how other people do their work</p>	<p>Introversion</p> <p>Like quiet for concentration Enjoy focusing on a project or task Develop their ideas internally Learn new tasks by reading and reflecting Enjoy working alone with no interruptions</p>
<p>Sensing</p> <p>Focus on immediate issues Provide a realistic and practical perspective Like to perfect standard ways to do things by fine tuning Build to conclusions by collecting facts Draw on their own and others' experience</p>	<p>Intuition</p> <p>Follow their inspirations Provide connections and meanings Like solving new, complex problems Start with the big picture, fill in the facts Prefer change, new ways of doing things</p>
<p>Thinking</p> <p>Focus on the tasks Use logical analysis to understand and decide Want mutual respect and fairness among colleagues Are firm-minded, can give criticism when appropriate Apply principles consistently</p>	<p>Feeling</p> <p>Focus on people's interactions Use values to understand and decide Want harmony and support among colleagues † Are empathetic, prefer to accommodate and reach consensus Apply values consistently</p>
<p>Judging</p> <p>Want to plan their work and follow the plan Like to get things settled and finished Feel supported by structure and schedules Reach closure by deciding quickly Focus on timely completion of a project</p>	<p>Perceiving</p> <p>Want to have flexibility in their work Like to be spontaneous Feel restricted by structure and schedules Leave things open as long as possible Focus on enjoying the process</p>

Using Type in Organizations

Use of the MBTI personality inventory in organizations has grown rapidly in the last decade, as leaders and employees have come to recognize its practical usefulness in solving organizational problems. Psychological type as identified by the MBTI provides the following organizational benefits:

1. MBTI results and interpretation focus on how people take in information (perception) and how they prioritize that information to make decisions (judgment)—basic personality facets that underlie most work tasks and training.
2. MBTI type enhances people's clarity about and comfort with their own work styles while constructively identifying possible blind spots and areas of vulnerability.
3. Type theory and the MBTI give a logical, coherent structure for understanding normal differences between people in a host of work-related areas—communication styles, working on teams, project management, time management, preferred supervision style and work environment, responses and needs during organizational change, preferred learning styles, and many more.
4. Type theory presents a dynamic picture of individual functioning, including recognition of the dominant function as the basis of motivation and identification of customary responses to stress.
5. Type theory outlines a model of lifelong individual development, and the MBTI identifies likely paths for development, useful with work groups and in coaching individual leaders and managers.
6. The MBTI provides a perspective and data for analyzing organizational culture, management structures, and other organizational systems.
7. The MBTI and supporting type resources demonstrate the value added by diversity within the organization or work group. This ethic—the constructive use of differences—is particularly applicable in today's global and diverse organizations.

Common Organizational Uses

In addition to increasing self-understanding and development, organization development professionals and their clients have found value in using the MBTI to deal more effectively with organizational concerns such as the following:

- Improving communication
- Enhancing problem solving and decision making
- Dealing with conflict
- Planning, implementing, and managing organizational change
- Recognizing and managing stress
- Team development activities
- Leadership and management development and coaching
- Analyzing organizational tendencies

In all these areas, the positive and affirming nature of the MBTI encourages self-disclosure and respect for differences. It facilitates negotiating what each individual needs in order to work at his or her best and gives leaders a rational structure for understanding the needs of the people of the organization.

Applying Ethical Principles in Organizations

Myers and Briggs' basic purpose in developing the MBTI was to give individuals access to the self-understanding that comes from recognizing one's own preferred ways of functioning. Organizational uses of the MBTI need to keep that focus foremost at all times.

It is important to ensure that completing the inventory is voluntary for all employees, that results belong to respondents and will be shared only as they wish them to be, and that type is never used to select, promote, or fire individuals. Failure to thoroughly institutionalize and uphold these principles is a violation of professional ethics.

Additional Information

The basic resource for organizational use of the MBTI is *Introduction to Type in Organizations*, by S. K. Hirsh and J. M. Kummerow (1998). The last few years have seen the publication of a host of books and training materials related to all the above applications. The *MBTI Manual* (1998) lists resources for practitioners related to specific organizational uses.

Type and Problem Solving

Type can be used to improve problem solving in organizational settings, especially with intact work groups and teams; it can also provide a guide to help individuals make better decisions.

According to type theory, the best decisions use both kinds of perception (S and N) in order to gather all useful information and both kinds of judgment (T and F) to ensure that all factors have been weighed. Because we prefer one particular kind of perception and one kind of judgment, we are likely to focus on our preferred ways and lose the positive contributions of our nonpreferred ways:

- Those preferring Sensing may overrely on their experience and on how things have been done, forgetting to look for new options and neglecting the wider implications.
- Those preferring Intuition may find a new theory so exciting that they forget to consider experience and neglect the realities of the resources available.
- Those preferring Thinking may focus so exclusively on the logical, efficient solution that they forget to consider the impacts on individual people and assessment in terms of values.
- Those preferring Feeling may be so caught up in empathizing with people and their own personal values that they forget to look at logical consequences or find it difficult to make hard but necessary decisions.

Using all the perspectives identified by type can feel awkward at first, but with practice this approach is likely to result in sounder, more considered decisions. In the beginning, it is useful to follow the steps outlined below.

1. **Define the problem** by using Sensing to see it realistically. Avoid wishful thinking.

Typical Sensing Questions

- What are the facts?
- What have you or others done to resolve this or similar problems?
- What has worked or not worked?
- What resources do you have available?

2. **Consider all the possibilities** using Intuitive perception. Brainstorm. Don't leave out a possibility because it doesn't seem practical. You can evaluate later.

Typical Intuitive Questions

- What other ways are there to look at this?
- What do the data imply?
- What are the connections to larger issues or other people?
- What theories address this kind of problem?
- What are all the possible ways to approach the problem?

3. **Weigh the consequences** of each course of action by using Thinking judgment. In a detached and impersonal way, analyze the pros and cons of each alternative.

Typical Thinking Questions

- What are the pros and cons of each option?
- What are the logical consequences of each?
- What are the consequences of not deciding and acting?
- What impact would deciding on each option have on other priorities?
- Would this option apply equally and fairly to everyone?

4. **Weigh the alternatives** using Feeling judgment. Assess how each option fits with your values and the values of others. Use empathy to understand the impact of each option on the people involved.

Typical Feeling Questions

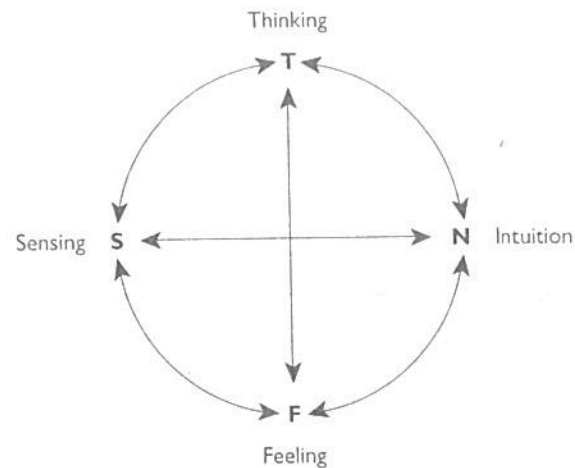
- How does each alternative fit with my values?
- How will the people involved be affected?
- How will each option contribute to harmony and positive interactions?
- How can I support people with this decision?

5. **Make a final decision**, based on your information and assessments.

6. **Act on the decision.**

7. **Evaluate the results.** Was it a good decision? Did you consider all the facts, possibilities, impacts, and consequences? How can you improve your decision making in the future?

Keep remembering to use the steps, and don't hesitate to ask for help from people with perspectives different from yours. The process may take longer this way, but the result is likely to be more sound.



Things to Remember About Type



To use type effectively, keep in mind the following “truths” about type:

- Type describes 16 dynamic energy systems, rather than defining static boxes. The four-letter type is much more than simple addition of the four preferences: it is the interaction of the preferences with one another.
- There is no right or wrong type, and there are no better or worse combinations of types in work or relationships. Each type and each individual bring special gifts.
- The purpose of learning about type is to help you understand yourself better and to enhance your relationships with others.
- Each person is unique. An ENFP is like every other ENFP, like some other ENFPs, and like no other ENFP.*
- Everyone uses each of the preferences to some degree. Our type consists of those we prefer.
- You are the final judge of your best-fit type. Your results on the MBTI suggest your probable type based on the choices you made when you answered the questions; however, only you know your true preference.
- Type does not explain everything. Human personality is much more complex.
- Number scores on the MBTI indicate clarity of reporting a particular preference. They do not measure skills or ability or degree of use.
- You may use type to understand and forgive yourself, but not as an excuse for doing or *not* doing anything. Type should *not* keep you from considering any career, activity, or relationship.
- Become aware of your type biases (we all have them!) to avoid negative stereotyping.

* Mary McCaulley's paraphrase of a statement by anthropologist Clyde Kluckhohn, who stated, "Every man is like every other man, like some other men, like no other man."

What's Next?



This introduction to psychological type is just a beginning. If you have found your MBTI personality inventory results and this booklet interesting and helpful, you may want to explore the deeper levels of understanding available through expanding your type knowledge:

- The depth and richness added by understanding type dynamics
- The guide to personal development added by type development theory
- The individual within-type differences identified by MBTI Step II scoring

Suggestions for Additional Reading

Psychological Type Theory

- Gifts Differing*, by Isabel B. Myers with Peter B. Myers. Palo Alto, CA: Davies-Black Publishing, 1995.
- Introduction to Type Dynamics and Development*, by Katharine D. Myers and Linda K. Kirby. Palo Alto, CA: Consulting Psychologists Press, 1994.
- In the Grip: Our Hidden Personality*, by Naomi L. Quenk. Palo Alto, CA: Consulting Psychologists Press, 1996.
- Beside Ourselves*, by Naomi L. Quenk. Palo Alto, CA: Davies-Black Publishing, 1992.
- I'm Not Crazy, I'm Just Not You*, by Roger R. Pearman and Sarah C. Albritton. Palo Alto, CA: Davies-Black Publishing, 1997.

Applications of Psychological Type

- Introduction to Type in Organizations*, Third Edition, by Sandra Krebs Hirsh and Jean M. Kummerow. Palo Alto, CA: Consulting Psychologists Press, 1998.
- Introduction to Type and Careers*, by Allen L. Hammer. Palo Alto, CA: Consulting Psychologists Press, 1993.
- Introduction to Type in College*, by John K. DiTiberio and Allen L. Hammer. Palo Alto, CA: Consulting Psychologists Press, 1993.
- Using Type in Selling*, by Susan A. Brock. Palo Alto, CA: Consulting Psychologists Press, 1994.
- Introduction to Type and Teams*, by Sandra Krebs Hirsh. Palo Alto, CA: Consulting Psychologists Press, 1992.

Learning Styles

- "Education, Learning Styles, and Cognitive Styles," by John K. DiTiberio. In A. L. Hammer, ed., *MBTI Applications: A Decade of Research on the Myers-Briggs Type Indicator*. Palo Alto, CA: Consulting Psychologists Press, 1996.
- People Types and Tiger Stripes*, Third Edition, by Gordon Lawrence. Gainesville, FL: Center for Applications of Psychological Type, 1993.
- A Parent's Guide to Type*, by Charles Meisgeier and Constance Meisgeier. Palo Alto, CA: Consulting Psychologists Press, 1989.
- A Teacher's Guide to Type*, by Charles Meisgeier, Elizabeth Murphy, and Constance Meisgeier. Palo Alto, CA: Consulting Psychologists Press, 1989.
- Effective Teaching, Effective Learning: Making the Personality Connection in Your Classroom*, by Alice Fairhurst and Lisa Fairhurst. Palo Alto, CA: Davies-Black Publishing, 1995.

The MBTI and Its Creators

- Katharine and Isabel: Mother's Light, Daughter's Journey*, by Frances Wright Saunders. Palo Alto, CA: Davies-Black Publishing, 1991.