

The Myers Briggs Type Indicator

An introductory guide to the MBTI® and its use for team building and leadership development.



Developing Potential (UK) are specialists in team building and development through the application of personality profiling tools such as the MBTI, the Team Management Profile and the Strength Deployment Inventory.

Experts in experiential learning, we bring our programmes and your learning journeys to life through engaging and active experiences, action learning and coaching.

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So you'd like to know more about the MBTI?

What follows, we hope, is a process that will:

- Increase your knowledge and understanding of what the MBTI instrument is and isn't and how it should be used.
- Increase your knowledge and understanding of Carl Jung's four personality scales/dichotomies.
- Give you some food for thought on how this information can be useful in developing individuals, teams, leaders and organisations.

If this presentation wets your appetite and you would like to complete the official MBTI questionnaire and receive your results, supported by remote feedback call [please follow this link](#). Similarly, if you would like to experience a powerful team event or programme facilitated by MBTI experts, please [contact us](#). We deliver our programmes throughout the UK and also deliver internationally.

If you are new to the MBTI, we recommend that you grab a pen and paper and read through each slide, one at a time. We know some of you won't! 😊

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Benefits of our MBTI & Team Building Programmes

- Reduce the frequency and cost of conflict.
- Identify individual strengths and areas for potential development.
- Identify team strengths and areas for potential development.
- Build new teams quickly. Integrate new members quickly.
Accelerate the building of stronger team relationships through the raising of awareness of communication preferences, working styles and stressors.
- Leadership development – develop flexibility in your leadership style
- Lead, manage and coach your team more effectively by understanding their type and needs; leading to increased motivation, retention, productivity and output.
- Develop existing and critical teams using the MBTI Step 2

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What does a typical MBTI programme look like?

All of our MBTI programmes are tailored to meet your needs. This might be a one or two day team workshop or part of a wider team or leadership development programme.

Typical process:

1. Send out joining information
2. Complete questionnaire (either online in advance or paper-based on the day)
3. Introduction to the MBTI:
 - Orientation
 - Use and ethics
 - Information on the 4 scales/dichotomies
4. Find 'best fit' personality type
 - Self-assessment
 - Receive questionnaire results
 - Read, reflect, explore and decide personality type that best describes you
5. Develop understanding of the four scales/8 differences, personal preferences and those of the team through interactive and experiential learning activities
6. Exploring the team type
 - Strengths and blind-spots
 - Potential conflicts and resolution strategies
7. Individual and team commitments to action

Optional and additional next steps:

- Individual coaching and support for team members
- Leadership development & coaching using the MBTI
- Using the MBTI for coaching & mentoring
- Type & managing change
- MBTI Step 2 – exploring type at a deeper level

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About the MBTI

There are many personality tools out there; the MBTI explores just one aspect. Other tools include the [Team Management Profile](#) (work-based preferences) and the [Strength Deployment Inventory](#) (motivation and conflict).

The MBTI is based on the work of Psychologist, Carl Jung. It reports a person's clarity of preference across four psychological scales. It does not report personality trait (the amount of behaviour or likely behaviour).

The MBTI is statistically valid and reliable with 60 years of research behind it.

The questionnaire is 75% accurate in reporting a person's personality type. The inaccuracy can come from the user completing it from a perspective of aspiration (how they would like to be), social desirability (how they think they should be), completing the questionnaire during or after a stressful event and a lack of self-awareness.

Applications in; leadership development, organisational change, personal development, team development, conflict resolution, teaching & learning and much more. Essentially anywhere where people come together and the embracing and use of diversity is important.

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About the MBTI

There are no better or worse types, no better or worse outcomes from the questionnaire.

You are the best judge of who you are. Some people disagree or don't like personality profiling tools. Remember that the MBTI isn't for everyone and is limited to 16 personality descriptions. The [MBTI Step 2](#) is much more effective at exploring personality type at a deeper level; exploring how two of the same Step 1 personality types can be very different.

The MBTI is a powerful and subjective tool based in psychology – it should only be administered and used by MBTI qualified practitioners.

It does not measure skill, competence or ability and cannot be used for recruitment, selection or assessment purposes. Any misuse should be reported to the publisher immediately.

As the MBTI is simply a self-awareness and discussion tool, no one can be forced or required to complete it. Furthermore, you own your results. Whom you share them with is completely up to you.

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What do you see?



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Coffee beans, right?



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Did you find the human face?



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It's just above the www at the bottom!



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Now that you know it's there, can you go back to not being aware of it?



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What do coffee beans have to do with MBTI?

The MBTI tool is like the coffee beans. It's about raising your awareness to information that is and was already there. Once you are aware of it you can't go back. You can now talk about it, act on it.

Once you have increased your knowledge of personality type theory, your own type and the personality types of your colleagues, you have something to talk about; you have information on which to be able to respond differently and more effectively. The MBTI is about raising awareness and increasing choice. We like to think that having more choice about how you respond to people and the world around you can make you more effective.

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Exercise:

On a piece of paper, sign your name three times as you would normally.

Now sign your name three times with your non-preferred hand.

Now go to the next slide.

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What words would you use to describe the process of signing your name with your preferred hand? How about with your non-preferred hand?

Take a moment to write these words down. You can choose either hand 😊

When you are done, go to the next slide.

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What words did you use to describe the process of signing your name with your preferred hand? How about with your non-preferred hand?

Preferred Hand

Easy?

Natural?

Comfortable?

Unconscious?

Consistent results?

Non-Preferred Hand

Harder?

Un-natural?

Uncomfortable?

Took more effort?

Worse results?

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About preference:

Just like the hand that we prefer to write with, we also have psychological preferences (differences). The MBTI reports these preferences across 4 personality pairings. We will refer to these as dichotomies. The four dichotomies are; preferences in how we gather information, the types of environments that energise us, how we make decisions and how we structure our daily lives. This naturally creates 8 differences which we will explore through the remainder of this presentation.

It is important to remember that everyone has all 8 differences and we all use them daily - we simply find some easier, more natural and more comfortable than others. As our preferences use less of our energy, they become our default when we are given choice or when we are put under pressure ('resorting to type'). Working against preference costs us energy and can be stressful, so we try to avoid it.

It is also important to remember that preference doesn't correlate to ability. Plenty of people have poor hand-writing with both the hand they prefer and the hand they seldom use. It is deliberate practice, training and feedback that increase our skill and ability. Just because you prefer something doesn't make you good at it and just because you prefer something less doesn't mean you can't be good at it. It is for this reason the MBTI cannot be used for selection and assessment. It's simply a discussion, awareness and development tool.

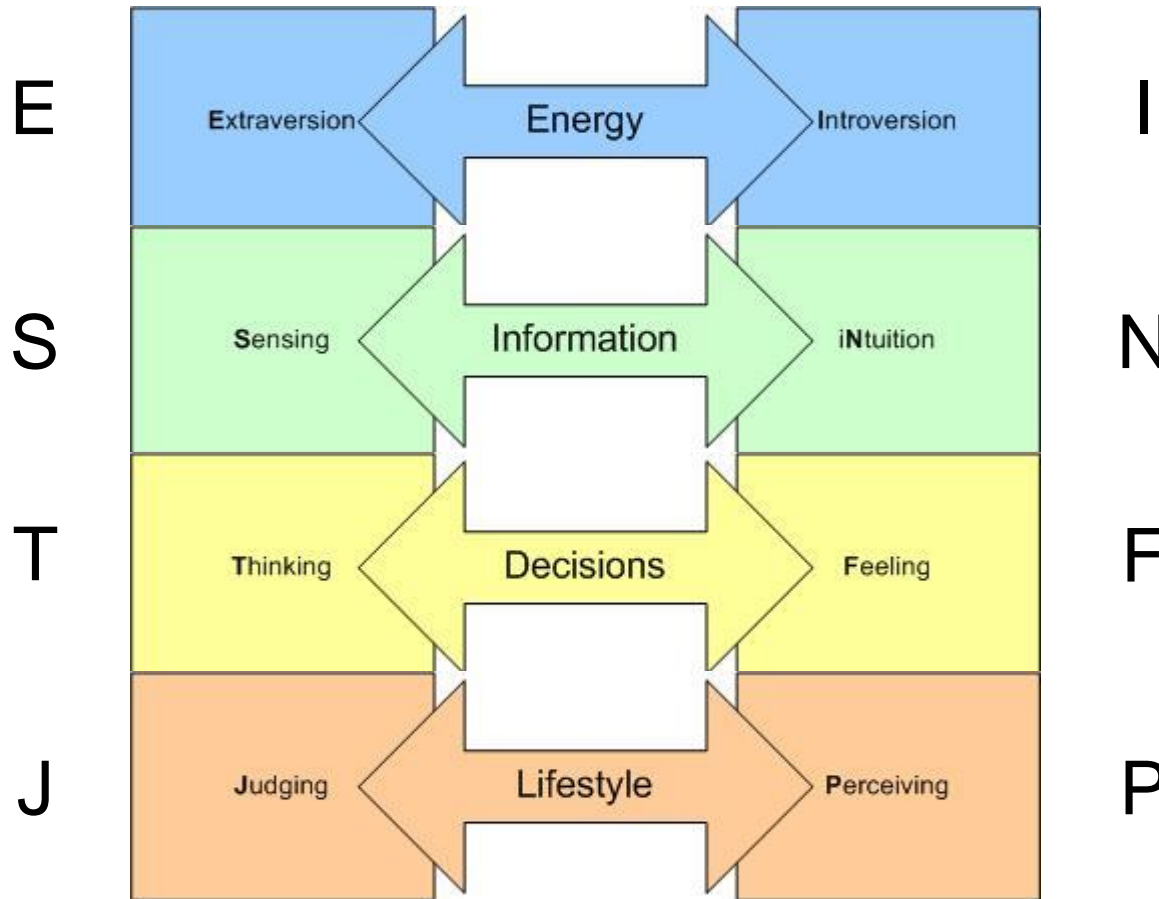
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We will take a look at each of the dichotomies in turn. As you develop your understanding of the four dichotomies/8 differences, you might like to 'self-assess' your personality type based on the information presented here. To generate your MBTI personality type (or code) abbreviate the preference to it's first letter, e.g. Extraversion becomes E. The only exception here is with Intuition. As we have used the letter I for Introversion, we use the second letter N for iNtuition.

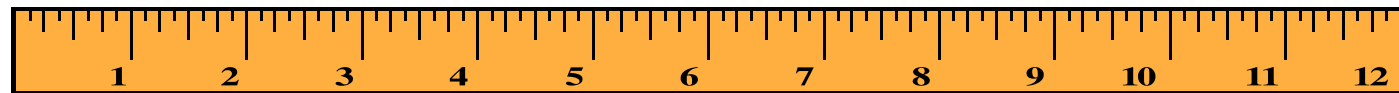
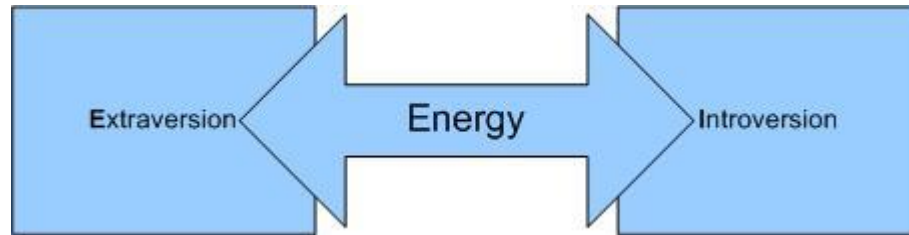
For example, someone who prefers Introversion, Intuition, Thinking and Judging will have a personality type of I-N-T-J.

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The four dichotomies or eight preferences:



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Extraversion (E)

External focus – active

Initiating conversations

Breadth of relationships

Many activities

Expressive behaviour

Considered good talkers

Introversion (I)

Internal focus - reflective

Receiving conversations

Depth in relationships

Few activities

Contained behaviour

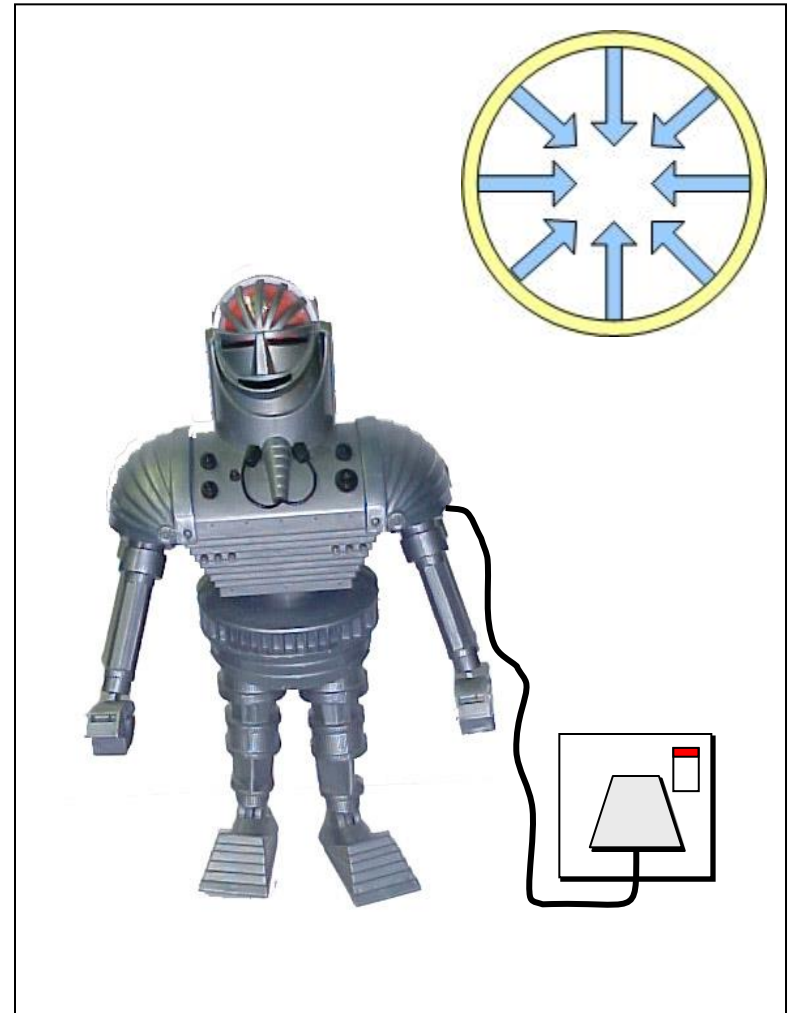
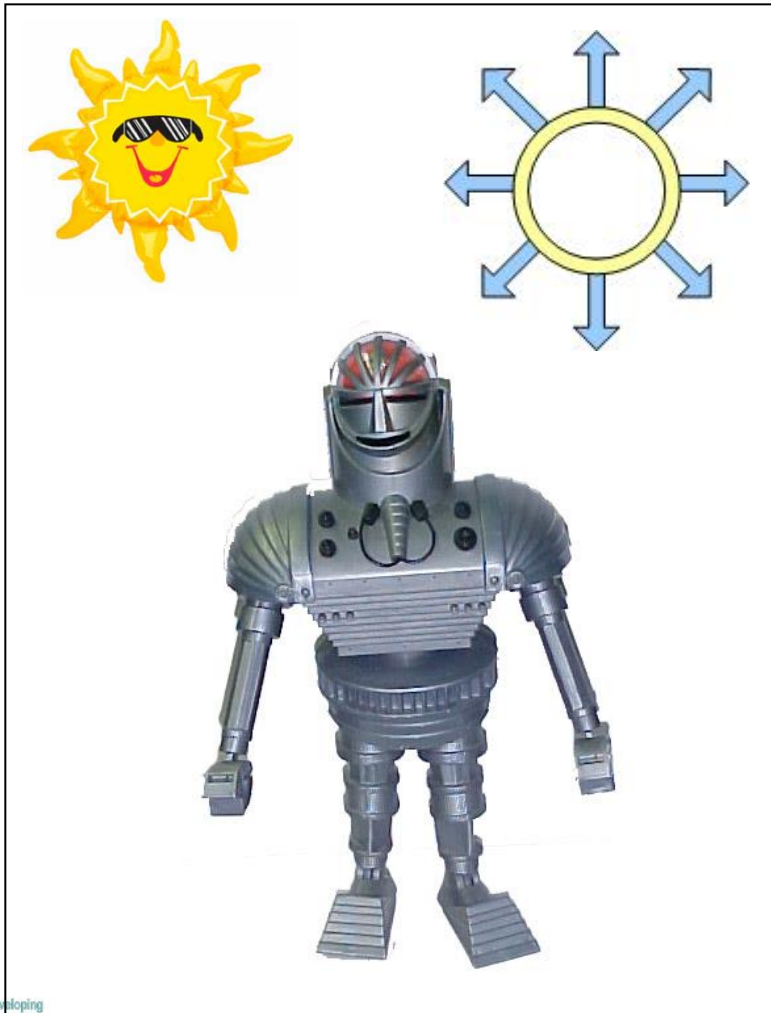
Considered good listeners

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E

Energy

I



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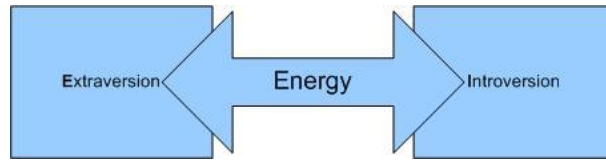
It is important to remember that Extraversion/Introversion is not about social ability or social confidence. We often think of these words to mean something different to what Jung intended in this model. Extravert here doesn't mean gregarious, friendly and socially confident. Introvert here doesn't mean shy, unfriendly and socially unconfident. Both extraverts and introverts can be good social speakers and presenters. Extraversion and introversion here purely refers to the environments that give us energy and those which take it away.

Are you energised by the outer world of interaction and people or more so by an internal world of thought and reflection? Do you enjoy more of your days filled with lots of noise, networking, face-to-face meetings and discussions or do you prefer quieter environments where you can gather your thoughts, really think things through, communicate in writing and take the time to focus on a few important relationships? It's purely about knowing which environments give you energy and which ones take it away.

The solar panelled robot in the previous slide is energised by the outer world. The garage overnight, where not much is going on, is de-energising. It needs the energy from the outside world to go into the garage. The rechargeable robot is the opposite. It gathers its energy from the quiet place of the garage. As soon as it leaves its power source to go to the outer world, the energy starts to go down.

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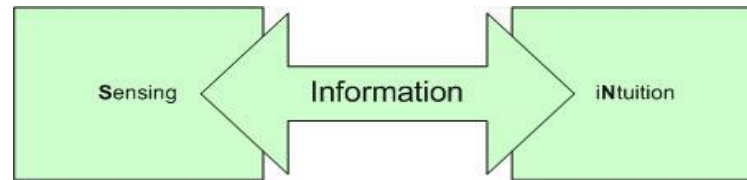
Message:



We are all energised differently. As you take a moment to reflect on the information presented here perhaps you can think of a true Extravert – someone who embodies all of the Extravert qualities. Who do you know that, based on the description here, is energised by Introversion? Perhaps you are at one end of the scale or maybe you are unclear as you are energised by both equally and unclear as to your preference. In either case just consider a team that is wholly made up of either all Extraverts or all Introverts. What might that be like? What potential strengths might they have? What might these strengths be turned into if over-done or over-used? How might a person with the other opposite preference experience the team if they were the only one? What might others outside of the team experience?

Understanding how different members of the team are energised and how they prefer to communicate is extremely important if we are to get the best out of them. Extraverts may feel frustrated by remote working and constant emails; preferring a conference call or face-to-face meetings. Introverts may prefer all of the information in advance in written form and well before the meeting, in order to really think about the issues at hand and may feel frustrated as they cannot contribute fully; their best thoughts happening after the meeting itself. This also has implications for stakeholder management.

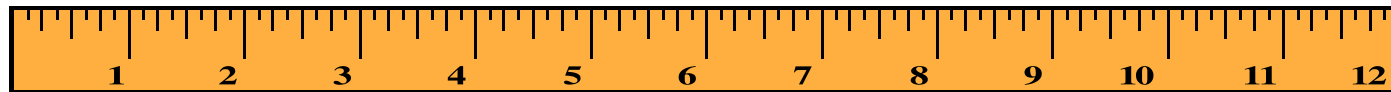
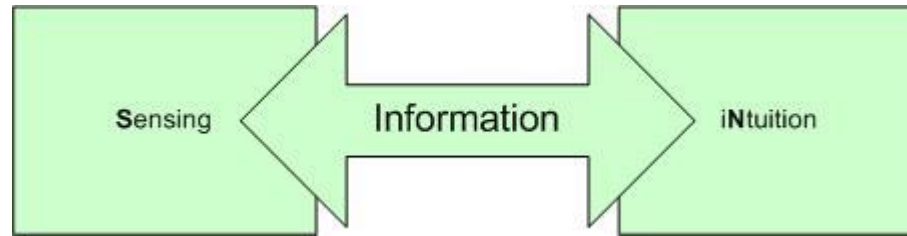
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For ease, we have termed this the 'Information' dichotomy. The technical term is the 'Perceiving Function'. It might be useful to think of the word function as a process. This is an unconscious process or filter. It affects how we 'perceive' the world and process the information presented to us. It is the 'go-to' process and affects how we think about things and therefore how we recall and perceive our experiences of the world. So perhaps consider which side of the dichotomy is your 'go-to' process. Which one is that preferred writing hand, the one you find yourself doing first with ease?

Some people find themselves being less clear on this dichotomy. Our secondary schooling system attracts and retains people who have a preference for Sensing. This is reflected in the teaching styles and examination of many schools. Increasingly, we are called upon to use our preference for Intuition to generate new and creative ways of doing things in business. Both of these factors may affect your clarity on your preference. Perhaps think back to how you were as a young child.

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Sensing (S)

Deals in tangible hard facts

Focus on/remembers detail

Trusts experience/routine

Focus on here and now

Traditional in approach

Practical solutions

Intuition (N)

Enjoys theories and concepts

Focus on/remembers impression

Explores possibility/experiment

Focus on the future

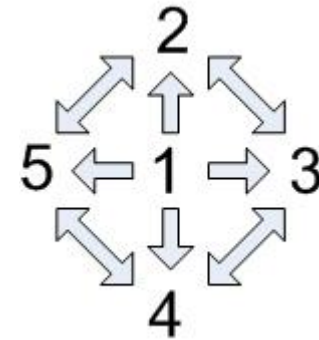
Original in approach

Creative solutions

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S _____ Information _____ N

1 → 2 → 3 → 4 → 5



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Exercise

What follows on the next slide is a picture. Have a pen and paper handy.

Look at the image for just a few seconds then proceed to the next slide. Remember, just a few seconds, no more.

If you have some people near you, get them to do it too – you may be interested in the results.



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Exercise

On your piece of paper write down what you saw. If you found some other people to take a look at the picture, get them to write down what they saw also. Spend no more than 30 seconds writing and then stop.

Once you are done, go to the next slide

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Exercise

Now take a look at the picture again (next slide).

What did you miss?

What does that mean you preferred to pay attention to?

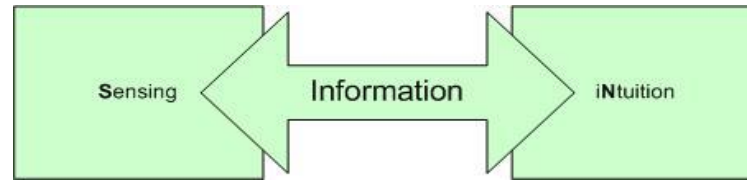
What did others pay attention to? Was it different or similar to other people?

What do you notice about how you described your perception of the image versus someone else?

How is this important in a team?



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Message:

Some people will naturally focus in on and recall the detail; 6 people, 2 adults, 4 children, a dog and a cat, 6 candles above the fire place and a clock reading 7:16. Others will move immediately to meaning, inference and possibility; a loving family scene at Christmas, a warm cosy feeling which reminds me of Christmas at my Grandparents home, Dad is reading a message to the children.

We all do different things with the same information. We all move at different speeds, focussing on something different. It is this difference that impacts on how and what we communicate and the type of information we prefer to pay attention to. It affects delegation, collaboration, speed of change, acceptance of change and problem-solving. Perhaps you are a clear Sensor being managed by a clear Intuitive and need more clarity around expectations and goals but are always met with loose objectives and metaphor? Perhaps you are a new manager trying to sell a change project but your team aren't embracing your vision and seem to be resisting your ideas, constantly saying they aren't realistic or practical? *"That's not how we do things around here"*.

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Let's just take a moment to look at the four combinations so far. Perhaps think of the people you know. Do they fit one of the four descriptions more than the others?

Extraversion with Sensing *'The Harvester'*

- Focus on gathering information from the real world in the here-and-now.
- Reliable, action-focussed, practical.
- Supports change by managing step-by-step and day-by-day processes that get the job done.

Extraversion with Intuition *'The Explorer'*

- Focus on global possibility and external connections.
- Fast moving, enjoys change and becomes bored with routine.
- Supports change by meeting it head on; seeking out new opportunities and creating momentum.

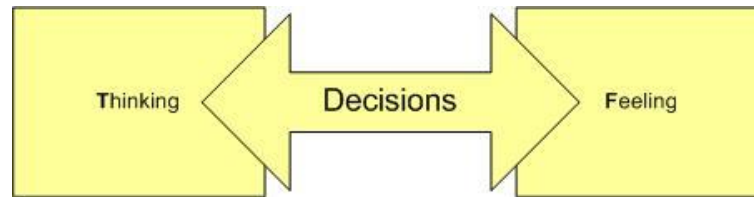
Introversion with Sensing *'The Expert'*

- Focus on storing and structuring information from the real world – a storehouse of knowledge in specific areas.
- Quiet, reliable, practical, loyal
- Supports change through their subject knowledge and expertise and well thought-through processes.

Introversion with Intuition *'The Dreamer'*

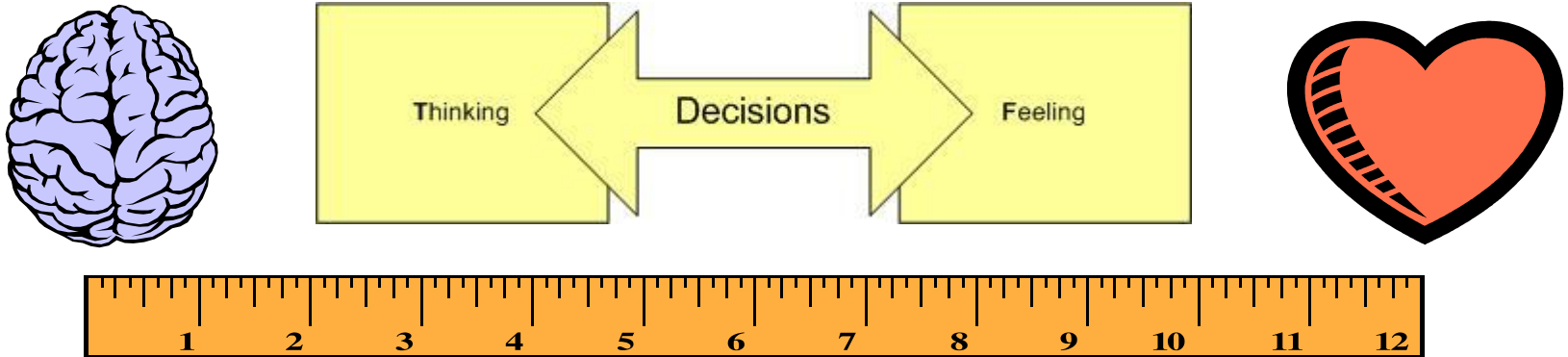
- Focus on creative, complex and new ideas, seeing connections and opportunities that others may have missed.
- Thoughtful, creative, quiet.
- Supports change by bringing thought-through new ideas & concepts.

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For ease, we have termed this the 'Decision Making' dichotomy. The technical term is the 'Judging Function'. The Judging function is about how we make decisions with the information that we have gathered (from the Perceiving Function). It is important to remember, again, that we all have and use both daily. It doesn't mean that someone with a clear preference for Thinking has no feelings. It doesn't mean that someone with a clear preference for Feeling doesn't think. This dichotomy refers to the process or filter we use to make our decisions.

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Thinking (T)

Uses and values objective logic

Fairness through reason

Goal focussed/end result

Conflict is a natural part of communication

Critical in their appraisal

Decisions made on principles

Feeling (F)

Subjective and personal information

Fairness through compassion

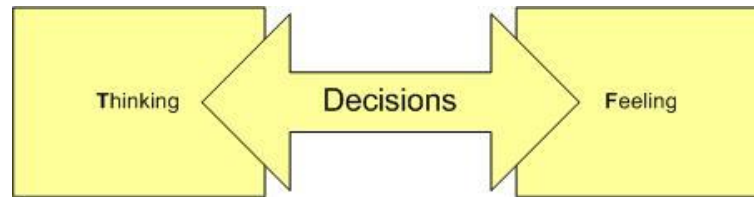
Process focussed & harmony

Conflict is unsettling & avoided

Appreciative in their appraisal

Decisions made on personal values

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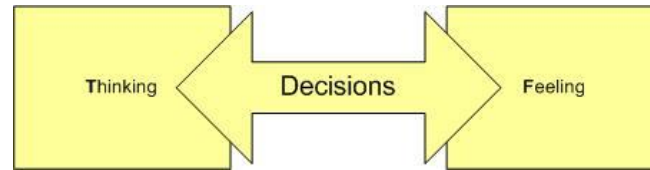


Let's explore the situation of redundancy. A Director of a business needs to downsize their workforce by 50%. How might these preferences play out in their decision-making preference?

The Director with a clear preference for Thinking will be asking questions such as “Who are my best performers?”, “What roles must we have in place to ensure the business succeeds in the future?”, “Who is the logical choice with demonstrable skills?”

The Director with a clear preference for Feeling will be asking questions such as “Who works really hard and deserves to stay?”, “Who really needs this job?”, “Who will be personally affected the most by this process?”. They may also want to tailor any exit packages to the individual themselves.

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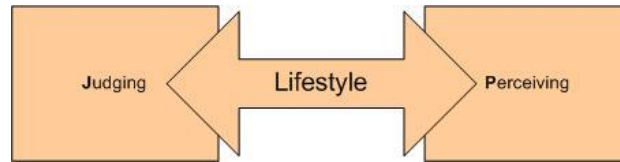
Message:

As we have explored, we all gather information and perceive the world differently. We all also make decisions and judgements differently. This has some important implications for a team environment and its culture.

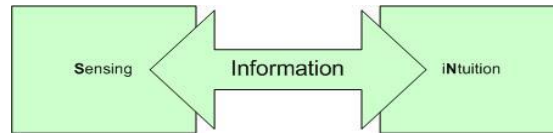
Take, for example, a team that has a majority preference for Extraversion and Thinking. At its best it will have a preference for being quick to act and achieve things in the outside world. It will be noticed for achieving results (regardless of quality). It may, however, not notice that it is leaving some people behind and excluding them. Communication processes are likely to be energetic, loud and a free-for-all. It may, therefore, miss or exclude contributions from quieter team members or dismiss/pay less attention to people needs and the effects of their decisions on others. This is often quite typical of many Senior Management Teams but not all.

In contrast, let's take a quick look at a team with a majority preference for Introversion and Feeling. It will have a preference for thinking about and reflecting on the impacts of its decisions on people. At its best, the team will be very warm and friendly. Everyone may feel included and personal growth is likely to be a strong focus. Due to the subjective nature of its individual's decision-making process, members of the team are likely to experience conflict. However, their concern for harmony and consensus may mean that don't fully express themselves letting conflicts fester until it does damage to the relationship.

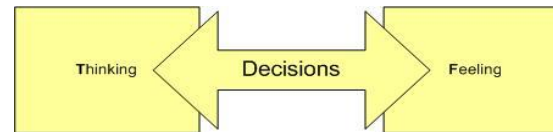
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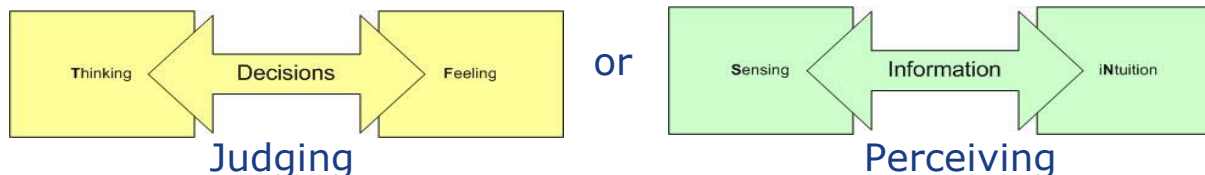
The technical term for this dichotomy is the 'Extraverted Function'. What does this mean? We know that the Perceiving function refers to the type of information that we pay attention to.



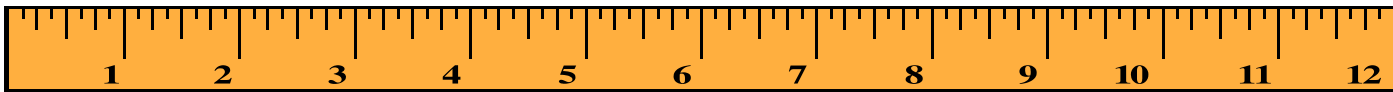
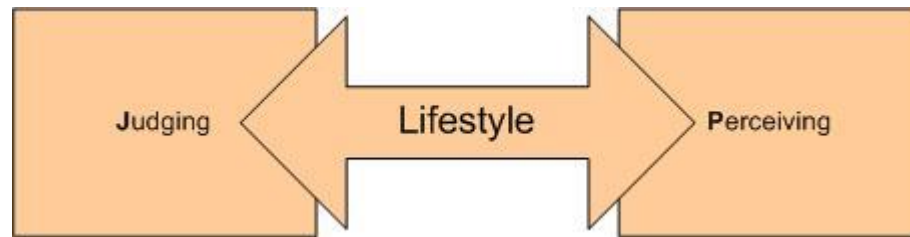
We also know that the Judging function refers to our preference for making decisions.



Just as we prefer one side or the other on both these two functions, we also prefer one of these functions in our daily lives. It is termed the extraverted function as we show it to the outside world in our daily lives. It is therefore relatively easy to 'see' it in other's lifestyle. This is about 'whole-life' and not just about work, as work often requires us to be 'Judging'.



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Judging (J)

Systematic & organised

Planned in advance – dislike surprises

Scheduled – supported by lists/itineraries

Early starting – urgency from the start of projects

Methodical approach

Seeking closure

Perceiving (P)

Casual and loose

Open – no decision before its time

Spontaneous – constrained by schedules

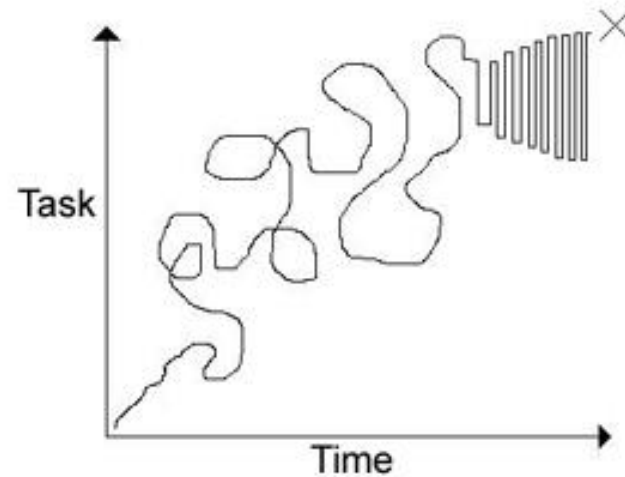
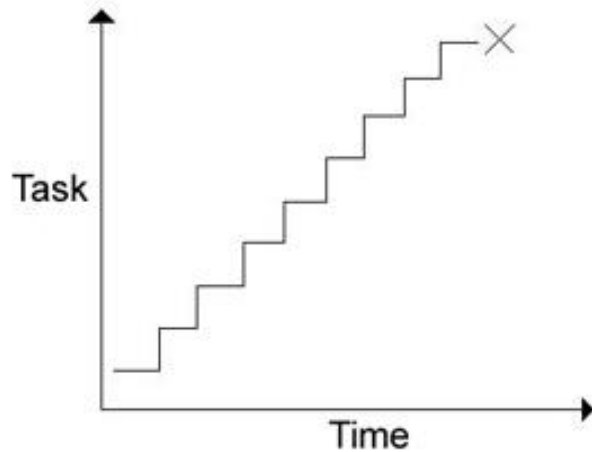
Pressure Prompted – urgency towards the end of projects

Emergent/deviating approach

Seeking new information

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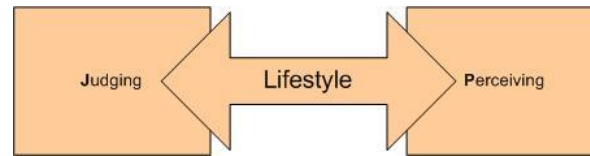
J _____ Lifestyle _____ P



J's are likely to experience less anxiety when their projects are planned and organised. They are likely to feel supported by systems and processes and to have things completed ahead of time.

P's experience less anxiety when they are given time to explore and gather information. They are energised by the pressure of last-minute activity, changes in direction and going with the flow. They are likely to feel constrained by systems, plans and processes.

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Message:

As we have explored, understanding the preferences of your team is important. E/I explores 'how' we are energised and communicate. The S/N dichotomy explores the type of information we focus on and the types of projects we may be interested in. T/F explores how we go about making our decisions. Understanding your own preferences and those of your team is important in terms of working to potential strengths and recognising blind-spots and reducing the associated costs.

J/P is no different. This dichotomy has huge implications in reducing conflict and increasing trust. Take for example a relationship between a direct report and their manager. The direct report has a strong preference for E, S and J – a need for structures (J), clear deadlines (S,J), lots of specific information (S) and to see closure in the outside world (E,J). They are likely to also have a need to plan their work (J) and to receive a feedback on a frequent basis which lets them know they are on track. This person's manager has a strong preference for I, N, and P. The manager's preference is for independence (I), thinking through possibilities (I,N), working with gut hunches (N) and enjoying last minute changes (P) based on what's current in the market, sometimes changing the goal posts. They prefer to take lots of time to mull things over and understand how they fit into other complex and rational systems and how they feel about it. All decisions are delayed for as long as possible. Their style of delegation is "*I trust you, this is what we are aiming for and here is the final deadline*".

How might their individual preferences causes each other conflict? How could an understanding of their different MBTI types help in meeting each other's needs and increasing trust?

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The eight preferences or four dichotomies:

