



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

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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

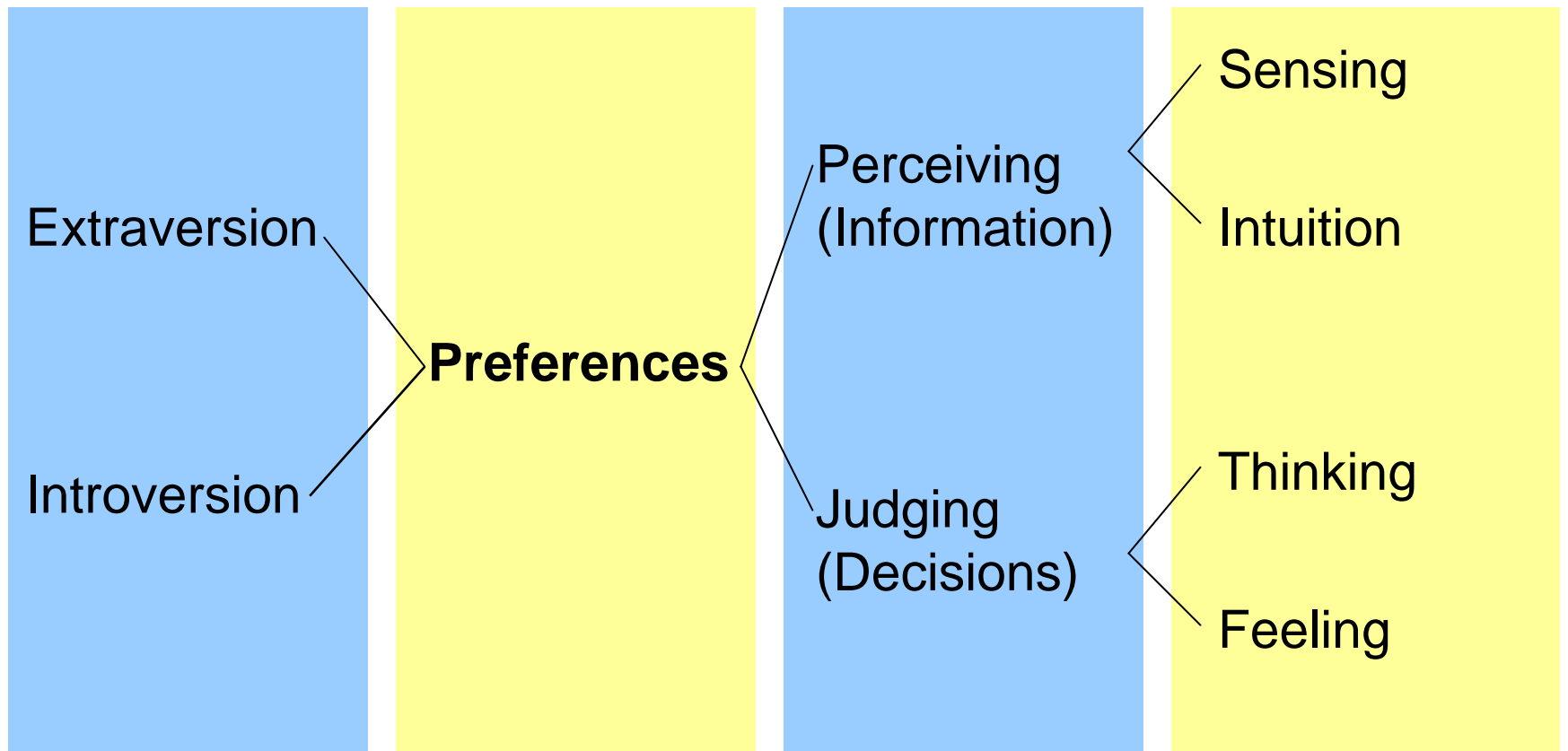
- ◆ Is a *self-report instrument*
- ◆ Is *nonjudgmental*
- ◆ Indicates *preferences*
- ◆ *Sorts* instead of measures
- ◆ Is *well researched*
- ◆ Deals with everyday behavior of *normal* people



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



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

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Extraversion-Introversion



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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



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

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Sensing-Intuition

I'll need to see more data.



This looks like a great opportunity.



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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

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Thinking-Feeling



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RM 3-21



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

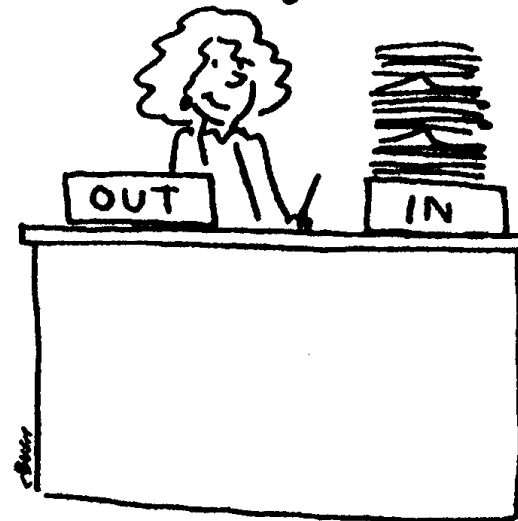
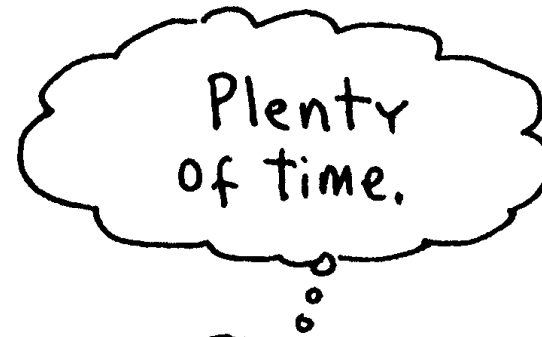
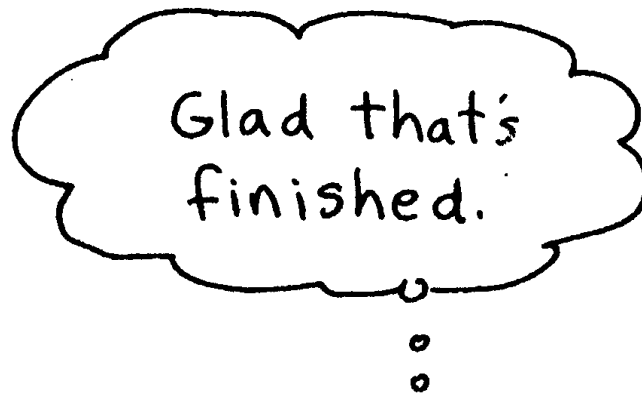
PERCEIVING

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

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Judging-Perceiving



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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

ISTJ 2	ISFJ 1	INFJ 2	INTJ 3
ISTP	ISFP 1	INFP 2	INTP
ESTP	ESFP	ENFP 1	ENTP 6
ESTJ 1	ESFJ	ENFJ	ENTJ 5

N = 24

E 13

S 5

T 17

J 14

I 11

N 19

F 7

P 10

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

Preference	Percentage	Preference	Percentage
E	49% (54%)	I	51% (46%)
S	73% (21%)	N	27% (79%)
T Overall	40% (71%)	F Overall	60% (29%)
Males	56.5%	Males	43.5%
Females	24.5%	Females	75.5%
J	54% (58%)	P	46% (42%)

U.S. National Representative Sample Comparison

ISTJ 11.6% (8.3%)	ISFJ 13.8% (4.2%)	INFJ 1.5% (8.3%)	INTJ 2.1% (12.5%)
ISTP 5.4% (0%)	ISFP 8.8% (4.2%)	INFP 4.4% (8.3%)	INTP 3.3% (0%)
ESTP 4.3% (0%)	ESFP 8.5% (0%)	ENFP 8.1% (4.2%)	ENTP 3.2% (25.0%)
ESTJ 8.7% (4.2%)	ESFJ 12.3% (0%)	ENFJ 2.5% (0%)	ENTJ 1.8% (20.8%)

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.