

# KNOW THYSELF:

## An MBTI Workshop

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# Introductions



# Workshop Goals

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Utilize the MBTI to increase self-awareness of personality preferences

Explore differences in four areas:

1. How we gain energy/where we are focused
2. How we gather or become aware of information
3. How we process information and make decisions
4. How we participate in the world

Apply personality type awareness to effective scientific laboratory leadership

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# Workshop Agenda

- **Introduction to MBTI:** History, Concepts, Terms, Preferences
  - **Review MBTI Results**
  - **Exercises:** Experiencing and understanding your personality preferences and the preferences of others
  - **Case Studies:** Understanding how personality preferences work in research group settings
  - **Action Plan:** Set up an experiment for improving your leadership skills
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# MBTI History

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- Katherine Briggs
  - Carl Jung
  - Isabel Briggs Myers
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# Introduction to MBTI

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We have different psychological preferences for how we:

- Focus our energy
  - Take in information
  - Make decisions
  - Approach life
-

# Introduction to MBTI

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## *Signature Exercise*

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# MBTI Expectations

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- MBTI only has as much power as you give it
  - MBTI may help you understand natural differences among people
  - MBTI may help you work with or mentor others
  - There are NO bad/wrong types; there are differences
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# About the Assessment

- Valid and reliable
  - People sort into one preference or another on
    - 4 preference scales (Type I)
    - 20 facet scales (Type II)
  - We all use all of the psychological preferences but one is more natural
-

# About (MBTI) Type....

- Type is innate
  - Type can be influenced
  - Type is not a box-you can't predict behavior
  - Type is non judgmental
  - Type indicates preferences, not skills nor abilities
-

# MBTI Preference Scales

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**E**xtraversion or **I**ntroversion

**S**ensing or **I**Ntuition

**T**hinking or **F**eeling

**J**udgment or **P**erception

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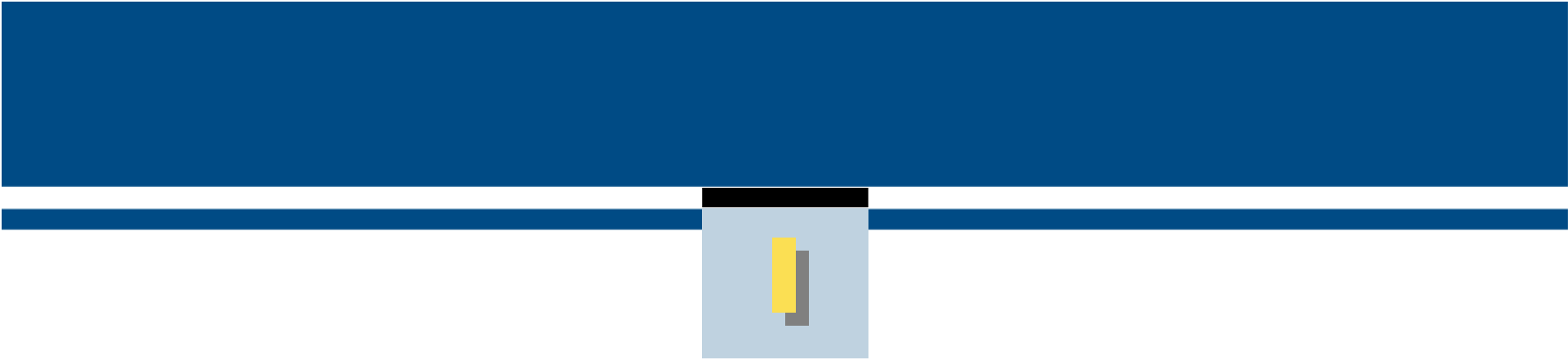
# Self Assessment: E or I

**Extraversion and Introversion**  
are complementary attitudes  
toward the world

Both attitudes are used by everyone, but one is usually preferred and better developed.



People who have a preference for **Extraversion** (sometimes called Extraverts) gain essential stimulation from the environment—the outer world of people and things.



People who have a preference for **Introversion** (sometimes called Introverts) gain essential stimulation from within—the inner world of thoughts and reflections.

# EXTRAVERSION

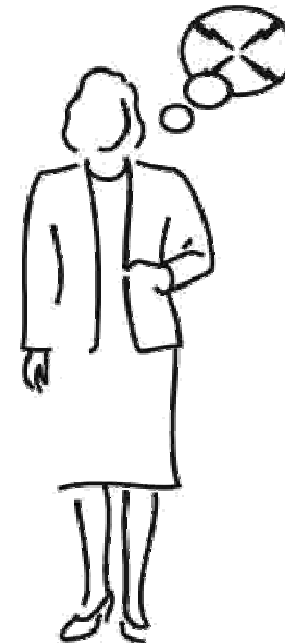
Tendencies & Characteristics



Energized by other people, external experiences

# INTROVERSION

Tendencies & Characteristics



Energized by inner resources, internal experiences

LOOKING AT TYPE

# EXTRAVERSION

Tendencies & Characteristics



Acts, then  
(maybe) reflects

# INTROVERSION

Tendencies & Characteristics



Reflects, then  
(maybe) acts

LOOKING AT TYPE



# EXTRAVERSION

Tendencies & Characteristics



Is often friendly,  
talkative, quick to get  
to know

# INTROVERSION

Tendencies & Characteristics

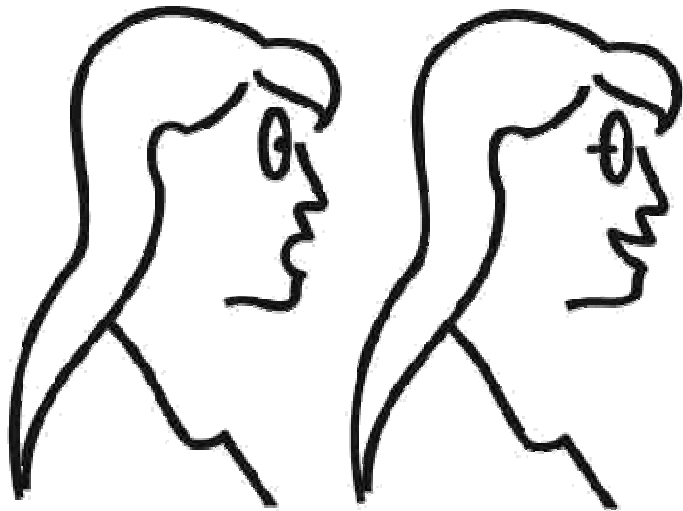


Is often reserved,  
quiet, takes time to get  
to know

LOOKING AT TYPE

## EXTRAVERSION

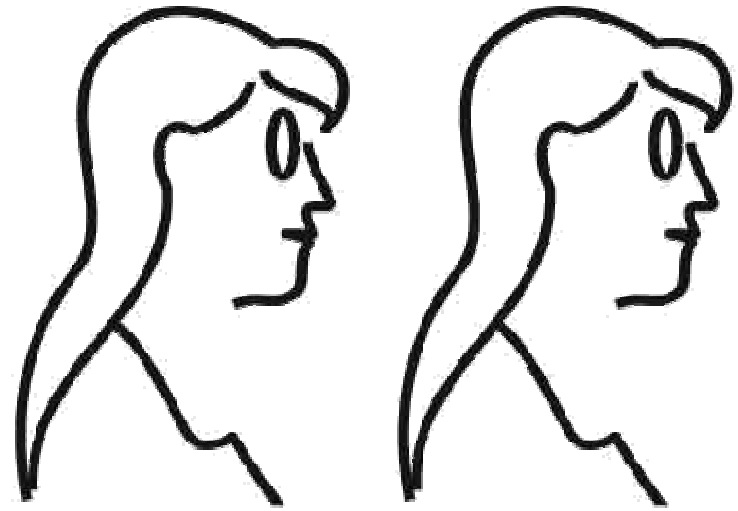
Tendencies & Characteristics



Expresses thoughts and emotions freely (may be at risk of saying too much)

## INTROVERSION

Tendencies & Characteristics



Keep thoughts and emotions private (may be at risk of saying too little)

LOOKING AT TYPE

# EXTRAVERSION

Tendencies & Characteristics



Gives breadth  
to life

# INTROVERSION

Tendencies & Characteristics

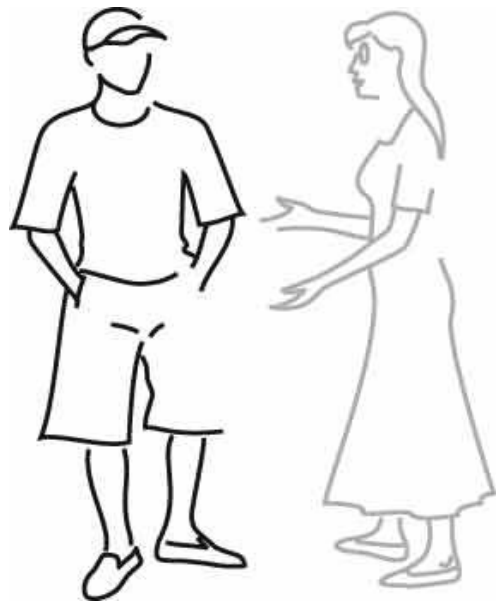


Gives depth  
to life

LOOKING AT TYPE

# EXTRAVERSION

Tendencies & Characteristics



May seem shallow to others

# INTROVERSION

Tendencies & Characteristics



May seem withdrawn to others

LOOKING AT TYPE

# Some key words . . .

**E**

EXTRAVERSION

**active**

**outward**

**sociable**

**open**

**many**

**expressive**

**breadth**

**I**

INTROVERSION

**reflective**

**inward**

**reserved**

**private**

**few**

**quiet**

**depth**

These characteristics often develop from **E** and **I** preferences.  
Some of them may be true for you.

LOOKING AT TYPE

# Self Assessment: E or I

How clear  
is your preference?



LOOKING AT TYPE

# Self Assessment: S or N

**Sensing and Intuition**  
are ways of taking in  
information

Both ways of perceiving and taking in information are used by everyone, but one is usually preferred and better developed.



S

People who have a preference for the **Sensing** function take in information by way of the five senses—sight, sound, touch, taste, and smell.



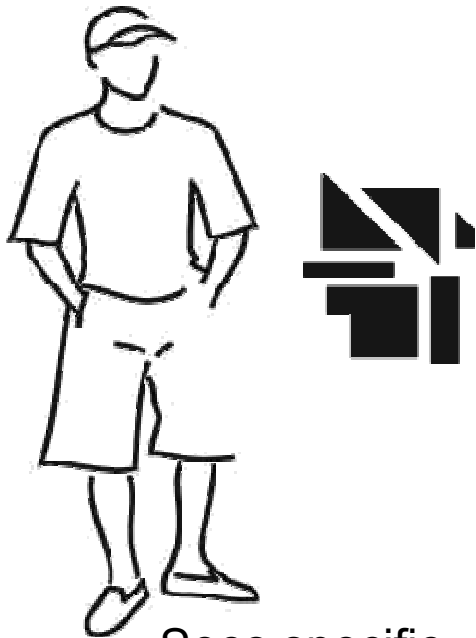


N

People who have a preference for taking in information through the **Intuitive** function do so by way of insight and relating to the big picture.

# SENSING

Tendencies & Characteristics



Sees specific parts and pieces

# INTUITION

Tendencies & Characteristics



Sees patterns and relationships

LOOKING AT TYPE

## SENSING

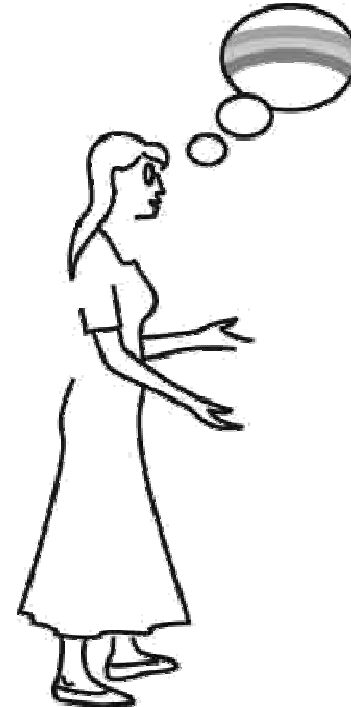
Tendencies & Characteristics



Lives in the present,  
enjoying what is there

## INTUITION

Tendencies & Characteristics



Lives toward the future,  
anticipating what might be

LOOKING AT TYPE

# SENSING

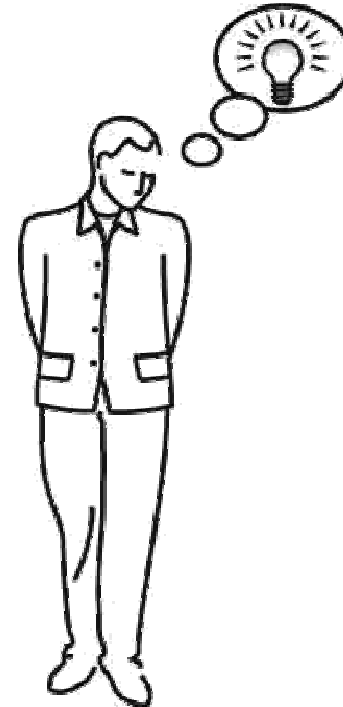
Tendencies & Characteristics



Prefers handling practical matters

# INTUITION

Tendencies & Characteristics

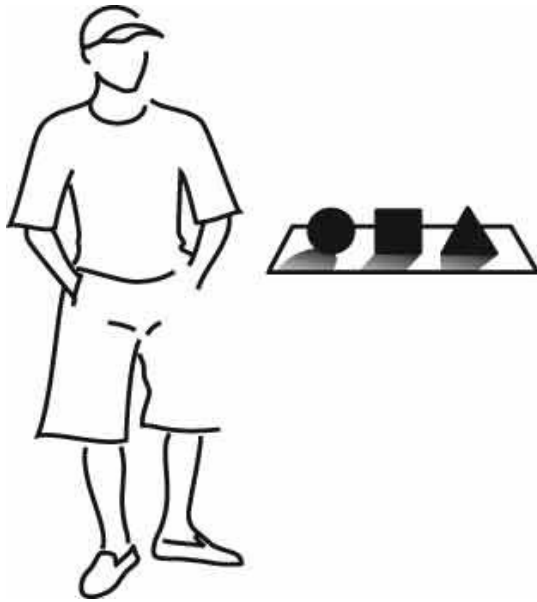


Prefers imagining possibilities

LOOKING AT TYPE

# SENSING

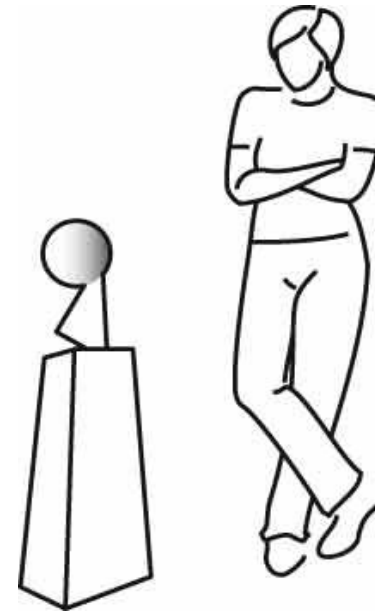
Tendencies & Characteristics



Likes things that are definite, measurable

# INTUITION

Tendencies & Characteristics



Likes opportunities for being inventive

LOOKING AT TYPE

# SENSING

Tendencies & Characteristics



Enjoys using and refining the known and familiar

# INTUITION

Tendencies & Characteristics



Enjoys experimenting with the new and different

LOOKING AT TYPE

## SENSING

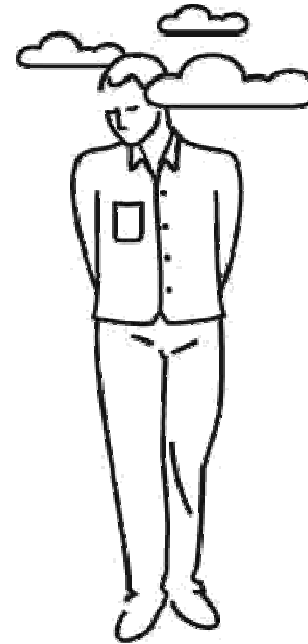
Tendencies & Characteristics



May seem materialistic and literal-minded to others

## INTUITION

Tendencies & Characteristics



May seem idealistic, impractical dreamers to others

LOOKING AT TYPE

# Some key words . . .

**S**

SENSING  
**details**  
**present**  
**practical**  
**facts**  
**sequential**  
**directions**  
**repetition**  
**enjoyment**  
**perspiration**  
**conserve**  
**literal**

**N**

INTUITION  
**patterns**  
**future**  
**imaginative**  
**innovations**  
**random**  
**hunches**  
**variety**  
**anticipation**  
**inspiration**  
**change**  
**figurative**

These characteristics often develop from **S** and **N** preferences.  
Some of them may be true for you.

LOOKING AT TYPE



# Self Assessment: S or N

How clear  
is your preference?



LOOKING AT TYPE

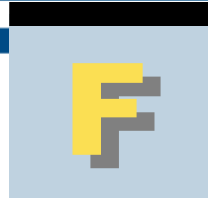
# Self Assessment: T or F

**Thinking and Feeling**  
are ways of  
making decisions

Both ways of deciding and evaluating information are used by everyone, but one is usually preferred and better developed.



People who have a preference  
for **Thinking** use their  
mental processing function  
to make decisions on  
the basis of logical analysis.

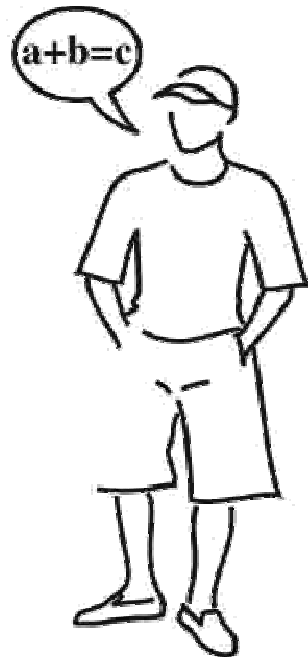


People who have a preference  
for **Feeling** use their  
mental processing function  
to make decisions on the basis  
of evaluating relative worth.

LOOKING AT TYPE

# THINKING

Tendencies & Characteristics



Goes by logic

# FEELING

Tendencies & Characteristics



Goes by  
personal convictions

LOOKING AT TYPE

# THINKING

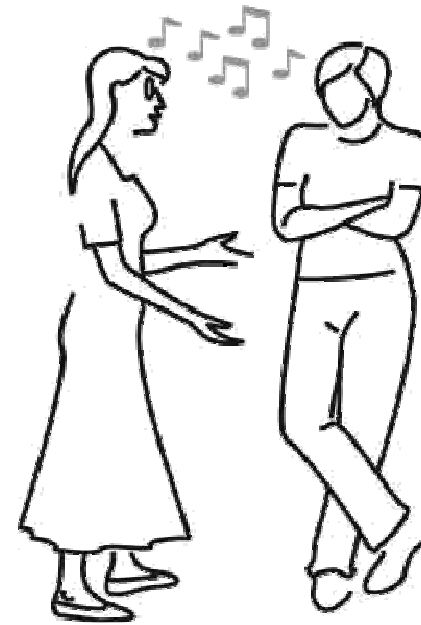
Tendencies & Characteristics



Concerned with principles  
such as truth, justice

# FEELING

Tendencies & Characteristics

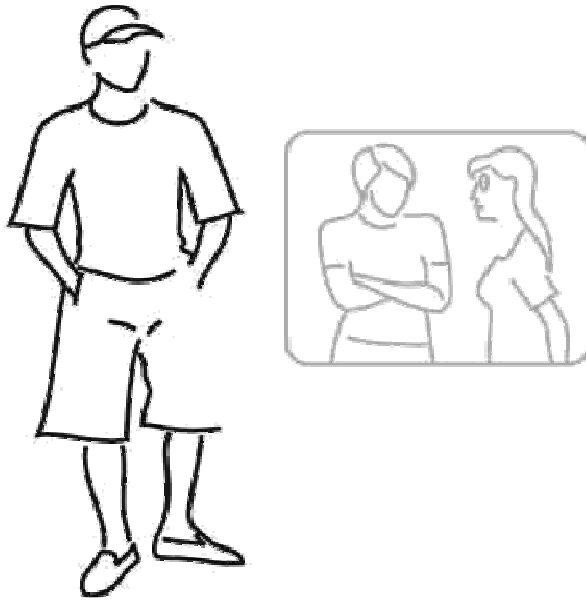


Concerned with values  
such as relationships,  
harmony

LOOKING AT TYPE

## THINKING

Tendencies & Characteristics



Sees things as an onlooker  
from outside a situation

## FEELING

Tendencies & Characteristics



Sees things as a participant  
from within a situation

LOOKING AT TYPE

# THINKING

Tendencies & Characteristics



Spontaneously critiques

# FEELING

Tendencies & Characteristics



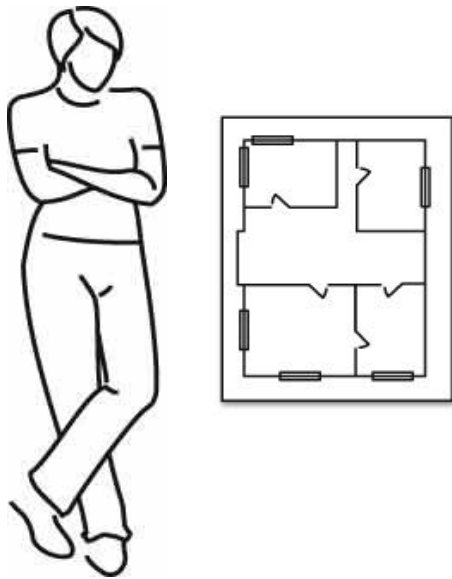
Spontaneously appreciates

LOOKING AT TYPE



# THINKING

Tendencies & Characteristics



Good at  
analyzing plans

# FEELING

Tendencies & Characteristics

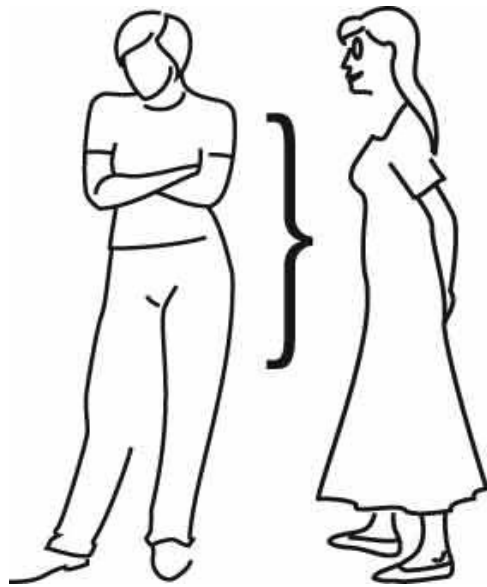


Good at  
understanding people

LOOKING AT TYPE

# THINKING

Tendencies & Characteristics



May seem distant or  
condescending to others

# FEELING

Tendencies & Characteristics



May seem too involved  
or emotional to others

LOOKING AT TYPE

# Some key words . . .



THINKING  
**head**  
**objective**  
**justice**  
**cool**  
**impersonal**  
**critique**  
**analyze**  
**precise**  
**principles**



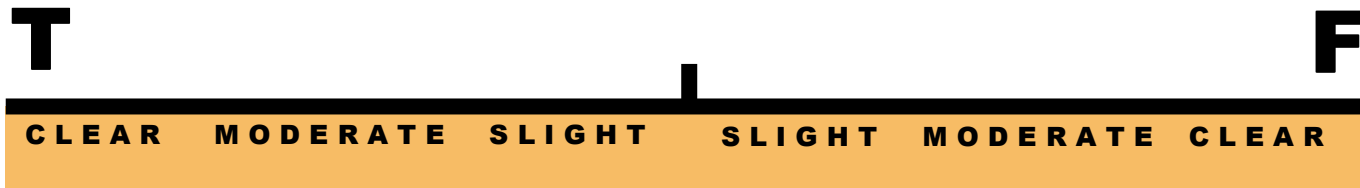
FEELING  
**heart**  
**subjective**  
**harmony**  
**caring**  
**personal**  
**appreciate**  
**empathize**  
**persuasive**  
**values**

These characteristics often develop from **T** and **F** preferences.  
Some of them may be true for you.

LOOKING AT TYPE

# Self Assessment: T or F

How clear  
is your preference?



LOOKING AT TYPE

# Self Assessment: J or P

**Judgment and Perception**  
are complementary  
lifestyles

Both attitudes are part of everyone's lifestyle, but one is usually preferred and better developed.



**A Judging** lifestyle  
is decisive,  
planned and orderly.

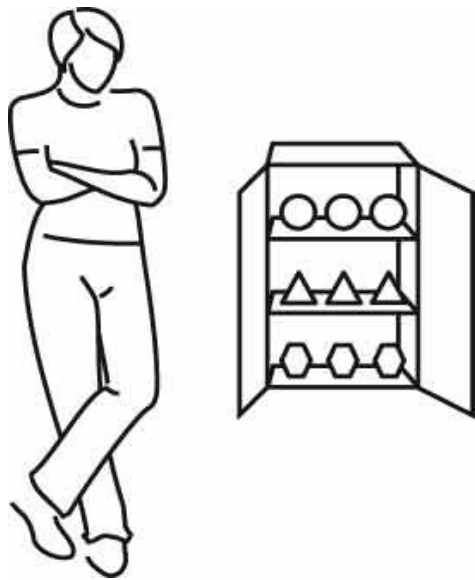
LOOKING AT TYPE



**A Perceiving** lifestyle  
is flexible, adaptable  
and spontaneous.

# JUDGMENT

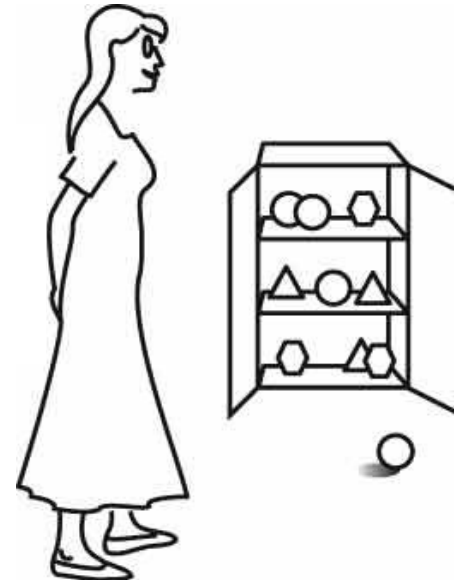
Tendencies & Characteristics



Prefers an organized lifestyle

# PERCEPTION

Tendencies & Characteristics



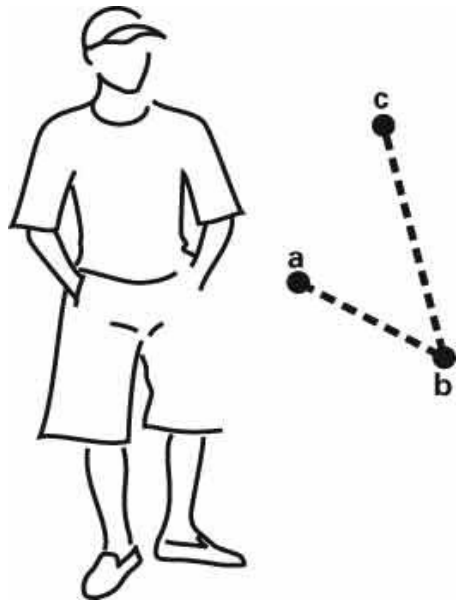
Prefers a flexible lifestyle

LOOKING AT TYPE



# JUDGMENT

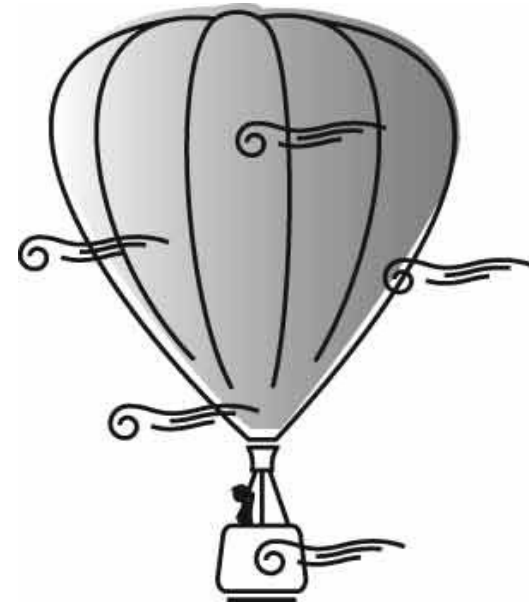
Tendencies & Characteristics



Likes definite  
order and structure

# PERCEPTION

Tendencies & Characteristics



Likes going  
with the flow

LOOKING AT TYPE

# JUDGMENT

Tendencies & Characteristics



Likes to have life  
under control

# PERCEPTION

Tendencies & Characteristics

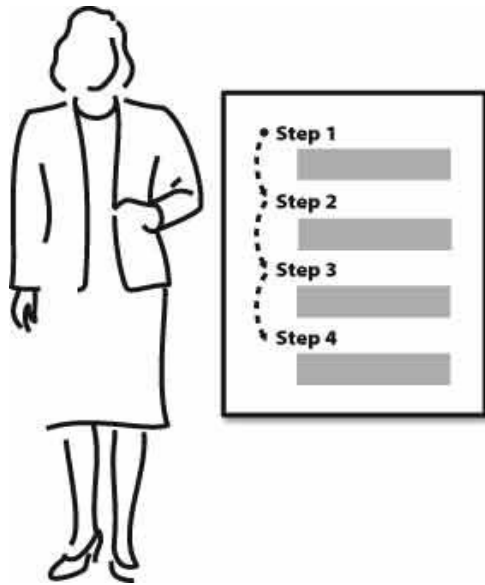


Prefers to experience  
life as it happens

LOOKING AT TYPE

# JUDGMENT

Tendencies & Characteristics



Likes clear limits  
and categories

# PERCEPTION

Tendencies & Characteristics

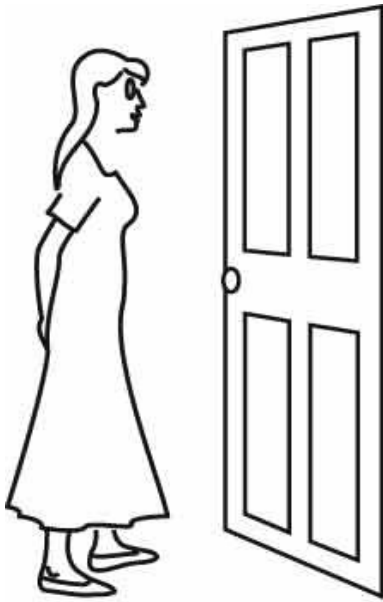


Likes freedom to explore  
without limits

LOOKING AT TYPE

# JUDGMENT

Tendencies & Characteristics



Feels comfortable  
establishing closure

# PERCEPTION

Tendencies & Characteristics

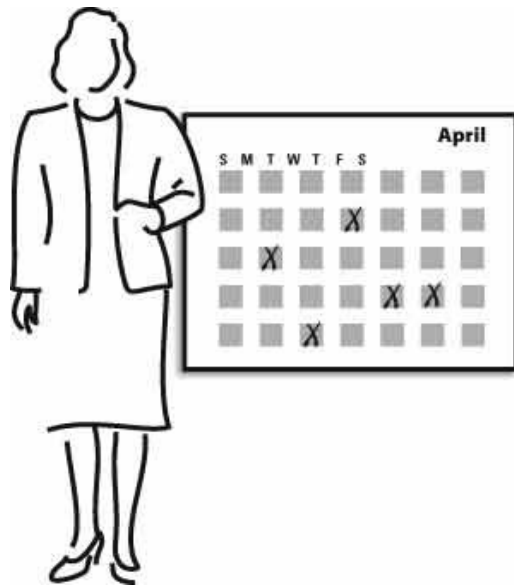


Feels comfortable  
maintaining openness

LOOKING AT TYPE

# JUDGMENT

Tendencies & Characteristics



Handles deadlines,  
plans in advance

# PERCEPTION

Tendencies & Characteristics

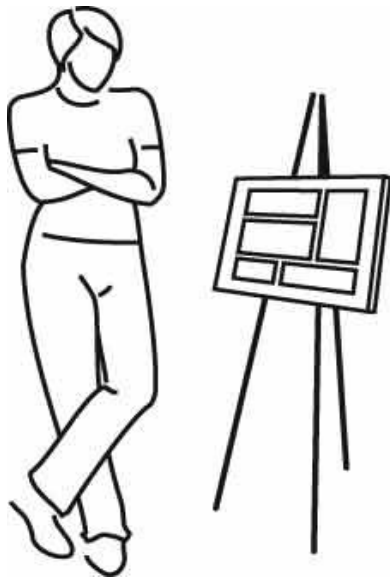


Meets deadlines  
by last minute rush

LOOKING AT TYPE

# JUDGMENT

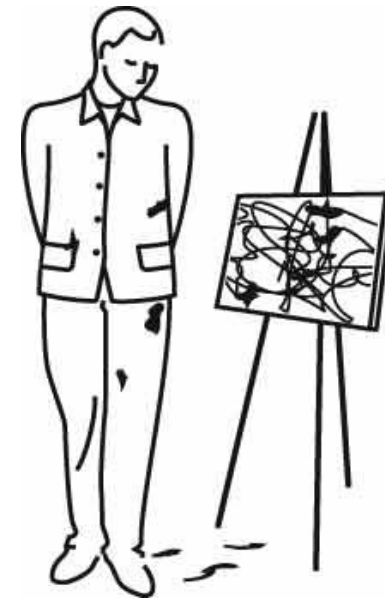
Tendencies & Characteristics



May seem demanding,  
rigid, or uptight to others

# PERCEPTION

Tendencies & Characteristics



May seem disorganized,  
messy, or irresponsible  
to others

LOOKING AT TYPE

# Some key words . . .



JUDGMENT  
**organized**  
**structure**  
**control**  
**decisive**  
**deliberate**  
**closure**  
**plan**  
**deadline**  
**productive**



PERCEPTION  
**flexible**  
**flow**  
**experience**  
**curious**  
**spontaneous**  
**openness**  
**wait**  
**discoveries**  
**receptive**

These characteristics often develop from **J** and **P** preferences.  
Some of them may be true for you.

LOOKING AT TYPE

# Self Assessment: J or P

How clear  
is your preference?



LOOKING AT TYPE



## When combined, your four preferences . . .

1

**Extraversion or Introversion**

2

**Sensing or Intuition**

3

**Thinking or Feeling**

4

**Judgment or Perception**

indicate your preference type!

# Type Table

ISTJ	ISFJ	INFJ **	INTJ **
ISTP	ISFP	INFP	INTP **
ESTP	ESFP	ENFP *	ENTP *
ESTJ *	ESFJ	ENFJ	ENTJ ****

# Type Distribution by Population

	General Population	Our Group	Bio-med Industry	Dept of Medicine
E	49%	54%	43%	48%
I	51%	46%	57%	52%
S	73%	8%	35%	24%
N	27%	92%	64%	76%
T	40%	77%	100%	57%
F	60%	23%	0%	43%
J	54%	69%	43%	62%
P	46%	31%	57%	38%

# Temperament

**NT**

Visionary/Rationalist

Architect of systems, competitive, logical, impersonal, analytical, but often seen as too competitive

**NF**

Catalyst/Idealist

Spokesperson, energizer, persuader, inclusive but may be seen as too idealistic

**SJ**

Traditionalist/Guardian

Dutiful, responsible, hard-working, and reliable, but may be seen a bit too bureaucratic

**SP**

Troubleshooter/Artisan

Clever, resourceful, spontaneous problemsolver, but may be seen as too expedient

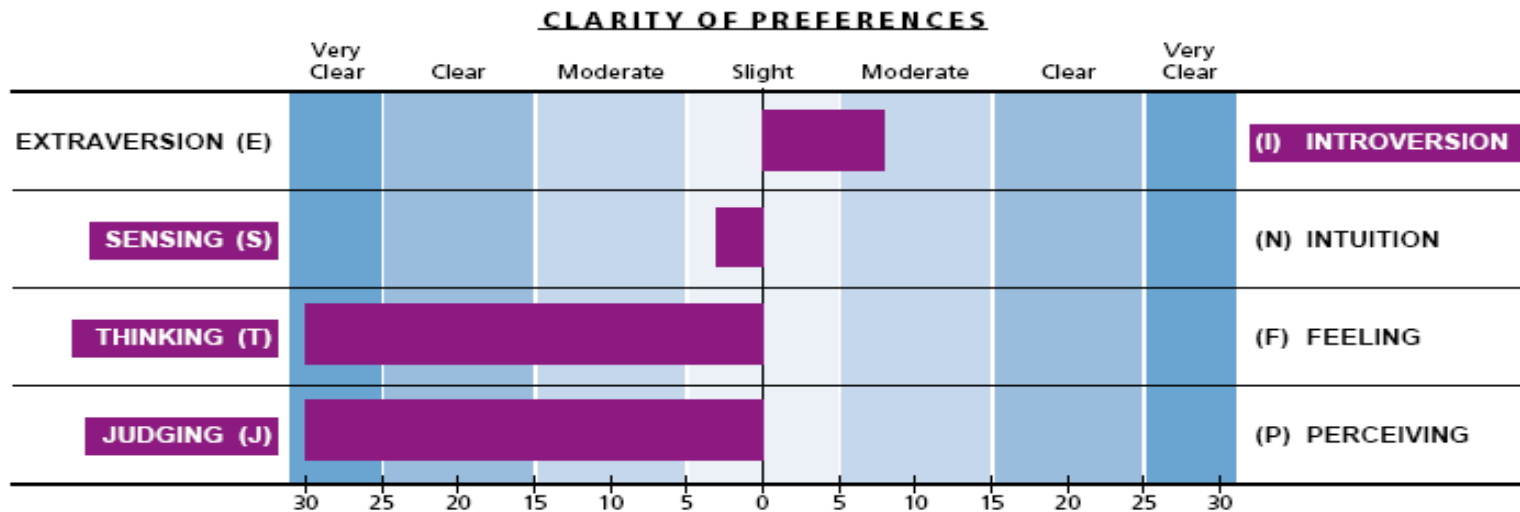
# Temperaments in Research Populations

	General Population	Our Group	Bio-med Industry	Dept of Medicine
NT	17%	69%	64%	43%
NF	16%	23%	0%	33%
SJ	46%	8%	21%	14%
SP	21%	0%	14%	9%

# Your MBTI Report

## Your Step 1 Results

The graph below and the paragraphs that follow it provide information about the personality type you reported. Each of the four preferences you indicated is shown by a bar on that side. The longer the bar, the more clearly you have expressed that preference.



Your type came out to be  
**ISTJ**  
(Introversion, Sensing, Thinking, Judging)

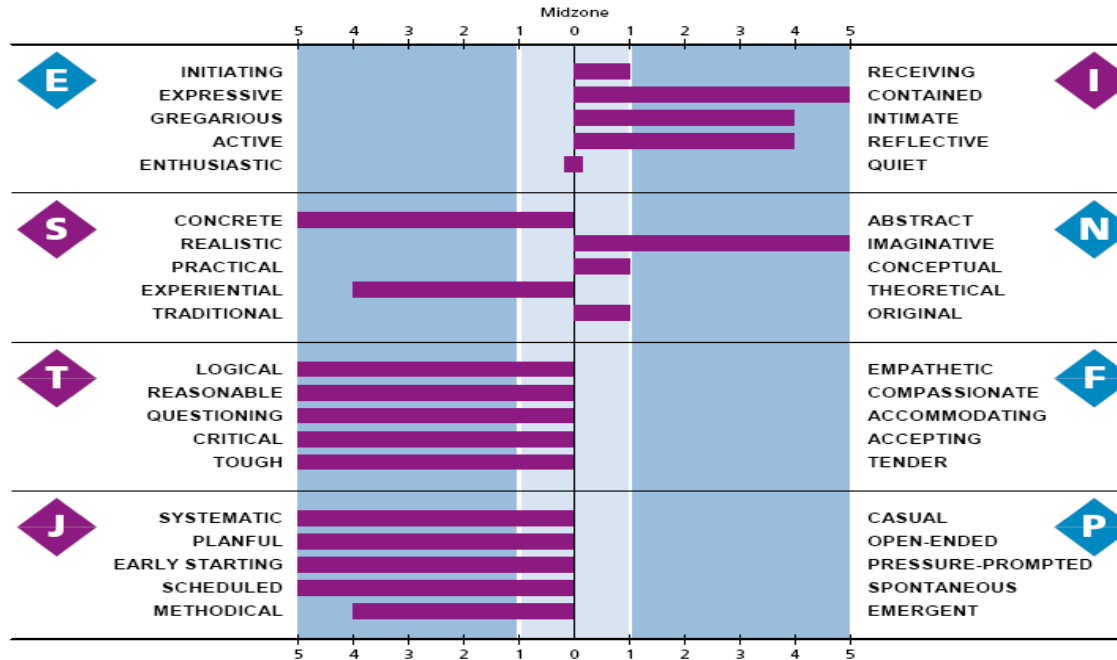
# Your MBTI Report

## Overview of Your Results

### STEP I: YOUR FOUR-LETTER TYPE

ISTJs tend to be serious, quiet, thorough, and dependable. They see it that everything is well organized and accurate. They are practical, orderly, matter-of-fact, logical, and realistic. ISTJs take responsibility, notice what needs to be done, and follow through steadily, regardless of protests or distractions.

### STEP II: YOUR RESULTS ON THE 20 FACETS



When you combine your Step I reported type and your Step II out-of-preference facets, the result is your individualized type description:

Imaginative  
**ISTJ**

# Your MBTI Report

## Interpreter's Summary

### PREFERENCE CLARITY INDEXES FOR REPORTED TYPE: ISTJ

Introversion: Moderate (8)

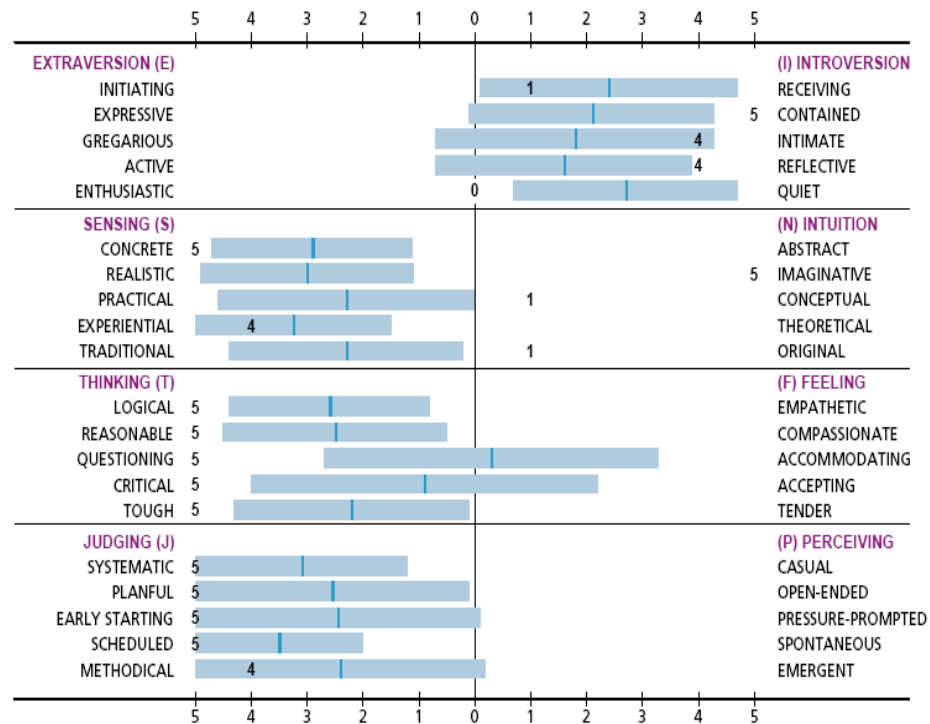
Sensing: Slight (3)

Thinking: Very Clear (30)

Judging: Very Clear (30)

### FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ISTJs

The bars on the graphs below show the average range of scores that occurred for the ISTJs in the national sample. The bars show scores that are -1 to +1 standard deviations from the mean. The vertical line in each bar shows ISTJs' mean score. The bold numbers show the respondent's scores.





# Experiencing Type

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# Case Studies

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# Action Plan

- Select one area for growth in leadership
    - a. Communication (page 9)
    - b. Making Decisions (page 10)
    - c. Managing Change (page 11)
    - d. Managing Conflict (page 12)
  - Design an experiment (worksheet provided)
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# Thank You

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