

UNDERSTANDING PERSONALITY STYLE IN THE WORKPLACE:

the powerful performance catalyst

presented by P. Susan Jackson, BA, BEd, MA, RCC
Newlands Golf and Country Club, March 30, 2011

What is the MBTI?

The MBTI assessment is a straightforward, non-threatening way of looking at your unique path to excellence. Through the various short questions and word-pair combinations, it identifies your common, every day preferences for:

- how you focus your attention and energy - to the outer world of people and activity or an inner world of ideas and reflections;
- how you gather information - focusing on data that is real and actual or on the data's patterns and meanings;
- how you make decisions - based on objective, logical analysis or guided by subjective concerns for impact on others;
- how you pattern your lifestyle - in a planned orderly way, or in a flexible spontaneous way.

JUNG'S BASIC FRAMEWORK

Extraversion ↔ **Introversion:**

describes where people prefer to prefer to
focus their attention and get their
energy —from the outer world of world
of people and activity (E) or their inner
world of ideas and experiences (I)

Sensing ↔ **Intuition:**

describes how people prefer to
take in information —focused on
what is real and actual (S) or on
patterns and meanings in data (N)

Thinking ↔ **Feeling**

Describes how people prefer to make
decisions based on logical analysis (T)
or guided by their concern for the
impact on others (F)

Judging ↔ **Perceiving:**

describes how people prefer to
deal with the outer world —in a
planned orderly way (J), or in a
flexible spontaneous way (P)

Type	IS _E T _E J	IS _E F _E J	IN _E F _E J	IN _E T _E J
Dominant or first	Inverted Sensing	Inverted Sensing	Inverted Intuition	Inverted Intuition
Auxiliary or second	Extraverted Thinking	Extraverted Feeling	Extraverted Feeling	Extraverted Thinking
Tertiary or third	Inverted Feeling	Inverted Thinking	Inverted Thinking	Inverted Feeling
Inferior or fourth	Extraverted Intuition	Extraverted Intuition	Extraverted Sensing	Extraverted Sensing

Type	IS _E T _I P	IS _E F _I P	IN _E F _I P	IN _E T _I P
Dominant or first	Inverted Thinking	Inverted Feeling	Inverted Feeling	Inverted Thinking
Auxiliary or second	Extraverted Sensing	Extraverted Sensing	Extraverted Intuition	Extraverted Intuition
Tertiary or third	Inverted Intuition	Inverted Intuition	Inverted Sensing	Inverted Sensing
Inferior or fourth	Extraverted Feeling	Extraverted Thinking	Extraverted Thinking	Extraverted Feeling

Type	ES _E T _I P	ES _E F _I P	EN _E F _I P	EN _E T _I P
Dominant or first	Extraverted Sensing	Extraverted Sensing	Extraverted Intuition	Extraverted Intuition
Auxiliary or second	Inverted Thinking	Inverted Feeling	Inverted Feeling	Inverted Thinking
Tertiary or third	Extraverted Feeling	Extraverted Thinking	Extraverted Thinking	Extraverted Feeling
Inferior or fourth	Inverted Intuition	Inverted Intuition	Inverted Sensing	Inverted Sensing

Type	ES _I T _E J	ES _I F _E J	EN _I F _E J	EN _I T _E J
Dominant or first	Extraverted Thinking	Extraverted Feeling	Extraverted Feeling	Extraverted Thinking
Auxiliary or second	Inverted Sensing	Inverted Sensing	Inverted Intuition	Inverted Intuition
3rd/2nd or third	Extraverted Intuition	Extraverted Intuition	Extraverted Sensing	Extraverted Sensing
Inferior or fourth	Inverted Feeling	Inverted Thinking	Inverted Thinking	Inverted Feeling

DECISION MAKING IN THE WORKPLACE

Thinking types typically will:

- See efficiency first
- Support the decision maker by supporting the decision making process
- Be tough when necessary to keep things on track

Feeling types typically will:

- Seek cooperation first
- Support the decision making process by supporting the decision maker
- Be encouraging when necessary to keep things on track

MBTI Type and Decision Making

Judging types will typically

- Establish time frames and identify milestones
- Expect to follow through and stick to the plan
- Minimize the interruptions and diversions in the interest of achieving the outcome

Perceiving types will typically

- Introduce broad parameters and suggest optimal outcomes
- Expect to adapt and make adjustments to the plan
- Respond to interruptions and diversions in the interest of enriching the outcome

DECISION MAKING IN THE WORKPLACE

Introverts typically will

- Feel comfortable working behind the scenes
- Be reluctant to alter a decision to meet external demands
- Delegate sparingly

Extroverts typically will

- Feel comfortable taking a visible role
- Prepared to alter a decision to meet external demands
- Delegate liberally

MBTI Type and Decision Making

Sensing types will typically

- Focus on attaining tangible goals
- Want to have or follow precise instructions
- Feel motivated by connecting current actions to immediate benefits

iNtuitive types will typically

- Focus on attaining conceptual goals
- Want to have or follow general guidelines
- Feel motivated by connecting current actions to future possibilities

CAREER DECISION MAKING

- Extraverted Sensing (SE) – focus on concrete data in the here and now
 - What do you like or dislike about your current role?
 - What are your current skills, knowledge and abilities?
- Introverted Sensing – focus on concrete data in the past
 - What did you like or dislike about past jobs?
 - What skills have you successfully used in the past?
- Extraverted Intuition – focus on new possibilities
 - If you had no constraints, what would you do with your life?
 - What are some careers that you have never thought of before that might interest you?
- Introverted intuition – focus on connections and meanings
 - Where you want to see your self in 1 year or two?
 - What type of position would have meaning for you?
- Extraverted Thinking – focus on objective external strategies
 - Make a list of the pros and cons of career alternatives
 - Evaluate the consequences of each alternative
- Introverted Thinking – focus on a plan of action
 - Develop a plan of action for your career search
 - Critique the career process you are using
- Extraverted Feeling – focus on cultural values that are personal to you
 - What is important to your family and close friends?
 - Do the values of this organization fit with yours?
- Introverted Feeling – focus on personal values
 - What is important to you in your career?
 - What do you value in a career?