

INTRODUCTION TO MYERS-BRIGGS® TYPE SERIES

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# Introduction to Myers-Briggs® Type in **ORGANIZATIONS**

Selected Sample Pages

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Fourth Edition



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# What Is the MBTI® Assessment?

This booklet is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment and how you can use them to optimize success at work.

The MBTI assessment provides a useful method for understanding people by identifying 16 Myers-Briggs® personality types. The personality types arise from the four pairs of opposite preferences shown at right. Each preference is indicated by a letter.

Although each of us can and does use all of the preferences at least some of the time, people typically find one in each pair more comfortable and natural than

its opposite. Your four preferences—your choice from each pair of opposites—make up your four-letter Myers-Briggs type. The four pairs of preferences describe four different aspects of personality, as shown below.

**EXTRAVERSION (E) or INTROVERSION (I)**  
Opposite ways to direct and receive energy

**SENSING (S) or INTUITION (N)\***  
Opposite ways to take in information

**THINKING (T) or FEELING (F)**  
Opposite ways to decide and come to conclusions

**JUDGING (J) or PERCEIVING (P)**  
Opposite ways to approach the outside world

## THE FOUR MYERS-BRIGGS® PREFERENCE PAIRS

### The way you direct and receive energy

**e** **EXTRAVERSION**  
People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.

**i** **INTROVERSION**  
People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas, memories, and experiences.

### The way you take in information

**s** **SENSING**  
People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.

**n** **INTUITION\***  
People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

### The way you decide and come to conclusions

**t** **THINKING**  
People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth the primary goals.

**f** **FEELING**  
People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.

### The way you approach the outside world

**j** **JUDGING**  
People who prefer Judging typically approach the world with decisiveness and tend to like planning and closure.

**p** **PERCEIVING**  
People who prefer Perceiving typically approach the world with flexibility and tend to like spontaneity and openness.

\*To avoid duplication and confusion, the letter "N" is used for Intuition because the letter "I" signifies Introversion.

## PREFERRED METHODS OF COMMUNICATION

EXTRAVERSION	INTROVERSION
<ul style="list-style-type: none"> <li>Communicate with energy and enthusiasm</li> <li>Respond quickly without long pauses to think</li> <li>Converse about people, things, and ideas in the outside world</li> <li>Sometimes need to moderate your delivery</li> <li>Seek opportunities to communicate with groups</li> <li>Like at least some communication to be face-to-face</li> <li>In meetings, like talking out loud to build your ideas</li> </ul>	<ul style="list-style-type: none"> <li>Keep energy and enthusiasm inside</li> <li>Pause and reflect before responding</li> <li>Think through ideas, thoughts, and impressions</li> <li>Sometimes need to be drawn out</li> <li>Seek opportunities to communicate one-to-one</li> <li>Like at least some communication to be in written format</li> <li>In meetings, verbalize ideas that have been thought through</li> </ul>
SENSING	INTUITION
<ul style="list-style-type: none"> <li>Like evidence (facts, details, and examples) presented first</li> <li>Want practical and realistic applications shown, with relationships between the facts clearly explained</li> <li>Rely on direct experience to provide information and anecdotes</li> <li>Use an orderly, step-by-step approach in conversations</li> <li>Like suggestions to be straightforward and feasible</li> <li>Refer to specific examples</li> <li>In meetings, follow the agenda</li> </ul>	<ul style="list-style-type: none"> <li>Like global schemes, with broad issues presented first</li> <li>Want to consider future possibilities and challenges</li> <li>Use insights and imagination as information and anecdotes</li> <li>Rely on a roundabout approach in conversations</li> <li>Like suggestions to be novel and unusual</li> <li>Refer to general concepts</li> <li>In meetings, use the agenda as a starting point</li> </ul>
THINKING	FEELING
<ul style="list-style-type: none"> <li>Prefer to be brief and concise</li> <li>Want the pros and cons of each alternative to be listed</li> <li>Can be intellectually critical and objective</li> <li>Are convinced by cool, impersonal reasoning</li> <li>Present goals and objectives first</li> <li>Use emotions and feelings as secondary data</li> <li>In meetings, seek involvement with the task first</li> </ul>	<ul style="list-style-type: none"> <li>Prefer to be personable and in agreement</li> <li>Want to know an alternative's impact on people and values</li> <li>Can be appreciative and accepting of others</li> <li>Are convinced by personal authenticity</li> <li>Present points of agreement first</li> <li>Consider logic and objectivity as secondary data</li> <li>In meetings, seek involvement with people first</li> </ul>
JUDGING	PERCEIVING
<ul style="list-style-type: none"> <li>Want to agree on schedules, timetables, and reasonable deadlines</li> <li>Dislike surprises and want advance warning</li> <li>Expect others to follow through and count on that happening</li> <li>State your positions and decisions as final</li> <li>Want to hear about results and achievements</li> <li>Focus on purpose and direction</li> <li>In meetings, concentrate on completing the task</li> </ul>	<ul style="list-style-type: none"> <li>Are willing to discuss timetables but resist tight deadlines and unchangeable schedules</li> <li>Enjoy surprises and adapt to last-minute changes</li> <li>Expect others to respond to situational requirements</li> <li>Present your views as tentative and modifiable</li> <li>Want to hear about options and opportunities</li> <li>Focus on autonomy and flexibility</li> <li>In meetings, pay attention to how things are proceeding</li> </ul>

Source: Adapted from *Talking in Type* by Jean M. Kummerow, Center for Applications of Psychological Type, 1985.

# Preference Groupings

As mentioned earlier in this booklet, your four preferences—your choice from each pair of opposites—make up your four-letter Myers-Briggs type. When the eight preferences in the four pairs of opposites are combined in all possible ways, 16 four-letter types result.

These 16 types are displayed on a type table, as shown here.

The type table is arranged as follows:

- EXTRAVERSION (E) in the two bottom rows
- INTROVERSION (I) in the two top rows

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- SENSING (S) in the two left columns
- INTUITION (N) in the two right columns

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- THINKING (T) in the two outer columns
- FEELING (F) in the two inner columns

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- JUDGING (J) in the top and bottom rows
- PERCEIVING (P) in the two inside rows

TYPE TABLE

	S	S	N	N	
I	istj	isfj	infj	intj	J
I	istp	isfp	infp	intp	P
E	estp	esfp	enfp	entp	P
E	estj	esfj	enfj	entj	J
	T	F	F	T	

Type professionals like to group the preferences together in different ways. The following sections show three common groupings of the preferences.

Selected Sample Pages

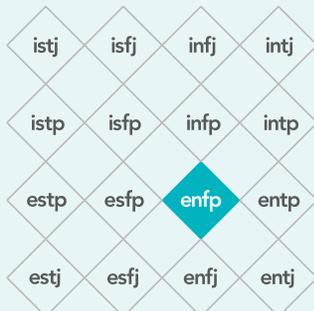


Extraversion  
Intuition  
Feeling  
Perceiving

#### Type Dynamics\*

N <sub>e</sub>	First
F <sub>i</sub>	Second
T	Third
S <sub>i</sub>	Fourth

\*See "Type Dynamics: Order of the Mental Processes" later in this booklet for further explanation.



ENFPs are enthusiastic, insightful, innovative, versatile, and tireless in pursuit of new possibilities. They enjoy working on teams to bring about change related to making things better for people.

#### Work Style

- See the need for and initiate change
- Focus on possibilities, especially for people
- Energize and persuade others through their enthusiasm
- Bring creativity and imagination to projects and actions
- Appreciate and acknowledge others

#### Work Environments

- Include imaginative people focused on possibilities
- Allow for sociability and flair
- Foster participation with different kinds of people and perspectives
- Offer variety and challenge
- Encourage sharing ideas
- Are flexible, casual, and unconstrained
- Mix in fun and enjoyment

#### Leadership Style

- Share their energy and enthusiasm
- Take charge of the start-up phase
- Communicate readily, possibly becoming spokespersons for worthy causes
- Make an effort to include and support people while allowing for autonomy
- Focus on what motivates people and encourage them to act

#### Problem-Solving Approach

- Want to explore creative possibilities for growth (N) that fit with their values (F)
- May need to apply logic dispassionately (T) and consider the relevant facts and details (S) for optimal results

#### Learning Style

- Active, experiential, and imaginative
- Interesting, whether or not it has practical applications

#### Potential Pitfalls

- May want to move on to new ideas or projects without finishing what they've already started
- May overlook relevant facts and details
- May overextend themselves and try to do too much
- May procrastinate while searching for the best possible answer

#### Suggestions for Development

- May need to set priorities based on what is most important and then follow through
- May need to pay attention to key details and then stay focused on them
- May need to screen tasks and say no rather than try to do them all, no matter how appealing they may sound
- May need to use project- and time-management skills to meet goals