



Understanding and Capitalizing on Your Personality Type

**Medical Society of New Jersey
Annual Conference
Sharon Hardy, MA, PCC
5-13-11**

Agenda

- **Introduction and Self-Test**
- **The MBTI Model**
- **Validating Your Profile**
- **Appreciating Differences**
- **Communication Styles**

Objectives

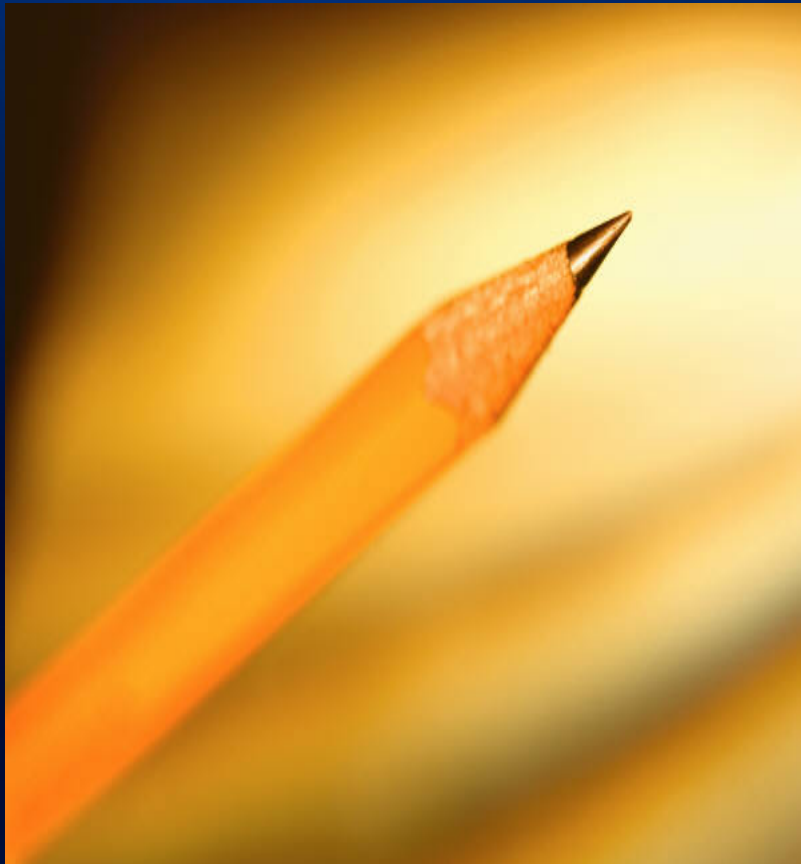
- **Increase self-awareness**
- **Appreciate the gifts and strengths of myself and others**
- **Apply Type knowledge to communications**

Introduction to Type Theory

- Mother-daughter team developed the MBTI assessment based on the work of psychologist Carl Jung
- The main postulate of the theory is that people have **inborn behavioral tendencies and preferences**
- 60 years of research - most widely used psychological tool in the world

Innate Preferences

inborn behavioral tendencies and preferences



- **Exercise**
 - **Writing name**

MBTI

- **Identifies preferences, not skills**
- **Open possibilities, not limit options**
- **All preferences are valuable**
- **All preferences can be used by each person**

Personal Styles: Some Assumptions

- All of us have
 - strengths
 - areas for improvement
 - something to learn about ourselves
 - something to teach, share with the group

The Myers-Briggs Types Indicator

Created by

Katharine C. Briggs and Isabel Briggs Myers

Reports some of your key:

- Preferences
- Tendencies
- Characteristics
- ...But not all of them

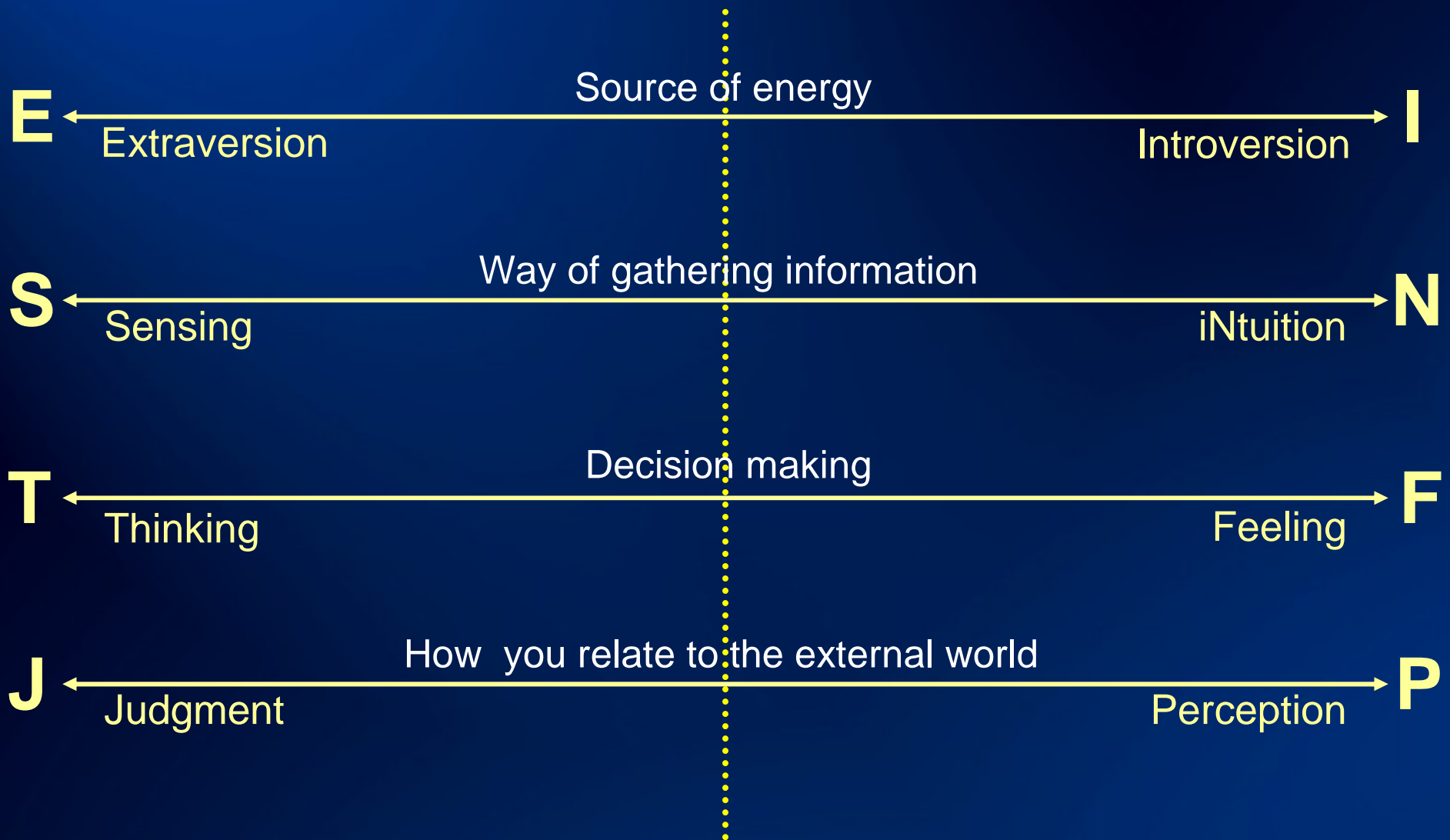
It is not a

- Predictor
- Label

Myers Briggs Model



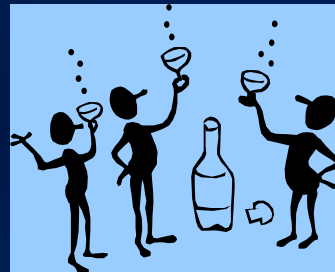
MBTI: Four Preferences



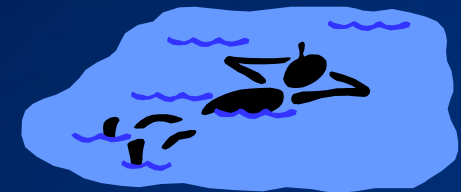
Extraversion and Introversion (complementary ways of being energized)



An extravert's essential stimulation, way of getting energy, is from the environment, the outer world of people and things.



An introvert's essential stimulation, way of getting energy, is from within - the inner world of thoughts, ideas, and reflections.



EXTRAVERSION

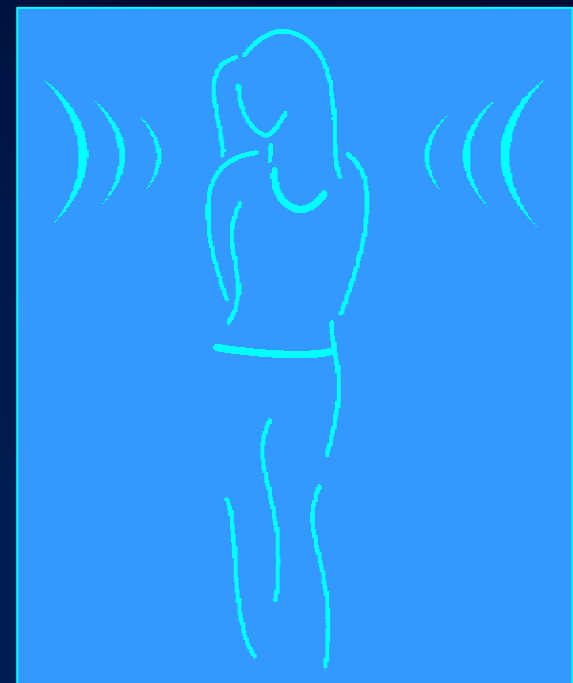


Feels

Pulled Outward

By External Claims
And Conditions

INTROVERSION

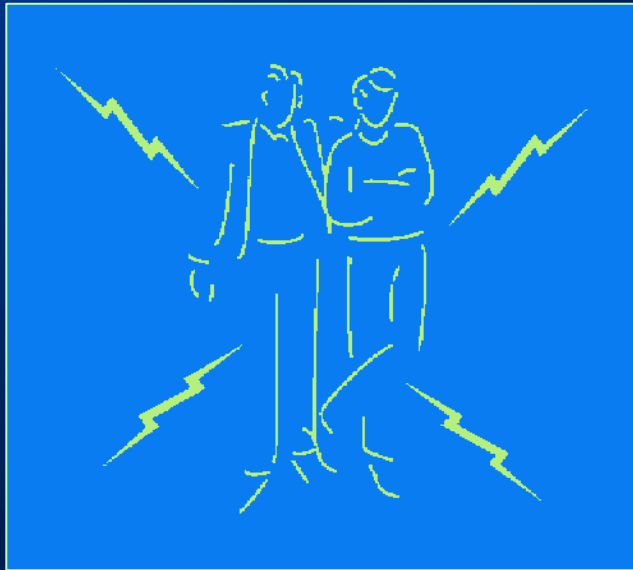


Feels

Pushed Inward

By External Claims
And Intrusions

EXTRAVERSION



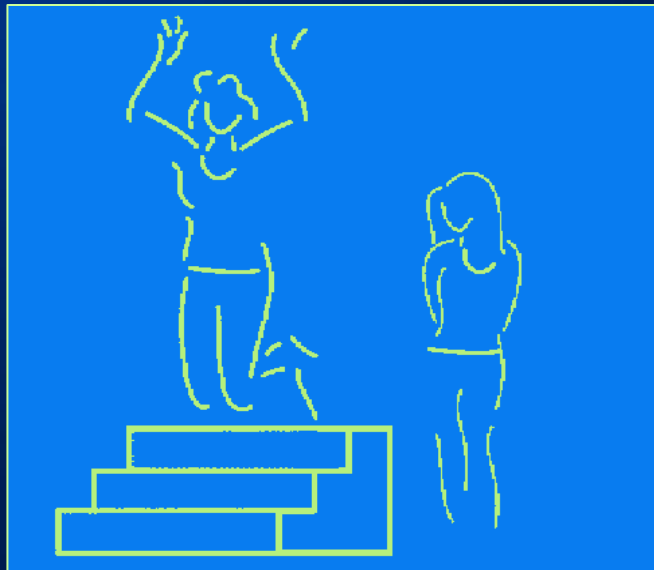
Energized By
Other People,
External Experiences

INTROVERSION



Energized By
Inner Resources,
Internal Experiences

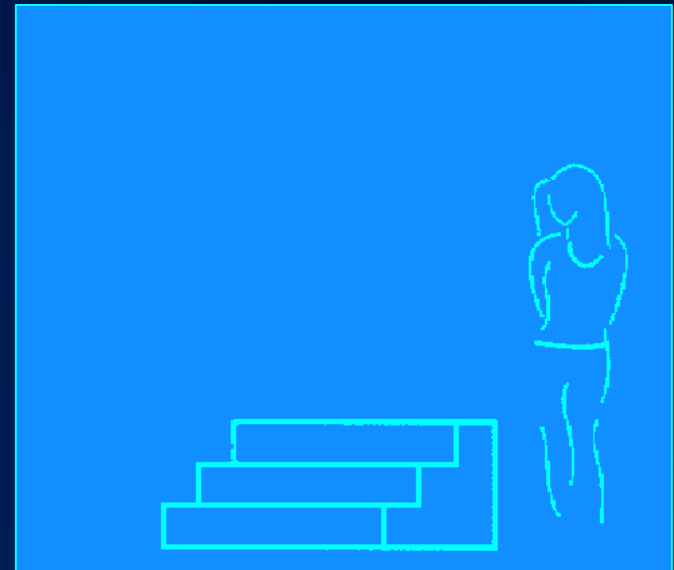
EXTRAVERSION



Acts

Then *(Maybe)* Reflects

INTROVERSION



Reflects

Then *(Maybe)* Acts

EXTRAVERSION



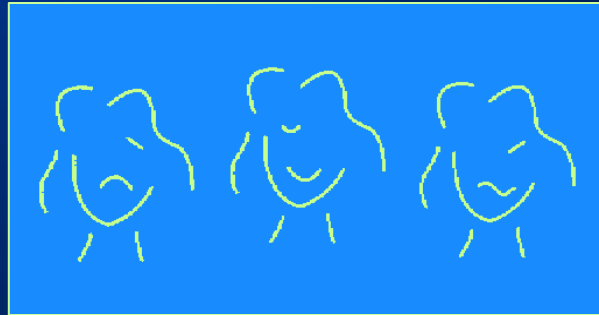
Is Often
Friendly, Talkative,
Easy To Know

INTROVERSION



Is Often
Reserved, Quiet,
Hard To Know

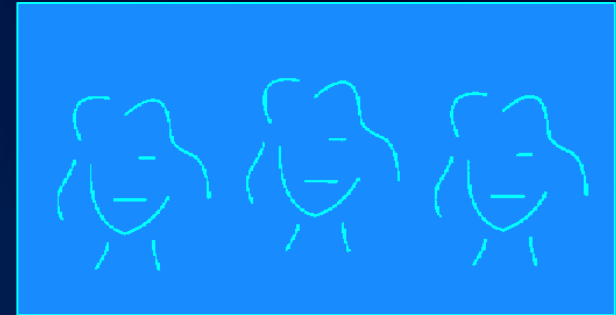
EXTRAVERSION



**Expresses
Thoughts
And Emotions Freely**

*(May Be At Risk Of
Saying Too Much)*

INTROVERSION



**Keeps
Thoughts
And Emotions Private**

*(May Be At Risk Of Saying
Too Little)*

EXTRAVERSION



Needs **Relationships**

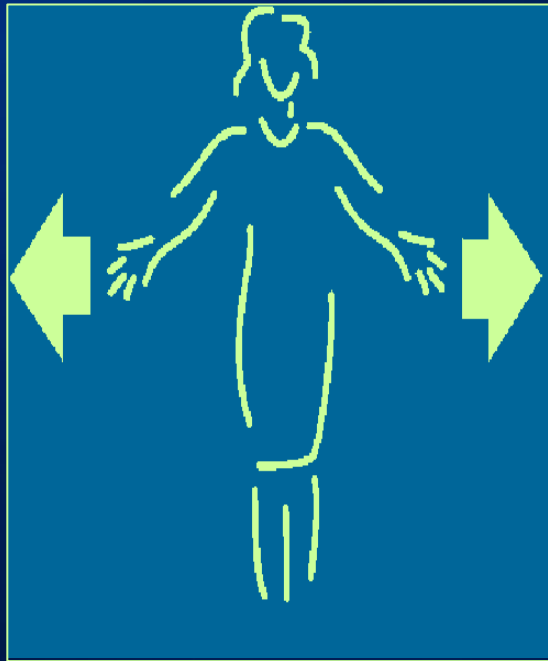
INTROVERSION



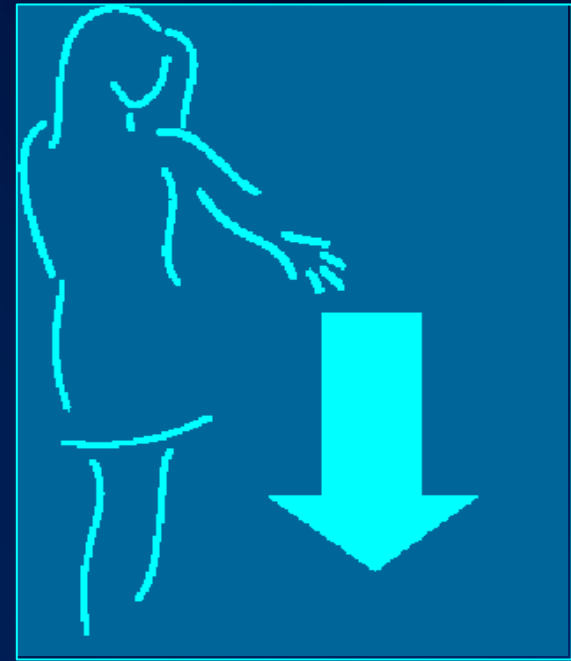
Needs **Privacy**

EXTRAVERSION

INTROVERSION



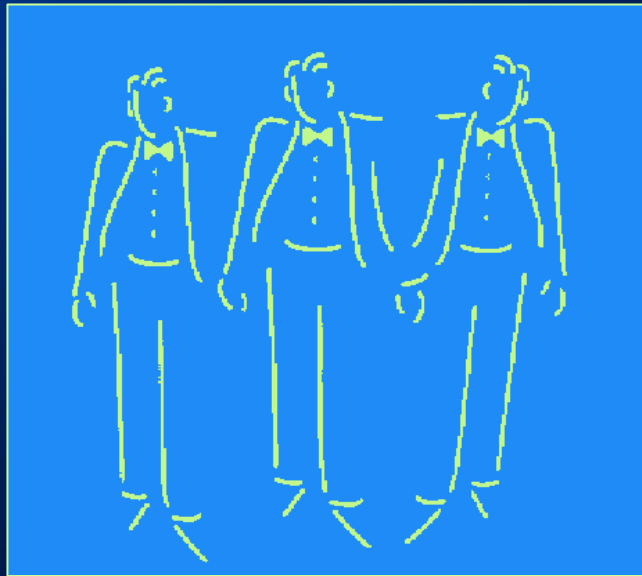
Gives **Breadth** To Life



Gives **Depth** To Life

EXTRAVERSION

INTROVERSION

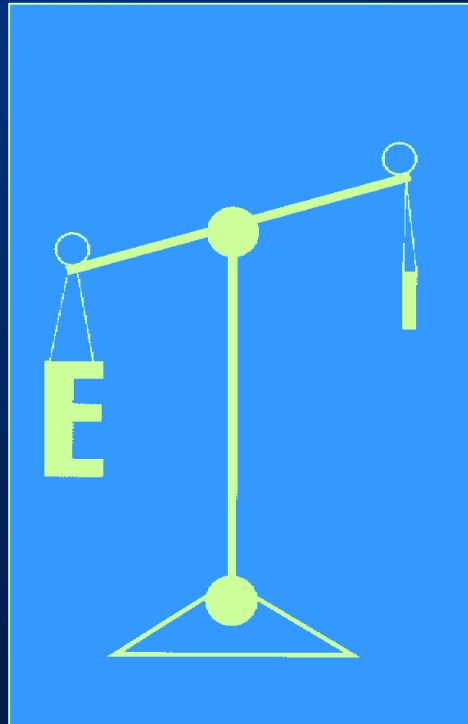


Es May
Seem Shallow To **I**s

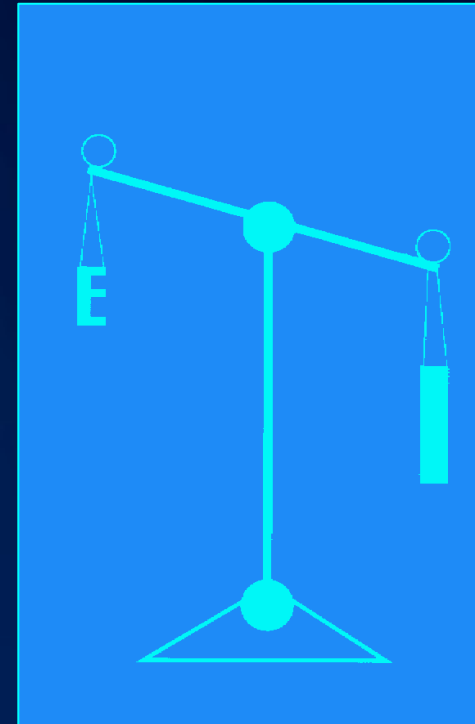
Is May
Seem Withdrawn To **E**s

EXTRAVERSION

INTROVERSION



Needs Introversion
For Balance



Needs Extraversion
For Balance

E or I (Preferred Work Environment)

Extraversion

Introversion



- Varied and action-oriented
- Prefers to be around and with others
- Interests have breadth
- Lively and popular

- Remain aware of the environment, allow time to verbalize agreements, then take action.

- Quiet and concentrated
- Prefers to be alone
- Interests have depth
- Calm and private

- Allow time for silent reflection on solutions, conceptualize the problem, and look deeply into issues

E or I (key words)

Extraversion

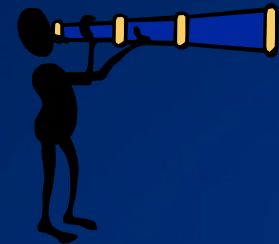
Introversion



- Jumps In, Initiating
- Sociability
- Interaction
- Enjoys groups
- Thinks out loud
- External
- Breadth
- Expressive



- Reflective
- Intensive
- Concentration
- Prefers 1-1 or working alone
- Rehearse before talking
- Internal
- Depth
- Constraint

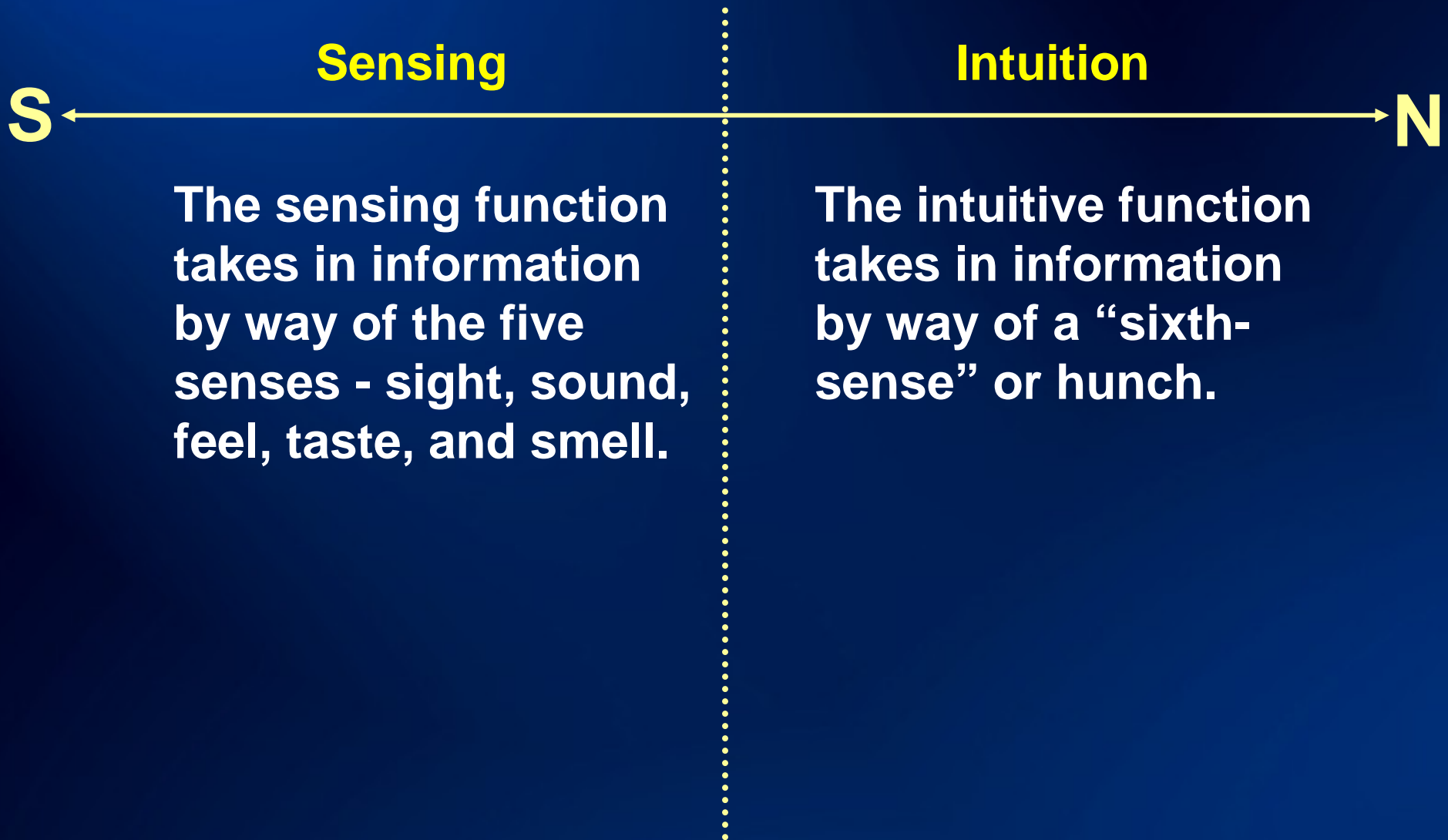


Extraversion or Introversion?



Sensing and Intuition

(Are complementary ways of taking in information)



SENSING



Sees
Specific Parts
And Pieces

INTUITION



Sees
Patterns
And Relationships

SENSING



Lives In
The Present,
Enjoying What's There

INTUITION



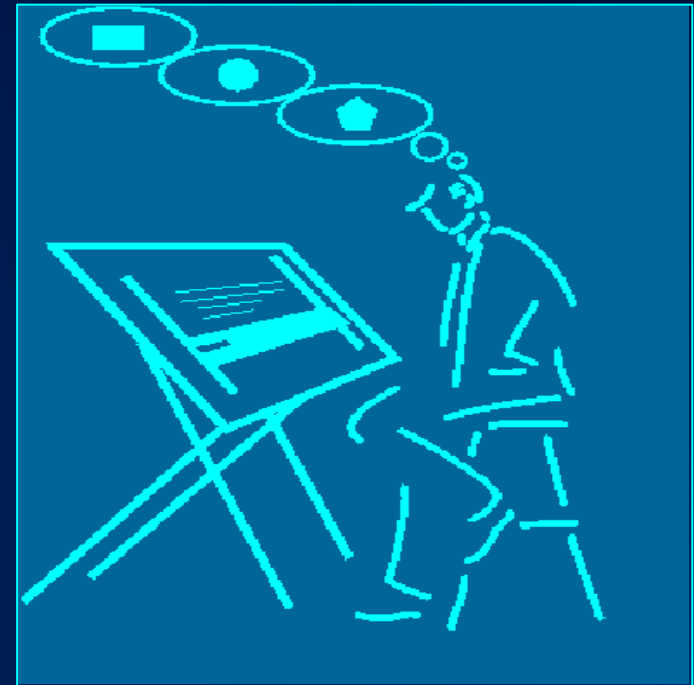
Lives Toward
The Future,
Anticipating What Might Be

SENSING



Prefers
**Handling Practical
Matters**

INTUITION



Prefers
**Imagining
Possibilities**

SENSING



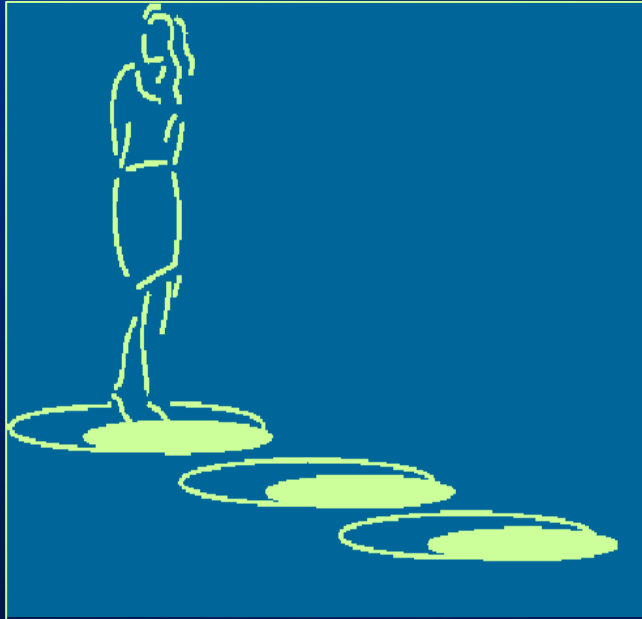
Likes Things That
Are **Definite, Measurable**

INTUITION



Likes Opportunities
For **Being Inventive**

SENSING



Starts At The Beginning,
Takes A Step At A Time

INTUITION



Jumps In Anywhere,
Leaps Over Steps

SENSING



**Works Hands-On
With The Parts**
To Understand The
Overall Design

INTUITION



**Studies
The Overall Design**
To Understand How The
Parts Fit Together

SENSING



Enjoys
Using And Refining The
Known And Familiar

INTUITION



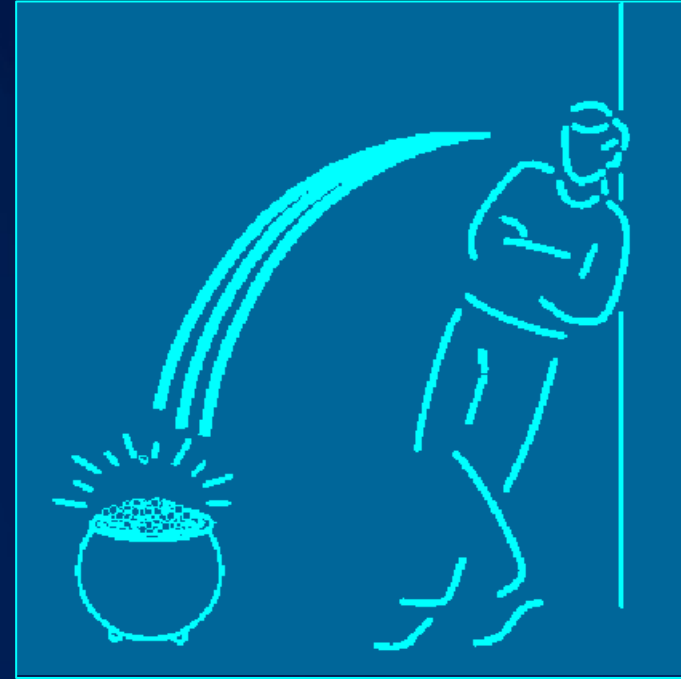
Enjoys
Experimenting With The
New And Different

SENSING



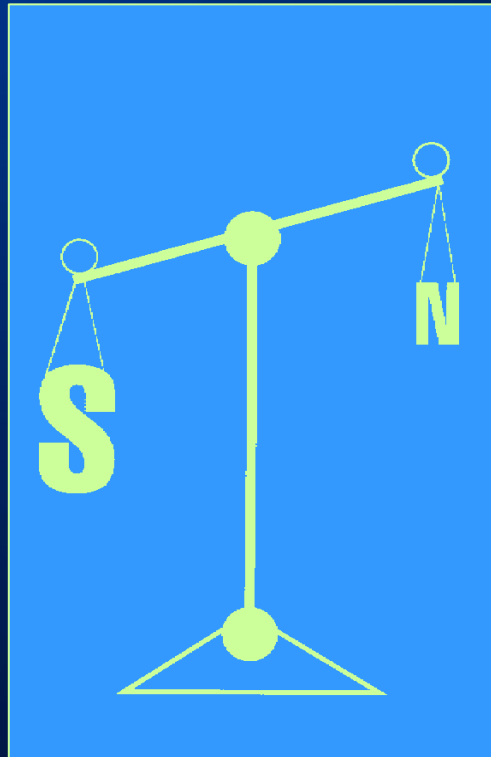
Ss May Seem
Materialistic And
Literal-Minded To **N**s

INTUITION



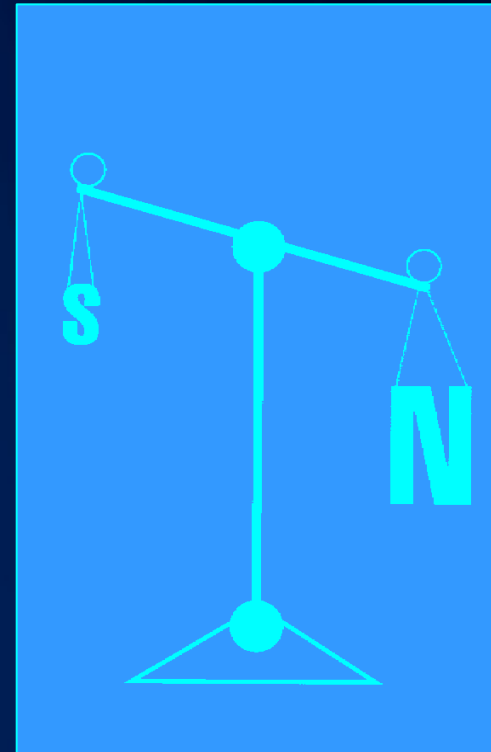
Ns May Seem
Fickle, Impractical Dreamers
To **S**s

SENSING



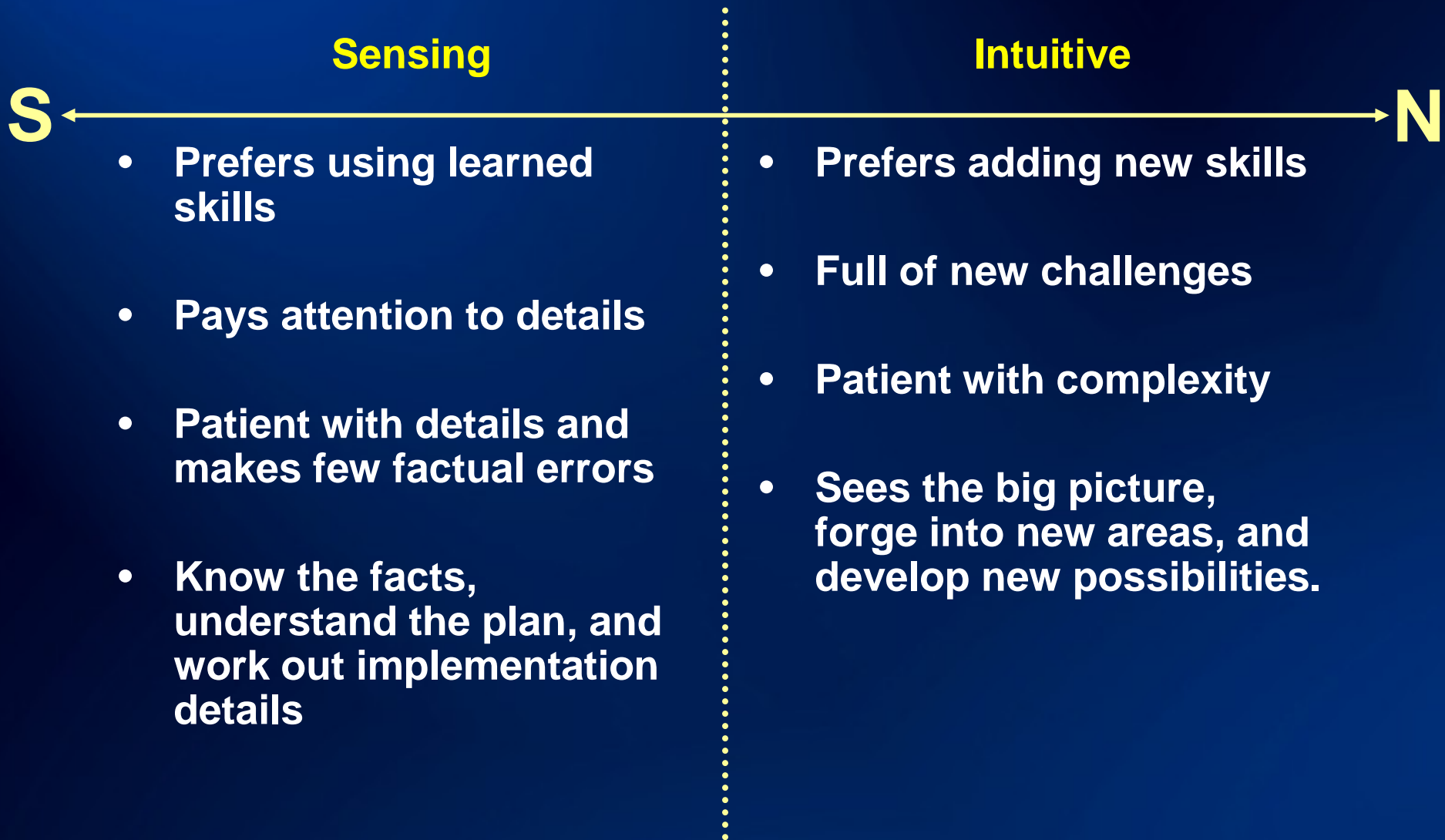
Needs Intuition
For Balance

INTUITION



Needs Sensing
For Balance

S or N (Preferred Work Environment)



S or N (Key Words)



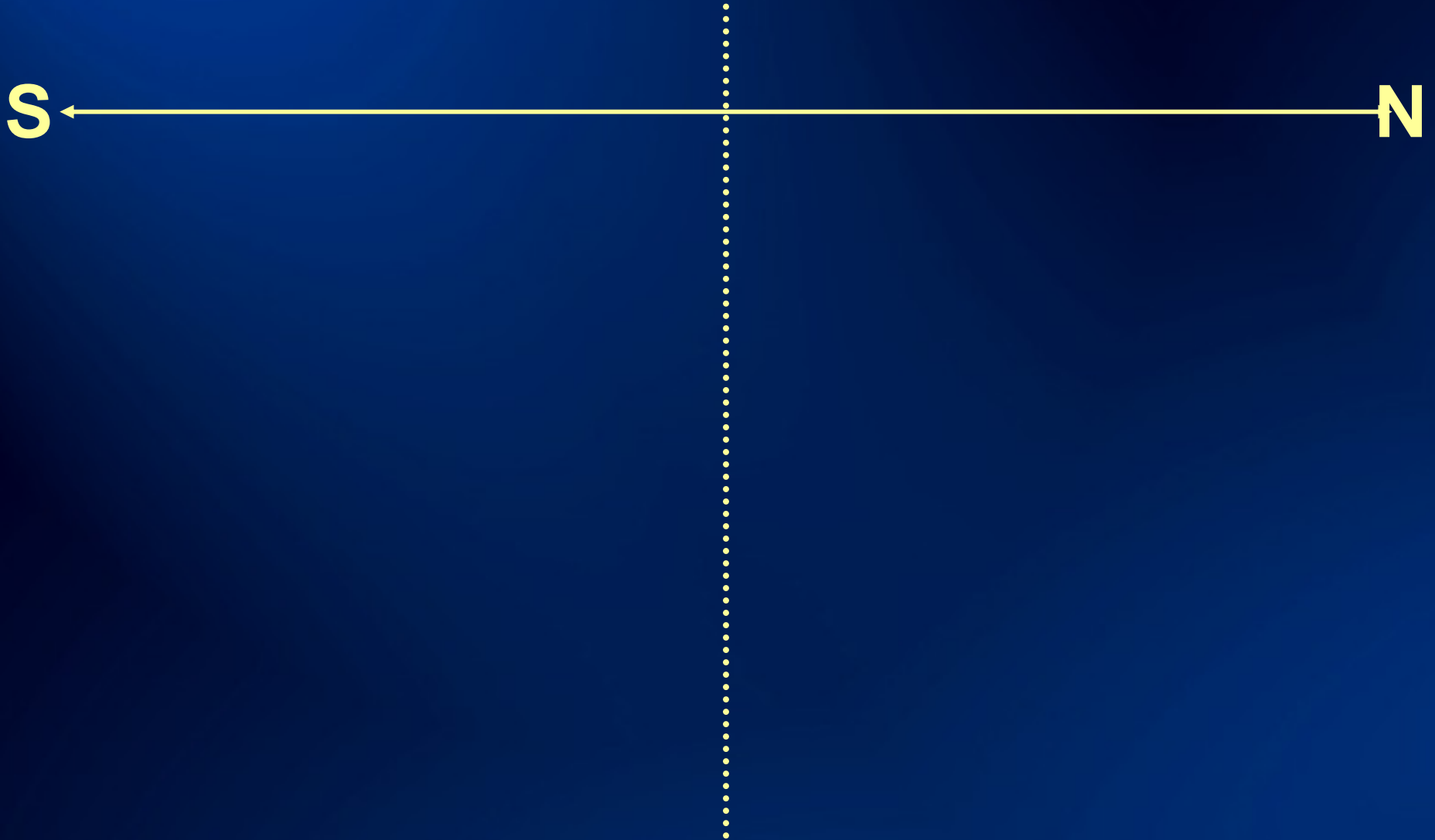
- Facts
- Present Focus
- Detail
- Powers of observation
- Sequential
- Idea tester
- Adapting
- Practicality
- Sensible
- Perspiration
- Literal



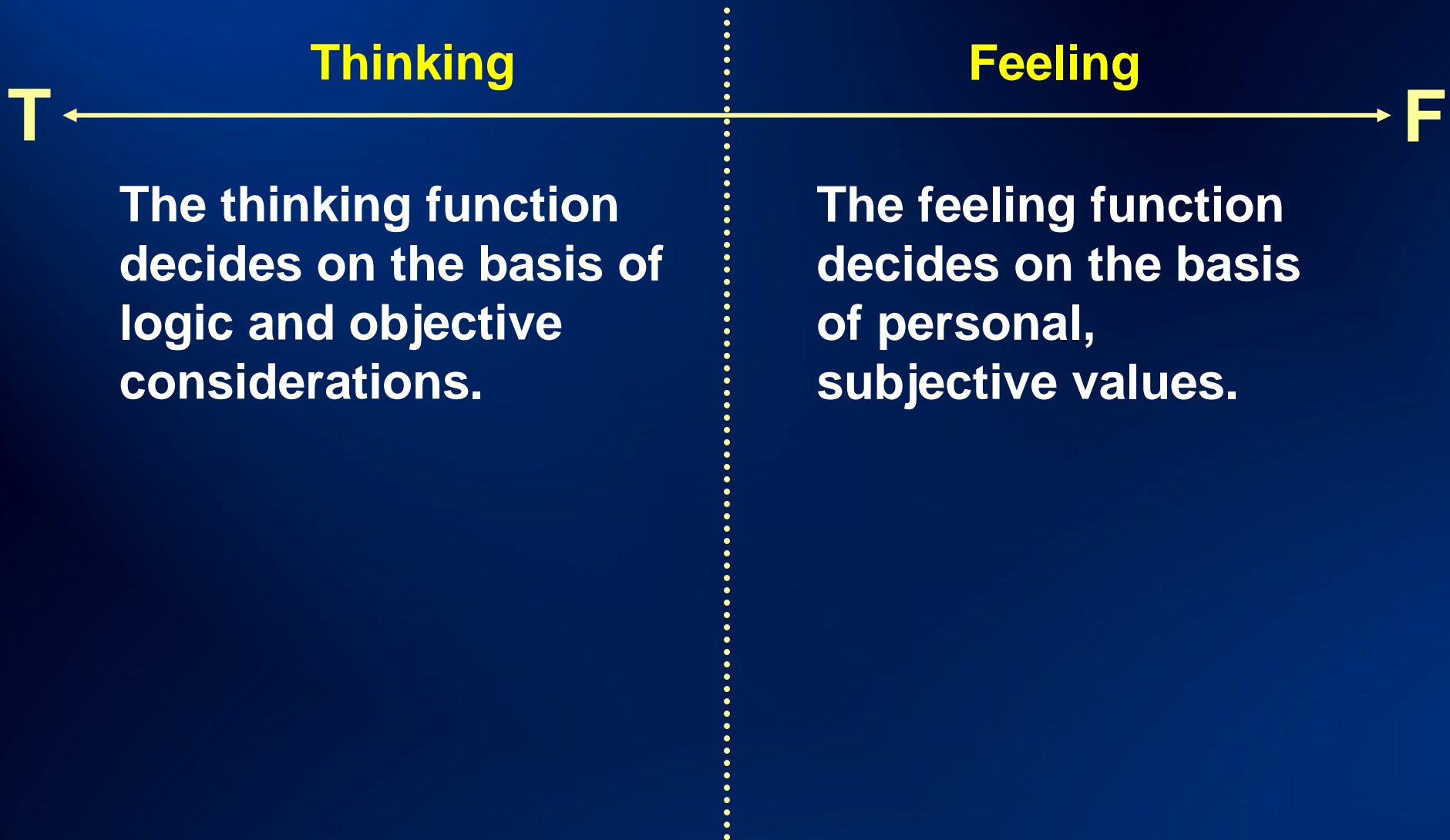
- Possibilities, associations
- Future focus
- Overview
- Pattern recognition
- Random
- Idea generator
- Innovating
- Ingenuity
- Imaginative
- Inspiration
- Figurative



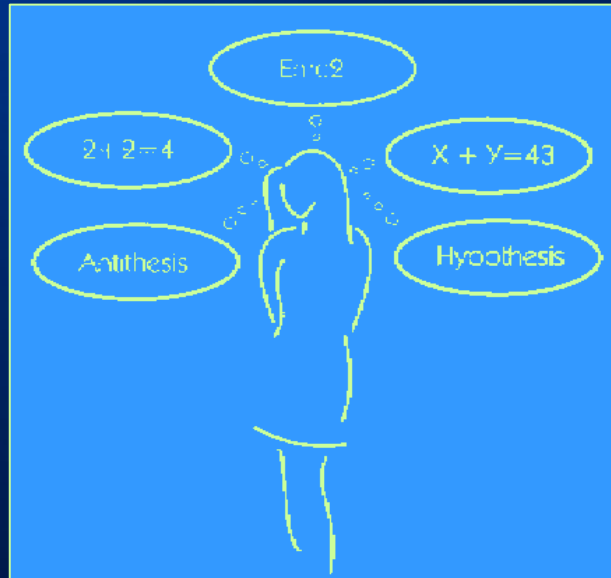
Sensing or Intuition?



Thinking and Feeling (complementary ways of making decisions)



THINKING



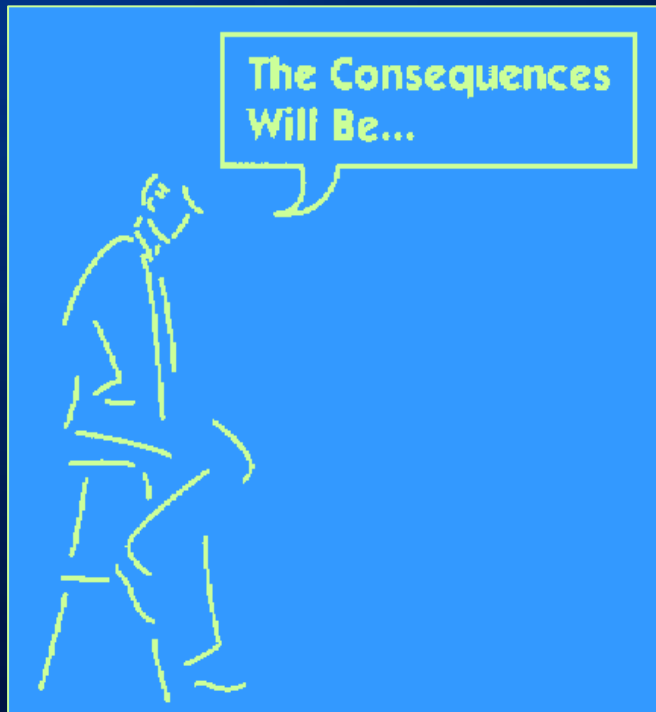
Decides With
The **Head**

FEELING



Decides With
The **Heart**

THINKING



Goes By
Logic

FEELING



Goes By
Personal Convictions

THINKING



Concerned With
Principles Such As
Truth, Justice

FEELING



Concerned With
Values Such As
**Relationships,
Harmony**

THINKING



Sees Things As
An On-Looker From
Outside A Situation

FEELING



Sees Things As
A Participant From
Within A Situation

THINKING



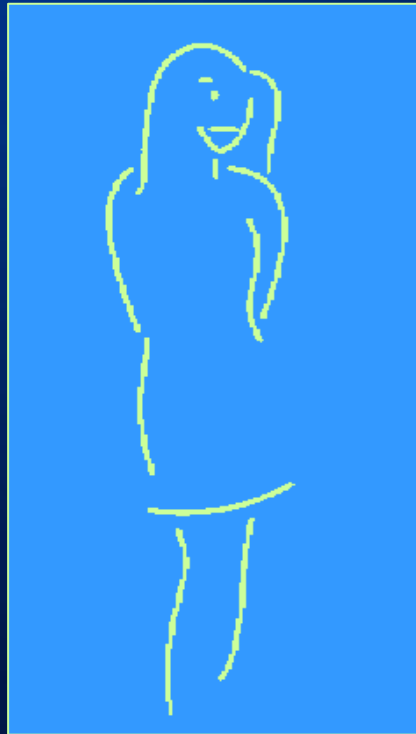
Takes A
Long Range
View

FEELING



Takes An
Immediate And Personal
View

THINKING



Spontaneously
Critiques

FEELING



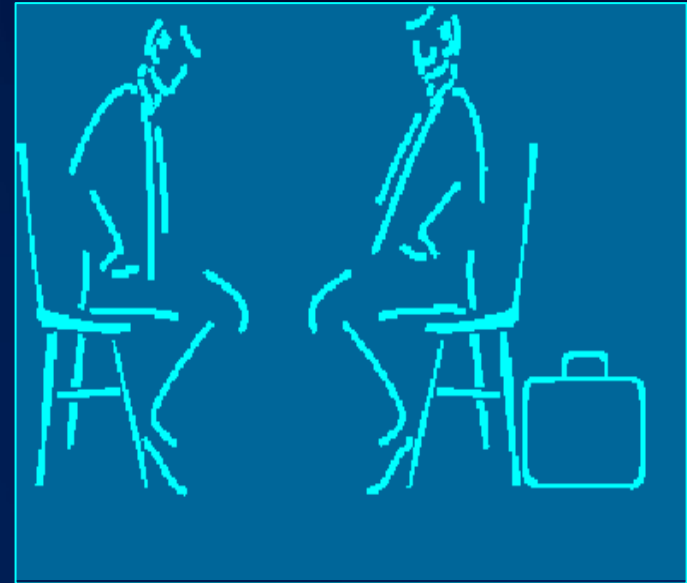
Spontaneously
Appreciates

THINKING



Good
At **Analyzing**
Plans

FEELING



Good
At **Understanding**
People

THINKING



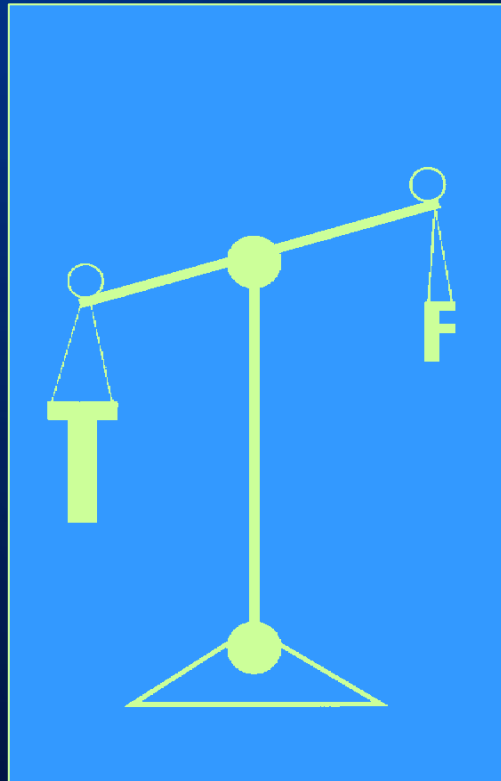
Ts May Seem
Cold And
Condescending To **F**s

FEELING



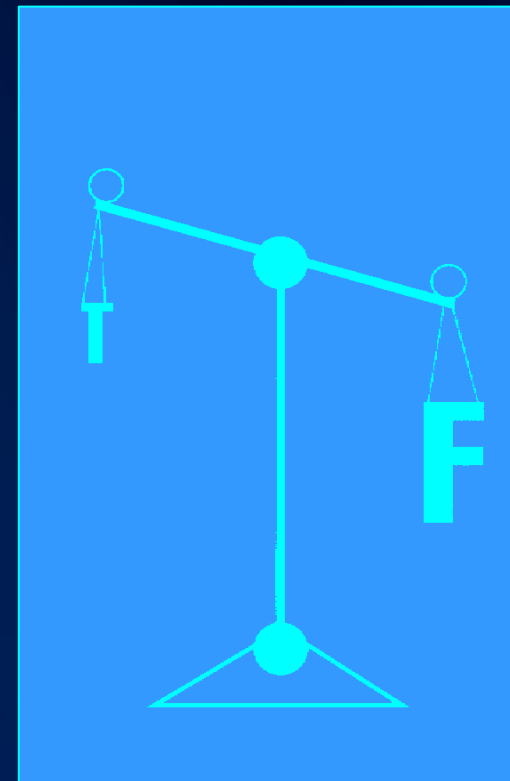
Fs May Seem
Fuzzy-Minded And
Emotional To **T**s

THINKING



Needs **Feeling** For
Balance

FEELING



Needs **Thinking** For
Balance

T or F (Preferred Work Environment)

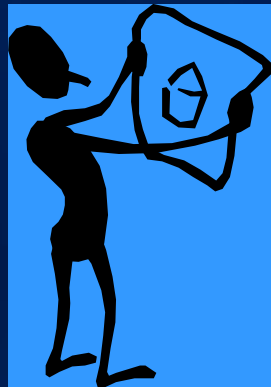


T or F (Key Words)

Thinking

T

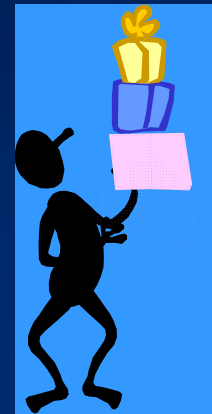
- Objective
- Logic, principles
- Truthful
- Firmness
- Impersonal
- Critique
- Analysis
- Justice
- Clarity



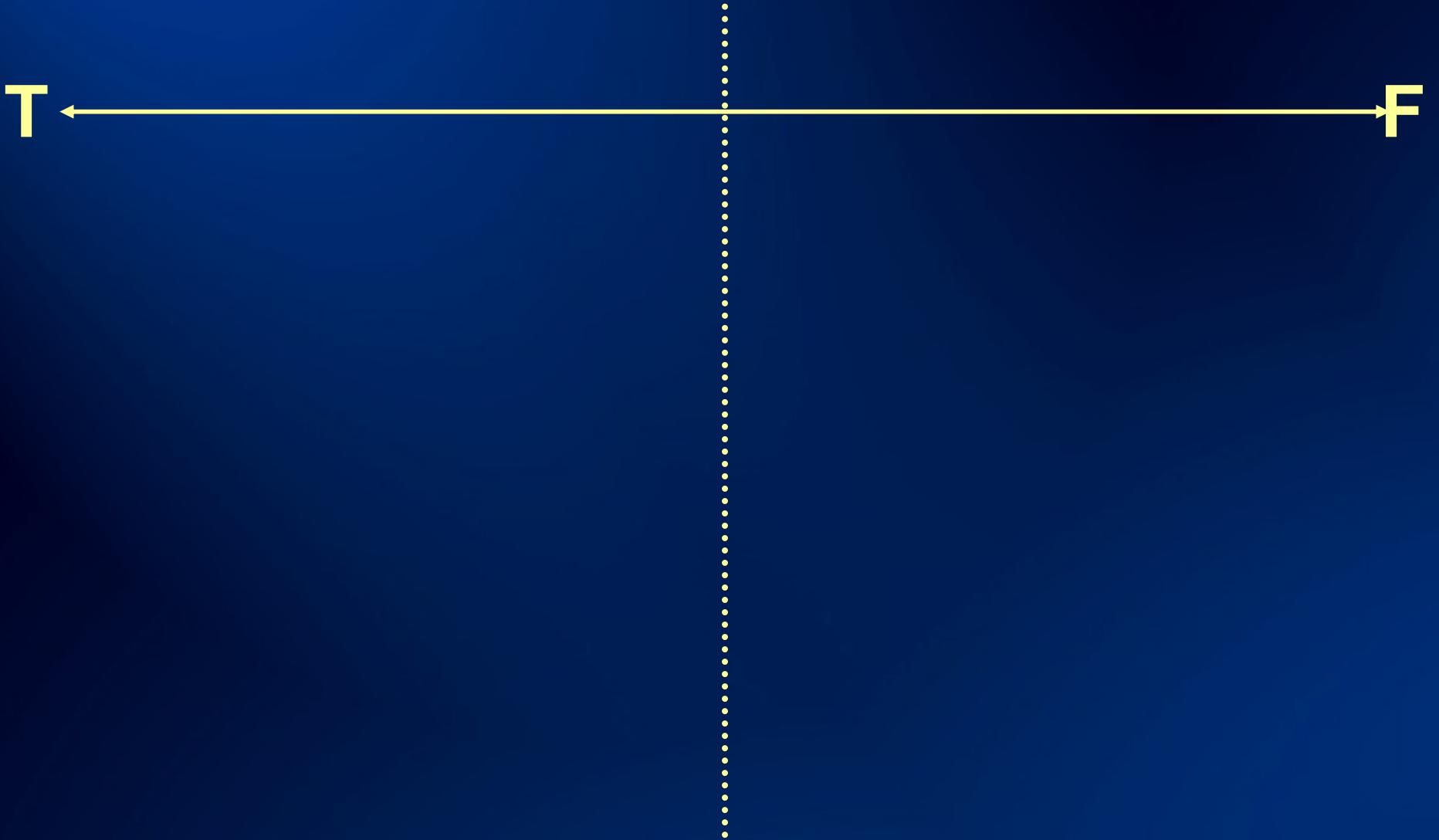
Feeling

F

- Subjective
- Personal values
- Tactful, harmony
- Persuasion
- Interpersonal
- Appreciate
- Sympathy
- Mercy
- Harmony



Thinking or Feeling?

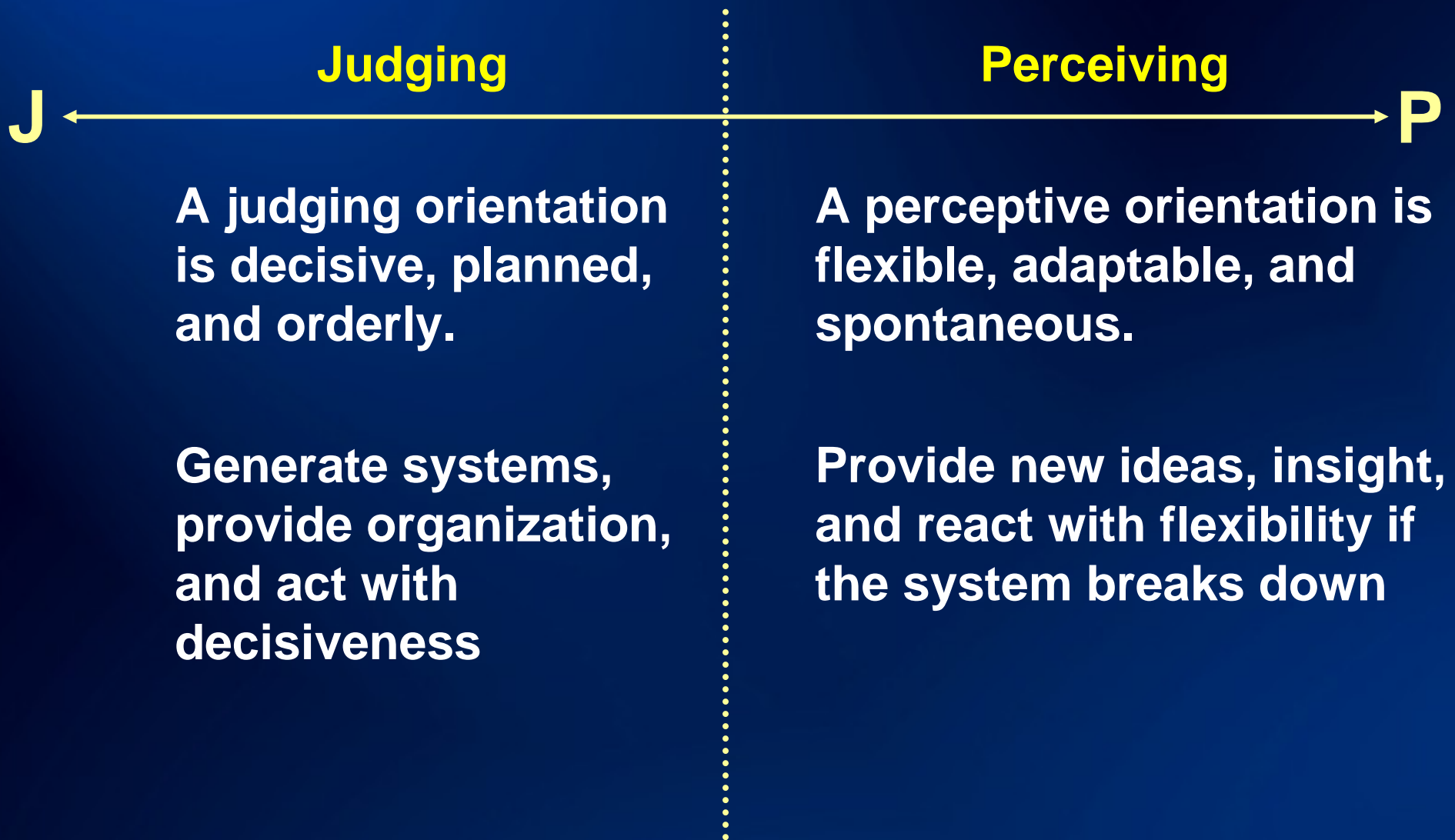


T or F

(Small Group Exercise)

- **You are a Soccer Coach and you can only take 14 of your 16 players with you to an out of state game.**
- **As a group, decide how you will choose the players who get to go.**
- **(Prepare to report your decisions to the large group).**

Judgment and Perception (How you relate to the external world)



JUDGMENT



Prefers An
Organized Lifestyle

PERCEPTION



Prefers A
Flexible Lifestyle

JUDGMENT



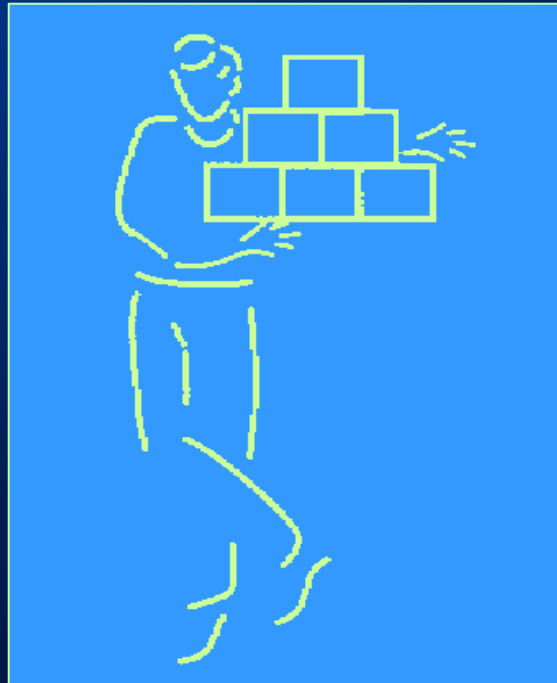
Likes Definite
Order And Structure

PERCEPTION



Likes Going
With The Flow

JUDGMENT



Likes To Have
Life Under Control

PERCEPTION



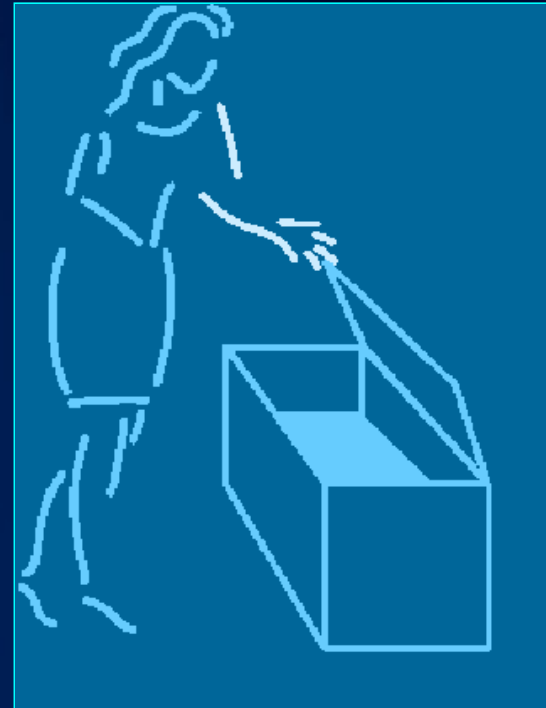
Prefers To Experience
Life As It Happens

JUDGMENT



Enjoys
Being Decisive

PERCEPTION



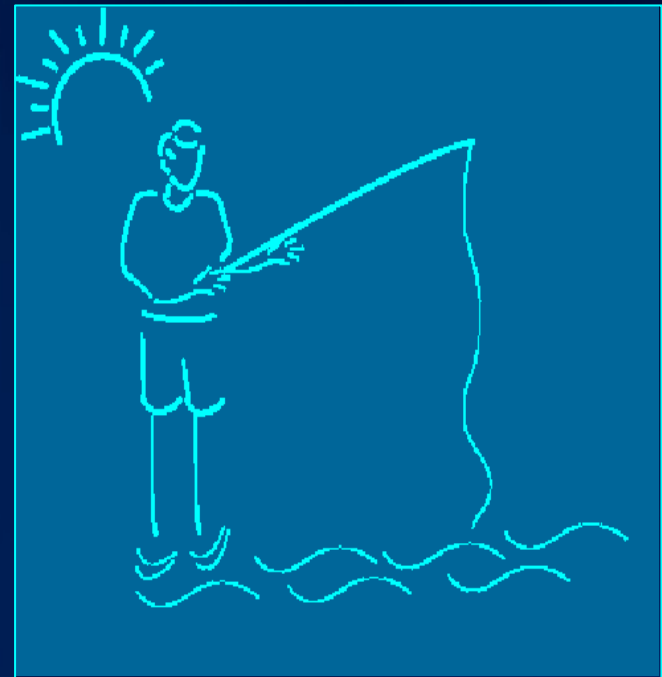
Enjoys
**Being Curious,
Discovering Surprises**

JUDGMENT



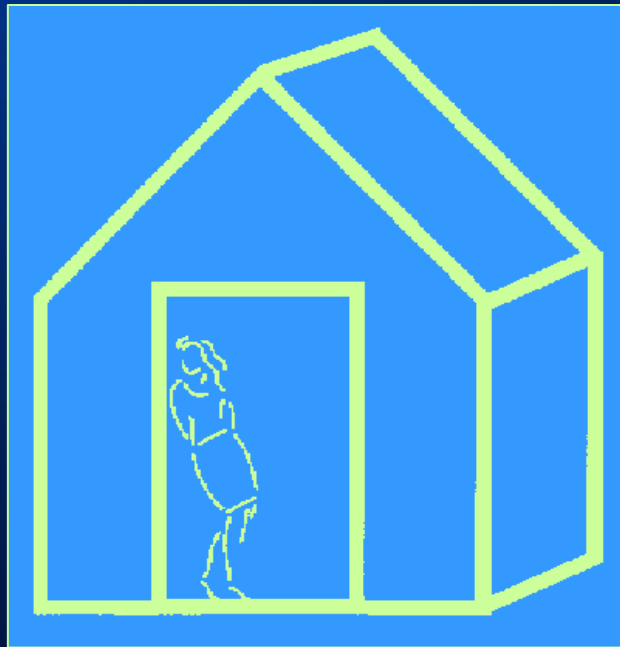
Likes **Clear Limits**
And Categories

PERCEPTION



Likes **Freedom To**
Explore Without
Limits

JUDGMENT



Feels Comfortable
Establishing Closure

PERCEPTION



Feels Comfortable
Maintaining Openness

JUDGMENT



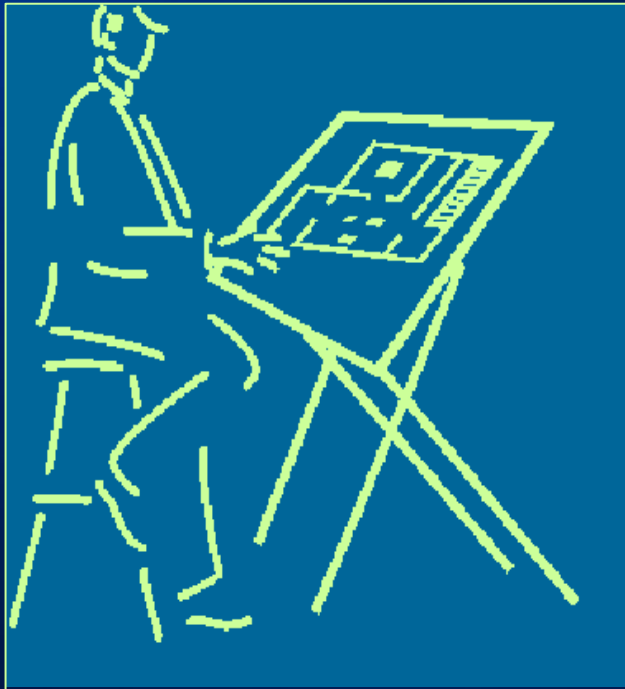
Handles Deadlines,
Plans In Advance

PERCEPTION



Meets Deadlines
By **Last Minute Rush**

JUDGMENT



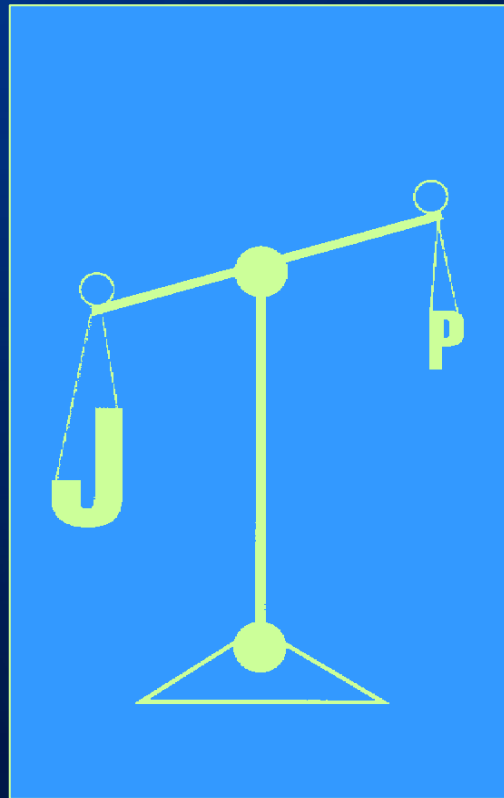
Js May Seem
Demanding, Rigid,
Uptight To **P**s

PERCEPTION



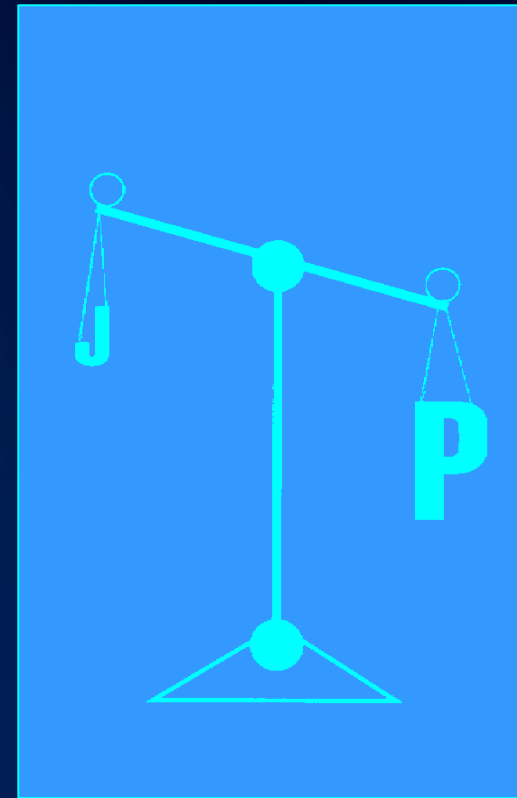
Ps May Seem
Disorganized, Messy,
Irresponsible to **J**s

JUDGMENT



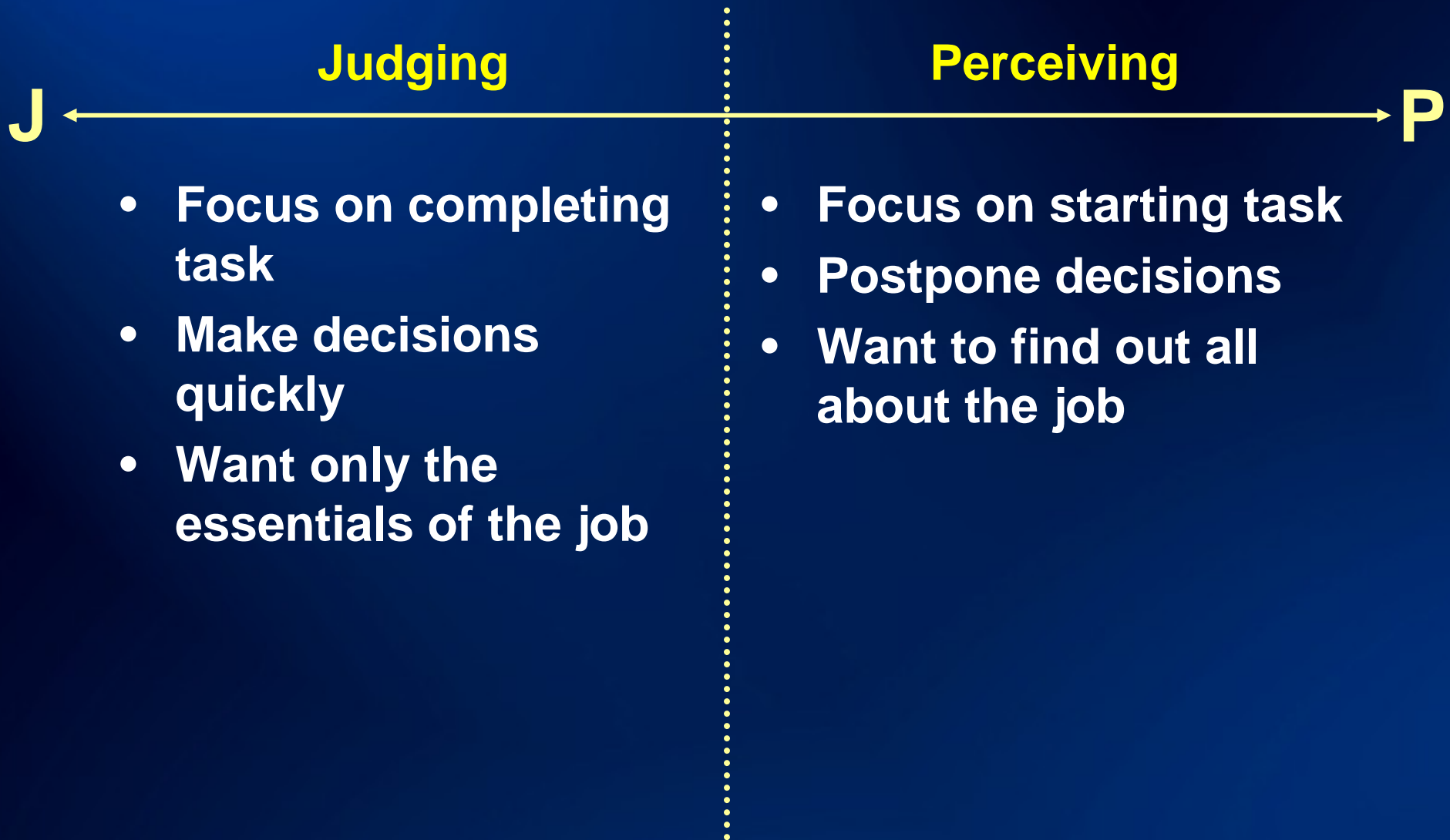
Needs Perception
For Balance

PERCEPTION



Needs Judgment
For Balance

J or P (Preferred Work Environment)

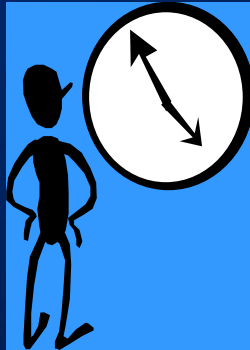


J or P (Key Words)

Judging

J

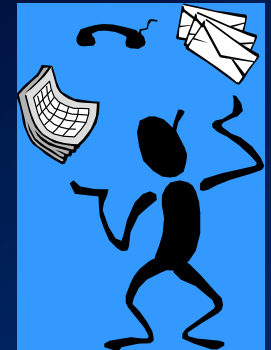
- Focus
- Decided
- Fixed
- Plan
- Systems
- Conclusive
- Complete
- Wrap it up
- Urgency
- Get show on the road



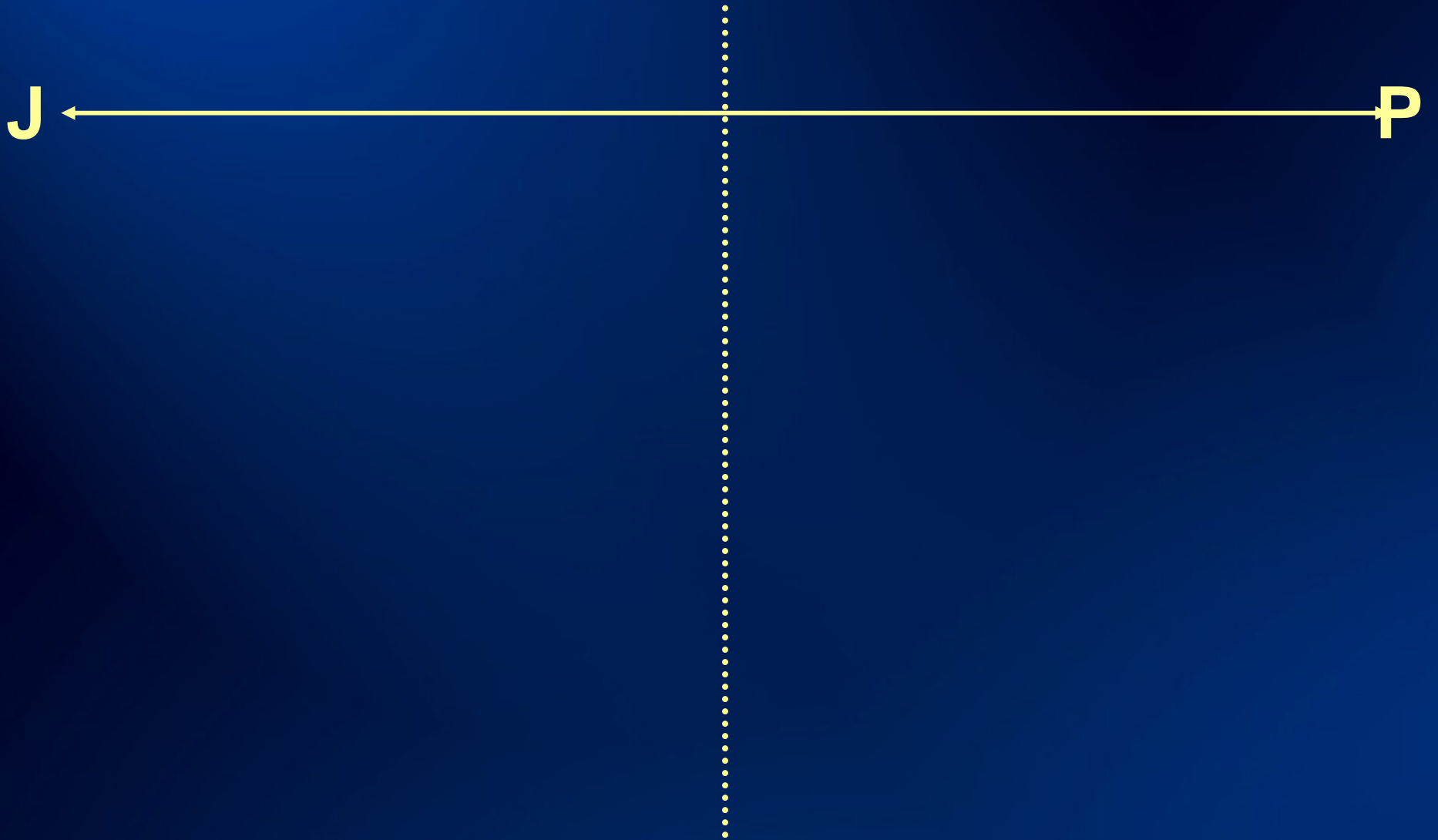
Perceiving

P

- Options /Alternatives
- Gather more data
- Flexible
- Adapt as you go
- Ad hoc
- Spontaneous
- Open-ended
- Something will turn up
- There's plenty of time
- Let's wait and see



Judgment or Perception?



Extraversion or Introversion?



Questions for E's & I's

- **What assumptions do you make about the other group?**
- **What questions would you like to ask members of the other group?**
- **What do you appreciate about the other group?**



Exercise – T-F Preferences

- Group to attend work-related conference in Florida resort
- Budget issues reduce attendees by 25%
- Determine who will attend and who will not attend
- 5 minutes to decide, 5 minutes to report



Exercise -- J or P

- What is your ideal day like?

Exercise – J-P Preferences



What does your closet look like?

The Type Table

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

The MBTI Does Not Assess...

“NORMALCY” or

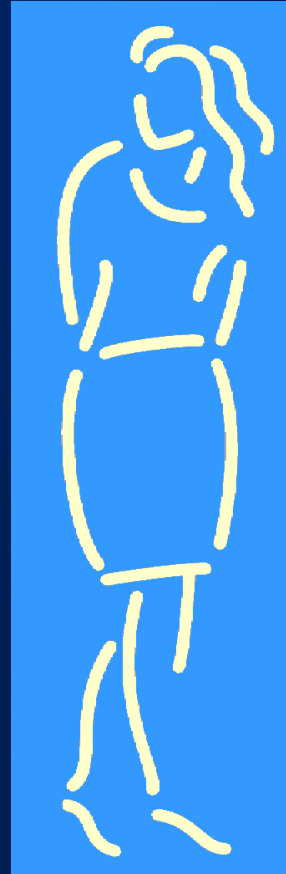
APTITUDE

PSYCHOLOGICAL
ILLNESS

EMOTIONS

TRAUMA

STRESS



PHYSICAL
ILLNESS

MATURITY

SKILL

INTELLIGENCE

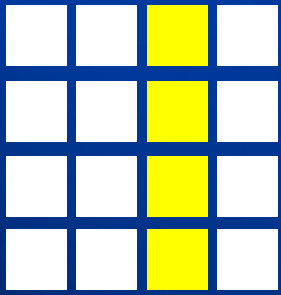
LEARNING

Verify Your Type

- The questionnaire said... line 3
- I think it is... line 1
- Are you different at work and at home?
- Best Fit: (line 4) _____

The Temperaments

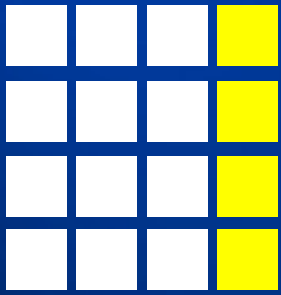
- David Keirsey's temperaments combinations (2 letters) give the widest behavioral predictions with the highest accuracy
- 4 temperaments:
 - NF
 - NT
 - SJ
 - SP
- Exercise: Divide into temperament groups



NF – the Idealist



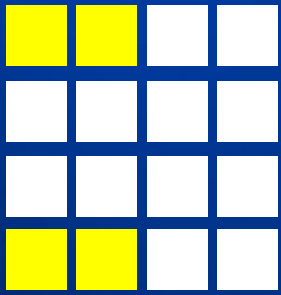
- Relationships
- Supportive of others
- Sympathetic
- Possibilities for people
- Interpersonal skills
- Hypersensitive to conflict
- Search for self
- Needs encouragement and recognition
- Vivid imagination
- Mysterious



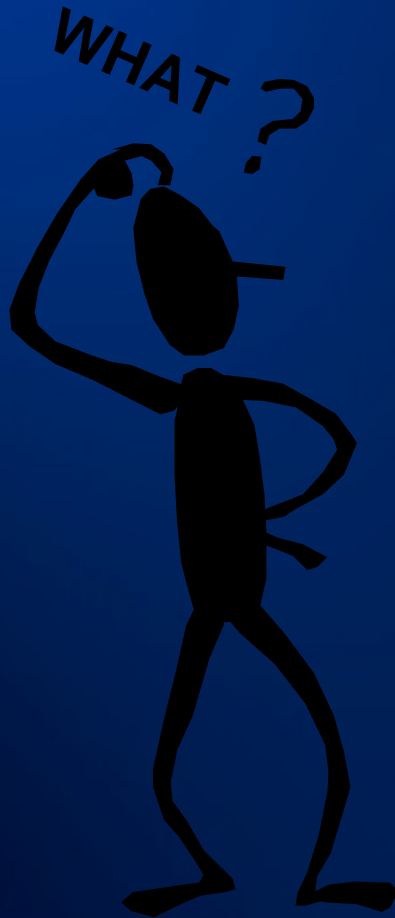
NT – the Rational



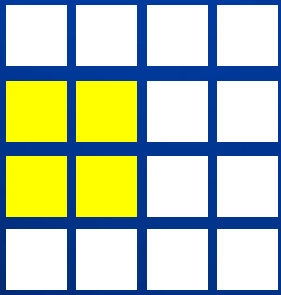
- Knowledge
- Independent
- Conceptualizers
- Non-conformist
- Argumentative
- Competition with self and others
- Authority independent
- Enjoys complexity



SJ – the Guardian



- Responsibility
- Loyal to system
- Decisive
- Orderly
- Structure / Authority dependent
- “Should” / “Should not”
- Tradition
- “If it isn’t broken, don’t fix it”



SP – the Artisan



- Enjoys the moment
- Spontaneous
- Action oriented
- Flexible
- Good in crises situations
- Needs freedom and space
- Impulsive
- Practicality
- “When all else fails, read the directions”

Leadership Styles

NF

- Search for meaning and authenticity
- Empathetic
- Highly responsive to interpersonal transactions
- See possibilities in institutions and people

NT

- Hunger for competency and knowledge
- Work well with ideas, concepts
- See systematic relationships
- Focus on possibilities through non-personal analysis

SJ

- Orderly, realistic, dependable
- Prize harmony and service
- Understand and conserve institutional values
- Supply stability and structure

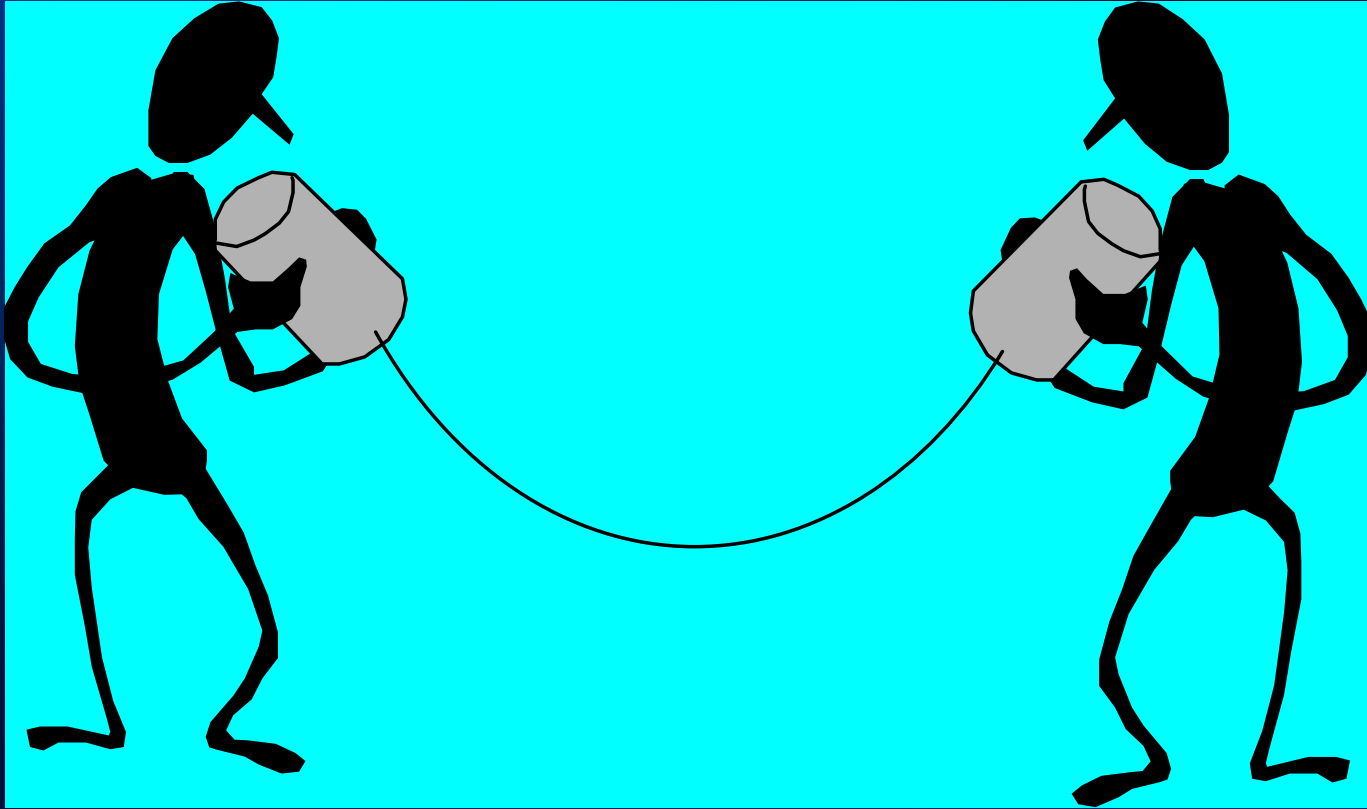
SP

- Deal with realistic problems
- Flexible, open-minded
- Risk taking
- Challenged by “trouble spots” but not long term

Type Applications

- **Communication Styles**
- **Problem Solving**
- **Negotiations**
- **Teamwork**

Communication Styles



Communication Styles: **S**

- **Goal:** Workable solution, enjoyment
- **Tools:**
 - Defines problem
 - Describes facts in detail
 - Interprets at practical level
 - Uses established procedures
- **Dealing with Ns:**
 - State facts as contributions to ideas
 - Don't overwhelm with details
 - Concede that new idea has a fighting chance

Communication Styles: N

- **Goal:** Open-ended solution, inspiration
- **Tools:**
 - Understands at a deep level
 - Focuses on options
 - Speaks through inferences
 - Looks beyond standard procedures; prefers new, novel procedures
- **Dealing with S's:**
 - Present facts to support ideas
 - State topic explicitly
 - Finish sentences
 - Give notice when changing the subject

Communication Styles: T

- **Goal:** Systematic solution, organization
- **Tools:**
 - Makes logically accurate statements
 - Analyzes issues carefully and impersonally
 - Looks at logical consequences
 - Encourages logical communication
- **Dealing with Fs:**
 - First mention points of agreement
 - Recognize that feelings can be both cause and effect
 - Appreciate F's efforts and contributions

Communication Styles: F

- **Goal:** Humanly agreeable solution, sympathy
- **Tools:**
 - Appreciates others
 - Prizes harmony
 - Sensitive to others
 - Prefers agreement
- **Dealing with Ts:**
 - Be as logical and orderly as possible
 - Pay attention to the reasons of the T
 - Consider T's estimate of the consequences
 - Share feelings for T's to consider

When presenting to, influencing, explaining to or trying to understand:

Sensors

- Be factual
- Document successful applications
- Reduce risk factors
- Work out details in advance
- Show why it makes sense

Intuitives

- Give the global scheme
- Don't let the opportunity pass
- Be confident and enthusiastic
- Indicate challenges
- Point out the future benefits

Thinkers

- Be logical
- State principles involved
- Stress competent handling of the issue
- Be well-organized
- List the costs and benefits

Feelers

- Mention other proponents
- Be personable and friendly
- Indicate how it is helpful
- Tell why it is valuable
- Show how it supports personal goals

Communications handouts

- Talking in Type
- Listening Styles

Types Under Stress

ISTJ, ISFJ, ESTP, ESFP

- see the future negatively
- unduly pessimistic
- get stuck in a rut
- don't see possible ways out

INTJ, INFJ, ENTP, ENFP

- get obsessed w/ trivial details
- preoccupied w/ irrelevant facts
- overindulge in eating, drinking, exercise, etc.

ISTP, INTP, ESTJ, ENTJ

- show anger and other emotions unexpectedly
- hypersensitive
- take criticism very personally

ISFP, INFP, ESFJ, ENFJ

- hyper-critical
- find fault w/ everything
- overly domineering
- take charge without listening to others

Mutual Usefulness of Opposite Types

- **N types benefit from S types:**
 - Pertinent facts, reality, experience, read fine print
- **S types benefit from N types:**
 - New possibilities, future trends, long-term goals
- **F types benefit from T types:**
 - Analyze, consequences, critical feedback, stand firm, fair
- **T types benefit from F types:**
 - How others feel, praise, teach and coach, harmony, persuade, conciliate

See also **HO: Appreciation according to temperament**

MBTI Cheat Sheet

| | | | |
|---|---|--|--|
| <p>ISTJ</p> <ul style="list-style-type: none"> • Give time to reflect • Know your facts • Apply logic • Ensure closure • “Measured results” | <p>ISFJ</p> <ul style="list-style-type: none"> • Give time to reflect • Know your facts • Understand people values • Ensure closure • “Practical benefit” | <p>INFJ</p> <ul style="list-style-type: none"> • Give time to reflect • Develop new alternatives • Understand people values • Ensure closure • “Relationships” | <p>INTJ</p> <ul style="list-style-type: none"> • Give time to reflect • Develop new alternatives • Apply logic • Ensure closure • “Competency” |
| <p>ISTP</p> <ul style="list-style-type: none"> • Give time to reflect • Know your facts • Apply logic • Be flexible • “Measured results” | <p>ISFP</p> <ul style="list-style-type: none"> • Give time to reflect • Know your facts • Understand people values • Be flexible • “Practical benefit” | <p>INFP</p> <ul style="list-style-type: none"> • Give time to reflect • Develop new alternatives • Understand people values • Be flexible • “Relationships” | <p>INTP</p> <ul style="list-style-type: none"> • Give time to reflect • Develop new alternatives • Apply logic • Be flexible • “Competency” |
| <p>ESTP</p> <ul style="list-style-type: none"> • Verbalize agreements • Know your facts • Apply logic • Be flexible • “Measured results” | <p>ESFP</p> <ul style="list-style-type: none"> • Verbalize agreements • Know your facts • Understand people values • Be flexible • “Practical benefit” | <p>ENFP</p> <ul style="list-style-type: none"> • Verbalize agreements • Develop new alternatives • Understand people values • Be flexible • “Relationships” | <p>ENTP</p> <ul style="list-style-type: none"> • Verbalize agreements • Develop new alternatives • Apply logic • Be flexible • “Competency” |
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THANK YOU!

- Resources are available
 - Additional Handouts
 - Books, articles
- Please fill out Evaluation

Sharon L. Hardy & Associates LLC

Cherry Hill, NJ

www.sharonlhardy.com

856-751-0850

LUNCH!

