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Introduction to Myers-Briggs® Type and **COMMUNICATION**

Selected Sample Pages

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Second Edition

mbti®

About the Author

Donna Dunning, PhD, has worked as a consultant and psychologist, specializing in the areas of career development, learning, communication, and work performance, for more than 25 years. An award-winning author and a member of the MBTI® International Training Faculty, she has written over a dozen publications on the topic of personality type. She believes people can learn to work, play, and build relationships more effectively when they understand their personal preferences and the preferences of the people around them.

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Introduction

Communication is key to successful business and personal interactions. You communicate with others every day on many levels. However, you may not always take time to analyze how your natural ways of interacting affect others. Understanding, appreciating, and accommodating individual differences in communication style can enhance your ability to communicate. This communication advantage will increase your effectiveness as an employee, supervisor, trainer, coach, team member, entrepreneur, and/or leader.

This booklet begins by reviewing four pairs of preferences that form the basic components of 16 personality types. Made up of four letters, these 16 personality types have unique preferences for communicating. You will see how personality type is more than the sum of individual preferences. You will be introduced to the topics of type dynamics and development and will see the effect of a person's favorite process on his or her communication style. And, once you understand the building blocks of personality type and how they interact, you will be able to appreciate and accommodate communication differences.

JUNG'S PERSONALITY TYPE FRAMEWORK

The personality type framework used in this booklet comes from the insights and writings of Carl Jung, as interpreted and developed by the work of Katharine Cook Briggs and Isabel Briggs Myers, creators of the *Myers-Briggs Type Indicator*® (MBTI®) assessment. Personality type is a nonjudgmental tool that looks at the strengths and gifts of individuals. Knowing your personality type will help you understand and apply your

personal preferences in a positive way and appreciate the preferences of others that are different from yours. You can then learn about and appreciate your natural communication style and adapt your style to communicate effectively with others.

The Four Preference Pairs

The first step in understanding personality type is to determine the characteristic ways you prefer to direct and receive energy, take in information, decide and come to conclusions, and approach the outside world. The MBTI assessment identifies two opposite preferences in each of these four areas of personality, for a total of eight preferences. Each preference is represented by a letter. Although you use all of the preferences at least some of the time, you naturally prefer one in each pair to the other. By choosing one preference from each pair, you can discover your four-letter Myers-Briggs® type.

The four pairs of opposite preferences describe four different aspects of personality, as shown in the table on the next page.

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 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 come to conclusions quickly and want to move on, and take an organized, planned approach to the world.

p **PERCEIVING**
People who prefer Perceiving typically look for more information before coming to conclusions and take a spontaneous, flexible approach to the world.

It is essential that you don't use personality type to categorize, label, or limit yourself or others. The descriptions given here are general, so not all statements will apply to you or any other specific individual. They are provided as a guide to your self-assessment and understanding. The preferences you possess and develop are greatly influenced by your situation and experiences. You may have disregarded a natural disposition and learned to use the skills and attributes of a different preference in order to be successful. You also may be at a point in your life where you need to or choose to develop preferences you have not used much in the past.

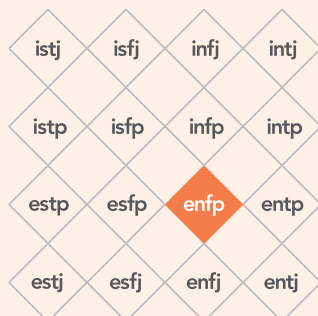As described earlier, there are 16 possible four-letter combinations and thus 16 different personality types. However, personality type is more than the sum of four preferences. A four-letter type not only shows how a person prefers to direct his or her energy and approach the outside world but also provides an order and pattern for how that individual takes in and evaluates information. From a four-letter type you can discern a person's favorite (first), second, third, and least favorite (fourth) way of processing information. As a result of these type dynamics, each of the 16 combinations of letters represents a unique way of relating to the world. Someone with an ISTP personality type will be quite different from someone with an ISTJ personality type, even though three of their four letters are the same. These dynamics are included in each of the upcoming 16 type descriptions and are explained in greater detail later in this booklet.

enfp

IMAGINATIVE MOTIVATOR

Extraversion
Intuition
Feeling
Perceiving

Type Dynamics

N_e	**First**	Outwardly focused on possibilities for people
F_i	**Second**	Inwardly evaluating ideas according to their personal values
T	**Third**	As they mature, assess situations more objectively
S_i	**Fourth**	Developmental challenge is considering realities

istj	isfj	infj	intj
istp	isfp	infp	intp
estp	esfp	**enfp**	entp
estj	esfj	enfj	entj

" " Follow your dreams.

Communication Highlights

- Outgoing, optimistic, caring, genuine, and compassionate
- Energetically and enthusiastically encourage and persuade others
- Identify opportunities to develop human potential and improve people's situations
- Champion changes that provide possibilities and improve processes for people
- Help people find niches, develop strengths, and compensate for weaknesses

At First Glance

- Empower, advocate for, and encourage the individual in the organization
- Enjoy collaboration, cooperation, and the sharing of ideas
- See potential and possibilities in people; focused on relationships and growth
- Create and share a wealth of innovative ideas and a vision of the future
- Value and encourage diversity; enjoy working with a wide variety of people

What They Want to Hear

- People's experiences, feelings, thoughts, viewpoints, and ideas
- Conversations showing that people are interested in getting to know each other and developing relationships
- General guidelines and information, not specific directions or commands
- Theories and models that will enhance growth, learning, and development
- Collaborative language focusing on teamwork and individual contributions

When Expressing Themselves

- Highly participative, sociable, and friendly; connect and develop rapport with others
- Use empathy when interpreting situations and dealing with others
- Sensitive to group dynamics; highlight and integrate ideas and input
- Often teach, counsel, facilitate, motivate, negotiate, recruit, and resolve conflicts
- Challenge accepted practices if not aligned with human values or needs

Giving/Receiving Feedback

- Validate, appreciate, and celebrate unique and valuable individual contributions
- Seek to please others; motivated by positive feedback and encouragement
- Like to be mentored or supported within the work setting rather than supervised
- Sensitive to, and can be hurt by, feedback that is objective and task focused rather than personal
- Will give more positive than corrective feedback and may hesitate to criticize others

Interpersonal Focus

- Strongly and directly affected by interpersonal conflict
- People are more important than the work itself; seek a positive environment
- Sensitive to issues of working relationships, organizational climate, and morale
- Perceptive of others' needs, situations, and motivations
- Treat everyone as a unique individual with a contribution to offer