

# MBTI® Presenting Type

SHRM GUAM : April 5, 2023



Presenter: John J. Rivera | PhD, L5, AIF, CFE, CM, PHR, SPHRi, SHRM-SCP, KSS

[johnninguam@gmail.com](mailto:johnninguam@gmail.com)

Presenting Type in Organizations



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# EPP/MSI Undergraduate Scholarship Program Request for Proposals: Career Development Workshop

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March 22, 2023 — The [Educational Partnership Program with Minority Serving Institutions \(EPP/MSI\) Undergraduate Scholarship Program](#) is seeking proposals to conduct a one-day Career Development Workshop for 15 undergraduate scholars. The training must be six hours long and occur at [NOAA headquarters](#) in Silver Spring, Maryland, during the week of May 22, 2023. The EPP/MSI program will consider proposals up to a maximum budget of \$6,000.

# NOAA Cont.

March 22, 2023 — The [Educational Partnership Program with Minority Serving Institutions \(EPP/MSI\) Undergraduate Scholarship Program](#) is seeking proposals to conduct a one-day Career Development Workshop for 15 undergraduate scholars. The training must be six hours long and occur at [NOAA headquarters](#) in Silver Spring, Maryland, during the week of May 22, 2023. The EPP/MSI program will consider proposals up to a maximum budget of \$6,000.

The training must cover:

- self-awareness and team development through assessment of Myers-Briggs Type Indicator (MBTI) outcomes;
- how to create and thrive in a hybrid team environment;
- building trust through virtual relationships; and
- acquiring innovative and novel skills to secure rewarding career pathways in STEM.

Proposals must be submitted **by April 21, 2023**. Read the full Request for Proposals (RFP), including how to submit, proposal guidelines, and requirements, [below](#) or in the [attached PDF \(117 KB\)](#).

# History

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- Myers and Briggs
- 1942
- Myers-Briggs Type Indicator – MBTI® (1962/1975)
- MBTI Today



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# Users of the MBTI® Instrument

- Most Fortune 100 companies
- Administered to more than 2 million people worldwide each year
- Translated into 30+ languages
- Used in 70+ different countries
- Most widely utilized personality preference instrument in the world
- Over 70 years worth of data



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Greater Self-Awareness

for

Better Self-Management

“Until *you* make  
the unconscious  
conscious,  
it will direct *your* life  
and *you* will call it fate.”

Carl Jung

# American Psychological Association (2022)

- The results of APA's 2022 Work and Well-Being Survey reveal:
  - **7 in 10** workers (71%) believe their employer is more concerned about the mental health of employees now than in the past.
  - **81%** of individuals said they will be looking for workplaces that support mental health when they seek future job opportunities.



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# Global Workplace Well-Being Inventory (GWWI)

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## What is workplace well-being?

The Global Workplace Well-Being Inventory (GWWI) expands on the work of leading researchers, who have previously found that positive well-being, or “flourishing,” is more than just having feelings of happiness (Seligman, 2011; Diener & Tay, 2012).

Our research shows that workplace well-being comprises six factors:

1. Positive emotions—frequent feelings of happiness, contentment, and pleasure.
2. Relationships—mutual feelings of caring, support, and satisfaction.
3. Engagement—deep psychological connection and absorption in an activity or cause.
4. Meaning—a sense of purpose and direction.
5. Accomplishment—success or mastery for its own sake.
6. Negative emotions—low levels of anxiety, pessimism, or depression.



# The MBTI® is NOT

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- Has nothing to do with:
  - Skill, Ability, Intelligence, Mental Health
- Does not predict:
  - Success or Performance
- Can not be used to:
  - Hire, fire, promote or discriminate

Energy



Information



Decision Making



Lifestyle



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# MBTI® Applications

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The instrument gives practical results you can use:

- Self Awareness
- Individual Exploration / Growth
- Parenting Skills
- Teaching Styles
- Learning Styles
- Career Counseling
- Spirituality Pathways
- Conflict Management
- Diversity and Tolerance
- Decision Making
- Problem Solving
- Change Management /Tolerance
- Management Coaching
- Leadership Coaching
- College Choices
- College Counseling
- Communication Development
- Decision Making
- Dynamics and Development
- Emotional Intelligence
- Innovation
- Organizational Development
- Understanding Org. Culture
- Workplace Development
- Team Building
- Project Management
- Stress management
- Sales Skills Development
- Talent Development
- Generation Gaps

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- want to know *what is*
- pay attention to physical reality, what is actual, present, current, and real
- trust more what my senses tell me – what I can see, hear, touch, taste, and smell
- notice facts and details first
- desire predictability
- like to see the practical use of things
- see problems as needing specific solutions based on past experience
- solve problems by working through facts until I understand the problem
- trust experience first and trust words and symbols less
- sometimes I pay so much attention to facts, either present or past, that I miss new possibilities



- want to know *what could be*
- pay the most attention to the meaning and patterns behind it all – the big picture
- am more interested in what is new, different and untried
- value imagination
- desire change
- think more about the future than the past
- remember events by what I read “between the lines” about their meaning
- see problems as opportunities to innovate based on inspiration
- trust impressions, symbols, and metaphors more than what I actually experienced
- sometimes I think so much about new possibilities that I never look at how to make them a reality

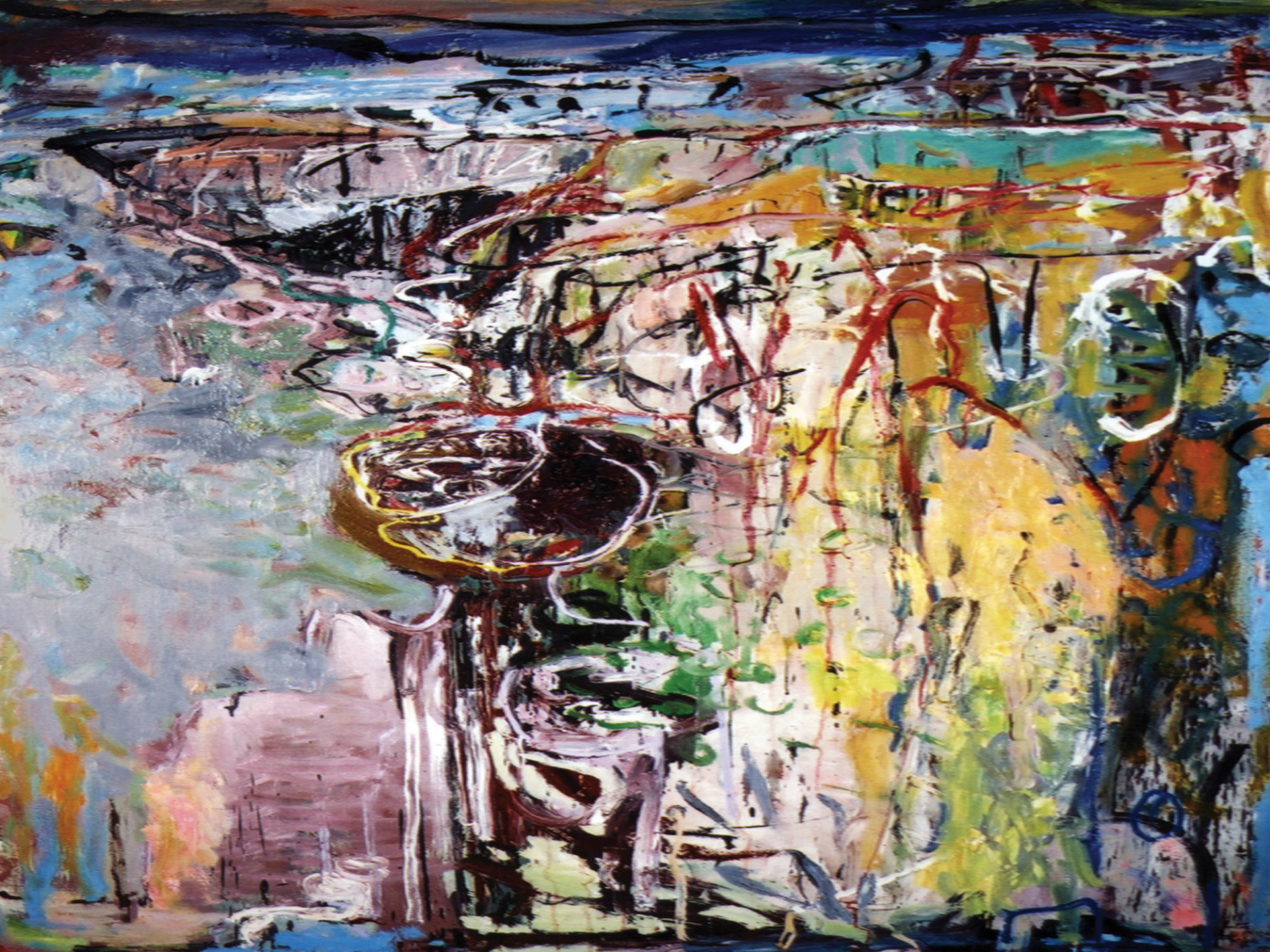


# Activity

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Write a few words or phrases  
about







# Sensing or Intuition

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The way we take in **information**  
and the kind of **information** we  
like and trust

*Introduction to Type®*, p. 9

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# S-N

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## People who prefer Sensing:

- Prefer to take in information using their five senses - sight, sound, smell, touch, and taste.

## People who prefer Intuition:

- Go beyond what is real or concrete and focus on meaning, associations, and relationships – 6<sup>th</sup> Sense.

*We all use both ways of perceiving,  
but we typically prefer and trust one more.*



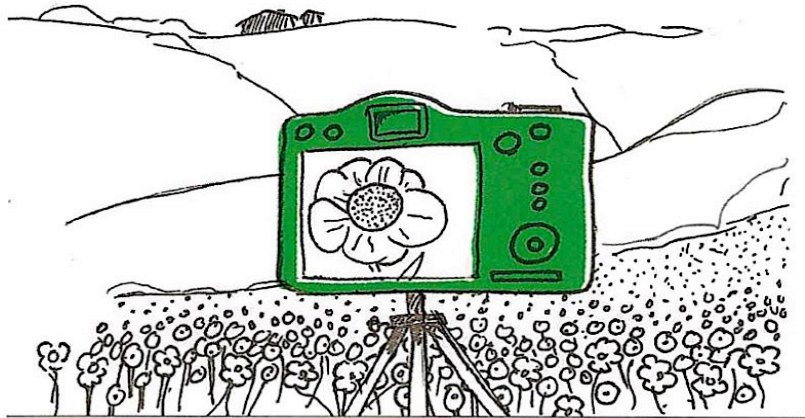
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# SENSING

# INTUITION

n

How do you take in information?



Want to know the facts

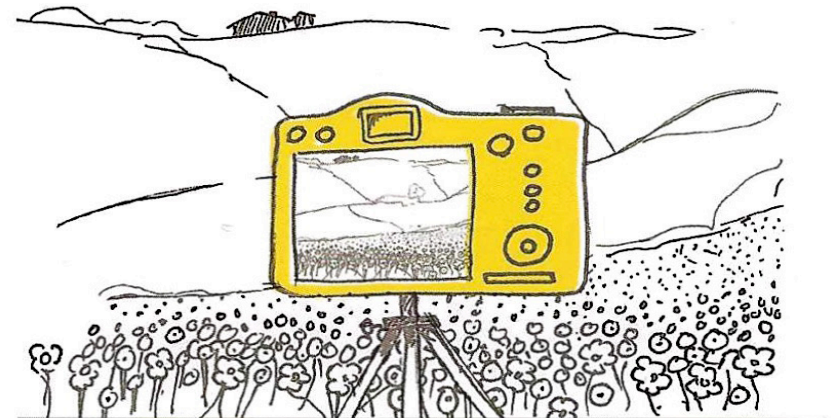
Look at the specifics

Adopt a realistic approach

Focus on the here and now

Ensure that things work in practice

Collect observations about the world



Seek out new ideas

Look at the bigger picture

Adopt an imaginative approach

Anticipate the future

Ensure that things work in theory

Use conceptual frameworks

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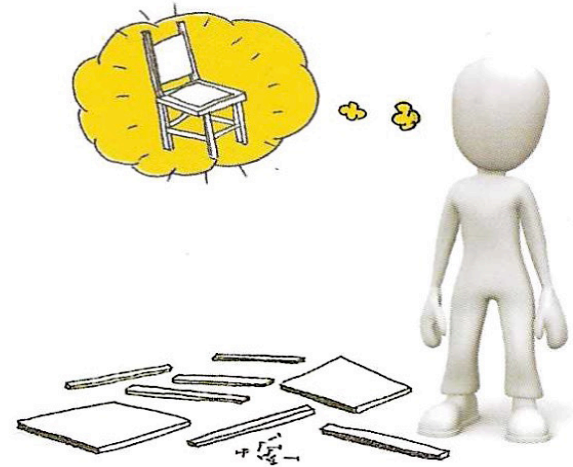
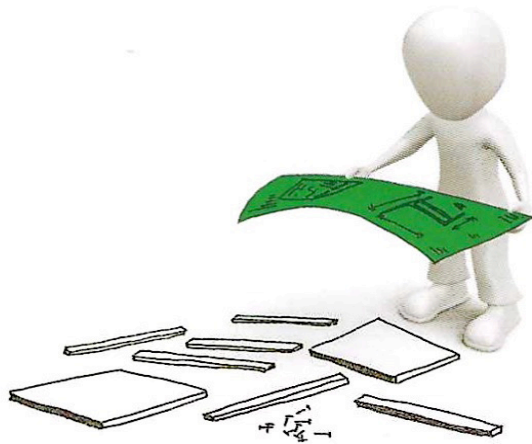
Remember, Sensing isn't *sensitive* and Intuition isn't *gut feeling*.

s

# PREFERRED INSTRUCTIONS

n

What kinds of instructions work well for you?



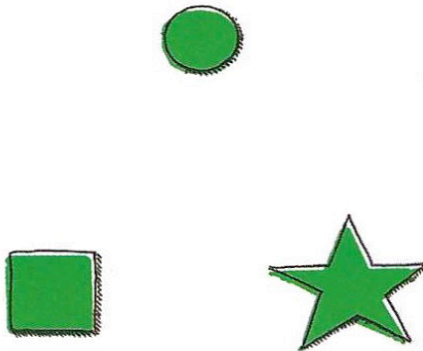
- Prefer to be given step-by-step, realistic instructions
- Want to have the specifics spelled out
- Like instructions to be clear and accurate
- May find nonspecific instructions to be too vague

- Prefer to be given the overall purpose and work it out for yourself
- Want to see the big picture
- May not notice inaccuracies and are comfortable with ambiguity
- May find detailed instructions limiting

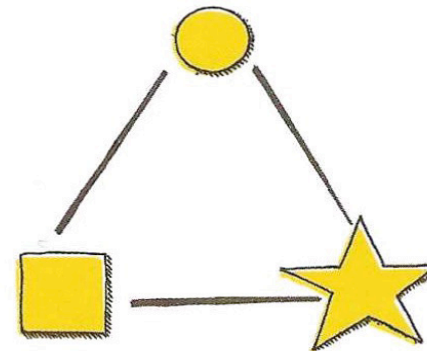


# WHAT DO YOU SEE?

Tell me about a picture



- 
- Will tend to state what is in the picture
  - Are likely to state the specifics
  - Will focus on what's realistic
  - Focus on the here and now



- 
- Will go beyond the picture to make associations
  - Are likely to talk about the "big picture"
  - Are engaged by imagination
  - Anticipate the future

# People Who Prefer S - N

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S- See and collect facts and details

S- Are practical and realistic

S- Start at the beginning and take one step at a time

S- Specific and literal when speaking, writing, listening

S- Present Focused – I TRUST my experience

S- Like to work with the parts to see the overall design

S- Stereotype - Can seem materialistic and too literal

N- See patterns, possibilities, connections, and meanings

N- Are conceptual and abstract

N- Start anywhere and may leap over basic steps

N- Speak and write in general, metaphorical terms

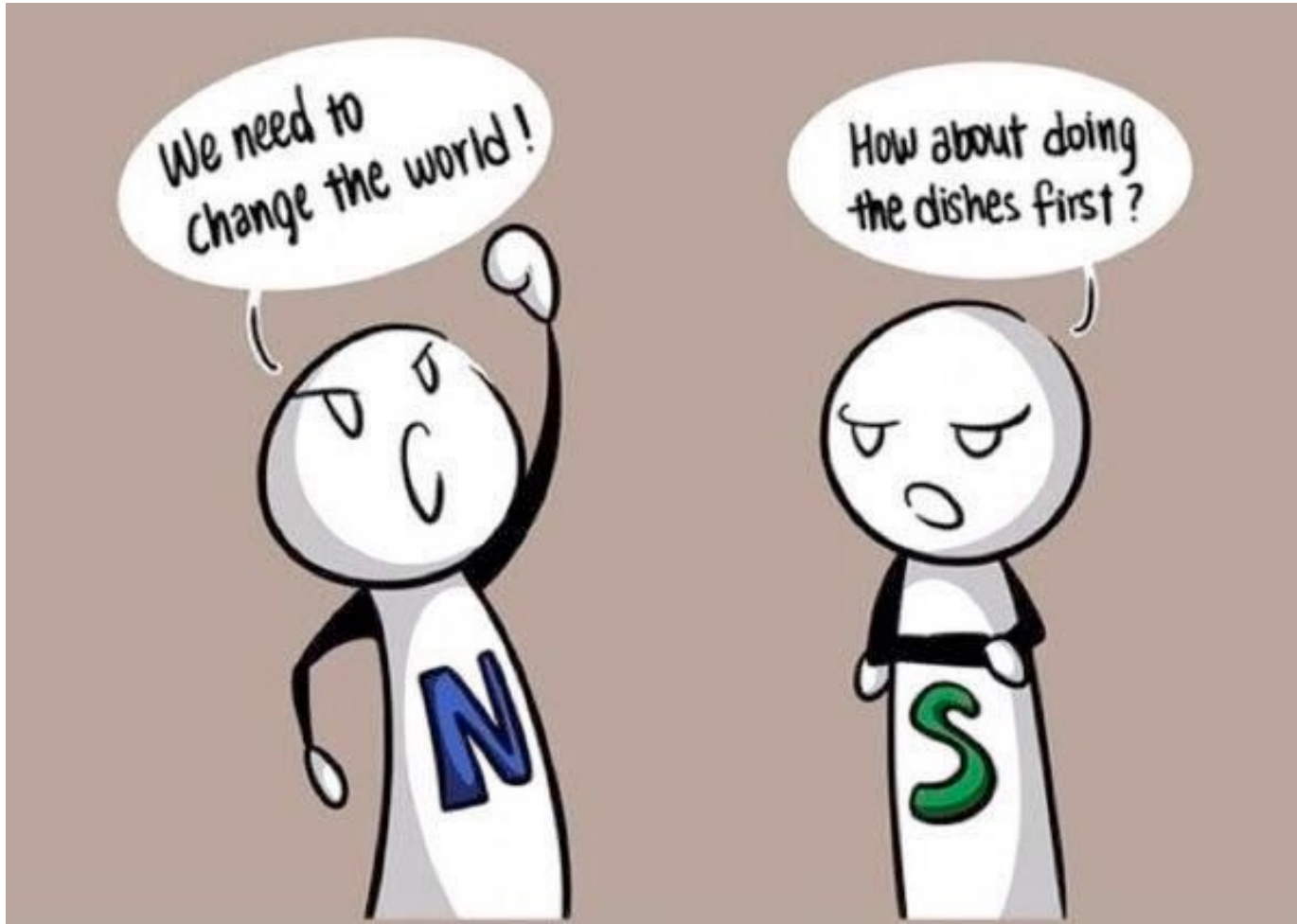
N- Future Focused – I TRUST out of the box thinking

N- Like to see the overall design to see how the parts fit

N- Stereotype - Can seem like they impractical dreamers



# Sensing or Intuition



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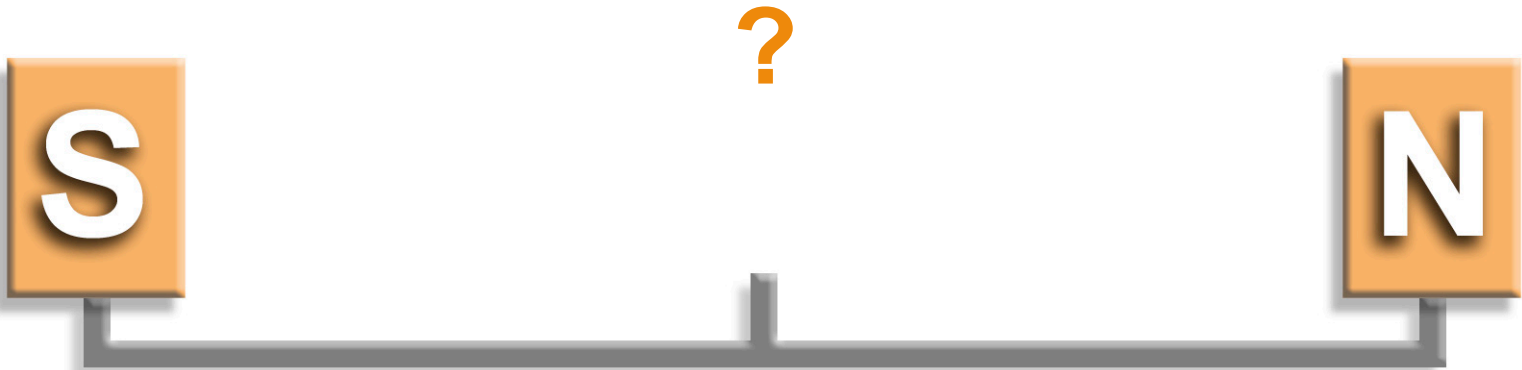
# Self-Assessment

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We all use **Sensing** and **Intuition** when making our observations.  
But we usually do *not* use them with equal trust.

Need the other for balance.

Given the choice, which do you prefer:  
**Sensing or Intuition?**



# Personality Type and Conflict

If you are a(n)...

Your team prefers...

	SENSOR	INTUITIVE
SENSING	<ul style="list-style-type: none"> <li>• Beware of overloading each other with facts and specifics.</li> <li>• When you disagree on details, stop the action and check the group's accuracy before continuing.</li> <li>• Try to explore the implications of what you say before you say it.</li> </ul>	<ul style="list-style-type: none"> <li>• Respect the fact that it may be necessary to consider specifics in order to resolve the conflict.</li> <li>• Help your colleagues to see the meaning and implications of the details they are presenting.</li> <li>• Avoid trying to win an argument by focusing only on the big picture.</li> </ul>
INTUITION	<ul style="list-style-type: none"> <li>• Keep your colleagues grounded and specific.</li> <li>• Try to grasp the implications and meaning of what is being said.</li> <li>• Avoid introducing so many details that you lose sight of the bigger picture.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize that the group tends to avoid facts or to bend them in order to prove its case(s).</li> <li>• If you disagree over perception, stop and check for accuracy before the conflict escalates.</li> <li>• Work hard to stay grounded, precise and in the present.</li> </ul>

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- am seen as “outgoing” or a people person
- prefer to have a wide range of friends and know lots of people
- share my thoughts freely
- am energized by active involvement and lots of different activities
- prefer to act not and think it over later.  
What am I doing; Why am I...
- like brainstorming out loud
- understand problems better when I can talk things over and hear what others have to say
- prefer spoken communication
- am excited when I am around people
- am comfortable/enjoy working in groups



- am seen as “reflected” or “reserved”
- prefer to know just a few people, but know them well
- often prefer doing things alone or with one or two people I feel comfortable with
- am energized when dealing with ideas, pictures, memoires, and reactions that are inside my head, un my inner world
- want to have a clear idea of what I’ll ne doing when I decide to act
- sometimes spend too much time reflecting and don’t move into action quick enough – I just need to be sure...
- sometimes forget to check with the outside world and see if my ideas really fit the experience
- feel as if ideas are almost solid things for me – things I can hold on to
- feel more comfortable being alone
- enjoy the things I can do on my own

# Activity

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What do you do when you go to a party?

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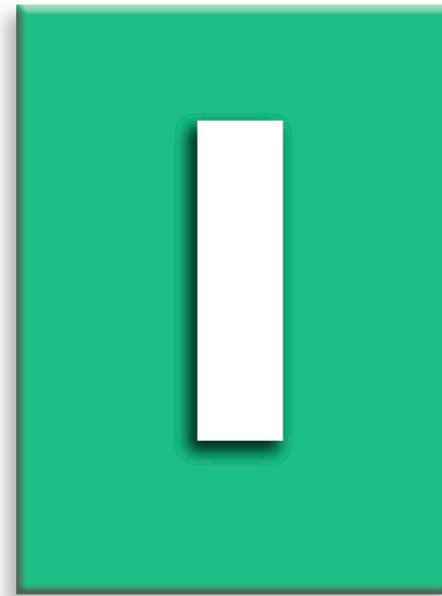
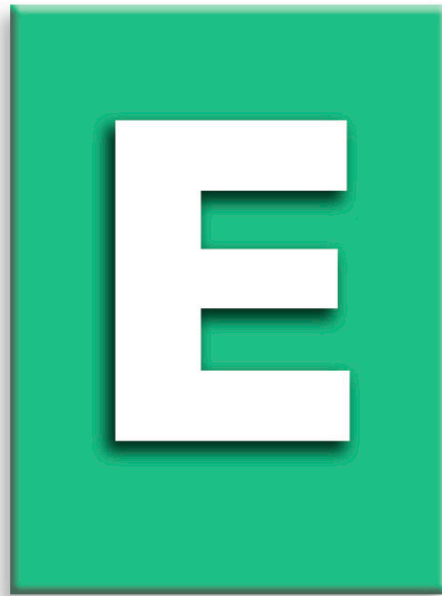


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# Extraversion or Introversion

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The direction in which we focus our  
**attention and energy**

*Introduction to Type®*, p. 9

# E-I

## People who prefer Extraversion:

- Focus their energy and attention outward
- Are interested in the world of people and things

## People who prefer Introversion:

- Focus their energy and attention inward
- Are interested in the inner world of thoughts and reflections

*We all use both preferences, but usually  
not with equal comfort.*



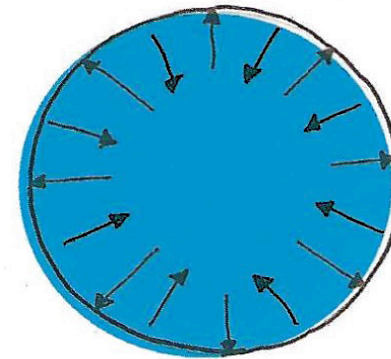
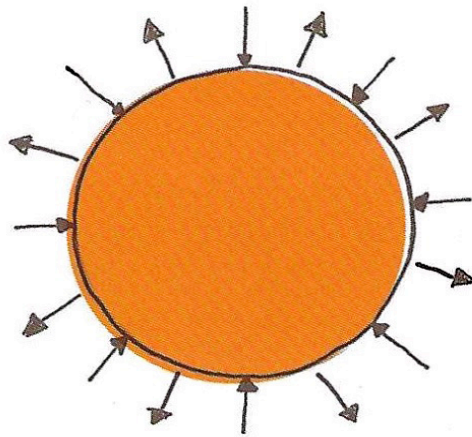


# EXTRAVERSION

# INTROVERSION



How do you direct and receive energy?



Tend to act before thinking

Prefer to take action quickly

Talk things through

Are more expressive when interacting

Gain energy from interaction

Have a breadth of interests

Tend to think before acting

Prefer to spend time in reflection

Think things through

Are more contained when interacting

Gain energy from concentration

Have a depth of interests

Remember, E-I is not about *sociability* or *social confidence*.

e

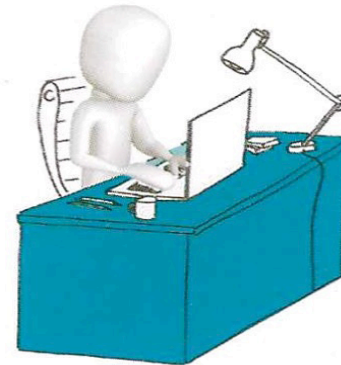
# PREFERRED WORK ENVIRONMENT

i

What is your preferred work environment?

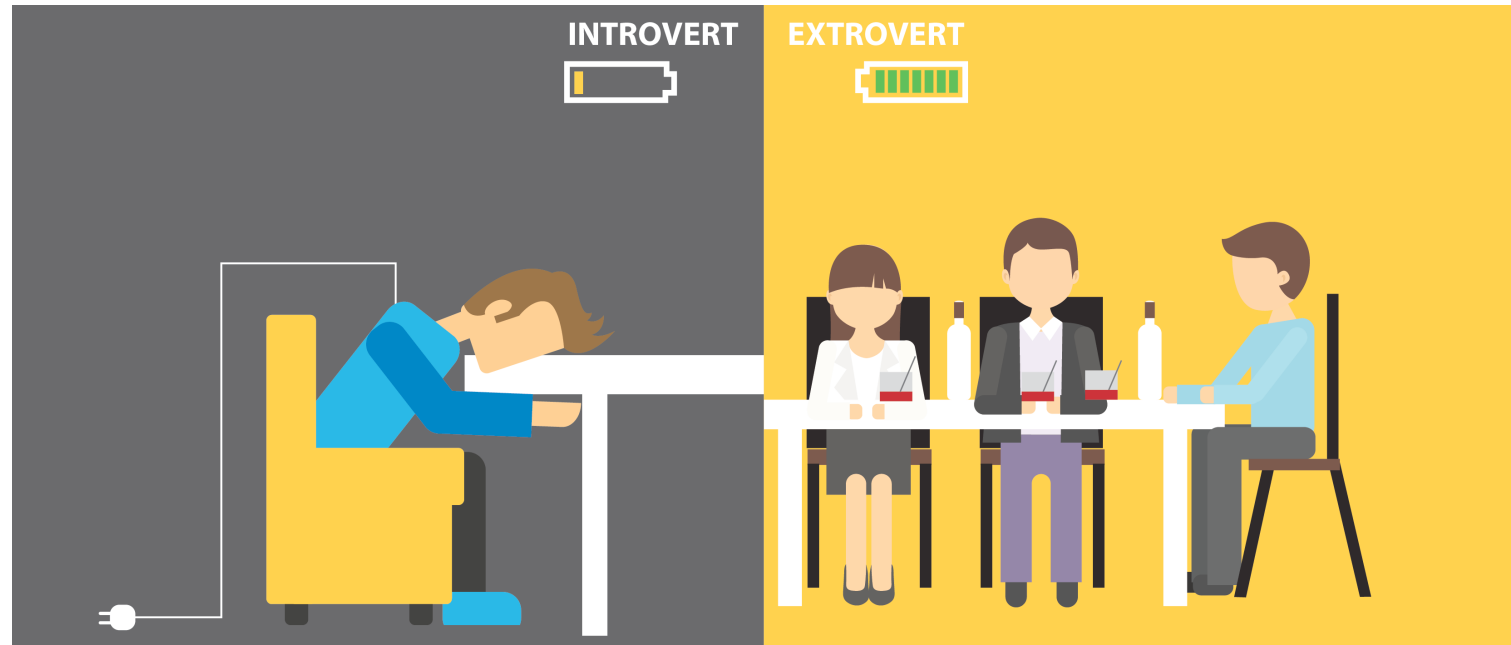


- 
- Enjoy opportunities for interaction
  - Like plenty of stimulation
  - Like some background noise
  - Prefer a busy and lively environment



- 
- Need space for concentration
  - Prefer quiet for reflection
  - May be irritated by background noise
  - Prefer a calm and spacious environment

# Extraversion or Introversion



- Extraverting is exhausting
- Reenergize by having time to reflect
- May like to have quiet time to think things through
- Are likely to want some downtime before social activity after work

- Introverting is exhausting
- Reenergize by doing something active
- May like to talk your day through with someone
- Are likely to enjoy going to social activities after work

# People Who Prefer E - I

---

- E- Drawn to the outer world
- E- Work out ideas by talking them through
- E- Speak to Think
- E- Publicly disclosing – will tell you about themselves easily
- E- Like people – everyone
- E- Can get bored or restless if they are left alone too long
- E- Have broad interests
- E- Stereotype - Can seem shallow and all over the place

- I- Drawn to the inner world
- I- Work out ideas by reflecting on them
- I- Think to Speak
- I- Publicly guarded – want to know you before sharing
- I- Like people – few they know
- I- Become drained / tired interacting with people (particularly strangers)
- I- Focus in depth on a few things
- I- Stereotype - Can seem withdrawn and secretive

# E – I Cartoon

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extrovert



introvert





# Personality Type and Conflict

If you are a(n)...

Your team prefers...

	EXTRAVERT	INTROVERT
EXTRAVERSION	<ul style="list-style-type: none"> <li>• Suggest and encourage team members to take turns talking—one at a time—while others listen.</li> <li>• Remember that the last word is rarely the final word.</li> <li>• Try to argue others' viewpoints; repeat what you hear others say.</li> </ul>	<ul style="list-style-type: none"> <li>• Demand that your colleagues be silent for a while and listen.</li> <li>• Try to blurt out the first thoughts that come to mind without editing them in advance.</li> <li>• Commit yourself to sharing your thoughts, even if you need to write them down first.</li> </ul>
INTROVERSION	<ul style="list-style-type: none"> <li>• Avoid overkill and redundancy.</li> <li>• Say your peace, then back off and allow others time to respond.</li> <li>• Jot some thoughts down on paper and share them with your colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>• Force yourself to speak on issues. Above all, do not avoid conflict by being silent—and push your colleagues to do the same.</li> <li>• Commit yourself to working out issues as a team, rather than internally.</li> <li>• Assume that your colleague is experiencing at least as much stress as you are over the conflict.</li> </ul>

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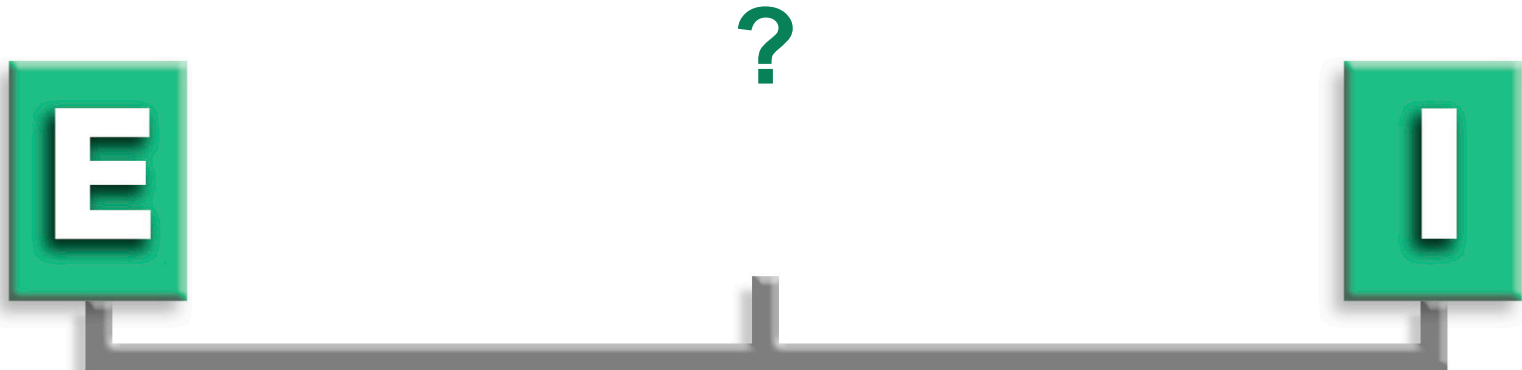
# Self-Assessment

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We all do **Extraverted** and **Introverted** things.  
But we usually do *not* do them with equal comfort.

Need the other for balance.

Given the choice, which do you prefer:  
**Extraversion** or **Introversion**?



# 16 Personality Types

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

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