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Bridging the Gap Between Type and Temperament



Topic Agenda

- Development of Type and Temperament
- The Gap
- The Case for Type and Temperament
- Case Studies—Applying Type with Temperament

Development of Type

- Jung publishes Psychological Types in 1921
- Isabel Myers and Katharine Briggs engage with Type Theory in 1923
- Myers begins what would become MBTI assessment in 1942
- First form of the MBTI assessment published by ETS in 1956
- CPP Inc. becomes publisher of MBTI assessment in 1975
- MBTI assessment becomes publicly accessible in 1976
- CPP requires qualification status to purchase MBTI assessment in 1985, raising standards and limiting access to the tool

Elements of Type

- Cognitive model, detailing hard-wired preferences for perceiving (data gathering) and judging (decision making)
- Jung's model details two function dichotomies (Sensing/iNtuition and Thinking/Feeling) and one attitude dichotomy (Extraversion/Introversion)
- Myers added a second attitude dichotomy implied in Jung's Psychological Types (Judging/Perceiving)
- Myers' model yields 16 type combinations
- Myers' model is concerned primarily—not with behavior, but with cognitive processes of perception and judgment

Development of Temperament

- A young psychologist, David Keirsey is struck by the work of Sigmund Freud, Ernst Kretschmer, and Alfred Adler
- Keirsey becomes head of the counseling department of California State University, Fullerton and begins working with troubled youth and educational systems in the 1950s
- Based on his own work and the ideas of many theorists (especially Kretschmer), Keirsey begins formulating his temperament model in the 1950s
- Keirsey is introduced to Myers' work on what is becoming the MBTI assessment in the 1960s
- Keirsey publishes Please Understand Me, in which he included both his temperament model and all sixteen types from Myers' type model

Elements of Temperament

- Behavioral model, detailing hard-wired behavioral tendencies
- Keirsey's model details four behavioral patterns present throughout history—temperament being the most recent retelling and deepening of this long-established system
- Early labels of four groupings—before linkage with psychological type—were Idealist, Rationalist, Guardian, and Artisan
- Keirsey's model is primarily concerned with—not cognition, but observable and even predictable behavior

Myers' View of Temperament

- Felt Keirsey's work plagiarized her own
- Believed Keirsey was too dismissive of Jung's work, which Myers adhered to completely—even the J/P dichotomy (added by Myers) she attributed to Jung.
- Believed the most important thing was cognition—behavior was merely an expression or by-product of cognitive style

Keirsey's View of Type

- Felt Extraversion/Introversion did not exist or was not relevant—for it did not support or refine the four behavioral groups on which his theory focused
- Believed the most important thing was behavior—not cognition
- Believed strict adherence to any one theory or model was unnecessary
- Keirsey was comfortable with the marriage of type and temperament—Myers was not

Harold Grant's Suggestion

- Harold Grant suggested that many people—he, Jung, Myers, Keirsey and many others—have drunk from the same well of ideas and gotten a bit different taste of the water it holds—Jung had 8 types; Myers had 16; Keirsey had 4.
- Grant is the author of From Image to Likeness: A Jungian Path in the Gospel Journey, The Apostolic Life, and Theories of Counseling.

A Jungian Defense of Temperament

If behavior, and not cognition, is the desired focal point, what preference combinations would produce the starkest differences and suggest the most predictability?

iNtuition → Feeling or Thinking Judgments

Sensing → Judging or Perceiving Outer-World Orientation

Key Reason #1 To Use Temperament

Good actionable leave-behind tool

Temperament offers a structure and a vocabulary rooted in four observable patterns of behavior easy to spot and use in motivation, influencing, leadership, communication, teaching and learning, among other applications.

Key Reason #2 To Use Temperament

The behavioral manifestations between SJ and SP are more obvious and pronounced than distinctions between ST and SF (the Jungian function pairs)

- SFs and STs who also prefer J will look more alike than different—the SJ preferences will often outshine the function pair differences behaviorally
- The same is dramatically true of SFs and STs who also prefer P—SP behavior will emerge more boldly than will function pair differences

Key Reason #3 To Use Temperament

There is a core conflict between SJs and NTs—one that underpins many team, leadership and organization dynamics, and only Temperament shines a light on this difference

SJs channel authority-dependence and a detailed and specific drive for outer-world structure, closure and order--NTs bring authority-independence and a competency-focused drive to question, analyze and change

Key Reason #4 To Use Temperament

Their hyper-focus on the present moment and action orientation make SPs a unique and misunderstood group that only Temperament highlights as a distinct group

SP behavior—super focused on the present experience, spontaneity and immediacy—is often deemed organizationally disruptive, devalued and at times even trained away

Temperament Exercise

In temperament groups (NF, NT, SJ and SP), have participants answer the following questions—then report out their conclusions

- What motivates us to show up and do our best work?
- How do I most like to be rewarded and encouraged?
- How do I most want to be corrected and criticized?

NF – The Super F

Eat, Sleep and Breathe: Personalization

Quest: Identity

Style: Catalytic

Achilles' Heel: Guilt

Motto: “I’m an NF, and I’m here to help.”

NT – The Super T

Eat, Sleep and Breathe: Complexity

Quest: Competency

Style: Visionary

Achilles' Heel: Incompetence

Motto “Why?”

SJ – The Super J

Eat, Sleep and Breathe: Procedures

Quest: Belonging to Meaningful Institutions

Style: Traditionalist/Stabilizer

Achilles' Heel: Disorder/Disorganization

Motto “Don’t change what isn’t broken.”



SP – the Super P

Eat, Sleep and Breathe: Now

Quest: Action

Style: Troubleshooter/Negotiator

Achilles' Heel: Routine/Inactivity

Motto: “If all else fails, read the directions.”



About OKA



OKA

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Founded in 1977, OKA is a training and consulting small business specializing in leadership and team development. Expert in a variety of psychological instruments and group processes, OKA offers high-impact leadership and team development programs and a variety of instrument qualification workshops. We have been teaching and using type and temperament since 1977. We are based in Fairfax, Virginia with Associates located across the U.S.

**We are changing the way the world lives and works
-- one person at a time.**