

Table of Contents

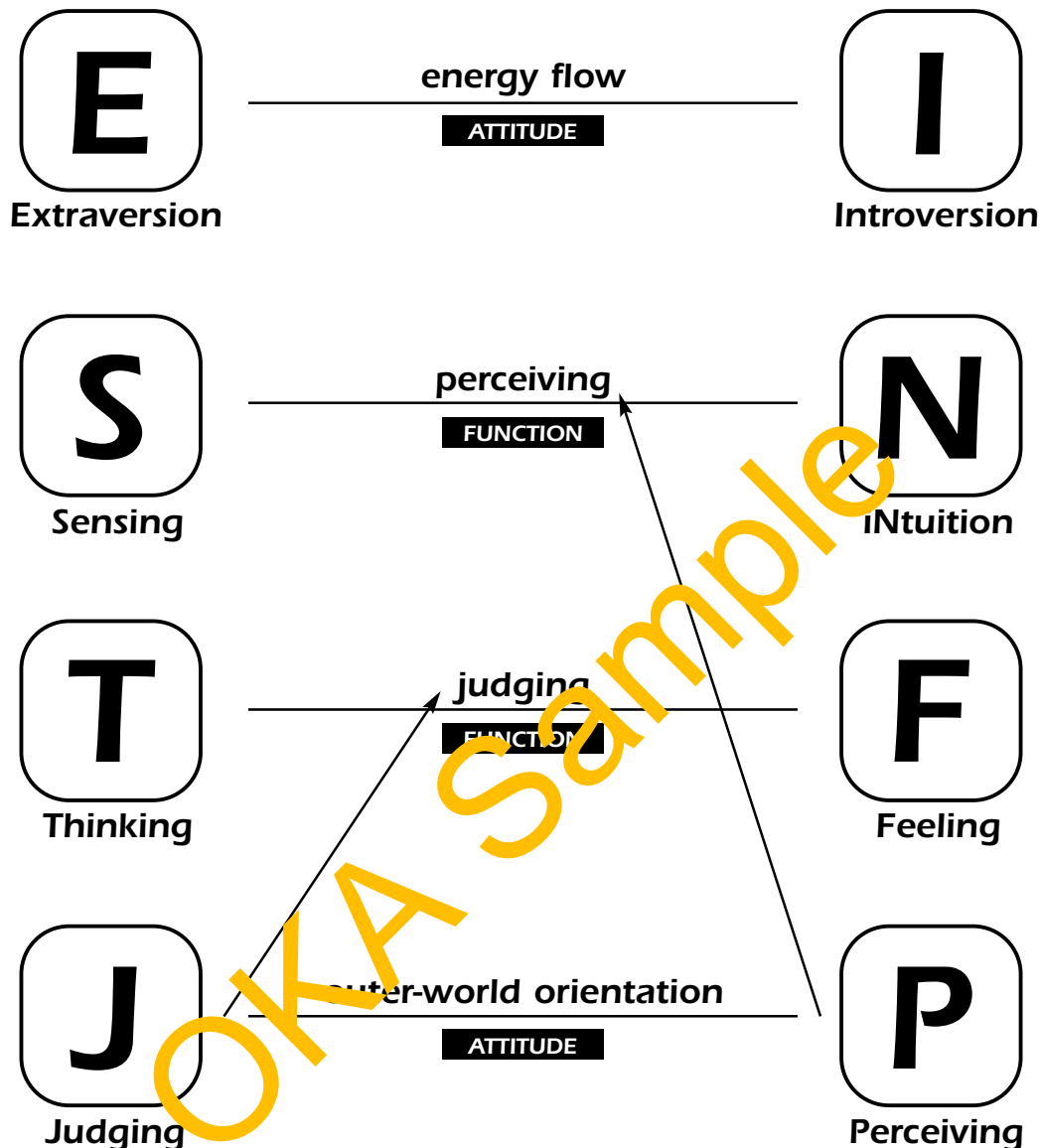
| | |
|---|-------|
| What Are the Myers-Briggs Type Indicator Assessment and Psychological Type? | 2 |
| What is a Preference? | 3 |
| Perceiving Function (S and N) | 4-5 |
| Judging Function (T and F) | 6-7 |
| Energy Flow Attitude (E and I)..... | 8-9 |
| Outer-world Orientation (J and P) | 10-11 |
| Validating Type | 12 |
| The Sixteen Types..... | 13 |
| ISTJ Profile | 14 |
| ISFJ Profile | 15 |
| INFJ Profile | 16 |
| INTJ Profile | 17 |
| ISTP Profile | 18 |
| ISFP Profile | 19 |
| INFP Profile | 20 |
| INTP Profile | 21 |
| ESTP Profile | 22 |
| ESFP Profile | 23 |
| ENFP Profile | 24 |
| ENTP Profile | 25 |
| ESTJ Profile..... | 26 |
| ESFJ Profile..... | 27 |
| ENFJ Profile..... | 28 |
| ENTJ Profile..... | 29 |
| Using a Group's Type Table | 30-31 |
| Tips for Interacting with Others Using Type | 32 |
| Using Type as a Conflict Management Tool | 33 |
| Using Type as a Mirror | 34 |
| Type Development and Good Decision Making..... | 35 |
| Personal Learning Worksheet | 36-37 |
| Type Action Plan | 38 |

OKA Sample

What is a Preference?

Our brains are all hard-wired for a preference for left or right handedness. This preference does not remove the option of using our non-preference, but it does give us some insight into what may be automatic for us, what our defaults are—where we are when the ball comes at us. This preference for left or right does not always lead to skill and development; you may be right handed, but have illegible handwriting, for example. Preference does not equal skill.

Psychological type suggests that you similarly have a hard-wired preference for each of the dichotomies listed below. These preferences are also independent of skill or ability. The first objective in any MBTI introduction is to determine your preference for each of the pairs below. As the training presentation unfolds, consider the ends of each dichotomy and select the preference which speaks more to you and your life—not your role or your job description, but the you beneath all of those expectations.



Perceiving Function

Jung's theory of Psychological Type proposes that all life begins when we notice something and take in data. We do this with our Perceiving Function—that part of our brain that takes in information from the universe around us. Jung's theory goes on to explain the two ways

that we can take in data—Sensing and iNtuition. Though we all use both of these functions, the theory asserts that we have a hard-wired preference or a predisposition for one over the other.

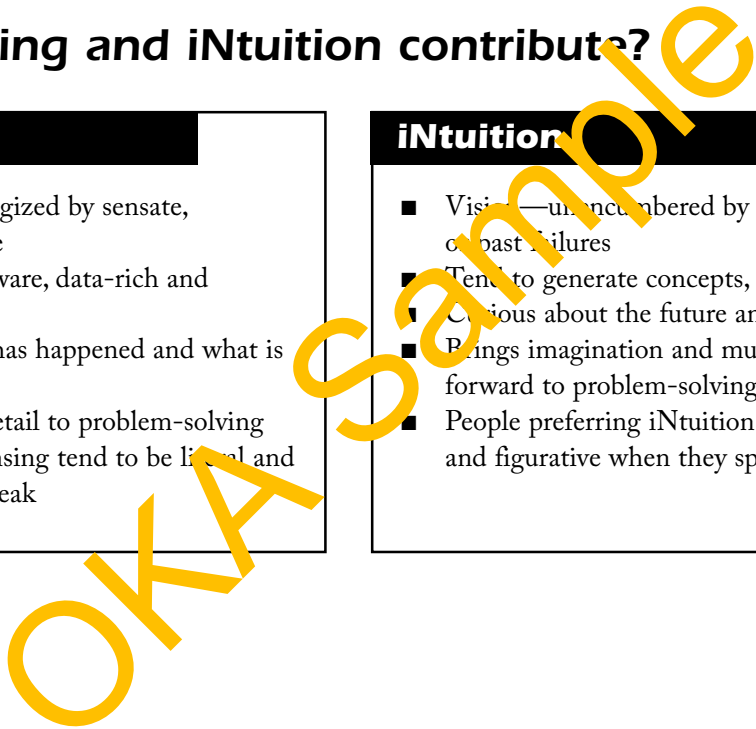
| Sensing |
|----------------|
| Present Focus |
| Here-and-now |
| Specifics |
| Details |
| Literal |
| Actual |
| 5 Senses |

| iNtuition |
|------------------|
| Future Focus |
| Possibilities |
| Generalizations |
| Patterns |
| Figurative |
| Theoretical |
| 6th Sense |

What do Sensing and iNtuition contribute?

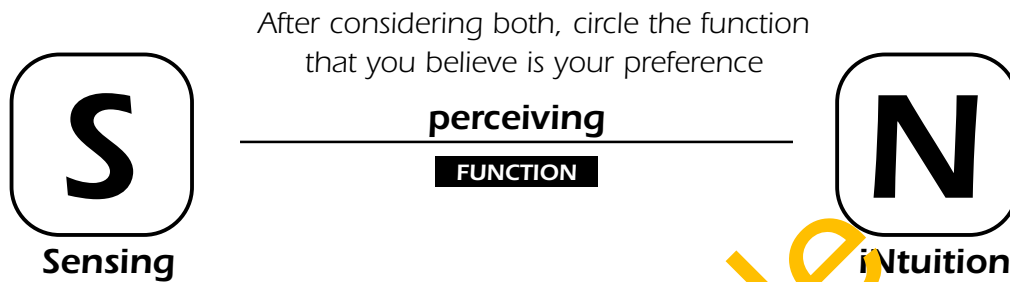
| Sensing |
|--|
| <ul style="list-style-type: none">■ Attentive to and energized by sense, immediate experience■ Tend to be history-aware, data-rich and informed■ Curious about what has happened and what is going on now■ Brings realism and detail to problem-solving■ People preferring Sensing tend to be literal and specific when they speak |

| iNtuition |
|--|
| <ul style="list-style-type: none">■ Vision—unencumbered by current constraints or past failures■ Tend to generate concepts, trends and patterns■ Curious about the future and possibilities■ Brings imagination and multiple courses forward to problem-solving■ People preferring iNtuition tend to be general and figurative when they speak |



General Perceiving Function Insights

- The distribution in the general United States population for the Perceiving Function (S/N) is estimated to be 66–74% S and 26–34% N.
- Myers believed this preference to be the most important discriminator in learning. How we perceive our world impacts how and what we learn about it.
- When Sensors ask what time it is they are looking for one specific answer, not that it is “time to go” or “it is late,” which might be an N’s response.
- Mary McCaulley, co-founder of the Center for the Application of Psychological Type, said: “Procrastination comes from Perception (S/N) with a deficit of Judgment (T/F)”.
- While in this function, people are open to receiving information about the world around them and are not focused on making a decision about the information. Sensors like specifics while iNtuitives prefer general information.
- Perception (S/N) precedes Judgment (T/F) because one needs information in order to make an informed decision.
- Remember—you can and do access both functions, but theory suggests you prefer one over the other.



Sensing/iNtuition Notes

OKA Sample

The Sixteen Types

| | | | |
|--|---|---|--|
| <p>ISTJ "DOING WHAT SHOULD BE DONE"</p> <p>Detailed Organizer Private-Trustworthy Rules 'n Regs - Practical</p> <p>MOST RESPONSIBLE</p> | <p>ISFJ "A HIGH SENSE OF DUTY"</p> <p>Amiable Works Behind the Scenes Ready to Sacrifice-Accountable Prefers "Doing"</p> <p>MOST LOYAL</p> | <p>INFJ "AN INSPIRATION TO OTHERS"</p> <p>Reflective/Introspective Quietly Caring-Creative Linguistically Gifted - Inner Flashes of Future Possibilities</p> <p>MOST CONTEMPLATIVE</p> | <p>INTJ "EVERYTHING HAS ROOM FOR IMPROVEMENT"</p> <p>Theory Based - Skeptical- "My Way" High Need for Competency Sees World as Chessboard</p> <p>MOST INDEPENDENT</p> |
| <p>ISTP "READY TO TRY ANYTHING ONCE"</p> <p>Very Observant-Cool and Aloof Hands-on Practicality- Unpretentious Ready for what Happens</p> <p>MOST PRAGMATIC</p> | <p>ISFP "SEES MUCH BUT SHARES LITTLE"</p> <p>Warm and Sensitive- Unassuming Short Range Planner- Good Team Member In Touch with Self and Nature</p> <p>MOST ARTISTIC</p> | <p>INFP "PERFORMING NOBLE SERVICE TO AID SOCIETY"</p> <p>Strict Personal Values Seeks Inner Order/Peace Creative-Non-Directive-Reserved</p> <p>MOST IDEALISTIC</p> | <p>INTP "A LOVE OF PROBLEM-SOLVING"</p> <p>Challenges others to Think Absent-minded Professor Competency Needs-Socially Cautious</p> <p>MOST CONCEPTUAL</p> |
| <p>ESTP "THE ULTIMATE REALIST"</p> <p>Unconventional Approach-Fun Gregarious - Lives for Here and Now Good at Problem Solving</p> <p>MOST SPONTANEOUS</p> | <p>ESFP "YOU ONLY GO AROUND ONCE IN LIFE"</p> <p>Sociable-Spontaneous Loves Surprises-Cuts Red Tape Juggles Multiple Projects/ Events Quip Master</p> <p>MOST GENEROUS</p> | <p>ENFP "GIVING LIFE AN EXTRA SQUEEZE"</p> <p>People Oriented-Creative Seeks Harmony-Life of Party More Starts than Finishes</p> <p>MOST OPTIMISTIC</p> | <p>ENTP "ONE EXCITING CHALLENGE"</p> <p>Argues Both Sides of a Point to Learn Tirelessly raises the bar Tests the Limits Enthusiastic - New Ideas</p> <p>MOST INVENTIVE</p> |
| <p>ESTJ "LIFE'S ADMINISTRATORS"</p> <p>Order and Structure-Sociable Opinionated - Results Driven Producer-Traditional</p> <p>MOST HARD CHARGING</p> | <p>ESFJ "HOST AND HOSTESSES OF THE WORLD"</p> <p>Gracious-Good Interpersonal Skills Thoughtful-Appropriate Eager to Please</p> <p>MOST HARMONIZING</p> | <p>ENFJ "PASSIONATE PERSUADER"</p> <p>Charismatic-Compassionate Possibilities for People Ignores the Unpleasant- Idealistic</p> <p>MOST PERSUASIVE</p> | <p>ENTJ "LIFE'S NATURAL LEADERS"</p> <p>Visionary-Gregarious- Argumentative Systems Planners - Take Charge Low Tolerance for Incompetency</p> <p>MOST COMMANDING</p> |

O.K.A. Sample

ISTJ - Life's Natural Organizers

ISTJs see the world in terms of facts and tangible realities (Sensing), which they prefer to deal with in an objective fashion (Thinking). Their day-to-day living is driven by structure, schedule, and order (Judging), and their Introversion makes them appear somewhat cool and aloof. Appearances can be deceiving, however, because ISTJs often excel when it comes to achievement, accomplishment, and social skills.

Learning and Communication Style

- Likes and expects facts and details presented in logical order.
- Valued communication will tend to be practical, precise, literal, objective and clear.
- Far more of importance is going on internally than will be communicated overtly.
- Many things go unshared because they are considered obvious, irrelevant or not ready for public view.
- Likes personal reflection upon practical experience, and enjoys working alone.

Problem Solving and Stress

- Steeped in history, tradition and procedure, this type operates within the context of past experience, commitment and expectation. This type creates, maintains and readily refers to a rich and well-stocked archive of past experience and knowledge and actively uses these data to solve problems, ward off chaos and uncertainty, and stabilize the system—whether that system is the company, the team or the personal relationship.
- Change, generalities, strategic planning and future projections often draw out stress, doubt and negativity from this type.

Values

- This is a traditional, authority-dependent type that will welcome and/or create clear goals, leadership, role distribution and procedures and dutifully and efficiently work toward completing what “should” be done.
- Sensitive to disorder, this type tends to rely on structure, authority of leadership and established procedures to avoid scheduling pitfalls and the chaos that comes with unplanned events like conflict, change and general personal or professional uncertainty.

Workplace Contribution:

- Establishes order dutifully and steadily and works within the system to manage and complete tasks on time and under budget.

Leadership Qualities:

- Brings tasks to completion efficiently and dutifully while maintaining respect and order throughout the group or organization.

Team Spirit:

- Teams, if well managed, are a good way to distribute tasks and complete projects, but the important work that is done is carried out by individuals when the team meetings are over.

Pathway to Professional Growth:

ISTJs must learn that both organizational change and people issues—things that may violate tradition and are not calculated into the work breakdown structure—can have powerful and positive roles in organizational life.

Refer to the Learning Worksheet on page 36 for continued growth and development.

Using a Group's Type Table

The following are offered as guidelines to assist you in both gaining group-level insights and reading helpful data from any given Type Table.

1. Using the type table on page 31, write your name in the box of your validated type. Then write the names of your team mates, colleagues, family or friends in their validated type boxes.

2. What is the group type? (This is the type that best represents the group as a whole. Group type is derived by considering the group's distribution on each of the four dichotomies.)

- Are there more Extraverts or Introverts?
- Are there more Sensing Perceivers or Intuitive Perceivers?
- Are there more Thinking Deciders or Feeling Deciders?
- Are there more Judgers or Perceivers?

| | | | |
|---------------|---------------|---------------|---------------|
| _____ | _____ | _____ | _____ |
| E or I | S or N | T or F | J or P |

Behavior associated with the group type will emerge from the group as a whole from very early on in that group's experience with each other. Norms—both official and covert—will tend to support the typological needs and tendencies of this group type. The goal of any successful group work would be—not to change or neutralize this group's type—but rather to work within the structure of this type to maximize its effectiveness.

- What does the E/I distribution suggest about the group's needs for air time, external or internal processing, and reflection?
- What does the S/N distribution suggest about the group's needs for data: details versus big picture, literal versus figurative language?
- What does the T/F distribution suggest about the group's probable deciding process: objective versus subjective, clarity versus harmony focused?
- Given the J/P distribution, how structured or open-ended will this group likely be? Will it tend more to adapt or control?
- How will working with or within this group be typologically easy for you?
- How will it be more challenging?

3. What is the modal type? (This is the single 4-letter type where most team members appear and is thus the most represented type in any given type table.)

The modal type manifests itself as a subgroup that operates within the large group. Where modal preferences differ from the group type, look for tension (positive and negative, creative and destructive). Where there is agreement between the modal and group types, look for the modal to reinforce the group's cognitive and behavioral tendencies—positively and negatively.

- In what ways are the modal and group types the same?
- In what ways are they different?
- What are some potential benefits and liabilities of this group as reflected in the type data?

Tips for Interacting with Others Using Type

Refer to the Personal Learning Worksheet on page 36 for suggestions on how to use these tips.

If you are:

And your colleague is:

| | | |
|------------------|---|---|
| | EXTRAVERT | INTROVERT |
| EXTRAVERT | <ul style="list-style-type: none"> ■ LISTEN! ■ Let the other person talk. ■ Don't be competitive. ■ Know what you will say & say it. Then, be quiet. | <ul style="list-style-type: none"> ■ Be prepared to share. ■ Be prepared to be more verbal than you may prefer. ■ Assert yourself in volume & words. ■ Don't be afraid to interject. |
| INTROVERT | <ul style="list-style-type: none"> ■ Encourage others to contribute. ■ Resist urge to fill silence with talk. ■ Don't let silence intimidate you. ■ Give time for others to reflect ■ Don't confuse silence with consent | <ul style="list-style-type: none"> ■ Be prepared to take the lead in talking. ■ Don't be afraid to interrupt a silence after reflection. ■ Don't confuse silence with consent. |
| | SENSOR | INTUITOR |
| SENSOR | <ul style="list-style-type: none"> ■ Look for patterns & possibilities. ■ Keep sight of the bigger picture. ■ Provide context where necessary. ■ Look to future implications. | <ul style="list-style-type: none"> ■ Be specific & precise. ■ Don't be arrogant if others don't understand your conceptualizations. ■ Don't let form outshine content. ■ It's OK to repeat things to make a point. |
| INTUITOR | <ul style="list-style-type: none"> ■ Press for specific information. ■ Keep the focus on the present ■ Be prepared to go beyond the agenda. ■ Allow others to find patterns & possibilities. | <ul style="list-style-type: none"> ■ Keep your mission in sight. ■ Don't overlook the facts. ■ Be sure to cover the scheduled topics. ■ Solicit specific feedback. |
| | THINKER | FEELER |
| THINKER | <ul style="list-style-type: none"> ■ Remember the personal/personnel side. ■ Don't suffer from analysis paralysis. ■ Build in personal interaction time. | <ul style="list-style-type: none"> ■ Concentrate on being objective. ■ Keep things businesslike. ■ Don't be melodramatic. |
| FEELER | <ul style="list-style-type: none"> ■ Be supportive rather than analytical. ■ Keep focus on objective measures. ■ Build in personal interaction time. ■ Make the content experiential when possible. | <ul style="list-style-type: none"> ■ Don't avoid confronting conflict. ■ Remember, success requires more than everyone "being happy." ■ Allow for disagreement. |
| | JUDGER | PERCEIVER |
| JUDGER | <ul style="list-style-type: none"> ■ Keep others' needs ahead of your own agenda ■ Don't be competitive. ■ Allow room for spontaneity ■ You control events – the clock doesn't. | <ul style="list-style-type: none"> ■ Don't let the other person rush to judgement. ■ Encourage "outside the box" thinking. ■ Make your structure obvious. ■ Stick to your agenda. |
| PERCEIVER | <ul style="list-style-type: none"> ■ Be directive, but not controlling. ■ Push gently toward closure. ■ Let spontaneity happen. ■ Recognize the difference between Alternatives and Action Items. ■ Be time conscious, but not time bound. | <ul style="list-style-type: none"> ■ Take charge of the agenda. ■ Make sure there's an outcome. ■ Be sure to cover what's important. ■ Recognize the difference between Alternatives and Action Items. ■ Keep track of the time. |

Type Action Plan

1. Three to five benefits of my type are:

-
-
-
-
-

2. Three to five potential liabilities of my type are:

-
-
-
-
-

3. Three to five actions I will take to put this learning to work immediately are:

-
-
-
-
-

OKA Sample