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Presenting Type in Organizations

“Understanding Management Skills through the MBTI”

PRESENTED BY

Dr. Lindsay Wagner



1

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Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.

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2

Please Tell Me

- Do any of you have any experience with the MBTI® instrument?



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3

Course Description

Explore the context of management skills within the model facilities department. Examine the different styles of management and visualize yourself in the roles of mentor, coach, and team builder. Learn the skills necessary for these roles and develop an understanding of how to best leverage your assets as management skills.

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4

Learning Objectives

- Understand the preferred ways individuals process information;
- See how these preferences affect both short and long-term operations;
- Apply preferences to decision making and strategizing and form an overall management style;
- Discover that people look at the world and make decisions about things in very different ways; **And,**

Identify ways to use differences constructively!

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The 4 Dichotomies

You will choose one preference from each pair of the 4 dichotomies noted below:

- The **E-I** dichotomy
(Improving communication)
- The **S-N** dichotomy
(Using different types of information)
- The **T-F** dichotomy
(Making better decisions)
- The **J-P** dichotomy
(Time management styles)

NOTE: The items in (parentheses) are reflective of the management skills that people and their organizations need the most work to be effective and productive.

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6

About the MBTI®

- An indicator that looks only at normal behavior
- There are no good or bad types—all types have some natural strengths and some possible pitfalls or blind spots.
- This psychological typology gives practical results you can use:
 - In teamwork
 - In communication

MBTI In decision making

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7

7

Users of the MBTI® Tool

- Most Fortune 100 companies
- More than 2 million people worldwide each year
- Translated into 30+ languages
- Used in 70+ different countries

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8

8

Where the MBTI® Tool Is Used



- USA
- Canada
- Mexico
- South America
- UK
- Europe
- Australia
- New Zealand
- China
- India
- Japan
- Korea
- Malaysia
- Singapore
- Middle East
- South Africa
- Kenya
- And more!

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9

9

Exploring MBTI® Requires a Certain...



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10

10

The Mind-set to Bring

As you consider which of the two pairs of each dichotomy represent you:

*Think of what you prefer when you do **not** have outside pressures to behave in a particular way.

*Who YOU ARE, outside of the roles you play at work or in your personal life; or as a child, how you responded.

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11

11

The MBTI® Instrument

was developed by
Katharine C. Briggs
and her daughter
Isabel Briggs Myers

based on the work of Swiss psychologist C. G. Jung, who presented his psychological type theory in his book *Psychological Types* (published 1921, translated into English 1923).

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12

12

Jung's Theory

Jung believed that **preferences are innate**—**“inborn predispositions.”**

He also recognized that our innate preferences interact with and are **shaped by environmental influences**:

- Family
- Country
- Education
- and many others

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13

13

Inborn Predispositions or Preferences

What are PREFERENCES?

To illustrate this—let's do an activity.

- Write your signature on a clean sheet of paper.
- Now write your signature again in the box below—using the **other** hand!
- Call out some words that describe the writing of the first signature.
- Now, some words to describe the second signature.

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14

14

Handedness Exercise

- Where do we get our preference for using one hand over the other?
- How does the environment influence our preference for using one hand over the other?

Note: We all can and do use both—for writing, one is natural, comfortable, automatic.

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15

15

Jung's Theory

- We will look at four pairs of opposites—like our right and left hands. We all use both sides of each pair, but one is our natural preference.
- Jung believed that our preferences do **not** change—they stay the same over our lifetime.
- What changes is how we use our preferences and often the accuracy with which we can measure the preferences.
- The confounding variable—environment!

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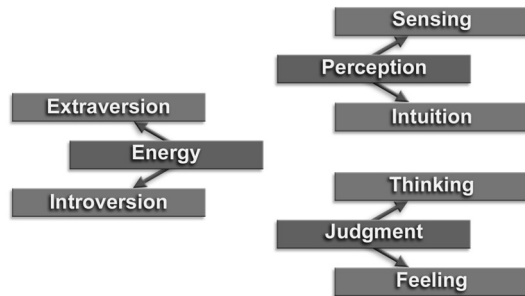
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16

16

Jungian Theory



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17

17

Extraversion or Introversion



The direction in which we focus our attention and energy

Introduction to Type®, p. 9

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18

18

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.*

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19

19

People Who Prefer Extraversion

- Are attracted to the **outer world** of people and events
- Are aware of who and what is around them
- Enjoy meeting and talking with new people
- Are friendly, often verbally skilled, and easy to know
- Tend to speak out easily and often at meetings
- May **not** be as aware of what is going on inside themselves

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20

20

People Who Prefer Introversion

- Are attracted to the **inner world** of thoughts, feelings, and reflections
- Are usually very aware of their **inner** reactions
- Prefer to interact with people they know
- Are often quiet in meetings and seem uninvolved
- Are often reserved and harder to get to know
- May **not** be as aware of the outer world around them

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21

21

People Who Prefer Extraversion

- Do their thinking as they speak
- May act and/or speak first, then (possibly) think
- Tell you about themselves, speaking rapidly
- Give breadth to life
- Can get bored and restless if they're alone too long
- *Can seem shallow and intruding to Introverts*
- Need Introversion for balance

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22

22

People Who Prefer Introversion

- Need time to gather their thoughts before speaking
- Reflect and think before (possibly) acting
- Want to know you before self-disclosing
- Become drained and tired interacting with people (particularly strangers)
- Give depth to life
- *Can seem withdrawn and secretive to Extraverts*
- Need Extraversion for balance

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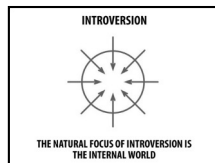
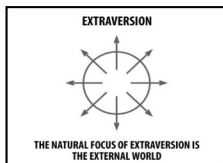
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23

23

Extraversion or Introversion



Introduction to Type® and Change, pp. 4-5

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24

24

Some Key Words Associated with

E **I**

Extraversion	Introversion
Action	Reflection
Outward	Inward
People	Privacy
Interaction	Concentration
Many	Few
Expressive	Quiet
Do-Think-Do	Think-Do-Think

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25

25

We Have a Preference

We all do Extraverted and Introverted things.

But we usually do *not* do them with equal comfort.

Most of us have a preference for one over the other.

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26

26

Step 1: E and I

I

E

What do you want in your work environment?

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The Living Type Table activity is based on CAPT's publication "Building a Living Type Table."



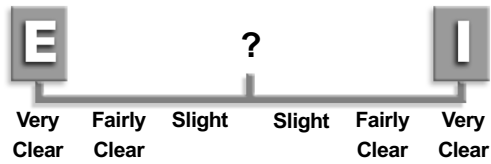
27

27

Self-Assessment

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

How clear are you about your preference?



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28

28

One-on-One Action Planning

- Discuss your selected preference – E or I?
 - Why this preference?
 - What helped you identify with this preference?
- Identify one thing you will do “differently” when dealing with the “opposite” psychological type at work on Monday.

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29

29

Sensing or Intuition



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

Introduction to Type®, p. 9

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30

30

S–N

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

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

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31

31

People Who Prefer Sensing

- See and collect facts and details
- Are practical and realistic
- Start at the beginning and take one step at a time
- Are specific and literal when speaking, writing, and listening
- Live in the present, dealing with the here and now
- Prefer reality to fantasy

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32

32

People Who Prefer Intuition

- See patterns, possibilities, connections, and meanings in information
- Are conceptual and abstract
- Start anywhere and may leap over basic steps
- Speak and write in general, metaphorical terms
- Live in the future—the possibilities
- Prefer imagination and ingenuity to reality

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33

33

People Who Prefer Sensing

- Like to work with the parts to see the overall design
- Like set procedures, established routines
- Prefer practical, concrete problems and dislike theoretical or abstract problems
- *Can seem materialistic and too literal to Intuitive types*
- Need Intuition for balance

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34

34

People Who Prefer Intuition

- Study the overall design to see how the parts fit
- Thrive on change, new ideas, and variety
- Prefer imaginative new solutions to problems and become impatient with details
- *Can seem impractical dreamers to Sensing types*
- Need Sensing for balance

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35

35

Sensing or Intuition

SENSING



TAKING IN AND PRESENTING INFORMATION IN A SEQUENTIAL, STEP BY STEP WAY

INTUITION



TAKING IN AND PRESENTING INFORMATION IN A SNAP SHOT OR BIG PICTURE WAY

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36

36

Some Key Words Associated with

S **N**

Sensing	Intuition
Facts	Ideas
Realistic	Imaginative
Specific	General
Present	Future
Keep	Change
Practical	Theoretical
What is	What could be

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37

37

We Have a Preference

We all use Sensing and Intuition when making our observations about the world.

But we usually do *not* use them with equal trust.

Most of us have a preference for one over the other.

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38

38

Step 2: S and N

IS	IN
ES	EN

How do you want to learn a new job?

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The Living Type Table activity is based on CAPT's publication "Building a Living Type Table."

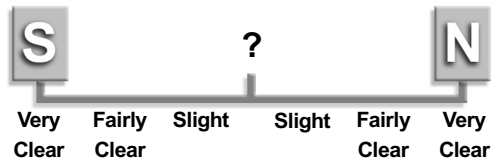
39

39

Self-Assessment

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

How clear are you about your preference?



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41

41

Thinking or Feeling



The way we make decisions

Introduction to Type®, p. 10

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42

42

T-F

People who prefer Thinking:

- Make their decisions based on impersonal, objective logic

People who prefer Feeling:

- Make their decisions with a person-centered, values-based process

Both processes are rational and we use both often, but usually not equally easily.

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43

43

People Who Prefer Thinking

- Use logic to analyze the problem, assess pros and cons
- Focus on the facts and the principles
- Are good at analyzing a situation
- Focus on problems and tasks—not relationships
- May not include the impacts on people or people's emotions in their decision making

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44

44

People Who Prefer Feeling

- Use their personal values to understand the situation
- Focus on the values of the group or organization
- Are good at understanding people and their viewpoints
- Concentrate on relationships and harmony
- May overlook logical consequences of individual decisions

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45

45

People Who Prefer Thinking

- Take a long-term view, seeing things as an onlooker
- Are good at spotting flaws and inconsistencies and stating them clearly
- When required, can reprimand or fire people
- Believe fairness, justice, and equitability are very important
- *May seem cold and detached to Feeling types*
- Need Feeling for balance

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46

People Who Prefer Feeling

- Take an immediate and personal view of situations
- Like to show appreciation and caring for others
- Have difficulty telling people unpleasant things
- Believe fairness means treating each individual as a whole person
- *May seem overly emotional and irrational to Thinking types*
- Need Thinking for balance

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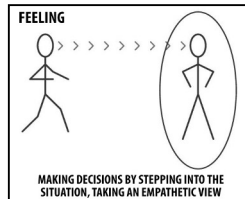
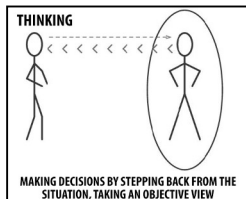


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47

Thinking or Feeling



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48

Some Key Words Associated with



Thinking	Feeling
Head	Heart
Distant	Personal
Things	People
Objective	Subjective
Critique	Praise
Analyze	Understand
Firm but fair	Merciful

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49

49

We Have a Preference

We all use Thinking and Feeling when making decisions.

But we usually do *not* use them with equal ease.

Most of us have a preference for one over the other.

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50

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Step 3: T and F

ST

SF

NF

NT

What is your major contribution to this team?
Get feedback from team members.

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The Living Type Table activity is based on CPP's publication "Building a Living Type Table."



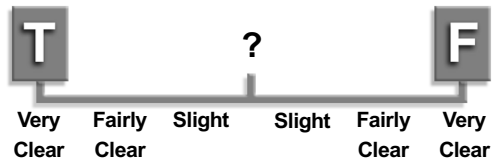
51

51

Self-Assessment

Given the choice, which do you prefer:
Thinking or Feeling?

How clear are you about your preference?



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 52

52

One-on-One Action Planning

- Discuss your selected preference – T or F?
 - Why this preference?
 - What helped you identify with this preference?
- Identify one thing you will do “differently” when dealing with the “opposite” psychological type at work on Monday.

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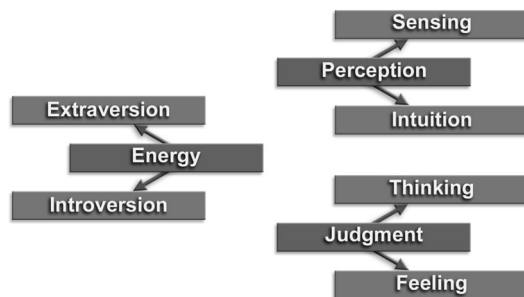
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Jungian Theory



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 54

54

Judging or Perceiving



Our attitude toward the external world and how we orient ourselves to it

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Introduction to Type[®], p. 10



55

55

J-P

People who prefer Judging:

- Want the external world to be organized and orderly
- Look at the world and see decisions that need to be made

People who prefer Perceiving:

- Seek to experience the world, not organize it
- Look at the world and see options that need to be explored

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

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56

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People Who Prefer Judging

- Like to make plans and follow them
- Like to get things settled and finished
- Like environments with structure and clear limits
- Enjoy being decisive and organizing others
- Handle deadlines and time limits comfortably
- Plan ahead to avoid last-minute rushes

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57

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People Who Prefer Perceiving

- Like to respond resourcefully to changing situations
- Like to leave things open, gather more information
- Like environments that are flexible; dislike rules and limits
- May not like making decisions, even when pressed
- Tend to think there is plenty of time to do things
- Often have to rush to complete things at the last minute

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58

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People Who Prefer Judging

- Like rapidly getting to the bottom line and deciding
- Dislike being interrupted on a project, even for a more urgent one
- May make decisions too quickly, or cling to a plan
- May not notice new things that need to be done
- *May seem rigid, demanding, and inflexible to Perceiving types*
- Need Perceiving for balance

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59

59

People Who Prefer Perceiving

- Want to explore all the options before deciding
- May start too many projects and have difficulty finishing them
- May have trouble making decisions, or have no plan
- May spontaneously change plans
- *May seem disorganized and irresponsible to Judging types*
- Need Judging for balance

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Judging or Perceiving

<p>JUDGING</p> <p>Time Line</p> <p>Deadline</p> <p>A PLANNED APPROACH TO MEETING THE DEADLINE IN A SCHEDULED WAY</p>	<p>PERCEIVING</p> <p>Just in Time!</p> <p>Deadline</p> <p>A SPONTANEOUS APPROACH TO MEETING THE DEADLINE WITH A RUSH OF ACTIVITY</p>
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61

61

Some Key Words Associated with

J	P
Judging	Perceiving
Organized	Flexible
Decision	Information
Control	Experience
Now	Later
Closure	Options
Deliberate	Spontaneous
Plan	Wait

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62

62

We Have a Preference

We all use Judging and Perceiving as part of our lifestyle.

But we usually do *not* use them with equal comfort.

Most of us have a preference for one over the other.

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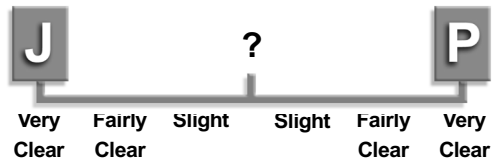
63

63

Self-Assessment

Given the choice, which do you prefer:
Judging or Perceiving?

How clear are you about your preference?



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 64

64

One-on-One Action Planning

- Discuss your selected preference – J or P?
 - Why this preference?
 - What helped you identify with this preference?
- Identify one thing you will do “differently” when dealing with the “opposite” psychological type at work on Monday.

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Personality Type

When combined, your preferences indicate your personality type.



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16 Personality Types

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

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67

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Remember, TYPE Is Not . . .

There is variation within each type
and type does *not* measure:

- Intelligence
- Maturity
- Emotions
- IQ
- Development
- Stress
- Trauma
- Emotional health

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68

68

Why? Group Pressures...

- E, S, T, and J are the cultural norms in the United States—I, N, F, and P are less preferred.
- If you feel you are *close or tied* between two preferences, there is probably some *environmental pressure from the cultural norms*.
- Something is pulling you in the direction that is opposite to the cultural norms—his or her innate preferences.

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69

69

Why? (cont'd)

- Although you may think they are equal, decide whether one really describes how you *usually* think and act. (Be yourself!)
- Important to read and/or re-read the profiles and decide which more accurately describes how you usually think and act.

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70

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Have I Changed Type?

When people report having **changed type**, it is likely that they have had an incorrect administration—the “mind-setting” was not done properly, resulting in the reporting of “**work type**” or “**ideal self**.”

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71

71

Benefits to the Individual

- Learn about self & one's preferences (self-awareness)
- Offers logical & orderly model of human behavior
- Helps to raise self-esteem/ improve motivation
- Assess fit between person & job
- Builds an objective framework for emotional issues
- How to persuade & influence others
- Build better relationships
- Identify the role of the environment in well-being

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72

72

Benefits to the Organization

- Offers logical & orderly model of human behavior
- Reduces unproductive conflict
- Identifies strengths & liabilities of work teams...
- Is straightforward, easily understood, & applied
- Builds understanding – organizational norms & culture
- Assess fit between person & job
- Solid research backing
- Builds objective framework for dealing with conflict
- Multiple applications & developmental aspects

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73

73

Constructive Use of Differences

Goals for the MBTI® instrument/ type:

- Becoming aware of differences
- Acknowledging the value of differences
- Practicing new behaviors, seeking out others with differences
- Incorporating different perspectives into our own processes

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74

74

Thank You

Thank you! Questions?

I hope you enjoyed
learning about the MBTI Type.

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75

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76

Bonus Content

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Applying Type to
Stress Management




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78

Objectives

- Discover the dynamics of type
- Discuss the impact of stress on type
- Identify type-related energizers and stressors
- Discuss type-related stress reactions
- Discover type-specific strategies for regaining equilibrium
- Commit to applying type-under-stress knowledge





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Activity: Looking at Type and Stress

1. What's **most energizing** for us at work is...
2. What **stresses us out** at work is when...
3. When we're really stressed, we **react by**...
4. To **return to normal**, we...

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The "Function Pairs" of Type

Combines these two functions:

- Taking in information by using Sensing or Intuition
- Making decisions by using Thinking or Feeling


ST	NT
SF	NF



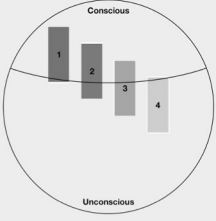
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Hierarchy of Preferences




1. **Dominant function:** Most conscious, favorite preference, often enjoyable and easiest to use
2. **Auxiliary function:** Somewhat less conscious, second-favorite preference, often somewhat enjoyable and easy to use
3. **Tertiary function:** Relatively unconscious, less preferred, may be more uncomfortable and difficult to use
4. **Inferior function:** Least conscious, least preferred, most uncomfortable and difficult to use




40


82

Order of Functions by Type




ISTJ 1. Sensing (I) 2. Thinking (E) 3. Feeling (I) 4. Intuition (E)	ISFJ 1. Sensing (I) 2. Feeling (E) 3. Thinking (I) 4. Intuition (E)	INFJ 1. Intuition (I) 2. Feeling (E) 3. Thinking (I) 4. Sensing (E)	INTJ 1. Intuition (I) 2. Thinking (E) 3. Feeling (I) 4. Sensing (E)
ISTP 1. Thinking (I) 2. Sensing (E) 3. Intuition (I) 4. Feeling (E)	ISFP 1. Feeling (I) 2. Sensing (E) 3. Intuition (I) 4. Thinking (E)	INFP 1. Feeling (I) 2. Intuition (E) 3. Sensing (I) 4. Thinking (E)	INTP 1. Thinking (I) 2. Intuition (E) 3. Sensing (I) 4. Feeling (E)
ESTP 1. Sensing (E) 2. Thinking (I) 3. Feeling (I) 4. Intuition (I)	ESFP 1. Sensing (E) 2. Feeling (I) 3. Thinking (I) 4. Intuition (I)	ENFP 1. Intuition (E) 2. Feeling (I) 3. Thinking (I) 4. Sensing (I)	ENTP 1. Intuition (E) 2. Thinking (I) 3. Feeling (I) 4. Sensing (I)
ESTJ 1. Thinking (E) 2. Sensing (I) 3. Intuition (I) 4. Feeling (I)	ESFJ 1. Feeling (E) 2. Sensing (I) 3. Intuition (I) 4. Thinking (I)	ENFJ 1. Feeling (E) 2. Intuition (I) 3. Sensing (I) 4. Thinking (I)	ENTJ 1. Thinking (E) 2. Intuition (I) 3. Sensing (I) 4. Feeling (I)

1 = Dominant Function (Introverted or Extroverted)
 2 = Auxiliary Function (Introverted or Extroverted)
 3 = Tertiary Function
 4 = Inferior Function (Introverted or Extroverted)


41


83

“Normal” Functions and Attitudes




- **S_i**: Taking in, storing, and accurately recalling data and previous experiences
- **S_e**: Experiencing the present moment and environment through the five senses
- **N_i**: Focusing on ideas, abstractions, and complex possibilities
- **N_e**: Seeing and generating patterns and possibilities
- **T_i**: Using objective analysis to create inner frameworks
- **T_e**: Using objective analysis to organize external conditions and situations
- **F_i**: Focusing on inner values and a quest for inner harmony
- **F_e**: Focusing on societal values and interpersonal harmony

Source: MBTI® Team Performance Accelerator: Facilitator's Guide, 2008.


42


84

Common Stress Reaction Triggers



Stress reactions can result when we are...


- Under a lot of pressure
- Overly tired
- Sick
- Going through an important transition




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85

“In the Grip” Stress Reactions




- **ISTJ, ISFJ** (Dominant S_i ; Inferior N_e)
 - Catastrophize; lose control of facts and details
- **ESTP, ESFP** (Dominant S_e ; Inferior N_i)
 - Imagine disasters and dire possibilities; misinterpret events and comments
- **INTJ, INFJ** (Dominant N_i ; Inferior S_e)
 - Overindulge in sensory activities (e.g., eating, cleaning); become hypersensitive to facts, details, and comments
- **ENTP, ENFP** (Dominant N_e ; Inferior S_i)
 - Become obsessive about facts or details; withdraw



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86

Common Stress Reactions (cont'd)



- **ISTP, INTP** (Dominant T_i ; Inferior F_e)
 - Become hypersensitive to signs that they are unloved or disliked; feel distressed at not being accepted
- **ESTJ, ENTJ** (Dominant T_e ; Inferior F_i)
 - Become overly sensitive to inner feelings; become overly focused on inner values
- **ISFP, INFP** (Dominant F_i ; Inferior T_e)
 - Become overly critical and harsh; lose confidence and sense of competence
- **ESFJ, ENFJ** (Dominant F_e ; Inferior T_i)
 - Become excessively critical of self and others; apply convoluted logic

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87



Activity: Do's and Don'ts at Work



In your groups, discuss and record your responses to the following:

- When you're stressed out at work,
 - DO...**
 - DON'T...**

88

“In the Grip” Cues



- Anger
- Loss of any sense of humor
- Tunnel vision



89

Lessons from Stress



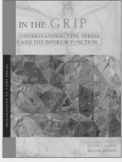
When you have a stress reaction, ask yourself:

- What caused me to be out of balance?
- What beliefs may have prompted me to go out of balance?
- If I challenge those beliefs, might I become happier or more effective?

90

In the Grip mbti.

Types	Page
ESTJ and ENTJ	12
ISFP and INFP	16
ISTP and INTP	20
ESFJ and ENFJ	25
ESTP and ESFP	29
INTJ and INFJ	33
ISTJ and ISFJ	37
ENTP and ENFP	41



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91

Stress Management Action Plan mbti.

What I want to achieve:	The benefit of achieving this:
Top ideas to assist me in achieving this:	
1.	
2.	
3.	
Behaviors to practice and strengthen:	
1.	
2.	
3.	

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92

Stress Management Action Plan (cont'd) mbti.


Measures of success: (How will I know when I have reached my goals?)

People who will provide feedback and support:


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93

Wrap-up



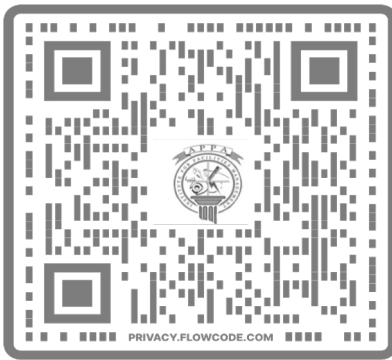
- What did you learn about yourself today?
- What can you do differently as a result of what you learned (or experienced)?



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52

94



MBTI
Presenting Type in Organizations

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55

95
