

## DIFFERENT STROKES FOR DIFFERENT FOLKS

Excerpted, in part, from  
MANUAL: A Guide to the Development and Use of the Myers-Briggs Type Indicator™

### MISUSE OF TYPOLOGIES OF PERSONALITY:

I. Classifications of personalities are never valid. They are never the person being classified. They are always only one way of representing, in a limited way, some potentially useful information about possible personality characteristics which might be illuminating and helpful for understanding.

II. The descriptions of personality found in classification schemes are typically written under conditions of unmixed styles (which is seldom, if ever, the case in a given individual) and written as though the characteristics were represented in extreme form in a person (which is seldom, if ever the case).

III. Use of personality classifications can be harmful if they are confused with an understanding of a specific individual. They can be used for labeling, pigeon-holing, and categorizing people rather than for appreciating and understanding them. The sharper the instrument, the more potentially damaging can be the misuse of the instrument.

**The purpose of using the Myers-Briggs Type Indicator and associated interpretive materials is to enhance the capacity of the organization and its leaders to appreciate differences among people and successfully find a greater balance of organizational talent and leadership.**

### PEOPLE ARE DIFFERENT

They are different in how they:

<b>Create</b>	<i>categorize</i>	believe	think	<i>act</i>	feel	<i>understand</i>
PERCEIVE	express	<b>comprehend</b>	<b>COGNATE</b>			conceptualize

They are different in fundamental ways and many of those differences for all practical purposes, are not likely to change. Some of the characteristic ways of being are determined genetically. (There is still debate about which ways and how.) The first, and most critical point in using personality type theory, is to appreciate and understand ways that you, yourself, are fundamentally put together. Knowing your own boundaries and capacities, appreciating their strengths, and seeking to extend the limits of your potentials is the best use of type theory.

**To act as if all people were the same is to misunderstand a fundamental, unchanging, natural fact of life. Yet, in so many aspects of our personal and professional lives, we make decisions and do act as if everyone were the same -- the same as ourselves.**

## FOUR POLAR DIMENSIONS

(Highest possible score for each dimension is shown in parentheses)

<b>Extravert</b> ..... (51)	..... <b>Introvert</b> (57)
<b>Sensing</b> ..... (67)	..... <b>Intuitive</b> (51)
<b>Thinking</b> ..... (65)	..... <b>Feeling</b> (w-65; m43)
<b>Judging</b> ..... (55)	..... <b>Perceiving</b> (61)

## CHARACTERISTICS OF TYPES

*[From the work of Isabel Briggs-Myers]*

### ORIENTATION

<u>EXTRAVERT</u>	<u>INTROVERT</u>
<ul style="list-style-type: none"> <li>◆ People and things</li> <li>◆ Outside focus</li> <li>◆ More spontaneous</li> <li>◆ Seeks social groups</li> <li>◆ Emotions easy to read</li> <li>◆ Knows peoples' names</li> <li>◆ Sexually is freer</li> <li>◆ Doesn't mind conflict</li> <li>◆ Forgives and forgets easily</li> <li>◆ Asks for help easily</li> <li>◆ Gets energized with others</li> </ul>	<ul style="list-style-type: none"> <li>◆ Values and ideas</li> <li>◆ Inside focus</li> <li>◆ More calculating</li> <li>◆ Seeks privacy</li> <li>◆ Emotions hard to read</li> <li>◆ Doesn't know names</li> <li>◆ Sex is more serious</li> <li>◆ Very slow to anger</li> <li>◆ Once angry, doesn't forget</li> <li>◆ Difficult to ask for help</li> <li>◆ Gets energized when alone</li> </ul>

### PERCEIVING FUNCTION

<u>SENSING</u>	<u>INTUITION</u>
<ul style="list-style-type: none"> <li>◆ Focus on sense-able</li> <li>◆ Actualities</li> <li>◆ Practical</li> <li>◆ Likes facts</li> <li>◆ Enjoyment</li> <li>◆ Perfect what is known</li> <li>◆ Implementation</li> <li>◆ Likes simplicity</li> <li>◆ Gets things done</li> </ul>	<ul style="list-style-type: none"> <li>◆ Focus on imagination</li> <li>◆ Possibilities</li> <li>◆ Ingenious</li> <li>◆ Likes hunches</li> <li>◆ Wonder</li> <li>◆ New ideas</li> <li>◆ Creation</li> <li>◆ Likes complications</li> <li>◆ Thinks things up</li> </ul>

## CHARACTERISTICS OF TYPES

(continued)

### JUDGING FUNCTION

<u>THINKING</u>	<u>FEELING</u>
<ul style="list-style-type: none"><li>◆ Logical</li><li>◆ Rational</li><li>◆ Impersonal</li><li>◆ Hard-hearted</li><li>◆ Remote</li><li>◆ Cool</li><li>◆ Aware of facts</li><li>◆ Relates to "T's"</li><li>◆ Above the fray</li><li>◆ Analyzes conflict impersonally</li></ul>	<ul style="list-style-type: none"><li>◆ Valuing</li><li>◆ Emotional</li><li>◆ Personal</li><li>◆ Soft-hearted</li><li>◆ Close/caring</li><li>◆ Warm</li><li>◆ Aware of people</li><li>◆ Relates to all</li><li>◆ Needs harmony</li><li>◆ Low tolerance for conflict</li></ul>

### PROCESSES

<u>JUDGING</u>	<u>PERCEIVING</u>
<ul style="list-style-type: none"><li>◆ Wants decisions made</li><li>◆ Uncomfortable without closure</li> <li>◆ Willing to decide without data</li><li>◆ Once decided, doesn't look back</li><li>◆ Decisions are cast in stone, not to be upset</li><li>◆ Plans the work and works the plan</li></ul>	<ul style="list-style-type: none"><li>◆ Keep options open</li><li>◆ Uncomfortable without available alternatives</li> <li>◆ Always willing to gather more data</li><li>◆ Always open to new considerations</li><li>◆ Decisions are tentative, subject to revision</li><li>◆ Takes things as they come and adapts easily</li></ul>