

# Four Phrases

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1. "I am someone who is decisive, quick to take action, values facts and logic, and pays attention to details."
2. "I am someone who is service-minded, seeks to help people in very practical ways, and is unselfish, kind, and understanding."
3. "I am someone who is guided by my passions and beliefs, has a sixth sense about people, and works to ensure harmony in the workplace."
4. "I am someone who is an agent of change, a person with a vision who values logical argument, competence, and independence."

# Your Mission

- Create a short tale, weaving all the words on your list into your story.
- Focus on telling a story about a character that your group develops from this random list of words.
- The length of the story should be two to three paragraphs. The order in which you use the words is not important.

# The Eight MBTI® Preferences

**Extraversion**

**Introversion**

**Sensing**

**Intuition**

**Thinking**

**Feeling**

**Judging**

**Perceiving**

# General Descriptions Associated with MBTI® Preferences

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## Extraversion Characteristics

- Prefer to communicate verbally
- Outgoing and action-oriented
- Learn best by doing or talking
- Have many friends and acquaintances
- Enjoy sharing ideas at gatherings
- Need external stimulus and input

## Introversion Characteristics

- Prefer to communicate in writing
- Private and inwardly focused
- Learn best through thinking and processing
- Have a select circle of friends
- Appear to be good listeners
- Need time alone to reenergize self

## Sensing Characteristics

- Focus on what is here and real
- Observe and easily recall data and specifics
- Gain understanding through hands-on experience
- Tend to be factual and concrete

## Intuition Characteristics

- Attuned to possibilities in the future
- Are concerned with meanings and patterns in information
- Trust "gut" feelings and inspiration
- Tend to be imaginative and creative

## Thinking Characteristics

- Value logic
- Use cause-and-effect reasoning
- Objective, striving for what's fair
- Critical and analytical

## Feeling Characteristics

- Value compassion
- Consider effects of their decisions on people
- Seek to maintain harmony
- Softhearted and empathetic

## Judging Characteristics

- Value organization
- Methodical and disciplined
- Decisive and need closure
- Prefer to make plans

## Perceiving Characteristics

- Flexible and adaptive
- Tend to be spontaneous
- Prefer to be loose and are open to change
- Prefer to keep their options open

# Sample Receivers' Observation Sheet

Name of Greeter	How did you feel about the way the Greeter treated you?	What did the Greeter do or say that made you feel this way?	Which of the eight preferences do you think was assigned to you?
Jane	She sure talked a lot.	She was close to my personal space and was very outgoing.	Extraversion

# Who's on My Back?

## Discussion Questions

- 1.** What type of clue (visual, vocal, verbal) was the most helpful?
- 2.** What specifically did you like and/or dislike about the way you were treated?
- 3.** Can you think of occasions when having the preference you were assigned would be of benefit? Please describe.
- 4.** If you chose to behave like the MBTI<sup>®</sup> description on your back in the future, what would you need more or less of or have to do differently?

# Characteristics of Extraverts and Introverts

## Extraverts

- Prefer to communicate verbally
- Outgoing and action-oriented
- Learn best by doing or talking
- Have many friends and acquaintances
- Enjoy sharing ideas at gatherings
- Need external stimulus and input

## Introverts

- Prefer to communicate in writing
- Private and inwardly focused
- Learn best through thinking and processing
- Have a select circle of friends
- Appear to be good listeners
- Need time alone to reenergize self

# Extraversion-Introversion

## Discussion Topics

- 1.** What do you like about being an Extravert or an Introvert?
- 2.** What perceptions do you think others have of your type?
- 3.** What frustrates you about working (or living) with your opposite type?
- 4.** What do you like or admire about your opposite type?

# The Subway



# Characteristics of Sensing and Intuitive Types

## Sensing Types

- Focus on what is here and real
- Observe and easily recall data and specifics
- Gain understanding through hands-on experience
- Tend to be factual and concrete; are also creative, but in a more step-by-step manner

## Intuitive Types

- Attuned to possibilities in the future
- Are concerned with meanings and patterns in information
- Trust “gut” feelings and inspiration
- Tend to be imaginative and creative; use flashes of insight

# Sample Responses to “The Subway”

1. There is a green figure slightly left of center, with a large, open smile, a long nose, and outstretched arms and legs.
2. The woman with the saucer like eyes cringes away in fear at the sight of the green leaping ghost.
3. Colored pictures appear at the top of the scene.
4. One man in a dark hat, coat, and pants is bending forward toward a door, and a small person is by the dark figure’s feet.
5. The man in the black hat and suit is angered by the ghost’s haunting.
6. A green figure is suspended at the top of the picture.
7. The subway is full of tired, bored, and troubled people.
8. People are sitting in chairs along the side.
9. The contrast of the happy, smiling, colorful advertisement exaggerates the dreariness of the cold, drab subway.

# Characteristics of Thinking and Feeling Types

## Thinking Types

- Value logic
- Use cause-and-effect reasoning
- Objective, striving for what's fair
- Critical and analytical

## Feeling Types

- Value compassion
- Consider effects of their decisions on others
- Seek to maintain harmony
- Softhearted and empathetic

# Thinking-Feeling Discussion Topics

1. Think about aspects of the workplace (or home) in which your preference for Thinking or Feeling has been an asset, and list a few examples here.
2. List some situations in which your preference has worked against you.
3. Are there specific behaviors you think should be modified, or that you have already modified, for you to be more effective in the workplace?
4. Discuss how your Thinking or Feeling preference plays out when you are having
  - An impersonal, fact-based conflict
  - A personal conflict

# Characteristics of

# Judging and Perceiving Types

## Judging Types

- Value organization
- Methodical and disciplined
- Decisive and need closure
- Prefer to make plans

## Perceiving Types

- Flexible and adaptive
- Tend to be spontaneous
- Prefer to be loose and are open to change
- Prefer to keep their options open

# Characteristics of Sensing and Intuitive Types

## Sensing Types

- Focus on what is here and real
- Observe and easily recall data and specifics
- Gain understanding through hands-on experience
- Tend to be factual and concrete; are also creative, but in a more step-by-step manner

## Intuitive Types

- Attuned to possibilities in the future
- Are concerned with meanings and patterns in information
- Trust “gut” feelings and inspiration
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# Two Advertisements

RM

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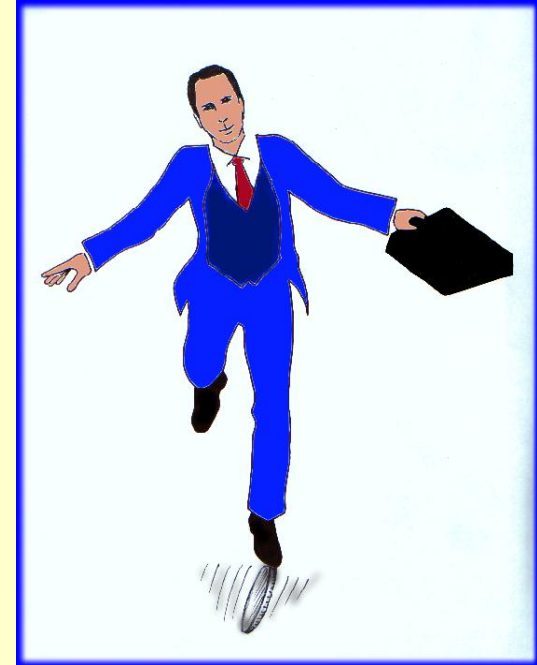
**Imagine  
Make Believe  
Innovate**

**Solarlinx**



**Exploring possibilities, moving into  
uncharted territories, determined to make  
tomorrow all that it can be.**

**“Turn on a dime and  
make things happen now.”**



Imagining possibilities is not enough.  
Action is what it takes to turn dreams into reality.

We can help your organization get focused  
fast and put your Action Plan into practice.

**Actionite**  
Management Consultants  
the movers and shakers of today  
1-800-1-ACTION

# Sample Responses to the Advertisements

## Advertisement 1 targets Intuitive types:

- Use of Intuitive language such as “possibilities” and “tomorrow.”
- Not concrete: no telephone number is provided, and it is unclear what this company does.
- Flowing lines; upturned, dreamy face and outstretched arms on character.

## Advertisement 2 targets Sensing types:

- Use of language based on the “here and now.”
- Concrete and practical: a telephone number is provided, along with the clear description of the company and what it will do for you.
- Character is wearing a suit, which reflects traditional, conservative values and respect for workplace hierarchy.

# Communication and the Four Temperaments

9-a

When giving feedback	SJs	SPs	NFs	NTs
<b><i>Irritate others by</i></b>	Being too practical to be "fun" Insisting rules should be followed Resisting new options	Ignoring established priorities Making decisions at the last minute Plunging ahead in haste	Taking emotional & moralistic stands Creating dependencies Overextending themselves	Being skeptical, splitting hairs Hurting feelings Taking people for granted
<b><i>Potential pitfalls are</i></b>	Deciding issues too quickly Focusing on dire outcomes	Being hard to predict Being impatient with abstraction	Being highly sensitive Being inflexible with respect to their ideals	Being unrealistic in expectations Being impatient with personal matters
When receiving feedback	SJs	SPs	NFs	NTs
<b><i>Need</i></b>	Appreciation	Acknowledgment	Acceptance	Recognition
<b><i>Are irritated by</i></b>	Nonstandard procedures Ignored deadlines Not playing by the rules	Restrictions Being told what to do Maintaining status quo	Impersonal treatment Criticism Lack of positive feedback	Redundancy Stupid errors Illogical actions

# Feedback Styles of the Four Temperaments

9-c

## SJ Types

*SJ types typically*

- Like to be told what/how they did
- Like to have something in writing, such as score cards with graphs and numbers, that measures their progress

*SJ managers often*

- Will have specific examples
- Provide rankings and ratings

*SJ employees receiving feedback may*

- Be defensive, rationalizing, or silent with disappointment
- Be taken aback at criticism because they are usually so hardworking

## NF Types

*NF types typically*

- Prefer people to be sensitive and not too direct

*NF managers often*

- Are concerned with the whole person and check for feelings
- Make others feel good about what they say

*NF employees receiving feedback may*

- Be apologetic that they let you down or feel guilty or self-critical
- Want feedback but can be upset by it

## NT Types

*NT types typically*

- Like people to be blunt and direct

*NT managers often*

- Are objective and almost clinical
- Think they are being sensitive even though others do not experience them as sensitive

*NT employees receiving feedback may*

- Conceptually understand the feedback, but can still argue their position
- Appear "big" enough to accept it, but may agree to disagree or come back later when their feelings catch up with them

## SP Types

*SP types typically*

- Like to be told how they did verbally and face-to-face
- Want to know how they compare to others

*SP managers often*

- Are direct and factual and get to the point
- Are expedient, preferring brief discussions, but making sure the point is clear

*SP employees receiving feedback may*

- Be direct and outspoken if they do not agree
- Not be too bothered by criticism unless it means something to them in tangible or emotional terms

# Communication Styles of the Feeling Function Pairs

10-a

## NF Types

*Their style*

- Tend to be socializers
- Are apt to rapidly shift the topic of conversation
- Like to share their feelings about what they are doing
- Are generally interested in many things, particularly human stories

*When communicating with this type, it is important to*

- Be positive and upbeat
- Avoid details, as their attention span can be short regarding specifics
- Express ideas about the big picture
- Take time to create a personal connection, as they can be sensitive to clues that others do not value them or their input

## SF Types

*Their style*

- Tend to be kind and helpful
- Often want to help others even if those others don't want any help
- Like to give longer and more detailed explanations
- May feel they are not "doing their job" if they do not take care of you
- May experience more feelings of guilt than other types

*When communicating with this type, it is important to*

- Be sensitive to their needs
- Politely mention time constraints
- Reassure them that they are valued
- Be patient

# Communication Styles of the Thinking Function Pairs

10-b

## NT Types

*Their style*

- Like clear and direct information
- Give data, and want to receive it, in concise sentences
- May lose focus and interest when too many details or opinions are given
- Can be direct and clipped in their approach when frustrated

*When communicating with this type, it is important to*

- Be brief and logical
- Sell them the big-picture benefit
- Let them know the payoff
- Outline crucial information on paper for them to digest later

## ST Types

*Their style*

- Tend to be very thorough about everything
- Attend to the details
- Provide the background logic and support analysis
- Take pride in being experts in their field

*When communicating with this type, it is important to*

- Be precise, thorough, and grounded in reality
- Reveal the source of your information, the sequence, etc
- Avoid discussion of issues on a subjective level
- Tap into issues of personal relevance to them
- Give them plenty of time to respond

# What Motivates Us?

Perhaps it's the way the salesperson communicates to us that:

- Sets us at ease by appealing to our emotions or listening to us rather than talking
- Motivates us to buy by addressing the possible benefits that the product or service can provide
- Changes our minds through logic
- Gives us options and alternatives

# Communication Style

## Discussion Questions

- 1.** Discuss the best and the worst types of “selling” interactions you have had.
- 2.** Discuss how these interactions may have been different for your opposite type. For example, maybe you dealt with a very friendly, insightful, and thoughtful (NF) salesperson. In this case, two potential buyers might have responded differently—either welcoming the warmth or feeling put off by such unwanted friendliness.

# Behaviors Generally Associated with MBTI® Type Sellers

## NT Types

- Sound smart
- Talk about the big picture
- Tell you the vision of what could be
- Focus on being leading edge
- Capture your imagination
- Weave a compelling story

## NF Types

- Talk values and benefits for people
- Demonstrate interest in what has meaning and value to you
- Create the relationship
- Identify personally with their product
- Sell from understanding you

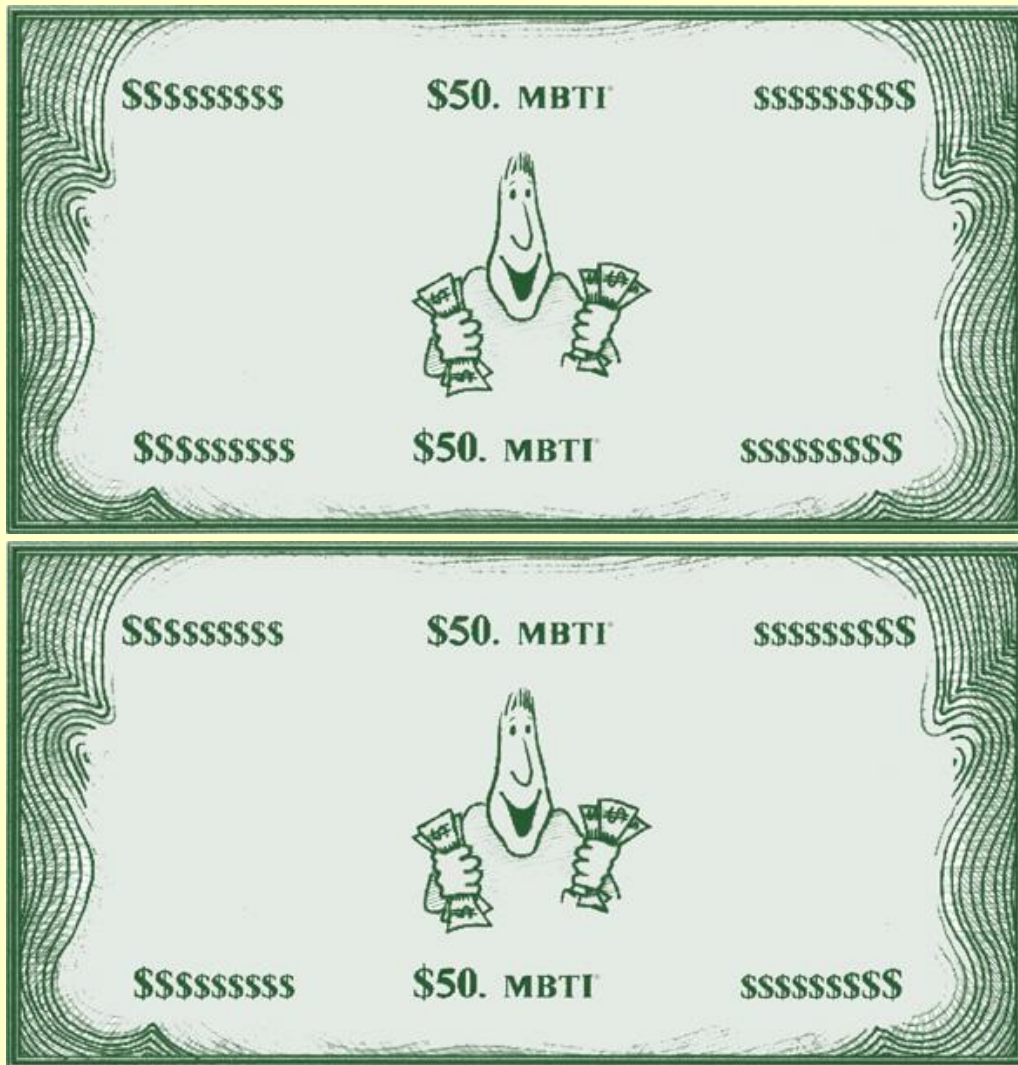
## SF Types

- Care about going the extra mile for you
- Know what you need right now and try to make it happen
- Highly value service
- Commit to walking with you every step of the way
- Know the features and benefits of a product or service
- Try to get whatever you need to make you comfortable

## ST Types

- Know the product or service and how it works
- Have testimonials, research, and facts to support their claims
- Stake their reputation on the product
- Have done their homework
- Can answer all questions from an expert position
- Ask direct questions
- Offer little extra information

# MBTI® Play Money



# Type Characteristics Underlying Conflicts

11-a

## Extraverts

- Prefer to develop solutions by talking it through
- Often change direction or topic during course of discussions
- Experience Introverts as “withholding”

## Introverts

- Prefer measured pacing and need talk-free time for internal processing
- Need a more intense focus, and to come back to ideas after consideration
- Experience Extraverts as “invasive”

## Sensing Types

- Define the problem based on concrete events and on what actually happened
- Seek explanations and solutions based on experience
- Experience Intuitive types as “unrealistic”

## Intuitive Types

- See specific behavior as part of an underlying pattern that is the real problem
- Seek theoretical explanations and solutions
- Experience Sensing types as “shooting down their ideas” or blocking progress

## Thinking Types

- Search for logical alternatives and apply them to everyone
- Believe that if a problem can be defined accurately and the relevant evidence gathered, there will be a “correct” solution
- Experience Feeling types as “irrational, inconsistent, and illogical”

## Feeling Types

- Search for individual solutions that work for people
- Believe the solution will be found by gathering many perspectives and finding the answer that fits everyone’s needs
- Experience Thinking types as “cold and uncaring”

## Judging Types

- Need structure, decisions, and closure
- Create plans, structures, and time frames to achieve goals
- Experience Perceiving types as people they cannot count on to follow through

## Perceiving Types

- Need flexibility, and want decisions to grow out of the process
- Have faith in their own internal sense of timing; want to be trusted to meet goals in their own ways
- Experience Judging types as “hemming them in”

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# Pick-a-Problem Instructions

- 1.** Discuss with the team unresolved conflicts you are having, have had in the past, or have heard about, or make one up.
- 2.** As a team, choose three conflicts that you think are the most difficult.
- 3.** Have one person record each conflict on a separate slip of paper. Clearly state the premise of the conflict and provide the names of two fictitious characters involved in the conflict (e.g., Mary feels she deserves a promotion, but her boss, Jim, has been grooming his protégé for the job). Give your conflict a title.
- 4.** Place the slips of paper in the Conflict Situation envelope.

# Characteristics of Thinking and Feeling Types

## Thinking Types

- Value logic
- Use cause-and-effect reasoning
- Objective, striving for what's fair
- Critical and analytical

## Feeling Types

- Value compassion
- Consider effects of their decisions on others
- Seek to maintain harmony
- Softhearted and empathetic

# Typical Problem-Solving Styles

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## ST Types

- Are factual
- Often refer to the specifics of the solution, i.e., time, numbers, distance
- Sometimes speak of solutions in such a way that you can “see” what is going on
- Are practical, stick to the script, and are serious in completing the task
- Often show their playful side by the extra “props” they choose

## SF Types

- Also stick to the facts
- Are usually very concerned about the people—who will be affected and how
- Often have the characters interact with one another in a friendly, helpful way
- Focus on precise step-by-step instructions for solving the problem
- Come up with practical solutions

## NF Types

- Usually approach the problem from the relationship side, bringing in emotions about how people are feeling, lives not lived, roads not taken, what happens when the people are freed
- Build relationships between people and like “living happily ever after” endings
- Often take liberties by introducing new characters who show up to rescue the characters
- Do not always bother with all the factual information available to them

## NT Types

- Often include imaginative use of props
- Stretch the imagination about what is really possible
- Imagine relationships that go beyond what was in the script
- Are generally original and quirky
- Often employ high-tech, “mission impossible” solutions

# Contributions of the Preferences

<b>Extraversion (E)</b> Breadth of interests	<b>Introversion (I)</b> Depth of concentration
<b>Sensing (S)</b> Reliance on facts	<b>Intuition (N)</b> Grasp of possibilities
<b>Thinking (T)</b> Logic and analysis	<b>Feeling (F)</b> Warmth and sympathy
<b>Judging (J)</b> Organization	<b>Perceiving (P)</b> Adaptability

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# Contributions Made by Each Preference to Each Type

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**SENSING TYPES**

**INTUITIVE TYPES**

INTROVERTS

EXTRAVERTS

	With Thinking	With Feeling	With Feeling	With Thinking
Judging Types	<p><b>ISTJ</b></p> <p><b>I</b> Depth of concentration <b>S</b> Reliance on facts <b>T</b> Logic and analysis <b>J</b> Organization</p>	<p><b>ISFJ</b></p> <p><b>I</b> Depth of concentration <b>S</b> Reliance on facts <b>F</b> Warmth and sympathy <b>J</b> Organization</p>	<p><b>INFJ</b></p> <p><b>I</b> Depth of concentration <b>N</b> Grasp of possibilities <b>F</b> Warmth and sympathy <b>J</b> Organization</p>	<p><b>INTJ</b></p> <p><b>I</b> Depth of concentration <b>N</b> Grasp of possibilities <b>T</b> Logic and analysis <b>J</b> Organization</p>
Perceiving Types	<p><b>ISTP</b></p> <p><b>I</b> Depth of concentration <b>S</b> Reliance on facts <b>T</b> Logic and analysis <b>P</b> Adaptability</p>	<p><b>ISFP</b></p> <p><b>I</b> Depth of concentration <b>S</b> Reliance on facts <b>F</b> Warmth and sympathy <b>P</b> Adaptability</p>	<p><b>INFP</b></p> <p><b>I</b> Depth of concentration <b>N</b> Grasp of possibilities <b>F</b> Warmth and sympathy <b>P</b> Adaptability</p>	<p><b>INTP</b></p> <p><b>I</b> Depth of concentration <b>N</b> Grasp of possibilities <b>T</b> Logic and analysis <b>P</b> Adaptability</p>
Perceiving Types	<p><b>ESTP</b></p> <p><b>E</b> Breadth of interests <b>S</b> Reliance on facts <b>T</b> Logic and analysis <b>P</b> Adaptability</p>	<p><b>ESFP</b></p> <p><b>E</b> Breadth of interests <b>S</b> Reliance on facts <b>F</b> Warmth and sympathy <b>P</b> Adaptability</p>	<p><b>ENFP</b></p> <p><b>E</b> Breadth of interests <b>N</b> Grasp of possibilities <b>F</b> Warmth and sympathy <b>P</b> Adaptability</p>	<p><b>ENTP</b></p> <p><b>E</b> Breadth of interests <b>N</b> Grasp of possibilities <b>T</b> Logic and analysis <b>P</b> Adaptability</p>
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# Give Your Team an Identity



**Motto**  
**Metaphor**  
**Logo**  
**Art Image**  
**Team Mascot**

# Individual Goals, Ways of Reducing Conflict, and Team Focus of Different Types

	<b>ST Types</b>	<b>SF Types</b>	<b>NF Types</b>	<b>NT Types</b>
<b>Have as individual goal</b>	Efficiency	Service	Empowerment	Mastery
<b>Reduce conflict by</b>	Having the structures in place	Clarity in roles and expectations	Articulating values clearly	Making sure the principles are sound
<b>Want team to focus on</b>	Getting the job done	Offering service and support	Mutual respect and meaningful work	Efficiency and growth

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