

MBTI - EXERCISE

TAKING THE MBTI Test

STEP 1: Individually

- **Identifying your own profile.** This can be done through an online test ([16TYPES](#)).
- Reading the document on leadership character (Keirse & Bates). While reading, identify those traits that better define you as a person and those that you do not agree with. See page 286 onwards from this [document](#)

STEP 2: In groups

- Gather with those people who share your same profile (NT; NF; SJ; SP) and do the following exercise:
 - Find those traits that you more or less share and agree on
 - Think of the implications these traits have in your daily life. Try to bring to mind recent moments when you manifested these traits (focus on examples related to workplace environments)
 - What can help you minimise the potential negative impact and maximize the positive impact of these traits?
 - Prepare a short presentation of your profile for the other three groups. Add recommendations on how you would like to be treated.
- Each group will present its own MBTI profile:
 - The rest of the groups take note of what called their attention of the other profiles. What do you especially value about other people's profile? Where do you find places of friction?
- Based on the above, what is one behavior that you can experiment with in the coming month to better interact with others?

QUESTIONS FOR REFLECTION

- Which are the characterological traits that I find most challenging in my day-to-day working life?
- What tricks may I develop to reduce their negative impact?
- How can this test help me develop a better understanding of my colleagues?

ADDITIONAL EXERCISES

The MBTI test is particularly helpful in group settings. (Refer to Module 2 - Working with Others). Based on your profile, what strengths & weaknesses do you feel you will bring to your group/team? What is the role you are likely to play?

MBTI - INPUT

INTRODUCTION

Leadership work is intensive in interpersonal relations. The day-to-day environment is full of short, varied, fragmented and reactive activities. In this environment it is highly useful to be aware of our “automatic reactions” and “preferences” to better interact with others. The MBTI is a test that can help in this endeavour.

The underlying assumption of this test is that we all have specific preferences in the way we construe our experiences. These preferences are:

- **Extraversion (E) and Introversion (I)** : Where do we find energy and where do we direct it? Do we find energy in the external or internal world? Do you tend to direct your energy to the world of activity and words, or to the world of thoughts and emotions?
- **Sensing (S) and Intuition (N)**: What is the kind of information we naturally notice? How do we gather this information? Through absorbing data in a concrete fashion (through our senses) or by generating abstract possibilities from information that is gathered (using our imagination and intuition)
- **Thinking (T) and Feeling (F)**: How do we make decisions? Based on logic and reason or based on our own values system and feelings?
- **Judging (J) and Perceiving (P)**: What is our attitude towards the external world? Do we prefer to live in a structured way (making decisions in an orderly and established fashion, and keeping things organized) or in a more spontaneous way (taking in information as they come, keeping things flexible and fluid?)

The test identifies and describes 16 distinctive personality types that result from the interactions among these various preferences. The MBTI is based on Carl Jung’s finding on human behaviour and has been widely used to help managers and executives to develop as leaders. In this test, there is no best type. This instrument sorts for preferences and help us understand and appreciate differences with others. It does not measure trait, ability or character.

Note: Literature is extensive for the MBTI. The following lines are drawing from the work of D. Keirsey and M. Bates who developed an assessment called the [Four Temperaments](#) that builds on the MBTI and is more behaviour-based rather than feeling-based like the MBTI.

MAIN IDEAS

NFs	SJs	NTs	SPs
Idealists (also referred to as Catalysts or Dreamers)	Guardians (also referred to as Overseers or Stabilisers)	Rationals (also referred to as Intellectuals or Visionaries)	Artisans (also referred to as Creators or Troubleshooters)

NFs - Idealists:

- **Summary:** Tend to establish good relations with others (through the F), Connect well to others, they have empathy, know how to put themselves in the place of others, giving to everyone what they need, have the right word for each person, are unsettled in rigid and bureaucratic structures, like to adapt reality to personal needs, have the risk of incongruence and discontinuity, work a lot friendship: “to each person I give what they need”
- **Values:** Authenticity, Integrity/Identity, Self-esteem, Justice
- **Abilities:** Natural Empathy / Capacity to be harmonious / Charismatic / Good “puncher” / juggles well personal and institutional possibilities / sell values very well
- **Weaknesses:** Excess of involvement or identification / Difficulties with structures, authority-bosses, rules
- **Are bothered by:** loss of integrity and identity / rebels and non-conformists
- **Roles in which they excel:** Leading / Linking

SJs - Guardians:

- **Summary:** Good workers, responsible, trustful. Links well with others, adapts to the group and to individuals. They are available and hard-working. Tendency to overtake responsibilities.
- **Values:** feeling of belonging / stability in their social environment / order / support
- **Abilities:** attention to detail / meticulous / capable of stabilising situations (systems) / applied thinking, impartial, patient / common sense / works well with norms, processes, time / serious and formal / preserves the values of society
- **Weaknesses:** impatient with complications / preoccupied, anticipates problems in excess / wishes to punish those who do not behave well / they can be very critical and negative
- **Are bothered by:** rejection and exclusion
- **Roles in which they excel:** decision making / assigning resources / information disseminating / control

NTs - Rationals:

- **Summary:** Concept engineers, good strategists, they define problems well and are able to establish alternatives but they sometime lack the ability to make decisions. Good intellectual leaders sometimes overlooked in the corporate world. Rationals, with not many stable relations. They can easily marginalise themselves each day. They can be cold and professionally distant. Need other people to materialise their ideas
- **Values:** competence / logic / knowledge / truth
- **Abilities:** intellectual capacity / pioneers, with the ability to advance and predict the future / Stimulated by the need to solve problems / they give direct responses / they can postpone action for being fascinated by plans and objectives / they are always trying to improve standards
- **Weaknesses:** does not perceive well feelings and affections / problems with setbacks, obstacles / they can be easily misinterpreted and rejected
- **Are bothered by:** incompetence / not doing things well, not knowing what needs to be done
- **Roles in which they excel:** conceptualising / consulting / innovating

SPs - Artisans

- **Summary:** they are in touch with reality but know how to “float” (chameleon, diplomatic), they know how to observe and adapt to reality. Generally not in a hurry but in occasions, when there is a determined pressure they act rapidly (abilities in times of crisis). It is a combination of patience and restlessness. They represent others very well (good for public relations). Can be good manipulators and look for power in two sides. They can be in desire of power but being resistant to authority. They understand ideas well but can easily lack compromise.
- **Values:** freedom / action and impact / spontaneity
- **Abilities:** acute observation / stimulated by crisis / pragmatic and flexible / mentally open / realists / strong negotiators
- **Weaknesses:** impatient with abstractions / routine can lead them to rigidity
- **Are bothered by:** constrictions / delays and hold-ups
- **Roles in which they excel:** linking / monitoring / negotiating

Like many other personality indicator assessments, MBTI is criticised by some experts as a [pseudoscience](#).

EXPECTED LEARNINGS AND OUTCOMES

1. Understanding my natural reactions when leading. A first approach to leadership temperament.
2. Understanding others reaction and character
3. Identify ways of improvement. Gaining awareness of characterological weaknesses and strengths.

MBTI - RESOURCES

GENERAL LEADERSHIP RESOURCES

Title	Author	Publisher	Year	Link
Introduction to Carl Jung	Carl Jung	Wikipedia	Ongoing	Link
Test Website	16personalities	Online	2011-2018	Link
Please Understand Me II (Chapter 9)	David Keirsey	Prometheus Nemesis Book Company	1998	Link
Temperamento del Líder (Spanish)	Carlos Losada			
The Four Temperaments	David Keirsey	Online		Link
Heaven Begins within you: Wisdom from the Desert Fathers	Anselm Gruen	Crossroads	2000	Link

QUOTES

- "It is up to each person to recognize his or her true preferences." - Isabel Briggs Myers
- "The meeting of two personalities is like the contact of two chemical substances: if there is any reaction, both are transformed." - Carl Jung
- "When people differ, a knowledge of type lessens friction and eases strain. In addition it reveals the value of differences. No one has to be good at everything." - Isabel Briggs Myers
- "If you don't know what an extravert thinks, you haven't been listening. If you don't know what an introvert thinks, you haven't asked them!" - Isabel Briggs Myers
- "Good type development can be achieved at any age by anyone who cares to understand his or her own gifts and the appropriate use of those gifts." - Isabel Briggs Myers

QUOTES - These quotes are from famous individuals that have been assigned a particular personality profile of the MBTI, take them as a fun insight rather than scientific one

- **INFJ** - “You must not lose faith in humanity. Humanity is an ocean; if a few drops of the ocean are dirty, the ocean does not become dirty.” -Mahatma Ghandi
- **ENFJ** - “If you’re not making someone else’s life better, then you’re wasting your time. Your life will become better by making other people’s lives better.” – Will Smith
- **INFP** - “I am doing things that are true to me. The only thing I have a problem with is being labeled.”- Johnny Depp
- **ENFP** - “You’re only given a little spark of madness. You mustn’t lose it.” –Robin Williams
- **INTJ** - “People accuse me of being arrogant all the time. I’m not arrogant, I’m focused.” Russel Crowe
- **ENTJ** - “Nothing, believe me, nothing is more satisfying to me personally than getting a great idea and then beating it to death.” David Letterman
- **INTP** - “Two things are infinite: the universe and human stupidity; and I’m not sure about the universe.” –Albert Einstein
- **ENTP** - “Listen, smile, agree, and then do whatever the f*** you were gonna do anyway.” –Robert Downey Jr.
- **ISTJ** - “I don’t love studying. I hate studying. I like learning. Learning is beautiful.” -Natalie Portman
- **ESTJ** - “Damn it all, you have been given a life on this beautiful planet! Get off your ass and do something!” -Nick Offerman
- **ISFJ** - “Being unwanted, unloved, uncared for, forgotten by everybody, I think that is a much greater hunger, a much greater poverty than the person who has nothing to eat.” – Mother Teresa
- **ESFJ** - “I have an inherent need to be all things to all people, to make certain everybody’s taken care of.” -Sarah Jessica Parker
- **ISTP** - “Leave everybody alone. Let everybody else do what they want. Just stay out of everybody else’s hair.” -Clint Eastwood
- **ESTP** - “Better to live one year as a tiger than a hundred as sheep.” -Madonna
- **ISFP** - “What I respect most in people is naturalness and authenticity. I like to be able to see into their soul. I aspire to being a truthful person.” -Scarlett Johansson
- **ESFP** - “Spend more time smiling than frowning and more time praising than criticizing” – Richard Branson