

# *Cognitive Style “Types”*

Myers-Briggs Type Indicator

Working with different types

*15.301 Managerial Psychology*



# *Psychological Types*

## Myers-Briggs Type Indicator

- ❖ **Motivation** - people having consistently different preferences (styles) in perception and judgment
- ❖ **History** and **popularity** - most frequently used personality test in US industry
- ❖ **Limitation** - widely criticized by academics
- ❖ **Takeaway**
  - Everyone has all eight skills, but in different amounts
  - used for insight and expansion of possibilities, not to label yourself or others in ways that limit growth



# 4 *Basic Preferences or Styles*

- ❖ **Extraversion vs. Introversion** (not shyness): outer world of people and things, energy generated from others vs. self-contained inner world of concepts and ideas
- ❖ **Sensing vs. Intuitive**: *perception* bottom-up through the senses vs. indirectly by making associations and models
- ❖ **Thinking vs. Feeling**: *judgments* made intellectually of true and false vs. personally valued and not-valued
- ❖ **Judgment vs. Perception**: drawing conclusions and acting on them easily, output and action focus vs. decide hesitantly with flexibility and focus on diagnosis



# *Managing People (E vs. I)*

## Extraversion

- ❖ Enjoys stimulation and variety
- ❖ MBWA
- ❖ Open-door
- ❖ Meetings used
- ❖ Communication stressed

## Introversion

- ❖ Easily over-stimulated
- ❖ Self-contained
- ❖ Organized
- ❖ One-at-a-time
- ❖ Leaves others in the dark



# *Acquiring Information (S vs. N)*

## Sensing

- ❖ Matter-of-fact
- ❖ Empirical/practical
- ❖ Dislike fuzzy problems
- ❖ Specialist/functional perspective
- ❖ Present oriented

## INtuitive

- ❖ Generating ideas
- ❖ Enjoys new jobs
- ❖ Insight into complex problems
- ❖ Gestalt (top-down) perspective
- ❖ Future oriented



# *Making Judgments (T vs. F)*

## Thinking

- ❖ Tough-minded
- ❖ Analytic, quantitative
- ❖ Clear criteria
- ❖ Impersonal, detached
- ❖ Task-oriented
- ❖ Correct-incorrect

## Feeling

- ❖ Value-centered
- ❖ People-oriented
- ❖ personal perspective
- ❖ Warmth, over-committed
- ❖ Good-bad



# *Establishing Goals (J vs. P)*

## Judging

- ❖ Output-oriented
- ❖ “Time is money”
- ❖ Prefer action to analysis
- ❖ Implementation oriented

## Perceiving

- ❖ Take on many projects
- ❖ Overload
- ❖ “Look before leap”
- ❖ Emphasize diagnosis



# *The 2 Major Dimensions*

Thinking

logical, scientific,  
impersonal, distant,  
rational

Sensing

specialist, factual,  
realist, practical,  
conventional

ST

NT

Intuition

generalist, inventive,  
idealistic, holistic,  
future-oriented

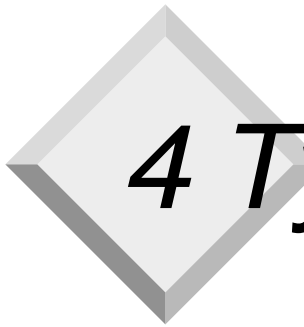
SF

NF

Feeling

artistic, passionate,  
personal, ethical





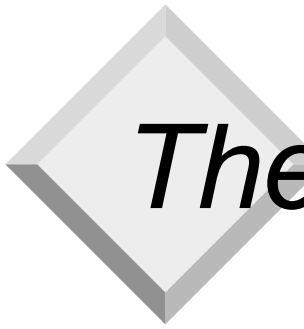
# *4 Types in 2 Dimensions*

	<b>ST</b> <b>Practical</b>	<b>SF</b> <b>Social</b>	<b>NF</b> <b>Idealistic</b>	<b>NT</b> <b>Theoretic al</b>
Perceive:	Facts	Facts	Possibilities	Possibilities
Judge by:	Analysis	Liking	Analysis	Liking
Skills as:	Operational technical problem- solvers	Operational people problem- solvers	Strategic people problem- definers	Strategic technical problem- definers
Found in:	Accounting Law Surgery	Sales Service Gen. Pract.	Teaching Writing Psychiatry	Science Entrepren. Cardiology



# *Where You Find Them At Work*

	<b>ST (%)</b>	<b>SF(%)</b>	<b>NF(%)</b>	<b>NT(%)</b>
Liberal Arts students	24	17	28	31
Science students	12	5	26	57
Mathematicians	4	0	32	64
Writers	12	0	65	23
Architects	0	0	50	50
Sales/customer rel.	11	81	8	0
College grads, industry hired	40	10	8	42
Wharton undergrads	51	21	10	18



# *The Ideal Organization*

*Kilmann & Mitroff*

**ST:** clear jobs, clear hierarchy, physical space, individual serves goals of organization (realistic, often economic)

**NT:** broad issues such as equitable pay and efficiency, individual serves the intellectual concept of organization

**SF:** good human relations, human qualities of workers, specific individuals, realistic

**NF:** global human goals such as “serving humanity,” organization exists to serve people, idealistic, flexible, few rules, decentralized



# *Problem Definitions By Style*

Case: A building construction company expanded into highway construction and was plagued by mix-ups, cost overruns, and other problems

**ST:** problems are the delays and costs, inefficiencies in purchasing dep't, lack of material resources

**SF:** frustration, lack of cooperation and understanding, climate of blame among departments

**NT:** lack of planning and coordination, communication failure, new complexity requires organization design

**NF:** company image, not fulfilling global goals or adhering to our identity, strategy doesn't fit the needs of social system



# *An Example: IT Support*

Imagine building an information system to serve different types:

- ❖ Thinking types like tables of numbers, analyze and discard alternatives quickly, work methodically
- ❖ Feeling types like graphs and pictures, redefine the problem and their method as they go, consider several alternatives together
- ❖ Sensing types need complete exposure to all the data and personal experience (case-based gut feel) before looking at math or verbal (theory) models
- ❖ Intuitive types need to look at the relationships among the data and jump around in the data



# *Working With the Types*

People believe everyone thinks the same way.  
If we disagree, you're uninformed or stupid!

- ❖ Es: Is are uninterested or withholding information. (Is are processing internally)
- ❖ Is: Es are inconsistent (Es are thinking aloud)
- ❖ Js: Ps are procrastinating and unreliable (Ps try to keep options open)
- ❖ Ps: Js are rigid and controlling (Js are structuring and scheduling)



# *Working With the Types*

- ❖ Preferences and style tend to become strengths and weaknesses: Are you a prisoner of your type?
- ❖ When would it be better to build on strengths vs. exercise your recessive mode?
- ❖ When should we form homogenous groups vs. heterogeneous groups?
- ❖ Types need each other, e.g., strategic planning without operational content is empty, technical content without people content is not persuasive



# *Questions for Reflection*

- ❖ What distinctive style, preferences, and beliefs do you bring to your work and personal life?
- ❖ What has happened when you dealt with people of contrasting style and beliefs?
- ❖ How might it matter if differences are due to personality, situation, or culture?