



# Myers-Briggs Temperament Indicator (MBTI®) Step II

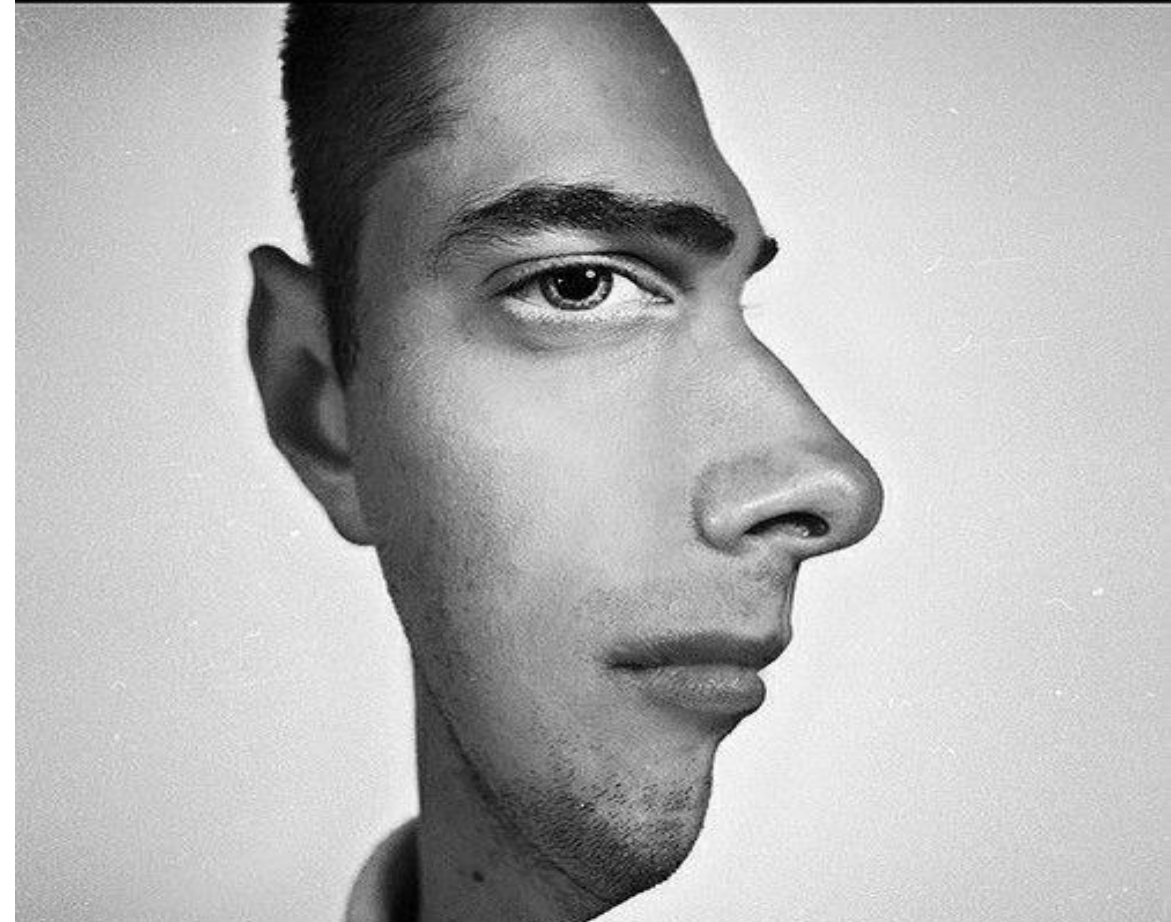
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**RIVCO 1HR**  
learning & organizational development

- Foundational understanding of the MBTI® and the benefits of gaining this basic understanding
- Understand the meaning of the 8 MBTI® preferences and 4 preference pairs
- Identify type behavior cues
- Confirm individual personality type
- Gain awareness of how understanding type can enhance your leadership style, relationships, and communication
- Understand the meaning of the facets of each preference
- Begin identifying your natural strengths within your preferences and how they attract and detract from the 3 main activities of leaders

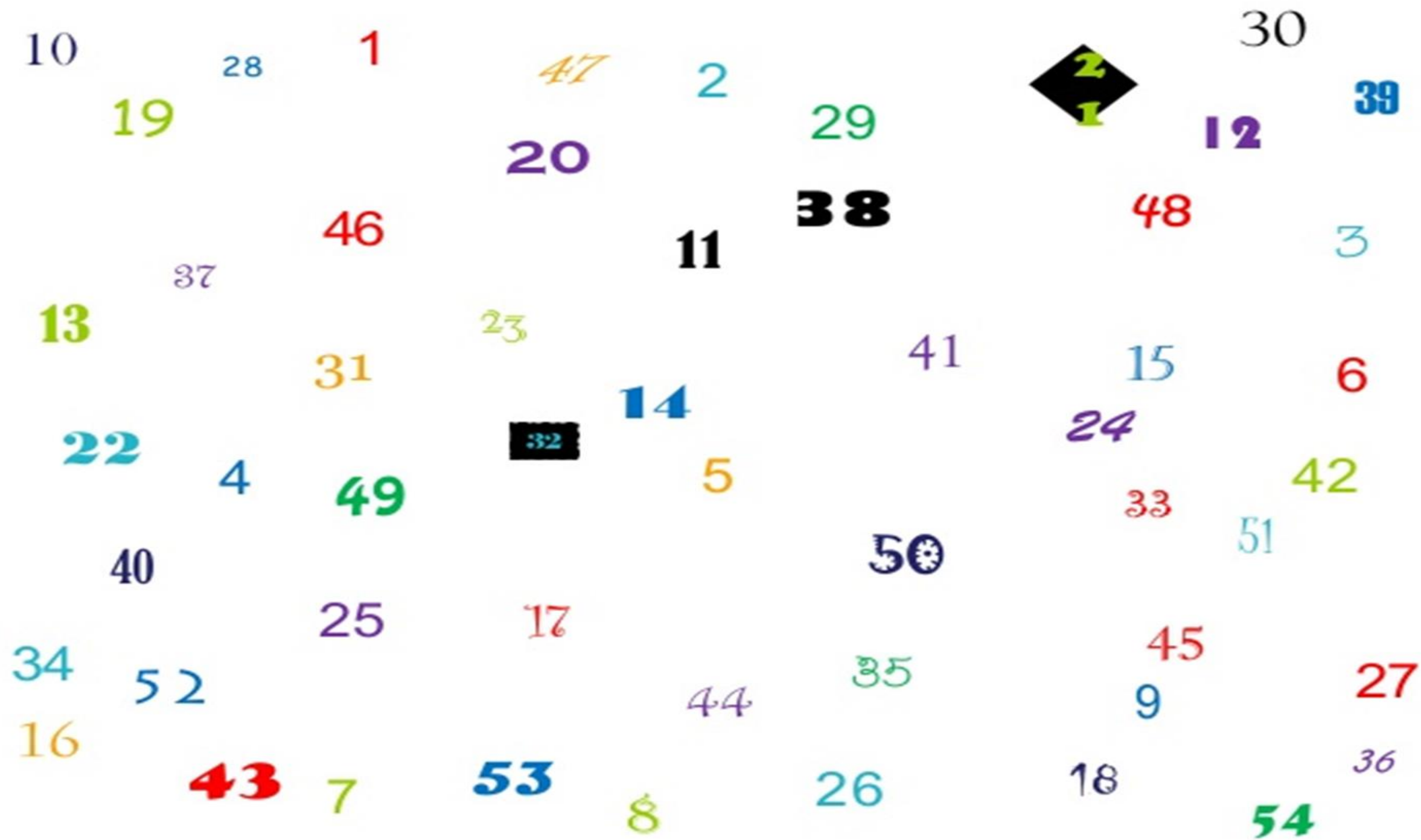


- Based off Carl Jung's behavioral framework
  - *Behavior is predictable*
  - *Behavior preferences are innate*
- MBTI® has been around for more than 60 years
- Based off over 5 million respondents
- Framework to help us have a foundational understanding of human behavior
- Helps eliminate negative perceptions and storytelling about others' intentions
- Helps identify patterns in behavior



**Why MBTI®?**

So many other assessments, why this one?





# Type is about *Preference*

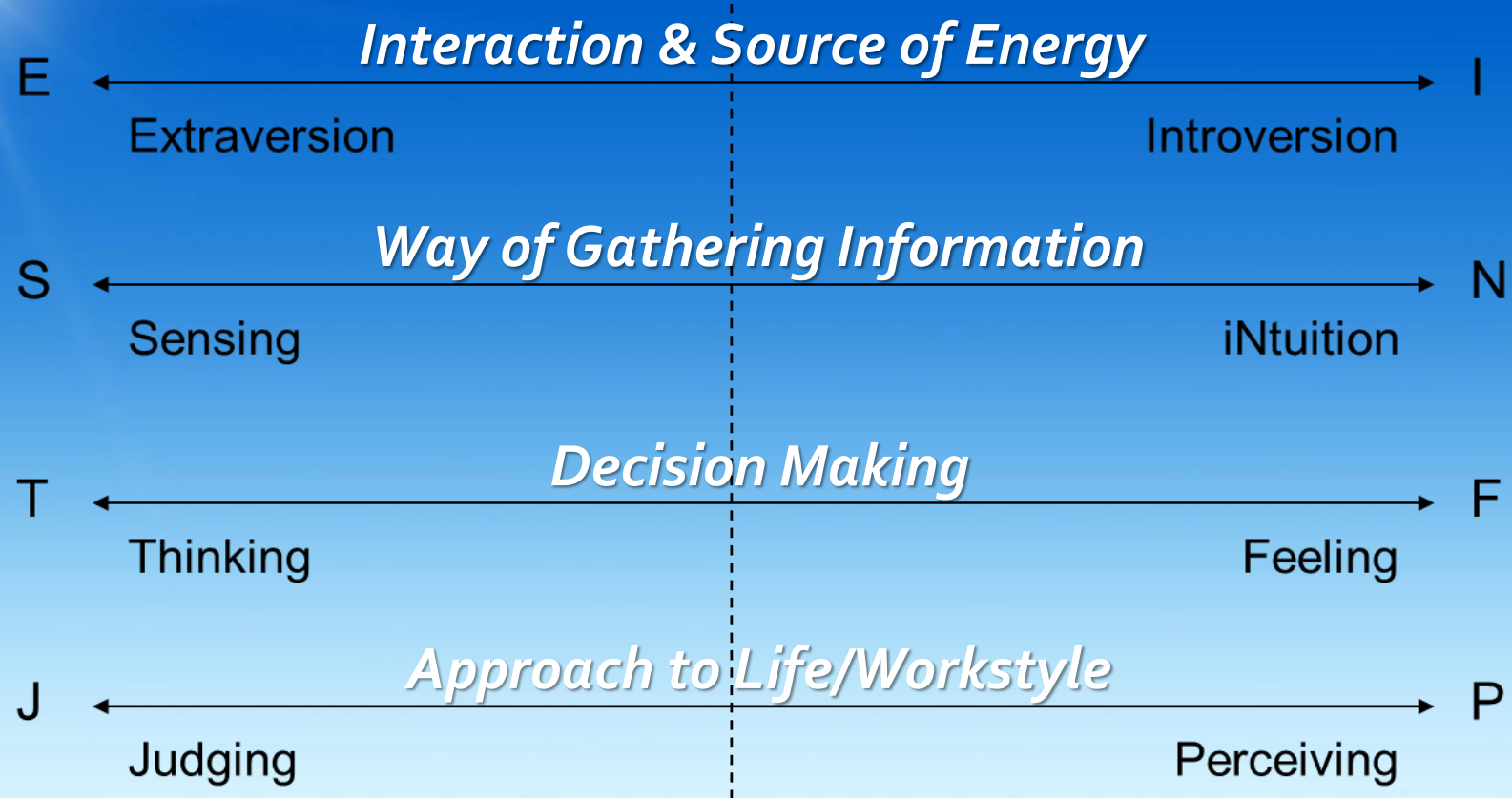
Not aptitude, ability, willingness, role, etc...





# Preferences and Their Pairs

Eight preferences with four preference pairs



**Preference Pairs**

Clarity Spectrum

# Extraversion & Introversion

How we prefer to interact and how we gain our energy

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## Extraversion (E)

- Sociable
- Small talk
- Enjoy interactions
- Energetic/gregarious
- Open
- Focus externally
- Multiple relationships/great networkers
- Need to process externally – brain dump

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## Introversion (I)

- Intimate
- Despise small talk, prefer purposeful conversation
- Appreciate quiet time
- Reserved
- Private
- Introspective
- Few close friends
- Need to process internally and think through

# Sensing & Intuition

How we prefer to take in information

## Sensing (S)

- Step-by-step
- Sequential
- Use five senses
- Specific
- Factual and must be proven
- Realistic and trust past experience
- Focus on the present
- Literal
- The “how to”

## Intuition (N)

- Big picture view
- See patterns and make connections
- Sixth sense
- Generalizations
- Strategic
- Visionary / Out of the box thinking
- Focus on future possibilities
- Read between the lines
- The end result

# Thinking & Feeling

How we make decisions



## Thinking (T)

- Objective
- Detach from situation and people involved
- Use cause and effect reasoning
- Logical
- Critique
- Task oriented
- Matter-of-fact
- Clarity
- Equal treatment



## Feeling (F)

- Personal
- Good at putting themselves in someone else's shoes
- Guided by personal values
- Empathetic
- Praise
- People oriented
- Tactful
- Harmony
- Individual treatment

# Judging & Perceiving

How we orient our lives and our work style

## Judging (J)

- Planful
- Organized
- Closure
- Structured
- Rigid
- Scheduled
- Consistent flow
- Difficult to deal with sudden change
- Make life happen



## Perceiving (P)

- Go with the flow
- Sporadic
- Open-ended
- Ambiguous
- Adaptable, flexible
- Spontaneous
- Bursts of energy
- Works well under pressure
- Let life happen

Deadline



**WHAT'S  
YOUR**

*Personality*

**TYPE?**

# Executive Leadership Academy Team Chart

<b>ISTJ</b> Scott, Kyla, Jennifer, Mylene, Megan, Charlene, Bryant, Steven H., Danielle, Eva, Mark, Wendy, Tammy, Cristal, Jason, Sara, Will, Art	<b>ISFJ</b> Yvonne, Marianna	<b>INFJ</b>	<b>INTJ</b> James, Sandra, Martin
<b>ISTP</b> Lisa, Ronak, Jason	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b> Steve A., Douglas, Judith, Jeff
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b> Marcus, Angela	<b>ENTP</b> Brenda, Gina, Elizabeth, Misael
<b>ESTJ</b> Daniel, Erik, Shawn, Sarah, Michael, Bridgette, April, Kelly	<b>ESFJ</b> Tammi, Natalie	<b>ENFJ</b> Leah	<b>ENTJ</b> Sabrina, Tanya

# Heart of Type

*How we function and our motivation*

**ST**

The practical,  
matter-of-fact  
types.

*Need to get it  
right.*

**SF**

The  
sympathetic  
and friendly  
types.

*Need to  
provide service  
to others.*

**NF**

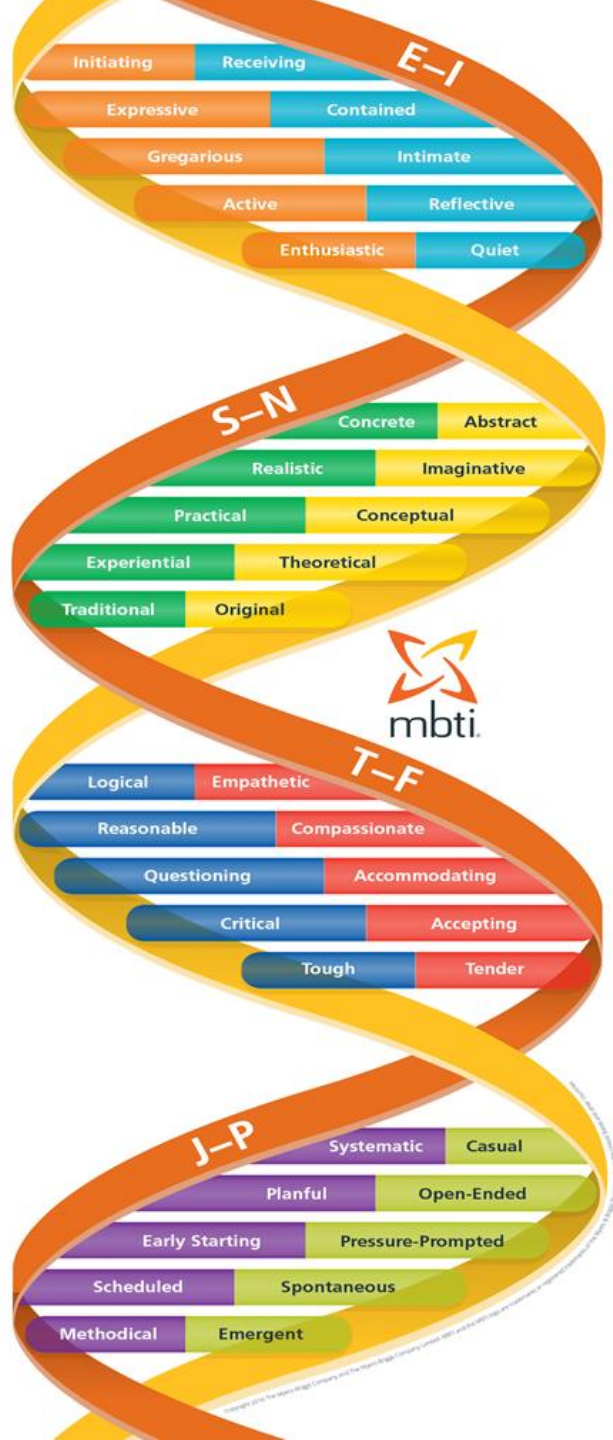
The  
enthusiastic  
and insightful  
types.

*Need to  
empower.*

**NT**

The logical  
and ingenious  
types.

*Need to  
understand.*



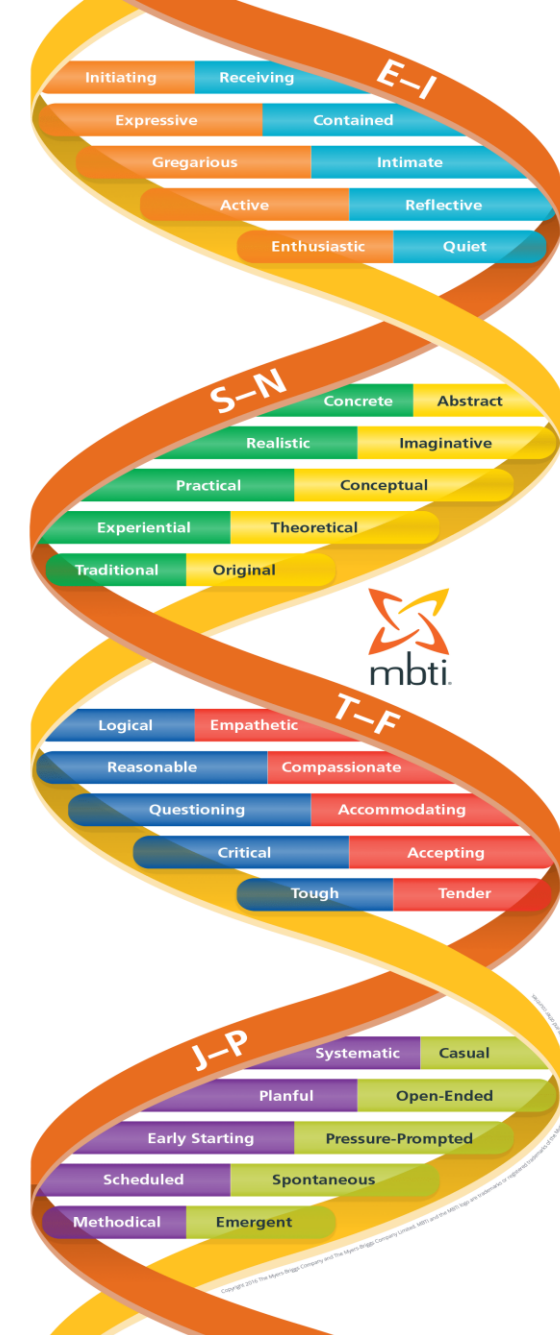
# MBTI® Step II Preference Facets

Differences within the same type

# MBTI Step II

*Some of the uses of the Step II Report*

- Clarifying an unclear preference
- Affirming your unique way of expressing your type – differences within the same type
- Finding blind spots and focusing on potential areas for development
- Identifying your unique leadership style



# MBTI Step II Facets

- Made up of 5 facets
- Facets are components of the four dichotomies
- They help provide insight into your distinctive ways of expressing your type
- Particular patterns of facets within a dichotomy may reflect ways in which less preferred aspects of personality are expressed

# Facet Scoring

Facet scores from 0-5

## In-Preference

- Facet scores in the 2-5 range are considered to be “in keeping” with the underlying preference
- High levels of agreement are expected with the behavioral description associated with that side, or pole, of the facet

## Midzone

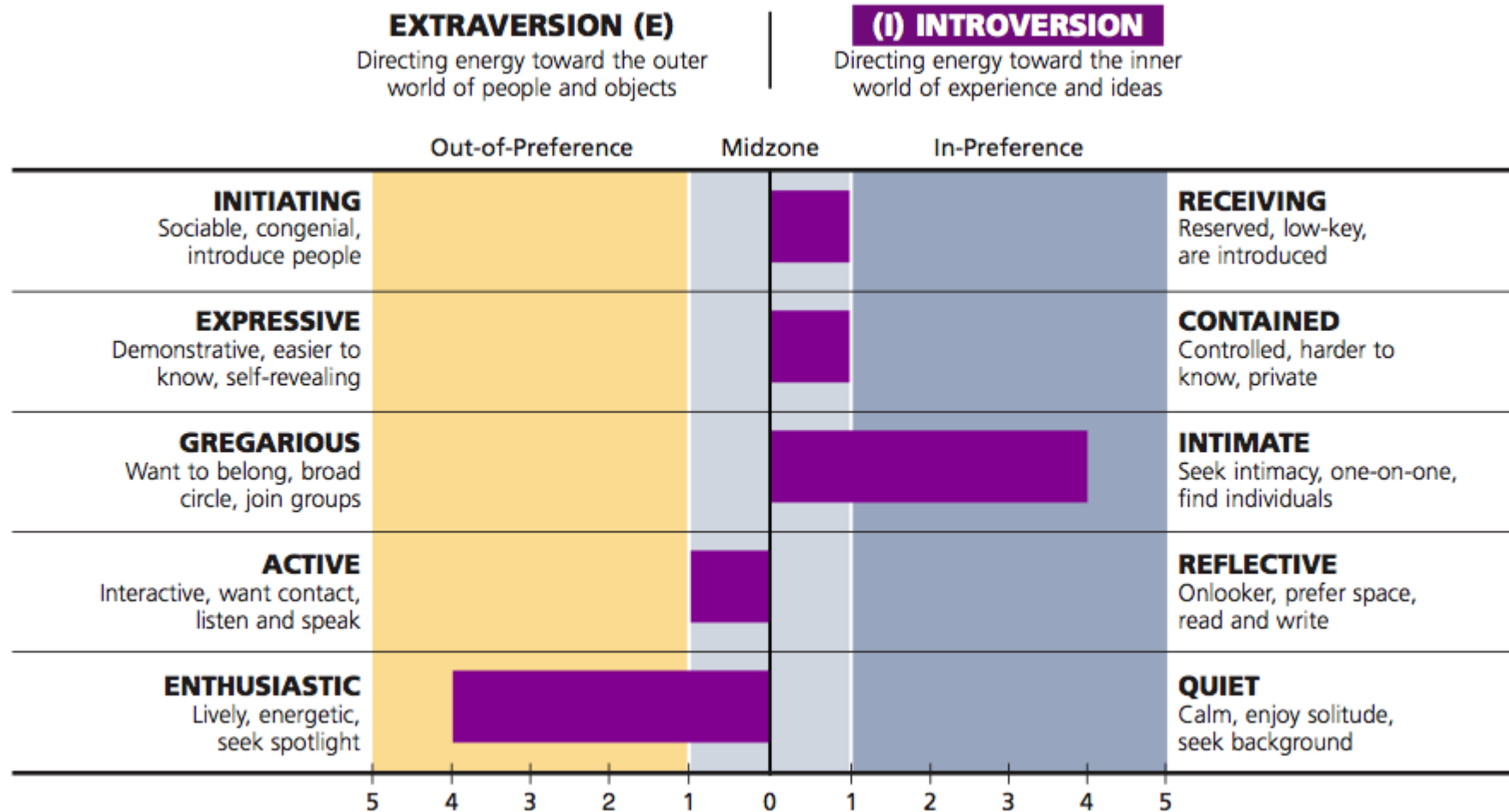
- Facet scores of 0 or 1 on either side is no better or worse than any other result, or neutral
- Possible reasons for a midzone score may include:
  - Situational use of each of the poles of the facet
  - Habitual use of both poles of the facet
  - Ambivalence about which pole to use

## Out of Preference

- Facet scores of 2-5 on the side opposite your overall preference on the dichotomy
- Identifies how you may be different from others of your type
- May reflect long-standing individual behavioral habits
- May result from training or individual development

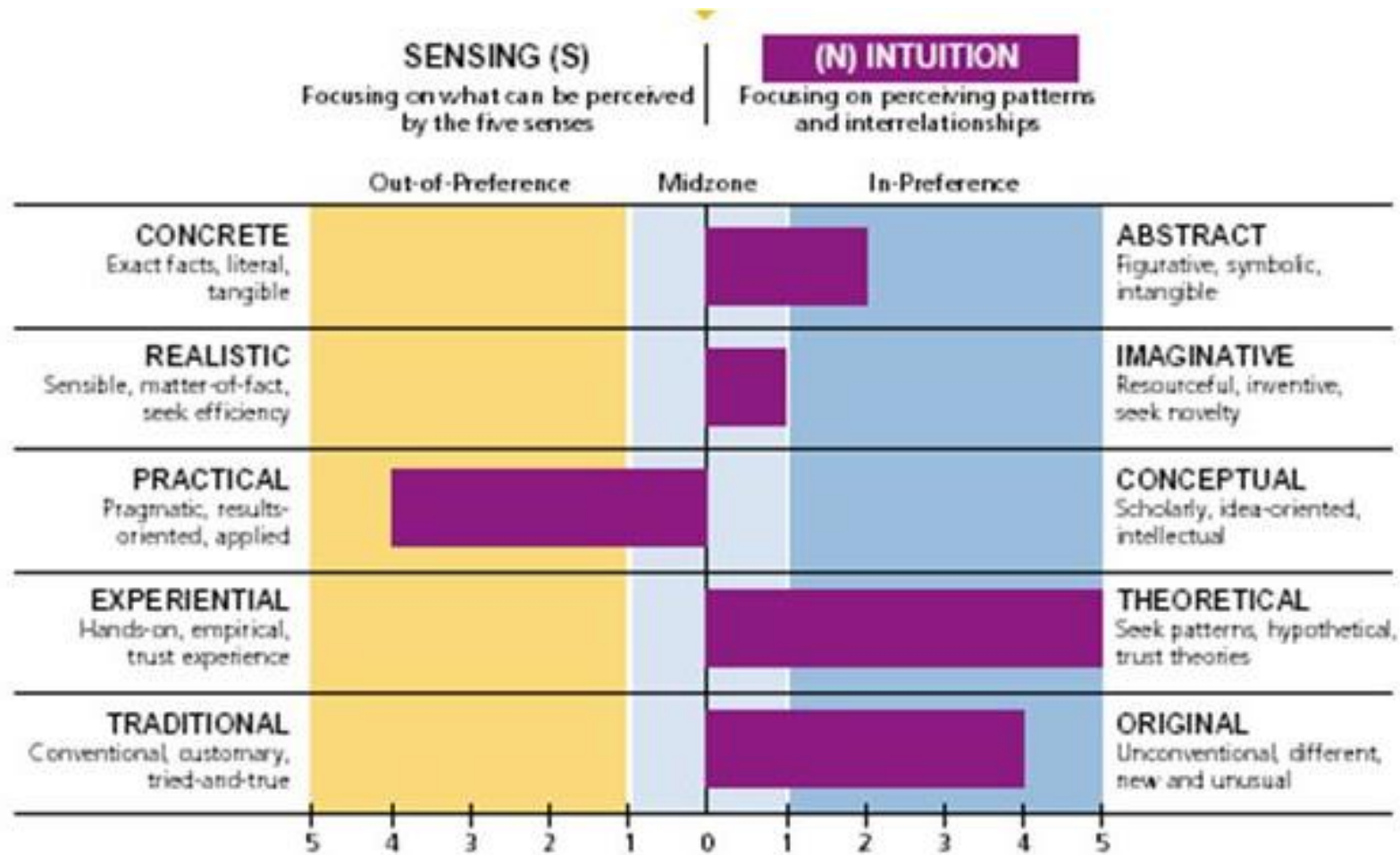
# MBTI Step II

## Extraversion and Introversion



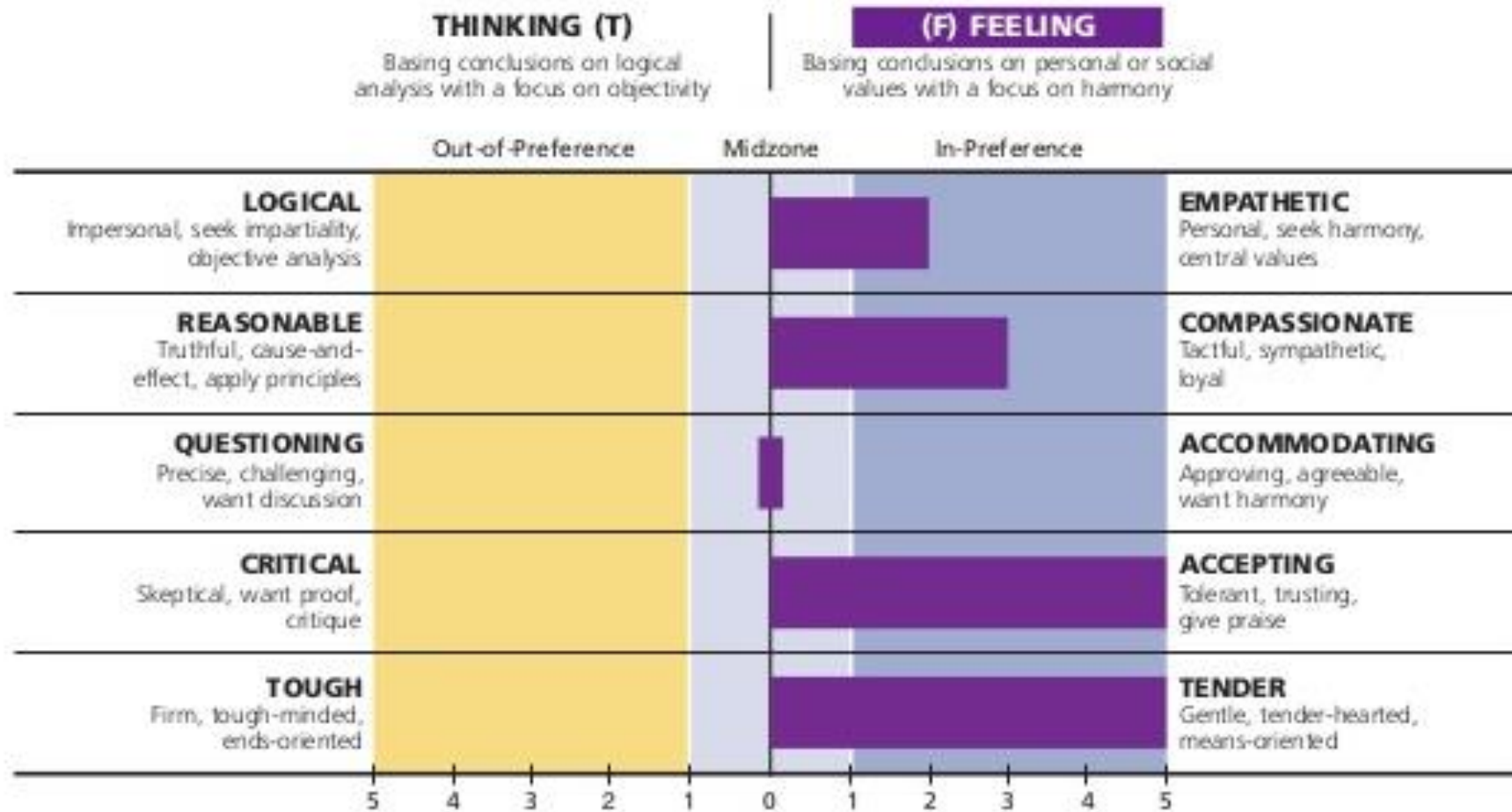
# MBTI Step II

## Sensing and Intuition



# MBTI Step II

## Thinking and Feeling



# MBTI Step II

## Judging and Perceiving





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## Just remember...

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All preferences and facets work great, and all can be overused and work against you.

If things aren't working, take a look at how you might flex to the other side when it is appropriate.

## To achieve an organization's goals through the efforts of others, leaders engage in 3 main activities:

- ✓ **Setting direction for the organization**
  - Requires both creativity and good judgment, along with the ability to synthesize substantial information about the context, generate viable alternatives, set priorities, and make timely decisions, often with incomplete information.
- ✓ **Inspiring others to work toward that direction**
  - Draws on abilities to engage and communicate with people effectively, understand their motivations, influence their actions, build trusting relationships, and bring out the best in others, both individually and in groups.
- ✓ **Mobilizing the effective accomplishment of goals**
  - Requires that leaders clarify the desired results, focus efforts on these results, help identify and remove barriers to action, manage performance, align the organization's systems to support progress, make full use of everyone's abilities, and have a drive toward results and the ability to manage change skillfully – moving individuals and organizations in a timely manner.





# How might you need to flex your preferences to be successful in the 3 main activities of leaders?

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