Enhancing Organizational Effectiveness through use of the Myers-Briggs Type Indicator

Patricia Sclater Thompson
College of William & Mary - School of Education

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ENHANCING ORGANIZATIONAL EFFECTIVENESS
THROUGH USE OF THE
MYERS - BRIGGS TYPE INDICATOR

In Partial Fulfillment of the Requirements
for the M. Ed. in Counseling

Patricia Sclater Thompson
Spring 1988
To My Sister, Christine

Whose type I share, whose individuality I admire
ACKNOWLEDGEMENTS

No product is the result of a single person's efforts.
So it is with this paper. I would like to thank Judy
Adams, Plum Cluverius, Carol-Susan DeVaney, Jane
McKinley and Lee wan Veer for so willingly sharing
their experiences with and use of the MBTI. I am
particularly indebted to Dr. Robert Maidment, my mentor
in this project.
LITERATURE REVIEW
ABSTRACT

Every year countless thousands of dollars in productivity are lost in the United States economy. Employers blame lack of motivation, excessive absenteeism, low morale, high turnover, and labor relations problems. Employees complain of disillusionment and lack of self fulfillment.

Various approaches to alleviate the aforementioned problems have met with varying success. It appears that many productivity problems can be attributed to a lack of understanding between management and employees.

The problem is to determine if the Myers-Briggs Type Indicator (MBTI) can, by increasing one's understanding of self and others, provide insight for better working relationships. The purpose of the study is to evaluate the effectiveness of the MBTI as a successful intervention for enhancing productivity.

A number of studies have been conducted to determine the relationship of personality type, as measured by the MBTI, to one's communication, decision making and problem solving styles and explore the dynamics of interpersonal working relationships.
While there is an abundance of testimonials espousing the value of the MBTI, there is little empirical data. I would recommend that more research be conducted to determine if there are measurable behavioral differences subsequent to introduction and application of type theory as implemented by the MBTI.
Every year countless thousands of dollars in productivity are lost in the United States economy. Employers blame lack of motivation, excessive absenteeism, low morale, high turnover, and labor relations problems. Employees complain of disillusionment and lack of self fulfillment. They feel that they are treated like objects rather than individuals. While they have ideas to contribute, their recommendations often are not welcome. When it is solicited, employees' input is often ignored, and this leads to frustration over nonimplementation without explanation.

Various approaches to alleviate the aforementioned problems have met with varying success. Management by objectives (MBO) is effective in short-range planning (Blake, 1981) but oftentimes pits departments against each other, thus sabotaging the meeting of long-range strategic goals. Quality of work life (QWL) and quality circles (QC) attempt to involve the employees in the decision making process. While some programs have been very successful, many flounder following an enthusiastic start. Failure can be attributed to a number of factors, including the perception by supervisors that quality circles are an attempt to usurp
their power; unrealistic participant expectations and subsequent frustration when budgetary or other restrictions preclude implementation of their ideas; or when the meetings are used as gripe sessions rather than for productive brainstorming (Blake and Mouton, 1981). It appears that many productivity problems arise from a lack of understanding between management and employees.

Problem And Purpose

The problem is to determine if the Myers - Briggs Type Indicator (MBTI) can, by increasing one's understanding of self and others, provide insight for better working relationships. The purpose of the study is to evaluate the effectiveness of the MBTI as a successful intervention for enhancing productivity.

The indicator, developed by the mother - daughter team of Katharine Briggs and Isabel Briggs Myers over a thirty-year period, is the implementation of Carl Jung's theory of type. The Swiss psychoanalyst and physician theorized that behavior is not merely coincidental, that general patterns of behavior are predictable within the parameters of specific preferences. Responses to questions on four sets
of polar opposites combine to form one of sixteen possible
types (MacKenzie, 1986). One's type is further defined by
preference strength, designated numerically on a
continuum. There are no right or wrong answers to the
questions, as they reflect one's preferred style of
perception, judgment, energy direction and lifestyle. Nor
is any particular type better than another. Isabel Myers
claims that the types represent sixteen paths to excellence
(Hirsh, 1985).

Responsible application of the knowledge of type has
tremendous potential for positive impact on the dynamics of
interaction within organizations. Areas in which
introduction of the MBTI has proven to be successful
include communication skills, stress and conflict
management, decision making and problem solving,
creativity, teambuilding, career management and
organizational development. An environment in which
employees are encouraged to strive toward their individual
paths of excellence benefits the organization as well as
its employees.

Procedures

Procedures used in this study include a review and analysis
of available literature, augmented by interviews. The
interviews were conducted with personnel and training professionals to ascertain how they utilize the MBTI in their organizations. The study is limited to resources available through the University of Richmond, University of Virginia, and Virginia Commonwealth University libraries; the Center for Applications of Psychological Type; and interviews with personnel and training professionals in the Richmond metropolitan area.

Definitions

Brief definitions of terms used in the study are as follows:

Extraversion: External focusing of energy toward people and the environment. Extraverts are energized through external affirmation.

Introversion: Internal focusing of energy toward concepts and ideas. Introverts look to self rather than others to energize themselves.

Sensing: The process (function) of perceiving data through reliance on one's five senses (Hirsh, 1985). Individuals
with a preference for this method take in information incrementally and are more comfortable dealing with details than global concepts. Sensors prefer concrete reality with reliance on actual experience rather than visionary possibilities.

Intuition: The process (function) of perceiving data through one's sixth sense (Hirsh, 1985). Individuals with a preference for this method prefer global concepts to details and are comfortable dealing with the possibilities of what can be.

Thinking: The process (function) of making judgments or decisions based upon facts. Individuals making decisions on an analytical basis do so based on given rules and regulations. Having a high regard for principles, they do not allow extenuating circumstances to enter into the decision making process.

Feeling: The process (function) of making judgments or decisions based upon one's value system. Individuals with a preference for feeling are more comfortable making decisions subjectively, taking interpersonal relationships into consideration.

Judging: Style of dealing with the outer world through
systematic structure and order. Individuals who prefer judging like to have control over life's events. Extremely time conscious, they seek to bring things to closure.

Perceiving: Style of dealing with the outer world with spontaneity and flexibility. Individuals who prefer perceiving like to let life happen. Constant data gatherers, they prefer to leave their options open.
Jung originally developed his theory of typology to assist individuals in understanding themselves. Applications of the theory have been extended well past the original intent (O'Brien, 1985).

The MBTI, which is the implementation of Jung's theory, has only been widely used since 1975 (McCaulley, 1981). Yet, by the mid-eighties, more than one million people were taking the indicator annually (Carskadon, 1985). In addition to the traditional use of the MBTI by psychoanalysts and career counselors, it has been used in religious, pre-marital, marital, and family counseling. In the field of education, type theory has proven helpful in defining learning theory as well as in general school administration (O'Brien, 1985). More recently, the concept of typology has been utilized successfully in organizational development (Hirsh, 1985).

According to Peter Drucker, management is the process of planning, organizing, directing and controlling others' actions (Hartzler and Hartzler, 1982). To be effective, managers must learn to properly utilize their greatest asset, human resources. To accomplish this, managers must recognize and appreciate individual differences. An understanding of personality types
enables organizations to tap their resources to full advantage, thereby increasing productivity (Sample and Hoffman, 1986).

Uses of the MBTI in organizations are diverse, running the gamut from individual awareness training to interpersonal relationships, from team building to total organizational development (Gauld and Sink, 1985). The MBTI is used by internal as well as external consultants; in different levels of the government - federal, state, and local; from small partnerships to large Fortune 500 companies; and with individuals or in groups ranging in size from five to 3,000 (Stokes, 1987; Hirsh, 1985).

Well designed and validated, the MBTI was developed to reveal individual preferences rather than to judge psychological variables (O'Brien, 1985). This value-free nature of the instrument removes the intimidation employees frequently experience and associate with psychological tests (Hoy and Hellriegel, 1982). Judy Adams, a trainer with the Commonwealth of Virginia's Department of Personnel and Training, describes the MBTI as "an acceptable way for people to study interpersonal skills." Used judiciously and ethically, the MBTI can be a powerful diagnostic tool for organizational development (Gauld and Sink, 1985).
Organizations traditionally introduce the MBTI as an awareness tool in workshops (Sample and Hoffman, 1986). The instrument provides a conceptual framework within which to gain an objective view of self (Provost, 1984). For many, the concept of self-awareness is threatening. The MBTI is an affirmation of self, however, emphasizing one's strengths. Jung's theory of type offers an optimistic view of the individual, and this attitude is reflected in the MBTI (Mosley and Pietri, 1985). The model discusses the sixteen personality types in positive terms. While developmental needs are addressed, it is done in constructive terms (Hirsh, 1985). This is consistent with Jung's emphasis on one's potential for growth and creative development (Hellriegel and Slocum, 1985). The MBTI identifies a pathway to excellence for each of the sixteen types, thereby strengthening self-esteem and establishing the direction for increased self-development (Provost, 1984).

In explaining type development, trainers emphasize participant self-acceptance and striving to become all
one can be (Hirsh, 1985). Employees are encouraged to build upon their strengths, access non-preferred dimensions as appropriate, and learn to draw upon others' resources to complement and augment their own. Above all, employees should never try to change their natural type but to be true unto themselves.

Employees who attend typology workshops return to work with increased enthusiasm and insight (O'Brien, 1985). The MBTI encourages self acceptance and reduces fear of being different or inferior (Gauld and Sink, 1985). Rather, people feel good about who they are, and their self-esteem is enhanced (Hirsh, 1985). Many adults who were made to somehow feel "different" as children are relieved upon discovering that it is O.K. to be the way they are (Myers and Myers, 1980). They find it refreshing too, to discover that other people share their "stripes". A seminar participant reported, "I used to think something was wrong with me because I wasn't creative and visionary. And now I know that I'm good at details, and people may want that." (Chase, 1988).

Knowledge of self can then be translated into relationships with others. Valuing one's preferences is conducive to valuing and respecting differences in
others (Hirsh, 1985). Just as individuals should not try to change their own natural preferences, they should never attempt to change others to be more like them. The implication here is that one does not value or accept another as an individual. With work, we can see differences between ourselves and others as just that - differences, not flaws (Keirsey and Bates, 1978). Co-workers previously labeled "screwed up" are understandable and more readily accepted (Chase, 1988).

Applications

A number of organizations use the MBTI in workshops to direct experiential understanding of differences (Mitroff, Barabba, and Kilmann, 1977). Virginia Power uses it in assessment centers for middle management; the Veteran's Administration introduces it both in their middle management development and mentoring programs; and the Department of Labor has included it as part of their Executive Development Assessment Centers for some of the Southeastern states. Middle managers in Virginia State government have the opportunity to examine themselves via the MBTI. They are encouraged to consider alternatives to their current performance and asked how they can accomplish
them. The Department of Defense uses the MBTI to provide insight into human behavior for its scientists and engineers. With a heavy preference for Thinking, this exposure helps them relate to the "less than logical issues and differences among people" (Stokes, 1987). Carol-Susan Devaney, training officer for Henrico County, reports that she uses the MBTI extensively in her organization. She likes its non-threatening aspect, stressing that it allows people to begin opening up and talking about other work issues. The county's Social Services Department has had all their employees typed. This provides commonality, a common language to which everyone can relate.

Organizational Climate

Another facet of understanding enhanced by the MBTI is organizational climate or culture, the unspoken rules of the work setting (Hirsh, 1985). The MBTI can help individuals compare their own values to the group norms to identify potential areas of conflict (Gauld and Sink, 1985).

One large state agency used the MBTI as a means of looking at its organizational climate. There was
reluctance at first, as the organization was not into training on communication skills. Seventy-five percent of the 100 managers attending the training indicated that it had not been their choice to attend. Intrigued and inspired, the agency felt that the training opened up some eyes and brought a ray of hope. The ISTJ-ESTJ organization indicated that it had previously done well on tasks, but "no one had fun" there. And whereas working on committees had not been emphasized in the past, individual managers were requesting that assignments be done in small work groups.

Henrico County types all new Personnel Department employees. Existing staff members know something about them and they about their new co-workeres. Just as important, new employees owe it to themselves to ask if they fit into the organization, if the climate or culture is conducive to their growth, to their making a contribution.
The value of type awareness extends beyond the individual to work units, departments and the organization itself (Miller-Coulter, 1986). Therefore, many organizations now conduct teambuilding workshops to improve interpersonal relationships and, in so doing, increase productivity. Issues usually addressed in these workshops include establishing trust, open communications, mutual support, and an environment conducive to conflict resolution; setting team objectives; and clarifying the team's role in and contribution to the organization (Hirsh, 1985).

To function effectively, team members should be guided by a common purpose and aspire toward meeting common goals (Myers and Myers, 1980). Using their knowledge of type, the team can examine individual contributions as well as the total group's strengths and bind spots (Hirsh, 1985). By anticipating the difference of opinion the group will generate, the team can take a proactive position, drawing on these diverse resources (Miller-Coulter 1986). Morale as well as effectiveness are preserved, if the team understands the need for and contributions of these differences (Myers and Myers, 1980).
Team performance is a function of the composition of its members (Blaylock, 1983). When team members recognize and respect new differences, they are able to meet their own and the team's goals (Hirsh, 1985). Teams function more effectively when there is a variety of types, allowing individuals to perform those tasks most compatible with their preferences (Myers and Myers, 1980). Blaylock studied the performance level of compatible and complementary management teams; the latter significantly outperformed the former (1983). Recognizing the potential problem in type similarity and the advantages associated with type diversity is conducive to more effective teamwork (Jacoby, 1981). Collaborative activity is enhanced as opposites use their strengths to assist other team members (Gauld and Sink, 1985). Whereas homogeneous teams are compatible and may not experience much conflict, they lack the problem solving capability of their heterogeneous or complementary counterparts. The latter, however must take precautions to ensure that the strengths of their diversity are not overshadowed by inter-group conflicts (Blaylock, 1983). Type awareness can help reduce conflict (Jacoby, 1981).

Teambuilding is not restricted just to groups of individuals who work together on a daily basis. It may
be applied to individuals brought together for a specific, limited time period such as a committee or task force. The benefits of teambuilding can be applied across functional lines or vertically within the organization. The appropriateness is determined not by artificial barriers but by those guided by a common purpose (Hirsh, 1985).

Applications

The IRS has utilized the MBTI to improve team work between directors, division chiefs, and bureau chiefs. As a result of increased team awareness, work groups see differences serving a constructive role (Stokes, 1987). The Henrico County's EEO Committee employs the MBTI to expedite the process of getting to know one another to effectively work together.

A small state agency had been functioning with a new agency head every several years. The last one had a "divide and conquer" mentality, in which he set directors against each other to maintain his power. The environment was one of suspicion, with directors running around each other to accomplish their own agendas. A new agency head introduced the MBTI soon after coming on board. Executive team members shared
their perceptions of each others' types, an extremely effective means of getting them to talk with each other. Subsequently the group set up rules of communicating with each other. One of the less prevalent types modified his behavior to work with the group, and his peers were more accepting of his style. The group has been pleased with the results.

The Virginia Employment Commission first began using he MBTI with its executive team in 1984. Subsequently, MBTI concepts have been introduced agency-wide for all employees. The foundation for teambuilding is laid in these introductory workshops attended by employees representing different offices and divisions. The next step is teambuilding among division management and eventually into individual work units.

Once established as a cohesive team, interdepartmental teambuilding can occur. For example, the computer support teams for several of the agency's major divisions meet with their users to clarify goals and objectives, state needs, and learn to appreciate each others' contributions. In 1987 the agency established a team award to recognize interdepartmental cooperation and effectiveness. At every level the MBTI is an integral process of the teambuilding effort.
The use of type can be particularly effective in understanding and improving interpersonal communications (Lyons, 1985). Understanding how one's own preferred style of communication may differ from other's, enables individuals to more effectively convey their message. Communication patterns can then be established to meet multiple parties' needs (Hirsh, Provost, 1984). Extending this concept to the organization, management can build communication patterns to successfully integrate organizational and employee needs (MacKenzie, 1986).

The MBTI reveals those relationships for which supportive communication may be difficult (Gauld and Sink, 1985). Individuals sharing the same preferences are usually able to relate well and communicate easily upon first meeting (Lyons, 1985). As differences increase, the ability to communicate easily usually decreases (McCaulley, 1981). For those with opposite preferences, communicating with each other can be particularly challenging. To establish common groundwork, they must utilize their less preferred and, therefore, less reliable functions (Lawrence, 1982).
Communication problems are more prevalent and present greater ramifications than most people in organizations suspect. Most people have no idea how to effectively communicate with those of different preferences. What seems perfectly clear to the speaker is incomprehensible to the listener. Messages tend to be effective when an idea is presented in a manner consistent with a listener's communications needs (Myers and Myers, 1980).

Being aware of and taking another's type into consideration can greatly enhance communication, as employees learn to communicate on others' "wavelength" rather than on their own (Lyons, 1985, Pollitt, 1985). Sensing and Intuitive types frequently have some difficulty communicating with each other (Beck and Hillmar, 1986). While they use the same words, they speak a different language. When communicating with a Sensor, be specific, stating from the onset what it is you are talking about; finish your sentences as the Sensor is not clued into your thought process; and give notice when making a subject change, taking care not to change subjects frequently. Sensors should take care not to dismiss as foolish or impossible the ideas of the Intuiter (Myers and Myers, 1980).
When communicating with Feeling types, be cognizant of their feelings. Preferring harmony, they would rather agree than disagree. Therefore, Thinkers should state those points with which they agree with the Feeler. Once some level of agreement has been established, the feeler will be willing to make concessions to preserve harmony. Successful communications with a thinker requires a logical and orderly presentation. Respect for the Thinker's stated facts and reasons is essential (Myers and Myers, 1980).

Applications

As awareness of these differences become apparent, the information can be put to use throughout organizations. The IRS has used the MBTI in Atlanta, Florida, and the Mid-Atlantic region to improve communications (Stokes, 1987). Lee wan Veer, Organizational Development Manager with Virginia Power, has found that the MBTI helps supervisors and subordinates to relate. This improvement is particularly advantageous in performance counseling.

The area of communication lends itself well to sharing resources. An Intuitive Thinker who offended staff with her memos remarked, "And I am looking at this, and
I just cannot see anything offensive." She has found a satisfactory resolution to the problem, however. "I have a wonderful Feeling secretary, and I have learned to run every piece of written material by her," (Chase, 1988). A Virginia Employment Commission employee with a strong preference for Sensing had difficulty conveying the intent of her message to Intuiters. To compensate, she now bounces ideas off her intuitive co-workers before "sticking my neck out" unprepared in her presentations. She reports that her co-workers' insight to what the intuitives will need has been extremely beneficial, particularly with written communications.

A consultant working with a furniture retailer's Virginia store managers found that the regional manager had difficulty communicating with her director. One of the store managers had the same type as the director. As expected, she did not have difficulty understanding the director. The consultant recommended that the manager share her ideas with this manager before approaching her director.

Groups can use type knowledge to improve inter-departmental communication. Equipped with either a knowledge of or an educated guess about other
departments' type profiles, enables the group to ascertain the best liaison person (Stokes, 1987). If the organizational structure stipulates that only the head of the department can contact other departments, that individual can talk through the message with the individual(s) whose profile(s) most closely matches the target group.
To be effective, work groups must be able to define problems, develop and consider alternative solutions, decide on a course of action, implement it, and subsequently, evaluate it (Gauld and Sink, 1985). In working with organizations, consultants strive to increase this effectiveness. Jung's theory of type provides a useful description and framework from which to examine organizational effectiveness (Kilmann and Herden, 1976). Consequently, organizational development specialists are beginning to use the MBTI as a resource in problem solving (McCaulley, 1981).

It is helpful in identifying which individuals in the work group are more adept at the awareness or perceiving stage and which in the decision making or judging stage. The group is able to understand the decision making process in general, its own applications in particular (Gauld and Sink, 1985). As individuals become aware of the dynamics of group decision making, they understand why certain decisions were made in the past, and why they have or have not been successful in achieving their purpose (Miller-Coulter, 1986).
Isabel Myers recommends exercising one process at a time, paying close attention to that function's attributes, when engaged in decision making or problem solving. She further stipulates the order in which they should be accessed: the Sensing function gathers pertinent facts and details, provides a realistic outlook, and identifies and clarifies the problem; the Intuitive function explores the possibilities and options, relies upon the imagination, and generates possible solutions; the Thinking function impersonally examines the consequences of actions, lists the steps involved and weighs the practicality of each alternative; the Feeling function determines the harmony of an alternative with personal values, and weighs the gains and losses as well as the effect on those impacted. Considering the facts, possibilities, consequences and human values results in a more sound decision (Myers and Myers, 1980).

The most productive decision making occurs when all team members contribute to the process (Gauld and Sink, 1985). It is particularly helpful if the group is sufficiently diversified to skillfully represent each of the functions. The group may have more difficulty reaching consensus, if it is highly heterogeneous, but the resulting decision will be a stronger one, as all
four processes will have been adequately considered (Myers and Myers, 1980).

For those situations in which one must problem solve or make decisions individually, the same procedure should be followed. This presents a challenge in itself, as most individuals have developed one perceiving function and one judging function. The remaining functions are less developed and, therefore, offer less support in the decision making process. For maximum effectiveness, individuals must learn to use these lesser developed processes, if the resources of all four functions are to be called into service. This requires mental stretching and is initially awkward, as individuals are used to working from a position of strength, not weakness (Schemel and Borbely, 1982). While certainly not easy, utilization of less preferred functions is more readily undertaken when individuals accept that their automatic responses, based on their natural preferences, are not always the best or appropriate to the given situations (Myers and Myers, 1980).

There is no one right way to solve problems. It is true that certain problem solving styles are more effective in specific situations, and that individuals
have a preference for one style over the others. However, individuals are capable of modifying their behavior to meet situational demands (Hellriegel and Slocum, 1975). When the preferred style is inappropriate, individuals can adapt their behavior and subordinate personal preference in favor of a more efficient problem solving style (Schweiger and Jago, 1982).

Ramaprasad and Mitroff argue that knowing a strategist's preferred method for perceiving and judging is not so important as knowing the strength of the preference for both modes of perception and judgment. They contend that the ideal strategist should use all four functions in problem-structuring. Therefore, emphasis on typing individuals as Sensing-Feeling, Sensing-Thinking, Intuitive-Thinking or Intuitive Feeling is not conducive to the problem-solving process (1984).

Studies

A number of studies have been conducted on the relationship of Jungian typology and the decision making or problem solving process. An understanding of interpersonal relations and social integration is
conducive to more effective problem solving (Kilman and Herden, 1976). Kilman and Herden theorized that managers' perception of problems and organizational goals and their focus on effectiveness criteria are a function of their Jungian problem solving styles. They have developed a model of organizational effectiveness based on the four Jungian functions. Sensing-Thinkers and Sensing-Feelers concern themselves with internal efficiency and effectiveness, respectively, while Intuitive-Thinkers and Intuitive-Feelers deal best with external efficiency and effectiveness, respectively. The Sensing-Thinkers and Intuitive-Thinkers emphasize the technical, informational, and economic factors, while the Sensing-Feelers and Intuitive-Feelers concern themselves with human, motivational, and qualitative issues. From the Kilman and Herden model, it is apparent that "organizational effectiveness is a multiplicative function of the four components," (1976).

Henderson and Nutt studied the influences of problem solving and decision making style on investment decisions. They used the MBTI because of its increasing research base and its reasonable reliability. They found that managers perceive different levels of risk, adopt different projects and
react quite differently to the same decision. They attribute these findings to the influence of cognitive style on the decision making process (1980).

Hoy and Hellriegel sampled 150 managers of small businesses. More than 70% of them focus on short term economic goals and the details of the business according to their MBTI types. This corresponds to the internal focus of the Kilmann-Herden model. In this problem, perception and commitment to organizational goals do not vary according to problem solving style. Irrespective of their type, managers stress problems and goals reflecting a Sensing-Thinking orientation. In addition, no indication that the managers are prone to solving the wrong problem as a result of their problem solving style exists. However, major emphasis is directed toward internal problems, probably reflecting responsibility for the managerial tasks usually associated with middle and lower level managers in large organizations. The authors recommend interventions to assist small business managers develop their diagnostic and conceptual skills to facilitate growth and profit explorations (1982).

In studies involving 1500 subjects, Roach found the organizational decision makers to represent the four
corners of the MBTI type table - the Thinking-Judging types. He conjectured that individuals with this preference combination are either attracted to or selected into decision making roles. Further refinements of these studies reflect that the practical Sensing-Thinkers are usually in the lower level decision making ranks, the theoretical Intuitive-Thinkers in the upper levels (1986).

In a study of bank managers, Mosley and Pietri discovered a dominance of Sensing-Thinkers among the top level. In addition to the strengths and developmental areas associated with this preference combination, the researchers caution against a potential problem. The high percentage of Sensing-Thinkers, many with a judging preference, results in a cohesive group in which members relate well to each other. The inherent danger of this conformity is "group-think," in which there is a tendency to pressure dissenters and perpetuate the culture by bringing those with similar views and values into the group. In this situation, the group may fail to develop and consider alternatives and contingency plans, leading to ineffective decision making. Considering the competitive market becoming increasingly prevalent in the banking industry, it is
imperative that it solicit the contributions of all types. It will particularly behoove banks to appreciate those who visualize possibilities and their impact on external as well as internal issues (1985).

Applications

The organizational development consultant assists the organization increase its problem solving ability (Slocum, 1978). Subsequent to introductory MBTI sessions aimed at opening up lines of communication, Virginia Power uses the indicator in strategic planning. The MBTI provides a way to look at the group's skills and talents, to determine what it has to invest in the planning process.

A state agency was getting ready to implement some major changes. The agency head and division directors used the MBTI to explore alternatives. The following question was asked the heavily Intuitive group: "How would you go about changing for each of the letters?" In responding, they realized that they had been missing many of the links. Exploring these, they were able to arrive at a sound plan of action integrating diverse alternatives.
An eighty-person ESFJ organization was experiencing difficulty moving away from a small, family-oriented environment in which everyone had input. The Feelers wanted everyone to be happy. When people became unhappy, the organization kept reversing decisions. They were not using the Thinking function to look at long-term circumstances. The group started with an introductory MBTI session. Using the decision making model, they learned to use all of the functions in the process.

More credence has been given to the Intuitives; and whereas the Thinkers were previously labeled cold, uncaring and cross, their analytical contributions are now part of the process. The organization now displays a copy of the model when making decisions, allowing exploratory time free of "yes, buts" for each of the four functions. An INTJ was appointed monitor, with authority to stop the group, if it digressed from the immediate subject. The final process is accessing the Feeling function, in which participants must decide, "But is this what we believe in?" The group recently indicated that their last meeting was "the most productive one we've had in seven years!"
Of paramount importance in discussing the decision making or problem solving process is an understanding that no style is best. While organizational roles may be more conducive to particular styles, input from all types is essential, if quality decisions are to be made and implemented (Hellriegel and Slocum, 1975; Roach, 1986).
CREATIVE PROBLEM SOLVING

The MBTI provides an explanation of why some individuals are more comfortable with traditional problem solving approaches, while others prefer more creative avenues (Hirsh, 1985). The concept of psychological type provides us with the framework to cultivate creativity (Dumiho, 1986). Intuition and creativity are related, both pioneering into new and untried horizons (Myers and Myers, 1980). The MBTI encourages us to release the mental restraints which bind us to limiting traditional solutions; to generate and explore new ways of doing things; and in so doing, to discover that which has been there all along (Hirsh, 1985).

Applications

The Bureau of the Census conducted a two-and-a-half year effort in proactive strategic planning. In an effort to break away from the tendency of large organizations to react to rather than planning for their future, the bureau challenged the program participants to imagine the agency as they would like it to be twenty-five years in the future. Rather than
use current reality to constrain the future, they were charged to let their idealized conception of the future establish the constraints.

A series of psychological exercises was designed to familiarize participants with the differences in approaches as well as difficulties many individuals encounter in looking proactively to the future. The MBTI was used, as it provided participants with an understanding of the basic differences between them.

The Sensors' planning capacity was substantially less than their Intuitive counterparts. Those with a strong preference for sensing do not like to plan for and engage in serious discussions about the future, as they cannot directly experience it. If reality-based is characteristic of Sensors, than asking them to disregard these constraints is at best difficult and can be almost impossible for them. The study found that organizations need not only to provide training to systematically and creatively think about the future but to also provide an environment in which people are comfortable thinking about the future.

Grouping the participants by functional preferences,
the following patterns emerged. The Sensing-Thinkers and Sensing-Feelers, grounded in real time, are problem solvers, while the Intuitive-Thinkers and Intuitive-Feelers are future time problem generators. The Sensors stress operational aspects with concern for the technical and people issues, respectively, for the Thinkers and Feelers. The Intuiters stress strategic aspects, with the Thinkers and Feelers again respectively focusing on the technical and people issues.

What became apparent was that all of the Jungian types are valuable, but their resources are needed at different stages of the planning process. The Intuiters contribute most to strategic planning, in which problems are defined: Sensors work from a position of strength when finding their solutions to a defined problem, the operational planning process. In order to capitalize on all its available strengths, training in personality awareness is vital to the strategic planning process (Mitroff, Barabba, and Kilmann, 1977).
CONFLICT MANAGEMENT

The MBTI is a helpful resource in understanding sources of interpersonal conflict and developing strategy to constructively deal with it (MacKenzie, 1985; Lyons, 1985). It provides an objective framework which to build improved relationships (Hirsh 1985). As individuals become increasingly aware of differences, they can transcend the emotional aspects of a conflict and deal rationally and objectively with these behavioral differences. Awareness of the causes of conflict is conducive to increased tolerance of differences and ultimately leads to more expeditious conflict resolution (McCaully, 1981: Pollitt, 1982).

Frequently personality clashes between employees are interpreted as misunderstanding of organizational goals and roles. However, the importance of personality type and its inherent differences cannot be minimized or ignored (Sample, 1985). Type differences may result in differences in values, interest, and problem solving techniques. This can produce interpersonal conflict if not addressed (Lawrence, 1982). Many conflicts can be attributed to the individuals' use of opposite perception and judgement styles. Co-workers whose
preferences differ on all four scales have the greatest potential for a strained working relationship. However, if the conflicting parties will analyze the situation and rationalize the differences, they can reduce the friction which is impairing the working relationship. If they are able to take the process a step further and see the merits of the co-worker's contributions, they can greatly enhance the relationship, specifically, and productivity in general (Myers and Myers, 1980). Opposites have the most to gain from each other, as the one's less developed function is the opposite's strength. Each brings— to— an issue a perspective unseen by the other (Lawrence, 1982). However, these distinctively different perspectives, if not appreciated as contributors, present the potential for conflict (Kilmann and Herden, 1976).

In looking at different types, identification of the scales involved has as much impact as the degree of differences. The Extraverts and Introverts must deal with the issues of sociability and privacy; Sensors and Intuiters must reconcile facts and possibilities. Thinkers and Feelers must resolve differences in decision making styles and establishing priorities; Judgers and Perceivers must weigh the value of
structure and spontaneity (McCaully, 1981).

Type differences along functional lines become particularly apparent in problem definition and resolutions. Sensors want to know exactly what the problem is before they start working toward resolutions; Intuiters want to be enticed with interesting possibilities before they deal with facts; Thinkers need a beginning, logical sequencing of intermediate points, and an end to a statement; and Feelers concern themselves primarily with issues involving people. The subsequently derived solutions must be workable to the Sensor, open for growth and development to the Intuiter, systematic to the Thinker, and humanly agreeable to the Feeler (Myers and Myers, 1980). Compromise is most palatable and implemented successfully when the individuals involved are able to preserve that to which they are most committed (Lyons, 1985).

A threatening climate is frequently the result of opposite types colliding and the subsequent formation of "stratas of superiority." If individuals are aware of the basis of their differences, these collisions can possibly be avoided. An understanding of type theory is conducive to diagnosing organizational process
problems (Gauld and Sink, 1985). Determining the relationship between organizational situations and conflict-handling styles can be an important tool to management (Mills, Robey, and Smith, 1985).

For example, Intuiters like to come up with new ideas. If, however, they present their brainchild in its rough form to the Sensor, who wants the details already developed, it will likely meet with rejection. An understanding of and respect for one's opposite could have avoided wasting a good idea and creating hard feelings. The Intuiters should either preface their presentations with a statement that the idea will need supporting data before implementation can be considered or, better yet, gather the necessary data first. Sensors, on the other hand, should give the idea a chance. Rather than focusing on the missing data, they would be more constructive, if they start with some form of agreement and finish with the obstacles their experience base suggests. If they say, "It may work, if..." the Intuiter is challenged to work out those, "ifs" (Lawrence, 1982).

Studies

Lyons explores the use of the MBTI in resolving
potential conflicts between the computer professional and the user or customer. He finds that many of the interpersonal conflicts can be attributed to the Sensing-Intuitive difference. The user or customer with a strong preference for sensing is not particularly interested in the possibilities of what might be done but instead, wants and needs the specifics of what will be done and when. The systems designer with a strong preference for intuition may have difficulty finishing the design process and making the transition to the implementation state. The next most common conflict issues surround the Judging - Perceiving difference. Judgers, with their strong need for closure, want the project to be completed and done so on schedule. Perceivers, who are most comfortable when things are at an emerging stage, are uncomfortable with closure, for fear they have not considered sufficient alternatives (1985).

Project management lends itself to the potential for conflict. Projects throw personnel from different departments together to work under time restraints on technically demanding tasks. With more uncertainty and interdependence than usual, issues such as priorities, administrative procedures, technical opinions, manpower and financial resources, costs and schedules become
real sources of conflict. In a study of 199 project management seminar participants, Mills, Robey, and Smith found that the Thinking-Feeling scale resulted in the greatest conflict-producing relationships (1985).

Applications

Jane McKinley, training specialist for the Federal Reserve Bank of Richmond, has used the MBTI with individuals as well as teams in an effort to reduce conflict. In one situation, an employee with a strong preference for Judging was having extreme difficulty getting along with a co-worker whose preference for perceiving was just as strong. The Judger was very impatient with the Perceiver. She could not deal with the Perceiver's lack of organization and seemingly irresponsible attitude. She was sure that the Perceiver was deliberately late for meetings. The situation progressed to the point the Judger would not even approach the Perceiver with work assignments. Ms. McKinley met with both parties individually, and the Perceiver was willing to meet with Ms. McKinley and the Judger. The Judger, however, was not willing to take this step. The intervention met with limited success. An awareness of type differences was established, and the Perceiver came away feeling O.K. about herself.
Though the source of the problem was identified, resolution has not been fully addressed.

In team awareness training, which has been preceded by individual feedback sessions, Ms. McKinley stresses the need to use neutral terms in describing the characteristics of each of the dimensions. She then has the team members guess each other's types, explaining their guesses. This is particularly helpful in understanding others' perception of themselves. As members become more comfortable with each other, they identify for each of the other persons in the group how that person can help them, can hinder them. These team workshops have proven to be effective in improving interpersonal relationships.

Plum Cluverius, senior personnel development specialist with the Commonwealth, worked in a consulting capacity with an agency head and his management team. The group had been experiencing difficulties, among them backstabbing and turf issues. The MBTI helped the group to gain insight into the person behind the position. It enabled them to see each other in a non-threatening way. By guessing each other's types, participants received feedback on their own behavior. This process laid the groundwork for increased group cooperation and effectiveness.
One office in the Virginia Employment Commission was experiencing internal turmoil. An internal consultant was called in to work with the group. An introductory MBTI workshop was conducted to familiarize participants with each other's preferences. Time was then spent examining what they each wanted to be appreciated for as well as what behaviors and types of employees annoyed each of them. In discussing the latter, the consultant was able to integrate type theory with the individuals' needs. Participants were able to see that seemingly idiosyncratic behavior was, in fact, quite consistent with type preferences.

Another Virginia Employment Commission office had conflict around the Extraversion-Introversion dimensions. Introverts, with a high need for quiet in order to do their internal concentrating, did not understand why the strong Extraverts could never "shut up." The Extraverts did not understand why the Introverts were so "crabby" to them. While an understanding of type has resulted neither in less talkative Extraverts nor in Introverts requiring less quiet for concentration, it has provided a rationale for behavior and opened the door to compromise. Introverts understand the need Extraverts, particularly those with a strong preference, have to verbalize their
thoughts. And Extraverts understand that the Introverts do their best thinking inside their head, thus explaining the real need for quiet. The Introverts have learned to grin and bear, albeit reluctantly at times, the dialogue of the Extraverts. And the Extraverts are more receptive to the Introverts' request for, "a little quiet, please. I'm trying to think."

The MBTI has been used to improve the strained relationship oftentimes existing between superior and subordinate. A state trainer indicated that a participant rather exuberantly approached her after an introductory session. "It all makes sense now. I understand why my boss and I have had such difficulty getting along." And he took his training materials off to his boss' office to share his enlightenment. At Virginia Power trainers offer, "How to Get Along With Your Boss," a workshop using the MBTI as a springboard. The Virginia Employment Commission plans to offer this course to its employees, as well.

While interpersonal conflict has many causes, a knowledge and application of type theory can help diffuse interpersonal and organizational conflict.
Some organizations use the MBTI in personnel selection, but little data reflecting successes and failures are available (McCaulley, 1981). The City of Arlington uses the indicator to both select and assign personnel. It reports improvements in those areas since introduction of the MBTI in the process. Recently the Office of Personnel Management has used the MBTI to orient and develop Presidential Interns for the "fast track" in the federal government (Stokes, 1987).

However, many organizations and consultants are uncomfortable using the MBTI as a screening mechanism. In fact, most organizations indicate that the optimal use is for determining job assignments for new employees and exploring career ladders for established employees (McCaulley, 1981). For consultants, the confidentiality issue is powerful. Rather than using the MBTI as a hiring and promotion screening device, they prefer its use as a developmental tool for existing staff (Provost, 1984). Type should be used to enhance, not restrict the individual (Stokes, 1987).
Type awareness can provide valuable information to the Personnel Selection process (Gaster, Tobacyk, and Dawson, 1984). It can play a constructive role in the selection process when used carefully and in conjunction with other tools by those trained in its ethical use. A powerful and positive use is to acquaint selectors with their inherent biases and to evaluate the behaviors desired in light of the position's required knowledge, skills, and abilities. Typical bias is reflected in scoring high those applicants who speak eloquently when the job requires little interaction with others, much less public speaking of any type. Such a bias may exclude a candidate who could handle the actual duties of the job quite well.

Another positive use of the MBTI in screening is to elicit evidence of desired behaviors. If the hiring party needs an employee who enjoys administrative tasks involving details, objective decision making and defined deadlines and is comfortable with being alone for extended periods of time, then the interview questions should be worded to get the applicant to volunteer the information. While an ISTJ may seem ideal for the job, other types may be able to perform the assignment equally well.
While there are constructive uses for the MBTI in the selection and promotion process, there is also great potential for inappropriate use or abuse of the instrument. While most likely unintentional, it can easily occur, and the following cautions should be considered. First, the indicator does not measure ability, but rather, one's preference; second, though individuals may not have a preference for a particular dimension, they may have recognized its value and developed it; third, the indicator may not represent one's true type, particularly if some of the preference scores are low; fourth, the test taker can manipulate the test; and fifth, job requirements must match the knowledge, skills and abilities deemed essential to satisfactory job performance. Selection on the basis of type theory predicting that a particular type usually is attracted to and performs well in a profession can result in legal consequences (Stokes, 1987).

It would appear, therefore, that optimal use of the MBTI is not in the hiring or promotion process but, rather, in employee and organizational development.
JOB FIT

Type theory proposes that individuals will function most effectively in those situations compatible with their preferences and requiring minimal reliance upon their non-preferred dimensions (Blaylock, 1983). The MBTI provides a means by which to compare job responsibilities and the behavior essential to successfully perform them (MacKenzie, 1985). It identifies type profiles characteristic of various occupations, reflecting a positive correlation between types whose interests and strengths coincide with those occupations requiring them (Gaster, Tobaczk, and Dawson, 1984). As individuals seek jobs that correspond to their values, strengths and interests, the MBTI is a resource in predicting motivation and performance success (MacKenzie, 1985).

All occupations in the Center for the Applications of Psychological type data bank include individuals from each of the sixteen types. However, data collected in the past forty years clearly indicate that each occupation holds an attraction for some types more than others (Hirsh, 1985; Myers and McCaulley, 1985). While no occupation offers a perfect match between specific
job tasks and preferences, individuals are most satisfied and productive when the correlation is high (Myers and McCaulley, 1985).

According to Isabelle Myers, the Sensing-Intuiting scale appears to play the most important role in choosing one's occupation, the Extraversion-Introversion scale in choosing the work environment within the chosen occupation (Myers and McCaulley, 1985).

In looking at dimension combinations and their career implications, specific patterns emerge. Business attracts the practical and matter-of-fact Sensing-Thinkers, who like to use their technical skills with facts and objects, and the action-oriented Extraverted-Sensing realists. Intuitive-Thinkers, who enjoy using their abilities in theoretical and technical developments, particularly INTJ's and INTP's, are drawn to science and mathematics. Medical students declaring these preferences frequently go into teaching and medical research. Engineers tend to be Thinking-Judgers, with Sensors specializing in the applied fields of civil and industrial engineering, the Intuiters in chemical and nuclear engineering. Thinking-Judgers also find their niche in law.
The enthusiastic and insightful Intuitive-Feelers, who want to understand and communicate with people, are attracted to the humanities, arts, counseling, psychology, psychiatry and journalism. The sympathetic and friendly Sensing-Feelers, who provide practical help and services for people, are attracted to elementary school teaching, patient care at both the professional and paraprofessional levels, community service and sales.

Sensing-Judgers, with a preference for practical details and order find teaching mathematics, particularly in the lower grades, dentistry, pharmacy, and medical technology appealing. Judgers are in the majority among business executives, school principals, police officers, and in other fields in which decisiveness is the norm (McCaulley, 1981, Myers, 1987).

Organizations involved in research and development projects requiring state-of-the-art technology, attract and hire more Intuiters than Sensors. Quite the opposite is true in large organizations, in which maintaining and improving production systems accounts for most of the work.
Studies

A number of studies have been conducted to determine if certain types are attracted to and perform best in certain occupations. In the accounting field, research finds a relationship between type and success, defined as hierarchial advancement, in public accounting. Jacoby compared type frequencies between hierarchical stratas within the audit specialization. The high turnover experienced by the Extraverted-Intuiters suggests that auditing does not provide adequate opportunity for them to exercise their action-oriented innovative qualities. On the other hand, the practical realities of an auditing career are appealing to the Introverted-Sensors, particularly the ISTJ's. Success is not limited to this particular type, however, as there are diverse functions in the profession. Intuiters may find an appropriate outlet for their strengths in the possibilities of tax accounting, for example. Jacoby suggests that type theory can be valuable in addressing resource misapplication as well as increasing the effectiveness of the professional accountant (1981).

A study of 316 retail store managers explored the relationship between type and achievement levels. Many
of those designated as "high achievers" were Sensors. Overall, the managers reflected a definite preference for Sensing, Thinking, and Judging. Characteristics attributable to the ISTJ and ESTJ are consistent with the company's organizational structure and business demands (Gaster, 1982: Gaster, Tobacyk, and Dawson, 1984).

Jaffe examined the results of the implementation of an MBO program in a major bureau of the U. S. Office of Education. Among those successfully implementing MBO, Sensing and Thinking were the preferred perceiving and judging functions, respectively; and Judging was the preferred style of operating. MBO requires setting goals, tracking progress, and evaluating results, tasks consistent with the preferences of ISTJ's and ESTJ's (1980).

In a study of 1229 computer professionals from more than 100 companies, Lyons has made some general observations. More than 80% of the population expressed a preference for Thinking, with 42% Intuitive-Thinkers and 39% Sensing-Thinkers. The former are attracted to technical developments and relevant theories and models; the latter are interested in a variety of the technical areas of data
processing. ISTJ's were the most frequent type in the survey, accounting for 23% of the study population. They are comfortable in large conservative organizations with well-developed policies and procedures. In combination, the INTP's, INTJ's and ISTJ's comprised more than 50% of the participants. Whereas the INTP frequently pursues a technical career path, the INTJ will seek managerial responsibility (1985).

Kadunc studied 141 educational research and development project managers in university-affiliated research centers and nonprofit regional educational laboratories. Those managers preferring Intuition were more research oriented; those preferring Sensing were more inclined toward development. Project managers across both work environments favored the Intuitive-Thinking processes (1982).

Hai sought to determine if hospital administrators are more humanitarian, as reflected in a Feeling preference, than their business counterparts. Comparing 417 hospital administrators and business managers, encompassing diverse levels from supervisor to corporate executive officer, confirmed her hypothesis. The researcher attributed this to a higher
concentration of women in hospital administrative positions, particularly at the supervisory level (1983). This tracks currently available statistical data indicating that 60-65% of females prefer the Feeling decision making mode. (Keirsey and Bates, 1978).

Chung investigated the role of corporate planners and their MBTI types. They fell into the following three categories, with frequency in descending order: planner, facilitator, and process-manager. Distribution between problem-generators and problem-solvers was approximately equal. Those preferring Intuition were slightly more inclined toward problem-generation. Overall, the corporate planners preferred Extraversion, Intuition, and Thinking (1986).

A study to determine if leaders' level and their role focus in the organization is related to type was undertaken by Church. Those in the middle level of the hierarchy, as well as those whose role is characterized as data-focused, showed a preference for Sensing. Intuition was preferred by the upper level leaders. No perceiving function preference was attributable to those leaders in people-focused roles (1982).

Delunas conducted a study of seventy-six managers from the federal government and private industry to
assertain if the Keirsey-Myers Model can be a predictor of managerial job performance. If it is, the model could serve to match managers with those assignments most compatible with their strengths. Delunas determined the model to be a reasonably accurate predictor. As such, when used with other management models, it can help reduce managerial failure, thereby improving its effectiveness (1983).

Applications

In addition to studies establishing the relationships of the MBTI to certain job characteristics, these concepts have been successfully applied in the work environment. Dr. Ed Golden of Organization Renewal Associates used the MBTI, along with other tools, in working with the New Jersey Department of Transportation. By improving the confidence and morale of the motor pool employees, supervisors as well as workers, he was able to help them find their niche and maximize working conditions. New Jersey was satisfied with the bottom line results (Stokes, 1987).

In the Virginia Employment Commission, an ISTJ manager particularly disliked initiating numerous telephone conversations. Her ENFP assistant thrived on the verbal
dialogues. Whenever possible, the manager delegated that task to her assistant, thereby meeting both their needs.

One Virginia Employment Commission employee reported that after attending an MBTI workshop, she and several co-workers decided to "quit fighting their jobs." By splitting the job tasks to capitalize their strengths, the Intuitive-Perceiver has the opportunity to explore creative placement tactics, and her Sensing-Judger co-workers handle the administrative functions. They all share credit for the job placements.

While there are significant patterns in career choice as predicted by Jungian type theory, individuals should not be discouraged from entering an occupation because they are "not the type." However, individuals are encouraged to thoroughly investigate the desired occupation to avoid becoming "inadvertant pioneers." If they chose to enter the occupation with a full understanding that their preferences are different from the mainstream, it can be rewarding for the individual as well as the organization. By performing a job differently, they complement the styles of the existing staff. Such an addition brings a fresh perspective and new insight to the work process (Hirsh, 1985; McCaulley 1981).
INDIVIDUAL CAREER DEVELOPMENT

An understanding of type helps individuals to relate their preferences to the work environment. Identification of strengths, preferred work styles and settings enables employees to maximize their effectiveness (Myers and Myers, 1980: Provost, 1984).

To ensure adequate job and personality compatibility, individuals owe it to themselves to analyze the job, preferably before assuming the responsibilities. Extraverts should determine if there is sufficient interaction with others to maintain interest; Introverts must ascertain if the environment provides adequate time for work requiring their concentration; Judgers should find out how much structure and predictability exists; and Perceivers must determine if there is ample opportunity to generate and consider alternatives before making decisions (Hirsh, 1985; Myers and Myers, 1980). Unfortunately, many individuals take on new jobs because of increased salary or fancy titles without considering these important issues. In his study of accountants, Jacoby claims that a knowledge of type can help them to avoid the "pitfalls of promotion" (1981).
Just as one's type should never be used to deny admission to an occupation, it should not be used as an excuse to avoid disagreeable or difficult tasks. Admittedly, certain types of work may not come easily for an individual, but accessing one's less preferred functions will enable the individual to tackle the assignment. Some individuals enjoy the challenge and rewards of working out of type. It is important that they recognize the increased energy expenditure, however, in order to prevent burnout. An ISTJ internal consultant reports that she does Intuitive-Feeling consulting requiring extensive interaction with participants. She enjoys the process but takes care to give herself lots of "me time" afterwards. Scheduling these sessions, which can be emotionally intense, on Thursday and Friday gives her time to "recharge" before facing the usual office demands on Monday.

Some individuals have jobs which minimally utilize their natural Perceiving and Judging preferences and demand, instead, almost constant use of their non-preferred functions. When this exists, individuals experience internal conflict and stress. If individuals understand the dynamics of their type preferences, they will correctly attribute the stress to mental stretching rather than assuming something is
"wrong" with them (Hirsh, 1985; Myers and Myers, 1980).

Constructive ways to deal with this dysfunctional situation include restructuing the job tasks to more effectively use one's gifts and evaluating the work schedule to do the particularly demanding tasks when one is most alert. This recommendation is made with the assumption that employees have a certain degree of control over their work. When this is not the case, individuals may need to consider a job or career change in order to preserve mental and possibly physical well-being.
As organizations strive toward excellence, they must ensure that management is trained in those leadership qualities which promote productivity (Cornick, 1987). To effectively utilize their subordinates' gifts, and enhance interpersonal relationships, it is essential that managers have an understanding of human behavior (Mosley and Pietrie, 1985). The MBTI serves as a resource to facilitate an awareness and appreciation of the diversity of types (Gauld and Sink, 1985). Many management development workshops include self-assessment to provide insight into one's managerial skills and style.

A Minneapolis consulting firm which conducts executive individual development training recommends specific courses for each preference. Training in listening is recommended for Extraverts; assertiveness, influence and power for Introverts; creative problem solving and handling criticism for Feelers; stress management for Judgers; and time management, decision making and planning for Perceivers (Hirsh, 1985).

Sample and Hoffman recommend that senior managers take
"communication style," as it relates to their ability to run meetings, influence individuals, and solve problems (1986). Agor calls for organizational development personnel to include more training focusing on left brain or Intuitive skills and integrative brain skills along with the more traditional left brain Sensing-Thinking skills training. Developing potential as well as existing skills can increase individual job satisfaction and organizational productivity.

The MBTI can be helpful to individuals as they make the transition from professional to supervisor, from doing the work themselves to accomplishing it through others (Hirsh, 1985).

Addressing the Association Of Data Processing Service Organizations' management conference, Kathy Patzman, director of human resources development at Datapoint Corporation, described the challenge of transforming a "takkie" into a manager. There has to be a shift in motivational force from individual recognition to recognition of the team. "To be a successful manager, your rewards in life have to come from influencing and having impact on people." Inherent in the shift from individualism to the team concept is establishing communications and interdependent relationships.
Another transitional difficulty for "tekkies" is imposing time definitions, first on themselves, as many "define their own time," and then on their employees.

The emphasis moves from technical to more people-oriented issues in supervisory and managerial positions. A developed Feeling function is advantageous when dealing with these issues. The Thinker programmer, analyst or engineer, while quite successful technically, has difficulty dealing with the Feeling interpersonal requirements of the managerial position (Lyons, 1985).

Just the opposite problem exists for the nurse, whose focus has been direct patient care, when promoted to the head nurse status. The management position requires planning, organizing, directing and coordinating subordinates' activities as well as interacting with other hospital units (Muchnick, 1984).

Another area in which application of type theory can be conducive to increased organization effectiveness is in the area of motivation. To be successful, managers must be responsive to their subordinates' value systems and aspirations. Different types have different motivational needs (MacKenzie, 1986). Successful
managers recognize these differences and adapt their leadership style accordingly.

Situational leadership is essential to successfully meet the variety of challenges managers encounter. The flexible manager chooses the style most appropriate to the situation (Sample, 1984; Taggart and Robey, 1981).
CAUTIONS AND LIMITATIONS

The MBTI is a helpful way for individuals to look at themselves and others and understand the nature of their relationships. It is not, however, the great panacea. While knowledge and application of type can be rewarding and enjoyable, the MBTI, like any other assessment instrument, carries the potential for abuse.

While quite unintentional, it never the less, is sometimes used to box individuals in, to stereotype them. However, all ENFP'S are not alike; Introverted Sensors are different from Extraverted Sensors; and someone with a strong preference for Thinking may arrive at decisions quite unlike the individual with a low preference for Thinking (Gauld and Sink, 1985; Hirsh, 1985).

Personality type is not everything. While type theory is quite useful in raising one's self-awareness, it is not an end product. The MBTI is indeed helpful, however, it is but one of many assessment instruments (Hirsh, 1985). Failure to observe these limitations is detrimental to the continued development and effective use of psychological type as implemented by the MBTI (Vargo, McCarley and Carskadon, 1986).
Another very real concern is that the MBTI may become a fad. If individuals begin identifying themselves and others by a four-letter designation, the credibility of the instrument is diminished to the status of "pop psychology."
While there is an abundance of testimonials espousing the value of the MBTI, there is little empirical data. I would recommend that more research be conducted, the purpose of which is to determine if there are measurable behavioral differences subsequent to introduction and application of type theory as implemented by the MBTI.
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