Using the Myers-Briggs Type Indicator for Personal and Professional Development in the Miller Business Honors Program

An Honors Thesis (HONR 499)

by

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Abstract

As members of the Program, we perceive one of the goals of the Miller Business Honors Program to be to prepare students in such a way that they are some of the most desired candidates for job openings and highly successful in their transition to the workforce. We know that our fellow students are highly prepared in areas of professionalism and academics. However, we believe they are under-prepared in the area of self-awareness, which is becoming more important to today's employers. As of 2012, more than 10,000 companies, 2,500 colleges and universities, and 200 government agencies in the United States alone were using the Myers-Briggs Type Indicator (Cunningham). Therefore, we have worked to determine potential ways to bridge this gap in order to further integrate the Myers-Briggs Type Indicator into the Miller Business Honors Program to increase personal and professional development opportunities for its students.

Acknowledgements

We would like to thank Dr. Tamara Montag-Smit for advising us on this project. Her knowledge and wisdom on our topic were huge assets to us completing this project. We would also like to thank Dr. Gayle Hartleroad for helping us discover a thesis topic that truly excited us. Lastly, we would like to our friends for inspiring our love for personality types and for encouraging us to finish this project.
Author's Statement

Courtney Stetzel and I both possess a great passion for learning about and utilizing personality types. In addition, we are both business majors at Ball State University. Consequently, we decided to mesh the two topics to create a senior thesis that is focused on how the Myers-Briggs Type Indicator can be used throughout the workshops in the Miller Business Honors Program.

Going into this project, we knew that we would have to think about what each person would provide. In terms of what we brought to the team, we were able to work together in order to create a balanced working environment. Courtney is great with organization and timeliness while my strengths include flexibility and attention to detail. From this, we were able to utilize aspects of our own personality types in order to help our project run smoothly.

In doing our thesis, Courtney and I also had to determine what each person would contribute. We first worked together in the planning process as we determined on which personality assessments to focus as well as in which Miller Business Honors Program workshops to implement the use of personality type concepts. Courtney and I also both conducted research over multiple personality assessments and how these concepts can be used for self-awareness as well as personal and professional development. For the paper portion of our thesis, we split the responsibilities based on the topics. I focused on the strengths and weaknesses of commonly used personality assessments, the reason we decided on the Myers-Briggs Type Indicator, and our suggestions for how MBTI concepts can be added to the Program’s workshops. Finally, we shared the responsibilities of completing our thesis with formatting, proofreading, and other finishing touches.
Through our senior thesis, Courtney and I were able to discover more about two impactful areas of our lives—the Myers-Briggs Type Indicator and the Miller Business Honors Program. We hope to see our project help future students in the Program to be more self-aware individuals as well as increase their understanding of interacting with others in the workplace.
Introduction

Most students who have graduated from the Miller Business Honors Program agree that their experiences in the Program were invaluable. This Program seeks to prepare its students for the ever-changing workforce and to send highly successful graduates into their industries. The Program currently does this by offering its students specialized, advanced courses and tailored workshops. The workshops cover a variety of topics, from interviewing to managing job offers, and occur throughout the four years the students spend in the Program. However, a disconnect exists in these workshops, a disconnect that could be creating less-prepared students. The first workshop that students attend relates to self-assessment. Students complete a Myers-Briggs Type Indicator assessment and discuss their personalities briefly at the workshop. This is where we believe the disconnect exists; students' personality types are not brought up again after that first workshop. We believe that integrating personality types, specifically Myers-Briggs, into more workshops would create more self-aware, desirable job candidates.

As members of the Program, we perceive one of the goals of the Miller Business Honors Program to be to prepare students in such a way that they are some of the most desired candidates for job openings and highly successful in their transition to the workforce. We know that our fellow students are highly prepared in areas of professionalism and academics. However, we believe they are under-prepared in the area of self-awareness, which is becoming more important to today's employers. As of 2012, more than 10,000 companies, 2,500 colleges and universities, and 200 government agencies in the United States alone were using the Myers-Briggs Type Indicator (Cunningham).
“By now, it should be obvious that any strategy for proactive management requires that a manager know his or her psychological type and dominant function.”

- Dr. Robert Benfari, *Understanding Your Management Style*

**Basic Concepts of MBTI**

Contrary to the belief held by many skeptics of the Myers-Briggs Type Indicator, the goal of the MBTI is not to label people with positive or negative qualities or to put them in a box. Rather, the goal is to create a culture of understanding and positive communication (“Southwest Airlines”).

The base of the Myers-Briggs Type Indicator is on four dichotomies: extroversion versus introversion, intuition versus sensing, feeling versus thinking, and judging versus perceiving. Each of these dichotomies is described in more detail below. Participants discover their preference for each dichotomy through answering a series of questions. No one person exclusively prefers one or the other; individuals simply have some amount of preference. This is what causes some people to relate more with their results than others. For example, Participant A has high preferences for all four areas, which would likely cause her to relate with a lot of the characteristics of her personality type. Participant B, on the other hand, has low preferences in all four areas. This person would likely only relate with some of the characteristics of his personality type because his preference in each area is low. With four preferences, and two outcomes for each preference, there are a total of 16 Myers-Briggs personality types (“MBTI Basics”).
Extroversion - Introversion

The Myers-Briggs Foundation describes this preference as “your favorite world.” This can often be described as where individuals get their energy or focus most of their attention. A common misconception about the difference between an introvert and an extrovert is that it is about sociability. This is inaccurate because, for example, a person may be introverted but enjoy socializing or attended social events. This preference is only related to where the person focuses and gains his or her energy (“MBTI Basics”). For example, when an introvert has had a long day, they will likely desire time by themselves to recharge. An extrovert, on the other hand, would most likely desire company after a long or stressful day.

Intuition - Sensing

The intuition versus sensing preference relates to the information that people take in and how they choose to process it. People who have a preference for sensing will choose to take in information through their senses. These people are concerned with reality and practical matters and are typically good at remembering details. On the other hand, people who have a preference for intuition take in information and look for patterns or connections within it. These people are drawn to abstract theories and possibilities and will spend more time thinking about the future than the past or present. Individuals with a preference for intuition will remember the impression an event left on them rather than the details of what happened at the event (“MBTI Basics”).

Feeling - Thinking

The feeling versus thinking preference is related to how one makes decisions. Individuals with a preference for feeling will make their decisions based on their emotions and their values. These people will take into consideration the feelings and values of those involved in a particular
situation, and others frequently view them as warm, tactful, and caring. They also have a desire to maintain harmony.

A person who has a preference for thinking will make his or her decisions based on logic and reason. These people like to be consistent in their decision-making and want the basic principles or truths to be applied in all scenarios, regardless of the effect that will have on others. Individuals with a preference for thinking will not let their personal desires, or the desires of others, affect their decision-making process ("MBTI Basics").

Judging - Perceiving

The fourth and final preference relates to one’s desire for structure, specifically in the outside world. Someone who has a preference for judging prefers his or her world to be more structured and decided. These individuals prefer to live a life that is planned and keep their surroundings orderly. Judgers are also task-oriented and prefer to work first, play later. In addition, they feel most comfortable when decisions are finalized and situations have had closure. The judging preference is not to be confused with being judgmental. Someone with a preference for perceiving, on the other hand, prefers to live a life that is more open-ended and adaptable. Perceivers prefer to leave their schedule open and flexible and normally do not mind making changes at the last minute. Opposite of judgers, perceivers like to mix work and play or play first, work later.

The judging or perceiving preference only describes which preference a person embodies in their outer world, as opposed to what they may experience in their inner world. This means that many people often feel like they posses both. For example, individuals may feel like their outer world is structured and organized, but their inner world is more spontaneous and adaptable.
So, in their personality type, they would be identified as a J, but in their inner-world, they have more P-like preferences ("MBTI Basics").

**MBTI vs. Other Tests**

Numerous personality assessments are available for people around the world for both personal and professional use. As previously mentioned, we believe that the Myers-Briggs Type Indicator would be the most beneficial to further implement into the Miller Business Honors Program’s workshops. However, it is also valuable to learn about other models, notably the DiSC and Predictive Index theories, and discuss why we instead chose the MBTI.

**DiSC**

Dr. William Marston published the beginning concepts of the DiSC model in 1928. While Marston did not actually create this instrument, others used his theories to build it ("DiSC Overview"). DiSC has a foundation of two dichotomies - outgoing versus reserved and task-oriented versus people-oriented. The combination of these attributes then determines the overarching categories and results of the assessment. The "D" in DiSC stands for dominance and encompasses those who are outgoing and task-oriented. Individuals who are outgoing and demonstrate preferences for people-orientation fall into the "i" section of influence. The third portion, steadiness, relates to those who are both reserved and people-oriented and is represented by the "S" in DiSC. Finally, the "C," or conscientiousness, holds those who are reserved as well as task-oriented ("MBTI vs DISC"). On the surface of this assessment, every individual is assigned to only one category. However, to use the DiSC method to its fullest capacity, users must understand that "each of the 4 letters can be ranked in order from most predominant to the least predominant for any individual person" and that "each person is a MIXTURE OF ALL four
traits depending on how much of each trait he or she possess ("MBTI vs DISC"). This understanding enables individuals to better embrace and develop the DiSC concept to become more self-aware and relate to others on a deeper level.

The DiSC and MBTI methods are the most commonly used personality assessments; therefore, comparing the two tests provides a better insight into the strengths and weaknesses of the DiSC concepts. In essence, DiSC explains the outward behavior of individuals in how they react in specific situations while the MBTI provides insight into the inner workings and core being of people regardless of their environments (Browning). Consequently, positive characteristics of DiSC relate more toward tailored work situations, and strengths of the MBTI align with developing a greater degree of self-awareness. One evident advantage of the DiSC method is that its four-letter structure is simple to understand and convey to others. This makes it easier to actually remember and put into practice what each descriptor means for both oneself as well as others. In addition, taking the actual DiSC assessment is quicker and less taxing because it is only around 25 questions as opposed to upwards of 90 questions required by the MBTI tests. Furthermore, as mentioned above, DiSC is adaptable to several different situations and circumstances. This allows for a more flexible assessment to better meet the needs of users on a customizable level ("DISC Profile"). On the other hand, it is not as in-depth as the MBTI and some of the other personality assessments, and therefore, it places people into more generalized categories. Consequently, these individuals might not relate to attributes associated with those groups. Another weakness of DiSC is that since it is more tailored to certain situations and environments, it provides less information for improving overall self-awareness. Individuals who take this assessment learn how they tend to react in certain situations at work; however, they miss out on discovering their natural tendencies and how they inherently interact with others.
Taking strengths and weaknesses into account, the DiSC and MBTI methodologies can both prove to be exceptionally useful personality assessments when used in the appropriate contexts.

*Predictive Index*

In 1955, Arnold S. Daniels released the Predictive Index (PI) Assessment, a revolutionary tool that evaluates different aspects of personality in order to help employees, managers, teams, organizations, and businesses perform to the best of their abilities. The Predictive Index takes the form of a two-part survey. In the first part, individuals must “select from a checklist of adjectives that describe how they view themselves” while the second part lists the same attributes to be used as selections for “how they think other people expect them to act or be (“What is the Predictive Index (PI) Assessment”).” This information then results in two workplace behavior patterns categorized as Self and Self-Concept. The Self aspect shows one’s natural reactions, drives, and needs. On the other hand, Self-Concept depicts how individuals adapt their natural behaviors to what they believe are expectations at their workplaces (“The Science”). These two patterns then further break down into high and low variations of four different factors of personality. The A factor, also known as dominance, shows how inclined individuals are to desire control of situations in the workplace and is oftentimes used to improve teamwork skills. The second element falls under the B factor or extroversion and provides the level of social interaction that people may desire, including the degree of people-orientation to task-orientation. Patience is the C factor, and it describes how much familiarity individuals desire in the workplace in terms of consistency and stability. Finally, the D factor, or formality, shows how much people value conformance to rules and attention to detail (Rouse). The combination of these factors then shows how and why individuals act the way they do in the workplace.
Consequently, employers and managers use them to improve work relationships and environments for themselves and their employees.

The Predictive Index Assessment has several advantages. First of all, it does not consume an excessive amount of time as participants can generally complete it in under ten minutes. Also, the format is a “free-choice” choice survey rather than “forced-choice;” therefore, it provides for more individualized results (Rouse). In addition, it has always been heavily backed by science and continuously improved with current research; this leads users to have a higher degree of trust for the validity of the results (“The Science”). While the Predictive Index Assessment has a lot of pros, it does have one major fault. It is not widely known and transferable among individuals and organizations. This makes it harder for individuals to seek out the PI model as a method of improving self-awareness in everyday life because it is not very accessible for the public.

Myers-Briggs Type Indicator

We believe that the Myers-Briggs Type Indicator (MBTI) would be the best assessment to use for the Miller Business Honors Program. First and foremost, in the first workshop of the Program, students discover what their personality types are through this model; therefore, it would make sense to continue using it throughout the other sessions. Another reason this is a preferable tool is that it is very widely known. If other people do not know their specific types, they are generally at least familiar with the concepts of the MBTI. Because of this, it is easy to relate to and more universally understand others. Furthermore, it provides for more specific personality measures since it has 16 classifications as opposed to only 4 offered by DiSC. In addition, the MBTI is a great resource to help with becoming more self-aware as well as to learn about how others behave. People can become more knowledgeable about themselves through the four letters of their types as they learn from where they regain energy, how they take in
information, what influences their decisions, and how they interact with the outside world. Understanding these concepts gives individuals an insight into what makes them who they are. The MBTI assessment also allows people to better relate to others in realizing the reasons for their actions. This allows users to take a step back from the situation and grasp that the person on the other side may have different ways of processing and communicating information, thoughts, and ideas. "The merit of the theory underlying the MBTI is that it enables us to expect specific differences in specific people and to cope with the people and their differences more constructively than we otherwise could (Myers)." This increased knowledge of oneself and others helps us to better realize and appreciate our own uniqueness as well as the uniqueness of those around us. Finally, we chose to focus on the Myers-Briggs Type Indicator because of the simple fact that it is the assessment with which we are most familiar. Consequently, as we have learned more about the MBTI, we have been able to see its benefits in multiple facets of our lives including increased self-awareness and better understanding among relationships with friends, peers, teammates, and superiors.

**Suggested Workshop Additions**

*Interviewing*

We believe that the Program can add value to the interviewing skills workshop by incorporating the Myers-Briggs Type Indicator. All students attend this workshop during the spring semester of their sophomore year. During this program, students learn helpful tips to consider when going through interview processes, and they are usually able to practice the skills they learn through mock interviews.
The MBTI would prove useful when students prepare answers to well-known interview questions. For example, most interviewers ask for the candidates' strengths and weaknesses. It is common for students to respond with somewhat “canned” and generic answers. However, knowing one’s personality type and becoming more self-aware through the MBTI allows students to give more personal, genuine answers to such questions. This shows potential employers that students in the Miller Business Honors Program value honesty, thoughtfulness, creativity, and self-improvement. For example, a common strength that candidates use is a strong work ethic. While being a hard worker is important to becoming successful in a new job, it a characteristic that several other eager students possess, and it generally does not set anyone apart from the competition. However, giving students the tools to understand traits based on their personality types allows them to provide more unique and defining answers. A few examples of this are being able to remain calm during high-pressure situations (ISTP), being perceptive to others as well as their work environment to meet the changing needs of the organization (ENFP), or even having a strong sense of loyalty and duty toward tasks for which they have passion (ESFJ).

In the same way, students can set themselves apart with their weaknesses. Many candidates say that they are perfectionists or that they tend to have “organized chaos” in their lives. However, students who understand their personality types have the opportunity to give much more uncommon yet genuine responses. This could include that students may take criticism personally even if it is given in a constructive setting (INFP), find it difficult to excel in group settings due to their reserved nature (ISTP), or struggle to stray from their route to adapt to change (ESFJ). Students can then take these weaknesses and use examples from their lives of how they are working to overcome the more difficult aspects of who they are. Consequently,
using concepts from Myers-Briggs has a great potential to set students in the Miller Business Honors Program apart from other candidates.

Incorporating the MBTI into the interviewing workshop would also benefit students when it comes time for them to brainstorm questions to ask potential employers during an interview. It would specifically be helpful when considering the intuition versus sensing as well as the feeling versus thinking preferences. Being future driven and preferring to focus on overall concepts rather than specific details, intuitives might find it more useful to inquire about promotion tracks, firm growth plans, and overarching values of the organization. On the other hand, sensors take in detailed information through their senses and are more concerned with the present. Therefore, it could be more beneficial for them to focus on what day-to-day work is like and descriptions of the office environment. However, it is also essential to help both intuitives and sensors recognize important aspects that do not come naturally to them. This includes prompting intuitives to consider more facts and details and reminding sensors to get a feel for the big picture of the company.

Those with a preference toward feeling might be more inclined to ask about firm culture and community as well as the company values. Meanwhile, thinkers may prefer to concentrate on gathering more concrete facts, such as housing options, benefits, and pay, which could help them logically determine if it is somewhere they could see themselves working. Similar to taking a look at the other side for intuitives and sensors, it may be beneficial to go over aspects that feelers and thinkers may not initially find valuable. For example, feelers should make sure their decisions logically make sense for the circumstances in their lives while thinkers need to confirm that their decision will give them personal growth in addition to looking positive on paper.

Having this knowledge to form a solid question base would greatly benefit students in the Miller
Business Honors Program because they would be more prepared to gather answers to questions that would help them make better informed career decisions.

While understanding personality types on the candidate side is useful for the interviewing process, it is also important to understand that companies, such as Mutual Bank, take advantage of these assessments to find people who will fit their open positions. When searching for new hires, Mutual Bank has its candidates complete a personality test to determine where they would struggle and excel in the role. From this, Mutual Bank can tailor its interview questions to assess how well the potential employee recognizes their supposed strengths and if it is probable that they could overcome parts of the job they with which they may struggle. Mutual Bank does not rule out people based on the initial results of the assessment but rather uses it as a tool to see which candidates possess the skills and characteristics it desires (Batt). Therefore, understanding their inherent strengths and weaknesses will help students in the Miller Business Honors Program to succeed because they will already be able to recognize the situations in which they thrive as well as the circumstances that are more of a struggle. From this, they will be more self-aware and less caught off guard by questions related to these concepts during the interview process.

Career Fair Preparation

The Miller Business Honors Program could also enhance its workshop over career fair preparation by adding content about each student’s MBTI personality type. This workshop was added to the schedule during the fall semester of 2015 and is required for all sophomores as well as any student in the program majoring in accounting. During this time, students learn the logistics of the Fall Career Fair, how to efficiently and effectively navigate through the visiting companies, and tips for interacting with recruiters.
Similar to a benefit of incorporating personality types into the interviewing workshop, adding the MBTI to career fair preparation will help students brainstorm more meaningful questions to ask recruiters. Instead of asking common, general questions to show the recruiters that students have some sort of interest in the company, students will be able to better know and understand what parts of the company are actually of value to them. For example, if students know that they have a preference for the thinking attribute, they have the opportunity to gather fact-based information to then logically determine whether or not the company would be a good fit for them. On the other hand, those with a feeling preference might be more inclined to ask the recruiters about personal experiences. Gathering the point-of-view of recruiters who have had first-hand experience with the company could then help these students make well thought-out decisions since their feeling preference leads them to put weight on the values and opinions of others involved. Furthermore, thinkers can be reminded that it is also important to get an insight about the company culture while feelers need to consciously look at the logical factors that go into the decision. It is beneficial to help students both cultivate their natural way of making decisions as well as to prompt them to consider other aspects of the firms.

Using the MBTI with career fair preparation would also help students to know what additional steps they should take to get ready for the event. This workshop teaches all students to research the companies in which they have an interest and to become familiar with a type of “elevator speech,” or relevant facts about themselves for students to tell recruiters to make them stand out from other candidates. However, knowing one’s personality type and using it for additional preparation could also help students feel more at ease throughout the event. Individuals with a judging preference might find it helpful to make a list of the booths they would like to visit, plan in what order they want to stop at what companies, and determine a
tentative timeline to make sure they have enough time to talk to everyone who interests them. On the other hand, students with a preference for perceiving might need different guidance when preparing for the career fair. They might feel more at ease if they have a general idea of the companies they would like to visit as they go into the career fair, begin the event by walking around in order to take in everything that is happening, and deciding once there in what order to stop at booths. Recognizing that students with the judging preference desire structure while those with an inclination toward perceiving prefer more flexibility will help them to have an overall better and more successful career fair experience. Moreover, it is beneficial to give judgers tips in case the time does not go as planned and help them not feel overwhelmed if they need to go to a Plan B. In addition, perceivers oftentimes need to be reminded that planning and preparing for the day will inevitably make it run more smoothly even though they may not value this structure as much as those with the judging preference. Both recognizing natural tendencies and spending additional time on aspects of life that do not come as easily are essential parts of improving self-awareness for students in the Miller Business Honors Program.

The England and Wales Cricket Board shows a first-hand experience of how this concept of increased self-awareness can be crucial to success. The Board has been using the MBTI assessment since the 1980s and continually demonstrates its passion for making it a vital part of every cricketer’s life. In this instance, we can loosely compare Ball State’s Fall Career Fair to a game of cricket. Students and players alike spend a significant amount of time getting ready for the events in a multitude of ways including determining which activities will be most valuable as they prepare. Kate Green, National Lead Personal Development for The England and Wales Cricket Board, states, “It’s not only about knowing what type you are, it’s acting on it to create the best frame of mind before going out for a game (see Appendix A for the full case study over
Similarly, if students in the Miller Business Honors Program can better understand their personality types, they can know how to be best prepared for their main event, the career fair.

**Personal Branding**

Personal Branding 101 & Using LinkedIn is a workshop that all juniors in the Miller Business Honors Program must attend and is another professional development event that could benefit from the addition of the Myers-Briggs Type Indicator concepts. This workshop gives an overview of the professional social media platform, LinkedIn, and guides students on how to develop the “personal brand” that markets them to potential networks and employers. Students are then able to incorporate this brand into their LinkedIn profiles, resumes, and other professional communications and interactions.

Part of developing an individual’s personal brand is knowing how to showcase his or her best characteristics; therefore, just as with the workshop on interviewing, students can use the MBTI to discover some of their genuine, inherent strengths. Each one of the 16 Myers-Briggs types has unique attributes that help individuals become more self-aware and reassured of various skills that they possess. Students can then incorporate these characteristics to shape the personal brand that they use to market themselves to employers. For example, people with the ESFJ personality type could incorporate their strengths of practicality and caring for others by highlighting excellent organization and teamwork skills into their resumes, LinkedIn profiles, and even interviews and networking events. Many of the strengths people learn about and come to understand through the MBTI are ones that they take for granted and do not initially recognize. However, these attributes are generally ingrained into the core of the individual’s
being and are an essential and inherent part of who he or she is; therefore, it is important to realize, celebrate, and display them as part of one’s personal brand.

This emphasis on communication and understanding how to best showcase personal branding is also evident through business practices at Hallmark Cards, Inc. This company has been using the Myers-Briggs Type Indicator for several decades in order to promote development throughout all levels of the organization. More specifically, Hallmark has started using MBTI concepts to “help shed light on how individuals may be perceived by others, giving participants an understanding of how personality type affects communication style, and how that style may come across to others (see Appendix B for the full case study over Hallmark Cards, Inc.).” This idea is essential when identifying personal brands because people’s brands form the base of how others will perceive them as a person and potential employee. Therefore, it would be beneficial for students in the Miller Business Honors Program to be able to learn about their strengths and values through their personality types to then create and communicate a personal brand that will be well-received by others.

Conflict Resolution

Finally, we believe that students in the Miller Business Honors Program would greatly benefit from the addition of a workshop combining conflict resolution and the Myers-Briggs Type Indicator. In this workshop, students would learn about their own tendencies with conflict, how other individuals deal with conflict, and helpful tips for the successful application of conflict resolution in their own lives. In addition, students will be able to work in groups for mock conflict situations in order to better understand how to implement the resolution process.

All freshman students in the Program would attend this session during the spring semester. We chose this cohort and timing for a few different reasons. First of all, with the
implementation of Myers-Briggs into the other suggested workshops, placing this one during the spring semester for the freshmen will expose students to the MBTI for five consecutive semesters. This will help students truly grasp these concepts, apply them to everyday life, and become more self-aware individuals. In addition, by the second semester of freshman year, students in the Program are more comfortable with and knowledgeable about one another. This will help students feel more at ease with the sometimes uncomfortable topic of conflict resolution. Furthermore, as freshmen in college, these students still have a few years of school ahead of them. This also means that they have several group assignments, leadership duties, and other teamwork activities to complete. After attending a conflict resolution workshop incorporating the MBTI, these students will be able to better work with and understand others as well as manage issues during group activities as they arise.

One of the most significant impacts that incorporating the MBTI with conflict resolution has is the ability to understand from where others are coming. For example, Teammate A might take offense to a comment that Teammate B says. However, Teammate B may have a combination of preferences that leads her to value speaking logically and to the point rather than communicating in a way that maintains harmony in the group. Therefore, if the team can learn about and understand this in the beginning, they can all address the situation with more compassion instead of just assuming that Teammate B has a bad attitude. Consequently, learning about how the Myers-Briggs Type Indicator can enhance conflict resolution will allow students in the Miller Business Honors Program to improve their own self-awareness as well as teamwork skills.

ForUs, a fledgling company passionate about improving individual retirement planning, provides a great example of how to use the MBTI methodology to improve teamwork and
conflict resolution skills. In this five-person company, all of the team members sat down to go through the differences in their personality types in order to determine overall strengths of the group as well as areas where they are lacking. They went through communication gaps arising from the opposing tendencies of the introverts and the extroverts. During their meetings prior to learning about MBTI, the introverts felt as though the extrovert in the team was dominating the conversation while the extrovert was constantly frustrated because he felt like he was the only one contributing to the discussion. The team also looked at how the differences between sensing and intuition preferences affect their performance. As every member of the team at ForUs is an intuitive, it is oftentimes difficult for them to focus on tasks at hand as opposed to only looking at the big picture. Realizing that they all struggle with paying attention to the details now allows them to identify when they get off track to then bring the conversation back to the original topic. Since having their workshop over MBTI and teamwork, the individuals at ForUs have “increased their patience with each other, their clarity of communication, their camaraderie, and their productivity in numerous ways (see Appendix C for the full case study over ForUs).” This same ideology could prove to be very useful for the students in the Miller Business Honors Program for group tasks both during and after college. Becoming aware of one’s own traits as well as the inherent actions of others is invaluable when attempting to work efficiently and effectively in a team.

In addition to all of these case studies we have presented, an example that is closer to students at Ball State University comes from the Ball State Career Center. Jeff Eads, Senior Assistant Director at the Career Center, stated in an interview that employers want students to be more self-aware. The individuals at the Ball State Career Center believe this to be so important that they have made it a part of their Intern-Ready and Career-Ready programs. In order to
complete these programs, students must take self-assessments and then meet with a career coach to discuss their results. So, from regional banks to large corporations to our very own career center, self-awareness is becoming a very important issue and a highly sought quality for potential employers.

Conclusion

The Myers-Briggs Type Indicator clearly has value and purpose in corporations, big and small. If the goal of the Miller Business Honors Program is to create highly successful, desirable candidates for jobs, then the Program needs to adapt to the changing culture of corporations. This is an essential tool that corporations are using. Teaching the students in the Program how to understand their type and apply it will make them stand out from other candidates. Integrating this into the workshops will not
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Appendix A

“The England and Wales Cricket Board”

Case Study
The England and Wales Cricket Board

The England and Wales Cricket Board (ECB) is the governing body for all cricket in England and Wales. ECB provides support for the game far beyond the boundaries of international and first class cricket.

Project background

Behind each professional cricketer and the media coverage and public profile associated with them is a personal story. Like any professional trying to hold together a private life, cricketers often face challenges that have nothing to do with playing, but may have a big impact on their game. For top-flight sportsmen and women, self esteem is closely tied to personal performance.

The role of professional players is also wider than merely playing cricket. They require the interpersonal skills that will help them cope with other elements of the job, such as PR and interviews. Cricketers are also role models, which carries with it a level of public scrutiny that demands heightened levels of self-awareness.

Kate Green, National Lead Personal Development, ECB, is responsible for the wide range of off-field issues that players face.

“It’s all about minimising the dips”, she says. “The more we know about a player, the more support we can give. This includes constructive conflict – an important element of any professional career. When under pressure, how are you going to react? The effects of that pressure are going to be felt both on the field and at home. Feedback of some kind is inevitable, and it is far better coming from colleagues and coaches than from the media.”

This makes it vital that ECB colleagues are all ‘speaking the same language’.

SPORTS SECTOR

Business needs

- Team building
- Assertiveness and conflict training
- Personal organisation
- Communication skills
- Problem solving
- Decision-making
- Dealing with change
- Post-sports career identification

Psychometric tools used

- MBTI

Benefits

- A common cultural language based on MBTI type
- In-depth understanding of team needs and different personalities
- Increased self-awareness and empathy

"We start as early as we can, to supply the building blocks for this journey. The MBTI is not a one off event – it is part of the language, spoken from day one and reiterated and developed throughout a player’s career."

Kate Green, National Lead Personal Development, ECB
Solution
The MBTI® instrument is one of the defining elements of that language – it has featured in the ECB vocabulary since the early 1980s. Its high profile and popularity in the sport is largely down to keen MBTI advocate Gordon Lord, Head of Elite Coach Development at the ECB.

“it enables players to learn and understand themselves better”, says Kate Green, “and to understand and appreciate differences in their team mates. It brings home to people that every person is unique, even if your MBTI type is the same as someone else’s.

“We start as early as we can, to supply the building blocks for this journey. The MBTI is not a one off event – it is part of the language, spoken from day one and reiterated and developed throughout a player’s career.”

Using the MBTI tool, Kate puts together a one-page profile report, with input from the player and the coaches. The instrument is introduced in an initial workshop, covering the basics of type, with one-to-one sessions before and after the event to establish an MBTI best-fit type.

These early sessions enable new players to gauge themselves as individuals and as members of the wider team. MBTI personality preferences are illustrated, and the workshops look at how these influence behaviour. What does a player on his way to the batting crease require in terms of instruction or feedback, for example? Would he prefer to have as much information as possible, or would a simple thumbs-up of encouragement be more his style?

Like other professional sports, cricket played at the top level is all about gaining an edge – the small margin of excellence that makes the difference. To achieve this edge the ECB focuses on creating the right personal environment for this level of performance. By developing self-awareness and mutual appreciation of others’ needs, each cricketer will be in with a better chance of reaching the optimal point in his preparation for a game or a tour.

“it’s not only about knowing what type you are, it’s acting on it to create the best frame of mind before going out for a game”, says Kate.

Results
The MBTI is culturally embedded at the ECB. It is applied from the very beginning of a young player’s career, through to the mature years, helping people on board, and assisting them in the transition to life after professional cricket. It is used to shape a player’s approach to life as a cricketer, and to tackle head-on any issues that may arise during their career.

As an example of this, ex-Sussex player and Sussex CCC Club Coach & ECB U19 coach Carl Hopkinson comments:

“With one particular player I seemed to be getting nowhere, and we’d come to a block. When I referred to the MBTI, I realised that we were actually complete type-opposites. I went back and reviewed my style as a coach. A year down the line, it’s working well – we’ve both adapted, having taken the journey together.”

“The MBTI is a great tool to get people’s buy-in to the environment and culture”, says Kate. “The MBTI session is one of the first things new starters do, and remains a central part of team-working. Throughout their careers it helps players prepare, grow and deal with change.”

“It’s important for players to know that this is a career, and that there is more to it than just bowling a ball”, adds Carl. “In the old days this MBTI structure wasn’t there. I’ve seen at first hand the change and the massive benefits brought by the tool.”
Appendix B

“Using the Myers-Briggs® Personality Type to Create a Culture Adapted to the 21st Century: Hallmark Cards, Inc.”

Case Study
Using the Myers-Briggs® Personality Type to Create a Culture Adapted to the 21st Century

CASE STUDY AT A GLANCE

Organization
Hallmark Cards, Inc., has earned a reputation and cultivated a culture befitting its positive, uplifting products. Underlying its core mission is a belief in the very best of human nature that shapes its policies, which place people at the forefront of concern.

Challenge
While Hallmark's mission and philosophy have not wavered, the market, workplace, and competitive landscape have become more dynamic, global, and diverse and technology has remade communication. Hallmark's leadership has set a goal to evolve with the times by changing its mind-set from one of a manufacturing organization to one of a consumer-centric company that fully engages key audiences.

Solution
Hallmark employs a program called Steppingstones, which uses the Myers-Briggs Type Indicator® instrument and other tools to open the lines of communication by giving managers greater self-understanding and insight into how their actions and communications are perceived by others. The program also provides a framework for a more cohesive work setting by improving communication and understanding of how to interact and persuade effectively.

Results
Steppingstones has contributed to improvements in efficiency and interpersonal communication, as decisions are now reached more quickly and thoughts are conveyed with more clarity. Additionally, organizational knowledge of Myers-Briggs personality type has created a common language, which has enabled Hallmark to work more cohesively toward a unified goal and react to the realities of a global economy and a revolutionized communication landscape.
A COMPANY MADE OF PEOPLE, FOR PEOPLE
As a company that has helped people celebrate life events, commemorate important occasions, and express their most intimate feelings for nearly one hundred years, Hallmark Cards, Inc.—still privately owned and family run—is an American institution. Over the past century, the company has earned a reputation and cultivated a culture befitting the positive, uplifting products it offers. Not surprisingly, underlying its core mission is a belief in the very best of human nature, including people's ability to accomplish great things and find deep meaning in relationships. This belief has always shaped Hallmark's policies, which place people—both within and outside the organization—at the forefront of concern.

CHANGING TIMES
One hundred years is a long time, and although Hallmark's mission and core philosophy have not wavered, the market, the workplace, and the competitive landscape have shifted dramatically, becoming more dynamic, global, and diverse than ever before. Furthermore, the Internet, mobile technologies, and other innovations have completely remade the communication landscape, connecting people in ways never thought possible. Recognizing how such shifts directly impact a company that earns its revenue by communicating feelings, Hallmark's top management has made the objective of adapting corporate culture to the realities of this decade its highest priority.

The company has set a goal to evolve with the times by changing its overall mind-set, from one of a manufacturing organization focused on putting product on shelves to one of a consumer-centric company that fully engages its key audiences. In particular, it wants to develop leaders that view situations from multiple perspectives and an agile management culture of accountability in which people work toward each others' success and build their agendas to support the company's goals. The new vision includes leaders that inspire the hearts and minds of employees and instill confidence, and an organization capable of efficiently implementing the right ideas at the right time.

STEPPING-STONES TO A BETTER COMPANY
Mary Beth Ebmeyer, HR Manager, Corporate Development, and Michelle Hibbs, Senior HR Specialist, are among those responsible for guiding the company through this shift. Under their department's direction, the company has employed several initiatives to accomplish this change, including a program called Steppingstones designed to open the organization's lines of communication by giving mid- and upper-level managers greater self-understanding and insight into how their actions and communication efforts are perceived by others. As greater self-awareness is key to the program's success, one of its central features is the use of an instrument designed to shed light on how personality shapes thought and behavior—the Myers-Briggs Type Indicator® personality assessment.
The Myers-Briggs® instrument, the world's most widely used personality assessment, is based on Carl Jung's personality type theory. According to type theory, we each have an innate fundamental personality type that, while not controlling behavior, shapes and influences the way we understand the world, process information, and socialize. The Myers-Briggs assessment helps individuals determine which one of the sixteen personality types fits them best, a discovery process that can uncover an abundance of information, including factors directly related to work habits, interpersonal relationships, and other elements affecting workplace cohesion. The sixteen four-letter types are based on preferences for Extraversion (E) or Introversion (I), Sensing (S) or Intuition (N), Thinking (T) or Feeling (F), and Judging (J) or Perceiving (P).

A UNIFYING PERSPECTIVE

One of the main goals of the program, which began in 2007, is to align the individual perspective of managers with the overall company perspective. This began with a company overview from 1975 to the present that traces the evolution of the leadership and competitive climate over that period. With the company perspective established, the next step was exploring personal perspective and how it relates to the ability of individuals to affect change within the company. This begins with participants taking the Myers-Briggs assessment, which gives them a foundation for understanding their own personality, along with its unique characteristics, that comes into play throughout the program.

RE_EVALUATING THE "PEOPLE FILES"

With the perspective-based foundation in place, the program then takes participants through a series of activities designed to help them gain a solid understanding of how they tend to interact and operate within a larger team. One of the key concepts explored during this phase is the idea of mental "files."

"We tend to place people into 'files' according to our perceptions of them, which are often skewed," said Ebmeyer. "We use the Myers-Briggs instrument to dig deeper into conversations and determine the real intent of the persons engaged. More often than not, the intent is actually positive, even if the delivery comes across as negative."

At one point, for example, participants analyze videotaped sessions of themselves interacting within a group setting. The Myers-Briggs assessment results help shed light on how individuals may be perceived by others, giving participants an understanding of how personality type affects communication style, and how that style may come across to others. This and other exercises give them the tools they need to improve interactions with coworkers, both in expressing their own intentions and discerning the true intentions of others with more clarity.

"We use the Myers-Briggs instrument to dig deeper into conversations and determine the real intent of the persons engaged."

—Mary Beth Ebmeyer,
HR Manager, Corporate Development
MANAGING THE "EMOTIONAL HIJACK"
Understanding of intent also comes into play as participants explore the theme of emotional intelligence. They discuss a concept referred to as the "emotional hijack," manifested during "fight-or-flight" responses, in which the more primitive, emotional portion of the brain takes over its more complex, rational functions. This is often the source of regrettable action, or intensely and persistently negative feelings.

"While the emotional hijack may be necessary if you're escaping a large predator cat, it is not particularly useful in a business setting, where purely emotional responses are almost never appropriate," said Ebmeyer.

Understanding Myers-Briggs personality type plays an important role in managing these "emotional hijack" scenarios, as responses are often the result of misconstrued intentions between people with different preferences. For example, someone might be sent "through the roof" by an e-mail he or she perceives as rude or confrontational from another type. The reality, however, may be that the person who sent the e-mail meant no offense whatsoever but was simply expressing a legitimate and well-intended concern in a fashion typical of their own personality type.

"Understanding of Myers-Briggs personality type gives managers the ability to check their perception against reality, often helping them avoid taking offense where none is intended," said Hibbs.

OPENING THE LINES OF COMMUNICATION THE FIRST STEP: PRINCIPLES OF LEADERSHIP FOUNDATION
An additional goal of the program is creating an environment in which people feel comfortable expressing contrary opinions.

"We are working to create a culture in which people can have more candid conversations," said Ebmeyer. "I think the Myers-Briggs instrument has given folks the tools to understand why people may not be responding to their communication attempts and take other, more effective approaches."

According to Ebmeyer, managers—particularly those who may be dealing with "Introverted" types—need to be aware that those individuals may be shutting down discussion without actually hearing what their team has to say. By understanding personality differences and improving their ability to pick up on type-specific cues, they can open the channels of communication and avoid potential landmines. Additionally, it helps people learn how to speak up and express themselves in ways that elicit positive responses.

"We want people to step outside of their comfort zone and say what they need to say," said Ebmeyer. "However, we want them to continue to interact in a respectful way—we don't want to lose the things that we like about our culture."
A FRAMEWORK FOR THE FUTURE

Steppingstones, with its emphasis on personality type understanding based on the Myers-Briggs instrument, provides a framework for improving communication and increasing the ability of managers to implement positive change and work toward achieving the company's overall goals by understanding how to interact and persuade more effectively. It also provides the foundation for a more cohesive work setting, in which much of the unnecessary conflict is avoided and ideas are communicated in ways that people respond to positively.

“This process helps managers understand that just because it's not 'their way' doesn't mean it's wrong,” said Hibbs. “As departments integrate these principles into their thinking, it opens people's minds to a myriad of ideas.”

ADDITIONAL BENEFITS OF USING THE MYERS-BRIGGS® INSTRUMENT

Though Hallmark has used the Myers-Briggs assessment for decades, the Steppingstones program has greatly expanded the instrument's use, resulting in a tremendous amount of knowledge regarding personality type companywide. As Hibbs puts it, the company is "steeped" in type understanding, and the tool provides distinct advantages when it comes to cross-functional communication.

FLEXIBLE COMMUNICATION

Awareness of personality type is directly tied to people's ability to present their ideas. For example, in order to effectively relay an idea to an ISTJ, you might have to take a dramatically different approach to convince him or her of its validity than you would for, say, an ENFP. This awareness,

“Understanding of Myers-Briggs personality type gives managers the ability to check their perception against reality, often helping them avoid taking offense where none is intended.”

—Michelle Hibbs,
Senior HR Specialist

according to Ebmeyer, has made its way into Hallmark's meeting rooms. “Often during a cross-functional meeting, managers begin by asking attendees their type. This helps the overall flow of communication and is attributable to our widespread use of the Myers-Briggs instrument.”

People, she goes on to say, learn how to “flex their preference,” understanding that their instinctual way of doing things might not be most effective in all situations. This comes into play in situations where managers communicate in such a way that encourages staff members of different personality types to express themselves. It also gives managers the awareness to recognize when they are getting only one perspective from those around them and to seek the perspective of someone with a different personality type who may provide an invaluable point of view.
BRIDGING GAPS
Additionally, the Myers-Briggs instrument has provided a great deal of insight into the nature and character of the organization and its complexities. Particularly noteworthy is the contrast between the "Feeling" preference predominantly expressed in the company's top leadership, and the "Thinking" preference expressed predominantly in mid- and upper-level management. This, according to Hibbs, has led to some very interesting dynamics within the company.

"You have a situation where 'thinking' within upper- and mid-level management skews heavily toward bottom-line-oriented decision making but the policies of the organization are often geared toward the 'feelings' of the individual," said Hibbs. "In this kind of environment you can't assume that mid- and upper-level management understand the reasons why things are being done the way they are."

Knowledge of personality type, however, helps bridge this potential gap as managers learn to see the value of perspectives that might not come naturally to people whose preferences are not the same as theirs. It also provides top management with the tools it needs to effectively communicate the reasons for its "Feeling" policies to its "Thinking" management staff.

"Often during a cross-functional meeting, managers begin by asking attendees their type. This helps the overall flow of communication and is attributable to our widespread use of the Myers-Briggs instrument."

—Mary Beth Ebmeyer,
HR Manager, Corporate Development

A TYPE-BASED STRATEGY FOR CHANGE
Understanding of personality type and awareness of the personality makeup of the organization has also shaped overall implementation of change strategy, placing the emphasis on initiating a program that would approach it in the right way.

"The system had become outdated and cumbersome, and we knew we needed to reinvent ourselves," said Ebmeyer. "However, we didn't want to throw the baby out with the bathwater. Rather, we wanted to build upon the results-oriented, dedicated work ethic and other positive aspects of our culture and help give our managers a wider vision that would enable them to react more strategically to the situation at hand."

In particular, this involves taking steps to ensure that people understand the reasons behind the proposed changes.
"Our company is composed predominantly of STJs, who tend to resist change unless they truly understand why it is called for," said Hibbs. "For this personality type, it is very important to help them see the logical progression that has led us to the place where we currently are, and why these changes are necessary. This understanding has shaped our approach from the beginning."

RESULTS

More than 1,000 managers have gone through Stepping-stones to date. According to Hibbs and Ebmeyer, the program and its emphasis on the Myers-Briggs assessment have yielded numerous positive results for Hallmark, contributing to the company's overall efficiency.

To begin with, decisions are being reached faster, and thoughts are delivered with increased clarity. This is attributable in part to the communication insights gained through the Myers-Briggs instrument and the Steppingstones program, which help managers avoid misunderstandings that often hamper the decision-making process and learn to "flex" their communication styles to their audience.

Additionally, Hibbs and Ebmeyer notice a major improvement in diversity of thought, as people with different personality types become more comfortable speaking their mind and learn how to communicate in ways that appeal to people of other types. Furthermore, as the company gains greater insight into how personality affects relationships, the ability of staff members to connect meaningfully has improved, positively affecting cohesion, motivation, and other items related to interpersonal communication.

In summary, the Myers-Briggs instrument has created a common language with which Hallmark employees can evaluate and develop relationships, which fundamentally underlies all of the aforementioned changes. All of these improvements are enabling Hallmark to work more cohesively toward a unified goal and react to the dynamic, and sometimes hectic, realities of a global economy and a revolutionized communication landscape.

Ebmeyer is optimistic regarding the company's direction. "Though we have traditionally been a manufacturing company, we're moving toward becoming a company that understands that it's really all about helping people stay connected and meeting the needs of the human spirit."

The Myers-Briggs Type Indicator is available from Psychometrics Canada at www.psychometrics.com
Appendix C

“ForUs Accelerates Team Performance to Improve the U.S. Retirement System: ForUs”

Case Study
ForUs Accelerates Team Performance to Improve the U.S. Retirement System

Using the MBTI® Team Performance Accelerator to Strengthen Team Cohesion

CASE STUDY AT A GLANCE

BUSINESS OVERVIEW
ForUs is a five-person startup company headquartered in San Francisco whose mission is to help Americans navigate the shift—from employer to employee—in funding and managing their retirement and health care. ForUs helps them make informed choices about their retirement savings and health insurance by translating and clarifying workplace benefits.

CHALLENGE
Three of the five co-founding team members had worked together previously at a large company before forming ForUs, leading to some unique work style challenges as the group transitioned to a small startup environment. The two new team members needed to understand better how the core team communicated and worked together. Also, the pressure cooker environment of the startup world, combined with the high level of passion shared by the five co-founders, made it crucial that the team work cohesively and make the best use of all its talents.

SOLUTION
ForUs enlisted the help of CPP organizational development consultant Michael Segovia, who used the MBTI® Team Performance Accelerator to integrate the insights from members' individual MBTI assessments and to present a view of the sum of the team's styles, strengths, and blind spots.

RESULTS
Though known for its use with Fortune 500 companies, the MBTI assessment and the Team Performance Accelerator have helped the members of ForUs's co-founding team better understand each other's work styles and decision-making processes, which in turn has helped the company be more productive and avoid unnecessary conflict. They have provided a context for them to value each other's perspectives, which has increased their patience with each other, their clarity of communication, their camaraderie, and their productivity in numerous ways.

Ask the folks at ForUs about their mission and they won't hesitate: the company aims to improve the U.S. retirement system by helping individuals prepare for the future. ForUs is developing a retirement planning service for "the rest of us" and has created a technology solution that enables individuals to understand their benefit options and make good choices, while providing a simple way to put them into action. These are people who believe in their cause, and they are working to make an impact.

ForUs is a small startup company composed of five co-founders, three of whom—Shin Inoue, David Ramirez, and Dave Boudreau—had been working together for more than three years in the retirement industry. Feeling that they could provide a better retirement solution, they decided to form their own company. Sergey Zelvenskiy met Shin and David at a Meetup designed to introduce developers to small startup companies. After creating the online platform for a large retailer, Sergey was very interested in doing more meaningful work. Cindy Bloch had recently begun looking for ways to provide retirement planning support to individuals who were not being served by traditional financial planners. She was introduced to Shin through a mutual friend who thought that their goals and interests were in sync. Cindy joined ForUs in September 2012.

As the company strives to one day dramatically improve the lives of many, stakes are high for the ForUs team to coalesce and achieve its maximum potential. Sensing the importance of
coming together and making the best use of all their talents, they enlisted the help of CPP, Inc., publisher of the world’s most popular personality assessment—the Myers-Briggs Type Indicator® (MBTI®) instrument.

ACCELERATING THE PERFORMANCE OF A PASSIONATE TEAM WITH THE MYERS-BRIGGS® ASSESSMENT

CPP continually looks for ways to expand the application of all its assessments, including the MBTI tool. One of its more recent innovations, the MBTI® Team Performance Accelerator, offers a unique advantage to small, dynamic organizations like ForUs. By amalgamating insights provided by members’ individual MBTI assessments, it offers a view of the “personality” of the entire team, enabling it to benefit from an overall understanding of the sum of its styles, strengths, and blind spots.

CPP organizational consultant Michael Segovia met with the founders of ForUs and led them through a training session designed to shed light on how ForUs functioned as a team—identifying what they were doing well, what could use some improvement, and what might be holding them back. Segovia used the MBTI® Team Performance Accelerator to offer ForUs a penetrating look at its styles of work, communication, learning, and other functions, at both an individual and team level.

FAMILIAR FACES, AND FRESH ONES TOO, IN A NEW ENVIRONMENT

The fact that more than half of the team had worked together extensively before forming the company was an overall benefit. However, as Inoue points out, there are challenges associated with working with people you’ve worked with before—particularly when the new environment is radically different. “The dynamics change when you take people who formulated working relationships in a larger organization and place them into a company with only five people.”

Furthermore, the infusion of two new personalities created some fascinating team dynamics. According to co-founder Cindy Bloch, it was interesting to enter a professional situation with three co-founders who had worked together effectively for many years and could read each other’s communication signals. “It was extremely helpful to gain some insight into how the core team communicated and worked together—it enabled me to understand the original team members better, which was very important coming into the high-stress environment that the startup world can be.”

BRIDGING AN EXTRAVERSION–INTROVERSION COMMUNICATION GAP

The assessment process revealed that four members of the team had a preference for Introversion and only one for Extraversion. This imbalance was creating some tension, something Segovia addressed during the training session. The Extraverted team member tended to be more outspoken during meetings, and he was perceived at times by other team members as “dominating the conversation.” Before the training, that tendency was unsettling to the rest of the team and sometimes even a cause for resentment. The four team members with a preference for Introversion didn’t always feel they had ample opportunity to express themselves and be heard.

Segovia’s training based on the Myers-Briggs instrument helped everyone take a step back and view the team’s interaction in a more objective light. During the session, team members gained insight into the reasons behind each other’s communication styles and learned how to manage Extraversion–Introversion differences. Segovia was able to show the Introverted team members how the meetings were perceived by their Extraverted colleague, who sometimes felt alone in his efforts to spur communication.

In fact, during the session it became clear that the Extravert was often the one most frustrated during meetings, feeling that he wasn’t getting any feedback from the rest of the team during discussions. Ironically, this would prompt him to be even more vocal, leading others to perceive he was increasingly trying to dominate the conversation. From his vantage point, however, he was simply trying to prompt a flow of communication where interaction appeared to be lacking.

Now the team understands that he would like to see more enthusiasm and interplay from them during conversations.
They now know that he is being more vocal because he perceives that no one else is willing to step forward, not because he wants to dominate.

Segovia introduced a few techniques for those with a preference for Introversion to ensure that they are able to adequately express their thoughts during meetings. "To be heard you have to be deliberate—you have to be more assertive," says Bloch.

SENSING–INTUITION: A TEAM FOCUSED ON THE BIG PICTURE LEARNS TO DRILL DOWN
During the session, the ForUs team learned that its individual personality types were actually quite similar. While the team's strengths were generally supportive of the company mission, Segovia brought to their attention some interesting findings regarding the Sensing–Intuition dichotomy.

Individuals who prefer Sensing tend to take in information by focusing on concrete facts and details and immediate actions that need to be taken. Conversely, those who prefer Intuition tend to look at the big picture, taking in information by focusing their attention on abstract patterns and meanings as well as possibilities. As it turned out, the team discovered that it was composed entirely of Intuitive types. As a result of this general orientation, the team was predisposed to focus on the larger picture of what it hoped to accomplish. This insight helped the team realize the need to develop a more analytical and detail-oriented focus to find the absolute best solutions possible.

"There are a lot of uncertainties in the startup world... Increased understanding of how people deal with uncertainty is extremely helpful in a world where there is often no single 'right' answer."

Shin Inoue
Co-founder, ForUs

On the other hand, Intuitive types can be somewhat less inclined to pay attention to immediate steps required to achieve goals, or the practical here and now. One area where this worked against productivity was in some of the conversations that would arise among team members, which had a tendency to veer off-point. "We tend to get distracted."

Block admits, "But now that we're aware, it only takes one person to speak up to get us back on track. He or she might say, 'We don’t need to solve that problem today.'"

Additionally, Bloch reports, it seemed like things weren’t getting done within the planned time frame. As she puts it, the team tended to underestimate how long things were going to take. Once again, this related to the Intuitive types’ predisposition for big-picture thinking, as the ability to meet deadlines requires attention to immediate action items. The team’s self-awareness of the need to focus on what needs to be done in the near term prompted them to make the goal of "committing to and delivering on a smaller focus" a top action item.

Passionate friction can be especially pronounced in the startup world, where teams deal with tremendous pressure to deliver a solution to an often complex problem, usually within very strict financial constraints. "It's very different from the corporate world," Bloch explains. "Resources are allocated by fundraising rather than direct budgeting, because you’re creating a product that isn’t going to immediately generate revenue."

In the end, enthusiasm for the product can make financial and time constraints even more difficult to deal with. While the company is for-profit, according to Inoue it’s definitely not monetary compensation that drives the team, but rather its mission to solve a social problem. The passion for the end product that fuels the company also makes it ripe for time-consuming debate.

For example, according to Inoue, sometimes discussions "just keep going," to the point where participants lose sight of why they were discussing the topic in the first place. "In the moment you feel like these things are very important for others to know or understand, but in reality they’re not critical. As a team entirely preferring the Intuition function, we lack that 'checking' mechanism that enables us to discern the difference in the moment."

The MBTI assessment, he says, helps team members understand why others are passionate about a particular topic and why they’re approaching it the way they are. Understanding how others approach certain topics—particularly understanding their decision-making process—helps reduce the unnecessary back and forth that often gives way to lengthy debate. It also helps team members maintain the self-awareness necessary to ask themselves objectively whether a certain item truly warrants a lengthy discussion.
Simply understanding the personality breakdown of all five members provided value, Bloch says. "Understanding where our team fell along the 16 personality types helped shed light on why we're doing what we're doing—developing a holistic solution to a very complex and overwhelming process."

The sessions also brought to light some of the organization's blind spots. For example, it became apparent that the team lacked a member with a natural ability to communicate effectively the value of what he or she is doing. Simply becoming aware of this, according to Bloch, provided value, persuading the group to adopt a goal of "communicating purpose to customers and investors."

A MORE SELF-AWARE, OTHER-AWARE TEAM
The Myers-Briggs training session and the MBTI® Team Performance Accelerator have given the team a more thorough understanding of what makes each other tick. This has increased their patience with each other, their clarity of communication, their camaraderie, and their productivity in numerous ways.

"There are a lot of uncertainties in the startup world—much more so than within established businesses," says Inoue. "Increased understanding of how people deal with uncertainty is extremely helpful in a world where there is often no single 'right' answer. The MBTI tool has given me the context now to value how other team members with different preferences think about these things."

Following the training, Bloch noted an immediate impact on clarity of communication, which in turn boosted productivity. "We had a planning session the day after our training—it was extremely productive. I would suggest this to everyone, and for startups I would recommend that this kind of training take place early on."

About CPP, Inc.
At CPP, our only job is to help you be a better HR professional and, in turn, help every employee flourish. While we're best known for our products, like the Myers-Briggs Type Indicator® assessment, CPP is also a group of people who can offer you the information, guidance, and support you need.

We offer solutions to help you improve organizational performance and address whatever challenges you face—from team building, leadership and coaching, and conflict management to career development, selection, and retention. Perhaps that's why millions of people in more than 100 countries use our products each year. They include individuals at Fortune 500 companies and businesses of all sizes, as well as educators, government agencies, and training and development consultants.

Since its founding in 1956, CPP, Inc., has been a leading publisher and provider of innovative products and services for individual and organizational development. Available in more than 20 languages, the company's hundreds of products help people and organizations grow and develop by improving performance and increasing understanding. Among CPP's world-renowned brands and services are the Myers-Briggs Type Indicator®, Strong Interest Inventory®, Thomas-Kilmann Conflict Mode Instrument (TKI), FIRO®, CPI 260®, and California Psychological Inventory™ (CPI™) assessments, and CPP Professional Services.

Let's make a difference together.
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Appendix D

Partner Author's Statement
Courtney Stetzel's Author's Statement

This project came about with the goal of working as a team. We were intentional in choosing a project that could be worked on as a team rather than as individuals. We knew that we each had unique skills, strengths, and weaknesses that complemented each other well. We knew that with my organizational skills and Bekah's thorough attention to detail and precision, we could create a quality outcome.

We are both passionate about personality types, specifically the Myers-Briggs Type Indicator and knew we wanted our thesis to revolve around that. However, as members of the Miller Business Honors Program, we are required to complete a thesis that relates to business. We started to brainstorm possible topics with little success. Then, while attending one of our required workshops, we observed a disconnect that was occurring in the Program. Students' personalities were discussed at their first workshop and then never discussed again. We know from our experience of using Myers-Briggs in our lives that it is very helpful in self-knowledge and building relationships. We believe that integrating Myers-Briggs into more of the workshops required by the Program would make students more marketable to employers and create more self-aware students who have healthier relationships within their cohorts.

Contributions were split very equally between Bekah and myself. We both did research on the Myers-Briggs Type Indicator and how it works. We also both did research on the uses of the Myers-Briggs Type Indicator. One of my personal contributions was setting up two personal interviews with people who have insight into using personality types in the workplace. One of the interviews was with Jeff Eads, Senior Assistant Director of the Ball State University Career Center. He also leads the workshops for the Honors Program. Eads was able to provide us insight into the logistics of integrating personality types into the workshops as well as employers desires.
for recent college graduates to be more self-aware. The Career Center has observed employers valuing knowledge of self so highly that they have added personality assessments as requirements of the Intern Ready and Career Ready programs. The second interview was with Jayne Rohlfing and Chase Batt of Mutual Bank. Mutual Bank uses personality types in both interviews and employee development.

All in all, Bekah and I contributed equally to this project and thoroughly enjoyed learning more about a topic for which we already have such a deep passion. We also enjoyed getting to think through ways to improve the Miller Business Honors Program, a program that has been such an integral part of both of our college experiences.