

Myers-Briggs Type Indicator

A Bridge Between Counseling and Consulting

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This article concerns the road counselors take when they become consultants to organizations. The focus is on that part of the transition when counselors and organizations seem to be in different worlds. Jung's typology and the Myers-Briggs Type Indicator® (MBTI) can be a bridge between these worlds. The MBTI is based on valuable differences in the ways human beings use their minds. The article discusses briefly the assumptions of the MBTI and data about distribution of types of counselors and types of leaders in organizations. Practical suggestions are included for using type differences to build mutual respect, better teamwork and problem solving, improved communication, and higher productivity in the workplace.

As the world enters a new century, massive changes in technology, education, economics, and politics worldwide have changed business organizations. Old covenants between companies and their workers change as businesses downsize to meet international competition. In an opposite trend, the culture that thought of workers as "hands" changed in a technological society to pressures for managers to select and retain scarce brainpower. The last decade has demanded that leaders develop people skills in communicating with workers, not just with customers. The changing world of organizations has sought the insights of psychology. New professions of business consultants and executive coaches appeared. This article is based on three assumptions. First, the changing world of organizations needs the insights of psychology. Second, it is often difficult for the business world to hear what counseling has to teach and for counselors to understand what the business world needs to learn. Third,

the Myers-Briggs Type Indicator®¹ (MBTI) can be a powerful tool for bridging the gap, because it is based on basic differences in the ways human beings take in information and make decisions.

This article reviews Jung's theory of psychological types and the MBTI, with special attention to their theoretical bases and issues of type development relevant to counseling. Data on the MBTI type distributions for counselors and for business managers show where communications difficulties between them are likely to occur. Examples of assumptions of counselors and leaders in organizations illustrate type differences that explain why and where communication can be difficult. Finally, suggestions to counselors for using type theory and MBTI preferences provide ways to improve communication between psychological consultants and the business world.

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C. G. Jung's Theory of Psychological Types

C. G. Jung (1921/1971) said in 1936 of his psychological typology:

Its purpose is to provide a critical psychology which will make methodical investigation and presentation of the empirical material possible. First and foremost it is a critical tool for the research worker, who needs definite points of view and guidelines if he is to reduce the chaotic profusion of individual experiences to any kind of order... Secondly, a typology is a great help in understanding the wide variations that occur among individuals, and it also furnishes a clue to the fundamental difference in the psychological theories now current. Last but not least, it is an essential means for determining the "personal equation" of the practicing psychologist, who, armed with an exact knowledge of his differentiated and inferior functions, can avoid many serious blunders in dealing with his patients. (p. 555)

Two Attitudes and Four Functions

Jung's typology assumes human beings differ in their choice of two attitudes, or opposite directions for deploying mental energy, and their preferences for four functions, or basic mental powers.

The attitudes: Extraversion and introversion. Extraverted types habitually focus their mental energy on the objects and persons of the outer world. Introverted types habitually focus their mental energy on the concepts and ideas of the inner world. Type development requires use of both extraverted and introverted attitudes. Jung was early in his focus on extraversion and introversion. Later many psychologists who have been serious about describing human personality have identified extraversion and introversion. Most researchers have treated extraversion-introversion as a trait with extraversion at one end, introversion at the other, and *ambiversion* implied for low scores.

Jung did not see extraversion-introversion as different poles of the same trait. For Jung, each person is born to prefer extraversion *or* to prefer introversion. These are qualitatively different. Furthermore, the manifestation of an attitude for any individual is colored by the function most favored by that type. An extraverted sensing type will show extraversion differently from an extraverted thinking type. The introversion of an introverted feeling type leads to quite different internal and external life than the introversion of an introverted intuitive type.

The four functions. Jung's typology also assumes that every human being uses four basic mental processes or functions—two irrational *perceiving* functions and two rational *judging* functions. *Sensation* (sensing in MBTI terminology) is the irrational function that perceives what is—what can be seen, touched, smelled, tasted, heard, or experienced kinesthetically. *Intuition* is the irrational function that perceives hidden possibilities in the background, pictures painted by the imagination, abstractions that describe components, or the theory that explains the applications. Jung described intuition as perception by way of the unconscious. He did not intend his description of the perceiving functions as irrational to be pejorative. What one perceives just appears—it is not reasoned out as are the conclusions from the rational functions, thinking and feeling.

Jung's two rational judging functions use the mind to draw conclusions about what has been perceived by sensing or intuition. *Thinking* uses impersonal analysis and logic to recognize the meaning of our perceptions, and *feeling* comes to rational conclusions by weighing their value.

Much of the field of psychology is concerned with introverted concepts perceived with our intuition. We see, work with, and even measure self-esteem, defensiveness, alienation, and conscientiousness to the bemusement of extraverted sensing types who wonder how we can be so certain about mere concepts that can't be seen or touched.

Type Preferences for Attitudes and Functions Are Inborn

Nature–nurture issues have been and continue to be important to psychologists explaining individual personality. Jung's theory of psychological types gives precedence to nature. In infancy, type preferences are undifferentiated. Type development is a lifelong journey toward consciousness and greater differentiation along the inborn pathway for one's type. The development of preferences is affected by the support or discouragement of families and the culture. Good support leads to good type development. Lack of support or outright suppression of preferences can lead to falsification of type. Jung (1921/1971) wrote that falsification can interfere with developing the gifts of that type: "The individual becomes neurotic later and can be cured only by developing the attitude consonant with his nature...I do not think it improbable ...that a reversal of type often proves exceedingly harmful to the physiological well-being of the organism, usually causing acute exhaustion" (pp. 332–333).

Type Dynamics: The Interrelationships of Attitudes and Functions

Type dynamics postulates that for each type, the preferences for the four functions—sensing, intuition, thinking, and feeling—will be ranked from the favorite to the least favorite: The first, or dominant, is the favorite, most consciously developed function. The dominant function gives direction and predictability to one's life. The second, or auxiliary, function provides balance to the dominant so that the person can consciously and efficiently direct energy both outward (E) and inward (I) and can have a conscious way for both perceiving (S or N) and judging (T or F). The tertiary, or third, function, opposite to the auxiliary, is less available in consciousness. The inferior, or fourth, function, opposite the dominant, is least conscious. The inferior may erupt under pres-

sure when one is beside oneself or may provide creative insights. Quenk (1993) described type differences in manifestations of the inferior function.

In Jung's model, everyone uses all four functions daily. Because the dominant and auxiliary functions are more conscious and more differentiated, they take up most of the energy. The less differentiated and less conscious tertiary and inferior functions are less available, but they provide information that would be missed if the person had access only to the dominant and auxiliary functions.

Jung's description of type dynamics is very different from much of our personality research in psychology, which seeks to describe traits where the high end of the scale assumes a person has much of the trait and the low end has very little. We assume these traits are distributed normally and most people fall near the middle. Many times one end of the scale is a good characteristic and the low end of the scale is a deficit of something good (e.g., high self-esteem and low self-esteem). Jung's theory, and the MBTI based on Jung's theory, seeks to identify type patterns, not traits. Type assumes dichotomous preferences, not continuous preferences. The perception preference is not a continuous scale with sensing at one end and intuition at the other. A sensing type is not an inferior intuitive, nor is an intuitive an inferior sensate. Rather, the preferences are better seen as two roads to excellence. On the perception highway, one child is drawn mainly to the sensing lane and becomes more and more conscious of the richness of the immediate environment. Another child is more drawn to the intuitive lane and becomes more and more conscious of unseen possibilities and the world of imagination. The two children develop qualitatively different interests and skills. Life will force each child to take the less-preferred lane from time to time, but the experiences on the preferred lane provide the most growth and satisfaction. I may seem to belabor this point, but so much of our research in psychology takes the trait

rather than the type perspective that these are the issues most often missed or debated by users of the MBTI.

The MBTI

Although the MBTI is used worldwide, many users do not understand the complexities of the theory or the instrument. Isabel Myers and her mother, Katharine Briggs, based their work directly on Jung's theory of psychological types, and Isabel Myers's solution of the problem of identifying type dynamics is a major accomplishment in psychometrics.

In her 1962 manual for the MBTI, Isabel Myers introduced her work with these words:

The purpose of the Indicator is to implement Jung's theory of type [1923]. The gist of the theory is that much apparently random variation in human behavior is actually quite orderly and consistent, being due to certain basic differences in the way people prefer to use perception and judgment.

"Perception" is here understood to include the processes of becoming aware,—of things, or people or occurrences or ideas. "Judgment" is understood to include the processes of coming-to-conclusions about what has been perceived. *If* people differ systematically in what they perceive and the conclusions they come to, they may as a result show corresponding differences in their reactions, in their interests, values, needs, and motivations, in what they do best and in what they like best to do.

Adopting this working hypotheses, the Indicator aims to ascertain from self-report of easily reported reactions, people's basic preferences in regard to perception and judgment, so that the effect of the preferences and their combinations may be established by research and put to practical use. (p. 1)

The MBTI was published by Educational Testing Service in 1962 as a research instrument. It was still little known in 1969 when I met and began working with Isabel Myers. Now it is an instrument with worldwide uses

in counseling, education, organizations, and spiritual development. Counselors use the MBTI in individual, group, and family counseling and for issues of self-understanding, communications, career planning, learning, and life-long development. In education, the MBTI is used by teachers in curriculum and instruction to reach 16 types of learners. MBTI applications in organizations include team building, leadership development, improving communication, career development, outplacement, problem solving, quality, and managing change. Multicultural applications are in the early stages, but already we find that Jungian types are surprisingly similar worldwide, despite the problems of translation and the effects of culture.

The explosion of applications in the 24 years since the MBTI first appeared in the 1976 catalog of its second publisher, Consulting Psychologists Press, has ranged from uses with great sophistication and depth to "cookbook" interpretations or outright misuse. Other instruments have been developed with the same four scales, and individual types have their own chat rooms on the Internet. My discussion of the MBTI in this article is based on what I learned from Isabel Myers during our close working relationship from August 1969 until her death in May 1980. I have learned from the research we did together and the applications carried forward by the non-profit center we founded—the Center for Applications of Psychological Type. With a bachelor's degree in political science and no academic affiliation, this genius, working alone, created one of the most theoretically and psychometrically complex instruments I have ever worked with. In the 1950s, she collected data on over 5,000 medical students from 45 medical schools and followed up her sample twice before together we followed it up in the 1970s. Research on a major unfinished part of her work on type development is underway and scheduled for completion in the new century.

The Four MBTI Preferences

The MBTI is a self-report, forced-choice questionnaire, where choices between everyday events are "straws in the wind" to indicate the deeper Jungian dichotomies. The MBTI scales indicate preferences for the following: (a) the attitudes of extraversion or introversion (E or I), (b) the two functions for perception—sensing or intuition (S or N), (c) the two functions for judgment—thinking or feeling (T or F), and (d) the judging or perceptive function (J or P). The latter scale is Myers' additional scale to indicate whether the judging or perceptive function is used in the extraverted attitude. This scale is the key to identifying the dominant, auxiliary, tertiary, and inferior functions.

Jung described eight types, which take into account the dominant functions for extraverts and the dominant functions for introverts. The MBTI describes 16 types by taking into account *both* the dominant and the auxiliary processes mentioned by Jung but worked out in detail by Myers.

The Type Formula

The most important unit of measurement for the MBTI is the four-letter type formula that indicates the choices for the four preferences plus their dynamic interaction. The following two examples show how to read the type formula for two opposite types: ENFP and ISTJ.

A person with an ENFP type is often attracted to occupations requiring understanding people. A person with the ISTJ type is often found in occupations requiring organization of numbers or objects. The dynamics for these two opposite types are as follows.

ENFP. ENFP stands for the extraverted intuition with feeling type (a frequent type among counselors) and is characterized by the following:

- Intuition—Dominant, most conscious, extraverted

- Feeling—Auxiliary, balances intuition, introverted
- Thinking—Tertiary, less conscious, introverted
- Sensing—Inferior, least conscious, introverted

ENFPs focus their dominant extraverted intuition on new possibilities in the world around them. They look around them (E) and see many things to change (N). They understand people (F) and are always looking for new possibilities to help them grow (NF). They enthusiastically translate their insights into action (EN). They are independent spirits (NP). Their inferior sensing shows in weakness with details.

ISTJ. ISTJ stands for the introverted sensing with thinking type (a frequent type among business managers) and is characterized by the following:

- Sensing—Dominant, most conscious, introverted
- Thinking—Auxiliary, balances sensing, extraverted
- Feeling—Tertiary, less conscious, extraverted
- Intuition—Inferior, least conscious, extraverted

ISTJs focus their dominant introverted sensing on understanding what is, not what might be. They rely on their experience with the details (S) of any operation and take these into account to build efficiency (T). They support change when there is a practical problem to be solved or a way to improve an existing system. ISTJs favor incremental (S) change; they tend to be suspicious of revolutionary (N) change. Their inferior intuition shows in lack of imagination and a pessimistic approach toward new possibilities.

ENFPs and ISTJs have to work at understanding and appreciating each other. What is strongest for one is weakest for the other.

MBTI Type Descriptions

A major strength of the MBTI comes from the type descriptions Isabel Myers wrote for

each type. Each description begins with the characteristics of the type at its best when the dominant is well developed and then adds the strengths from the auxiliary. The description is a kind of road map to the gifts of each type. It ends with a comment on blind spots if the auxiliary does not develop to balance the dominant. The positive tone of the type descriptions makes the MBTI more affirming than personality tests that focus on problems. When explaining type to clients, consultants should make sure there is time for the individual to understand the type preferences and then to decide if the MBTI type is actually the best-fit type. Obviously, if the type has been falsified, the task is to help clients find their true path, not to push them further in the falsified direction (Barr & Barr, 1994).

The preceding discussion of assumptions in Jung's theory and the MBTI is designed to clarify misunderstanding and criticisms of the Indicator, mainly around the dichotomous scores and Jung's model of type dynamics. One may or may not agree with these assumptions, but it is helpful to know what they are because I use them in the rest of this article.

The Type Table: A Measure of MBTI Types in Groups

In addition to information the MBTI provides about individuals, the MBTI also provides valuable information about groups. MBTI type tables use a standard format to identify similarities and differences for the types in a group. Table 1 presents data on types of managers in business and industry in the United States. (Table 1 is very similar to comparable samples of managers in government, law, and academia.) Table 2 presents data on types in fields of counseling. The data come from the *Atlas of Type Tables* (Macdaid et al., 1986), the MBTI Data Bank, and research in the Isabel Briggs Myers Memorial Library at the Center for Applications of Psychological Type in Gainesville, Florida.

Table 1 and Table 2 obviously describe very different populations. They are the basis of my position that when counselors decide to become consultants to organizations, they are entering a new culture. The following section describes the format of data in type tables and comments on the implications for consulting of the differences between the managers of Table 1 and the counselors of Table 2.

Format of the Type Table

In the type tables, introverts (I) appear in Rows 1 and 2, and extraverts (E) appear in Rows 3 and 4. Sensing types (S) are shown in Columns 1 and 2, and intuitive types (N) are in Columns 3 and 4. Columns 1 and 4 list thinking types (T), and Columns 2 and 3 list feeling types (F). Judging types (J) appear in Rows 1 and 4, and perceiving types (P) are in Rows 2 and 3.

The following comments about the frequency of type preferences provide background for interpreting the data in Tables 1 and 2. When Isabel Myers wrote the 1962 manual, she assumed that extraverts were about 75% of the population. Current data are nearly equal. It has long been known that introverts are more likely to seek higher education than extraverts. Current estimates are that sensing types account for 65% or more of the U.S. population. The managers have more sensing types, and the counselors clearly have many more intuitive types. In the preference for thinking or feeling, men are more likely to prefer thinking and women to prefer feeling. Business executives are more likely to be male. Both gender and habit of mind can be used to explain the larger number of thinking types among managers and the larger number of feeling types among counselors. For managers, the decisive judging types greatly outweigh perceiving types. For counselors, perceiving types outnumber judging types. In the general population, sensing types are more likely to prefer J, and intuitive types are more

Table 1

Myers-Briggs Type Indicator Percentages of Managers in Business and Industry in the United States

	ISTJ	ISFJ	INFJ	INTJ
A Managers	14.9	6.3	3.1	5.6
B Small Bus	28.7 +	5.3	1.3	2.7
C Retail	26.3 +	2.2	0.3	3.2
D Banking	16.9	3.8	1.1	4.9
E Telephone	22.8 +	2.0	0.0	8.9
F Inc. 500	14.5	0.6	0.6	11.3
G Accounting	29.6 +	4.7	0.5	6.1
H Supervisors	24.3 +	10.0	2.9	5.7
I Mid Mgrs	21.7 +	3.7	3.1	9.9
J Executives	10.4	0.0	1.5	10.4
	ISTP	ISFP	INFP	INTP
A Managers	2.7	2.5	4.6	3.6
B Small Bus	6.7	2.0	0.0	0.7
C Retail	1.3	0.3	0.0	1.6
D Banking	3.8	2.1	2.8	3.3
E Telephone	3.0	2.0	1.0	3.0
F Inc. 500	6.3	1.9	3.8	4.7
G Accounting	2.4	2.4	2.4	3.8
H Supervisors	8.6	2.9	4.3	2.9
I Mid Mgrs	6.8	1.2	3.7	4.3
J Executives	0.0	0.0	1.5	10.4
	ESTP	ESFP	ENFP	ENTP
A Managers	2.7	2.8	6.9	4.9
B Small Bus	7.3	4.0	2.0	2.0
C Retail	2.5	1.0	0.3	1.6
D Banking	4.2	2.0	3.7	6.6
E Telephone	4.0	0.0	5.0	6.9
F Inc. 500	5.7	1.3	1.3	11.3
G Accounting	1.9	0.5	4.2	3.8
H Supervisors	4.3	0.0	1.4	2.9
I Mid Mgrs	3.1	1.9	2.5	6.2
J Executives	3.0	1.5	7.5	10.4
	ESTJ	ESFJ	ENFJ	ENTJ
A Managers	17.0	7.3	4.9	10.1
B Small Bus	28.0 +	4.0	0.0	5.3
C Retail	46.5 +	2.5	0.3	10.1
D Banking	25.5 +	6.6	2.9	9.7
E Telephone	26.7 +	0.0	2.0	17.3
F Inc. 500	9.4	0.6	3.1	13.8
G Accounting	20.2 +	4.7	2.8	9.4
H Supervisors	15.7	4.3	7.9	7.1
I Mid Mgrs	14.3	3.7	2.5	11.2
J Executives	16.4	1.5	4.5	20.9 +

Note. Numbers preceding bar graphs represent the percentage of the sample falling in that type. If the percentage exceeds 20%, a plus sign follows the bar. Small Bus = small businesses; Inc. 500 = Inc. 500 company founders; Mid Mgrs = middle managers; E = extraverted; I = introverted; S = sensing; N = intuition; T = thinking; F = feeling; J = judging; P = perceiving. The individual tables from which these samples were drawn appear in the chapter on Business and Management in the *CAPT Atlas of Type Tables* by Macdaid, McCauley, and Kainz (1986). Used by permission of the Center for Applications of Psychological Type, Inc., Gainesville, Florida.

Table 2

Myers-Briggs Type Indicator Percentages of Counselors in Different Fields

	ISTJ	ISFJ	INFJ	INTJ
A General	6.7 ■	6.2 ■	6.0 ■	3.7 ■
B Rehab.	5.1 ■	7.3 ■	5.1 ■	3.4 ■
C Voc. & Ed.	7.4 ■	6.4 ■	5.0 ■	3.1 ■
D School	5.6 ■	5.9 ■	4.9 ■	1.7 ■
E Runaways	2.6 ■	6.8 ■	3.4 ■	1.7 ■
F Crisis	3.4 ■	5.3 ■	9.5 ■	2.7 ■
G Psychodrama	2.9 ■	2.4 ■	11.8 ■	2.9 ■
H Social Work	8.6 ■	7.9 ■	8.1 ■	4.4 ■
I Psychology	3.0 ■	2.5 ■	7.0 ■	10.7 ■
	ISTP	ISFP	INFP	INTP
A General	1.9 ■	2.9 ■	11.9 ■	3.4 ■
B Rehab.	3.4 ■	4.5 ■	11.3 ■	4.0 ■
C Voc. & Ed.	1.5 ■	2.2 ■	11.3 ■	3.6 ■
D School	1.4 ■	2.4 ■	13.0 ■	1.4 ■
E Runaways	1.7 ■	7.7 ■	18.8 ■	6.0 ■
F Crisis	0.4 ■	0.8 ■	15.7 ■	6.5 ■
G Psychodrama	0.0	1.2 ■	9.4 ■	4.7 ■
H Social Work	1.0 ■	2.5 ■	11.5 ■	5.0 ■
I Psychology	1.5 ■	1.2 ■	14.7 ■	8.5 ■
	ESTP	ESFP	ENFP	ENTP
A General	1.6 ■	3.9 ■	17.7 ■	4.6 ■
B Rehab.	1.7 ■	6.2 ■	20.3 ■ +	4.5 ■
C Voc. & Ed.	1.0 ■	3.9 ■	16.8 ■	4.8 ■
D School	1.4 ■	4.2 ■	18.5 ■	4.9 ■
E Runaways	3.4 ■	1.7 ■	19.7 ■	4.3 ■
F Crisis	1.5 ■	2.3 ■	17.2 ■	6.1 ■
G Psychodrama	0.0	1.8 ■	29.4 ■ +	7.1 ■
H Social Work	1.5 ■	4.6 ■	15.2 ■	4.6 ■
I Psychology	0.5 ■	1.2 ■	18.4 ■	6.0 ■
	ESTJ	ESFJ	ENFJ	ENTJ
A General	7.1 ■	7.0 ■	10.2 ■	5.2 ■
B Rehab.	7.9 ■	5.7 ■	6.2 ■	3.4 ■
C Voc. & Ed.	8.6 ■	7.6 ■	10.9 ■	5.9 ■
D School	8.4 ■	9.4 ■	11.9 ■	5.2 ■
E Runaways	2.5 ■	3.4 ■	12.0 ■	4.3 ■
F Crisis	3.0 ■	6.5 ■	12.6 ■	6.5 ■
G Psychodrama	1.2 ■	3.5 ■	12.9 ■	8.8 ■
H Social Work	6.3 ■	6.5 ■	7.7 ■	4.6 ■
I Psychology	2.7 ■	2.2 ■	8.2 ■	11.7 ■

Note. Numbers preceding bar graphs represent the percentage of the sample falling in that type. If the percentage exceeds 20%, a plus sign follows the bar. Rehab. = rehabilitation; Voc. & Ed. = vocational and educational; E = extraverted; I = introverted; S = sensing; N = intuition; T = thinking; F = feeling; J = judging; P = perceiving. The individual tables from which these samples were drawn appear in the chapter on Counseling and Mental Health in the CAPT *Atlas of Type Tables* by Macdaid, McCauley, and Kainz (1986). Used by permission of the Center for Applications of Psychological Type, Inc., Gainesville, Florida.

likely to prefer P. Because sensing types are in the majority, the SJs are frequent types.

Groupings of the Types

The type table can also be analyzed using groups of four types. Six such groupings are valuable for comparing counselor-consultants and business leaders.

The four combinations of perception and judgment—ST, SF, NF, and NT. Isabel Myers considered these the most important for career satisfaction. In theory, the ideal career calls on you to use your preferred way of perceiving (and thus is intrinsically interesting) and requires decisions using your preferred way of judging (and thus is intrinsically satisfying). Her names for the four type groupings follow.

Column 1: ST—“Practical and matter-of-fact types.” ST types use sensing to grasp what is present, real, and tangible and use thinking for impersonal analysis of causes and effects of decisions. They have special interests and skills in hands-on work with things and numbers, such as production, construction, accounting, and business. Managers have more ST types than counselors.

Column 2: SF—“Sympathetic and friendly types.” SF types use sensing to grasp what is present, real, and tangible, and use feeling to weigh the values involved, to factor in the so-called people side. SF types have special interests and skills in caring for people—teaching children or working in hands-on health care, sales, and service. Neither table has many SF types, though counselors outnumber managers. Some might predict that the counseling profession, with concerns for understanding and helping people, would attract more sympathetic and friendly types than appear in Table 2. An SF explained to me why not: “When I see someone is in trouble I do something! I go offer to take care of their kids or bring them soup. You psychologists just sit around and talk to them.”

Column 3: NF—“Enthusiastic and insightful types.” NF types are often referred to as the communication types. They use intuition to see possibilities, abstractions, images, theories, and nuances of meanings. They use feeling to weigh the values involved, to factor in the people side. Their special interests are in communication through words, symbols, and the arts. They emphasize possibilities for people. The dramatic differences in the small number of communication types in managers and the large number in counselors suggests an opportunity and a challenge for the counselors who enter consulting.

Column 4: NT—“Logical and ingenious types.” NT types use intuition to see possibilities, images, theories, and nuances of meaning. They use thinking to analyze causes and effects of decisions impersonally. Their special interests lie in research, science, and strategic or long-range planning. Managers have more NTs than counselors, but the distributions are close.

The tough-minded TJ types. The TJ types in the four corners of the type table are the tough-minded, logical decision makers. They are analytical and objective (T) and decisive and organized (J). On type tables for managers in organizations, the four corners may be as high as 60% to 90%. Counselor samples have 30% or less of the tough-minded TJs.

The independent, spontaneous NP types. Table 2 has a clear majority of intuitive types. More of them prefer perceiving to judging. These are the types who seek out new possibilities (N) and enjoy change (P). They are independent spirits, and they are the types least likely to think within the box.

Contrasting Viewpoints of Counselors and Leaders in Organizations

Counselors enter a new culture when they choose to consult with organizations.

Although psychological training requires analytical analysis and research, Table 2 shows that most counselors are from a culture that values the insight of intuition, the empathy of feeling, and the spontaneity of perceiving.

Counselors come to consulting with assumptions about and values for clients, such as the following:

- The integrity and value of human beings is a given.
- People can change for the better.
- Prevention is better than cure.
- Life is complex; there are no simple answers.
- Long-range approaches are probably better than short term quick fixes.
- Valuable qualities are self esteem, independent thinking, self-direction, openness of expression, communication skills, and interest in life-long learning.
- Change is an interesting challenge.

In MBTI terms, these are examples of intuition primarily, and feeling secondarily. Counselors take for granted the importance of their assumptions and knowledge. These describe the tools of their trade. Consulting will challenge many of their assumptions.

Counselors Enter New Territory When They Consult With Organizations

Table 1 and Table 2 describe two very different cultures. From the type perspective, what can one expect as assumptions and values in organizations managed by TJ types? Here are examples of assumptions and frames of minds of the leaders in Table 1:

- Hierarchical structures and chain of command are taken seriously.
- Behavior is governed by rules and regulations.
- Be fair. Treat all the same—less interest in individuality and feelings.
- Communication is on a need-to-know

basis, otherwise it's a waste of time.

- Move fast or the opportunity will be lost. Don't waste time thinking about it.
- There is a natural tendency to be objective, analytical, and decide quickly. Tell, don't ask.
- Announce, don't inspire.
- The bottom line governs, often the next quarter's bottom line.
- People are needed for group effort and should submerge individuality on the job.
- Decisions come from the top and are implemented according to the plan from the top.
- Be brief and businesslike on the job: No long-winded reports. Get to the point.
- Psychological variables are not understood or considered important.
- In order to be taken seriously, dress and behave formally.
- Toughness and power are important.

How, then, do managers in the tough-minded, analytical, competitive culture of Table 1 and the insightful, human development communicators of Table 2 come to understand and respect each other? The challenge goes both ways.

Think for a moment of the implications of these data for counselors entering consulting at this time of business globalization. Business leaders are being told to "Become more adaptable." "Become more open to change." "Less top-down decision making!" "Delegate decisions to teams." "Use the intelligence of your people more." "Be more creative in meeting challenges." "We need transformational leadership!" "Communicate, communicate, communicate!"

From the type perspective, outsiders are saying to executives, "Give up the SJ and TJ structures that have served you so well. You need to use more NF and NP skills. Your hard-earned experience is no guide to the future. Your systems that created quality products are irrelevant."

The management literature these days has a strong extraverted-intuitive bias. It talks about big leaps and paradigm shifts. Many of the new and imaginative theories, of course, are being developed by intuitive types, NF and NT. Intuitives are good at visioning, but details and common sense are not their strong suit. Intuitive leaders tend to explain the new vision in global terms. The conservative, dependable SJ types will naturally start asking, "What about my work? What do I drop? What do I keep doing?" "Why do we have to change? How? When?" The tendency of the new intuitive leader (or the new consultant) is to say something like, "At this point, we are just telling you the general direction (N). We can work out the details as we go along. It's really perfectly clear."

I was recently talking with a business consultant, who told me that the most frequent question he hears from intuitive managers is, "I have a magnificent plan, well-reasoned, far-reaching and strategic. Why can't people see it? How do I get people to buy in and just get on board?"

The MBTI Problem-Solving Model

The MBTI problem-solving model, known familiarly as the "Zig-Zag," can be a powerful tool for reducing communication barriers and for the important goal of bringing people on board early so that they have ownership of new plans. Briefly, the Zig-Zag working group addresses a problem using the four functions systematically:

S: What are the facts of the issue? What needs to be known? (Sensing types provide the best input in the fact-finding stage.)

N: What are the implications? Future possibilities? (Intuitives provide the best input in this brainstorming stage.)

T: What would be the effects of adopting different possibilities? Logical outcomes? Unintended consequences? (Thinking types contribute their best input in this analytical stage.)

F: What would be the impact of the decision on the values at stake? People? (Feeling types contribute their best input in this evaluative stage.)

In theory, a good plan should rest on a solid assessment of the facts (S), open new possibilities (N), stand up under logical analysis (T), and be the best for people and consistent with the organization's values (F).

Along the way, introverted energy (I) will make sure the concepts are clear, and extraverted energy (E) will make sure there is an action plan. Perceptive energy (P) will keep options open until the ground is covered thoroughly, and judging energy (J) will make sure the process comes to closure. When well done, the Zig-Zag is an example of the positive effects of using the MBTI as a consulting tool.

Communicating in a Time of Change

MBTI data give us a model for understanding the changes going on in organizations. Essentially, the STJ structures that built efficient manufacturing do not go far enough. The NF and NP processes that have been undervalued are now needed to bring adaptability and the concerns of people into decision making.

The MBTI provides a practical model for teaching why people who intend to work together often frustrate or talk past one another. Let us consider an example. When John, who is arguing for giving more weight to the pressures of the external business environment, confronts Joe, who is arguing for the basic ideas at issue, both have new insights when they see that John is presenting the extraverted position and Joe the introverted viewpoint. Or when Sam takes time going over each detail of "the way we have always done it" and Pauline can only see that the organization needs to grasp new possibilities, they begin to listen to each other with more understanding and respect when they truly understand that Sam's sensing and Pauline's intuition provided two different and

important pictures of the issue. And when Bill is accused of being cold and insensitive in a decision and Elizabeth is criticized for making exceptions to the rules and is therefore unfair to "the people who do the work," they can discuss the decision more constructively when taught to use their thinking to analyze the situation objectively and their feeling to weigh the values involved. The Zig-Zag encourages mutual respect and the constructive use of differences. Feeling types and sensing types, who have often felt out of place in the old corporate cultures, are now treated with more respect and gain confidence in themselves. Participants broaden their skills but are not asked to change their personalities. Changes learned in the Zig-Zag carry over to other situations.

Think what we are asking when the world tells the solid, dependable SJs and the tough-minded TJs that they need to develop NFP imagination, flexibility, and people skills. Think what it would mean if the situation were reversed. Pretend we counselors are in a changing world where absolute structure and control are necessary to sustain life. We must cut off our imagination. We must focus on the immediate situation. No more trusting intuitive insights. We must transform ourselves into people who have a task, who keep their eyes on that task, who ask "How?" but not "Why?" or "What if?" And we must be happy, motivated, productive people as we live our new life. For us, the new life would be like prison. For the STJs being asked to focus on acting as imaginative, flexible, caring NFP people, their new life would seem like living on an uncharted, incomprehensible, unsubstantial cloud.

The Transition From Counselor to Consultant

In much of our education and relationships with colleagues, counselors are in a world of NFs talking to other NFs. Unlike engineering, where sensing and intuitive

types are more evenly balanced, we have few sensing psychologists to question our basic assumptions. In fact, I worry that we psychologists are so alike that we may be missing opportunities to develop treatments that would help the sensing majority of our population. Unless our clients teach us, as clients always do, we may look at the world through our mainly intuitive, especially NF, lens and come to consulting with assumptions we have taken for granted.

Counselors bring to consulting valuable skills in listening (P), information gathering (P), establishing rapport (F), diagnosing (N), and communicating (ENF). We learn how to address differences of opinion, a necessary tool in a business world of thinking types, who tend to be naturally skeptical, especially of so-called soft science.

Together, the training and type preferences of counselors provide the concepts, theories, and research results that serve as our tools as consultants. We see patterns and connections between verbal and non-verbal behaviors, between history and present problems, and in ego development and the effects of stage of life. Our intuition provides clinical insights about people. We have learned from experience when our intuition is trustworthy.

A good counselor can have excellent one-to-one skills in working with individual clients but will need a whole other subset of knowledge, skill, and perspectives for insights to be trustworthy in a different specialty. When experience is sound enough, the counselor can say, "I knew if I followed my gut response my intervention would be on target." Tables 1 and 2 show that consulting requires a bigger leap of new experience than moving from work with individuals to work with couples. The following suggestions from successful consulting psychologists describe the new knowledge, skills, and perspectives needed when counselors enter consulting.

Learn the Structure of the Organization

What does the organization truly feel like? Listen, watch, and learn how the system works. Study the structure and the people. What customs has it inherited? Learn the specific ST knowledge needed to “credential” the consultant—the language of the workplace, the vocabulary and shorthand terms, and the unwritten rules.

Discover the big picture NT rules at work in the organization or in the industry in general. Try on the corporate view. Look at people in terms of the organization’s needs, not as individuals. Remember the importance of stockholders. What behaviors are influenced by competition? What does it mean to “live with the sharks”? The more counselors learn about the culture of the organization in which they consult, the more accurate their intuitive insights will be.

Patterns of Understanding

Counselors learning to be consultants can be taken aback when they have to describe or defend the truth or relevance of ideas they take for granted. For example, it is a given for counselors that communication is valuable. It is obvious to them that giving and receiving information will increase the wisdom of decisions and the dedication of the workforce reaching new goals. Consultants are taken aback to hear clients say, “Communication wastes work time,” “Don’t ask, tell,” or “Just send out an announcement to those who need to know.” If one assumes the situation is one where the counselor is right, the MBTI can be a useful tool. Here is an example of using the MBTI to teach a point about communication.

In the 1950s, Edward N. Hay, personnel director of a large Philadelphia Bank, learned about the unpublished MBTI from a neighbor, Isabel Briggs Myers. His staff started using type to transfer “misfits” to jobs where they would be more successful.

In the 1960s, I heard him tell the Philadelphia Industrial Relations Association, “If the person you are talking to is tuned in to facts and figures, it is stupid of you to transmit on hearts and flowers.” MBTI translation: “If you are an NF talking to an ST, translate from NF to ST language. *You* are supposed to have the NF skills to do it. STs are not.” (In later years Edward N. Hay started what is now an international consulting firm whose consultants still use the MBTI.)

The Biases in Appreciating One’s Own Gifts

Members of all types live their type so naturally that they may discount the gifts of their own type. What comes so easily is taken for granted as normal. For example, the training and type preferences of counselors makes them assume that it is normal to see what is going on within and between individuals, to stay open to the process, and to facilitate change. It is so easy that everyone must know how to do it. For an NFP culture, being a good communicator and being able to read people is a given, no big thing. Those without these skills may even be seen as less intelligent. Even further, we may not appreciate the gifts of another type. For example, NFPs may not be aware of the gifts of STJs, who take a chaos of material and seemingly effortlessly get all the facts in good order. When an NFP is frustrated by requests of an STJ to spell out the facts underlying his or her vision, the NFP may not see the importance of those facts and dismiss the STJs as merely so-called bean counters.

When counselors move into the TJ consulting world, they will be in a culture of TJ assumptions that it is easy and normal to be orderly, fair, logical, and accountable. These qualities do not come easily to NFP counselors. The message for counselors is clear: It is strategically wise to look “normal” in a TJ world. Write brief reports. Learn to talk bottom-line facts. Meet deadlines.

Administering and Interpreting the MBTI in Consulting

Psychologists use many psychological diagnostic instruments in their roles as consultants.

Table 1 alerts us to expect that thinking types in organizations will be skeptical of psychological tests. They may or may not voice questions such as "Will the test show I am crazy?" "Who will know the results?" "Will the boss know? Could it affect my job?" "Will it show anything useful, or am I wasting my time?" "Is it safe to tell it like it is?" Consultants who use psychological tests are very aware of the need to establish and maintain trust and confidentiality.

It can seem at first that the MBTI is immune from these concerns. After all, the MBTI is about normal people. It describes different kinds of excellence. It does not describe psychopathology. In actual fact, however, issues of trust and confidentiality are as important, or even more important, for the MBTI. Powerful learnings can come from being willing to share perspectives in type-alike groups. Work teams who know each others' type can use the information to strengthen communications.

The assumption that type will be shared is not part of Table 1's TJ culture. How does the counselor balance privacy and confidentiality against the valuable learning that occurs if people share knowledge of their type? Here are guidelines for keeping the balance.

Answering the MBTI is optional. Interpretation of results, individually or in a group, includes a clear description of the theory and preferences, a written description of the type reported, and an opportunity to validate whether or not the reported type is the best fit. As the MBTI spreads through an organization and is used with teams, the consultant should make sure that individuals give permission for sharing results on a type table or in type-alike groups. In actual practice, when the MBTI is well taught, most people are pleased to share

type information. Consultants need to be prepared, however, for accommodating those who are not willing to share their types. If all goes well, the MBTI spreads through an organization and newcomers learn from the grapevine that the MBTI is interesting, valuable, and safe. Then, the consultant is drawn into more sophisticated applications and the MBTI becomes a more powerful consulting tool. Resources for using the MBTI in organizations include Barger and Kirby (1995), Barr and Barr (1994), Demarest (1997), Fields and Reid (1999), Hirsh (1992), Myers, McCaulley, Quenk, and Hammer, (1998), Pearman (1998, 1999), and Quenk (1993).

Explaining Type Dynamics

Counselor-consultants should understand type dynamics but may or may not use type dynamics explicitly with clients. However, in normal MBTI feedback, it is often useful to talk about dynamics in concrete, behavioral terms. Issues will arise about what comes easily (dominant and auxiliary function abilities) and what is hard (tertiary and inferior function abilities.) For example, an INTJ is upset and depressed over a serious factual error. The consultant can explain that excellence for an INTJ comes from development of intuition and thinking. The energy for this development has been at the expense of less favored sensing and feeling. The focus on the richness of imagination and insight has logically left less energy for development of sensing. The mistake was not evidence of stupidity. Details simply are not on the INTJ radar screen. The INTJ's greatest contributions will come from the richness of his developed intuition. When sensing is needed, he will benefit by consciously paying extra attention to details in any important activity. The message is that being less competent in the sensing and feeling functions is logical because the dominant intuition and auxiliary thinking have mo-

nopolized the psychic energy. Forgiving himself about guilt over weakness with details, followed by a plan to counteract it, lets him move on quickly without defensiveness.

Avoiding Misuses of Type

The consultant needs to remain alert for misuses of type. Most misuses come from an implicit assumption that every member of a type has all the assets of a well-developed example of the type. Therefore it is reasonable to use type as the criterion for hiring or job placement or membership on a team. The MBTI indicates preferences, not skills. Most careers have more of the types that in theory should find that career attractive. However, all 16 types can be found in all careers. Career counselors know that some people choose careers where they have few kindred spirits for the challenge of bringing new perspectives; other people find themselves unhappy inadvertent pioneers. The type distributions in Tables 1 and 2 are a good example. However, it is not appropriate to assume all ESTJs will make excellent managers but poor psychologists or that all ENFPs will make good psychologists but poor managers. Counselors understand this, of course, but they will find managers who want the so-called practical benefits of using the MBTI in hiring or in making assignments based on type alone.

The MBTI is much more complex than it looks. It is essential that those introducing type know it well and describe all the types evenhandedly. I have met consultants whose plans to introduce the MBTI were rebuffed because of a previous experience in the company where the MBTI was introduced stereotypically and with statements that some types are better than others.

Final Comments on the Two Cultures

The MBTI as a consulting tool has advantages not shared by most psychological

diagnostic measures. The questions are less invasive—though they may be seen as too trivial to be relevant to management. The basic constructs are readily recognized in everyday life. People already are familiar with the differences between outgoing and quiet people, between practical and innovative people, between tough-minded and warm-hearted people, and between organized and spontaneous people. The type descriptions in everyday language focus on type at its best and set the stage for appreciation of “gifts differing.” Organizations find that as type becomes widely known in an organization, respect for differences increases, teams seek out the viewpoints of team members different from themselves, and type language becomes part of dialogue (e.g., “Will you extraverts give us introverts some air time?” and “We have some good possibilities. Let’s focus on the practical details that could get in the way or make it work.”). To the TJ world of organizations, the MBTI provides a clear, (deceptively) simple, logical model for understanding the people side of business. Consultants who learn to understand and respect the TJ culture of organizations use the MBTI as a very useful tool to do the following:

- encourage and teach communication;
- show managers that communication saves money by reducing mistakes and improving morale, especially in times of change;
- use counseling skills to show TJ managers how to understand and express feeling; and
- help rare types to see how their being different can be an asset, not a liability.

From my admittedly biased viewpoint as a psychologist, I see many ways in which we have very important contributions to make through consulting with organizations. To do so, we’ll need to open our own minds and stretch our understanding. We have a major challenge to translate what we see into the language of the majority. We need to value our insights and face up to our blind spots.

Jung (1921/1971) has given us a powerful model "to answer the need for some kind of order among the chaotic multiplicity of points of view" (p. xiv). Isabel Myers has given us a sophisticated tool to make Jung's theory understandable and useful in people's lives. Many MBTI users have led the way to use type in organizations. Counselors who wish to expand their counseling skills into consulting will find the MBTI a valuable tool to help the organizations and the people within them gain greater respect for their differences, work together more productively, and develop as individuals.

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