

Psychometric Questionnaire - Myers Briggs Type Indicator

In the world of work, it is important to invest time and effort to help teams and individuals to understand their strengths and their preferred ways of working. This enables employees to interact more effectively, and to understand and value different skills and ways of working.

Myers Briggs Type Indicator (MBTI ©)

Based on the work of Swiss Psychologist, Carl Jung, The Myers-Briggs Type Indicator (MBTI) questionnaire is based on over 50 years of research and development, and is the most widely respected and applied personality profiling questionnaire in the world. More than 3.5m questionnaires are completed worldwide every year and there are over 13,000 qualified users in Europe. It is based on over 50 years research and development and is available in 19 languages.

The MBTI questionnaire describes an individual's personality preferences across the four dimensions of sources of:

- personal energy,
- management and processing of information,
- decision-making, and
- approach to planning.

Each of the 16 'types' has an associated set of personal and behavioural characteristics, tendencies and values, which can provide a useful basis for feedback, role profiling and personal development, with special focus on stress, emotional intelligence and career pathways.

The MBTI questionnaire describes an individual's personality preferences. It represents these in four dimensions:

Extraversion

Prefers to draw energy from the outer world of activity, people and things

Sensing

Prefers to focus on information gained from the five senses and on practical applications

Thinking

Prefers to base decisions on logic and objective analysis of cause and effect

Judging

Likes a planned, organised approach to life, and prefers to have things decided

or **Introversion**

Prefers to draw energy from the inner world of reflections, feelings and ideas

or **Intuition**

Prefers to focus on patterns, connections and possible meanings

or **Feeling**

Prefers to base decisions on a valuing process, considering what is important to people

or **Perceiving**

Likes a flexible, spontaneous approach and prefers to keep options open

What is a preference?

Preferences can be illustrated using this simple exercise: Fold your arms as you would naturally fold them, and notice which arm is on top. How does that feel to you? Then fold your arms the other way around, so that the other arm is on top. How does that feel now?

Folding arms the 'normal' way	Folding arms the opposite way
Easy, Comfortable, Casual Didn't have to think about it Felt quite natural	Felt odd, unnatural, even horrible! Arms didn't seem to hold together Awkward, had to think about it

We can fold our arms either way around, and some people prefer to fold their arms one way, while some fold theirs the other way. However, one way feels more natural. This is how we define 'preferences'.

We have 'preferred' and 'non-preferred' aspects of our personality. We use all of the aspects, but some feel more natural, more comfortable to us. These are our natural characteristics.

What happens now?

You will have been provided with a copy of the MBTI questionnaire for you to complete. Don't worry - you do not need to study or prepare for this. All the questions are multiple choice, therefore you select the answer most appropriate to you. It is impossible to get any questions wrong as this is not a test, simply a questionnaire to analyse your preferences.

Once the assessment has been completed, Claire Sutherland (an OPP accredited MBTI Assessor) will prepare your feedback report. The feedback process is a completely confidential discussion between you and Claire.

Your MBTI profile is used only to understand your preferred way of working, and to help you to understand the benefits of working alongside people with different preferences. It may also be used to help you focus on specific areas for your own personal development. However, it is never used to determine suitability for promotion.

The questionnaire is short and quick to complete. We only ever use approved MBTI Assessors to administer the assessment and to give personal 1:1 feedback to candidates.

Benefits to you:

- Enhanced interpersonal skills
- Increased emotional intelligence
- Greater self awareness
- More flexibility of personal styles
- Greater understanding of differences
- Career development insights

Benefits to the organisation:

- Develop effective and balanced teams
- Build leadership potential
- Manage organisational change
- Improve communication skills
- Reduce conflict
- Resolve problems

Frequently Asked Questions:

Q: Will you be looking for specific answers?

A: No - all types have an equally valid approach, and there is no one approach which is better than others. Please answer the questions as truthfully as you can - there are no hidden agendas here.... Promise!

Q: Who will see my scores?

A: Only the assessor will see your scores as she is providing your feedback. Your Manager will not be shown your scores by anybody else except you.

Q: Why do I have to do the feedback interview?

A: Feedback is given a short while after the online assessment, and is necessary to check that the scores are correct. As part of the feedback process, you may be asked a series of questions to check that the assessment score is a fair reflection of your natural preferences. Then you will review different possible types, and together you will agree your best fit. Then you will be sent a full feedback report detailing additional information about your 'type'.

Q: How long does the process take?

A: The questionnaire takes about 15 minutes to complete, and the telephone feedback session takes about 40 minutes, where appropriate.

Q: In what context should I answer the questions: home or work?

A: It is normal that your answer to some questions may differ depending on the context. How we prefer to act at work is often slightly different to how we are outside of work. The survey has been designed to understand your professional preferences, so if there is a difference, we recommend you answer as though you were at work.

- Q: What if I can't decide on an answer?
- A: Go with your gut feel as to which answer is more applicable to you. Each of the question areas is cross referenced throughout the assessment in order to make sure that the results are consistent. If both answers seem to apply equally, select the one that best represents your response in the work context. Try not to leave any questions out.
- Q: Won't my scores change over time?
- A: Some people find that their results may change very slightly over a period of several years. However, it is less common for a 'type' to change completely.
- Q: What if I disagree with my reported 'type'?
- A: Research has shown that 72% of the assessment population agree with all four letters of their reported type. If your reported type and your best fit are not the same, there may be a number of reasons for this. The mood you were in, or the context and situation you were in when you completed the assessment (such as a job interview) may impact to some degree on the way you completed the questionnaire. Similarly, cultural pressures (such as the organisation your work for, your family and upbringing or the wider culture of your community) may have some influence on the way you completed the assessment. This is why the telephone feedback process is so important, because it's about agreeing your best fit.
- Q: Isn't psychometric profiling all about putting people into simplistic categories?
- A: MBTI is used to help you understand how you prefer to work and help you appreciate different ways of working. Your MBTI type is not a badge that you have to wear; it is only used to help you achieve greater self awareness. The consultants at Catapult Consulting Ltd do not try to put people into 'boxes'!
- Q: Where can I find out more information about Myers Briggs?
- A: Look on their website: www.opp.eu.com for more information about the assessment and about the different types. Your feedback report will include a list of further reading for your information.

MBTI Step II

MBTI Step II is an extended version of the Myers-Briggs Type Indicator which provides additional depth and clarification within each of the four original MBTI preference dichotomies.

Isabel Briggs Myers had noted that people of any given type shared differences as well as similarities, and developed a more in depth method to offer clues about how each person expresses and experiences their type pattern, which is called **MBTI Step II**. This resulted in the identification of five subscales (with corresponding pairs of facets each) for each of the four MBTI scales.

Extroversion Initiating Expressive Gregarious Active Enthusiastic	Introversion Receiving Contained Intimate Reflective Quiet
Sensing Concrete Realistic Practical Experiential Traditional	Intuitive Abstract Imaginative Conceptual Theoretical Original
Thinking Logical Reasonable Questioning Critical Tough	Feeling Empathetic Compassionate Accommodating Accepting Tender
Judging Systematic Planful Early Starting Scheduled Methodical	Perceiving Casual Open-ended Prompted Spontaneous Emergent

These break down the uniqueness of individuals into greater detail, by bringing to light the subtle nuances of personality type; thus avoiding the reduction of all of personality to just the 16 types.

MBTI Step II Concepts

There are a number of new concepts introduced in Step II that are not part of MBTI Step I, including:-

- Each of the original four preference pairs (dichotomies) is broken down into five *facets*. Whilst the facets reflect different aspects of the main dichotomy, they do not combine to the whole of the original preference. In other words, you can not say that, for example, a preference for *Thinking over Feeling* is simply a combination of the five Thinking facets (Logical, Reasonable, Questioning, Critical and Tough).
- Whilst in MBTI Step I, each of the preference pairs is considered to be a polar opposite, some of the Step II facets are more like traits, i.e. there may be degrees of strength or aptitude.
- Any individual taking Step II is likely to find some of the facets to be aligned to the overall preference (*in preference*, e.g. preference for the Logical facet and an overall Thinking preference); others may be more flexible or variable (*mid zone*, e.g. no clear preference for either the Concrete or Abstract facet despite an overall Intuition preference); and there may be some facets that are opposite to the overall preference (*out of preference*, also called *OOPS*, e.g. a preference for the Intimate over the Gregarious facet despite an overall Extraversion preference)

MBTI Step II Applications

MBTI Step II can be used in the same applications areas as MBTI Step I, for example, coaching, team dynamics and relationship counselling.

It is particularly used in one-to-one executive coaching and in working with teams who have already had some exposure to MBTI Step I. It is also useful in helping individuals to clarify their MBTI Step I *best fit type*.