



Myers-Briggs Type Indicator and Change

(Please note: If you would like more information on using the MBTI to help with change and transition, please call your HR Consultant.)

- What:** The Myers-Briggs Type Indicator (MBTI) is a tool designed to help understand the normal differences among people in organizations. It helps explain differences in the way people like to gather information, process it and arrive at decisions. Type preference is widely used in organizations to help individuals and teams with team building and communication planning.
- Why:** Type provides a useful tool for recognizing the impact of change on different people.
- When:** Use this tool to help you work with people's individual type to ensure you are providing people with what they need to effectively with change and transition.
- How:** Use the following tables when you are planning meetings or communication efforts.

The first preference is **Extraversion or Introversion**. This preference indicates where people direct their energy and attention, where they get energy and where they do their primary processing. The natural focus of Extraversion is the external world. The natural focus of Introversion is the internal world.

During Change Extraverts want:	During Change Introverts want:
<ul style="list-style-type: none"> ➤ Time to talk about what is going on ➤ Something to do – involvement ➤ Communication, communication, communication ➤ To be heard and paid attention to – to have a voice. ➤ Action, getting on with it, keeping the pace up 	<ul style="list-style-type: none"> ➤ Time alone to reflect about what is going on ➤ To be asked what they think about it ➤ Thought-out, written communication and one-on-one discussion ➤ Time to think through positions before discussions or meetings ➤ Time to assimilate changes before action

The preference for **Sensing or Intuition** indicates the kinds of information people tend to notice, the kinds of information people give weight to, how people typically take in information and how they normally give information to others. Those preferring Sensing scan back through stored ideas to find relevant experience and apply it to new ideas. Those preferring Intuition scan ahead to the possibilities and generate more new ideas.

During Change Sensing Types want:	During Change Intuitive Types want:
<ul style="list-style-type: none"> ➤ Real data – why is change occurring? ➤ Specifics and details about the changes ➤ Connections to the past ➤ Realistic description of the future make the changes real ➤ Clear guidelines on roles, expectations and responsibilities – or let them design them 	<ul style="list-style-type: none"> ➤ The overall rationale – the big picture ➤ A general plan to mentally play around with ➤ Pictures of the future ➤ Options – a general direction, but not everything settled ➤ Opportunities to participate in designing the future – a place for their ideas

The next mental process used by people is prioritizing the information they have taken in. The third preference is **Thinking or Feeling** and indicates how people organize, put information into categories and arrive at decisions. Those who prefer to use Thinking in decision making, step back from the situation, take a detached look at the situation and make an objective and logical decision. Those who prefer to use Feeling make decisions by putting themselves into the situation, assess how they would experience the situation and make a personalized, subjective decision.

<p>During Change Thinking Types want:</p> <ul style="list-style-type: none">➤ The logic behind the changes➤ What systemic changes will there be? Why?➤ Clarity in the decision making and planning➤ What are the goals? What will be the structure?➤ Demonstration that leadership is competent➤ Fairness and equitability in the changes	<p>During Change Feeling Types want:</p> <ul style="list-style-type: none">➤ Recognition of the impacts on people➤ How will people's needs be dealt with?➤ Inclusion of themselves and others in the process➤ What values underlie the changes?➤ Demonstration that leadership cares➤ Appreciation and support
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The last preference **Judging or Perceiving** indicates how people prefer to arrange their external lives. Those preferring Judging like their lives to be planned and orderly, meeting deadlines is motivating and it is done best by following a preset time line. **Those preferring Perceiving like their external world to be open and flexible.** They prefer a spontaneous approach in which the deadline is a target and the motivation is in the thrill of pulling off the task in the last few minutes, hours, etc.

During Change Judging Types want:	During Change Perceiving Types want:
<ul style="list-style-type: none">➤ A clear and concise plan of action➤ Defined outcomes – clear goals➤ A time frame, with each stage spelled out➤ A clear statement of priorities➤ Completion – get the changes in place➤ No more surprises	<ul style="list-style-type: none">➤ An open-ended approach with room for change➤ The general parameters of the action plan➤ Flexibility, lots of options to choose from➤ Information and the opportunity to gather more➤ Room to adjust as they go along➤ Loosen up – don't panic trust the process