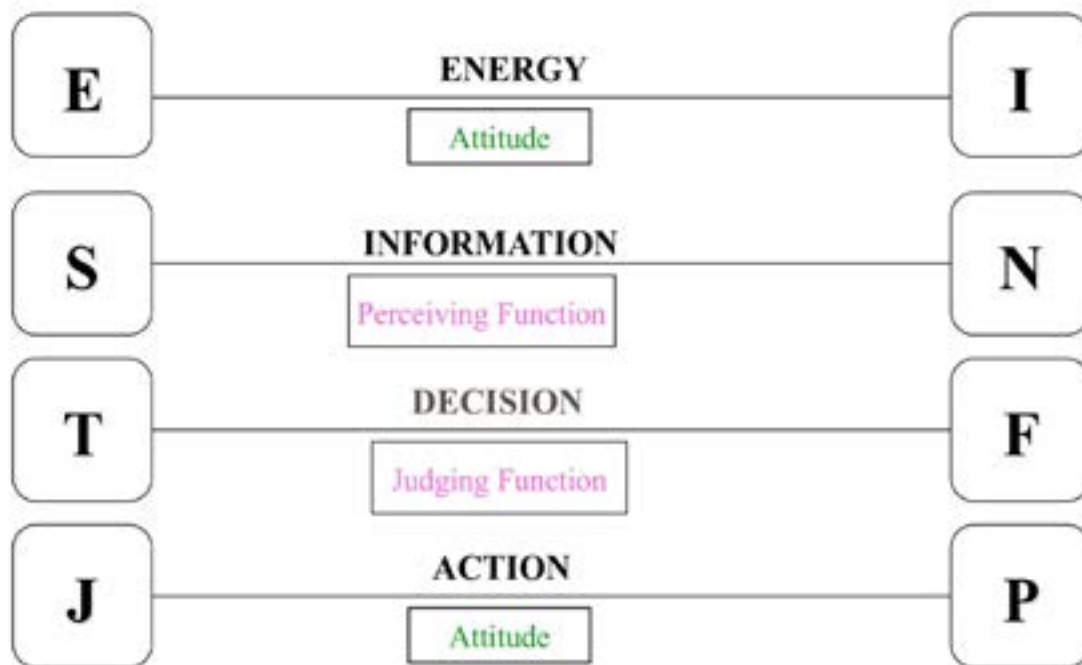


MODULE 1: PERSONAL MASTERY

**CHAPTER 2:**  
**MBTI<sup>3</sup>**

**THE MYERS-BRIGGS TYPE INDICATOR**

**The Four Dichotomies**



**Extravert and Introvert** - This is all about energy. It reflects whether you receive most of your **ENERGY** from the outer world of people and objects and experiences - Extraversion (E), or from their inner world of thoughts, concepts and internal experiences, Introversion(I).

**Extraversion . . . . . Introversion**

- Outside focus . . . . . Inner focus
- Talks to think . . . . . Thinks to talk
- Involved with people & things . . . . . Works with ideas, thoughts
- Interaction . . . . . Reflection
- Do-think-do . . . . . Think-do-think

Where are you?

**Sensing and iNtuition** - This dichotomy reflects your preferred way of getting **INFORMATION** and perceiving or making sense of the world either through obtaining information through the five senses, i.e. Sensing (S), or through understanding the world through processes beyond the conscious mind, i.e. iNtuition (N).

**Sensing . . . . . iNtuition**

- Facts and details . . . . . Big picture and vision
- Present and past orientation . . . . . Future orientation
- What IS . . . . . What IF
- Practical . . . . . Inspirational
- Concrete . . . . . Theoretical
- Perfecting established skills . . . . . Learning new skills
- Learns step by step . . . . . Learns insight by insight
- Understands world through 5 senses . . . . . Sixth sense, gut hunch

Where are you?

Introduction

Personal Mastery

Personal Mastery Toolkit

Interpersonal Mastery

Team Mastery

Culture & Systems Mastery

Additional Resources

Journal

**Thinking and Feeling** - This dichotomy reflects your preferred ways of **MAKING A DECISION** either through a logical, objective, and impersonal process, i.e. Thinking (T), or through a decision based on personal and social values, i.e. Feeling (F). Thinkers feel and Feelers think. The point is where you will land at the end of the day, in the final analysis, on your decisions.

- Thinking . . . . . Feeling**
- Logic . . . . . Value system
- Head . . . . . Heart
- Objective . . . . . Subjective
- Justice / Balance . . . . . Mercy
- Critique . . . . . Empathy
- Principles . . . . . No one size fits all
- Reason . . . . . Compassion
- Firm but fair . . . . . Harmony

Where are you?

**Judging and Perceiving** - This dichotomy identifies the preference you use to interact with the outside world, and to take **ACTION**. It's often "the face you show the world." The words do not mean judgmental, or that Judgers can't perceive, or that Perceivers make no judgments. This is all about the way you act on your decisions.

- Judging . . . . . Perceiving**
- Decide about info . . . . . Attend to /gather info
- Control . . . . . Flow
- Settled . . . . . Adapt
- Run one's life . . . . . Let life happen
- Close off ideas . . . . . Open-ended
- Organized . . . . . Tentative
- Structured . . . . . Spontaneous
- Follow the plan . . . . . Seek options, flexible

Where are you?

- Introduction
- Personal Mastery**
- Personal Mastery Toolkit
- Interpersonal Mastery
- Team Mastery
- Culture & Systems Mastery
- Additional Resources
- Journal

## THE FOUR QUESTIONS

**Question #1 Extraversion and Introversion:** If you were planning an ideal – no work weekend, where you had full control over the people, activities, and location, what would your ideal weekend look like?

**Question #2 Sensing and iNtuition:** Please describe this object to me as best as you can.

**Question #3 Thinking and Feeling:** Please tell me how you prefer to receive performance feedback from your leader.

**Question #4 Judging and Perceiving:** Imagine this – you’ve just been handed an envelope telling you you’ve received an all expense paid two-week trip to Hawaii for you and, if you like, your immediate family. The only snag is you have to go in two days or lose it completely. Please make a list of what you’d have to do so you could claim your trip.

## THE “Z” MODEL FOR BETTER BALANCED DECISION MAKING

**Sensing:**

What are all the facts we need to consider?

**iNtuition:**

What are all the possibilities we can imagine?



**Thinking:**

What is the impact on things?

**Feeling:**

What is the impact on people?

When making DECISIONS, personal or at work, take the time to examine the decision from at least these 4 perspectives and you will make a much better decision. If you don't have enough information to answer these questions, seek out people who can help you.