



Psychological profile to perform CI

# Myers-Briggs Type Indicator (MBTI)

- ◆ Psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions
- ◆ Individuals are either born with, or develop, certain preferred ways of thinking and acting
- ◆ None of these types is "better" or "worse"
- ◆ In the same way that writing with the left hand is hard work for a right-hander, so people tend to find using their opposite psychological preferences more difficult, even if they can become more proficient (and therefore behaviorally flexible) with practice and development.

# The four dichotomies

## functions

cognitive

information-gathering  
(perceiving)

decision-making  
(judging)

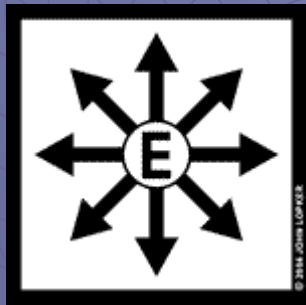
Lifestyle

Extraversion (E)

Sensing (S)

Thinking (T)

Judgment (J)



Introversion (I)

iNtuition (N)

Feeling (F)

Perception (P)

16 Types

the MBTI instrument does not measure aptitude  
it simply indicates for one preference over another

Where a person focuses his or her attention	<b>Extraversion (E)</b>	<b>(I) Introversion</b>
	People who prefer Extraversion tend to focus on the outer world of people and things	People who prefer Introversion tend to focus on the inner world of ideas and impressions
The way a person gathers information	<b>Sensing (S)</b>	<b>(N) Intuition</b>
	People who prefer Sensing tend to focus on the present and on concrete information gained from their senses	People who prefer Intuition tend to focus on the future, with a view toward patterns and possibilities
The way a person makes decisions	<b>Thinking (T)</b>	<b>(F) Feeling</b>
	People who prefer Thinking tend to base their decisions primarily on logic and on objective analysis of cause and effect	People who prefer Feeling tend to base their decisions primarily on values and on subjective evaluation of person-centered concerns
How a person deals with the outer world	<b>Judging (J)</b>	<b>(P) Perceiving</b>
	People who prefer Judging tend to like a planned and organized approach to life and prefer to have things settled	People who prefer Perceiving tend to like a flexible and spontaneous approach to life and prefer to keep their options open

Tempéraments		Keirsey				
<b>NT</b> <b>Rationnels</b> Recherchent du savoir	Ingénieurs	<b>ENTP</b>	L'Inventeur	Innovateur	Le Visionnaire	Le Chercheur
		<b>INTP</b>	L'Architecte	Concepteur	Le Penseur	Le Critique
	Coordinateurs	<b>ENTJ</b>	Le Maréchal	Meneur	Le Directeur	L'Entrepreneur
		<b>INTJ</b>	L'Organisateur	Perfectionniste	Le Scientifique	L'Analyste
<b>NF</b> <b>Idéalistes</b> Recherchent de l'identité	Avocats	<b>ENFP</b>	Le Champion	Communicateur	Le Charismatique	Le Psychologue
		<b>INFP</b>	Le Guérisseur	Zélateur	L'Idéaliste	Le Lyriste
	Mentors	<b>ENFJ</b>	Le Professeur	Animateur	Le Donateur	Le Mentor
		<b>INFJ</b>	Le Conseiller	Visionnaire	Le Protecteur	L'Humaniste
<b>SJ</b> <b>Gardiens</b> Recherchent de la sécurité	Conservateurs	<b>ESFJ</b>	Le Fournisseur	Nourricier	L'Aide à domicile	Le Bon vivant
		<b>ISFJ</b>	Le Défenseur	Protecteur	L'Infirmier	Le Conservateur
	Gestionnaires	<b>ESTJ</b>	Le Manager	Organisateur	Le Gardien	Le Directeur
		<b>ISTJ</b>	L'Inspecteur	Administrateur	Accomplit ses devoirs	L'Inspecteur
<b>SP</b> <b>Artisans</b> Recherchent des sensations	Amuseurs	<b>ESFP</b>	L'Artiste	Boute-en-train	L'Acteur	Le Politique
		<b>ISFP</b>	Le Compositeur	Conciliateur	L'Artiste	Le Médiateur
	Opérateurs	<b>ESTP</b>	Le Promoteur	Pragmatique	Le Faiseur	Le Légionnaire
		<b>ISTP</b>	Le Manuel	Praticien	Le Mécanicien	L'Artisan

Rôles Stratégiques		Qualité		
<b>NT</b> <b>Rationnels</b>	Construit	<b>ENTP</b>	Invente	Inventif
		<b>INTP</b>	Conçoit	Logique
Travaille avec les systèmes	Organise	<b>ENTJ</b>	Mobilise	Commandement
		<b>INTJ</b>	Implique	Indépendant
Rôles Diplomatiques				
<b>NF</b> <b>Idéalistes</b>	Arbitre	<b>ENFP</b>	Motive	Optimiste
		<b>INFP</b>	Concilie	Non directif
Travaille avec les personnes	Développe	<b>ENFJ</b>	Éduque	Persuasif
		<b>INFJ</b>	Guide	Empathique
Rôles Logistiques				
<b>SJ</b> <b>Gardiens</b>	Soutient	<b>ESFJ</b>	Pourvoie	Conciliateur
		<b>ISFJ</b>	Protège	Fidèle
Travaille avec le matériel	Réglemente	<b>ESTJ</b>	Applique	Demandeur
		<b>ISTJ</b>	Certifie	Puissant / Silencieux
Rôles Tactiques				
<b>SP</b> <b>Artisans</b>	Improvise	<b>ESFP</b>	Démontre	Généreux
		<b>ISFP</b>	Synthétise	Artistique
Travaille avec l'outillage	Facilite	<b>ESTP</b>	Persuade	Imprévisible
		<b>ISTP</b>	Instrumente	Manuel

# You are not alone!

4 of every 9 business managers are "STJ"!

- ◆ S: Not interested in abstract theories.  
Want learning to have direct, immediate application.
- ◆ T: Practical, realistic, matter-of-fact, with a natural head for business.  
Well-organized, take responsibility.
- ◆ J: Good administrators; are decisive, hasten to implement decisions.

# The shadow . . .

- ◆ The opposite of your preferred MBTI type

- Nature: Tough to understand



- Reward: your individual breadth



- Risk: wrongly scorned by you?



- Failure: overcompensate or crack



# You and your shadow

For 4 of every 9 business managers, shadows are "NFP"!

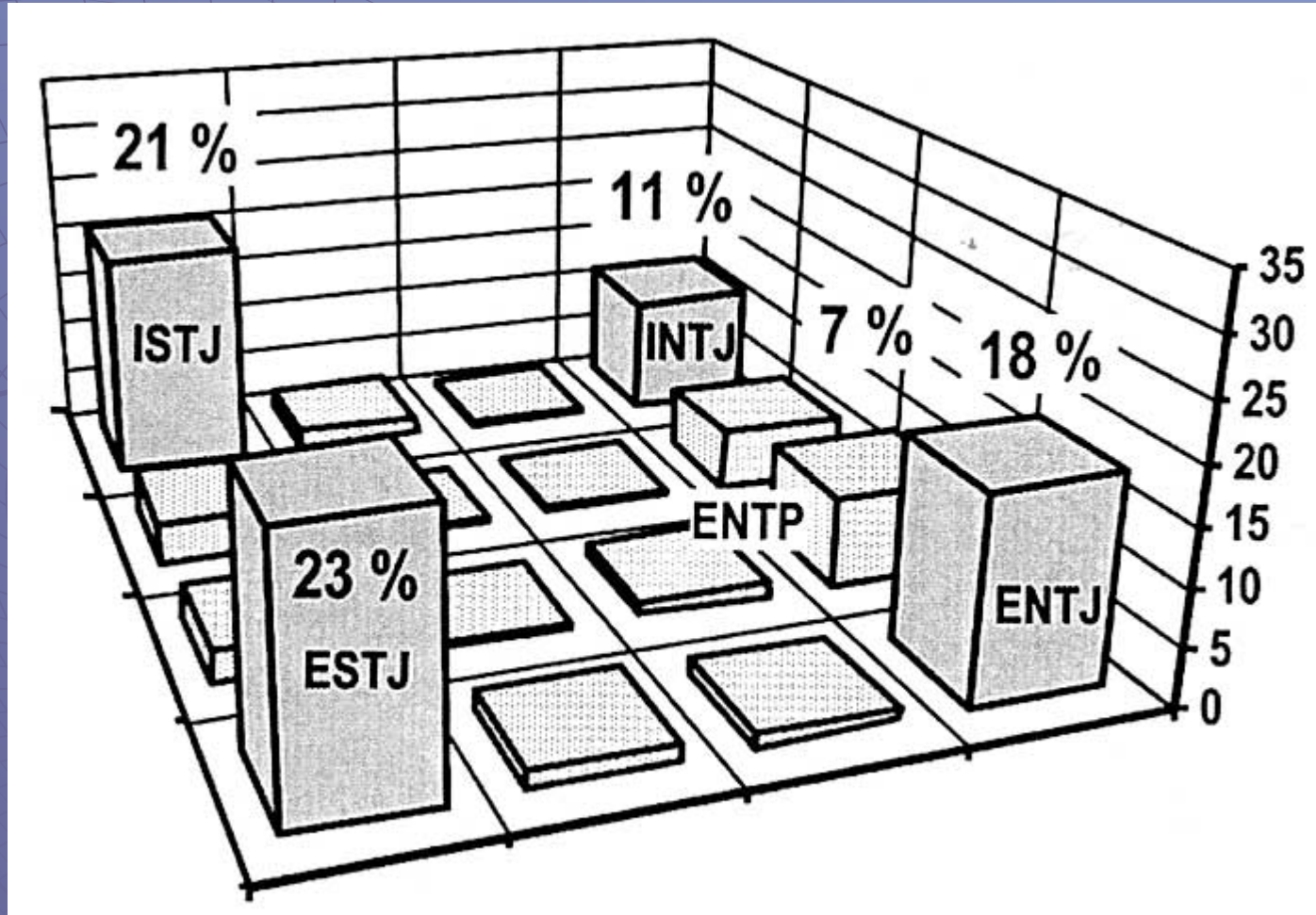
- **NF**: Idealistic, humanistic, not hierarchical
- **FP**: Flexible, people skilled
- **NP**: improvising, stimulating, not compulsive

# The selection process

- ◆ school, graduates studies (entry & exit)
- ◆ recruitment and promotion of the company
- ◆ eliminates
  - almost totally "F", those whose selection criteria in decision-making criteria are human
  - most of the "P" those who question the decisions taken to adapt to circumstances
- ◆ exception of "ENTP", innovators, and "INTP", inventors, that the organization needs, but seeks to eliminate because does not know how to manage them.
  - more accentuated at CEO level.



# Statistical distribution of MBTI types of the company's manager



# Complementarity

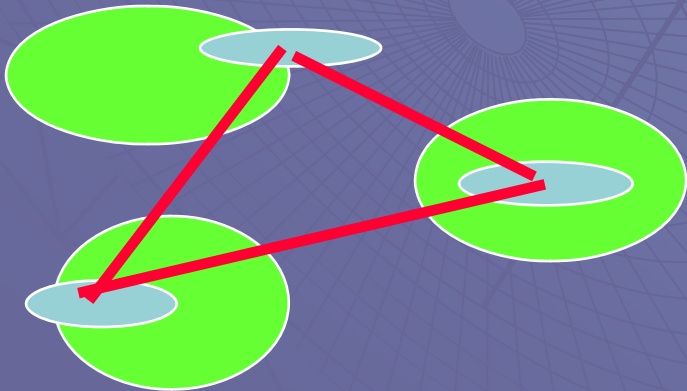
- ◆ ENTP, innovators INTJ, inventors
- ◆ Shadows xSFJ : ISTJ administrators ou organizers.

	Organization	Imagination, creativity, serendipity
ClubMed	Gilbert Trigano	Gérard Blitz
Microsoft	Steve Balmer	Bill Gates
Nike	Phil Knight	Bill Bowerman
Hewlett-Packard	Dave Packard	Bill Hewlett (HP-35)
eBay	Jeff Skol & Meg Whitman	Pierre et Pam Omidyar
Sony	Akio Morita	Masaru Ibuka (Transistor radio, walkman)
Tupperware	Brownie Wise (réseau)	Earl Tupper (chimist)
PalmComputmg	Donna Dubinsky	Jeff Hawkins
L'Espace (Renault)	Jean-Luc Lagardère	Philippe Guédon, Bernard Hanon
Le BMX (olympique)	Ron Mackler	ScotBreithaupt(13 year)
Harley-Davidson	Rich Teerlink	Wili Davidson
Apple	Steve Jobs	Steve Wozniak
Intel	Andy Grove	Cordon Moore & Robert Noyce
Amazon.com	JeffWilke (Accenture, 6 Sigma)	JeffBezos
Accor	Gérard Pélisson	Paul Dubrule
Nouvelles Frontières	Lucien Meudec	Jacques Maillot

# CI profiles

- ◆ ENTP, innovators INTP, inventors for R&D
- ◆ ESFJ information stock
- ◆ ENTJ, INTJ planning, management
- ◆ INFJ, INFP human network management
- ◆ ESTJ, ISTJ Decision making

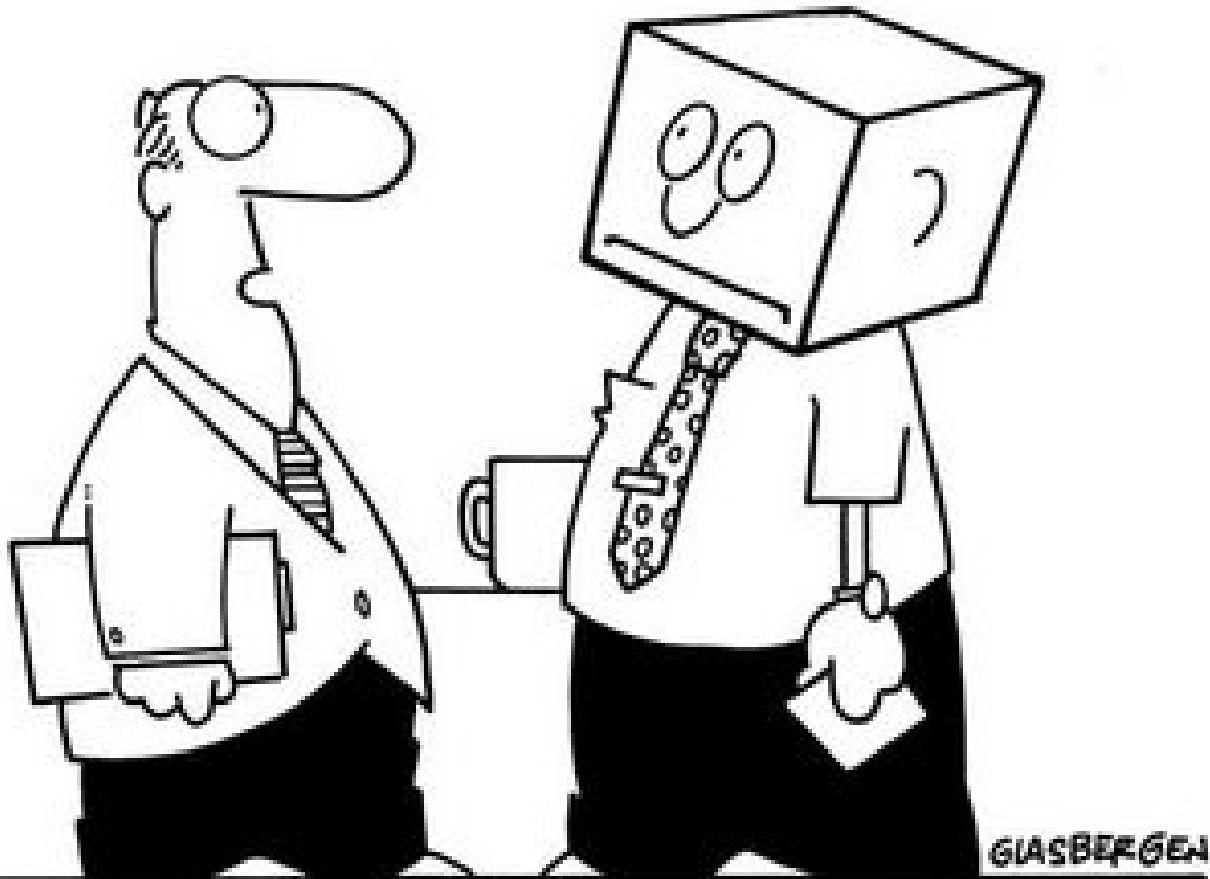
The network takes precedence over the isolated person



$$1+1+1 > 3$$

# Thinking out of the box!!!

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**“Thinking outside of the box is difficult  
for some people. Keep trying.”**