Cognitive Style “Types”

Myers-Briggs Type Indicator

Working with different types

15.301 Managerial Psychology
Psychological Types

Myers-Briggs Type Indicator

- **Motivation** - people having consistently different preferences (styles) in perception and judgment

- **History and popularity** - most frequently used personality test in US industry

- **Limitation** - widely criticized by academics

- **Takeaway**
  - Everyone has all eight skills, but in different amounts
  - used for insight and expansion of possibilities, not to label yourself or others in ways that limit growth
4 Basic Preferences or Styles

- Extraversion vs. Introversion (not shyness): outer world of people and things, energy generated from others vs. self-contained inner world of concepts and ideas
- Sensing vs. Intuitive: perception bottom-up through the senses vs. indirectly by making associations and models
- Thinking vs. Feeling: judgments made intellectually of true and false vs. personally valued and not-valued
- Judgment vs. Perception: drawing conclusions and acting on them easily, output and action focus vs. decide hesitantly with flexibility and focus on diagnosis
Managing People (E vs. I)

**Extraversion**
- Enjoys stimulation and variety
- MBWA
- Open-door
- Meetings used
- Communication stressed

**Introversion**
- Easily over-stimulated
- Self-contained
- Organized
- One-at-a-time
- Leaves others in the dark
Acquiring Information (S vs. N)

Sensing
- Matter-of-fact
- Empirical/practical
- Dislike fuzzy problems
- Specialist/functional perspective
- Present oriented

INtuitive
- Generating ideas
- Enjoys new jobs
- Insight into complex problems
- Gestalt (top-down) perspective
- Future oriented
Making Judgments (T vs. F)

**Thinking**
- Tough-minded
- Analytic, quantitative
- Clear criteria
- Impersonal, detached
- Task-oriented
- Correct-incorrect

**Feeling**
- Value-centered
- People-oriented
- Personal perspective
- Warmth, over-committed
- Good-bad
Establishing Goals (J vs. P)

Judging
- Output-oriented
- “Time is money”
- Prefer action to analysis
- Implementation oriented

Perceiving
- Take on many projects
- Overload
- “Look before leap”
- Emphasize diagnosis
The 2 Major Dimensions

Thinking
logical, scientific, impersonal, distant, rational

Intuition
generalist, inventive, idealistic, holistic, future-oriented

Sensing
specialist, factual, realist, practical, conventional

ST

Feeling
artistic, passionate, personal, ethical

NT

SF

STF

NF
<table>
<thead>
<tr>
<th></th>
<th>ST Practical</th>
<th>SF Social</th>
<th>NF Idealistic</th>
<th>NT Theoretic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Perceive:</strong></td>
<td>Facts</td>
<td>Facts</td>
<td>Possibilities</td>
<td>Possibilities</td>
</tr>
<tr>
<td><strong>Judge by:</strong></td>
<td>Analysis</td>
<td>Liking</td>
<td>Analysis</td>
<td>Liking</td>
</tr>
<tr>
<td><strong>Skills as:</strong></td>
<td>Operational technical problem-solvers</td>
<td>Operational people problem-solvers</td>
<td>Strategic people problem-definers</td>
<td>Strategic technical problem-definers</td>
</tr>
<tr>
<td><strong>Found in:</strong></td>
<td>Accounting</td>
<td>Sales</td>
<td>Teaching</td>
<td>Science</td>
</tr>
<tr>
<td></td>
<td>Law</td>
<td>Service</td>
<td>Writing</td>
<td>Entrepren.</td>
</tr>
<tr>
<td></td>
<td>Surgery</td>
<td>Gen. Pract.</td>
<td>Psychiatry</td>
<td>Cardiology</td>
</tr>
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</table>
## Where You Find Them At Work

<table>
<thead>
<tr>
<th></th>
<th>ST (%)</th>
<th>SF(%)</th>
<th>NF(%)</th>
<th>NT(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberal Arts students</td>
<td>24</td>
<td>17</td>
<td>28</td>
<td>31</td>
</tr>
<tr>
<td>Science students</td>
<td>12</td>
<td>5</td>
<td>26</td>
<td>57</td>
</tr>
<tr>
<td>Mathematicians</td>
<td>4</td>
<td>0</td>
<td>32</td>
<td>64</td>
</tr>
<tr>
<td>Writers</td>
<td>12</td>
<td>0</td>
<td>65</td>
<td>23</td>
</tr>
<tr>
<td>Architects</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Sales/customer rel.</td>
<td>11</td>
<td>81</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>College grads, industry hired</td>
<td>40</td>
<td>10</td>
<td>8</td>
<td>42</td>
</tr>
<tr>
<td>Wharton undergrads</td>
<td>51</td>
<td>21</td>
<td>10</td>
<td>18</td>
</tr>
</tbody>
</table>
### The Ideal Organization

<table>
<thead>
<tr>
<th>ST</th>
<th>NT</th>
</tr>
</thead>
<tbody>
<tr>
<td>clear jobs, clear hierarchy, physical space, individual serves goals of organization (realistic, often economic)</td>
<td>broad issues such as equitable pay and efficiency, individual serves the intellectual concept of organization</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SF</th>
<th>NF</th>
</tr>
</thead>
<tbody>
<tr>
<td>good human relations, human qualities of workers, specific individuals, realistic</td>
<td>global human goals such as “serving humanity,” organization exists to serve people, idealistic, flexible, few rules, decentralized</td>
</tr>
</tbody>
</table>

*Kilmann & Mitroff*
**Problem Definitions By Style**

**Case:** A building construction company expanded into highway construction and was plagued by mix-ups, cost overruns, and other problems

<table>
<thead>
<tr>
<th>ST</th>
<th>problems are the delays and costs, inefficiencies in purchasing dep’t, lack of material resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>NT</td>
<td>lack of planning and coordination, communication failure, new complexity requires organization design</td>
</tr>
<tr>
<td>SF</td>
<td>frustration, lack of cooperation and understanding, climate of blame among departments</td>
</tr>
<tr>
<td>NF</td>
<td>company image, not fulfilling global goals or adhering to our identity, strategy doesn’t fit the needs of social system</td>
</tr>
</tbody>
</table>
An Example: IT Support

Imagine building an information system to serve different types:

- Thinking types like tables of numbers, analyze and discard alternatives quickly, work methodically
- Feeling types like graphs and pictures, redefine the problem and their method as they go, consider several alternatives together
- Sensing types need complete exposure to all the data and personal experience (case-based gut feel) before looking at math or verbal (theory) models
- Intuitive types need to look at the relationships among the data and jump around in the data
**Working With the Types**

People believe everyone thinks the same way. If we disagree, you’re uninformed or stupid!

- Es: Is are uninterested or withholding information. (Is are processing internally)
- Is: Es are inconsistent (Es are thinking aloud)
- Js: Ps are procrastinating and unreliable (Ps try to keep options open)
- Ps: Js are rigid and controlling (Js are structuring and scheduling)
Working With the Types

- Preferences and style tend to become strengths and weaknesses: Are you a prisoner of your type?
- When would it be better to build on strengths vs. exercise your recessive mode?
- When should we form homogenous groups vs. heterogeneous groups?
- Types need each other, e.g., strategic planning without operational content is empty, technical content without people content is not persuasive
Questions for Reflection

- What distinctive style, preferences, and beliefs do you bring to your work and personal life?
- What has happened when you dealt with people of contrasting style and beliefs?
- How might it matter if differences are due to personality, situation, or culture?