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Personal Style of On-Site Food Service Managers

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Abstract

Myers-Briggs Type Indicators (MBTI) assess preferences based on Carl Jung's theory of psychological types. They are widely used in organizational development, management and leadership training, and team building. This study examines MBTI of food service managers in a single organization to determine whether food service managers have a typical personal style and whether this style varies.

Keywords

Judi Brownell, Food and Beverage

Personal style of on-site food service managers

by Judi Brownell and
Dennis Reynolds

Myers-Briggs Type Indicators (MBTI) assess preferences based on Carl Jung's theory of psychological types. They are widely used in organizational development, management and leadership training, and team building. This study examines MBTI of food service managers in a single organization to determine whether food service managers have a typical personal style and whether this style varies.

Personal style has been a focus for many researchers interested in better understanding workplace dynamics. Various studies have suggested that personal style is a useful predictor of such job-related behavior as decision-making, conflict resolution, and leadership.¹ Personal style, therefore, is of interest to hospitality professionals because of its usefulness in better understanding, and possibly even anticipating, employee behavior.

Knowledge of personal style and individual preferences is particularly useful to human resources professionals as these dimensions

affect such managerial tasks as employee development, team building, coaching, appraising, and training.² Increasing workforce diversity, and the accompanying attention to individual differences due to age, gender, culture, and other variables, would also suggest the need for research designed to better understand the characteristics that affect management practice and, subsequently, key human resources processes.

Due to the global and service-centered nature of the industry, hospitality practitioners have a particularly pressing need for valid and reliable ways to manage their human resources. Relatively little of the organizational research in this area, however, has been conducted in hospitality settings, and virtually no research on personal type has been conducted in the expanding and increasingly significant on-site food service sector.

This study identifies the profiles of on-site food service man-

agers using the Myers Briggs Type Indicator, and seeks to answer a number of questions regarding how the personal profiles and preferences of this group are distinctive when compared with other management populations. Data were analyzed to determine whether there are any demographic variables that appear to be related to personal type preferences, with focus on organizational level as a potential factor explaining differences in MBTI type. Due to this interest in managerial position, the research design included managers at three distinct organizational levels.

The intent is for this research to provide information to practitioners as they select and develop their employees with the goal of continually increasing individual and organizational effectiveness. Researchers interested in managers' personal style in general, and in applications of the Myers-Briggs Type Indicator in particular, should also find the conclusions useful in further developing their research agendas.

Style is of interest

Personal style has been of interest to social scientists for decades.³ More recently, personal style as a predictor of job performance has been applied in organizational settings in an effort to better understand behavior in the workplace. One particular approach to assessing personal style that has proved useful in organizational research is the Myers Briggs Type Indicator.⁵

Myers and Briggs operationalized the earlier work of Carl Jung by creating a self-report instrument that describes four central dimensions of individuals' personalities.⁶ These bi-directional preferences measure an individual's tendencies with regard to perception and judgment. The key factors are Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling, and Judgment-Perception (See Appendix A). The results of this assessment yield eight scores, producing a 16-item taxonomic structure. According to McCrae and Costa, the MBTI is particularly valuable because it is grounded in well-established theory, purports to measure types rather than traits, and is used extensively to describe individuals' personal style in a manner useful for understanding professional and social behavior.⁷

Over the past several decades, researchers have applied type theory to a range of settings; in fact, some reports suggest that nearly two million individuals take the MBTI each year.⁸ Organizational scholars have examined type as it contributes to our understanding of such factors as motivation, gender differences, problem solving strategies, and job preferences, among others. For example, with regard to motivation, Staw demonstrated a relationship between personality types and effective performance in certain work settings, and suggested that personal type may serve as one indicator of an individual's moti-

vation to perform effectively on the job.⁹ Ichikawa suggested that personal type correlates with the degree to which an individual uses dominance as a motivational strategy.¹⁰ In a large study of senior executives and their subordinates, Church and Waclawski found personal types effected the specific behavior employed by executives to motivate others.¹¹

Personal style also has been studied using demographic variables as a differentiating factor. Brownell focused on gender in studying the personality traits of hotel general managers and found the respondents conformed only marginally to stereotypes of gender-linked characteristics.¹² Cumpstone, Dixon, and Taylor found modest differences between male and female respondents in business school students.¹³ Other researchers have linked personal type, as measured by the MBTI, to such variables as conflict management, decision-making style, and job satisfaction.¹⁴

Food service is studied

Of those studies that have focused on managers' MBTI profiles, none have examined food service managers as a unique population. Worsfold identified a number of specific differences when he compared the personal profiles of hospitality managers with those of managers in other industries and found restaurant managers to be more confident, extroverted, and focused than other professional groups.¹⁵ Focus-

ing specifically on chain restaurant managers, Reynolds posited that differences in behaviorally based success characteristics exist between unit-level managers in the food service industry and their brethren in non-service fields.¹⁶ Related research supports the hypothesis that the personal characteristics required for effectiveness in the hospitality industry may be different from those required by managers in non-service sectors.¹⁷

Although a number of demographic variables are examined, the relationship between personal type and organizational level is of particular interest. The link between specific personal characteristics and career mobility is well documented in the literature. Belbin's nine-year study of team roles and Dulewicz's study of middle managers examine the relationship between personality and career progress.¹⁸ Similarly, Taylor, Audia, and Gupta reported a link between personality and level of responsibility.¹⁹ Personal style was also correlated with level of responsibility in Yessian's study of career success.²⁰

Although the MBTI has received criticism regarding its conceptual foundations and psychometric properties,²¹ an even wider range of researchers have repeatedly demonstrated its validity and usefulness as one means of understanding individual differences as they relate to management practice.²² It would seem that the potential insights from

better understanding workplace behavior outweigh the concerns associated with type theory. This is particularly true at a time when organizations are seeking better ways to identify and respond to individual differences as they lead increasingly diverse groups within strong team environments.

Differences are examined

The purpose of this study is to examine the MBTI profiles of food service managers to determine whether this group is significantly different from other management populations. Specifically, the researchers were interested in whether differences in individual type dimensions exist between food service managers and other management groups, and whether demographic variables such as organizational level are correlated with specific dimensions of MBTI type. Such findings will be useful as practitioners seek to better understand the fit between job requirements and personal style, and as they tailor their personnel practices to the needs of a truly diverse and global industry.

The on-site segment of the hospitality industry is defined as food outlets in business and industry, schools, universities and colleges, hospitals, skilled-nursing centers, elder care centers,²³ correctional facilities, recreational facilities such as stadiums, and child care centers. While there has been little research seeking to better understand hospitality managers' personal styles, there has

been no work done in the on-site segment despite its increasing stature in the global business market. Domestic sales in the on-site segment, in fact, are expected to exceed \$80 billion in 2000.²⁴

The on-site food service segment was also selected because of its unique organizational structure. Operations for managed-services companies that dominate the market are largely decentralized. As a result, managers with unique experiential backgrounds and competencies are required for each position. In addition, the organizational hierarchy of these companies is cleanly stratified. Thus, distinct levels of management can be identified without concern for organizational overlap.

Single company is focus

A large, international managed-services company based in the U.S. was selected for study. This seemed an appropriate choice for three reasons. First, using a single organization limited external factors such as divergent corporate cultures that might confound the results of the study. Second, the size of the organization provided a solid respondent base. Third, complete access to the names and addresses of managers working in the U.S. division of this organization could be secured readily.

Since organizational level was of particular interest as a variable potentially related to personal type, the study sample consisted of three levels of management:

district managers (managers with multi-unit responsibility), general managers (managers who oversee multiple services or multiple units within a single client-based organization), and food service directors (managers with overall responsibility for a single unit). The entire population was surveyed (n=782) to provide adequate cases for the analyses. The limited number of managers at the district manager and general manager levels underscored the reasoning for the full-population sampling approach.

A survey was developed that included the Myers-Briggs Type Indicator standard Form G, questions pertaining to demographics, and two questions regarding respondents' perceptions of instrument validity. A letter of introduction emphasizing the confidentiality of the survey and the potential value of the results to the organization was sent to the home addresses of all 782 managers in the sample. The survey instrument was then sent within two weeks, accompanied by a personalized letter from the corporate office endorsing the study and confirming the confidentiality of respondents' answers.

Completed, useable surveys were received from 518 respondents for an overall response rate of 66.24 percent. Response-rate percentages by management group were 84.61 (n = 44) for district managers, 83.93 (n = 95) for general managers, and 61.33 (n = 379) for food service directors. Due to

the relatively high response rate, it was determined that a follow-up survey was unnecessary.

Consideration of the non-response bias was addressed through a follow-up phone survey of 27 managers who did not respond to the original mailing. While the data were insufficient for use in the overall analyses owing to missing fields (e.g., respondents were not queried as to their demographics), no differences were found between the responses of the mail and phone survey administration. In addition, answers to the two nested questions, which asked respondents for their perception of the validity of the instrument, were examined. One question was, "Do you feel your responses to this questionnaire accurately depict your behavior at work?" More than 87 percent of the respondents reported that their responses to the questionnaire accurately reflected their personality; more than 91 percent reported that the survey responses represented their workplace behavior.

The central research questions were as follows:

- Do food service managers display a common MBTI profile and, if so, how are they distinguished?
- Are any dimensions of MBTI type significantly different for food service managers at different organizational levels?
- What other demographic variables relate to MBTI type?

Results were then interpreted by asking such questions as how the findings fit within the context of what is currently known about managers' personal style and what the implications of these findings to hospitality practitioners and future researchers were.

The Myers-Briggs Type Indicators are used in many corporations and the federal government to assess personal characteristics. Based on how managers said they would respond to 100 particular situations, they were classified as:

- Extroverted or Introverted (E or I)
- Sensing or Intuitive (S or N)
- Thinking or Feeling (T or F)
- Perceiving or Judging (P or J)

These were combined into 16 personality types. For instance, a manager rated as ESTJ would tend to be goal directed and good at practical organization whereas one rated as INTJ might be more visionary.

In answering the question regarding whether a particular MBTI type is common to managers in the food service sector, this study revealed that 46.3 percent of the respondents were either ISTJ (19.9 percent) or ESTJ (26.4 percent). These two MBTI types differ only on the extroversion-introversion scale. No other of the 16 possible types represent-

ed more than 7.1 percent (ENTP) of the total sample (Table 1 and Exhibit 1).

In examining individual scale indicators for all respondents, strong preferences were revealed for E (61 percent), S (72 percent), T (74 percent), and J (68 percent). When rank was used as a variable in the analysis, several differences were apparent (Table 2). Perhaps most striking was a clear tendency toward a thinking preference (versus feeling) as management level increased, with 73.4 (food service directors), 79.6 (general managers), and 95.3 (district managers) percent of each group falling into the thinking dimension. While the general managers' mean score was somewhat greater on this dimension than that of food service directors', the most significant difference in group mean scores was between district managers and the other two management groups ($p < .01$).

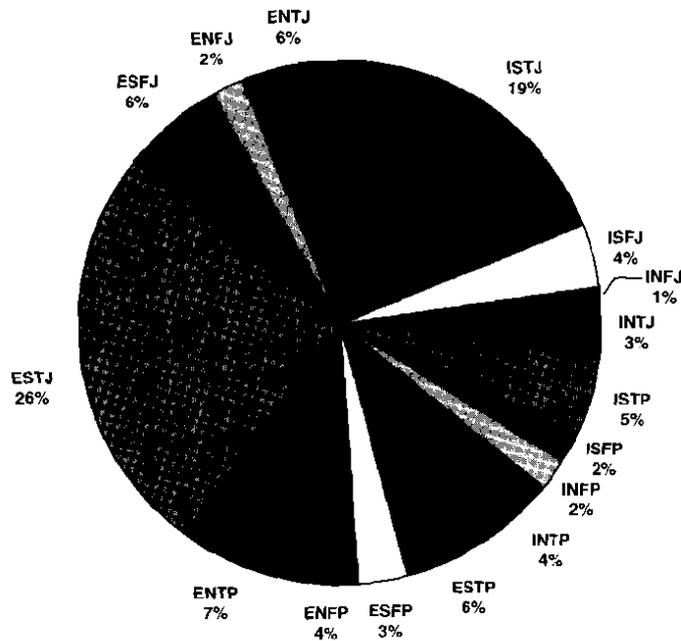
Gender differences exist

In examining other demographic variables, gender differences in MBTI dimensions appear to be less pronounced as rank increases. When the entire sample of food service managers is considered, male and female respondents' MBTI profiles differed significantly (a chi-square analysis resulted in $p < .001$), particularly with regard to the extraversion-introversion and thinking-feeling scales. While both genders tended toward extraversion and thinking, women had a significantly greater

**Table 1
Crosstabulation using personality type and position**

Type			Position			TOTAL
			FSD	GM	DM	
ISTJ	Count		76	17	10	103
	% within Position		20.1%	17.9%	22.7%	
	% of Total		14.7%	3.3%	1.9%	19.9%
ISTJ	Count		18	5		23
	% within Position		4.7%	5.3%		
	% of Total		3.5%	1.0%		4.4%
INFJ	Count		3			3
	% within Position		0.8%			
	% of Total		0.6%			0.6%
INTJ	Count		10	2	1	13
	% within Position		2.6%	2.1%	2.3%	
	% of Total		1.9%	0.4%	0.2%	2.5%
ISTP	Count		16	8		24
	% within Position		4.2%	8.4%		
	% of Total		3.1%	1.5%		4.6%
ISFP	Count		7	1	1	9
	% within Position		1.8%	1.1%	2.3%	
	% of Total		1.4%	0.2%	0.2%	1.7%
INFP	Count		7	3		10
	% within Position		1.8%	3.2%		
	% of Total		1.4%	0.6%		1.9%
INTP	Count		11	5	3	19
	% within Position		2.9%	5.3%	6.8%	
	% of Total		2.1%	1.0%	0.6%	3.7%
ESTP	Count		23	10		33
	% within Position		6.1%	10.5%		
	% of Total		4.4%	1.9%		6.4%
ESFP	Count		10	3		13
	% within Position		2.6%	3.2%		
	% of Total		1.9%	0.6%		2.5%
ENFP	Count		19	3		22
	% within Position		5.0%	3.2%		
	% of Total		3.7%	0.6%		4.2%
ENTP	Count		26	5	6	37
	% within Position		6.9%	5.3%	13.6%	
	% of Total		5.0%	1.0%	1.2%	7.1%
ESTJ	Count		97	22	18	137
	% within Position		25.6%	23.2%	40.9%	
	% of Total		18.7%	4.2%	3.5%	26.4%
ESFJ	Count		25	5	1	31
	% within Position		6.6%	5.3%	2.3%	
	% of Total		4.8%	1.0%	0.2%	6.0%
ENFJ	Count		12			12
	% within Position		3.2%			
	% of Total		2.3%			2.3%
ENTJ	Count		19	6	4	29
	% within Position		5.0%	6.3%	9.1%	
	% of Total		3.7%	1.2%	0.8%	5.6%
TOTAL	Count		379	95	44	518
	% within Position		100.0%	100.0%	100.0%	100.0%
	% of Total		73.2%	18.3%	8.5%	100.0%

Figure 1
Breakdown of respondents by type



tendency toward these two characteristics as calculated on the basis of differences in means ($p < .05$ and $p < .001$, respectively) than did their male counterparts. However, when each rank is examined separately, significant gender differences occur only at the level of food service director. It should be noted that the number of women at each rank decreases dramatically, with women constituting nearly half the food service directors (47 percent), approximately one third of the general managers (29.8 percent), but only 14.6 percent of the district managers.

Further analysis suggests other demographic variables correspond to various dimensions of

MBTI type. Age emerged as a factor related to the judging-perceiving scale for all respondents. Analysis of the mean scores from each age group indicated a tendency toward increasing judgment with age. In addition, managers who reported being married demonstrated significantly greater tendencies toward sensing (versus intuition) with $p < .10$, thinking (versus feeling) with $p < .001$, and judging (versus perceiving) with $p < .001$, than their single/divorced counterparts.

The next step involved interpreting these findings in light of related research and current hospitality management practice.

Nearly half the food service managers share a common MBTI

type of either ISTJ or ESTJ. This finding was anticipated, given previous research, and clearly suggests that tendencies toward sensing, thinking, and judging characterize not only managers in general, but also the typical on-site food service manager.

In their summary of previous research, Gardner and Martinko note that managers favored thinking over intuition and judging over feeling in 97 and 100 percent, respectively, of all samples studied.²⁵ While the nature of the hospitality environment, and the subsequent management requirements, might have suggested an

MBTI profile unique to the food service sector, no substantial differences between the findings of this study and other studies of management samples were apparent.

A number of researchers have found that TJs (54.4 percent of the food service sample studied), in particular, are over represented when management samples are compared to normative samples.²⁶ Myers and McCaulley suggested that TJs are attracted to administration and management; Gardner and Martinko proposed that managers are "more inclined to prefer thinking and judgment over feeling and

Table 2
Descriptive statistics for each dimension by rank

Dimensions		Position			TOTAL	
		FSD	GM	DM		
E vs. I	E	Count	231	54	29	314
		% within Position	60.9%	58.1%	67.4%	
		% of Total	44.6%	10.5%	5.6%	61.0%
I vs. N	I	Count	148	39	14	201
		% within Position	39.1%	41.9%	32.6%	
		% of Total	28.7%	7.6%	2.7%	39.0%
N vs. S	N	Count	107	23	13	143
		% within Position	28.2%	24.7%	30.2%	
		% of Total	20.2%	4.5%	2.5%	27.8%
S vs. F	S	Count	272	70	30	372
		% within Position	71.8%	75.3%	69.8%	
		% of Total	52.8%	13.6%	5.8%	72.2%
F vs. T	F	Count	101	19	2	122
		% within Position	26.6%	20.4%	4.7%	
		% of Total	19.6%	3.7%	0.4%	23.7%
T vs. J	T	Count	278	74	41	393
		% within Position	73.4%	79.6%	95.3%	
		% of Total	54.0%	14.4%	8.0%	76.3%
J vs. P	J	Count	260	56	34	350
		% within Position	68.9%	60.2%	79.1%	
		% of Total	50.5%	10.9%	6.6%	68.0%
TOTAL	P	Count	119	37	9	165
		% within Position	31.4%	39.8%	20.9%	
		% of Total	23.1%	7.2%	1.7%	32.0%
	Count	379	93	43	515	
	% within Position	100.0%	100.0%	100.0%	100.0%	
	% of Total	73.6%	18.1%	8.3%	100.0%	

perception than members of the general population.”²⁸

The strong STJ profile in this study (46.3 percent) suggests that food service managers are well organized, monitor processes carefully, prefer concrete information, and respect organizational hierarchy. The ST respondents are likely to prefer facts, and solve problems in a step-by-step manner. Those fitting this profile are “loyal traditionalists” who work efficiently on everyday tasks.²⁹ The ST temperament is characterized by a preference for organization and structure; this group has a tendency to ignore feelings and may be slow to recognize the need for change.³⁰

Demographics have influence

The differences in individual scale indicators among hierarchical groups found in this study also are largely supported by previous research on managers’ personal type. However, while several previous studies found that the percentage of managers with intuitive (not sensing) preferences increased with increasing responsibility and position,³¹ this was not the case in the food service sample studied. In these previous reports, researchers found only a third of the executives surveyed preferred sensing over intuition; slightly more than half the middle managers surveyed had stronger sensing tendencies. In addition, approximately 70 percent of the lower level supervisors studied were characterized by sensing. In

the study reported here, 72 percent of the total food service sample displayed a preference for sensing: 71.7 percent of the food service directors, 75.2 percent of the general managers, and 69.7 percent of the district managers.

Gender differences, particularly on the extraversion scale, are consistent with previous research. However, the finding that women demonstrated a greater tendency toward thinking than did their male counterparts contradicts other studies.³² Individuals who demonstrate strong thinking tendencies are logical and assertive; this finding, therefore, contradicts the stereotype that female managers favor subjective information in making decisions and are more likely swayed by emotional evidence than their male counterparts. In explaining a similar result, one author proposed that women may monitor their survey responses to project what they believe to be the most desirable traits. Although this explanation is feasible, it would seem reasonable to expect that women at senior levels would be less likely to manipulate their responses. If this is the case, this explanation does not address why the profiles of male and female district managers are not only strongest in the thinking preference, but are also most similar on all type dimensions.

Using age as a variable, the correlation between increasing age and the tendency toward judging (versus perceiving) was expected. Less clear is the reason why a

significant difference should exist in the strength of the sensing, thinking, and judging dimensions between married and single food service managers. A study to determine if this was true of the general population would yield potentially provocative results.

The consistently high percentage of STJ profiles in management populations in general, and in the food service industry in particular, suggests the importance of exploring the implications of this management type for individuals who strive to meet the needs of dynamic organizations operating in global environments.

Individuals self select

Given the common MBTI type of food service managers, what kind of workplace might be expected? How do the dominant tendencies revealed in this study align with the future needs of the on-site food service industry?

The fact that results of previous studies examining manager characteristics are consistent with the findings reported here supports the hypothesis that individuals tend to self-select, with those who are well organized and logical seeking out managerial positions. While descriptive studies have profiled the typical manager, such information becomes particularly useful as we compare these profiles to the competencies and personal characteristics theorists anticipate will be required for managerial effectiveness in the future. Those seeking to build

responsive, successful organizations may be misled by relying on the results of descriptive studies to guide their human resource practices and other decision making activities. It seems most useful to simultaneously review the visions of those who have looked to the future needs of the hospitality industry and who have described the leadership challenges that managers are likely to confront in the 21st century.³⁴

As the hospitality industry becomes more global, and as its leaders are called upon to develop continuous improvement processes, foster learning environments, and anticipate probable futures, the profile of effective managers—particularly at the senior levels—may well change from past models. The most productive questions, we suggest, are those that ask: Is it likely that managers with the current STJ profile will meet the needs of tomorrow's dynamic hospitality environment? If those attracted to the industry share a common profile, what will that mean for food service organizations in a competitive and increasingly global environment?

Current literature would suggest that one certainty for the future is constant change. Those managers who are innovative, who examine possibilities and hunches, who encourage continuous learning, and who are willing to take risks appear best suited to this emerging culture of change. If Appendix A is used as a general guide to the preferences most com-

patible with these needs, it would suggest that those strong in intuition (N) who enjoy solving new and complex problems, learning new skills, and who are challenged by imagining possibilities, would be most successful in leading their organizations and teams into the future.

A second trend appears to be increased attention to emotional needs of employees. Effective managers not only reason logically, but also possess a corresponding "E quotient," the ability to recognize and respond appropriately to their employees' feelings and emotional needs.³⁵ Those who have a high degree of empathy, who combine their personal value judgments with logic and evidence, and who demonstrate warmth and sensitivity toward both employees and customers would seem well prepared to manage service organizations. Such individuals would have strong feeling scores on the thinking/feeling dimension.

Teams become diverse

The skills required to understand and collaborate within a group environment are becoming more essential as managers find themselves leading teams whose membership is increasingly diverse. In addition, as organizations flatten and decentralize, motivating employees to take responsibility for decision-making and problem solving becomes essential. The role of the manager, rather than simply supervising,

takes on dimensions of facilitating and energizing. Once again, those with strong scores on the feeling dimension would seem well suited to manage a diverse workforce, as they tend to be aware of others' values and appreciate each person's contributions.

The NF (intuition/feeling) type, then, is an energizer who works with people to bring out their unique contributions and who explores possibilities. This person is challenged by unsolved problems and creates a vision for others to follow. While the traditional manager (demonstrating the current sensing/thinking preference) kept track of things in a practical and objective manner and was valued for his or her organizational ability and efficiency, an NF profile suggests a very different set of preferences. In the study of food service managers reported here, 57.3 percent of the sample indicated a preference for ST and only 9 percent for NF. In fact, perhaps most interesting, not one of the 44 district managers indicated an NF preference.

This research targets food service managers and explores how type is related to organizational level as well as to such other demographic variables as gender, age, time with the organization, and marital status. For industry professionals, particularly those in the on-site food service segment, this information is relevant to the successful planning and implementation of human resources functions. In

particular, knowledge of collective management profiles should aid human resource managers as they attempt to develop effective and appropriate human resources practices.

It is essential that those responsible for organizational development not only examine the fit between current practices and individual needs, but also between the organization's vision for itself and the leadership characteristics that will be required to maintain a

competitive advantage in the years ahead. It may be that multiple models of effective management best serve the needs of a dynamic and global industry. Research that follows this stream will be likely not only to contribute to the design of effective human resources practices, but also to encourage mindful discussions regarding the kind of managers best able to lead hospitality organizations into the future.

Appendix A
Preferences in work situations

<p style="text-align: center;">Extraversion</p> <ul style="list-style-type: none"> • Like variety and action • Often impatient with long, slow jobs • Are interested in the activities of their work and in how other people do it • Often act quickly without thinking • When working on a task, find phone calls a welcome diversion • Develop ideas by discussion • Like having people around 	<p style="text-align: center;">Introversion</p> <ul style="list-style-type: none"> • Like quiet for concentration • Tend not to mind working on one project for a long time uninterrupted • Interested in the facts/ideas behind their work • Like to think before they act • When concentrating on a task, find phone calls intrusive • Develop ideas by reflection • Like working alone
<p style="text-align: center;">Sensing</p> <ul style="list-style-type: none"> • Like using experience and standard ways to solve problems • Enjoy applying what they have learned • May distrust and ignore their inspirations • Seldom make errors of fact • Like to do things with a practical bent • Like to present the details of their work first • Prefer fine tuning what already exists • Usually proceed step-by-step 	<p style="text-align: center;">Intuition</p> <ul style="list-style-type: none"> • Like solving new and complex problems • Enjoy learning a new skill more than using it • May follow their inspirations, good or bad • May make errors of fact • Like to do things with an innovative bent • Like to present an overview of their work • Prefer change, sometimes radical • Usually proceed in bursts of energy

Thinking

- Use logical analysis to reach conclusions
- Can work without harmony
- May hurt people's feelings and not know it
- Tend to decide impersonally, sometimes paying insufficient attention to people's wishes
- Firm-minded, can give criticism
- Look at the principles involved in a situation
- Feel rewarded when job is done well

Feeling

- Use values to reach conclusions
- Work best in harmony with others
- Enjoy pleasing people in all things
- Often let decisions be influenced by their own and other people's likes and dislikes
- Tend to be sympathetic and dislike or avoid telling people unpleasant things
- Look at the underlying values in the situation
- Feel rewarded when people's needs are met

Judging

- Work best when they can plan their work and follow their plan
- Like to get things settled and finished
- May not notice new things to be done
- Tend to be satisfied once they reach a decision on a thing, situation, or person
- Reach closure by deciding quickly
- Seek structure and schedules
- Use lists to prompt action on specific tasks

Perceiving

- Enjoy flexibility in their work
- Like to leave things open for last-minute changes
- May postpone unpleasant tasks
- Tend to be curious and welcome a new light on a thing, situation, or person
- Postpone decisions while searching for options
- Adapt well to changing situations and feel restricted without change
- Use lists as reminders

Adapted from *Introduction to Type* by Isabel Briggs Myers, Consulting Psychologists Press, Inc. 1987.

Preferred Methods of Communication

Extraversion

- Communicate energy and enthusiasm
- Respond quickly without long pauses to think
- Focus of talk is on people and things in the external environment
- Need to moderate expression
- Seek opportunities to communicate in groups
- Prefer face-to-face over written communication
- In meetings, like talking out loud before coming to conclusions

Introversion

- Keep energy and enthusiasm inside
- Like to think before responding
- Focus is on internal ideas and thoughts
- Need to be drawn out
- Seek opportunities to communicate one-to-one
- Prefer written over face-to-face communication
- In meetings, verbalize already well thought out conclusions

<p style="text-align: center;">Sensing</p> <ul style="list-style-type: none"> • Like evidence (facts, details, and examples) presented first • Want practical and realistic applications shown • Rely on direct experience to provide anecdotes • Use an orderly step-by-step approach in presentations • Like suggestions to be straightforward and feasible • Refer to specific examples • In meetings, are inclined to follow agenda 	<p style="text-align: center;">Intuition</p> <ul style="list-style-type: none"> • Like global schemes, with broad issues presented first • Want possible future challenges discussed • Rely on insights and imagination to provoke discussion • Use a round-about approach in presentations • Like suggestions to be novel and unusual • Refer to a general concept • In meetings, are inclined to use the agenda as a starting point
<p style="text-align: center;">Thinking</p> <ul style="list-style-type: none"> • Prefer to brief and concise • Want the pros and cons of each alternative to be listed • Can be intellectually critical and objective • Convinced by cool, impersonal reasoning • Present goals and objectives first • Consider emotions and feelings as data to weigh • In meetings, seek involvement with tasks 	<p style="text-align: center;">Feeling</p> <ul style="list-style-type: none"> • Prefer to be sociable and friendly • Want to know why an alternative is valuable and how it affects people • Can be interpersonally appreciative • Convinced by personal information, enthusiastically delivered • Present points of agreement first • Consider logic and objectivity as data to value • In meetings, seek involvement with people
<p style="text-align: center;">Judging</p> <ul style="list-style-type: none"> • Want to discuss schedules and timetables with tight deadlines • Dislike surprises and want advance warning • Expect others to follow through, and count on it • State their positions and decisions clearly • Communicate results and achievements • Talk of purpose and direction • In meetings, focus on the task to be done 	<p style="text-align: center;">Perceiving</p> <ul style="list-style-type: none"> • Willing to discuss the schedule but are uncomfortable with tight deadlines • Enjoy surprises and like adapting to last-minute changes • Expect others to adapt to situational requirements • Present their views as tentative and modifiable • Communicate options and opportunities • Talk of autonomy and flexibility • In meetings, focus on the process to be appreciated

Adapted from *Talking in Type* by Jean Kummerow, Center for Applications of Psychological Type, 1985.

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