



**OTHER RESOURCES
AND EXERCISES**

MYERS-BRIGGS TYPE INDICATOR AND BEHAVIOR PROFILES COMPARISON SHEET

Hearty, frank, decisive, organizers, blunt, problem-solvers, results-oriented, good administrators, confident

ENTJ – Results Oriented, Creative
 ESTJ – Results Oriented
 ENTP – Inspirational
 ESTP – Developer

Outgoing, friendly, fun, enthusiastic, helpful, improvisers, warmhearted, talkative, popular, persuasive, sympathetic, responsive

ENFJ – Appraiser
 ESFJ – Persuader
 ENFP – Counselor, Appraiser
 ESFP – Promoter

D I

C S

INJT – Creative
 ISTJ – Perfectionist, Objective Thinker
 ISTP – Investigator
 INTP – Objective Thinker

Serious, orderly, logical, thorough, observing, analyzing, impersonal, principled, how-and-why, skeptical, critical, independent, theoretical, hairsplitting

ISFJ – Perfectionist
 INFJ – Achiever, Appraiser
 INFP – Agent, Counselor
 ISFP – Specialist, Practitioner

Quiet, friendly, responsible, loyal, preserving, retiring, relaxed, friendly but absorbed, serve the common good

Extraversion (Externally Focused)	E – I	Intraversion (Internally Focused)
Sensing (Fact Oriented)	S – N	Intuition (Idea Oriented)
Thinking (Logic & Reasoning)	T – F	Feeling (Values & Beliefs)
Judging (Planning & Shaping)	J – P	Perceiving, (Understanding & Responding)

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COMBINED APPLICATION OF THE MYERS BRIGGS TYPE INDICATOR AND THE PERSONAL PROFILE SYSTEM

by Roger Fritz

“This article is based on preliminary observations with approximately 150 individual consultations. I would welcome any comments from other Associates who may be exploring any of these issues. You can contact me through CLC or this Journal.”

Roger Fritz

This article is intended primarily for those of you using the **Personal Profile System (PPS)** in one-on-one sessions in a career development setting, and, more specifically, those of you who also use the **Myers Briggs Type Indicator (MBTI)** as part of your practice. I am writing to share with you how my career development practice and my clients have benefited from the incorporation of the **Personal Profile System** into our program.

After being introduced to the PPS in a team building seminar nearly three years ago, I became instantly intrigued with its relationship to the MBTI. My interest was two-fold. First, what were the similarities and differences conceptually and structurally? Secondly, how could they be used in conjunction with each other to heighten our understanding of human development and human behavior? After three years of working on this problem, I would like to use this article to express my observations and ideas on both questions.

To begin with, Carl Jung (whose work inspired the MBTI) and William Moulton Marston (from whose work John Geier developed the PPS) approached the problem of understanding people from two fundamentally different points of view.

Jung proposed the idea that there exist distinctly different **types** of people and he created a **typology** that could be used to classify all personality types. Myers and Briggs furthered the work and created a reliable instrument (MBTI) to ultimately identify 16 different **personality types**. In association with these personality **types**, ongoing research has yielded a clear understanding of anticipated behavioral **traits** that may be exhibited by each individual **type**.

Marston, on the other hand, began with observable **behavior traits** and discovered that the **traits** often appeared in patterns with certain **traits** frequently associated with each other. As we all know, this ultimately led to Grier's development of the PPS and the 15 Classical Profile Patterns of behavioral **traits**. Underlying these patterns, we find the DISC structure and we often hear our co-practitioners refer to people as a **D-type** or an **I-type** and so on.

While we could go much further in exploring the issues at this level, it is sufficient to say that the MBTI and the PPS explore the relationship between **types** and **traits**, only they start from opposite sides of the fence. Anyone who has read the published description of them to the PPS' Classical Patterns, would no doubt recognize the strong similarities. This is not too surprising. After all, there are only so many ways to describe human behavior.

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Given these observations, it might be easy to dismiss the whole issue and simply view the MBTI and PPS as two alternative products on the market that do essentially the same thing with their unique features and benefits. However, based on our work with several hundred people over the last three years, I believe that would be a gross mistake and would eliminate the potential for some important new insights.

While both instruments address the relationship between **traits** and **types** and use similar descriptions to express results, the most fascinating distinction between them is this: the MBTI claims to be “essentially” immune to environmental influence and the results remain fairly constant though out an adult’s lifetime. (There are exceptions to this, but the statement remains fundamentally true.) On the other hand, the PPS is highly sensitive to environmental changes and will pick up the difference in behavior between Saturday night and Monday morning!

Now we had the makings of an interesting puzzle: two instruments, both reliable, looking at similar characteristics, one designed for stability, the other designed for responsiveness. I am convinced that a combination of the two would yield a powerful and comprehensive program. Our efforts to integrate the two instruments have, in fact, resulted in a number of useful observations.

First of all, here is the metaphor we use to describe the relationship between, not only the two instruments, but their intended purpose. We ask our clients to imagine a potter working a potter’s wheel. The person making the pot would use one hand on the inside of the pot, and one hand on the outside. The two hands would work together to give shape and form to the vessel. If the two hands work together well, the pot will remain centered, and the form will continue to develop and grow as the potter works. However, if the two hands do not work well together the walls of the vessel will develop weak spots, the form will become awkward and irregular, the pot will move off center, become stressed, and eventually collapse.

We find that this analogy applies to many of our clients and their relationship to their careers. From our perspective, “the hand on the inside” is similar to personality (or temperament for those of you who are fans of Keirsey and Bates). Often a great deal of our behavior can be explained as a direct extension of something called personality. Whether we interpret this “inner-something” as inborn, or assume it to be built over a number of years, it is, nonetheless, relatively stable and predictable.

However, we also find that much of our behavior is in response to our environment. This is the “hand on the outside” and represents the things we do for other people, to earn a living, to fit into a group, or achieve a particular goal. This is the behavior we will attempt to adjust to meet the needs of the moment, either ours, or someone else’s.

Given this distinction, we classify our behavior into two categories, **preferred** and **practiced**. Certain behaviors are a direct extension of an individual’s “inner-hand” or personality and will reflect the individual’s **preference**. Other behaviors will exist only as a matter of discipline of **practice** in response to the environment. This may be the immediate environment or a past environment carried forward by learned “should’s” and “should not’s”.

Sorting out **preferred** and **practiced** behaviors is an essential step in promoting overall development and well-being. Exercising our **preferred** behavior patterns is a form of reward and a way of replenishing ourselves. Our **practiced** behavior may achieve external goals, but it will also deplete us. It must be used selectively and not obsessively.

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I think it's quite obvious to see how this decision fits into career decisions, occupational choices, and problems associated with job stress and burnout. Also, I hope it is obvious how the combination of MBTI and the PPS can help us better understand and manage this dynamic.

In straightforward terms, we use the MBTI to first determine the personality type. Given the type, we can predict reasonably well with Classical Pattern of behavioral traits will be preferred by the individual. Some correlations are stronger than others, and we are still learning, but the evidence clearly suggests we are on the right track.

We then administer the PPS, often more than once with changes in the environmental focus. As we ask our clients to relate their overall level of satisfaction with the various environments they are examining, we invariably find that satisfaction goes up as we move closer to the **traits** anticipated by the particular **type**.

Armed with this information, we can help them design a job setting, career path, or overall lifestyle that more effectively nourishes their true **preferences**. At the same times they can learn how to "flex their style" and **practice** a broader range of behavioral responses, allowing them to relate better to people and their environment.

For those of you familiar with MBTI, I've provided an overview of our findings at this time. Without trying to teach a short course in typology, at least a presentation of the terms and symbols might be useful. The Myers Brings personality types are built upon the following:

Extraversion (Externally Focused)	E – I	Intraversion (Internally Focused)
Sensing (Fact Oriented)	S – N	Intuition (Idea Oriented)
Thinking (Logic & Reasoning)	T – F	Feeling (Values & Beliefs)
Judging (Planning & Shaping)	J – P	Perceiving, (Understanding & Responding)

The various personality types, 16 in all, are then formed by combining four of the opposing letters, such as ENTJ, ISFP, ESFP, etc. It is important to understand that these characteristics are not merely combined like seasoning in a soup . . . a little of this and a little of that. They combine more like organic chemical compounds. One combination might give you sugar, while a slight change gives you gasoline. Both give you energy, but one is sweet, while the other explodes!

Given this caution, we find the following similarities between MBTI and the DISC characteristics:

Types including **Extraversion** and **Thinking (ET)** exhibit **D** behavior.

Types including **Extraversion** and **Feeling (EF)** exhibit **I** behavior.

Types including **Intraversion** and **Feeling (IF)** exhibit **S** behavior.

Types including **Intraversion** and **Thinking (IT)** exhibit **C** behavior.

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Key words phrases taken from general MBTI descriptions will illustrate this correlation further:

MBTI	Key Words	PPS
ENTJ ESTJ ENTP ESTP	Hearty, frank, decisive, organizers, blunt, problem solvers, results oriented, good administrators, confident	D (Dominance)
ENFJ ESFJ ENFP ESFP	Outgoing, friendly, fun enthusiastic, helpful, improvisers, warm-hearted talkative, popular, persuasive, sympathetic, responsive	I (Influence)
ISFT INFJ INFP ISFP	Quiet, friendly, responsible, loyal, preserving, retiring, relaxed, friendly but absorbed, serve the common good	S (Steadiness)
INTJ ISTJ ISTP INTP	Serious, orderly, logical, thorough, observing, analyzing, impersonal, principled, how-and-why, skeptical, critical, independent, theoretical, hair splitting	C (Compliance)

This method of grouping of Myers Briggs types is different from the traditional Jungians and different from the temperament theorists such as Keirsey. However, it does seem to have merit and has proven quiet useful in our practice.

To go one step further, we can show some general tendencies between the Myers Briggs Type and the Classical Profiles Patterns. This personality type . . . frequently exhibits or prefers this style:

ENTJ	Results oriented, creative
ESTJ	Results oriented
ENTP	Inspirational
ESTP	Developer
ENFJ	Appraiser
ESFJ	Persuader
ENFP	Counselor, Appraiser
ESFP	Promoter
ISFJ	Perfectionist
INFJ	Achiever, Appraiser
INFP	Agent, Counselor
ISFP	Specialist, Practitioner
INTJ	Creative
ISTJ	Perfectionist, Objective Thinker
ISTP	Investigator
INTP	Objective Thinker

Again, our research is continuing as we consult with more people. Some evidence is stronger than others; however, the trends are quiet clear. Also, keep in mind that each type can establish a broad range of behavior under various circumstances.

We believe that these findings not only impact career development, but are also important in various aspects of management training. We are in the early stages of program development with some of our organizational clients at this time.

In closing, I would like to say that the Carlson Learning Company **Personal Profile System** has added greatly to our practice and would strongly recommend that any user of the **Myers Briggs Type Indicator** consider the addition of the PPS.

Roger Fritz is Executive Director of Network Career Development located in Missouri. He is a planning and development consultant with thirteen years of professional experience in industry, government, and education. As such, he serves as a personal advisor to managers and executives helping them develop effective leadership in their own careers, as well as the organizations they serve Mr. Fritz has served in a number of positions since 1977, notably as Assistant to the President of Columbia federally funded grants, as Vice President of Hellmuth, Obata, Kassabaum, where he functioned as a corporate planner, and as Division Present of URS/Thortec, where he was responsible for developing a national acquisition strategy to strengthen the firms' position in a variety of corporate consulting areas.

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USING THE PPS AS AN ADJUNCT OR ALTERNATIVE INSTRUMENT

By Ruth Ora Jackson

Many consultants express interest in positioning the **Personal Profile System (PPS)** in a marketplace where other personal style instruments are being considered, or are already in use. In this atmosphere, the consultant is challenged by two factors:

1. **Product Knowledge.** In addition to knowing what the client needs, the consultant must have a working knowledge of other style instruments. Armed with this knowledge, the consultant can intelligently present the **Personal Profile System** as an adjunct, or alternative instrument.
2. **A Belief in Abundance.** When we affirm that we live in a world of abundance, competition ceases to exist. We stop worrying about beating out others and their products. Belief in abundance means that there is always enough for everyone, our “competitors” and us.

Product knowledge includes the PPS’s similarities to other instruments. For example, a client asks, “How does this profile relate to another test I took that said I was a Driver?” The following table shows the Profile’s four basic styles and their approximate equivalents in other four quadrant systems. Of these systems, you are most likely to encounter the Wilson, Tracom System.¹

	D	I	S	C
Wilson, Tracom, Merrill	Driver	Expressive	Amable	Analytical
Alessandra	Director	Socializer	Relater	Thinker
Junk	Sensor	Feeler	Thinker	Intuitior
DeVille	Controller	Entertainer	Supporter	Comprehender
Galen, Hippocrates	Choleric	Sanguine	Phlegmatic	Melancholy
Atkins	Controlling, taking	Adapting, dealing	Supporting, giving	Conserving, holding
Lefton	Quadrant 1 Dominant Hostile	Quadrant 4 Dominant Warm	Quadrant 3 Submissive Warm	Quadrant 2 Submissive Hostile
Albrecht	Blue sky	Red sky	Red earth	Blue earth

I believe the PPS is much better packaged, more user-friendly, and more easily presented in a workshop format, than any of these other four quadrant systems.

Today, the most frequently used and best known social style instrument is the **Myers Briggs Type Indicator (MBTI)**. Katherine Briggs and Isabel Myers integrated Carl Jung’s psychological types with their own observations based on preference in the following areas:

Energizing – when and how we get energy. Based on a continuum of preferences from Introvert to Extrovert

Attending – what we attend to as we gather information. Measured on a continuum of preferences from Sensing to Intuiting.

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Living – the type of life we adopt – our most comfortable world. This is measured on a continuum of preferences from Judging to Perceiving.

The dimensions can be defined as follows:

Extrovert (E) Varied, action oriented; energy directed outward toward people and things.	Introvert (I) Quiet and concentrated; energy directed inward toward concepts and ideas.
Sensing (S) Uses five senses, experience; is practical and realistic	Intuition (N) Uses sixth sense, possibilities, is innovative.
Thinking (T) Focus is logic, things, and principles	Feeling (F) Focus is people, harmony, and human values
Judging (J) Decisive, planful and exacting. Wants to bring to closure	Perceiving (P) Curious, spontaneous, and flexible. Wants to keep options open.

From these choices, 16 preference styles are developed. For instance, I am an ENFP: Extrovert/Intuitior/Feeler/Perceiver.

The MBTI has also developed a four style model based on the S-N, T-F, and the J-P choices. For example:

- A Sensor/Perceiver would focus on the present, enjoy change and action, and be good at responding to crisis.
- A Sensor/Judger would want to establish policies, rules, and schedules and would have a strong sense of responsibility to others and the job.
- An Intuitive/Thinker would have a passion for knowing, be good at designing and developing concepts, and expect high standards from self and others.
- An Intuitive/Feeler would be idealistic, committed to self-growth and strongly valuing harmony and personal involvement.

The advantages of the MBTI include:

- Extensive research and supportive data available
- Very inexpensive
- A lot of in-depth information available to the user
- Has academic acceptance and endorsement

The advantages of the PPS include:

- Easy and quick to administer. MBTI takes 30-45 minutes response time. Response time for the PPS is 7-10 minutes.
- The PPS form itself. Visual: graphs and data easily understood.
- Immediate feedback. The long form of the MBTI is not self scored and has the potential for creating discomfort with people concerned with confidentiality. There is a short form self-scorable MBTI, but it is less than 75% accurate and gives no measurement of intensity.
- The PPS is a “focused” instrument. The MBTI has no focus.

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- The PPS is easy to understand and interpret, reading level around fifth grade. The MBTI is a psychological instrument and its usage is restricted to “qualified” people. Reading level is eighth to eleventh grade level. Isabel Meyers herself has said that not everyone should use it.
- The PPS is much easier to remember and use in relating to others. Most who have taken the MBTI cannot remember their performance type.
- The PPS is based on needs/emotions. The MBTI is logical preferences. Ask your client which he/she thinks is more directly related to motivation.²

If you call on a client who is already using the MBTI, say: “Great! I’m glad your people have an understanding of their preference type. Would you like to help them expand that knowledge in terms of their work behavior, and help them in understanding others, as well as themselves?”

Do not be against anything. What you are against weakens you; what you are for empowers. Find a way to support existing systems and offer the PPS as an adjunct. Your biggest selling point will be in actually giving the PPS to the decision maker so he/she can judge for themselves how easy it is to take, score, and how self-contained and user-friendly it is.

Although it is important to have a good product that is reliable and valid, believe the product is secondary to what you are really selling. Be clear about your mission and motivation. My mission is to improve the quality of life of all those whom I come in contact. This is all those with whom I come in contact. This is what I sell. The Performax/Carlson Learning materials help me accomplish this.

If you love what you do, you will be selling that love, enthusiasm, and excitement. I firmly believe in a statement by Henry David Thoreau that says: “If you advance confidently in the direction of your dreams, and endeavor to live the life which you have imagined, you will meet with a success unexpected in common hours.”

Carlson Learning Company has provided us with a wealth of excellent materials. The rest is up to us. There is no competition – only abundance – and you will see it when you believe it!

¹ For more information about these styles, read **Personal Styles and Effective Performance** by David Merrill and Roger Reid or **Social Style/Management Style** by Robert and Dorothy Bolton.

² For more information on the MBTI, refer to tape # 13, “Comparing the PPS to the Myers Briggs Type Indicator,” which I did at the June, 1990 Marketing Institute. You can order this through Creative Audio 8751 Osborne, Highland, IN 46322 (219) 838-2770. or you can read **Gifts Differing** by Isabel Briggs Meyers and Peter Myers, or **Type Talk** by Otto Krueger and Janet Thuesen.

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THE DiSC PERSONAL PROFILE SYSTEM™ AND THE MYERS-BRIGGS TYPE INDICATOR

By Miriam (Mimi) B. Hull, Ph.D.

Sir Isaac Newton observed that if we achieve something of value, it is because we stand on the shoulders of giants who came before us. Among the many giants who have gone before us are Carl G. Jung, the noted author of *Psychological Types*¹ and William Moulton Marston, author of *Emotions of Normal People*.²

John G. Geier, Ph.D. developed the DiSC™ dimensions of behavior model and the Personal Profile System™ (PPS) instrument.³ According to Geier, the Personal Profile System is based on the findings of his research studies, much of which he said William Marston had laid the groundwork for when he described the primary emotions and drew up terms which might be used to measure those factors.

Geier frequently acknowledged Marston's contributions to his work in applying behavioral science concepts to work and personal situations.⁴ It was Dr. Geier who was instrumental in reprinting Marston's work.

Carl G. Jung, the prominent Swiss born psychiatrist, brought significant attention to human behavior and behavior that was not random but classifiable. While this kind of general classification goes back to the ancient Greeks, Jung's work was based on differences in behavior resulting from preferences.

These preferences, Jung taught, emerge early in life and form the foundation for our *personalities*. Many instruments trace their foundation to Jung's work. One of them, the Myers-Briggs Type Indicator (MBTI) was developed by Katherine C. Briggs and her daughter, Isabel Briggs Myers.

In this article, I would like to address some of the similarities and differences of the Myers-Briggs Type Indicator and the Carlson Learning Company instrument, the Personal Profile System. Basically, I want to confirm the fact that these two instruments are not in competition with each other because they produce two different kinds of results.

Personality and Behavior

To begin with, I would like to define *personality* and *behavior*. It is the consideration of what makes up *personality* and what makes up *behavior* that distinguishes the Myers-Briggs Type Indicator from the Personal Profile System. The MBTI profiles *personality*. The PPS profiles *behavior*. These are two very distinct concepts.

Personality is defined by **Webster's New Riverside University Dictionary** as "the pattern of collective character, behavioral, temperamental, emotional, and mental traits of an individual." *Behavior* is defined as "one's actions or reactions under specified circumstances"

The distinction, then, we could make is that *personality* is our overall way of looking at a

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person – the totality of qualities, cultural values, beliefs, emotional make-up, skills, abilities, and traits peculiar to an individual. *Behavior*, on the other hand, is the way we respond to a specific situation. It is the *outward expression* of who we are.

With the PPS instrument the individual is asked to focus on a particular environment. This includes such focuses as work, different relationships, or home life. If you focus on the relationship with your clients, you may come up with one profile. If you focus on your relationship with your boss, you may come up with another. If you focus on your relationship with your husband or wife, you may come up with a fourth.

Our profile may change because we frequently behave differently in different situations, even though our personality remains constant. In fact, our behavior in a given focus may or may not be consistent with our basic personality – it depends on how genuine we are. Sometimes our behavior may mask how we really are.

The MBTI looks at behavior, too, but as it relates to long-term personality. Your personality does not change except by significant emotional experiences. Personality is everything a person is: inborn traits, as well as mental capabilities; your emotional makeup, as well as your skills and abilities. The MBTI looks at more and different information than the PPS. That is why there is no true, direct comparison between the two. The MBTI and the PPS are two different instruments measuring different things.

Basics of the PPS

The Personal Profile System™ identifies four distinct behavioral styles that can easily be observed in daily behavior. Some general characteristics of these styles include:

Dominant (D) Style: This style is assertive, determined, independent, and motivated by competitive opportunities. This style actively and positively tries to overcome unfavorable obstacles that block their way.

Influencing (i) Style: This style is optimistic, talkative, eager to please, and tends to be emotional. This style actively focuses their energies on influencing and persuading others in favorable situations.

Steadiness (S) Style: This style is a good listener, easy-going, low-keyed, and maintains a calm and peaceful relationship with others. This style is more comfortable in a favorable environment.

Cautious (C) Style: This style likes things done the “right” or “correct” way as they see it. This style tends to focus on their own high standards of appropriate behavior and on reducing antagonistic factors in an unfavorable environment.

People exhibit a mix of the four dimensions of behavioral responses (D-i-S-C), with fifteen identified Classical Patterns, and many more potential combinations. There is no best or ideal pattern, nor is the purpose of the profile to ask people to change their style; rather, the information is useful to measure and understand one’s response to a specifically defined environment.

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The PPS focuses on identifying and building awareness of the strengths and possible limitations of the person's style. It is a self-report instrument that provides instant feedback the individual can use to develop new skills and adapt better to the differences in others and the needs of specific situations.

Basics of the MBTI

The Myers Briggs Type Indicator identifies four pairs of "preference alternatives" individuals are predisposed to. These are:

Extraverted ⁵	(E)	or	Introverted	(I)
Sensing	(S)	or	iNtuitive ⁶	(N)
Thinking	(T)	or	Feeling	(F)
Judging	(J)	or	Perceiving	(P)

These four pairs – Extraverted or Introverted, Sensing or iNtuitive, Thinking or Feeling, Judging, or Perceiving – combine into sixteen personality types:

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
EST	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Your "type" then indicates your personal preference in where you get your energy (E or I), how you gather information (S or N), how you prefer to make your decisions (T or F), and how you prefer to be on a day-to-day basis (J or P). Like the PPS, the MBTI considers no pattern better than another pattern.

The PPS and Learning Styles

The way we take in information influences how we process that information, and ultimately, how we use that information. If you are a high "D," you will take in bottom line information and think in outline form. If you are a high "C", you will take in lots and lots of information – paragraphs and volumes – then choose what information you will give out. The "C" carefully analyzes information. Usually, though, they will use only a very small percentage of what was taken.

If you are an "i" or "S", your information will be colored by your emotions and experiences. The high "i" also takes in lots of information – because they don't want to miss any part of it – but the information is taken in differently than the "C's" information. How they feel about the information will determine what they will do with it.

The high "S" will take in information that fits with information they already have. If it doesn't fit, the "S" will often, unconsciously, reject the information. They do not do this intentionally – because they do not want any conflict. They "S" will reject conflict, not only interpersonally, but also internally. The way they may do this is by just not accepting it.

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The MBTI and Learning Types

With the MBTI, your first scale is Extravert/Introvert. About 75% of the population are Extraverts (E) and 25% of the population are Introverts (I). The Extravert prefers to learn by doing and likes to talk in order to think things out. They like stimulation and like many different things coming at them.

The Introvert likes to learn about things by reading and thinking. They will talk about it, but need time to process it internally first. They like depth and concentration and are more comfortable in the world of ideas than in the world of people and things.

The S (Sensing) person makes up 75% of the population and likes facts. They want to learn something they can continue to use. Sensing individuals are very real and learn through their senses. They do a tremendous amount of observation and want first-hand experience. They are anchored in reality and practicality.

An N (iNtuitive) person makes up 25% of the population and is an abstract thinker. They like to look at theories and ideas and like to be very innovative. The iNtuitive has a strong drive for projects, initiatives, ingenuity, versatility, and abstract kinds of information and things.

The Thinking (T) person is very logical. They are also very critical, demand efficiency, and will do what they need to do to get the job done. They will analyze things but they do some mentally. Like the Feeling (F) person they make up 50% of the population.

The Feeling (F) person is very sympathetic and will rule with their heart. Their learning is based on how it affects everyone around them. They are very people-oriented, empathetic, and are very devoted and emotional.

The Judging (J) person makes up 55% of the population. They like to make lists of things to do, be orderly, and make plans. They like quick decisions – like to get things wrapped up – and want to organize and control. When they complete a project, though, they like to celebrate.

On the other hand, the Perceptive (P) person wants to consider all the possibilities. They want a lot of emphasis on adaptability, understanding, and want to put off making a decision as long as they possibly can. They make up 45% of the population.

Similarities and Differences

As you can tell by the learning styles and types, there are similarities between the MBTI and the PPS; however, the MBTI looks at more and different information than the PPS. There are parts of the MBTI that seem to relate to aspects of the PPS, but there is never a direct line-by-line correlation. They are two instruments measuring different things in different ways.

An example I like to use to differentiate between the MBTI and the PPS is the structure of condominiums. Let's say you have a number of condominiums side by side. They are structurally the same (MBTI) but the way they are decorated (PPS) can be very, very different. So, too, people who have the same MBTI type may have very different PPS profiles and vice versa.

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One of the advantages I see with the use of the PPS is the mirror we have of ourselves in many different situations. When we know this of ourselves, we will also understand why people respond to us differently in different situations. Take, for example, a woman executive. Typically, at the office she will be called upon to use “D” behavior, knows that, and will behave accordingly and appropriately. However, at home she may be called upon to use more supportive behavior, so when she focuses on her profile at home she may be a high “S.” Her “core” in both situations may be an “i,” and it may be the secondary style in both considerations.

Conclusion

There is not enough room to go into the many and various aspects of both instruments. The Personal Profile System is, without a doubt, easier to administer, implement, easier to use, and is more practical. The MBTI comes from a psychological background and has been applied to business. The MBTI requires a more intensive approach and gives an in-depth basis of where people are coming from. The Personal Profile System was originally created as a business instrument, using business people in the process of developing teams.

Learning is complex. If resources permit, both instruments together can make learning about self and others more meaningful and significant.

References

¹Jung, C.M., *Psychological Types* (Princeton, N.J. Princeton University Press, 1971). A revision by R.R.C. Hull of the translation by H.G. Baynes.

²Marston, William M., *Emotions of Normal People* (New York: Harcourt Brace Co. 1928).

³The Personal Profile System was begun in the 1950's by John G. Geir. “By 19— the instrument was a complete educational system – self-administered, self-developed, and complexly self-interpreted. Marston, William Moulton, *Emotions of Normal People*, interpretive introduction by John G. Geir, Ph.D. (Minneapolis, MN, Persona Press, Inc. 1979)

⁴*Ibid*, page 6

⁵The dictionary spells this word extroverted. However, Carl Jung preferred extraverted, which is the spelling used here.

⁶The letter Ni is used to designate intuition because the letter I is used in Introverted.

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