Why People Drive You Crazy and What You Can Do About It

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Newsflash!

“Our differences are often a major source of conflict, especially in close quarters such as workplaces.”

“Understanding Personality Differences”
by Shawn Casti, PhD and Maria Wilson, PhD

Our Objectives

At the end of this workshop you should be able to:

- Identify the four dichotomies of the Myers-Briggs Type Indicator.
- Determine how to interact more effectively with everyone in your life.
The MBTI Instrument

- Developed by Katharine Briggs and her daughter Isabel Briggs Myers.
- Based on the work of Swiss psychologist Carl Jung, who presented his psychological type theory in his book Psychological Types (published in 1921, translated into English in 1923).

Jung’s Theory

- Jung believed that preferences are innate – “inborn predispositions.”
- He also recognized that our innate preferences interact with and are shaped by other influences, such as family, country, education, etc.

Jung’s Theory

- We’ll look at four pairs of opposites. We all use both sides of each pair, but one is our natural preference.
- Jung believed that our preferences do not change – they stay the same over our lifetime.
- What changes is how we use our preferences. The confounding variable – the environment!
The direction in which we focus our attention and energy

People who prefer Extraversion:
* Focus their energy and attention outward
* Are interested in the world of people and things

People who prefer Introversion:
* Focus their energy and attention inward
* Are interested in the inner world of thoughts and reflections

We all use both preferences, but usually not with equal comfort.

People Who Prefer Extraversion
- Are attracted to the outer world of people and events
- Are aware of who and what is around them
- Enjoy meeting and talking with new people
- Are friendly, often verbally skilled, and easy to know
- Tend to speak out easily and often at meetings
- Might not be as aware of what is going on inside themselves
People Who Prefer Introversion

- Are attracted to the inner world of thoughts, feelings, and reflections
- Are usually very aware of their inner reactions
- Prefer to interact with people they know
- Are often quiet in meetings and seem uninvolved
- Are often reserved and harder to get to know
- Might not be as aware of the outer world around them

People Who Prefer Extraversion

- Do their thinking as they speak
- Might act and/or speak first, then (possibly) think
- Tell you about themselves, speaking rapidly
- Give breadth to life
- Can get bored and restless if they're alone too long
- Can seem shallow and intrusive to Introverts
- Need Introversion for balance

People Who Prefer Introversion

- Need time to gather their thoughts before speaking
- Reflect and think before (possibly) acting
- Want to know you before self-disclosing
- Become drained and tired interacting with people (particularly strangers)
- Give depth to life
- Can seem withdrawn and secretive to Extraverts
- Need Extraversion for balance
Extraversion or Introversion

Some Key Words Associated with

Extraversion
Action
Outward
People
Interaction
Many
Expressive
Do-Think-Do

Introversion
Reflection
Inward
Privacy
Concentration
Few
Quiet
Think-Do-Think

WE HAVE A PREFERENCE

We all do Extraverted and Introverted things.

But we usually do not do them with equal comfort.

Most of us have a preference for one over the other.
Self-Assessment

Given the choice, which do you prefer:
Extraversion or Introversion

E

Very Clear
Fairly Clear
Slight
Slight
Fairly Clear
Very Clear

Getting Along

- What can Extraverts do to get along better with introverts?
- What can Introverts do to get along better with Extraverts?

The way we take in information and the kind of information we like and trust
People who prefer Sensing:
* Prefer to take in information using their five senses — sight, sound, smell, touch, and taste

People who prefer Intuition:
* Go beyond what is real or concrete and focus on meaning, associations, and relationships
* We all use both ways of perceiving, but we typically prefer and trust one more.

People Who Prefer Sensing
- See and collect facts and details
- Are practical and realistic
- Start at the beginning and take one step at a time
- Are specific and literal when speaking, writing, and listening
- Live in the present, dealing with the here and now
- Prefer reality to fantasy

People Who Prefer Intuition
- See patterns, possibilities, connections, and meanings in information
- Are conceptual and abstract
- Start anywhere and may leap over basic steps
- Speak and write in general, metaphorical terms
- Live in the future—the possibilities
- Prefer imagination and ingenuity to reality
People Who Prefer Sensing

- Like to work with the parts to see the overall design
- Like set procedures, established routines
- Prefer practical, concrete problems and dislike theoretical or abstract problems
- Can seem materialistic and too literal to intuitive types
- Need Intuition for balance

People Who Prefer Intuition

- Study the overall design to see how the parts fit
- Thrive on change, new ideas, and variety
- Prefer imaginative new solutions to problems and become impatient with details
- Can seem impractical dreamers to Sensing types
- Need Sensing for balance

Sensing or Intuition

- Sensing: taking and presenting information in a step-by-step way
- Intuition: taking and presenting information in a leap shot or picture way
Some Key Words Associated with Safety

<table>
<thead>
<tr>
<th>Sensing</th>
<th>Intuition</th>
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<tbody>
<tr>
<td>Facts</td>
<td>Ideas</td>
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<tr>
<td>Realistic</td>
<td>Imaginative</td>
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<td>Keep</td>
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<td>Practical</td>
<td>Theoretical</td>
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<tr>
<td>What is</td>
<td>What could be</td>
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WE ALL HAVE A PREFERENCE

We all use Sensing and Intuition when making our observations about the world.

But we usually do not use them with equal trust.

Most of us have a preference for one over the other.

Self-Assessment

Given the choice, which do you prefer: Sensing or Intuition?

Very Clear | Fairly Clear | Slight | Slight | Fairly Clear | Very Clear

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Getting Along

- What can Sensors do to get along better with Intuitives?
- What can Intuitives do to get along better with Sensors?

The way we make decisions

People who prefer Thinking:
Make their decisions based on impersonal, objective logic

People who prefer Feeling:
Make their decisions with a person-centered, values-based process

Both processes are rational and we use both often, but usually not equally easily.
**People Who Prefer Thinking**
- Use logic to analyze the problem, assess pros and cons
- Focus on the facts and the principles
- Are good at analyzing a situation
- Focus on problems and tasks—not relationships
- May not include the impacts on people in their decision making

**People Who Prefer Feeling**
- Use their personal values to understand the situation
- Focus on the values of the group or organization
- Are good at understanding people and their viewpoints
- Concentrate on relationships and harmony
- May overlook logical consequences of individual decisions

**People Who Prefer Thinking**
- Take a long-term view, seeing things as an onlooker
- Are good at spotting flaws and inconsistencies and stating them clearly
- When required, can reprimand or fire people
- Believe fairness, justice, and equitability are very important
- May seem cold/detached to Feeling types
- Need Feeling for balance
People Who Prefer Feeling

- Take an immediate and personal view of situations
- Like to show appreciation/caring for others
- Have difficulty telling people unpleasant things
- Believe fairness means treating each individual as a whole person
- May seem overly emotional and irrational to Thinking types
- Need Thinking for balance

Thinking or Feeling

Thinking: Making decisions by stepping back from the situation, taking an objective view

Feeling: Making decisions by stepping into the situation, taking an empathetic view

Some Key Words Associated with Thinking (T) and Feeling (F)

Thinking: Head, Distant, Things, Objective, Critique, Analyze, Firm but fair
Feeling: Heart, Personal, People, Subjective, Praise, Understand, Merciful
WE HAVE A PREFERENCE

We all use Thinking and Feeling when making decisions.

But we usually do not use them with equal ease.

Most of us have a preference for one over the other.

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Self-Assessment

Given the choice, which do you prefer: Thinking or Feeling

Very Clear Fairly Clear Slight Slight Fairly Clear Very Clear

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Getting Along

- What can Thinkers do to get along better with Feelers?

- What Feelers do to get along better with Thinkers?
Our attitude toward the external world and how we orient ourselves to it

People who prefer Judging:
* Want the external world to be organized and orderly
* Look at the world and see decisions that need to be made

People who prefer Perceiving:
* Seek to experience the world, not organize it
* Look at the world and see options that need to be explored

We all use both attitudes, but usually not with equal comfort.

People Who Prefer Judging
* Like to make plans & follow them
* Like to get things settled and finished
* Like environments with structure and clear limits
* Enjoy being decisive and organizing others
* Handle deadlines and time limits comfortably
* Plan ahead to avoid last-minute rushes
People Who Prefer Perceiving

- Like to respond resourcefully to changing situations
- Like to leave things open, gather more info
- Like environments that are flexible; dislike rules and limits
- Might not like making decisions, even when pressed
- Tend to think there's plenty of time to do things
- Often have to rush to complete things at the last minute

People Who Prefer Judging

- Like rapidly getting to the bottom line and deciding
- Dislike being interrupted on a project, even for a more urgent one
- Might make decisions too quickly, or cling to a plan
- Might not notice new things that need to be done
- May seem rigid, demanding and inflexible to Perceiving types
- Need Perceiving for balance

People Who Prefer Perceiving

- Want to explore all the options before deciding
- Might start too many projects and have difficulty finishing them
- Might have trouble making decisions, or have no plan
- Might spontaneously change plans
- Might seem disorganized & irresponsible to Judging types
- Need Judging for balance
**Judging or Perceiving**

<table>
<thead>
<tr>
<th>Judging</th>
<th>Perceiving</th>
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<tbody>
<tr>
<td>Time-arranged</td>
<td>Impulsive</td>
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<tr>
<td>Decisions</td>
<td>A planned approach to meeting the deadline in a scheduled way</td>
</tr>
<tr>
<td>Organized</td>
<td>A spontaneous approach to meeting the deadline with a burst of activity</td>
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**Some Key Words Associated with J and P**

- Judging: Organized, Decision, Control, Now, Closure, Deliberate, Plan
- Perceiving: Flexible, Information, Experience, Later, Options, Spontaneous, Wait

**WE HAVE A PREFERENCE**

We all use Judging and Perceiving as part of our lifestyle.

But we usually do **not** use them with equal comfort.

Most of us have a preference for one over the other.
Self-Assessment

Given the choice, which do you prefer: Judging or Perceiving

J

P

Very Clear
Fairly Clear
Slight Clear
Fairly Slight
Very Slight

Getting Along

- What can Judgers do to get along better with Perceivers?
- What Perceivers do to get along better with Judgers?

Four Preferences

When combined, your preferences indicate your personality type.

E or I
S or N
T or F
J or P
16 Personality Types

Getting Along

- Pay attention to how others behave/communicate.
- Flex to meet their style.

"Communication works for those who work at it." - John Powell

"The way we communicate with others and with ourselves ultimately determines the quality of our lives." - Anthony Robbins
Thank You!

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