

12. Personality profile analysis

Analysis and diagnosis phase

For a full overview of the tools see:

Stentoft, J., Freytag, P. V. & Mikkelsen, O. S. (2019), *Improved Competitiveness through Implementation of Sales & Operations Planning*, Department of Entrepreneurship and Relationship Management, University of Southern Denmark.

Purpose, participants and application

- **Purpose**

- To create an understanding of own and colleague's personality types (behavior) in the Sales & Operations Planning (S&OP) process.
- To provide a general introduction to Myers-Briggs Type Indicator (MBTI).

- **Participants**

- Candidates for attending the S&OP process and central stakeholders including top management.

- **Application**

- In the analysis and diagnosis phase.



Myers-Briggs Type Indicator (MBTI)

- The overall project is funded by The Danish Industry Foundation apply MBTI.
- Other approaches to analyze personality can be used such as Big Five, Enneagram, DISC, and Adizes.
- MBTI is based on the Swiss psychiatrist and psychoanalyst Carl Gustav Jungs (1875-1961) theory about psychological types.
- He operates with four preferences:
 - Extraversion-Introversion
 - Sensing-Intuition
 - Thinking-Feeling
 - Judging-Perceiving



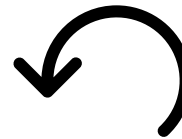
Preferences

Dimension	Shows ...	Key process
Extraversion-Introversion	Where the person gets and directs his/her energy	Energy
Sensing-Intuition	Which "channel" the person perceive the world through	Perceiving
Thinking-Feeling	In which way the person makes decisions	Judging
Judging-Perceiving	Our attitude towards the external world, and how we live our lives on a day-to-day	Life style

Source: Ringstad, H.E. & Ødegård, T. (2002), Typeforståelse – Jungs typeforståelse – en praktisk indføring, Optimas Organisasjonspsykologene, Bergen, s. 8-9.

Preferences

Extravert
energy orientation



Introvert
energy orientation

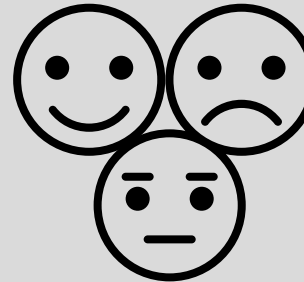
The mental tool box

Perceive through senses
Focus on details
(microscope)



Perceive through intuition
Focus on holism
(telescope)

Judge through thinking
Orderly



Judge through feelings
Feeling

Lifestyle with structure
Rules



Lifestyle with freedom
Postpone decisions

The energy preferences effect on behavior

Extraversion	Introversion
<ul style="list-style-type: none">• Think best during discussions with others• React fast• Prefer to have people around one• Can be restless when something not move• Is only little disturbed being interrupted and can, in fact, see it as being stimulating	<ul style="list-style-type: none">• Think best when they are alone• Think first, and then they speak• Likes to be alone• Likes to go into depth with stuff• Likes when there is the silence for concentration• Don't like disruptions when one work and may be irritated when it happens

Source: Translated to English from Ringstad, H.E. & Ødegård, T. (2002), Typeforståelse – Jungs typeforståelse – en praktisk indføring, Optimas Organisasjonpsykologene, Bergen, s. 14.

The perceiving preferences effect on behavior

Sensing	Intuition
<ul style="list-style-type: none"> • Likes practical work • Focus first on the details • Likes to use known methods and procedures in problem solving • Don't trust "flighty" ideas • Hold on facts and details • Like to use what they can • Work on and improve what exists • Don't trust own inspiration just like that • Smooth and steady 	<ul style="list-style-type: none"> • Likes work with novelty • Focus first on holism • Likes complex problems that requires to think in a new way • Follow ones ideas • Overview with broad lines • Like to learn something new • Search new and different things • Follow ones inspiration where it takes one • Roll up one's sleeves

Source: Translated to English from Ringstad, H.E. & Ødegård, T. (2002), Typeforståelse – Jungs typeforståelse – en praktisk indføring, Optimas Organisasjonsspsykologene, Bergen, s. 14.

The judgement preferences effect on behavior

Thinking	Feeling
<ul style="list-style-type: none"> • Orientation toward laws, rules, rights; what is right according to the law • Make conclusions based on logic • Can behave as impersonal and outdistanced • Make decisions on an objective and neutral way • Concerned with judging and assessing whether things hang logic together • Analyze the situation and resonate to a logic choice of action • Can be specific and categorical in questions • Aim to be right 	<ul style="list-style-type: none"> • Oriented toward basic values and principles; the spirit of the law • Concludes based on a value system • Can be as personal and engaged • Make decisions based on value norms • Concerned with judging and evaluating whether things are rights based on own value scale • Familiarize oneself with the situation and resonate to the "right" choice of action • Can be specific and categorical in value issues • Aim to miss nothing

Source: Translated to English from Ringstad, H.E. & Ødegård, T. (2002), Typeforståelse – Jungs typeforståelse – en praktisk indføring, Optimas Organisasjonssykologene, Bergen, s. 14.

The lifestyle preferences effect on behavior

Judging	Perceiving
<ul style="list-style-type: none"> • Like order and structure • Work best if a plan can be mad that can be followed • Fell comfortable to get things done • Make fast decisions to finish the task • Would like to take an attitude and conclude irrespective whether it is concerned with things, cases or persons • Seek structure and time schedules; become frustrated if things fluctuate too much • Can overlook new things, some has to be done • Use lists and schedules to control, what they actual do 	<ul style="list-style-type: none"> • Like freedom and flexibility • Work best when there is freedom to make adjustments and change things on the way • Feel comfortable when options are open • Postpone decisions while they hunt more information and new angels • Is curious and would like to keep an open mind irrespective whether is concerned with things, cases or persons • Seeks changes and flexibility; feel oneself pent-up by too much planning and structure • Can postpone tasks they don't like • Write notes and lists to remember all they need to do when the get time

Source: Translated to English from Ringstad, H.E. & Ødegård, T. (2002), Typeforståelse – Jungs typeforståelse – en praktisk indføring, Optimas Organisasjonspsykologene, Bergen, s. 14.

16 psychological types

		Sensing types		Intuitive types	
		Thinking - ST -	Feeling - SF -	Feeling - NF -	Thinking - NT -
Introvert	I - - J	ISTJ	ISFJ	INFJ	INTJ
	I - - P	ISTP	ISFP	INFP	INTP
Extravert	E - - P	ESTP	ESFP	ENFP	ENTP
	E - - J	ESTJ	ESFJ	ENFJ	ENTJ

Source: Myers, I.B. (1980), *Gifts Differing: Understanding Personality Type*, Mountain View, CA, s. 29.

Key-characteristics of the types

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

<p>ISTJ</p> <p><i>Responsible, follow the rules, analytical, reserved, realistic, systematic</i></p> <p>Hard-working; down to earth</p>	<p>ISFJ</p> <p><i>Warm, conscientious, kind, responsible, pragmatic, thorough</i></p> <p>Keen, helpful, and service-minded</p>
<p>ISTP</p> <p><i>Action-oriented, logical, problem solver, spontaneous, calm under pressure</i></p> <p>Acknowledge adventure, skillful to understand technical data</p>	<p>ISFP</p> <p><i>Kind, sensitive, helpful, aware on social conditions</i></p> <p>Seek to create a healthy and practical environment</p>

Sources: Based on Myers, I.B. (1980), *Gifts Differing: Understanding Personality Type*, Mountain View, CA, s. 29. pp. 56, 63, 68 and 27 and Broegger, B. & Bohnsen, L. (2011), *Which Type are You? Jung-Based Type Analysis®*, Broegger Organizational Psychologists, Aarhus., p. 35.

Key-characteristics of the types

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

<p>INFJ</p> <p><i>Idealistic, organized, insightful, reliable, humane, kind</i></p> <p>Seek harmony and collaboration; enjoy intellectual stimulation</p>	<p>INTJ</p> <p><i>Visionary, independent, strategic, logical, reserved, insightful</i></p> <p>Driven by own novel ideas to improve things</p>
<p>INFP</p> <p><i>Sensitive, creative, idealistic, perceiving, careful, loyal</i></p> <p>Value internal harmony and personal development; dream and see possibilities</p>	<p>INTP</p> <p><i>Inventive, logical, theoretical, reserved, flexible, precise</i></p> <p>Original thinkers that like complex problem solving</p>

Sources: Based on Myers, I.B. (1980), *Gifts Differing: Understanding Personality Type*, Mountain View, CA, s. 29. pp. 56, 63, 68 and 27 and Broegger, B. & Bohnsen, L. (2011), *Which Type are You? Jung-Based Type Analysis®*, Broegger Organizational Psychologists, Aarhus., p. 35.

Key-characteristics of the types

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ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

<p>ESTP</p> <p><i>Extravert, realistic, action-oriented, curious, versatile, spontaneous</i></p> <p>Pragmatic problem-solver and skillful negotiator</p>	<p>ESFP</p> <p><i>Playful, enthusiastic, kind, spontaneous, tactful, flexible</i></p> <p>Have strong common sense and like to help others in visible ways</p>
<p>ESTJ</p> <p><i>Effective, extravert, analytical, systematic, reliable, realistic</i></p> <p>Like to manage and lead and get things done in a correct manner</p>	<p>ESFJ</p> <p><i>Kind, extravert, reliable, conscientious, organized, practical</i></p> <p>Are helpful and seek to please others; like to be active and productive</p>

Sources: Based on Myers, I.B. (1980), *Gifts Differing: Understanding Personality Type*, Mountain View, CA, s. 29. pp. 56, 63, 68 and 27 and Broegger, B. & Bohnsen, L. (2011), *Which Type are You? Jung-Based Type Analysis®*, Broegger Organizational Psychologists, Aarhus.p. 35.

Key-characteristics of the types

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ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

<p>ENFP</p> <p><i>Enthusiastic, creative, spontaneous, optimistic, supportive, playful</i></p> <p>Acknowledge inspiration; like to start new things; see the potential in others</p>	<p>ENTP</p> <p><i>Inventive, enthusiastic, strategic, enterprising, inquiring, versatile</i></p> <p>Like new ideas and challenges and acknowledge inspiration</p>
<p>ENFJ</p> <p><i>Careful, enthusiastic, idealistic, organized, diplomatic, responsible</i></p> <p>Skillful communicator that acknowledge connections with people</p>	<p>ENTJ</p> <p><i>Strategic, logical, effective, extravert, ambitious, independent</i></p> <p>Skillful organizer and to conduct longer-term planning</p>

Sources: Based on Myers, I.B. (1980), *Gifts Differing: Understanding Personality Type*, Mountain View, CA, s. 29. pp. 56, 63, 68 and 27 and Broegger, B. & Bohnsen, L. (2011), *Which Type are You? Jung-Based Type Analysis®*, Broegger Organizational Psychologists, Aarhus.p. 35.

Would you like to know more?

- **For a practical examination of Jung based type analyze (some in Danish) we refer to:**

- Broegger, B. & Bohnsen, L. (2011), *Which Type are You? Jung-Based Type Analysis®*, Broegger Organizational Psychologists, Aarhus.
- Brøgger, B. & Bohnsen, L. (2016), *Stress, coping og type – ud fra C.C. Jungs typologi*, Brøgger Erhvervspsykologer, Århus.
- Brøgger, B. & Bohnsen, L. (2014), *Spot typen – tal sproget: Kommunikation og Jungs typologi*, Brøgger Erhvervspsykologer, Århus.
- Ringstad, H.E. & Ødegård, T. (2002), *Typeforståelse – Jungs typeforståelse – en praktisk indføring*, Optimas Organisasjonspsykologene, Bergen.

JBTA – Jung Based Type Analysis – is a Danish developed personality analysis based on the Swiss psychoanalytical Carl Gustav Jungs theory about psychological types. The purpose with the analysis is to help individuals to identify their natural preferences builds on the same dimensions as in MBTI; however some questions is adjusted Scandinavian ways of behaving.