



Institute of Actuaries of Australia

INSIGHTS

Effective Communication Using the MBTI

Martin Mulcare and Leonie Tickle




Institute of Actuaries of Australia

Myers Briggs Type Indicator (MBTI)

Energy orientation	E xtraversion Energised by interaction, and direct energy outward	I ntroversion Energised by inner world, and direct energy inward
Information perception	S ensing Focus on reality observed through the senses	i Ntuition Focus on pattern, context and interrelationships
Decision-making	T hinking Decisions are based on objective, logical analysis	F eeling Decisions are based on personal, subjective values
Dealing with the outer world	J udging Like to make decisions and come to closure	P erception Like to continue collecting information and exploring

Reference: Myers, I.B. (1999). *Introduction to Type*, (Sixth ed), CPP.




Institute of Actuaries of Australia

Communicating with Extraverts

"Let's talk this over"

- Talk face-to-face.
- Discuss in groups, to allow interaction.
- Express interest and enthusiasm.
- Focus on action.
- Be aware of their preference for an immediate response and quick feedback.
- Be aware that they "think out loud".
- Entertain them socially while doing business.

References: Dunning, D. (1999), *The Change Zone*.




Institute of Actuaries of Australia

Communicating with Introverts

"I need to think about this"

- Communicate in writing first.
- Discuss things one-on-one.
- Listen, and allow space for a response.
- Provide information ahead of time.
- Allow time for reflection; don't expect an immediate decision.
- Ensure that their valuable ideas aren't overlooked.
- Conduct work in a work context; don't require them to attend social functions.

References: Dunning, D. (1999), *The Change Zone*.




Institute of Actuaries of Australia

Communicating with Sensing types

"Just the facts, please"

- Keep communication clear, explicit and practical; don't use abstract language.
- Check their understanding of what you are saying.
- Present practical, detailed plans, not concepts.
- Provide concrete examples to prove that ideas will work.
- Present information sequentially.
- Emphasise immediate, tangible results.
- Be aware that they may not find change exciting.

References: Dunning, D. (1999), *The Change Zone*.




Institute of Actuaries of Australia

Communicating with Intuitive types

"I can see it all now"

- Give a big picture overview first.
- Emphasise concepts, ideas, and innovation.
- Take a long-term, future-oriented perspective.
- Be willing to brainstorm outside-the-box ideas.
- Allow them to share their ideas and dreams.
- Provide facts and details only as necessary.
- Help link their ideas to a realistic plan.

References: Dunning, D. (1999), *The Change Zone*.



Institute of Actuaries of Australia

Communicating with Thinking Types

"Is this logical?"

- Get straight to the point.
- Be calm, objective and demonstrate your competence.
- Be concise, cogent and logical.
- Present pros and cons.
- Use logical, not emotional, arguments.
- Focus on tasks and objectives, not only people.
- Give frank feedback, not only positive comments.
- Don't take criticisms or challenges personally.

References: Dunning, D. (1999), *The Change Zone*.



Communicating with Feeling Types

"Will anyone be hurt?"

- Begin with areas of agreement; connect first, challenge later.
- Create a warm, friendly, positive atmosphere.
- Use personal anecdotes to create connection.
- Focus on the impacts of decisions on people, not only on tasks and objectives.
- Acknowledge the validity of feelings and values.
- Avoid critiquing and evaluating while listening.
- Avoid competition; aim for win-win situations.

References: Dunning, D. (1999), *The Change Zone*.



Communicating with Judging Types

"Just do something"

- Be punctual.
- Be well organised in your presentation, with a clear plan which is followed.
- Don't present too many options; prioritise.
- Be decisive; draw conclusions quickly.
- Expect a quick decision from them.
- Stick to schedules, deadlines and timetables.
- Provide clear expectations.
- Avoid last-minute surprises or changes.

References: Dunning, D. (1999), *The Change Zone*.



Communicating with Perceiving Types

"Let's wait and see"

- Present things in tentative, draft form.
- Describe situations rather than evaluate them; let them draw the conclusions.
- Give them a number of options.
- Allow time for discussion and exploration.
- Don't force an immediate decision.
- Be open to new information and opportunities.
- Be aware that you may need to follow up.

References: Dunning, D. (1999), *The Change Zone*.



References

- Dunning, D. (1999). *Introduction to Type and Communication*, CPP.
- Gardner, W.L. & Martinko, M.J. (1996). Using the Myers-Briggs Type Indicator to study managers: A literature review and research agenda. *Journal of Management*, Vol. 22, No. 45-83, pp. 39.
- Kovar, S.E., Ott, R.L. & Fisher, D.G. (2003). Personality preferences of accounting students: A longitudinal case study. *Journal of Accounting Education*, Vol. 21, pp. 75-94.
- Myers, I.B. et al (1998). *MBTI Manual 3rd edition*.
- Myers, I.B. (1999). *Introduction to Type*, (Sixth ed), CPP.
- Patrick, M.C. (1996). Actuarial Profile Research Project Canada. In *Institute of Insurance and Pension Research*. University of Waterloo, Ontario.
- The Change Zone <<http://www.changezone.co.uk>>
- Tickle, L. (2009). Personality types of actuaries. *Institute of Actuaries of Australia Biennial Convention*, April 2009.



Thank you

Martin Mulcare
Mulcare Professional Services
Ph: 0417 001 534
Email: mulcare@optusnet.com.au

Leonie Tickle
A/Prof in Actuarial Studies, Macquarie University
Ph: (02) 9850 8567
Email: Leonie.Tickle@mq.edu.au

