

# Emotional Intelligence and the Myers Briggs Type Indicator

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## Emotional Intelligence and the Myers Briggs Type Indicator

Myers Briggs Type Theory, developed by Carl Jung and refined by Katharine Briggs and Isabel Myers, suggests that if people differ in what they perceive and in how they reach conclusions, then it is only reasonable for them to differ correspondingly in their interests, reactions, values, motivations, and skills. This theory identifies and describes 16 distinctive personality Types that result from the interactions among four key preferences.

- Where a person prefers to get or focus their energy (Extraversion / Introversion)
- The kind of information that is gathered and trusted (Sensing / Intuition)
- The process used in coming to decisions (Thinking / Feeling)
- The preferred way to deal with the world (Judging / Perceiving)

The emergence of Emotional Intelligence reflects a greater appreciation for the importance of emotions in our daily and working lives, as well as a better understanding of how they affect our thinking and behaviour. Much of this largely results from the great advances made in neuroscience.

Two American psychologists, John D. Mayer and Peter Salovey, conducted the first academic research into Emotional Intelligence in the 1980s.

Daniel Goleman, another American psychologist, later built on their work and published his well-known books on the subject. He also produced a framework for emotional intelligence, which consists of five components.

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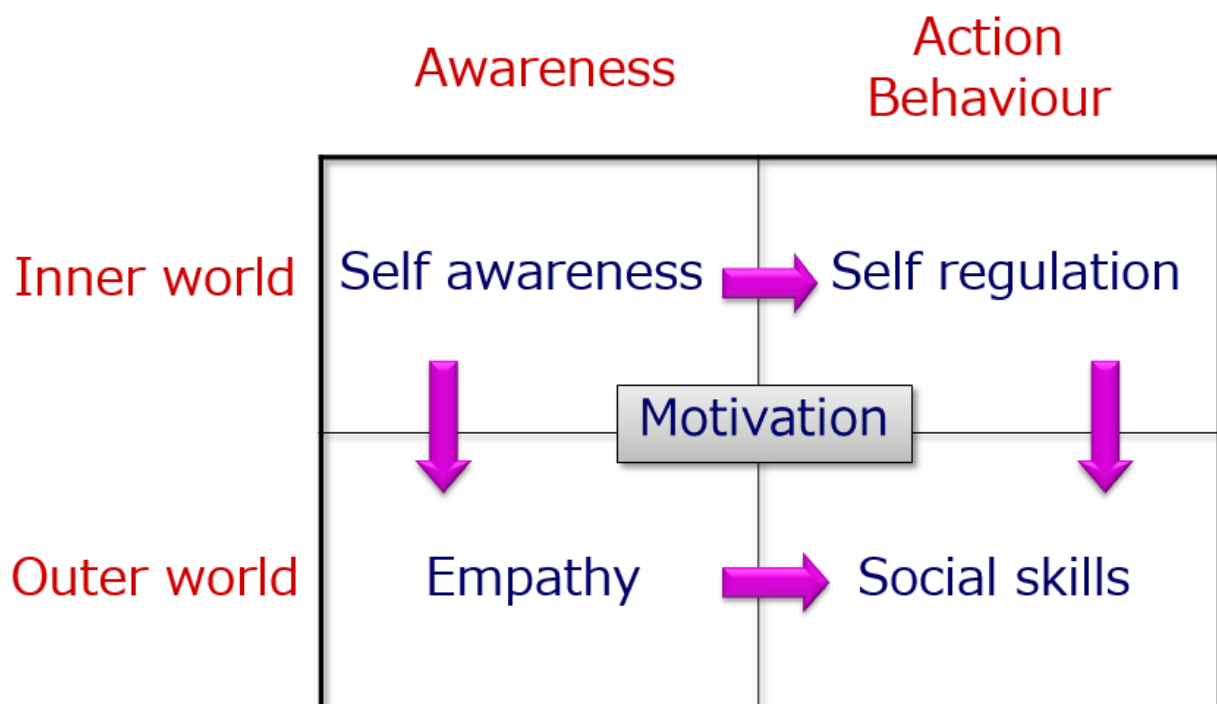
*Motivation* - the drive to work and succeed

*Self-awareness* - understanding self, strengths and weaknesses and the impact that these have on others

*Self-regulation* - the ability to control emotions and think before taking action

*Empathy* - how well other people's viewpoints are understood and considered

*Social skills* - communicating and relating to others



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# Emotional Intelligence and the Myers Briggs Type Indicator

## **Type is fixed, Emotional Intelligence is changeable.**

Myers Briggs Type Theory suggests that a person's Type preferences do not change, although they can be enhanced or impeded by upbringing and the environment.

Emotional Intelligence, on the other hand, is comprised of a series of attitudes, habits, and skills which are acquired through experience and, therefore, can change.

## **Type is about preference; Emotional Intelligence is about competence.**

Myers Briggs Type Theory provides a model for understanding individual differences based on how preferences are expressed. However, it does not suggest that any particular type is better nor more competent than another type.

Emotional Intelligence, on the other hand, emphasises a big difference between good and bad levels of Emotional Intelligence and the impact that these can have on relationship development and performance.

There are two main ways of considering the relationship between Emotional Intelligence and Myers Briggs Type.

- Type will influence the development of Emotional Intelligence
- Emotional Intelligence will influence the development of Type.

These suggest that Type and Emotional Intelligence are interdependent. This interdependence means that Emotional Intelligence influences the effectiveness with which Type is expressed, and Type influences the ease with which different characteristics of Emotional Intelligence are learnt.

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## Personality Type influences how Emotional Intelligence develops

Type is more than just the sum of four preferences. The interaction of the four mental functions is known as type dynamics, and it is an important part of understanding the depth within Type theory.

Two of the mental functions are for gathering information - that is, they are used for perception.

- Sensing (S) perception pays attention to details and current realities
- Intuition (N) perception pays attention to meanings, patterns, and future possibilities

Two of the mental functions are for organising information and for making decisions - that is, they are used for judgment.

- Thinking (T) chooses decisions based on principles and logical consequences.
- Feeling (F) chooses decisions based on values and consequences for people.

The mental functions are expressed very differently in the inner world and the outer world.

One preference has the most influence and is referred to as the dominant function.

The next strongest preference - the auxiliary function - serves to support and balance the dominant function.

One preference is the least strong, known as the inferior function.

With age and experience, different preferences may emerge and may be used more often, as well as more easily.

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Type dynamics predicts an order of strengths in the corresponding parts of the Emotional Intelligence framework.

The expression of emotional intelligence with the **introverted** mental functions of perceiving (**Sensing and Intuition**) will be focused on the inner world associated with **self-awareness** - perceptions around competencies, abilities, strengths, capabilities, attitudes, etc.

The expression of emotional intelligence with the **introverted** mental functions of judging (**Thinking and Feeling**) will be focused on the inner world associated with **self-regulation** - making judgements around our own emotions; how they are managed and expressed.

The expression of emotional intelligence with the **extraverted** mental functions of perceiving (**Sensing and Intuition**) will be focused on the outer world associated with **empathy** - perceptions around emotions and how they are being expressed and managed in others.

The expression of emotional intelligence with the **extraverted** mental functions of judging (**Thinking and Feeling**) will be focused on the outer world of **social skills** – communicating effectively with others on a one-to-one basis, in small groups, or in large teams.

Another component of emotional intelligence that will have an influence on expression is the level of motivation – self-motivation and the willingness and ability to motivate others.

Based on the links made between the Emotional Intelligence framework and Type, the following table shows how each Type prioritises their strengths around their emotional intelligence based upon their dominant, auxiliary and inferior mental functions.

# Emotional Intelligence and the Myers Briggs Type Indicator

<b>ISTJ</b>	Type Dynamic	Emotional Intelligence	<b>ISFJ</b>	Type Dynamic	Emotional Intelligence
Dominant	Introverted Sensing	Self-Awareness	Dominant	Introverted Sensing	Self-Awareness
Auxiliary	Extraverted Thinking	Social skills	Auxiliary	Extraverted Feeling	Social skills
Inferior	Extraverted Intuition	Empathy	Inferior	Extraverted Intuition	Empathy
<b>ISTP</b>	Type Dynamic	Emotional Intelligence	<b>ISFP</b>	Type Dynamic	Emotional Intelligence
Dominant	Introverted Thinking	Self-regulation	Dominant	Introverted Feeling	Self-regulation
Auxiliary	Extraverted Sensing	Empathy	Auxiliary	Extraverted Sensing	Empathy
Inferior	Extraverted Feeling	Social skills	Inferior	Extraverted Thinking	Social skills
<b>INFJ</b>	Type Dynamic	Emotional Intelligence	<b>INTJ</b>	Type Dynamic	Emotional Intelligence
Dominant	Introverted Intuition	Self-awareness	Dominant	Introverted Intuition	Self-awareness
Auxiliary	Extraverted Feeling	Social skills	Auxiliary	Extraverted Thinking	Social skills
Inferior	Extraverted Sensing	Empathy	Inferior	Extraverted Sensing	Empathy

# Emotional Intelligence and the Myers Briggs Type Indicator

<b>INFP</b>	Type Dynamic	Emotional Intelligence	<b>INTP</b>	Type Dynamic	Emotional Intelligence
Dominant	Introverted Feeling	Self-regulation	Dominant	Introverted Thinking	Self-regulation
Auxiliary	Extraverted Intuition	Empathy	Auxiliary	Extraverted Intuition	Empathy
Inferior	Extraverted Thinking	Social skills	Inferior	Extraverted Feeling	Social skills
<b>ESTP</b>	Type Dynamic	Emotional Intelligence	<b>ESFP</b>	Type Dynamic	Emotional Intelligence
Dominant	Extraverted Sensing	Empathy	Dominant	Extraverted Sensing	Empathy
Auxiliary	Introverted Thinking	Self-regulation	Auxiliary	Introverted Feeling	Self-regulation
Inferior	Introverted Intuition	Self-awareness	Inferior	Introverted Intuition	Self-awareness
<b>ESTJ</b>	Type Dynamic	Emotional Intelligence	<b>ESFJ</b>	Type Dynamic	Emotional Intelligence
Dominant	Extraverted Thinking	Social skills	Dominant	Extraverted Feeling	Social skills
Auxiliary	Introverted Sensing	Self-awareness	Auxiliary	Introverted Sensing	Self-awareness
Inferior	Introverted Feeling	Self-regulation	Inferior	Introverted Thinking	Self-regulation



# Emotional Intelligence and the Myers Briggs Type Indicator

<b>ENFP</b>	Type Dynamic	Emotional Intelligence	<b>ENTP</b>	Type Dynamic	Emotional Intelligence
Dominant	Extraverted Intuition	Social skills	Dominant	Extraverted Intuition	Social skills
Auxiliary	Introverted Feeling	Self-regulation	Auxiliary	Introverted Thinking	Self-regulation
Inferior	Introverted Sensing	Self-awareness	Inferior	Introverted Sensing	Self-awareness
<b>ENFJ</b>	Type Dynamic	Emotional Intelligence	<b>ENTJ</b>	Type Dynamic	Emotional Intelligence
Dominant	Extraverted Feeling	Empathy	Dominant	Extraverted Thinking	Empathy
Auxiliary	Introverted Intuition	Self-awareness	Auxiliary	Introverted Intuition	Self-awareness
Inferior	Introverted Sensing	Self-regulation	Inferior	Introverted Sensing	Self-regulation

The expression of mental function as a dominant function will, obviously, be very different from the expression of the same mental function as an inferior function.

The table below gives some insights into how these are expressed. The depth of emotional intelligence expression will be dependent upon whether the function is dominant, auxiliary or inferior and will be influenced by the expression of the position of the functions and how they are expressed.

# Emotional Intelligence and the Myers Briggs Type Indicator

Mental Function	Emotional Intelligence	Expression of Emotional Intelligence
Introverted Sensing	Self-Awareness	Awareness of what others do that influences my behaviour
Introverted Intuition	Self-Awareness	Awareness of how other's behaviour influences me
Introverted Thinking	Self-Regulation	Regulating my thinking to control my behaviour
Introverted Feeling	Self-Regulation	Regulating my emotions to control my behaviour
Extraverted Sensing	Empathy	Awareness of what I do to influence other's behaviour
Extraverted Intuition	Empathy	Awareness of how I can influence others behaviour
Extraverted Feeling	Social Skills	Sharing values and emotions to build relationships
Extraverted Thinking	Social Skills	Sharing rational, logical thinking to achieve tasks

# Emotional Intelligence and the Myers Briggs Type Indicator

## Emotional Intelligence influences how Type develops and is applied

Emotional Intelligence largely influences how effectively an individual learns to apply their personality type. For example, a person who has a clear Introversion preference and is emotionally intelligent has developed the attitudes, skills, and habits to be interpersonally effective. In other words, they have learnt to use their less preferred Extraversion attitude. Equally, a person who has a clear Introversion preference yet who is emotionally unintelligent may have poor interpersonal behaviour (underdeveloped Extraverted attitude) because they lack the necessary attitudes, skills, and habits.

A fully functioning personality, must apply their Emotional Intelligence so as to develop Type preferences and non-preferences. How this is achieved is broadly explained by the definition of Emotional Intelligence – combining thinking with feelings in order to guide behaviour that builds authentic relationships and makes good, quality decisions.

Several Emotional Intelligence components (and, therefore, Type functions) are capable of being developed.

The links between the two models make it possible to see how effectively Type is applied and how to make improvements. This can be supported by a valid Emotional Intelligence measure and a focus on training and developing the related Emotional Intelligence components.

Type and Emotional Intelligence models are closely linked, yet retain fundamental differences, which is what makes them so valuable when applied in combination.

# Emotional Intelligence and the Myers Briggs Type Indicator

Type and Emotional Intelligence are interdependent: Emotional Intelligence helps us to manage our personality and measure our Type development, and Type provides a model for understanding how best we can apply our Emotional Intelligence, providing a much more detailed picture.

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