



Myers-Briggs Insights for Personal Growth and Strategic Execution

PGS Multicultural Advisory Committee (MAC) Annual Meeting
2025 Fall OHA PGS Summit: “C3”PO

October 1, 2025

Presented by Problem Gambling Solutions, Inc.

Opening notes

Me, at a glance.

I have experience using the Myers-Briggs Type Indicator (MBTI) primarily in my professional work, and occasionally in my personal life.

Objectives for presentation.



Agenda

- 1 Opening notes
- 2 Personality Typing Tools and the MBTI
- 3 MBTI Four Preference Pairs
- 4 MBTI 16 Personalities
- 5 MAC MBTIs
- 6 MBTI and Team Effectiveness
- 7 Closing notes

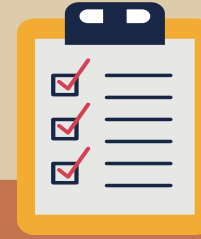
What is a personality typing tool?



A personality typing tool is a method or system used to categorize individuals based on their personality traits, behaviors, or preferences.



These tools aim to provide insights into how people think, interact, and approach various aspects of life.



They typically involve questionnaires or assessments that analyze responses to assign a personality type or profile.

Why use a personality typing tool?

Personal development



Self-awareness

- Recognize your strengths and leverage your natural capabilities
- Identify areas for growth and development



Relationship improvements

- Foster better communication
- Develop greater empathy and set realistic expectations of others

Professional development



Career

- Align ambitions with natural tendencies
- Improve productivity



Strategy & Leadership

- Improved communications
- Enhanced group dynamics and productivity

What is the Meyers-Briggs Type Indicator (MBTI)?

It is a *proprietary* personality framework that is used to describe and categorize the different ways people tend to **think, feel, and behave**.

It is based on four sets of preferences that people have:

Where they receive or focus their **energies** on (E vs I).

How they receive **information** (S vs N).

How they make **decisions** (T vs F).

How they **orient** themselves to the external world (J vs P).

Commonly
known as the
MBTI Preference
Pairs

Your MBTI results



16Personalities

You were asked to go to the 16Personalities website and complete a 60-question test.

Based on your responses, you received a five-letter type.

The first four letters reflect the MBTI preference pairs we introduced earlier.

The fifth letter (A or T) is unique to 16Personalities and relates to stress response and self-confidence. We won't be focusing on that part today.

You were also provided with a persona, something that quickly captures the essence of the MBTI in a way that's easier to remember.

ESTJ - A



MBTI



The Commander

Extroversion Factor



You were presented with statements and asked to evaluate them on a 7-point Likert scale, from “Strongly agree” to “Strongly disagree.”

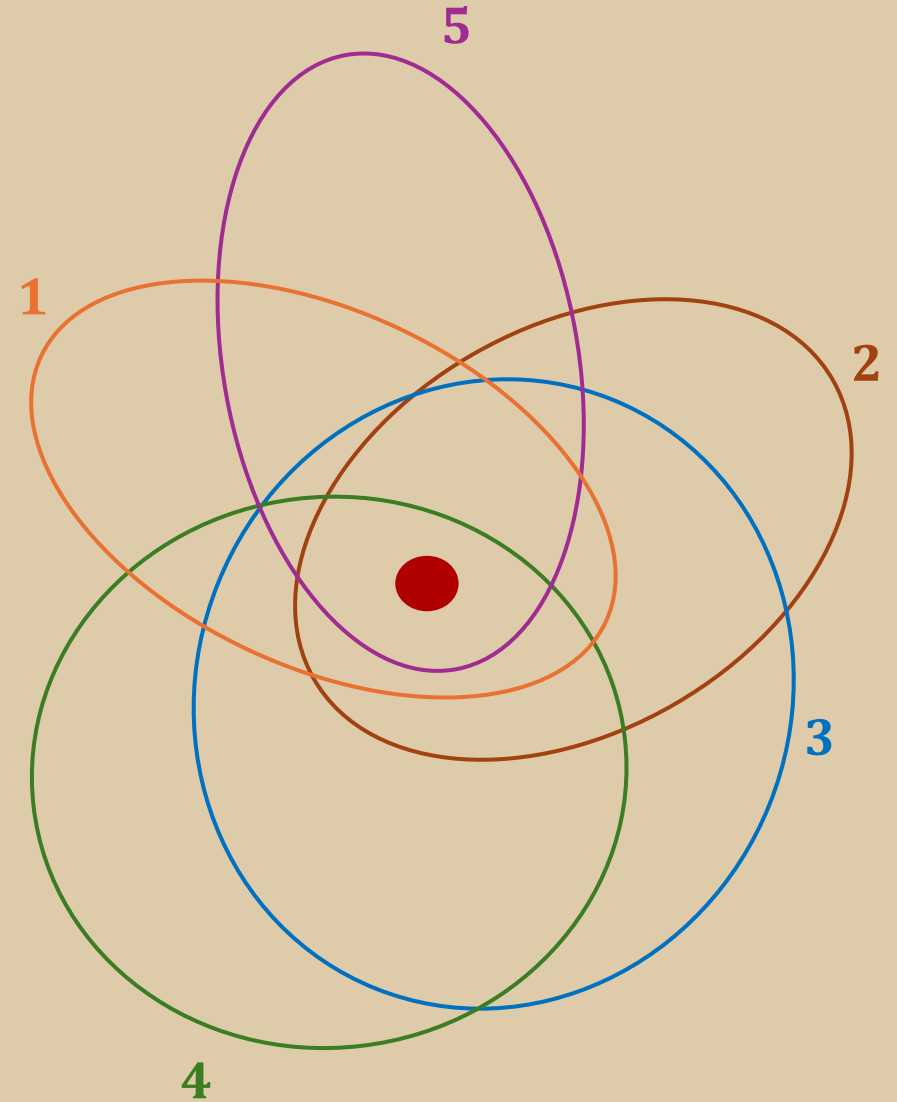
Statements

1. You find the idea of networking or promoting yourself to strangers very daunting.
2. You enjoy participating in team-based activities.
3. You enjoy solitary hobbies or activities more than group ones.
4. Your friends would describe you as lively and outgoing.
5. You can easily connect with people you have just met.

Interpretation

- Discomfort with social initiation.
- Preference for group interaction.
- Preference for alone time.
- Sociable and energetic traits.
- Ease in forming new social connections.

The Extroversion / Introversion Factor



A note on preferences

People have natural preferences in how they tend to behave.

A common example is the natural tendency to favor one arm.

Using your nondominant arm to perform a single task, such as writing your name, is often described as unnatural.

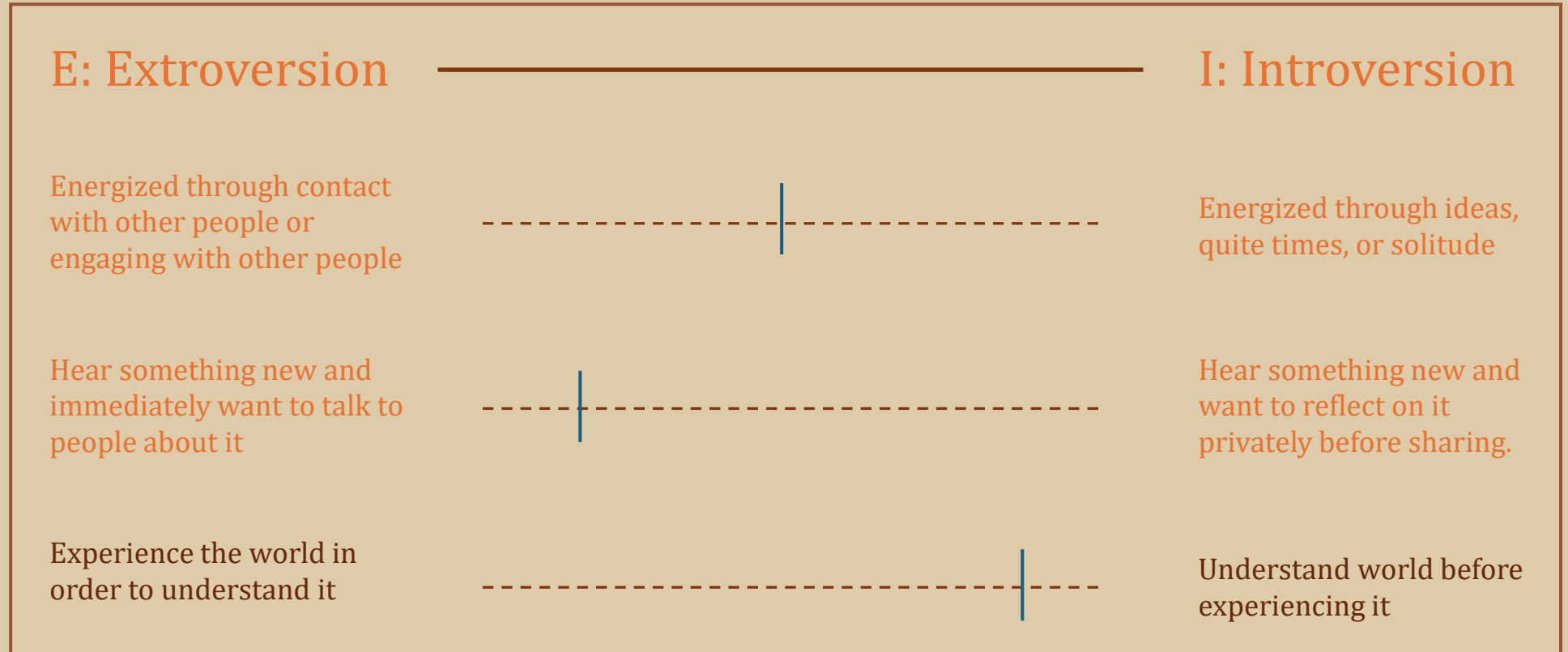
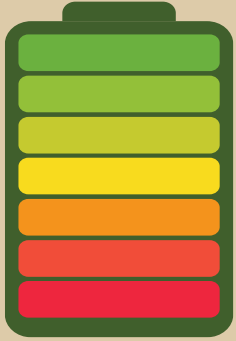
Using it for an extended period across many tasks can feel frustrating and exhausting.

This captures the essence of MBTI preferences: we all have natural ways of thinking and behaving that feel most comfortable and efficient, requiring less effort and energy. Operating outside of these preferences is possible, but it goes against our natural tendencies and demands more effort.



Fuel Source: Outer World or Inner World

Where you direct and receive energy?



Data Lens: Facts or Possibilities

How do you naturally take in information?



S: Sensing

Relying on five senses:
seeing, hearing,
touching, smelling,
and tasting

Need more data

Practical and realistic

N: Intuition

Leveraging your sixth
sense: unseen world of
meanings, hunches,
insights, and connections

Sees meaning beyond
the data

Imaginative and visionary

Decision Filter: Head or Heart

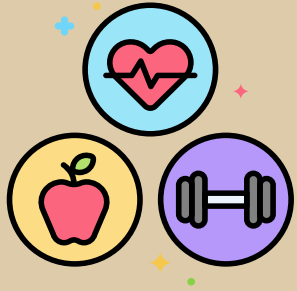
How do you naturally make decisions?



T: Thinking		F: Feeling
Makes decisions based on important criteria: cause and effect, principles, and logic.	<div><div></div></div>	Makes decision based on values, person-centered criteria, and seeks harmony.
Objective	<div><div></div></div>	Subjective
Firm, but fair	<div><div></div></div>	Compassionate and Considerate

Lifestyle: Planner or Improviser

How do you approach structure and flexibility?



J: Judging

P: Perceiving

Ordered life with
goals and structure

Spontaneous life with
flexibility and possibilities

Regulate and control

Adapt and flow

Closing things off

Leaving things open

What would be the archetype of a military commander?



Fuel
Source

Data
Lens

Decision
Filter

Lifestyle

E

Extroversion

S

Sensing

T

Thinking

J

Judging

The Executive:

- Efficient, decisive, and assertive leader.
- Can be stubborn and overly blunt.
- Strategic thinkers and mobilizes others.

Alternative MBTI paths to military command



**Fuel
Source**

E

Extroversion

**Data
Lens**

N

Intuition

**Decision
Filter**

F

Feeling

Lifestyle

J

Judging

**The
Protagonist:**

- Inspiring and charismatic.
- Motivating.
- Uniting people.

MBTI in action: An ethics scenario

Framing

Scenario

A father of six young children, recently widowed, steals a cart of groceries from the store. When confronted, how should the situation be settled?

Decision Filter

Thinking (T): Evaluates based on logic, rules, and fairness.

Stealing is against the law, regardless of circumstance. Don't come to store again or you will be arrested.

Feeling (F): Evaluates based on values and compassion.

He's desperate and trying to care for his children. Let's find ways to help pay for food and find him employment.

MBTI in action: An ethics scenario

Scenario

A father of six young children, recently widowed, steals a cart of groceries from the store. When confronted, how should the situation be settled?

The cart of groceries contains only 1) alcohol or 2) baby formula and diapers.

Framing

Data Lens

Sensing (S): Focuses on facts.

The content of the grocery cart changes the evaluation.
Baby food is for the children and required for survival.
Alcohol is for the father and is nonessential.

Intuition (N): Focuses on patterns and meaning.

Why is the government not providing financial support? If the father is purchasing alcohol, does that say something about his coping mechanism or bigger struggle (such as an addiction)?
What do the items in the card reveal about his priorities and long-term ability to care for his family?

MBTI Types*

The 16 MBTI types show how preferences combine into unique, recognizable patterns of personality.

Analysts	Architect INTJ	Logician INTP ← → ENTJ	Commander ENTJ	Debater ENTP	Rational, impartial, and intellectual excellence
Diplomats	Advocate INFJ	Mediator INFP	Protagonist ENFJ	Campaigner ENFP	Empathy, diplomatic skills, and passionate idealism
Sentinels	Logistician ISTJ	Defender ISFJ	Executive ESTJ	Consul ESFJ	Practicality, focus on order, security, and stability
Explorers	Virtuoso ISTP	Adventurer ISFP	Entrepreneur ESTP	Entertainer ESFP	Spontaneity, ingenuity, and flexibility

A single dimension can't fully describe how someone acts in situations. For example, an ENTJ will express logic through leadership, while an INTP expresses it through independent theorizing. Both use T, but in different ways.

* <https://www.16personalities.com/personality-types>

Meet the MAC's team MBTI type

MBTI Preference Types



Queen of Naboo: Padme Amidala

As an ENFJ (Protagonist)*, you are a charismatic, empathetic, and visionary leader who thrives on meaningful connections and inspiring others toward a shared purpose.

Your gift for understanding people’s emotions and communicating with passion allows you to bring out the best in those around you, though your idealism can sometimes leave you vulnerable to disappointment or emotional exhaustion.

While your enthusiasm and ability to create harmony are powerful strengths, learning to balance idealism with pragmatism and caring for others with self-care will be essential to sustaining your impact and fulfillment

* <https://www.16personalities.com>

Meet the MAC's team MBTI type

Extroversion (71%)

- Lots of verbal energy; brainstorming out loud; meetings that run on enthusiasm.
- Introverts might feel drowned out or pressured to keep up.

Intuition (71%)

- Strong tilt toward big-picture, abstract, future-oriented thinking.
- May gloss over practical details and underestimation implementation challenges.

Feeling (64%)

- Decisions lean towards values, relationships, and harmony over cold logic.
- Emphasizes inclusion, but may prioritize harmony over objectivity.

Judging (86%)

- Emphasis on planning and scheduling.
- Team may become rigid and resistant to last-minute changes; impatient with ambiguity.

MAC Team MBTI Types

Diplomats

5 Protagonist
ENFJ



Queen of Naboo:
Padme Amidala

Analysts

3 Commander
ENTJ



Darth Vader

Sentinels

3 Defender
ISFJ



C-3PO

Explorers

1 Adventurer
ISFP



Luke Skywalker

1 Advocate
INFJ



Obi-Wan Kenobi

1 Debater
ENTP



Han Solo

1 Executive
ESTJ



Princess Leia

Working together: Extraverts and Introverts

E's



Synergy

- E's create energy and I's provide depth.
- E's push for action and I's ensure it's well thought out.
- E's expand possibilities and I's filter and refine them.

Friction

- E's may feel I's are too slow or hesitant.
- I's may feel E's are too loud, overwhelming, or rushed.
- Misunderstandings can arise if E's think if you are not talking, you are not thinking, while I's think remaining quiet is thoughtful.

Collaboration

- Balance airtime: E's should pause and invite I's in; I's should prepare to share even if thoughts aren't fully polished.
- Pair strengths: Let E's lead brainstorming, and I's handle reflection, analysis, and detailed follow-up.

I's



Working together: Sensors and Intuitives

S's



Synergy

- S's provide the foundation (facts and proven methods) and N's provide the vision (new ideas and creative possibilities).
- Combined, they turn imagination into reality.

Friction

- S's may see N's as unrealistic and impractical.
- N's may see S's as narrow and resistant to change.
- S's prefer certainty now, while N's want to explore more options.

Collaboration

- N's generate ideas while S's ground them in practical details.
- N's should explain how ideas are practical, and S's should explain why details matter for success.
- N's stretches toward the future, while S's secure the present.

N's



Working together: Thinkers and Feelers

T's



Synergy

- T's ensure decisions are rational and fair, while F's ensure decisions are considerate.
- They balance head and heart.

Friction

- T's may see F's as overly emotional, subjective, and inconsistent.
- F's may see T's as cold, harsh, or insensitive.
- T's want efficiency, while F wants harmony.
- Without communication they can clash.

Collaboration

- T's should consider how their decisions affect the organization while F's should consider the logic behind their decisions.
- In group decisions, T's weigh the facts while F's evaluate their impact.
- T's build strong structures, while F's sustain strong cultures.

F's



Working together: Judges and Perceivers

J's



Synergy

- J's ensure plans are made and executed.
- P's ensure adaptability when conditions change.
- Together, balance order and agility.

Friction

- J's may see P's as disorganized, indecisive, and unreliable.
- P's may see J's as rigid, controlling, and inflexible.
- J's push P's to decide now, and P's push J's to wait and see.

Collaboration

- J's set structure and timelines, while P's adjust when new information arises.
- J's should allow space for exploration, while P's should respect deadlines.
- J's provide stability, while P's bring creativity.

P's



Closing notes



- Today we have discussed MBTI as a framework for understanding how we each prefer to think, work, and interact.
- Personally, it can help us recognize our natural strengths and areas for growth.
- Professionally, it gives us a language to appreciate differences, reduce friction, and collaborate more effectively.
- MBTI doesn't put us in a box; it gives us a map that we can use to navigate both our own development and our teamwork with greater awareness and success.

