

A Thesis on

MBTI Assessment alongside an Interview

Submitted for partial fulfillment of the requirement for the degree of

MASTER OF TECHNOLOGY

In Mechanical Engineering with specialization in

“Production & Industrial Engineering”

By

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2020

DECLARATION

I declare that the research thesis entitled “**MBTI Assessment alongside an Interview**” is the bonafide research work carried out by me, under the guidance of **Dr M Anas Sir, Associate Professor, Department of Mechanical Engineering, Integral University, Lucknow**. Further I declare that this has not previously formed the basis of award of any degree, diploma, associate-ship or other similar degrees or diplomas, and has not been submitted anywhere else.

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Certified that the thesis entitled “**MBTI Assessment Alongside An Interview**” is being submitted by **Mr. DAWOOD AHAMAD (Enrollment No. 1701301003)** in partial fulfillment of the requirement for the award of degree of Master of Technology (Production & Industrial) of Integral University, Lucknow, is a record of candidate’s own work carried out by him under my supervision and guidance.

The results presented in this thesis have not been submitted to any other university or institute for the award of any other degree or diploma.



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ACKNOWLEDGEMENT

I am very much thankful to **Dr M Anas Sir** for their valuable suggestions, without which it is not possible to complete the thesis. I honestly admit that these feeling of indebtedness are due to his affable co-operation and companionship he has extended despite his busy schedule and scarcity of time.

I am also grateful to all my teachers for their kind encouragement during my work. This thesis is the result of approximately six months of work whereby I have been accompanied and supported by many people. It is a pleasant aspect that I have the opportunity to express my gratitude for all of them.

Lastly, I thank Almighty, my parents and friends for their constant encouragement without which this project would not be possible.

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Abstract

This thesis is conducted to use the process of interview as a tool to assess the MBTI type of a person. Recruitment is a complex operation undergoing versatile procedures from advertisement & shortlisting to group discussion & interview etcetera and so on. In order to hire most adequate candidates HR department goes on assessing their various dimensions such as their educational background, professional qualification, certificates, age, experience and track record etc. One more thing they track out about them is their personality. In fact in the interview session, the most prominent questions are intended to determine the characteristics of candidates' personality; that is why in some cases especially in civil services examinations the interview itself is called the 'personality test'. But such an assessment of personality in the form of interview often divides people into superior vs inferior types and becomes a decisive factor for applicant's selection or rejection which is quite misleading and illegitimate. On the other hand, MBTI, a psychometric test, classifies people into differently equal and capable personalities, the sole purpose of which is to enhance the interpersonal relations and enrich the organizational culture rather than being a decisive factor behind their selection and rejection. However, despite its advantages, an official MBTI test is not economically feasible for every organization. The purpose of this thesis is to devise an economical alternative to the conventional MBTI assessment based on the assumption that an interview can reveal significant information about candidates' preferences. This is an attempt to test the reliability of interviews whether they are helpful to assess the MBTI type of corresponding candidates.

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LIST OF SYMBOLS/ NOMENCLATURE

- MBTI - Myers-Briggs Type Indicator
- I - Introvert/Intravert/Introversion/Intraversion
- E - Extrovert/Extravert/Extroversion/Extraversion
- S - Sensing/Sensor
- N - Intuition/Intuitive
- T - Thinking/Thinker
- F - Feeling/Feeler
- P - Perception/Perceiver
- J - Judgement/Judger

Chapter 1

Introduction

1.1 What is MBTI?

The Myers-Briggs Type Indicator (MBTI) is a test for gauging personality type that has been around since the 1940s. It helped lay the foundations of the psychometric testing methods that employers use today. MBTI is a set of questions based on psychology. By answering the questions, people can learn about how they tend to make choices. They can also learn about how they view the world.

Isabel Briggs Myers persuaded school principals in Pennsylvania to get the test taken by thousands of students, and also by medical and nursing students. A private educational testing firm heard about the Indicator and published it in 1957, but it did not go into wide public use until the 1970s. Since then, the MBTI has been administered to millions of people, mostly for job compatibility purposes but also in relation to teaching, marriage counseling, and personal development. The original work is compiled in her book ‘Gifts Differing’.

When you do the actual MBTI test (consisting of yes or no questions), you are placed in one of sixteen groups after answering the questions. Your personality preferences are expressed in a **four-letter code**, for example **ISTJ** or **ESFP**. Below is a summary of some of the key distinctions between the 16 types, and how this knowledge can be applied in practice.

1.2 Description of four letters:-

1.2.1 Outlooks: Extraversion / Introversion

The MBTI measures four things. The first is extraversion (E) and introversion (I). Extraverts are people who get energy from the outside world. Extraverts like to spend their time with other people. Introverts are people who get energy from the inside world.

The first letter of the four letter code, **E** or **I**, indicates your extraversion or introversion preference. Extraverts tend to move quickly and try to influence situations directly, while introverts give themselves time to develop their insights before exposing them to the world. Extraverts are happy making decisions in the thick of events, while introverts want to reflect before taking action. Neither preference necessarily makes better decisions than the other; it simply represents the style that each is comfortable with.

1.2.2 Information gathering: Sensing / Intuition

The **second letter** is sensing (**S**) or intuition (**N**). These are ways of gathering information. In Psychological Types, Carl Jung suggested two contrasting ways in which people saw the world. Some people can appreciate reality only through their five senses (“sensing” types), while others

wait for internal confirmation of what is true or real, relying on their unconscious. These are the “intuitive” types. People who use the sensing mode are engrossed in what is around them, look only for facts, and find it less interesting to deal with ideas or abstractions. Intuitive people like to dwell in the unseen world of ideas and possibilities, distrustful of physical reality. Whatever mode people enjoy using and trust most, they tend to employ from an early age and refine over a lifetime.

Sensing and intuition . People who are sensing trust facts. Sensing people accept things if they can see, hear, touch, taste, or smell them. People who tend to like intuition are more likely to accept outcomes based on other people and meanings that cannot be tested.

First letter - I or E
Second letter- S or N
Third letter - T or F
Fourth letter- J or P

Fig 1.1-The four letters

1.2.3 Decision making: Thinking / Feeling

The **third letter** is thinking (T) and feeling (F). In the Jung/Briggs Myers understanding, people choose between two ways of coming to conclusions or judgments: by thinking, using an impersonal process of logic; and by feeling, deciding what something means to them. People stick to their preferred method. Thinking and feeling are ways that people make decisions. Those who prefer thinking tend to make decisions alone. They heavily weigh reason, good sense, order, and cause and effect. Those who prefer feeling are more likely to think of the effect that a decision may have on other people. They tend to try to gain balance and agreement with everyone that is involved.

Trusting their own way, the thinkers consider the feelers as irrational and subjective. The feelers wonder how the thinkers can possibly be objective about the things that matter to them—how can they be so cold and impersonal? Generally, a child who prefers the feeling mode is likely to become someone good at interpersonal relations, while a child who prefers the thinking mode will become good at collating, using, and organizing facts and ideas. Those who prefer thinking

do not “think better” than those who prefer Feeling, and those who prefer feeling do not make decisions based only on people.

1.2.4 Dealing with others: Judging / Perceiving

The **last letter** is of judging (**J**) and perceiving (**P**). Although we each favor certain ways of being, one will dominate above the others. Judging and perceiving detail how people deal with the outside world. A person who likes Judging tends to report that they use Thinking or feeling to deal with the outside world. A person who likes perceiving tends to report that they use sensing or intuition to deal with the outside world.

Consider NT types. Although possessed of both intuitive and thinking preferences, if they find thinking more attractive this becomes their dominant process. They may intuit something as being right, but this must be confirmed by objective thinking. As thinking is a process of judgment, the final element in this person’s type is “Judgment.” They are ENTJs. Other people’s final letter is P for “Perception,” indicating their strong desire to understand better. The need for a dominant process to bring cohesion to the self is perfectly understandable, but Jung went further to suggest that each person also needs an “auxiliary” process. Introverts have extraversion as their auxiliary so they can “put on a public face” when necessary. Extraverts use introversion as their auxiliary to take care of their inner lives. In both cases, if the auxiliary is little used, the person lives in one extreme and their life suffers accordingly. Briggs Myers noted that in our extravert-oriented society, there is a greater penalty for introverts who do not develop their auxiliary than for extraverts who fail to take account of inner things.

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

Fig 1.2- Sixteen Possible Combinations

1.3 The full type

A Myers Briggs type is made up of each of the preferences above. For example an ESTJ would be a person who prefers extraversion, sensing, thinking, and judging. An INFP would be a person who prefers introversion, intuition, feeling, and perceiving.

		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

Fig 1.3- Type Table

Chapter 2

Literature Survey

In the first part of the 20th century a good many writers essayed their views on temperament and character. Four of these, Adickes, Kretschmer, Spränger, and Fromm, agreed with each other, implicitly at least, in how they defined temperament and character, and differed from men such as Apfelbach, Bulliot, James, MacDougal, Roback, and Sternberg, who elected their own definitions.

2.1 The four humors:-

Adickes, Kretschmer, Spränger, and Fromm saw the usefulness of an ancient belief that came primarily from the early Greeks. It was the Greek physician Galen¹ who, developing on the ideas of Hippocrates, proposed (around 190 A.D.) that it is neither the stars nor the gods that determine what we want and what we do; rather, it is the balance of our bodily fluids, the four "humors," as they were called. If our blood predominates we are "Hemoid" (or "Sanguine" as Galen put it), thus cheerful and optimistic in temperament; if our black bile or gall predominates, then we are "Melancholic" or doleful and pessimistic in temperament; if our yellow bile predominates, then we are "Choleric" or tempestuous and passionate in temperament; if our phlegm predominates, then we are "Phlegmatic" or calm and detached in temperament. Thus, for the first time, in the West at any rate, our physiology was said to determine our attitudes and actions, and not the deities or the heavenly bodies. Our predispositions, said Hippocrates, come in four styles, and from within and not from without. Not long after Hippocrates spoke out on temperament, Plato² wrote in *The Republic* of four kinds of people which clearly corresponded with the four temperaments attributed to Hippocrates. Plato was more interested in the individual's contribution to the social order than in underlying temperament, and so he gave the Sanguine temperament the "iconic" or art-making function in society. He gave the Melancholic temperament the "pistic" or caretaking function in society. He gave the Choleric temperament the "noetic" or intuitively moral role in society. And he gave the Phlegmatic temperament the "dianoetic" or logical investigation function in society. A generation later, Aristotle³ defined personality in terms of happiness, and not, as his mentor Plato had done, in terms of virtue. Aristotle argued that there are four sources of happiness: "The mass of men," he said, find happiness either in "sensual pleasure" ("hedone") or in "acquiring assets" ("propraietari"), while some few find happiness either in exercising their "moral virtue" ("ethikos") or in a life of "logical investigation" ("dialogike"). Not surprisingly, Aristotle (a logician himself) regarded logical investigation as bringing the truest happiness because it is the most self-sufficient, and the least dependent on external conditions.

2.2 The European Renaissance:-

In the Middle Ages the four temperaments theory appears to have been largely forgotten, if not disregarded, & only to be rediscovered, like so many Greek ideas, in the European Renaissance, when interest in science and the physical nature of mankind revived. Thus, we see Geoffrey Chaucer (in 1380) describing a Doctor of Physic as knowing "the cause of every malady, And where they were from, and of what humour." Also Paracelsus-5, a mid-sixteenth century Austrian physician, proposed four totem spirits which symbolized four personality styles, and which ran parallel to the temperaments of Hippocrates, Plato, and Aristotle. Paracelsus characterized human beings as "Salamanders," impulsive and changeable; as "Gnomes," industrious and guarded; as "Nymphs," inspired and passionate; and as "Sylphs," curious and calm. Although the ever-skeptical French essayist Montaigne cautioned his readers (in 1580) that "a man should not rivet himself too fast to his own humors and temperament," the playwrights of the period certainly made use of the ancient theory. Shakespeare points out dozens of times what he called the "spirit of humours" in his enormous gallery of characters: a soldier's sanguine appetite or a Countess's sorrowful melancholy, a lover's impassioned cholera or a physician's phlegmatic detachment. Moreover, Shakespeare's contemporary Ben Jonson developed a whole style of play he called the "Comedy of Humours," creating his characters according to a formula he articulated in 1599: "Some one peculiar quality Doth so possess a man, that it doth draw All his affects, his spirits, and his powers In their confluents, all to run one way." The same in other fields. When William Harvey discovered the circulation of blood in 1628, he argued that blood was simply the most sovereign of the four humors, and he came to look on the Sanguine temperament with special favor. And philosophers of the 16th, 17th, and 18th centuries, Bruno in Italy, Hume in Scotland, Voltaire and Rousseau in France, Kant in Germany, took the idea of four humors as a matter of course, as part of the air they breathed. For instance, in his *Dialogues Concerning Natural Religion* (1755), Hume spoke of the "usual phlegm" of a character having an "accurate philosophical turn" of mind. Moreover, when Hume described (in *An Inquiry Concerning Human Understanding*, 1748) how one comes to see a "degree of uniformity and regularity" in mankind's "temper and actions," he made a remarkably accurate statement of the characterologist's method. Hume credited Aristotle and Hippocrates with teaching him to base his observations of humanity on "experience acquired by long life and a variety of business and company," and concluded: By means of this guide we mount up to the knowledge of men's inclinations and motives from their actions, expressions, and even gestures, and again descend to the interpretation of their actions from our knowledge of their motives and inclinations. The general observations, treasured up by a course of experience, give us the clue of human nature and teach us to unravel all its intricacies. 19th century novelists, from Jane Austen and the Brontës to George Eliot and Tolstoy, had these four patterns of human attitude and action clearly in mind when they framed their characters. In *War and Peace*, for example, Tolstoy divides the members of a lodge of Freemasons into what he described as "four classes" of character: some looking for social "connections" and opportunities, some interested in the lodge's "external form and ceremony," some seeking a "fully understood path for themselves," and some occupied

exclusively with "the scientific secrets of the order." Even some early 20th century writers demonstrated detailed knowledge of the roots of temperament and character theory. D.H. Lawrence not only saw human nature as organized around "four poles of dynamic consciousness," but he actually described a ruddy, sanguine character in his novel *Sons and Lovers*(1913) as Paracelsus' Salamander.

2.3 Modern Works:-

But in the behavioral sciences what had been the prevailing current of thought for centuries — that temperament determines character — gradually decreased to a tiny trickle in the latter part of the 19th century, owing mainly to the ideas of two men, Sigmund Freud and Ivan Pavlov. Freud reduced mankind to mere animal, nothing more than a creature of blind instinct. Similarly, Pavlov reduced mankind, not to animal, but to machine, its actions nothing more than mechanical response to environmental stimulation. And the 20th century was nearly swept away by these two new theories, both of which suggested that all humans are fundamentally alike and only superficially different. The ancient idea of the human as a vital organism animated by four different spirits was all but forgotten. Even so, the four-temperament theory found a few champions in Europe and America in the first half of the 20th century. With social field theory invading the behavioral sciences, Adickes, Kretschmer, and Spränger revived the idea that mankind is designed on four distinctive configurations. In 1905 Adickes⁶said that mankind could be divided into four "world views" — Innovative, Traditional, Doctrinaire, and Skeptical. In 1914 Spränger⁷wrote of four "value attitudes" which distinguish one personality from another — Artistic, Economic, Religious, and Theoretic. And in 1920 Kretschmer proposed that both normal and abnormal behavior can be understood in terms of four "character styles" similar to those of Adickes and Spränger — Hypomanic, Depressive, Hyperesthetic, and Anesthetic.

Other, more familiar voices were advancing similar ideas at this time. Rudolph Dreikurs, a disciple of Alfred Adler, pointed out in 1947 what he called four "mistaken goals" which different kinds of people pursue when their self-esteem declines too far for safety — Retaliation, Service, Recognition, and Power. Also in 1947 Eric Fromm looking at both negative and positive sides of personality, as did Kretschmer, attributed four different "orientations" to the four styles — Exploitative, Hoarding, Receptive, and Marketing. In summary, it must be said that the above is only the barest outline of the history of temperament and character theory. By the early part of the 20th century close to five thousand reports on temperament and character had been identified (See especially Roback's *A Bibliography of Character and Personality*, published in 1927.) The table below lists a small portion of this long history. If we scan the variety of contributors and the many characteristics they have attributed to the four temperament, we are able to see how true-to-type the four classifications have remained over the centuries

Hippocrates c360 B.C.	Sanguine	Melancholic	Choleric	Phlegmatic
Plato c340 B.C.	Iconic	Pistic	Noetic	Dianoetic
Aristotle c325 B.C.	Hedonic	Proprietary	Ethical	Dialectical
Paracelsus 1550	Changeable	Industrious	Inspired	Curious
Adickes 1905	Innovative	Traditional	Doctrinaire	Skeptical
Spränger 1914	Aesthetic	Economic	Religious	Theoretic
Kretschmer 1920	Hypomaniac	Depressive	Hyperesthetic	Anesthetic
Fromm 1947	Exploitative	Storing	Receptive	Enterprising
Myers 1958	Perceiving	Judging	Feeling	Thinking
Keirsey 1987	Artisan	Guardian	Idealist	Rational

Fig 2.1- A chronology of Personality classification

Each successive contributor looked at the four types from slightly different but related angles, such that it is not at all difficult to see how what one calls the Artisan is likely also to be hedonic, innovative, aesthetic, and so on, or how a Guardian is also likely to be proprietary, industrious, traditional, and so on. Nor is it difficult to see how an Idealist is also likely to be ethical, inspired, doctrinaire, hyperesthetic, and so on, or how a Rational is also likely to be curious, skeptical, theoretical, and so on. And so the idea that individuals are predisposed to develop into one of four different configurations of attitude and action has survived for well over two thousand years. Surely this idea would not have been employed for so long, by so many people, in so many countries, had there not been some sort of widely shared recognition of its usefulness.

2.4 Objective:- After having gone through the above literature survey, the work on this thesis is focused to-

- Devise an economical way to assess the MBTI type for the organizations which are not capable of conducting an official MBTI test due some economic and other reasons.
- Devise a ‘parallel to the interview’ way to MBTI assessment.
- Explore the individual’s ‘differently capable’ personality rather than superior or inferior one.
- By spreading the literacy of MBTI, minimize the unwanted friction between the members of the organization and enrich its culture.

Chapter 3

Method & Experiment

3.1 List of components-

- 1- Candidates
- 2- Interview sheets
- 3- MBTI questionnaire sheets
- 4- MBTI answer sheets
- 5- Other stationery

3.2 Description of components-

3.2.1 Candidates- Ten candidates of age between 20-35 volunteered for the experiment. Their names have been replaced by alphabets from 'a to j'.

3.2.2 Interview sheets- Ten sets of interview question sheets, each set contains a number of questions with some space between the questions. The space is to note down key points of candidates' answers which are helpful to speculate about their MBTI type. Last part of the set is for aggregating the remarks and write down their speculated MBTI profile.

Interview Questions Sheet

Candidate-

What do you like to do outside of work?

Where do you see yourself in 5 years?

Fig3.1- A specimen page of interview sheet

Final remarks-

Speculated type-

Fig 3.2- Final page of interview sheet

3.2.3 MBTI questionnaire sheets- Ten sets of questionnaire sheets containing typical MCQs or yes/no questions about MBTI preferences.

MBTI Questionnaire Sheet

Candidate-

1. When the phone rings do you
(a) hurry to get to it first
(b) hope someone else will answer

2. Are you more
(a) observant than introspective
(b) introspective than observant

Fig3.3- A specimen page of MBTI questionnaire sheet

3.2.4 MBTI answer sheet- This sheet is for candidates to tick their answers against corresponding questions in the questionnaire sheet. No answer is objectively right or wrong, nor is there any ranking among the candidates; but each person would be having a different set of answers.

a		b		a		b		a		b		a		b		a		b									
1				2				3				4				5				6				7			
8				9				10				11				12				13				14			
15				16				17				18				19				20				21			
22				23				24				25				26				27				28			
29				30				31				32				33				34				35			
36				37				38				39				40				41				42			
43				44				45				46				47				48				49			
50				51				52				53				54				55				56			
57				58				59				60				61				62				63			
64				65				66				67				68				69				70			

1	2 3	4 3	4 5
↓	→	↓	→
↓	↓	↓	↓

1	3	5	7
1	2	3	4
2	4	6	8
E I	S N	T F	J P

Fig 3.4- MBTI answer sheet

3.2.5 Other stationery include such as pen, additional blank sheets etc.

3.3 Methodology- The experiment is conducted in two phases-

- 1- Interview phase &
- 2- MBTI questionnaire phase

3.3.1 Interview phase- Candidates are asked questions from the interview sheet & are told to reply in their subjective manner. The person who asks the questions holds the question sheet and uses the blank spaces of corresponding questions to record the key points of the answers which can be helpful to predict all their four MBTI letters. After the interview is done, speculated MBTI type is to be mentioned at the end page.

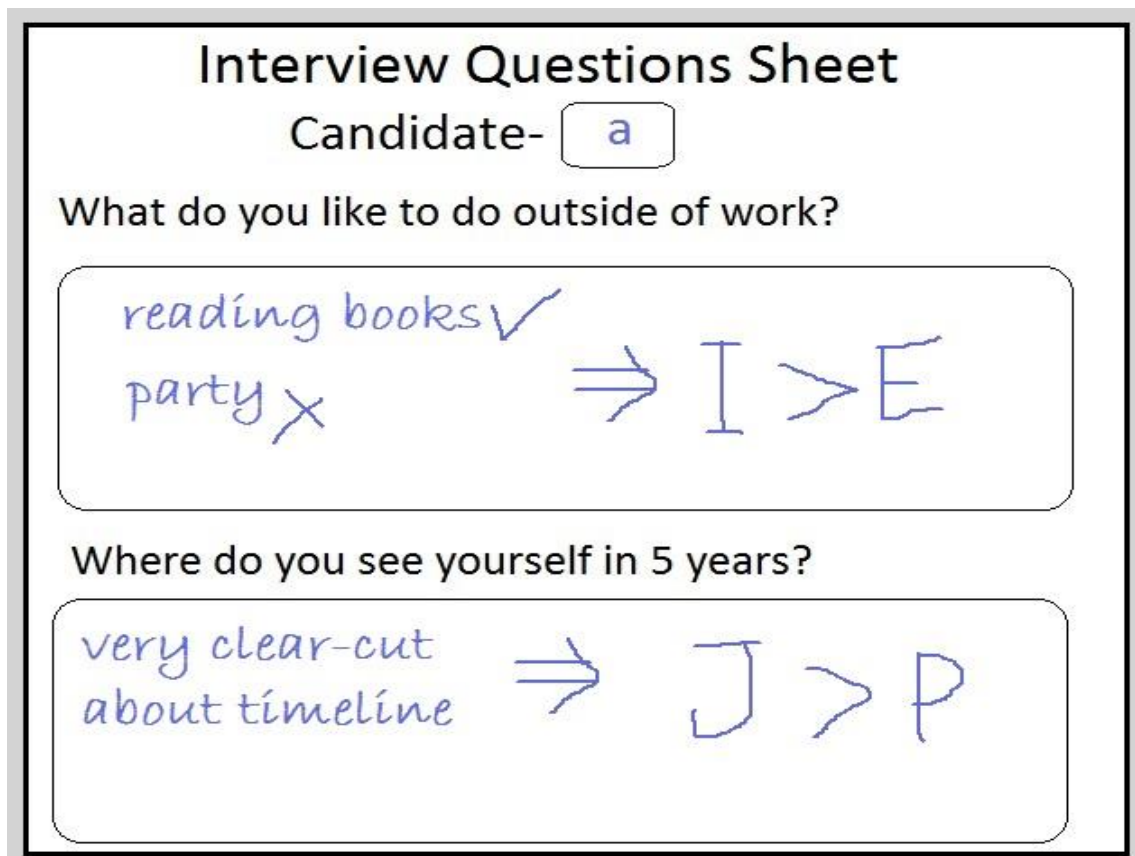


Fig 3.5- A filled up page of interview sheet

3.3.2 MBTI questionnaire phase- In this phase, candidates are given the MBTI questionnaire sheet & answer sheet and are left alone to fill up the answers.

	a	b	a	b	a	b	a	b	a	b	a	b											
1	✓		2	✓	3	✓	4		✓	5		✓	6		✓	7		✓					
8	✓		9	✓	10	✓	11	✓	12		✓	13	✓	14	✓			✓					
15	✓		16	✓	17	✓	18	✓	19		✓	20	✓	21	✓			✓					
22		✓	23	✓	24	✓	25		✓	26		✓	27	✓	28	✓							
29	✓		30	✓	31		✓	32		✓	33		✓	34		✓	35	✓					
36	✓		37	✓	38	✓	39		✓	40		✓	41	✓	42	✓							
43		✓	44		✓	45	✓	46	✓	47		✓	48	✓	49			✓					
50	✓		51	✓	52	✓	53		✓	54	✓	55	✓	56	✓			✓					
57	✓		58	✓	59	✓	60		✓	61		✓	62		✓	63		✓					
64	✓		65	✓	66		✓	67	✓	68		✓	69	✓	70	✓							
1	8	2	2	3	9	1	4	3	8	2	4	5	4	6	6	5	1	9	6	7	7	3	8
	↓					→			↓				→				↓			→			↓
1	8	2	2		3	17	3	4	5	5	15	6	7	14	6	8							
	Ⓔ		I			Ⓕ		N		T	Ⓖ			Ⓙ		P							

Fig 3.6- MBTI answer sheet after the test

Chapter 4 Result & Discussion

Depending on the responses observed from the ten candidates (a to j), their MBTI speculation is recorded as Data A.

4.1 Data A: Interview phase

S.No.	Candidate	MBTI Data
1	a	INFP
2	b	ISTP
3	c	ISFJ
4	d	ISTP
5	e	ISTP
6	f	ENTP
7	g	ISTP
8	h	INFP
9	i	ESTP
10	j	ISTJ

Table 4.1: Data A

Data B is the typical MBTI observation coming out of the questionnaire.

4.2 Data B: MBTI questionnaire phase

S.No.	Candidate	MBTI Data
1	a	INFP
2	b	ISTP
3	c	ISTJ
4	d	ISTP
5	e	ISTP

6	f	ENTP
7	g	ISTP
8	h	ENFP
9	i	ISFP
10	j	ISTJ

Table 4.2: Data B

4.3 Result Comparison:

S.No.	Candidate	Data A	Data B
1	a	INFP	INFP
2	b	ISTP	ISTP
3	c	ISFJ	ISTJ
4	d	ISTP	ISTP
5	e	ISTP	ISTP
6	f	ENTP	ENTP
7	g	ISTP	ISTP
8	h	INFP	ENFP
9	i	ESTP	ISFP
10	j	ISTJ	ISTJ

Table 4.3: Comparison of Data A & Data B

4.4 Discussion of Results:- Out of ten candidates-

- Seven candidates have shown up perfect conformity between Data A & Data B.
- Two candidates (c & h) have shown error in one letter only.
- Only one candidate (i) has been with error of 2 letters.
- Overall letter to letter accuracy is about 90%.

Besides the above, following are some points worth discussing about the interview phase of the experiment-

- T-F preference was the most difficult to assess for Sensing(S) candidates but relatively easy for iNtuitives(N).
- J-P preference was the easiest to differentiate after I-E preference; especially for Sensing(S) people.
- Framing of questions rather than answers was more decisive to discern between S-N preference. Intuitives(N) were more comfortable in metaphors & abstract words while Sensors(S) preferred more tangible terms.
- Eye contact is one of the major factors in I-E preference. Introverts kept their eyes on the person while listening and start moving during speaking. Extroverts usually make a rich eye contact both while listening and speaking.
- When being asked a question, introverts found to be keen observant & patient listeners and then prefer to reply on one uninterrupted go. Extroverts on the other hand synthesize the best answer after exchanging multiple speeches.
- Sometimes an Introvert-Sensing (IS) seems to have reflected into an ambivert.
- Judgers(J) were sometimes prone to hijacking the question and be in haste of understanding it too early; whereas perceivers(P) found to be overcollecting the information.

Chapter 5

Conclusion & Future Scope

5.1 Conclusion:

Though not everything is same between Data A & Data B; However when it comes to letter to letter comparison, almost 90% accuracy has been obtained as only 4 out of 40 letters are obtained with an error.

Secondly, it is worth notice that the one who is applying this method must be familiar with the basics of MBTI theory. Conventional MBTI test is something to be fully outsourced and not requiring any internal member of the organization to do something; hence some basic knowledge of this theory can enable the recruiter and the HR department to apply this economical method.

Though it goes without saying that it cannot replace the original method of testing , yet the process is favorable for the organizations which are not in position of conducting a conventional MBTI test.

5.2 Future Scope

Besides devising an economical alternative to the original MBTI test, the thesis was about to give an initial literacy of MBTI to the top management and bosses so that they may leverage the full potential of their sub-ordinates and colleagues without getting in conflict with them. However, a few steps further towards its knowledge and its correlations with other personality theories can enable them to enrich the corporate culture even better.

5.2.1 Temperaments- Knowing about temperaments viz Idealists(NF),Strategists(NT),Artisans(SP) & Guardians(SJ) is one of those steps.

5.2.2 PEN and OCEAN models of personality- Dimensions of these theories resemble the MBTI to some extent. Eg. Extraversion resembles the most; Conscientiousness/Openness/Agreeableness show some resemblance with other dimensions of MBTI; Neuroticism & Psychoticism seem alien to MBTI. Thus utilizing both similarities and differences between them can be a lot productive in the future.

5.2.3 Multiple Intelligence theory(MIT) of Howard Gardner- The most fruitful synergy with MBTI can be of MIT theory of Howard Gardner. Where MBTI discusses about the type of people, MIT talks about the building blocks of various kinds of skills in the same person.

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