



Myers Briggs Type Indicator

Presented by: OCS and OPIA
October 8, 2015



Today's Presentation

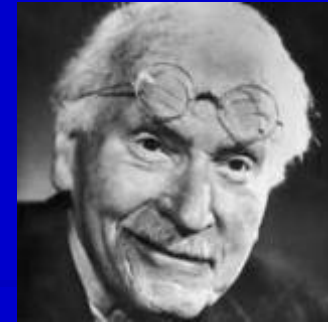
- Discuss self-assessment in general
- Explain the Myers-Briggs Type Indicator (MBTI)
- Define and examine “type” (innate preferences)
- Discuss what these preferences mean for your life and your professional choices

The Importance of Self-Assessment

- Allows you to make informed choices
- Without self-assessment career satisfaction is a gamble
- The MBTI is just one self-assessment tool.



What is type?



- The theory of psychological type comes from Swiss psychiatrist Carl G. Jung (1875-1961).
- Jung observed and analyzed the way people take in and then process and organize information.
- He laid out his theory of "personality" and in 1921 wrote that "*What appears to be random behavior is actually the result of differences in the way people prefer to use their mental capacities.*"

Myers Briggs Type Indicator



- During World War II, two American women, Isabel Briggs Myers and her mother Katharine Cook Briggs, set out to find an easier way for people to use Jung's ideas in everyday life.
- They wanted people to be able to identify their psychological types without having to sift through Jung's academic theory. Thus the MBTI was born.



The Persistence of Type

- It is one of the most widely used psychological assessments in the world and has been validated in over 8,000 research studies
- Type is generally ingrained and does not change over time.
- However, the strength of your preferences may change as you have life experiences and adapt to new situations.



Keep in mind . . .

- Each type is equally valid
- Does not assess:
 - Normalcy
 - Aptitude
 - Skill
 - Intelligence



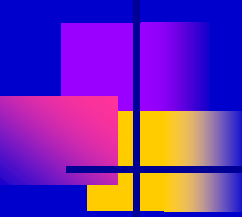
16 MBTI Types

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



MBTI Types for Lawyers

ISTJ 17.8%	ISFJ 4.2%	INFJ 2.7%	INTJ 13.1%
ISTP 3.9%	ISFP 1.4%	INFP 3.9%	INTP 9.4%
ESTP 3.3%	ESFP .5%	ENFP 5.2%	ENTP 9.7%
ESTJ 10.3%	ESFJ 2.7%	ENFJ 2.9%	ENTJ 9.0%



Type:

4 Dimensions of Personality

Extraversion (E) - Introversion (I)

Where and how you get your energy

Sensing (S) - Intuition (N)

How you take in information

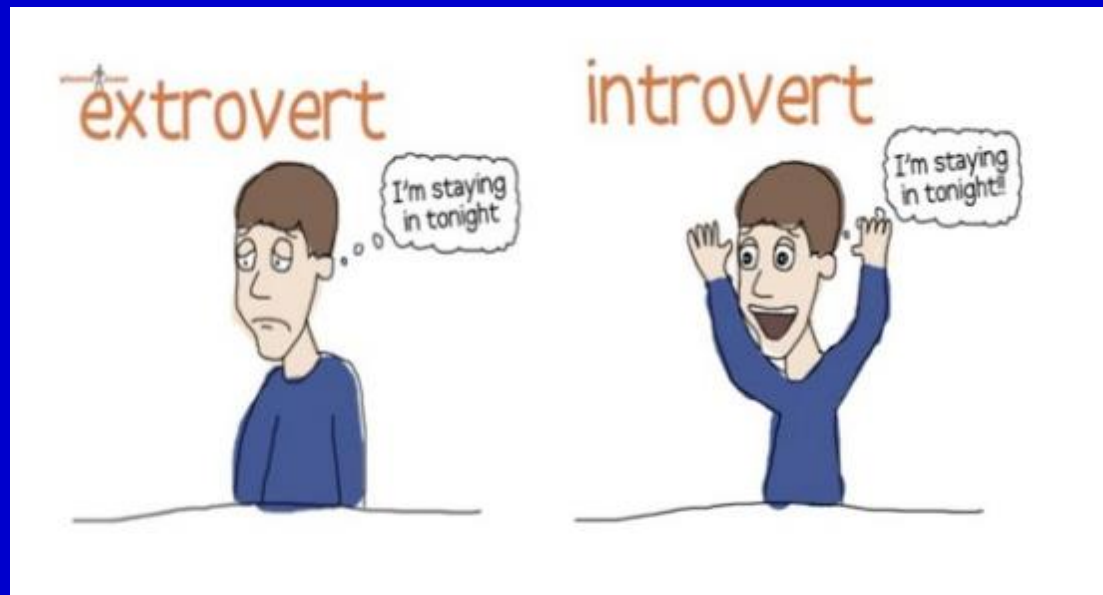
Thinking (T) - Feeling (F)

How you make decisions

Judging (J) - Perceiving (P)

How you order your life

Extravert v. Introvert





Extraversion and Introversion

Where and how do you get your energy?

Extraverts

- Energized by being with others
- Like being the center of attention
- Tend to think out loud
- Communicate with enthusiasm
- Expressive
- Sociable

Introverts

- Energized by spending time alone
- Avoid being the center of attention
- Think things through before communicating
- More low key
- Reserved

Practice Areas Extraverts May Prefer

- Needs lots of interaction with people
- Prefers variety of tasks
- Learns by talking and doing
- Prefer a faster-paced environment
- Find a place where you have the potential to be a “player”- corporate, RE, team-driven litigation

- ✓ Employment Law
- ✓ Corporate (some types at the more senior level)
- ✓ Capital markets
- ✓ Litigation
- ✓ Criminal (DA, AG, PD)
- ✓ Entertainment law
- ✓ Family law
- ✓ Legal services
- ✓ Field work in human rights
- ✓ Politics/lobbying
- ✓ Labor unions
- ✓ Collaborative policy work
- ✓ Alternative Dispute Resolution
- ✓ Management consulting
- ✓ Trusts & Estates

Potential Issues for Extraverts (and Adaptive Strategies)

- Desk work or research-heavy positions may feel oppressive
 - Schedule time away from desk; become involved in activities that increase face time with clients/colleagues
- Too much quiet and solitude may be draining; prefer “open door” workplaces where thinking out loud to solve problems is acceptable
 - Be conscious of environment when investigating opportunities with employers
 - Identify practice areas that promote a team approach to problem solving and foster regular client interaction
- Singular activities may zap your energy
 - Get involved in committees (i.e., recruiting, young associates, professional development) both within and outside of your employer

Practice Areas Introverts May Prefer



- Need time and space for concentration
 - Prefer environment where one can focus on a task
 - Prefers work independently without interruptions
 - Pay attention to law firm or organization's atmosphere, size and structure
- ✓ Judge
 - ✓ Appellate litigation
 - ✓ Think tanks
 - ✓ Impact litigation
 - ✓ Tax and ERISA
 - ✓ Environmental
 - ✓ Antitrust
 - ✓ Licensing and technology transfer
 - ✓ Corporate governance
 - ✓ Regulatory (FDA, FCC, SEC, etc.)
 - ✓ 1940 Act work (mutual fund compliance and investment advisors work)

Potential Issues for Introverts (and Adaptive Strategies)

- Positions requiring lots of chatting and face-to-face interaction (i.e., sales, consulting), may be draining
 - Bake in periods during the day to allow for quiet reflection and work— this is rarely an issue in most practice settings, but might be challenging in connection with some types of public interest work
- Large groups might exhaust you
 - Gravitate toward smaller organizations that staff projects leanly
- Prefer environments where you are able to act autonomously, solve problems on your own and have some control over interactions with others
 - Beware of highly hierarchical organizations

Sensor v. Intuitive





Sensing and Intuition

How you take in information

Sensing

- You take in information through your senses, and focus on the here and now
- Trust in the certain and concrete
- Value realism and common sense
- Like to use and hone established skills
- Present information in a step-by-step fashion
- Work well with details

Intuition

- Future-focused
- Trust inspiration and inference
- Value imagination and innovation
- Bored easily after mastering tasks
- Present information through leaps, in a roundabout manner
- Tend to be general and figurative

Practice Areas Sensors Might Prefer



- Drawn to realistic and practical work activities where immediate problems need to be solved.
 - Will likely prefer to develop expertise in a given area
 - Likes working with concrete issues
 - Being able to see the end result will be satisfying
- ✓ Commercial Real Estate
 - ✓ M&A Work
 - ✓ Community development
 - ✓ Economic development
 - ✓ Tax
 - ✓ Trusts & Estates
 - ✓ Fund Formation (Private Equity and Hedge Fund)
 - ✓ Code-based or Regulatory practices
 - ✓ Probate judge
 - ✓ Land court judge
 - ✓ Banking

Potential Issues for Sensors (and Adaptive Strategies)

- Abstraction may be frustrating
 - Consider practice areas that deal with concrete rules and regulations
- Desire for practical work activities may result in dissatisfaction when “busy work” is required
 - Reframe work as training opportunities or seek out smaller organizations that provide greater responsibility early on in ones’ career
- Refinement of skills may be difficult in some practice areas and groups
 - Practice area, geography and assignment system of employer will be important as some regions /practices promote the idea of becoming a “generalist” (note that this is becoming more and more rare)

Practice Areas Intuitives

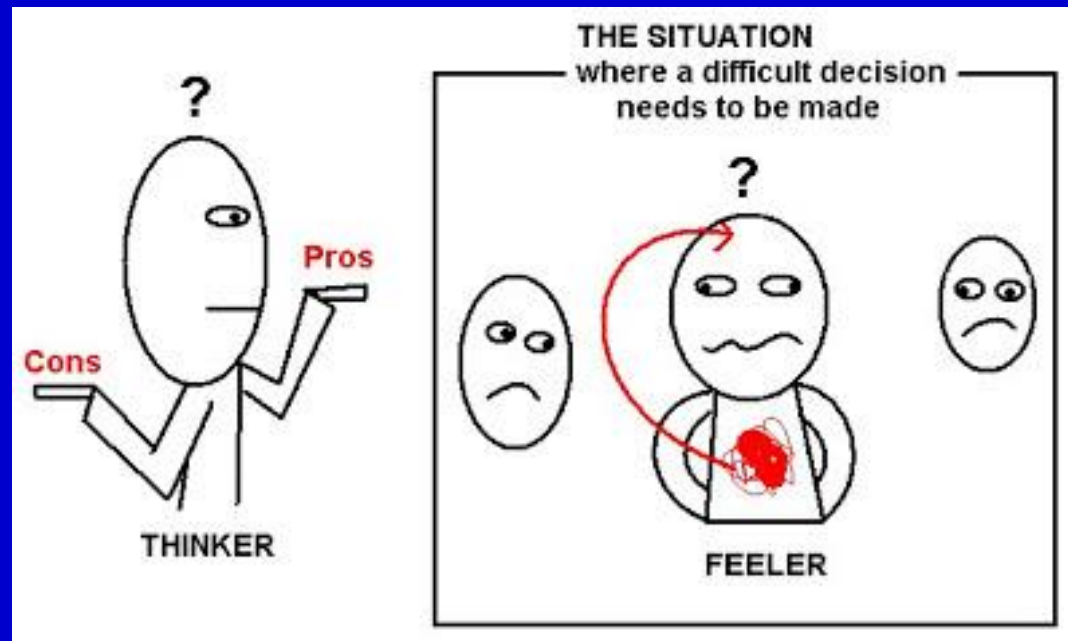
Might Prefer

- Likes jobs that require you to “read between the lines”
 - Drawn to work where insight and imagination are key
 - May prefer to remain a generalist
 - Enjoy learning a skill and then moving on to something new
- ✓ Emerging companies
 - ✓ Employment Law
 - ✓ IP Licensing
 - ✓ Entertainment
 - ✓ Copyright/Trademark
 - ✓ Educational Advocacy
 - ✓ General Litigation
 - ✓ Appellate litigation
 - ✓ Human Rights/Civil rights
 - ✓ ADR/Negotiation
 - ✓ Academia/Teaching
 - ✓ Think tanks
 - ✓ Judges
 - ✓ Plaintiff's Litigation

Potential Issues for Intuitives (and Adaptive Strategies)

- May find positions requiring “attention to detail” and dealing with concrete documentation draining
 - Try to find opportunities for big picture work where you can be a driver behind the project
- Continued long-term projects may become boring
 - Investigate practice areas and settings that allow for a high level of variety in projects
- May find level of repetition required to develop expertise boring
 - Consider legal markets and practices that provide opportunities to become a generalist

Thinkers v. Feelers





Thinking and Feeling

How you make decisions

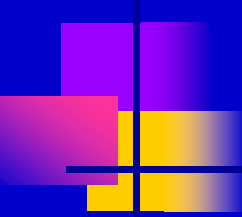
Thinker

- Step back and apply impersonal analysis to problem solve
- Value logic, justice and fairness- one objective standard for all
- Truth over tact
- Motivated by desire for achievement and accomplishment

Feeler

- Consider the effect of action on other
- People and situation focused- subjective context
- Value empathy and harmony
- As important to be tactful as it is to be truthful
- Motivated by a desire to be appreciated

Practice Areas Thinkers Might Prefer

- 
- Use logical analysis to problem solve
 - Like work requiring order, critiquing or finding inconsistencies
 - Motivated by desire for achievement and accomplishment
- ✓ Think tanks
 - ✓ Policy work
 - ✓ Tax
 - ✓ Banking
 - ✓ Corporate (transactional and corporate governance)
 - ✓ Commercial litigation
 - ✓ Judges
 - ✓ Securities
 - ✓ '40 Act (Mutual funds and financial services)
 - ✓ ERISA
 - ✓ Administrative law
 - ✓ Environmental defense work
 - ✓ Bankruptcy

Potential Issues for Thinkers (and Adaptive Strategies)

- May feel frustrated by the “people” part of situations
 - Self-select into areas that require emphasis on applying rules and objective standards to problem solving
- Positions that are not task oriented and work environments that are not meritocracies may prove challenging
 - Carefully assess the culture and values of an organization to ensure it is run “fairly” with an internal structure in place to measure success

Practice Areas Feelers Might Prefer



- Day-to-day exposure to people and the human side of things will be very important
- Positive feedback either from clients, supervisors, or results will be a motivating factor
- Prefer to focus on people's interactions

- ✓ Class Action
- ✓ Prosecution
- ✓ Public defense
- ✓ Plaintiff litigation
- ✓ Emerging companies
- ✓ Family law
- ✓ Entertainment
- ✓ Educational advocacy
- ✓ Legal services
- ✓ Human rights/civil rights
- ✓ Employment (plaintiff's side)
- ✓ Labor (union side)
- ✓ ADR
- ✓ Immigration
- ✓ Trusts & Estates

Potential Issues for Feelers (and Adaptive Strategies)

- May feel underappreciated in settings that do not provide positive reinforcement or feedback
 - Culture of the organization will be extremely important—seek out places and people that are amenable to mentoring
- Adversarial practices may feel disconcerting to people who seek harmony
 - Consider transactional practices or those areas that bring people together
- Impersonal subject matters may not resonate
 - Focus on practices where the emphasis is on “people” as opposed to abstract concepts or things (Family, Employment)
 - Take on pro bono work



Judger v. Perceiver





Judgment and Perception

How you order your life

Judging

- Need structure
- Happiest after making decisions
- Work first- play later
- Prefer knowing what they are getting into
- Goal and deadline oriented
- Like finishing projects
- Take deadlines seriously

Perceiving

- Need spontaneity
- Happiest leaving options open
- Enjoy life now- work later
- Like adapting to new situations
- Change goals as new information becomes available
- Like starting new projects
- View deadlines as elastic

Practice Areas Judges Might Prefer

- Want to plan their work and follow the plan
- Desire to get things settled and finished
- Prefer to reach closure by deciding quickly
- Feel supported by structure and schedules
- Frustrated by ambiguity and continuous change.

- ✓ Bankruptcy
- ✓ M&A
- ✓ '40 Act Work (mutual funds)
- ✓ Private equity/hedge funds
- ✓ ERISA
- ✓ Tax
- ✓ T&E
- ✓ Regulatory work (biotech/pharma)
- ✓ Patent prosecution
- ✓ Soft IP
- ✓ Commercial real estate
- ✓ Corporate
- ✓ Development banks
- ✓ SEC, IRS and other government agency work

Potential Issues for Judges (and Adaptive Strategies)



- Lack of structure and uncertainty in schedules of junior associates can be frustrating
 - Choose practice areas that provide greater control over one's schedule (i.e. corporate governance)
- Want to focus on timely completion of a project
 - Competing deadlines can prove challenging to individuals that are so deadline and goal focused

Practice Areas Perceivers

Might Prefer

- Must have flexibility and spontaneity in their work
 - Feel frustrated by structure and schedules
 - Love open-ended projects and flexible deadlines
 - Focus on enjoying the process
- ✓ Litigation
 - ✓ Project finance
 - ✓ Bankruptcy
 - ✓ Cross-border transactional
 - ✓ International work
 - ✓ Criminal law
 - ✓ Entertainment law
 - ✓ Class action work
 - ✓ Insurance defense
 - ✓ Human rights
 - ✓ Prosecution/Public defense
 - ✓ Civil rights
 - ✓ Politics/lobbying
 - ✓ Legal services
 - ✓ Policy work
 - ✓ Family law
 - ✓ Products liability

Potential Issues for Perceivers (and Adaptive Strategies)



- Deadline driven practices may feel frustrating and overwhelming
 - Consider investigating practice areas that are more research oriented (i.e., policy positions, think tanks)
- Day-in day-out daily grind of practice may become boring to someone that requires spontaneity
 - Focus on practice settings and work that provides a lot of variety (i.e., large firm practice as opposed to in-house; public defense or ADA)

Understanding Type and Career Choice



- Preference dictates natural inclination
- Developing adaptive strategies to work against type
- Environment can shift strength of preference but does not negate preference
- Type can be really helpful when deciding on work environment

Applying the MBTI To Career Choice



What is your ideal job?

- Nourishes important aspects of your personality and plays to at least one of your preferences by using them in ways that come naturally
- Reflects who you are and realistically brings you satisfaction more than 60% (and hopefully 80%) of the time
- Fits YOUR definition of success



Limitations of Type Analysis

- EVERY type can do EVERY job.
However, some careers or practice areas will feel *more comfortable* to individuals with certain preferences.
- The suggestions we will discuss are meant to serve as starting points.
- Type is only one facet of career satisfaction
- Pay attention to the strength of your preference

Next Steps...



- Attend upcoming OPIA and OCS programming
- Review webcasts on website
- Speak with OPIA/OCS career advisors
- Remember... The MBTI is just a TOOL- other factors such as interests and skills must be factored in