

Utilizing Meyers-Briggs as a tool for Initial Evaluation of Personnel

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Meyers-Briggs Type Indicator (MBTI)

- Part 1
 - Describe the four Tracks
 - Identify what those tracks mean
 - Temperament Identification
 - Idealists, Realists, Artisans and Guardians
- Part 2
 - What does MBTI tell you about the individual?
 - What does it NOT tell you?
 - Use for initial evaluation of personnel
 - Use for communication



Meyers Briggs Type Indicator

- Temperament Typing [4]
- MBTI Level 1 (4 Letter Typing) [16]
- MBTI Level 2 (20 Facets Typing) [>400]
- MBTI Level 3- being developed



A Review of the Meyers-Briggs Tool

- **Extrovert** vs **Introvert**
- **Sensing** vs **iNtuition**
- **Thinking** vs **Feeling**
- **Judging** vs **Perceiving**



A Review of the Meyers-Briggs Tool



The Four Temperaments

- Based on How You Receive Information
 - Pertinent to Training
 - Pertinent to Management
 - Pertinent to Interpersonal Communications
 - Sensing vs iNtuition is a primary issue in communication.
 - WHY?



The Four Temperaments

- Sensing (80%)
 - Tangible
 - SPs “Artisans”
 - SJs “Guardians”
- iNtuition (20%)
 - Philosophical
 - NTs “Rationals”
 - NFs “Idealists”



What Does MBTI Tell YOU?

- How they Read the world.
- How they make decisions.
- Do they think before speaking, or think out loud? (ie are they really being a 'trouble-maker' or do they process information externally???)
- Do they prefer OPTIONS, or PROCESSES?
- Do they focus more on the PROCESS, or the OUTCOME?



What does MBTI **NOT** tell you?

- What job they can do.
- If they can manage.
- What their role is in the discussion.
- If they are 'trainable'.



Putting it in Play

- Script for Success:
 - Management- Level I MBTI class
 - Field Training Officers- Level I MBTI class
 - New Trainees- Level I MBTI test

 - Eventually, Management and FTOs should advance to Level II MBTI class



Example

- Joe is a brand new Field Training Officer. He has been a paramedic for 3 years. He has not taken many instruction classes. He is an ISTJ (SJ: Guardian Temperament).
- New hire, Rob, is a seasoned, 15 year paramedic, and is an ENFP (NF: Idealist). On the first day they have a heated discussion about following protocols exactly, versus broader principles of medicine.
- During the discussion, Rob (ENFP) speaks gregariously and often interrupts Joe. He is very expressive, and angry at being told he is 'not doing it right'. Joe becomes angered at the interruptions, and stops talking. But he continues to mark down, in detail, Rob's faults and hands him the training evaluation and orders him to sign it. Rob, feeling he has not had a fair opportunity to discuss the evaluation, goes on a crusade to convince the Medical Director that Joe is an unfair, non-communicative, 'cookbook' medic and should be replaced.



Example 2

- Erin and Rich are both seasoned paramedics. Until now, they have not worked together. Both have been the lead paramedic on their prior shifts.
- Erin is an ISTJ (SJ: Guardian).
- Rich is an ENTP (NT: Rational).
- Erin and Rich both provide excellent care, but frequently argue over the sequence and details of each call, to the point they are causing distractions and discomfort for the entire shift. They hate working together, and have requested transfers.

Example 3

- Mark and Chris have been partners for 3 weeks. Mark is the senior paramedic, while Chris is the junior medic, just two months out of the Field Training Program.
- Mark is an ENFP.
- Chris is an INFP.
- Mark goes to his supervisor and says, “He takes too long to explain his decisions, and when he does he only tells me how he *feels*. I don’t care how he *feels*, I want to know why he did what he did.”



Steps for Success

- Train your managers.
- Train your FTOs.
- Have all trainees take the MBTI on the first day of orientation.
- Teach them what their MBTI means for them.
- Pair them with FTOs who are aware of the MBTI.
- Have them discuss their communication styles on the first day of field training, and at the end of each evaluation cycle.



Pitfalls

- Never 'pigeon-hole' someone based on their MBTI. “Oh, you're an Idealist. So you're going to complain about how you feel? We don't like that around here. You better follow the rules”.
- Never choose to promote only one type-
All Types can be successful.



Pitfalls

- You don't have to pair the same temperaments- sometimes it's good to have a different perspective for the training input....
-but they have to know how to communicate differently!



Problem-Solving: Groups

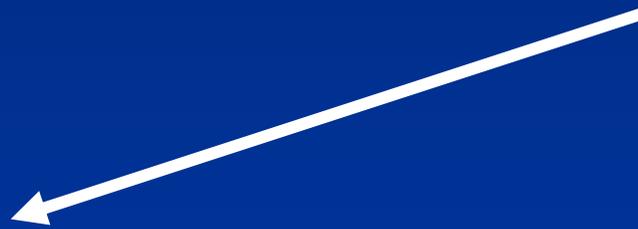
- Z-Model

SENSING

Facts and Details →

INTUITING

Determine Alternatives



THINKING

Analyze Objectively →

FEELING

How will it Impact Others?



Problem Solving: Interpersonal

- Learn your own tendencies first.
- Review your own pitfalls first.
- Change your communication style first.



Finally....

- Take the MBTI class, step I and II.
- Have your FTOs learn their own MBTI.
- Train your FTOs about the four temperaments.
- Have all new trainees take the MBTI.
- Have the FTO and trainee discuss their communication styles on day 1.



References

- Please Understand Me II. By David Keirseey.
- Was That Really Me? By Naomi Quenk.
- The Four Temperaments. By Renee Baron.

