

Preface

This work intends to fill an urgent need for managers, consultants, counselors, teachers, psychoanalysts, human resource professionals and others who use personality questionnaires, especially the Myers-Briggs Type Indicator (*MBTI*). The need arises from the recent exposure of approximations and logical flaws in the traditional “type dynamics” procedure for determining the creative problem-solving elements of C. G. Jung’s famous personality theory known as “function-attitudes”, relabeled here as “cognitive modes”. This book details a theory for finding these cognitive modes that is free from these approximations and logical errors. The new theory is fully QUANTitative, using the *MBTI* response counts long avoided by the entirely QUALitative approach of type dynamics.

The new quantitative theory is based on three fundamental postulates that follow from Jung’s writings. The first two postulates, concerning respectively extraversion and the psychological functions for perception and judgment, are well known and widely used. The third, that the extraversion energy associated with the perception function is different from that of the judgment function, is here for the first time made explicit and quantitative. This contrasts with Jung’s expression of it, which being implicit was entirely qualitative.

Quantification of these two different and independent extraversion energies is achieved by recognizing the mathematical coupling between Jung’s *E-I* attitude and Myers’ *P-J* attitude. “Coupling” refers to the strong interaction between the *E-I* and *P-J* attitudes, contrasting with the independence required of the two attitude variables that Jung envisioned but did not formulate explicitly. This undesirable interaction is removed by generating two new “decoupled” attitudes completely independent of each other.

The scores for these new attitudes—extraverted vs. introverted perception on the one hand and extraverted vs. introverted judgment on the other—are calculated simply as an average sum and an average difference of the original *E-I* and *P-J* attitude scores. Alternatively, the average sum may be subtracted from the larger coupled attitude score to “unpack” it into two decoupled attitudes, one in each domain. Although this simple linear transformation may seem mysterious to many *MBTI* users, it is well known to systems analysts.

Decoupling is worked out in the fourth chapter, after the introductory Chap. 1, a review of Jung's present qualitative personality theory in Chap. 2, and the quantitative preliminaries of Chap. 3. Chapter 3 allows comparison of scores from various personality instruments by expressing them as percentages of their ranges. This normalization turns out to simplify not only the attitude decoupling of Chap. 4, but also the combination in Chap. 5 of attitude and function scores to generate cognitive mode scores. Decoupling reduces the dimensionality of *MBTI* from four, for which no graphical treatment is conceivable, to two dimensions for perception and two others for judgment. This allows each domain to be described by ordinary two-dimensional graphs permitting graphical analysis of personality, an advantage not possessed by any other personality instrument.

Surprisingly perhaps, the proof strategies of Chap. 4 carry over into Chap. 5 for matching *MBTI* score combinations with those for the modes. This correspondence is needed to construct a rigorous mapping between the *MBTI* and the mode scores. Just as the Greek philosopher Plato envisioned the "ideal" citizen of his *Republic* as blending certain "ideal" qualities of character, so Chaps. 4 and 5 see the "ideal" extraverted sensor (for example) as combining "ideal" (maximum) values of both the extraverted perception attitude and the sensing function. This approach allows the generation of non-ideal scores by very simple interpolation formulas.

The construction reveals personality potentials hidden from the limited type dynamics approach. It is a straightforward mathematical principle that the two variables, attitude and function, from which each cognitive mode is formed, must generate scores for two modes, not just one, in both the perception and the judgment domains. In other words, each of the four pairs of cognitive modes can contribute a significant mode, as many as four in all. Usually some of these scores are numerically insignificant, but a considerable number of students in the author's classes have had three or even four significant modes, of which only two can be detected by type dynamics. Such extra "hidden" modes expand a person's creative potential and widen the range of team roles or other activities to which he can be assigned. This is an important principle for situations described in the author's *Teamology: The Construction and Organization of Effective Teams* (2009, Springer London). Thus the *MBTI*, properly analyzed quantitatively, contains up to twice the personality information extractable by type dynamics. Mathematical psychologists may well recognize other psychological theories combining two variables into one while overlooking the inevitable second.

Chapter 6 examines the impact of these developments not only on Jung's dominant and auxiliary modes, but also on the newly identified "subsidiary" modes overlooked by type dynamics. Counselors and teachers in particular will find this chapter interesting because of the creative potential, previously lost, to be discovered in their students and clients. Quantitative considerations may alter the analyst's opinion of which modes are dominant and auxiliary, and there can be a "grey area" where dominance is ambiguous.

Type dynamics earns its own Chap. 7 examining its approximations and categorical reasoning. After saluting the pioneers of typology for their imagination and enterprise, the chapter explains the oversimplifications and perils of the

categorical reasoning underlying type dynamics as criticized by experimental psychologist J. Reynierse. Four type dynamics assumptions are identified and then illustrated with numerical examples—and counterexamples. In what should be a relief to all *MB* personologists, the traditional confusion of the existing Myers-Briggs *P-J* attitude terminology is shown to be cleared up by that of the new decoupled attitudes. An important concept challenged is the type dynamics idea that people of the same Myers-Briggs types all have similar personalities. This notion is contradicted by five numerical examples of people with the same *ENTP* type but significantly different cognitive mode compositions.

Chapter 8 departs from the quantitative emphasis of the rest of the book in dealing with and defending Jungian analyst John Beebe's qualitative archetype theory for describing the unconscious, shadow portion of the human psyche. Being based entirely on clinical experience, the model cannot be verified experimentally in the manner applicable to the ego-based cognitive modes. Archetype theory can however guide not only psychoanalysts having other clinical information, but also lay consultants and managers dealing only with anecdotal incidents of interest to clients or teams. The position is taken that Beebe's theory can still be useful when it is freed from its original dependence on the errors and approximations of type dynamics.

The concluding Chap. 9 first reviews the extensions to Jung's earlier qualitative theory brought about by the book's quantitative, logical, and axiomatic approach. Then it suggests implications for other personality theories and questionnaires: the Singer-Loomis Inventory of Personality (SLIP), the *MBTI* Step II, and Five-Factor Analysis (FFA). It concludes with remarks about measuring the cognitive modes directly.

This book gives better methods for mapping the *MBTI* quantitatively to Jung's cognitive modes. Along the way it furthers Jung's original concepts while placing them on a solid axiomatic foundation not possessed by other personality theories. Jungian psychoanalysts may find this helpful in organizing complicated clinical information.

Bringing these quantitative findings to the millions of lay *MBTI* users worldwide will require further education of those already certified to administer the instrument. For this reason numerical exercises follow many of the chapters to make the book a source reference for briefer workbooks usable in enhanced certification programs. Backed by quantitative theory and new graphical methods, the pioneering qualitative typology work of Myers and Briggs is thus corrected and extended to yield deeper understanding of the vital topics of human personality, creativity and human relations.



<http://www.springer.com/978-0-85729-099-1>

Jung's Personality Theory Quantified

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2011, XV, 116 p., Hardcover

ISBN: 978-0-85729-099-1