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# Why Foresight? Personality Type and Strategic Foresight

Rowena Morrow

## Introduction

This paper reports on the results of a Myers Briggs Type Indicator (MBTI) exercise run by Ms Laurie Wheldon for Professor Richard Slaughter of the Australian Foresight Institute. Students from the 2002 Graduate Certificate Course in Strategic Foresight at Swinburne University in Melbourne were asked to volunteer their MBTI type, if known. For those students without a previously identified type, a questionnaire was administered and the results collected by Professor Slaughter.

Ms Wheldon reported back to the group the outcomes of the exercise and workshopped some questions and ideas arising from the results. This paper presents the MBTI results and discusses the implications of these results for the class, strategic foresight/futures as a field, and the interaction between futures studies and the wider population.

## Summary of MBTI and Temperament types

The Myers-Briggs type indicator and Temperament types are both systems for classifying personality. The two are tools through which to view different personalities, place them in a box and find ways to deal with differences. Neither system is prescriptive, and both give insights into the way people *prefer* to operate.

The results that can be delivered by applying these tools can assist the overall operation of an organisation via enhanced understanding of its human component, and the identification of possible areas for development in an individual. They illuminate people's similarities and differences, making it easier to gain understanding and insight into how the minds of others operate.

## Myers-Briggs Type Indicator (MBTI)

### *Jung's Psychological Types*

The Myers-Briggs Type Indicator (MBTI) is based on C.G. Jung's theory of psychological types. Jung suggested that human behaviour is not random, but is the result of a few basic, observable differences in mental functioning. These differences are centred on how people *prefer* to use their minds, specifically how they choose to perceive and make judgements. He identified four functions at work: perception via sensation or intuition, judgement via thinking or feeling.

Thinking and feeling are rational functions, by which he meant they can be applied with discrimination; sensing and intuition are irrational, they are the method by which information is gathered to be dealt with by either thinking or feeling. Jung theorised that the two pairs of functions were mutually exclusive and that people developed using the one they preferred as their primary function. The opposite was forced into the subconscious and became the inferior function.<sup>1</sup>

### Myers-Briggs Indicator Types (MBTI)

Katherine Myers was developing a theory of personality of her own when she read Jung. She found what he was suggesting clarified her thinking, so she adopted his theories into her framework. During the 1940's, she and her daughter, Isabel Briggs Myers, set out to design a rigorous and reliable instrument that would test Jung's theory. They developed a tool to identify an individual's preferences; this was aimed towards greater understanding and constructive use of the differences between people.

The MBTI includes four types of distinct preferences:

Index Preferences between	Affects choices as to
EI (E) Extraversion or (I) Introversion	Whether to direct perception judgement mainly on the outer world (E) or mainly on the world of ideas (I)
SN (S) Sensing perception (N) Intuitive perception	Which kind of perception is preferred when one needs or wishes to perceive
TF (T) Thinking judgement (F) Feeling judgement	Which kind of judgement to trust when one needs or wishes to make a decision
JP (J) Judgement (P) Perception	Whether to deal with the outer world in the judging (J) attitude using (T or F) or in the perceptive attitude (P) (using S or N)

**Table One** – Myers Briggs Index Preferences<sup>2</sup>

These preferences affect not only how people perceive a situation but also their reaction to it. According to the theory, each person will prefer one of the two choices in each index, therefore generating sixteen possible MBTI types.

Type theory assumes that one is born with a predisposition to a particular type. Children will operate within this preferred mode and will neglect the development of the opposite function; this differentiation will mould the development of other facets of their personality.

As type development is life-long, different life phases correlate to changes in function development. It is assumed that for each type, there will be two functions that are preferred and developed during childhood. The remaining two will be relatively neglected and left undeveloped.

As an individual reaches mid life, the challenge is to strive for excellence in the dominant functions, while developing greater ‘command’ over the third and fourth preferences. The aim is to foster balance both within the individual’s type, and within each function. Hence, a well-developed extrovert will seek to learn to deal effectively with ideas, at the same time as working in their preferred mode – external action.<sup>3</sup>

There are recognised environmental impacts upon function development, and interference of this sort can result in ‘falsification’ of type.<sup>4</sup> Once an individual has identified their type, they may find that their behaviour in certain situations does not reflect how they most like to operate. This can bring insight and understanding both to themselves and others.

The ability for an individual to operate in a type that is not ‘true’ again illustrates that the MBTI measures only preference, and individuals will choose to utilise functions other than those they prefer, when it is appropriate.

Deep understanding of how different types interact and the strengths and weaknesses of particular functions can be a powerful tool in communicating ideas and working within groups.

The MBTI instrument is self-reported, which lends itself to global portability, and it has been administered in 14 languages to millions of people in all types of settings.

## **Uses of MBTI**

MBTI has been used for many years in a variety of educational situations, public and private sector organizations. The predictability and fit of the instrument has been proven in a variety of countries and cultural contexts. Most widely used in management studies, personality testing and counselling; the MBTI has been shown to be robust and applicable to many groups.<sup>5</sup> There is, however, a lack of data relating directly to the distribution of types within the wider Australian population, though smaller studies have taken place.

MBTI and Temperament type theory can be used within team settings to identify weaknesses and strengths within the group. Each type will contribute different strengths therefore having a representation of the different types within a team will ensure that decision-making is robust and that a variety of views are represented.

Another way to use the groupings is to compare the range of types within a group to that of the wider society. This can indicate where there may be differences between how the group perceives a situation and how the wider population may perceive it. This method is pertinent to the futures field, where there are a small number of foresight practitioners trying to convey their messages to the wider community.

## **Summary of types**

### *Characteristics of preferences*

Briefly, the characteristics of different preferences are summarised in Table Two.

**Table Two - Characteristics of MBTI preferences<sup>6</sup>**

<p><b>Extraversion</b></p> <ul style="list-style-type: none"> <li>- The afterthinkers. Cannot understand life until they have lived it.</li> <li>- Minds outwardly directed, interest and attention following objective happenings, primarily those in the immediate environment. The civilising genius, people of action who go from doing to considering and back to doing.</li> <li>- Conduct in essential matters always governed by objective conditions.</li> <li>- Typical weakness lies in a tendency toward intellectual superficiality, very conspicuous in extreme types.</li> </ul>	<p><b>Introversion</b></p> <ul style="list-style-type: none"> <li>- The forethinkers. Cannot live life until they understand it.</li> <li>- Minds inwardly directed, frequently unaware of the objective environment, interest and attention being engrossed by inner events. The cultural genius, the people of ideas and abstract invention, who go from considering to doing and back to considering.</li> <li>- Conduct in essential matters is always governed by subjective values.</li> <li>- Typical weakness lies in a tendency towards impracticality, very conspicuous in extreme types.</li> </ul>
<p><b>Sensing</b></p> <ul style="list-style-type: none"> <li>- Face life observantly, craving enjoyment.</li> <li>- Admit to consciousness every sense impression and are intensely aware of the external environment; they are observant at the expense of imagination.</li> <li>- Desiring chiefly to possess and enjoy, and being very observant, they are imitative, wanting to have what other people have and to do what others do.</li> <li>- Are most reluctant to sacrifice present enjoyment to future gain or good.</li> <li>- Contribute to the public welfare by their support of recreation, comfort, luxury and beauty.</li> </ul>	<p><b>Intuition</b></p> <ul style="list-style-type: none"> <li>- Face life expectantly, craving inspiration.</li> <li>- Admit fully to consciousness only sense impressions related to the current inspiration; they are imaginative at the expense of observation.</li> <li>- Desiring chiefly opportunities and possibilities, and being very imaginative, they are inventive and original, quite indifferent to what other people have and do.</li> <li>- Are willing to sacrifice the present to a large extent since they neither live in it nor particularly enjoy it.</li> <li>- Contribute to the public welfare by their inventiveness, initiative, enterprise and powers of inspired leadership in every direction of human interest.</li> </ul>
<p><b>Thinking</b></p> <ul style="list-style-type: none"> <li>- Value logic above sentiment.</li> <li>- Usually impersonal, being more interested in things than human relationships.</li> <li>- Contribute to the welfare of society by the intellectual criticism of its habits, customs, and beliefs, by the exposure of wrongs, the solution of problems, and the support of science and research for the enlargement of human knowledge and understanding.</li> </ul>	<p><b>Feeling</b></p> <ul style="list-style-type: none"> <li>- Value sentiment above logic.</li> <li>- Usually personal, being more interested in people than things.</li> <li>- Contribute to the welfare of society by their loyal support of good works and those movements, generally regarded as good by the community.</li> </ul>
<p><b>Judging</b></p> <ul style="list-style-type: none"> <li>- Live according to plans, standards and customs not easily set aside.</li> <li>- May not appreciate or utilize unplanned, unexpected and incidental happenings.</li> <li>- Rational, depend on judgement to protect them from unnecessary or undesirable experiences.</li> <li>- Like to have matters settled as promptly as possible. Take real pleasure in getting something finished.</li> <li>- Inclined to regard the Perceptives as aimless drifters.</li> <li>- Aim to be right.</li> </ul>	<p><b>Perceiving</b></p> <ul style="list-style-type: none"> <li>- Live according to the situation of the moment and adjust themselves easily to the unexpected or accidental.</li> <li>- May not make an effective choice amongst life's possibilities.</li> <li>- Empirical, depend on a constant flow of new experiences.</li> <li>- Like to keep decisions open as long as possible. Take pleasure in starting something new until the newness wears off.</li> <li>- Inclined to regard the Judgers as only half alive.</li> <li>- Aim to miss nothing.</li> </ul>

*Characteristics of groups of the types*

There have been entire books devoted to describing the characteristics of the 16 individual MBTI types. The purpose of this paper is to investigate the groupings of types within the class and what that may indicate about the preferences of students attracted to the strategic foresight course.

Therefore, an in-depth explanation of each type is not appropriate, however a quick overview of the contribution of each preference to type is illuminating.

<p style="text-align: center;"><b>ISTJ</b></p> <p><b>I</b> Depth of concentration <b>S</b> Reliance on facts <b>T</b> Logic and analysis <b>J</b> Organisation</p>	<p style="text-align: center;"><b>ISFJ</b></p> <p><b>I</b> Depth of concentration <b>S</b> Reliance on facts <b>F</b> Warmth and Sympathy <b>J</b> Organisation</p>	<p style="text-align: center;"><b>INFJ</b></p> <p><b>I</b> Depth of concentration <b>N</b> Grasp of possibilities <b>F</b> Warmth and Sympathy <b>J</b> Organisation</p>	<p style="text-align: center;"><b>INTJ</b></p> <p><b>I</b> Depth of concentration <b>N</b> Grasp of possibilities <b>T</b> Logic and analysis <b>J</b> Organisation</p>
<p style="text-align: center;"><b>ISTP</b></p> <p><b>I</b> Depth of concentration <b>S</b> Reliance on facts <b>T</b> Logic and analysis <b>P</b> Adaptability</p>	<p style="text-align: center;"><b>ISFP</b></p> <p><b>I</b> Depth of concentration <b>S</b> Reliance on facts <b>F</b> Warmth and Sympathy <b>P</b> Adaptability</p>	<p style="text-align: center;"><b>INFP</b></p> <p><b>I</b> Depth of concentration <b>N</b> Grasp of possibilities <b>F</b> Warmth and Sympathy <b>P</b> Adaptability</p>	<p style="text-align: center;"><b>INTP</b></p> <p><b>I</b> Depth of concentration <b>N</b> Grasp of possibilities <b>T</b> Logic and analysis <b>P</b> Adaptability</p>
<p style="text-align: center;"><b>ESTP</b></p> <p><b>E</b> Breadth of interests <b>S</b> Reliance on facts <b>T</b> Logic and analysis <b>P</b> Adaptability</p>	<p style="text-align: center;"><b>ESFP</b></p> <p><b>E</b> Breadth of interests <b>S</b> Reliance on facts <b>F</b> Warmth and Sympathy <b>P</b> Adaptability</p>	<p style="text-align: center;"><b>ENFP</b></p> <p><b>E</b> Breadth of interests <b>N</b> Grasp of possibilities <b>F</b> Warmth and Sympathy <b>P</b> Adaptability</p>	<p style="text-align: center;"><b>ENTP</b></p> <p><b>E</b> Breadth of interests <b>N</b> Grasp of possibilities <b>T</b> Logic and analysis <b>P</b> Adaptability</p>
<p style="text-align: center;"><b>ESTJ</b></p> <p><b>E</b> Breadth of interests <b>S</b> Reliance on facts <b>T</b> Logic and analysis <b>J</b> Organisation</p>	<p style="text-align: center;"><b>ESFJ</b></p> <p><b>E</b> Breadth of interests <b>S</b> Reliance on facts <b>F</b> Warmth and Sympathy <b>J</b> Organisation</p>	<p style="text-align: center;"><b>ENFJ</b></p> <p><b>E</b> Breadth of interests <b>N</b> Grasp of possibilities <b>F</b> Warmth and Sympathy <b>J</b> Organisation</p>	<p style="text-align: center;"><b>ENTJ</b></p> <p><b>E</b> Breadth of interests <b>N</b> Grasp of possibilities <b>T</b> Logic and analysis <b>J</b> Organisation</p>

**Table Three** - Contributions made by each preference to each type<sup>7</sup>

Clearly the grouping of types along the sensation or intuition function is notable for the study of the future. Sensates are reliant on facts in order to collect their information, while iNtuitives are comfortable with the ephemeral.

**Discussion of class MBTI types**

Remembering the sample size is very small, only twenty one results, to place the class results in context single function preferences will be investigated first, before exploring the various types within the group. Given the small number in the sample, results will be discussed at the highest levels and any male/female differentials will be ignored.

**Table Four - Single Function Preferences by Percentage**

	<b>Class</b>	<b>Australian Population<sup>8</sup></b>
Extroverts (E)	33%	40%
Introverts (I)	67 %	60%
Sensates (S)	9.5%	75%
iNtuitives (N)	90.5%	25%
Thinking (T)	57%	50%
Feeling (F)	43%	50%
Perceiving (P)	67%	50%
Judging (J)	33%	50%

As illustrated by Table Four, the results from the class group reflect those of the wider Australian population in two of the four areas. There is a vast difference in the number of iNtuitives in the class versus the Australian average, 90.5% vs. 25%; similarly Perceptives are over represented, 67% vs. 50%.

According to Briggs Myers, the over-representation of iNtuitives in the group is not surprising, given the level and nature of the Strategic Foresight coursework. She found that the proportion of iNtuitives varies widely from one education level to another. ‘The preference for intuition *appears* to conduce the pursuit of higher education, but the difference may be as much in interest as aptitude’.<sup>9</sup> iNtuitives are more interested in the future than the present (see Table Two); they are energised by possibility, and tend to leap around across a broad spectrum of interests.

The larger number of Perceptives is likely to make for quite frustrating discussions within the group. There may be up to two-thirds of the class happy to leave issues and discussions open ended and unresolved, while the remainder will be asking ‘so what?’ and looking for an end point.

The results of the MBTI exercise are listed below in Table Five, by percentage and numbers of people in each of the sixteen types.

ISTJ <b>4.8%</b>	ISFJ	INFJ	INTJ <b>19%</b>
ISTP	ISFP <b>4.8%</b>	INFP <b>23.8%</b>	INTP <b>14.3%</b>
ESTP	ESFP	ENFP <b>14.3%</b>	ENTP <b>9.5%</b>
ESTJ	ESFJ	ENFJ	ENTJ <b>9.5%</b>

**Table Five - Type results by percentage and number**

Table Five illustrates that the most numerous single type within the group is INFP, followed by INTJ.

Briggs Myers identified a number of groups of types that had various functions in common. This led her to identify aspects of their behaviour that were shared. The groupings of type that stand out within the class results are: in blue, 'the adaptable innovators'; in yellow, 'visionary decision makers'; and in orange, 'action-oriented realists'.<sup>10</sup>

The 'adaptable innovator' types constantly seek the challenge of the new; they are adaptable, unconventional, independent spirits. The 'visionary decision makers' focus their inner world on future possibilities and strive to accomplish goals of inner vision; they are driven, determined and persistent.<sup>11</sup> These two groupings cover nineteen of the twenty-one class participants and, as both contain the intuitive function, they complement one another.

The orange group, action-oriented realists, are worth investigating because of their total absence from the class. These types are the most practical of all; they learn best when useful applications are obvious.<sup>12</sup> Making futures and foresight relevant to these people may be one of the biggest challenges, as extroverted Sensates can be the most vocal rejectors of abstract ideas and theories about the future.



## Temperament types

Temperament theory dates back through history to Greek philosophy. The four temperaments were found, by Keirsey and Bates, to have neat fit to the sixteen MBTI types.

Temperament is defined as those needs, values and desires that drive an individual's actions. Temperament determines behaviour 'because behaviour is the instrument for getting us what we *must* have'.<sup>13</sup> Temperaments are another useful way to describe, at a high level, the behaviour of groups of people. They can also illustrate more clearly than using all 16 types, the interaction between different groups.

Temperament	Characteristics	Acknowledged for contributing	MBTI
SP – Dionysian 38% of US population	Motivated by a need for freedom and to act. Process-oriented. Value living in the moment.	Expeditious handling of the out of the ordinary and the unexpected	ESTP, ESFP, ISTP, ISFP
SJ – Epimethean 38% of US population	Motivated by dedication to established norms and social institutions. Like to be prepared. They value tradition.	Timely output	ESTJ, ESFJ, ISTJ, ISFJ
NT – Promethean 12% of US population	Motivated by a need for knowledge and competency. Focus on the future. Value the theoretical and the powers of the mind.	Strategies and analyses	ENTJ, ENTP, INTJ, INTP
NF – Apollonian 12% of US population	Motivated by the need to understand themselves and others. Not understood by other types. Value authenticity and strive for an ideal world.	Something personal or a special vision of possibilities	ENFJ, ENFP, INFJ, INFP

**Table Six - The Four Temperaments<sup>14</sup>**

### Class Temperament Type results

SP <b>4.8%</b>	NT <b>52.4%</b>
SJ <b>4.8%</b>	NF <b>38%</b>

**Table Seven - Class Temperament Type by percentage**

Table Seven contains the percentage and number of people within the class in each temperament type. Not surprisingly, given the profiles of Temperament type in Table Six, the majority of the class are NT (intuitive Thinking). This Temperament is usually found in occupations that require the development of models, exploration of ideas, and construction of systems. The NT person can easily become isolated, given their propensity to choose work over play, and will choose to communicate at high levels of abstraction which can seem incomprehensible to other Temperaments. The future is the main focus for this Temperament; the past is only interesting as a lesson guide, to ensure the same mistakes are not made again.<sup>15</sup> Briggs Myers refers to this grouping as ‘logical and ingenious types’ they are most comfortable with impersonal analysis over human interaction. They also have the capacity to see farther into the unknown than most people can penetrate.<sup>16</sup>

The next most common Temperament in the class is NF (iNtuitive Feeling). This Temperament type is characterised by the search for self. The NF person tends to approach their goals in a circular manner; and this puts them at odds with the other three straightforward temperaments. The NF Temperament is attracted to creative occupations, which aim to inspire and persuade and many teachers are from this group. The NF individual can be misunderstood and out of step with the other types. They are, however, work-centred and future focussed similar to the NT type.<sup>17</sup> Briggs Myers calls this grouping ‘enthusiastic and insightful types’, as they are able to identify possibilities for people.<sup>18</sup>

The SP (Sensing Perceiving) Temperament is focussed on today; tomorrow is irrelevant, therefore preparation and sacrifice for the future are an anathema to this type. Impulsiveness and freedom are attractive; resources are to be used, money to be spent, and life to be enjoyed to the full.<sup>19</sup>

The SJ (Sensing Judging) Temperament is characterised by a need to belong. SJ is always prepared; making sure something is set aside ‘just in case’. The SJ type has a well-developed sense of tradition and heritage. They will resist change especially that aimed towards things which are already accepted and approved. There are a high number of SJ types in business, management and teaching.<sup>20</sup>

## Why study Strategic Foresight?

As part of the MBTI presentation, Ms Wheldon asked the class to discuss what attracted them to the Strategic Foresight course and the futures field. They were asked to forward these thoughts and the nine replies received are summarised below by Temperament type:

Temperament Type	Reasons for choosing foresight and futures
NT	<ul style="list-style-type: none"> <li>- ‘I was attracted to the Strategic Foresight course through my work’</li> <li>- ‘I have always been interested in organizational change and culture, new technologies, environmental sustainability and strategic planning; it's only been in this current job that my timeframe for seriously looking at these issues has extended beyond the near term.’</li> <li>- ‘A friend convinced me to do the course; I was also looking for a business-oriented degree in foresight and strategic thinking.’</li> </ul>

<p style="text-align: center;"><b>NT Cont...</b></p>	<ul style="list-style-type: none"> <li>- 'I wanted a course that was diverse and multi-disciplinary and offered a broader vision of the world than that delivered by a MBA'</li> <li>- 'I wanted my current ways of thinking to be challenged'</li> <li>- 'I've always liked to do something 'different' and be among the first to take on anything that's new. I saw the AFI's offering as unique - unlike, for example, the plethora of MBA courses offered just about everywhere.'</li> <li>- 'I see studying in the futures field as a way of being in control of my career destiny (and by extension, life destiny).'</li> <li>- 'I wanted to study something more 'macro' than the narrowly focused, vocationally or technically oriented studies I had undertaken previously.'</li> <li>- 'The idea of studying such an all-encompassing, multidisciplinary and seemingly infinite field really appeals.'</li> <li>- 'Initially my motivation to do the course was to add a new dimension to my business planning skills by focussing on gaining some leading edge skills that were beyond a traditional MBA type-offering'</li> <li>- 'I believe in the benefits of the 'long view' that is generated by a holistic approach to reaching a decision on 'preferred futures'.'</li> </ul>
<p style="text-align: center;"><b>NF</b></p>	<ul style="list-style-type: none"> <li>- 'I fell into the field'</li> <li>- 'I like looking at and working with the big picture and futures is about as big as you can get!'</li> <li>- 'This one was not a 'box' to be shoved into, its breadth of knowledge seemed to be expansive and its reach meant applications were available regardless of the specific field of study.'</li> <li>- 'Life is our experiences from the past linked to what we are doing in the present, which impacts on our future. I understood I would need more tools and new strategies to have an influence on a more complex future.'</li> <li>- 'I needed to broaden my understanding of the futures field and where the profession is going.'</li> <li>- 'I needed to find some likeminded advocates of futures work who were also trying to work out how to keep futures alive in an organisation'</li> <li>- 'I am hoping what we learn here will make a difference to how we all impact our futures and the futures of our loved ones.'</li> </ul>

**Table Eight** - Reasons for choosing course by temperament

Keeping in mind the small sample, there are some broad themes coming from the group. People were looking for an MBA-type course, but one that took a longer term, multi-disciplinary view. There is also a theme of wanting to make a difference for future generations - many people were already thinking of the prospects for the long-term future for society. There are linkages through to people's work and a desire to change what is happening within their organisations.

It would be interesting to gather more comments from past and future students to map whether these are universal themes enunciated by people attracted to the area.

## Implications

### For Strategic Foresight as a course, and futures as a field

The results of the MBTI exercise were useful both for the class as a group, and the futures field as a whole. If we assume that this class group is typical of those people both within the futures field, and of those choosing to undertake these types of courses, then there are a number of implications that need to be addressed.

The overwhelming number of people in the class (see Table Four) who prefer intuition (90.5%) to sensing (9.5%) is at odds with the population as a whole. Keirse identifies the difference between the preferences of sensing and intuition as the ‘source of most miscommunication, misunderstanding, vilification, defamation and denigration’.<sup>21</sup> INtuitives can benefit from the natural inclination of sensing types to face the realities of the situation, apply experience to problems, and focus on what needs attention now.<sup>22</sup>

As Table Four illustrates, Sensates may compose up to 75% of the Australian population. They are well represented in management ranks around the world. This has implications for the way in which foresight practitioners present information and the language they use to ‘sell’ their ideas. Sensates tend to prefer facts and concrete examples and therefore may be more receptive to scenarios than to other types of futures tools. In order to introduce other tools, the foresight practitioner needs to ensure that they are ‘pitched’ in a way that will appeal to this type.

Sensates may also regard the way in which iNtuitives explain ideas and illustrate examples as being vague and impractical. It is the habit of iNtuitives to make ‘leaps’ which can be confusing and frustrating for Sensates. If iNtuitives are aware of these points when addressing groups that may be largely sensing, then the presentation can be tailored more effectively to the audience.

These results have also identified a lack of ‘action-oriented realists’ within the class. This may be a weakness, as this group are the most practical of all the types. They may also be well represented among the audience for foresight practitioners.

The other function on which the class differed to the general population is the perceiving/judging axis. As mentioned previously, the over-representation of perceivers may lead to frustrations for the judging members of the class. This function impacts upon how the interpersonal relationships within a team or organisation operate. It is less of a problem for the wider futures field, as many people switch between perception and judging as the need arises.

Having such a narrow range of types represented in the class generates the question, ‘what can be done to make the course more attractive to other types?’

The first answer must be to run the MBTI exercise with other class groups to ascertain whether the results found here hold true. If this is the case, it may be that the course outlines and advertising material needs to be reviewed by an individual with a strong Sensing function, to determine what could be changed to try and attract this type.

Secondly, an emphasis on the concrete and realistic aspects of studying the future will help make the area make attractive to these types; removing references to ‘futurologists’ or ‘futurists’ and replacing them with the term ‘foresight practitioners’ should assist.

### **For interaction with the wider community**

As discussed above, the small number of Sensates in the class is not representative of the wider community. This has implications for the way in which messages are disseminated and how issues are approached. If there is a disconnect in type between those who are researching and writing about issues for the future and the audience they are trying to reach, then this must be taken into account.

Sensates as a group prefer to live in the moment, and dislike having to sacrifice the present enjoyment for future gain. These traits have repercussions for the messages that are disseminated about the future.

Some points that foresight practitioners should consider are:

- SJ types need to know that the past and traditions have been taken into account.
- Heavy theoretical tomes about what needs to be done to achieve future aims will not be attractive to the SP temperament. Instead concrete examples and strategies with actions attached will appeal.
- NF types will be energised by possibilities around people.
- NT types will find strategies and analysis most interesting.

### **Next Steps**

Ongoing collection of data on the MBTI types choosing to study Strategic Foresight can act as a barometer for the futures field as a whole. These students will be the foresight practitioners of the future, and it is in the area’s best interest to try and attract as wide a variety of people as possible.

### **Endnotes**

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- <sup>1</sup> Robertson, R (1992) pp 71-104.
  - <sup>2</sup> Briggs Myers, I & McCaulley, M (1985) p2.
  - <sup>3</sup> Myers, K.D & Kirby, L.K (1994) pp21-22.
  - <sup>4</sup> Briggs-Myers, I & McCaulley, M, p14.
  - <sup>5</sup> Tan, V & Tiong, T (1999).
  - <sup>6</sup> Condensed from Briggs Myers, I & Myers, P.B (1980).
  - <sup>7</sup> Reproduced from Briggs Myers, I & McCaulley, M, p32.
  - <sup>8</sup> Moss, S (1991).
  - <sup>9</sup> Briggs Myers, I with Myers, P.B, p58
  - <sup>10</sup> Briggs Myers, I & McCaulley, M, pp36-37.
  - <sup>11</sup> Briggs Myers, I & McCaulley, M, pp36-37.
  - <sup>12</sup> Briggs Myers, I & McCaulley, M, pp36-37.
  - <sup>13</sup> Keirse, D & Bates, M (1984) p30.

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<sup>14</sup> Keirse y & Bates (1984) and Hirsh & Kummerow (1993).

<sup>15</sup> Keirse y, D & Bates, M, pp47-57.

<sup>16</sup> Briggs Myers, I & McCaulley, M, p35.

<sup>17</sup> Keirse y, D & Bates, M, pp58-66.

<sup>18</sup> Briggs Myers, I & McCaulley, M, p35.

<sup>19</sup> Keirse y, D & Bates, M, pp30-39.

<sup>20</sup> Keirse y, D & Bates, M, pp40-47.

<sup>21</sup> Keirse y, D & Bates, M, p17.

<sup>22</sup> Briggs Myers, I (1993)

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