



FROM THE EDITOR

The intention of the JPT-RD is to summarize quality research from the previous year conducted with the MBTI® or Jungian psychological type theory. In our initial collection of articles to build an edition, there are invariably several qualitative and theoretical pieces of high quality captured in the net. Given this, we have decided to expand the aperture of inclusion criteria of the JPT-RD to all types of research: quantitative, qualitative, and theoretical.

Research is a broad activity intended to contribute to the ever-growing horizon of human knowledge. Historically, the JPT's focus was most recently on quantitative research, but research activities encompass more than experimental and statistical analyses. Qualitative and theoretical research is as important as experimental research in expanding our understanding on any given topic. Indeed, all three are related and contribute uniquely to the fields of knowledge we work within.

Quantitative and experimental studies test theories and concepts in primarily deductive processes

to discover measurable facts and confirm the soundness of our assumptions. These methodologies produce results that are more objective and generalizable, with breadth, but not necessarily depth, of application. The validity of quantitative work is in the rigor of the instruments and techniques.

Qualitative work is the appropriate methodology when we are exploring a new topic or line of questions about human behavior and motivations. Qualitative research is a primarily inductive process employed to build theories and hypotheses for further testing. These methodologies explore and express the in-depth, subjective, and personal aspect of living our lives, including the way we make sense of events. The validity of qualitative work rests with the methodological rigor and skill of the researcher.

Theoretical research gathers discrete studies in a field or on a topic and analyzes the collective findings, revealing for us where the field of knowledge is growing and where it is still lacking or needing new explorations. Theoretical work can

be philosophical, an opinion piece, or meta-analyses of research findings. Theoretical researchers critically engage theories, concepts, and research results. It provides the “so what” understanding of our efforts, opening new areas for qualitative or quantitative inquiries and pointing to the future trajectory of a field of study.

This 2017 edition highlights four journal articles and one dissertation theses. The Thomas Carskadon Award winning article, *A Rule-Based Model for Software Development Team Composition: Team Leader Role*

with Personality Types and Gender Classifications, opens the digest.

We invite your thoughts, opinions, and comments on the reviewed studies and the Digest as a whole. After each article summary, you will find a link that brings you to a form to give us your feedback or request a copy of the article. 

To give us your thoughts on this editorial or the Digest as a whole, please click this link:

<http://capt.org/JPT/?RD=171>



The annual *Journal of Psychological Type® - Research Digest* (JPT-RD) summarizes select research published in the previous calendar year on psychological type using the MBTI® instrument. The Research Summaries distill the studies into brief and readable form, bridging research and practice by indicating the relevance of the research for practitioners. The *Field Notes* section alerts readers to other type-related research activities and publications, such as theses and dissertations, relevant white papers and other summaries, as well as ongoing research activities of interest. [↗](#)

Thomas Carskadon Award

Thomas Carskadon, Ph.D., was the founding editor of the *Journal of Psychological Type* in 1977, when he was a professor of psychology at Mississippi State University.

This award recognizes thoughtful contributions to research to encourage publication of research on psychological type and the MBTI instrument. The Thomas Carskadon Award of \$500 is conferred by the JPT-RD editorial team to research—

published or unpublished—that reflects a considered, creative or new approach to the study of psychological type.

The 2017 Thomas Carskadon Award is awarded to: Abdul R. Gilal, Jafreezal Jaafar, Mazni Omar, Shuib Basn, and Ahmad Waqas, for their study published in the journal *Information and Software Technology*.

The summary of this study follows. [↗](#)

A Rule-Based Model for Software Development Team Composition: Team Leader Role with Personality Types and Gender Classification.

Gilal, A. R., Jaafar, J., Omar, M., Basri, S., and Waqas, A. (2016). A rule-based model for software development team composition: team leader role with personality types and gender classification. *Information and Software Technology*, 74, 105–113

SUMMARY. In the realm of software engineering, the software development team's composition is a crucial factor in producing successful products. This study developed a rule-based model for optimal team composition based on three independent variables: team leader role, MBTI® personality type of the team leader, and gender. The study

had one dependent variable: team performance.

A total of 46 four-member software development teams from a software engineering class at the Universiti Utara Malaysia (UUM) were recruited for the study. Each team was tasked with a 16-week web-based project following an extreme programming

methodology. The projects were assessed on their success to meet specific requirements by an engineer. Projects that received a grade of 80% or above were deemed “effective”; teams that received a grade below 80% were deemed “ineffective.” Team composition factors of team leader’s personality type and gender were analyzed to develop an if-then rule-based model, that weighed effectiveness versus ineffectiveness for the various combinations of these factors.

Results demonstrated that overall, ENFJ preferences were the most effective for male leaders, where INTJ preferences were the most effective for female leaders. At more nuanced levels, female leaders with a preference for E or I could be effective if they also had a preference for N,

where male leaders with a preference for I were always ineffective. preference combination of ENF across gender was always effective, and alternatively, the preference combination of ESF across gender was always ineffective.

IMPLICATIONS. This study highlights the role of Intuition in successful leadership in software development, as has been demonstrated in other fields. Interestingly, males with a preference for Feeling and females with a preference for Thinking, against gender stereotypes, were most successful. 🌀

To give us your thoughts on this article summary or to request a copy of the article, click this link: <http://capt.org/JPT/?RD=172>

Who Overrates, Who Underrates? Personality and its Link to Self-Other Agreement of Leadership Effectiveness.

Bergner, S., Davda, A., Culpin, V., and Rybnicek, R. (2016). Who overrates, who underrates? Personality and its link to self-other agreement of leadership effectiveness. *Journal of Leadership & Organizational Studies*, 1-20

SUMMARY. This study investigated whether personality is a factor in why certain leaders are prone to overrate or underrate their own effectiveness in contrast to the evaluations of their supervisors, subordinates, and peers. The study involved 214 leaders attending a development program who completed the MBTI® instrument and took part in a multi-source feedback process. Predictions of leader preferences were generated based on the multiple combinations of self ratings of effectiveness contrasted with evaluations from supervisors, peers, and subordinates.

Based on past research, study hypotheses predicted that:

- Leaders with a preference for Extraversion would have

combinations of higher self ratings with lower supervisor ratings and greater agreement of ratings with peer and subordinate groups.

- Leaders with a preference for Intuition would show greater agreement with all three groups (supervisor, peer, subordinate).
- Leaders with a preference for Judging were predicted to have greater agreement between self and supervisors and peers, but lower ratings from subordinates contrasted with higher self ratings.
- Leaders with a preference for Feeling were predicted to show greater agreement with peers and subordinates (and made

no prediction for self-supervisor ratings).

All three hypotheses regarding Extraversion were confirmed. Interestingly, results showed that Introverted leaders had combinations of either high self and low subordinate ratings, or low self and high subordinate ratings. Predictions based on a leader preference for Intuition were confirmed excepting for self-peer ratings, which were not in greater agreement than a Sensing preference. Results confirmed hypotheses that leaders with a preference for Judging had lower subordinate ratings than self ratings, but did not confirm a greater agreement than a Perceiving

preference in self-supervisor and self-peer ratings. Finally, with respect to the Thinking–Feeling dichotomy, there was no evidence that these preferences in leaders were related to self-other agreements.

IMPLICATIONS. These results can provide valuable insight in leadership development programs, assisting executives to refine their self-evaluations vis a vis their colleagues in a more realistic and effective way. 🧠

To give us your thoughts on this article summary or to request a copy of the article, click this link:

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Fatal Thought: E. A. Baratynskij and the Inferior Function.

Clark, E. P. (2016). Fatal thought: E. A. Baratynskij and the inferior function. *Russian Literature*, 86, 21–47

SUMMARY. Evgenij Abramovi Baratynskij (1800–1844) is known in Russian literature as a “poet of thought.” His poetic personality and style is of a poet-thinker, with a prevalence of a “thought” motif in his canon. In a close analysis of Baratynskij’s poetry, Clark argues that Thinking is actually the poet’s typological inferior function, by first demonstrating the prevailing negative role given to thought in Baratynskij’s poetry. Several themes indicating the poet persona’s relationship with thinking are revealed, such as the ruination of happiness by knowledge, or nature versus science and industry.

An intriguing appearance of Thinking as the inferior function is in the symbolic, poetic image of Truth: “the depiction of Truth . . . shows a number of signs of a visitation from the unconscious: an opposite-sex figure appears uninvited, and attempts to lure him into a terrifying underworld

populated with his greatest fears. That this figure and those fears are associated with truth and the intellect is highly suggestive that thinking is in fact the least, not the most preferred psychological function of Baratynskij’s poetic persona (p. 28).” The author then traces a process of maturity and transformation of the poet’s persona in his work, attributing engagement with the inferior Thinking function as the catalyst for personal and artistic growth.

Editor’s Note: This reframing of the primary conflicts in the poet’s psyche and work provides fresh insight not only into Baratynskij’s poetic persona, but also the psychic structure and dynamics of the artistic process. This creative analysis is an imaginative approach to understanding the inner workings of type development; specifically, of the inferior function acting as the engine of individuation in mid-to-later adult life. Insights

into the structure and movements of the psyche are expressed, and can be accessed, through the external images and relationships of our lives. 

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Myers-Briggs® Typology and Jungian Individuation

Myers, S. (2016). Myers-Briggs typology and Jungian individuation. *Journal of Analytical Psychology*, 61(3), 289–308

SUMMARY. This theoretical paper examines differing views of individuation in Myers-Briggs® and Jungian theory and some of the challenges of reconciling these differences in the context of a non-therapeutic population. While Jungian analysts vary in their use of typology, individuation—a transformative growth process based on the integration of unconscious material—is the background of all psychic work. Though Isabel Myers and Katherine Briggs based their typological system, and the MBTI® assessment, on Jung’s theory of psychological types, it is essentially a system for a non-therapeutic context.

Within the Myers-Briggs system, primary features of Jung’s work are not integrated; specifically, the role of the symbol, the transcendent function, and individuation in type development. The Myers-Briggs system does involve aspects of the unconscious in the inferior function in type development, yet the theory still primarily serves to differentiate functions rather than transform personality. As S. Myers expresses it, for Jungians individuation is the foundation and typology the optional extra, while for Myers-Briggs practitioners, typological functions are the foundation and individuation the optional extra.

In proposing eight principles of a revised vision of individuation, the author asserts that individuation as a process can be integrated with contemporary Myers-Briggs typology through emphasis on the transcendent function. With an aim for Myers-Briggs typology to engage individuation through the dialectical reconciliation of opposites, i.e., rather than classification, the natural process of the transcendent function can emerge, “encouraging the natural process of development that transcends types, integrates the opposites, and results in the emergence of the unique individual (p. 294).”

Editor’s Note: Though S. Myers presents a theoretical frame to possibly integrate individuation into type dynamics, his conclusion that “these principles help one to recognize that the most important thing about types is detyping (p. 304)” may be difficult to reconcile with a perspective of some type practitioners, and to an extent Jung himself, that aspects of type index neurobiological predisposition, e.g., extraversion—introversion, sensing—intuition. 

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FIELD NOTES

A Method to My Quietness: A Grounded Theory Study of Living and Leading with Introversion.

Oram, L. (2016). A method to my quietness: a grounded theory study of living and leading with introversion. *Dissertations & Theses*, 301.

SUMMARY. This doctoral dissertation explored the lived experiences of introverted leaders using the qualitative methodology of Grounded Theory. Grounded Theory is an iterative and inductive methodology employed to build a theory on a topic that uses in-depth interviews. Leaders who identified as introverts and reported a preference for Introversion on the MBTI® assessment—24 in all, 14 females and 10 males—were asked to reflect on their experiences of introversion, leadership identity development, and professional and personal pursuits.

As a methodology with a constructivist worldview, Grounded Theory understands and locates meaning within individually and culturally defined contexts. In this study, a model of three primary contexts for participants' experiences of being introverted leaders emerged: Internalized Self Context (in one's private inner space, or With Self), a Transitional Context (between the two self positions), and an Externalized Self Context (actively engaging with others and the external world, or With Others). Unsurprisingly, participants spent the most time, and expressed the most comfort, in the Internalized Self Context. The author emphasized that contexts "With Self did not [necessarily] imply alone and With Others did not [necessarily] mean together (p. 86)."

From the analysis, three theoretical propositions emerged: 1) Enacting leadership has significant costs for an introverted leader's energy and identity. 2) An introverted leader must adopt a conscious learning orientation to leadership development, including experimentation with possible leader identities. And, 3) effective introverted leadership is dependent on understanding the powerful intersection of introversion, relationship, and identity.

In this last theoretical proposition, a theme emerged that acting out of character, i.e., in the context of one's external self, where the actual engagement of leadership occurs, had identity implications for participants. Specifically, it represented "the cost of bridging a gap between internal and external selves (p. 146)."

IMPLICATIONS. This thesis expresses many nuances about the internal, private experiences of introverted leaders. And it is a deft demonstration of the capacity of qualitative research to amplify and bring to light the meaning and dynamics underlying many of our explicit experiences. 🧠

To give us your thoughts on this article summary or to request a copy of the article, click this link: <http://capt.org/JPT/?RD=176>

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