Volume : 2 | Issue : 9 | Sept 2013 • ISSN No 2277 - 8160

Research Paper | Management

Comparative Study of MBTI and DISC

Dr. Sarada Prasanna Patra — Manager (Stores), Jindal Steel and Power Ltd, Jindal Open Cast Coal Mines Post- Dhaurabhata VIA Tamnar, Raigarh – 496107, C.G.

Dr. Manjusmita Dash — Lecturer, Business Administration, Utkal University,VaniVihar, Bhubaneswar, Odisha

ABSTRACT

The Myers-Briggs Type Indicator (MBTI) instrument is the most widely used personality assessment test in corporate sectors. The MBTI assessment is a more general instrument that provides a set of preferences and a model for understanding the behavior of self and others across a variety of situations, productivity, and efficiency in a work environment.

The MBTI measures preferences along four dichotomies: Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling, and Judging-Perceiving.

In his 1928 book, The Emotions of Normal People .Dr. William Marston, a physiological psychologist, devised a new type of biaxial model, to describe the reactions of ordinary people in everyday situations. That biaxial model forms the ultimate basis of DISC. It studied how an individual perceived him or herself in a situation, the resulting emotions of the perception, and the likely subsequent behavior. Marston's model has two critical dimensions:

(1) The situation is perceived as either favorable or unfavorable

(2) The individual perceives him or herself as more or less powerful as the situation

Both the DISC assessment and the MBTI instrument have reasonable psychometric, or measurement, properties. Generally, two criteria are used to evaluate the measurement properties of an instrument: reliability and validity. Both the MBTI assessment and the DISC instrument report a number of differing validity studies, which suggest that both assessments possess reasonable reliability and validity.

KEYWORDS : MBTI, DISC, Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling, and Judging-Perceiving, Dominance, Influence, steadness , conscientious

Introduction

The Myers-Briggs Type Indicator (MBTI) instrument is the most widely used personality assessment test in corporate sectors. The MBTI assessment is a more general instrument that provides a set of preferences and a model for understanding the behavior of self and others across a variety of situations, productivity, and efficiency in a work environment.

Dr. Carl Jung, a psychiatrist, attempted to identify the basic personality traits. He described three bi-popular dimensions of personality and discussed extraversion versus introversion.

He believed individuals prefer one of two "functions" for gathering data - sensing or intuiting. Sensors prefer to use the five senses to gather "real" data and tend to be present-oriented and Intuitors look beyond the five senses for patterns and meaning and tend to be future-oriented.

He also believed individuals prefer one of two "functions" for processing data and coming to conclusions - thinking or feeling. Thinkers prefer logic and objectivity; Feelers prefer personal values and subjectivity. Thinkers and feelers arrive at very different conclusions because of the criteria they use to evaluate information.

Katharine Briggs and Isabel Myers, a mother-daughter team, worked to operationalize Jung's theory of three personality dimensions. Also they also added a fourth dimension based on Jung's ideas. This fourth dimension considers an individual's preference for managing the "outer world." They are Judging and Perceiving. Judgers are control oriented and enjoy structure and order. Perceivers are more flexible and spontaneous.

Myers-Briggs Type Indicator (MBTI) measures aspects of personality:

Both thinking and behaving patterns for example, by describing how people orient toward the world and how they get information.

The current test asks 93 forced-choice questions, which means there are only two options.

Participants may skip questions if they are unable to choose.

Using psychometric techniques (i.e., item response theory), the test will attempt to identify which dichotomy the participant prefers.

After taking the test, participants are given a readout of their score, which will include a bar graph and number of how many points they received on a certain scale.

The MBTI measures preferences along four dichotomies: Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling, and Judging-Perceiving.

Extraversion (E) describes those who draw energy from the outer world of people and activity. Introversion (I) describes those who draw energy from and pay attention to the inner world.

Sensing (S) characterizes those who prefer information that is real and factual.Intuition (N) characterizes those who prefer to see patterns, connections, and the "big picture."

Thinking (T) describes those who use logical analysis in decision making.Feeling (F) describes those who use personal values in decision making.

Judging (J) characterizes those who prefer a structured and planned life. Perceiving (P) characterizes those who prefer a flexible, adaptable life.

Each of the MBTI types represents normal human behaviour. Combinations of these preferences results in sixteen personality types identified by the four letters that best describe the individual.

Myers Briggs Reliability

Reliability (when scores are treated as continuous scores, as in most other psychological instruments) is as good as or better than other personality instruments.

On retest, people come out with three to four type preferences the same 75% to 90% of the time.

When a person changes type on retest, it is usually on *one* of the dichotomous pairs (e.g., E-I), and in a dichotomy where the preference clarity was low.

Reliabilities are quite good across most age and ethnic groups. (T-F pair tends to have the lowest reliability of the four scales.)

For some groups reliability can be low, and caution needs to be exercised in using the MBTI instrument with these groups, e.g., children, underachieving students. When MBTI instrument is used with groups that are reported to have been demonstrably lower, results can be used as a jumping-off point for discussion.

Myers Briggs Validity/Reliability: Criticisms

In general, the National Academy of Sciences (NAS) review committee found that the test re-test reliability of the MBTI appears to be weak in most previous research (e.g., only 47% of respondents retained their initial type designations over a period of 5 weeks in one major review study). These findings suggest that caution should be used when MBTI classifications (i.e., "types") are used to facilitate career decision making or planning.

MBTI is an "indicator" of personality type preference and is only as valid and reliable as the individual taking the test. It is perception-based and is therefore subject to threats to validity.

MBTI has never been internationally recognized as being particularly accurate. It is based on Dr. Carl Jung's measuring "deviant behavior", and places responses into 16 categories that are valid for only 54% of the population–the other 46% of all responses are assigned to the "nearest category". Overall, there appears to be a lack of systematic research on the effectiveness of the MBTI and much of what is published is based on weak methodological designs.

DISC History

In his 1928 book, *The Emotions of Normal People* .Dr. William Marston, a physiological psychologist, devised a new type of biaxial model, to describe the reactions of ordinary people in everyday situations. That biaxial model forms the ultimate basis of DISC. It studied how an individual perceived him or herself in a situation, the resulting emotions of the perception, and the likely subsequent behavior. Marston's model has two critical dimensions:

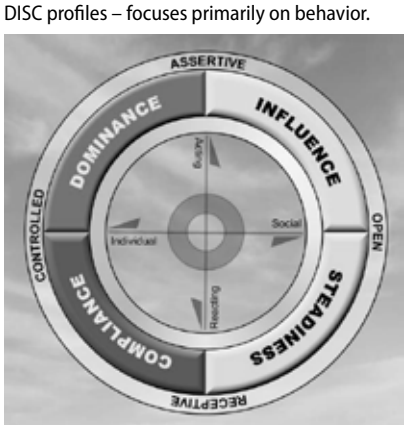
(1) The situation is perceived as either favorable or unfavorable

(2) The individual perceives him or herself as more or less powerful than the situation

Marston tried to explain how people adapted to varying situations by understanding their emotional responses and subsequent behavior. Thus, the DISC instrument helps people understand behavior (their own and others) in various situations.

What DISC Measures

DISC profiles – focuses primarily on behavior.



Dominance: (These people are strong-willed, strong-minded people who like accepting challenges, taking action, and getting immediate results)

Influence: (These people are "people" who like participating on teams, sharing ideas, and energizing and entertaining others.)

Steadiness (originally called submission): (These people are helpful people who like working behind the scenes, performing in consistent and predictable ways, and being good listeners.)

Conscientiousness also referred to as Compliance: (These people are sticklers for quality and like planning ahead, employing systematic approaches, and checking and re-checking for accuracy.)

The first quadrant describes people measuring high on the Assertive scale, and low on the Openness scale (in other words, they are controlled). How does an Assertive and Controlled person behave? Their active assertiveness makes them impatient to see results, and this sense of urgency makes them Direct and Efficient. Control brings a sense of individuality, so that people of this kind are actively Self-motivated, and prefer to work Independently. Because of their direct independence, others can often see them as Demanding in nature, while their sense of self-reliance makes them Competitive and often Ambitious.

The next quadrant also contains people measuring high in Assertiveness, but here it mixes with Openness instead of Control, and the result is a quite different personal approach. The Open element in their behaviour makes them much more Sociable than the independently-minded Dominant types. They're more accepting of others, making them Friendly and Gregarious – in fact, people of this kind place great importance on positive relations with others. For all their friendliness and sociability, they still have the directness and energy associated with Assertive types, and that makes them Outgoing and Enthusiastic. In Dominant types, this pro-active nature tends to appear as self-reliance, but in this case we see it as Expressive Self-confidence, instead.

In the third quadrant, we stay with Open behaviour, but now we move away from Assertiveness into more Receptive characteristics. Receptive people don't show the same levels of energy and drive as those on the Assertive side of the model. Instead, we expect to see more Patient, Even and Calm characters in this area. People with this type of behaviour tend to dislike change or uncertainty, so they plan their actions Thoughtfully, and tend to work Persistently once they've set out on a task. Though they're generally less confident or outgoing than Influential types, people of this kind are still Open, but that Openness to others tends to be shown in an Amiable and Generous nature.

Finally, we complete the circle by coming to the fourth and final quadrant, where the Receptive element meets Control. Like the Steady types we met in the previous quadrant, people in this area are also generally undemonstrative and undemanding, but their Controlled element means that they have a more individualistic approach. They tend to see life in terms of structure and rules, and they're concerned with being as Accurate and Precise as possible. Because of this, they're often Cautious in nature, and Sensitive to changes and developments. With other people, their Receptive side makes them rather Restrained, while their cautious and Controlled communication style means that they're also quite Diplomatic. While people of this kind are not as naturally sociable as those showing Steadiness, they can see the value in Co-operating with others to achieve a goal.

DISC Reliability

Six-month test-retest correlations average in the .90 range where a correlation of 1.0 is a perfect relationship (absolutely no change) and .0 is no relationship (random change). The Style Analysis is a reliable instrument that consistently measures the same thing.

Conclusion

Both the DISC assessment and the MBTI instrument have reasonable psychometric, or measurement, properties. Generally, two criteria are used to evaluate the measurement properties of an instrument: reliability and validity. Both the MBTI assessment and the DISC instrument report a number of differing validity studies, which suggest that both assessments possess reasonable reliability and validity.

REFERENCES

BUILDING BET TER ORGANIZATIONS THROUGH PEOPLE-Psychometrics Canada Ltd-www.psychometrics.com || Success and Beyond- R.S.Dabas, New Age international (p) Limited. || Know Thyself: DISC or Myers Briggs-http://www.article-host.com/article.detail.php/65/10/Management/Business/1/Know_Thyself:_MBTI_or_DiSC |