

# Chapter 1.

## OVERTURE

Among other things, this book intends to save from abandonment the famous Myers-Briggs Type Table of personality descriptions. The Type Table's accuracy has recently been convincingly proven questionable by Reynierse and Harker's careful statistical analysis (13, 14, 15, 16). The present author then identified two sources of error and gave vague indications of how to detect them (19).

Since then a precise "Post-Jungian" personality theory has been developed to replace Isabel Myers' original flawed attempt to map the results of her Myers-Briggs Personality Type (MBTI) questionnaire on to Carl Jung's earlier theory. The new theory emerged almost informally in the author's "Post-Jungian Personality Theory for Individuals and Teams", a small textbook aimed at college students wanting to improve performance on and of project teams (22).

The present book targets experienced type counselors trained to use only the Type table to describe personalities. It shows exactly when the Type Table happens to be correct (not often enough) and when its descriptions can be corrected by adding additional "bonus" information – about a quarter of the time as it turns out (22).

For the other three-quarters or so of the population for which the Type Table cannot be corrected, this book details how to construct a valid description consistent with the MBTI data. This involves using one or more new tables of descriptions, presented here. One pair of these describes each of Jung's eight "cognitive modes", extraverted sensing etc., and contains easily recognized simplifications of the related Type Table entries. A second pair of tables shows sixteen "roles", new to conventional type theory but well known to "Teamology" practitioners working to improve team performance (18). The third pair of tables lists new "(bonus) roles" (Extraverted and Introverted Perception with Extraverted and Introverted Judgment), developed originally in the context of team analysis (18, 22).

Although there are detailed calculations involved for which easily used spreadsheets are publically available, these can be avoided by simply comparing MBTI and decoupled attitude scores. Most importantly, the original four-dimensional "coupled" system is rigorously reduced to two separate and independent "decoupled" systems easy to graph and visualize (20, 22).

Keys to this post-jungian approach are the sixteen roles. Personality descriptions can be made directly from subsets of up to six roles per person, although this can make for awkward reading. Here role descriptions are used as small supplements to Type Table or cognitive mode entries.

The next chapter intends to cover personality construction quickly and concisely. It also suggests how to prepare for analyzing suppressed and repressed modes (22). The third chapter covers the proofs and discussions needed for full understanding. With this book any type counsellor, or indeed individual client, can quickly begin producing valid personality descriptions consistently based on scores from the MBTI questionnaire (8, 11) or an abbreviated version such as that given in the text. Only the Type Table is brought into question here, never the value of the questionnaire itself.

## Chapter 2.

# PRESTO: PROCEDURES AND PERSONALITY TABLES

This chapter shows how to construct an accurate personality description from any set of MBTI scores. Two post-jungian descriptions are generated, one for Jung's perception domain involving the psychological function pair Sensing and iNtuition, the other for the judgment domain's Thinking and Feeling (5, 8). The questionnaire scores for the attitudes – the E/I and P/J variables – must first be replaced by new “decoupled” attitudes: extraverted and introverted perception (Ep and Ip) as well as extraverted and introverted judgment (Ej and Ij), obtained by simple averaging calculations. The psych function and decoupled attitude for each domain lead directly to a description, their scores distinguishing the dominant from the auxiliary. Sometimes the two domain descriptions are not needed, being replaceable by a single Type Table description. Assumptions, proofs, and discussion details are deferred to Ch.3 so that this chapter can concentrate on quickly determining personality description.

### 2.01 MBTI scores

The main improvement that post-jungian theory brings to personality description is its rigorous use of scores from the MBTI questionnaire. Mathematicians can see immediately that the only correct way to transform the MBTI data on to Jung's theory is through these scores. Lacking the necessary mathematical background, Myers did not know what to do with the scores, so she forbid their use, thus rendering her Type Table too often incorrect (8). Here the post-jungian approach corrects this mistake and shows not only when the Type Table can be used correctly but also how to detect when it fails and what to do about it.

Some new notation is needed to handle the scores, either from the MBTI or the shorter questionnaire in Ch. 3. The score for each of the eight categorical variables E, I, S, N, T, F, P, J will immediately follow the category letter, either directly in points from the questionnaire, E6 for example, or as a percentage of the variable's range, which in the example would be E20% for a range of 30 points. When the context is clear, the percent sign may be omitted, as it is in most of the text following here. This happens in Example 1: E20 N100 T20 P60 – ENTP in Myers' categorical notation. – corresponding to MBTI Form G scores E6 N30 T6 P18.

The variables S and N, as well as T and F, are called “(psychological) functions”, while E and I as well as P and J are here called “(coupled) attitudes”. The categorical variables come in opposing pairs: E with I, S with N, T with F, and P with J so that  $I = -E$ ,  $N = -S$ ,  $F = -T$ , and  $J = -P$ . In mathematical formulas, variables will be represented by their categorical letters unaccompanied by scores. For instance, in the soon to be employed formula  $(E+J)/2$  the numerical value +20 must be substituted for E and -60 for J, its value for P 60 in the example. The formula therefore would yield the numerical value  $(20 - 60)/2 = -20$  for Ej, which is written Ij20.

### 2.02 Decoupling

Taken together without further analysis, the four pairs of variables form a four-dimensional system impossible to represent graphically. However, variations in S and N values clearly can change without affecting T and F values, and vice versa. On the other hand, the coupled attitudes tie the psych functions together, making the system awkwardly four-dimensional. Here is where post-jungian theory enters to break the problem rigorously into two separate “decoupled” systems each having only two dimensions easy to graph and visualize.

Since the psych functions are already independent of each other, only the attitudes need decoupling. As section 3.2 explains in detail, this decoupling involves replacing the original attitudes with the two pairs of new “decoupled attitudes”. These new decoupled attitude pairs are Ep with Ip ( $= -Ep$ ) and Ej with Ij ( $= -Ej$ ), respectively called “extraverted (and introverted) perception” and “extraverted (and introverted) judgment”.

The formulas relating coupled and decoupled attitudes are simple averages:  $Ep = (E+P)/2$  and  $Ej = (E+J)/2$ . Equivalent dependent formulas involving the introverted attitudes are:  $Ip = (I+J)/2$  and  $Ij = (I+P)/2$ .

Don't be confused by the mixing of P and J in these expressions. The confusion is an unfortunate consequence of the way the variables P and J were originally mislabeled in what mathematicians would call a “categorical error of logic” – giving the same name to two different things. Henceforth the letters P and J will be reserved as designators of the Perception and Judgment “domains” respectively, the first “perception” domain being the pairing of S and N with Ep and Ip; the second “judgment” domain, of T and F with Ej and Ij. Jung anticipated this domain concept without relating it to questionnaire scoring or to Katherine Briggs' attitudes P and J, neither of which were available to him in his day. In what follows there is no categorical error because the coupled attitudes P and J are replaced by the new decoupled attitudes.

Before continuing with personality description, it is well to realize the important theoretical simplification brought about by attitude decoupling. After decoupling, the original four-dimensional problem is broken in half into a pair of two-dimensional domains each easily represented graphically, as will be demonstrated in section 2.07.

#### 2.03 When the Type Table can be used

The personality descriptions of the Type Table are usable, perhaps after slight additions, whenever the values of the psych functions and the decoupled attitudes are at least 20% (the “certainty limit” discussed in section 3.23) and the latter attitudes are in opposing directions, one introverted and the other extraverted. As discussed in section 2.10, this has happened for about a quarter of the sophomores taking Stanford’s Teamology course. Section 3.21 discusses the 20% “certainty limit” used here.

These conditions are satisfied in Example 1, for which the decoupled variables are Ep40% and Ij20% -- one extraverted, the other introverted. By contrast, the Type Table would not be usable in Example 2, in which the coupled attitude values have been interchanged to give E60% N100% T20% P20%, for in this case although Ep is still 40%, the other attitude becomes extraverted: Ej20%. This sort of thing happened for another quarter of the Stanford sophomores, whose personalities had to be analyzed by other methods to be described in sections 2.06 through 2.09.

Whenever the decoupled scores exceed 20% it will be convenient, following Jung and discussed in section 3.3, to treat the pair as a single *cognitive mode*, labeled by placing the attitude symbol as a subscript to the function symbol – Ne for instance. Cognitive modes and their descriptions are covered in section 2.07. Some have given the name “functions” to the cognitive modes, but this would be to commit again the categorical error used when improperly naming the attitude pair P and J, for the word (psych) “function” is already in use. Thus the perception domain pair Ep and N of Example 1 is considered to form the cognitive mode *extraverted intuition* Ne, the judgment domain pair T and Ij making up the introverted thinking Ti mode. The other three perception modes are extraverted sensing Se, introverted intuition Ni, and introverted sensing Si. Extraverted feeling Fe, introverted thinking Ti, and introverted feeling Fi are the other three judgment modes.

#### 2.04 Dominance

Even when the Type Table can be employed, one thing more must be considered to ensure its correct usage. It is necessary to determine which domain *dominates* the other. This is accomplished by comparing the scores associated with each domain. In Example 1 for instance, the perception mode dominates because its scores N100 and Ep40 clearly exceed the T20% and Ij20% of the judgment domain. The other domain is called the *auxiliary* domain.

Each of the sixteen Type Table entries can be identified by its cognitive modes as in Table 2.1, the dominant mode being on the left. The top four letters in each entry form the well-known *categorical* type identifier of the personality, For Example 1 the ordered modes are Ne, Ti, corresponding to ENTJ in the third row and fourth column.

**Table 2.1**  
Jungian modes associated with the Type Table

ISTJ Si, Te	ISFJ Si, Fe	INFJ Ni, Fe	INTJ Ni, Te
ISTP Ti, Se	ISFP Fi, Se	INFP Fi, Ne	INTP Ti, Ne
ESTP Se, Ti	ESFP Se, Fi	ENFP Ne, Fi	ENTP Ne, Ti
ESTJ Te, Si	ESFJ Fe, Si	ENFJ Fe, Ni	ENTJ Te, Ni

Myers used the categorical identifier to locate the type description, which happens to be correct for Example 1. Consider however Example 3 following in which the psych function values from Example 1 have been interchanged: E20 N20 T100 P60. The judgment domain’s values T100 Ij20 now dominate those of the perception domain’s Ep40 N20, making the correct Type Table entry Ti, Ne (INTP) immediately above the one for Example 1. The two descriptions are of course different, even though both have the same categorical label ENTP. This book does not give the full Type Table with its descriptions, there being many versions readily available in the literature and on the Internet.

#### 2.05 Bonus roles

Even confirmed Type Table descriptions often can be improved by the addition of short additional information given

by the decoupled scores. In either or both domains this can be done whenever the larger score exceeds the smaller by 40% (two certainty limits) of the range. This happens in Example 1, where N100% is 60% higher than Ep40%, and in Example 3 in which T100% is 80% greater than Ij20%. Each piece of additional description is called a *bonus role*, symbolized in Example 1 by N/I and in Example 3 by T/E, the first letter being that with the larger score; the second, OPPOSITE to that with the lower score. Bonus roles do not occur in Example 1's judgment domain or Example 3's perception domain.

There are sixteen bonus possibilities, eight for each domain, but no more than one can be assigned to a domain. Role descriptions are given in Tables 2.2 and 2.3, section 3.4. A convenient keyword is also given for shortened discussion. The keyword for Example 1 is "Visionary" (N/I); for Example 2 it is "Methodologist" (T/E) – each a valuable and quite different addition to its Type Table entry.

Examples 1 and 3 together show that the categorical type indicator, here ENTP, does not always describe the dominance relations correctly. Henceforth a new *post-jungian type indicator* will be employed that puts information for the dominant domain on the left, before the auxiliary info. When there are no bonus roles, these would be the cognitive mode symbols: Ne Ti for Example 1 and Ti Ne for Example 3. When bonus roles are present, the cognitive mode symbol is replaced by the two letters involved, ordered by their scores. For Example 1 this is NE Ti; for Example 3 it is TI Ne. The attitudes do not have subscripts, since their domain is unambiguously indicated as that of the psych variable with which they are associated. Such letter pairs precisely yield the associated bonus roles, the second role letter being *opposite* to that of the indicator. Thus the bonus role for NE is N/I, while for TI it is T/E. As will be seen in the text following, the post-jungian type indicator changes slightly when any scores drop below the certainty limit 20%.

**Table 2.2**  
Bonus roles for the perception domain

	E/S TESTER Pushes performance envelope hands-on	E/N ENTREPRENEUR Explores and promotes new ideas and methods	
S/E CRAFTER Builds models and prototypes			N/E INNOVATOR Synthesizes new things by modifying components
S/I INVESTIGATOR Gets facts and know-how about prior experience			N/I VISIONARY Visualizes unusual designs, forms and uses
	I/S INSPECTOR Detects errors and enforces specifica- tions	I/N STRATEGIST Speculates on project and product future	

**Table 2.3** Bonus roles for the judgment domain

	E/T COORDINATOR Directs activities to save time and effort	E/F DIPLOMAT Harmonizes team, client and customer	
T/E METHODOLOGIST Sets deadlines, modify procedures; breaks bottlenecks			F/E CONCILIATOR Detects and resolves inter-personal issues
T/I SPECIALIST Analyzes performance and efficiency			F/I NEEDFINDER Evaluates human factors and consumer issues
	I/T REVIEWER Compares performance to goals & standards	I/F CRITIQUER Addresses aesthetic and moral issues	

This completes the post-jungian rescue of the nicely written descriptions in the Type Table, which cover both domains simultaneously. Without this justification, arguments for entirely discarding the Type Table, along with perhaps the MBTI questionnaire itself, would be tempting. But this would be to throw out the baby with the bath water.

Without the bonus roles the proportion of Stanford students exactly fitting the Type Table descriptions was only about 10%, but with the bonuses the fraction became a quarter. One can imagine that among trained type counselors the proportion would be even higher, which could explain the continued resistance of many of them to the negative statistical findings of Reynierse and Harker. (13, 14, 15, 16) But even with this partial rescue by post-jungian theory, one must be clear on how to handle people for whom the rescue fails. The rest of the chapter shows that this is not difficult, although it takes a little more effort.

#### 2.06 When the Type Table is not valid

Type Table descriptions are attractive because each covers both domains at the same time. All that happens when post-jungian rescue fails is that the overall description must add up two descriptions, one from each domain. Such a paired description is slightly more cumbersome than a single one from the Type Table, but the difference is absolutely necessary. In the past, some people not fitting the Type Table became so disappointed that they became hostile not only to the Type Table, but even to the questionnaire, to the point of publishing attacks on both. The corrected results supplied by post-jungian analysis should reduce or even prevent such negative reactions.

#### 2.07 Cognitive modes

A main characteristic of Type Table descriptions is the different directions of their decoupled attitudes – one extraverted and the other introverted. When this is not true the Type Table fails, so each domain must be analyzed individually. This happens in Example 4 where the E and P scores of Example 1 are interchanged: E60, N100, T20, P20, making both decoupled attitudes extraverted (Ep40 Ej20) and giving the post-jungian type indicator Ne Te. What is needed in such situations is to replace the Type Table with the following two tables of cognitive mode descriptions. These were constructed by selectively combining appropriate Type Table descriptions, for example extraverted sensing Se from ESTP and ESFP, the categorical types having Se dominant..

Example 4 includes managers and sales persons not described by the Type Table, making them valuable new supporters of the Type Table style descriptions in Tables 2.4 and 2.5. Equally worthwhile new supporters would be the double introverts, who have both modes introverted (Ni, Ti for instance), because they include the kind of researchers and writers who would tend to reject publically their incorrect descriptions given by the Type Table. Bonus roles can be assigned when either the psych function or decoupled attitude is at least two certainly limits (40%) more than its mate, in which case the post-jungian type indicator would look like N E instead of Ne, or I T instead of Ti.

**Table 2.4** Perception domain cognitive mode descriptions

Se Extraverted Sensing <b>EXPERIMENT</b>	Ne Extraverted iNtuition <b>IDEATION</b>
Flexible and pragmatic, they focus on immediate results. Theories and conceptual explanations bore them – they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment they can be active. Enjoy material comforts.	Quick, stimulating, spontaneous and flexible. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities. Often rely on their ability to improvise. Bored by routine, will seldom do the same thing the same way.
Si Introverted Sensing <b>KNOWLEDGE</b>	Ni Introverted iNtuition <b>MEANING</b>
Quiet, responsible, thorough, and dependable. Practical, matter-of-fact, painstaking, and accurate. Take pleasure in making everything factual. Values traditions and loyalty. Look for and abide by background information. Good at searching the literature.	Idealistic, loyal to their values. Prophetic, guided by inner fantasies and visions, can be catalysts for implementing novel ideas. Curious, quick to see possibilities. Have unusual ability to focus in depth to solve problems in the area of their interest.

This completes the discussion of domains in which the scores for the psych functions and decoupled attitudes both are at least 20%, the certainty limit. See section 3.3 for graphical interpretations. What follows covers the remaining cases.

**Table 2.5** Judgment domain cognitive mode descriptions

Te Extraverted Thinking <b>ORGANIZATION</b>	Fe Extraverted Feeling <b>COMMUNITY</b>
Practical, realistic, intellectual. Decisive, quickly move to implement decisions. Take care of routine details. Forceful in implementing their plans. Like to complete tasks accurately and on time. Follow through even in small matters. Impose structure.	Warm, empathetic, responsive and cooperative. Want environmental harmony, work with determination to establish it. Highly attuned to the emotions, needs, and motivations of others. Catalysts for individual and group growth. Tactful builders of group morale.
Ti Introverted Thinking <b>ANALYSIS</b>	Fi Introverted Feeling <b>EVALUATION</b>
Tolerant and flexible, quiet adaptable observers until a problem appears, then work quickly to find workable solutions. Interested in cause and effect, value efficiency. Have unusual ability to focus in depth to appraise problems. Compare performance to goals.	Quiet, friendly, sensitive., and loyal to their values. Seek to understand people and help them fulfill their potential. Dislike disagreements and conflicts, do not force their opinions on others, Address aesthetic and moral issues. Catalysts for idea implementation.

### 2.08 General roles

When one of its decoupled scores is less than the 20% certainty limit, a domain is no longer described by one of the cognitive modes in Tables 2.4 or 2.5. If the larger score is more than 20% greater but no more than 40% greater than the smaller one, the domain is represented by the single role alone indicated by its letters. Thus N40% Ep10% would call for the single role N/E whose symbol becomes the post-jungian type indicator. When only one role is called for, the modifier “bonus” is inappropriate; “role” is enough.

### 2.09 Psychological function and decoupled attitude indicators

When a domain’s psych function score, at least 20%, exceeds its smaller decoupled attitude score by at least 40%, only the psych function letter appears in the post-jungian type indicator. This happened for about a quarter of the students in six years of Stanford’s teamology class. For N60% Ep10% this gives simply N as the indicator. This would represent a pair of adjacent roles, one extraverted and the other introverted, involving the psych function. In the example these would be N/E and N/I. Since one role is extraverted and the other introverted, the parenthesized word “(ambiverted)” has been added to the psych function titles.

Although the descriptions could be obtained directly from Tables 2.2 or 2.3, using Tables 2.6 or 2.7 following is recommended because the flavor of the Type Table was used in their construction. The same approach is valid when a decoupled attitude score, at least 20%, exceeds its smaller psych function score by at least 40%. Then the post-

jungian indicator would be the letter of the attitude, perhaps with its domain subscript appended when the domain identity is otherwise unclear. For Ep60% N10% this would give simply Ep as the indicator. This would represent a pair of adjacent roles involving both domain psych functions, S/E and N/E in the example. As it was for the psych functions, the flavor of the Type Table descriptions can be preserved by using Table 2.6 or 2.7 following instead of the role descriptions in Tables 2.2 or 2.3. The smaller score being less than 20%, no bonus roles can be associated with either a psych function or a decoupled attitude.

**Table 2.6** Perception domain attitudes and functions

	<p><b>Ep</b> <b>EXPLORING</b> Daring, spontaneous, and flexible. Push limits in search of new opportunities.</p>	
<p><b>S</b> <b>(AMBIVERTED)</b> <b>SENSING</b> Practical, hands-on, and factually oriented. Make protoypes and investigate earlier work.</p>		<p><b>N</b> <b>(AMBIVERTED)</b> <b>INTUITING</b> Improvisational, idealistic, and prophetic. Generate novel ideas and discern deeper meaning.</p>
	<p><b>Ip</b> <b>FOCUSING</b> Cautious, curious, scholarly, and accurate. Heed specifications and restrictions. Study past experience.</p>	

**Table 2.7** Judgment domain attitudes and functions

	<p><b>Ej</b> <b>GUIDING</b> Forceful, sympathetic, and coordinating managers. Direct activities while unifying associates.</p>	
<p><b>T</b> <b>(AMBIVERTED)</b> <b>THINKING</b> Decisive rational planners and observers. Construct procedures and analyze results.</p>		<p><b>F</b> <b>(AMBIVERTED)</b> <b>FEELING</b> Friendly, sensitive, and understanding. Evaluate human factors and solve personal issues.</p>
	<p><b>Ij</b> <b>APPRAISING</b> Quiet, critical observers of activities. Judge plans and performance, addressing aesthetic and moral issues.</p>	

Jung seems to have described his own personality and those of his patients in terms of a cognitive mode and an ambiverted psych function, examples being Ti N or Ni T in post-jungian notation. His resulting distrust of the Type Table descriptions, none of which quite fit him or his clients, would explain why he did not use the MBTI. Too bad; his support would have been welcome.

2.10 Role zone map

Figs. 2.1 and 2.2 graphically summarize, for each domain, how the post-jungian type indicators relate to the scores of the psych functions and decoupled attitudes. The eight triangular zones on the outside of the domain squares are where bonus roles can be assigned. In each quadrant a pair of these zones bounds a region for one of Jung's cognitive modes. Around the central rotated square are eight more triangles, one for every role appearing alone rather than as a bonus. Five-sided zones on each side of the rotated square give the coordinates where the psych functions appear alone, while similar shaped zones above and below the square indicate where the decoupled attitudes occur singly. Inside the rotated square the coordinates, summing to less than 40% (two certainty limits), are too small to be significant, so the type indicator is blank.

Aside from providing a convenient check on a counselor's determination of a post-Jungian type indicator, these graphs give an illuminating view of how the indicators interrelate. They also illustrate how post-Jungian attitude decoupling rigorously breaks the original four-dimensional system down into two completely independent sub-systems having only two dimensions each, making them completely capable of graphical representation.

Fig. 2.1 Perception mode post-jungian type identifier zones

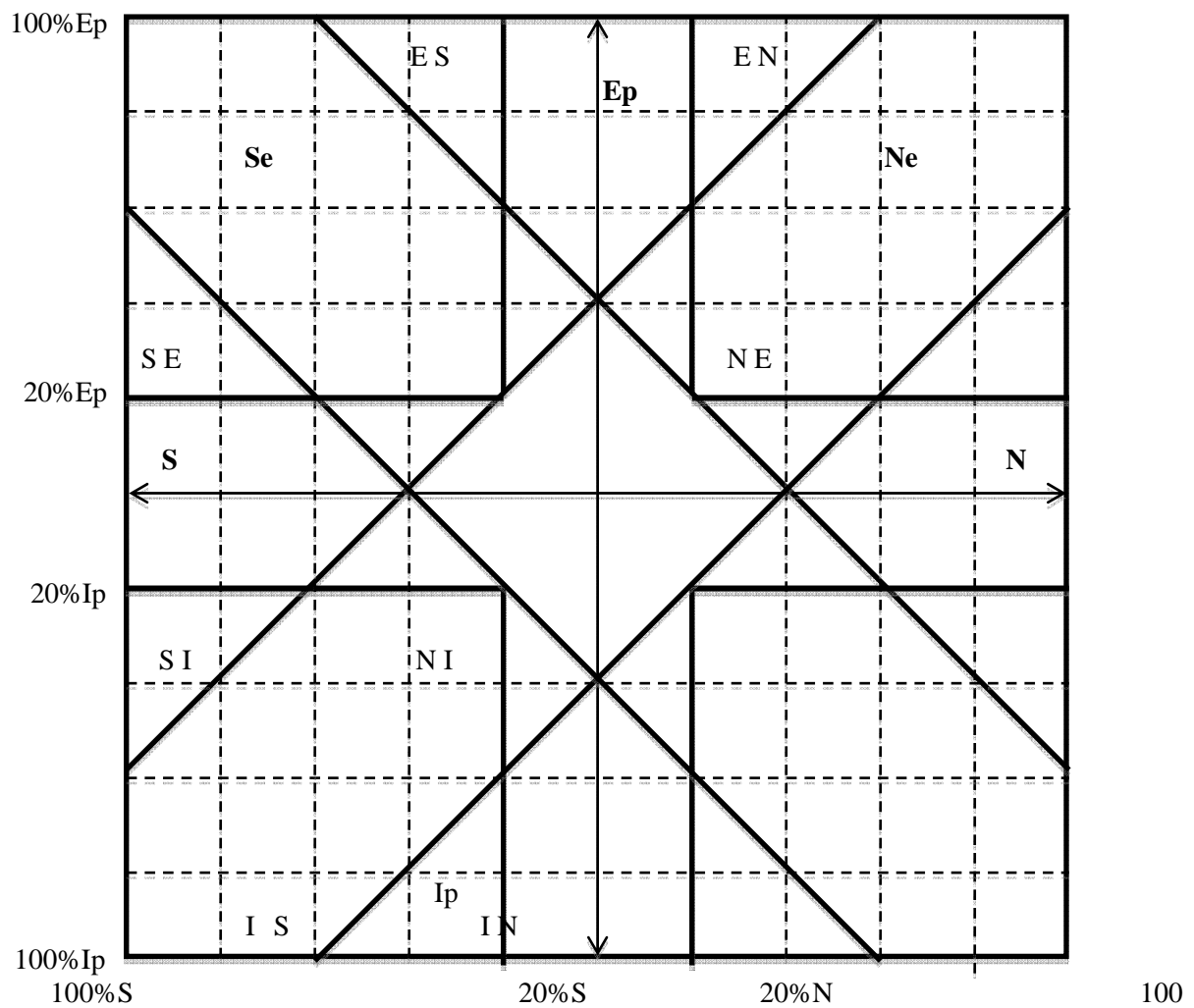
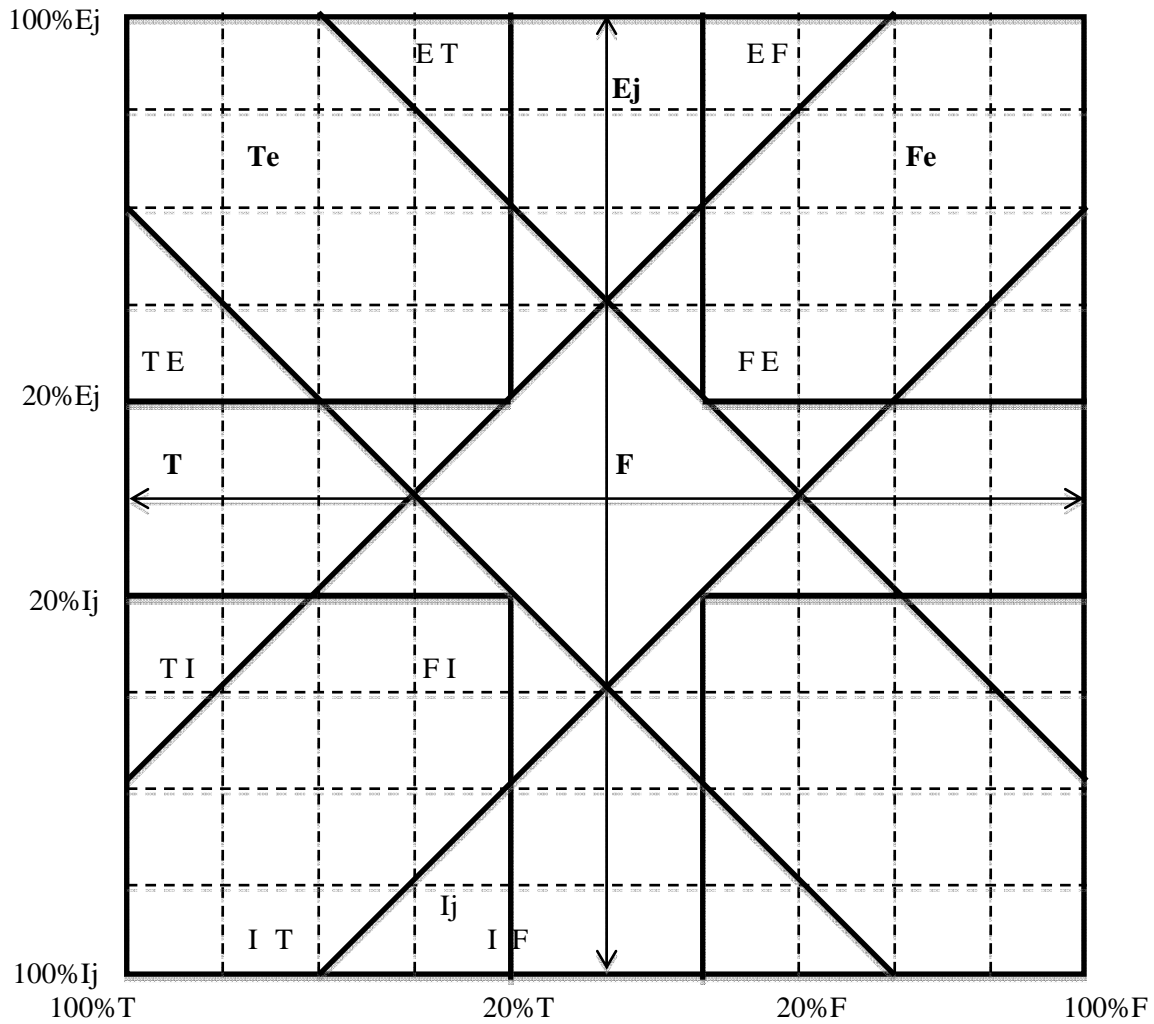




Fig. 2.2 Judgment mode post-jungian type identifier zones



2.11 Suppressed and repressed roles.

Currently there are methods for describing suppressed, even repressed (shadow), cognitive modes, based on knowledge of the dominant and auxiliary modes (1, 2, 3, 4). Table 3.2 in section 3.72 lists the archetypes associated with these less conscious modes. Archetypal methods being approximate and speculative, it's not worth the effort to carry out this chapter's post-Jungian subtleties beyond decoupling the attitudes. The current methods can still be used without change whenever the decoupled attitudes have opposite signs. But when the attitude directions are the same, suppressed and repressed modes must be determined from the true dominant and auxiliary modes rather than the incorrectly different ones assumed by Type Table theory. Be sure also to use the correct dominant modes as determined by post-jungian analysis.

2.12 Final summary

This chapter, intended to be usable in a short seminar for experienced type counselors, has intentionally been kept brief by omitting mathematical proofs and detailed references. Serious students of personality theory can find these in the chapter following. It is important to realize that the theoretical development needs no statistical verification because post-jungian theory, like classical plane geometry, entirely involves axioms and theorems. For instance, recall that in classical geometry no statistical evidence is required to show that the sum of the angles of a triangle must be 180 degrees. In a similar manner, application here of the certainty limit concept has generated a deterministic theory even though the questionnaire scores vary randomly.

## **Chapter 3.**

### **ADAGIO: PROOFS AND REFERENCES**

This chapter supplies the proofs and references supporting the procedures in Ch. 2. After discussing the abbreviated questionnaire in section 3.01, it gives in section 3.02 the detailed theory behind decoupling the perception from the judgment domain. Then section 3.03 outlines rigorous calculation of scores for the cognitive modes and discusses simplifications used to bypass this computation to determine post-Jungian personality type with no loss of accuracy. Subsequently section 3.04 tells how the concept of role, originally developed for constructing and organizing effective design teams, was adapted to the description of individual personality. Section 3.05 discusses types that, lacking either a psychological function or a decoupled attitude, are not full modes. The role zone map, so useful for visualizing role distribution, is employed in section 3.06 to estimate zone frequencies for the three “metatypes” defined there. The chapter ends with section 3.07’s review of methods for describing sub- and unconscious modes.

## 3.01 MBTI scores

In case the reader does not have his MBTI scores available, the short questionnaire following can be used to obtain numbers to work with. It has been constructed from the MBTI Step II Manual (11) so that, unlike the MBTI itself, each item has the same weight. Stanford students have found the results close enough to those from the MBTI that post-jungian corrected personality descriptions are acceptable, although the MBTI questionnaire must of course be more accurate. Another version of the team role questionnaire in which the items are scrambled instead of grouped by variable can be found on the internet at <postjungian.org>, which also has spreadsheets covering other aspects of personality description useful for team construction and organization.

**TEAM ROLE QUESTIONNAIRE** Name \_\_\_\_\_

Circle zero, one or two alternatives for each question. Each counts 20% in its group.

Energy Direction ATTITUDE: Outward or Inward

- EI1* You are more: (e sociable (i reserved)
- EI2* You are more: (e expressive (i contained)
- EI3* You prefer: (e groups (i Individuals)
- EI4* You learn better by (e listening (i reading)
- EI5* You are more: (e talkative (i quiet)

**EI positive difference X 20%:**  $|e - i| \times 20\% = \_\_\%E \text{ or } \_\_\%I$

PERCEPTION function: Facts or Possibilities

- SN1* You prefer the:: (s concrete (n abstract)
- SN2* You prefer: (s fact-finding (n speculating)
- SN3* You are more: (s practical (n conceptual)
- SN4* You are more: (s hands-on (n theoretical)
- SN5* You prefer the: (s traditional (n novel)

**SN positive difference X 20%:**  $|s - n| \times 20\% = \_\_\%S \text{ or } \_\_\%N$

JUDGMENT function: Objects or People

- TF1* You prefer: (t logic (f empathy)
- TF2* You are more: (t truthful (f tactful)
- TF3* You see yourself as more: (t questioning (f accommodating)
- TF4* You are more: (t skeptical (f tolerant)
- TF5* You think judges should be: (t impartial (f merciful)

**TF positive difference X 20%:**  $|t - f| \times 20\% = \_\_\%T \text{ or } \_\_\%F$

Orientation ATTITUDE: Flexible or Structured

- PJ1* You are more: (p casual (j systematic)
- PJ2* You prefer activities: (p open-ended (j planned)
- PJ3* You work better (p with pressure (j without pressure)
- PJ4* You prefer: (p variety (j routine)
- PJ5* You are more: (p improvisational (j methodical)

**PJ positive difference X 20%:**  $|p - j| \times 20\% = \_\_\%P \text{ or } \_\_\%J$

### 3.2 Decoupling the MBTI attitude scores

This section shows how to transform the MBTI (coupled) attitudes into *decoupled* attitudes consistent with Jung's cognitive mode formulation. The arithmetic is simple – at middle school level. One merely has to keep careful track of the algebraic signs.

#### 3.21 Decoupling derivation

Fig. 3.1 shows the relationships graphically. Although useful for visualization, the figure is not needed to carry out the numerical transformation. The “coupled” attitudes are E/I plotted against P/J. Horizontal and vertical dashed lines are placed every 20% of each variable's range to guide placement of a unique point for any set of MBTI attitude scores.

The four corners are places where coupled attitude scores are known to correspond to pure Jungian situations. At the upper left corner for instance, where both E and P are at their maximum values of 100%, the decoupled attitude in the perception domain must also be maximum, as will be shown in the discussion of cognitive modes in the next section. Thus it is here reasonable to define the *extraverted perception (decoupled) attitude*  $E_p$ , set at its maximum value of 100%, related to E and P by the formula  $E_p = (E+P)/2$ . Division by 2 is needed to scale the E+P sum of 200% down to  $E_p$ 's maximum of 100%.

At the diagonally opposite lower right corner, E and P are minimum at -100%, or equivalently to avoid negative numbers, I and J are +100%. Here  $E_p$  is minimum at -100%, so it is reasonable to define there the *introverted perception (decoupled) attitude*  $I_p$ , related to I and J by the formula  $I_p = (I+J)/2$ . This equation is not really new; it is just the  $E_p$  formula with the new variables in it. The line connecting these diagonally opposite corners thus forms a new diagonal axis along which extraverted (or introverted) perception are measured independently from any information from the judgment domain.

Similarly, along the other diagonal a second axis measuring *extraverted judgment*  $E_j = (E+J)/2$  independently of the perception domain can be constructed,  $E_j$  is maximum at 100% at its upper right end and minimum where its negative *introverted judgment*  $I_j = (I+P)/2$  achieves 100% on the lower left. Together the two diagonal axes form a new coordinate system allowing the decoupled variable values to be read graphically for any point plotted according to the rectangular coordinates. For this purpose, diagonal dashed lines have been drawn at 20% intervals for the new decoupled attitudes.

Thus any pair of attitude scores can be rigorously decomposed into two orthogonal decoupled attitude scores, one associated only with the perception function and the other only with the judgment function. This permits analyzing each domain entirely independently of the other, a great improvement over the originally coupled system having four interacting variables and consequently impossible to visualize.

Some examples will be instructive here. First consider the coupled attitude point E20%, P100% that would appear along the left side of the square just above the P axis. The diagonal coordinate lines intersecting there read  $E_p60%$ ,  $E_j40%$ , values easily confirmed by the formulas:  $E_p = (20\%+100\%)/2 = 60\%$ ;  $E_j = (20\%-100\%)/2 = -40\% = I_j40\%$ . Notice that the signs are opposite, implying that there is an appropriate description in the Type Table usable as described in section 2.03 for when the Type Table is valid. This will happen every time the P/J score exceeds that for E/I.

Next let the coupled attitude values be interchanged to give E100%, P20% just left of the E axis on the top edge. The diagonal coordinate lines intersecting there again read  $E_p60%$ , but now  $E_j40%$  is positive, values easily confirmed by the formulas:  $E_p = (100\%+20\%)/2 = 60\%$ ;  $E_j = (100\%-20\%)/2 = 40\%$ . This time both values are positive, meaning that no appropriate Type Table personality description exists and so one must use section 2.06 for when the Type cannot be employed.. This will happen every time the E/i score exceeds that for P/J.

In Ch. 2 the graph is not used because the formulas are enough to do the decoupling. The graph is merely available to aid visualization of the relations between coupled and decoupled attitudes.

#### 3.22 Post-jungian type indicator examples

Table 3.2 supplies five more examples of post-jungian type indicators and the questionnaire scores from which they are determined. Together they happen to have formed one of the better teams in the author's 2014 teamology course. Notice that none of them fit the Myers Type Table model; all must be described by the tables of Ch. 2. Moreover, Nicky and Blake would not even be described by the mode tables. Three other people have bonus roles.

#### 3.23 Mathematical determinism and the uncertainty limit

In what follows the randomly varying score data are converted theoretically into deterministic quantities needing no statistical treatment by establishing a “certainty limit” above which a score's category can be considered stable in the sense that future measurements are unlikely to produce a category shift, say for instance from thinking to feeling.

Following the advice of Quenk and Hammer (8), who consider any score to be “slight” and thus uncertain, post-jungian theory takes this certainty limit to be 20% of the category range.

Certainty limits apply immediately to the psych functions because their scores are measured directly. For the attitudes the limits apply only after decoupling because the coupled attitude scores are needed to compute the decoupled ones. Thus the post-jungian type indicator for 20%T and 10%Ij would read only T, the Ij being omitted.

In this way the dependence of a post-jungian type indicator on a particular set of score data is entirely deterministic, making statistical analysis unnecessary and even irrelevant. This contrasts with the situation for the Myers four-letter categorical type identifiers ENTP etc., whose need for statistical verification eventually exposed their shortcomings (13, 14, 15, 16).

Table 3.2  
Post-jungian type indicator examples

NAME	←-----	MBTI	SCORES	----->	DECOU- PLED	ATTI- TUDES	POST-	JUNG- IAN
	<b>E/I</b>	<b>S/N</b>	<b>T/F</b>	<b>P/J</b>	<b>Percep- tion</b>	<b>Judg- ment</b>	<b>TYPE</b>	<b>INDIC- ATOR</b>
Elizabeth	E100	S60	T100	P100	Ep100	0	E S	T
Julian	I60	N20	T100	P20	Ip20	Ij40	T I	Ni
Nicky	E20	S20	F60	P20	Ep20	0	F	Se
Blake	0	N60	F20	P20	Ep10	Ij10	N	
Will	I80	N60	F20	P20	Ip30	Ij50	N I	Fi

### 3.24 Novel interpretations of the coupled attitudes

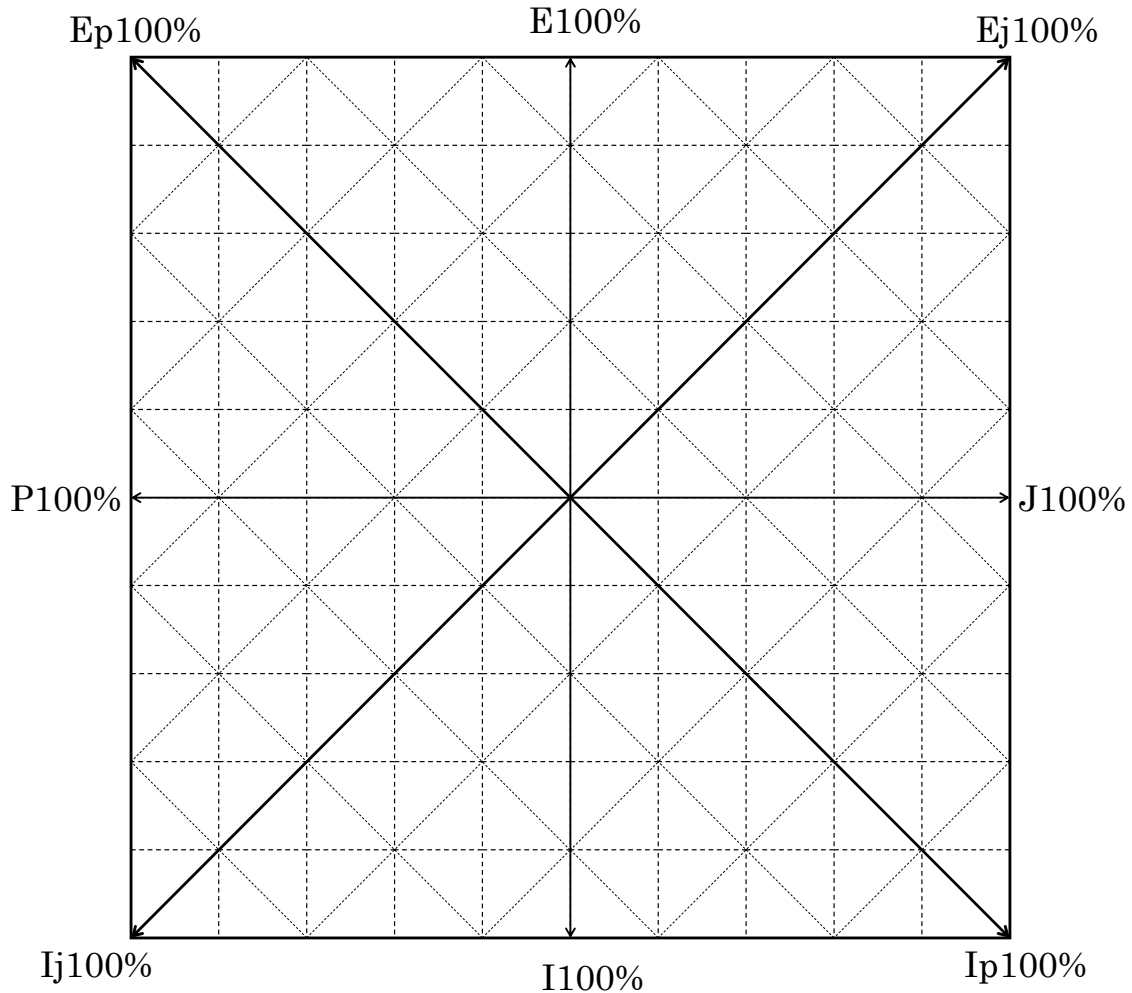
Although not strictly needed for personality description, the decoupled attitudes can be combined to yield two interesting new interpretations of the original coupled attitudes E/I and P/J. First add the expressions for the decoupled variables to obtain  $E_p + E_j = (E+P)/2 + (E+J)/2 = E$ , since P and J cancel each other out. Thus the questionnaire variable E score is exactly the sum of those for the two decoupled attitudes – not a surprising result. Of course the negative signs of any introverted attitudes must be taken into account. So for the Ep60% and Ij40% of the first example, the sum is  $60\% + (-40\%) = E20\%$ , confirming the questionnaire score. Moreover, the second example’s Ep60% and Ej40% sum to the questionnaire’s E100%.

The second novel interpretation involves the *difference* between the decoupled attitudes.  $E_p - E_j = (E+P)/2 - (E+J)/2 = P$ , the E’s canceling out this time. This difference can be called the *range* of the decoupled attitudes, in contrast with their *sum* computed in the preceding paragraph. In the first example this is  $60\% - (-40\%) = P100\%$  as given. The second example also checks:  $60\% - 40\% = P20\%$ . This interpretation as a numerical range nicely complements the behavioral definitions currently used: “adaptability” for P and “organization” for J. The category letters P and J indicate the domain with the higher extraversion score.

Although increasing our understanding of the coupled attitudes E and P in terms of the decoupled ones, these new interpretations are not needed to carry out the post-jungian analysis of Ch. 2. It is the newer decoupled attitudes, which allow the domains to analyzed completely independently, that should engage our attention in the future.

### 3.25 Attitude packing

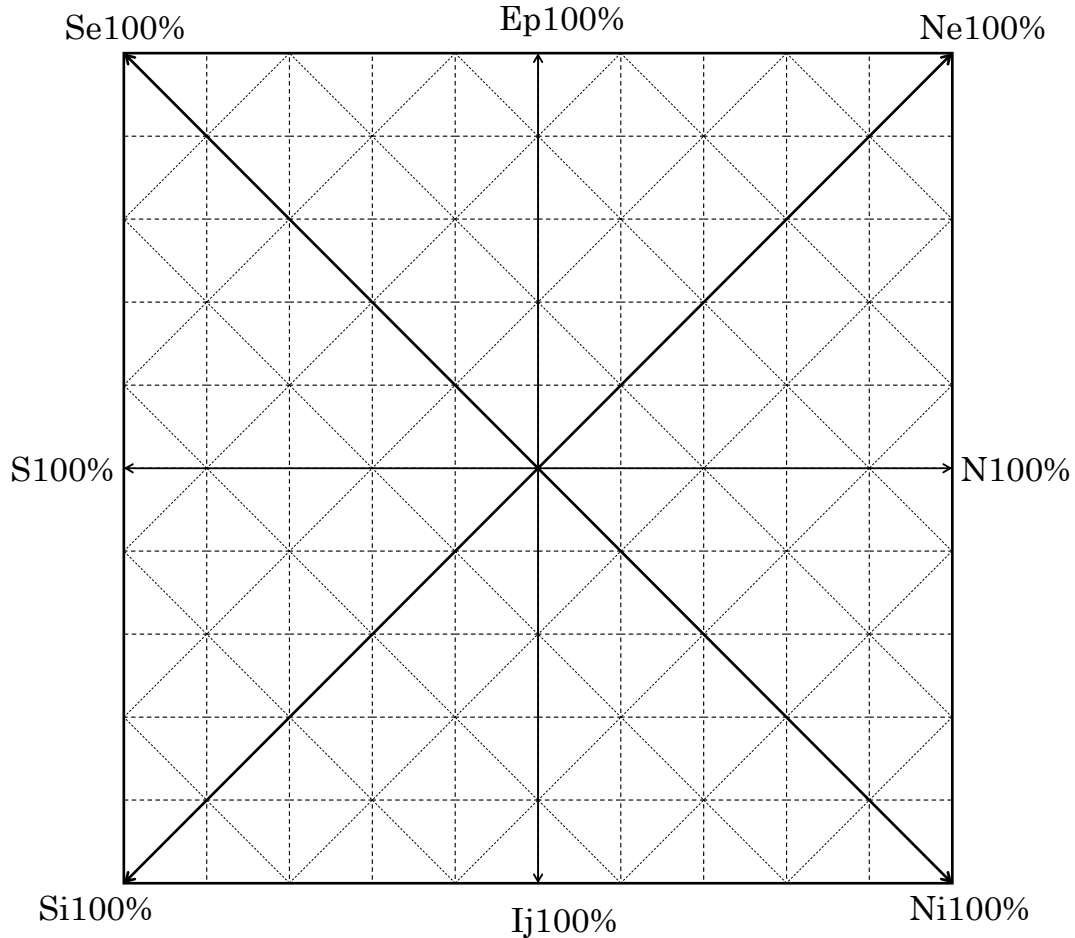
Although not needed in Ch. 2, the examples in Table 3.2 illustrate an intriguing property which John Beebe has informally called “packing”. On every line, the absolute values of the decoupled attitudes always add up to the absolute value of the larger of the two original attitudes. Specifically, in order these are:  $E_p100 + E_j0 = P100$ ,  $I_p20 + I_j40 = I60$ ,  $E_p20 + 0 = E20$ ,  $E_p10 + I_j10 = P20$ , and  $I_p30 + I_j50 = I80$ . Proving this formally would require too much new notation, so no formulas will be derived here. But the idea should be clear, and the packing relation often provides a simple check whenever computations are done. The packing property turns out to carry through to the cognitive mode calculations of the section following.

**Fig. 3.1** Coupling and decoupled attitudes

### 3.3 Cognitive modes

Decoupling the attitudes leads to the rigorous graphical representation of both domains shown in Figs. 3.2 and 3.3 following. Although they are not needed for post-jungian representation of personality type, they are important aids to visualizing the relationships. Moreover, they are often more convenient for determining cognitive mode scores than the numerical formulas, even though the latter are readily available on the computer spreadsheets of <postjungian.org>.

Jung's formulation included not only the psych functions (S, N, T, F) along the sides of the squares, but also the cognitive modes (Se, Ne, Si, Ni; Te, Fe, Ti, Fi) at the corners. What he and Myers both overlooked were the decoupled attitudes now appearing along the vertical axes and derived in the previous section. With them added to the picture, numerical formulas for the modes in terms of each domain's psych function and decoupled attitude are easily constructed, for they have the same averaging form as those in section 3.2.

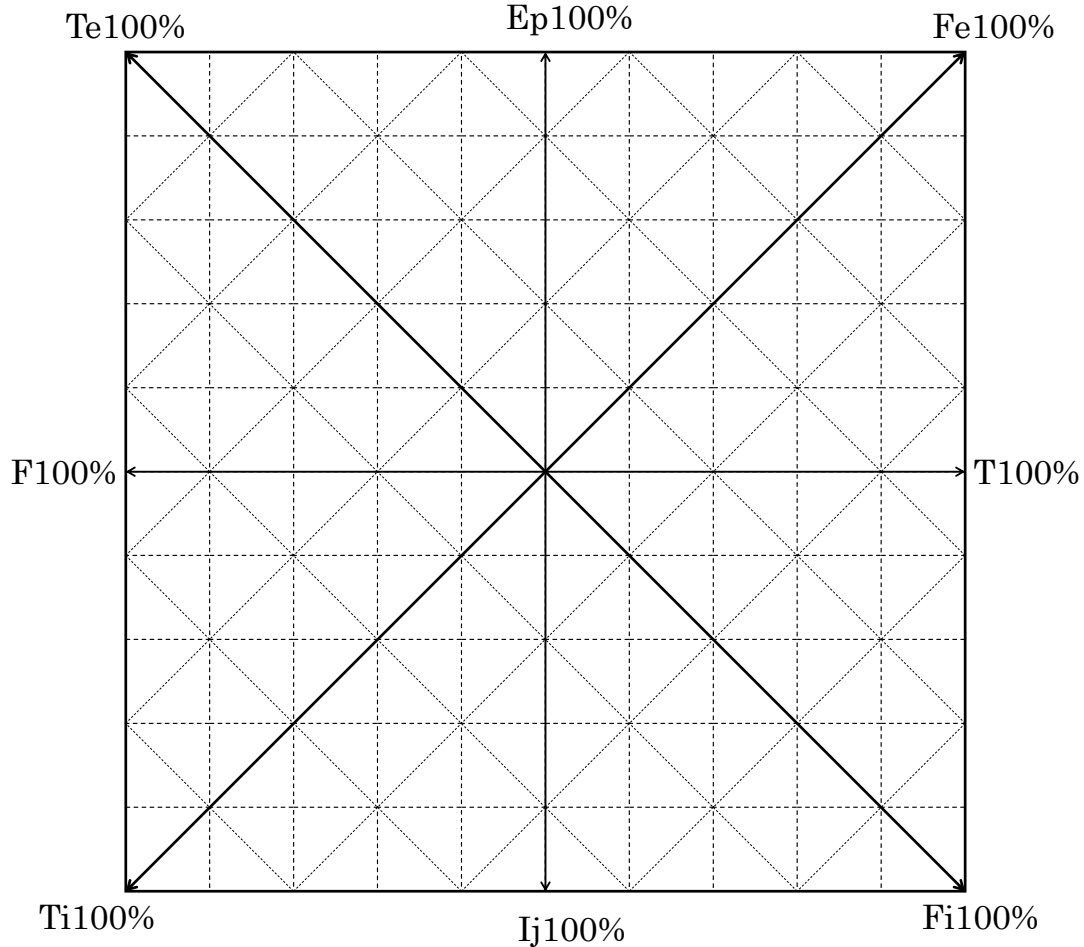
**Fig. 3.2** Perception domain cognitive modes

For reference, although not needed for post-jungian personality description, here are all eight mode equations.

In the perception domain:  $Se = (S+Ep)/2$ ;  $Ne = (N+Ep)/2$ ;  $Si = (S+Ip)/2$ ;  $Ni = (N+Ip)/2$ ;

In the judgment domain:  $Te = (T+Ej)/2$ ;  $Fe = (F+Ej)/2$ ;  $Ti = (T+Ij)/2$ ;  $Fi = (F+Ij)/2$ .

The rectangular dashed lines in Figs. 3.2 and 3.3 show respectively the psych function and decoupled attitude coordinates coming from the questionnaire scores. The corresponding mode scores can then be read from the diagonal dashed lines for the mode coordinates. For instance, example 4 (N100%, Ep40%; T20%, Ej20%) reads Ne70% and Ni30% in fig. 3.2 and Te20% in fig. 3.3, results verified by the mode equations. Notice that Beebe's packing property discussed in section 3.23 holds also for the modes here:  $Ne70+Ni30 = N100$ , and  $Te20+0 = T20$ . It is also true for the other rectangular variable if the negativity of one of the modes is allowed for:  $Ne70+(-Se30) = Ep40$  etc.

**Fig. 3.3** Judgment domain cognitive modes

Sometimes, as in the judgment domain of example 4, there is only one non-zero mode. More often there will be two modes as in example 4's perception domain. If the smaller mode score in such a case is at least 20%, the domain is awarded a bonus, a subject discussed further in the next section. Thus the post-jungian type indicator here would be NE Te, the perception domain's description including both that for the mode Ne and the bonus role N/I. As will be discussed in the next chapter, the bonus N/I acts here as roughly half of the smaller mode Ni. The mode calculation method used here is more work than the briefer procedure of Ch. 2 and so is not recommended to busy type counselors. It is shown here because of its research value, and because it preceded the simpler method of Ch. 2 (22).

The procedure for constructing the mode personality descriptions of Tables 2.4 and 2.5 has already been discussed in section 2.07. It still needs mentioning here that the author, while totally standing behind the mathematics in the book, can imagine that psychologists reading this may find alternative -- and better -- ways of expressing the mode descriptions. This could easily lead to articles and even entire books on the subject, which would certainly not offend the auth



### 3.4 Roles

Figs. 3.4 and 3.5 show graphically how the role keywords relate to each other and to the cognitive modes. Roughly speaking, each role is approximately half of a cognitive mode. The role concept first occurred as part of teamology theory (18), the study of how to construct and organize design teams. Rather than expressing personality, roles were intended there to describe project activities to be carried out by members of a design team.

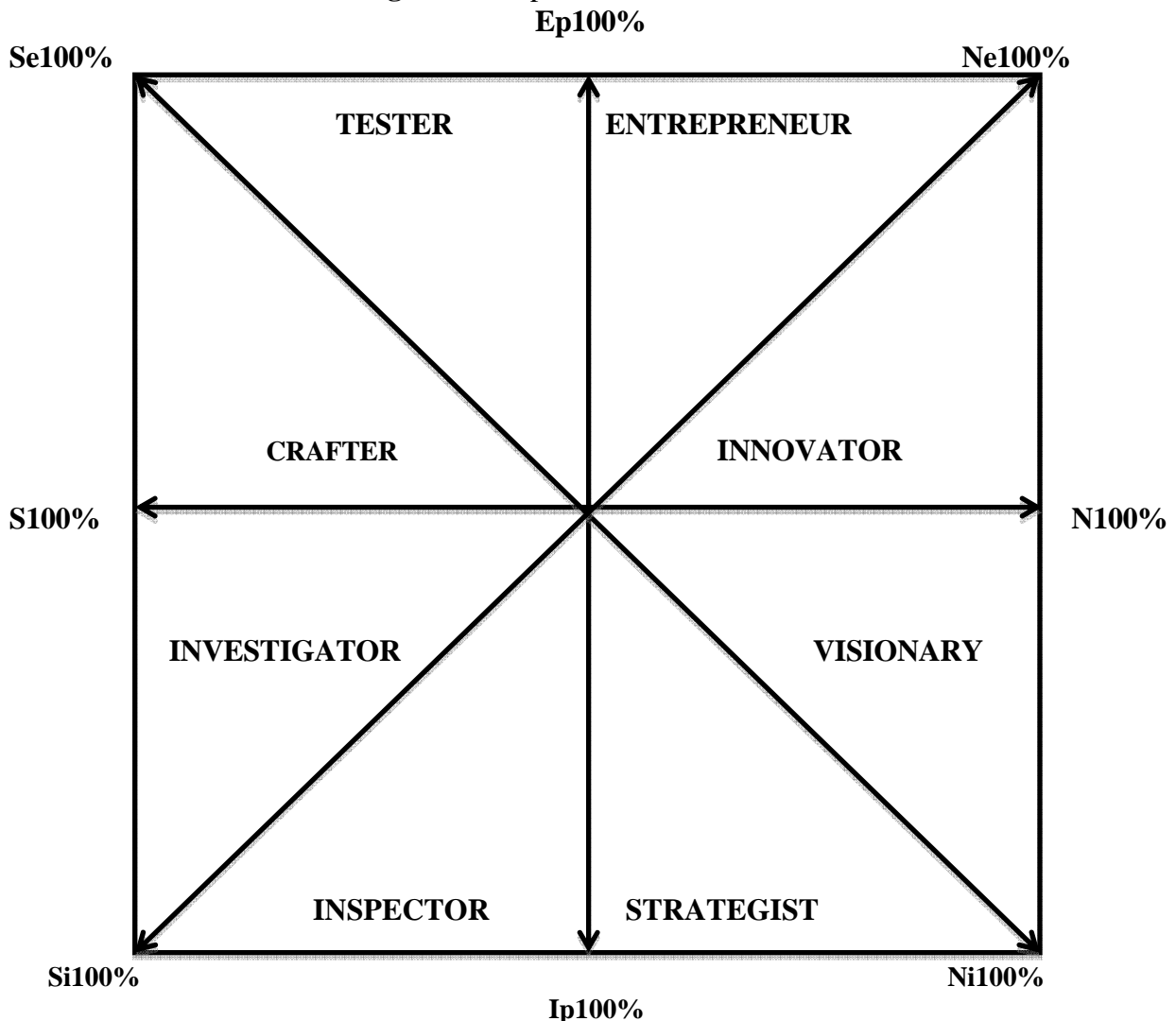
The later development of post-jungian theory generated a need for treating the roles as personality descriptions for the mode in each domain having the smaller but still significant score. This permits adding such a role as a “bonus” on top of the mode description, previously all that was mentioned.

In principle one could replace a full mode description with the two role descriptions it includes (22). But this turns out not to read well, and so it is recommended that no more than one role be attached to any cognitive mode description. In this way the activity orientation of the role description does not contrast too much with the mode’s personality orientation.

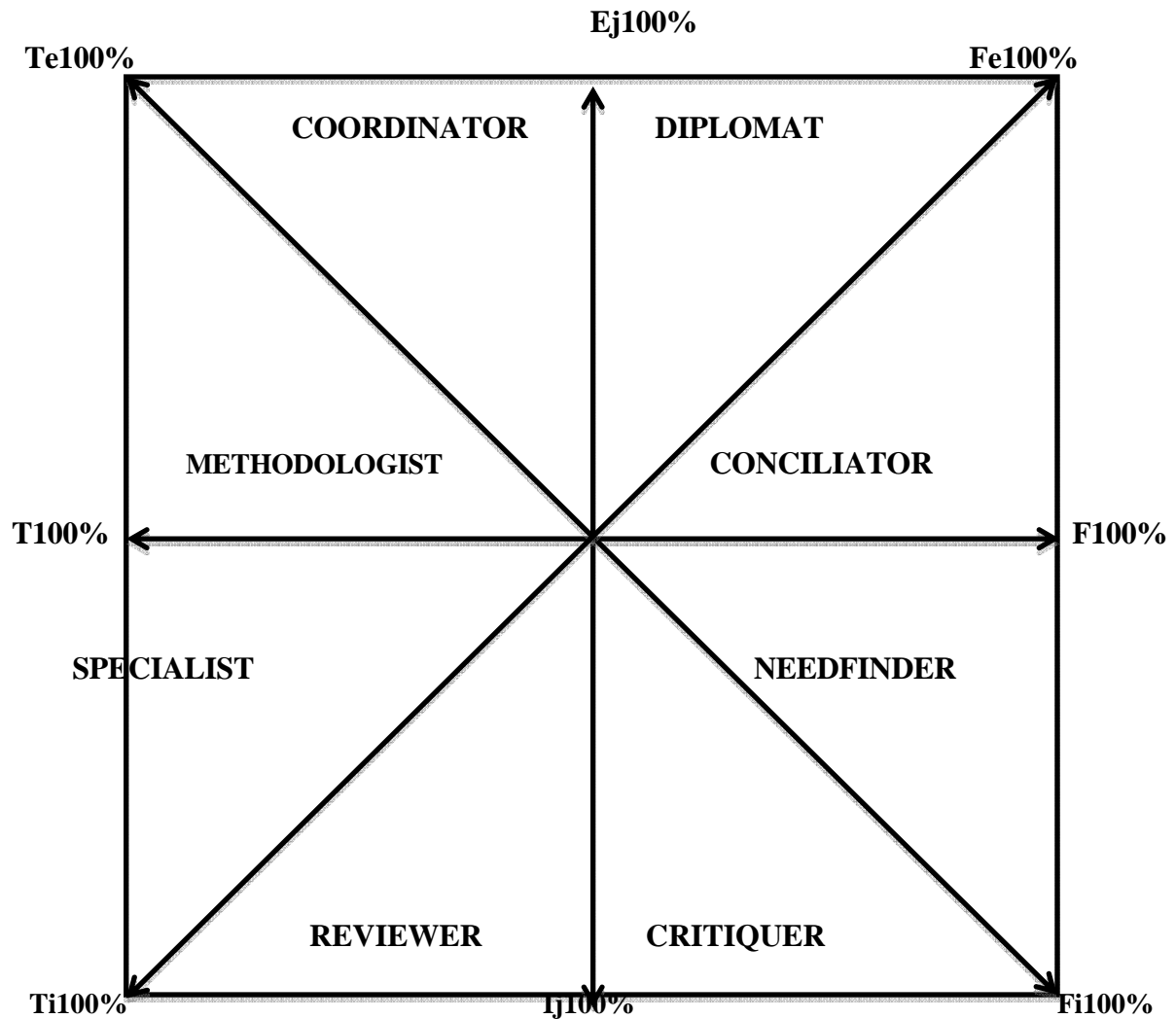
A role is assigned whenever scores on two adjacent axes, one rectangular and the other diagonal, are at least at the significance limit of 20%. This approach is based on a decade of experience with team organization. It was found that such roles assigned to a person had a good chance of being carried out rather than overlooked. Although role assignment could be determined by the computation methods of the preceding chapter, the simpler procedures of Ch. 2 achieve the same results.

People usually have two roles per domain straddling a diagonal axis defining a cognitive mode. Only if one of the domain variables is more than two certainty limits greater than the other can a third role be assigned. The situation where two roles straddle a horizontal or vertical axis is discussed in the next section.

**Fig. 3.4** Perception domain roles



**Fig. 3.5** Judgment domain roles



### 3.5 Non-modal functions and attitudes

A situation largely overlooked by existing personality theories is when two adjacent roles do NOT cover a single cognitive mode. This has been discussed almost completely in section 2.09; here only a few words about how the descriptions were constructed are in order. As it was for the modes themselves, the strategy was to base them on the descriptions for the neighboring cognitive modes, at the same time removing references to other variables.

For example, adjacent roles S/E crafter and S/I investigator together cover the psych function (ambiverted) sensing S. These roles are parts respectively of modes Se experimenter and Si knowledge. The first one Se is constructed from Type Table descriptions for ESTP (Se, Ti) and ESFP (Se, Fi); the second one Si, from ISTJ (Si, Te) and ISFJ (Si, Fe). The S (ambiverted) sensing description in Table 2.6 combines Se words with Si words, both taken from Table 2.4. At the same time, anything in Table 2.4 involving Te, Ti, Fe, or Fi is omitted. A few words from the role descriptions for S/E and S/I are also added from Table 2.2. The description resulting is cut down to about half the length of those for the modes because the final description would involve contributions from both domains.

It is important to realize that these descriptions mention more than the psych function. They also reflect the influences of both extraversion and introversion, which is why the prefix “(ambiverted)” is added to each title. Earlier descriptions often left out such mentions, which if done here would misleadingly overlook the influences of the two underlying roles.

The process for describing decoupled attitudes is similar. For instance the decoupled attitude extraverted perception Ep is made up of adjacent roles S/E tester and N/E entrepreneur along the top of the perception domain square. These roles are parts respectively of modes Se experimenter and Ne ideator. The first one Se is constructed from Type Table descriptions for ESTP (Se, Ti) and ESFP (Se, Fi); the second one Ne, from ENTP (Ne, Ti) and ENFP (Ne, Fi). The Ep exploring description in Table 2.6 combines Se words with Ne words, both taken from Table 2.4. At the same time, anything in Table 2.4 involving Ti, or Fi is omitted. A few words from the role descriptions for S/E and N/E are also added from Table 2.2. The description resulting is cut down to about half the length of those for the modes

because the final description would involve contributions from both domains. These descriptions mention more than the decoupled attitude. In the example they also reflect the influences of both sensing and intuition, either of which may occur in conjunction with the exploring attitude Ep.

Although personality types involving only the psych functions have been recognized for decades, types based entirely on the decoupled attitudes – Ep “exploring” vs. Ip “focused”, and Ej “controlling” vs. Ij “appraising” -- are of course new. They don’t arise frequently, but they do exist and display unique characteristics worthy of recognition in future studies of personality theory. Jung himself seems to have encountered ambiverted psych functions in his practice, and the author has observed lone decoupled attitudes as well in his teamology classes.

People accustomed to describing themselves with the Myers categorical four-letter type, ISTJ for instance, may be surprised to learn that, when all of its scores are equal, the Type Table has no appropriate entry. This is because in such cases the E/I score equals that for P/J, so that one of the decoupled attitudes (E+P)/2 or (E+J)/2 must vanish. The post-jungian type indicator shows this. For ISTJ it would be Si T with an isolated psych function T rather than the double cognitive mode Si Te of a Type Table entry.

### 3.6 Role zones

The role zone maps in Figs. 2.1 and 2.2 have been fully explained in section 2.10, but here some discussion is in order suggesting research involving them. One could imagine that the areas covered by the various zones would be proportional, at least approximately, to the frequencies of their related personality types.

Take for instance the zones for which the Type Table would have valid descriptions, types to be called here *Myers metatypes*. Such types have both psych function and decoupled attitude scores of at least 20%, the attitude scores being in *opposite* directions – one extraverted and the other introverted. If one includes the three-role zones including a bonus role, such types would occupy one of four square regions in each domain which together account for 80% of the domain’s area. However, the requirement that the attitudes be opposite restricts one of the domains to half as many squares – only 40% of the total. Altogether then, Myers metatype zones account for  $80\% \times 40\% = 32\%$  of the total. The actual frequency of Myers metatypes among 131 Stanford sophomores taking the author’s teamology course over the seven years 2009-2015 was 36, amounting to 27%.

Also of interest is the frequency of metatypes having both psych function and decoupled attitude scores of at least 20%, but for which the attitude scores are in the *same* direction. There are two situations: both attitudes extraverted and both introverted. Such metatypes will be called *Wheelwright metatypes* after the married partners devising the questionnaire (17) that, preceding the MBTI, lacked the P/J variable. The double extraverts would occupy only two square zones of the zone map, accounting for  $40\% \times 40\% = 16\%$  of the total. The double introverts would of course cover a different 16%, giving the same total 32% as for Myers metatypes. The frequency found for the same population as that for the Myers metatypes, was 24% -- 32 students.

Jung and his patients form a third metatype to be called (*Jung*) *clinical*. For such metatypes the first mode comes from the same 80% as Myers or Wheelwright metatypes, but the mode can combine only with half of one of the horizontal or vertical stripes of the second domain’s zone map, amounting to 20%. The combination therefore accounts for  $80\% \times 20\% = 16\%$  of the total. The clinical fractions and frequencies found for the same population as that for the Myers and Wheelwright metatypes were respectively 39/131 and 30%,

The three frequencies themselves average to  $(27+24+30)/3 = 27\%$ , a bit smaller than the 31% predicted by the zone maps. Even though the population is atypical, one is justified in saying that the three metatypes occur roughly a quarter of the time. The remaining quarter represents people for whom one or both domains have at most a single role instead of a cognitive mode. It appears then that such personalities are slightly clustered about the origin.

A final frequency of interest is that for the bonus roles. It was 76/131 for a percentage of 58%. So post-jungian analysis does add one, sometimes two, welcome bonuses to the descriptions of most people.

### 3.7 Suppressed and repressed archetypes

Any role directly opposite those in the conscious ego will be said to belong to the “suppressed ego”. “Directly opposite” implies that the letters are typologically opposite to those in the conscious ego. For instance, example 1’s conscious triple-role E N has a suppressed triple-role I S opposite to it.

These ego-opposite modes are said to be “suppressed” because when a client selects a questionnaire item, he must reject the opposite choice, a process known to psychologists as “suppression”. The client remains conscious of the suppressed item but deliberately prevents himself from choosing it. This differs from “repression”, in which the client is no longer aware of the item consciously.

#### 3.71 Suppression

Grant, Thompson and Clarke {4} speculated that suppressed modes come into play when circumstances force a person to do things counter to his preferences. Even though he doesn’t like to do such things, he will do them anyway,

although not as well as the things he would prefer. Grant et al, and later Brownsword (3), thus associated the suppressed modes with a level of consciousness lower than that of the fully conscious modes.

Beebe (1, 2) then assigned archetypes to the suppressed modes. He called the archetype opposite the dominant Hero the “Anima” (spirit) -- a feminine form in Latin -- for males, because in Jung’s theory it contains many feminine elements suppressed by males. For females having this archetype opposite the Heroine he named it the “Animus” because of its many male elements suppressed by females. Being opposite the most conscious Hero(ine) archetype, the Anima(us) is the most suppressed, to the edge of the repressed unconscious, which Jung called the “shadow”.

Beebe gave the other less suppressed archetype, opposite the Parent, the Latin names “Puer” (boy) for men and “Puella” for women. Here the genders will be often combined into the English word “Child” to match the use of “Parent” instead of “Father” and “Mother”, the combination already introduced quietly at the ego-conscious level. This archetype suggests an amateurish, happy-go-lucky consciousness to be superimposed on the formal mode or role definition. The reader is advised that everything in this Section 3.7 is speculation to be employed cautiously.

Reynierse (20) with Harker (21, 22) have published an experimental study that at first glance may appear to discredit the Grant et al and Brownsword suggestions for identifying suppressed roles. Entitled “The Case Against Type Dynamics” and “... The Fallacy of Type Dynamics”, the articles revealed that type dynamics mappings to cognitive modes did not fit the over seven hundred behavior data items examined.

The problem might not be with the ideas of Grant et al and Brownsword, however. The trouble may instead be that tabular typology never uses quantitative scores. Any errors from the underlying tabular typology could not of course be corrected merely by the concepts of Grant et al and Brownsword. That’s why it is suggested here that suppressed roles be determined by applying the Grant-Brownsword approach to post-Jungian quantitative role data, free of the approximations and mistakes of the Type Table. This is only a suggestion that has not yet been tested experimentally or clinically.

### 3.72. Repression

Beebe also proposed archetypes for the roles remaining, all of them repressed and in the unconscious “shadow”. His theory, although based on tabular typology, will here be extended to the more accurate post-Jungian typology. This extension is possible because Beebe’s theory is a set of categorical rules entirely independent of the underlying typology system.

Following the treatment in (19, p. 82), define the operation of *contraversion* that reverses the attitude of a role or mode. The resulting role or mode, said to have been “contraverted”, is called the “contravert” of the original role or mode. For example, the contravert of *extraverted* feeling is *introverted* feeling.

Table 3.2 gives the archetype identifications for all eight cognitive modes, together with their informal descriptions. The line levels echo the numerical order of the ego mode scores: “1” for the highest positive, down to “4” for the most negative. The table shows, however, that shadow levels 5 through 8 are assigned categorically by contraversion and/or opposition rather than by questionnaire scores.

Table 3.2 Archetype definitions

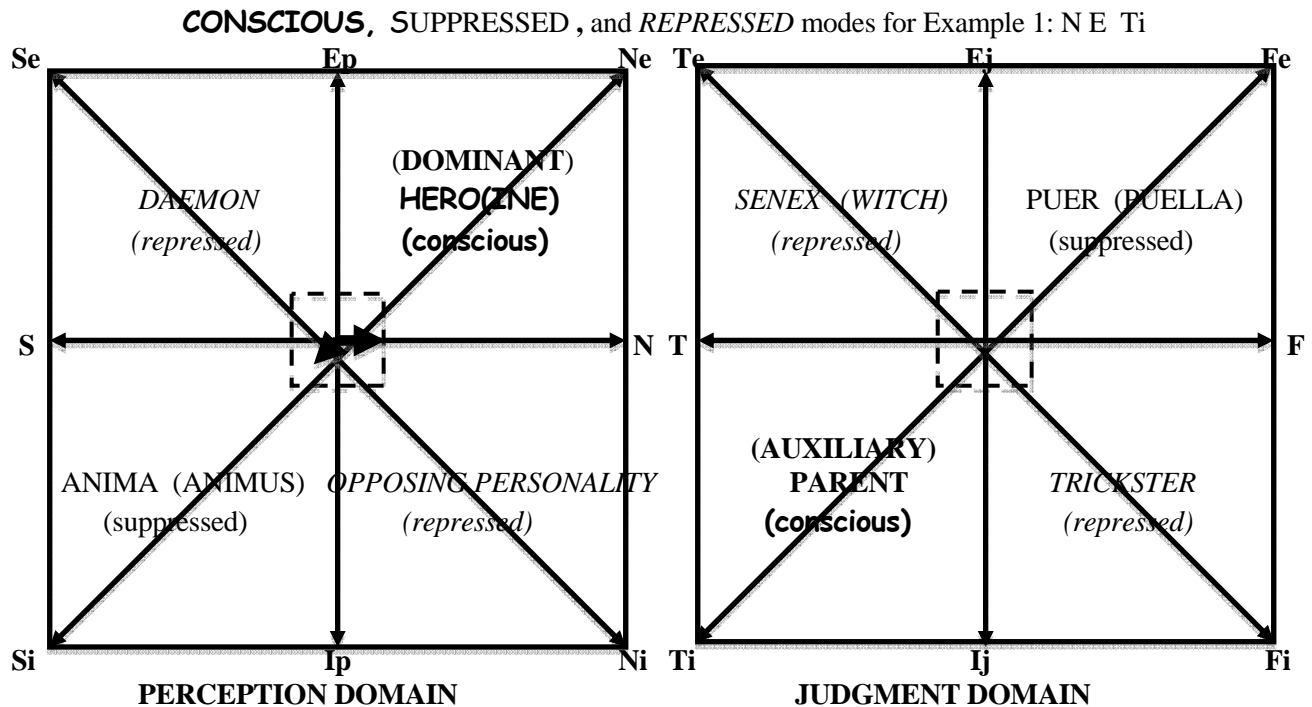
LEVEL	ARCHETYPE	MODE IDENTIFICATION	DESCRIPTION
1	Hero	Dominant	Masterful
2	Parent	Auxiliary	Helpful
3	Child	Auxiliary opposite	Playful
4	Anima	Dominant opposite	Spiritual
5	Opposing Personality	Dominant contravert	Undermining
6	Witch/Senex	Auxiliary contravert	Obstructive
7	Trickster	Witch/Senex opposite	Deceptive
8	Daemon	Opposing Personality opposite	Dangerous

Beebe’s terminology for the shadow modes includes some words that may not be familiar. “Senex”, the male counterpart of the feminine “Witch,” is the Latin word for “old man”. The dictionary meaning of “daemon” is “(in ancient Greek belief) a divinity or supernatural being of a nature between gods and humans -- an inner or attendant spirit or inspiring force”. Thus a daemon may be merely daring rather than overtly dangerous.

It is of course superficial to describe each archetype with only a single keyword. Deeper descriptions of the archetypes are given in (1, 2). Fig. 3.6 represents these archetypes graphically for Example 1.

In principle it would be good to have tables of personality descriptions for every archetype below Hero(ine), and some day someone may construct them. Meanwhile, it would be expedient just to accompany the Hero descriptions with the archetype designation, leaving the detailed interpretations to the individual’s judgment

Fig. 3.6



### 3.8 Concluding chapter summary

This chapter has provided the background – references and proofs – for the post-jungian procedures of Ch. 2. Since this book targets type counselors indoctrinated in the Myers approach, certain post-jungian deviations are described here in detail because of their unfamiliarity.

The principal of these new concepts is decoupling of the attitudes and consequently the perception and judgment domains into totally independent domains of two dimensions each. This rigorous simplification permits the definition of unique post-jungian type indicators from which personality descriptions can be constructed.

Note that the theory here is totally deterministic, deriving directly from the MBTI variable definitions and score data. Consequently no statistical verification is needed or even relevant. The mathematical situation is logically the same as for classical Greek geometry, in which advanced properties such the 180 degree sum of angles in a triangle are known as proven theorems based on axioms defining points, lines, angles and triangles. No experimentation needed!

Another post-jungian deviation from the Myers theory concerns the computation of scores for Jung's cognitive modes. Although not essential for determining the post-jungian type indicator, the calculations are reviewed to give type counselors confidence in their validity.

Unlike decoupling and mode determination, which are mathematically deterministic, construction of descriptions for the modes, psych functions, decoupled attitudes, and bonus roles depend on the author's literary judgment. Consequently this chapter's discussion of them was entirely verbal in the sense of showing how they were adapted from the well-known and widely used ones of the MBTI Type Table. There is room therefore for literary improvement by future practitioners and researchers.

The zone maps are shown to be valuable visual aids bypassing computational details. Unlike the descriptions, they are entirely deterministic results of decoupling and cognitive mode determination.

Although archetype theory is neither new nor based on post-jungian analysis, it is discussed for completeness at the end of the chapter. The sole post-jungian contribution is the observation that correct construction of the archetypes depends on valid determination of the dominant and auxiliary modes.

The proofs, references, and discussions in this chapter thus complement and complete the post-jungian procedures described in Ch. 2. Ch. 4 summarizes the post-jungian procedure and its theoretical background.

## Chapter 4.

### FINALE

Now that the technical points have been fully developed, it is time to write forcefully of the new features of post-jungian theory. The main feature is its use of *all* the questionnaire data – the scores – which having been specifically left out of the Myers theory led to its failure to correlate statistically with observed human behavior. To an experienced MBTI Type Counselor this is quite radical, and it may take some reflection to realize that mapping from the questionnaire to Jung’s theory not only is a valid use of the scores, it is the only one that is correct.

This realization leads to replacement of the E/I and P/J attitudes, inextricably tied together in previous theory, with new and easily calculated *decoupled* attitudes, one pair for each of the domains associated with the psychological functions Sensing with iNtuition and Thinking with Feeling.

Attitude decoupling allows treating each domain entirely separately, matching one decoupled attitude with one psychological function. Each such combination leads directly to personality description in one of a set of new tables, usually but not always replacing the Myers Type Table. Except when the two decoupled attitudes are in opposite directions, one extraverted and the other introverted, a different description is generated for each domain. But when the decoupled attitudes do happen to be oppositely directed, one of the single Type Table descriptions will be appropriate.

Post-jungian analysis also shows that earlier theories underestimate a client’s talent when a decoupled attitude score sufficiently exceeds that of a psych function, or vice versa. When this happens, a “(bonus) role” from another new table must be added to the description. Correcting this underestimation is one of the important new features of post-jungian theory.

Uncertainty, often ignored in existing theories, is taken fully into account in post-jungian analysis. Thus it can happen that a combined attitude-function description needs to be replaced by that of a single role, no longer regarded as a “bonus”. Occasionally not even this role is justified, meaning that low questionnaire scores prevent any certain description of the domain. Uncertainty in both domains can even occur, usually after a person has completed Jungian therapy.

Many of the hundreds of millions who have taken the MBTI will, in light of post-jungian theory, wish to put their scores to work for a more accurate description capable of revealing talents previously hidden. If one’s scores have been lost, or never recorded, it would be worthwhile to retake the MBTI, or at least use the approximate questionnaire in Ch. 3, to obtain fresh data.

Experienced type counselors who have in the past relied entirely on the Myers Type Table can establish their conversion to post-jungian theory immediately by putting the scores to work on new clients and perhaps encouraging former clients to retake the questionnaire for post-jungian score analysis. It would seem advantageous to re-establish one’s integrity by advertising the newly found accuracy of the post-jungian approach. Jungian therapists might now consider using post-jungian analysis for quick preliminary description of a patient’s personality before making a deeper analysis based on numerous therapeutic sessions. Correcting the transformation of the questionnaire scores onto Jung’s theory may well restore the MBTI’s central role in personality description.

Post-jungian analysis is the only current personality theory that is mathematically correct and logically consistent. Unlike the MBTI and the Type Table, everything in this book is in the public domain. Now is the time to get everything fixed.

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