

Command Decision MBTI Discussion Questions

1. Which personality types did you see demonstrated during this film? What observable behavior was type specific? What MBTI type is Gen Dennis (Clark Gable)? Can you be sure? When you are in a new environment, who's type is the only one you know for sure? How should you act because of this?

It is easier to spot Extroverted, Introverted, Judging and Perceiving behaviors. How a person prefers to Perceive and Judge--that is, take in information and process it--is more difficult to discern. Furthermore, one's environment or position may be more conducive to certain MBTI preferences. While General Dennis was acting as an ENTJ, he may in fact be an INFJ.

E vs I Where is one's source of energy--external or internal?

Gen Dennis may have been recharged by private time recollecting his thoughts-- as shown when he reviewed the large wall map alone.

S vs N How is information best perceived--5 senses or a "sixth sense"

Gen Dennis appeared to have the "big picture" in mind when he accepted short term risks to stage a bigger term advantage.

T vs F How are decisions made--objectively/logical or subjectively/compassionate

Gen is concerned with the personal affects of his actions. However, he appears detached from the crews and focused on missions. The bombing campaign will help save many more lives at the expense of his current crews. The demands of one's position and environment can support a preference--even the non-preferred one. Gen Dennis uses both the T and F preferences, though he personally trusts one over the other.

J vs P How do I prefer to act--Planned/closed or spontaneous/open

General Dennis appears to be decisive and organized. He wants to complete the bombing campaign as planned.

When entering a new environment of strangers, the only person we know well is ourselves. The key to MBTI then is effective self-management. For example, if I know I am Extraverted, I will try to listen better. If I am a Perceiver, I will try to come to closure on issues. Understanding the 16 MBTI types helps resolve some personality conflicts early on.

2. In Command Decision, was there conflict...
 - between Extroverts and Introverts?
 - between Sensors and iNtuitives? (Perceiving functions)
 - between Thinkers and Feelers? (Judging functions)
 - between Judgers and Perceivers?

Have you seen this type of tension in your workplace? How can groups optimize diversity while minimizing unproductive conflict?

Folks have generally encountered conflict that can be attributed to Personality type. Though difficult at times, having both preferences involved in issues helps ensure a balanced decision. It is important to understand the basis for this conflict but also provide strategies for minimizing unproductive conflict. For example, Judgers will want to push for closure before all the data has been collected and reviewed. They should stay open for additional information and flexible with inevitable changes. Perceivers will prefer to be spontaneous and open for the late-breaking additions. They should enforce a deadline to stay on target. Use each preference's strengths to collect many alternatives and brainstorm while also moving out decisively.

3. What are the advantages of each personality preference? Consider the optimal working environment for each preference. As MBTI-enlightened leaders, what can we do to foster better teamwork and improved performance?

No preference is necessarily better suited for one job than another. However, the environment may unintentionally encourage a certain MBTI type-say ISTJs in the military. Individuals with this type may feel more secure but then are not pushed to use their non-preferences. Other individuals will still thrive in this environment if the majority of their work can be done using their preferences--for example an ENFP spending at least 51% of their time interacting with others, considering possibilities for people while maintaining a flexible schedule.

4. During this academic year, periodically review your MBTI profile. Share and discuss this profile with family and friends who know you well. "Validate" your own Type (choose your type based on your test results and your own expert knowledge of yourself) Know your type and explore your non-preferences.

5. The MBTI information becomes even more powerful when we transition the application from individuals to a group. Review the profile for your Seminar's Group MBTI type. Is your group acting as expected? How is this type different from your own personal type? How should you collectively address weaknesses your group may encounter?

Know the Seminar group's MBTI type. Ask if everyone has "validated" their type. Though tested as an ESTJ, a student may validate as an ESTP. Once all the types are listed on the Type Table, you can discuss the group type--the mean or average Type and the Modal type--the individual type most represented. What areas of conflict may arise due to type? Considering the distribution of Extroverts and Introverts, what do you expect for Classroom participation? Which preferences are underrepresented? How will the group fill that void?

6. In general, what would you expect from a type-homogenous group? ...and from a type diverse group? (equally distributed throughout the 16 Block Type Table) Consider the dynamics of Type as you grow and learn together as a Seminar. Share your personal insights within your Seminar when MBTI may be applied to a current lesson or Case Study. Actively learn about different types from other classmates within your Seminar and AWC. Plan to briefly review MBTI again at the end of the year.

Enjoy the journey in MBTI!