

**ID:** 20100719

**Title:** Jung Typology/MBTI and the Leading Dimensions Profile (LDP)

**Author:** Dr. R. Douglas Waldo, SPHR

**Date:** July 19, 2010

## Summary

The Leading Dimensions Profile (LDP) utilizes a framework that includes two primary factors and ten supporting characteristics to convey personality dimensions that reveal how individuals influence, lead, and sell others. The two primary factors produce an overall profile or style, based on the interaction of *Achievement Drive* and *Relational Drive*, while the ten supporting characteristics include:

- Achieving Dimensions
  - *Work Intensity*
  - *Assertiveness*
  - *Uncertainty Avoidance*
  - *Adaptability*
  - *Perception*
- Relating Dimensions
  - *Status Motivation*
  - *Affiliation*
  - *Consideration*
  - *Openness*
  - *Self-Protection*

While other research briefs have reported the construct validity of the LDP in relation to individual characteristics, conflict approach, and learning styles, this current brief explores the potential for leveraging the LDP to assess personality types. Arguably the most widely recognized frameworks is the Jung Typology (deployed via the Myers-Briggs Type Indicator), which is used in a variety of workplace applications such as team building, career development, and succession planning. The Jung Typology yields four dichotomous dimensions, derived from two mental functions, an attitude dimension, and a dominant dimension:

- *Extroversion (E) – Introversion (I)*
- *Sensing (S) – Intuition (N)*
- *Thinking (T) – Feeling (F)*
- *Judging (J) – Perceiving (P)*

For this study, the Jung Typology (using the Jung Typology Test, published by Human Metrics) was administered to a group of 55 participants who also took the LDP in July, 2010. Results derived from the two assessments were analyzed for statistical correlation.

## Findings

The following table shows the correlation statistics resulting from the data analysis:

<b>LDP Dimensions</b>	<b><i>Extroversion v. Introversion</i></b>	<b><i>Sensing v. Intuition</i></b>	<b><i>Thinking v. Feeling</i></b>	<b><i>Judging v. Perceiving</i></b>
<b><i>Achievement Drive</i></b>	-.40**	.41**	-.23^	
<b>Achieving Dimensions</b>				
<i>Work Intensity</i>	-.42*			
<i>Assertiveness</i>	-.49*	.35^	-.42*	-.37^
<i>Uncertainty Avoidance</i>		-.37**		
<i>Adaptability</i>	-.36**	.38**		
<i>Perception</i>				
<b><i>Relational Drive</i></b>	-.25^		.51**	-.32*
<b>Relating Dimensions</b>				
<i>Status Motivation</i>			-.24^	
<i>Affiliation</i>	-.32*		.38**	
<i>Consideration</i>				
<i>Openness</i>	-.36^			
<i>Self-Protection</i>	.23^	-.53**		.25^

\*\* = Correlation is significant at the 99% confidence level

\* = Correlation is significant at the 95% confidence level

^ = Correlation is indicated at the 90% confidence level

Results indicate a correlation between several of the LDP's dimensions and the dimensions derived from the Jung Typology.

## Conclusion

The data analysis provided support for the following findings:

- The *Extroversion-Introversion* type describes an individual's preferences or attitudes. The *Extroversion* type is motivated to take action and to gain influence through their knowledge and breadth of understanding. Extroverts may really look forward to interacting with others. The *Introversion* type tends to be more motivated toward thinking and contemplation, and will seek influence through their depth of knowledge. These individuals may really look forward to spending time alone, away from activity. In sum, extroverts are more externally focused, whereas introverts are more internally focused.
  - The *Extroversion* type appears to be most closely associated with higher *Achievement Drive* and higher *Relational Drive*, while the *Introversion* type appears to be most closely associated with lower *Achievement Drive* and lower *Relational Drive*.
  - The *Extroversion-Introversion* type also exhibited potential association with the following LDP dimensions: *Work Intensity*, *Assertiveness*, *Adaptability*, *Affiliation*, *Openness*, and *Self-Protection*.
- The *Sensing-Intuition* type refers to the manner through which an individual prefers to receive information. The *Sensing* type is more comfortable accepting concrete, detailed information, using their five senses. They prefer facts over hunches in rendering opinions. In contrast, the *Intuition* type is more comfortable dealing with abstract concepts and theories, apart from detailed facts or proof. They are more comfortable making decisions based on instinct and experience.
  - The *Intuition* type appears to be most closely associated with higher *Achievement Drive*, while the *Sensing* type appears to be most closely associated with lower *Achievement Drive*.
  - The *Sensing-Intuition* type also exhibited potential association with the following LDP dimensions: *Assertiveness*, *Uncertainty Avoidance*, *Adaptability*, and *Self-Protection*.
- The *Thinking-Feeling* type refers to the manner in which an individual processes information received, such as in making decisions. The *Thinking* type is more apt to make decisions based on a preference for logic and consistency with expectations. They prefer to think through a situation without an emotional attachment to the matter. The *Feeling* type is more likely to be influenced by emotions and feelings in processing information. They will be more inclined to

consider the impact of decisions on relationships and may be more likely to seek harmony in situations.

- The *Thinking* type appears to be most closely associated with higher *Achievement Drive* and lower *Relational Drive*, while the *Feeling* type appears to be most closely associated with lower *Achievement Drive* and higher *Relational Drive*.
- The *Thinking-Feeling* type also exhibited potential association with the following LDP dimensions: *Assertiveness*, *Status Motivation*, and *Affiliation*.
- The *Judging-Perceiving* type refers to the extent to which an individual utilizes a rational approach in viewing the world around them. Whereas the *Judging* type prefers order and structure, the *Perceiving* type is more comfortable with the abstract. While the *Judging* type seeks to bring closure to matters, the *Perceiving* type is more comfortable with options remaining open.
  - The *Judging* type appears to be most closely associated with higher *Relational Drive*, while the *Perceiving* type appears to be most closely associated with lower *Relational Drive*.
  - The *Judging-Perceiving* type also exhibited potential association with the following LDP dimensions: *Assertiveness* and *Self-Protection*.

The typological definitions offered herein are intended to provide only a cursory overview of the Jung Typology. A more comprehensive review of the typology is recommended for users seeking to draw their own conclusions regarding the nature of statistical relationships reported.

## Application

The LDP presents its primary factors on a 2x2 grid, where *Achievement Drive* is expressed as a continuum on the x-axis and *Relational Drive* is expressed as a continuum on the y-axis. Four “styles” are presented from the interaction of *Achievement Drive* and *Relational Drive*, describing the general approach with which individuals seek to influence or lead others. These styles are derived as follows:

- The Counselor Profile (collaborative Style): Lower *Achievement Drive*, Higher *Relational Drive* (upper left)
- The Coach Profile (adaptive style): Higher *Achievement Drive*, Higher *Relational Drive* (upper right)

- The Director Profile (directive style): Higher *Achievement Drive*, Lower *Relational Drive* (lower right)
- The Advisor Profile (contemplative style): Lower *Achievement Drive*, Lower *Relational Drive* (lower left)

The Jung Typology refers to an individual's preferred or dominant tendencies, although individuals will likely exhibit some characteristics of different types at times. Based on the mean scores of each style, it would appear that the LDP profiles/styles may correspond to the Jung Typology in the following manner:

- The Counselor Profile (collaborative style) may tend to follow the *Introversion* (rather than *Extroversion*), *Sensing* (rather than *Intuition*), *Feeling* (rather than *Thinking*), and *Judging* (rather than *Perceiving*) types.
- The Coach Profile (adaptive style) may tend to follow the *Extroversion* (rather than *Introversion*), *Intuition* (rather than *Sensing*), *Feeling* (rather than *Thinking*), and *Judging* (rather than *Perceiving*) types.
- The Director Profile (directive style) may tend to follow the *Extroversion* (rather than *Introversion*), *Intuition* (rather than *Sensing*), *Thinking* (rather than *Feeling*), and *Judging* (rather than *Perceiving*) types.
- The Advisor Profile (contemplative style) may tend to follow the *Introversion* (rather than *Extroversion*), *Intuition* (rather than *Sensing*), *Feeling* (rather than *Thinking*), and *Judging* (rather than *Perceiving*) types.

Given these findings, it would appear that the LDP primary factors may be helpful in identifying an individual's overall personality type, as described by the Jung Typology and Myers-Briggs Type Indicator. While findings do indicate certain tendencies, it is important to note that each of the types may be applied to each of the LDP profiles/styles at times. The correlation statistics reported herein simply convey potential tendencies, and do not suggest that a given profile/style will reflect only one particular type.

## Contact

For more information, please contact the author at:  
doug.waldo@leadingdimensions.com.