



Personality and self-awareness

A research study from
The Myers-Briggs Company

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Executive summary

Purpose of the research

The overall purpose of this study was to understand how personality type relates to self-awareness. If knowledge of one's personality type can help to increase self-awareness, this could have several positive effects. In the workplace, increased levels of self-awareness are related to improved psychological wellbeing¹ and improved performance at work,² as well as more effective leadership.³

Practitioners use many different methods to increase self-awareness. These methods include personality questionnaires, 360-degree feedback and coaching. However, the effectiveness of these methods remains an area that is under researched.

The Myers-Briggs Type Indicator® (MBTI®) questionnaire is widely used by organizations to enhance self-awareness and increase understanding of management style. It was, therefore, chosen as the model of personality for this research.

Previous research⁴ has identified four facets of self-awareness: Reflection, Insight, Rumination, and Mindfulness. This research examined the relationship between the four facets, and the MBTI type of respondents.

This report is designed for those with some knowledge of psychological type or the Myers-Briggs Type Indicator assessment. A brief description of psychological type and the MBTI model is provided in Appendix 2.

Summary of findings

- All those who took part in the research had taken steps to develop their self-awareness. There were differences between different MBTI types and the methods they chose to develop their self-awareness.
- There were type differences in relation to the four facets of self-awareness.
 - Those with preferences for **Introversion**, **Intuition** and **Feeling** reported higher scores on the **Reflection** scale.
 - Those with preferences for **Extraversion** and **Intuition** reported higher scores on the **Insight** scale.
 - Those with preferences for **Extraversion** and **Thinking** reported higher scores on the **Rumination** scale.
 - Those with preferences for **Perceiving** reported lower levels of **Mindfulness**.
- The most frequently used methods to develop self-awareness were feedback from peers, completing personality questionnaires, feedback from family, and feedback from manager.
- The most effective methods used to develop self-awareness were training to be a coach, professional help (e.g. coaching), and completing personality questionnaires.

¹ Brown & Ryan (2003)

² Fletcher & Baldy (2000)

³ Church (1997)

⁴ Sutton, Williams & Allinson (2015)

- There were advantages and disadvantages to being self-aware. More respondents reported advantages than disadvantages to their self-awareness.
- Since respondents had become aware of the personality type, they reported improvements in capitalizing more on strengths, leadership, and confidence in their work life, personal life, and decision making.

Conclusions

There were differences observed between the four facets of self-awareness, and best-fit type of the respondents. The most frequently used methods to develop self-awareness were not the most effective methods. Overall, since becoming aware of their MBTI type, most respondents agreed that they had seen improvements in both their work and personal lives.

Introduction and methodology

Purpose of the research

The overall purpose of this study was to understand how personality type relates to self-awareness. In the workplace increased levels of self-awareness are related to improved psychological wellbeing,⁵ improved performance at work,⁶ as well as more effective leadership.⁷

Previous research⁸ suggests there are four facets to self-awareness: Insight, Reflection, Rumination and Mindfulness. In this section we will discuss the relationships found between type and these four areas of self-awareness.

In our survey, we included questions designed to measure the four facets of self-awareness, as identified by Sutton et al (2015).

- Reflection
- Insight
- Rumination
- Mindfulness

Data collection

To carry out the study, we created an online survey. Participants were asked to give their MBTI best-fit (validated) type and some demographic information. In addition, they completed questions about themselves, including:

- The advantages and disadvantages of being self-aware.
- How their self-awareness differs from those around them.
- Areas where their self-awareness has been most useful.
- How the MBTI tool has informed their day-to-day behaviours.
- The effect that knowing their MBTI type has had on their life.
- Methods used to develop self-awareness, and which were most useful.

The survey was publicized to type users on our website and to individuals who had completed the MBTI assessment online. The survey was also publicized through the following social media sites: LinkedIn, Facebook, Twitter, Reddit. The analysis is based on 937 people who knew their best-fit type.

⁵ Brown & Ryan (2003)

⁶ Fletcher & Baldy (2000)

⁷ Church (1997)

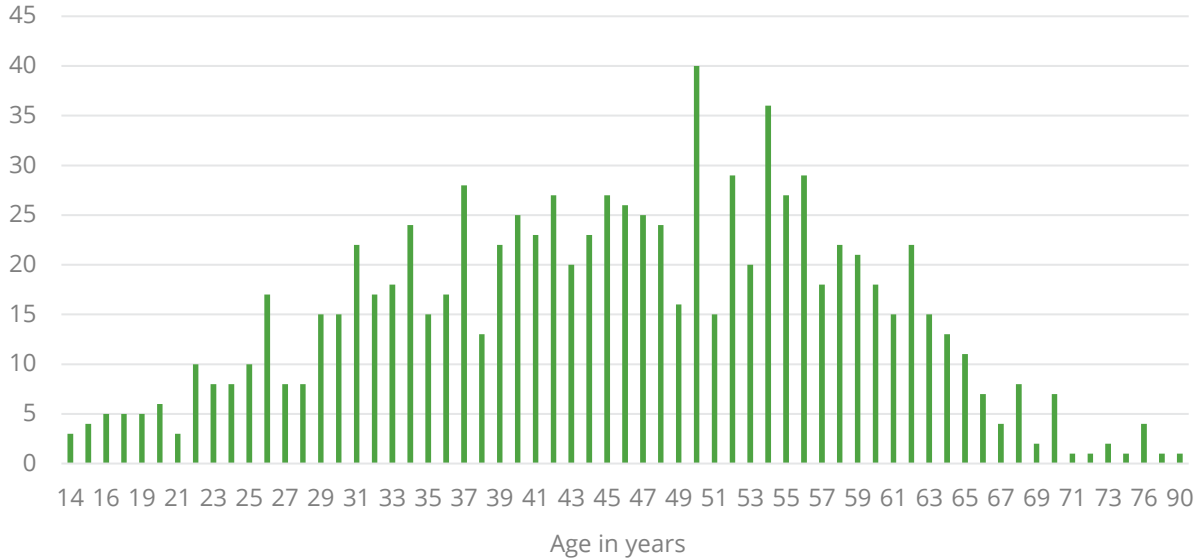
⁸ Sutton, Williams & Allinson (2015)

Results

The sample

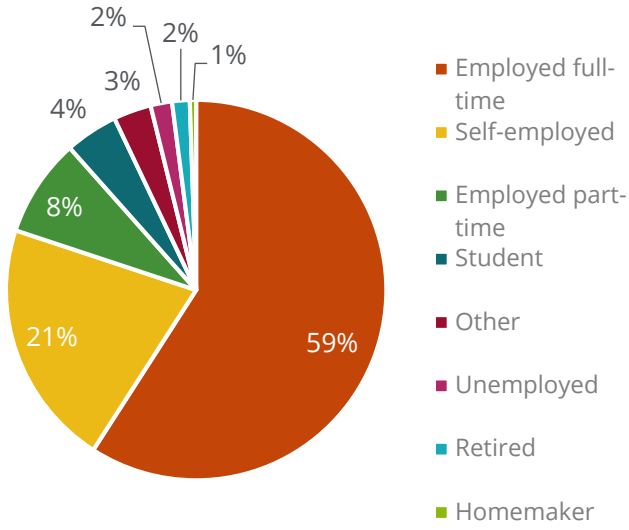
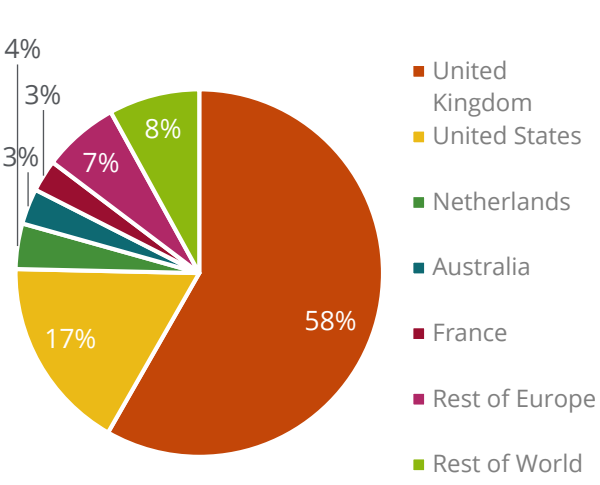
Group demographics

71% of respondents were female, 27% male, 2% transgender or preferred not to disclose. The age ranged from 14 to 90 years with an average (mean) age of 45 years:

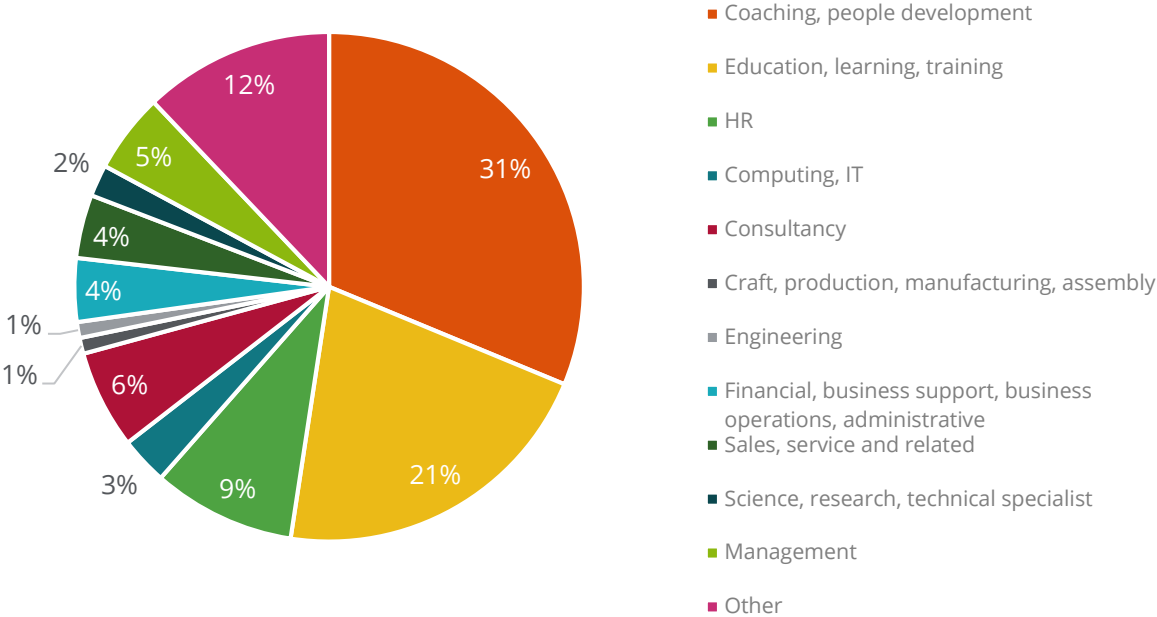


The majority of respondents either worked in the United Kingdom (58%) or the United States (17%).

Country you principally work in



Job type



Most of the group had a people-related role, in areas such as coaching, people development, education and training, or HR.

59% of respondents were employed full-time, and 21% were self-employed.

Respondents knew their reported MBTI best-fit type, so we might expect a higher level of awareness than across the broader population.

Type distribution

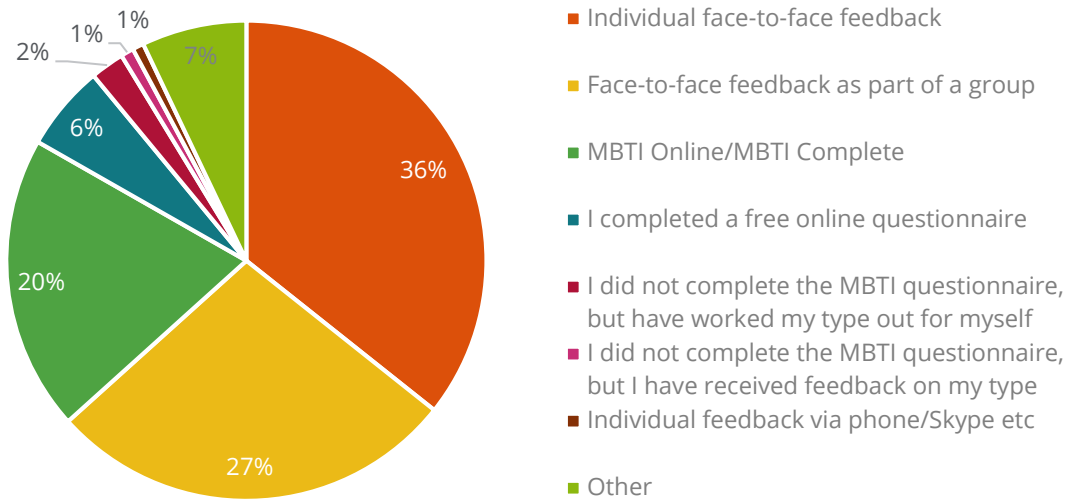
927 individuals knew their best-fit type. A type table for this group is shown below:

Type	N	%							
E	435	46.9%	ISTJ N=61 6.6% SSR=0.48	ISFJ N=57 6.1% SSR=0.48	INFJ N=81 8.7% SSR=5.11	INTJ N=88 9.5% SSR=6.78			
			I	492	53.1%	S	282	30.4%	
									N
			ISTP N=21 2.3% SSR=0.35	ISFP N=17 1.8% SSR=0.29	INFP N=97 10.5% SSR=3.28				
T	318	46.2%	F	266	53.8%				
						J	310	51.5%	
P	204	48.5%							
			ESTP N=20 2.2% SSR=0.37	ESFP N=24 2.6% SSR=0.29	ENFP N=134 14.5% SSR=2.30				ENTP N=67 7.2% SSR=2.57
J	310	51.5%	P	204	48.5%				
						P	204	48.5%	
									ESTJ N=49 5.3% SSR=0.50

The SSR (Self-Selection Ratio) compares the sample to the general population. Types with an SSR greater than 1 are over-represented in this group compared with the general population. All Intuition types are therefore over-represented. This is not uncommon in a group of people interested in type. However, there are sufficient numbers of each type in the sample to carry out meaningful analyses.

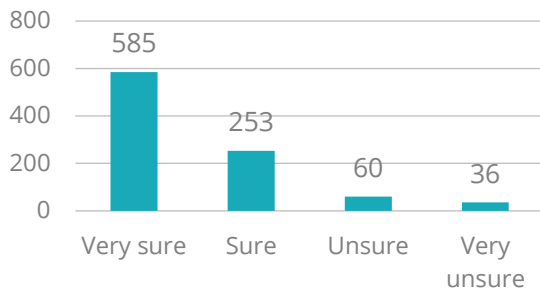
Reaching best-fit type was most frequently achieved through individual face-to-face feedback, face-to-face feedback as part of a group, or through completing MBTI Online/MBTI Complete (a paid-for service using the authentic MBTI questionnaire).

Method of reaching best-fit type

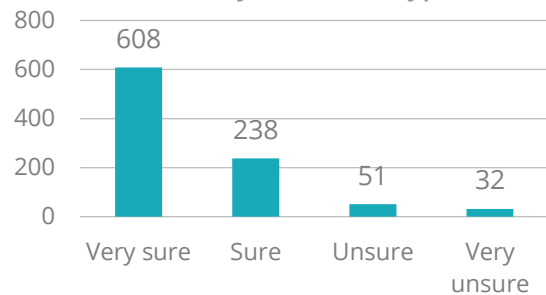


We asked respondents how clear they were about their best-fit type. We saw no significant differences in clarity regarding each preference pair. On all the preference pairs, most respondents were either sure or very sure that their best-fit type was accurate.

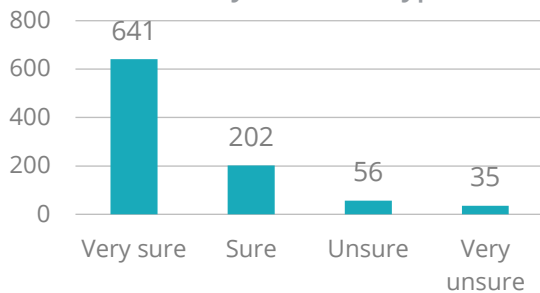
Thinking and Feeling Clarity of best-fit type



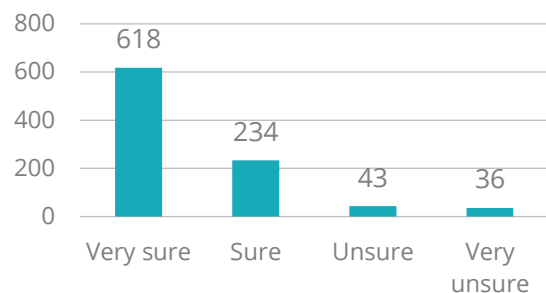
Judging and Perceiving Clarity of best-fit type



Extraversion and Introversion Clarity of best-fit type

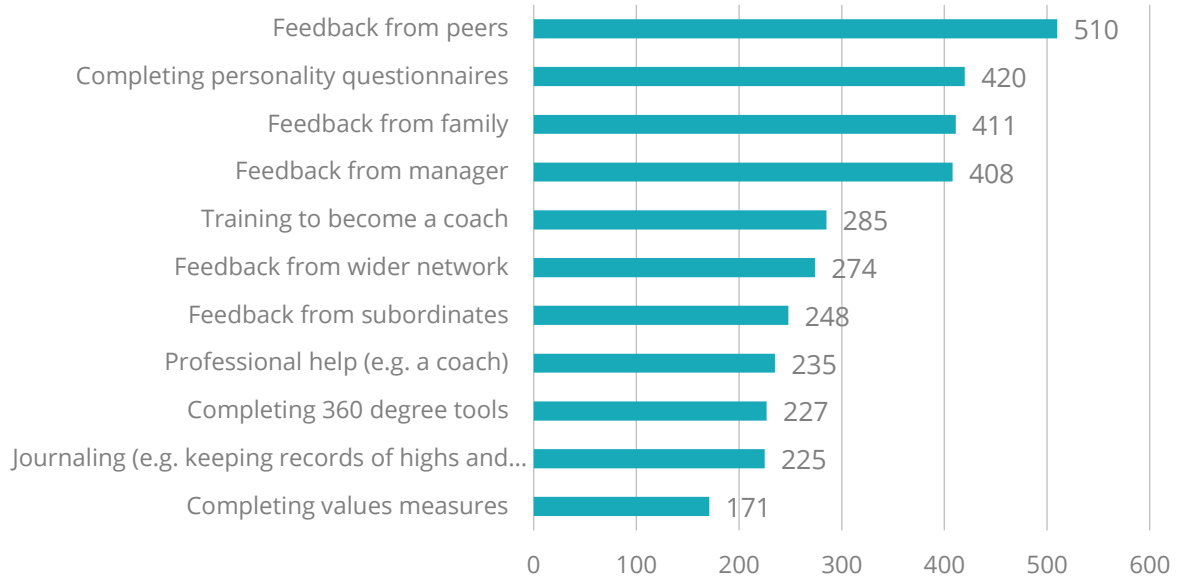


Sensing and Intuition Clarity of best-fit type



Developing self-awareness

The most frequently used method to develop self-awareness was feedback from peers (510 respondents). This was followed by personality questionnaires (420 respondents), feedback from family (411 respondents), and feedback from manager (408 respondents).



Factor analysis (principal components extraction, varimax rotation) suggested that there were three underlying factors around how useful participants found the different feedback methods.

Rotated component matrix

	Feedback	Measures	Self-help
Feedback from manager	0.863		
Feedback from clients	0.733		
Feedback from peers	0.823		
Feedback from subordinates	0.784		
Feedback from wider network	0.736		
Feedback from family	0.664		
Completing personality questionnaires		0.647	
Completing 360-degree tools		0.743	
Completing values measures		0.763	
Journaling (e.g. keeping records of highs, lows, possibilities, questions, discoveries etc.)		0.817	
Training to become a coach		0.663	
Professional help (e.g. coaching)			0.845

Factor 1. Feedback from others was most useful: manager, clients, peers, subordinates, wider network, family and 360-degree measures.

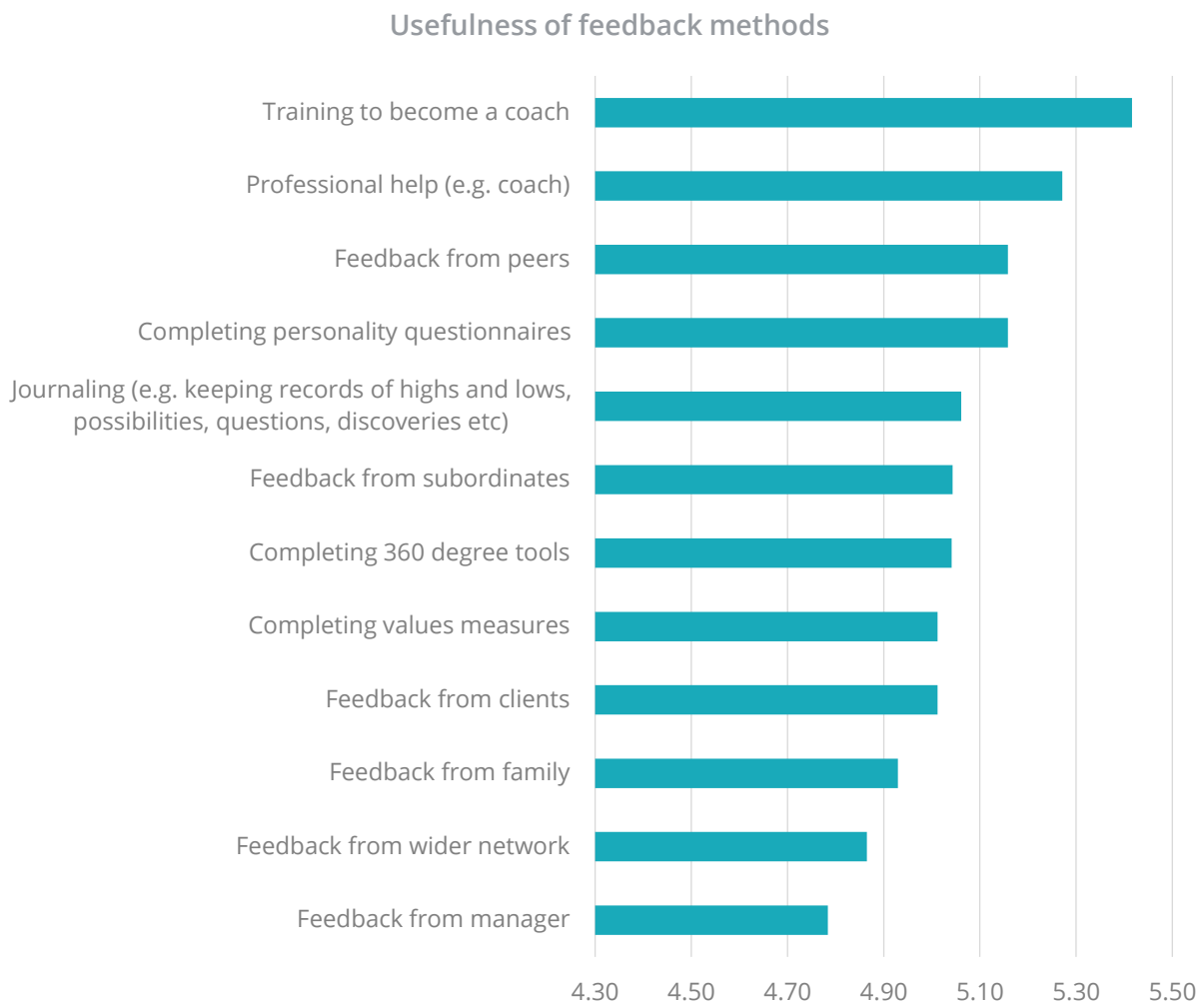
Factor 2. Feedback from measures was most useful: values measures, personality questionnaires and receiving coaching.

Factor 3. These participants preferred to use self-help methods (journaling and training to become a coach).

Further analysis of these three factors showed that those with Feeling preferences (Mean=3.84, SD=0.28) rated the self-help areas as more effective than those with a Thinking preference (Mean=3.71. SD=0.39); $t(188) = -2.56, p < 0.11$.

Developing self-awareness: What works?

A method might be used to develop self-awareness, but does this make it an effective method? We also asked participants to rate the usefulness of the different methods for developing self-awareness.



The most useful methods:

- Training to be a coach (Mean=5.41 SD=0.72)
- Professional help (e.g. coaching) (Mean=5.27 SD=0.75)
- Feedback from peers (Mean=5.15 SD=0.61)
- Completing personality questionnaires (Mean=5.15 SD=0.66)

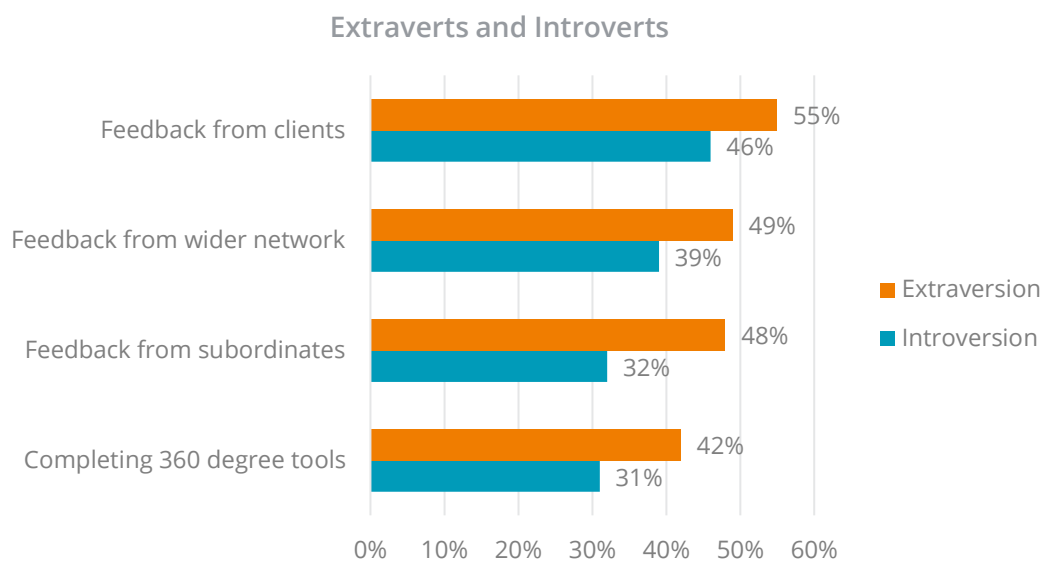
But does personality influence which methods we use? We asked respondents which methods they had used to develop their self-awareness, and noticed that there were differences between types in which methods they were drawn to.

Feedback from clients: This was used by 55% of people with preferences for Extraversion, and 46% of those with preferences for Introversion.

Feedback from wider network: This was used by 49% of people with preferences for Extraversion, and 39% of those with preferences for Introverts.

Feedback from subordinates: This was used by 48% of people with preferences for Extraversion, and 32% of those with preferences for Introversion.

360-degree feedback tools: These were used by 42% of people with preferences for Extraversion, and 31% of those with preferences for Introversion.



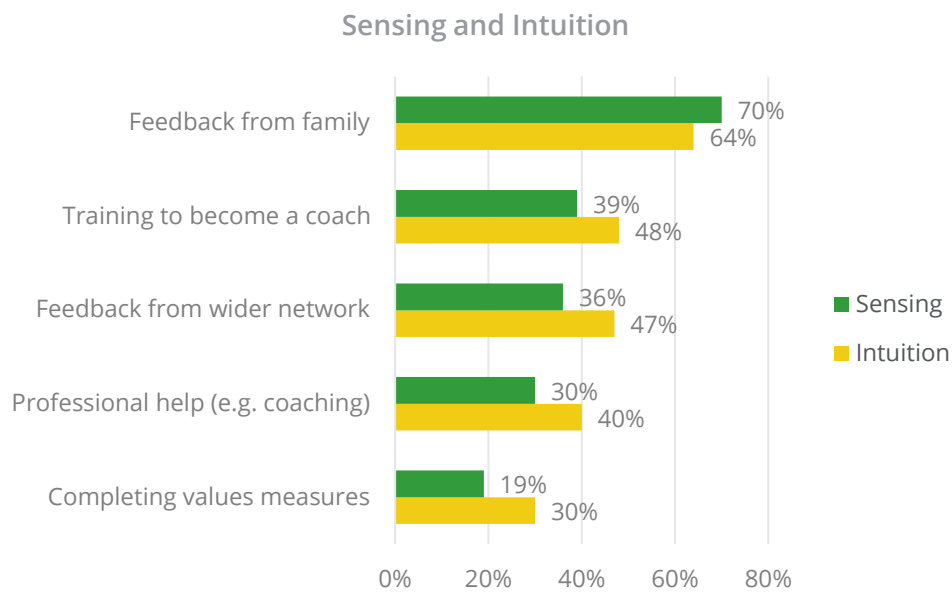
Feedback from family: This was used by 70% of people with preferences for Sensing, and 64% of those with preferences for Intuition.

Training to become a coach: This was used by 39% of people with preferences for Sensing, and 48% of people with preferences for Intuition.

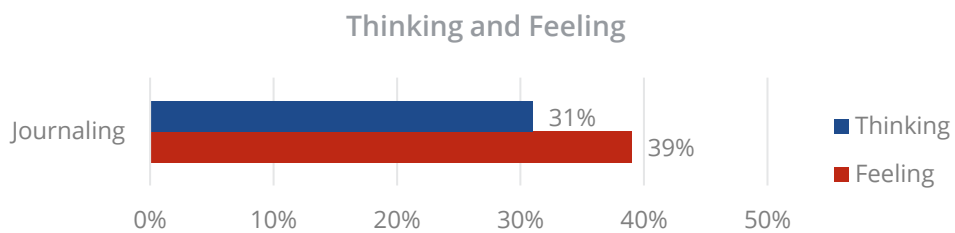
Feedback from wider network: This was used by 36% of people with preferences for Sensing, and 47% of people with preferences for Intuition.

Professional help (e.g. coaching): This was used by 30% of people with preferences for Sensing, and 40% of people with preferences for Intuition.

Values measures: These were used by 19% of those with preferences for Sensing, and 30% of those with preferences for Intuition.



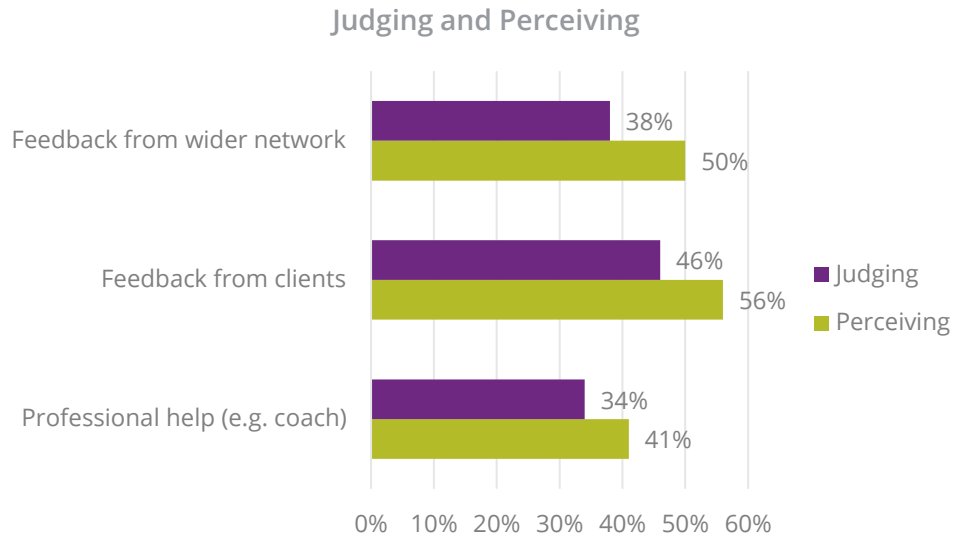
Journaling: This was used by 31% of those with preferences for Thinking, and 39% of those with preferences for Feeling.



Feedback from wider network: This was used by 38% of those with preferences for Judging, and 50% of those with preferences for Perceiving.

Feedback from clients: This was used by 46% of those with preferences for Judging, and 56% of those with preferences for Perceiving.

Professional help (e.g. coaching): This was used by 34% of those with preferences for Judging, and 41% of those with preferences for Perceiving.



Respondents' self-awareness

Respondents were invited to rate their self-awareness. Most agreed or strongly agreed that they had a great deal of self-awareness (82%) while 16% neither agreed nor disagreed with this statement.

"I have a great deal of self-awareness"

Agree or strongly agree	Neither agree nor disagree	Disagree or strongly disagree	Total
609 (82%)	115 (16%)	19 (2%)	743

73% of respondents agreed or strongly agreed that others would describe them as very self-aware while 24% neither agreed nor disagreed with this statement. When answering about themselves, respondents rated themselves as more self-aware (82%) than if others were asked to do the same (73%).

"Others would describe me as very self-aware"

Agree or strongly agree	Neither agree nor disagree	Disagree or strongly disagree	Total
544 (73%)	170 (24%)	28 (3%)	742

Facets of self-awareness

We developed questions to measure the four facets of self-awareness. These were used to produce scores on each of the facets. All four facets showed acceptable internal consistency reliability.

Scale	Items	Reliability
Reflection	I often reflect on my thoughts I do not often think about the way I am feeling I enjoy exploring my "inner self" I do not often spend much time in self-reflection I do not place much value on my internal state Reflecting on my inner world is a waste of time I often reflect on my feelings Others would benefit from reflecting more on their thoughts Other people spend too much time thinking about how they are feeling Others would benefit from reflecting on their feelings more Other people spend too much time considering the way they are thinking Others would benefit from engaging in more self-reflection Other people do not need to explore their "inner self" It is important for me to monitor my internal state	0.870
Insight	I am interested in analyzing the behaviour of others I value opportunities to evaluate my behaviour It is important to understand why people behave in the way they do When I'm feeling uncomfortable, I can easily name these feelings Reflecting on my thoughts confuses me I understand why I behave in the way I do I often do not understand the way I feel about things I usually know why I am feeling the way I do I often do not understand why I react in the way I do	0.759
(un)Mindfulness	I am often on auto-pilot, and do not pay much attention to what I am doing I often hurry from one activity to the next Sometimes I am careless because I am preoccupied, with many things on my mind I often dwell on the past or the future, rather than the present I do not tend to pay much attention to what I am doing My mind often wanders when I am trying to concentrate	0.689
Rumination	When I have unpleasant thoughts, I can easily put them out of my mind I often find myself thinking about past negative events When things go wrong, I often ruminate on them for long periods of time I tend not to look back and think about how I could have done things differently	0.690

While there is an inter-correlation between these dimensions, they are sufficiently distinct to be treated as separate scales.

	Reflection	Insight	Mindfulness	Rumination
Reflection	1	0.341**	-0.050	-0.224**
Insight		1	-0.281**	0.160**
Mindfulness			1	-0.321**
Rumination				1

** - significant at the 1% level * - significant at the 5% level

T-tests were used to look at differences between self-awareness at the type preference pair level. The statistically significant results (based on an independent samples t-test) are shown below:

	E-I	S-N	T-F	J-P
Reflection	I more than E	N more than S	F more than T	
Insight	E more than I	N more than S		
Mindfulness				J more than P
Rumination	E more than I		T more than F	

Further discussion about the four facets of self-awareness, and how they relate to whole type and individual preference pairs, is discussed on pages 19–22.

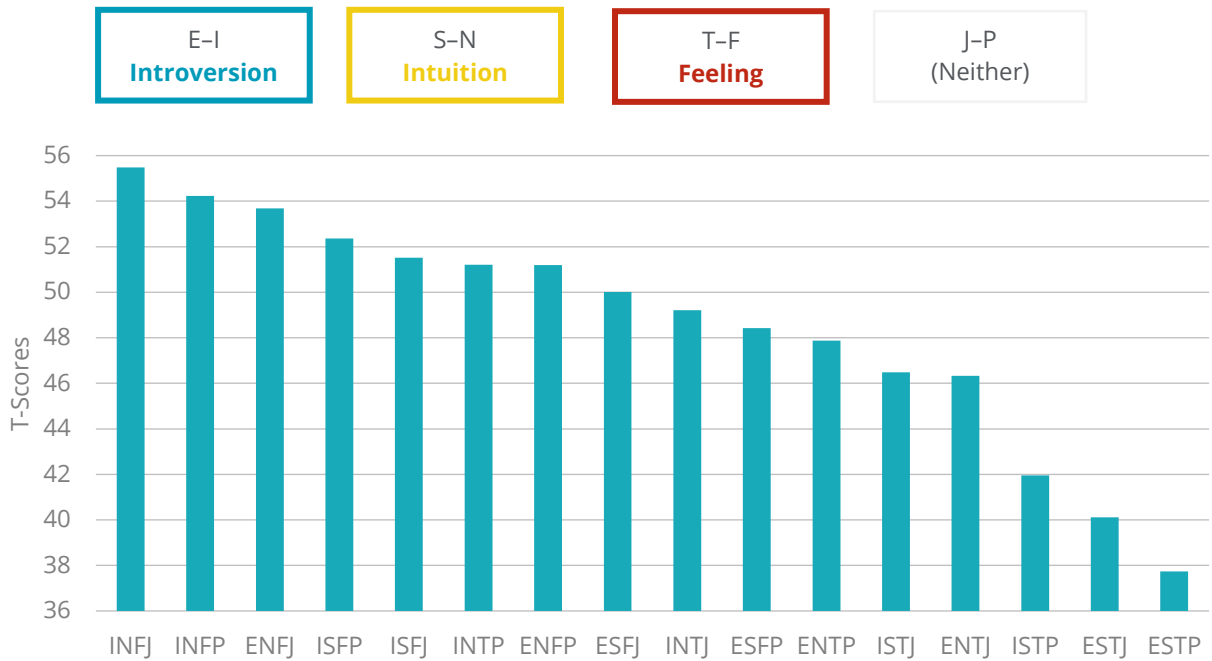
To summarize these results:

- Those with preferences for Introversion (Mean=51.20 SD=9.73); $t(715) = -3.50$, $p < 0.001$ reported higher levels of Reflection than those with preferences for Extraversion (Mean=48.60 SD=10.14); $t(715) = -3.50$, $p < 0.001$.
- Those with preferences for Extraversion (Mean=51.49 SD=9.64); $t(724) = 3.80$, $p < 0.001$ reported higher levels of Insight compared to those with preferences for Introversion (Mean=48.70 SD=10.08); $t(724) = 3.80$, $p < 0.001$.
- Those with preferences for Extraversion (Mean=51.91 SD=9.75); $t(733) = 4.97$, $p < 0.001$ reported higher levels of Rumination compared to those with preferences for Introversion (Mean=48.29 SD=9.91); $t(733) = 4.97$, $p < 0.001$.
- Those with preferences for Intuition (Mean=51.43 SD=8.95); $t(715) = -6.18$, $p < 0.001$ reported higher levels of Reflection than those with preferences for Sensing (Mean=46.49 SD=11.44); $t(715) = -6.18$, $p < 0.001$.
- Those with preferences for Intuition reported high levels of Insight (Mean=50.77 SD=9.67); $t(724) = -3.17$, $p = 0.002$ than those with preferences for Sensing (Mean=48.21 SD=10.45); $t(724) = -3.17$, $p = 0.002$.
- Those with preferences for Feeling (Mean=52.59 SD=8.31); $t(715) = -8.05$, $p < 0.001$ reported higher levels of Reflection than those with Thinking preferences (Mean=46.79 SD=10.94); $t(715) = -8.05$, $p < 0.001$.
- Those with Thinking preferences (Mean=50.94 SD=9.50); $t(733) = 2.29$, $p = 0.022$ reported higher levels of Rumination than those with Feeling preferences (Mean=49.24 SD=10.33); $t(733) = 2.29$, $p = 0.022$.
- Those with Judging preferences (Mean=48.38 SD=10.04); $t(729) = -4.54$, $p < 0.001$ reported higher levels of Mindfulness than those with Perceiving preferences (Mean=51.69 SD=9.66); $t(729) = -4.54$, $p < 0.001$. This scale on this facet of self-awareness was reverse scored.

In-depth type differences

Reflection

Reflecting on one's thoughts and feelings, valuing self-reflection and others' self-reflection



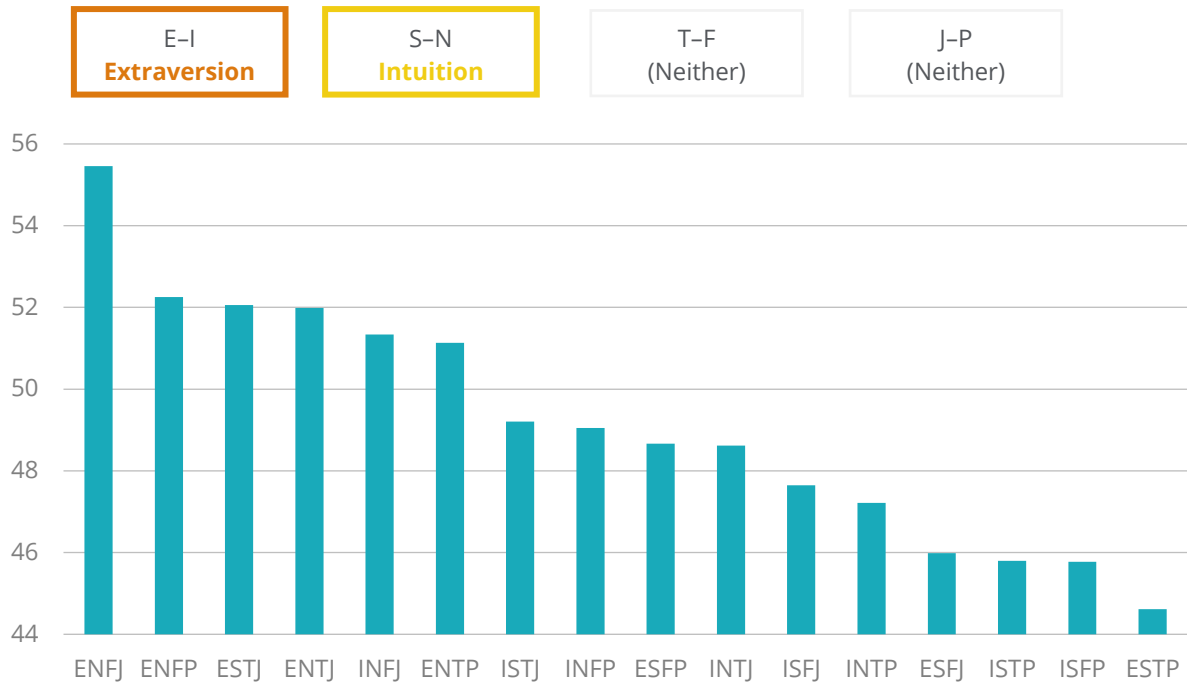
Those who scored highly on Reflection were more likely to have preferences for Introversion, Intuition, and Feeling.

INFJs scored highest on the Reflection scale while ESTPs scored lowest.

Those who scored highly on Reflection rated journaling (e.g. keeping records of highs and lows, possibilities, questions and discoveries) as being an effective way of developing their self-awareness. They also commented on how spiritual practices such as contemplation have also helped them to develop their self-awareness.

Insight

Ability to name feelings, comfort with uncomfortable feelings, understanding one's motives

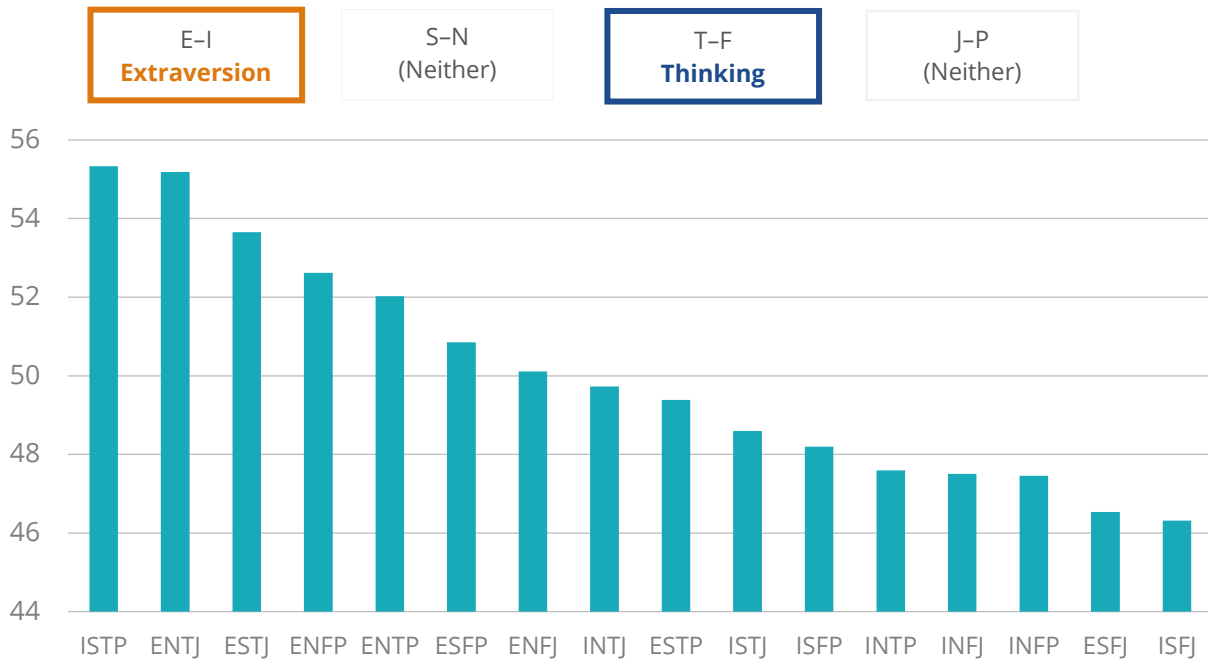


Those who say they are insightful are more likely to have preferences for Extraversion and Intuition. Associated with these preferences is the energy and enjoyment gained from being around and spending time with other people. Perhaps taking these opportunities to share and explore their feelings and motivations with other people allows them to name and share their experiences?

Those who reported highest on the Insight scale also indicated that training to become a coach was a particularly useful method of developing their self-awareness. Training to become a coach affords opportunities to gain insight about motivations and behaviours. There might be times when the coach learns to ask challenging questions that cause themselves and their coachee discomfort. Personal change is often reported as an uncomfortable process, even though it is often associated with positive outcomes.

Rumination

Recalling negative events, considering the past and how things could have been done differently

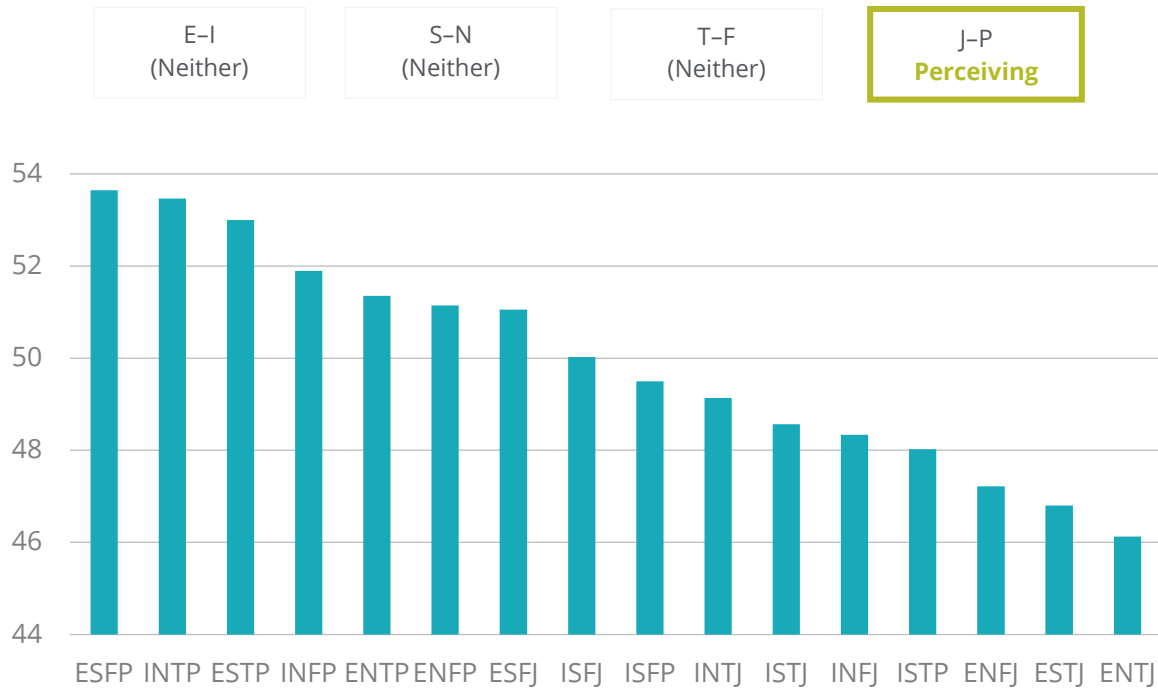


Although those with preferences for Extraversion gain energy from people and the world around them, they also reported a greater propensity to ruminate compared to those who have preferences for Introversion. Those with preferences for Extraversion do gain their energy from the outer world, but they will still go into their inner world to reflect for periods of time. For those with preferences for Extraversion, they may benefit from learning to find the balance between time with others and time alone after a difficult period.

Those with preferences for Thinking also reported they spent more time looking back and thinking about things that have gone wrong, and how they could have done things differently. This could be due to their desire to think logically and rationally about tasks and people.

(un)Mindfulness*

Rushing between activities, operating on autopilot, having a wandering mind



*From a research perspective, it is easier to get responses relating to unmindfulness than mindfulness. The above graph shows unmindfulness. The text below talks about both.

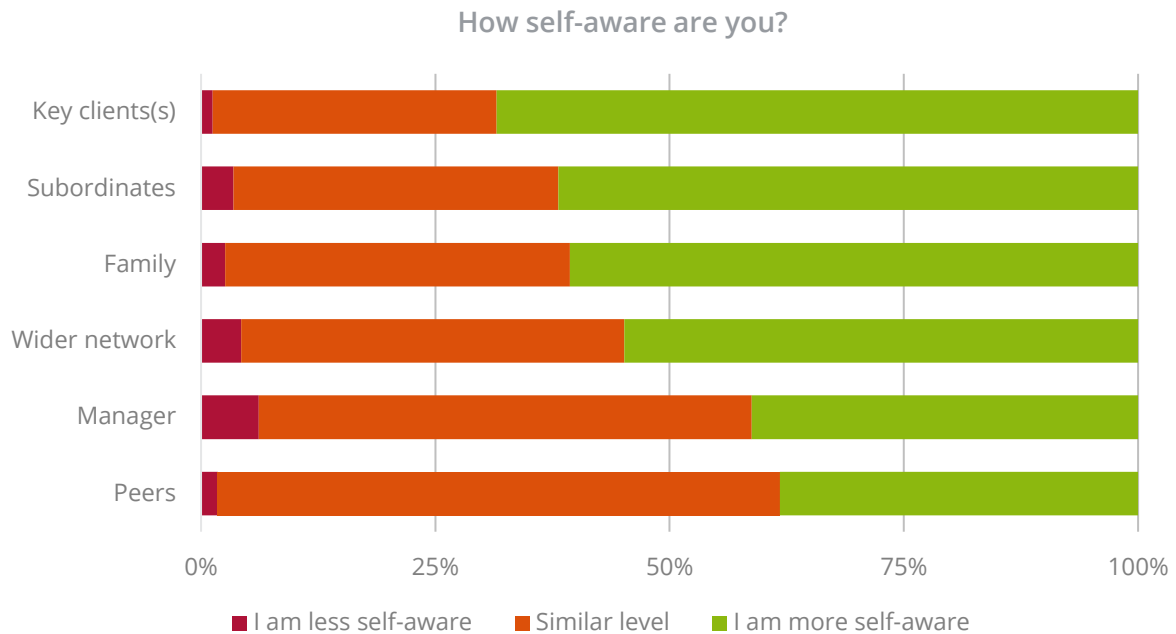
Those who reported higher on the Mindfulness scale, and therefore lower on unmindfulness, were more likely to have preferences for Judging. Associated with preferences for Judging is a desire to live life in a structured and organized way. In turn, this could be because living in a more planful way allows for attention to be focused on what is going on in the present moment.

Another lens we can use to understand these results is type dynamics. Those with preferences for ESTP or ESFP have the dominant function (the favourite process) Extraverted Sensing. ESTPs and ESFPs are often described as engaged, curious and aware of their surroundings – indeed, these are all elements of being mindful. Interestingly, those with dominant Extraverted Sensing did not score more highly on the Mindfulness scale, despite the similarities between mindfulness and the characteristics of Extraverted Sensing.

Those who reported higher on the Mindfulness scale (lower on unmindfulness) commented on an increased acceptance of themselves, improved relationships and improved communication as a result of their mindfulness. Those who are energised by their inside world report that they are more often on ‘autopilot’, whereas those who are energised by the outer world report that they often find themselves rushing from one activity to the next. We are often hearing lots about the benefits of mindfulness, but it is interesting to note that both those with preferences for Extraversion and Introversion may find it challenging to live ‘in the moment’.

Self-awareness: An overview

41% of respondents reported that they were more self-aware than their manager, and 38% that they were more self-aware than their peers. 68% were more self-aware than their key client(s), though this might be accounted for by the nature of the sample of respondents working in coaching and personal development roles. 61% reported higher levels of self-awareness compared to subordinates, 54% compared to their wider network, and 60% compared to their family.



Open-ended questions asked respondents about their views on the advantages and disadvantages to being self-aware. Thematic analysis (Braun & Clarke, 2006) was used to identify themes within the responses from the open-ended questions.

179 respondents said that being able to understand their emotional reactions and motivations for behaving in a particular way was an advantage to being self-aware. 152 said that they were able to make choices so as to manage their behaviour. 100 respondents went further and said that they actively adapted their behaviour to account for the needs of others.

Advantages to being self-aware

Pearson Chi Square was used to analyze and understand the differences between the preference pairs, and how they viewed the advantages to being self-aware. Those with Feeling preferences ($\chi^2 = 4.07$, $p=0.043$) and those with Judging preferences ($\chi^2 = 6.63$, $p=0.012$) were more likely to talk about accepting and understanding themselves.

Those with Thinking preferences ($\chi^2 = 4.43$, $p=0.035$) were more likely to talk about improved communication.

Those with Sensing preferences ($\chi^2 = 4.55$, $p=0.033$) were more likely to talk about managing themselves and adapting their behaviour.

Regarding the advantages of self-awareness, no significant differences were noted between those with preferences for Extraversion, Introversion, Intuition, and Perceiving.



Disadvantages to being self-aware

Although there are disadvantages to being self-aware, there are fewer disadvantages than advantages. At most, 110 respondents cited the disadvantage of overthinking things, or over-analyzing situations.

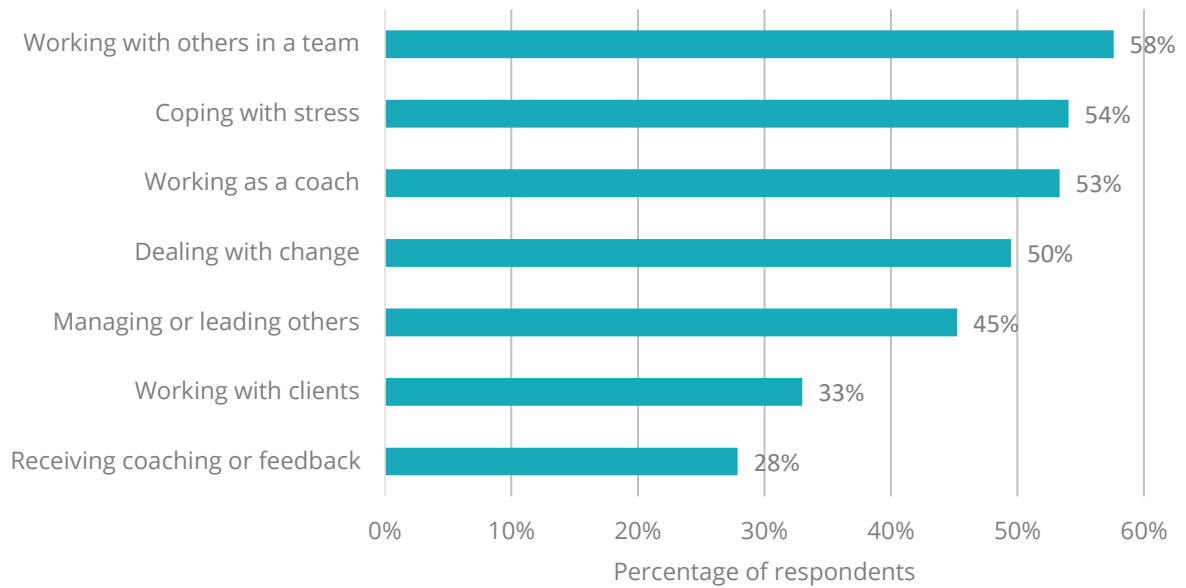
Those with preferences for Extraversion ($x^2 = 5.59, p=0.018$) were more likely to talk about the risk of analysis paralysis and over-thinking situations. It is interesting that they report this, as those with preferences for Extraversion report that they like to get into action quickly on tasks and other activities. Those with preferences for Introversion ($x^2 = 4.52, p=0.033$) and Feeling ($x^2 = 6.20, p=0.013$) were more likely to talk about ruminating and dwelling on situations compared to those with preferences for Extraversion and Thinking. Those with preferences for Introversion ($x^2 = 4.06, p=0.044$) were more likely to talk about the risk of becoming self-obsessed.

No significant differences were noted between those with preferences for Sensing, Intuition, Thinking, Judging and Perceiving.

What disadvantages are there to being self-aware?

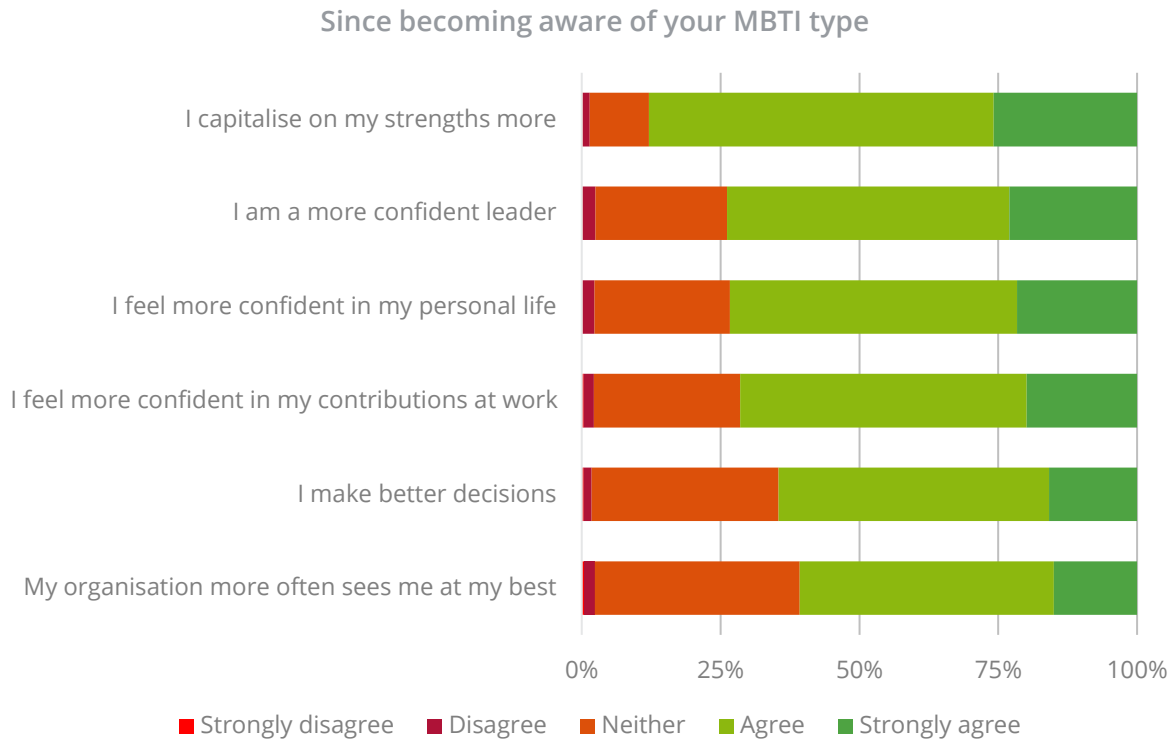


Where has self-awareness been most helpful?



58% of respondents found their self-awareness was helpful when working with others in a team. This was closely followed by coping with stress (54%), working as a coach (53%) and dealing with change (50%).

The MBTI assessment: The benefits



We see most people endorsing that they either agree or strongly agree that since becoming aware of their MBTI type, there are improvements in confidence, playing to one’s strengths, and performance. There were some type differences noted within these results.

Extraverts (Mean=5.01 SD=0.72); $t(567)=2.22, p=0.026$ were more likely to say they are a more confident leader compared to Introverts (Mean=4.87 SD=0.77); $t(567)=2.22, p=0.026$. Those with preferences for Intuition were more likely to say that they capitalize on their strengths more (Mean=5.15 SD=0.64); $t(616)=-2.31, p=0.021$ compared to those with Sensing preferences (Mean=5.02 SD=0.63); $t(616)=-2.31, p=0.021$. Those with preferences for Intuition (Mean=5.00 SD=0.72); $t(612)=-3.99, p<0.001$ were more likely to say they felt confident in their personal life compared to those with preferences for Sensing (Mean=4.74 SD=0.77); $t(612)=-3.99, p<0.001$.

The same applies to those with Feeling preferences (Mean=4.98 SD=0.71); $t(612)=-2.38, p=0.18$ – they were more likely to say that they felt more confident in their personal life compared to those with Thinking preferences (Mean=4.84 SD=0.77); $t(612)=-2.38, p=0.18$

Conclusion

All respondents had taken steps to develop their self-awareness. There are differences between different MBTI types and the methods they chose to develop their self-awareness.

- Those with preferences for Introversion, Intuition and Feeling report higher scores on the Reflection scale.
- Those with preferences for Extraversion and Intuition report higher scores on the Insight scale.
- Those with preferences for Extraversion and Thinking report higher scores on the Rumination scale.
- Those with preferences for Perceiving report lower levels of Mindfulness.

The most frequently used methods to develop self-awareness were feedback from peers, completing personality questionnaires, feedback from family, and feedback from manager. However, the most effective methods to develop self-awareness were training to be a coach, professional help (e.g. coaching), and completing personality questionnaires. When developing self-awareness, it is important to consider whether the most effective methods are being used.

The MBTI preferences of respondents influenced which feedback methods they were drawn to. Depending on a person's MBTI preferences, they may wish to consider using a feedback method that they would not ordinarily naturally be drawn to.

There are advantages and disadvantages to being self-aware. More respondents reported advantages than disadvantages to their self-awareness. The main advantages cited were around an awareness of reactions and motivation for behaviour, as well as the opportunity to adapt behaviour. Although there were fewer disadvantages, these were cited as overanalysis, or analysis paralysis.

Since respondents became aware of the personality type, they reported improvements in capitalizing more on strengths, leadership, and confidence in their work life, personal life, and decision making. This goes to show the benefits of using the MBTI questionnaire to help raise and develop self-awareness.

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Appendices

Appendix 1: The survey

In the first part of the survey, we will ask you for some background information about yourself, including your best-fit (verified) type. This data will only be used anonymously, as part of our research.

Q1) What is your best-fit (verified) type?

Q2) How did you decide on your MBTI best-fit (verified) type?

- Individual face-to-face feedback
- Face-to-face feedback as part of a group
- Individual feedback via phone/Skype etc
- Group feedback via phone/Skype etc
- MBTI Online/MBTI Complete
- I did not complete the MBTI questionnaire, but I have received feedback on my type
- I did not complete the MBTI questionnaire, but have worked my type out for myself
- I completed a free online questionnaire

Q3) How sure are you of your best-fit (verified) type? (Very unsure, Unsure, Sure, Very sure)

- Extraversion / Introversion
- Sensing / Intuition
- Thinking / Feeling
- Judging / Perceiving

Q4) When did you reach your best-fit (verified) type? (Less than a year ago, 1–3 years ago, 4–6 years ago, 7–9 years ago, 10–14 years ago, 15–19 years ago, 20–29 years ago, 30–39 years ago, 40 or more years ago, I do not remember)

Q5) What is your age in years?

Q6) What is your gender? (Male, Female, Transgender, Prefer not to disclose)

Q7) What is your employment status? (Employed full-time, Employed part-time, Self-employed, Homemaker, Student, Retired, Unemployed)

Q8) Which one of the following categories do you think best describes your job role? Please choose "other" if none fit. (Coaching, people development | Computing, IT | Consultancy | Craft, production, manufacturing, assembly | Education, learning, training | Engineering | Financial, business support, business operations, administrative | HR | Sales, service and related | Science, research, technical specialist | Management

Q9) What level is your job? (Owner or CEO, Executive level management, Senior management, Middle management, First level management/supervisor, Project management, Employee)

Q10) What country do you principally work in?

Q11) Now we would like to ask you your views on self-awareness. There are 32 questions in this section.

Please read each statement below. For each one, state the extent to which you agree or disagree with the statement. (Strongly disagree, Disagree, Neither disagree/agree, Agree, Strongly Agree)

- I often reflect on my thoughts
- I do not often think about the way I am feeling
- I enjoy exploring my "inner self"
- I do not often spend much time in self-reflection
- I do not place much value on my internal state
- Reflecting on my inner world is a waste of time
- I spend too much time in my inner world, reflecting
- I often reflect on my feelings
- Others would benefit from reflecting more on their thoughts
- Other people spend too much time thinking about how they are feeling
- Others would benefit from reflecting on their feelings more
- Other people spend too much time considering the way they are thinking
- Others would benefit from engaging in more self-reflection
- Other people do not need to explore their "inner self"
- It is important for me to monitor my internal state
- I am interested in analyzing the behaviour of others
- I value opportunities to evaluate my behaviour
- It is important to understand why people behave in the way they do
- When I'm feeling uncomfortable, I can easily name these feelings
- Reflecting on my thoughts confuses me
- I understand why I behave in the way I do
- I often do not understand the way I feel about things
- I usually know why I am feeling the way I do
- I often do not understand why I react in the way I do
- I am often on auto-pilot, and do not pay much attention to what I am doing
- I often hurry from one activity to the next
- Sometimes I am careless because I am preoccupied, with many things on my mind
- I often dwell on the past or the future, rather than the present
- I do not tend to pay much attention to what I am doing
- My mind often wanders when I am trying to concentrate
- When I have unpleasant thoughts, I can easily put them out of my mind
- I often find myself thinking about past negative events
- When things go wrong, I often ruminate on them for long periods of time
- I tend not to look back and think about how I could have done things differently
- I have a great deal of self-awareness
- Others would describe me as very self-aware

Q12) In a few words, how would you define self-awareness?

Q13) What advantages are there to being self-aware?

Q14) What benefits do you perceive others gain from your self-awareness?

Q15) What disadvantages are there to being self-aware?

Q16) If the self-awareness of individual team or group members differs, what effect(s) have you seen and/or experienced?

Q17) How does your self-awareness differ to those around you? (Not applicable, I am less self-aware, We have similar levels of self-awareness, I am more self-aware)

- Manager
- Key client(s)
- Peers
- Subordinates
- Wider network
- Family

Q18) If relevant, describe how your self-awareness differs from those around you

Q19) Choose up to three areas where your self-awareness has been most helpful

- Acting as a coach
- Coping with stress
- Dealing with change
- Dealing with clients
- Managing and leading others
- Receiving coaching or feedback
- Working with others in a team

Q20) Describe how your self-awareness has helped you to deal with the area(s) you have chosen?

Q21) Any other comments about self-awareness?

Q22) Please read each statement below. For each one, state the extent to which your MBTI knowledge has made it more or less likely that the statement is true. (Unsure, Much less, Less so, No difference, More so, Much more)

- I am in control of my emotions
- I am productive
- I rely on others for help completing tasks
- I rely on others for help solving problems
- I have work-life balance
- I interrupt others while they are talking
- I daydream
- I listen to instructions
- I am in control of my temper
- I complain
- I argue
- I hoard my belongings
- I exaggerate
- I monopolize conversations
- I delegate
- I manage my time effectively
- I procrastinate
- I trust those around me
- I am innovative
- I am daring
- I am motivated
- I strive for good enough instead of perfection
- I am genuine with those around me
- I am in control of my email inbox
- I am considered
- I notice when I need to spend time unwinding
- I notice when I need the company of others
- I am proactive in increasing my network
- I am respectful towards others
- I am performing effectively in my role
- I am in control of my time
- I ask for more information when I need it

Q23) Since becoming aware of your MBTI best-fit (verified) type, please rate how your increased knowledge has made you feel. (Not applicable, Strongly disagree, disagree, neither disagree or agree, Agree, Strongly agree)

- I capitalize on my strengths more
- I make better decisions
- I am a more confident leader
- My organization more often sees me at my best
- I feel more confident in my contributions at work
- I feel more confident in my personal life

Q24) How have you developed your self-awareness? Please select all the methods you have used.

- Feedback from manager
- Feedback from clients
- Feedback from peers
- Feedback from subordinates
- Feedback from wider network
- Feedback from family
- Completing personality questionnaires
- Completing 360-degree tools
- Completing values measures
- Journaling (e.g. keeping records of highs and lows, possibilities, questions, discoveries etc)
- Training to become a coach
- Professional help (e.g. a coach)
- I do not think that I have developed my self-awareness

Q25) How useful has each method been in developing your self-awareness? (Not applicable, Very ineffective, Ineffective, Neither ineffective/effective, Effective, Very effective)

- Feedback from manager
- Feedback from clients
- Feedback from peers
- Feedback from subordinates
- Feedback from wider network
- Feedback from family
- Completing personality questionnaires
- Completing 360-degree tools
- Completing values measures
- Journaling (e.g. keeping records of highs and lows, possibilities, questions, discoveries etc)

- Training to become a coach
- Professional help (e.g. a coach)
- I do not think that I have developed my self-awareness

Q26) If you have any questions or comments, please add them below.

Appendix 2: Psychological type and the MBTI® assessment

The Myers-Briggs Type Indicator® (MBTI®) assessment is probably the most widely used personality questionnaire in the world. It does not measure our ability or skill, or how much of a personality trait we have. It looks at whether we have an inbuilt preference to do things in one way or in another way. It looks at four pairs of preferences:

Opposite ways to direct and receive energy	
Extraversion (E)	Introversion (I)
Gets energy from the outer world of people and experiences	Gets energy from the inner world of reflections and thoughts
Focuses energy and attention outwards in action	Focuses energy and attention inwards in reflection
Opposite ways to take in information	
Sensing (S)	Intuition (N)
Prefers real information coming from five senses	Prefers information coming from associations
Focuses on what is real	Focuses on possibilities and what might be
Opposite ways to decide and come to conclusions	
Thinking (T)	Feeling (F)
Steps out of situations to analyze them dispassionately	Steps into situations to weigh human values and motives
Prefers to make decisions on the basis of objective logic	Prefers to make decisions on the basis of values
Opposite ways to approach the outside world	
Judging (J)	Perceiving (P)
Prefers to live life in a planned and organized manner	Prefers to live life in a spontaneous and adaptable way
Enjoys coming to closure and making a decision	Enjoys keeping options open

For convenience, these pairs of preferences, or pairs of opposites, are often called type dichotomies. So we might talk about the E-I dichotomy, the S-N dichotomy, the T-F dichotomy or the J-P dichotomy.

In each dichotomy, we will have a preference for one type. For example, we might prefer E rather than I, and spend much more of our time and energy doing things typical of Extraverts, and little of our time or attention on activities and ways of doing things typical of Introverts. Or we might prefer I rather than E. Whatever our preference, we will spend some time and carry out some activities associated with the other side. The same applies to S-N, T-F and J-P. In each case we have a preference, but we will visit the other side from time to time. We will use all eight modes at least some of the time.

The MBTI assessment is a method for helping individuals to determine their type preferences. You may hear people say things like "I'm an ESTJ" or "I've got preferences for INFP" or "I'm

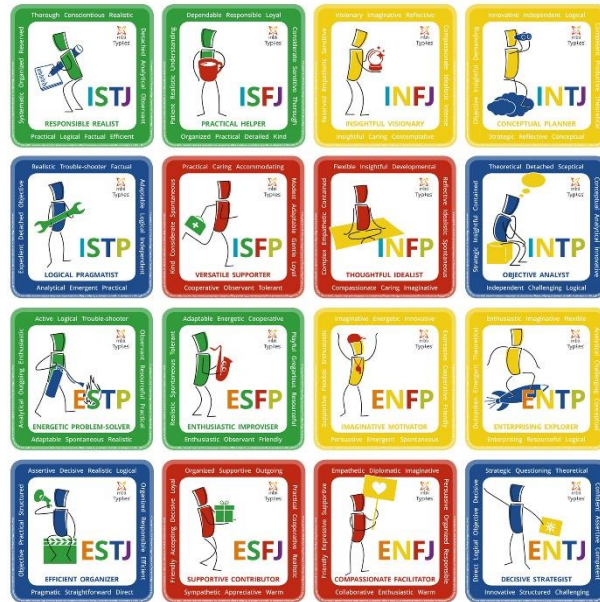
definitely a Perceiving type." They can then use this knowledge in all sorts of ways to help them with their development as human beings. The four letters can be combined to give 16 different types, but this four-letter type formula should not be used to 'put people in a box'. The MBTI indicator is used to create possibilities, not to limit individuals.

The 16 types are often illustrated using a *type table*, as shown here.

Each of these 16 types has a favourite process (dominant function) which takes the lead in directing their personality. For ISTJ and ISFJ, for example, Introverted Sensing (Sⁱ), is the favourite process. Central to their personality is the importance of lived experience, and drawing on their rich store of memories.

For ESTP and ESFP, it is Extraverted Sensing (S^e): experiencing the moment, the here and now, with all their senses.

This continues for all the types. Note that there are 8 favourite processes, not 16. Each favourite process applies to two types.



Types	Favourite process
ISTJ, ISFJ	Introverted Sensing (S ⁱ)
ESTP, ESFP	Extraverted Sensing (S ^e)
INFJ, INTJ	Introverted Intuition (N ⁱ)
ENTP, ENFP	Extraverted Intuition (N ^e)
ISTP, INTP	Introverted Thinking (T ⁱ)
ESTJ, ENTJ	Extraverted Thinking (T ^e)
ISFP, INFP	Introverted Feeling (F ⁱ)
ESFJ, ENFJ	Extraverted Feeling (F ^e)

Appendix 3: Self-awareness questionnaire

This was a shortened version of the self-awareness questionnaire distributed in self-awareness related webcasts and conference presentations.

For each block of statements below, answer each individual statement in terms of whether you strongly disagree, disagree, neither agree nor disagree, agree, or strongly agree. For each statement, you will have a score of 1, 2, 3, 4 or 5, depending on which option you chose. Add up the numbers in each block to get the total raw score for each block.

Insight	Strongly disagree	Disagree	Neither	Agree	Strongly agree
I am interested in analysing the behaviour of others	1	2	3	4	5
I value opportunities to evaluate my behaviour	1	2	3	4	5
It is important to understand why people behave in the way they do	1	2	3	4	5
When I'm feeling uncomfortable, I can easily name these feelings	1	2	3	4	5
I understand why I behave in the way I do	1	2	3	4	5
I usually know why I am feeling the way I do	1	2	3	4	5

Insight total raw score:

Reflection	Strongly disagree	Disagree	Neither	Agree	Strongly agree
I often reflect on my thoughts	1	2	3	4	5
I enjoy exploring my 'inner self';	1	2	3	4	5
Reflecting on my inner world is not a waste of time	1	2	3	4	5
I spend too much time in my inner world, reflecting	1	2	3	4	5
I often reflect on my feelings	1	2	3	4	5
Others would benefit from reflecting more on their thoughts	1	2	3	4	5
Others would benefit from reflecting on their feelings more	1	2	3	4	5
Others would benefit from engaging in more self-reflection	1	2	3	4	5
It is important for me to monitor my internal state	1	2	3	4	5

Reflection total raw score:

Rumination	Strongly disagree	Disagree	Neither	Agree	Strongly agree
When I have unpleasant thoughts, I can easily put them out of my mind	1	2	3	4	5
I tend not to look back and think about how I could have done things differently	1	2	3	4	5
I often find myself thinking about past negative events	5	4	3	2	1
When things go wrong, I often ruminate on them for long periods of time	5	4	3	2	1

Rumination total raw score (note: scoring for the last two questions is reversed):

Mindfulness	Strongly disagree	Disagree	Neither	Agree	Strongly agree
I am often on auto-pilot, and do not pay much attention to what I am doing	1	2	3	4	5
I often hurry from one activity to the next	1	2	3	4	5
Sometimes I am careless because I am preoccupied, with many things on my mind	1	2	3	4	5
I often dwell on the past or the future, rather than the present	1	2	3	4	5
I do not tend to pay much attention to what I am doing	1	2	3	4	5
My mind often wanders when I am trying to concentrate	1	2	3	4	5

Mindfulness total raw score:

Now compare the total raw score from each block to the norm table below to see your standard score on each scale:

	1	2	3	4	5	
<p>May be confused by their feelings or surprised by their behaviour.</p> <p>6 – 21</p>	22 – 23	Insight		27 – 28	29 – 30	Interested in analyzing behaviour, understands own feelings and behaviour.
<p>Does not spend time on or value self-reflection. Thinks others spend too much time on this.</p> <p>9 – 27</p>	28 – 30	Reflection		35 – 38	39 – 45	Reflects on own thoughts and feelings. Believes that this is important and that others should do this.
<p>May dwell on what has gone wrong and negative events. Finds it difficult to dismiss unpleasant thoughts.</p> <p>4 – 6</p>	7 – 9	Rumination		13 – 16	17 – 20	Does not dwell on the past. Can put unpleasant thoughts to one side.
<p>Lives in the present, pays attention to what they are doing, gives time to each activity.</p> <p>6 – 12</p>	13 – 16	Mindfulness		21 – 23	24 – 30	In a hurry, may be careless and preoccupied. Can find it difficult to concentrate, less mindful.
	1	2	3	4	5	

How do these results compare to your views on your own self-awareness?

What actions might you wish to take?

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