

Analyze the Followers: A Phase II Analysis of MBTI

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Abstract

Intuition is a predilection to anticipate a given outcome. While, some are said to have better intuitive capacity than others, much is attributable to skill. Research has shown that intuitions work best when two conditions are met: a regular environment with repeating patterns and patterns encountered with enough frequency that rapid feedback is received (Coates, 2102). Athletics is one environment in which both conditions are met with regularity. Therefore, analyzing one's innate personality type, in this case Myers-Briggs Type Inventory (MBTI) affords a researcher the opportunity to predict the respondent's likelihood to acclimate well within a given team set.

The first study in this series examined how a leader, (in this case a collegiate coach's Myers-Briggs Type Indicator (MBTI)) impacted variability in the selection of staff, coaches and players on the team in a Southeastern Conference university from that of a normal sample population. Outcomes were published by SRCEA in 2016 under "Follow the Leader: A Team Approach to MBT." In phase two, the study examines how the intensity of the personality types identified in the initial study either continue as identified, vary toward a different team type, or produces an entirely different pattern of randomness.

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Introduction:

In order to either introduce the audience to the phase one MBTI research conducted or to remind them of the Myers-Briggs Type Indicator or MBTI used, the following provides a general background set for comprehension of the tool used in both phases of the study. MBTI is a personality inventory which adopts the theory of types first described by Dr. Carl Jung, and applies it to people's lives. The tool seeks to allow one to better understand how seemingly random variability in one's behavior is instead rather predictable and orderly. The behaviors are primarily due to innate differences in the ways in which individuals use their perception and judgment (Briggs Myers, McCaulley, Quenk, & Hammer, 2009).

It was the author's intent that this analysis of type dynamics of a unique subgroup of athletes and coaches in a defined setting would lend clarity to the concept of team dynamics as it relates to type and the influence that an effective leader has upon a group's effective functionality. After realizing the extreme polarity with which the 2015 team aligned itself compared to a random population sample, additional study was both warranted and welcomed to allow better insight into the team personality as well as to provide a means to maximize team strengths and minimize weaknesses which could, indirectly, affect team performance.

According to Hunter (2006), assessment of psychological type allows "attention to student characteristics, needs, behaviors, and experiences." For student-athletes to begin and maintain a successful career as both a student and an athlete, understanding themselves and others around them more fully is viewed as a positive action toward enhancing individual and team dynamics. As Coach Mike Krzyzewski, Coach of Duke University Men's Basketball once stated, "Talent is important. But the single most important ingredient after you get the talent is the internal leadership."

Perhaps a link may be discovered that will help unveil why teams chosen by certain MBTI personalities may be heavily influenced by those individual types in order to be productive and effective dynamic presences on and off the field. Fortunately, sports participation allows for a plethora of "psychological, social, and development opportunities like learning to perform under pressure, dealing with adversity, developing self-confidence and decision-making strategies, and learning communication skills" (Williams & Krane, 2013).

The underlying premise of Myers-Briggs Type Inventory is to recognize that while individuals have unique processes for consistent daily life, they typically follow predictable "polar configurations" (Sanborn, 2013). In referencing type theory, credits are to Carl Jung's theory, interpreted by Isabel Myers and Katharine Briggs as the MBTI personality inventory (Briggs Myers, McCaulley, Quenk, & Hammer, 2009) whereby personality types are divested based on functional pairs.

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These include one's preference for Introversion or Extraversion (I vs E). The four basic mental functions detailed by MBTI scholars are Sensing (S) and its opposite, Intuition (N); and Thinking (T) and its opposite preference of Feeling (F). The final inventory is to select between Perception (P) and Judgment (J).

Individuals are assessed via a personality tool called, Form M (Briggs & Briggs Myers, 1998), administered by a certified MBTI trainer under controlled conditions, allowing the participants to select from a series of questions traits or characteristics which best describe their personality. At the end of the survey, the participants quantitatively assess their strengths, arriving at a four lettered Type, aligned with one of the 16 MBTI Personality Types.

Individuals who prefer Introversion draw energy from the environment and internalize the experience, allowing them to focus on the internal state and think about things before discussing them. Conversely, individuals who prefer Extraversion are compelled to objects and individuals in the environment and prefer to "talk things out" (Briggs Myers, McCaulley, Quenk, & Hammer, 2009).

The perception types, Sensing and Intuition, are differentiated by Jung's work as follows: Sensing preferences prefer to focus on the immediate experiences available to their five senses while Intuitive types prefer to perceive what is beyond immediately perceptible to the senses and include possible future opportunities. The judgment paradigm focuses on whether individuals prefer linking ideas together via logical connections, Thinking, or arriving at decisions based on values and merits of the decision, Feeling (Briggs Myers, McCaulley, Quenk, & Hammer, 2009).

The final dichotomy reflects how participants prefer to orient themselves to the Outer World, rather as Judging or Perceiving. However, its analysis and evolution is the work of Katharine Briggs not Carl Jung. Its incorporation into Type Theory classification is essential to fully appreciate one's orientation toward the Outer World. Judgment types are seen as individuals who prefer seeing closure, planning operations or organizing activities. Perceiving types, conversely, are acclimated to incoming information upon which they may modify or change their opinion or resulting action (Briggs Myers, McCaulley, Quenk, & Hammer, 2009).

To fully explain type dynamics for each of the 16 MBTI Personality Types is a work into itself; however, a general insight into the types is provided on Table 1.

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Table 1: Contributions by Type (Briggs Myers, McCaulley, Quenk, & Hammer, 2009), p. 38.

		Sensing with:		Intuitive with:	
		THINKING	FEELING	FEELING	THINKING
Introverts	Judging Types	ISTJ Concentration Fact Focused Logic Organization	ISFJ Concentration Fact Focused Warmth Organization	INFJ Concentration Possibilities Warmth Organization	INTJ Concentration Possibilities Logic Organization
	Perceiving Types	ISTP Concentration Fact Focused Logic Adaptability	ISFP Concentration Facts Focused Warmth Adaptability	INFP Concentration Possibilities Warmth Adaptability	INTP Concentration Possibilities Logic Adaptability
Extraverts	Perceiving Types	ESTP >Interests Fact Focused Logic Adaptability	ESFP >Interests Fact Focused Warmth Adaptability	ENFP >Interests Possibilities Warmth Adaptability	ENTP >Interests Possibilities Logic Adaptability
	Judging Types	ESTJ >Interests Fact Focused Logic Organization	ESFJ >Interests Fact Focused Warmth Organization	ENFJ >Interests Possibilities Warmth Organization	ENTJ >Interests Possibilities Logic Organization

Procedure:

An initial, quantitative study resulted from the series of trainings conducted with the group and facets of the group over a period of four months. The Myers-Briggs instrument (Form M) was used to collect data from the participants. The participants included the following: the athletic team (comprised of 119 student-athletes and coaches) and 1 head coach was administered the MBTI. The subsequent year, the same tool was administered to the team which included both former and new players and coaches. All student-athletes and coaching staff participated, including the head coach.

The resulting types were grouped, sub-grouped and analyzed based upon their particular team functions. Further dialog and additional information was shared with each facet to ensure that an enhanced appreciation for MBTI was developed as well as tools were understood for expansion of the participants range of skills to know themselves and one another better to enhance team synergy and

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effectiveness. For the research interest, the types were grouped and compared to national norms to evaluate whether this unique group, directly selected by a given MBTI type, would present as significantly variant from a randomly selected population.

Observed types were compared as relevant percentages of the entire sample population as well as to the normal population percentiles. Differences were detailed as well. SRTT analyses were calculated for both years whereby the observed population's relative percentages were divided by the normal or expected population's percentages. Additionally, in phase two, the new types were compared with the former types to analyze for annual variance. The researcher suspected that the leader's profile would continue to influence the composition of the team and staff such that the types indicated would not be reflective of the typical percentages in the United States.

Results:

The results showed a variety of interesting outcomes, many of which were both remarkable and unanticipated. The MBTI trainer further anticipated that, given the athletic prowess required for participation in such a challenging sport, similar types would be found among like positional assignments. For statistical references, the *Introduction to Type and Leadership* by Sharon Lebovitz Richmond, (2008) was used exclusively. It is a valuable tool for MBTI certified practitioners and part of the CPP's exclusive tool kit. The team dynamics listed below show the types preferred by the participants as a whole. It is paramount to note that the head coach reflected a MBTI of ISTJ or Introverted, Sensing, Thinking and Judging. This type is present in the average population at a percentage of 11.6% and in an executive leadership position 15.2%. The "X's" indicate individuals, when tested a second year, maintained their type preferences.

Table 2: The analysis of personality changes within the team/coaching dynamic for 2016. For clarification purposes, players/coaches whose personality type remained unchanged/unaffected have an "X" beside their type.

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Table 2: 2015-2016 Analysis of Type

2016 PERSONALITIES and CHANGES															
ESTJ		ENTJ				ISFJ				INTJ					
Coach-1		Coach-8				Coach-10				Coach-20					
Coach-2		!	ENTJ			Coach-11				!	INTJ				
Coach-3						shift	ISFJ//INFJ			shift	INTJ//ESTJ				
Coach-4		ESFP				shift				ISFJ//ISFP					
Coach-5		!!!!X	ESFP							ISFP					
Coach-6		!	ESFP			INFJ				!	ISFP				
!!!!X	ESTJ	!!!!X	ESFP			Coach-12				shift	ISFP//ISTJ				
!!!!X	ESTJ	!	ESFP//INFP							!	ISFP				
	ESTJ					ISTJ				shift	ISFP//ESFJ				
shift	ESTJ//ISTJ	ENTP				Coach-13*				!	ISFP				
	ESTJ	shift	ENTP//ENFP			Coach-14				INTP					
	ESTJ					Coach-15				Coach-21					
shift	ESTJ//ESFJ	ENFJ				Coach-16				Coach-22					
X	ESTJ	shift	ENFJ//ISFP			Coach-17				shift	INTP//ISTP				
shift	ESTJ//ISTJ	shift	ENFJ//ESTJ			Coach-18				shift	INTP//ENTP				
	ESTJ	ENFJ				Coach-19				shift	INTP//ISTJ				
!!!!X	ESTJ	ENFJ				!!!!X	ISTJ			!	INTP				
!!!!X	ESTJ	ENFJ				shift	ISTJ//INFP			INFP					
shift	ESTJ//ESFJ	ENFJ				shift	ISTJ//ESFJ			Coach-23					
shift	ESTJ//ENTJ	ESTP				!!!!X	ISTJ			!	INFP				
!!X	ESTJ	Coach-9				!!!!X	ISTJ			!!!!X	INFP				
	ESTJ	!!!!X	ESTP			shift	ISTJ//ESTJ								
ESFJ		!!!!X	ESTP			!!!!X	ISTJ			ISTP					
Coach-7		shift	ESTP//ESTJ			!!!!X	ISTJ			Coach-24					
!!!!X	ESFJ	shift	ESTP//ESFP			!	ISTJ			Coach-25					
shift	ESFJ//ENFP	shift	ESTP//ESTJ			!!!!X	ISTJ			Coach-26					
shift	ESFJ//ESTJ	shift	ESTP//ENTP			shift	ISTJ//ISTP			Coach-27					
shift	ESFJ//ENTJ	ESTP				shift	ISTJ//ESTJ			!	ISTP				
	ESFJ					!	ISTJ			!!!!X	ISTP				
!!!!X	ESFJ					shift	ISTJ//ISFJ			shift	ISTP//INFP				
ENFP						!!!!X	ISTJ			!!!!X	ISTP				
!!!!X	ENFP					!!!!X	ISTJ			shift	ISTP//ISFP				
shift	ENFP//INFP					shift	ISTJ//ESTJ			!!!!X	ISTP				
shift	ENFP//ENFJ					!	ISTJ			!!!!X	ISTP				
!!!!X	ENFP					shift	ISTJ//INTJ			shift	ISTP//INFP				
						shift	ISTJ//INTP			!	ISTP				
										shift	ISTP//ESTP				
										shift	ISTP//ISTJ				

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Table 3. Phase II Team Analysis

MBTI Type	Observed Percentage 2015	Observed Percentage 2016	Normal Population	Result:
ISTJ*	17.5	23.9	11.6	Significant Increase Away
ISFJ*	05.8	03.3	13.8	Significant Decrease Away
INFJ	01.6	00.8	01.5	Decrease Away-Noisy Data
INTJ	02.5	02.4	02.1	NMV
ISTP	09.9	12.4	03.3	Significant Increase Away
ISFP	02.5	04.1	08.8	Significant Increase Toward
INFP	05.0	02.4	04.4	Significant Decrease Away
INTP	04.1	04.9	03.3	Significant Increase Away
ESTP	05.0	06.6	04.3	Significant Increase Away
ESFP	06.6	03.3	08.5	Significant Decrease Away
ENFP	05.0	03.3	12.3	Significant Decrease Away
ENTP	05.0	00.8	03.2	Significant Decrease Away
ESTJ*	17.5	19.0	08.7	Significant Increase Away
ESFJ	03.3	05.8	12.3	Significant Increase Toward
ENFJ	01.6	04.9	02.5	Significant Increase Away
ENTJ	00.8	01.6	01.8	Increase Toward-Noisy Data

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Table 4: 2015 SRTT Analysis and Comparatives

MBTI Type	Observed 2015 Population Percentage	Expected Population Percentage	Percentage Difference: O-E	SRTT: O/E
ISTJ	17.5	11.6	+5.9	1.50
ISFJ	05.8	13.8	-8.0	0.42
INFJ	01.6	01.5	+0.1	1.07
INTJ	02.5	02.1	+0.4	1.19
ISTP	09.9	03.3	+6.6	3.00
ISFP	02.5	08.8	-6.3	0.28
INFP	05.0	04.4	+0.6	1.14
INTP	04.1	03.3	+0.8	1.24
ESTP	05.0	04.3	+0.7	1.16
ESFP	06.6	08.5	-1.9	0.78
ENFP	05.0	12.3	-7.3	0.41
ENTP	05.0	03.2	+1.8	1.60
ESTJ	17.5	08.7	+8.8	2.00
ESFJ	03.3	12.3	-9.0	0.27
ENFJ	01.6	02.5	-0.9	0.64
ENTJ	00.8	01.8	-1.0	0.46

Table 5: 2016 SRTT Analysis and Comparatives

MBTI Type	Observed 2016 Population Percentage	Expected Population Percentage	Percentage Difference: O-E	SRTT: O/E
ISTJ	23.9	11.6	+12.3	2.06
ISFJ	03.3	13.8	-10.5	0.24
INFJ	00.8	01.5	-00.7	0.53
INTJ	02.4	02.1	+0.3	1.14
ISTP	12.4	03.3	+9.1	3.75
ISFP	04.1	08.8	-4.7	0.47
INFP	02.4	04.4	-2.0	0.55
INTP	04.9	03.3	+1.6	1.48
ESTP	06.6	04.3	+2.3	1.53
ESFP	03.3	08.5	-5.2	0.39
ENFP	03.3	12.3	-9.0	0.14
ENTP	00.8	03.2	-2.4	0.25
ESTJ	19.9	08.7	+11.2	2.29
ESFJ	05.8	12.3	-6.5	0.47
ENFJ	04.9	02.5	+2.4	1.96
ENTJ	01.6	01.8	-0.2	0.89

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In order to better appreciate the impact that the quantitative values represent, Table 3 was designed to allow the reader to note how the data has trended from 2015 to 2016. Tables 4 and 5 detail the following: differences in Myers-Briggs preferences for the group versus the typical population, as well as SRTT analysis whereby the percentage of the sample population is divided by the percentage of the normal population.

For the sake of both consistency and simplicity, the type analysis was ordered in congruence with the order in which the types were presented in Tables 1 through 5.

ISTJ analysis revealed the following: 2015 sample population showed 1.5 times the preferences for ISTJ compared to the normal population. This figure escalated to 2.0 times the normal population one year later, as shown in Tables 4 and 5. This provided evidence that the team began in 2015 as significantly above the norm for ISTJ. However, perhaps more important, is the fact that, in 2016, this increase continued its sharp trajectory of variance away from the norm. What began as an ISTJ type population 1.5 times that of the norm evolved into a population 2 times the average population in just one calendar year.

ISFJ sample data provided the following information. It revealed a significant variation away from the norm of 13.8 percent of the population, moving from 5.8 to 3.3 percent of the sample population in one year. Furthermore, its SRTT ratio provided evidence of a representation of less than 25% of ISFJ's than one would expect in a typical population sample.

INFJ evaluation provided subtle variation away from the norm over time; however, the data shift was so minor that there would be difficulty not attributing this adjustment to noisy data whereby the sample adjustment is too small to consider valid. The SRTT analysis shown in Tables 4 and 5 show INFJ to have adjusted from just over 7% of what would have been expected from a normal sample to just over half, 53% of what one would expect. While this data is notable, it is limited in its usefulness.

INTJ revealed no measurable variance, see Table 3, from one year to the next nor from what one would have expected from the average population. This is the only subset type which showed this characteristic. SRTT data showed data products of 1.19 and 1.14.

ISTP type group was a most notable type which showed significant variance away from the normal population which expanded the gap over time. In 2015, the sample population revealed 3 times the number of members one would have expected in a typical population. This number magnified to 3.75, nearly 4 times what would have been expected.

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ISFP type presented as the only of the 16 types in this study which varied over time toward the average population percentage. It adjusted from an observed population percentage of 2.5 to 4.1 from 2015 to 2016. With an expected normal population percentage of 8.8, while the adjustment is still less than half of what one would expect, it does appear to have subtly adjusted in that direction.

INFP analysis revealed an adjusted sample population value of 5 percent in 2015 to 2.4 percent in 2016. While this is a small adjustment, it is interesting as it varies away from the norm in the opposite direction of the original sample population. With an expected percentage of 4.4, the movement toward a near nonexistent sample percentage is notable.

INTP data showed an increase away from and in excess of the typical population. The expected percentage of INTP is 3.3; however, the 2015 data of 4.1 escalated to 4.9 in 2016, clearly moving to tilt the data more toward INTP than the normal population, even if only in a subtle manner.

ESTP type data revealed a significant presence in excess of the average population expectation in 2015, a trend which continued to advance in 2016 where the percentages increased from 5 to 6.6, respectively. Therefore, the resulting type preference in 2016 showed ESTP to be present in greater than a one and one-half times the normal population, as evidenced in Table 5.

ESFP type presence in the sample population provided momentum away from the typical population with significance. From 2015 to 2016, it went from being represented at 78% of the normal population to 39% of the normal population. This is also reflected in the percentage drop of ESFP from 6.6% of the sample population to 3.3% in one one year.

ENFP analysis presented with a significant decrease away from what one would expect within an average population where 12.3 percent of individuals should select this type. 2015 sample group data showed only 5 percent of the team/coaching unit to identify with ENFP, followed by 2016 data which further separated from the norm with only 3.3 percent represented. Reinforcing this dramatic separation, the SRTT analysis showed only 41 percent in 2015 and decreased to 14 percent of types in the sample in 2016 where a normal sample would result in a score of 1.0.

ENTP identified types were present in 5 and 0.8 percent sample concentrations for 2015 and 2016, respectively, in a type category where the expected population would be 3.2 percent. What was most interesting in this type category was the abrupt shift in SRTT values. In 2015, ENTP represented 5 percent for a type with which the average population would identify with on a frequency of 3.2 percent. However, in the subsequent year, the ENTP population population dropped to 0.8, resulting in an SRTT value of only 0.25 or one quarter of what would have been

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expected in a normal population. Clearly, this type represented the most dramatic change in presentation even though it was still only reflected in a few individuals.

ESTJ consistently presented as a dominant type in the group analysis with 2015 data identifying 17.5 percent of the sample population followed by 2016 which elevated the subpopulation to 19 percent in a category which, in a normal population, would only represent 8.7 of individuals. ESTJ's representation was a dominant actor in 2015, producing a SRTT analysis of 2.0 or double the anticipated population. This trend continued in 2016 where 2.29 or well over double the expected population identified with ESTJ.

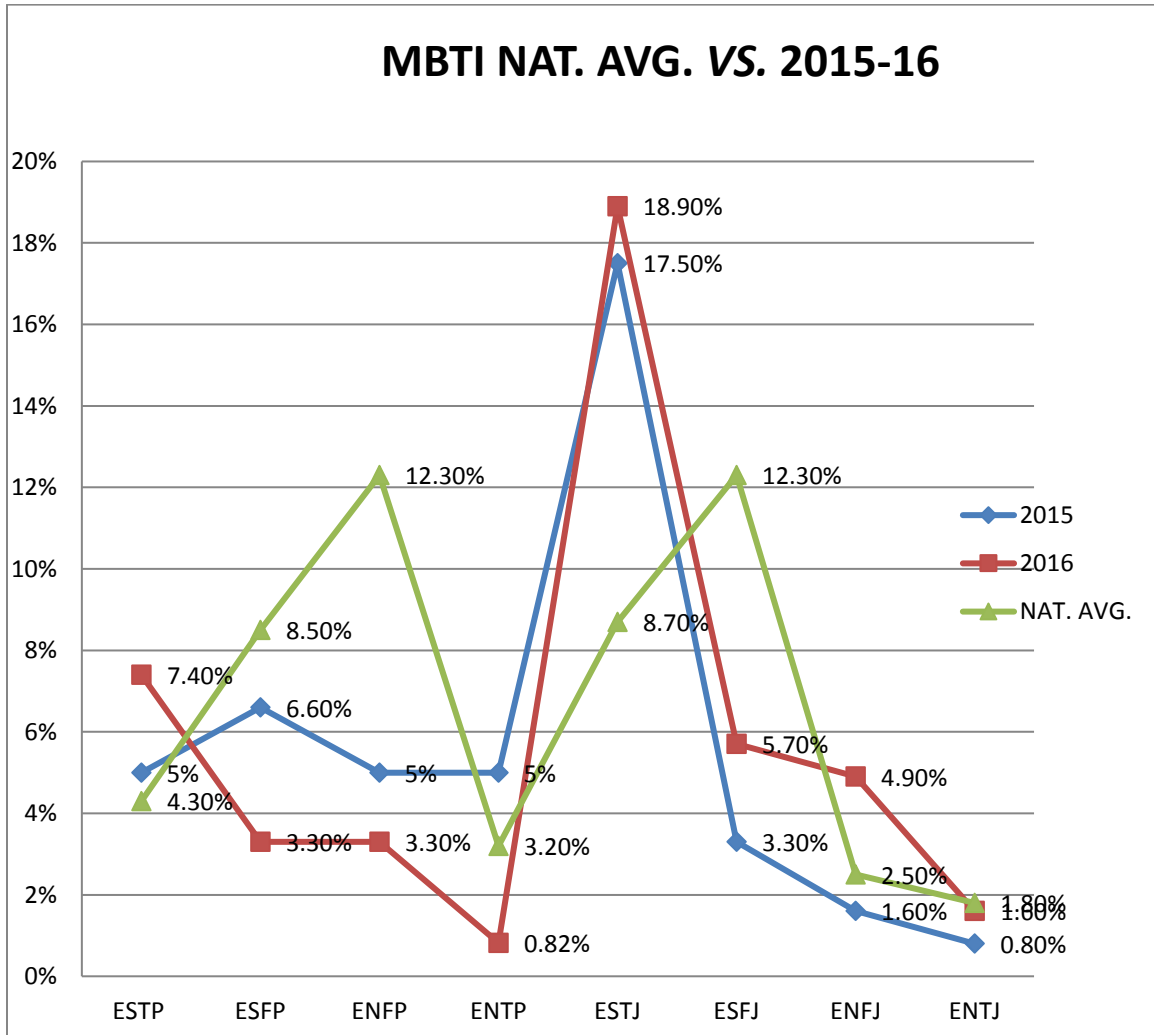
ESFJ was a type significantly underrepresented in both 2015 and 2016 sample groups. While there was a slight increase from 3.3 to 5.8 percent of the observed population, neither sample year produced data close to the typical population's expectation. SRTT analyses reported only 27 percent and 47 percent, respectively, of what one would have expected in a normal population.

ENFJ type presence was found to represent only 1.6 percent of the 2015 sample or observed population where one would have expected 2.5 percent of the typical population to identify with this type. Worthy of notice, however, was the data from 2016 which identified 4.9 percent of the sample population to identify with ENFJ, this represents nearly double, 1.96 times, the expected population percentage. This was definitely outlier behavior as the sample data provided definitive under and then over representation among the observed population.

ENTJ was found to increase from 0.80 percent in 2015 to 1.6 percent in 2016 such that it provided very close alignment with expected representation in a typical population of 1.8 percent.

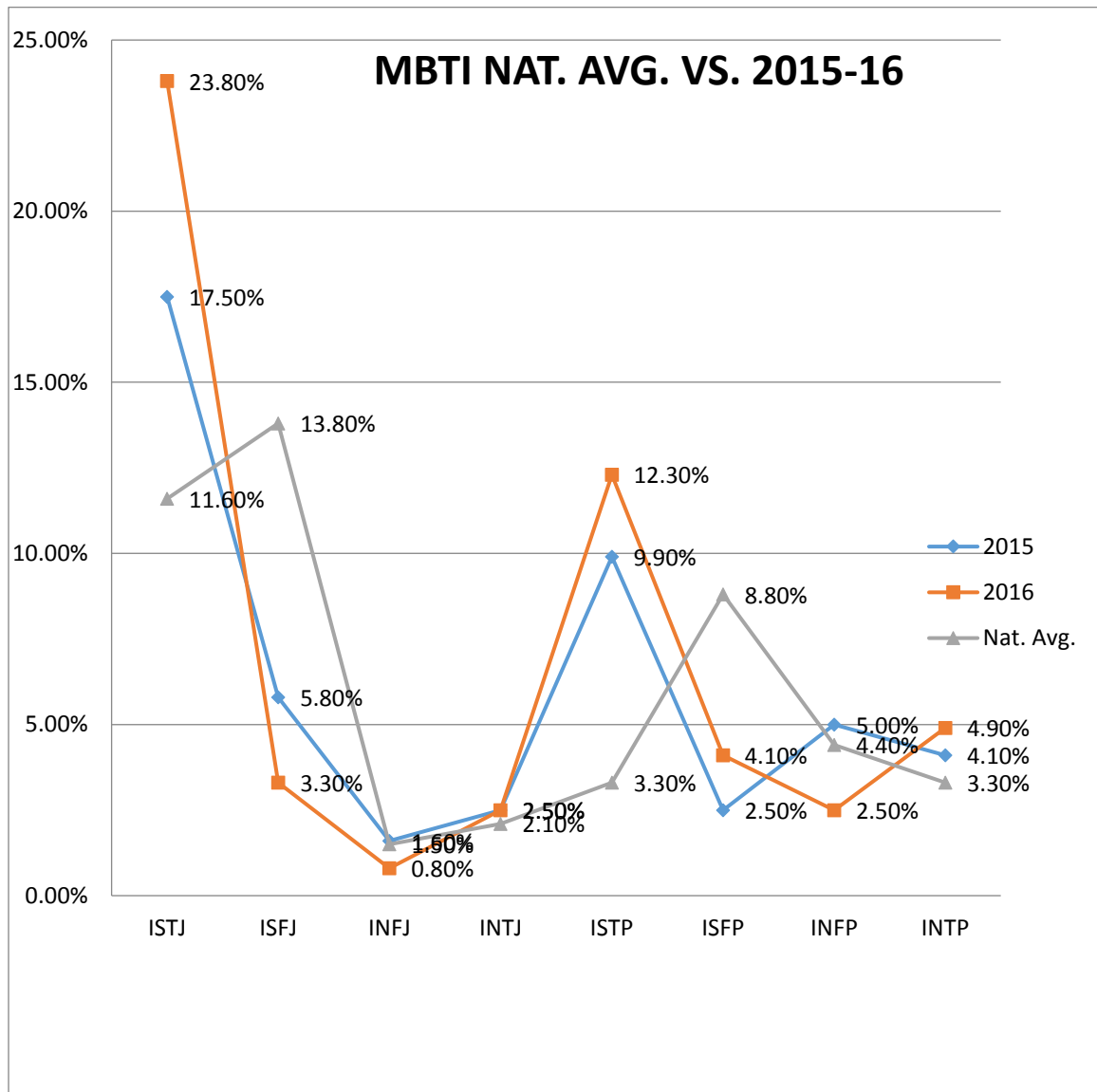
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Table 6A: MBI National Averages vs. Sample Population Data, 2015-16



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Table 6B: MBTI National Averages vs. Sample Population Data, 2015-16



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Conclusions:

From the longitudinal data, there were a variety of conclusions that could be inferred. They are detailed in the same manner in which the results were generated for ease of reference for future comparison and discussion.

ISTJ continued to be a dominant personality type for the sample population. Increasing from an SRTT value of 1.5 to 2.0 from consecutive years, clearly indicates that ISTJ is a dominant type. Further, given that it represents nearly one quarter of the entire sample population, it would be difficult to negate its impact upon the entire group.

ISFJ, decreasing over time in a manner that produced a significant variance away from the normal population, would lead one to infer that this type was not only non-dominant but rarely witnessed on within the group.

INFJ also decreased from 2015 to 2016 further away from the normal population; however, the small sample size makes its inferences difficult to postulate primarily due to what one would call noisy data.

INTJ produced percentages that hovered close to an average population percentage for INTJ; however, the sample sizes for this type were so very small that it was only reasonable to conclude that the data produced a measurable variance around the norm.

ISTP sample data indicated a dramatic surge beyond the significant data expected, which allowed one to interpret this type as both a dominant type within the sample population as well as over time. The expected population percentage, while it exceeded by the 2015 data producing an SRTT value of 3 times the normal population, was completely diminished by the 2016 data which generated an SRTT value of 3.75 times or nearly 4 times the normal population. Clearly, this type has a strong presence within the observed population.

ISFP, while increasing its SRTT value from 0.28 to 0.47 from 2015 to 2016, still failed to close the gap toward what one would have expected in a random population.

INFP observed data revealed a decrease in SRTT values from subtly over what would have been expected in a random population to about half, 55 percent, of what would have been expected. This generated a clear deviation away from the norm which was exaggerated by the longitudinal data. It is transparent from this data that INFP types have little presence among the sample set.

INTP type preferences elevated from 2015 to 2016 from 4.1 percent of the select population to 4.9 percent. While this was not a dramatic surge, it definitely provided

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evidence of an elevated type when compared to the average population where one would have expected only 3.3 percent to display this preference. Reviewing this data set using the SRTT analysis provided clarity as to the increased presence of this type within the population as its presence is 1.48 or nearly one and one half times what would typically be expected.

ESTP data for the sample group, too, unveiled a significantly elevated presence compared to the normal population which would have expected approximately 4.3 percent to have displayed ESTP preferences. The observed group not only exceeded the random concentration, it continued to exceed the pattern with fidelity. The 2015-2016 group migrated from 5 percent to 6.6 percent, a resultant percentage greater than one and one half times what would be expected in a typical population.

ESFP results presented a variance from the pattern seen with ESTP. In 2015 the group ESFP population was 6.6 percent compared to the typical population's representation of 8.8 percent. In 2016, however, there was a definite change of tone to the group. ESFP in 2016 represented only 3.3 or half of the group seen in 2015. This variance away from the norm and from the earlier group data, certainly provided some clarity for the identity forming with the 2016 team.

ENFP data also provided data to show that over time, from 2015 to 2016, that the team dynamic continued to pull away from the norm. With declining numbers of the group identifying with ENFP, 5 percent down to 3.3 percent, it was clear that this would not become a significant presence within the observed population's team personality. The 2016 data reported ENFP to have an SRTT value of only 0.14 or 14 percent of what would be seen within a random population.

ENTP type preferences also presented a declining identity within the team dynamic from 2015 to 2016, where its presence collapsed from 5 percent down to 0.8 percent at the end of the 2016 study. With an average population harboring an ENTP preferences of 3.3 percent, the decline is certainly noticeable. In 2016, only 25 percent of a normal population's concentration were present in the observed population, evidenced by an SRTT value of 0.25.

ESTJ data revealed a most dominant presence on the sample group as it began in 2015 with 17.5 percent of the sample population displaying this preference. In 2016, that percentage continued to climb to 19 percent. This represents over two and one-fourth times (2.29) the expected concentration of ESTJ personas within a random sample group. This definitely represented another dominant and expanding grouping within the observed population.

ESFJ presented an increase in participant identification from 2015 to 2016, from 3.3 to 5.8 percent of the population. While this was considered a significant increase, it only elevated the comparison data to reflect a presence of 0.47 or less than half of what would be expected within a typical population.

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ENFJ type preferences also showed a significant increase from 2015 to 2016 in the sample group, elevating from 1.6 percent of the population to 4.9 percent. While below the expected concentration in 2015, the sample data exceeded the normal population in 2016. The resulting SRTT data revealed a concentration of 1.96 times the average population.

ENTJ results showed an increase in concentration data from 2015 to 2016, rising from 0.8 to 1.6 percent of the population. While 1.8 percent was the normal value for ENTJ's and the 0.89 SRTT value hovered close to that concentration, there was some concern that the data was too noisy to conclusively state that the increase was a valid alignment.

Conclusions:

While there were a number of type preferences which showed elevated presence within the sample population; however, only a few were considered dominant for the group persona or dynamic. For example, ISTJ, ISTP, ESTP, ESTJ and ENFJ all finished the second year study with SRTT values greater than one and one-half times that of the normal population. However, given that ESTP with a population concentration of 1.53 times the average population still only represented 6.6 percent of the observed component, it holds minimal sway to the group. Similarly, ENFJ, while holding an SRTT value of 1.96, nearly twice the anticipated population, still only represents 4.9 percent of the sample composite.

What remained were three, dominant personality type preferences, ISTJ, ISTP, and ESTJ. They represented 23.9, 12.4, and 19.9 percent of the team, respectively and collectively. 56.2 percent of the group was held within these 3 types of the MBTI preferences, leaving the other half of the team to be parceled among the remaining 13 types.

Furthermore, while dominant types in and of themselves, ISTJ, ISTP and ESTJ have some notable common threads. These three types, holding sway over much of the sample population, also shared a common dichotomy in their ST pairings. ST facets represent personalities which prefer order and linearity, choosing to take action based pre-existing actions and outcomes learned. ST pairings also respond and take action based on logic and reasoning, not to be led by their emotional response. If one were to look back at the composite of types, ST is also held by ESTP with a preference of 1.53 times the normal population. This would account for 62.8 percent of the population who share a ST preference.

The sample population of 120 participants reflected a unique group personality. When the original sample research was conducted, there was little doubt that the leader's personality preference of ISTJ strongly influenced the individuals selected to make up the group composite. Evaluating the data over time, however, provide a

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clearer composite of the actual influence. While his personality was definitely aligned with 23.9 percent of the group, the largest sect, there were other subgroups which also aligned based on the driving facets of the leader's personality. For example, the ST proved to be the most critical component of the ISTJ complex. Participants with this dichotomy thrived escalating from 49.9 in 2015 to 62.9 in 2016.

"Follow the Leader" in 2015 evolved into "Analyze the Followers" in 2016. While the research was initially designed to hyper analyze the why's of an individual's executive leadership, the longitudinal nature of the study provided a much more in-depth analysis. This data allowed a full investigation into the observed group's operational mechanism. What was learned in Phase I was that the leader's personality type definitively impacted his selection of group participants. What was discovered in Phase II, however, was that the nucleus behind the leader's selection of participants was actually driven by the ST dichotomy.

Leadership is paramount for success, but in order to lead effectively, one must be able to select participants who respond to the leader's stimulus in a consistent and productive manner, as time spent unpacking the leader's message is time lost in production. Selecting a majority of followers who innately are aligned with the leader's personality type preferences, saves time and effort and avoids many of the conflicts arising when messages are misunderstood by differing type preferences. Leadership involves a complex process, laden with a matrix of messages, communicated both verbally and nonverbally from the sender and receiver at each interaction. By maximizing the synergy established between like types, it is clear that the leader's effectiveness is maximized and his group dynamic harmonized for the benefit of the organization.

Further research into additional team preferences with different coaches and in various sports has the potential to be most validating in further exploring the likelihood that a coach's Myers-Briggs Personality Inventory influences who he views as the best fit for his game and best suited to following his lead. Furthermore, as this study was limited by the actors all being male, it will be most productive to analyze a group, athletic unit where participants are of a female gender to enhance the understanding of gender's influence on leadership dynamics.

Much gratitude is due to the coaches and athletes for their patience and cooperation in this multi-phase analysis of group dynamics, which allowed the researcher to once again invade their operational space to learn the mechanics behind effective leadership and to provide feedback regarding the opportunities available to improve synergy. As with many a great investigation, the rewards continued to be found, not in the inception or the presentation but rather in the exploration of type with a remarkable audience.

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