




THE PERSONALITY BROKERS



The Strange History of
Myers-Briggs and the Birth
of Personality Testing



MERVE EMRE



Merve Emre

The Personality Brokers: The Strange History of Myers-Briggs and the Birth of Personality Testing



[continue reading](#)

"Inventive and beguiling. It could travel across the world to London, Zurich, Cape City, Melbourne, and Tokyo, until it may be found simply as quickly in elementary colleges, nunneries, and wellness retreats as in shadowy political consultancies and on internet sites. The Personality Agents is background that reads like biography that reads such as a novel--a fluid narrative that defies expectations and takes on against type.." --New York Times" Riveting [and] far-reaching.. However despite the test's widespread adoption, professionals in neuro-scientific psychometric testing, a \$2 billion industry, possess struggled to validate its results--no less take into account its success. [Emre] brings the abilities of a detective, cultural critic, historian, scientist and biographer to bear on the MBTI and the two women who invented and promoted it" --Wall Street Journal

An unprecedented background of the personality check conceived a hundred years ago by a mom and her daughter--fiction authors with no formal training in psychology--and how it insinuated itself into our boardrooms, classrooms, and beyond

The Myers-Briggs Type Indicator may be the most popular personality test in the globe. How do Myers-Briggs, a homegrown multiple choice questionnaire, infiltrate our workplaces, our associations, our Internet, our lives? Its language of character types--extraversion and introversion, sensing and intuiting, considering and feeling, judging and perceiving--has inspired television shows, online dating platforms, and BuzzFeed quizzes.. It is used frequently by Fortune 500 companies, universities, hospitals, churches, and the military.

Drawing from initial reporting and never-before-published documents, The Personality Brokers requires a critical look at the character indicator that became a cultural icon. Nonetheless it would undertake a life entirely its own, reaching from the smoke-loaded boardrooms of mid-century NY to Berkeley, California, where it was administered to some of the twentieth century's greatest creative thoughts.. First conceived in the 1920s by the mother-daughter team of Katherine Briggs and Isabel Briggs Myers, a pair of devoted homemakers, novelists, and amateur psychoanalysts, Myers-Briggs was made to bring the gospel of Carl Jung to the masses. Along the way it examines nothing significantly less than the definition of the self--our efforts to understand, categorize, and quantify our personalities. Amazing and absorbing, the book, just like the check at its heart, considers the timeless question: Why is you, you?



[continue reading](#)

Right and Wrong Engaging. Prof. Speculative. rather, the theory of type was to alert individuals to a way to start a trip of understanding personal paths to specific uniqueness. Annoying. Thoughtful. Mistaken. For instance, she confuses how the MBTI is utilized using what Myers and Briggs intended, or even current assistance in the Manual about the usage of the device. Her somewhat unfavorable viewpoint will not detract from the reserve (at least in my look at). Emre brilliantly used sources in multiple locations to support her historic rendering of the family members environment and passions of the mother-girl duo who are responsible for the Myers-Briggs Type Indicator® assessment. Biased and Confusing The only reason I'm giving this book two stars rather than one is the fact that the book does contain some interesting tidbits and examples of the annals of the MBTI. Emre's real goal, nevertheless, is by using the popularity of the MBTI® tool to expose problems in the usage of mental tools in organizations. She actually is right to explain that using character based tools for selection and advertising can be problematic and typically doesn't end well for the average person or the business. Her overall assessment seems to be unfavorable: That the modern Myers-Briggs theory and methods oversimplify human personality, have become very superficial, and are neither extremely meaningful or well-supported scientifically. What all social scientists know is certainly that any evaluation has measurement error and to make hard and fast conclusions on a single data point isn't good technology or a good usage of science-based tools. Files disappear. Most importantly, the usage of this tool (and others) is commonly considerably beyond the bounds of what the device's purpose is, how the tool was constructed, and how the tool ought to be deployed. The author's arrogance in sarcastically calling the MBTI a "check" during her prejudiced attendance at a certification session was one among many statements that tarnished the book. Regardless of how many times people are told that personality tools shouldn't be used for hiring and promotion decisions as a single data point, companies still carry out it. Their HR departments wish a quick fix and much like most quick fixes, it really is an extremely poor band-aid to a very complex problem. I completed analysis on the MBTI using the info at the guts for Creative Leadership where I analyzed the MBTI types and 75 independent variables, the majority of which verified predicted type patterns. 13, para. Emre's main purpose to contact out the misuse of individuals by using psychological tools is a five-star theme. The evidence she pulls together showing the passion and obsession of the Briggs and Myers development of the assessment can be compelling. Emre has done a service to anyone thinking about both context and the detail related to the advancement of an instrument, and in this case, the MBTI. Our tendencies for a procedure for information? Reliance about the same critic (e. Emre writes, "Beyond all of the pseudoscientific talk of 'indicators' and 'instruments' was a simple but subtle truth: the questionnaire reflected whatever version of yourself you needed it to reflect, whether consciously or unconsciously" (p. Approaches for making decisions? However, this book is not about the mechanics that surround why is the Myers-Briggs Indicator Type check, but its primary, its beginnings, and its life through its makers and where it's finished up today, as some sort of fortune cookie that's entirely produced without basis in science, still used by major companies and organizations. Illuminating. This distortion Emre noted isn't the fault of the tool; I checked in with some individuals who recently were trained in the device and their account had not been too far off Emre's descriptions of how the materials was presented and the spirit that permeated certification.. As I wrote in I'm Not really Crazy, I'm NOT You, individuals shouldn't trade self-knowledge for personal power and personal uniqueness....mainly because the poet said, we ought to avoid "understanding gained with a loss of power." I believe there is abundant anecdotal proof that the MBTI offers been used incorrectly and used much beyond its purposes

and the parameters of its statistical limitations. In fact, the writer doesn't seem interested in understanding different theories of or approaches to measuring personality at all--She seems just interested in trashing all initiatives to understand character. And Emre falls prey to the same small criticism that so many do by counting on the 1985 manual of the MBTI instead of looking at the newest edition of the manual which describes a completely new statistical way for re-creating the device. As a side take note, I suggest any form of labeling—race, gender, any orientation label—has the potential to limit self-understanding and personal development. The promises that Emre makes apply to almost every system in the public sciences. Unlike these various other systems, emotional type assumes that attaining clarity about your natural tendencies is a starting point. The target is to understand the complete system and your usage of it. I've already gifted copies to many of the MBTI obsessives, non-fiction lovers, and new mothers in my lifestyle. 263). Emre's discussion of the state of training on the MBTI® tool is appalling. rather, it is the problem of an individual who either doesn't understand the device or have a clear understanding of the underlying theory. For those folks who know psychological type, have educated and been trained regarding the MBTI® decades ago, we can only lament that the rigor and concepts of care that once guided such teaching has apparently been lost. For instance, strictly speaking, the MBTI® assessment isn't a personality assessment. It was designed to reach a framework Carl Jung proposed that affects our mindsets. Not one period did I ever hear her utter the idea of a "best type" and I really do not recall a single line in every of Jung's work that suggests anything like that (p. Isabel with docility and incomprehension" (p. This is never regarded as "set" and invariant; I experienced come in, already interested in what I recognized from an bout of Drunk Background: its origins in the mom/girl duo of Katharine Cook (pious, marries young to Lyman Briggs who's a scientist) and Isabel Briggs-Myers (Katharine's only kid, diligently and punitively disciplined by her mom, codes her journal with initials to point what kind of boy she's dating until she meets 'Chief' Myers). Emre's very own historical account of Myers initial reports shows that she understood Jung's model and that it had been full of sources of variation. People begin to watch you. Furthermore, training used to have a rigorous approach to reviewing the statistical methods for estimating reliability and validity of evaluation tools, especially as put on the MBTI® assessment, which can be lost. This background would argue against the narrative of an awful tool, born of greed, and worthless to culture. S. Myers wrote that type development has been apparent about your patterns and understanding when to stretch to use various other mental resources. This problem is very essential and incredibly complex. In short, you would be hard pressed to find social scientists declaring that an item response analysis based on a random sampling of the US population is useless and discredited. Item response evaluation is quite complex and technical; suffice it to state that many contemplate it among the most powerful methods designed for measurement of individual behavior. Through the apparently endless content articles criticizing the MBTI® I've yet to visit a critic take up the evaluation that is the basis of the most recent version of the tool, the research for which was completed twenty years ago. That is rather astonishing considering that I knew Mary McCauley from 1980 to her death. They are worthwhile questions if we want for more information about managing stress and renewal, understanding differences in techniques, and being open to multiple paths to get to right answers." (Jung, The Collected Functions of C. Psychological type is normally a model attempting to get individuals to think about how their minds work. What are our tendencies for managing our energy? While a lot of this history I knew, Emre loaded in some blank areas which are in keeping with the family lore that has been shared. There isn't much doubt that lots of people experience their results as described. Typical methods to daily life? The

data speaks for itself. 216ff) of any topic signifies too little thoroughness. On the whole, Emre's book (whatever title has been applied) reveals issues and problems by using assessments and the pernicious effects of tools used inappropriately. She exposes that there is a good deal of money in the assessment globe and it provides vested interests. A riveting nonfiction go through! Emre deftly identifies threads of fascism and sexism that run through the historical context. However, she conflates program with intention, reputation with greed, and bias with evidence. These conditions describe Merve Emre's new book, *The Character Brokers* (in the US) and *What's Your Type?* They are calls to be uniquely individual. Looking back on how stuff emerged in the annals of the usage of the tool, it appears true to me that many individuals were captivated by the patterns recommended by the MBTI® outcomes. XVII" implies an intention which is revisionist background. To claim that Briggs and Myers planned to make the MBTI an engine of prosperity betrays every letter or reported discussion they had about their curiosity in type. They thought that type could help solve a lot of personal complications and they believed that type provided a constructive way to comprehend human differences. These intentions are a far cry from attempting to leverage the MBTI® as a way to obtain wealth. Below are a few of her declarations which mar the impact of the task. Emre shows an image of Katharine (mom) and Isabel (child at 5 years aged) and declares "Katharine and Isabel look straight into the video camera: Katharine with satisfaction; He never considered these as "fixed" characteristics and was thinking about showing how processes affect attitudes and choices. I was excited to try to understand better the development of the tool itself, but there is nothing at all on that at all. When I asked what they saw in the picture, people used conditions like focused, intention, warm, affectionate, pleasant, and a host of other terms. Stricker, p. Jung's notion of individuation is about embracing and growing your unique personhood and saying "yes" to what you can become. I agree with Emre's supposition that "the labeling of live humans emerged as one way of annihilating individuality" (p. Tapes are erased. No one said that they noticed satisfaction and incomprehension, and certainly, that was not my reaction. That nuanced, wealthy framework has been dropped in working out and dropped in the application of psychological type assessments is normally lamentable. It's philosophically wealthy and thought-provoking, ventures into a lot of welcome aspect plots (the lifelong power play between Katharine and Isabel, the test's deep motivation from Jungian theory, and Katharine's indicate, pre-Dr Spock content articles on parenting), but ultimately loses me with the test's WWII espionage and academic implications. However, Saunders isn't mentioned nor his youthful (like Stricker) and later smart (in his 60s) evaluation of additional data provided by Organizational Renewal Associates that was the basis for what is becoming Step II. None of these are "hidden" specifics or personas in the story but notably absent right here. Emre's commitment to fair-mindedness will not extend to looking at all the evidence about the research related to the MBTI® tool, and by extension, all other tools measuring for emotional type. XVI). emotional type, the foundation of the MBTI tool, proposes it really is an expansive and complicated system we can gain access to and make use of to enrich existence choices and individual development. If you remove the word "pseudoscientific" you have a direct statement that's true of all self-survey assessments of any ilk. Anytime a person is answering queries about how exactly they believe they are, you are getting an image of their own self-image because they believe it to become. In the hands of a skilled trainer or therapist, that picture can be handy and a source of productive exploration. The use of the term "pseudoscientific" is supposed to recommend something of no value and represents a judgement not based on evidence. I have been an eyewitness to the growth and development of character tools, including the MBTI®, and have researched and discussed these equipment. Was any effort

designed to collect data and provide propositions? < Were the rules of analysis violated? The reader includes a right to know that there were plenty of studies done using the MBTI® tool, a few of which are clarifying and others confounding about the device and the underlying model—which can be a truthful declaration about the data. I served on the MBTI Research Board and participated in the research of the newest version of the MBTI® tool, along with a panel of additional Ph. Mary is certainly quoted as saying the goal is among becoming “a more ideal type” echoing what of Jung. All mental tools have problems and issues, which is why options for looking at the reliability and validity of a tool result in “estimations” instead of definitive declarations of what is or isn’t worthwhile. 24) That is a long way off from declaring people should ‘perfect’ their type or also their personality. I heard her talk about data and patterns related to type advancement and effective usage of one’s type lens. Rather than personality, Jung was interested in how we make use of our mental procedures for seeing and acting on issues. 269). There are a hundred different methods to describe that image but to impose “incomprehension” on someone’s look is quite amazing and suggests a bias about the individual as an adult, which is later verified in the narrative. He wrote, “Everything good is pricey, and the advancement of personality is among the most costly of most things. It really is a matter of saying yea to oneself, of taking oneself as the utmost serious of tasks, of being aware of everything one will, and keeping it constantly before one’s eyes in every its dubious aspects—a classic job that taxes us to the utmost. And truthfully, we have to expect more evidence and demand higher analysis standards for assessment equipment generally. G. Jung, Vol. Publishers have to be relentless in providing assistance regarding the use of the tools they publish. We had countless conversations on the potential components of type development and what they meant. xv) This would come as a major surprise to the a huge selection of graduate committees who approved the device for use in dissertations or the multiple tests done to show how type choices are demonstrated. The supposition that Katharine Briggs and Isabel Myers were the “first to perceive how hungry the masses were for simple, self-affirming answers to the issue of self-knowledge” (p. To be good, you should know that the primary way to obtain my comments in this essay comes from many years of involvement with psychological type. I was included early in the development of the Association for Psychological Type and was among the original professionals who were portion of the advancement of qualifying training for users of the MBTI® from 1981 to 2008. The ending of the book is interesting in quoting Mary McCauley, the later president of CAPT and the primary aid to Myers and the MBTI for 30 years. D. I think her book is worthwhile for anyone who is interested in the Myers-Briggs typology. Regrettably, training and educating others on the proper use of tools is never a one and carried out proposition. I have developed my own tool for measurement of mental type (Pearman Character Integrator) so I know the restrictions and challenges of creating a valid and dependable device. Further, I knew a number of the individuals profiled in the publication, *The Personality Brokers*. Whenever we say something can be scientific or pseudoscience, we owe it to the reader and subject matter to explain what we mean. She managed to expose a bunch of attitudes, reflective of the time, and of the unique character of the people involved. Otherwise, it really is a classic exemplary case of “paradigm paralysis” from the initial terms. The author’s biases are clear right from the start and by the end, it’s even clearer -- the author actually admits her behavior is normally component of her “B#%##” personality which interestingly corresponds to a feasible facet of her type. While the author lists extensive references at the end, the book is filled up with comments and “interpretations” of several communications that keep me wondering “where’s the evidence of this? This is simply not it. The book wanders back and forth with a confusing timeline that got me frequently racking

your brains on the when of a particular section of the story. While statistical validity -- which others state the book ignores in today's edition of the MBTI -- has its place, the author fails to recognize "face validity." Individuals of the MBTI today start to see the instrument as reflecting options they make -- plus they validate the outcomes by the importance of "verifying" the results. Another issue is on the type of the tool itself and whether it stands to scrutiny. Superficial and disappointing I was looking forward to reading this as have taken the MBTI at several leadership trainings and found it unbelievably helpful in understanding myself better and factors I seem to irritate others and they irritate me when trying to interact. I likewise have taken a whole lot of other personality assessments and not found them as illuminating so was curious to comprehend the differences. It had been interesting learning more about the mother and daughter who first created the MBTI (amazing story) and all that they had to go through to be studied seriously. The author though doesn't appear interested (or appear to know any thing about) the MBTI itself--how it had been developed through the years, how it transformed and just why, what exactly it is searching for to measure in comparison to other character theories (and why the differences).¹¹ I covered the explanation and shared the picture with 10 females and 10 guys in ages from 18-74. The author doesn't seem to know any thing at all about theories of character or around the MBTI itself, what it really is measuring, and how it is different from other instruments (some of the others perform seem like they may be utilized against you as they measure negative areas of personality like whether you are 'agreeable' or 'conscientious' or not--I will be worried to answer questions on those honestly if was posting my results with an employer!). But this claim could be made of almost any self-report tool that companies use for selection. Emre offers written a complicated interesting tale putting the Myers-Briggs character inventory in an important historical context. She just lumped all personality lab tests together and condemned all of them, including the MBTI, which is very not the same as most others I've taken and which continues to see and help me in my own life and work. I am still waiting for a remarkable intellectual history of personality testing and specifically of the MBTI. That'll be an amazing publication to read." So many examples, like the author's interpretation of the considering portrayed by an image -- a photograph where the expressions could be interpreted in many different ways. a remarkable, historically based accounts of the Myers-Briggs typology The author has supplied a reasonably complex story about the advancement and evolution of the personality type approaches, especially Myers-Briggs. Noting that folks are getting improperly evaluated from a self-report device is precisely why the professional associations around the world have such high requirements regarding the usage of assessments. However, for a variety of reasons, they possess remained, and also have grown in reputation. She connects the personality inventories to the rise to dominance of capitalism, to fascism, to the cultural changes the U. For instance, rather than reporting there are science-minded critics on all sides of the fence about the dependability and validity of the MBTI (and other tools), she declares "it is definitely a well-known truth that the type indicator is not scientifically valid" (p. has gone through, and to other important features, such as the fact that the Myers-Briggs inventory was the theoretical and practical brainchild of two brilliant females, products of their situations, but also fairly unconventional and challenging. Educational. It was disappointingly ill-educated and superficial. (in Australia and European countries), released by Doubleday. psychologists and psychometric specialists. Unbiased history of the MBTI It was probably difficult to stay neutral while writing this, but I think the author struck the right stability. She goes off on tangents too much time at times, but overall an intensive history of the MBTI's interesting origins. Elegant and exposing "To investigate the history of the Myers-Briggs Type Indicator, the most famous

personality inventory in the world, is to court some sort of low-level paranoia. Certainly, the MBTI® tool, if not the most used, being among the most used “personality” related tools in the world is a prime target for attack on two levels.g. But that is apparently no longer part of the training discussion.” The first start of this publication made me think about scientology, how closely guarded and paranoid they are, and it ended up being best all along this tale. Actually, Jung wrote in lots of of his letters that type had not been to be utilized for this purpose; Have there been no efforts showing substance?>Although they were not the only figures in the history of personality psychology to pose these questions, Katharine Cook Briggs and her daughter, Isabel Briggs Myers, were among the first to perceive how hungry the masses were for simple, self-affirming answers to the issue of self-knowledge. The Personality Brokers The Personality Agents by Merve Emre is a free NetGalley ebook that I read into early September. it really is a fluid system which has a home bottom. Simultaneously that Stricker was launching his opinion of an early on version of the MBTI, ETS statistician David Saunders had completed an additional analysis which countered Stricker’s views. Those issues are important and contact upon serious-minded social researchers and users of equipment to be mindful. "The Personality Agents" is a must-browse for both devotees and skeptics of the Myers-Briggs indicator and the character testing industry as a whole. Emre masterfully weaves jointly multiple threads, telling the story of the MBTI's origins, its 20th hundred years contemporaries, and its 21st century legacies, alongside the wealthy personal histories of the mother-daughter team who developed it. Emre's distinctive narrative voice imbues this social and cultural history with its own compelling character, making it an incredibly rich, pleasurable, and frequently astonishing page-turner. There is absolutely no doubt that lots of experts have Procrustean beds that they like to put people in;



[continue reading](#)

download The Personality Brokers: The Strange History of Myers-Briggs and the Birth of Personality Testing ebook

download free The Personality Brokers: The Strange History of Myers-Briggs and the Birth of Personality Testing djvu

[download Queens: Portraits of Black Women and their Fabulous Hair ebook](#)

[download Encyclopedia of the Exquisite: An Anecdotal History of Elegant Delights txt](#)
[download free How to Be Parisian Wherever You Are: Love, Style, and Bad Habits pdf](#)