



Relating the 4 **ACE** communication styles to the 16 Myers Briggs (MBTI) Types

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1. Comparing **ACE** and MBTI

Many **ACE** licensees and their clients are familiar with **MBTI** and, in many cases, may use it in their own work or have received a profile on them. Consequently we are often asked how the two 'compare'. We have therefore prepared this short paper on the two models that:

- Provides a short overview of their characteristics
- Maps across the elements of the two models
- Gives as appendices with more detailed information for those wanting to know more.

Individuals

- Explains communication style
- Identifies natural strengths
- Describes why communication clashes happen
- Strategies for powerful influencing
- Self development materials

Teams

- Analyses team style
- Models team development process
- Describes leadership style
- Explains team dynamics
- Describes strengths and weaknesses of the team
- Identifies how the team should develop

2. Introducing **ACE**

ACE is a model of human behaviour that blends the outcomes of psychological research with more than twenty years' experience of helping individuals and teams communicate more effectively. **ACE** is not a psychometric test but it is a rigorously constructed analytical tool that helps individuals identify how they normally behave and provides insights into how that behaviour may not always have the outcome they intend - as well as sometimes provoking negative reactions in others. It was developed in conjunction with a major commercial company and has been used extensively with individuals and teams at all levels of public and private sector organisations in the UK, mainland Europe, the USA and Canada.

Within **ACE** we have identified four preferred behavioural styles:

- **The Helper** – Serious, professional, concerned to do the right thing
- **The Mixer** – Flexible, optimistic, concerned to keep things friendly
- **The Driver** – Purposeful, action-orientated, concerned to achieve
- **The Planner** – Careful, methodical, concerned to think things through.

Everyone uses all the styles but most people have behaviours that they prefer to use more. Development activities using **ACE** help people understand better their preferred communication style, its impact on others and how they can increase their behavioural flexibility.

3. Overview of **MBTI**

The purpose of the Myers-Briggs Type Indicator® (**MBTI**) personality inventory is to make the theory of psychological types **described by C. G. Jung in 1921** understandable and useful in people's lives. The essence of the theory is behaviour is actually quite orderly and consistent, being understandable from the difference in the way each individual prefers to use his/her perception and judgment. Perception involves all the ways of becoming aware of things, people, happenings, or ideas. Judgment involves all the ways of coming to conclusions about what has been perceived.

The Myers-Briggs Type Indicator [instrument] was originally developed in the 1940s by Isabel Briggs Myers, and her mother, Katharine Briggs to make the insights of type theory accessible to individuals and groups. They addressed the two related goals in the developments and application of the **MBTI** instrument:

- The identification of basic preferences of each of the four dichotomies specified or implicit in Jung's theory. The identification and description of the 16 distinctive personality types that result from the interactions among the preferences.

The **MBTI** has undergone several developments since then and there are a wide range of books, applications and several different surveys. It is probably the most widely used personality instrument currently available.

ACE and **MBTI** are not directly equivalent and comparisons must be treated with some caution. Below is an outline of where there are areas of similarity between the two models.

MBTI	Extraverted	Introverted
ACE equivalent	Driver, Mixer	Planner, Helper
MBTI	Sensing	Intuition
ACE equivalent	Planner	Helper, Mixer, Driver
MBTI	Thinking	Feeling
ACE equivalent	Driver, Planner	Helper, Mixer
MBTI	Judging	Perceiving
ACE equivalent	Planner, Helper	Mixer, Driver

4. Comparing Myers Briggs Types with the 4 **ACE** styles

MBTI	ACE
<p style="text-align: center;"><u>ISTJ</u></p> <p>Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized – their work, their home, their life. Value traditions and loyalty.</p>	<p style="text-align: center;">High Planner, Moderate Helper, Moderate Driver, Low Mixer</p>
<p style="text-align: center;"><u>ISFJ</u></p> <p>Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.</p>	<p style="text-align: center;">Highish Mixer, Highish Planner, Highish Helper, Low Driver</p>
<p style="text-align: center;"><u>INFJ</u></p> <p>Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.</p>	<p style="text-align: center;">High Helper, Moderate Mixer, Moderate Planner, Moderate Driver</p>
<p style="text-align: center;"><u>INTJ</u></p> <p>Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Sceptical and independent, have high standards of competence and performance – for themselves and others.</p>	<p style="text-align: center;">Highish Helper, Highish Driver, Moderate Planner, Lowish Mixer</p>

MBTI	ACE
<p style="text-align: center;"><u>ISTP</u></p> <p>Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.</p>	<p style="text-align: center;">High Planner, Highish Mixer, Moderate Driver, Lowish Helper</p>
<p style="text-align: center;"><u>ISFP</u></p> <p>Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts; do not force their opinions or values on others.</p>	<p style="text-align: center;">High Helper, Highish Mixer, Low Driver, Low Planner</p>
<p style="text-align: center;"><u>INFP</u></p> <p>Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfil their potential. Adaptable, flexible, and accepting unless a value is threatened.</p>	<p style="text-align: center;">High Helper, High Mixer, Low Driver, Low Planner</p>
<p style="text-align: center;"><u>INTP</u></p> <p>Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Sceptical, sometimes critical, always analytical.</p>	<p style="text-align: center;">High Planner, Moderate Driver, Moderate Helper, Moderate Mixer</p>

MBTI	ACE
<p style="text-align: center;"><u>ESTP</u></p> <p>Flexible and tolerant, they take a pragmatic approach focused immediate results. Theories and conceptual explanations bore them – they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.</p>	<p style="text-align: center;">High Mixer, High Driver, Low Helper, Low Planner</p>
<p style="text-align: center;"><u>ESFP</u></p> <p>Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.</p>	<p style="text-align: center;">High Mixer, Moderate Helper, Moderate Driver, Moderate Planner</p>
<p style="text-align: center;"><u>ENFP</u></p> <p>Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.</p>	<p style="text-align: center;">High Mixer, Moderate Helper, Moderate Driver, Low Planner</p>
<p style="text-align: center;"><u>ENTP</u></p> <p>Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.</p>	<p style="text-align: center;">High Driver, High Mixer, Low Helper, Low Planner</p>

MBTI	ACE
<p style="text-align: center;"><u>ESTJ</u></p> <p>Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.</p>	<p style="text-align: center;">High Driver, High Planner, Moderate Helper, Low Mixer</p>
<p style="text-align: center;"><u>ESFJ</u></p> <p>Warm-hearted, conscientious, and cooperative. Want harmony in their environment; work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.</p>	<p style="text-align: center;">High Helper, High Mixer, Moderate Planner Low Driver,</p>
<p style="text-align: center;"><u>ENFJ</u></p> <p>Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone; want to help others fulfil their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.</p>	<p style="text-align: center;">High Helper, Highish Mixer, Moderate Driver, Low Planner</p>
<p style="text-align: center;"><u>ENTJ</u></p> <p>Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long term planning and goal setting. Usually well informed, well read; enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.</p>	<p style="text-align: center;">High Driver, Highish Planner, Moderate Helper, Low Mixer</p>

5. Summary comparison of **ACE** and **MBTI**

ACE	MBTI
Common elements	Common elements
Quick insight	Quick insight
Common language – metaphor of a hand of cards and 4 styles: <ul style="list-style-type: none"> ▪ Helper ▪ Mixer ▪ Driver ▪ Planner 	Common language (although 4 letter labels can be confusing to those who have not taken MBTI)
Usefulness of tool improves with skill of analyst	Usefulness of tool improves with skill of analyst
Personal and expert system interpretation available	Personal and expert system interpretation available
Validated against self experience and that of others	Validated against self experience and that of others
A range of specific development applications for use in the workplace all produced by Four Dimensional Learning against a core set of standards and principles include: <ul style="list-style-type: none"> ▪ Leadership style ▪ Coaching and mentoring ▪ Team development ▪ Managing change ▪ Managing priorities ▪ Stress management ▪ Presenting effectively ▪ Selling skills ▪ Interview skills 	A wide range of development applications for all areas of life produced by a diverse range of experts: <ul style="list-style-type: none"> ▪ Applications at work including organisational growth ▪ Personal growth ▪ Career development ▪ Use in professions ▪ Applications in learning ▪ Effective team working
Patterns of behaviour similar to NLP metaprogrammes are consistent and understandable and individual variances are explained by <u>different preferences</u> derived from the individuals value systems	Apparently random variations in behaviour are due to <u>different preferences</u> in the way individuals use their perception and judgment

Areas of difference	Areas of difference
Derived from individual values	Derived from individual use of perception and judgement
Measure of effectiveness of communication style – Aim, Conduct and Effect	No equivalent
Identification of potential areas of strengths and excesses of style preferences	Focus is on balancing the personality type
Practical guidance on how to communicate effectively with each style	No equivalent - issues are discussed by type only
4 style preferences described in an expert report with over 2000 possible combinations	Eight styles, 16 combinations to recognise
Discourages labelling of an individual's behaviour	Is based on a typology of 16 types
Developed as a practical work related instrument in the 1990s	Developed from general psychological theory – Jung's 16 personality types (1921)
Measures values and behavioural choices that follow from these	Describes generalised personality traits
Assesses behaviours separately in everyday and threat conditions	Responses to stress derived from one overall type
Results describe current preferences	Results describe a fixed type
Style combinations are dynamic and situationally responsive	Personality types are fixed
Development guides combine best practice advice and specific issues for each of the styles	Development guides focus on specific issues for each type only
Surveys based on forced choice ranking	A range of survey designs used
Is not used as a personality test	Is used as a personality test – practitioners need to achieve British Psychological Society level A and level B intermediate to use and interpret the results of the survey

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Appendix 1

ACE in more detail

The four **ACE** styles:

The Helper – Serious, professional, concerned to do the right thing

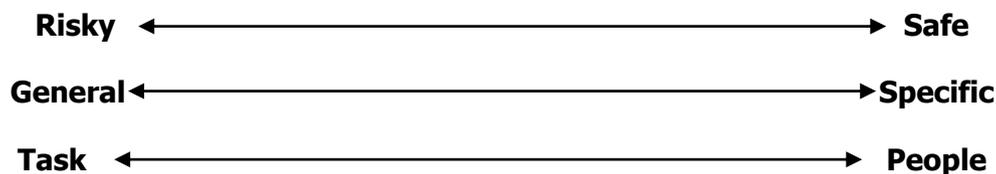
The Mixer – Flexible, optimistic, concerned to keep things friendly

The Driver – Purposeful, action-orientated, concerned to achieve

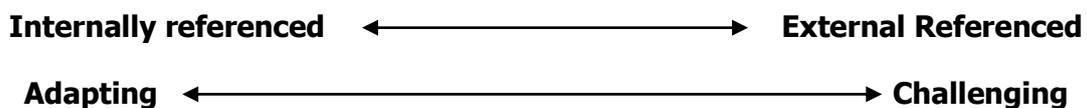
The Planner – Careful, methodical, concerned to think things through.

These have been developed using a model of belief systems drawn from the Neuro Linguistic Programming (NLP) concept of **meta-programmes** where meta-programmes act as triggers – behavioural preferences or patterns that determine the ways the brain reacts to the external world. They determine how a person responds to communications from others as well as how they interact with their environment. This is similar to ideas derived from Personal Construct Theory which is a model for explaining how we externalise our own private view of the world. This model argues that a person's processes are psychologically driven by the ways in which (s)he anticipates events. People do this by using their model of the world, in which they search for similarities and dissimilarities, by the use of constructs.

Drawing on these models in **ACE** we have proposed that there are patterns of behaviour that derive from the beliefs each individual has about how they live their lives. The models are bipolar – each person's preferences will mean that (s)he will feel more at ease nearer one end of the scale than the other, especially when planning for the future or making decisions. Examples are:



The two key patterns used in developing the **ACE** model are:

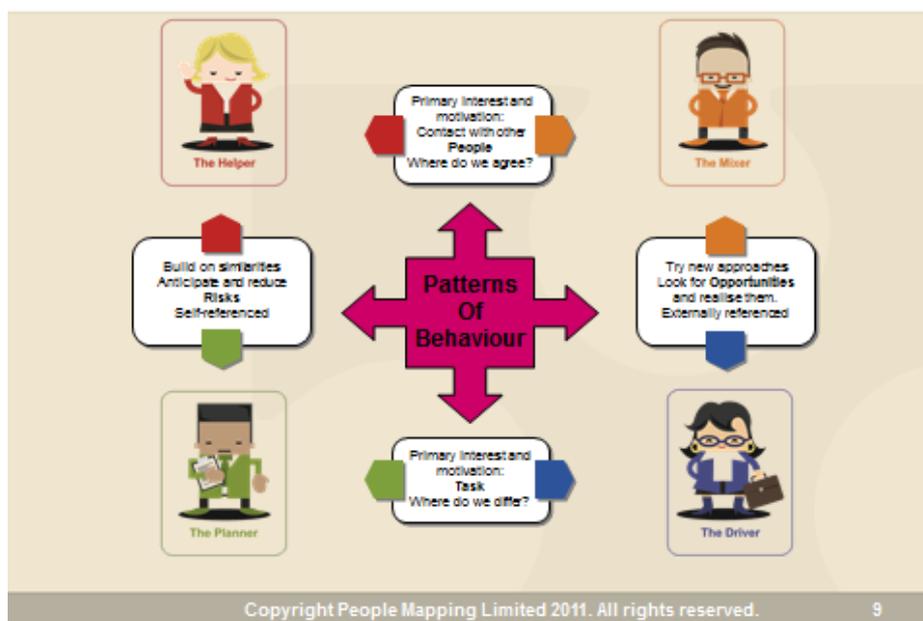


These are illustrated in the model below to show how the structure of the 4 styles is derived.

The model also incorporates aspects of 5 other psychological concepts:

1 Alignment of elements of communication

Carl Rogers developed the concept of communication congruence - the match between what individuals desire (Aim), how they behave (Conduct) and how they are perceived by others (Effect). Rogers argued that the ideal was an alignment between Aim, Conduct and Effect. Experience in organisations suggests that organisational culture and role can be responsible for behaviour (Conduct) being out of line with Aim and Effect and that such misalignment could often be of no great

PeopleMapping  Motivations of the **ACE** styles


significance in terms of development needs. However, a misalignment between Aim and Effect can produce considerable problems for individuals since it indicates that they recognise that they are not achieving the behavioural impact that they set out to achieve. In the design of the **ACE** model **ACE** therefore focuses the diagnosis of development needs on the misalignment between **Aim** and **Effect**.

2 The strength-weakness paradox

The Psychologist Erich Fromm developed the concept of *the Strength-Weakness Paradox* which was used to develop the 4 Jokers i.e. the negative effects of each of the 4 styles, especially when they are used on occasions and with people with whom they are not effective. This model helps individuals understand why the behaviours they feel most comfortable with may sometimes be the very ones that they should avoid as they can have a negative impact on other people

3 The NLP rapport model

In NLP the concept of Pacing, Matching and Leading is used to build a communication strategy that takes account of the other person's communication preferences. This model has been used to develop effective influencing strategies for each of the four styles which have very different requirements in terms of how they 'tune in' to other people. In addition **ACE** is used to develop coaching styles to ensure a productive feedback session for each client including reminding the coach to take account of their own preferred communication style when planning and delivering the session.

4 Transactional Analysis

Developed from Freudian theories, Eric Berne introduced a number of models to explain human behaviour and particularly interactions between people. In particular his concept of 'scripts' is useful in helping individuals to identify habitual patterns of behaviour and explore how interactions with others can be changed to achieve a positive outcome. Furthermore, his models for describing interactions between

people were used to explore the positive and negative interactions each style could have with people in the same style and different styles.

5 Jung's theories

Jung's analysis of human behaviour makes a distinction between people who are energised by the **internal** world of their own consciousness and those who focus on stimuli from the **external world – introverts and extraverts**. These concepts and those of **dominant and auxiliary functions** were incorporated into **MBTI** and have informed the development of the model of blends of style and the concept of a backup to the preferred **ACE** style.

ACE uses a short (15 minute) on-line survey that identifies how individuals prefer to communicate and produces a profile of their overall communication style in everyday circumstances and when under threat or stress. The model and report use everyday, accessible language so that they can be readily understood and then used to support individual personal and professional development.

The main focus of the model is practical tools for self development so each application is supported by a user guide which provides material to reinforce the model and applications for how to maximise strengths, minimise potential weaknesses and build rapport with people in different styles.

Normally individuals know how to treat people the way they themselves like to be treated but **successful communication is treating other people the way that they like to be treated**. In many cases this may not be how the individual completing the survey likes to be treated. The **ACE** learning process helps individuals understand how to solve this communications puzzle.

In teams **ACE** provides a common language to explore communications issues that focus at the behavioural rather than personal level, for both forming and established teams we have found that it provides a readily understood framework that helps people explore how they work together including what causes difficulties and tensions between team members. It also highlights where behavioural strengths are missing and helps teams work through how they may be developed or added.

On completion of the survey the on-line system generates an individualised report constructed from specifically designed decision rules from a database. The report profiles the person's preferred communication style in everyday and threat circumstances provides a narrative text in jargon free English and identifies development issues in the following framework:

Everyday	When the going gets tougher
<ul style="list-style-type: none"> ▪ Their strong suits ▪ Weaker suits ▪ Their game plans ▪ Working with colleagues ▪ Coping with changes ▪ Planning the future ▪ Giving a lead 	<ul style="list-style-type: none"> ▪ Dealing with conflict ▪ Dealing with stress ▪ Making the most of their hand ▪ Getting points across ▪ Getting the best from their hand ▪ Helping others to work with them effectively

Appendix 2

What it measures

The **MBTI** instrument describes an individual's preferences on four dimensions. The person is either:

MBTI in more detail

Extraverted

Prefers to draw energy from the outer world of activity, people and things

Sensing

Prefers to focus on information gained from the five senses and on practical applications

Thinking

Prefers to base decisions on logic and objective analysis of cause and effect

Judging

Likes a planned, organised approach to life and prefers to have things decided

or Introverted

Prefers to draw energy from the inner world of reflections, feelings and ideas

or Intuitive

Prefers to focus on patterns, connections and possible meanings

or Feeling

Prefers to base decisions on a valuing process, considering what is important to people

or Perceiving

Likes a flexible, spontaneous approach and prefers to keep options open

The various combinations of these preferences result in 16 personality 'types', each associated with a unique set of behavioural characteristics and values, which provide a useful starting point for individual feedback, self-exploration or group discussion.

<http://www.opp.co.uk/solutions/psychometric/MBTI.asp>

The purpose of the Myers-Briggs Type Indicator® (**MBTI**) personality inventory is to make the theory of psychological types **described by C. G. Jung in 1921** understandable and useful in people's lives. The essence of the theory is behaviour is actually quite orderly and consistent, being understandable from the difference in the way each individual prefers to use his/her perception and judgment.

Perception involves all the ways of becoming aware of things, people, happenings, or ideas. Judgment involves all the ways of coming to conclusions about what has been perceived.

The Myers-Briggs Type Indicator [instrument] was developed in the 1940s by Isabel Briggs Myers, and her mother, Katharine Briggs to make insights of type theory accessible to individuals and groups. They addressed the two related goals in the developments and application of the **MBTI** instrument:

- The identification of basic preferences of each of the four dichotomies specified or implicit in Jung's theory.
- The identification and description of the 16 distinctive personality types that result from the interactions among the preferences.

The **MBTI** has undergone several developments since then and there are a wide range of books, applications and more than 5 different surveys. It is probably the most widely used personality instrument.

However the core theories remain those published by Jung in 1921. These core elements are described below:

Preferred world: Does the individual prefer to focus on the outer world or on their own inner world? This is called Extraversion (E) or Introversion (I).

Use of information: Does the individual prefer to focus on the basic information they take in or do they prefer to interpret and add meaning? This is called Sensing (S) or Intuition (N).

Decision making: When making decisions, does the individual prefer to first look at logic and consistency or first look at the people and special circumstances? This is called Thinking (T) or Feeling (F).

Structure: In dealing with the outside world, does the individual prefer to get things decided or do you prefer to stay open to new information and options? This is called Judging (J) or Perceiving (P).

Personality Type: The preferences in each category decide the individual's personality type which is expressed as a code with four letters.

See the comparison of **ACE** and **MBTI** above for the description of the 16 types.

All types are equal: The goal of knowing about personality type is to understand and appreciate differences between people. As all types are equal, there is no best type.

The **MBTI** instrument sorts for preferences and does not measure trait, ability, or character. The **MBTI** tool is different from many other psychological instruments and also different from other personality tests.

<http://www.myersbriggs.org/>

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