

**Auszug:**

**Chapter 8. Reinterpretation of Myers Briggs Personality Types**

Swiss psychiatrist Carl Jung began corresponding with Sigmund Freud in 1906. Both were working on new theories of personality from the standpoint of the unconscious mind. They met, discussed each other's work, and came to admire each other. In 1910 when the International Psychoanalytic Association was founded, Jung became its first president. Three years later, however, their thinking had taken them in different directions and they had a falling out. Jung criticized Freud for developing psychoanalysis as a theory of sexual motivation. They parted in 1913 and never reconciled.

In the 1940s Isabel Briggs Myers and Katherine Briggs created a questionnaire to assess personality based on their interpretation of Jung's theory. According to Myers and Briggs, human nature encompasses 16 distinct personality types. Which of the 16 personality types best applies to any individual depends on the person's innate preferences for processing information and making decisions. The Myers-Briggs Type Indicator (MBTI) is a questionnaire assessing personality type. The MBTI is widely used by businesses for human development and leadership training purposes. Academic psychologists, however, have criticized the MBTI because of the lack of scientific validation for the 16 personality types. Ironically, the personality tool most popular with the public is unpopular in mainstream academic psychology.

I am often asked how the Reiss Motivation Profile (RMP) compares with the MBTI. I have taken a close look at the MBTI, administered both instruments to an undergraduate psychology class, and I asked the class to write a confidential brief comparing the information provided to them by two instruments. I also computed preliminary correlations among the scores for MBTI and RMP. Based on these experiences, I have concluded that the instruments are compatible and supplement each other.

The RMP supplements the MBTI when the two instruments are used together. The MBTI shows the individual's personality traits, whereas the RMP explains what motivates those traits. Here are some hypothetical examples of how this can work.

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The results of the MBTI reveal that Maggi, Margo, and Jim are all extroverts. The results of the RMP show that Maggi has a strong desire for social contact, Margo has a strong need for power, and Jim has a strong need for status. When we combine the results from both instruments, we can conclude that Maggi is an extrovert because she is gregarious; Margo is an extrovert because she is ambitious and uses networking to get ahead; and Jim is an extrovert because he uses networking to get rich. In this example, professionals who use only the MBTI would learn that Maggi, Margo, and Jim are all extroverts but they would not learn of the significantly different motivations.

The results of the MBTI reveal that George and Susan like to make up their mind without giving due consideration to the ideas of others. The results of the RMP show that George has a strong desire for independence and that Susan has a weak desire for social contact. Putting the results of the MBTI and RMP together, we conclude that George pays little attention to the opinions of others because he is self-reliant, Susan pays little attention to opinions because she is a loner.

The results of the MBTI reveal that Bernard and Isaac are reserved and thoughtful. The results of the RMP show that Bernard has a weak need for social contact and Isaac has a strong need for curiosity. Consolidating the two sets of results, we can conclude that Bernard is reserved because he values solitude, whereas Isaac is thoughtful because he is intellectually curious.

Many people prefer to take two personality instruments rather than one. They like to pick and choose which results are valid. They also appreciate the opportunity to learn which traits are confirmed by both assessments versus those suggested by only one assessment.

## **Similarities**

The RMP has the following six significant similarities with the MBTI including similarities of results and similar uses.

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1. Assessment of Same Personality Traits. The RMP assesses all of the personality traits assessed by the MBTI plus many more (see later comments). The MBTI, for example, assesses traits such as practical, responsible, and sociable. On the RMP, practical falls under a weak desire for curiosity; responsible falls under a strong desire for honor; and sociable falls under a strong desire for social contact. Later in this chapter, I will present detailed charts reinterpreting the MBTI results using the 16 basic desires rather than Jungian constructs.
2. Emphasis on Normal Personality. Both the MBTI and the RMP assess many “normal” personality traits not relevant to mental illness.
3. Use of Bipolar Scales. Both MBTI and the RMP use bipolar scales to assess personality. The MBTI, for example, has a bipolar scale of extraversion versus introversion. The RMP has a bipolar scale of desire for social contact versus solitude.
4. Plain language Results. You do not need a degree in psychology in order to understand the results of the MBTI and the RMP. Any educated person, for example, can readily understand the MBTI traits of idealistic versus realistic. The results of the RMP are stated in plain language (no technical jargon whatsoever.) If you speak the language of this book, you can understand your RMP should you take the assessment.
5. Human Development Applications. Both tools are well-suited for use in corporate and educational settings. Both instruments can be used in efforts aimed at resolving interpersonal conflicts at work, leadership training, and human development.
6. Tolerance of Diverse Personalities. Both the MBTI and the RMP are used to teach understanding and tolerance of diverse personalities at work. Such training helps people work together as a team.

## Dissimilarities

The RMP has the following five significant dissimilarities with the MBTI including differences of interpretation of results and the comprehensiveness of the results.

1. Personality Types vs. Psychological Needs. The MBTI evaluates every individual as having one of 16 personality types (see below). These personality types are assumed to be based on inborn preferences affecting information processing and decision making. The MBTI teaches people that the reason they have personality traits such as being organized is because they tend to process information and make decisions in particular ways.

In contrast, the RMP evaluates every individual as having a unique prioritization of 16 basic desires or psychological needs. The RMP teaches people that the reason they have personality traits such as being organized is because they have certain life desires, values, needs, and goals. The RMP shows that one can ignore Jungian constructs and still assess and explain all of the traits assessed on the MBTI. The RMP “reinterprets” the MBTI.

2. Four versus 16 Bipolar Scales. Since the RMP has 12 more bipolar scales than the MBTI, it provides much more information. Here are some of the personality dimensions assessed by the RMP that are not assessed on the MBTI.

*Basic desire for eating* – The RMP assesses how much the individual is motivated to eat. This scale is relevant to understanding how much value the individual attaches to meals and dining; possible weight management issues; and possible conflict in marriage. The MBTI does not assess the desire for eating.

*Basic desire for physical activity* -- The RMP assesses how much the individual is motivated toward physical activity. This scale is relevant to understanding how much value the individual attaches to fitness; possible participation in sports; possible weight management issues; and possible conflict in marriage. The MBTI does not assess the desire for physical activity.

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*Basic desire to romance* – The RMP assesses sex drive. This scale is relevant to understanding how much time and energy the individual devotes to romance including daydreaming; possible marital conflict; and possible infidelity. (Note: On the business version of the RMP, a scale assessing beauty is substituted for the romance scale.) The MBTI does not assess the desire for romance.

*Basic desire for saving* – The RMP assesses how strongly the individual enjoys collecting things. This scale is relevant to understanding possible spending habits; valuations of thrift; and tendencies to be a “rat pack.” The MBTI does not assess the desire for saving.

*Basic desire for tranquility* – The RMP assesses how strongly the individual desires tranquility. This scale is relevant to understanding how much the individual tends to worry; the individual’s tendency to be cautious versus risk taker; and the individual’s tendency to perform poorly under stress. The MBTI does not assess the desire for tranquility.

*Basic desire for vengeance.* The RMP assesses how strongly the individual desires vindication. This scale is relevant to assessing competitiveness, aggressiveness, and tendency to confront versus avoid conflict. The MBTI does not assess the desire for vengeance.

3. Categorical versus Quantified Results. The MBTI is scored into either/or, black/white personality categories, whereas the RMP has shades of gray or “in between” categories. The MBTI, for example, types every person on the planet as an extrovert (E) or an introvert (I). In contrast, the RMP assesses 20% of the population as having a strong need social contact (extroverted), 20% of the population as having a weak need for social contact (introverted), and the remaining 60% of the population as showing mixed introverted and extroverted traits.

4. Poor versus Good Psychometric Properties. For maximum psychometric differentiation among personalities, each of the 16 MBTI types should represent about one-sixteenth of the population. Yet some types are common and others are rare. The MBTI assesses about 17.8% of the population as Type ISTJ, for example, but only 1.7% as type ISFP. This is a significant psychometric flaw in the MBTI that justifies some of the scientific criticisms of the instrument. The MBTI is actually measuring a narrow range of personality, but this is misunderstood by the job coaches using the MBTI.

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MBTI experts are simply wrong in concluding that human nature has distributed the 16 personality types with different frequencies. What has really happened is that the specific questions used on the MBTI vary haphazardly in the intensities of personality traits assessed.

In other words, the prevalence of the 16 MBTI personality types has everything to do with how the questions are worded and very little to do with human nature. Consider the following hypothetical example of the prevalence of a Romantic Personality type. If we ask people, “Do you enjoy sex,” we would classify about 99% of the population as having a Romantic personality type.

If we ask people, “Is sex essential to your happiness,” we would conclude that about 50% of the population has a Romantic Personality type. If we ask people, “Would you be willing to sacrifice your life in exchange for a night with your favorite Hollywood star,” we would conclude that less than 1% of the population has a Romantic population.

Human nature does not include many more Type ISTJs than ISFPs. The difference is a consequence of how the questions are worded on MBTI measurement instrument. The MBTI type ISTJ is assessing lowering intensity values than those assessed by the ISFP, producing the illusion of widely different prevalence rates.

In contrast, the RMB questions were deliberately worded to provide maximum psychometric differentiation. This required a great deal of scientific work. On the RMP, all 16 strong desires are equally common with all 16 weak desires. “Strong” is always the 20% of the population, “weak” is always 20% of the population, and “average” is always 60% of the population.

5. Scientific Status. As already noted, many scientists have questioned the validity of the MBTI partially because the 16 personality types have not been validated by human factor studies of how personality traits co-vary in large samples of individuals (Barbuto, 1997; Garden, 1991; Girelli & Stake, 1993; Hunsley et al, 2003; Pittegnier, 1993). In contrast, the RMP meets or exceeds the scientific criteria for a valid psychometric assessment. Research on the RMP has repeatedly demonstrated factorial validity, reliability of measurement, and concurrent and predictive validity. The results of the RMP have been shown to predict meaningful behavior in natural environments.

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## Reinterpreting the MBTI

Motivation analysis provides a basis for reinterpreting the results of the MBTI. Here is how the RMP reinterprets the four bipolar preferences of the MBTI that determine the 16 personality types. (Please note that the MBTI traits can be produced by more than one basic desire acting alone or in compound with the others.)

**Table 8-1. Reinterpretation MBTI Bipolar Preferences**

MBTI Personality Dimensions	RMP Desires: Bipolar Traits
Extroversion vs. Introversion	Social contact: friendly vs. reserved Acceptance: Confident vs. Insecure Tranquility: Calm vs. fearful
Sensing versus Intuiting	Curiosity: Practical vs. Ideas Idealism: Realistic vs. Idealistic
Thinking vs. Feeling	Independence: Self-reliance vs. Support Power: Ambitious vs. Nondirective Status: Materialistic vs. Not materialistic Vengeance: Confront vs. Cooperate
Judging vs. Perceiving	Order: Organized vs. Spontaneous

**Extroversion (E) versus Introversion (I).** In theory, this MBTI bipolar scale evaluates whether an individual directs energy to the outer/objective world versus inner/subjective world. In reality, the MBTI questions on this scale may actually evaluate gregariousness. People who the MBTI classifies as “E” are gregarious, and those the MBTI classifies as “I” need significant time alone.

**Sensing (S) versus Intuiting (N).** In theory, this MBTI scale evaluates the extent to which the individual relies on facts (sensory information) versus abstractions/ideas (intuition) when gathering information and making decisions. In reality, the MBTI questions intended to measure the S/N dimension may actually measure the basic desire for curiosity (need for cognition), perhaps in combination with the basic desire for idealism. People the MBTI classifies as “S” have a weak need for cognition – they are not intellectually curious. About half are also realistic (as opposed to idealistic). In contrast, people the MBTI classifies as “N” (intuiting) are intellectuals and possibly idealistic.



The “S” versus “N” may be about curiosity and idealism, not the MBTI constructs of “sensing” and “intuition.”

**Thinking (T) versus Feeling (F).** In theory, this MBTI scale evaluates the extent to which people have a tendency to make judgments based on logic or personal values.

In reality, the MBTI questions intended to measure the T/F dimension may in fact measure a combination of four needs: independence, power (dominance), status, and vengeance. People the MBTI classifies as “T” are self-reliant (which falls under a high need for independence), ambitious (which falls under a high need for power/will), materialistic formal (which falls under a high need for status), and possibly competitive/aggressive. The people the MBTI classifies as “F” may be interdependent (which falls under a low need for independence), non-directive (which falls under a low need for power), not materialistic (which falls under a low need for status), and cooperative (which falls under a low need for vengeance).

**Judging (J) versus Perceiving (P).** In theory, this MBTI scale evaluates the individual’s preference for closure versus openness when interacting with the world. In reality, the J/D dimension may in fact measure the individual’s need for order. Individuals the MBTI classifies as “J” are organized people who value stability and predictability, whereas those the MBTI classifies as “P” value spontaneity.

## Comparison Charts for 16 Types

The following charts show how the results of the MBTI can be reinterpreted in terms of the 16 basic desires (psychological needs) assessed by the RMP. For about 80% of the traits, I had little difficulty identifying the RMP psychological need motivating the MBTI trait. For the remaining 20% of the traits, I wasn’t completely sure why MBTI assigned the trait to the type in question, or I suspected the MBTI trait did not really belong with the MBTI type it supposedly characterizes.

For a number of MBTI types, I discuss published case studies or the results of college students who took both tests. These were not done in every case in order to save space. Further, some of the MBTI types have significant overlap with each other.

We begin with the personality type ESTJ. As shown in Table 8-2, people with an ESTJ personality type rely heavily on thinking to organize projects and get results.

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**Table 8-2. Reiss Motivation Profile for Type ESTJ\***

Trait (from MBTI)	Motive (from RMP)
Responsible	Strong desire for honor
Likes organizing projects	Strong desire for order
Likes being in charge, Hardworking, Direct	Strong desire for power
Decisive	Weak desire for acceptance Strong desire for power Strong desire for independence
Practical, matter-of-fact Realistic, Matter-of-Fact	Weak desire for curiosity
Results oriented	Strong desire for power
Insensitive	Weak desire for social contact Strong desire for independence

\* 15.04% of male graduate student population  
 8.56% of female graduate student population

Table 8-2 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ESTJ personality type. The right column shows the RMP basic desires that produce the same traits.

People with an ESTJ personality type are dutiful, organized, logical, and rule-governed. They try to solve problems and move on. They appreciate people who are competent and hard-working, and they like giving advice.

Ted is an example of ESTJ. According to MBTI expert and author Loren E. Pedersen, Ted “learned early on that ‘who’ he was and what he accomplished were closely tied together. He was the Eagle scout with the most merit badges and a frequent winner of science projects at school.” (p. 62) Peterson says he became a banker whose “efficiency, attention to detail, and ability to conceptualize plans and carry them out, as well as his natural leadership abilities,” helped him to rise rapidly in the bank.

Ted is a “no-nonsense” manager who demands high performance standards. His pet peeve is carelessness. He is impatient with other people and has



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difficulty attending to points of views not his own. “He prefers that others agree with his point of view.” (p. 63) Ted is sensitive to being criticized.

Ted’s family life has few major “ups and downs.” He described his marriage as “satisfactory and stable.” He enjoys a moderate amount of active involvement with his family. His wife sees Ted as an “emotionally cool” person not prone to displays of tenderness or affection.

Ted’s Myers-Briggs type is ESTJ. The “E” stands for “extroverting,” which means that Ted directs his energy and attention “outwardly.” According to Myers Briggs theory, Ted’s preference for extroverting explains why he is achievement oriented and has a job as a leader (bank manger.) On the RMP, both leadership and achievement motivation fall under the striving for power. The RMP might say that Ted’s intrinsic valuing of will (influence and power), not extroverted psychic “energy,” is what motivated him to achieve, lead, and be insensitive to the opinions of others.

The “S” in Ted’s Myers-Briggs type stands for “sensing,” which means that Ted values facts and practical relevance. Ted’s “S” may explain his ability to develop and execute practical plans. On the RMP, a weak striving for curiosity motivates practicality. The RMP says that Ted’s intrinsic dislike of sustained thinking, not sensing, motivates him to be good to value practicality.

The “T” in Ted’s Myers Briggs type stands for “thinking,” which means that Ted is impersonal, emotionally cool, and sometimes insensitive to others. On the RMP, Ted’s emotional coolness and insensitivity is most likely motivated by a strong desire for independence, but there are other possibilities.

The “J” in Ted’s Myers Briggs type stands for “judging,” which means that Ted likes to make decisions and gain closure. According to Myers Briggs theory, Ted’s is a punctual, orderly, and clean person because he is a “J”. On the RMP, the striving for order motivates punctuality, neatness, orderliness, and cleanliness. The RMP says that Ted’s intrinsic valuation of stability and predictability, not judging, is what motivates him to be organized.

Pederson tells us that Ted’s family life has few “major ups and down.” Ted seems to have shown at least average interest in his children. He also seems to have been married to the same women his entire adult life; Pederson mentions nothing about his straying or sex life. Pederson did not discuss how a Myers Briggs personality type of ESTJ explains Ted’s family life and marriage. Based on Pederson’s description, I would estimate that Ted’s RMP might show an average or above average striving for family and an average or below average striving for romance.

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**Table 8-3. Reiss Motivation Profile for Type ENTJ\***

Trait (from MBTI)	Motive (from RMP)
Likes to be in-charge, aspires to do best, ambitious, enjoys goal setting	Strong desire for power
Decisive, Self-confident	Weak desire for acceptance Strong desire for power Strong desire for independence
Sometimes overconfident	Very weak desire for acceptance
Resourceful Self-determined	Strong desire for independence
Logical Analytical	Strong desire for curiosity
Gregarious, Live life to fullest	Strong desire for social contact

\* 10.99% of male graduate student population  
 7.19% of female graduate student population

Table 8-3 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ENTJ personality type. The right column shows the RMP basic desires that produce the same traits.

Johnny is an undergraduate college student who completed both instruments at about the same time. The results of the MBTI classified him as an ENTJ. People with an ENTJ personality type are take-charge individuals who have little tolerance for inefficient procedures in getting things done. They are “logical, analytical, objectively critical, and not likely to be convinced by anything but reasoning” (p. 300). They are also energetic, fun loving, and gregarious people who live life to its fullest.

The results of Johnny’s RMP only partially confirmed the results of Johnny’s MBTI. The RMP showed a strong desire for social contact, which confirms the MBTI finding of gregariousness. The RMP results showed that Johnny has a strong desire for curiosity, which confirmed the MBTI results.

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The RMP results suggested that Johnny has a weak desire for independence, which is inconsistent with the MBTI's finding that he is resourceful and self-determined. The results of the RMP also revealed that Johnny has a weak desire for tranquility, implying that he is a risk taker, dare devil, or adventurer. The MBTI did not assess Johnny's desire for tranquility.

**Table 8-4 Reiss Motivation Profile for Type ISTP\***

Trait (from MBTI)	Motive (from RMP)
Onlooker	Weak desire for power Weak desire for social contact
Flexible	Weak desire for order
Puts off decisions	Strong desire for acceptance
Quiet, reserved	Weak desire for social contact
Dislikes rules	Weak desire for order

\* 3.18% of male graduate student population  
 1.61% of female graduate student population

Table 8-4 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ISTP personality type. The right column shows the RMP basic desires that produce the same traits.

The MBTI describes ISTP people as onlookers who stand back and observe other people. They can be hard for others to figure out. They are quiet, reserved, and tend to put off decisions. They dislike following rules.

On the RMP, true onlookers are people who lack will, suggesting a low need for power. People who have a low need for power dislike influencing other people and, thus, tend to be onlookers (non-interventionists).

**Table 8-5. Reiss Motivation Profile for Type INTP\***

Trait (from MBTI)	Motive (from RMP)
Analytical, Precision in thought, Articulate Ivory tower	Strong desire for curiosity
Prefer small circle of friends Quiet, Reserved Dislike small talk	Weak desire for social contact
Difficulty showing appreciation	Strong desire for independence

\* 4.95% of the male graduate student population  
 3.71% of the female graduate student population

Table 8-5 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an INTP personality type. The right column shows the RMP basic desires that produce the same traits.

The MBTI describes INTP people as knowledge seekers. They like to organize ideas and are precise and articulate. They are quiet and reserved and prefer a close network of friends. *Some* live in an “ivory tower.” In the language of the RMP, these individuals are intellectuals.

Stephen is an INTP college student who completed both the MBTI and the RMP. The RMP results indicated a high need for curiosity, which confirmed the MBTI results. Although the results of both tests showed that Stephen is an intellectual, the RMP added that Stephen is a competitive individual (which falls under the high need for vengeance).

**Table 8-6. Reiss Motivation Profile for ESFJ\***

Trait (from MBTI)	Motive (from RMP)
Trustworthy, loyal	Strong desire for honor
Born cooperators, Avoids conflict, Seeks harmony Kind (shows real concern for others), Sympathetic	Weak desire for vengeance
Warm, Engaging, Likes to be needed, Personable, Popular	Strong desire for social contact
Down to earth	Weak desire for status
Dislikes ambiguity	Weak desire for order
Practical	Weak desire for curiosity

\* 3.51% of the male graduate student population  
 8.58% of the female graduate student population

Table 8-6 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an INTP personality type. The right column shows the RMP basic desires that produce the same traits.

Kim is an ESFJ college student who completed both the MBTI and RMP. The results of the RMP revealed that Kim has a very strong desire for idealism, suggesting that she has humanitarian values, and a strong desire for honor, suggesting that she values loyalty. These results confirm the MBTI traits of trustworthy, loyal, and responsible.

Kim's RMP showed only an average score for vengeance. This finding contradicts the MBTI result that Kim is conflict avoidant.

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Kim's MBTI results suggested that she is "down to earth." Kim's RMP score for status was .49 standard deviations below the norm. The score is a bit low, suggesting that Kim can be informal and down to earth, but it is still within the range of normal scores.

**Table 8-7. Reiss Profile for Type ENFJ \***

Trait (from MBTI)	Motive (from RMP)
Responsible, Loyal, Base decisions on personal values	Strong desire for honor
Helpful, Inspires others	Strong desire for idealism
Likes organizing	Strong desire for order
Empathetic, Avoids conflict	Weak desire for vengeance
Friendly, considerate	Strong desire for social contact
Responsive to praise and criticism	Strong desire for acceptance

\* 3.99% of the male graduate student population  
 8.35% of the female graduate student population

Table 8-7 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ENFJ personality type. The right column shows the RMP basic desires that produce the same traits.

The MBTI describes ENFJ people as considerate of the feelings of others, "radiate sympathy and fellowship," (p. 305) and promote harmony. They are curious about new ideas and insightful. They base their decision on personal values and ideals.

The RMP reinterprets the ENFJ personality type in terms of only six of the 16 basic desires. The RMP does not use Jungian constructs to explain these personality traits. The RMP, for example, holds that the personality traits of sympathetic and kind are motivated by an *intrinsic* devaluation of conflict. The RMP implies that people are helpful because they *intrinsically* value social justice (idealism).

**Table 8-8. Reiss Motivation Profile for Type ISFP\***

Trait (from MBTI)	Motive (from RMP)
Gentle, Avoids conflict, Kind	Weak desire for vengeance
Does not like to force opinions on others, Follows, Relaxed about getting things done	Weak desire for power
Compassionate	Strong desire for idealism
Unassuming, modest , Seeks meaning in work beyond pay	Weak desire for status
Relaxed about getting things done	Weak desire for power
Likes own space	Weak desire for social contact
Dutiful, loyal	Strong desire for honor
Flexible, Enjoys the moment	Weak desire for order
Belittle accomplishments	Strong desire for acceptance

\* 1.69% of the male graduate student population  
 2.65% of the female graduate student population

Table 8-8 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ISFP personality type. The right column shows the RMP basic desires that produce the same traits.

The MBTI describes ISFP people as quiet and reserved individuals who live in the “here and now.” They are not ambitious and may take their time getting things done, stopping to smell roses. They are modest and do not call attention

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to themselves. They are flexible, open-minded, and tolerant. *Some* belittle their accomplishments as falling short of their ideals.

The RMP reinterprets the ISFP types in terms of weak desires for power, vengeance, and status, plus strong desires for honor and acceptance. The reinterpretation shows that the personality traits of the ISFP can be explained without using Jungian constructs.

**Table 8-9. Reiss Motivation Profile for INFP\***

Trait (from MBTI)	Motive (from RMP)
Loyal people and values	Strong desire for honor
Idealistic	Strong desire for idealism
Cares about learning, ideas	Strong desire for curiosity
Likes independent projects, Absorbed in own activities, Judges in accordance with own ideals, Stubborn	Strong desire for independence
Curious, Seeks to understand people	Strong desire for curiosity
Not concerned with possessions	Weak desire for status
Dislikes rules, schedules, deadlines Adaptable	Weak desire for order

\* 4.95% of the male graduate student population  
7.65% of the female graduate student population

Table 8-9 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an INFP personality type. The right column shows the RMP basic desires that produce the same traits.

Jean is an INFP college student who completed both the MBTI and the RMP at about the same time. She agreed with the results of the MBTI that she is loyal to her values and idealistic. She also agreed that she is a curious person even though the RMP results implied that her intellectual curiosity is only average.

Jean's highest RMP score was for independence. In her report on what she thought of the two tests, she wrote, "I am a very independent individual who is motivated strongly by not wanting or having to depend on others. I thoroughly agree with the Reiss Motivation Profile that my strongest striving is for independence."

**Table 8-10. Reiss Motivation Profile for Type ESTP\***

Trait (from MBTI)	Motive (from RMP)
Gregarious	Strong desire for social contact
Confident	Weak desire for acceptance
Dislikes long explanations, Bored by theories, Learns best by doing	Weak desire for curiosity
Realistic	Weak desire for idealism
Pragmatic	Weak desire for honor
Adaptable, Spontaneous, Focus on here and now	Weak desire for order
Likes material comforts	High need for status
Doesn't worry	Weak need for tranquility
Likes sports	Strong desire for physical activity

\* 2.69% of the male graduate student population  
 1.05% of the female graduate student population

Table 8-10 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ESTP personality type. The right column shows the RMP basic desires that produce the same traits. The chart shows that the RMP can explain the personality traits of a type ESTP in terms of nine of 16 basic desires and without using any Jungian constructs.

**Table 8-11. Reiss Motivation Profile for Type ESFP\***

Trait (from MBTI)	Motive (from RMP)
Outgoing, friendly	Strong desire for social contact
Likes sports	Strong desire for physical activity
Like to make things happen	Strong desire for power
Prefers facts to theories, Common sense, practical	Weak desire for intellectual curiosity
Flexible, spontaneous	Weak desire for order

\* 1.45% of the male graduate student population  
 2.62% of the female graduate student population

Table 8-11 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ESFP personality type. The right column shows the RMP basic desires that produce the same traits.

The MBTI describes ESFP people as action-oriented people who dislike theories and abstract ideas. They may pride themselves in having common sense. They are outgoing, friendly, accepting of other people. Since they seek action, they may like sports. The RMP reinterprets the ESTP types in terms of the five basic desires shown in Table 8-11. The reinterpretation shows that the personality traits of the ESFP can be explained without using Jungian constructs.

**Table 8-12. Reiss Motivation Profile for Type ISTJ\***

Trait (from MBTI)	Motive (from RMP)
Conscientious, loyal	Strong desire for honor
Practical	Weak desire for curiosity
Mind for details, Does things "by the book"	Strong desire for order
Quiet, Reserved, Serious	Weak desire for social contact
Hard working, Ignores distractions when working	Strong desire for power
Modest, humble, works behind scenes	Weak desire for independence

\* 17.76% of the male graduate student population  
 10.75% of the female graduate student population

Table 8-12 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ISTJ personality type. The right column shows the RMP basic desires that produce the same traits.

The MBTI describes ISTJ people as "duty seekers." They are serious, quiet, and thorough. They like to make up their own minds about things. They can be good at remembering facts and figures but they dislike abstract thinking. They are detail and have a tendency to do things "by the book."

The RMP reinterprets the ESTP types in terms of the five basic desires shown in Table 8-12. The reinterpretation shows that the personality traits of the ISTJ can be explained without using Jungian constructs.

**Table 8-13. Reiss Motivation Profile for Type ISFJ\***

Trait (from MBTI)	Motive (from RMP)
Conscientious, loyal	Strong desire for honor
Through, Patient with details	Strong desire for order
Perceptive, Concerned with how people feel, Creates harmony, Team player	Weak desire for independence

\* 4.30% of the male graduate student population  
 10.93% of the female graduate student population

Table 8-13 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ISFJ personality type. The right column shows the RMP basic desires that produce the same traits.

ISFJ people are very dependable. They work hard to meet their obligations. They are loyal, dutiful, and concerned with how others feel. They are quiet, reserved, and unassuming. They are detailed oriented.

The RMP explains the personality traits of the ESTP in terms of only three basic desires and without using Jungian constructs.

**Table 8-14. Reiss Motivation Profile for Type ENTP\***

Trait (from MBTI)	Motive (from RMP)
Seeks knowledge, Stimulating, Logical	Strong desire for curiosity
Good at reading people	Strong desire for social contact
Outspoken, Nonconformist, Resourceful	Strong desire for independence
May neglect routine matters, Bored by routine, Does things differently each time	Weak desire for order

\* 5.24% of the male graduate student population  
 9.17% of the female graduate student population

Table 8-14 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ENTP personality type. The right column shows the RMP basic desires that produce the same traits.

Michael is an ENTP college student who completed both the MBTI and the RMP at about the same time. Both the RMP and MBTI correctly described Mike as curious and sociable. In Mike's case, the RMP results quantified the MBTI's results, but the quantification was not quite what might think based on the results of the MBTI alone. His score for curiosity was 0.9 standard deviations above the norms, which is high but not high enough to suggest that knowledge and intellectualism are the strongest impressions he creates.

The results of both the RMP and the MBTI suggested that Mike is independent-minded. The results of the MBTI indicated that Mike is good at reading people and solving problems, and Mike agreed with these results.

On the RMP, Mike scored very low for honor and idealism, suggesting that he is expedient and realistic. In his class report, he acknowledged the validity of these results. He wrote, "I cut corners in some of my responsibilities and tasks. I can be manipulative." Michael's RMP results also indicated low scores for saving. He explained, "Throughout college I have pretty much blown all my money."

The RMP results also suggested a high score on need for acceptance, implying a tendency to be insecure and lacking in self-confidence. Michael acknowledged that he seeks approval. “I feel better about myself when people who I respect and admire show positive approval of me.”

**Table 8-15. Reiss Motivation Profile for Type ENFP\***

Trait (from MBTI)	Motive (from RMP)
Warm	Strong desire for social contact
Imaginative	Strong desire for curiosity Weak desire for order
Helpful	Strong desire for idealism
Improvises, Spontaneous	Weak desire for order
Skillful in logical argument	Strong desire for curiosity + high intelligence
Needs affirmation from others	Strong desire for acceptance

\* 5.74% of male graduate student population  
2.62% of the female graduate student population

Table 8-15 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an ENFP personality type. The right column shows the RMP basic desires that produce the same traits.

ENFP people are warm, imaginative, and idealistic. They often rely on their ability to improvise rather than prepare. They seek variety and challenge. The RMP explains the personality traits of the ENFP in terms of only four basic desires and without using Jungian constructs.

**Table 8-16. Reiss Motivation Profile for Type INTJ\***

Trait (from MBTI)	Motive (from RMP)
Serious, quiet	Weak desire for social contact
Independent thinker, skeptical	Strong desire for curiosity Strong desire for independence
Sometimes stubborn	Strong desire for independence
Can organize tasks	Strong desire for order
Leader, Driven, Interested in self-improvement, High standards	Strong desire for power

\* 9.85% of male graduate student population  
 6.11% of the female graduate student population

Table 8-16 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an INTJ personality type. The right column shows the RMP basic desires that produce the same traits.

INTJ people are original thinkers and have great drive for their own ideas and purpose. They are skeptical, critical, and independent thinkers; they can be original or creative thinkers. The RMP reinterprets the INTJ personality traits in terms of five basic desires. The reinterpretation explains the personality traits without using Jungian constructs.

**Table 8-17. Reiss Motivation Profile for Type INFJ\***

Trait (from MBTI)	Motive (from RMP)
Determined (succeed by perseverance)	Strong desire for power
Principled, Conscientious	High need for honor
Interested in common good, Humanitarian	High need for idealism
Succeeds by perseverance, Puts best effort into work	High need for power

\* 3.49% of the male graduate student population  
 7.07% of the female graduate student population

Table 8-17 is divided into two parts. The left column lists traits MBTI theory holds to be statistically associated with an INFJ personality type. The right column shows the RMP basic desires that produce the same traits.

Jim is a college student who completed both the MBTI and the RMP at about the same time. The results showed some disagreement. Both the MBTI and RMP assessed Jim as having a high need for honor, whereas the RMP quantified the need as “above average.” Jim agreed that his honor is very important to him. The MBTI also indicated that Jim is idealistic and humanitarian, but the RMP results disagreed indicating that Jim is concerned with the moral rules but not necessarily with humanitarian or altruistic endeavors.

The RMP indicated that Jim is insecure (which falls under a high need for acceptance) and a worrier (which falls under a high need for tranquility). Jim agreed that these traits validly describe him and observed that nothing in his MBTI results indicated his insecurity.

Another disagreement between the results of the two tests was the MBTI described Jim as determined and preserving, whereas the RMP described Jim as average or below average regarding these traits. Jim wrote, “At first when I got the results back, I thought independence meant .. to do things by yourself. [Now I realize that] independence is more like proud or autonomous, which is your way of doing things. “I ...have a totally weak striving [for independence].” Jim observed, for example, that he practices Christian humility.

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## A New Motivation System

On the RMP Jim scored low for status, power, and vengeance. He later explained, “Status is something I do not think is important for many reasons.” Jim says he is down to earth and humble. The MBTI results did not mention Jim’s humility, peaceful, and non-directive nature.

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### Notes:

, “Sixteen Men: Understanding Masculine Personality Types.” Ted’s Myers Briggs type is ESTJ.

2006, Ohio State University, Prof. Dr. Steven Reiss

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