

Katherine E. Look. Papers

Correspondence from Isadore Briggs-Myer, undated

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Darling -

Here they are back + thanks.

G.M. didn't rally much on the rally + I sold it $50\frac{1}{4}$.

Hope that turns out to be right.

The odd lot short sales are still way down. For the days since the Drew letter the % has been 10.8, 17.4 (Sat), 13.6 (Mon).

Bought a new 2-drawer file for medical classes + have both drawers full!

Love.

Isabel

Thursday, Feb. 21.

Hi, darling!

Here they are back. I would very much like to see the Drew letters as they come, and will try to be very quick about returning them.

The market looks more and more as if the Drew fundamental bearishness were right, doesn't it? I expect there was a technical rally today, but the support levels were definitely broken, and on increased volume. However, the little odd lot short sellers are still just as optimistic. Poor things!

Maybe I should sell the GM on the technical rally which I think is happening. Trouble is, I sold Phelps Dodge the same time you did, on that decline in the spring, and am still feeling bruised about it, and inclined to experiment on this "getting out of the market" with my own funds until I have been some successful, before disturbing the trust much. From one point of view, the degree to which you are out and I am out is pretty considerable, and maybe the trust should take the "contrary opinion". Or maybe I am just chicken-hearted.

I made a tracing of that odd lot short sale chart to keep. Came out very nicely.

In the four days since the last figure Drew gave for the short index, the net change has been zero. It went 6.6, 7.3, 8.4, and this morning (including Tuesday's drop) 8.3.

United Carbon did a lot of sudden dropping earlier, but has been very stable these last couple of days, hasn't it?

I agree that the important thing is to learn. At the moment we are very well off with all our investment funds. If we can just do the wise and prudent things with 'em.

Type Indicator goes swimmingly. Just got a letter this morning from Dr. Olsen, of University of Illinois. They have decided to do both their freshman and senior classes, the latter because "we already have our own psychological data on them and know their records." He encloses a copy of a letter from the head of their Psychiatry Dept, the last sentence of which is "While we cannot be too sure that the assumptions on which this test is based are correct, there must be some assumptions as to what it is advisable to test before any valuable investigation program can be put into operation." Now there is a nice open-minded institution with very large classes -- 166 freshmen -- and a beautiful lot of data on their seniors, which should be very profitable in the long run. Wish Chicago weren't so far away.

Heaps of love,

Isabel

P.S. If you send me the Drew letters, I will feel I have to put little notes in with when I return 'em. So better send me!

Dear Mother --

Sorry this one is late. I had an appointment Friday with a lady from Zurich that I wanted to be able to report on.

She is a Margaret Ostrowsky, German married to a Pole who is temporarily at the Bureau of Standards -- something about computers -- so she is over here for three months. But when she is at home in Basel, she is more or less connected with the Jungian Institute at Zurich, and she heard about the Indicator from Mrs. Kotschnig and asked to see me when she was up here.

She seemed very interested and impressed, and was, to my surprise, delighted with the graphs showing how definiteness of type correlates with achievement, -- my high executives, management people, employees, etc. She said several times, "It is so nice to see it there."

Her viewpoint is definitely that of a person interested in the problem of middle-aged people who are wishful to learn to transcend their type, while mine at present is concerned with enough type development in the young. But she agrees that one must be a type first in order to accomplish anything. She also agrees that the introverted intuitives are the ones most in danger of schizophrenia if they do not get their "bridge to reality" built.

I think you would find her much more rewarding to talk to than the lady we saw in New York, and would enjoy her. So I strongly recommend that you get in touch with her and ask her to lunch, maybe, and have a good session. Her address is 3700 Massachusetts Ave. She knows about your part in the Indicator. Mrs. Kotschnig had told her you had a type system before Jung's book came out, and she asked about that and I told her how it went and how beautifully it fitted.

She had taken an Indicator, but of course she knew too much about type and knew what most of the questions were driving at and found it almost impossible to answer naively. She came out definitely intuitive and definitely J, but slightly on the extravert side (which I do not think is true) and altogether unable to choose between T and F because she has come to see so many virtues in each! I think she is IINJ, actually.

What do you suppose got into United Carbon that made it spurt like that? I did not notice it on the day it did, but the next day it was "down 1 3/4" to a figure higher than I had ever seen it!

Heaps of love,

Isabel

① Childhood	② Worry+Indecision	③ Intensity	④ Freedom	⑤ Possibilities	⑥ Routine	⑦ People prob. r.
1 Fair school	2 Ability to stop	3 Favorite amusements	4 Routine painful	5 Big job first	(6) Convenient	7 Approval v. disapproval
29 Wise parents	30 Excess worry	31 Few + deep friends	32 Danger of drifting	33 Good time v. new idea	(34) Danger of rut	35 Asks the way
57 Friendly world	58 No. of worries	59 Few + deep interests	60 Welcomes break	61 Imagination	(62) Regrets break	63 Accepts authorities
85 Fair discipline	86 Worry over trifles	87 Bottles up feelings	88 Routine comes hard	89 Overlook present	(90) Routine comes easy	91 Interested in "good form"
113 Hooky	114 Two stools	115 Can miss station		117 Enthusiastic	118 Discussion of people ^(ex)	119 Agrees w. speaker ^(ex)
141 Trust about money	142 Too long deciding	143 Indisc. warmth hypoc.			146 Strong likes + dislikes ^(ex)	147 Argument a waste ^(ex)
169 Obedience		171 Absent-minded eating			174 Superfluency ^(ex)	175 What price cooperation ^(ex)
					202 Hates argument ^(ex)	(203) Hates argument ^(ex)
						231 Won't scrap for truth ^(ex)
				Extras for Extraverts Only		

Auto Ethics	Dependence	Sociability	Open Mind	Experience + Obs.	Made-up Mind	Preoc. w. People
8 Stop sign	9 Ask advice	10 Singles preferred	11 Absorbs new ideas	12 Unrepeatable joys	(13) Judges new ideas	(14) Team games
36 Enforcement	37 Children lucky	38 Last to hear gossip	39 Friends by propinquity	40 Association by sound	(41) Friends by similarity	42 Brevity v. sociability
64 Speeding	65 Need of praise	66 No confider	67 Mind kept open	68 Bull-fight	(69) Made-up mind	70 Romantic v. detective
92 Hit-run	93 Likes guide	94 No "good mixer"	95 Non-intervention	96 New faces recognized	(97) Intervention	
	121 Lets others decide	122 Speaking first	123 Awaits next inspiration	124 Description of clothes	(125) Knows what's next	
	149 Prefers following	150 No joiner	151 Irresolutions	152 Detail of faces	(153) Resolutions	
	177 Gives up project	178 Social boredom		180 Identification marks		
				208 Rapid reading		

Projection	Bashfulness	Digestion of Exper.	Spontaneity	Convention + Art + Living	Planning	Preoc. w. Truth
15 Credit + blame	16 Doing business	17 Discouragement thrashed out	18 Enjoys emergency	19 Pleasure in collections	(20) Deplores emergency	21 Exact answers
43 High + low	44 Learning games	45 Abstract ideas	46 Unplanned vacation	47 Do the accepted way	(48) Planned vacation	49 Tact v. truth
71 Courtesy	72 Declining leadership	73 Similarities stressed	74 Follows fire engine	75 Admire convention	(76) No fireman	77 No faith without proof
99 Conscience	100 Conscious of staring		102 At best w. unexpected	103 Likely to follow suit	(104) At best with plan	105 Trust v. fact-finding
127 Using friends	128 Battered by notice		130 Welcomes new exper.	131 Comforts v. fame	(132) Weighs new exper.	
	156 Hesitates to speak		158 Watches ditched truck	159 Aware of disorder	(160) Ignores ditched truck	
	184 Meeting strangers		186 Expectancy	187 Enjoys the present	(188) Love of program	
			214 Bites off too much		(216) Won't bite off too much	
					244 Place for everything	

Standards	Evidence of Failure	Conversation	Excessive Perception	Extras To Subtract	Excessive Judgment	Submerged Feeling
22 Returning change	23 Things prove too hard	24 Ideas v. people + things	25 Balks at engagements	26 Thirteen at table ^(ex)	27 Duty to correct	28 Unmanageable feelings
50 Cheating on age	51 Discour. by oth. success	52 Duologue	53 Monopolistic enthus.	54 Observes + savors all ^(ex)	55 Does not reconsider	56 Adjusting feelings
78 Cheating in exam	79 Impossible jam	80 Exaggeration	81 Bows to superstition	82 Ready to stop for lunch ^(ex)	83 Knows if people talk	84 No conf. in feeling
106 Poor loser	107 Success mostly luck		109 Loathes interruptions	110 Fiction v. experience	111 Could impr. boss' way	
134 Keep people in dark			137 Rocket and stick	138 Catches superstitions	139 Knows meaning better	
162 Gambling debts					167 Gets let down	
190 Finders keepers					195 People resist ideas	
218 Self-support					223 Senses secret oppos.	
					251 Reputed stubborn	

Hi, darling!

Sorry! This was sheer negligence this time. I forgot I hadn't returned it.

Darn General Motors! I was afraid it would turn around and bite me if I sold it, and it did. Doesn't make sense, but they say, "Never argue with the tape". Oh, well! My Walston, Hoffman and Goodwin letter says there is beginning to be talk of an "Eisenhower bull market". Spose that could be?

Evidently Peter and Betty got across all right, because there would have been headlines if they hadn't. But what a reception the British weather is giving them. An item in the N.Y. Times says "roads blocked by drifts twelve feet high" in some places. That I don't believe, though some of those sunken lanes would make regular traps for blowing snow.

Peter said they were going to be met by the Pococks and spend the first night there, and the Pococks were going to take Lisa to see Windsor before she goes on to London. Bet they don't go to Windsor today, though. I hope it warms up promptly for Peter's sailing trip on the Norfolk Broads. No fun sailing unless the weather is spring.

Betty got six classes in all scored for me before she went, which was a great help. With what Lisa and I have done, it makes four file drawers practically full of medical classes. Only four medical schools are still outstanding, of those who agreed to participate. I have answer sheets from six on hand, yet to be scored. But that isn't bad compared with the thirty-six that have been done this winter.

Now I must get busy reporting them to Mr. Stalnaker. He thinks he just wants the scores, but I want to get him interested in the patterns too, and am working out a kind of pilot demonstration on Cornell and perhaps Ohio too to show the effects of things.

Heaps of love,

Isabel

P.S. Jeanie Gemmill has just got home for a six weeks' vacation, which will exactly correspond to Peter and Betty's absence. Ann says it could be considered that instead of our losing a son they are gaining a daughter!

Ann is spending the week-end making out a twelve page application to Central Intelligence. Miss Graham, who interviewed her at Bryn Mawr and said at that time not to apply till summer, now thinks it possible that something will be available in the "near future". So, though Ann doubts that anything will come of it, she is shooting her arrow in the air. If they did have a job, it would probably take them months to investigate her, so that she might be able to get her exams next fall done before she would be asked to report for work.

WHAT MAKES TYPE

Type is the outgrowth of certain basic differences in interest and attention. Each of these differences starts as an inborn tendency, grows into a habit of mind, and can evolve into a highly differentiated skill in one of what Jung calls the "four psychological functions", — thinking, feeling, sense-perception and intuition.

We can reach skill in perception through either sense-perception or intuition, each being a valuable way of perceiving. And we can reach skill in judgment through either thinking or feeling, each being a valuable way of judging. The way we perceive, combined with the way we judge, makes our type.

Seventy-five people out of a hundred will show more interest in sense-perception than in intuition. They concentrate on the things presented to their five senses, and their attention focuses habitually upon the existing facts. The other twenty-five will show more interest in intuition than in sense-perception. They hunt, expectantly, for a link between something present and something not yet thought of, so as to bring to light a new idea or inspiration or procedure or solution to a problem, and their attention focuses habitually upon the possibilities.

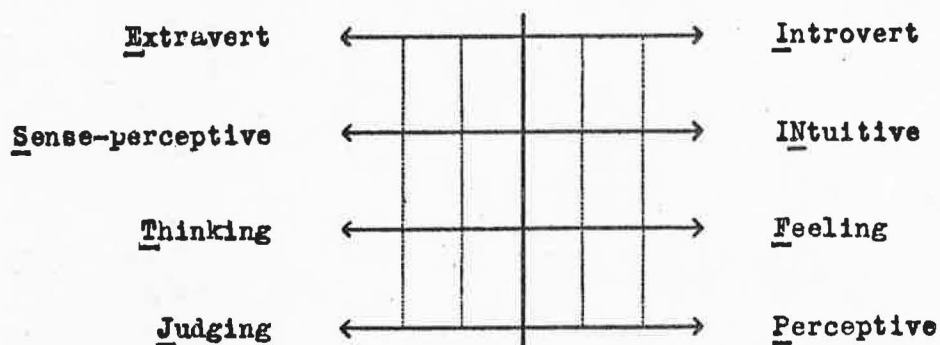
When it comes to the use of judgment, many men and some women show more interest in the verdict of thinking than in the verdict of feeling. They weigh cause and effect, discriminate between true and false, and approach everything, as far as possible, with impersonal analysis. Almost as many men, and most women, show more interest in the verdict of feeling. They weigh other people's feelings as well as their own, discriminate between valued and not valued, and approach everything, as far as possible, with personal warmth.

The function-combinations work out like this:

	SENSE-PERCEPTIVES		INTUITIVES	
Attention focused on:	<u>Facts</u> approached with <u>Impersonal analysis</u>	<u>Facts</u> approached with <u>Personal warmth</u>	<u>Possibilities</u> approached with <u>Impersonal analysis</u>	<u>Possibilities</u> approached with <u>Personal warmth</u>
Most-skilled functions:	Sense-perception and Thinking	Sense-perception and Feeling	Intuition and Thinking	Intuition and Feeling
Abbreviation:	-ST-	-SF-	-TF-	-IF-
Resulting traits:	Practical and matter-of-fact	Sociable and friendly	Intellectually ingenious	Enthusiastic and insightful

As can be seen, these four combinations produce different "types" of people, whose different strengths make them indispensably useful in quite different ways.

REPORT ON _____'s TYPE
as shown by the Briggs-Myers Type Indicator



In reporting your type, the abbreviations for your most-skilled functions (-ST-, -SF-, -NT- or -NF-) are taken as the center of your type formula, and two more letters are added to show how you are using these functions. Each letter of the formula is determined by a separate scale on the Type Indicator.

If you come out an extravert (EST-, ESF-, etc.) it means that your favorite function is used mainly on the outer world of people and things. If you come out an introvert (IST-, ISF-, etc.) it means that your favorite function is used first of all on the inner world of ideas. Being an introvert has nothing to do with being neurotic. Extraverts and introverts are both indispensably useful. But each needs some supplementary skill in the opposite direction, which he can best acquire through his second function. Thus an introvert depends on his second function for extraverting (taking action), and an extravert needs to use his second function part of the time for introverting (reflecting), or he will be all on the surface and have no depth.

The last letter of your formula shows whether you extravert mainly with a judging function or with a perceptive one. If you come out a judging type (ISTJ, ENFJ, etc.) it means that you run your outer life with your most-skilled judging function (T or F), so that you tend to live in a planned, decided, orderly way, aiming to regulate life and control it. If you come out a perceptive type (ENTP, ISFP, etc.) it means that you run your outer life with your most-skilled perceptive function (S or N), so that you tend to live in a flexible, receptive, spontaneous way, aiming to understand life and adapt to it.

The profile above shows the direction and apparent strength of your own preferences, as evidenced by your responses to the Type Indicator questions. Since each preference contributes certain traits, a given combination of preferences works out into a distinct and recognizable type of personality. The way your combination works out is shown in the accompanying type description.

GETTING ALONG WITH OPPOSITE TYPES

You can save a lot of friction if you realize in time why a type opposite to your own is opposing you on something. He starts from a different point of view and he proceeds by different standards. So, even looking at the same set of facts, he will come to a conclusion that clashes with yours. He is not being stupid or contrary. He is merely a different type.

Such clashes arise out of the very fact that makes opposite types mutually useful to each other, the fact that each sees the side of the problem which the other naturally overlooks. For instance, the intuitive is by nature a thinker-upper, the sense-perceptive a getter-doner. The sense-perceptive puts his faith in the actual, the intuitive in the possible. When an intuitive comes up with a blazing new idea, his natural course is to present it in rough and sketchy form, expecting his listener to concentrate on the main point and ignore the unworked-out details. The sense-perceptive's natural reaction is to concentrate on what is missing, decide the idea won't work (which it won't in that form), and flatly turn it down. Result: one wasted idea and much hard feeling.

Either man could avoid the collision by a little respect for the opposite function. The intuitive should be realistic enough to foresee the sense-perceptive's reaction and prepare for it, work out the details of his project, and get together the necessary facts in unescapable form. The sense-perceptive on his part should concede the intuitive's idea a fighting chance. He can say, "It might work if — " and then bring up all the objections that experience suggests and ask "What would you do about this and this and this?" The intuitive then spends his energies happily against the obstacles, changing his idea as necessary, and often ends up with a solution valuable to them both.

Thinking and feeling also clash. The thinker is by nature impersonal and critical. He likes to have effect follow logically from cause, and he forgets to reckon illogical human motives and reactions among the causes. In any disagreement, therefore, he tends to state his position bluntly, without worrying about the feelings of the other people involved. The effect is to stir up antagonism which makes agreement needlessly hard.

Feeling types, on the other hand, set great value upon harmony and good feeling and are very aware of the likes and dislikes of the people around them. They assume that the thinker is equally aware, and resent his tactlessness toward others as well as toward themselves.

What the feeling types need to remember is that most of the time the thinker does not know how people feel about things. He needs to be told, calmly and plainly, before trouble starts, so that he can count people's feelings among his facts and act accordingly.

What the thinker needs to remember is that the feeling types prize harmony and really prefer to agree with him if given a chance. He should start every discussion by mentioning the points on which he agrees with them. If they can feel that he is basically in the same camp with them, the points of difference can be discussed rather than fought over. Thus the thinker's logic and the feeling type's understanding of people can both be brought to bear upon the problem.

DEVELOPING YOUR TYPE

If your formula contains a small letter, you came out "on the fence" on that choice. You may have let your admiration of some different type keep you from trusting and thus developing the function or attitude you really prefer and could accomplish most with. By reading the descriptions of both the types you might possibly be, you can tell which fits more comfortably.

Whatever your type, it is profitable to try using each function separately in its own turn, consciously, intentionally, free from interference by the others. You not only give it exercise but acquaint yourself with its nature and its legitimate field of use. Also, if your type is in doubt, you learn which functions are easiest and which are hardest for you to use. When you have a problem, then, make a sustained effort to find the best solution by:

1. Exerting your sense-perception in facing the facts, being realistic, seeing exactly what the situation is, what you are doing, what other people are doing, trying to put aside all rationalizations or sentimentalities which may obscure the realities. Ask yourself how the situation would look to a wise, impartial bystander.

2. Exerting your intuition in discovering all the possibilities, all the ways in which the situation might be changed, or your handling of it might be changed, or other people's attitudes about it might be changed, trying to put aside your natural assumption that you have been doing the one and only right thing.

3. Exerting your feeling-judgment in weighing the relative value (not only to yourself but also to others) of all the things at stake in the alternative solutions, so that you will know what should be subordinated to what in the final decision, trying to make a fresh appraisal that will correct instances where you have been giving too much importance to small matters or too little to big ones. In this process you must count the way other people do actually feel, however illogical you think it is for them to feel that way.

4. Exerting your thinking-judgment in a very earnest analysis of cause and effect, of what-follows-from-what, including all the consequences of the alternative solutions, unpleasant consequences as well as pleasant, those that weigh against your preferred solution as well as those in its favor, trying to count the full cost of everything and examine every misgiving which you may have been suppressing out of loyalty to someone or liking for something or reluctance to change a stand once taken or admit yourself wrong.

In the end, it will be your most-trusted functions which settle the matter, but with much fuller knowledge than usual. And you will have had a sample of the controlled use of the functions, each in its appropriate field.

Uncontrolled use of the functions in inappropriate fields would mean indulging sense-perception by running away from the problem to some trivial amusement, indulging intuition by dreaming up impossibilities which would provide an effortless solution, indulging feeling-judgment by rehearsing how right and blameless you have been all along, and indulging thinking-judgment by picking flaws in the people who oppose you about the problem. Such a merry-go-round will "use" all four functions but get you exactly nowhere.