2

Digging Deeper—Jungian Psychology

Abstract: We argue that business schools accelerate and reinforce intellectual, emotional, and philosophical fragmentation. They compartmentalize knowledge in disciplines that have no explicit connections to one another and with no incentives to make connections. They reduce knowledge ultimately to a single school of thought such as classical economic theory, and in particular, theories of short-term, self-interested profit maximization. Then they treat this single school of thought, which is not robust enough to account for everything, as a “totality” or “reality.”

Introduction

In this chapter, we want to gain a deeper understanding of what ails business schools. To do this, we are going to employ a novel form of systems thinking that is based on the pioneering work of the eminent psychologist/psychiatrist Carl Jung.

As was the case with virtually all well-educated Europeans in the early part of the 20th century, Jung was well versed in European art, history, literature, and philosophy. No matter what the particular field of human endeavor he scrutinized, Jung saw the same personality and temperamental differences in its approach to the specific subject matter at hand. As a result, in one of his most important works, *Psychological Types*, Jung codified his observations into a systematic framework for analyzing and understanding differences in personalities. We refer to it as the Jungian Personality Framework or JPF.

JPF

JPF consists of four separate dimensions. Each dimension is bounded by two separate personality types at each end: (1) Introversion I versus Extroversion E; (2) Sensing S versus Intuition N; (3) Thinking T versus Feeling F; and (4) Perceiving P versus Judging J. Since there are two possible choices for each dimension, there are two times two times two times two or 16 different personality types that can be formed by combining the ends of each of the four dimensions in all ways, e.g. ISTP, ESFJ, etc. As we shall see shortly, the four combinations or domains shown in Figure 2.1 below are of special interest.

Sensing–Thinking types (Domain 1 or STs) instinctively break all problems and situations down into what are for them independent, detailed parts for which they then proceed to gather “hard and precise data” which they then regard as “objective.” This is the S part of their personality. The parts and the data are then analyzed impersonally according to accepted modes of thinking, i.e., conventional logic and the well established principles of contemporary science. This is the T part of their personality.

Intuitive–Feeling types (Domain 3 or NFs) are the complete opposite of STs. NFs not only look at the big picture in the form of whole