

Personality Types of MARUI GROUP Officers

MARUI GROUP had all directors and Audit & Supervisory Board members, both internal and external, take part in the Myers-Briggs Type Indicator® (MBTI®) personality test*1 based on international standards. These tests were meant to help them better understand themselves and to contribute to their ongoing growth. We thereby ascertained that the naturally ingrained personalities of these officers were incredibly diverse. It was thus decided to disclose the MBTI® personality types of these officers in order to communicate the fundamental aspects of their characteristics and diversity that cannot be portrayed simply by looking at business skills.

Diversity of MARUI GROUP Officers Seen in Their Personalities

MARUI GROUP believes that diversity is crucial to the effectiveness of the Board of Directors and the Audit & Supervisory Board. When people think of diversity, they often associate it with diversity of gender, race, or business skills. Going beyond these surface-level traits, we emphasize the importance of diversity in the ingrained personalities of individuals.

All 25 of internal and external MARUI GROUP directors, Audit & Supervisory Board members, and executive officers took part in a workshop during which they underwent MBTI® personality tests and then discussed the results in groups. The purpose of this workshop was to promote self-understanding and facilitate future growth. Through this workshop, officers were able to gain a better understanding of others and of themselves and to find their Best Fit type.*2 The workshop also cast light on the high level of diversity among MARUI GROUP officers.

By disclosing the results of the MBTI® personality evaluations, we hope to communicate the diversity of MARUI GROUP officers on a more fundamental level. These results complement the glimpse into officer personalities provided by the unique self-introductions featured in the “Directors, Audit & Supervisory Board Members, and Executive Officers” section on pages 132–140.

*1 The MBTI® personality test was developed in accordance with international standards and based on the personality type theory proposed by Swiss psychiatrist Carl G. Jung. This test has been translated in the languages of more than 45 countries and is administered to around 2 million people every year in the United States. The personality types assigned through the MBTI® method refer to the naturally ingrained personality with which one is born, as opposed to the socially constructed personality that is a result of one's life experience, profession, or position. The MBTI® test is not meant to categorize people or be used for diagnosis purposes, but is rather a tool for promoting understanding of the diversity of naturally ingrained personality types. It is therefore widely used for facilitating self-understanding and career development, mutual understanding in interpersonal relationships, and team building.

*2 Best Fit type constitutes personal information and has been disclosed with the consent of all relevant individuals. One's Best Fit type (how individuals recognize themselves) can change as a result of deeper self-understanding.

Comments from Officers after MBTI® Workshop

.... I could not find common ground with T team, and no progress was made in discussions. Later, they told me that the conversation took off the moment I left.—Aoi

.... I was once again made aware of the fact that there are a lot of different types of people and ways of reacting to the same occurrence.—Takimoto

.... I was astounded to learn of the naturally ingrained personality types of everyone at the workshop. I was misreading their work faces even after all these years.—Sato

.... The test categorized me as ENTJ, but I feel like INTJ.—Igayama

.... I am currently helping a lot of companies achieve rapid growth, and this workshop reminded me of the importance of empathy and intuition.—Okajima

.... I now understand why my naturally ingrained personality was what it was. My outward personality is a product of my years in this society.—Sasaki

.... All officers were distributed pretty evenly among the 16 personality types, indicating a good balance among MARUI GROUP's officers.—Nakamura




























Diversity of MARUI GROUP Officers Extrapolated from MBTI® Types

According to the MBTI® framework, everyone has a natural preference toward how they want to act, and that preference can be divided into the four categories on the axes of the matrix below. There are no good or bad preferences. Rather, they indicate each individual's behavioral preference, how they feel most natural expressing themselves, much like one feels most natural using their dominate hand. By understanding which “hand” is dominant, we are able to better understand our purpose and how to interact with others. This understanding can help MARUI GROUP develop more effective frameworks for co-creation. It is important to recognize that everyone is born with all of the preferences to a certain degree, and that this is what enables us to grow.

Extroversion (E) or Introversion (I): Where your interests lie and what energizes you
Sensing (S) or Intuition (N): How you prefer to gain information

Thinking (T) or Feeling (F): What type of logic you prefer to follow
Judging (J) or Perceiving (P): How you prefer to interact with the world around you

Sensing (S)		Intuition (N)	
Introversion (I)	ISTJ Quiet, serious, earn success by thoroughness and dependability. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.  Ito  Takagi  Fuse  Saito	ISFJ Quiet, friendly, responsible, and conscientious. Loyal, strive to create an orderly and harmonious environment at work and at home.  Fujizuka	INFJ 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.  Kato
	ISTP 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.  Ooe	ISFP Quiet, friendly, sensitive, and kind. 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.  Aoi  Niitsu  Kojima	INTP Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.  Sasaki
Extroversion (E)	ESTP Theories and conceptual explanations bore them—they want to act energetically to solve the problem. Focus on the here-and-now, learn best through doing.  Ebihara	ESFP Outgoing, friendly, and accepting. Enjoy working with others to make things happen. Flexible and spontaneous, adapt readily to new people and environments.  Okajima  Aoki	ENFP Warmly enthusiastic and imaginative. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and on their verbal fluency.  Takimoto  Tsuda
	ESTJ Practical, realistic, matter-of-fact. Have a clear set of logical standards, systematically follow them and want others to also.  Muroi  Kogure	ESFJ Warmhearted, conscientious, and cooperative. Like to work with others to complete tasks accurately and on time. Want to be appreciated for who they are and for what they contribute.  Ishii  Kawara	ENTJ Frank, decisive, assume leadership readily. Usually well-informed, well-read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.  Taguchi  Aono  Nakamura  Igayaama  Sato

Source: The Myers & Briggs Foundation
www.myersbriggs.org/



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