Introduction to Type® and Communication
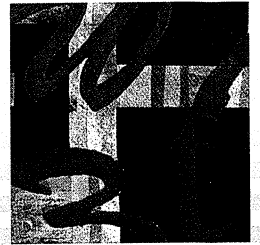
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About the Author

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Introduction

Communication is key to successful business and personal interactions. You communicate with others every day on many levels. However, you may not always take time to analyze how your natural ways of interacting affect others. Understanding, appreciating, and accommodating individual differences in communication style can enhance your ability to communicate. This communication advantage will increase your effectiveness as an employee, supervisor, trainer, coach, team member, and/or leader.

This booklet begins by reviewing four pairs of preferences that form the basic components of sixteen personality types. Made up of four-letter codes, these sixteen personality types have unique preferences for communicating. You will see how personality type is more than the sum of individual preferences. You will be introduced to the topics of type dynamics and development and will see the effect of dominant functions on communication style. And, once you understand the building blocks of personality type and how they interact, you will be able to understand and accommodate communication differences.

Jung's Personality Type Framework

The personality type framework used in this booklet comes from the insights and writings of Carl Jung, as interpreted and developed by the work of Katharine Cook Briggs and Isabel Briggs Myers, creators of the *Myers-Briggs Type Indicator®* (MBTI®) instrument. Personality type is a nonjudgmental tool that looks at the strengths and gifts of individuals. Knowing your personality type will help you understand and apply your personal preferences in a positive way and appreciate the preferences of others that are different from yours. You can then learn about and appreciate your natural communication style and adapt your style to communicate effectively with others.

The Four Preference Pairs

The first step in understanding psychological type is to define the characteristic ways in which you prefer to gather information and orient yourself to the world. These preferences are grouped into four pairs. Although you will use *all* of the preferences at least some of the time, you will naturally prefer one element of each pair to the other. By choosing one preference from each pair, you can discover your four-letter personality type. The descriptions that follow provide a summary of the four preference pairs. See also Table 1 on page 2.

Extraversion and Introversion: This preference pair describes alternative ways of orienting to the world. We may prefer to focus our attention on, and get energized by, the outer world of people and activity (Extraversion). Or we may prefer reflecting on our inner world of thoughts and feelings (Introversion).

Sensing and Intuition: Sensing and Intuition are two ways to take in information. Sensing (S) indicates a preference for a more practical focus of attention on facts and details. Intuition (N) indicates a preference for a more abstract focus of attention on patterns and possibilities.

Thinking and Feeling: Thinking and Feeling describe decision-making preferences. When making decisions, an individual with a preference for Thinking (T) tends to focus on logic and analysis. An individual preferring Feeling (F) tends to focus more on personal values and priorities.

Judging and Perceiving: Judging and Perceiving describe two ways of dealing with the external world. An individual with a preference for Judging (J) tends to be decisive and prefer structure and control. An individual with a preference for Perceiving (P) tends to keep his or her options open and prefer spontaneity and flexibility.

Table I   The Four Preference Pairs

Extraversion (E) "Let's talk this over."

Individuals with a preference for Extraversion tend to:
- Focus their energy and process information externally
- Dislike working on one thing for a long time, especially if they must do so on their own
- Learn and work best when able to share, discuss, and process information with others
- Ask questions and think out loud during activities or while working through a decision
- Understand their world best by acting on it or talking about it

Introversion (I) "I need to think about this."

Individuals with a preference for Introversion tend to:
- Focus their energy and process information internally
- Prefer quiet places to work and can work on one thing for a long time
- Learn and work best by having time to relate, understand, and process information on their own
- Think before they speak or act; can be uncomfortable when asked to perform or respond on demand
- Downplay their strengths externally with the result that their abilities can often be underestimated

Sensing (S) "Just the facts, please."

Individuals who prefer Sensing tend to:
- Focus on individual facts and details before seeing underlying patterns or whole concepts
- Be interested in the facts as they are known now and the practical realities of a situation
- Prefer information and tasks that are organized and presented in an orderly, sequential format
- Work at a steady pace
- Become impatient or frustrated with complicated or future-oriented tasks that may take a long time to complete
- Like having their senses engaged as they work; have an immediate and realistic focus

Intuition (N) "I can see it all now."

Individuals who prefer Intuition tend to:
- Focus first on what facts mean and how they fit together; see links, possibilities, and relationships
- Pay more attention to connections and implications between facts than to facts and details alone
- Prefer information that is introduced with a "big picture" overview; jump around between ideas and tasks
- Have bursts of energy rather than stamina
- Become bored or impatient with tasks that require considerable focus on details, routines, or sequencing
- Like creating ideas and possibilities; have a future and change focus

Thinking (T) "Is this logical?"

Individuals who prefer Thinking tend to:
- Evaluate situations by focusing on logic and analysis
- Be most influenced by objective data and cause-and-effect relationships
- Consider pros and cons of ideas, information, and opinions
- Make decisions based mainly on logic
- Prefer calm, objective interactions; often see work and private life as separate
- Spot flaws and provide constructive feedback

Feeling (F) "Will anyone be hurt?"

Individuals who prefer Feeling tend to:
- Evaluate situations by focusing on relative value and personal factors
- Be most influenced by the effects that information and situations have on the people involved
- Consider personal impacts of ideas, information, and opinions
- Make subjective decisions that are based on their understanding of the needs, emotions, and feelings of the individuals involved
- Prefer support and encouragement; often want personal connections with co-workers
- Understand and appreciate others

Judging (J) "Just do something."

Individuals with a Judging orientation tend to:
- Make decisions as soon as possible so they can work toward goals, complete tasks, and move on
- Plan and structure activities; organize time and tasks
- Prefer to accomplish tasks and have closure
- Be tolerant of routines and structure
- Be uncomfortable with unplanned changes

Perceiving (P) "Let's wait and see."

Individuals with a Perceiving orientation tend to:
- Defer judgments and gather more information; like to keep their options open
- Act spontaneously and leave things to the last minute
- Prefer starting projects to following through with projects
- Be frustrated by rules, routines, and highly structured tasks
- Be open, flexible, and adaptable

It is essential not to use personality type to categorize, label, or limit yourself or others. The descriptions given here are general, so not all statements will apply to you or any other specific individual. The preferences you express and develop are greatly influenced by your situation and experiences. You may have ignored your natural disposition and learned to use the skills and attributes of a different preference in order to be successful. You also may be at a point in your life where you need to or choose to develop preferences you have not used much in the past. The characteristics and descriptors of personality type theory are provided as a guide to your self-assessment and understanding.

Your four-letter type code represents your distinct personality type. As noted earlier, there are sixteen possible combinations and, thus, sixteen different personality types. Your personality type is, however, more than the sum of your four preferences. Each of the sixteen combinations of letters represents a unique way of relating to the world. Thus, someone with an ISTP personality type will be quite different from someone with an ISTJ personality, even though three of the four letters are the same. The next section will explain these dynamics in more detail.

Beyond the Preferences: Dynamics and Development

In addition to looking at the four preferences, it is important to examine the dynamic interactions of these preferences in combining to form a whole. This component of personality type can be overlooked by those new to type theory, which is unfortunate because the dynamic interactions of the preferences are key to understanding and communicating with others. For each of the sixteen personality types, these interactions are unique.

Dominant and Auxiliary Functions

We have already discussed how people take in information using Sensing (S) or Intuition (N) and make decisions using Thinking (T) or Feeling (F). These four preferences are called the *functions*. One of these four functions will be most developed in an individual, most used and trusted—this is called the *dominant* function. The dominant function is always balanced by an *auxiliary* function, a second most developed and trusted function. If the dominant function is focused on taking in information (through either Intuition or Sensing), then the auxiliary function will be a decision-making function (Thinking or Feeling.) The converse is also true: If the dominant function is decisive, then the auxiliary function will be a function for taking in information. Another way that the functions are balanced is through their interaction with Extraversion or Introversion. If we use our dominant function in an extraverted mode, we will use the auxiliary function in an introverted mode, and vice versa.

The letters in the middle of the four-letter code always represent the dominant and auxiliary functions. People are adaptable and learn to use all four functions—S, N, T, and F—even though two of these preferences are not in their four-letter code. This enhances their ability to respond to the world as necessary.

Tertiary and Inferior Functions

The two letters that are not included in the middle of the four-letter code tend to develop later in life. They are called the *tertiary* and *inferior* functions. These are the third-most and the least developed functions, respectively. The tertiary function is the opposite of the auxiliary function, and the inferior function is the opposite of the dominant function. For example, a person whose dominant function is Thinking and auxiliary function is Intuition will have a tertiary function of Sensing and an inferior function of Feeling.

As individuals develop and mature, they learn to use their tertiary and inferior functions when communicating. However, these functions, especially the inferior function, can also be blind spots to watch out for. For example, a person with Sensing as his or her inferior function may not attend to important details and realities when communicating an idea.

Order of Development

For each of the sixteen different types, the *order of development* of the functions—that is, which function is dominant, auxiliary, tertiary, and inferior—depends on how a person of a particular type is oriented to the world around him or her. Determining this order involves the first and last letters in the four-letter code—E or I and J or P.

The letters E and I let us know whether a person prefers to focus his or her time and energy outwardly or inwardly. If he or she focuses more energy outwardly, we will "see" the dominant function. If he or she focuses inwardly, we won't "see" the dominant function, since it will be most trusted and useful when applied in the internal world.

The letters J and P let us see how a person prefers to deal with the world around him or her. Js prefer closure and tend to be decisive when dealing with the outer world. Ps prefer to take in more information and tend to be open ended and exploratory when dealing with the outer world.

When we have all four letters representing these different orientations and functions, we can look at the dynamics and development for each type. You can refer to the formula in *Introduction to Type® Dynamics and Development* for determining the dynamics of the preferences for each type. In this booklet, Communication Styles of the Sixteen Types, beginning on page 19, shows the specific order of development of these functions for each type. Tables 2 and 3 provide overviews of the dynamics and developmental challenges for each of the sixteen types.

Table 2   Dynamics and Developmental Challenges for Extraverted Types

ESTP and ESFP
Logical and Compassionate Responders

- Using Sensing as a dominant function in the world around them, these personality types are immediate, practical, and open to responding to the situation at hand in a flexible way.
- They balance this open-ended approach internally by using their auxiliary function to make logical and compassionate decisions.
- The inferior function for Responders is Intuition. Developing this function will help them see long-term consequences and work with abstract ideas and possibilities.

ESTJ and ENTJ
Practical and Insightful Expeditors

- Using Thinking as a dominant function in the world around them, these personality types are decisive, logical, and analytical.
- They balance this decisive approach internally by using their auxiliary function to take in and consider additional facts and ideas.
- The inferior function for Expeditors is Feeling. Developing this function will help them make decisions that balance logical consequences with the needs, feelings, and situations of the people involved.

ENTP and ENFP
Logical and Compassionate Explorers

- Using Intuition as a dominant function in the world around them, these personality types are focused on possibilities, ideas, and potential.
- They balance this open-ended approach internally by using their auxiliary function to make logical and compassionate decisions.
- The inferior function for Explorers is Sensing. Developing this function will help them accurately assess current realities and pay attention to facts and details.

ESFJ and ENFJ
Practical and Insightful Contributors

- Using Feeling as a dominant function in the world around them, these personality types are decisive, collaborative, and considerate.
- They balance this decisive approach internally by using their auxiliary function to take in and consider additional facts and ideas.
- The inferior function for Contributors is Thinking. Developing this function will help them make decisions that balance situational, personal factors with logical consequences.

Table 3   Dynamics and Developmental Challenges for Introverted Types

ISTJ and ISFJ
Logical and Compassionate Assimilators

- Using Sensing as a dominant function internally, these personality types have a depth of specialized information gained through their experiences.
- Outwardly, they evaluate and act on the information using their auxiliary function to make logical and compassionate decisions.
- The inferior function for Assimilators is Intuition. Developing this function will help them see long-term consequences and work with abstract ideas and possibilities.

ISTP and INTP
Practical and Insightful Analyzers

- Using Thinking as a dominant function internally, these personality types logically evaluate information and ideas.
- Outwardly, they are open ended and take in additional facts and ideas using their auxiliary function.
- The inferior function for Analyzers is Feeling. Developing this function will help them make decisions that balance logical consequences with the needs, feelings, and situations of the people involved.

INTJ and INFJ
Logical and Compassionate Visionaries

- Using Intuition as a dominant function internally, these personality types integrate and synthesize ideas and possibilities.
- Outwardly, they evaluate and act on the information using their auxiliary function to make logical and compassionate decisions.
- The inferior function for Visionaries is Sensing. Developing this function will help them accurately assess current realities and pay attention to facts and details.

ISFP and INFP
Practical and Insightful Enhancers

- Using Feeling as a dominant function internally, these personality types evaluate information and ideas on the basis of values and relative worth.
- Outwardly, they are open ended and take in additional facts and ideas using their auxiliary function.
- The inferior function for Enhancers is Thinking. Developing this function will help them make decisions that balance situational, personal factors with logical consequences.

Communicating with Type in Mind

As you communicate with others, it is important to remember that they may have different preferences than you do in the way they take in and evaluate information and the way they are oriented to the world around them. These sections will highlight some of the communication differences for each of the preference pairs.

As you read through the preference pairs and communication examples, think of times when your preferences may have affected your interactions with others. By looking at the pairs individually, we can begin to develop our awareness, understanding, and appreciation of communication differences. Use the tips as a starting point for enhancing your communication. Later in the booklet we will explore how each individual preference pair interacts dynamically with the other preference pairs when people are communicating.

Extraversion and Introversion in Communication

Extraverts are energized by lively and enthusiastic discussions. Their conversation is rapid paced as individuals often interrupt each other to elaborate on and process thoughts. A wide range of new and interesting thoughts and ideas are quickly expressed and discussed. Introverts are energized by quiet conversations with space for reflection. Their conversation pace is slower as they take time to formulate and build thoughts and ideas internally. These calm, carefully paced interactions provide a comfortable and energizing setting that allows time to think and then speak. Extraverts' conversation approach provides little opportunity for Introverts to reflect and then state their opinions. Because of their preference to think out loud, Extraverts may be surprised to hear that Introverts feel unable to contribute. The Extraverted perspective may be that the Introvert is "holding out" by not providing additional input that energizes the Extravert.

▶ No Cues Means Bad News

An Extraverted employee was very enthusiastic at work and often came up with new ideas. However, when she tried to discuss these ideas with her Introverted boss, she felt that her ideas were dismissed or ignored. The boss was surprised to hear this feedback. He had listened carefully to her ideas and was thinking of ways to implement many of her suggestions. Sometimes, however, he was thinking about other things and was not ready to listen to or process the new information when she came into his office. The boss is learning to offer immediate feedback and use cues to show he is listening and agreeing to her ideas. The employee is respecting the boss's preferences by asking first if he has some time to talk rather than interrupting him by launching directly into her ideas. ◀

When Introverts share an idea, it typically has been carefully evaluated and well thought out. Once their input is given, they are not likely to repeat or reinforce it. Extraverts in "thinking out loud" mode may not give the input the consideration it deserves. Valuable contributions can get lost this way. In a similar way, Introverts may put too much emphasis on what is said by Extraverts. This can cause them difficulties until they recognize that ideas spoken are not always well thought out. Still, even when recognizing this difference, it is difficult at times for the Introvert to sort out what parts of the free-flowing dialogue are important to the Extravert.

▶ Derailing Your Train of Thought

An Introverted project supervisor was working on a particularly complex project. His Extraverted manager regularly shared ideas to improve the project. These ideas were not always practical or well thought out. The project supervisor was unsure if he should rethink the project to incorporate these new ideas. Rather than engage in constant redesigning, to deal with this communication difference he approached his manager with his project plan and asked for feedback. The supervisor also discussed his need to understand when the manager was brainstorming casual suggestions rather than offering specific direction for change. By clarifying these points, the project supervisor was able to keep his project on track rather than feel constantly derailed. ◀

Communication differences can be especially pronounced in conflict situations, when Extraverts want to discuss and deal with conflict immediately. Introverts prefer to have some time and space to think issues through before voicing their opinions and potential solutions. As each demands something that the other does not prefer, the discomfort can escalate. Extraverted types can become impatient when they want to make a decision and move ahead with a project. They don't want to wait while Introverted types take time to process information internally. They may not provide the time and space the Introverted types need, further compounding the problem.

▶ In Your Face, Get Some Space

An Extraverted employee was frustrated because his Introverted colleague withdrew and became uncommunicative when he tried to confront some work-related issues. The Introverted colleague defended her withdrawal by commenting that she was unable to offer her viewpoints because the frustrated co-worker was aggressive and overbearing. Both learned to accommodate the other's communication style. The Extravert learned to state issues calmly and set a time in the future to discuss issues. This gave the Introvert time to think about and prepare for a discussion. The Introvert learned to express her opinions more openly. The Extravert slowed the pace of the conversation so that his co-worker could process the information and formulate a response. ◀

Extraverts in Communication	Introverts in Communication
"Let's talk this over."	**"I need to think about this."**

Extraverts in Communication

"Let's talk this over."

Communication Strengths
- Are active, energetic, and enthusiastic
- Think on their feet
- Establish networks of contacts
- Have breadth of interests
- Provide extensive information and feedback

Communication Approach
- Seek interactions and diversions
- Share thoughts freely in lively group discussions
- Can discuss a wide range of topics
- Change topics and opinions as a dialogue progresses
- Think out loud
- Share ideas or information immediately
- Respond rapidly
- Talk more than listen
- Overlap air space and interrupt others
- Ask lots of spur-of-the-moment questions

When Communicating with Extraverts
- Acknowledge you are listening and use cues to show you are preparing a response
- Provide immediate feedback and verbal acknowledgment
- Express overt interest and enthusiasm: lean forward, nod, smile, and maintain eye contact
- If needed, ask for time to think about something, then set a time to communicate
- Anticipate others will want feedback and be prepared to share more information sooner
- Focus on discussing topics you know well or have had a chance to consider
- Seek networking opportunities; find someone to help you make links and contacts
- Take initiative to introduce yourself or start a conversation
- Deal with conflict and be willing to confront issues when they occur
- Remember others often think out loud, so don't assume words are well thought out

Introverts in Communication

"I need to think about this."

Communication Strengths
- Are a quiet and calming presence
- Respond carefully and thoughtfully
- Get to know a few people well
- Have a depth of interests and contacts
- Listen to others without interrupting

Communication Approach
- Seek calm, quiet time to reflect
- Prefer one-to-one interactions
- Like to understand topics in depth
- Need time to think before changing perspectives
- Process information internally
- Prefer to have information ahead of time
- Wait for a pause before speaking
- Listen more than talk
- Are comfortable with silence
- Share well thought out ideas or questions

When Communicating with Introverts
- Practice active listening skills
- Think before speaking or let others know you are thinking out loud
- Respect need for privacy, build trust, and be sure to respect confidentiality
- Choose a time and place to communicate with a minimum of distraction
- Speak slowly and calmly (without being condescending)
- Pause and wait for a response; don't jump in to fill silence, especially with small talk
- Don't come across as imposing or demanding of an immediate response
- Provide information ahead of time and allow time and space for processing
- Focus on one topic, stay on topic, and avoid making immediate decisions
- Summarize and share your final thoughts and direction

Sensing and Intuition in Communication

Intuitive types are drawn to change, get excited about doing things differently, and want to share their inspirational ideas. These ideas emerge as abstract concepts, often with incomplete details. Conversely, Sensing types may be skeptical of theoretical concepts and want to see concrete evidence that the theory will work. They want to hear and see specific factual information linked to current realities and presented in a sequential or step-by-step format. They will ask practical questions and ask the Intuitive type to describe the details or the specific steps. Intuitive types may see these questions as nitpicky, overly limiting, challenging, or demonstrating a lack of support. When the Intuitive type is unable to ground ideas with facts and details, the Sensing type will see the dreams and visions as unrealistic and impractical.

▶ Here Comes Change—Duck!

An organizational effectiveness consultant commented that a group of employees she was working with were very resistant to change. She would create new initiatives; however, the employees mostly ignored them. After exploring personality type, she discovered that she was an Intuitive type and the group she was trying to impact was mostly Sensing types. She had been presenting initiatives as wonderful new ideas for change. Using her knowledge of personality type, she went back to the group and asked for specific, concrete suggestions on how to improve the work environment. She received several practical suggestions, which she implemented in a step-by-step process. These changes were very well received by the employees. ◀

Intuitive types are future focused and enjoy long-range and strategic planning and designing. Sensing types often find this long-range, strategic focus somewhat artificial and contrived. Sensing types trust what can be extrapolated directly from experience and are hesitant to "reinvent the wheel," especially if the already existing wheel is functional today. As the Intuitive types create these "better" products, it will be important to ensure that the realities of the situation are being considered.

▶ Lost in the Possibilities

A focus group was working on integrating a number of related processes into an integrated system. The group, made up predominantly of Intuitive types, began to create a model of how these systems would interrelate. Over time, the group continued to generate increasingly complex models and schematics. The scope of the project was growing dramatically and a major organizational overhaul was being conceptualized. Finally one of the Sensing types in the group came into a meeting with a list and copies of computer programs, forms, and other tools used in each of the specific process areas to refocus the group on the task at hand. Without the Sensing type, the group likely would have continued to get lost in the possibilities. ◀

Intuitive types tend to enjoy using metaphors, analogies, and other abstract language. They use theoretical words and concepts. Sensing types prefer to speak in language that is literal and descriptive. These two ways of using language are quite different and can block effective communication.

▶ What Boat?

A Sensing employee was expressing her frustration with Intuitive language in her organization. "I don't know why people keep talking about riding down the river in our boat and having to work together to steer our way through the raging rapids. There is no river, no boat, and no rapids. I know our organization is in serious trouble and we need to work together to survive, but I wish people would stop talking about raging water." ◀

Sensing Types in Communication

"Just the facts, please."

Communication Strengths
- Are anchored in current realities and common sense
- Are practical and realistic
- Are observant and attend to details
- Retain and learn well from experiences
- Immediately apply what is communicated

Communication Approach
- Seek facts, details, and concrete examples

- Link information to immediate applications
- Want specific plans and procedures

- Like step-by-step explanations

- Relate information to what has happened in the past or is happening now
- Prefer practical, plain language to symbols, metaphors, theory, or abstraction
- Focus on the here and now

- Don't trust long-term, strategic communications

- Trust what has already been tried and proven to be true
- Are comfortable with familiarity and practicality

When Communicating with Sensing Types
- Be practical and find ways to bring ideas down to earth
- Provide information on specific realities, details, and immediate applications
- Provide concrete examples to prove your ideas work; share facts and observations
- Present information sequentially rather than changing topics and exploring links
- Show a plan and process for change rather than only a concept
- Listen carefully to the facts and link new ideas to current realities
- Remember others may not seek change
- Assess what is working well as well as what needs to be changed
- Avoid extensive use of metaphors, analogies, and other abstract communications
- Use words that relate to sensory and real-life images

Intuitive Types in Communication

"I can see it all now."

Communication Strengths
- Are open to possibilities
- Anticipate and create change
- Are future oriented; see trends
- Link and integrate information
- Generate ideas

Communication Approach
- Want to know implications and relationships, not just facts
- Become bored or impatient with details
- Like to brainstorm or play with ideas and imagine what could be
- Focus on the future and long-term aspects and impacts
- See patterns and understand the big picture

- Are stimulated by possibilities; seek to create, grasp, and share new ideas
- Use metaphors, analogies, and other forms of symbolic language
- In conversations, may jump across topics exploring links
- Trust and are eager to apply theories, models, and frameworks
- Don't like to be hampered by barriers or limits

When Communicating with Intuitive Types
- Consider possibilities that may initially seem far-fetched
- Provide an overview or thumbnail sketch first

- Suspend realities when necessary to brainstorm and generate ideas
- Don't get bogged down in facts and details

- Share main points, then add some detail as necessary

- Stretch toward taking a longer-term, future focus

- Show future possibilities of your ideas
- Trust what works and be open to changing what doesn't work
- Let others share their ideas and dreams

- Provide a reality check without discarding ideas; help Intuitive types link ideas to reality

Thinking and Feeling in Communication

Thinking types tend to focus on making logical decisions while Feeling types decide using personal, subjective criteria. Thinking types may see Feeling types as unable to maintain objectivity and being overly caught up in situational and personal factors. Feeling types may see Thinking types as overly concerned with results and the bottom line while not considering the needs of the people involved.

▶ What Is Valuable?

An organization was considering closing an on-site daycare service. A Thinking type, who was a proponent of the closure, argued that providing childcare was certainly not a core business competency for the organization. She also emphasized the service was not generating revenue. These logical arguments did not impress the Feeling types, who saw the value of the daycare measured in convenience and comfort for parents, something that could not be measured in dollars. Considerable discussion ensued. Although the Feeling types did get the Thinking types to add personal impacts on parents to their decision-making criteria, in the end they still disagreed with the relative worth of these factors. ◀

Thinking types can be impatient with Feeling types' need to validate and support each other. Preferring to focus on tasks, the small talk and sharing of personal information in the work setting seem unnecessary or even inappropriate to Thinking types. They may see personal stories and connecting on a personal basis as a waste of time, detracting from the task at hand. Feeling types enjoy these connections and are most comfortable working with others when rapport and trust are established. They want to know co-workers personally and are interested in understanding them.

▶ Let's Get on with It

One Thinking type was expressing her struggle with attending meetings with a group of Feeling types. "They will spend half an hour trying to decide about an after-work social event. First they discuss whose house they should go to. Everyone considers how far each individual will have to drive and how convenient it is for each person. Then they begin to talk about who should bring what food. As the discussion turns to food preferences and allergies, I just want to tell them to get on with the meeting so I can go get some work done. However, I have learned to hold my tongue and bide my time because I know how important this collaborative discourse is to my peers." ◀

Feeling types offer warm, supportive feedback that can be seen by the Thinking type as insincere and overdone. Feeling types can interpret the clear, frank feedback given by Thinking types as overly critical. Thinking types are often independent and prefer to evaluate themselves rather than obtain feedback from others. The content and frequency of feedback also differ for Thinking and Feeling types. Thinking types are more likely to be interested in being acknowledged for their accomplishments and need less feedback along the way. Feeling types want to be appreciated for their efforts and like lots of feedback on a regular basis.

▶ Send Me Love Letters

A Feeling employee worked for a Thinking boss. He would go without feedback for long periods and usually would get feedback only if something was wrong. To better meet his needs for frequent and positive feedback, he began a routine of e-mailing his boss every Friday and briefly listing his accomplishments for the week. He would usually ask a question or seek some input. His boss then responded to these e-mails every week with comments. The employee felt much more connected and satisfied knowing that the feedback link was in place and active. ◀

Thinking Types in Communication	Feeling Types in Communication
"Is this logical?"	**"Will anyone be hurt?"**

Communication Strengths ■ Calm, reasonable, and under control ■ Provide honest and frank feedback ■ Analyze, evaluate, and critique ■ Objective and principled ■ Clear thinking process using defined criteria	*Communication Strengths* ■ Able to empathize and develop rapport ■ Often can see and appreciate others' perspectives ■ Supportive, nurturing, and interested in others ■ Enjoy cooperating and collaborating ■ Connect with others and create a harmonious environment
Communication Approach ■ Use logic and analysis to spot flaws or weaknesses ■ Need to know "why?" ■ Prefer information that is presented objectively as a matter of fact ■ Debate or challenge information ■ List and consider pros and cons ■ Create or use clearly defined criteria ■ Trust competence and expertise ■ Like competition and want to win ■ Use precise and concise language ■ Task and goal focused	*Communication Approach* ■ Focus on situational and subjective beliefs and values ■ See strengths and positive attributes ■ Enjoy encouragement and positive feedback ■ Share personal situations, case histories, stories, and examples ■ Want to get to know someone personally ■ Like making links to and connections with others ■ Like collaboration and want to cooperate ■ Warm, supportive, expressive, and affirming ■ Focused on atmosphere and harmony ■ Interested in people and their needs
When Communicating with Thinking Types ■ Be calmly objective and demonstrate your competence ■ Offer honest and frank feedback as well as positive comments ■ Detach from situations and view them logically and objectively ■ Support your opinions with logical reasoning and clear thinking ■ Avoid becoming overly emotional or passionate when discussing issues ■ Be logical, reasonable, clear, precise, and concise ■ Focus on tasks and objectives as well as on individuals involved in the situation ■ Don't feel threatened or attacked when others like to compete, debate, or challenge ■ Show cause-and-effect relationships and pros and cons ■ Accept critical feedback without personalizing it	*When Communicating with Feeling Types* ■ Take time to get to know them and develop rapport ■ Avoid critiquing and evaluating when you are listening ■ Focus on people in the situation; find out what is valued and important ■ Consider the needs of others for harmony and a positive atmosphere ■ Be friendly and approachable and offer encouragement and support ■ Know when to provide feedback gently and critique behaviors, not people ■ Include personal needs as criteria in decision making; show people impacts ■ Connect first, then challenge later; find areas of agreement ■ Be careful to acknowledge and not analyze others' feelings and values ■ Remember some people dislike competition; focus on creating win-win situations

Judging and Perceiving in Communication

Because Judging types prefer to decide and Perceiving types prefer to explore options, there is often tension in the decision-making process. The Judging types tend to limit or make conclusions about the options the Perceiving types are offering. This stifles the open-ended exploratory process. In a similar way, the Judging types feel stifled when the Perceiving types are not focused on evaluating, deciding, and moving ahead.

▶ Meeting Madness

A group of Judging and Perceiving types were both frustrated during meetings. They couldn't agree when to make a decision on a topic and move on. Finally they began to code each meeting agenda item as information, discussion, or decision. This coding system made it clear to everyone. Judging types were able to accept that no decisions were to be made on discussion items and Perceiving types could use the time to share ideas. In a similar way, Judging types were able to drive the decision items to closure. Perceiving types accepted that these items had already been discussed and were able to accept the decisions more easily. ◀

The time frame for completing work can also create communication difficulties between Judging and Perceiving types. All competent people will complete tasks by a deadline. However, Perceiving types are likely to start their tasks at the last minute, whereas Judging types are more likely to start early and complete the task ahead of time. Since the Judging types are timeline and deadline focused, they find it difficult to trust that the Perceiving types will complete the task on time.

▶ What Is the Deadline?

One Judging type explained how she worked on a number of projects with a Perceiving type. She found herself anxious because her part of the project depended on input from the Perceiving type. Several days before the due dates, she would go to the Perceiving type and check to see how much progress had been made. Time after time, she found that nothing had been started. To lessen her stress over deadlines, the Judging type started giving the Perceiving type artificial deadlines ahead of actual due dates. This strategy worked for a short time, but it backfired when the Perceiving type figured out the discrepancy between the two dates. The Perceiving type resented being manipulated and did not understand the problem. An understanding of personality type helped the two accept each other's work styles. The Perceiving type was very careful to have the deliverable ready exactly when it was expected for the Judging type, and the Judging type learned to accept and trust the Perceiving type's last-minute work style. ◀

Judging types prefer to plan and organize projects in a systematic manner. This structure makes it easier for them to accomplish individual tasks and move forward. Perceiving types often approach a project in a more emergent way, starting at one point and deciding what to do next as they move forward. They will not necessarily complete the tasks in any particular order and, if they plan at all, they may create a general overview of tasks rather than a structured and orderly path forward. This can create stress when Judging and Perceiving types need to work together to complete a project.

▶ Never the Same Way Twice

A corporate trainer with a Perceiving preference was asked by his Judging type boss to create a training guide for a weeklong program he was offering. The training guide was to include specific objectives and step-by-step activities for each class, each day. The trainer was unable to comply with this request because he tended to adapt and customize his course each time according to the skill gaps and needs of each specific group he worked with. As a compromise, he created a specific list of measurable learning objectives and included a number of possible activities and tentative schedules. ◀

"Just do something."

"Let's wait and see."

Communication Strengths
- Are decisive
- Share decisions, then move ahead
- Are well organized and efficient communicators
- Are task and goal focused
- Provide clear expectations and timelines

Communication Strengths
- Are flexible and adaptable
- Respond to the situation as needed
- Are open to new information
- Generate and consider a wide range of options
- Take an easygoing approach to change

Communication Approach
- Reach conclusions quickly, make decisions, and provide closure
- Establish clear expectations, timelines, and objectives
- Are punctual and expect others to be on time
- Communicate well-defined assignments and consequences
- Like organized and efficient communications
- Prefer structured and scheduled interactions
- Are uncomfortable with open-ended, free-flowing discussions
- Like to have some control and set limits
- Want to have information ahead of time, especially if it is needed to complete tasks
- Expect and receive input from others within scheduled timelines

Communication Approach
- Seek new information and explore options
- Include lots of data and ideas in the decision-making process
- Have a flexible, spontaneous, and unstructured communication style
- Are open to respond to unexpected requests or opportunities
- Can postpone decisions or make tentative decisions that can change
- Seek input from others exactly when they need it
- Feel boxed in if immediate decisions are requested
- Ask questions and provide options
- Prefer open-ended discussions and language to conclusive statements
- See opportunity in interruptions and diversions

When Communicating with Judging Types
- Make decisions that affect others as soon as possible
- Decide more quickly than you might prefer
- Avoid sharing too many options by focusing on what is most important
- Negotiate specific timelines and deadlines and consistently deliver projects on time
- Avoid seeking immediate input on changes to an established plan
- Narrow and focus your options before sharing them
- Know when to stop exploring and start making decisions
- Create and share timelines so others know when your part of the project will be completed
- When sharing information or assigning tasks, provide structure and clear expectations
- Avoid adding unexpected tasks or options to a project, especially at the last minute

When Communicating with Perceiving Types
- Allow opportunities to explore before deciding
- Expect and schedule in discussion time and plan for changes to your schedule
- Establish mutual deadlines rather than direct others
- Avoid making decisions too quickly; seek more information before deciding
- Check to ensure you are not making conclusions when speaking
- Describe situations rather than evaluate them
- Consider multiple options and ask more questions to gather information
- Be open to changing and dynamic information and situations
- Be willing to take initial steps without making a complete plan
- Be open to accommodating unexpected communication opportunities

Communication and Dominant Functions
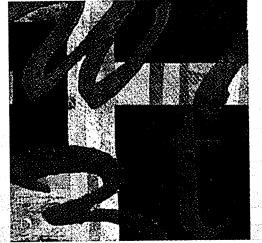
When interacting with others, individuals tend to initially filter and interpret what they hear and see through their dominant function. The dominant function is the one that is most trusted and developed. When individuals with different dominant functions communicate with each other, there can be some disconnects and misunderstandings.

Here is a quick guide for communicating with different types, organized by dominant functions. Use the strategies and tips listed to improve your communication with each type. Look carefully at your preferences and then, as you read the other descriptions, identify how you might accommodate these different styles. The next chapter will provide a more detailed description of communication styles for all sixteen types.

Dominant Extraverted Sensing and Intuition

Sharing the preferences of Extraversion and Perceiving, these types communicate with a flexible and adaptable style. They prefer to take in and consider new information and ideas.

▶ Now or Later

An Explorer (ENFP—dominant Extraverted Intuition) was having a work performance issue with a Responder (ESTP—dominant Extraverted Sensing). The Explorer complained that the Responder was not able to prioritize tasks. When specific behaviors were described, it became apparent that a communication difficulty rather than a skill deficit was creating the performance problem. The Explorer would list a number of tasks that he expected the Responder to complete. The tasks had specific deadlines in the form of dates and times. The Responder was able to complete these tasks effectively. However, the Explorer would also add tasks to the workload spontaneously once or twice a day. The Responder would immediately attend to the new tasks. The Explorer, focused on the "big picture," expected that the Responder would stop and prioritize the new tasks in relation to others on the list. However, the Responder, focused on the here and now, simply attended to and completed the tasks set before him. After some discussion about the problem, the Explorer learned to add deadline information to the tasks and the Responder learned to refer back to his master list to sequence the task. ◀

Responders

(ESFP and ESTP) have a dominant Extraverted Sensing preference

Communication Tips
- Provide immediate feedback
- Keep communications short and to the point
- Use humor, sensory stimulation, and playfulness
- Relate communication to real-life examples and situations
- Show or do rather than tell
- Avoid theoretical or abstract explanations
- Focus on short-term rather that long-term consequences
- Avoid excessive use of analogies, metaphors, and other figures of speech
- Focus on practical information and the here and now
- Share opportunities for them to adapt or improvise

Explorers

(ENTP and ENFP) have a dominant Extraverted Intuition preference

Communication Tips
- Be imaginative, enthusiastic, and open minded
- Make connections and show relationships between things
- Appeal to their curiosity, flexibility, and desire to change things
- Focus on new ideas, possibilities, and patterns
- Present opportunities or challenges
- Avoid focusing too much on rules, structures, and procedures
- Allow them room to explore ideas without coming to closure
- Show how information relates to the bigger picture
- Provide opportunities to brainstorm
- Avoid focusing on only facts and details

Dominant Introverted Sensing and Intuition

Sharing the preferences of Introversion and Judging, these types prefer to understand something in depth. Once they have taken time to consider something carefully, they like to take action to complete tasks and goals.

▶ Get It Right the First Time

A corporate trainer who was an Explorer (ENTP—dominant Extraverted Intuition) rolled out a new training program for a group of technical workers in a meeting. The trainer had drafted some preliminary training materials and wanted to discuss his new and improved training process. However, the group of mostly Logical Assimilators (ISTJ—dominant Introverted Sensing) immediately derailed the meeting agenda by focusing on and pointing out missing details and inaccurate technical facts in the training materials. The trainer realized that there would be no focus on process until more detailed and accurate information was created. The next time he presented materials, they were accurate and detailed. He also learned to have other types edit and critique his materials before he presented them to the group. ◀

Assimilators

(ISTJ and ISFJ) have a dominant Introverted Sensing preference
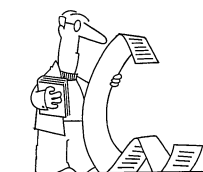
Communication Tips

- Be detailed, accurate, and precise
- Focus on facts, real-life examples, and what is known
- Make sure information is useful and relevant
- Listen to their expertise and experience
- Be practical; avoid abstraction, metaphors, and symbolism
- Link what is new to what exists; integrate information with past experiences and knowledge
- Provide step-by-step and structured explanations
- Provide enough information for them to get a comprehensive understanding
- Provide time for them to understand and agree with rules or standards before expecting action
- Avoid surprises and ambiguity; provide detailed information as soon as possible

Visionaries

(INFJ and INTJ) have a dominant Introverted Intuition preference

Communication Tips

- Use models and show the overall framework of ideas
- Focus on long-term planning and visions
- Provide complex concepts and theories rather than facts and details
- Use metaphors, symbols, and other figures of speech
- Provide opportunities for them to question and seek new information
- Show ways to change systems or improve processes
- Relate experiences to theories and mental models
- Use precise language and watch out for multiple meanings of language

Dominant Extraverted Thinking and Feeling

Sharing the preferences of Extraversion and Judging, these types like to make decisions and take action. They are most engaged when they can take action to set and meet goals and deadlines, and they are effective and organized in their approach.

► Take Charge

An Expeditor (ENTJ—dominant Extraverted Thinking) was having communication problems with his staff. As a doctor in an emergency room, he was accustomed to giving orders and having them followed immediately. He felt that this ability to direct and control the situation was one of his greatest competencies. However, when he attended staff meetings, his take-charge approach was criticized by one of the emergency room nurses, who was a Visionary (INFJ). She commented that he needed to allow others opportunities to express their opinions and think about issues before expecting them to make decisions. The Expeditor was surprised to hear this feedback and rather frustrated with the thought of slowing down the decision-making process. When he was introduced to personality type, however, he understood the issue better and began to explore other ways of making decisions. ◄

Expeditors

(ESTJ and ENTJ) have a dominant Extraverted Thinking preference

Communication Tips

- Be direct and concise
- Focus on competencies, goals, actions, and results
- Explain your ideas logically
- Explain feelings and values in a logical, factual way
- Be objective, task oriented, and not overly focused on personal matters
- Be organized and efficient in your presentation of information
- Present opportunities to solve problems
- Describe flaws, list pros and cons, and analyze outcomes
- Communicate clear rules or principles
- Be decisive and provide an opportunity to come to closure

Contributors

(ESFJ and ENFJ) have a dominant Extraverted Feeling preference

Communication Tips

- Be warm, friendly, empathetic, and appreciative
- Develop rapport and trust; seek to understand them
- Reward and support them; mention and appreciate contributions
- Focus on collaboration, cooperation, and inclusion
- Maintain harmony; do not be overly analytical or critical
- Take time to develop and maintain a personal relationship
- Focus on personal relationships, values, opinions, and interactions
- Provide critical feedback carefully; validate them before critiquing behaviors
- Provide opportunities to come to consensus
- Provide information about other people's values, opinions, and reactions.

Dominant Introverted Thinking and Feeling

Sharing the preferences of Introversion and Perceiving, these types approach the world in a flexible way, while internally evaluating information.

▶ Are You a Team Player?

An Analyzer (INTP—dominant Introverted Thinking) was surprised to hear that members of her team found her detached and somewhat unapproachable. She did see herself as quiet at team meetings and acknowledged that she would be more likely to offer constructive than positive feedback to others, but she thought of herself as a good problem solver and as a strong contributor to the team goals. Her Contributor (ESFJ—dominant Extraverted Feeling) co-worker suggested that she offer more positive feedback to others. The Analyzer initially found it artificial and uncomfortable to state obvious compliments, but she did work toward being more expressive in a positive way. At the same time, team members also learned to accept her more quiet, frank, logical approach. ◀

Analyzers

(ISTP and INTP) have a dominant Introverted Thinking preference

Communication Tips

- Be calm and objective
- Be direct, frank, and concise
- Focus on logical reasons and explanations
- Provide detailed concepts, information, or data
- Allow time for them to critique what they are hearing
- Offer challenges and opportunities to try ideas and test conclusions
- Provide them with opportunities to solve problems, adapt, and adjust to change
- Focus on the logical principles underlying a situation rather than on the situation itself
- Create links between what is and what is logically possible
- Convince them with reasoning and analysis

Enhancers

(ISFP and INFP) have a dominant Introverted Feeling preference

Communication Tips

- Communicate in a comfortable, quiet, one-to-one setting
- Be supportive, empathetic, quiet, and sensitive
- Focus on maintaining harmony and establishing rapport
- Approach situations in a personal and appreciative way
- Avoid being overly critical or analytical
- Be careful, thoughtful, and cautious to provide critical feedback gently
- Show how information relates to personal and human values
- Assess and evaluate situations by relating them to personal and human values
- Focus on a higher purpose and meaning for information
- When possible, identify and avoid challenging their personal values

Communication Styles of the Sixteen Types

Effective communication helps you express yourself and understand the perspectives of others. It also allows you to give and receive feedback as well as to resolve conflicts. You may be sharing key information about how to do a task or building a relationship with someone. Communication is a vehicle for understanding the interests, goals, dreams, and values of others. It also keeps people informed. This is particularly important in our rapidly changing world. When people are facing change and are unsure of the facts, they will fill in missing information with rumor and misinformation.

Understanding Communication Styles Through Type

Effective communication results from a combination of factors. First, you must be able to listen to and understand the perspectives of others. Then you must communicate the information people want and need in a way that encourages them to listen. However, different people want to hear and listen to different things. Personality type can help make sense of some of these differences. As you read through the communication styles of the sixteen types later in this chapter, first check out the "Communication Highlights" and "At First Glance" sections to get a snapshot of each type's communication style. Then read through the following sections to get a better understanding.

What People Want to Hear

Don't assume that people want to hear what you have to say in the way you want to say it. Communicating effectively with all types of people means presenting different kinds and amounts of information in different ways.

For example, people who prefer to take in practical information (Sensing types) like to hear facts relevant to their current situation. Sensing types with a preference for Introversion may want to hear those facts in depth, with lots of details and step-by-step procedures. Alternatively, those who prefer Intuition as a way of taking in information, especially those with a preference for Extraversion, can tune out and be impatient with facts. The more detailed the description of the facts, the more difficult it may be for them to listen. They may need to hear an overview of the information before the facts will become relevant for them.

There are many other examples that highlight the differences in what people want to hear. Some people are drawn to personal stories while others want to be convinced by logic. Some want conclusions and a focus on "how to," while others want to explore options and consider possibilities. Calm, reasonable communications attract some types while others are drawn to outward enthusiasm. The communication styles descriptions highlight these differences. Use this information to customize your interactions and maximize the chance that your message will be heard.

How People Express Themselves

To communicate effectively you must let others know your thoughts, feelings, and needs. People express themselves in quite different ways, and it is important to acknowledge and accommodate this aspect of communication style as well.

Everyone needs to find a balance between meeting his or her own needs and those of others. Some personality types may need to challenge themselves to state their needs and perspectives up front. Others find it easy to express their viewpoints and are naturally assertive, sometimes to the

point of being considered aggressive or domineering. These types may need to tone down their self-expression to be more considerate of the needs of others. As you read your description, consider how assertive you are and how you can accommodate the needs of others. Also consider the situation and importance of the communication. Choose wisely when and where to assert yourself and when to be more accommodating.

In addition to assertiveness, there are other aspects of expression. For example, one person may be focused on tasks, solutions, and taking action, while the next person is focused on people, possibilities, and exploration. As the first person is forming conclusions and plans, the second one may still want to create more options. This situation can be frustrating unless each individual recognizes his or her preferences and understands the processing differences. As you read the descriptions you can see the ways different personality types express themselves.

How People Prefer to Give and Receive Feedback

Another significant communication difference is related to how people prefer to give and receive feedback. One main difference is between Thinking and Feeling types. Thinking types tend to most easily give corrective feedback and Feeling types are more comfortable giving positive feedback.

As you read through the communication style descriptions, note how each type prefers to give and receive feedback. You will naturally be more comfortable offering either critiques or compliments. Continue offering the feedback you are naturally inclined to while learning to incorporate more of the other kind. Consider who you are giving feedback to and adjust your natural style accordingly.

Both corrective and positive feedback are essential learning tools in the workplace. You can accept and learn from both kinds no matter what your personality preferences are.

If you are naturally supportive and encouraging, remember that some types can interpret this as contrived and insincere. Assess whether you need to focus more on details, competencies, or results to make your positive comments to individuals of different types. Be sure to critique as well as compliment. Critical and corrective feedback is essential for behavior change, and all people require it if they are to learn and develop. If you are naturally inclined to spot flaws and offer improvements, remember that some types can take this form of feedback personally. Continue to offer feedback, but frame your comments so others can more easily accept them. Be sure to compliment as well as critique.

Interpersonal Focus

Some people are more or less focused than others on interpersonal relationships, especially in a work setting. Some people are highly sociable as well and seek environments in which they can interact with others. Other types do not seek personal relationships with co-workers and are uncomfortable making small talk and attending work social functions. Some types, especially those with preferences for Thinking and Judging, may see clear divisions between work and personal life.

Dealing with (or not dealing with) personal issues and conflict at work is another area in which people differ. Some types are hesitant to deal with conflict directly, even though it may be affecting their work performance. Other types may be able to confront and explore interpersonal problems.

Since people are looking for different kinds and depths of relationships at work, there can be misunderstanding in this area. Read through the different communication styles to see how different types view and deal with interpersonal relationships at work. Then customize your interactions to meet your communication needs as well as the needs of those you work with.

Communication in the Workplace

As shown in the following sections, in the workplace there are a number of specific contexts in which effective communication is especially important. Depending on your role within an organization, some sections may be more applicable to your situation.

Communicating As a Leader

Effective communication is a key component in a leadership role. As a leader it is your responsibility to ensure that communication lines remain clear. Expectations must be communicated to employees so that everyone clearly understands his or her role and responsibilities. Many performance issues result from a disconnection between what the employee sees as important to focus on and what his or her leader sees as important. Dialoguing to clarify priorities and expected results is an essential tool to ensure that employees know what is expected of them. As roles and responsibilities are defined, remember that some personality types prefer more clarity than others.

Consider individual differences as you are clarifying roles. When you are considering how to present expectations to employees, be sure to carefully consider the points listed in the "What They Want to Hear" section of the communication style descriptions. When your organization is not able to provide what employees prefer, your challenge is to find ways to compensate to enhance the employees' comfort level. As well, you can coach employees to move outside of their comfort zone to better meet work expectations. For example, an Assimilator (ISTJ or ISFJ) may need to respond in a flexible way to rapidly changing situations to

perform well in his or her role. You may not be able to provide specific procedures or solutions to help him or her manage change. You can, however, provide or have the employee create a series of general steps or guidelines. In this case, linking your expectations to a specific tool or strategy may be very helpful to the employee. A second employee in the same situation, for example an Analyzer (ISTP or INTP), may want autonomy to make decisions in a flexible manner. He or she may not seek or appreciate a specific change management tool. As long as you are clear about the outcomes you are looking for, he or she will be able to manage the situations in his or her own way.

Similarly, it is critical that leaders provide feedback to inform employees of any performance issues as well as share information about organizational changes and challenges. Different employees will want different types and amounts of information, so be sure to take their personality types into account. Whenever possible, work toward sharing and clarifying information rather than controlling it. The "Giving/Receiving Feedback" and "Interpersonal Focus" sections of the communication style descriptions will help you understand how your employees prefer to receive feedback.

Communicating with Teams

Teamwork is seen differently by individuals with different personality types. It is also defined differently and operates differently within different organizations. There is often disagreement as to how effective it is to take time to learn about and accommodate style differences in a team, since business deliverables often demand all of the team's time and energy. As with any interpersonal interaction, teamwork requires these same scarce resources—time and energy. You need to know who you are working with and understand their characteristic work preferences. Effective working relationships result from a combination of being aware of, acknowledging, understanding, appreciating, and accommodating these individual differences. However, this processing must be done in a timely and effective manner to respect the ongoing pressure to meet business needs. Every team must find a suitable balance between the needs of the individuals on the team and the need of the team to deliver results and accomplish tasks and goals. What is essential is to understand the individuals within each team and find ways to utilize each person's strengths effectively. The "Do" and "Don't" sections of the communication style descriptions offer quick tips for understanding and communicating with different types on your team.

Communicating with the Boss

In a perfect world, every boss would understand individual differences and have well-developed communication skills. However, in reality, individuals in charge often have a very specific way of seeing things. Your task as an employee is to understand the approach of your boss and to present things in a way that will make sense to him or her. Learn your boss's preferences and then carefully read his or her communication style description. Use this information to customize your interactions with your boss. For example, if your boss is a logical decision maker, he or she is not likely to be swayed by an argument based on personal values and situational factors. Learn to modify your style to present information in ways that are likely to resonate well with your boss. If your boss is receptive, perhaps take time to explain your preferences and find ways to use your similarities and differences constructively.

Communication and Conflict

Conflicts can be caused by personality differences. Even when personality differences do not cause a conflict, they can make the conflict more difficult to resolve. Although most people know how to communicate effectively, this knowledge can seem to almost disappear during times of stress and conflict. Personality differences can become exaggerated and characteristic ways of responding seem especially irritating. Under stress, individuals may exaggerate their dominant function or revert to a poorly developed form of their inferior function.

In a conflict situation, it is important to remember to use basic communication skills within a resolution process. As you go about resolving the conflict, also keep in mind the preferences of the others involved. For example, if you are in conflict with someone with Introverted preferences, don't interrupt him or her when he or she is speaking. Do provide an opportunity for him or her to organize and think about his or her response to your point of view. Before starting the conflict resolution process, take time to carefully read about that person's preferences in the communication style descriptions. Approach the situation with his or her preferences as well as your preferences in mind. Bringing out these communication differences may also help manage the conflict. This is a time to especially watch out for and avoid stereotyping, labeling, or judging personality differences. Hopefully, by acknowledging communication differences you can move past them and start to focus on resolving issues.

Whatever your communication situation, interactions can always be enhanced by taking the time to understand the communication style of people you are interacting with. When you are tuned into these individual differences, you can more effectively share your opinions, understand other perspectives, solve problems, and resolve difficulties.
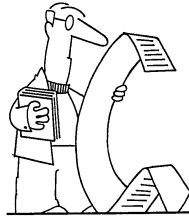
ISTJ　**Logical Assimilator: Specialize & Stabilize**

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

11.6% of the population

"Why reinvent the wheel?"

Dominant　S_i　Inwardly taking in and assimilating relevant information
Auxiliary　T_e　Outwardly logically decisive, focused on accomplishing tasks
Tertiary　F　As they mature, consider personal impacts of decisions
Inferior　N_e　Developmental challenge is to seek and act on new ideas

Communication Highlights

- Straightforward, practical, logical, and efficient
- Independent, self-sufficient, and self-reliant
- Focused on facts, details, and results
- Trust and remember information gained from experience
- Depth of knowledge and wealth of specialized information

At First Glance

- Task oriented, independent, decisive, and matter-of-fact
- Take time to consider and weigh the information before deciding
- Hold firmly to their choice and maintain the status quo
- Loyal, reliable, determined, persistent, conscientious
- Implement decisions and follow through

What They Want to Hear

- Exactly what is expected of them
- Clear feedback and step-by-step procedures
- Detailed facts and information relevant to their situation
- Specific information gained from experience
- Logical and factual evidence; accurate and organized

When Expressing Themselves

- No-nonsense, practical, logical, and efficient
- Focused on the task at hand
- Straightforward; centered on conclusions, results, and offering direction
- Give and expect others to follow exact directions
- Break complex information into small, detailed pieces

Giving/Receiving Feedback

- Direct and to the point
- Clear and matter-of-fact
- Specific and detailed information
- Exacting and specific standards
- Spot flaws and give more corrective than positive feedback

Interpersonal Focus

- Task focused and can see personal issues as detracting from task at hand
- Strive to accomplish tasks more than to understand or appreciate others
- Not tuned into emotional undertones; can seem abrupt or detached
- Private and unlikely to share personal information
- Dislike small talk and may not work toward developing rapport

Communicating Effectively with ISTJs

Do

- Come across as calm, reasonable, and competent
- Be frank, honest, direct, and focused on results
- Present information in a logical, objective, step-by-step, systematic manner
- Share clear directions, expectations, measurable objectives and benchmarks
- Provide comprehensive, detailed information as far ahead as possible
- Present accurate and precise data and expect analysis and questions
- Allow uninterrupted time for analysis before expecting a response or decision
- Provide practical information with immediate applications
- Focus in on one thing at a time in a concrete and realistic manner
- Link new information to what is already known and trusted from experience

Don't

- Focus on emotional or personal communications at work
- Expect them to change their mind quickly or give an immediate response
- Surprise them or introduce change without providing a practical and logical rationale
- Expect them to do something unless it makes sense and has an implementation plan
- Come across as overly excited about or enamored of an idea or concept
- Be wordy, theoretical, or abstract, or introduce ideas without supporting details
- Focus extensively on long-term consequences or advantages
- Give them vague directions or share only part of the information
- Expect them to take a quick look at or overview something
- Personalize their need to question and critique

Communication Tips for the ISTJ

- Balance your practical, task-focused approach with consideration of the needs and situations of the people involved. Make a conscious effort to develop rapport and connect with others.
- Check how others are feeling, especially when giving feedback. Balance corrective feedback with positive feedback, especially when working with Feeling types.
- Remain open-minded and listen without judgment to other perspectives, even if they initially seem unreasonable. Be open to new ideas and possibilities. Link new information to what you already know.
- Don't be hesitant to try something new when someone suggests it. Develop patience for interruptions and changes in plans.

- Summarize information and relate it to the bigger picture. Move past the realities of the situation and increase your future focus. Show patience when others ask for your input on defining and building new systems and processes.
- Remember that many people seek harmony and personal relationships with those they work with. Develop patience for the sharing of personal information by others. Listen empathetically without offering solutions.
- Attend to and acknowledge personal responses and avoid coming across as blunt, detached, or impersonal. Take time to work out conflicts and deal with personal issues at work. Be willing to express your feelings and share your viewpoint.

ISFJ # Compassionate Assimilator: Specialize & Stabilize

ISTJ	**ISFJ**	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

13.8% of the population
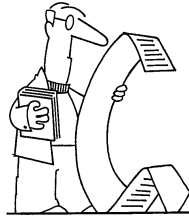
"Don't rock the boat."

Dominant	S_i	Inwardly taking in and assimilating personally important data
Auxiliary	F_e	Outwardly decisive, collaborative, sensitive to others' needs
Tertiary	T	As they mature, assess situations more objectively
Inferior	N_e	Developmental challenge is to seek and act on new ideas

Communication Highlights

- Unassuming, helpful, sensitive, considerate, and thoughtful
- Collaborative; work behind the scenes to accomplish group goals
- Focused on facts and details; assimilate a wealth of specialized information
- Contribute their share and expect others to be responsible and reliable
- Trust information gained from direct and personal experience

At First Glance

- Loyal, quiet, cooperative, and supportive
- Considerate of the needs and situations of others
- Take time to consider the situation carefully before making a decision
- Respect traditions and conventions; take relationships and responsibilities seriously
- Determined, persistent, and not likely to shift once their mind is made up

What They Want to Hear

- Positive feedback and appreciation for their contributions
- Clear expectations, roles, and responsibilities
- Collaborative rather than competitive language
- Details and in-depth, step-by-step explanations
- Stories and examples based on real people and situations

When Expressing Themselves

- Listen more than speak; will not communicate a great deal about themselves
- Find it hard to summarize something or explain it quickly
- Share information when there is a practical or helpful reason to do so
- Not likely to talk about their own achievements or promote their own ideas
- Enjoy dealing with people on a one-to-one basis

Giving/Receiving Feedback

- Eager to please and concerned for others
- Discouraged if people are taken for granted
- Uncomfortable with conflict and will usually keep negative feelings to themselves
- Find it difficult to deal with and thus tend to avoid confrontation
- Express their disappointments indirectly rather than speaking up assertively

Interpersonal Focus

- Establish personal relationships on a one-to-one basis
- Go out of their way to help someone in trouble or distress
- Demonstrate their concern for others through actions rather than words
- React rather than initiate action
- Seek privacy and can be reserved and uncomfortable in social situations

Communicating Effectively with ISFJs

Do

- Be considerate, affirming, and supportive and give positive feedback
- Show immediate applications of and uses for information
- Provide specific and detailed information as far ahead as possible
- Allow uninterrupted time so they can produce a thoughtful response or decision
- Be accurate and precise and focus on one thing at a time
- Be concrete and realistic and let them know exactly what is expected of them
- Assure them you are confident in their ability to achieve results
- Link new information to personal experience and to what they already know and trust
- Be organized and thorough in your explanations
- Present information in helpful, friendly, step-by-step, systematic manner

Don't

- Come across as critical or judgmental
- Expect them to change their minds quickly or give an immediate response
- Surprise them or introduce changes without providing an implementation plan
- Expect them to do something unless it makes things better for the people involved
- Come across as overly excited about or enamored of a vague idea, concept, or theory
- Focus extensively on long-term consequences or advantages
- Give them vague directions or share only part of the information
- Expect them to take a quick look at or overview something
- Introduce broad overviews or ideas without details or practical applications
- Expect or ask for immediate buy-in for a new idea

Communication Tips for the ISFJ

- Express your needs to others and say no when it is unrealistic for you to take on any additional responsibilities.
- Since harmony is important, you may find it unpleasant to deal with interpersonal issues and conflict. Express yourself directly. Present your viewpoint in a logical, reasonable way and be careful not to personalize feedback.
- Remember that too many details can overwhelm some people. When presenting information to others, be sure to summarize and relate it to the bigger picture.
- Strive to move past the realities of the situation and the people involved and increase your future focus. Use your natural strengths to clearly define what is working well and broaden your perspective to include long-term improvements for processes as well as people.

- Remain open-minded and listen without judgment to other perspectives, even if they initially seem unfair. Use active listening skills to show you are thinking about what others are saying and strive to understand rather than respond personally to situations.
- Be open to new ideas and possibilities. Don't be hesitant to try something new when someone suggests it. Develop patience for interruptions and changes in plans.
- Share your accomplishments with others. It is important to promote your perspectives and ideas. Otherwise you may miss out on opportunities or rewards you deserve.

Logical Responder: Act & Adapt

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

4.3% of the population

"It's easier to beg forgiveness than ask permission."

Dominant	S_e	Outwardly acting on the immediate facts and details
Auxiliary	T_i	Inwardly logically interpreting data based on their experience
Tertiary	F	As they mature, consider more personal consequences of actions
Inferior	N_i	Developmental challenge is visioning and long-term planning

Communication Highlights

- Convincing, objective, direct, straightforward, and matter-of-fact
- Adaptable, resourceful, practical troubleshooters who like to take action
- Negotiate, persuade, and maneuver around barriers; take most efficient course of action
- Examine and evaluate data by relating it to past experiences
- Active, engaging, challenging, risk taking, and competitive

At First Glance

- Initially seem somewhat detached or indifferent
- Focused on the facts and details of the immediate situation; observant of realities
- Consider a number of options; open ended and flexible
- Analytical and practical; seek to understand how and why things work
- Solve practical problems; grounded in immediate realities and day-to-day activities

What They Want to Hear

- To the point, practical information
- Interactions that are fun and stimulating
- Fewer long-term implications; impatient when others slow down and make plans
- Minimal direction; rules and structure limit their ability to improvise
- Less abstraction and theory; not convinced by intellectual arguments

When Expressing Themselves

- Initially impersonal; can be charming, easygoing, tolerant, and casual
- Maneuver around power and structure; finesse situations to work to their advantage
- Act more than talk; not likely to sit around discussing matters for long periods
- Like to act very quickly and do not want to slow down to explain their actions
- May take action that circumvents the rules without communicating their intent

Giving/Receiving Feedback

- If they have a difference of opinion, they will not hesitate to confront others
- Tend to give more corrective than positive feedback and can be direct and blunt
- Self-reliant and do not seek or require much ongoing validation
- More likely to evaluate themselves than depend on external feedback
- May not be focused on or see need for self-development in interpersonal areas

Interpersonal Focus

- Read people well and use this ability to their advantage when negotiating
- See interactions as games or competitions; focus on winning, not relationship building
- May miss subtle social cues and not accurately sense people's feelings or viewpoint
- Don't always demonstrate empathy or consider the needs of others
- Prefer not to dig too deeply into ongoing roots and causes of interpersonal problems

Communicating Effectively with ESTPs

Do

- Be logical, reasonable, direct, and objective
- Engage them in negotiation, persuasion, and compromise when setting goals
- Present immediate problems and let them independently find practical solutions
- Expect them to question information and look for immediate applications
- Provide platforms for risk taking, challenge, and competition
- Make the dialogue engaging; laugh and have fun
- Engage their senses with color, texture, smell, and taste
- Concentrate on taking specific, defined action; avoid ambiguity
- Be active; communicate while walking, eating, or engaged in other activities
- Keep meetings short and to the point

Don't

- Present information that is illogical or focused on emotion or personal perspectives
- Impose strict rules, regulations, or procedures for them to follow
- Expect them to see the need for or buy into long meetings or extensive discussions
- Expect them to spend much time talking about abstract ideas or long-term goals
- Supervise them closely or tell them how to do things
- Be wordy, theoretical, abstract, or focused on future consequences
- Introduce broad overviews or ideas without supporting details and practical uses
- "Beat around the bush" or communicate indirectly
- Impose rigid or highly structured timelines without flexibility
- Personalize their need to question and critique

Communication Tips for the ESTP

- Remember that many people seek harmony and personal relationships with those they work with. Develop patience for the sharing of personal information by others. Avoid coming across as blunt, detached, or impersonal.
- Strive to understand personal situations rather than analyze them in a logical or impersonal way. Balance your practical, task-focused approach with consideration of the needs and situations of the people involved.
- Take time to work out conflicts and deal with personal issues at work. Be willing to look at roots of problems as well as make an immediate response.
- You may lose interest and not follow through on a task. Plan ahead to ensure you complete tasks and avoid the quick fix.

- Show that you appreciate others and offer positive feedback and encouragement. Check how others are feeling when giving corrective feedback. Balance corrective feedback with positive feedback, particularly when working with Feeling types.
- Others may see your maverick actions as a challenge to authority or disrespect for rules. Slow down and show or tell others how and why your plan will work.
- Improvising and "flying by the seat of the pants" can be stressful to others around you who use a more thoughtful, carefully balanced approach. Incorporate a longer-term focus into your practical, immediate troubleshooting. This will help you solve problems more effectively in the long run.

Compassionate Responder: Act & Adapt

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	**ESFP**	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

8.5% of the population

"Consider it done."

Dominant	S_e	Outwardly acting on the immediate facts and details
Auxiliary	F_i	Inwardly choosing actions according to their personal values
Tertiary	T	As they mature, consider more logical consequences of actions
Inferior	N_i	Developmental challenge is visioning and long-term planning

Communication Highlights

- Friendly, outgoing, tactful, positive, energetic, collaborative, and dynamic; kind, considerate, and quick to offer assistance to others
- Observant, in tune with people's needs and feelings; able to develop rapport
- Thoughtful and realistic trouble-shooters who take action to help people
- Able to live in and experience the moment with a lighthearted, optimistic attitude

At First Glance

- Adopt an easygoing, tolerant, pleasure-loving, casual approach
- Observant of, interested in, and in tune with people and their immediate needs
- Consider practical options to solve immediate problems; use common sense
- Highly sociable and active; enjoy meeting and developing rapport with people
- Flexible to meet others' needs without getting caught up in rules and procedures

What They Want to Hear

- Minimal direction; rules and structure limit their ability to resourcefully improvise
- Less abstraction and theory; not convinced by intellectual arguments
- Practical information to take immediate action with a minimum of sitting and planning
- Less use of position power or authority to convey messages
- Stimulation; engage senses with sounds, smells, textures, tastes, and colors

When Expressing Themselves

- Want to laugh and have fun; love distractions and diversions
- Help others come to consensus through cooperation, negotiation, and compromise
- Will get people up and moving and would rather act than talk
- Shared activities and experiences build strong connections and are highly valued
- Engage in conversations easily; may spend too much time socializing

Giving/Receiving Feedback

- Generously offer positive feedback and compliment others
- Express appreciation with tangible rewards such as gifts or offers of help
- Can take criticism personally
- Will deflect a dialogue if it becomes too logical or critical
- Give more positive than corrective feedback; may avoid giving corrective feedback

Interpersonal Focus

- Adept at picking up emotional cues and able to spot problems
- See people as equals and accept and value diversity
- Express themselves through actions and help others in a practical, hands-on manner
- Generous and charming, they can easily develop rapport with and motivate others
- Don't like to deal with conflicts that cannot be immediately resolved by direct action

Communicating Effectively with ESFP

Do

- Be upbeat, enthusiastic, affirming, supportive, and encouraging
- Show immediate, practical applications for people
- Make the dialogue engaging; laugh and have fun
- Engage their senses with color, texture, smell, and taste
- Allow opportunities to socialize and enjoy the moment
- Discuss immediate people problems and let them find ways to solve them
- Concentrate on taking action
- Be active; communicate while walking, eating, or engaged in other activities
- Keep meetings short and to the point
- Provide opportunities to negotiate and cooperate

Don't

- Be overly logical or critical in your approach
- Focus for a long time on the theoretical or long-term implications of things
- Come across as too serious or highly obligated to always be focused on completing tasks
- Present ideas that are abstract, symbolic, or ambiguous without some practical links
- Impose rigid or highly structured timelines without flexibility
- Expect them to get excited about strategic planning
- Have long meetings or expect them to listen to lectures
- Isolate them from people; they need interaction
- Deal with root causes of small conflicts; let them focus on the immediate solution
- Forget to live in, appreciate, and enjoy the moment

Communication Tips for the ESFP

- Others do not view the world in the same fun-loving way you do. Accommodate them by making concrete goals and plans and then sticking to them. By attending to project completion, you will be able to enhance your contribution to the organization.
- You may lack the skills, patience, or interest to deal with the abstract. Be willing to broaden your perspectives to include the logical and long-term implications.
- Others can see your maverick actions as a challenge to authority or disrespect for rules. Help them understand the practical and flexible side of problem solving.
- You will seek interactions and may interrupt the work of others. Others can be disconcerted when they are disrupted from a task. Allow others quiet time for reflection.

- Others may find your immediate focus and casual, fun approach to communication somewhat frustrating when they want to have a serious discussion. Try not to deflect or avoid these interactions.
- Since harmony and collaboration are important, you may find it unpleasant to deal with ongoing interpersonal issues and conflict. Deal with causes of problems to resolve some of their more complex issues.
- Develop objectivity and take time to accept constructive feedback. Be careful not to personalize feedback.

ISTJ	ISFJ	INFJ	**INTJ**
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

2.1% of the population

INTJ

Logical Visionary: Interpret & Implement

"A picture is worth a thousand words."

Dominant	N_i	Inwardly focused on integrating ideas and improving systems
Auxiliary	T_e	Outwardly logically decisive, focused on accomplishing goals
Tertiary	F	As they mature, assess situations more personally
Inferior	S_e	Developmental challenge is acting on immediate realities

Communication Highlights

- Calm, decisive, firm minded, task oriented, and effective as well as efficient
- Future and idea focused; broad systems-thinking approach
- Use and trust logical analysis for mental mapping and planning
- Provide vision; consider innovative possibilities and wide-reaching solutions
- Independent and self-reliant; initially keep ideas and insights to themselves

At First Glance

- Quiet, reserved, and somewhat detached; need time alone to conceptualize
- Critically analyze, question, and challenge everything before they accept it
- Comfortable directing others, but less interested in direct supervision
- Will offer advice and a solution rather than explore options
- Complete tasks themselves rather than take the time to explain them to someone else

What They Want to Hear

- Ideas shared with select people judged competent and knowledgeable
- A thorough explanation of how and why things work
- Long-term implications and strategic plans
- Complex, theoretical, and abstract ideas
- Input from others mostly in the formative stage of their plan

When Expressing Themselves

- Brisk, to-the-point communications that focus on tasks and goals
- Communicate through ideas and questions
- Look for new ideas and strategies to solve ongoing or recurring problems
- May not explain their actions and may complete tasks without notifying others
- Impatient when others do not immediately understand their visions and insights

Giving/Receiving Feedback

- Self-reliant and self-critical as well as critical of others
- Direct, matter-of-fact, and to the point
- Spot flaws and give more corrective than positive feedback
- Have high expectations of competence for themselves and others
- Not always open to feedback, especially once they have thought something through

Interpersonal Focus

- Impatient with tedious job of explaining their elaborate models to others
- Can be insightful about the needs and situations of others, but may not show it
- More task oriented than people oriented; need logical reason to show empathy or appreciation
- Not drawn to developing rapport; find small talk and social niceties tedious
- Avoid dealing with personal issues and interpersonal conflict

Communicating Effectively with INTJs

Do

- Be frank, honest, direct, and focused on results and competencies
- Provide personal space and opportunities to work independently
- Communicate measurable objectives and benchmarks but not "how-to" directions
- Give information and then time to process it before expecting a response or decision
- Expect them to critique and question information
- Present information logically and objectively
- Present complex challenges; be willing to think abstractly and outside the box
- Reward their results and appreciate their competence and insight
- Share broad, future-focused overviews in an organized and systematic manner
- Give feedback as early as possible when working on projects or making plans

Don't

- Focus on emotional or personal communications at work
- Expect them to change their minds quickly or give an immediate response
- Surprise them or introduce change without providing an overview and rationale
- Share only part of the information or ask them to take a quick look at something
- Provide feedback when they have completed planning or are implementing a project
- Focus on unimportant details or routine matters
- Tell them specifics or give them details about how to do something
- Focus mainly on the short-term, immediate situation
- Share details without an overview or conceptual framework
- Personalize their need to question and critique

Communication Tips for the INTJ

- Share your thoughts with others and incorporate feedback. The earlier you do this in your thinking process, the easier it will be.
- Add value to your ideas by grounding them in the current realities, considering additional facts and details and seeing the immediate applications and implications of ideas. Seek this input from others.
- When explaining your ideas, provide concrete, practical links and avoid arguing semantics and abstract points at length.
- Check how others are feeling, especially when giving feedback. Balance corrective feedback with positive feedback, especially when working with Feeling types.
- Develop patience for the sharing of personal information by others. Attend to and acknowledge these personal responses and avoid coming across as blunt, detached, or impersonal.
- Listen empathetically without offering solutions. Strive to understand personal situations rather than analyze them in an abstract or conceptual manner.
- Take time to work out conflicts and deal with personal issues at work. Be willing to express your feelings and share your viewpoint.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

1.5% of the population

Compassionate Visionary: Interpret & Implement

"There's more to it than meets the eye."

Dominant	N_i	Inwardly focused on integrating ideas to benefit people
Auxiliary	F_e	Outwardly decisive, collaborative, and considerate
Tertiary	T	As they mature, assess situations more objectively
Inferior	S_e	Developmental challenge is acting on immediate realities

Communication Highlights

- Quietly supportive, encouraging, and affirming; seek harmony and connections
- Seek purpose and meaning; align their actions to a humanistic goal
- Link values, ideas, people, and action to make collaborative plan of action
- See human potential and opportunities for growth for self and others
- Provide long-term vision and future-focused, innovative ideas

At First Glance

- Appear private and cautious to the casual observer; share insights only with those they trust
- Quietly inspiring and careful to understand and affirm the values of others
- Need quiet, uninterrupted time to conceptualize ideas and process connections
- Organize people and resources to get a job done in a personal and caring way
- Strive to meet their own high standards and hesitant to share ideas before they are perfected

What They Want to Hear

- Long-term possibilities, especially for developing human potential
- Connections and common ground; quality and depth of relationships is important
- Thinking outside the box using metaphors, symbols, and other abstract language
- Collaboration, cooperation, and accommodation; nurturing and supportive language
- In-depth, personal, one-to-one dialogues in an environment of trust

When Expressing Themselves

- Seek to help or educate people and present ideas in a personally meaningful context
- When trust is established, express themselves and enjoy receiving support
- Find it difficult at times to incorporate others' feedback
- Reframe questions or change the framework they are presented in
- If their values are challenged, can be very insistent, firm-minded, and unyielding

Giving/Receiving Feedback

- Value genuine and honest self-expression; quick to see posturing or insincerity
- Like to be validated and appreciated and will do the same for others
- If they are not supported, may withdraw from contact with others
- Find it hard to deal with people who are overly critical, blunt, or impersonal
- Have difficulty giving or receiving negative feedback; can take negative feedback personally

Interpersonal Focus

- Learn about, appreciate, and utilize people's special talents and skills
- Sensitive to others' moods and feelings; conciliate people with opposing positions
- Good sense of how to motivate, validate, and quietly influence others
- May not always express their own needs, feelings, or personal concerns
- Put significant energy into developing bonds and selective about including others

Communicating Effectively with INFJs

Do

- Be sincere, genuine, affirming, appreciative, and supportive
- Recognize their values and contribution and listen carefully to their insights
- Give them broad, conceptual information and quiet, uninterrupted time to process it
- Relate facts and details to ideals and possibilities; show how people will be affected
- Share your vision and highlight ideas and insights
- Share your values and the personal meaning behind the data
- Use abstract language and be willing to think outside the box
- Show them alternative perspectives
- Give feedback as early as possible when working on projects or making plans
- Present complex challenges that will be meaningful and valuable

Don't

- Come across as overly critical or judgmental
- Expect them to change their minds quickly or give an immediate response
- Surprise them or introduce change without providing an overview and rationale
- Share only part of the information or ask them to take a quick look at something
- Provide feedback when they have completed planning or are implementing a project
- Focus on unimportant details or routine matters
- Expect or ask for immediate buy-in for a new idea
- Tell them specifics or give them details about how to do something
- Focus on the logical implications at the expense of the people and values involved
- Concentrate mainly on the short-term, immediate situation

Communication Tips for the INFJ

- Focus on meeting your needs as well as the needs of others. Set and define your limitations and avoid taking responsibility for other people's roles. Delegate details and ask for help.
- Carefully balance time spent with others with time to reflect so you don't become overwhelmed. Make sure to schedule personal breaks during long periods of intense interaction.
- Avoid presenting your beliefs in an overly emotional, passionate, or moralistic way.
- Present information in a sequential and logical order and show pros and cons. Then anticipate and prepare for questions and feedback.

- Remember that others may not prefer metaphors or other forms of abstract language. Explain your thoughts in practical language and share immediate applications.
- Don't avoid giving corrective feedback. People need this to develop. Be careful not to personalize the corrective feedback you get from others.
- Share your thoughts with others and incorporate feedback earlier in your thinking process. Include a stage in your process for taking in other perspectives and creating opportunities to collaborate and cooperate.

Logical Explorer: Innovate & Initiate

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	**ENTP**
ESTJ	ESFJ	ENFJ	ENTJ

3.2% of the population

"The possibilities are endless."

Dominant	N$_e$	Outwardly focused on possibilities for enhancing systems
Auxiliary	T$_i$	Inwardly evaluating ideas analytically and objectively
Tertiary	F	As they mature, assess situations more personally
Inferior	S$_i$	Developmental challenge is considering realities

Communication Highlights

- Persuasive and convincing when championing ideas
- Future focused, change oriented systems thinkers; create new models and ideas
- Quick to see problems as opportunities, explore links, and integrate ideas
- Use logical analysis to zero in on root causes of complex problems
- Champion change and initiate actions with great energy and excitement

At First Glance

- Initially seem skeptical, analytic, and detached; can be easygoing, tolerant, and casual
- Open ended and exploratory; take in and integrate information from many sources
- Think outside the box and come up with new and untried solutions to problems
- Energetic and enthusiastic; immersed in projects to actualize their vision
- Desire freedom and independence to align their efforts with a greater vision

What They Want to Hear

- How and why things work; enjoy questioning others
- Others questioning them and debating their perspectives
- Verbal challenges to sharpen their perspectives and demonstrate competency
- No direct commands or specific instructions
- Possibilities, ideas, theories, and models that draw their interest and engage them

When Expressing Themselves

- Use precise language; debate fine meanings and implications of words and concepts
- Use logical, analytical language to describe abstract problems, systems, and ideas
- Discuss and play with alternative solutions that can seem in direct opposition
- Persuasive and articulate, they advocate, educate, and negotiate for their ideas
- Do not like to repeat themselves and may not take time to explain details

Giving/Receiving Feedback

- Generally accepting, but intolerant of incompetence or substandard efforts
- Will provide constructive feedback in a concise, to-the-point manner
- Independent and assume that others will work independently; critical of dependence
- Self-reliant and self-critical; not likely to look to others for corrective feedback
- Fail to see the need for being overly encouraging or for giving ongoing positive feedback

Interpersonal Focus

- Charming, disarming, very personable and persuasive
- Deal with problems—even interpersonal ones—using logic more than emotion or empathy
- Come across as impersonal, indifferent, or overly focused on tasks rather than people
- Debate perspectives openly and can be surprised if others take comments personally
- Can change positions easily and may come across as inconstant or mercurial

Communicating Effectively with ENTPs

Do

- Be open to listening to new and different ideas and possibilities
- Discuss multiple perspectives and look at issues from all sides
- Use reason to convince them; be logical when expressing your thoughts
- Link ideas; focus on broad and far-reaching applications and implications of ideas
- Provide opportunities to critique, question, and debate ideas enthusiastically
- Be prepared to defend and discuss many aspects of an opportunity or problem
- Overview information using outlines, flowcharts, and concept or system maps
- Approach complex problems by discussing innovative and strategic solutions
- Consider options and predict outcomes before deciding on a course of action
- Present personal information about people and situations matter-of-factly

Don't

- Take time in work discussions to focus on emotional or personal issues
- Expect them to refrain from critiquing and analyzing
- Present information or perspectives without logical justification
- Focus only on immediate or short-term results or implications
- Assume they will see maintaining the status quo as an important goal
- Discuss straightforward tasks or share concrete, highly detailed plans of action
- Give them specific instructions about what to do or how to do it
- Limit the scope of a discussion too narrowly or present only one side of an issue
- Be surprised when their ideas and perspectives rapidly shift and change
- React personally to their need to question, critique, challenge, and debate

Communication Tips for the ENTP

- Remember that not everyone is comfortable critiquing and debating ideas. They can interpret these activities personally as a rejection of their perspectives. Avoid coming across as blunt, detached, or impersonal when you discuss ideas and perspectives.
- Strive to understand personal situations rather than analyze them only in a logical or impersonal way. Balance your abstract, conceptual approach with a consideration of the personal needs and situations of the people involved.
- Be willing to look at and discuss details, short-term implications, and the practical realities of a situation. Be aware that others are more interested in achieving practical or immediate results. Share your perspectives with enough detail so that others can participate in the planning process.
- Show that you appreciate others and offer positive feedback and encouragement. Although this may not seem logical or expedient, you will find that many people want to work in an environment where they are appreciated and given support, positive feedback, and encouragement.

- Hold back on a tendency to critique others, and when giving corrective feedback, check how others are feeling. Balance corrective feedback with positive feedback, particularly when working with Feeling types.
- Others prefer to conserve and are comfortable with slower, well-planned, incremental change. Listen to them and assess what is working well and should be preserved.
- Your rapidly changing ideas and perspectives may be a barrier to those who seek to find closure and take action. Be decisive and consistent when working with them.

Compassionate Explorer: Innovate & Initiate

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP **ENFP** ENTP

ESTJ ESFJ ENFJ ENTJ

8.1% of the population

"Follow your dreams."

Dominant N_e Outwardly focused on possibilities for people
Auxiliary F_i Inwardly evaluating ideas according to their personal values
Tertiary T As they mature, assess situations more objectively
Inferior S_i Developmental challenge is considering realities

Communication Highlights

- Outgoing, optimistic, caring, genuine, and compassionate
- Energetically and enthusiastically encourage and persuade others
- Identify opportunities to develop human potential and improve people's situations
- Champion changes that provide possibilities and improve processes for people
- Help people find niches, develop strengths, and compensate for weaknesses

At First Glance

- Empower, advocate for, and encourage the individual in the organization
- Enjoy collaboration, cooperation, and the sharing of ideas
- See potential and possibilities in people; focused on relationships and growth
- Create and share a wealth of innovative ideas and a vision of the future
- Value and encourage diversity; enjoy working with a wide variety of people

What They Want to Hear

- People's experiences, feelings, thoughts, viewpoints, and ideas
- Dialogue to facilitate becoming known as a person and developing a relationship
- General guidelines and information, not specific directions or commands
- Theories and models that will enhance growth, learning, and development
- Collaborative language focusing on teamwork and individual contributions

When Expressing Themselves

- Highly participative, sociable, and friendly; connect and develop rapport with others
- Use empathy when interpreting situations and dealing with others
- Sensitive to group dynamics; highlight and integrate ideas and input
- Often teach, counsel, facilitate, motivate, negotiate, recruit, and resolve conflicts
- Challenge accepted practices if not aligned to human values or needs

Giving/Receiving Feedback

- Validate, appreciate, and celebrate unique and valuable individual contributions
- Seek to please others and are motivated by positive feedback and encouragement
- Like to be mentored or supported within the work setting rather than supervised
- Overly sensitive to feedback that is objective and task focused rather than personal
- Will give more positive than corrective feedback and may hesitate to criticize others

Interpersonal Focus

- Strongly and directly affected by interpersonal conflict
- People are more important than the work itself; seek a positive environment
- Sensitive to issues of working relationships, organizational climate, and morale
- Perceptive to the needs, situations and motivations of others
- Treat everyone as a unique individual with a contribution to offer

Communicating Effectively with ENFPs

Do

- Be supportive, build rapport, and focus on collaboration and cooperation
- Discuss ideas and possibilities to enhance people's processes
- Focus on the people's needs and feelings in situations
- Be energetic, enthusiastic, and demonstrative
- Provide guidelines, encouragement, and lots of positive feedback
- Provide opportunities for them to participate and express themselves
- Coach, mentor, or guide rather than direct or control
- Be genuine, authentic, and open to new ideas and perspectives
- Get to personally know, understand, and inspire them
- See, acknowledge, and use their individual strengths

Don't

- Use position power or authority to tell them what to do
- Undervalue their contributions
- Be overly judgmental, logical, or analytical
- Focus mainly on structures and routines or on facts and details
- Ignore situational or personal factors
- Withhold information or ideas
- Debate, argue, or critique points without first finding common ground
- Be competitive or overly task oriented
- Isolate them or be unresponsive or indifferent
- Minimize or discount emotions or values

Communication Tips for the ENFP

- Some people can see personal involvement as interference rather than encouragement. Learn when to back off from discussing personal matters to avoid being seen as overly involved or not businesslike.
- To ensure you don't lose sight of the task at hand, avoid becoming distracted and overly influenced by people's stories and needs.
- Be practical and logical as well as personal and inspired. Make sure your ideas are grounded and realistic. Others will need to see the logic and details underlying your innovative ideas.
- Remember that not all people are motivated by the concept of personal growth. Show how personal development links to developing competencies, enhancing performance, and impacting business results.

- Some people distrust highly energetic and enthusiastic persuasion. Be willing to tone down the pace and energy level when you present information and ideas to people who are more reserved, quiet, and skeptical.
- Be open to giving and receiving constructive feedback and see this as an opportunity for growth. Be careful not to take feedback personally.
- It may be easy to change course and leave projects undone. This can irritate those who are strongly task and deadline oriented. As well as conceptualizing and implementing ideas, be sure to follow through and finish tasks.

ISTP

Practical Analyzer: Examine & Evaluate

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

5.4% of the population

"Get to the point."

Dominant T_i Inwardly logically analyzing data based on their experience
Auxiliary S_e Outwardly acting on the immediate facts and details
Tertiary N As they mature, consider possibilities as well as realities
Inferior F_e Developmental challenge is making personal connections

Communication Highlights

- Somewhat reserved, easygoing, tolerant, and informal
- Observant of details and realities; examine and evaluate data using logical analysis
- Flexible, resourceful, and focused on taking the most efficient course of action
- Practical problem solvers desiring high level of freedom and independence
- Value achieving results with the least effort possible

At First Glance

- Calm, observant, adaptable trouble-shooters seen as detached or impersonal
- Expedient and dislike any dialogue that slows them down or wastes their time
- Immediate, not strategic, focus; do not like to discuss abstract or long-range goals
- Impatient with ongoing rehashing of information or highly structured participation
- Dislike close supervision and prefer to work outside of rules and conventions

What They Want to Hear

- How and why things work, with time to evaluate data and relate them to experience
- Logical reasoning, objective and impersonal observations
- Practical facts and details about the immediate situation
- Less focus on discussing theories and ideas unless related to practical problems
- Facts from knowledgeable and reliable people and sources

When Expressing Themselves

- Challenge accepted ways of doing things if they are not efficient
- Would rather be taking action than taking time to explain their rationale or plan
- On a few choice topics have great depth of knowledge and enjoy talking extensively
- Calming influence in an emergency because they stay composed
- Open to considering options; can shift perspectives and endorse a variety of solutions

Giving/Receiving Feedback

- Realistic and matter-of-fact
- Set and hold high standards for themselves and others
- Critique and evaluate their own performance as well as the performance of others
- Have little need for external feedback; strong internal sense of how they are performing
- May ignore or minimize external feedback that opposes their self-assessment

Interpersonal Focus

- More task oriented than people oriented, can seem brisk, detached, and impersonal
- See personal needs and feelings as detractors and irrelevant to the work setting
- Can avoid dealing with interpersonal relationships and conflicts
- Not focused on developing rapport, but will adapt to meet social norms
- Dislike small talk and would rather avoid work social functions and celebrations

Communicating Effectively with ISTPs

Do

- Be logical, reasonable, direct, and objective
- Keep communications brief, accurate, and precise
- Present immediate problems and let them find practical solutions
- Allow them freedom to operate independently
- Keep meetings and discussions brief and to the point
- Communicate realistic, measurable objectives and benchmarks but not "how-to" directions
- Expect them to question information and look for immediate applications
- Provide practical information that includes detailed facts and details
- Link new information to what they already know and trust
- Use a step-by-step sequential approach

Don't

- Focus on emotional or personal communications at work
- Set strict rules, regulations, or procedures for them to follow
- Present information that is illogical or enforce practices that are unjust
- Expect them to see the need for or buy into long meetings or extensive discussions
- Expect them to spend much time taking about abstract ideas or long-term goals
- Supervise them closely or tell them how to do something
- Come across as overly excited about or enamored of an idea or concept
- Be wordy, theoretical, abstract, or focused on future consequences
- Introduce broad overviews or ideas without supporting details and practical uses
- Personalize their need to question and critique

Communication Tips for the ISTP

- Others may not be able to work effectively with you if they feel a lack of personal connection. Show empathy and develop patience for the sharing of personal information by others and avoid coming across as blunt, detached, or impersonal.
- Strive to understand personal situations rather than only analyze them in a logical or impersonal way. Balance your practical, task-focused approach with consideration of the needs and situations of the people involved. This will increase the chances of finding a practical solution that works for everyone.
- Take time to work out conflicts and deal with personal issues at work. Be willing to listen to others, express your feelings, and share your viewpoint.
- Incorporate a longer-term focus into your practical, immediate troubleshooting. This will help you solve problems more effectively in the long run.

- Show that you are supportive of others and offer positive feedback and encouragement. Others, especially Feeling types, will appreciate this and will be able to work with you more effectively.
- Check how others are feeling when giving corrective feedback. Balance corrective feedback with positive feedback, particularly when working with Feeling types.
- Remember that others can be more invested in using accepted and standardized procedures to accomplish tasks. Before skipping steps or modifying procedures, check to ensure that you are not missing something important.

Insightful Analyzer: Examine & Evaluate

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	**INTP**
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

3.3% of the population

"Get the picture?"

Dominant T_i Inwardly evaluating ideas analytically and objectively
Auxiliary N_e Outwardly focused on possibilities for enhancing systems
Tertiary S As they mature, consider current realities as well as possibilities
Inferior F_e Developmental challenge is making personal connections

Communication Highlights

- Open ended, logical, analytical; focused on exploring possibilities
- Systems thinkers; see and create complex models and frameworks
- Flexible, resourceful, and independent; seek freedom of action
- Summarize, integrate, and identify key issues and zero in on root causes of problems
- Conceptualize and initiate long-term strategic solutions and opportunities

At First Glance

- Initially somewhat detached, indifferent, and impersonal
- Enjoy thinking outside the box and coming up with new and untried solutions
- Seek to understand how things work; ask questions and offer options
- Comfortable with ambiguity and complexity; create theories, models, and frameworks
- Curious, skeptical, independent minded, exploratory, and insightful

What They Want to Hear

- New information and ideas and time to reflect and analyze implications
- Global goals and ideas rather than specific plans or procedures
- Dialogue with competent and knowledgeable people using precise and exact language
- Critiquing, questioning, and debating perspectives rather than taking them at face value
- Less redundancy or stating of the obvious; enjoy precision of thought

When Expressing Themselves

- Once you get to know them they can be easygoing, tolerant, and casual
- Sketch a framework, make a flowchart, or otherwise capture logic and possibilities
- Highlight cause-and-effect relationships, spot inconsistencies, and analyze flaws
- Do things themselves rather than take time to delegate and explain them to someone else
- May give a too-abbreviated overview or overwhelm people with technical complexity

Giving/Receiving Feedback

- Self-critical and tend to give more corrective than positive feedback
- Would rather let others set their own course of action than tell them what to do
- Not easily swayed or convinced by emotional responses
- Independent and want to set their own goals and map out their own plan
- Don't expect them to provide specific or precise direction to others

Interpersonal Focus

- May avoid interpersonal conflict rather than work it out
- When they must work through conflicts, they are detached, calm, and impersonal
- Approach personal problems, like all other problems, in a logical, analytical way
- Perplexed if personal variables, politics, or traditions are highly considered decision-making criteria
- Accept a variety of perspectives unless core guiding principles are violated

Communicating Effectively with INTPs

Do

- Let them work independently
- Use logic and reason to convince them; be precise when expressing your thoughts
- Know what you are talking about to ensure they perceive you as a competent expert
- Expect them to critique and question
- Be prepared for debate and challenges
- Provide time for them to analyze and integrate information
- Present information in global formats such as flowcharts and system maps
- Introduce complex problems and allow them to think outside the box
- Allow them to define how and what they need to do to accomplish goals
- Be patient with open-ended brainstorming, modeling, or idea-generating sessions

Don't

- Focus on emotional or personal communications at work
- Expect them to overtly appreciate and validate others on a regular basis
- Present information or perspectives that cannot be justified using logical reasoning
- Expect them to give specific direction to or supervise others closely
- Discuss routine or straightforward tasks
- Tell them specifics about what to do or how to do it
- Expect patience when discussing ways to organize people or tasks
- Keep turning the focus to practical details and short-term implications
- Provide the details until they have had time to see the big picture
- Personalize their need to question, critique, challenge, and debate

Communication Tips for the INTP

- Remember that many people seek harmony and personal relationships with those they work with. Develop patience for the sharing of personal information by others. Avoid coming across as blunt, detached, or impersonal.
- Strive to understand personal situations rather than analyze them in a logical or impersonal way. Balance your abstract, logical, conceptual approach with a consideration of the needs and situations of the people involved.
- Take time to work out conflicts and deal with personal issues at work. Be willing to express your feelings and share your viewpoint.
- Be willing to look at details, short-term implications, and the practical realities of a situation. Be sure to share your perspectives with just enough detail so that others can participate in this planning process.

- Remember that not everyone is comfortable critiquing and debating ideas. They can interpret these activities personally as a rejection of their perspectives.
- Check how others are feeling when giving corrective feedback. Balance corrective feedback with positive feedback, particularly when working with Feeling types.
- Remember that open-ended exploration can seem inefficient to decisive, results-focused types; be willing to make decisions and follow through by implementing your ideas.

ESTJ ## Practical Expeditor: Direct & Decide

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

8.7% of the population

"Let's get to work."

Dominant	T_e	Outwardly logically decisive, focused on accomplishing tasks
Auxiliary	S_i	Inwardly attuned to the immediate facts and details
Tertiary	N	As they mature, consider more long-term implications
Inferior	F_i	Developmental challenge is considering personal impacts

Communication Highlights

- Matter-of-fact, results-oriented, and focused on completing the task at hand
- Take control of projects; procure, manage, organize, and coordinate resources
- Keep things on track and according to plan; get the work done efficiently
- Seek or create structure; clear rules, procedures, standards, and expectations
- Observant and pay attention to accuracy and details

At First Glance

- Solve immediate problem and achieve clearly defined, tangible results
- Use resources effectively; make the best of existing systems and structures
- Use past experiences as reference point for current analysis and decision making
- Work the plan; utilize structure, schedules, and standard operating procedures
- Hold to clear standards and live by them strictly

What They Want to Hear

- Concrete, specific facts and details relevant to the task at hand
- Direction through a clearly defined chain of command with competent leadership
- Logical, sequential, practical information
- Accurate and precise data from reliable sources
- Goals and priorities that are defined realistically, clearly, and specifically

When Expressing Themselves

- Quick to question ideas and facts
- Enjoy discussion, debate, and competition
- Don't hesitate to share opinions and adopt a take-charge approach
- Act and take control of the tasks within their area of responsibility
- To-the-point and can be outspoken, abrupt, or impersonal

Giving/Receiving Feedback

- Point out deviations or inaccuracies; give more negative than positive feedback
- Impatient with inefficiency, poor planning, working less steadily or too slowly
- Confront nonconformists and those who do not follow rules
- Critical if others don't fulfill responsibilities or complete their share of work
- Set high standards for themselves and others

Interpersonal Focus

- Keep work relationships on a professional level
- See established traditions and rituals as useful social conventions
- Seldom engage in small talk and social niceties outside of established events
- Enjoy cooperation when working efficiently toward a goal
- Seek competent co-workers and prefer clearly defined levels of supervision

Communicating Effectively with ESTJs

Do

- Establish respect by demonstrating experience and authority
- Implement and follow rules rather than question or change them
- Share standard operating procedures
- Clearly define plans, roles, and responsibilities
- Provide precise and detailed instructions
- Specify benchmarks, standards, and expectations
- Introduce information in a systematic, step-by-step manner
- Follow through and attend to detail
- Share concrete timelines, schedules, and deadlines
- Respect and advocate tried-and-true methods

Don't

- Discuss theory or models that have no obvious practical value
- Be ambiguous or vague
- Take too long to respond to them or make a decision
- Waste their time with unfocused conversations or efforts
- Discuss redesigning or redefining things that are already working
- Be late or fail to follow through with your obligations and responsibilities
- Focus on situational or personal matters, especially as an excuse for work not done
- Divert or distract others from the task at hand
- Circumvent rules, procedures, or lines of authority
- Engage in excess small talk or take work time to share personal information

Communication Tips for the ESTJ

- You are very responsible and can, at times, become overcommitted. Learn to say no to additional roles.
- Because you tend to see things as black or white, you can be uncomfortable with change and ambiguity. However, in the rapidly changing workplace, change and ambiguity are unavoidable. Accept change and uncertainty as a reality and incorporate them into your plans.
- Being logical and practical, it can sometimes surprise you when others include situational factors in decisions or actions. Learn to incorporate these variables into your decision-making process. Develop rapport and build relationships with your co-workers.
- Expedience and efficiency may not always be effective. Take into account longer-term consequences of actions. The ideal long-term solution may take longer to implement, but may have greater payoff in the end.

- It is not always possible to maintain the status quo. Find ways to incrementally change systems so you can preserve what works while accepting new developments and improvements. Sometimes rules and procedures need to be adapted to situations. Be accepting when procedures are modified, as long as standards aren't affected.
- Have patience with other work and communication styles. Not everyone is results driven in the same way you are. Some people will be more productive working in a less steady or more cautious way.
- Many organizations are moving away from hierarchical supervision to a team-based, shared responsibility approach. You will need to define, for yourself, clear roles, responsibilities, and accountabilities in these settings. Share and validate these with your team.

Insightful Expeditor: Direct & Decide

1.8% of the population

"Let's make it happen."

Dominant	T_e	Outwardly logically decisive, focused on accomplishing goals
Auxiliary	N_i	Inwardly focused on long-term systems improvements
Tertiary	S	As they mature, become more practical and realistic
Inferior	F_i	Developmental challenge is considering personal impacts

Communication Highlights

■ Challenging, independent, decisive problem solvers who prefer to be in control of their situation

■ Logically and efficiently organize, redesign, or streamline systems and processes

■ Take an objective, visionary, long-term and strategic approach

■ Energetically take initiative to realize their goals; lead and expect others to follow

■ Integrate and synthesize information; simultaneously manage complex projects

At First Glance

■ Analyze and solve complex problems; quickly create and implement a workable plan

■ Critique, evaluate, and improve structures and systems; make systems more efficient

■ Like to get things moving, initiate action; task completion is the ultimate goal

■ Enjoy complexity and are stimulated by analyzing ideas and possibilities

■ Want to delegate tasks to others and be in charge of the work being done

What They Want to Hear

■ Clear expectations and then allow them to control the situation

■ Long-range goal setting and planning

■ Logical framework and rationale behind ideas and theories

■ Credible information from a competent, knowledgeable source

■ Clear, assertive language and direct communications

When Expressing Themselves

■ Take control and direct rather than encourage or motivate

■ Seek discussions and enjoy debating ideas and arguing semantics

■ Question information and authority; critically analyze what they see and hear

■ Competitive and like to demonstrate their knowledge and competency

■ Impatient slowing down and spending time explaining rationale to others

Giving/Receiving Feedback

■ Will call attention to something that isn't right; straightforward and direct

■ Intolerant of incompetence, dependency and wasted effort

■ Believe that everything can be improved

■ Won't hesitate to critique; can be perceived as overly critical or task oriented

■ See connections quickly and are impatient with those who don't

Interpersonal Focus

■ More task oriented than people focused; direct others to complete a plan

■ Value team contributions if team is focused and working toward a goal

■ Collaboration is a means to an end and not of value in itself unless it adds efficiency

■ Impatient with processes that take excess time to seek consensus and agreement

■ More important for them to be deemed competent than to be popular

Communicating Effectively with ENTJs

Do

- Be logical, analytical, and matter-of-fact; use precise words and ideas
- Discuss possible applications of theory and concepts
- Focus on long-term and strategic planning
- Let them do their own research and draw their own conclusions
- Be willing to make tough decisions and stand by them
- Give them freedom to make and act on decisions
- Gain their respect by being competent, independent, knowledgeable, and goal driven
- Value achievement and show them potential opportunities for advancement
- Be task and deadline focused
- Expect them to question and critique information

Don't

- Consider only short-term or practical consequences of actions
- Take too long to decide or change your mind frequently
- Share facts and details that are not necessary for them to do their work
- Expect them to accept information without evidence or a credible source
- Try to control them or tell them what to do
- Expect them to use illogical and inefficient processes or procedures
- Be unstructured or unfocused when making plans
- Take analysis and critique personally
- Focus on personal or situational factors in decisions
- Miss deadlines or be late or unprepared for meetings

Communication Tips for the ENTJ

- Other types may want to accomplish tasks more through collaboration and cooperation than by being directed. Slow down and let go of some control in order to enhance your working relationships.
- By deciding too quickly, you may move too fast in the wrong direction. Be careful to listen to new information and consider all the possibilities before you make a decision.
- Being theoretical, it can sometimes surprise you when others focus on practical decisions and actions. When explaining your ideas, provide concrete, practical links and avoid arguing semantics and abstract points at length.
- Consider situational and personal factors as well as logical ones when evaluating information. Include these factors as criteria when analyzing the pros and cons of options.

- Check how others are feeling, especially when giving feedback. Balance corrective feedback with positive feedback, especially when working with Feeling types.
- Listen empathetically without offering solutions. Strive to understand personal situations rather than analyze them in an abstract or conceptual manner.
- Have patience with other work and communication styles. Not everyone is as quickly decisive or results-driven as you are. Some people will be more productive achieving results in a slower, more cautious way.

ISFP

Practical Enhancer: Care & Connect

ISTJ ISFJ INFJ INTJ

ISTP **ISFP** INFP INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

8.8% of the population

"Always glad to help."

Dominant	F_i	Inwardly focused on evaluating ideas according to values
Auxiliary	S_e	Outwardly acting on the immediate facts and details
Tertiary	N	As they mature, consider longer-term possibilities
Inferior	T_e	Developmental challenge is evaluating objectively

Communication Highlights

- Quiet, calm, observant listeners who strive to see what people need
- Kind, considerate, and appreciative of the people and things around them
- Take thoughtful, immediate action to help others solve problems
- Nonjudgmental; attuned to and appreciative of individual differences
- Use common sense and are realistic and practical

At First Glance

- Quietly supportive and unassuming
- Attuned to the needs of others and will help them deal with immediate problems
- Stay in the background and help others in a quiet and understated way
- Prefer freedom and dislike being hampered by too much structure and too many constrictive rules
- Live in harmony with the moment and are easygoing, tolerant, and casual

What They Want to Hear

- Practical, factual, detailed information and specifically what is expected of them
- Clear expectations and then freedom to complete their tasks
- Acknowledgment of their need to think about and work on personally meaningful tasks
- Collaboration, cooperation, and accommodation; nurturing and supportive language
- In-depth, personal, one-to-one dialogue in an environment of trust

When Expressing Themselves

- Focus the conversation on others and do more listening than talking
- Are not likely to talk about themselves or their accomplishments
- Share personal information only if trust is established
- Have little interest in controlling, organizing, and directing others
- Will speak up in situations if their values are threatened
- Careful to maintain harmony and will seek common ground

Giving/Receiving Feedback

- Want others to appreciate and validate them in a quiet and personal way
- Feel embarrassed or uncomfortable when the spotlight is turned on them
- Appreciate the unique gifts of each person, usually on a one-to-one basis
- Take critical feedback personally and can be deeply hurt when others criticize them
- Find it difficult to evaluate, question, or offer constructive feedback to others

Interpersonal Focus

- Quick to focus on and meet the needs of others; may not focus on their own needs
- Take time to develop close working relationships that are important to them
- Highly observant of and sensitive to changes in morale and harmony
- Uncomfortable with conflict and confrontation; will avoid these situations
- Prefer to focus on the immediate situation rather than look to the root of problems

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Communicating Effectively with ISFPs

Do

- Be affirming, supportive, and encouraging
- Notice and appreciate their behind-the-scenes efforts
- Take time to get to know what is important to them personally and establish trust
- Appreciate them as an individual; look for and compliment their uniqueness
- Provide specific, clear expectations and freedom to complete tasks independently
- Communicate with them in a one-to-one, personal way
- Provide feedback gently; validate the positives as well as critique
- Focus on common sense; be practical and immediate, and provide essential details
- Show how information will help others immediately
- Share personal stories and relate information to practical applications

Don't

- Be critical or overly logical in your approach
- Ignore the people and personal factors that are influencing a situation
- Focus only on the theoretical and logical
- Assume that you understand their perspective unless you have taken time to listen
- Be overly task or goal oriented at the expense of the people involved
- Expect to win their trust quickly
- Try to control or exert power over them
- Present ideas that are abstract, symbolic, or ambiguous without some practical links
- Impose rigid or highly structured timelines without flexibility
- Forget to live in, appreciate, and enjoy the moment

Communication Tips for the ISFP

- Focus on meeting your needs as well as the needs of others. Say no when it is unrealistic for you to take on any additional responsibilities.
- Be willing to broaden your perspectives to include the logical and long-term implications. Consider the roots of problems as well as immediate solutions.
- Express yourself directly rather than offering indirect hints or expecting others to know what you are thinking and feeling.
- Present your viewpoint to others in a logical, reasonable way. This will help them understand and appreciate your perspective.

- Offer constructive feedback to others. People need this to develop. Be careful not to personalize the corrective feedback you get from others.
- Share your accomplishments with others. It is important to promote your perspectives and ideas. Otherwise you may miss out on opportunities or rewards you deserve.
- Deal with interpersonal issues and conflicts. Although it may be easier to avoid them in the short term, the harmony of your workplace will deteriorate and it will become uncomfortable in the long term.

Insightful Enhancer: Care & Connect

ISTJ ISFJ INFJ INTJ

ISTP ISFP **INFP** INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

4.4% of the population

"I've got a good feeling about this."

Dominant F_i Inwardly focused on evaluating ideas according to values
Auxiliary N_e Outwardly focused on possibilities for people
Tertiary S As they mature, consider more current realities
Inferior T_e Developmental challenge is evaluating objectively

Communication Highlights

- Kind, considerate, encouraging, and helpful; focused on people, ideas, and possibilities
- Flexible, casual, adaptable, creative problem solvers
- Future focused and envision ways to meet people's needs and enhance their potential
- Compassionate and function as peacekeepers; maintain harmony
- True to themselves and choose actions on the basis of personal values and priorities

At First Glance

- Quiet, calm, supportive listeners who are willing to hear others' concerns
- Devote their attention to understanding others' situations and points of view
- Explore options and find innovative, long-term solutions and opportunities
- Optimistic and see ways that change can be positive for the people involved
- Attuned to and appreciative of individual differences

What They Want to Hear

- Personal stories of inspiration and how others have managed adversity
- Calm, quiet; time to reflect and work on meaningful tasks in an unstructured way
- Fewer communications that are overly formal, structured, rule bound, or detailed
- In-depth, personal, one-to-one dialogues in an environment of trust
- Others taking time to get to know them and earn their trust

When Expressing Themselves

- See communication as unique; adapt interactions to suit each individual and situation
- Reserved and selective when expressing their own emotions and values
- Usually do not have a broad or casual social network; seek meaning in relationships
- Share their deepest values and feelings with only a very few people
- Self-critical when not able to live up to their own ideals and high expectations

Giving/Receiving Feedback

- Appreciative of others and give positive feedback; want to be appreciated
- Dislike being underestimated, but usually won't share accomplishments casually
- Find it hard to listen to critical feedback and can take it very personally
- Find it difficult to give negative feedback and may avoid doing so
- If they do give constructive feedback, give it gently and with great care

Interpersonal Focus

- Consider the needs of the people much more important than accomplishing a result
- Greatly affected by the quality of their relationships with people at work
- Unusually perceptive, aware of emotions and values, and able to read people well
- Avoid interpersonal conflict; may withdraw or find it hard to express needs
- Strive to maintain harmony even at the risk of leaving their own needs unmet

Communicating Effectively with INFPs

Do

- Notice and appreciate their behind-the-scenes efforts
- Take time to get to know what is important to them personally and establish trust
- Appreciate them as an individual; look for and compliment their uniqueness
- Allow freedom to set goals and complete tasks independently
- Communicate with them in a one-to-one, personal way
- Provide feedback gently; validate the positives as well as critique
- Focus on human values; share information that is meaningful to people
- Show how information will help others grow and develop their potential
- Share personal stories and relate information to meaningful applications

Don't

- Be critical or overly logical in your approach
- Ignore the people and personal factors that are influencing a situation
- Focus only on the practical and logical
- Assume that you understand their perspective unless you have taken time to listen
- Be overly task or goal oriented at the expense of the people involved
- Expect to win their trust quickly
- Try to control or exert power over them
- Discuss tasks that are routine, specific, detailed, or highly structured
- Impose rigid or highly structured timelines without flexibility
- Share conventional thoughts and then expect them to conform

Communication Tips for the INFP

- Focus on meeting your needs as well as the needs of others. Express your needs to others. Set and define your limitations and avoid taking responsibility for other people's roles.
- Be willing to broaden your perspectives to include the logical and short-term implications. Balance the developmental needs of people with the long- and short-term business needs.
- Share personal feelings earlier and more frequently. This will provide information and allow others to understand your unique perspectives. Be logical and detailed as well as passionate when you express yourself.
- Share your accomplishments with others. It is important to promote your perspectives and ideas. Otherwise you may miss out on opportunities or rewards you deserve.

- Deal with conflict directly and do not let your negative feelings build up. Although it may be easier in the short term to avoid conflict, the harmony of your workplace will deteriorate and it will become uncomfortable in the long term.
- Learn to accept and give constructive feedback. Be careful not to personalize feedback. Instead, see it as a developmental tool.
- When interacting with many people over a short period, avoid becoming drained and overwhelmed. Be sure to take time alone to reflect and reenergize. This is especially important if the individuals you are dealing with are needy or not supportive.

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP ENFP ENTP

ESTJ **ESFJ** ENFJ ENTJ

12.3% of the population

"Many hands make light work."

Dominant F_e Outwardly decisive, collaborative, and considerate
Auxiliary S_i Inwardly focused on the practicalities and realities of situations
Tertiary N As they mature, consider broader possibilities for people
Inferior T_i Developmental challenge is to assess situations objectively

Communication Highlights

- Personal, outgoing, warm, friendly, helpful, caring, and sensitive

- Steady, persistent, responsible, dependable, and conscientious

- Productive; manage time and tasks to accomplish goals in a positive and organized way

- Easily relate to and connect with people; seek harmony and make accommodations

- Provide for the immediate needs of others in a practical and direct way

At First Glance

- Practical, efficient helpers who are loyal, committed, and dutiful

- Make useful contributions; provide concrete and tangible products and services

- Remember personal information and focus on people's day-to-day situations

- Conform to social norms and engage in established rituals and traditions

- Comfortable with routines, structure, and schedules; organize things to run smoothly

What They Want to Hear

- Clear and specific instructions and up-to-date information

- Cooperative and positive interactions; encouragement and a positive atmosphere

- Current information and discussions to keep them in touch with progress of projects

- Practical applications, personal stories, real-world examples

- Well-defined expectations, tasks, and deadlines

When Expressing Themselves

- Naturally affirming and supportive; like to see and celebrate successes of others

- Match people to tasks in a personal way so everyone fits in and works well together

- Enjoy social contact and want to discuss the situation at hand

- See and evaluate situations accurately; observe and anticipate people's needs

- Usually very busy; schedule time tightly to meet obligations and accomplish goals

Giving/Receiving Feedback

- Are driven to meet societal standards and live up to expectations of others

- Take feedback personally and are uncomfortable with critical or harsh comments

- Want to be appreciated for their contributions and achievements

- Will openly acknowledge and celebrate contributions and achievements of others

- Give more positive than corrective feedback; will be uncomfortable critiquing others

Interpersonal Focus

- Friendly and highly interactive approach to work; get to know co-workers personally

- Consistently pay close attention to the needs of the people they work with

- Like to work on a well-functioning team; help maintain harmony and consensus

- Conform and give importance to socially acceptable behaviors and obligations

- Dislike and may avoid conflicts; may smooth them out rather than deal with them

Communicating Effectively with ESFJs

Do

- Offer predictability and stability in the work environment
- Provide input to complete tasks efficiently; specifically define and delegate tasks
- Encourage, appreciate, and support their contributions and achievements
- Focus on the here and now and offer personal and practical comments
- Provide current facts, accurate details, and practical applications
- Discuss immediate, concrete, and practical tasks rather than abstract ones
- Respect authority and traditionally accepted hierarchical organizational structure
- Use a steady step-by-step approach; task oriented and decisive
- Provide opportunities to interact and work in harmony to complete tasks

Don't

- Be ambiguous or vague
- Create changes without practical reasons
- Put them in unpredictable situations without providing some procedures to follow
- React to them in an indifferent or impersonal way
- Discuss long-term, abstract implications of situations at length
- Use an overabundance of theoretical language or figures of speech
- Be unreliable or fail to follow through with what you say you will do
- Focus on logic and business needs at the expense of the people involved
- Give them very little feedback on their progress
- Break norms or traditions or show a lack of respect for authority and structure

Communication Tips for the ESFJ

- You may become overcommitted meeting your responsibilities and the needs of others. Balance this conscientious approach by taking time to meet your own needs.
- People's personal needs may not be traditionally socially acceptable ones. Accept individual values and needs that are different from the norm. Avoid focusing on what people should be or do. Apply this to yourself as well as others.
- Because social norms are important to you, you may have trouble accepting styles that differ from the traditional steady, persistent work style. Be aware that people choose to contribute in different ways, and be accepting and tolerant of these differences.
- Others will approach work with a broader, long-term, and/or logical focus. Learn to value these alternative approaches and incorporate vision and analysis into your planning.

- Smoothing over conflict is not always the most effective strategy. You may need to assess when it would be better to confront issues. Not all issues need to be addressed, however, especially in the workplace, so take this into consideration as well.
- Giving and receiving constructive feedback may be difficult for you. However, this feedback can help you and others be more productive. Listen to ways to improve without becoming defensive.
- Not all people are highly collaborative and outwardly expressive and supportive. Be sure to provide ways for them to work within the team while respecting their work approach.

Insightful Contributor: Communicate & Cooperate

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	**ENFJ**	ENTJ

2.5% of the population

"Two heads are better than one."

Dominant	F_e	Outwardly decisive, collaborative, and considerate
Auxiliary	N_i	Inwardly focused on possibilities for people
Tertiary	S	As they mature, consider more practicalities
Inferior	T_i	Developmental challenge is to assess situations objectively

Communication Highlights

- Warm, compassionate, enthusiastic, insightful, and encouraging
- Imagine new options and possibilities for helping people realize and reach their potential
- Combine vision, strategic planning, task orientation, and a focus on others' needs
- Responsibly organize and coordinate resources toward a goal
- Ensure that the means justify the end in terms of employee motivation and morale

At First Glance

- Sincere, sociable, friendly, expressive, open, and supportive
- Collaborative and cooperative; seek consensus and harmony
- Potential and development of people is their first and foremost focus
- Enjoy leading others, organizing projects, and mobilizing people
- Achieve results by harnessing unique contributions of each team member

What They Want to Hear

- Discussions about and sharing of personal values and ideas
- Vision and possibilities for people; focused on growth and development
- Positive and nurturing comments; empathy, tolerance, and harmony
- Opportunities for everyone to collaborate, contribute, and use their skills
- Others taking time and energy to develop and maintain relationships

When Expressing Themselves

- Often guide others by mentoring, advocating, counseling, and teaching
- Tuned in to individual differences; value diversity and accommodate needs
- Communicate, establish rapport, and connect with a broad range of people
- Express their values and opinions; clarify perspectives and build agreement
- Discuss theories and abstract ideas and concepts; expect others to contribute

Giving/Receiving Feedback

- Like others to affirm their opinions and validate them as a person
- Actively support other team members with words and actions
- Openly value and appreciate others and expect support themselves
- Can take criticism personally and become hurt
- Energetically guide others and encourage them to make good decisions

Interpersonal Focus

- Want to build strong teams and create a harmonious environment
- Affected by unpleasant working relationships, atmosphere, and morale
- Sensitive to personal issues; explore and want to understand interpersonal conflicts
- Will focus on and deal with conflict, stress, or strain on people involved in projects
- Seek harmony; may spend more time than others want on interpersonal issues

Communicating Effectively with ENFJs

Do

- Provide general guidelines and trust them to make personal judgments and decisions
- Share human and social behavior theory; use metaphors and figurative language
- Advocate for employee development and growth
- Be cooperative and collaborative; seek consensus
- Develop rapport and build a personal working relationship
- Make and follow through with personal decisions to improve or enrich people's lives
- Be positive and encouraging as well as task focused
- Seek, plan for, and embrace change; share inspirational stories and messages
- Share your values and show appreciation for the perspectives and values of others
- Seek to understand, celebrate, and accommodate diversity

Don't

- Wield position power or threaten
- Be focused more on results than people
- Use logical analysis on values issues
- Be critical or overly objective when people are involved
- Set limiting and confining rules and procedures
- Disregard social norms and conventions
- Be cold, indifferent, or impersonal
- See only short-term or immediate results
- Be directive or controlling toward others
- Hold back personal information that might help them understand you

Communication Tips for the ENFJ

- Other people may approach situations in a calm, logical, and/or practical way. High levels of enthusiasm, emotion, or passion may overwhelm or disconcert them. You may need to tone down your enthusiasm in these situations.
- Your desire to help others and achieve goals can lead you to become overcommitted and overwhelmed with projects. Learn to balance idealism with practicality and create realistic expectations of yourself and others.
- Present information in a sequential and logical order and show pros/cons. Then anticipate and prepare for questions and feedback.
- Remember that others may not prefer metaphors or other forms of abstract language. Explain your thoughts in practical language and avoid using too many inspirational stories. Others may not be able to make the links and connections.

- Be careful not to personalize the corrective feedback you get from others. Consider it a helpful tool for your growth and development.
- It may not always be practical, realistic, or necessary to solve all interpersonal conflicts in the workplace. You need to learn to leave some issues alone and to choose carefully what issues to work on.
- Be willing to make compromises when looking for effective ways to complete tasks. Balance the needs of the people with business deadlines, logistics, and financial pressures. Be sure not to compromise your core values, but make sure you are being realistic.

Resources
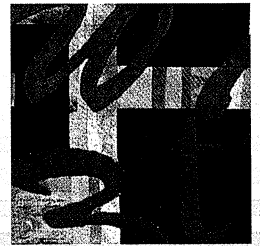
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