

THE FOUR PREFERENCES

EXTROVERSION or INTROVERSION

Extroverts are often very social and attend more to their outer world of things and people. **Extroverts** appear to be energized from social activities and contact with people and the environment. They can experience loneliness when they are not in contact with people.

Introverts generally attend more to their inner world of ideas, principles, values, or feelings. They tend to draw their energy from solitary activities involving few (or no) other people. **Introverts** enjoy interacting with others, but may need to find quiet places and solitary activities to recharge.

SENSING or INTUITION

Sensing types tend to perceive the world through the senses—touching, smelling, seeing, hearing and tasting—as they gather facts about situations. They prefer to focus on the real and practical and are usually detail—oriented.

People who are **Intuitive** generally interpret their world through meanings and relationships and anticipate possibilities beyond the senses. They may operate from hunches or beliefs rather than hard facts.

THINKING or FEELING

People not only take in information but also make decisions that are based upon how they think and feel about the issues and people involved.

Thinking types prefer to make decisions by utilizing logic and analytical judgments. Their approach is more objective, relying on “hard facts”.

Feeling types prefer a subjective approach, basing their decisions on personal values and impact on others.

JUDGING or PERCEPTION

Judging types tend to prefer closure. They often have a sense of urgency until a decision has been made, then feel at ease and satisfied.

Perceiving types prefer to keep things open and fluid. They are more apt to delay a decision; waiting for more information. Making a decision can make perceiving types uncomfortable.

EFFECTS OF EACH PREFERENCE IN WORK SITUATIONS

EXTROVERTS

Like variety and action.

Tend to be faster, dislike complicated procedures.

Are often good at greeting people.

Are often impatient with long slow jobs.

Are interested in the results of their job, in getting it done and in how other people do it.

Often do not mind the interruption of answering the telephone, often act quickly, sometimes without thinking.

Like to have people around.

Usually communicate freely.

THINKING TYPES

Do not show emotion readily and are often uncomfortable dealing with people's feelings.

May hurt people's feelings without knowing it.

Like analysis and putting things into logical order. Can get along without harmony.

Tend to decide impersonally, sometimes paying insufficient attention to people's wishes.

Need to be treated fairly.

Are able to reprimand people or fire them when necessary.

Are more analytically-oriented, respond more easily to people's thoughts.

Tend to be firm minded.

INTROVERTS

Like quiet for concentration.

Tend to be careful with details, dislike sweeping statements.

Have trouble remembering names and faces, tend not to mind working on one project for a long time uninterruptedly.

Are interested in the idea behind their job.

Dislike telephone intrusions and interruptions.

Like to think a lot before they act, sometimes without acting.

Work contentedly alone.

Have some problems communicating.

FEELING TYPES

Tend to be very aware of other people and their feelings.

Enjoy pleasing people, even in unimportant things.

Like harmony. Efficiency may be badly disturbed by office feuds.

Often let decisions be influenced by their own or other people's personal likes and wishes.

Need occasional praise.

Dislike telling people unpleasant things.

Are more people-oriented, respond more easily to people's values.

Tend to be sympathetic.

EFFECTS OF EACH PREFERENCE IN WORK SITUATIONS

SENSING TYPES

Dislike new problems unless there are standard ways to solve them.
Like an established way of doing things.
Enjoy using skills already learned more than learning new ones.
Work more steadily, with realistic ideas of how long it will take.
Usually reach a conclusion step by step.
Are patient with routine details.
Are impatient when the details get complicated.
Are not often inspired, and rarely trust the inspiration when they are.
Seldom make errors of fact.
Tend to be good at precise work.

JUDGING TYPES

Work best when they can plan their work and follow the plan.
Like to get things settled and finished.
May decide things too quickly.
May dislike to interrupt the project they are on for a more urgent one.
May not notice new things that need to be done.
Want only the essentials needed to begin their work.
Tend to be satisfied once they reach a judgment on a thing, situation, or person.

INTUITIVE TYPES

Like solving new problems.
Dislike doing the same thing repeatedly.
Enjoy learning a new skill more than using it.
Work in bursts of energy powered by enthusiasm, with slack periods in between.
Reach a conclusion quickly.
Are impatient with routine details.
Are patient with complicated situations.
Follow their inspirations, good or bad.
Frequently make errors of fact.
Dislike taking time for precision.

PERCEPTIVE TYPES

Adapt well to changing situations.
Do not mind leaving things open for alterations.
May have trouble making decisions.
May start too many projects and have difficulty in finishing them.
May postpone unpleasant jobs.
Want to know all about a new job.
Tend to be curious and welcome new light on a thing, situation, or person.

Applications

An understanding of type in general and your own type in particular can help you in many ways. Hopefully, it will help you recognize and appreciate the unique gifts of yourself and others. Specifically, it can help you choose a career, deal with the people and problems in your life, and understand your work habits.

Mutual usefulness of Opposite Types

Success in any enterprise demands a variety of types, each in the right place. The clearest vision of the future comes from an intuitive, the most practical realism from a sensor, the most incisive analysis from a thinker, and the most skillful handling of people from a feeler.

Opposite types can complement each other in any joint undertaking. When two people approach a problem from opposite sides, each sees things not visible to the other. They see the problem differently and tend to suggest different solutions. Sometimes they have a difficult time seeing the other's point of view.

When opposites must work or live together, an understanding of type does much to lessen the friction. Disagreement is less irritating when you recognize that it would hardly be normal for the other person to agree. He or she is not being willfully contrary, but is simply being an opposite type. Opposite types can be tremendously useful to each other when given the chance. The lists below show some of the specific ways.

Type and Relationships

In a close relationship, the best use of knowledge about type is in understanding and appreciating the gifts of your partner and yourself. The relationship can then be undertaken with full recognition that the person is different and has a right to remain different, and with full willingness to concentrate.

Intuitive Types Need Sensing Types:

- To bring up pertinent facts
- To face the realities of the current situation
- To apply experience to problems
- To read the fine print in a contract
- To focus on what needs attention now
- To keep track of essentials
- To face difficulties with realism
- To stay aware of the joys of the present

Sensing Types Need Intuitive Types:

- To bring up new possibilities
- To read the signs of coming change
- To focus on preparing for the future
- To keep the big picture in mind
- To anticipate trends
- To show that the joys of the future are worth working for

Feeling Types Need Thinking Types:

- To analyze consequences and implications
- To organize
- To find the flaws in advance
- To reform what needs reforming
- To hold consistently to a policy
- To weigh "the law and the evidence"
- To fire people when necessary

Thinking Types Need Feeling Types:

- To persuade
- To conciliate
- To forecast how others will feel
- To arouse enthusiasm
- To teach
- To sell
- To appreciate what is right
- To appreciate the thinker

Using Type to Improve Problem Solving

To improve your ability to solve problems and make decisions, you need to make full use of your perception and judgment. You need to learn how to use both kinds of perception and both kinds of judgment, each for the right purpose. This is a skill you can acquire by practice. You will probably choose, as usual, a solution that appeals to your favorite process, but on a sounder basis than usual because you will have considered realities, possibilities, consequences, and human values.

Whenever you have a problem to solve, a decision to make or a situation to deal with, try exercising each process by; itself—consciously and purposefully. That way each process can make its own contribution to the solution without interference from any other process. Start with your perceptive processes (sensing and intuition). Perception should always come before judgment.

Ignoring any of these steps can lead to trouble. Intuitive may base a decision on some possibility without discovering the facts that will make it impossible. Sensing types may settle for faulty solution to a problem because they assume no better one is possible. Thinking types may ignore human values and feeling types may ignore consequences.

You will find some steps in this exercise easier than others. The ones that use your best processes are rather fun, while you may find the others to be harder. By using all the processes, you will learn more about those that are not your natural preference. For example, if feeling is your favorite process, using your thinking to try and see all the consequences of an act may show you that even the best intentions can go wrong unless thought through. If thinking is your favorite process, using your feeling to learn what other people value may show why you meet so much opposition.

Use your sensing to:

- Face the facts
- Find out what the situation is exactly
- Find out what others have done-what has worked, or not worked
- Try not to let wishful thinking or sentiment blind you to the realities
- Ask yourself how the situation would look to an impartial observer

Use your intuition to:

- Brainstorm all the possibilities-all the ways in which you might change the situation, your handling of it, or other people's attitudes toward it
- Try to put aside your natural assumption that you have been doing the one and only obviously right thing
- Ask how this problem relates to something else
- Fantasize the best possible solution

Use your thinking to:

- Conduct an impersonal analysis of cause and effect
- Examine all the consequences of the alternative solutions, both pleasant and unpleasant
- Try to count the full cost of everything
- Examine every misgiving you may have been suppressing out of loyalty to someone or liking for something, or reluctance to change your stand.

Use your feeling to:

- Weigh just how deeply you care about the things that will be gained or lost by each of the alternatives
- Make a fresh appraisal, trying not to let the temporary outweigh the permanent, however agreeable or disagreeable the immediate prospect may be
- Consider how the other people concerned will feel about the various outcomes, even if you think they are being unreasonable
- Include others' feelings, and your own feelings, as facts that must be respected