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Sample

# Introduction



The real voyage of discovery consists not in seeking new landscapes but in having new eyes.

—Marcel Proust

**C**onflict is a broad term that describes many types of interactions, but most people identify it as some type of interaction with a negative emotional charge. Although it may appear to be about a simple, straightforward issue, more often than not conflict exists because some core element of trust, beliefs, a priority, or passion is being challenged. By illuminating the underlying issue and needs, both our own and those of the people with whom we interact, we have a greater chance of defusing the charge and achieving a positive outcome than if we stumble through the conflict blindly.

sixteen different personality types tend to present themselves in a conflict, we can better strategize how to approach conflict, communicate when in conflict with others, and resolve conflict situations.

The purpose of this booklet is to help you gain a richer understanding of your personality type and how it guides you in conflict situations. The booklet is a tool for you to use in exploring your own type more deeply, discovering how type and conflict are linked, and learning a model for harnessing type awareness in conflict management. The contents include

- An introduction to basic type concepts
- A process for beginning the discovery of your own type
- An exploration of two specific preferences and their relationship with conflict
- A model for managing conflict

Our objective is to provide you with valuable insights into how to improve your conflict approach and how to navigate through conflict with someone whose preferences differ from yours. Our hope is that you will become more effective in conflict situations in both professional and personal settings and will experience greater satisfaction in your interpersonal relationships.

## Using Type As a Tool for Managing Conflict

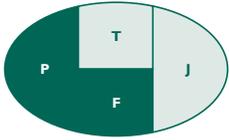
Psychological type and the MBTI® tool can be used as a spotlight to help us see and understand more clearly what is really involved in a conflict situation. By incorporating type awareness, and particularly awareness of how people of the

**TJ**

## ISTJ Acting responsibly and practically to resolve conflict

**Resolvers**

ISTJs work in a responsible and orderly fashion to fulfill their commitments. For them conflict is something that needs to be dealt with so they can get on with life. They have a great ability to collect and store vast amounts of information. During conflict they need to reach closure or resolution. At times they appear nonplussed by conflict, while at other times—especially in relation to authority issues—they react with an intensity that can frighten others.



### Blind Spots

Difficulty in empathizing and in creating space

### Clear Vision

Ability to be objective and bring closure

### Hierarchy of Functions

Dominant	S <sub>i</sub>
Auxiliary	T <sub>e</sub>
Tertiary	F <sub>i</sub>
Inferior	N <sub>e</sub>

### What they contribute

- Act responsibly and practically
- Make decisions based on a wealth of information stored in their memory bank
- Learn from their mistakes
- Are fair-minded
- Act decisively even in difficult circumstances
- Can keep others focused and on track by providing a step-by-step way out of the situation
- Pay attention to immediate needs
- Quietly get things done and can be counted on in a crisis
- Make considered judgments

### What they need from others

- Respect for the rules and structure that have already been put in place to help things work more effectively
- Precise and relevant facts that describe the situation accurately
- Opportunities to reflect on what is happening and to have their observations heard
- An understanding that once an issue is addressed, it is over

### How others may see them

- Calm, fair-minded, reserved, and conscientious
- Acting in work role and providing standards
- Steadfast in their well thought out opinions
- Good objective listeners who see the big picture
- Logical and analytical, at times denying their own and others' emotions
- Serious, with subtle, private, humorous reactions

### Under stress they may

- Appear relentless in presenting details, swamping others with fact after fact
- Be thoughtless and impulsive
- Lack focus and be inwardly confused
- Become unable to prioritize, thinking incessantly about problems
- Be very pessimistic
- Convince themselves that only the experienced can help
- Become inactive and withdraw from social interaction

### Conflict generators

- Challenges to their authority
- People who “waste time” by talking too much—particularly about personal matters
- Not having sufficient time to reflect on important matters—or being asked to “wing it”
- Lack of follow-through on decisions

### Blind spots

- May rush to closure without dealing with all the issues
- May be intolerant of people who “waste time” discussing personal or unrelated issues
- May not consider the impact on people of what they perceive to be a common-sense solution to a problem

### Areas for development

- Use information-gathering and listening skills to create more space
- Learn to make exceptions—remember extenuating circumstances do exist
- Accept that for some people closure follows the timing of the heart