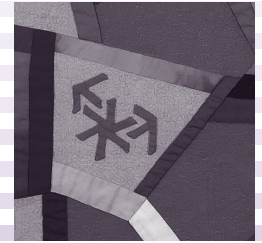


# Introduction



Do the decisions of your loved ones, co-workers, or boss sometimes leave you baffled? Do you ever wonder about their motivations? Do your own decisions, at times, seem surprising? Do you find yourself faced with complex decisions that could affect your group, organization, or community? Wouldn't it be helpful to understand what drives people in decision making, to be able to make sense of what often seems random or downright perplexing?

We are continually bombarded with decision-making opportunities, whether we seek them or not. Take a look at the daily news and it becomes evident: even our business, spiritual, and political leaders seem confused about the best way to go about making decisions. From communication mishaps and decision gaps to failure to grasp consequences and construct sound plans, decision-making challenges abound. Clearly, all of us—whether public servants or private citizens—can help to become better decision makers.

Wouldn't it be fantastic if there were a universally applicable tool that could guide our decision-making process as well as aid us in understanding the decision-making processes of others? Fortunately, there is such a tool—the *Myers-Briggs Type Indicator*® (MBTI®) assessment, which is used internationally to facilitate an understanding of personality patterns and preferences.

## Using Type to Make Better Decisions

Our purpose in writing this booklet is to help you make better decisions through the use of psychological type. We

illustrate the ways in which individuals typically go about making decisions and provide strategies you can use immediately to enhance all your decisions, from the momentous to the mundane. It is our belief that improvements in minor decisions lead to improvements in major decisions, eventually making possible positive life changes. Even if your aim is simply to make your everyday decision making a little more sure-footed and fun, this booklet has something for you.

We also want to help you understand more about how other people approach decision making. Whether you are engaging in decision making with members of your work team, family, school, or community group, the information in this booklet can spark crucial conversations, sparking improved group decision making. Recognizing the various ways in which psychological type influences how people make decisions offers groups a means of sharing views, thus reducing rather than inflaming conflict during decision making. With an awareness of type and a greater understanding of the decision-making process, you and your decision-making partners can collaborate to make more balanced and effective decisions.

## Objectives

We believe that the application of type theory can transform the way you see decision making. Our objectives in this booklet are to

- Illuminate strengths and challenges, similarities and differences in decision-making style that are related to personality preferences or psychological type
- Provide a common, neutral language in which to discuss difficult decisions or mediate conflicts that erupt during the decision-making process
- Offer guidance on development in order to improve individual and group decision making
- Increase appreciation for the range of useful and worthwhile approaches to making decisions
- Promote the pursuit of decision-making excellence

## MBTI® Preferences

### Source of Energy

#### Extraversion (E)

People with a preference for Extraversion direct and receive energy from the outer world. They are more likely to

- Prefer action over reflection
- Prefer spoken communication
- Act and respond quickly
- Extend themselves into the environment
- Enjoy working as part of a group
- Put themselves in the foreground

#### Introversion (I)

People with a preference for Introversion direct and receive energy from the inner world. They are more likely to

- Prefer reflection over action
- Prefer written communication
- Consider and think deeply
- Defend against external demands and intrusions
- Enjoy working alone or with one or two others
- Stay in the background

### Mode of Taking in Information

#### Sensing (S)

People with a preference for Sensing like to take in information in a precise and exact manner. They are more likely to

- Prefer the tried and true
- Emphasize the pragmatic
- Desire predictability
- See questions as needing specific answers based on past experience
- Want to know what is
- Value realism

#### Intuition (N)

People with a preference for Intuition like to take in information in an ad hoc, innovative manner. They are more likely to

- Prefer the new and untried
- Emphasize the theoretical
- Desire change
- See questions as opportunities to innovate based on inspiration
- Want to know what could be
- Value imagination

### Mode of Evaluating Information

#### Thinking (T)

People with a preference for Thinking seek general truths and objectivity. They are more likely to

- Seek logical clarity
- Have an interest in data
- Know when logic is required
- Remain detached, weighing the pros and cons
- Search for the flaws in an argument
- Strive to be fair

#### Feeling (F)

People with a preference for Feeling seek individual and interpersonal harmony. They are more likely to

- Seek emotional clarity
- Have an interest in people
- Know when support is required
- Remain personally involved, weighing values
- Search for points of agreement in an argument
- Strive to be compassionate

### Lifestyle

#### Judging (J)

People with a preference for Judging like to come to closure and act on information. They are more likely to

- Want things to be settled and ordered
- Finish tasks *before* the deadline
- Like goals and results
- Limit surprises
- Draw conclusions
- See routines as effective

#### Perceiving (P)

People with a preference for Perceiving like to remain open and adapt to new information. They are more likely to

- Want things to be flexible and open
- Finish tasks *at* the deadline
- Like to see what turns up
- Enjoy surprises
- Stay tentative
- See routines as limiting

Source: Adapted with permission from *Introduction to Type® and Teams*, 2d ed., by E. Hirsh, K. W. Hirsh, and S. K. Hirsh, CPP, Inc., 2003.

*Thinking (T) and Feeling (F)*. The outer columns of the table contain those with a preference for Thinking. The inner columns contain those with a preference for Feeling. This arrangement is designed to reflect the greater need for affiliation of those with a preference for Feeling by placing them next to each other in the *heart* of the table.

*Judging (J) and Perceiving (P)*. The top and bottom rows are made up of those with a preference for Judging. The middle rows are made up of those with a preference for Perceiving. In this arrangement, the more resolute individuals, with a preference for Judging, form the *roof* and *foundation* of the table—in other words, they hold the structure together

## Format of Type Tables

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

### Extraversion–Introversion

|   |
|---|
| I |
| E |

### Sensing–Intuition

|   |   |
|---|---|
| S | N |
|---|---|

### Thinking–Feeling

|   |   |   |   |
|---|---|---|---|
| T | F | F | T |
|---|---|---|---|

### Judging–Perceiving

|   |
|---|
| J |
| P |
| P |
| J |

Source: Reprinted with permission from *MBTI® Manual: A Guide to Development and Use of the Myers-Briggs Type Indicator®*, 3d ed., by I. B. Myers, M. K. Myers-Caulley, N. L. Quenk, and A. L. Hammer, CPP, Inc., 1998.

and contain the more flexible individuals with a preference for Perceiving.

The organization of the type table is such that each type shares three preferences (the three letters) in common with adjacent types. Therefore, as you move from one column or row to the next, only a single preference (letter) changes. Note that those with a preference for Thinking and Judging have been placed in the four corners, maintaining the boundaries of the table. This mirrors the TJ desire to keep things firmly in order.

## Moving from Type to Type Dynamics

Type dynamics theory can help you gain a deeper awareness of how your preferences combine and interact. This theory specifies that there is one preference for each of the sixteen

types that is the guiding preference, often referred to as the *Dominant*. This Dominant preference is typically an individual's most developed and most easily used preference. In other words, a person usually feels most comfortable and natural operating out of this Dominant preference. An individual's Dominant preference will be one of the four "functions"—Sensing for ISTJs, ISFJs, ESTPs, and ESFPs; Intuition for INFJs, INTJs, ENFPs, and ENTPs; Thinking for ISTPs, INTPs, ESTJs, and ENTJs; and Feeling for ISFPs, INFPs, ESFJs, and ENFJs.

Type dynamics theory states that the Dominant preference will be used in the outer world if an individual prefers Extraversion and in the inner world if the individual prefers Introversion. For example, two of the four Sensing Dominant types, ISTJ and ISFJ, use their Dominant Sensing function in the inner world, and the other two Sensing Dominant types, ESTP and ESFP, use their Dominant Sensing function in the outer world.

Type dynamics theory further specifies that the Dominant function is balanced by a second function, the Auxiliary function. If the Dominant function is Sensing or Intuition, the balancing Auxiliary function will be Thinking or Feeling. Likewise, if the Dominant function is Thinking or Feeling, the balancing Auxiliary function will be Sensing or Intuition. The Auxiliary function for ISTPs, ISFPs, ESTJs, and ESFJs is Sensing; for ENFPs, INTPs, ENFJs, and ENTJs the Auxiliary function is Intuition; for ISTJs, INTJs, ESTPs, and ENTPs the Auxiliary function is Thinking; and for ISFJs, INFJs, ESFPs, and ENFPs the Auxiliary function is Feeling.

In addition, if the Dominant function is used in the outer world (extraverted attitude), the Auxiliary function will be used in the inner world (introverted attitude). When the Dominant function is used in the inner world (introverted attitude), the Auxiliary function will be used in the outer world (extraverted attitude). For each type, the Dominant and Auxiliary functions are the middle two letters of the four-letter MBTI type. For a more in-depth discussion of type dynamics, please see *Introduction to Type® Dynamics and Development* and *Introduction to Type® and the 8 Jungian Functions*.

## Four Type Lenses

The type table can be divided into subsets of types that have one or more preferences (letters) in common. These subsets can be thought of as lenses through which to view decision making. Just as an optical lens helps you focus your attention or see objects more clearly, the MBTI lenses help you focus and clarify behavior patterns.

We have isolated four distinct MBTI lenses, dividing the table into subsets containing types having two preferences (letters) in common. The four lenses are the Functions Lens, the Quadrants Lens, the Temperaments Lens, and the Dominants Lens.