



Conflict and complementarity

This exercise helps to build understanding so that the crucial information-gathering and decision-making process can come into effect.

Note: as an exercise, this can be used with any preference pair but seems to work especially well for the S–N and T–F preferences.

Tip: consider using the 'Rights and responsibilities' exercise to explore E–I and J–P preferences.

Applications

- Communication
- Email

Type preferences studied

- Sensing, Intuition, Thinking and Feeling

Time required

- 30 minutes

Materials required

- Flipchart paper and pens (x1 per group)

Instructions

- Be aware of S–N or T–F preferences within the group but there is no need to divide the group.
- Draw the table overleaf on a flipchart and get some answers from the group (this exercise is great for reducing type-bias tension).
- Allow hidden type biases to be revealed in the 'see' sections. For example, ask Sensing types "On a day when you were feeling uncharitable, how would you describe people with a preference for Intuition?" and vice versa.
- Help to draw out the value of the opposites in the 'need' sections.
- Do the same for T–F and, if you want, for E–I and J–P preferences.

How does S see N?	How does N see S?
How does S need N?	How does N need S?

Debrief

You may get the following types of responses:

Conflictual view	Complementary view
S sees N: vague and impractical difficult to follow	S needs N: to envision the future to offer radical ideas
N sees S: nit-picking pessimistic	N needs S: to remind them of the facts to be realistic
T sees F: illogical overly emotional	T needs F: to be in touch with feelings to persuade and reconcile
F sees T: critical cold and insensitive	F needs T: to be tough to weigh costs and benefits
E sees I: withdrawn inaccessible	E needs I: for reflection to build depth of understanding
I sees E: superficial intrusive	I needs E: to make contacts to take action
J sees P: disorganised irresponsible	J needs P: for adaptability for information gathering
P sees J: rigid and inflexible overly serious	P needs J: for organization for completion