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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 under-

stand 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

ENFP

Compassionate Explorer: Innovate & Initiate

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



“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

8.1% of the population

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.