

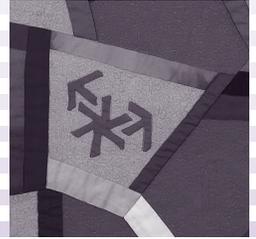
INTRODUCTION TO  
TYPE® AND  
DECISION MAKING

INTRODUCTION TO TYPE® SERIES



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# Introduction



**D**o 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 one look at the daily news and it becomes evident that even our business, spiritual, and political leaders seem concerned about the best way to go about making decisions. From communication mishaps and information gaps to a failure to grasp consequences and construct sound plans, decision-making challenges abound. Clearly, all of us, whether public servants or private citizens, need help to become better decision makers.

Wouldn't it be fantastic if there were a universally applicable tool that could guide us in 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.

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## 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 daily 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 others 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 launch 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.

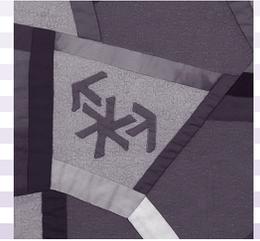
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## Objectives

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® Basics



The MBTI assessment is a self-awareness tool based on the theories of Swiss psychologist Carl Gustav Jung and the work of an American mother-and-daughter team, Katharine Briggs and Isabel Myers. With more than sixty years of research and development supporting its reliability and validity, the MBTI tool has helped millions worldwide develop a deeper understanding of themselves and others.

## Preferences and Type

The MBTI assessment is nonjudgmental and helps people learn about themselves through an investigation of what they prefer, or their preferences. The MBTI assessment sorts individuals in terms of four pairs of preferences, or dichotomies, that reflect

Source of energy	<i>Extraversion–Introversion</i> (E–I)
Mode of taking in information	<i>Sensing–Intuition</i> (S–N)
Mode of evaluating information	<i>Thinking–Feeling</i> (T–F)
Lifestyle	<i>Judging–Perceiving</i> (J–P)

Take a moment to review the information in the chart on the next page. This will reacquaint you with both how the preferences are defined and the typical characteristics associated with each preference. Examine the items under each heading—“Source of Energy,” “Mode of Taking in Information,” “Mode of Evaluating Information,” and

“Lifestyle”—noticing which statements best describe you. Later we will present information about how each of these preferences influences decision making.

## Moving from Preferences to Type: Understanding the Type Table

When preference patterns are assembled, they form one of sixteen four-letter MBTI types. For example, if you assemble the preferences of Extraversion (E), Sensing (S), Feeling (F), and Judging (J)—one from each pair—you get the four-letter type ESFJ. Similarly, if you assemble the preferences of Introversion (I), Intuition (N), Thinking (T), and Perceiving (P), you get the type INTP, and so on for all sixteen combinations. Later in this booklet you will find information about the decision-making style of each type.

The type table was designed to highlight relationships among the sixteen MBTI types. When these sixteen combinations of preferences are arranged in a table, similarities and differences in behavior and personality can be readily identified. Understanding the structure of the type table will help you better understand your type as it relates to the types of your decision-making partners. (See the “Format of Type Tables” chart on page 4.)

*Extraversion (E) and Introversion (I).* The bottom two rows of the table are reserved for those with a preference for Extraversion. The top two rows are reserved for those with a preference for Introversion. The idea behind this arrangement is that those with a preference for Introversion, because of their propensity for reflection, may appear to have their heads *up* in the clouds. Those with a preference for Extraversion, on the other hand, tend to be active, with their feet *down* on the ground.

*Sensing (S) and Intuition (N).* In the two left columns of the table we find those with a preference for Sensing, and in the two right columns we find those with a preference for Intuition. The arrangement reflects their order in the Sensing–Intuition preference dichotomy, with Sensing on the left and Intuition on the right.

## 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
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### Thinking–Feeling

T	F	F	T
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### Judging–Perceiving

J
P
P
J

Source: Reprinted with permission from *MBTI® Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator®*, 3d ed., by I. B. Myers, M. H. McCaulley, 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 (and 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 INFPs, 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.

## The Functions Lens

The Functions are represented by the vertical columns of the type table: ST, SF, NF, and NT. They correspond to a combination of two functions—a preferred mode of taking in information (S or N) and a preferred mode of evaluating information (T or F).

ST	SF	NF	NT
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**STs:** Practical, matter-of-fact types  
**SFs:** Sympathetic, friendly types  
**NFs:** Enthusiastic, insightful types  
**NTs:** Logical, ingenious types

## The Quadrants Lens

The Quadrants are found at the four corners of the table: IS, IN, ES, and EN. They correspond to a combination of a preferred attitude (E or I) and a preferred mode of taking in information (S or N).

IS	IN
ES	EN

**ISs:** Reflective, practical types  
**INs:** Reflective, imaginative types  
**ESs:** Energetic, practical types  
**ENs:** Energetic, imaginative types

## The Temperaments Lens

The combinations that correspond to the four Temperaments are SJ, SP, NF, and NT. The SJs are found in the two leftmost cells of the top row and the two leftmost cells of the bottom row of the table. The SPs are found in the two leftmost cells of the second and third rows. The NFs and the NTs are found in the third and fourth columns, respectively.

SJ	NF	NT
SP		
SJ		

**SJs:** Responsible, loyal types  
**SPs:** Clever, responsive types  
**NFs:** Imaginative, friendly types  
**NTs:** Rational, inventive types

## The Dominants Lens

The groupings within the Dominants Lens are defined in terms of the Dominant function—Sensing, Intuition, Thinking, or Feeling. One way to determine the dynamics of type is to apply the “one-two rule”: in the first row of the table, the first function—either Sensing or Intuition, depending on four-letter type—will be the Dominant; in the second row of the table, the second function—either Thinking or Feeling, depending on type—will be the Dominant. In other words, “Row one, function one; row two, function two.” In the third row, the first function is the Dominant; in the fourth row, the second function is the Dominant.

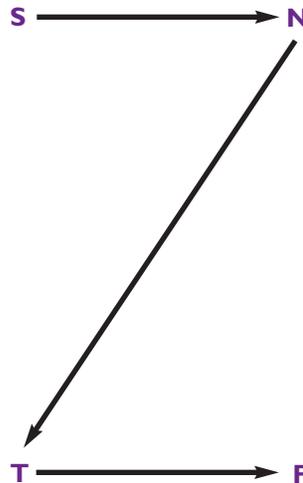
S	N	
T	F	T
S	N	
T	F	T

**Sensing (S) Dominants:**  
Realistic, down-to-earth types  
**Intuition (N) Dominants:**  
Visionary, perceptive types  
**Thinking (T) Dominants:**  
Principled, fair types  
**Feeling (F) Dominants:**  
Ethical, compassionate types

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

## Functions Zig-Zag

- How can I take advantage of what is already working?
- What do I observe in the environment?
- What direct experience do I have?
- What existing knowledge can I apply?
- What is realistically possible?
- What is the customary and common-sense approach?



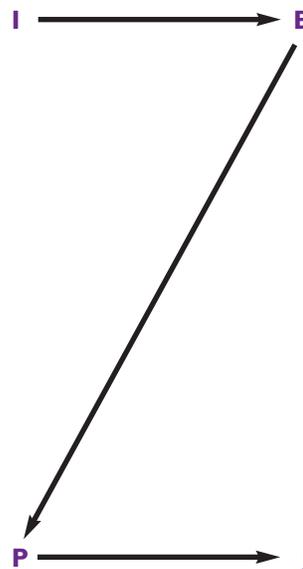
- How can I generalize from what I know?
- What patterns do I see?
- What theories might be applicable?
- What new knowledge can I obtain?
- What is ideally possible?
- What is the creative and innovative approach?

- What is my logical analysis?
- What are the pros and cons?
- What reasons support my opinions?
- How can I take an objective approach?
- What is most rational?
- What is the bottom line?

- What is my personal appraisal?
- What are the emotional impacts?
- What values support my opinions?
- How can I take a meaningful approach?
- What is most inclusive?
- What is best for people?

## Attitudes Zig-Zag

- How can I maintain my autonomy?
- What engages my deep thinking?
- How can I give myself and others time to reflect?
- What can I read to learn more about options?
- What do I know that can help me make this decision?
- What internal constraints do I see?



- How can I include others?
- What arouses my enthusiasm?
- How can I give myself and others time to talk?
- What action can I take to learn more about options?
- Who do I know who can help me make this decision?
- What external constraints do I see?

- How can I respond to the unexpected?
- What do I want to be able to revisit?
- Where can I be adaptable?
- How can I make room for spontaneity and flexibility?
- What might emerge if I remain open?
- How can I follow my energy?

- How can I plan for contingencies?
- What do I want to maintain long-term?
- Where can I be structured?
- How can I institute routines and procedures?
- What might be achieved if I commit to a plan?
- How can I set priorities?