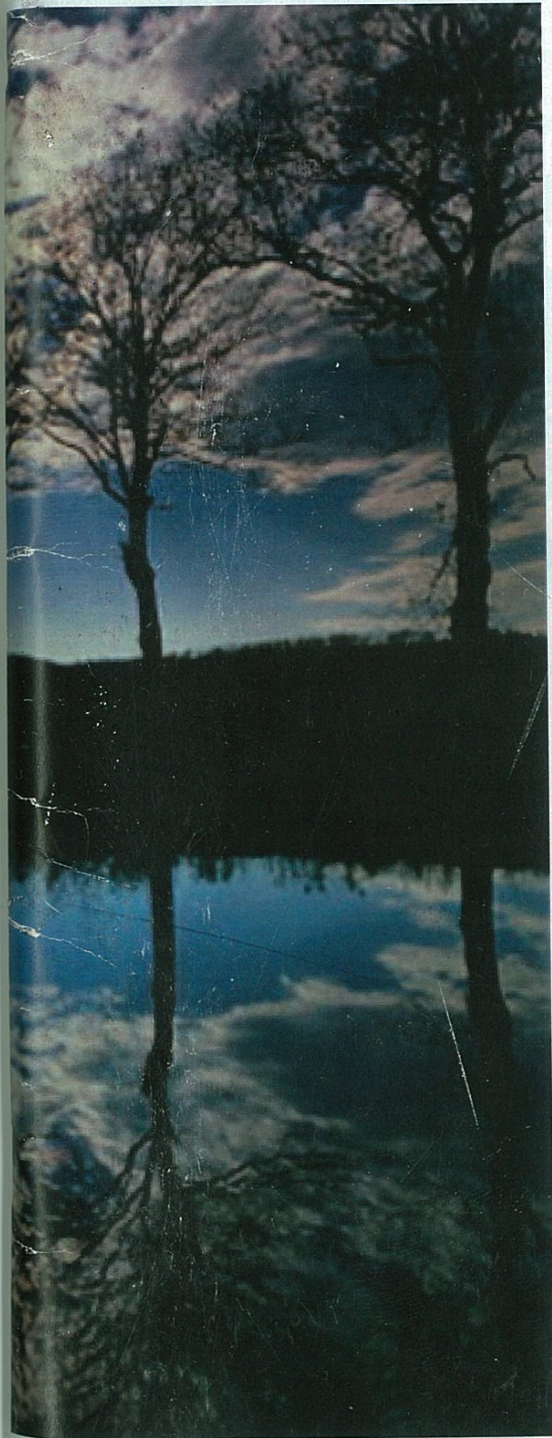


UNDERSTANDING YOURSELF AND OTHERS®

An Introduction TO THE PERSONALITY TYPE CODE

LINDA V. BERENS
DARIO NARDI

UNDERSTANDING YOURSELF AND OTHERS® SERIES

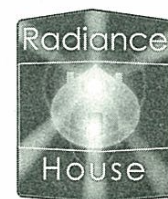


Understanding Yourself and Others® Series

UNDERSTANDING YOURSELF AND OTHERS®

An
Introduction
TO THE
PERSONALITY
TYPE CODE

LINDA V. BERENS
DARIO NARDI



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Interstrength® Associates, formerly Temperament Research Institute (TRI), is a training and consulting company dedicated to serving individuals and organizations seeking to improve their overall functioning through more accurate self-knowledge, knowledge of others, effective communication, and teamwork.

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- My many students, friends, and family, for sharing and demonstrating the dynamic nature of type; and that type development occurs across all ages, not just in midlife
- Vicky Jo Varner, for tirelessly handling all the edits

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Linda V. Berens, Ph.D., is the director and founder of Temperament Research Institute (TRI), which provides organizational consulting and interventions as well as certification of trainers in The TRI Methodology™. TRI is one of seven organizations that provide Qualification Programs for the Myers-Briggs Type Indicator®, the most widely used personality instrument in the world. Linda is an organizational consultant and has spent over twenty-five years teaching professionals as well as helping individuals and teams to recognize their strengths, transcend their weaknesses, and work together better. Linda is recognized internationally for her theoretical contributions to the field of psychological type and for developing user-friendly training materials for practical application of understanding individual differences.

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A Word from the Authors

Why We Wrote This Book

We have found that understanding the dynamic patterns of the four-letter type code is an indispensable part of our work with personality differences. The Cognitive Dynamics model is based on the work of Carl Jung as well as the cutting-edge thinking of psychologist Harold Grant and Jungian analyst John Beebe. This model helps people see their patterns of development and ways to be more adaptable and flexible in their communications. The model demonstrates that everyone has potential access to all the cognitive processes, each in a way that uniquely fits each type.

We wanted a straightforward tool to use with our clients as they explored the meaning of the type code for them personally. Our clients and students kept asking us to describe what each cognitive process looks like in each pattern. So we have developed descriptions of Jung's eight cognitive processes as well as descriptions of the sixteen types based on those processes.

Some Guidelines for Using This Book

Be aware that the descriptions are of behaviors and ways of thinking that can usually be anticipated in each cognitive dynamic pattern. Humans are adaptable and have unique patterns of development, so the pattern described for your best-fit type may not match you exactly. In particular, age and developmental path influence how we respond when called to use each cognitive process. While the basic type pattern stays the same, the expression of type varies over a lifetime.

For what we call the Shadow Processes, we have suggested only some of the possible ways these processes may play out. The Shadow Processes are usually evoked by environmental situations and contribute greatly to our uniqueness. We hope you will find a great deal to relate to and perhaps some indications of ways to grow and develop within your type.

We envision that the best use of this book is for developing an understanding of type that goes deeper than the four letters in a code and for helping people clarify their best-fit type. Please be cautious in using only this book to decide which type is your best-fit type. Also consult whole type descriptions that give thematic descriptions of the type.

Please let us know your responses to the book. Enjoy your journey.

Linda V. Berens

Dario Nardi

Introduction

In our everyday lives we tend to assume everyone thinks like we do, and then we are disappointed or even angry when they don't.

People do process information differently. What if we had a framework for understanding how people think about things? What kinds of information do they pay attention to and access more easily than others? What kinds of decisions come more naturally to them? Join us in exploring the meaning behind the personality type code.

The History

In the 1920s, the idea of personality type was being explored by leading scientists and philosophers. A Swiss psychiatrist, Carl Jung, wrote *Psychological Types* during that time, in which he gave a detailed description of what has now become one of the most widely used typologies in the world.

In the 1940s, Isabel Myers began developing a self-report questionnaire—the Myers-Briggs Type Indicator® instrument—that could help people find where they fit in Jung's theory. The use of this instrument has led to an almost universal understanding that there are sixteen basic personality types, each of which can be "named" by a four-letter personality type code.

Two Worlds

Jung first noticed that people seemed fundamentally different in terms of whether they were more extraverted, oriented to the external world of people and experiences outside themselves, or introverted, oriented to their internal worlds of thoughts, ideas, feelings, and memories. Then he noticed more differences in terms of what people were doing in each of those worlds. These he called "functions." They are now thought of as cognitive processes.

Functions—Cognitive Processes

Using metaphors for names, Jung described two kinds of cognitive processes—perception and judgment. Sensation and Intuition were the two kinds of perception. Thinking and Feeling were the two kinds of judgment. He said that every mental act consists of using at least one of these four cognitive processes. Then he described eight personality types that were characterized

by using one of the processes in either the extraverted or introverted world; extraverted Sensing types, introverted Sensing types, extraverted iNtuiting* types, introverted iNtuiting types, extraverted Thinking types, introverted Thinking types, extraverted Feeling types, and introverted Feeling types. He also suggested that these processes operate not just as the dominant process in a personality but also in other ways.

The Instrument

As Isabel Myers and her mother, Katharine Briggs, began to craft a self-report instrument, they faced several challenges. They had to take what Jung had seen as an integrated whole personality pattern and try to figure out how to ask questions to get at that whole. They chose to focus on Jung's notion of opposites and force choices between equally valuable psychological opposites. They also added a dichotomy to help reveal the type pattern. The result was sixteen types, each indicated by a four-letter code such as ENFP or ISTJ.

Type as a Whole Pattern, Not Just Four Letters

The purpose of this book is to help you understand how the type codes represent patterns of how we use the eight cognitive processes—extraverted Sensing, introverted Sensing, extraverted iNtuiting, introverted iNtuiting, extraverted Thinking, introverted Thinking, extraverted Feeling, and introverted Feeling. It is designed to help you understand these processes as they play out in your personality.

Personality Instruments

Sometimes people come to understand who they are through self-reporting on personality instruments. No instrument is completely accurate. A validation process, preferably involving self-discovery, must accompany all of them. Many instruments have standards that require face-to-face facilitated feedback with a qualified professional to check for any measurement error and to assist in understanding and applying the information. The MBTI® assessment, for example, is one of those instruments.

If you already know the four-letter code that represents your best-fit type, you can use this booklet to understand more about how you function in the world. If you have not yet fully explored or identified your best-fit type, this booklet may help you in that process.

* We use Sensing and iNtuiting to refer to mental processes rather than sensation and intuition, which refer to names of something. Our focus is on the activity, not a person's "type."

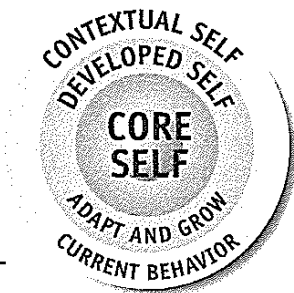
Understanding Your Best-Fit Type

Understanding the "Self"

We can view who we are in several ways. It is as if we have different "selves."

The Contextual Self

The contextual self is who we are in any given environment. It is how we behave depending on what the situation requires. Here is where our flexibility and adaptability come into play. We have the tools of the eight cognitive processes to help us adapt to the needs of the situation. The more skill and comfort we have with any one of them, the more likely we are to use that one in the context. However, a specific environment may require, push us to use, or even challenge us to become skilled at other processes.



The Developed Self

When our contextual behaviors become habitual and ongoing, they become an aspect of the developed self. Several factors influence our development. First of all, our inborn tendencies have a natural way of unfolding and developing. Given our particular inborn pattern of using the cognitive processes, we are more likely to develop some of them at different times in our lives and even avoid or ignore others.

The responses of the environment as we engage with it can also subtly influence our development. If we get rewarded for certain behaviors and punished for others, we can't help but be influenced.

But we also make choices and decisions as we exercise our free will in response to what life presents us. And other people influence us through our interactions and roles.

The Core Self

An aspect of our personality exists from the beginning of our lives. This aspect of ourselves is in our genes, our DNA. We are born with a tendency to behave in certain ways, which influences how we adapt, grow, and develop. When we act in congruence with this core self, we are more likely to be in a state of "flow," of high energy. When we have to act in ways that are different from our natural inclinations, we are likely to pay a high energy cost.

In understanding ourselves, it is important to understand all of these "selves" and to honor the ways we can be in all instances. It is important to not limit our self-knowledge to just our contextual self, our developed self, or our core self.

Understanding Our Different "Selves"

In the case of differences, we might be using different cognitive processes as required by the context. This is one reason that trying to figure out the core self is difficult when we look at a single behavior. Another reason is that we may have adapted to life's challenges by suppressing some of our natural inclinations and by developing cognitive processes that are not part of our natural pattern. When these processes have become an integral part of our developed self, it is often very difficult to determine our core self.

When we use a personality instrument to help us, sometimes we answer the questions in terms of the contextual self, such as how we are at work. Sometimes we answer in terms of a developed self. It is important to realize that no one instrument by itself or a single view of personality will easily get at the core self. We have found that a variety of approaches, taken together, works best to help us understand our "self."

Finding Your Best-Fit Type Pattern

Best-fit type refers to the personality type pattern that you decide fits you best. By "best-fit" we mean the type pattern that best matches your core self, not your contextual self or even your developed self. This pattern may be the same as you report on a personality instrument or it may be different. You decide. No one description or pattern will be a perfect match to all of who you are. Your personality is rich and complex, and a "type" or type pattern cannot adequately express all of that richness.

Self-Discovery

One powerful way to find your best-fit type pattern is through self-discovery. A process of self-discovery actively engages you in your own personality assessment. It helps you access your sense of self, which you can obtain only if you stop and listen to it. For self-discovery to work, you need to do the suggested activities and pay attention to how you feel as you participate.

Self-Reflection

We have found that it's not easy to identify one's preferences for the cognitive processes. This is because day-to-day life requires us to use more than our preferences, and certain tasks, roles, and environments draw on different processes. As you go through the self-discovery process, remember we are looking for what is consistent over time, not just in any one situation.

Interaction with Others—Sharing and Feedback

We can learn who we are through our interactions with others. Finding people who are similar to us and comparing notes and sharing stories helps many of us discover our own best-fit type pattern. One valuable way of finding out who we are is by actively seeking feedback—asking others to tell us how they see us. These people may be trained facilitators or merely people who know us well. And remember, this feedback is a gift, often given through the eyes of the giver—so seek feedback from many people.

Openness to New Information

During the process of self-discovery, “unconscious” information sometimes comes into our minds—aspects previously unknown to ourselves and others. The unconscious is often where we “store” information about how to “be” in the world. As you explore who you are, stay open to valuable insights from within yourself as well as from instruments and feedback.

Many variables may be involved in your self-discovery process. Be aware that family, social, cultural, and other influences will affect how you view yourself in relation to the type patterns. These influences are often unconscious until they somehow come into our awareness, when they can be described and pointed out. Stay open and searching until you find a good fit that feels right.


The Patterns of the Processes

We can use all eight cognitive processes, yet we have preferences or natural inclinations for some of them. We are naturally inclined to use these eight processes in a pattern.

The pattern of our preferences for using the processes represents the way our minds are naturally organized. This pattern is not a combination of characteristics like colors mixed into paint or connected building blocks. The pattern of organization exists from the beginning like the relationship of the roots, trunk, and branches of a tree. Our pattern of preferences is sometimes referred to as our personality type or best-fit type and has come to be commonly represented by a four-letter code.

Uniqueness and Adaptability

Our best-fit type predicts which cognitive processes we are inclined to use naturally. Yet we are free to use whatever “tool” works to meet the challenges of a situation. Since we have innate preferences, we are likely to respond more automatically using one or two of the tools. When we develop skill with the other tools, we are freer to use them. When we really develop a tool, it also becomes an aspect of our developed self, available to us without conscious effort. Here is where we get our uniqueness and adaptability.



Each of the sixteen type codes stands for a whole type pattern with a theme of its own. Read through the themes on the following page and identify those you relate to.*

*To augment your self-discovery process we encourage you to seek out longer narrative descriptions to give you a fuller sense of your best-fit type pattern.

Understanding Your Best-Fit Type

		DOMINANT PERCEPTION		DOMINANT JUDGMENT	
EXTRAVERTE		ESTP PROMOTER EXECUTOR Taking charge of situations. Tactical prioritizing. Talent for negotiating. Want a measure of their success. Keep their options open. Enjoy acting as a consultant. Winning people over. Caring for family and friends. Enjoy exhilaration at the edge. Disappointed when others don't show respect.	ESFP MOTIVATOR PRESENTER Stimulating action. Have a sense of style. Talent for presenting things in a useful way. Natural actors—engaging others. Opening up people to possibilities. Respect for freedom. Taking risks. A love of learning, especially about people. Genuine caring. Sometimes misperceive others' intentions.	ESTJ IMPLEMENTOR SUPERVISOR Talent for bringing order to chaotic situations. Educating themselves. Industrious, work-hard attitude. Balance work with play. Having a philosophy of life. Having the steps to success. Keeping up traditions. Being well balanced. Connecting their wealth of life experiences. Often disappointed when perfectionistic standards for economy and quality are not met.	ENTJ STRATEGIST MOBILIZER Being a leader. Maximize talents. Marshal resources toward progress. Intuitive explorations. Forging partnerships. Mentoring and empowering. Talent for coordinating multiple projects. Balance peace and conflict. Predictive creativity. Often overwhelmed by managing all the details of time and resources.
		ENTP EXPLORER INVENTOR Being inventive. Talented at building prototypes and getting projects launched. Lifelong learning. Enjoy the creative process. Share their insights about life's possibilities. Strategically formulate success. An inviting host. Like the drama of the give and take. Trying to be diplomatic. Surprised when their strategizing of relationships becomes problematic.	ENFP DISCOVERER ADVOCATE Inspiring and facilitating others. Exploring perceptions. Talent for seeing what's not being said and voicing unspoken meanings. Seek to have ideal relationships. Recognize happiness. Living out stories. Want to authentically live with themselves. Respond to insights in the creative process. Finding the magical situation. Restless hunger for discovering their direction.	ESFJ FACILITATOR CARETAKER Accepting and helping others. Managing people. Hearing people out. Voicing concerns and accommodating needs. Admire the success of others. Remember what's important. Talented at providing others with what they need. Keep things pleasant. Maintaining a sense of continuity. Accounting for the costs. Often disappointed by entrepreneurial projects.	ENFJ ENVISIONER MENTOR Communicate and share values. Succeeding at relationships. Realizing dreams—their own and others. Seek opportunities to grow together. Heeding the call to a life work or mission. Enjoy the creative process. Intuitive intellect. Reconcile the past and the future. Talent for seeing potential in others. Often find living in the present difficult.
		ISTJ PLANNER INSPECTOR Drawing up plans and being prepared. Take responsibility. Getting work done first. Being active in the community. Loyalty to their roles. Cultivating good qualities. Doing the right thing. Bear life's burdens and overcome adversity. Talented at planning, sequencing, and noticing what's missing. Having to learn so much in hindsight is painful at times.	ISFJ PROTECTOR SUPPORTER Noticing what's needed and what's valuable. Talent for careful and supportive organization. Know the ins and outs. Enjoy traditions. Work to protect the future. Listening and remembering. Being nice and agreeable. Unselfish willingness to volunteer. Feeling a sense of accomplishment. Exasperated when people ignore rules and don't get along.	ISTP ANALYZER OPERATOR Actively solving problems. Observing how things work. Talent for using tools for the best approach. Need to be independent. Act on their hunches or intuitions. Understanding a situation. Taking things apart. Making discoveries. Sharing those discoveries. Unsettled by powerful emotional experiences.	INTP DESIGNER THEORIZER Becoming an expert. Seeing new patterns and elegant connections. Talent for design and redesign. Crossing the artificial boundaries of thought. Activate the imagination. Clarifying and defining. Making discoveries. Reflect on the process of thinking itself. Detach to analyze. Struggle with attending to the physical world.
INTROVERTED		INTJ CONCEPTUALIZER DIRECTOR Maximizing achievements. Drive for self-mastery. Build a vision. Very long-range strategizing. Realizing progress toward goals. Systems thinking. Talent for seeing the reasons behind things. Being on the leading edge. Maintaining independence. Find it difficult to let go in interacting with others.	INFJ FORESEER DEVELOPER Personal growth. Sustain the vision. Honoring the gifts of others. Taking a creative approach to life. Talent for foreseeing. Exploring issues. Bridge differences and connect people. Practical problem solving. Live with a sense of purpose. Living an idealistic life often presents them with a great deal of stress and a need to withdraw.	ISFP COMPOSER PRODUCER Taking advantage of opportunities. Stick with what's important. Talent for pulling together what is just right. Creative problem solving. Building relationships. Attracting the loyalties of others. Being their own true self. Have their own personal style. Play against expectations. Struggle with nurturing their own self-esteem.	INFP HARMONIZER CLARIFIER Going with the flow. Knowing what is behind what is said. Uncovering mysteries. Exploring moral questions. Talent for facilitative listening. Relate through stories and metaphors. Balancing opposites. Getting reacquainted with themselves. Have a way of knowing what is believable. Struggling with structure and getting their lives in order.

Cognitive Dynamics

Each type code stands for a dynamic pattern of processes. We refer to this as “cognitive dynamics” because processes (activities we engage in) operate in dynamic relationship to each other. Some activities are likely to be engaged in more often, with more ease, and in a qualitatively different way from others.

We can look at something as simple as figuring out what to wear for the day using the lens of eight basic cognitive processes. How did you go about figuring out what to wear today? Write down all the things you thought of. Then referring to the chart below, think about the processes you used to decide what to wear today. Which of the processes were most prevalent? Rank them in the order of importance and appeal to you.

RANK

INFORMATION-ACCESSING PROCESSES—Perception	
Experiencing the immediate context; taking action in the physical world; noticing changes and opportunities for action; accumulating experiences; scanning for visible reactions and relevant data; recognizing “what is.” <i>Noticing what was available, trying on different items, and seeing how they look.</i>	
Reviewing past experiences; “what is” evoking “what was”; seeking detailed information and links to what is known; recalling stored impressions; accumulating data; recognizing the way things have always been. <i>Remembering the last time you wore a particular item or the last time you were at a similar event—maybe even remembering how you felt then.</i>	
Interpreting situations and relationships; picking up meanings and interconnections; being drawn to change “what is” for “what could possibly be”; noticing what is not said and threads of meaning emerging across multiple contexts. <i>Noticing the possible meanings of what you might wear: “Wearing this might communicate...”</i>	
Foreseeing implications and likely effects without external data; realizing “what will be”; conceptualizing new ways of seeing things; envisioning transformations; getting an image of profound meaning or far-reaching symbols. <i>Envisioning yourself in an outfit or maybe envisioning yourself being a certain way.</i>	
ORGANIZING-EVALUATING PROCESSES—Judgment	
Segmenting ; organizing for efficiency; systematizing; applying logic; structuring; checking for consequences; monitoring for standards or specifications being met; setting boundaries, guidelines, and parameters; deciding if something is working or not. <i>Sorting out different colors and styles; thinking about the consequences, as in “Since I have to stand all day...”</i>	
Analyzing ; categorizing; evaluating according to principles and whether something fits the framework or model; figuring out the principles on which something works; checking for inconsistencies; clarifying definitions to get more precision. <i>Analyzing your options using principles like comfort or “Red is a power color.”</i>	
Connecting ; considering others and the group—organizing to meet their needs and honor their values and feelings; maintaining societal, organizational, or group values; adjusting to and accommodating others; deciding if something is appropriate or acceptable to others. <i>Considering what would be appropriate for the situation: “One should or shouldn’t wear...” or “People will think...”</i>	
Valuing ; considering importance and worth; reviewing for incongruity; evaluating something based on the truths on which it is based; clarifying values to achieve accord; deciding if something is of significance and worth standing up for. <i>Evaluating whether you like an outfit or not: “This outfit suits me and feels right.”</i>	

Notice how you used several of these processes in figuring out what to wear. Remember that in any given moment we will engage in more than one process. Personality type does not predict which processes you use and which you don’t use. It predicts which processes are likely to be the most trusted and automatic for you.

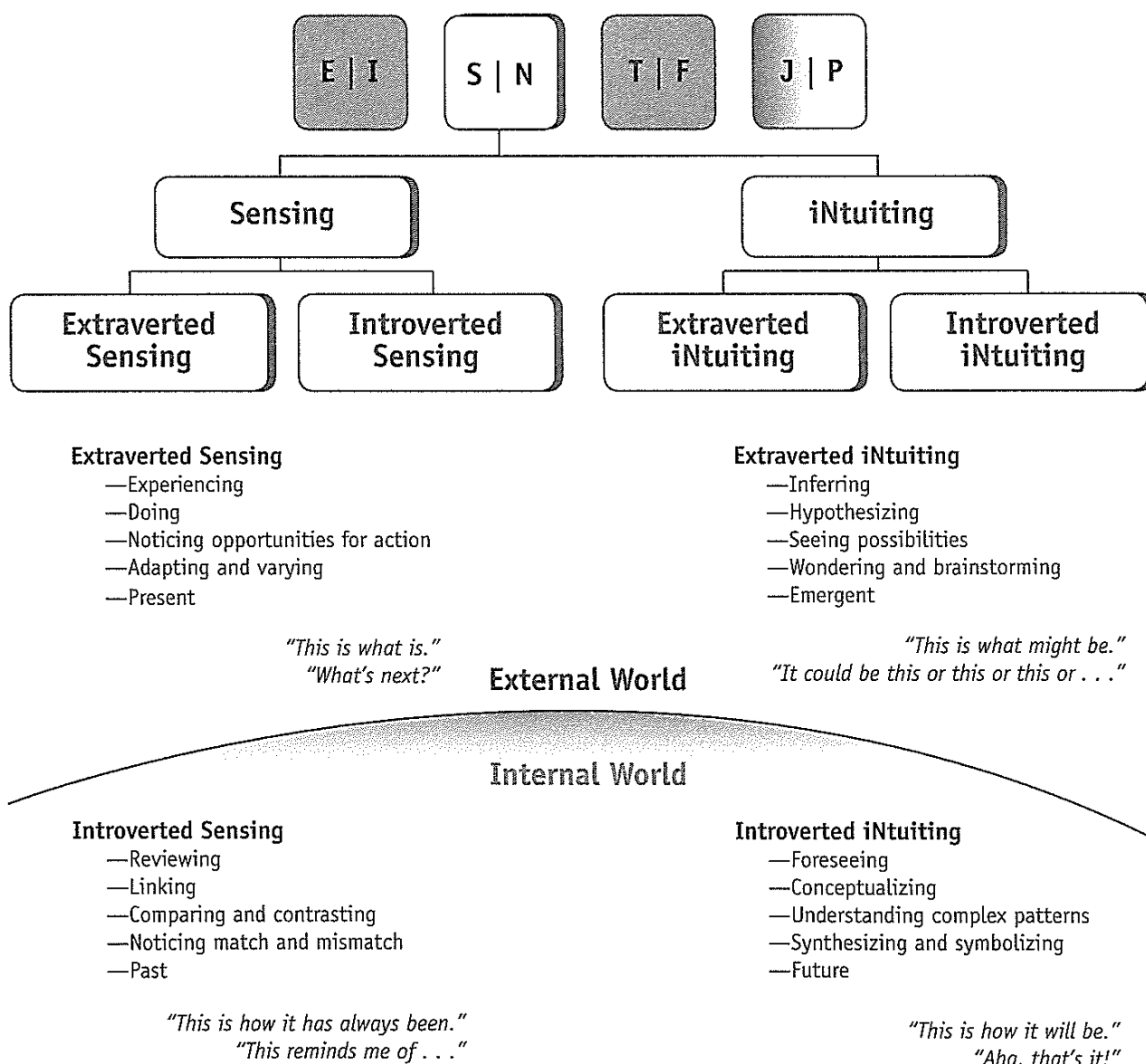
Let’s explore these processes to see how they play out in every aspect of our personalities.

Perception

Jung classified the “functions” into two major groupings. He noted two major kinds of mental processes. One is perception, a process of becoming aware of something. In the perceptive process, there is some sort of stimulation and we become aware of or attend to that stimulation. It is how we gather or access information. Jung called this an irrational process since the awareness simply comes to us. Jung identified two kinds of perception—Sensing and iNtuiting. Sensing is a process of becoming aware of tangible information. iNtu-

iting is a process of becoming aware of conceptual information. Sensing and iNtuiting can both be done in either the outer, extraverted world or in the inner, introverted world.

Perception is an active process. Both Sensing and iNtuiting are active processes where one’s attention is drawn toward something, either inward or outward. Sensing is not just using the five senses. Intuition does not “build on” sensory information. Both kinds of information are always available.



Sensing

Sensing is a process of becoming aware of tangible, sensory information and often involves responding to that information without any judgment or evaluation of it. In the Sensing process the focus is on the actual experience, the facts, and the data—the reality of things and making that reality more clear and vivid. As an active perceptual process, it is more than a stimulation of the five senses. It is the registration of that stimulation and actively being drawn outward to what is experienced and acting on the concrete realities of a situation or inward to recollections of familiar experiences.

Extraverted Sensing (Se)

Extraverted Sensing occurs when we become aware of what is in the physical world in rich detail. We may be drawn to act on what we experience to get an immediate result. We notice relevant facts and occurrences in a sea of data and experiences, learning all the facts we can about the immediate context or area of focus and what goes on in that context. An active seeking of more and more input to get the whole picture may occur until all sources of input have been exhausted or something else captures our attention. Extraverted Sensing is operating when we freely follow exciting physical impulses or instincts as they come up and enjoy the thrill of action in the present moment. A oneness with the physical world and a total absorption may exist as we move, touch, and sense what is around us. The process involves instantly reading cues to see how far we can go in a situation and still get the impact we want or respond to the situation with presence.

Introverted Sensing (Si)

Introverted Sensing often involves storing data and information, then comparing and contrasting the current situation with similar ones. The immediate experience or words are instantly linked with the prior experiences, and we register a similarity or a difference—for example, noticing that some food doesn't taste the same or is saltier than it usually is. Introverted Sensing is also operating when we see someone who reminds us of someone else. Sometimes a feeling associated with the recalled image comes into our awareness along with the information itself. Then the image can be so strong, our body responds as if reliving the experience. The process also involves reviewing the past to draw on the lessons of history, hindsight, and experience. With introverted Sensing, there is often great attention to detail and getting a clear picture of goals and objectives and what is to happen. There can be a oneness with ageless customs that help sustain civilization and culture and protect what is known and long-lasting, even while what is reliable changes.

INtuiting

INtuiting is a process of becoming aware of abstract information, like symbols, conceptual patterns, and meanings. It is an intangible “knowing” of what something means, how it relates to something else, or what might happen. As an active perceptual process, it is more than a “sixth” sense. It often involves actively bringing together or forming ideas in novel ways. Sometimes this process is “triggered” by an external event, or sometimes this abstract information just seems to present itself to our awareness.

Extraverted iNtuiting (Ne)

Extraverted iNtuiting involves noticing hidden meanings and interpreting them, often entertaining a wealth of possible interpretations from just one idea or interpreting what someone's behavior really means. It also involves seeing things “as if,” with various possible representations of reality. Using this process, we can juggle many different ideas, thoughts, beliefs, and meanings in our mind at once with the possibility that they are all true. This is like weaving themes and threads together. We don't know the weave until a thought thread appears or is drawn out in the interaction of thoughts, often brought in from other contexts. Thus a strategy or concept often emerges from the here-and-now interactions, not appearing as a whole beforehand. Using this process we can really appreciate brainstorming and trust what emerges, enjoying imaginative play with scenarios and combining possibilities, using a kind of cross-contextual thinking. Extraverted iNtuiting also can involve catalyzing people and extemporaneously shaping situations, spreading an atmosphere of change through emergent leadership.

Introverted iNtuiting (Ni)

Introverted iNtuiting involves synthesizing the seemingly paradoxical or contradictory, which takes understanding to a new level. Using this process, we can have moments when completely new, unimagined realizations come to us. A disengagement from interactions in the room occurs, followed by a sudden “Aha!” or “That's it!” The sense of the future and the realizations that come from introverted iNtuiting have a sureness and an imperative quality that seem to demand action and help us stay focused on fulfilling our vision or dream of how things will be in the future. Using this process, we might rely on a focal device or symbolic action to predict, enlighten, or transform. We could find ourselves laying out how the future will unfold based on unseen trends and telling signs. This process can involve working out complex concepts or systems of thinking or conceiving of symbolic or novel ways to understand things that are universal. It can lead to creating transcendent experiences or solutions.

What Fits?

Reflect on the descriptions on the previous pages and write down those characteristics that fit you, as well as people you know. Since we have access to all of these processes, you will likely find characteristics in each of the eight that you relate to, and you may find more in some than in others. It might be helpful to think of how you go about doing your work, how you learn, or even what you do in your non-work time, especially when you are energized by what you are doing.



THE PERCEIVING PROCESSES	
Sensing— <i>Tangible, experiential awareness</i>	iNtuiting— <i>Symbolic, conceptual awareness</i>
<p>extraverted Sensing (Se) Experiencing and acting in the immediate context; noticing opportunities for action</p> <hr/> <p>What fits me . . .</p> <p>What fits some people I know . . .</p>	<p>extraverted iNtuiting (Ne) Interpreting situations and relationships; picking up meaning from other contexts</p> <hr/> <p>What fits me . . .</p> <p>What fits some people I know . . .</p>
<p>introverted Sensing (Si) Reviewing and recalling past experiences; seeking detailed information to clarify</p> <hr/> <p>What fits me . . .</p> <p>What fits some people I know . . .</p>	<p>introverted iNtuiting (Ni) Foreseeing implications; getting an image of profound meaning or transformation</p> <hr/> <p>What fits me . . .</p> <p>What fits some people I know . . .</p>

We use all these ways of perceiving, but some are more ingrained or natural. The following descriptions are what each process is like when it is a "preferred" process, meaning it comes more naturally to you. Think back on your life. Using the descriptions on the previous pages and these descriptions, which of the four perceiving processes is most likely your core process—the one you trust the most? Put a one by that process and continue to rank the rest according to how comfortable and natural they seem to you.



THE PERCEIVING PROCESSES

Sensing—*Tangible, experiential awareness*

☐ **extraverted Sensing (Se)**

When Se is a preferred process...

- You fully experience the immediate context to the point of "oneness" with whatever is going on.
- You get energized when very in touch with the tangible environment and able to express yourself physically.
- "What is" is appreciated for what it is and nothing beyond that.
- You have very keen senses, intensifying rich sensory details and liking lots of stimulation and variety in activity.
- You focus on facts and ask lots of questions when you're not getting a clear picture.
- You pay attention and respond quickly to the rapidly shifting information in a random and constantly changing scene, attending to what is most relevant at the time and ignoring the rest.

iNtuiting—*Symbolic, conceptual awareness*

☐ **extraverted iNtuiting (Ne)**

When Ne is a preferred process...

- Much reading "between the lines" occurs.
- Potential possibilities and meanings are "revealed" and must be explored.
- You feel fully engaged in emerging new approaches to doing things and are energized by discovering other perspectives in an ever-shifting succession of ideas or insights triggered by the particular situation, much like brainstorming.
- You frequently experience a flight of ideas that brings relevant pieces of information from one context into another.
- "What is" is not seen for what it is but for its relationship to other things.
- Everything is perceived in a context of a web of relationships. Nothing stands alone or is disconnected.

☐ **introverted Sensing (Si)**

When Si is a preferred process...

- You tend to continually compare "what is" against what was before and then against what is expected to be.
- Information from the past comes as a "knowing" that is rich in detail, and everything that is connected with that memory comes forward in sequence. Such experiences are truly energizing in their familiarity.
- You focus on facts and stored data, often to get a more set understanding.
- Your behavior is heavily influenced by prior experiences.
- If something new doesn't match something familiar, then you may ignore or forget it unless it is strongly experienced.
- A whole host of past associations is easily triggered and reviewed before you accept current information as worthwhile.

☐ **introverted iNtuiting (Ni)**

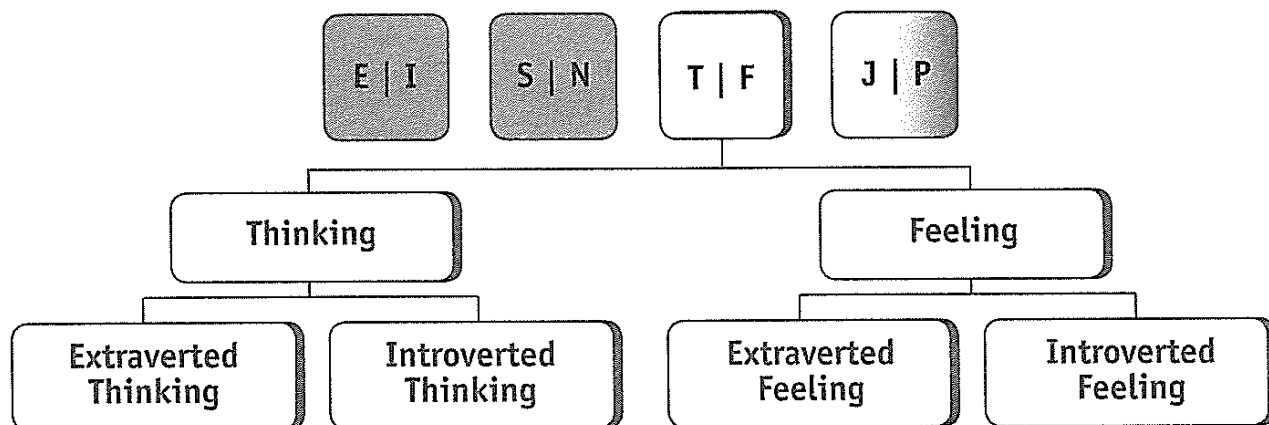
When Ni is a preferred process...

- You usually feel a certainty about what is going to happen, often without much detail and without being able to trace the actual data that would support the prediction.
- You focus on "what will be."
- You are energized by transformational visions of how someone can grow or of a completely original approach to get there.
- You are drawn to make those visions manifest.
- Frequently you experience flashes of insight that present themselves as very broad themes and complex whole patterns or systems of thought without being triggered by external events.
- Inner images come as a knowing that taps into universal symbols and with a certainty that they are true.

Judgment

The other kind of mental process identified by Jung is judgment, a process of organizing, evaluating, and coming to conclusions. Using the judging process, some sort of evaluation is made. Jung identified two kinds of judgment—Thinking and Feeling, both of which can be used in either the outer, extraverted world or in the inner, introverted world. Simply put, Thinking judgments are based on objective criteria or principles, and Feeling judgments are based on personal, interpersonal, or universal values.

We have to abandon the usual meanings we give to the names in this category. Thinking as a cognitive process is not the same as thought, analysis, or intelligence. Here, it specifically means coming to decisions using objective criteria. Likewise, the Feeling process is not about emotions or feelings but about evaluating events and circumstances according to importance and values. Judgment is also an active process, and neither Feeling nor Thinking is merely passive.



Extraverted Thinking (Te)

- Outlining consequences
- Coordinating and sequencing
- Segmenting
- Checking against criteria
- Evoked by what is here and now

"This is how to do it."
"People do . . ."

Extraverted Feeling (Fe)

- Considering others
- Affirming and accommodating
- Connecting
- Checking appropriateness
- Evoked by what is here and now

"This is what we need."
"We do . . ."

External World

Internal World

Introverted Thinking (Ti)

- Clarifying principles
- Categorizing and classifying
- Analyzing
- Checking consistency
- Universal

"This is why . . ."
"It does. . ."

Introverted Feeling (Fi)

- Weighing beliefs
- Harmonizing and clarifying
- Valuing
- Checking congruency
- Universal

"This is important."
"I (or you) do . . ."

Thinking

Thinking is a process of evaluating and making judgments based on objective criteria and principles or logic. Using this process, we detach ourselves from our values and seek to make decisions based on principles alone. Activities like discrimination according to a set of criteria or objectively defined standards, analysis according to a set of principles, logic, and cause-effect reasoning are all examples of making Thinking judgments.

Extraverted Thinking (Te)

Contingency planning, scheduling, and quantifying utilize the process of extraverted Thinking. Extraverted Thinking helps us organize our environment and ideas through charts, tables, graphs, flow charts, outlines, and so on. At its most sophisticated, this process is about organizing and monitoring people and things to work efficiently and productively. Empirical thinking is at the core of extraverted Thinking when we challenge someone's ideas based on the logic of the facts in front of us or lay out reasonable explanations for decisions or conclusions made, often trying to establish order in someone else's thought process. In written or verbal communication, extraverted Thinking helps us easily follow someone else's logic, sequence, or organization. It also helps us notice when something is missing, like when someone says he or she is going to talk about four topics and talks about only three. In general, it allows us to compartmentalize many aspects of our lives so we can do what is necessary to accomplish our objectives.

Introverted Thinking (Ti)

Introverted Thinking often involves finding just the right word to clearly express an idea concisely, crisply, and to the point. Using introverted Thinking is like having an internal sense of the essential qualities of something, noticing the fine distinctions that make it what it is and then naming it. It also involves an internal reasoning process of deriving subcategories of classes and sub-principles of general principles. These can then be used in problem solving, analysis, and refining of a product or an idea. This process is evidenced in behaviors like taking things or ideas apart to figure out how they work. The analysis involves looking at different sides of an issue and seeing where there is inconsistency. In so doing, we search for a "leverage point" that will fix problems with the least amount of effort or damage to the system. We engage in this process when we notice logical inconsistencies between statements and frameworks, using a model to evaluate the likely accuracy of what's observed.

Feeling

Feeling is a process of making evaluations based on what is important, where personal, interpersonal, or universal values serve as guideposts. Using the cognitive process of Feeling, we engage personally with the information to decide according to the impact on people, appropriateness, harmony, likes, and dislikes. Weighing different values, considering ethical and moral issues, attending to personal and relationship goals, and having a belief in something all involve Feeling judgments.

Extraverted Feeling (Fe)

The process of extraverted Feeling often involves a desire to connect with (or disconnect from) others and is often evidenced by expressions of warmth (or displeasure) and self-disclosure. The "social graces," such as being polite, being nice, being friendly, being considerate, and being appropriate, often revolve around the process of extraverted Feeling. Keeping in touch, laughing at jokes when others laugh, and trying to get people to act kindly to each other also involve extraverted Feeling. Using this process, we respond according to expressed or even unexpressed wants and needs of others. We may ask people what they want or need or self-disclose to prompt them to talk more about themselves. This often sparks conversation and lets us know more about them so we can better adjust our behavior to them. Often with this process, we feel pulled to be responsible and take care of others' feelings, sometimes to the point of not separating our feelings from theirs. We may recognize and adhere to shared values, feelings, and social norms to get along.

Introverted Feeling (Fi)

It is often hard to assign words to the values used to make introverted Feeling judgments since they are often associated with images, feeling tones, and gut reactions more than words. As a cognitive process, it often serves as a filter for information that matches what is valued, wanted, or worth believing in. There can be a continual weighing of the situational worth or importance of everything and a patient balancing of the core issues of peace and conflict in life's situations. We engage in the process of introverted Feeling when a value is compromised and we think, "Sometimes, some things just have to be said." On the other hand, most of the time this process works "in private" and is expressed through actions. It helps us know when people are being fake or insincere or if they are basically good. It is like having an internal sense of the "essence" of a person or a project and reading fine distinctions among feeling tones.

What Fits?

Reflect on the descriptions on the previous pages and write down those characteristics that fit you, as well as people you know. Since we have access to all of these processes, you will likely find characteristics in each of the eight that you relate to, and you may find more in some than in others. It might be helpful to think of how you go about doing your work, how you learn, or even what you do in your non-work time, especially when you are energized by what you are doing.



THE JUDGING PROCESSES

Thinking—Information/situations assessed based on criteria or principles	Feeling—Information/situations assessed based on appropriateness or worth
extraverted Thinking (Te) Segmenting; organizing for efficiency; systematizing; applying logic; outlining consequences; monitoring for standards	extraverted Feeling (Fe) Connecting; considering others and the group—organizing to meet their needs and honor their values
What fits me . . .	What fits me . . .
What fits some people I know . . .	What fits some people I know . . .
introverted Thinking (Ti) Analyzing; categorizing; evaluating according to principles; checking for inconsistencies; clarifying definitions	introverted Feeling (Fi) Valuing; considering importance and worth; reviewing for incongruity; clarifying values to achieve accord
What fits me . . .	What fits me . . .
What fits some people I know . . .	What fits some people I know . . .

We use all these ways of judging, but some are more ingrained or natural. The following descriptions are what each process is like when it is a "preferred" process, meaning it comes more naturally to you. Think back on your life. Using the descriptions on the previous pages and these descriptions, which of the four judging processes is most likely your core process—the one you trust the most? Put a one by that process and continue to rank the rest according to how comfortable and natural they seem to you.



THE JUDGING PROCESSES

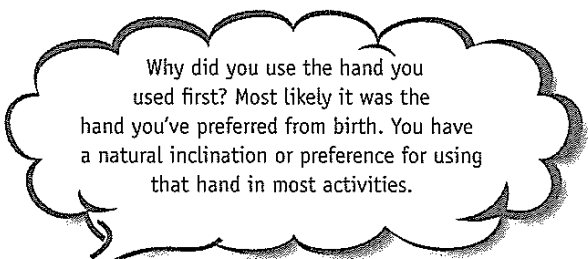
Thinking— <i>Information/situations assessed based on criteria or principles</i>	Feeling— <i>Information/situations assessed based on appropriateness or worth</i>
<input type="checkbox"/> extraverted Thinking (Te) When Te is a preferred process... <ul style="list-style-type: none"> Organizing space, things, and ideas comes easily. Putting things in efficient order is an energizing activity in and of itself. You map contingency plans, breaking things into workable elements and steps in order to be sure things get done. There is a tendency to create and use organizing systems, new and conventional, like alphabetizing, numerical sequences, PERT charts, organizational charts, matrices, tables, and so on. Information is assessed based on the "laws" of either science or society, and logical explanations are sought for everything. You actively influence others through reason, weight of measurable facts/data, and using a common vocabulary. You are at ease with setting boundaries or limits and detaching while interacting with others. 	<input type="checkbox"/> extraverted Feeling (Fe) When Fe is a preferred process... <ul style="list-style-type: none"> You give attention to creating and maintaining harmonious relationships, often using social convention to keep harmony, to make people feel comfortable and included, and to keep the group intact. Often you are at ease with social conversations and knowing just the right words to say to someone. You easily disclose personal details to encourage others to express themselves. You place importance on making space for the expression of feelings—positive and negative. You organize time, space, and things in relation to the effects on people. You often feel pulled to take care of everyone or even whole groups, either physically or emotionally. Meeting the needs of others is energizing until your own needs are ignored for too long.
<input type="checkbox"/> introverted Thinking (Ti) When Ti is a preferred process... <ul style="list-style-type: none"> Identifying, naming, and classifying are second nature and almost impossible to avoid. Often a refined categorization scheme is used that is not necessarily made public until something doesn't fit and then inconsistencies will be quickly pointed out. Delineating categories and articulating principles can be as energizing as analyzing and critiquing what is wrong with something. There is a tendency to stay in a mode of detached analysis while getting at the root of things for effective problem solving. You focus on finding just the right way to say something, often reporting only the essential characteristics rather than explanatory detail. If something doesn't fit the existing framework, you either reject it or thoroughly take it apart to see how it works. Sometimes the whole framework may have to be revised. 	<input type="checkbox"/> introverted Feeling (Fi) When Fi is a preferred process... <ul style="list-style-type: none"> Often you have a gut feeling about whether personal, group, or organizational behavior is congruent with values. You often check behavior for authenticity and against beliefs to maintain inner harmony. When that harmony exists there is a sense of peace. When you feel strongly, you point out contradictions and incongruities. Fundamental truths are often the basis for your actions and standing up for these truths is energizing and compelling. Often, you do not put your values and beliefs upon others or share them publicly until they are violated. These values can be highly specific to the individual or universals such as freedom, loyalty, and goodness. You tend to see everything as having a value (or worth), and view things in constant relation to one another.

Preferred Processes

As you thought about what to wear (page 5) or as you read about the eight cognitive processes, did some of them feel more comfortable? As you related the descriptions to your life, did you notice that some of the typical behaviors were easier for you to do than others? What made them easier? Sometimes this comes from practice, and sometimes it is a natural preference.

Sign your name here.

Then sign your name again, using your other hand.



Why did you use the hand you used first? Most likely it was the hand you've preferred from birth. You have a natural inclination or preference for using that hand in most activities.



Just like with handedness, we seem to have innate preferences for one of the four perceiving processes (Se, Si, Ne, or Ni) and one of the four judging processes (Te, Ti, Fe, or Fi).

Preference ≠ Use

Just as you were able to use your non-preferred hand, you can and do engage all eight cognitive processes at different times. Sometimes when those uses become very habitual, it is hard to tell which is our natural preference and which is our developed self.

Preference ≠ Skill

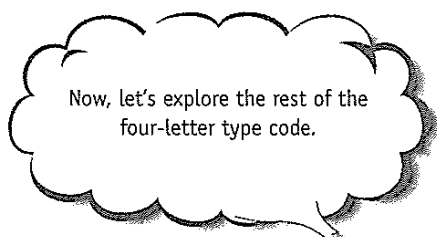
Having a preference does not necessarily result in skill development. Practice is what develops skill. Preference is likely to determine the ease with which we develop a skill and how attractive we find the exercise of the skill.

If the environment allows, we will usually engage in (practice) the processes that come naturally to us and thus get good at using them. However, we can develop skill in the other cognitive processes, even if they are not our preferences. School experiences provide us with good examples of this. When we go to school, we learn to organize the external world according to various systems of logic—alphabetizing, sequencing, outlining, and so on. This gives us practice in simple extraverted Thinking. We gain experience in introverted Thinking as we are taught categories and principles early on, and then later how to critique according to those principles.

As early as preschool we are taught to be considerate of our classmates and learn what is appropriate behavior in a situation (extraverted Feeling). Introverted Feeling comes into play when we are given moral dilemmas to solve. In most public schools, not much curriculum time is devoted to teaching how to develop skill in extraverted Feeling or introverted Feeling. That is mostly left to the family, community, and church.

Preference ≠ Appropriateness

Different situations call for the use of different cognitive processes. Making a life-changing decision only through logical analysis could easily lead to a sense of dissatisfaction that would produce stress. On the other hand, deciding an exam answer based on whether you like the answer would also be inappropriate. Sometimes we have to use processes that are not our preferences because the situation calls for it.



Now, let's explore the rest of the four-letter type code.



Orientation to the External World

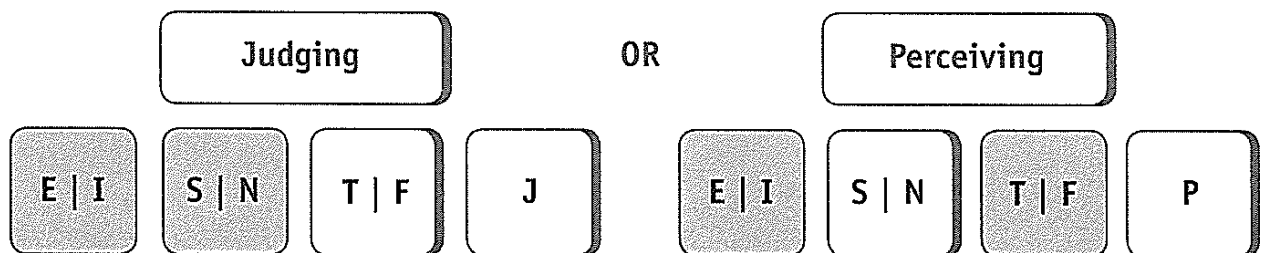
Revealing the Sixteen Types

The fourth dichotomy of the type code indicates whether people prefer to live their outer lives using a judging process or a perceiving process. This has come to be known as the Judging-Perceiving dichotomy. The reasoning was that if people live their external lives using their preferred judging process (Thinking or Feeling), they would be more likely to want to structure their lives according to a plan or guideposts. If they live their outer lives using their preferred perceiving process (Sensing or iNtuiting), they would be more likely to want to see what a situation brings and keep their options open for action.

This dichotomy makes Jung's concepts more accessible to the general public and allows the identification of sixteen personality types.

If you identify with the Judging characteristics more than the Perceiving ones, then there would be a J at the end of your type code and you would have likely selected either extraverted Thinking or extraverted Feeling as the process you are most at home with.

If you identify more with the Perceiving characteristics, then there would be a P at the end of your type code and you would have likely selected either extraverted Sensing or extraverted iNtuiting as the process you are most at home with.

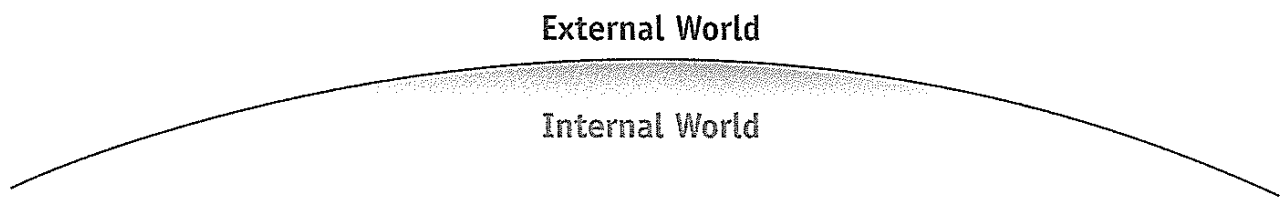


You prefer to live your outer life using extraverted Thinking or extraverted Feeling to organize or assess the external world, so you . . .

- Like things settled, seeking closure for closure's sake
- Tend to enter a situation having already anticipated how it will be and settle on an action before the event
- Prefer to plan ahead and follow the plan or guideposts, living in a planned, orderly way
- Like to live a more structured life
- Orient to deadlines early
- Schedule and organize projects and tasks to avoid anxiety and overload

You prefer to live your outer life using extraverted Sensing or extraverted iNtuiting to stay responsive to the external world, so you . . .

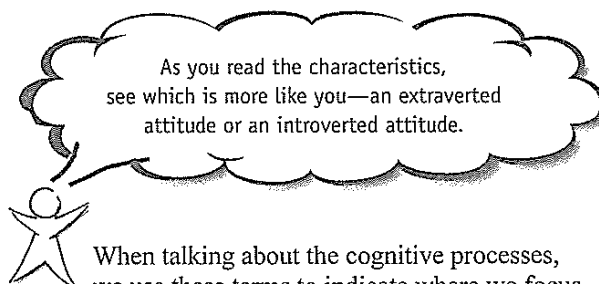
- Like being adaptive, going with the flow
- Tend to enter a situation with set beliefs or frameworks and to be responsive to new data
- Prefer to keep options open for change and adaptation, letting life happen
- Like to live in an open-ended way
- Are energized by deadlines and last-minute rushes
- Access many projects and tasks randomly to avoid the anxiety of missing opportunities



Sorting on this dichotomy alone does not always accurately predict the best-fit type pattern. As we recommended earlier, consult fuller descriptions of the types to help you select a best-fit type.

Your Preferred World

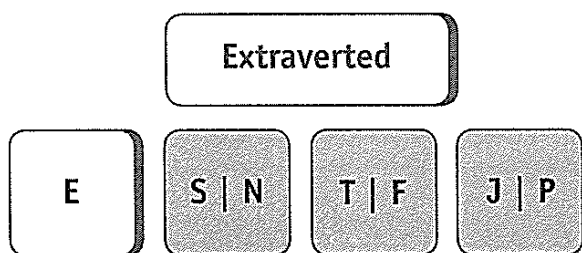
Jung identified that people can be differentiated by whether they are basically extraverted or introverted. This means a preference for either the external world or the internal world. Jung described extraversion and introversion as general attitudes, which encompass patterns and tendencies, not “traits.” Extraverted doesn’t mean outgoing, talkative, or friendly. Introverted doesn’t mean shy.



When talking about the cognitive processes, we use these terms to indicate where we focus a process. So if you have a preference for Extraversion, then the cognitive process that you rely on the most will be an extraverted process. If you have a preference for Introversion, then the cognitive process you rely on the most will be an introverted one.

Extraverted: You prefer the external or outer world and tend to . . .

- Initiate, being comfortable initiating relationships
- Direct energy and attention outward
- Be energized by interaction with others and often drained by too much solitude
- Actively engage with the environment, even when alone
- Seek opportunities for interaction
- Have a breadth of interests
- Be fairly easy to get to know
- Think out loud; tend to speak and act, then reflect



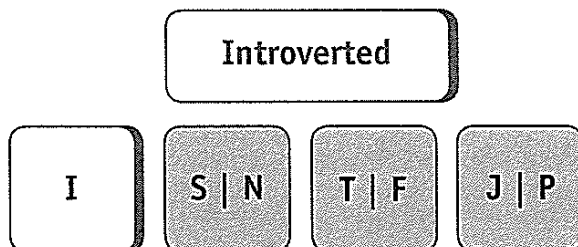
External World

OR

Internal World

Introverted: You prefer the internal or inner world and tend to . . .

- Respond, gathering information before engaging in relationships
- Direct energy and attention inward
- Be energized by solitary activities and often drained by too much interaction
- Actively disengage with the environment, even when with others
- Seek opportunities for solitary reflection
- Have a depth of interests
- Be a little harder to get to know
- Think before speaking; tend to reflect, then speak and act

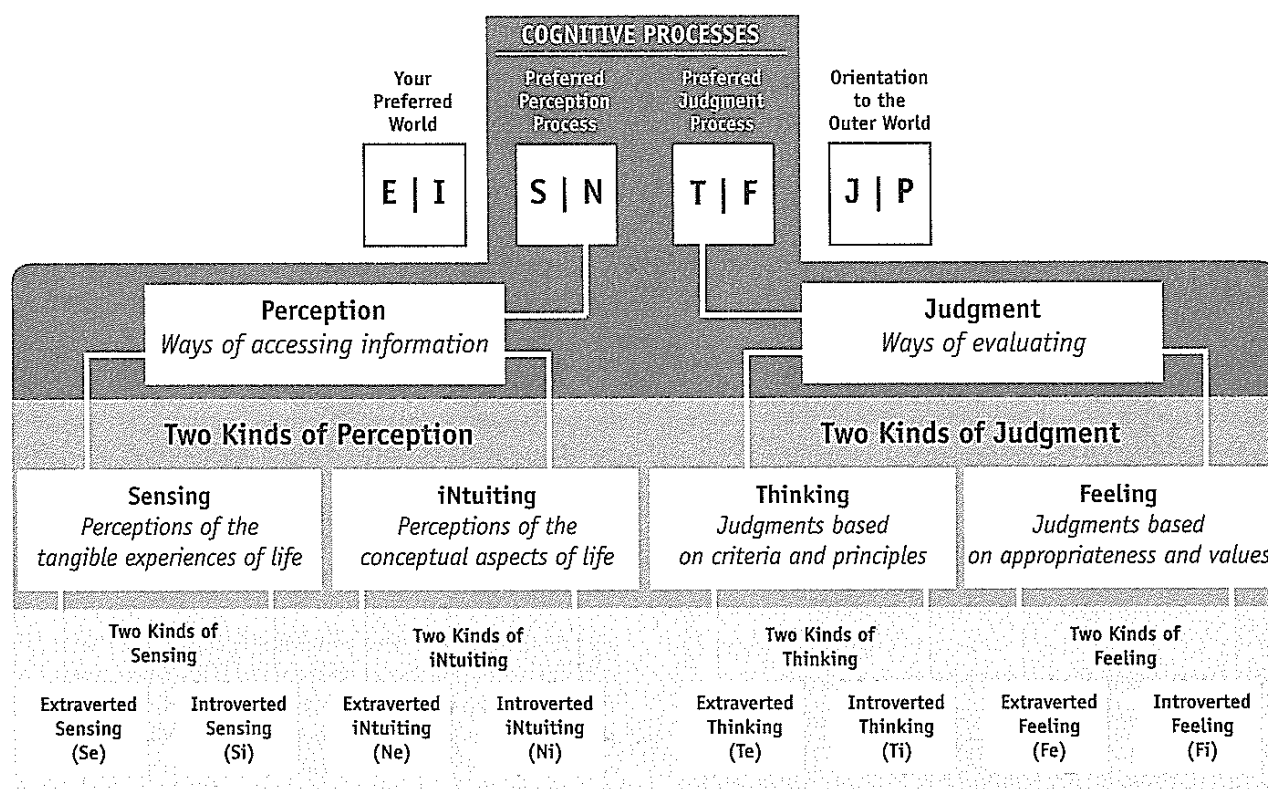


Cracking the Code

It is important to remember that the four-letter type code is more than the sum of four letters. It resulted from the construction of an instrument that separated out the dichotomies at play in the personality: Extraversion-Intro-

version, Sensing-iNtuiting, Thinking-Feeling, and Judging-Perceiving. While on the surface these dichotomies can be described generally, they are not separate parts or traits. It is assumed that reporting preferences for one over the other of each dichotomy on a personality instrument would give us an idea of the pattern of cognitive processes and thus reveal the personality type patterns. (See Appendix A for more on cracking the code.)

The following diagram summarizes the kinds of processes and what the letters mean.



Remember, a J on the end of the code means you extravert your preferred judging process and thus would prefer to operate in the external world using either extraverted Thinking or extraverted Feeling. The other process that appears in the code is then either introverted Sensing or iNtuiting.

A P on the end of the code means you extravert your preferred perceiving process and thus would prefer to operate in the external world using either extraverted Sensing or extraverted iNtuiting. The other process that appears in the code is then either introverted Thinking or Feeling.

The Roles of the Processes

In each of the sixteen types, each of the eight processes plays a different "role" in the personality. The type code lets you know what role each process plays for each type. This is called "type dynamics." It is also referred to as the "hierarchy of functions": Dominant, Auxiliary, Tertiary, and Inferior. The roles are explained below to help you better understand the patterns. In most of what we do we rely on two of the processes—a preferred way of accessing information and a preferred way of organizing and evaluating that information. As we look more closely we can see that one process takes a leading role and the other takes a supporting role.*

* The roles of the cognitive processes are an expansion of the work of John Beebe, a Jungian analyst.

In truth, we have access to all eight cognitive processes—the other six are often in the background, playing other kinds of roles. Each has a positive and a negative way of expressing itself. Each bears a different energy cost when we use it.

The Primary Processes

The primary processes are those used in the first four roles. Each process tends to emerge and develop at different times in our lives. During these times we are drawn to activities that use these processes. Then, learning the content and the skills that engage these processes is often nearly effortless. We find our interest is drawn to them and our interest is pulled away from things we were drawn to before.

The Leading Role (Dominant)

The process that plays the leading role is the one that usually develops early in childhood. We tend to engage in this process first, trusting it to solve our problems and help us be successful. Being the most trusted and most used, it usually has an adult, mature quality to it. While we are likely to engage in it rather automatically and effortlessly, we have much more conscious control over it. The energy cost for using it is very low. Much like in the movies, the leading role has a heroic quality as using it can get us out of difficult situations. However, we can sometimes “turn up the volume” on this process and become overbearing and domineering. Then it takes on a negative dominating quality.

The Supporting Role (Auxiliary)

The supporting role is how we are helpful to others as well as supportive of ourselves. Once we have developed some facility with our leading role process, we are more likely to feel comfortable engaging in our supporting role process. In its most positive form, this can be quite like a nurturing parent. In its more negative aspect, it can be overprotective and stunting rather than helpful. When the leading role process is an extraverted one, the supporting role process is introverted. When the leading role process is an introverted one, the supporting role process is extraverted and may be quite active and visible as it provides a way of dealing with the outer world.

The Relief Role (Tertiary)

The relief role gives us a way to energize and recharge ourselves. It serves as a backup to the supporting role and often works in tandem with it. When we are younger, we might not engage in the process that plays this role very much unless our life circumstances require it or make it hard to use the supporting role process. Usually, in young adulthood we are attracted to activities that draw upon this process. The relief role often is how we express our creativity. It is how we are playful and childlike. In its most negative expression, this is how we become childish. Then it has an unsettling quality, and we can use this process to distract ourselves and others, getting us off target.

The Aspirational Role (Inferior)

The aspirational role usually doesn't develop until around midlife. We often experience it first in its negative aspect of projecting our “shoulds,” fears, and negativities onto others. The qualities of these fears reflect the process that plays this role, and we are more likely to look immature when we engage in the process that plays this role. There is often a fairly high energy cost for using it—even when we acquire the skill to do so. As we learn to trust it and develop it, the aspirational role process provides a bridge to balance in our lives. Often our sense of purpose, inspiration, and ideals have the qualities of the process that plays this role.

The Shadow Processes

The other four cognitive processes operate more on the boundaries of our awareness. It is as if they are in the shadows and only come forward under certain circumstances. We usually experience these processes in a negative way, yet when we are open to them, they can be quite positive.

The Opposing Role

The opposing role is often how we get stubborn and argumentative—refusing to “play” and join in whatever is going on at the time. It might be easy for us to develop skill in the process that plays this role, but we are likely to be more narrow in our application of this skill, and it will likely take more energy to use it extensively. In its positive aspect, it provides a shadow or depth to our leading role process, backing it up and enabling us to be more persistent in pursuit of our goals.

The Critical Parent Role

The critical parent role is how we find weak spots and can immobilize and demoralize others. We can also feel this way when others use the process that plays this role. It is often used sporadically and emerges more often under stressful conditions when something important is at risk. When we engage it, we can go on and on. To access its positive side of discovery, we must learn to appreciate and be open to it. Then it has an almost magical quality and can provide a profound sense of wisdom.

The Deceiving Role

The deceiving role fools us into thinking something is important to do or pay attention to. The process that fills this role is often not trusted or seen as worthy of attention, for when we do engage it, we may make mistakes in perception or in decision making. Then we feel double bound—trapped between two bad options. Yet this role can have a positive side as it provides comic relief. Then we can laugh at ourselves. It can be refreshing and join with the relief role as we recharge ourselves through play.

The Devilish Role

The devilish role can be quite negative. Using the process that plays this role, we might become destructive of ourselves or others. Actions (or inactions) taken when we engage in the process that plays this role are often regretted later. Usually, we are unaware of how to use the process that fills this role and feel like it just erupts and imposes itself rather unconsciously. Yet when we are open to the process that plays the devilish role, it becomes transformative. It gives us the impetus to create something new—to make lemonade out of lemons, rather than lament their sourness.

The Developed Self

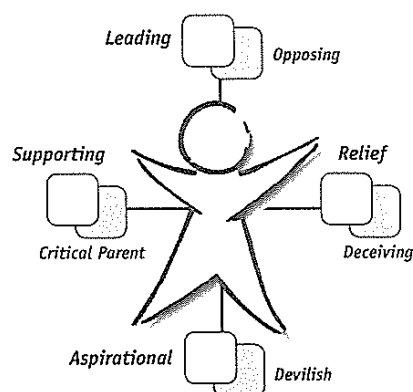
Remember, we can use all the processes and we can become skilled in that use. Skill comes through practice. As we go through life, we seem to be drawn to activities that develop our primary processes. Sometimes the environment doesn't allow or foster that development or it can heighten it. Thus, while the personality pattern will be the same for each type, there will be considerable variation among individuals of the same type due to their varying development.

We are more likely to identify and claim those processes we are aware of, rather than those we are unaware of. If we are competent in using a process yet unaware of it, we will take it for granted. If we are incompetent and unaware, we are likely to project the negative aspects of this process onto others and even deny that it can have any value anywhere.

The Pattern

The pattern of the processes can be represented by a stick figure. At the head is the process we lead with, commonly called the Dominant. At the right hand is the process we use in a supportive way, commonly called the Auxiliary. At the left hand is the process we use in a relief-giving way, commonly called the Tertiary. And at the feet is what we aspire to, commonly called the Inferior. Since this process is what we aspire to be doing well, it is often what "makes our feet go" even when we are unaware of wanting to go in that direction.

Think of the shadow processes as being situated just behind the stick figure to show that they are in the background. Just like a shadow, they are always there, but we are most often not actively using them.



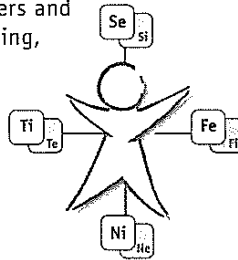
Reading the Descriptions

Following are descriptions of the sixteen type patterns and how the processes play out in each pattern. As you read the descriptions, keep in mind that the processes do not operate outside the context of the whole personality pattern so you may experience them somewhat differently than as described. In general, look for the fit of the overall pattern.

		DOMINANT PERCEIVING		DOMINANT JUDGING	
INTROVERTED	EXTRAVERSED	<input type="checkbox"/> ESTP Page 20	<input type="checkbox"/> ESFP Page 24	<input type="checkbox"/> ESTJ Page 28	<input type="checkbox"/> ENTJ Page 36
		<input type="checkbox"/> ENTP Page 40	<input type="checkbox"/> ENFP Page 48	<input type="checkbox"/> ESFJ Page 32	<input type="checkbox"/> ENFJ Page 44
	INTROVERTED	<input type="checkbox"/> ISTJ Page 30	<input type="checkbox"/> ISFJ Page 34	<input type="checkbox"/> ISTP Page 22	<input type="checkbox"/> INTP Page 42
		<input type="checkbox"/> INTJ Page 38	<input type="checkbox"/> INFJ Page 46	<input type="checkbox"/> ISFP Page 26	<input type="checkbox"/> INFP Page 50

ESTP | Promoter Executor

Theme is promoting. Talents lie in persuading others and expediting to make things happen. Have an engaging, winning style that others are drawn to. Adept at picking up on minimal nonverbal cues. Anticipate the actions and reactions of others and thus win their confidence. Like the excitement and challenge of negotiating, selling, making deals, arbitrating, and in general, achieving the impossible. Thrive on action and the freedom to use all resources at hand to get desired outcomes.



<i>Leading</i>	Extraverted Sensing (Se)
<i>Supporting</i>	Introverted Thinking (Ti)
<i>Relief</i>	Extraverted Feeling (Fe)
<i>Aspirational</i>	Introverted iNtuiting (Ni)
<i>Opposing</i>	Introverted Sensing (Si)
<i>Critical Parent</i>	Extraverted Thinking (Te)
<i>Deceiving</i>	Introverted Feeling (Fi)
<i>Devilish</i>	Extraverted iNtuiting (Ne)

The Primary Processes

Lead with extraverted Sensing (Se)

Experiencing and acting in the immediate context

They experience life to its fullest, being incredibly present in the moment. They are tuned in to minimal non-verbal cues of what is going on with people. Their minds are continuously noticing and scanning for reactions and relevant data. Getting in sync physically with people and the things around them usually comes naturally to them. They enjoy the thrill of action and physical experiences in the present moment. They learn all the options and activities available in any given situation and are adept at doing various activities at the same time, keeping their eyes and ears in tune with several things at once. They quickly move to take action to get some kind of immediate result, often after asking just a few questions that key into options available, likely limits, and desired results. Others are often still processing what's going on while they've already acted to head off a surprise crisis. They enjoy impressing people by performing with uncanny skill to exceed limits and expectations. Sometimes they say or do something just to get a reaction, to find out what something or someone is really made of. At their best, they pull off creative results and get action from others simply by making a presence.

Since extraverted Sensing is often their most trusted process, they may engage it too much. They may over-indulge the senses, insist on getting a lot of data, or proceed only with what they have in the immediate moment. As a result, they may repeat the same experiences over and over, eventually finding themselves limited and bored. They may also act with over-confidence, feeling that they are immune to danger, or they may act too quickly when analysis or a values check is really required.

Support with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

Like a supportive parent, they are helpful when they solve problems by quickly analyzing a situation for the most expedient and efficient action to take. They figure out how a thing or a system works in order to fix or improve it. This may involve taking a problem apart, looking at it from different angles, and perhaps testing it to find leverage points that give maximum impact for minimum effort. Their mind automatically checks for logical inconsistencies. They can describe and explain things sparingly, getting to the essence of the issue or concept, and have little patience for perceived verbose, incoherent thinking. They are skilled at troubleshooting challenging problems or technical puzzles, particularly those that come up in the moment and require a quick solution. They deal with complexity quickly and at times feel impatient as they are very eager to start moving things along and getting things done.

Since introverted Thinking is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times others may view them as somewhat arrogant and condescending, particularly when they see debate and analysis as a game to win. Under stress they may rigidly adhere to certain principles and models and what they see is logical and show impatience with discussion. And they can be critical and sharp-tongued regarding perceived failures, whether their own or others'.

Find relief with extraverted Feeling (Fe)

Connecting and considering others and the group

They can enjoy connecting with others, easily making social connections to get things done. They make people feel comfortable, giving them praise, and they feel the needs of other people and may take those on as their own.

They may even feel pulled to be responsible for and take care of others and jump to their rescue if they think other people have been mistreated or are in danger of some kind. They often ask about and share preferences and opinions as a way to connect. They desire the respect of others. Their diplomatic attempts may be misinterpreted as they respond to interpersonal politics. Mostly, others view them as friendly, enthusiastic, and exciting.

When younger, they tend to lack empathy and as they grow, they recognize and deal with the feelings of the people around them, such as getting control of their emotional reactions when others have slighted them. They can be more affected by others' opinions of them than they want to be. Over time, they learn to be more accommodating of others and say yes without searching so hard for some underlying motive another person surely has.

Engaging in extraverted Feeling can be unsettling and disruptive. Even with experience, they may have difficulty expressing their caring—often they think they have communicated their feeling only to discover later others didn't hear it. And they may unsettle others with their easy connection and read of what is going on with another person or people in the group.

Aspire to introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

While often they seem to focus only on the immediate experience, they may be drawn to focus on fulfilling a vision or dream of how life will be in the future. Dwelling on an image of future change or transformation can be very energizing. With time, they experience greater patience abstracting from experiences to new learnings, appreciating that some things in life seem one way on the surface when really they have many other levels.

They often have a sense of optimism that the future will be positive. At times they get a sense of the future and they enjoy those sudden "aha!" moments that come out of nowhere. Their quick actions are most effective when they tune in to both the real outer world and their inner intuitions of what's really about to happen.

They often have a secret love of learning, especially about people. This may manifest as avid reading or other quiet activities. Over time, with increased self-awareness, they feel greater comfort spending time looking inward. They realize introspection is not scary after all and they need not "whistle by the graveyard." Later in life, they may feel pulled to the symbolic, archetypal, or mysterious.

They can become overly engaged in this process and get caught up in superstition, magical thinking, and needless worry about the future. If they don't recognize the value of this process, then they are likely to disavow all symbolism and predictions of implications for the future as unsupported by evidence.

The Shadow Processes

May be oppositional with introverted Sensing (Si):

Reviewing and recalling past experiences and seeking detailed data

They can become stubborn about their perceptions of how things once were and fixed on how that recollection links to the present. On the other hand, this process can provide good backup information about how things have been.

May immobilize with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

When younger, they tend to rebel against structure and schedules as time constraints. Later on, they can become quite critical and disgruntled with disorder, illogic, and inefficiency. Yet at times they can almost magically bring order out of chaos.

May trick with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They are usually not interested in issues of loyalty or adhering to beliefs. But under stress they tend to be deceived into accepting and rigidly following a belief system or what they personally think is important (or personally want), thinking that doing so will ensure success when it really won't. They may act childish with "I want" and "I don't like." Yet at times, they can take great delight in exploring belief systems.

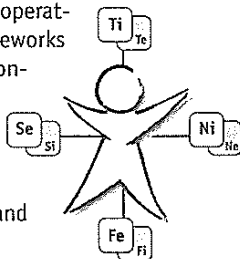
May become destructive with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

When really stressed, they over-read "between the lines," often misinterpreting the meaning of someone's actions and attributing negative intentions where there are none. Yet on occasion they can arrive at profound interpretations that really transform situations and their daily lives.

ISTP | Analyzer Operator

Theme is action-driven problem solving. Talents lie in operating all kinds of tools and instruments and using frameworks for solving problems. Keen observers of the environment, they are a storehouse of data and facts relevant to analyzing and solving problems. Thrive on challenging situations and having the freedom to craft clever solutions and do whatever it takes to fix things and make them work. Take pride in their skill and virtuosity, which they seem to effortlessly acquire.



<i>Leading</i>	Introverted Thinking (Ti)
<i>Supporting</i>	Extraverted Sensing (Se)
<i>Relief</i>	Introverted iNtuiting (Ni)
<i>Aspirational</i>	Extraverted Feeling (Fe)
<i>Opposing</i>	Extraverted Thinking (Te)
<i>Critical Parent</i>	Introverted Sensing (Si)
<i>Deceiving</i>	Extraverted iNtuiting (Ne)
<i>Devilish</i>	Introverted Feeling (Fi)

The Primary Processes

Lead with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They detach from situations to analyze factors from various angles and leverage points. They are energized by analyzing challenging problems or technical puzzles. They enjoy tinkering with a specific problem by trying a general approach or principle and then solving it by quickly analyzing the situation for the most expedient and efficient action to take. Analyzing may involve figuring out how a thing or a system works in order to fix or improve it. They check for logical consistencies, clear definitions, and key principles that afford a clear understanding. They search for accurate words to describe and explain things sparingly, getting to the essence of the issue or concept. They value this clarity as much as technical precision and judge most endeavors as missing the mark here. When presented with new ideas or data, they analyze and critique them to eliminate what doesn't fit with a principle. They tend to apply knowledge from their area of expertise when asked to solve problems in other areas. They are skilled at stepping back, staying objective, and not over-reacting. Life decisions are preferably based on objective principles.

Since introverted Thinking is often the process that is most trusted, they may engage in it too much, and use it in a dominating way. They may insist on fully analyzing a situation or problem and may become overly critical. They may also rigidly adhere to certain principles and models of what they see is logical, shutting out ideas that don't fit. They can insist on complete accuracy and insist on being right. They are often viewed by others as very critical as they critique first and forget to praise.

Support with extraverted Sensing (Se)

Experiencing and acting in the immediate context

Like a supportive parent, they are helpful by noticing multiple opportunities for tactical action. They pick up on and scan for reactions and relevant data and are keenly tuned in to the hidden designs of daily activity. They are incredibly tuned in to what is actually going on in the moment and easily get in sync physically with people, things, and the environment around them. They enjoy the thrill of action and physical experience in the present moment. They want to learn and to help others learn all the options and activities available in any given situation. They move quickly to take action to get some kind of result. At times they seek to casually enjoy every moment, while at other times the excitement of a reward is more than they can wait for and events can't happen fast enough. They strongly trust their first-hand experiences and visible data to inform the principles that guide them toward practical solutions to everyday problems.

Since extraverted Sensing is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times, others may view them as overly focused on enjoying their own experiences and near-term payoffs. Under stress, they may become too insistent on adapting to the immediate moment and the data in front of them. Then they continually read the ever-changing events around them rather than focus on where they are going and following through with commitments.

Find relief with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They can enjoy spending time alone, letting their imaginations plan out a future course of action. They like conceptualizing new ways of seeing things and feel pulled to the symbolic, archetypal, or mysterious. They often get a strong sense that future changes will unfold in a foreseen way and

want to make those changes manifest in the real world. They sometimes find comfort in relying on a focal device or symbolic action to predict the best path or help make up their minds. They may be first drawn to trust their intuitive side when doing creative or technical projects. They will focus on fulfilling a dream or vision of the future.

When younger, they tend to distrust most of the impressions they get, such as from dreams or sudden “aha” moments. But as they grow, they begin to listen to that inner voice and follow the vision to take control of their future and actualize their inner potential. They can become quite focused on realizing a vision and creating more long-term strategies.

Engaging in introverted iNtuiting can feel unsettling and disruptive at times. They can lock into a vision, ignoring their usual need for some tangible data. Sometimes they focus on intense imagery or symbols of life’s powerful experiences, such as birth and death, explorations that unsettle most others. Or they may engage an inner mystical world that leaves others puzzled.

Aspire to extraverted Feeling (Fe)

Connecting and considering others and the group

While they want to know the right words to say to make people feel comfortable or to influence them, they often feel they aren’t as skilled at this as they would like to be. They may be pulled to feel responsible for and take care of others’ feelings and are often very affected by others’ opinions of them, especially those they admire and respect. Yet at times they can be rather insensitive to others. When younger, they can be quite vexed by what they see as illogical emotional behavior from others, making relationships difficult to navigate. Their ability to use an observer point of view may leave others with the impression they don’t care. Yet their ability to remain objective makes them good group managers, if given effective and accurate “people tools.”

Over time, social conventions and expected roles become easier to digest, particularly when they find a framework of human behavior that doesn’t expect others to be logical. Adhering to socially prescribed roles and engaging in idle chitchat can be very taxing. They value social connections more, and they make people feel comfortable by engaging in hosting and caretaking. They may become more comfortable self-disclosing their feelings, their values, opinions, and issues. Later in life, they may give the deserved praise, warmth, and respect to people’s feelings and opinions that they might have inadvertently withheld before.

They can become overly engaged in this process and get overly sensitive about what others think of them and feel like no one likes them. Or they may get too attached to individuals, not seeing them objectively and continuing in the relationship longer than is workable. Too much strategizing of relationships and problem solving for others may be poorly received when not asked for.

The Shadow Processes

May be oppositional with extraverted Thinking (Te)

Segmenting, systematizing, and organizing for efficiency

They can become stubborn about how things are organized and insistent on a very systematic approach to something. Yet they can be quite skilled at times with establishing order based on the principles they’ve recognized.

May immobilize with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They often prefer to not focus on the past but when stressed can become quite critical of past performances and overuse negative prior experiences to inform judgments. Yet at times they can magically tune in to past mistakes to improve tactical maneuvers.

May trick with extraverted iNtuiting (Ne)

Interpreting situations and meanings and seeking connections to other contexts

They usually ignore subtleties and nuances not tied to real data. Under stress they tend to be deceived into interpreting situations in a very idiosyncratic way, attributing ill intent where there is none. Yet at times they can delight in playing with multiple unlikely scenarios. They may see the humorous side of their strange interpretations.

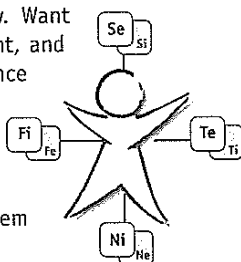
May become destructive with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They are usually slow to choose what is important to them. They may unconsciously act in congruence with limiting beliefs and misjudge the relative importance of things. When really stressed, they likely wind up spending money and time on things that are their undoing. Yet on occasion they tap into universal values that, when woven into the context of their lives can transform.

ESFP | Motivator Presenter

Theme is performance. Warm, charming, and witty. Want to impact and help others, to evoke their enjoyment, and to stimulate them to act. Want to make a difference and do something meaningful. Often masterful at showmanship, entertaining, motivating, and presenting. Thrive on social interaction, joyful living, and the challenge of the unknown. Like helping people get what they want and need, facilitating them to get results.



<i>Leading</i>	Extraverted Sensing (Se)
<i>Supporting</i>	Introverted Feeling (Fi)
<i>Relief</i>	Extraverted Thinking (Te)
<i>Aspirational</i>	Introverted iNtuiting (Ni)
<i>Opposing</i>	Introverted Sensing (Si)
<i>Critical Parent</i>	Extraverted Feeling (Fe)
<i>Deceiving</i>	Introverted Thinking (Ti)
<i>Devilish</i>	Extraverted iNtuiting (Ne)

The Primary Processes

Lead with extraverted Sensing (Se)

Experiencing and acting in the immediate context

They experience life to its fullest, being incredibly present in the moment. They are tuned in to minimal non-verbal cues of what is going on with people. Their minds are continuously noticing and scanning for reactions and relevant data. Getting in sync physically with people and the things around them usually comes naturally to them. They enjoy the thrill of action and physical experiences in the present moment. They learn all the options and activities available in any given situation and are adept at doing various activities at the same time, keeping their eyes and ears in tune with several things at once. They quickly move to take action to get some kind of immediate result, often after asking just a few questions that key into options available, likely limits, and desired results. Others are often still processing what's going on while they've already acted to head off a surprise crisis. They enjoy impressing people by performing with uncanny skill to exceed limits and expectations. Sometimes they say or do something just to get a reaction, to find out what someone is really made of. At their best, they pull off creative results and get action from others simply by making a presence.

Since extraverted Sensing is often their most trusted process, they may engage in it too much. They may over-indulge the senses, insist on getting a lot of data, or proceed only with what they have at the moment. As a result, they may repeat the same experiences over and over, eventually finding themselves limited and bored. They may also act with over-confidence, feeling they are immune to danger, or they may act too quickly when analysis or a values check is really required.

Support with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

Like a supportive parent, they are helpful when they key in on their values and stay with what's important to themselves and to other individuals. They get a "gut feeling" that something is good or bad and recognize what they want, what motivates them, or how they feel inside. They easily detect if someone's behavior is authentic or phony. They trust and stick with their personal belief system, staying focused on what they want for themselves or for others. Their deep caring, loyalty, enthusiasm, and myriad feelings for the people and issues they deem important are often communicated non-verbally in a way that attracts others. They may evaluate how a belief applies to them personally and continually examine their choices to see if they match their inner value system and intentions. Rigid rules about how people should feel and behave may be regarded as inauthentic. They enjoy sharing silent moments when they connect with the realness of each person.

Since introverted Feeling is likely to be a trusted process, they may engage in it in an overprotective and stunting way. Others may view them as selfish. They seem to just do whatever they want. As they grow, they value patiently abiding others and life in general. Under stress they may rigidly evaluate someone or something as either completely good or bad—as if their options are black and white. Or they may rigidly adhere to certain values and beliefs and thus miss out on experiencing something new.

Find relief with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They can enjoy organizing data, space, or projects and drawing diagrams that display information, theories, or ideas in a way that others can use them. They notice when

something is not functioning right and usually know the time and which step they're at during a task. They trust empirical thinking and want to conform their thinking to what is observed as measurable facts. They can usually lay out reasonable explanations for decisions or conclusions made.

When younger, they may lack organization and can wander off-task, forget the time, or miss steps. As they grow, time management, goal setting, and follow-through with longer-range plans is easier. They also improve control of their emotional reactions, taking the time to reason what's actually plausible and what consequences are probable. Following through with willpower becomes easier as they embrace logical reasoning, they may become over-confident when making up answers on the fly or may try to definitively prove something using logic. They may argue which data is right, what organization or method will work correctly, or how to best take action. With time they also learn they can't say yes to every new and exciting option that comes along.

Engaging in extraverted Thinking can be unsettling and disruptive at times. They may confuse objectivity with being blunt or one-up emotionally with others. Or they may compartmentalize interactions with others or sever participation.

Aspire to introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

While often they seem to focus only on the immediate experience, they may be drawn to focus on fulfilling a vision or dream of how life will be in the future. Dwelling on an image of future change or transformation can be very energizing. With time, they experience greater patience abstracting from experiences to new learnings, appreciating that some things in life seem one way on the surface when really they have many other levels.

They often have a sense of optimism that the future will be positive. At times they get a sense of the future, and they enjoy those sudden "aha!" moments or intuitive foresights about people that come out of nowhere. Their quick actions are most effective when they tune in to both the real outer world and their inner intuitions of what's really about to happen.

They often have a secret love of learning, especially about people. This may manifest as avid reading or other quiet activities. Over time, with increased self-awareness, they feel greater comfort spending time looking inward. They realize introspection is not so scary after all and they need not "whistle by the graveyard." Later in life, they may feel pulled to the symbolic, archetypal, or mysterious.

They can become overly engaged in this process and get caught up in superstition, magical thinking, and needless worry about the future. If they don't recognize the value of this process, they are likely to disavow all symbolism and predictions of future consequences and implications as unsupported by evidence.

The Shadow Processes

May be oppositional with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They can become stubborn about their perceptions of how things once were and fixed on how that recollection links to the present. On the other hand, this process can provide good backup information about how things have been.

May immobilize with extraverted Feeling (Fe)

Connecting and considering others and the group

They can become quite critical and disgruntled about the expectations and norms of the group to the point of completely disengaging and even rebelling. Yet at times they can magically connect with the group and move it to a new place.

May trick with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They are usually not interested in principles or categorizing, but under stress they tend to be deceived into engaging, accepting, and rigidly following selected principles, thinking that doing so will ensure success when it really won't. They may make statements or believe in ideas that are contradictory and illogical. Yet at times they can delight in exploring models and frameworks.

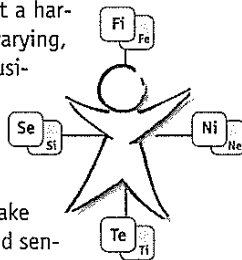
May become destructive with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

When really stressed, they over-read "between the lines," often misinterpreting the meaning of someone's actions and attributing negative intentions where there are none. Yet on occasion they can arrive at profound interpretations that really transform situations and their daily lives.

ISFP | Composer Producer

Theme is composing, using whatever is at hand to get a harmonious, aesthetic result. Talents lie in combining, varying, and improvising, frequently in the arts but also in business and elsewhere. With their senses keenly tuned in they become totally absorbed in the action of the moment, finding just what fits the situation or the composition. Thrive on having the freedom to vary what they do until they get just the right effect. Take action to help others and demonstrate values. Kind and sensitive to the suffering of others.



<i>Leading</i>	Introverted Feeling (Fi)
<i>Supporting</i>	Extraverted Sensing (Se)
<i>Relief</i>	Introverted iNtuiting (Ni)
<i>Aspirational</i>	Extraverted Thinking (Te)
<i>Opposing</i>	Extraverted Feeling (Fe)
<i>Critical Parent</i>	Introverted Sensing (Si)
<i>Deceiving</i>	Extraverted iNtuiting (Ne)
<i>Devilish</i>	Introverted Thinking (Ti)

The Primary Processes

Lead with introverted Feeling (Fi)

Valuing, considering importance, beliefs, and worth

They continually weigh the situational worth or importance of everything. They approach matters first from the point of view of what is really important and of value. It is as if they have a whole range of values in mind and see subtle distinctions in the relative worth of different actions, people, projects, commitments, and so on. They continually examine choices to see if they match their inner value system and intent, often easily deciding if something is of significance and worth believing in. They mull over major choices, evaluating with deep intensity until they feel ready to make a decision. Where they place loyalty, it is one hundred percent. They trust their personal beliefs, often adhering to an empowering identity. Often they get a "gut feeling" of how good or bad something is and easily detect how someone's behavior is authentic or phony. They have a tendency to identify and defend what someone truly needs, often empathizing with the underdog, and can patiently abide every individual's unique path to happiness. They are often gifted at getting to the heart of an issue and patiently keep balancing the core issues of peace and conflict in life's situations.

Since introverted Feeling is often the process that is most trusted, they may engage in it too much; then it becomes dominating. They dig in their heels in support of an absolute ideal. They may also rigidly adhere to certain beliefs and values, perhaps ones that are reactionary against what's judged as wrong with the world around them, such as hypocrisy from people they know and suffering they witness first-hand. They can insist on complete devotion to the cause and on being pure and can seem very critical when others don't live up to their high standards.

Support with extraverted Sensing (Se)

Experiencing and acting in the immediate context

Like a supportive parent, they are helpful by noticing multiple opportunities for tactical action. They pick up on and scan for reactions and relevant data and are keenly tuned in to the hidden pulse of daily activity. They are incredibly tuned in to what is actually going on in the moment and easily get in sync physically with people and the environment around them. They enjoy the thrill of action and physical experience in the present moment. They want to learn and to help others learn all the options and activities available in any given situation. They move quickly to take action to get some kind of result. At times they seek to casually enjoy every moment, while at other times the excitement of a reward is more than they can wait for and events can't happen fast enough. They strongly trust their first-hand experiences and tangible data to inform their practical beliefs about real people and daily life.

Since extraverted Sensing is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times, they may be viewed by others as overly focused on enjoying their own experiences and near-term payoffs. Under stress, they may become too insistent on adapting to the immediate moment and the data in front of them. Then they continually read the ever-changing events around them rather than focusing on where they are going and following through with commitments.

Find relief with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They can enjoy spending time alone, letting their imaginations plan out a future course of action. They like conceptualizing new ways of seeing things and feel pulled to

the symbolic, archetypal, or mysterious. They often get a strong sense that future changes will unfold in a foreseen way and want to make those changes manifest in the real world. They sometimes find comfort in relying on a focal device or symbolic action to predict the best path or help make up their minds. They may be first drawn to trust their intuition when doing creative or technical projects. They will focus on fulfilling a dream or vision of the future.

When younger, they tend to distrust most of the impressions they get, such as from dreams or sudden “aha” moments. But as they grow, they begin to listen to that inner voice and follow the vision to take control of their future and actualize their inner potential. They can become quite focused on realizing a vision and creating more long-term strategies.

Engaging in introverted iNtuiting can feel unsettling and disruptive at times. They can lock into a vision, ignoring their usual need for some tangible data. Sometimes they focus on intense imagery or symbols of life’s powerful experiences, such as birth and death, explorations that unsettle most others. Or they may engage an inner mystical world that leaves others puzzled.

Aspire to extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

While they may be rather disorganized and struggle with structure and putting their lives in order, they want to be efficient and systematic. They often find adhering to schedules can be very taxing, but they know the importance of them. When they notice something is not functioning right, they may get down on themselves for not being organized enough. Over time, using methods to better control their environment and lives becomes more important to them and they tend to pay more attention to sequencing actions and organizing time for optimal efficiency, actually enjoying organizing their space and time.

When they’re younger, thinking through the multiplicity of real-life logical consequences that follow from holding to particular beliefs may not occur to them. As they grow, they begin to find it easier to think through a wide range of long-term consequences and prepare for them in advance in an objective manner.

They may conform their thinking to what is observed as a measurable fact and lay out reasonable explanations for decisions and conclusions made, although they may do so in an argumentative fashion that is counter to their usual easy-going manner. Later in life, they may become involved in building and maintaining a far-reaching organization.

They can become overly engaged in this process and become rigidly organized and dogmatic, too wedded to their logic and rationales to engage in true dialog. Then they become insensitive to others’ responses and keep pushing for their stance.

The Shadow Processes

May be oppositional with extraverted Feeling (Fe)

Connecting and considering others and the group

They can become stubborn about how others affect them or resist being pulled into being responsible for others’ feelings and choices. Yet at times they can be quite good at tuning in to and accommodating others’ needs.

May immobilize with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They often prefer to not focus on the past but when stressed can become quite critical of past performances and overuse negative prior experiences to inform judgments. Yet at times they can magically tune in to past mistakes to improve tactical maneuvers.

May trick with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They usually ignore subtleties and nuances not tied to real data. Under stress they tend to be deceived into interpreting situations in a very idiosyncratic way, attributing ill intent where there is none. Yet at times they can delight in playing with multiple unlikely scenarios. They may see the humorous side of their strange interpretations.

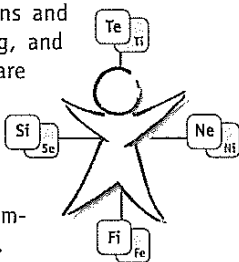
May become destructive with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They are usually unconcerned with definitions and logical consistency but may become caught up pointing out others’ inconsistencies. They miss the fine distinctions between principles and dogmatically adhere to one they adopt whole. Yet on occasion they can tap into universal principles that can transform their daily lives.

ESTJ | Implementor Supervisor

Theme is supervising, with an eye to the traditions and regulations of the group. Responsible, hardworking, and efficient. Interested in ensuring that standards are met, resources conserved, and consequences delivered. Talents lie in bringing order, structure, and completion. Want to keep order so the organization, group, family, or culture will be preserved. Thrive on organizing and following through with commitments and teaching others how to be successful.



<i>Leading</i>	Extraverted Thinking (Te)
<i>Supporting</i>	Introverted Sensing (Si)
<i>Relief</i>	Extraverted iNtuiting (Ne)
<i>Aspirational</i>	Introverted Feeling (Fi)
<i>Opposing</i>	Introverted Thinking (Ti)
<i>Critical Parent</i>	Extraverted Sensing (Se)
<i>Deceiving</i>	Introverted iNtuiting (Ni)
<i>Devilish</i>	Extraverted Feeling (Fe)

The Primary Processes

Lead with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They approach life in an organized manner, often establishing order where there is none by creating step-by-step procedures to complete specific complex tasks. They learn completely and correctly whatever they set out to accomplish. Often they organize and monitor people and things to work efficiently and productively, or if not in charge, they organize themselves for success. They want to determine success by some objective method. They chart contingency plans based on various consequences and monitor for compliance. Believing that everything can be efficiently put into sequential order, they readily notice when something is out of order or not functioning properly. Then they have an irresistible urge to take charge and put it in order. They structure and organize data and ideas in an easy-to-follow format and often establish methods for others to successfully attain goals and objectives. Controlling their impulses and compartmentalizing personal feelings and emotional reactions are important to them so they can maintain a sense of order and control. They have a keen sense of time and just how much time something will take and easily reorganize as they go to be sure they meet deadlines or stay within time boundaries. They trust empirical thinking, wanting to conform their thinking to what is observed as measurable facts. When something doesn't match the logic they see so clearly, they don't hesitate to challenge it.

Since extraverted Thinking is often the process that is most trusted, they may engage in it too much and use it in a dominating way. They can become overbearing in their logic or want to say to people, "Just get over it," or they can be rigid in their thinking and adherence to conventional structures. Thus, others may think they don't care about them.

Support with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

Like a supportive parent, they are helpful by building on prior experiences and knowledge to ensure success. Noticing when something doesn't match what was expected, they readily communicate the discrepancy so it can be corrected. They like recalling detailed data to support the decisions that they see need to be made and readily recognize familiar elements so that they can act quickly. They trust common experiences and feel energized by participating in traditions or other customary activities, knowing that these common experiences will help solidify the group, family, or team. When learning or trying something new, they like to follow the work, ideas, and examples of others who have been successful. Reviewing the past to draw on the lessons of history, hindsight, and experience gives them a sense of security in where they are going in the future.

Since introverted Sensing is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times, others may view them as sticking only to what is known, tried, and true, quickly closing off discussions that seem chaotic with tangential ideas. They may become disgruntled when the quality or manner of something they've trusted changes for no good reason. Under stress they may get too tied to performing tasks the ways they've always done them.

Find relief with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They can enjoy spending time exploring new ideas and noticing hidden meanings. They can truly enjoy imaginative links and appreciate brainstorming as long as it feels under control and somewhat time limited. Engaging in conversations where potential possibilities and hypotheses are

explored can be energizing at times, helping them connect the details of their wealth of data and experiences. They often have a desire to learn about the unknown and will openly seek out those less-structured, less-tangible learning environments that can help them become more skilled at what they do. They can also enjoy somewhat silly things that suggest a lighter side of life.

When younger, they tend to distrust most of what comes to them as strange “knowings.” Later in life, they can become quite open to perceiving moments of synchronicity and will trust their intuitive sense of what path to follow next. In rare moments, they catch a glimpse of the hidden world, magical or spiritual, that lies behind the mundane. They rarely if ever speak of this.

Engaging in extraverted iNtuiting can be unsettling and disruptive at times. They can find themselves overwhelmed by a myriad of possibilities with no way to get the data they need to decide which are the better ones, but they feel driven to decide anyway. They can then be disappointed as the hoped-for results are not realized. Sometimes they see hidden patterns in events where none exist.

Aspire to introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

While they tend to have strong beliefs, they often don't examine those beliefs since they may be prone to ignore their feelings about what is personally important. They may adopt a simplistic belief system that they follow absolutely, seeing no distinctions in the varying worth of things. They can become convinced that their values are right for everyone. They want to contribute to something worthwhile that is greater than their own personal values and can be very loyal to what they believe in—believing strongly and working hard, donating time and energy toward the cause—be it an organizational effort, a family project, or a charity. Balancing loyalty to people versus loyalty to their beliefs can be hard. This is even harder when those close to them have not earned their respect through their own successes in life.

Over time, they become more tolerant of others' values and views as well as more emotion-laden expressions of those values. They may embrace more ambiguity, appreciate more the relative importance of things, and be less opinionated. This can involve acknowledging their own faults and confirming they are important to others. Later in life, they may tune in to what is really important to them and allow the feelings that go along with their values to be expressed. They may choose a quality of life that includes more than continual accomplishment and achievement.

They can become too engaged in this process and have angry outbursts or tears. If an outburst is public, they feel ashamed of themselves and regret their “loss of control.”

The Shadow Processes

May be oppositional with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They can become stubborn about the models and principles they've adopted, categorizing everything simplistically and robotically following the principles. Yet they can be quite adept at seeing which principle is best suited to establish order in a given situation.

May immobilize with extraverted Sensing (Se)

Experiencing and acting in the immediate context

They can go on about “facts,” blocking others' proposed actions, or can get caught up in the immediate moment and indulge in impulsive behavior. Yet at times they can magically point out life's realities to make arguments more realistic and convincing.

May trick with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They can envision how an opportunity will play out and then ignore signs that it won't work out. The result disappoints them. Under stress they foresee disaster or nothing at all. Yet at times they delight in wise foresight and deeply appreciate symbolism. They may laugh at their own fears about the future.

May become destructive with extraverted Feeling (Fe)

Connecting and considering others and the group

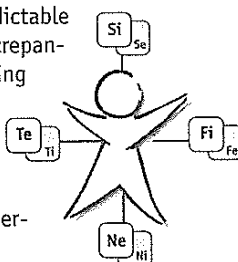
They're usually not concerned with how others feel about them and can be abrupt as they avoid self-disclosure and feeling expressions that help people connect. When really stressed, they become convinced others don't appreciate or like them. Then they over-accommodate others' needs and feel put upon. Yet on occasion they can make personal connections and adjust to other people in ways that transform their daily lives.

ISTJ | Planner Inspector

Theme is planning and monitoring, ensuring predictable quality. Thorough, systematic, and careful. See discrepancies, omissions, and pitfalls. Talents lie in administrating and regulating. Dependable, realistic, and sensible.

Want to conserve the resources of the organization, group, family, or culture and persevere toward that goal. Thrive on planning ahead and being prepared.

Like helping others through their roles as parent, supervisor, teammate, and community volunteer.



Leading	Introverted Sensing (Si)
Supporting	Extraverted Thinking (Te)
Relief	Introverted Feeling (Fi)
Aspirational	Extraverted iNtuiting (Ne)
Opposing	Extraverted Sensing (Se)
Critical Parent	Introverted Thinking (Ti)
Deceiving	Extraverted Feeling (Fe)
Devilish	Introverted iNtuiting (Ni)

The Primary Processes

Lead with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They have a profound knowing about how things have always been, and from that they get their own sense of certainty about how to do things. They are aware of what doesn't change, tapping into what is lasting to weather the storms of life. When presented with new information, details from past experiences are triggered. These details come quickly and they notice how what's new matches what is expected; then it is either rejected or more detail is sought to clarify expectations. Often they recall with accurate detail how something was before and point out discrepancies from how things have always been compared to now. Reviewing the past to draw on the lessons of history, hindsight, and experience, they compare data against a storehouse of what is known to find what's reliable. They gather lots of information over time to confirm a set standard. They trust common experience and feel energized by participating in traditions or other customary activities. They like to follow the work, ideas, and examples of others who have come before so they can pass these on and build on them. They find comfort in performing the same regular work or activity every day at an even, steady pace.

Since introverted Sensing is often the process that is most trusted, they may engage in it too much; and use it in a dominating way. They may insist on sticking with what has been done before. They may also insist on adhering to tried-and-true methods and getting all the data from the past to support any new idea. Thus, others often view them as resistant to change or feel they are too slow as all the details get checked and filled in.

Support with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

Like a supportive parent, they are helpful by noticing when something isn't working right, taking apart the problem, and then systematically working on it. They have a good sense of the time it takes to do something or which step they are on during a task and easily follow a straight line of reasoning to solve problems. They establish order and sequence for accomplishing what needs to be done and conform their thinking to what is observed as a measurable fact. They look for external measures like time taken or word count as guides to organization. Organizing their time for efficiency lets them accomplish a great deal. They structure and organize data and ideas in an easy-to-follow format for ease of work flow and are often quite skilled at outlining detailed directions and explaining technical material. They value controlling their impulses and compartmentalizing their personal feelings and emotional reactions so goals can be accomplished.

Since extraverted Thinking is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times, they may be viewed as highly structured in how they perform a task and somewhat distant. Under stress, or when trying to solve a difficult problem/situation, they may become too tied to following rules and a set order of doing things.

Find relief with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They can enjoy spending time on activities they think are worthwhile—doing volunteer work or studying, teaching, or writing about what's important. Often they feel strongly that something is good or bad. They work to make things come out right. They often feel great loyalty to their family, community, faith, coworkers, forbears, culture, and profession. As they experience the deep

value of life's many moments, they start sorting and choosing beliefs to find what fits personally. This often involves re-examining the worth of what they learned growing up. This ongoing process can be painful as they try to balance deep feelings of loyalty to people and tradition with what they can honestly live with. Later in life, they can become quite dedicated to shepherding others toward the values they have found are important.

When younger, they tend to distrust "gut feelings," but as they grow, they listen more to their inner sense of right or wrong, genuine or fake. They may follow absolute ideals or a specific belief system. Their concern about what is worth doing helps narrow down their wide sense of responsibilities to specific roles. The result is certainty about the right path. They can be quite dedicated to what they believe is important, supporting a movement or organization and acting as a steadying hand within that group.

Engaging in introverted Feeling can be unsettling and disruptive at times. They may find themselves caught up believing in something they thought they had been purely objective about. When confronted with a situation that goes against their values, they can make hasty, stubborn decisions and feel quite justified and self-righteous.

Aspire to extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

While they want to see hidden meanings and interconnections, they may dismiss tangential ideas and implicit meanings. They may see the abstract weaving of many interrelated ideas as just a jumbled up bunch of nonsense not worthy of notice. They are likely to quickly dismiss explorations of potential possibilities as a waste of time. They mostly just need time to reflect on and reconcile them with their expectations from what they so clearly know as fact.

Early in life, they may be prone to stick with literal interpretations, rather than inferences and looser interpretations and tend not to see any possibility of situations changing from the way they are. Over time, they will give more credibility to those "strange knowings" they had previously tuned out and will be more open to moments of synchronicity or convergence. They become more patient with brainstorming and learn to trust what emerges rather than having it all figured out in advance. Later in life, they may become more spontaneous as they follow possibilities to see where they might lead and explore multiple meanings.

They can become too engaged in this process, making impulsive decisions based on inferences alone. Or they may get overly tied to abstract concepts just because there is a lot of reported experience behind them. They can be concerned or suspicious about potential dangers and become risk avoidant, increasingly limiting activities.

The Shadow Processes

May be oppositional with extraverted Sensing (Se)

Experiencing and acting in the immediate context

They can become stubborn about going with the flow of a single impulse and insist they have an accurate read on the current situation. Yet they can be quite adept at seeing what is really there for what it is.

May immobilize with introverted Thinking (Ti)

Analyzing, categorizing and evaluating according to principles

They usually prefer not articulating operating principles and, when stressed, can become stuck in models and frameworks they have learned or adopted. Yet at times they can magically see how their models fit situations and problems they are dealing with.

May trick with extraverted Feeling (Fe)

Connecting and considering others and the group

They usually disregard most others' opinions, focusing on their superiors'. Under stress, they may be deceived into over-addressing others' concerns and disappointed by a false sense of closeness. Yet at times they delight in learning to really connect with others. They may see the humorous side of their seriousness.

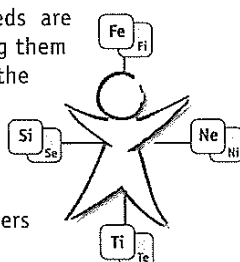
May become destructive with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They usually don't picture the world differently than what they've experienced, so they may resist transformational change even when it's laid out. When really stressed, they may make dire predictions with detailed certainty. They may also mistake some deep symbolism as a guidepost for life. Yet on occasion they tap into universal symbols and foresights that, when woven into daily life, can transform it.

ESFJ | Facilitator Caretaker

Theme is providing, ensuring that physical needs are met. Talents lie in supporting others and supplying them with what they need. Genuinely concerned about the welfare of others, making sure they are comfortable and involved. Use their sociability to nurture established institutions. Warm, considerate, thoughtful, friendly. Want to please and maintain harmonious relationships. Thrive on helping others and bringing people together.



Leading	Extraverted Feeling (Fe)
Supporting	Introverted Sensing (Si)
Relief	Extraverted iNtuiting (Ne)
Aspirational	Introverted Thinking (Ti)
Opposing	Introverted Feeling (Fi)
Critical Parent	Extraverted Sensing (Se)
Deceiving	Introverted iNtuiting (Ni)
Devilish	Extraverted Thinking (Te)

The Primary Processes

Lead with extraverted Feeling (Fe)

Connecting and considering others and the group

They approach life by continually finding ways to take care of others, to make them comfortable and set them at ease in a situation. Comfortable themselves in a wide range of social situations, they are often the consummate hosts and hostesses, easily guiding the social give and take to make people feel included and involved. They take pride in creating a space where others can do their best and make a contribution. They often sustain a communal spirit by being a worthy ethical role model people respect and admire. They highly value fairness and find it hard to continue relationships otherwise, though they may see great value in guiding someone if that's their role. Forming intimate connections with many people to meet their needs, they easily communicate personally to all persons in a group so they feel a sense of togetherness. They recognize and adhere to shared values, feelings, and social norms to get along. Feeling an intimate oneness with others, they comfortably self-disclose feelings, values, and issues. They warmly give deserved praise and respect to people's feelings and opinions and reciprocate appreciation, honoring the support others give them. When conflict arises, they often give many chances to make amends. Usually they just want their needs acknowledged and a genuine apology.

Since extraverted Feeling is often the process that is most trusted, they may engage in it too much and use it in a dominating way. Then they can become overbearing in their assumptions about what others need and how they are feeling. Often feeling responsible to take care of others' feelings, they may lose themselves in the process of empathizing with what someone says and how much it means to them. Then others may feel smothered.

Support with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

Like a supportive parent, they are helpful by building on prior experiences and knowledge to support and help people. Noticing when something doesn't match what was expected, they communicate the discrepancy so it can be corrected. They like recalling detailed data to support the decisions that they see need to be made and readily recognize familiar elements so that they can get even more information to clarify what is expected. They trust common experiences and feel energized by participating in traditions or other customary activities, knowing that these common experiences will help solidify the group, family, or team. When learning or trying something new, they like to follow the work, ideas, and examples of others who have been successful and deserve their respect. Reviewing the past to draw on the lessons of history, hindsight, and experience gives them a sense of security in where they are going in the future.

Since introverted Sensing is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times, others may view them as sticking only to what is known, tried, and true, quickly closing off discussions that seem chaotic with tangential ideas. They may become disgruntled when the qualities of something they like—such as the taste, color, or smell—change for no good reason. Under stress they may get too tied to following the ways they've always done things.

Find relief with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They can enjoy spending time exploring new ideas and noticing hidden meanings. They can truly enjoy imaginative links and appreciate brainstorming as long as it feels

under control and somewhat time limited. Engaging in conversations where potential possibilities and hypotheses are explored can be energizing at times, helping them connect the details of their wealth of data and experiences. They often have a desire to learn about the unknown and will openly seek out those less-structured, less-tangible learning environments that can help them become more skilled at what they do. They can also enjoy somewhat silly things that suggest a lighter side of life.

When younger, they tend to distrust most of what comes to them as strange “knowings.” Later in life, they can become quite open to perceiving moments of synchronicity and will trust their intuitive sense of what path to follow next. In rare moments, they catch a glimpse of the hidden world, magical or spiritual, that lies behind the mundane. They look forward to these with excitement.

Engaging in extraverted iNtuiting can be unsettling and disruptive at times. They can find themselves overwhelmed by a myriad of possibilities with no way to get the data to decide which are the better ones, but they feel driven to decide anyway. They can then be disappointed as the hoped-for results are not realized. Sometimes they see potential disasters or obstacles where none exist.

Aspire to introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

While they want to objectively understand and appreciate others, they can be blindsided when the oneness they feel with others is unexpectedly broken or not reciprocated. Then they feel betrayed. Detached analysis, use of leverage points, and constant repositioning strike them as heartless. They aspire to “get things right” by having accurately understood and applied principles to their everyday interactions. This desire can lead them to research something thoroughly to be sure they understand it.

Over time, they become less locked in to the personal connections they feel and can step back and analyze and classify problems as problems rather than as dismissals of who they are and what they stand for. They find that such analysis can happen without jeopardizing connectedness and unity. Later in life, they may find that engaging in objective analysis can be enjoyable and see value in having logical consistency in thought. Then they are likely to help other people resolve interpersonal problems by taking different perspectives on the central issues at hand. For others and in their own lives, they open up to negotiating and finding compromises.

They can become too engaged in this process, feeling like they will never get it right, will never be accurate enough, and therefore are stupid. They can get obsessively caught up in a search for universal principles and truth. When overcome by the feeling that they’ve been wrong, they are remorseful and filled with regret that results in unwanted disconnection and discord in their relationships.

The Shadow Processes

May be oppositional with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They can become stubborn about values as they crusade for a particular cause, turning off people instead of mobilizing action. Yet they can be quite adept at seeing which things are worth standing up for in a world full of wrongs that need to be set right.

May immobilize with extraverted Sensing (Se)

Experiencing and acting in the immediate context

They can go on about “facts,” blocking others’ proposed actions, or can get caught up in the immediate moment and indulge in impulsive behavior. Yet at times they can magically point out life’s realities to make arguments more realistic and convincing.

May trick with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They can envision how an opportunity will play out and then ignore signs that it won’t work out. The result disappoints them. Under stress they foresee disaster or nothing at all. Yet at times they delight in wise foresight and deeply appreciate symbolism. They may laugh at their own fears about the future.

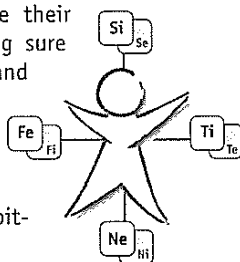
May become destructive with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They can over-organize to make others comfortable, forgetting why and neglecting other duties. When really stressed, they make subjective idiosyncratic logical arguments. When others attack their logic and miss their point, they lash out at the person’s values rather than remain in dialog. Yet on occasion they organize so well that they truly meet others’ needs, transforming the situation.

ISFJ | Protector Supporter

Theme is protecting and caretaking, making sure their charges are safe from harm. Talents lie in making sure everything is taken care of so others can succeed and accomplish their goals. Desiring to serve individual needs, often work long hours. Quietly friendly, respectful, unassuming. Thrive on serving quietly without fanfare. Devoted to doing whatever is necessary to ensure shelter and safety, warning about pitfalls and dangers and supporting along the way.



<i>Leading</i>	Introverted Sensing (Si)
<i>Supporting</i>	Extraverted Feeling (Fe)
<i>Relief</i>	Introverted Thinking (Ti)
<i>Aspirational</i>	Extraverted iNtuiting (Ne)
<i>Opposing</i>	Extraverted Sensing (Se)
<i>Critical Parent</i>	Introverted Feeling (Fi)
<i>Deceiving</i>	Extraverted Thinking (Te)
<i>Devilish</i>	Introverted iNtuiting (Ni)

The Primary Processes

Lead with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data.

They have a profound knowing about how things have always been, and from that they get their own sense of certainty about how to do things. They are aware of what doesn't change, tapping into what is lasting to weather the storms of life. When presented with new information, details from past experiences are triggered. These details come quickly and they notice how what's new matches what is expected; then it is either rejected or more detail is sought to clarify expectations. Often they recall with accurate detail how something was before and point out discrepancies from how things have always been compared to now. Reviewing the past to draw on the lessons of history, hindsight, and experience, they compare data against a storehouse of what is known to find what's reliable. They gather lots of information over time to confirm a set standard. They trust common experience and feel energized by participating in traditions or other customary activities. They like to follow the work, ideas, and examples of others who have come before so they can pass these on and build on them. They find comfort in performing the same regular work or activity every day at an even, steady pace.

Since introverted Sensing is often the process that is most trusted, they may engage in it too much and use it in a dominating way. Then they may insist on sticking with what has been done before. They may also insist on adhering to tried-and-true methods and getting all the data from the past to support any new idea. Thus, others often view them as resistant to change or feel they are too slow as all the details get checked and filled in.

Support with extraverted Feeling (Fe)

Connecting, and considering others and the group

Like a supportive parent, they are helpful by tuning in to what is important to others and supporting a sense of unity or culture within a group. They recognize the importance of shared values and social norms to getting along. They often work to help the group—family, friends, team, work group, community—adhere to those norms. They easily sympathize with what people say and how much it means to them. They often feel pulled to be responsible for and to take care of others' feelings, and they are rather sensitive to others' opinions of them. They find it easy to give the deserved praise, warmth, and respect to people's feelings and opinions. They are at ease making people feel comfortable by engaging in hosting and care-taking, although they prefer sufficient alone time as well. Sometimes it seems others don't acknowledge their contributions, but they tend to stay quiet and feel they are simply fulfilling their roles and responsibilities.

Since extraverted Feeling is likely to be a trusted process, they may engage in it in an overprotective and stunting way. They may seem quite sensitive to others' words. Under stress they may take on others' feelings and expectations and lose themselves in the process, over-accommodating the wishes of others or expressing their various displeasures. They may play favorites and insist on their own subjective opinions and preferences.

Find relief with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They can enjoy learning theories, models, and frameworks, preferring to learn these from authoritative instruction geared to real people and tangible problems. They can really enjoy analyzing, categorizing, naming, solving problems, and finding the ruling principles. When writing,

they like ideas clearly stated. They like to follow some frameworks to develop the architecture of a problem so it can be solved. This may involve noticing logical inconsistencies in statements and then nicely helping people see those inconsistencies. They also enjoy analyzing the richness of past experience and the fount of history and its lessons. They apply their affinity for detailed problem solving to help them critique and sort information. With time, they can become incredibly adept at sorting and assisting people, ideas, data, projects, objects, problems, and so on appropriately through a labyrinth of institutional or cultural norms, standards, and roles.

When younger, they tend not to care much about objective analysis based on principles and models. They feel sincere caring and words of wisdom should be enough. As they grow, they find they have acquired a rich set of principles to draw on to solve problems they are interested in. These often begin as basic frameworks that evolve slowly over time into deep, universal principles. Wise quotations often help them on this journey of understanding.

Engaging in introverted Thinking can be unsettling and disruptive at times. They can give too much time to analysis and classifying. They may become rigidly critical when a principle they've adopted as truth isn't followed by others or by themselves.

Aspire to extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

While they want to see hidden meanings and interconnections, they may dismiss tangential ideas and implicit meanings. They may see the abstract weaving of many interrelated ideas as just a jumbled up bunch of nonsense not worthy of notice. They are likely to quickly dismiss explorations of potential possibilities as a waste of time. They mostly just need time to reflect on and reconcile them with their expectations from what they so clearly know as fact.

Early in life, they may be prone to stick with literal interpretations rather than inferences and looser interpretations and tend not to see any possibility of situations changing from the way they are. Over time, they will give more credibility to those "strange knowings" they had previously tuned out and will be more open to moments of synchronicity or convergence. They become more patient with brainstorming and learn to trust what emerges rather than having it all figured out in advance. Later in life, they may become more spontaneous as they follow possibilities to see where they might lead and explore multiple meanings.

They can become too engaged in this process, making impulsive decisions based on inferences alone. Or they may get overly tied to abstract concepts just because there is a lot of reported experience behind them. They can be concerned or suspicious about potential dangers and become risk avoidant, increasingly limiting activities.

The Shadow Processes

May be oppositional with extraverted Sensing (Se)

Experiencing and acting in the immediate context

They can become stubborn about going with the flow of a single impulse and insist they have an accurate read on the current situation. Yet they can be quite adept at seeing what is really there for what it is.

May immobilize with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They can delay decision making by dwelling on conflicts in beliefs, getting critical, or feeling paralyzed. They can lock in to personal wants, bulldozing others. Yet at times they can magically tune in to what is really important and bring that to bear in a difficult situation.

May trick with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They can misguide themselves and others when organizing more efficient operations. Under stress they tend to spend unnecessary time establishing order. Yet at times they can enjoy systematizing or planning. They may laugh at how they neglect organization until they have to stop everything to fix it.

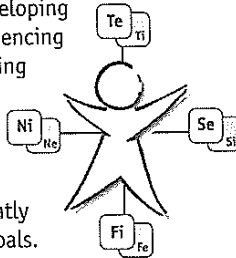
May become destructive with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They usually don't picture the world differently than what they've experienced, so they may resist transformational change even when it's laid out. When really stressed, they may make dire predictions with detailed certainty. They may also mistake some deep symbolism as a guidepost for life. Yet on occasion they tap into universal symbols and foresights that, when woven into daily life, can transform it.

ENTJ | Strategist Mobilizer

Theme is directing and mobilizing. Talents lie in developing policy, establishing plans, coordinating and sequencing events, and implementing strategy. Excel at directing others in reaching the goals dictated by their strong vision of the organization. Thrive on marshaling forces to get plans into action. Natural organization builders and almost always find themselves taking charge in ineffective situations. Enjoy creating efficiently structured systems and setting priorities to achieve goals.



Leading	Extraverted Thinking (Te)
Supporting	Introverted iNtuiting (Ni)
Relief	Extraverted Sensing (Se)
Aspirational	Introverted Feeling (Fi)
Opposing	Introverted Thinking (Ti)
Critical Parent	Extraverted iNtuiting (Ne)
Deceiving	Introverted Sensing (Si)
Devilish	Extraverted Feeling (Fe)

The Primary Processes

Lead with extraverted Thinking (Te)

Segmenting, organizing for efficiency, systematizing

They approach life in an organized manner to maximize achievements, often establishing order where there is none by systematizing and creating procedures to complete specific complex tasks. They learn completely and expertly whatever they decide to tackle. Often they mobilize resources and supervise implementation of complex, multi-part plans to make work efficient and productive. If not in charge, they organize themselves for success. They want to determine success by some objective methods and often have contingency plans based on various probable consequences. Believing that everything can be efficiently put into an order, they readily notice when something is out of order or not functioning properly. Then they have an irresistible urge to take charge and put it in order. They structure and organize data and ideas in an easy-to-follow format and often suggest choices or establish methods for others to successfully attain goals and objectives. Controlling their impulses and objectifying personal feelings and emotional reactions are important to them so they can maintain a sense of order and control. They usually have a keen sense of time and just how much time something will take. They easily reorganize as they go to be sure they meet deadlines or stay within time boundaries. They trust empirical thinking, wanting to conform their thinking to what is observed as measurable facts. When something doesn't match the logic they see so clearly, they don't hesitate to challenge it.

Since extraverted Thinking is often the process that is most trusted, they may engage in it too much and use it in a dominating way. They can become overbearing in their logic or want to say, "Just get over it," or they can be quite rigid in their thinking and adherence to a system. Thus, others may think they don't care about them.

Support with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

Like a supportive parent, they are helpful by getting powerful insights into what is likely to happen, and they use that information to achieve goals. Sometimes they just know how things will turn out and what is going to happen in either a particular event, a relationship, or a larger organizational or world context. When considering future projects, they often get a sense that something is or is not going to happen, so they easily know which projects to put their efforts into. Often a whole solution to a problem will just present itself to them and they automatically know the steps it will take to reach the goal. When in touch with their intuition, they often immediately "see" a person's path and character with startling accuracy. They can give powerfully insightful advice. Sometimes, adapting may involve concealing or neglecting their intuitive gifts in order to better fit in and have their intuitions accepted.

Since introverted Intuiting is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times others may view them as intent on following the vision they have, closing off to new data so they can accomplish the vision. Under stress they may try to push through the solution they see without articulating the rationale or details. They can get caught up in analyzing intuitive insights, relying on a mystical guide or supernaturalism.

Find relief with extraverted Sensing (Se)

Experiencing and acting in the immediate context

Often they enjoy the tangible pleasures in life and may have a keen appreciation of how things look, feel, and taste. Orienting quickly to the external world, they easily notice relevant facts in the sea of data before them and are often automatically aware of where they and things

are in physical space. They often enjoy the thrill of action and physical experiences and may engage in opportunistic risk taking. They may enjoy recreation and sports if they decide they can be competent. They quickly catch on and with their strong minds make determined competitors. Physical skills are targeted for improvement, and learning to relax is more difficult.

When younger, they tend not to care much about their bodies or the physical world, preferring the imaginative life of the mind, and may feel awkward. As they mature, they find that they increasingly can stay in the physical moment. Getting in sync physically with people, things, and the overall environment comes more naturally—reading cues like facial expressions, testing the limits of what they can do, and quickly moving to take action to get an immediate result.

They can engage in extraverted Sensing in an unsettling and disruptive way at times. They can become distracted by irrelevant happenings around them and bring these up in conversation. They can also wind up wasting time and resources on indulging their senses or belatedly improving their health.

Aspire to introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

While they tend to have strong beliefs, they often don't examine those beliefs since they may be prone to ignore their feelings about what is personally important. They may adopt a simplistic belief system that they follow absolutely, seeing no distinctions in the varying worth of things. They can become convinced that their values are right for everyone. They want to contribute to something worthwhile that is greater than their own personal values and can be very loyal to what they believe in—believing strongly and working hard, donating time and energy toward the cause—be it an organizational effort, a family project, or a charity. Balancing loyalty to people versus loyalty to their beliefs can be hard. This is even harder when those close to them have not earned their respect through their own successes in life.

Over time, they become more tolerant of others' values and views as well as more emotion-laden expressions of those values. They may embrace more ambiguity, appreciate more the relative importance of things, and be less opinionated. This can involve acknowledging their own faults and confirming they are important to others. Later in life, they may tune in to what is really important to them and allow the feelings that go along with their values to be expressed and choose a quality of life that includes more than continual accomplishment and achievement.

They can become too engaged in this process and have angry outbursts or tears. If an outburst is public, they feel ashamed of themselves and regret their "loss of control."

The Shadow Processes

May be oppositional with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They can become stubborn about the models and principles they've adopted, categorizing everything simplistically and robotically following the principles. Yet they can be quite adept at seeing which principle is best suited to establish order in a given situation.

May immobilize with extraverted intuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They're often oblivious to unspoken potentials and get off track with inferences and interconnections. Yet at times they can magically tune in to and expose what is really going on in a situation, catalyzing change.

May trick with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They can cling to what they are used to. Under stress they tend to be deceived into repeating themselves, maybe in a ritualistic fashion. Yet at times they enjoy reviewing the past for lessons learned and the daily things that give life continuity. They may laugh at themselves for their emotional nostalgia.

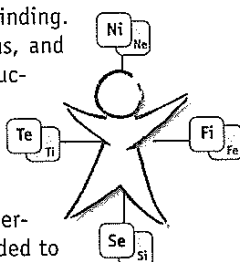
May become destructive with extraverted Feeling (Fe)

Connecting and considering others and the group

They're usually not concerned with how others feel about them and can be abrupt as they avoid self-disclosure and expressions of feelings that help people connect. When really stressed, they become convinced others don't appreciate or like them. Then they over-accommodate others' needs and feel put upon. Yet on occasion they can make personal connections and adjust to other people in ways that transform their daily lives.

INTJ | Conceptualizer Director

Theme is strategizing, envisioning, and masterminding. Talents lie in defining goals, creating detailed plans, and outlining contingencies. Devise strategy, give structure, establish complex plans to reach distant goals dictated by a strong vision of what is needed in the long run. Thrive on putting theories to work and are open to any and all ideas that can be integrated into the complex systems they seek to understand. Drive themselves hard to master what is needed to make progress toward goals.



Leading	Introverted iNtuiting (Ni)
Supporting	Extraverted Thinking (Te)
Relief	Introverted Feeling (Fi)
Aspirational	Extraverted Sensing (Se)
Opposing	Extraverted iNtuiting (Ne)
Critical Parent	Introverted Thinking (Ti)
Deceiving	Extraverted Feeling (Fe)
Devilish	Introverted Sensing (Si)

The Primary Processes

Lead with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

For them, life seems to be a process of “knowing” a lot without any prior or direct experience. Usually they are right or are on to something. Often they have a strong sense of the future and what is likely to happen and easily strategize to avoid negative effects and accomplish goals. They want to have anticipated far in advance how a situation will likely play out and work backward from that, often feeling certain that future changes will unfold in a certain way based on unseen trends and telling signs. When that sense of certainty is absent, it can be somewhat stressful for them. Frequently they get impressions and premonitions of the unexpected. Conceiving of novel ways to understand the universals of life usually comes easily to them, and they often gain profound realizations from meditative moments. They feel energized when dwelling on an image of future changes or a transformation and regularly use ideas and tools that transform how they and others understand existence. When they’ve found an application area for their ability to work out complex concepts or systems of thinking in a new way, they can move to a level of creating transcendent experiences or solutions that transcend problems.

Since introverted iNtuiting is often the most trusted process, they may engage in it too much and use it in a dominating way. They insist on following their vision and lose sight of the importance of getting others on board. Then others feel like they’ve been run over by a big truck going downhill. They may be so tied to the complex systems they see that they lose touch with the common person or common sense. Then others perceive them as too far “out there” to be taken seriously, and they get discouraged that progress isn’t happening.

Support with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

Like a supportive parent, they are helpful by solving problems by taking them apart and then systematically working on them. They have a good sense of the time something will take or which step they are on during a task and easily follow a straight line of reasoning to solve problems. They establish order and sequence for accomplishing their vision in such a way that the vision gets carried out. Organizing their time for optimal efficiency lets them accomplish a great deal. They structure and organize data and ideas in an easy-to-follow format and are quite skilled at seeing and explaining reasons for what’s observed. They prefer to conform their thinking to what is observed as a measurable fact when possible and prefer using external measures like time taken as a guide to organize their ideas. They value controlling their impulses and objectifying their personal feelings and emotional reactions so objectives can be accomplished.

Since extraverted Thinking is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times they may be viewed as fairly structured in how they perform a task and somewhat distant. Under stress, or when trying to solve a difficult problem/situation, they may become too tied to the system they’ve developed for doing things, becoming rigidly organized, aloof, and logical.

Find relief with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They can enjoy spending time on activities they think are worthwhile, such as volunteer work or studying, teaching, or writing about important issues. Often they feel strongly that something is good or bad. They work to make things come out right. They feel loyalty to a few people or projects and strive to focus on what is impor-

tant. As they experience the deep value of life's many moments, they start sorting and choosing beliefs to find what fits personally. This often involves reframing ideals from some broader perspective. From here they continually examine if choices match inner values and intent to better balance deep feelings of loyalty with an intense desire to follow what is important for their own growth or vision. This can seem selfish to others.

When younger, they tend to distrust values-based decisions, but as they grow, they listen more to their inner sense of right or wrong, authentic or phony. They may follow absolute ideals or a specific belief system. Concern about what is worth doing helps narrow down their wide vision to specific skills or projects to focus on. The result is certainty about the right path. They can be quite dedicated to what they believe is important, supporting a movement or organization and acting as a voice of reason within that group.

Engaging in introverted Feeling can be unsettling and disruptive at times. They may find themselves caught up believing in something that they thought they had been purely objective about. Or they can make strong value judgments and become self-righteous about beliefs, often not meaning it but enjoying the stress relief.

Aspire to extraverted Sensing (Se)

Experiencing and acting in the immediate context

While they want to know and understand how things really are and feel anchored in something "real," the tangible realities of life often overwhelm them. They can easily be overloaded with sensory stimulation and data, so they may gradually begin to allow themselves to follow exciting physical impulses or instincts. Eventually they may become drawn to seeking a variety of exciting experiences, which they learn to handle quite well in controlled doses. The more different kinds of experiences they have in life, the greater perspective and wisdom they will attain.

They often experience a strong desire to see the transformations they envision become a reality, making the imagination a tangible fact of life. At first they have no idea how to do this. They will seek out and ask for data about what is really going on so they can find ways to implement their visions. Making their visions real can become a strong driving force in their personality. At the same time, they start paying more attention to the physical world and their physical selves, looking for the mind and body to become one. They may exercise to exhaustion to reduce stress. They may even take great delight in physical activities and pay more attention to aesthetics and having a stylish "look."

They can become overly engaged in this process and overindulge in physical pleasures. Or they may get too locked in to the data of a situation and lose sight of the impressions that created the need for the data in the first place.

The Shadow Processes

May be oppositional with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They can become stubborn about responding to emerging information and locking on to a hidden meaning. Yet they can be quite good at times reading emerging trends, perceiving multiple interpretations of the current context, and going with the flow.

May immobilize with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They usually prefer not articulating operating principles and, when stressed, can become stuck in models and frameworks they have learned or adopted. Yet at times they can magically see how their models fit situations and problems they are dealing with.

May trick with extraverted Feeling (Fe)

Connecting and considering others and the group

They usually disregard others' opinions, valuing their independence. Under stress they may be deceived into over-addressing others' concerns and disappointed by a false sense of closeness. Yet at times they delight in learning to relate well to others. They may see the humorous side of their social mistakes.

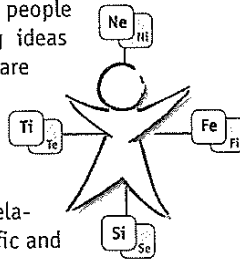
May become destructive with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They usually ignore the past and may find they lack a storehouse of data. They may get stuck in impressions of how things were and resist change. When really stressed, they may waste time reviewing the impact of the past. Yet on occasion they tap into a universal knowing of how things have always been that, when woven into the context of their work or lives, can transform.

ENTP | Explorer Inventor

Theme is inventing, finding ingenious solutions to people and technical problems. Talents lie in developing ideas into functional and innovative applications that are the first of their kind. Thrive on finding new ways to use theories to make systems more efficient and people better off. Hunger for new projects. Have faith in their ability to instantly come up with new approaches that will work. Engineers of human relationships and systems as well as in the more scientific and technological domains.



Leading	Extraverted iNtuiting (Ne)
Supporting	Introverted Thinking (Ti)
Relief	Extraverted Feeling (Fe)
Aspirational	Introverted Sensing (Si)
Opposing	Introverted iNtuiting (Ni)
Critical Parent	Extraverted Thinking (Te)
Deceiving	Introverted Feeling (Fi)
Devilish	Extraverted Sensing (Se)

The Primary Processes

Lead with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They tend to be aware of what is not being said and subtle nuances of meaning, often making remarkable inferences. They weave aspects of other, random contexts into the current situation and quickly entertain a wealth of possible interpretations when an idea presents itself. Experiencing a “knowing” or magical moment is a frequent occurrence for them. They trust brainstorming and what emerges and tend to float various potential, unrelated ideas just to see where they might lead. It seems they easily pluck an idea or analogy from an invisible flow drifting in the air. When engaged in a creative flow, they follow potential possibilities as they emerge in the moment and juggle many tangents, thoughts, and abstractions at once without focusing on one. They have a knack for bypassing conventional barriers, such as culture, generation, or class, that separate people. An explorer-like spirit comes automatically to them as they investigate and share ideas about life. At their best, they catalyze people and extemporaneously shape situations, easily spreading an atmosphere of change through emergent leadership.

Since extraverted iNtuiting is often their most trusted process, they may engage in it too much. They may over-do interpretations and read other people’s minds without checking out the accuracy of their interpretations. They can also get too fragmented with flights of ideas and want to continually make changes to incorporate their latest insights, not settling on any one long enough to see their ideas brought to fruition. And they may overrate the power of mental visioning—holding to a more interesting imagined state of affairs until hard reality demands consideration.

Support with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

Like a supportive parent, they are helpful when they solve problems by quickly analyzing a situation for the most expedient and efficient action to take. They figure out how a thing or a system works in order to fix or improve it. This may involve taking a problem apart, looking at it from different angles, and perhaps testing it to find leverage points that give maximum impact for minimum effort. Their mind automatically checks for logical inconsistencies. They can describe and explain things sparingly, getting to the essence of the issue or concept, and have little patience for perceived verbose, incoherent thinking. They tend to be skilled at troubleshooting challenging problems or technical puzzles, particularly those that come up in the moment and require a quick solution. They deal with complexity quickly and at times feel impatient, as they are very eager to start moving matters along and getting things done.

Since introverted Thinking is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times others may view them as somewhat arrogant and condescending, particularly when they see debate and analysis as a game to win. Under stress they may rigidly adhere to certain principles and models and what they see as logical and show impatience with discussion. And they can be critical and sharp-tongued regarding perceived failures, whether their own or others’.

Find relief with extraverted Feeling (Fe)

Connecting and considering others and the group

They can enjoy connecting with others, easily making social connections to get things done. They make people feel comfortable, giving them praise, and they feel the needs of other people and may take those on as their own. They may even feel pulled to be responsible for and take

care of others and jump to their rescue if they think other people have been mistreated or are in danger of some kind. They often ask about and share preferences and opinions as a way to connect. They desire the respect of others. Their diplomatic attempts may be misinterpreted as they respond to interpersonal politics. Mostly, others view them as friendly, enthusiastic, and interesting.

When younger, they tend to lack empathy and as they grow, they recognize and deal with the feelings of the people around them, such as getting control of their emotional reactions when others have slighted them. They can be more affected by others' opinions of them than they want to be. Over time, they learn to be more accommodating of others and say yes without searching so hard for some underlying strategy another person surely has.

Engaging in extraverted Feeling can be unsettling and disruptive. Even with experience, they may have difficulty expressing their caring—often they think they have communicated their feeling only to discover later others didn't hear it. And they may unsettle others with their easy connection and read of what is going on with another person or people in the group.

Aspire to introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

At times they may neglect the details of recordkeeping and thorough preparation, even though they want to be well prepared with all the data they need. Over time, they acquire the patience for careful data gathering and see value in following the work, ideas, and examples of others who have come before.

While they may not want to participate in traditions or other customary activities for the sameness of them, they often have a sense of nostalgia for how things were before, often with romantic notions. Similarly, they often desire some future life that is set, with conventional trap-pings, yet are drawn to novelty.

They can have a rich memory for detail—not noticing the details in the moment but being able to recall them later with specificity that surprises others. They enjoy sifting through and reliving various good memories. At the same time they will avoid situations in which thoughts of good times may be spoiled by less-pleasant repeats or discussions of those experiences because negative memories can exert a powerful influence on them in the present. Their recollections can seem incredibly real and convincing, even when highly inaccurate or fanciful.

They can become overly engaged in this process and get caught up in stockpiling goods and information so they are always prepared and avoid shortages. Similarly, they can over-prepare and get lost in the details. If they don't recognize the value of this process, they will likely disavow careful data collection. Their inability to settle can become a plague to themselves and others.

The Shadow Processes

May be oppositional with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They can become stubborn about their perceptions of how the future will be. For themselves, they may lock into a vision of something not happening. On the other hand, this process can provide profound insights about future trends.

May immobilize with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They can become quite critical and disgruntled about a lack of order, illogic, and inefficiency and tend to rebel against structure and schedules as time constraints. Yet at times they can almost magically bring order out of chaos.

May trick others with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They are usually not interested in issues of loyalty or adhering to beliefs. But under stress they tend to be deceived into accepting and rigidly following a belief system or what they personally think is important (or personally want), thinking that doing so will ensure success when it really won't. They may act childish with "I want" and "I don't like." Yet at times, they can take great delight in exploring belief systems.

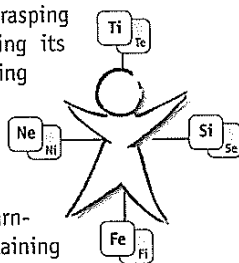
May become destructive with extraverted Sensing (Se)

Experiencing and acting in the immediate context

When really stressed they may get caught up in a binge of being in the physical moment. This can result in excessively seeking stimulation or following the urge to sleep or do nothing. They zero in on isolated details, hastily acting on them in a chaotic disjointed way. Yet on occasion they can really tune in to what's tangible, using the physical world to transform and change.

INTP | Designer Theorizer

Theme is designing and configuring. Talents lie in grasping the underlying principles of something and defining its essential qualities. Seek to define precisely and bring coherence to systems based on the pattern of organization that is naturally there. Easily notice inconsistencies. Enjoy elegant theories and models for their own sake and for use in solving technical and human problems. Interested in theorizing, analyzing, and learning. Thrive on exploring, understanding, and explaining how the world works.



Leading	Introverted Thinking (Ti)
Supporting	Extraverted iNtuiting (Ne)
Relief	Introverted Sensing (Si)
Aspirational	Extraverted Feeling (Fe)
Opposing	Extraverted Thinking (Te)
Critical Parent	Introverted iNtuiting (Ni)
Deceiving	Extraverted Sensing (Se)
Devilish	Introverted Feeling (Fi)

The Primary Processes

Lead with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They detach from interactions to analyze factors from various angles and leverage points. They are energized by analyzing challenging problems or technical puzzles. They approach a specific problem by applying principles and solve problems by quickly analyzing the situation for the most effective and long-term efficient action to take. Analyzing may involve figuring out how a thing or a system works in order to fix or improve it. They check for logical consistencies, clear definitions, and core theoretical principles that afford a deep understanding. They search for accurate words to describe and explain things sparingly, getting to the essence of the issue or concept. They value this clarity as much as precision and judge most endeavors as missing the mark here. When presented with new ideas or data, they analyze and critique them to eliminate what doesn't fit with a principle. They tend to apply knowledge from their area of expertise when asked to evaluate other subject areas. They tend to be skilled at stepping back, staying objective, and not over-reacting. Life decisions are preferably based on objective principles.

Since introverted Thinking is often the process that is most trusted, they may engage in it too much and use it in a dominating way. They can insist on fully analyzing a situation or problem and become overly critical. They may also rigidly adhere to certain principles and models of what they see is logical, shutting out data that doesn't fit. They can insist on complete accuracy and insist on being right. Others often view them as very critical as they critique first and forget to praise.

Support with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

Like a supportive parent, they are helpful by exploring a multitude of possible outcomes, options, and opportunities. When triggered by an idea or a problem to be solved, a flood of ideas may come to them. While these ideas are often interrelated and have a bearing on the situation, they often come from outside the immediate context. In fact, they will seek to relate isolated ideas to a larger context, and that often reframes a problem so a new solution is forthcoming. They enjoy looking for patterns and processes associated with how the universe functions, often using their imaginations to explore theoretical worlds. They enjoy interpreting the many possible meanings involved in a situation and generating hypotheses that can help uncover what is really going on, often making remarkable inferences. They strongly trust their imagination and ability to hypothesize to inform the universal nature and truth of their principles.

Since extraverted iNtuiting is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times they may get caught up in inferring people's needs before people have a chance to realize their own meanings. Others may see them as somewhat tentative, wanting to explore and sample many possibilities and not wanting to shut off options with potential. Under stress they may be too convinced of the accuracy of their interpretations or the efficacy of ideas based mainly on armchair hypothesizing.

Find relief with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They can enjoy activities like revisiting places they've been, ideas they've explored, and the history of their family, their organization, or even their culture. They

collect detailed information about what interests them and may devote time to researching the past to build on what others have already done. They may be drawn to collect memorabilia or keep extensive records of activities and interests. They recognize familiar subtle sensory elements such as tastes, aromas, and spellings. In the physical world, they take comfort in familiarity. They may even avoid or resist experiences, preferring to have new experiences match the old ones that were enjoyable.

When younger, they tend not to remember details or put much stock in expected results based on past experience. As they grow, they find they have acquired a rich storehouse of memories, and they become more likely to recall with accurate detail how something was before and to review the past for what lessons can be learned. They often go from avoiding participation in traditions and holidays to genuinely enjoying these.

Engaging introverted Sensing can be unsettling and disruptive at times. They can give too much detail or become too focused on reviewing the past, even if it is for lessons learned. Or they may end up collecting large quantities of items that give them comfort in their familiarity but clutter their physical lives.

Aspire to extraverted Feeling (Fe)

Connecting, considering others and the group.

They want to know the right words to say to make people feel comfortable or to influence them, but they often feel they're not as skilled at this as they would like. They may be pulled to feel responsible for and take care of others' feelings and are often very affected by others' opinions of them, especially those they admire and respect, yet at times they can be rather insensitive. When younger, they can be vexed by what they see as illogical emotional behavior from others, making relationships difficult to navigate. Their ability to use an observer point of view may give the impression they don't care. Yet remaining objective helps make them skilled group managers, if given effective "people tools."

Over time, social conventions and expected roles become easier, particularly when they find a framework of human behavior that doesn't expect others to be logical. Adhering to socially prescribed roles and engaging in chit-chat can be very taxing. They value social connections, and they make people feel comfortable by hosting and caretaking. They may become more comfortable self-disclosing their feelings, their values and opinions, and issues they have. Later in life, they may give the deserved praise, warmth, and respect to people's feelings and opinions that they might have inadvertently withheld before.

They can become overly engaged in this process and get overly sensitive about what others think of them and feel like no one likes them. Or they may get too attached to individuals, not seeing them objectively and continuing in the relationship longer than is workable. Too much strategizing of relationships and problem solving for others may be poorly received when not asked for.

The Shadow Processes

May be oppositional with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They can become stubborn about how things are organized and insistent on a very systematic approach to something. Yet they can be quite skilled at times with establishing order based on the principles they've recognized.

May immobilize with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They can put a damper on plans for the future with negative thoughts of how events will turn out. Yet at times they can magically have insights into a deep meaning or a strong, albeit nebulous, positive vision of a direction to take.

May trick with extraverted Sensing (Se)

Experiencing and acting in the immediate context

They can fool themselves and others by a misguided focus on the perceived "realities" of a situation. Under stress they tend to be deceived into taking impulsive action. Yet at times they get great joy in noticing and enjoying the physical world around them. They may laugh at their own lack of comfort dealing with the physical.

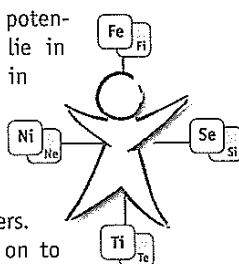
May become destructive with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They are usually slow to choose what is important to them. They may unconsciously act in congruence with limiting beliefs and misjudge the relative importance of things. When really stressed, they likely wind up spending money and time on things that are their undoing. Yet on occasion they tap into universal values that, when woven into the context of their lives can transform.

ENFJ | Envisioner Mentor

Theme is mentoring, leading people to achieve their potential and become more of who they are. Talents lie in empathizing with profound interpersonal insight and in influencing others to learn, grow, and develop. Lead using their exceptional communication skills, enthusiasm, and warmth to gain cooperation toward meeting the ideals they hold for the individual or the organization. Catalysts who draw out the best in others. Thrive on empathic connections. Frequently called on to help others with personal problems.



Leading	Extraverted Feeling (Fe)
Supporting	Introverted iNtuiting (Ni)
Relief	Extraverted Sensing (Se)
Aspirational	Introverted Thinking (Ti)
Opposing	Introverted Feeling (Fi)
Critical Parent	Extraverted iNtuiting (Ne)
Deceiving	Introverted Sensing (Si)
Devilish	Extraverted Thinking (Te)

The Primary Processes

Lead with extraverted Feeling (Fe)

Connecting and considering others and the group

They approach life by continually tuning in to the needs, wants, and desires of others and keying in on ways to help people grow and develop. Generally comfortable themselves in a wide range of interpersonal situations, they seem to know just what to say to people to make them feel worthy and okay about difficult situations. They take pride in creating a space where others can do their best and develop to their full potential. They often sustain a communal spirit by being a worthy ethical role model people respect and admire. They highly value honesty and find it hard to continue relationships otherwise, though they may see great purpose in nurturing someone to help them grow, even if sometimes that happens at their expense. Forming intimate, empathic connections with many people to meet their needs, they easily communicate personally to all persons in a group so they feel a sense of oneness. They recognize and adhere to shared values, feelings, and group norms to get along. Feeling an intimate oneness with others, they comfortably self-disclose feelings, values, and issues. They warmly give praise and respect to people's feelings and opinions and reciprocate appreciation, honoring the support others give them. When conflict arises, they often give many chances to make amends. Usually they just want their needs acknowledged and a genuine apology.

Since extraverted Feeling is often the process that is most trusted, they may engage in it too much and then use it in a dominating way. They can become overbearing in their assumptions about what others need and how they are feeling. Often feeling responsible to take care of others' feelings, they may lose themselves in the process of empathizing with what someone says and how much it means to them. They can also get caught up in mentoring someone to develop their potential when the person is not yet ready for that growth. Then others may feel smothered.

Support with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

Like a supportive parent, they are helpful by getting powerful insights into what is likely to happen, and they use that information to achieve goals and help others. Sometimes they just know how things will turn out and what is going to happen with either an individual, a relationship, or a larger organizational or world context. When considering the future, they often get a sense that something is or is not going to happen, so they easily know what to support and where to put their efforts. Often a whole solution to a problem will just present itself to them and they automatically know the way to take to reach the goal. When in touch with their intuition, they often immediately "see" a person's potential, path, and character with startlingly accuracy. They can give powerfully insightful advice. Sometimes, adapting may involve concealing or neglecting their intuitive gifts in order to better fit in and have their intuitions accepted.

Since introverted iNtuiting is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times others may view them as intent on following the vision they have, closing off to new data so they can accomplish the vision. Under stress they may try to push through the solution they see without articulating the reasons or the details. They can get caught up in analyzing intuitive insights, relying on a mystical guide or supernaturalism.

Find relief with extraverted Sensing (Se)

Experiencing and acting in the immediate context

Often they enjoy the tangible pleasures in life and may have a keen appreciation of how things look, feel, smell, and taste. Orienting quickly to others,

they easily get in sync physically with people and the things around them. They enjoy activities like singing and dancing, assuming they have some talent. And they easily engage in helping other people see opportunities for action among the rich variety of options and activities available. They really enjoy sharing the fun of recreation with others. Appearance is valued and they often do a lot to remain fit and attractive.

When younger, they tend not to care much about the physical world except to please others and engage in group activity. If they feel fit, they may freely follow exciting physical impulses or instincts and can enjoy the thrill of action and physical experiences. As they grow, they find exercise is their key to relaxing mental tension—one of the few ways they live in the here and now. They learn to feel physically connected to others without losing themselves in the process.

Engaging in extraverted Sensing can be unsettling and disruptive at times. They can become distracted by irrelevant happenings around them and bring these up in conversation. They can waste time and resources on indulging their senses or preserving a youthful image.

Often aspire to introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

While they want to objectively understand and appreciate others, they can be blindsided when the oneness they feel with others is unexpectedly broken or not reciprocated. Then they feel betrayed. Detached analysis, use of leverage points, and constant repositioning strike them as heartless. They aspire to “get things right” by having accurately understood and applied principles to their everyday interactions. This desire can lead to learning and knowledge seeking, often in service of developing others and realizing a vision.

Over time, they become less locked in to the personal connections they feel and can step back and analyze and classify the problems as problems rather than as dismissals of who they are and what they stand for. They find that such analysis can happen without jeopardizing connectedness and unity. Later in life, they may find that engaging in objective analysis can be enjoyable and see value in having logical consistency in thought. Then they are likely to help other people resolve interpersonal problems by taking different perspectives on the central issues at hand. For others and in their own lives, they open up to negotiating and finding compromises.

They can become too engaged in this process, feeling like they will never get it right, will never be accurate enough, and therefore are stupid. They can get obsessively caught up in a search for universal principles and truth. When they can't keep negative thoughts suppressed, they have outbursts of anger or blame that result in unwanted disconnection and discord in their relationships.

The Shadow Processes

May be oppositional with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They can become stubborn about values as they crusade for a particular cause, turning off people instead of mobilizing action. Yet they can be quite adept at seeing which causes are worth standing up for in a world full of wrongs that need to be set right.

May immobilize with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They can “read” inferences and interconnections about others that either are off base or, more often, when revealed, leave others unable to respond, countering growth. Yet at times they can magically tune in to what is really going on in a situation, catalyzing change.

May trick with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They can cling to what they are used to. Under stress they tend to fret about insecurity and be deceived by false promises of predictability. Yet at times they enjoy reviewing the past for lessons learned and the daily things that give life continuity. They may laugh at themselves for their emotional nostalgia.

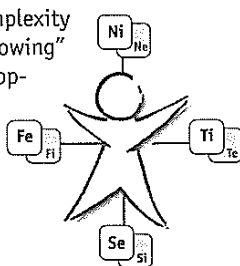
May become destructive with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They can over-organize to make others comfortable, forgetting why and neglecting other duties. When really stressed, they make subjective idiosyncratic logical arguments. When others attack their logic and miss their point, they lash out at the person's values rather than remain in dialog. Yet on occasion they organize so well that they truly meet others' needs, transforming the situation.

INFJ | Foreseer Developer

Theme is foresight. Use their insights to deal with complexity in issues and people, often with a strong sense of “knowing” before others know themselves. Talents lie in developing and guiding people. Trust their inspirations and visions, using them to help others. Thrive on helping others resolve deep personal and ethical dilemmas. Private and complex, they bring a quiet enthusiasm and industry to projects that are part of their vision.



Leading	Introverted iNtuiting (Ni)
Supporting	Extraverted Feeling (Fe)
Relief	Introverted Thinking (Ti)
Aspirational	Extraverted Sensing (Se)
Opposing	Extraverted iNtuiting (Ne)
Critical Parent	Introverted Feeling (Fi)
Deceiving	Extraverted Thinking (Te)
Devilish	Introverted Sensing (Si)

The Primary Processes

Lead with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

For them, life seems to be a process of “knowing” without any prior or direct experience. Usually they are right, although they may have a hard time finding words to explain to others how they know. Often they have a strong sense of their future and what is likely to happen, especially the effects on people. They struggle with how often people don’t listen to the implications they see. They want to have anticipated far in advance how a situation will likely play out, often feeling certain that future changes will unfold in a certain way based on unseen trends and telling signs. When that sense of certainty is absent, it can be somewhat stressful for them. Frequently they get many impressions and premonitions of the unexpected. Conceiving of symbolic or novel ways to understand universal truths usually comes easily to them, and they often gain profound realizations from meditative moments. They feel energized when dwelling on an image of future changes or a transformation and regularly use ideas and tools that transform how they and others understand existence. When allowed to be themselves, they often move to a level of creating transcendent experiences or solutions that transcend problems.

Since introverted iNtuiting is often the most trusted process, they may engage in it too much and use it in a dominating way. They insist on following their vision and lose sight of the importance of getting others on board. Then others feel like they’ve been run over by a big truck going downhill. They may be so tied to symbolic, archetypal, or mysterious meanings that they lose touch with the common person. Then others perceive them as too far “out there” to be taken seriously, and they get discouraged as no one listens.

Support with extraverted Feeling (Fe)

Connecting and considering others and the group

Like a supportive parent, they are helpful by tuning in to what is important to others and creating a sense of unity of purpose within a group. They recognize the importance of shared values to getting along. They often work to help a group—family, friends, team, work group, or organizations—adhere to their values. They easily empathize with what people say and how much it means to them, often feeling a sense of oneness with others. They easily take on what someone is feeling or thinking from that person’s point of view and feel pulled to be responsible for and to take care of others’ feelings, sometimes taking on others’ values. They recognize how important it is to not say something that will damage their relationships and find it easy to give—or withhold—praise, warmth, and respect to people’s feelings and opinions. They are often very aware of but rarely speak about the invisible energies that link together all human beings.

Since extraverted Feeling is likely to be a trusted process, they may engage in it in an overprotective and stunting way. They may seem quite sensitive to others’ words. Under stress they may take on others’ feelings and expectations and lose themselves in the process, over-accommodating the wishes of others or expressing their various displeasures. They may play favorites and insist on their subjective opinions and preferences.

Find relief with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They often like to learn theories, models, and frameworks, preferring to come to know these on their own, through their own inner analytical process, rather than being handed them. They can really enjoy analyzing, categorizing, naming, solving problems, and finding the ruling principles. With writing, they like ideas clearly

stated. They like to follow some frameworks to develop the architecture of a problem so it can be solved. This may involve noticing logical inconsistencies in statements and then diplomatically helping people see those inconsistencies. They also enjoy analyzing the rich mental images they experience, such as from dreams or symbols. They apply their intuitive problem-solving skills to help them name abstract impressions. With time, they can become incredibly adept at “naming” what they see happening in the social system, group, and circle of personal relationships around them.

When younger, they tend not to care much about objective analysis based on principles and models. They feel ideals, passion, and words of insight should be enough. As they grow, they find they have acquired a rich set of principles to draw on to solve problems they are interested in. These often begin as basic frameworks that evolve slowly over time into deep, universal principles. Wise quotations often help them on this journey of understanding.

Engaging in introverted Thinking can be unsettling and disruptive at times. They can give too much time to analysis and classifying. They may become rigidly critical when a principle they’ve adopted as truth isn’t followed by others or by themselves.

Aspire to extraverted Sensing (Se)

Experiencing and acting in the immediate context

While they want to know and understand how things really are and feel anchored in something “real,” the tangible realities of life often overwhelm them. They can easily be overloaded with sensory stimulation and data, so they gradually begin to allow themselves to follow exciting physical impulses or instincts. Eventually they may become drawn to seeking a variety of exciting experiences, which they learn to handle quite well in controlled doses. The more different kinds of experiences they have in life, the greater perspective and wisdom they will attain.

They often experience a strong desire to see the transformations they envision become a reality, making the imagination a tangible fact of life. At first they have no idea how to do this. They will seek out and ask for data about what is really going on so they can find ways to implement their visions. Making their visions real can become a strong driving force in their personality. At the same time, they start paying more attention to the physical world and their physical selves, looking for the mind and body to become one. They may get away to nature’s peace to reduce stress. They may even take great delight in physical activities and pay more attention to aesthetics and having a stylish “look.”

They can become overly engaged in this process and overindulge in physical pleasures. Or they may get too locked in to the data of a situation and lose sight of the impressions that created the need for the data in the first place.

The Shadow Processes

May be oppositional with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They can become stubborn about responding to emerging information and locking onto a hidden meaning. Yet they can be quite good at times reading emerging trends, perceiving multiple interpretations of the current context, and going with the flow.

May immobilize with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They can delay decision making by dwelling on conflicts in beliefs, getting critical, or feeling paralyzed. They can lock in to personal wants, bulldozing others. Yet at times they can magically tune in to what is really important and bring that to bear in a difficult situation.

May trick with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They can misguide themselves and others when organizing more efficient operations. Under stress they tend to spend unnecessary time establishing order. Yet at times they can enjoy systematizing or planning. They may laugh at how they neglect organization until they have to stop everything to fix it.

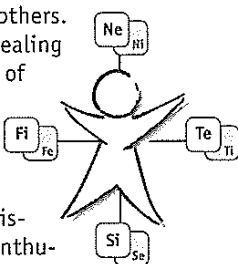
May become destructive with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They usually ignore the past and may find they lack a storehouse of data. They may get stuck in impressions of how things were and resist change. When really stressed, they may waste time reviewing the impact of the past. Yet on occasion they tap into a universal knowing of how things have always been that, when woven into the context of their work or lives, can transform.

ENFP | Discoverer Advocate

Theme is inspiration, both of themselves and others. Talents lie in grasping profound significance, revealing truths, and motivating others. Very perceptive of others' hidden motives and purposes. Interested in everything about individuals and their stories as long as they are genuine. Contagious enthusiasm for "causes" that further good and develop latent potential and the same zeal for disclosing dishonesty and inauthenticity. Frequently moved to enthusiastically communicate their "message."



Leading	Extraverted iNtuiting (Ne)
Supporting	Introverted Feeling (Fi)
Relief	Extraverted Thinking (Te)
Aspirational	Introverted Sensing (Si)
Opposing	Introverted iNtuiting (Ni)
Critical Parent	Extraverted Feeling (Fe)
Deceiving	Introverted Thinking (Ti)
Devilish	Extraverted Sensing (Se)

The Primary Processes

Lead with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

They tend to be aware of what is not being said and subtle nuances of meaning, often making remarkable inferences. They weave aspects of other, random contexts into the current situation and quickly entertain a wealth of possible interpretations when an idea presents itself. Experiencing a "knowing" or magical moment is a frequent occurrence for them. They trust brainstorming and what emerges and tend to float various potential, unrelated ideas just to see where they might lead. It seems they easily pluck an idea or metaphor from an invisible flow drifting in the air. When engaged in a creative flow, they follow potential possibilities as they emerge in the moment and juggle many tangents and abstractions at once without focusing on one. They have a knack for mirroring and imitating others, playing aspects of themselves in various relationships. This storytelling-like process comes automatically to them and feels natural as they explore life. At their best, they catalyze people and extemporaneously shape situations, easily spreading an atmosphere of change through emergent leadership.

Since extraverted iNtuiting is often their most trusted process, they may engage in it too much. They may over-do interpretations and read other people's minds without checking out the accuracy of their interpretations. They can also get too fragmented with flights of ideas or want to continually make changes to incorporate their latest insights, not settling on any one long enough to see their ideas brought to fruition. And they may overrate the power of wishful thinking—holding to a more interesting imagined state of affairs until hard reality demands consideration.

Support with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

Like a supportive parent, they are helpful when they key in on their values and stay with what's important to themselves and to other individuals. They get a "gut feeling" that something is good or bad and recognize what they want, what motivates them, or how they feel inside. They easily detect if someone's behavior is authentic or phony. They trust and stick with their personal belief system, staying focused on what they want for themselves or for others. Their deep caring, loyalty, enthusiasm, and myriad feelings for the people and issues they deem important are often communicated non-verbally in a way that attracts others. They may evaluate how a belief applies to them personally and continually examine their choices to see if they match their inner value system and intentions. Conventional notions of moral rules may be dismissed as inauthentic. They enjoy sharing silent moments, connecting with the realness of each person.

Since introverted Feeling is likely to be a trusted process, they may engage in it in an overprotective and stunting way. Others may view them as selfish. They seem to just do whatever they want. As they grow, they value patiently abiding others and life in general. Under stress they may rigidly evaluate someone or something as either completely good or bad—as if their options are black and white. Or they may rigidly adhere to certain values and beliefs and thus miss out on learning something new.

Find relief with extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

They can enjoy organizing data, space, or clutter to make life flow better. They notice when something is not functioning right. They usually know where they are in a pro-

cess. They trust empirical thought and want thinking to fit with what is observed as measurable facts. This may involve testing ideas. They can usually lay out reasonable explanations for decisions or conclusions made.

When younger, they may lack organization and can wander off task, forget the time, or miss steps. As they grow, time management, goal setting, and follow-through with longer-range plans is easier. They also begin to control their emotional reactions, taking the time to reason what's actually plausible and what consequences are probable. As they embrace logical reasoning, they may become over-confident when making up answers on the fly or may try to definitively prove something using logic. They may argue which interpretation of a situation is right, what organization or method will work correctly, or how to best build on something new. With time they also learn they can't say yes to every new and enchanting possibility that comes along.

Engaging in extraverted Thinking can be unsettling and disruptive at times. They may confuse objectivity with being blunt or one-up emotionally with others. Or they may compartmentalize interactions with others or sever participation.

Aspire to introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

At times they may neglect the details of recordkeeping and thorough preparation, even though they want to be well prepared with all the data they need. Over time, they acquire the patience for careful data gathering and see value in following the work, ideas, and examples of others who have come before.

While they may not want to participate in traditions or other customary activities for the sameness of them, they often have a sense of nostalgia for how things were before, often with romantic notions. Similarly, they often desire some future life that is set, with conventional trap-pings, yet are drawn to novelty.

They can have a rich memory for detail—not noticing the details in the moment but being able to recall them later with specificity that surprises others. They enjoy sifting through and reliving various good memories. At the same time they will avoid situations that might spoil a good memory with a bad revisit of the experience because of the powerful influence bad memories seem to exert on them in the present. Their recollections can seem incredibly real and convincing, even when highly inaccurate or fanciful.

They can become overly engaged in this process and get caught up in stockpiling goods and information so they are always prepared and avoid shortages. Similarly, they can over-prepare and get lost in the details. If they don't recognize the value of this process, then they will likely disavow careful data collection. Their inability to settle can become a plague to themselves and others.

The Shadow Processes

May be oppositional with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They can become stubborn about their perceptions of how the future will be. For themselves they may lock into a vision of something not happening. On the other hand, this process can provide profound insights about future trends.

May immobilize with extraverted Feeling (Fe)

Connecting and considering others and the group

They can become quite critical and disgruntled about the expectations and norms of the group to the point of completely disengaging and even rebelling. Yet at times they can magically connect with the group and move it to a new place.

May trick with introverted Thinking (Ti)

Analyzing, categorizing, and evaluating according to principles

They are usually not interested in identifying principles or categorizing, but under stress they tend to be deceived into engaging, accepting, and rigidly following selected principles, thinking that doing so will ensure success when it really won't. They may make statements or believe in ideas that are contradictory and illogical. Yet at times they can delight in exploring models and frameworks.

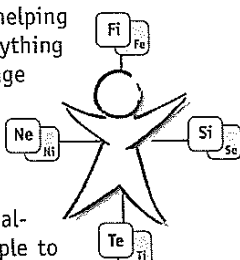
May become destructive with extraverted Sensing (Se)

Experiencing and acting in the immediate context

When really stressed they may get caught up in a binge of being in the physical moment. This can result in excessively seeking stimulation or following the urge to sleep or do nothing. They zero in on isolated details, hastily acting on them in a chaotic disjointed way. Yet on occasion they can really tune in to what's tangible, using the physical world to transform and change.

INFP | Harmonizer Clarifier

Theme is advocacy and integrity. Talents lie in helping people clarify issues, values, and identity. Support anything that allows the unfolding of the person. Encourage growth and development with quiet enthusiasm. Loyal advocates and champions, caring deeply about their causes and a few special people. Interested in contemplating life's mysteries, virtues, and vices in their search for wholeness. Thrive on healing conflicts, within and between, and taking people to the center of themselves.



Leading	Introverted Feeling (Fi)
Supporting	Extraverted iNtuiting (Ne)
Relief	Introverted Sensing (Si)
Aspirational	Extraverted Thinking (Te)
Opposing	Extraverted Feeling (Fe)
Critical Parent	Introverted iNtuiting (Ni)
Deceiving	Extraverted Sensing (Se)
Devilish	Introverted Thinking (Ti)

The Primary Processes

Lead with introverted Feeling (Fi)

Valuing and considering importance, beliefs, and worth

They continually weigh the universal worth or importance of everything. They approach life first from the point of view of what is really important and of value. It is as if they have a whole range of values in mind and see subtle distinctions in the relative worth of different actions, people, thoughts and feelings, groups, and causes. They continually examine choices to see if they match their inner value system and intent, often easily deciding if something is of significance and worth believing in. They mull over major choices, evaluating with deep intensity until they feel ready to make a decision. Where they place belief, it is one hundred percent. They trust their personal values, often adhering to an empowering identity. Often they get a "gut feeling" of how good or bad something is and easily detect how someone's behavior is authentic or phony. They have a tendency to identify and defend what someone truly needs, often empathizing with the underdog, and can patiently abide every individual for his or her unique path to happiness. They are often gifted at taking people to the center of themselves and patiently keep balancing the core issues of peace and conflict in life's situations.

Since introverted Feeling is often the process that is most trusted, they may engage in it too much and use it in a dominating way. They dig in their heels in support of an absolute ideal. They may also rigidly adhere to certain beliefs and values, perhaps ones that are reactionary against what's judged as wrong with the world around them, such as social injustice or unethical behavior. They can insist on complete devotion to the cause and on being pure and seem very critical when others don't live up to their high ideals.

Support with extraverted iNtuiting (Ne)

Interpreting situations and relationships and picking up meanings and interconnections to other contexts

Like a supportive parent, they are helpful by exploring a multitude of possible outcomes, options, and potentials for people. When triggered by an idea or a problem to be solved, a flood of ideas may come to them. While these ideas are often interrelated and have a bearing on the situation, they often come from outside the immediate context. In fact, they will seek to relate isolated ideas to a larger context, and that often reframes a problem so a new solution is forthcoming. They enjoy looking for patterns and themes associated with how people live life, often using their imaginations to explore fictional worlds. They enjoy interpreting the many possible meanings involved in a situation and generating hypotheses that can help uncover what is really going on, often making remarkable inferences. They strongly trust their imagination and ability to hypothesize to inform the global nature and purpose of their beliefs. They sometimes enjoy offering an idea to learn more about other values.

Since extraverted iNtuiting is likely to be a trusted process, they may engage in it in an overprotective and stunting way. At times they may get caught up in inferring people's needs before people have a chance to realize their own meanings. Others may see them as somewhat tentative, wanting to explore and sample many possibilities and not wanting to shut off options with potential. Under stress they may be too convinced of the accuracy of their interpretations or the efficacy of ideas based mainly on armchair hypothesizing.

Find relief with introverted Sensing (Si)

Reviewing and recalling past experiences and seeking detailed data

They often enjoy activities like revisiting places they've been, ideas they've explored, and the history of their family, their organization, or even their culture. They

collect detailed information about what interests them and may devote time to researching the past to build on what others have already done. They may be drawn to collect memorabilia or keep extensive records of activities and interests. They recognize familiar subtle sensory elements such as tastes, aromas, and spellings. In the physical world, they take comfort in familiarity. They may avoid or resist new experiences, preferring to have new experiences match the old ones that were enjoyable.

When younger, they tend not to remember details or put much stock in expected results based on past experience. As they grow, they find they have acquired a rich storehouse of memories, and they learn to recall with accurate detail how something was before and will likely review the past to see what lessons can be learned from it. They often go from avoiding participation in traditions and holidays to genuinely enjoying these.

Engaging introverted Sensing can be unsettling and disruptive at times. They can give too much detail or become too focused on reviewing the past and what's established as valid, even if it is for lessons learned. Or they may end up collecting endless quantities of miscellaneous items that give them comfort in their familiarity but clutter their physical lives.

Aspire to extraverted Thinking (Te)

Segmenting, organizing for efficiency, and systematizing

While they may be rather disorganized and struggle with structure and putting their lives in order, they want to be efficient and systematic. They often find adhering to schedules can be very taxing, but they know the importance of them. When they notice something is not functioning right, they may scold themselves for not being organized enough. Over time, using methods to better control their environment and lives becomes more important to them and they tend to pay more attention to sequencing actions and organizing time for optimal efficiency, actually enjoying organizing their space and time.

When they're younger, thinking through the multiplicity of real-life logical consequences that follow from holding to particular beliefs may not occur to them. As they grow, they begin to find it easier to think through a wide range of long-term consequences and prepare for them in advance in an objective manner.

They may conform their thinking to what is observed as a measurable fact and lay out reasonable explanations for decisions and conclusions made, although they may do so in an argumentative fashion that is counter to their usual easy-going manner. Later in life, they may be involved in building and maintaining a far-reaching organization.

They can become out of control with this process and become rigidly organized and dogmatic, too wedded to their logic and rationales to engage in true dialog. Then they become insensitive to others' responses and keep pushing for their stance.

The Shadow Processes

May be oppositional with extraverted Feeling (Fe)

Connecting and considering others and the group

They can become stubborn about how others affect them or resist being pulled into being responsible for others' feelings and choices. Yet at times they can be quite good at tuning in to and accommodating others' needs.

May immobilize with introverted iNtuiting (Ni)

Foreseeing implications, transformations, and likely effects

They can put a damper on plans for the future with negative thoughts of how events will turn out. Yet at times they can magically have insights into a deep meaning or a strong, albeit nebulous, positive vision of a direction to take.

May trick with extraverted Sensing (Se)

Experiencing and acting in the immediate context

They can fool themselves and others by a misguided focus on the perceived "realities" of a situation. Under stress they tend to be deceived into taking impulsive action. Yet at times they get great joy in noticing and enjoying the physical world around them. They may laugh at their own lack of comfort dealing with the physical.

May become destructive with introverted Thinking (Ti)


Analyzing, categorizing, and evaluating according to principles

They are usually unconcerned with definitions and logical consistency but may become caught up pointing out others' inconsistencies. They miss the fine distinctions between principles and dogmatically adhere to one they adopt whole. Yet on occasion they can tap into universal principles that can transform their daily lives.

The Communication Zone®

The Communication Zone is the zone in which communication *effectively* passes from one person to another. You cannot *not* communicate. Everything we do or don't do communicates something. Each of the cognitive processes is associated with different kinds of communication. Once you are aware of your own preferred processes, you can begin to notice how your preferences influence how and what you communicate. You can also identify how these preferences may be a source of misunderstanding and conflict.

Communication and problem solving occur in the context of relationships. When a problem exists, it is helpful to sort out the various ways people are different from each other and to find ways they can connect. The responsibility for the communication is on the person with a vested interest in the outcome of the communication. If that is you, then your task is to flex your communication, try to reach the other person where he or she is, and find a way to connect. In the end, it will be worth it!



Think back on a problem situation or a difficult communication. List your responses to the questions below, then use the following chart to identify which processes were at play in the communication.

What was the nature of the misunderstanding or miscommunication?

What did you say or do?

What did you not say but mean?

Which cognitive processes were you engaging in?

What did the other person say or do?

What did the other person not say but imply?

Which cognitive processes was the other person engaging in?

THE EIGHT COGNITIVE PROCESSES AND COMMUNICATION	
Se Experiencing, noticing, and acting on the physical world; scanning for visible reactions and relevant data. Being attracted to changing external events. Adapting and changing one's mind according to the situation. Focusing on facts. Asking lots of questions to get enough information to see the pattern. Responding to raw data. Using physical self-expression.	Te Segmenting, systematizing, applying logic, and monitoring for standards or specifications being met. Expressing thoughts directly, readily pointing out what has been left out or not done. Getting to the point efficiently and completing the task. Taking decisive action, which may be misread as closed-mindedness. Focusing on logic and criteria for setting up systems of organization.
Si Reviewing past experiences; clarifying, accumulating, and seeking detailed information and links to what is known. Being heavily influenced by prior experiences. Distrusting new information that doesn't match. Assuming an understanding of a situation because it resembles a prior one. Focusing on facts and stored data. Giving lots of specific, sequential details about something. Rating and making comparisons.	Ti Analyzing, categorizing, checking consistency with principles, and figuring out how something works. Defining principles, differences, and distinctions. Pointing out inconsistencies and critiquing inaccuracies with a framework in mind. Engaging in detached observation, which can be misread as dislike or disapproval. Not expressing thoughts unless illogic and inaccuracy are overwhelming. Focusing on identifying, analyzing, naming, and categorizing.
Ne Interpreting situations and relationships, picking up threads of meaning, and being drawn to change what is for what could possibly be. Being attracted to new ideas and possible realities. Holding different and even conflicting ideas, values, and meanings in mind at once. Assuming understanding of a meaning of something. Focusing on inferences and hypotheses. Extemporaneously connecting ideas, often from other contexts.	Fe Connecting; considering others, responding to their values and feelings, and monitoring for appropriateness or agreement. Expressing positive and negative feelings openly. Disclosing personal details to establish rapport. Pointing out how to attend to the needs of others and complaining when others are not considerate. Expressing warmth, caring and concern, and interest in others, which can be misread as suffocating or not attending to a task. Focusing on appropriateness and connectedness.
Ni Foreseeing implications, conceptualizing new ways of seeing things, and getting a sense or image of the future or of profound meaning. Being strongly influenced by a vision of what will be, which may involve an abstract, even vague understanding of complexities that seem difficult to explain. Focusing on a preconceived outcome or goal. Perhaps not articulating or even being aware of premises or assumptions behind envisioned implications. Describing implications and the final picture.	Fi Valuing, considering importance, and maintaining congruence between personal or universal values and behavior (one's own or the group's). Clarifying what is important. Pointing out contradictions and incongruities between actions and espoused values. Expressing quiet reserve, which is often misread as disconnection. Adamantly insisting on what is important or what is wanted or liked. Not expressing inner convictions unless important values are compromised.


Some Principles for More Effective Communication:

If you want to communicate effectively, you must start with understanding yourself and then move to the other person's perspective. Here are some hints for moving around in *The Communication Zone*®:

- In general, trust the leading role and supporting role processes (yours and others').
- Be alert to when you might be triggering someone to the negative side of the process and learn to shift to a different process.
- When you or others are stuck in a process, find a way to engage in the relief role process. This process often gives us "relief" from overdoing the other processes.
- When you want to consciously engage in an introverted process, you may need to set aside time to be alone. If you're in the middle of a conversation, call a break for a minute. When you want to consciously engage in an extraverted process, seek out others to dialog with to get you started.
- Be aware of when someone else needs reflection time and give her or him the space to do so. When he or she needs to stay engaged in the interaction, stay present in the interaction with the person.

Six Steps to Understanding The Communication Zone®

1. List your best-fit pattern of processes in the left column.
2. List the pattern of processes of the person in your problem situation in the right column.
3. Draw lines from your leading and supporting role processes to where those processes fall in their pattern.
4. Draw lines to show where the other person's leading and supporting role processes are in your pattern.
5. Draw a dotted line to show where you connect with your relief role processes.
6. Answer the questions below. *[Note: Where lines cross into the shadow area may pose challenges.]*

Roles of the Processes	Your Pattern of Processes -----	 the Communication Zone.	Their Pattern of Processes -----
+ Leading 1 st - Dominating			
+ Supporting 2 nd - Overprotective			
+ Relief 3 rd - Unsettling			
+ Aspirational 4 th - Projective			
- Opposing 5 th + Backup			
- Critical 6 th + Discovery			
- Deceiving 7 th + Comedic			
- Devilish 8 th + Transformative			

What do you like/dislike about the person? Review the descriptions of his or her cognitive processes.

Is what you like or dislike related to one of the person's preferred cognitive processes? If so, how can you be more accepting of and actually appreciate the person?

Is what you dislike a projection of your own blind spots? If so, seek to find some value in that aspect of the person, and allow yourself to be less proficient in that area.

Is what you admire in the person what you need to develop in yourself? Would this person make a good coach or role model for you?

Where Do You Go From Here?

Be Yourself

It is important to honor your preferences. The goal is not to develop all the processes equally well.

- Become aware of the kinds of information you tend to pay attention to and the kinds of information you tend to ignore.
- Become aware of the kind of decisions that you find easy to make and the kinds you tend to put off.
- Sometimes we may not have fully “owned” our preferences for a variety of reasons. If this applies to you, reclaim them. They are your strengths.

Be Appreciative

Acknowledge the value in other approaches. Make space for others to use their preferences, even if you are not inclined to process information their way. Doing so will help you work together better and also improve your mutual problem solving.

Be Adaptable

Notice when you’ve turned the volume up too loud and are overusing your preferences. Turn the volume down by engaging in activities that go with other processes.

Ask people who have processes different from yours to coach you on different behaviors so you can adapt to others.

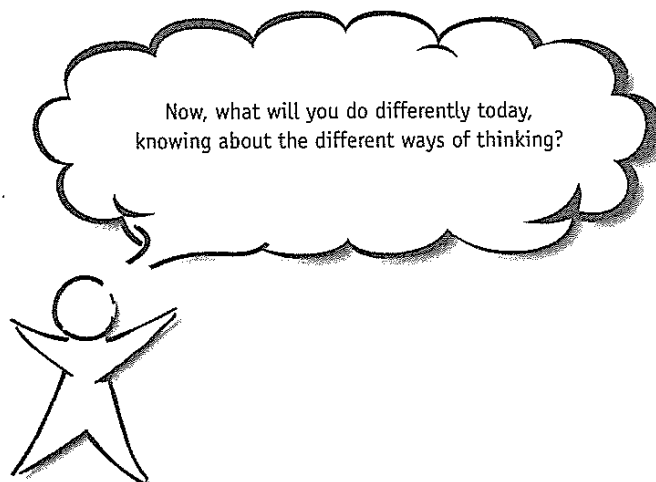
Be Unique

It is important for you to recognize that you are unique, even though you have preferences for the same processes as others. Remember, even though you share a best-fit type pattern with others, each of you is still unique. Celebrate your uniqueness while honoring your commonalities.

Be Open to Development

Development of our personality type is a lifelong process. Sometimes in order to develop, you have to risk letting go of something you are already good at and comfortable with. Remember that growth is a natural process, and while painful at times, it is worth the effort.

To help you with your growth process, find someone you admire who has the process you want to develop as a preferred process. Spend time with that person. Watch how he or she does things. Pretty soon, you’ll pick up some of the behaviors you are trying to develop.



Appendix A: Cracking the Code: Step by Step

What follows is a step-by-step process for converting the personality type code to the pattern of processes represented by that code.

1. Look at the last letter of the code. It tells you which one of the two middle letters is extraverted.

If it is J, then that tells you that the T or F in the code is used in the external world.

- TJ in the code indicates extraverted Thinking is the preferred process of judgment for that type pattern.
- FJ in the code indicates extraverted Feeling is the preferred process of judgment for that type pattern.

Some people say that J "points to" the letter just next to it.

If it is P, then that tells you that the S or N in the code is used in the external world.

- S_P in the code indicates extraverted Sensing is the preferred process of perception for that type pattern.
- N_P in the code indicates extraverted iNtuiting is the preferred process of perception for that type pattern.

Some people say that P "points to" the previous letter.

2. Now that you have determined which process is extraverted, know that the remaining middle letter in the code is introverted.

3. Now look at the first letter in the code.

If it is an E, then the extraverted process identified in step 1 is the leading role process (dominant).

If it is an I, then the introverted process identified in step 2 is the leading role process (dominant).

4. The other middle letter is the supporting role process (auxiliary).

5. The dichotomous opposite of the supporting role process will be the relief role process (tertiary).

6. The dichotomous opposite of the leading role process will be the aspirational role process (inferior).

7. To get the shadow processes, just take the hierarchical sequence of the primary processes and reverse the attitude (extraverted or introverted) of the process.

Steps	Example 1	Example 2	Example 3	Example 4
I. Note the processes (S, N, T, F) in your 4-letter code AND the processes not shown in your 4-letter code.	I N T J S F	E S T P N F	I N F P S T	E S F J N T
II. Identify your orientation to the external world. First, complete step 1 OR 2. 1. If your 4-letter code has a J—place an _e next to your T or F. 2. If your 4-letter code has a P—place an _e next to your S or N. Now, complete step 3 OR 4. 3. If your 4-letter code has T _e or F _e • put _i next to the S or N in your 4-letter code and • put _i next to the T or F not shown in your 4-letter code and • put _e next to the S or N not shown in your 4-letter code. 4. If your 4-letter code has S _e or N _e • put _i next to T or F in your 4-letter code and • put _i next to the S or N not shown in your 4-letter code and • put _e next to the T or F not shown in your 4-letter code.	I N T _e J S F I N _i T _e J S _e F _i	E S _e T P N F E S _e T _i P N _i F _e	I N _e F P S T I N _e F _i P S _i T _e	E S F _e J N T E S _i F _e J N _e T _i
III. Identify your dominant process. Complete step 1 OR 2. 1. If your 4-letter code has E—then your dominant process is the process with _e . 2. If your 4-letter code has I—then your dominant process is the process with _i .	I N _i T _e J S _e F _i	E S _e T _i P N _i F _e	I N _e F _i P S _i T _e	E S _i F _e J N _e T _i
IV. Identify your hierarchy of processes. Complete step 1 OR 2. 1. If your dominant process is T or F—your hierarchical sequence is counterclockwise starting from your dominant process. 2. If your dominant process is S or N—your hierarchical sequence is clockwise starting from your dominant process.	I N _i T _e J S _e F _i	E S _e T _i P N _i F _e	I N _e F _i P S _i T _e	E S _i F _e J N _e T _i

Essential Qualities of the Personality Patterns

by Linda V. Berens

The 16 Personality Types

(For a complete explanation of the sixteen personality types, see the References for *The 16 Personality Types: Descriptions for Self-Discovery*.)

Sixteen personality patterns have been observed over time from various perspectives and theoretical bases. Each of these patterns has a theme of its own.

The 16 Personality Type Patterns

Foreseer Developer	Harmonizer Clarifier	Planner Inspector	Protector Supporter
Envisioner Mentor	Discoverer Advocate	Implementor Supervisor	Facilitator Caretaker
Conceptualizer Director	Designer Theorizer	Analyzer Operator	Composer Producer
Strategist Mobilizer	Explorer Inventor	Promoter Executor	Motivator Presenter

Temperament, Interaction Styles, and Cognitive Dynamics. Each lens provides different information about personality. Sometimes it is useful to explore each lens on its own. Other times two lenses are used together for a more complete picture. The three lenses taken together give the fullest picture and provide the most information.

Temperament

(For a complete explanation of Temperament Theory, see the References for *Understanding Yourself and Others®: An Introduction to Temperament*.)

Temperament Theory is based in descriptions of behavior that go back over twenty-five centuries. It tells us the “why” of behavior, our motivators, and sources of deep psychological stress. Knowing our temperament patterns tells us our core needs and values as well as the talents we are more likely to be drawn to develop. Temperament gives us four broad themes in a pattern of core psychological needs, core values, talents, and behaviors—all of which are interrelated.

The four temperament patterns also have qualities in common with each other and can be described in those terms as well.

Abstract versus Concrete language—the way we tend to think about things and the way we use words. The Idealist and Rational patterns are characterized by abstract language with a focus on intangibles—concepts, ideas, implications, and meaning. People with these patterns as primary seek to know or explain the meaning of something that is not seen in order to access information that is not obvious. The Guardian and Artisan temperament patterns are characterized by concrete language with a focus on tangibles—experiences and observations. Those with these patterns seek to get or give useful concrete information to plan for the future or take action in the present.

Affiliative versus Pragmatic roles—the way we prefer to interact with others. The Idealist and Guardian patterns are more Affiliative in nature, with a focus on interdependence, human and group effectiveness, inclusion, agreement, and sanction. The Rational and Artisan patterns are more Pragmatic in nature with a focus on independence and operational effectiveness, self-determination, autonomous actions, and expedience.

The Four Temperament Patterns

	ABSTRACT	CONCRETE
AFFILIATIVE	IDEALIST ABSTRACT/AFFILIATIVE Meaning and Significance Unique Identity DIPLOMATIC —Clarifying, Unifying, Individualizing, and Inspiring	GUARDIAN CONCRETE/AFFILIATIVE Membership or Belonging Responsibility or Duty LOGISTICAL —Organizing, Facilitating, Checking, and Supporting
PRAGMATIC	RATIONAL ABSTRACT/PRAGMATIC Mastery and Self-Control Knowledge and Competence STRATEGIC —Engineering, Conceptualizing, Theorizing, and Coordinating	ARTISAN CONCRETE/PRAGMATIC Freedom to Act Ability to Make an Impact TACTICAL —Actions, Composing, Producing, and Motivating

Appendix B: Essential Qualities of the Personality Patterns

Another dimension not shown on the matrix is the focus on Structure versus Motive—where we focus our attention when interacting with others. The Rational and Guardian patterns are characterized by a focus on structure, order, and organization to gain a measure of control over life's problems and irregularities rather than be at the mercy of random forces. The Idealist and Artisan patterns are characterized by a focus on motives and why people do things in order to work with the people they are communicating with rather than trying to force them into a preconceived structure.

Of the three lenses, temperament is the broadest, and each temperament pattern describes the driving force of four of the sixteen types.

Interaction Styles

Interaction Styles is based on observable behavior patterns that are quite similar to the popular social styles models and DISC®. Interaction Styles tells us the “how” of our behavior. It refers to patterns of interaction that are both highly contextual and yet innate. Knowing our interaction style helps us locate interpersonal conflicts and situational energy drains. It gives us a map for greater flexibility in our interactions with others.

These four interaction style patterns are characterized by different interactional dynamics. Those dynamics are Directing/Informing and Initiating/Responding.

The *Directing* style has a time and task focus with a tendency to direct the actions of others to accomplish a task in accordance with deadlines, often by either telling or asking. Regarding motivations and process, the Directing style is explicit.

The opposite style is *Informing*, with a motivation and process focus. Using this style, people tend to give information in order to enroll others in the process. When a task needs to be accomplished, the Informing style engages others, describing outcomes and processes that can be used to complete the task.

Each style has its own best and appropriate use, and most people use both at different times but have more comfort with one.

Each of these patterns can also be further differentiated by another dimension—a preference for either *Initiating* interactions and a faster pace or for *Responding* to interactions and a slower pace. The four different interaction style patterns are shown in the matrix to the above right.

The Four Interaction Style Patterns

	DIRECTING	INFORMING
RESPONDING	<div>CHART-THE-COURSE DIRECTING/RESPONDING</div> <div>Push for a plan of action Keep the group on track Deliberate decisions Define the process focus</div>	<div>BEHIND-THE-SCENES INFORMING/RESPONDING</div> <div>Push for the best result Support the group's process Consultative decisions Understand the process focus</div>
INITIATING	<div>IN-CHARGE DIRECTING/INITIATING</div> <div>Push for completion Lead the group to the goal Quick decisions Results focus</div>	<div>GET-THINGS-GOING INFORMING/INITIATING</div> <div>Push for involvement Facilitate the group's process Enthusiastic decisions Interaction focus</div>

Cognitive Dynamics

(For a complete explanation of Cognitive Dynamics, see the reference for *Dynamics of Personality Type: Understanding and Applying Jung's Cognitive Processes*.)

Cognitive Dynamics is based in the Jungian theory from which psychological type instruments are derived. Each of the sixteen types has a theme based in a unique dynamic pattern of cognitive processes and their development. Knowing our innate tendencies to use these processes in certain ways can help us release blocks to our creativity and to effective communication. This model provides us the key to growth and development.

Using Psychological Type Instruments

In looking at how the models relate to the sixteen personality types, it is important to remember that the results of any instrument are just an artificial snapshot in time. Also, an instrument is not the theory. The results of an instrument are neither the whole of a theory nor the whole of a personality. This is why ethical and competent users of psychological type instruments follow the person-to-person feedback standards of self-selection and validation by the client. One must not assume the results of psychological type instruments are 100 percent accurate. They must always be validated through an exploratory process such as we describe in this book.

* We use *Sensing* and *Intuiting* to refer to mental processes rather than *Sensation* and *Intuition*, which refer to names of something. Our focus is on the activity, not the “type.”

How Do the Models Relate?

The temperament patterns (extended out to the four variations of each) meet Jung's theory at the level of the sixteen type patterns. The four-letter codes produced by psychological type instruments, when they are accurate and verified for individuals, match Keirsey's sixteen type patterns. While at first glance the matching process looks illogical, it occurs at a deep theoretical level when comparing Jung's and Kretschmer's original works. More importantly, it occurs on a descriptive, behavioral level. Following is the Temperament Matrix with the sixteen themes, the Interaction Styles, the four-letter personality type codes, and the type dynamics patterns represented by the type code. (The dominant is listed first, auxiliary second, tertiary third, and inferior fourth.)

The Temperament Matrix™

ABSTRACT

CONCRETE

Directing

Informing

Directing

Informing

AFFILIATIVE

Responding

**Foreseer
Developer**
Chart-the-Course
INFJ
N₁ F₁ T₁ S₁

**Harmonizer
Clarifier**
Behind-the-Scenes
INFP
F₁ N₁ S₁ T₁

**Planner
Inspector**
Chart-the-Course
ISTJ
S₁ T₁ F₁ N₁

**Protector
Supporter**
Behind-the-Scenes
ISFJ
S₁ F₁ T₁ N₁

IDEALIST

GUARDIAN

Initiating

**Envisioner
Mentor**
In-Charge
ENFJ
F₁ N₁ S₁ T₁

**Discoverer
Advocate**
Get-Things-Going
ENFP
N₁ F₁ T₁ S₁

**Implementor
Supervisor**
In-Charge
ESTJ
T₁ S₁ N₁ F₁

**Facilitator
Caretaker**
Get-Things-Going
ESFJ
F₁ S₁ N₁ T₁

PRAGMATIC

Responding

**Conceptualizer
Director**
Chart-the-Course
INTJ
N₁ T₁ F₁ S₁

**Designer
Theorizer**
Behind-the-Scenes
INTP
T₁ N₁ S₁ F₁

**Analyzer
Operator**
Chart-the-Course
ISTP
T₁ S₁ N₁ F₁

**Composer
Producer**
Behind-the-Scenes
ISFP
F₁ S₁ N₁ T₁

RATIONAL

ARTISAN

Initiating

**Strategist
Mobilizer**
In-Charge
ENTJ
T₁ N₁ S₁ F₁

**Explorer
Inventor**
Get-Things-Going
ENTP
N₁ T₁ F₁ S₁

**Promoter
Executor**
In-Charge
ESTP
S₁ T₁ F₁ N₁

**Motivator
Presenter**
Get-Things-Going
ESFP
S₁ F₁ T₁ N₁

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"...the understanding of type can make your perceptions clearer,
your judgments sounder, and your life closer to your heart's desire."
—Isabel Myers

The Understanding Yourself and Others® Series offers you powerful and insightful tools to help you achieve your professional and personal goals—whether you're the leader of an organization striving to build better teams or an individual wanting to better understand yourself and the people with whom you interact. The series presents the essential elements of personality through three overlapping and complementary models: temperament theory, interaction styles, and cognitive dynamics, all of which support systemic learning and application. Exploring these models helps answer questions about how and why we do what we do, and provides hands-on guidance through showing you potential paths for growth and development. The books in this series are written by experts and are based on proven methods for effective learning and application.

Like the reflections of trees on the water, descriptions of personality type patterns are merely reflections of the human patterns of life. Sometimes these patterns are easy to see in ourselves and in others. At other times we miss important aspects of these patterns because they fall in our blind spots and are in the shadow.

The personality type code devised by Isabel Myers can be a powerful tool for explaining individual differences. And while the type code embodies a simple presentation, it was meant to represent a whole personality pattern. We are more than the letters of the code or the sum of our preferences. Once we realize that we are dynamic and constantly developing, we are freer to step outside our natural pattern, bridge communication gaps, and follow our natural instincts for developing unexplored aspects of ourselves.



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Understanding Yourself and Others®: An Introduction to the Personality Type Code presents a first-of-its-kind look at the sixteen personality types and takes you deep into the richness of the patterns. You will explore the whole range of processes available to you for gathering information and for information as well as how they play out in your personality in both positive and negative ways.

