

# Introduction to Myers-Briggs® Type and Communication

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Second Edition





## About the Author

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## CONTENTS

Introduction	1
Communicating with Type in Mind	5
Communication Styles of the 16 Types	14
ISTJ	18
ISFJ	20
INFJ	22
INTJ	24
ISTP	26
ISFP	28
INFP	30
INTP	32
ESTP	34
ESFP	36
ENFP	38
ENTP	40
ESTJ	42
ESFJ	44
ENFJ	46
ENTJ	48
Communication and Type Dynamics	51
Seven Universal Communication Strategies	60

# Introduction

Communication is key to successful business and personal interactions. You communicate with others every day on many levels. However, you may not always take time to analyze how your natural ways of interacting affect others. Understanding, appreciating, and accommodating individual differences in communication style can enhance your ability to communicate. This communication advantage will increase your effectiveness as an employee, supervisor, trainer, coach, team member, entrepreneur, and/or leader.

This booklet begins by reviewing four pairs of preferences that form the basic components of 16 personality types. Made up of four letters, these 16 personality types have unique preferences for communicating. You will see how personality type is more than the sum of individual preferences. You will be introduced to the topics of type dynamics and development and will see the effect of a person's favorite process on his or her communication style. And, once you understand the building blocks of personality type and how they interact, you will be able to appreciate and accommodate communication differences.

## JUNG'S PERSONALITY TYPE FRAMEWORK

The personality type framework used in this booklet comes from the insights and writings of Carl Jung, as interpreted and developed by the work of Katharine Cook Briggs and Isabel Briggs Myers, creators of the *Myers-Briggs Type Indicator*® (MBTI®) assessment. Personality type is a nonjudgmental tool that looks at the strengths and gifts of individuals. Knowing your personality type will help you understand and apply your

personal preferences in a positive way and appreciate the preferences of others that are different from yours. You can then learn about and appreciate your natural communication style and adapt your style to communicate effectively with others.

## The Four Preference Pairs

The first step in understanding personality type is to determine the characteristic ways you prefer to direct and receive energy, take in information, decide and come to conclusions, and approach the outside world. The MBTI assessment identifies two opposite preferences in each of these four areas of personality, for a total of eight preferences. Each preference is represented by a letter. Although you use all of the preferences at least some of the time, you naturally prefer one in each pair to the other. By choosing one preference from each pair, you can discover your four-letter Myers-Briggs® type.

The four pairs of opposite preferences describe four different aspects of personality, as shown in the table on the next page.

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## THE FOUR MYERS-BRIGGS® PREFERENCE PAIRS

### The way you direct and receive energy

#### **e** **EXTRAVERSION**

People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.

#### **i** **INTROVERSION**

People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas and experiences.

### The way you take in information

#### **s** **SENSING**

People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.

#### **n** **INTUITION**

People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

### The way you decide and come to conclusions

#### **t** **THINKING**

People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth the primary goals.

#### **f** **FEELING**

People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.

### The way you approach the outside world

#### **j** **JUDGING**

People who prefer Judging typically come to conclusions quickly and want to move on, and take an organized, planned approach to the world.

#### **p** **PERCEIVING**

People who prefer Perceiving typically look for more information before coming to conclusions and take a spontaneous, flexible approach to the world.

It is essential that you don't use personality type to categorize, label, or limit yourself or others. The descriptions given here are general, so not all statements will apply to you or any other specific individual. They are provided as a guide to your self-assessment and understanding. The preferences you express and develop are greatly influenced by your situation and experiences. You may have disregarded your natural disposition and learned to use the skills and attributes of a different preference in order to be successful. You also may be at a point in your life where you need to or choose to develop preferences you have not used much in the past.

As described earlier, there are 16 possible four-letter combinations and thus 16 different personality types. However, personality type is more than the sum of

four preferences. A four-letter type not only shows how a person prefers to direct his or her energy and approach the outside world but also provides an order and pattern for how that individual takes in and evaluates information. From a four-letter type you can discern a person's favorite (first), second, third, and least favorite (fourth) way of processing information. As a result of these type dynamics, each of the 16 combinations of letters represents a unique way of relating to the world. Someone with an ISTP personality type will be quite different from someone with an ISTJ personality type, even though three of their four letters are the same. These dynamics are included in each of the upcoming 16 type descriptions and are explained in greater detail later in this booklet.

## HOW THE PREFERENCES INFLUENCE COMMUNICATION

### **e** **EXTRAVERSION** | "Let's talk this over."

#### Individuals with a preference for **Extraversion** tend to:

- Focus their energy and process information externally
- Dislike working on one thing for a long time, especially if they must do so on their own
- Learn and work best when able to share and discuss information with others
- Ask questions and think out loud during activities or while working through a decision
- Understand their world best by acting on it or talking about it

### **i** **INTROVERSION** | "I need to think about this."

#### Individuals with a preference for **Introversion** tend to:

- Focus their energy and process information internally
- Prefer quiet places to work and can work on one thing for a long time
- Learn and work best by having time to reflect and sort out information on their own
- Think before they speak or act; can be uncomfortable when asked to perform or respond on demand
- Downplay their strengths externally with the result that their abilities can often be underestimated

### **s** **SENSING** | "Just the facts, please."

#### Individuals with a preference for **Sensing** tend to:

- Focus on individual facts and details before seeing underlying patterns or whole concepts
- Be interested in the facts as they are known now and the practical realities of a situation
- Prefer information and tasks that are organized and presented in an orderly, sequential format
- Work at a steady pace
- Become impatient or frustrated with complicated or future-oriented tasks that may take a long time to complete
- Like having their senses engaged as they work; have an immediate and realistic focus

### **n** **INTUITION** | "I can see it all now."

#### Individuals with a preference for **Intuition** tend to:

- Focus first on what facts mean and how they fit together; see links, possibilities, and relationships
- Pay more attention to connections between and implications of facts than to facts and details alone
- Prefer information that is introduced with a big-picture overview; jump around between ideas and tasks
- Work in bursts of energy
- Become bored or impatient with tasks that require considerable focus on details, routines, or sequencing
- Like creating ideas and possibilities; have a future and change focus

### **t** **THINKING** | "Is this logical?"

#### Individuals with a preference for **Thinking** tend to:

- Evaluate situations by focusing on logic and analysis
- Be most influenced by objective data and cause-and-effect relationships
- Consider pros and cons of ideas, information, and opinions
- Make decisions based mainly on logic
- Prefer calm, objective interactions; often see work and private life as separate
- Spot flaws and provide constructive feedback

### **f** **FEELING** | "Will anyone be hurt?"

#### Individuals with a preference for **Feeling** tend to:

- Evaluate situations by focusing on relative value and personal factors
- Be most influenced by the effects that information and situations have on the people involved
- Consider personal impacts of ideas, information, and opinions
- Make subjective decisions that are based on their understanding of the needs, emotions, and feelings of the individuals involved
- Prefer support and encouragement; often want personal connections with co-workers
- Understand and appreciate others

### **j** **JUDGING** | "Just do something."

#### Individuals with a preference for **Judging** tend to:

- Make decisions as soon as possible so they can work toward goals, complete tasks, and move on
- Plan and structure activities; organize time and tasks
- Prefer to accomplish tasks and have closure
- Be tolerant of routines and structure
- Be uncomfortable with unplanned changes

### **p** **PERCEIVING** | "Let's wait and see."

#### Individuals with a preference for **Perceiving** tend to:

- Delay decisions so they can continue to gather information; like to keep their options open
- Act spontaneously and leave things to the last minute
- Prefer starting projects to following through with projects
- Be frustrated by rules, routines, and highly structured tasks
- Be open, flexible, and adaptable



# Communicating with Type in Mind

**As you communicate with others, it is important to remember that they may have different preferences than you do in the way they take in and evaluate information and the way they are oriented to the world around them. The following sections highlight some of the communication differences for each of the preference pairs.**

As you read through the preference pairs and communication examples, think of times when your preferences may have affected your interactions with others. By looking at the pairs individually, you can begin to develop your awareness, understanding, and appreciation of communication differences. Use the tips as a starting point for enhancing your communication. Later in the booklet we will explore how each preference pair interacts dynamically with the other preference pairs when people are communicating.



## EXTRAVERSION AND INTROVERSION IN COMMUNICATION

People who prefer Extraversion are energized by lively, enthusiastic discussions. Their conversation is rapid paced as individuals often interrupt each other to elaborate on and process thoughts. A wide range of new and interesting thoughts and ideas are quickly expressed and discussed. People who prefer Introversion are energized by quiet conversations with space for reflection. Their conversation pace is slower as they take time to formulate and build thoughts and ideas internally. These calm, carefully paced interactions provide a comfortable and energizing setting that allows time to think and then speak. The Extraverted conversation style provides little opportunity for Introverted individuals to reflect and then state their opinions. Because of their preference to think out loud, Extraverts may be surprised to hear that Introverts feel unable to contribute. The Extraverted perspective may be that the Introverts are holding out by not providing additional input that energizes the Extraverts.

### NO CUES MEANS BAD NEWS

An Extraverted employee was very enthusiastic at work and often came up with new ideas. However, when she tried to discuss these ideas with her Introverted manager she felt that they were dismissed or ignored. The manager was surprised to hear this feedback. He had listened carefully to her ideas and was thinking of ways to implement many of her suggestions. Sometimes, though, when the employee went into the manager's office, the manager was thinking about other things and was not ready to listen to or process the new information. The manager is learning to offer immediate feedback and use cues to show that he is listening and agreeing to the employee's ideas. The employee is respecting the manager's preferences by asking first if he has some time to talk rather than interrupting him by launching directly into her ideas.

When Introverts share an opinion, it typically has already been carefully evaluated and well thought out. Once they give their input, they are not likely to repeat or reinforce it. Extraverts, who tend to think out loud, may not give this opinion the consideration it deserves. Valuable contributions can get lost this way. Similarly, Introverts may put too much emphasis on what Extraverts say in the moment. This can cause communication problems until Introverts recognize that comments made by Extraverts

are not always well thought out. Still, even when they recognize this difference, it can be a challenge at times for Introverts to sort out what parts of the free-flowing exchange are important to Extraverts.

### DERAILING YOUR TRAIN OF THOUGHT

An Introverted project supervisor was working on a particularly complex project. His Extraverted manager regularly shared ideas to improve the project. These ideas were not always practical or well thought out. The project supervisor was unsure if he should rethink the project to incorporate these new ideas. Rather than engage in constant redesigning, to deal with this communication difference he approached his manager with his project plan and asked for feedback. The supervisor also discussed his need to understand when the manager was brainstorming casual suggestions rather than offering specific direction for change. By clarifying these points, the project supervisor was able to keep his project on track rather than feel derailed.

Communication differences can be especially pronounced in conflict situations. People who prefer Extraversion typically want to discuss and deal with conflict immediately, while people who prefer Introversion typically want to have some time and space to think issues through before voicing their opinions and potential solutions. As each demands something that the other doesn't prefer, the discomfort can escalate. Extraverted types can become impatient when they want to resolve matters and move on. They don't want to wait while Introverted types take time to process information internally. They may not provide the time and space the Introverted types need, further compounding the problem.

### IN YOUR FACE, GET SOME SPACE

An Extraverted employee was frustrated because his Introverted colleague withdrew and became uncommunicative when he tried to confront some work-related issues. The Introverted colleague defended her withdrawal by commenting that she was unable to offer her viewpoints because the frustrated co-worker was aggressive and overbearing. Both learned to accommodate the other's communication style. The Extraverted employee learned to state issues calmly and set a time in the future to discuss issues. This gave his Introverted colleague time to think about and prepare for a discussion. The Introverted employee learned to express her opinions more openly. The Extraverted colleague slowed the pace of the conversation so that his co-worker could process the information and formulate a response.

## EXTRAVERTE TYPES IN COMMUNICATION

"Let's talk this over."

### Communication Strengths

Are active, energetic, and enthusiastic  
Think on their feet  
Establish networks of contacts  
Have a broad range of interests  
Provide extensive information and feedback

### Communication Approach

Seek interactions and diversions  
Share thoughts freely in lively group discussions  
Can discuss a wide range of topics  
Change topics and opinions as a conversation progresses  
Think out loud  
Share ideas or information immediately  
Respond rapidly  
Talk more than listen  
Interrupt and may finish other people's sentences  
Ask lots of spur-of-the-moment questions

### How to Communicate with People Who Prefer Extraversion

Acknowledge that you are listening and use cues to show that you are preparing to respond  
Provide immediate feedback and verbal acknowledgment  
Express overt interest and enthusiasm: lean forward, nod, smile, and maintain eye contact  
If you need it, ask for time to think about something, then set a time to communicate  
Anticipate that they will want feedback and be prepared to share information right away  
Contribute to conversations by discussing topics you know well  
Talk person-to-person rather than communicating through writing  
Take the initiative to introduce yourself or start a conversation  
Deal with conflict and be willing to confront issues when they occur  
Remember that Extraverts often think out loud, so don't assume that what they say is well thought out

## INTROVERTED TYPES IN COMMUNICATION

"I need to think about this."

### Communication Strengths

Are a quiet and calming presence  
Respond carefully and thoughtfully  
Get to know a few people well  
Have in-depth knowledge about key areas of interest  
Listen to others without interrupting

### Communication Approach

Seek calm, quiet time to reflect  
Prefer one-to-one interactions  
Like to understand topics in depth  
Need time to think before changing perspectives  
Process information internally  
Prefer to have information ahead of time  
Wait for a pause before speaking  
Listen more than talk  
Are comfortable with silence  
Share well-thought-out ideas or questions

### How to Communicate with People Who Prefer Introversion

Let them finish their thoughts; don't interrupt them  
Think before speaking or let them know that you are thinking out loud  
Respect their need for privacy, build trust, and ensure confidentiality  
Choose a time and place to communicate with a minimum of distraction  
Speak slowly and calmly (without being condescending)  
Pause and wait for a response; don't jump in to fill silence, especially with small talk  
Have one-to-one conversations rather than communicating in a group setting  
Don't come across as imposing or demanding an immediate response  
Provide information ahead of time and allow time and space for processing  
When possible, provide written information that they can consider in their own time



## SENSING AND INTUITION IN COMMUNICATION

People who prefer intuition are drawn to change, get excited about doing things differently, and want to share their inspirational ideas. These ideas emerge as abstract concepts, often with incomplete details. Conversely, people who prefer Sensing may be skeptical of theoretical concepts and want to see concrete evidence that the theory will work. They want to hear and see specific factual information linked to what is happening right now and presented in a sequential or step-by-step format. They will ask practical questions and want the Intuitive types to describe the details or the specific steps. Intuitive types may see these questions as nitpicky, limiting, challenging, or demonstrating a lack of support. When Intuitive types are unable to ground ideas with facts and details, Sensing types will see Intuitive types' dreams and visions as unrealistic and impractical.

### HERE COMES CHANGE—DUCK!

An organizational effectiveness consultant commented that a group of employees she was working with were very resistant to change. She would create new initiatives, and the employees would mostly ignore them. After exploring personality type, the consultant discovered that while she preferred intuition, most of the group she was working with preferred Sensing. She had been using her Intuitive approach, presenting initiatives as wonderful new ideas for change. Using her knowledge of personality type, she went back to the group with a Sensing approach and asked for specific, concrete suggestions on how to improve the work environment. She received several practical suggestions, which she implemented in a step-by-step process. These changes were well received by the employees.

People who prefer intuition are future focused and tend to enjoy long-range, strategic planning and designing. People who prefer Sensing often find this long-range, strategic focus somewhat artificial and contrived. Sensing people trust what they know to be true from their experience and are hesitant to change how things are done, especially if the procedures currently in use are working well. As the intuitive people seek to change things, it will be important to ensure that the realities of the present situation are being considered.

## LOST IN THE POSSIBILITIES

A focus group was working on integrating a number of related practices within an existing system. The group, made up predominantly of Intuitive individuals, began to create a model of how these practices would interrelate. Over time, the group continued to generate increasingly complex models and schematics. The scope of the project was growing dramatically, and a major organizational overhaul was being conceptualized. Finally one of the Sensing people in the group came into a meeting with a list of computer programs, forms, and other tools used in each of the specific practice areas to refocus the group on the task at hand. Without the Sensing individual's input, the group likely would have continued to get lost in the possibilities.

People who prefer Intuition tend to enjoy using metaphors, analogies, and other abstract language. They often use theoretical words and concepts. People who prefer Sensing tend to speak in language that is literal and descriptive. These two ways of using language are quite different and can lead to misunderstandings that block effective communication.

## WHAT BOAT?

A Sensing employee was expressing her frustration with the use of analogies and metaphors by the Intuitive people in her organization. "I don't know why people keep talking about riding down the river in our boat and having to work together to steer our way through the raging rapids. There is no river, no boat, and no rapids. I know our organization is in serious trouble and we need to work together to survive, but I wish people would stop talking about raging water."

## SENSING TYPES IN COMMUNICATION

"Just the facts, please."

### Communication Strengths

Are anchored in current realities and common sense  
Are practical and realistic  
Are observant and attend to details  
Retain and learn best from experiences  
Immediately apply what is communicated

### Communication Approach

Seek facts, details, and concrete examples  
Link information to immediate applications  
Want specific plans and procedures  
Like step-by-step explanations  
Relate information to what has happened in the past or is happening now  
Prefer practical, plain language to symbols, metaphors, theory, or abstraction  
Focus on the here and now  
Don't trust long-term, strategic communications  
Trust what has already been tried and proven to be true  
Are comfortable with familiarity and practicality

### How to Communicate with People Who Prefer Sensing

Be practical and find ways to bring ideas down to earth  
Talk about how to immediately apply information  
Provide concrete examples to prove that ideas work  
Share your observations and experiences  
Present information sequentially and include relevant facts and details  
Show a plan and a procedure when initiating change  
Link new ideas to what is happening now  
Focus on and preserve what is working well  
Avoid extensive use of abstract metaphors and analogies  
Use words that relate to sensory and real-life images

## INTUITIVE TYPES IN COMMUNICATION

"I can see it all now."

### Communication Strengths

Are open to possibilities  
Anticipate and create change  
Are future oriented; see trends  
Link and integrate information  
Generate ideas

### Communication Approach

Want to know implications and relationships, not just facts  
Become bored or impatient with details  
Like to brainstorm or play with ideas and imagine what could be  
Focus on the future and long-term aspects and effects  
See patterns and understand the big picture  
Are stimulated by possibilities; seek to create, grasp, and share new ideas  
Use metaphors, analogies, and other forms of symbolic language  
In conversations, may jump across topics exploring links  
Trust and are eager to apply theories, models, and frameworks  
Don't like to be hampered by barriers or limits

### How to Communicate with People Who Prefer Intuition

Integrate and link concepts when sharing information  
Be open to possibilities that may initially seem far-fetched  
Offer alternative ideas and perspectives to stimulate their thoughts  
Provide an overview or thumbnail sketch before presenting details  
Be willing to brainstorm and generate ideas with them  
Share only as much detail as necessary to get your point across  
Discuss far-reaching implications and consequences of ideas or decisions  
Show how your ideas and decisions will create possibilities for the future  
Listen as they share their ideas, visions, and dreams for the future  
Help them test and strengthen their ideas by providing a reality check



## THINKING AND FEELING IN COMMUNICATION

People who prefer Thinking tend to make logic-based decisions, while people who prefer Feeling tend to decide using personal, subjective criteria. Thinking types, focused on results and the bottom line, may see those who prefer Feeling as too concerned with situational and personal factors. Feeling types, focused on considering the needs of the people involved, may see those who prefer Thinking as too impartial.

### WHAT IS VALUABLE?

An organization was considering closing an on-site day care service. A member with a preference for Thinking, who was a proponent of the closure, argued that providing child care was certainly not a core business competency for the organization. She also emphasized that the service was not generating revenue. These logical arguments did not impress the members who preferred Feeling, who saw the value of the day care measured in convenience and comfort for parents rather than in monetary terms. Considerable discussion ensued. Although the Feeling types did get the Thinking types to add personal impacts on parents to their decision-making criteria, in the end the Thinking types still disagreed about the relative worth of these factors.

Thinking people can become impatient with Feeling people's need to validate and support each other. Preferring to focus on tasks, Thinking individuals often find sharing personal information in the work setting unnecessary or even inappropriate. They may see telling personal stories and connecting on a personal level as a waste of time, detracting from the task at hand. Feeling types tend to enjoy these connections and are often most comfortable working with others when rapport and trust have been established. They want to know co-workers personally and are interested in understanding them.

### LET'S GET ON WITH IT

A Thinking individual expresses her struggle about attending meetings with a group of people who prefer Feeling. "They will spend half an hour trying to decide about an after-work social event. First they discuss whose house they should go to. Everyone considers how far each individual will have to drive and how convenient it is for each person. Then they begin to talk about who should bring what food. As the discussion turns to food preferences and allergies, I just want to tell them to get on with the meeting so I can go get some work done. However, I have learned to hold my tongue and bide my time because I know how important this collaborative discourse is to my peers."

Feeling types offer warm, supportive feedback that can be seen by those who prefer Thinking as insincere and overdone. People who prefer Feeling can interpret the clear, frank feedback given by Thinking types as harsh or critical. People who prefer Thinking are often independent and prefer to evaluate themselves rather than obtain feedback from others. The kind of feedback preferred also differs for Thinking and Feeling types. Thinking types are more likely to be interested in being acknowledged for their accomplishments and need less feedback along the way. Feeling types want to be appreciated for their efforts and like to receive lots of feedback on a regular basis.

### SEND ME LOVE LETTERS

An employee with a preference for Feeling worked for a manager who preferred Thinking. The employee would often go without feedback for long periods and usually would get feedback only if something was wrong. To better meet his needs for frequent and positive feedback, he began a routine of emailing his boss every Friday and briefly listing his accomplishments for the week. He would usually ask a question or seek some input. His boss then responded with comments. The employee felt much more connected and satisfied knowing that the feedback link was in place and active.

## THINKING TYPES IN COMMUNICATION

### "Is this logical?"

#### Communication Strengths

Assess situations and ideas impartially  
Provide honest, frank feedback  
Analyze, evaluate, and critique  
Are objective and principled  
Deal with situations in a direct and dispassionate manner

#### Communication Approach

Use logic and analysis to spot flaws or weaknesses  
Need to know why  
Prefer information that is presented objectively as a matter of fact  
Debate or challenge information  
List and consider pros and cons  
Create or use clearly defined criteria  
Trust competence and expertise  
Like competition and want to win  
Use precise and concise language  
Are task and goal focused

## FEELING TYPES IN COMMUNICATION

### "Will anyone be hurt?"

#### Communication Strengths

Empathize and develop rapport  
Can often see and appreciate others' perspectives  
Are supportive, nurturing, and interested in others  
Enjoy cooperating and collaborating  
Connect with others and create a harmonious environment

#### Communication Approach

Focus on situational and subjective beliefs and values  
See strengths and positive attributes  
Enjoy encouragement and positive feedback  
Share personal situations, case histories, stories, and examples  
Want to get to know someone personally  
Like making links to and connections with others  
Like collaboration and want to cooperate  
Are warm, supportive, expressive, and affirming  
Focus on positive atmosphere and harmony  
Are interested in people and their needs

## How to Communicate with People Who Prefer Thinking

Be calmly objective and demonstrate your competence  
Offer honest and frank corrective feedback as well as positive comments  
Detach from situations and view them logically and objectively  
Support your opinions with logical reasoning and clear thinking  
Avoid becoming emotional or passionate when discussing issues  
Be straightforward, reasonable, clear, precise, and concise  
Focus on tasks and objectives as well as on individuals involved in the situation  
Be prepared to sometimes engage in competitions, debates, or challenges  
Show cause-and-effect relationships and pros and cons  
Provide data and ideas only from credible information sources

## How to Communicate with People Who Prefer Feeling

Take time to get to know them and develop rapport  
Avoid critiquing and evaluating when you are listening  
Focus on people in the situation; find out what is valued and important  
Foster harmony and create a positive atmosphere and setting  
Be friendly and approachable; offer encouragement and support  
Provide corrective feedback selectively; do this gently and critique behaviors, not people  
Include personal needs as criteria in decision making; consider how people may be affected  
Connect first, then challenge later; find areas of agreement  
Be careful to acknowledge and not analyze others' feelings and values  
Create win-win solutions to problems



## JUDGING AND PERCEIVING IN COMMUNICATION

Because people who prefer Judging want to decide as soon as possible and people who prefer Perceiving want to continue to explore options, there is often tension during decision making. Those with a Judging preference tend to limit or come to conclusions about the options those with a Perceiving preference are offering. This stifles the latter's open-ended exploratory approach.

In a similar way, people with a preference for Judging often feel stifled or impatient when those who prefer Perceiving are not focused on evaluating, deciding, and moving ahead.

### MEETING MADNESS

During meetings, both the Judging and Perceiving types in one group were frustrated. They couldn't agree on when to make a decision on a topic and move on. Finally they began to code each meeting agenda item as information, discussion, or decision. This coding system made things clear to everyone. The people who preferred Judging were able to accept that no decisions were to be made on discussion items, and those who preferred Perceiving knew that they could use discussion time to share ideas. Similarly, those who preferred Judging were able to drive the decision items to closure.

The time frame for completing work can also create communication difficulties between Judging and Perceiving types. All competent people will complete tasks by a deadline. However, Perceiving types are likely to start a task just in time to complete it at the last minute, whereas Judging types are likely to start early and complete the task ahead of time. People with a Judging preference, being more time line and deadline focused, find it difficult to trust that those who prefer Perceiving will complete the task on time.

### WHAT IS THE DEADLINE?

One person with a preference for Judging explained how she worked on a number of projects with a Perceiving colleague. She found herself anxious because her part of the project depended on input from the Perceiving person. Several days before each due date, she would go to her Perceiving colleague and check to see how much progress had been made. Time after time, she found that nothing had been started. To lessen her stress over deadlines, she started giving the Perceiving person artificial deadlines ahead of actual due dates. This strategy worked for a short time, but it backfired when the Perceiving person figured out the discrepancy between the two dates and felt manipulated. Learning about personality type helped the two accept each other's work styles. Thereafter, the Perceiving colleague was careful to have the deliverable ready exactly when it was expected for the Judging colleague, and the person preferring Judging learned to accept and trust her Perceiving colleague's last-minute work style.

People who prefer Judging like to plan and organize projects in a systematic manner. This structure makes it easier for them to accomplish individual tasks and move forward. People who prefer Perceiving often approach a project in a more emergent way, starting at one point and deciding what to do next as they move forward. They will not necessarily complete tasks in any particular order, and if they plan at all they may create a general overview of tasks rather than a structured and orderly path forward. This can create stress when Judging and Perceiving individuals need to work together to complete a project.

### NEVER THE SAME WAY TWICE

A corporate trainer with a Perceiving preference was asked by his manager, who prefers Judging, to create a training guide for a weeklong program he was offering. The training guide was to include specific objectives and step-by-step activities. The trainer was unable to comply with this request because he tended to adapt and customize his course according to the skills gaps and needs of each group he worked with. As a compromise, he created a list of measurable learning objectives and included a number of possible activities and tentative schedules.

## JUDGING TYPES IN COMMUNICATION

**"Just do something."**

### Communication Strengths

- Are decisive
- Share decisions, then move ahead
- Are organized and efficient communicators
- Are task and goal focused
- Provide clear expectations and time lines

### Communication Approach

- Reach conclusions quickly, make decisions, and provide closure
- Establish clear expectations, time lines, and objectives
- Are punctual and expect others to be on time
- Communicate well-defined assignments and consequences
- Like organized and efficient communications
- Prefer structured and scheduled interactions
- Are uncomfortable with open-ended, free-flowing discussions
- Like to have some control and set limits
- Want to have information ahead of time, especially if it is needed to complete tasks
- Expect to receive input from others within scheduled time lines

### How to Communicate with People Who Prefer Judging

- Set and follow a schedule
- Offer conclusions and your rationale to facilitate decision making.
- Be willing to make a decision and move forward
- Share information in a structured and organized way
- Avoid sharing too many open-ended options; focus on what is most important
- Negotiate specific time lines and deadlines
- Consistently meet commitments; show up on time and deliver results
- Provide clear roles and expectations when assigning tasks
- Make and follow through with plans
- Avoid adding unexpected tasks or options to a project, especially at the last minute

## PERCEIVING TYPES IN COMMUNICATION

**"Let's wait and see."**

### Communication Strengths

- Are flexible and adaptable
- Respond to the situation as needed
- Are open to new information
- Generate and consider a wide range of options
- Take an easygoing approach to change

### Communication Approach

- Seek new information and explore options
- Include lots of data and ideas in the decision-making process
- Have a flexible, spontaneous, and unstructured communication style
- Are open to responding to unexpected requests or opportunities
- Can postpone decisions or make tentative decisions that can change
- Seek input from others exactly when they need it
- Feel boxed in if immediate decisions are requested
- Ask questions and provide options
- Prefer open-ended discussions and language to conclusive statements
- See opportunity in interruptions and diversions

### How to Communicate with People Who Prefer Perceiving

- Provide lots of information before expecting them to decide
- Give them time to explore without coming to a conclusion or plans
- Accept that they will want to make changes to schedules or plans
- Be willing to approach situations in a spontaneous way
- Establish mutual time lines and deadlines rather than trying to direct them
- Check to ensure that you are not making conclusions when speaking
- Describe situations rather than evaluating them
- Consider multiple options and ask questions to gather information
- Be willing to take initial steps without making a complete plan
- Be open to accommodating unexpected opportunities



# Communication Styles of the 16 Types

**Effective communication helps you express yourself and understand others' perspectives. It also allows you to give and receive feedback, resolve conflicts, share key information about how to do a task, and build relationships. Communication is a vehicle for understanding the interests, goals, dreams, and values of others. It also keeps people informed. This is particularly important in our rapidly changing world. When people are facing change and are unsure of the facts, they will fill in missing information with rumor and speculation.**

## UNDERSTANDING COMMUNICATION STYLES THROUGH TYPE

Effective communication results from a combination of factors. First, you must be able to listen to and understand the perspectives of others. Then you must communicate the information people want and need in a way that encourages them to listen. However, different people want to hear and listen to different things. Understanding personality type can help you make sense of some of these differences. As you read through the communication styles of the 16 types in this chapter, first check out the "Communication Highlights" and "At First Glance" sections to get a snapshot of each type's communication style. Then read through the remaining sections to get a better understanding.

### What People Want to Hear

Don't assume that people want to hear what you have to say in the way you want to say it. Communicating effectively with all types of people means presenting different kinds and amounts of information in different ways.

For example, people who prefer to take in practical information (people who prefer Sensing) like to hear facts relevant to their current situation. Sensing types who also have a preference for Judging may want to hear those facts in depth, with details and step-by-step procedures. Alternatively, those who prefer Intuition as a way of taking in information can tune out and be impatient with facts. The more detailed the description of the facts, the more difficult it may be for them to listen. They may need to hear an overview of the information before the facts will become relevant for them.

There are many other examples that highlight the differences in what people want to hear. Some people are drawn to personal stories, while others want to be convinced by logic. Some want conclusions and a focus on "how to," while others want to explore options and consider possibilities. Calm, reasonable communications attract some people, while other people are drawn to outward enthusiasm. The communication style descriptions highlight these differences. Use this information to customize your interactions and maximize the chance that your message will be heard.

### How People Express Themselves

To communicate effectively, you must let others know your thoughts, feelings, and needs. People express themselves in quite different ways, and it is important to acknowledge and accommodate this aspect of communication style as well.

We all need to find a balance between meeting our own needs and those of others. Some people may find it challenging to state their needs and perspectives up front. Others find it easy to express their views and are naturally assertive, sometimes to the point of seeming aggressive or domineering. These individuals may need to tone down their self-expression to be more considerate of others' needs. As you read your

communication style description, consider how assertive you are and how you can accommodate the needs of others. Also consider the situation and importance of the communication. Choose wisely when and where to assert yourself and when to be more accommodating.

In addition to assertiveness, there are other aspects of expression. For example, one person may be focused on tasks, solutions, and taking action, while another is focused on people, possibilities, and exploration. As the first person is forming conclusions and plans, the second one may still want to create more options. This situation can be frustrating if the individuals involved don't recognize their preferences or understand the processing differences between them. As you read the communication style descriptions, you can see the unique ways people with different personality types express themselves.

### How People Prefer to Give and Receive Feedback

Another significant communication difference is related to how people prefer to give and receive feedback. One main difference is between people with a Thinking preference and people with a Feeling preference. People who prefer Thinking tend to most easily give corrective feedback, and those who prefer Feeling tend to be more comfortable giving positive feedback.

As you read through the communication style descriptions, note how each type prefers to give and receive feedback. You will naturally be more comfortable offering either critiques or compliments. Continue offering the feedback you are naturally inclined to give while learning to incorporate more of the other kind. Consider who you are giving feedback to and adjust your natural style accordingly.

Both corrective and positive feedback are essential learning tools in the workplace. You can accept and learn from both kinds no matter what your personality preferences are.

If you are naturally supportive and encouraging, remember that some types can interpret this as contrived and insincere. Assess whether you need to focus more on details, competencies, or results when you make your positive comments to individuals of different types. Be sure to critique as well as compliment. Critical and corrective feedback is essential for behavior change, and all people require it if they are to learn and develop.

If you are naturally inclined to spot flaws and offer improvements, remember that some types can take this form of feedback personally. Continue to offer feedback, but frame your comments in a way that others can more easily accept. Be sure to compliment as well as critique.

### Interpersonal Focus

At work, some people are more interested in establishing interpersonal relationships than others are. For example, those who prefer Thinking tend to make a clear division between their work and personal lives. They generally want to focus on tasks rather than build personal relationships with co-workers. In contrast, people who prefer Feeling often want to get to know co-workers personally.

As well, people who prefer Extraversion are often highly sociable and want to interact often with others, while those who prefer Introversion prefer to work without frequent social interruptions. Dealing with (or not dealing with) personal issues and conflict at work is another area in which people differ. Some people are hesitant to deal with conflict directly, even though it may be affecting their work performance. Others may want to confront and explore interpersonal problems.

Since people are looking for different kinds and depths of interactions at work, there can be misunderstanding in this area. Read through the different communication styles to see how people of different types view and deal with interpersonal relationships. Then customize your interactions to meet your communication needs as well as the needs of the people you work with.

## COMMUNICATION IN THE WORKPLACE

As shown in the following sections, in the workplace there are a number of specific contexts in which effective communication is especially important. Depending on your role within an organization, some sections may be more applicable to your situation.

### Communicating as a Leader

Effective communication is a key component of leadership. As a leader it is your responsibility to ensure that lines of communication remain open. Expectations must be communicated to employees so that they



clearly understand their roles and responsibilities. Many performance issues result from a disconnection between what the employee sees as important to focus on and what the leader sees as important. Having open discussions to clarify priorities and expected results is essential to ensure that employees know what is expected of them. As roles and responsibilities are defined, remember that some people prefer more details and specifics than others.

Consider individual differences as you are clarifying roles. When you are contemplating how to present expectations to employees, be sure to carefully consider the points listed in the "What They Want to Hear" section of the communication style descriptions. When your organization is not able to provide what employees prefer, your challenge is to find ways to compensate to enhance the employees' comfort level. As well, you can coach employees to move outside of their comfort zone to better meet work expectations. For example, an ISTJ or ISFJ may need to respond in a flexible way to rapidly changing situations to perform well in his role, yet you may not be able to provide specific procedures or solutions that would help him manage change. You can, however, provide or have the employee create a series of general steps or guidelines. In this case, linking your expectations to a specific tool or strategy may be very helpful to the employee. A second employee in the same situation, for example, an ISTP or INTP, may want autonomy to make decisions in a flexible manner. She may not seek or appreciate a specific change management tool. As long as you are clear about the outcomes you are looking for, she will be able to manage the situations in her own way.

Similarly, it is critical that leaders provide feedback to inform employees of any performance issues as well as to share information about organizational changes and challenges. Different employees will want different kinds and amounts of information, so be sure to take their personality types into account. Whenever possible, work toward sharing and clarifying information rather than controlling it. The "Giving/Receiving Feedback" and "Interpersonal Focus" sections of the communication style descriptions will help you understand how your employees prefer to receive feedback.

## Communicating with Teams

As with any interpersonal interaction, teamwork requires time and energy. You need to know who you are working with and understand their characteristic work preferences. Effective working relationships result from a combination of being aware of, acknowledging, understanding, appreciating, and accommodating these individual differences. However, this processing must be done in a timely and effective manner to respect the ongoing pressure to meet business needs. Every team must find a balance between the needs of the individuals on the team and the need of the team to deliver results and accomplish tasks and goals. What is essential is to understand the individuals within each team and find ways to use each person's strengths effectively. The "Do" and "Don't" sections of the communication style descriptions offer quick tips for understanding and communicating with team members of different types.

## Communicating with Your Manager

In a perfect world, every manager would understand individual differences and have well-developed communication skills. However, in reality, individuals in charge often have a specific way of seeing things. Your task is to understand your manager's approach and present things in a way that will make sense to him or her. Learn your manager's preferences and then carefully read the communication style description for that personality type. Use this information to customize your interactions with your manager. For example, if your manager is a logical decision maker, he or she is not likely to be swayed by an argument based on personal values and situational factors. Learn to modify your style to present information in ways that are likely to resonate well with your manager. If your manager is receptive, perhaps take time to explain your preferences and find ways to use your similarities and differences constructively.

## Communication and Conflict

Personality differences can cause conflict. Even when they are not the cause, they can make conflict more difficult to resolve. Although most people know how to communicate effectively, this knowledge can seem to almost disappear during times of stress and conflict. Personality differences

can become exaggerated and characteristic ways of responding can seem especially irritating.

In a conflict situation, it is important to remember to use basic communication skills. As you go about resolving the conflict, be sure to keep in mind the preferences of the other people involved. For example, if you are in conflict with someone who prefers Introversions, don't interrupt him when he is speaking. Do provide an opportunity for him to organize and think about his response to your point of view. Before starting the conflict resolution process, take time to carefully read about that person's preferences in the communication style descriptions. Approach the situation with his preferences as well as your preferences in mind. Bringing

out these communication differences may also help manage the conflict. This is a time to especially watch out for and avoid stereotyping, labeling, or judging personality differences. Ideally, by acknowledging communication differences you can move past them and start to focus on resolving issues.

Whatever your communication situation, interactions can always be enhanced if you take the time to understand the communication styles of the people you are interacting with. When you are tuned in to these individual differences, you can more effectively share your opinions, understand other perspectives, solve problems, and resolve difficulties.



**istj**  
RESPONSIBLE  
REALIST

**Introversion**  
**Sensing**  
**Thinking**  
**Judging**

**Type Dynamics**

**S<sub>i</sub> First**  
Inwardly taking in and assimilating relevant information

**T<sub>e</sub> Second**  
Outwardly logically decisive, focused on accomplishing tasks

**F Third**  
As they mature, place more importance on personal impacts of decisions

**N<sub>e</sub> Fourth**  
Developmental challenge is seeking and acting on untested ideas



**Why reinvent the wheel?**

**Communication Highlights**

- Straightforward, practical, logical, and efficient
- Independent, self-sufficient, and self-reliant
- Focused on facts, details, and results
- Trust and remember information gained from experience
- In-depth knowledge and a wealth of specialized information

**At First Glance**

- Task oriented, independent, decisive, and matter-of-fact
- Take time to consider and weigh the information before deciding
- Hold firmly to their choice and maintain the status quo
- Loyal, reliable, determined, persistent, and conscientious
- Implement decisions and follow through

**What They Want to Hear**

- Exactly what is expected of them
- Clear feedback and step-by-step procedures
- Detailed facts and information relevant to their situation
- Specific information gained from experience
- Logical and factual evidence; accurate and organized

**When Expressing Themselves**

- No-nonsense, practical, logical, and efficient
- Focused on the task at hand
- Straightforward; centered on conclusions, results, and offering direction
- Give and expect others to follow exact directions
- Break complex information into small, detailed pieces

**Giving/Receiving Feedback**

- Direct and to the point
- Clear and matter-of-fact
- Specific, detailed information
- Exacting, specific standards
- Spot flaws and give more corrective than positive feedback

**Interpersonal Focus**

- Task focused; can see personal issues as detracting from the task at hand
- Strive to accomplish tasks more than to understand or appreciate others
- Not tuned in to emotional undertones; can seem abrupt or detached
- Private; unlikely to share personal information
- Dislike small talk; may not work toward developing rapport

**COMMUNICATING EFFECTIVELY WITH ISTJs**

**Do**

- Come across as calm, reasonable, and competent
- Be frank, honest, direct, and focused on results
- Present information in a logical, objective, step-by-step, systematic manner
- Share clear directions, expectations, measurable objectives and benchmarks
- Provide comprehensive, detailed information as far ahead as possible
- Present accurate, precise data and expect analysis and questions
- Allow uninterrupted time for analysis before expecting a response or decision
- Provide practical information with immediate applications
- Focus on one thing at a time in a concrete, realistic manner
- Link new information to what is already known and trusted from experience

**Don't**

- Focus on emotional or personal communications at work
- Expect them to change their mind quickly or give an immediate response
- Surprise them or introduce change without providing a practical, logical rationale
- Expect them to do something unless it makes sense and has an implementation plan
- Come across as overly excited about or enamored of an idea or concept
- Be wordy, theoretical, or abstract, or introduce ideas without supporting details
- Focus extensively on long-term consequences or advantages
- Give them vague directions or share only part of the information
- Expect them to take a quick look at or overview something
- Interpret their need to question and critique as personal criticism

**Communication Tips for ISTJs**

- Balance your practical, task-focused approach with consideration of the needs and situations of the people involved. Make a conscious effort to develop rapport and connect with others.
- Check how others are feeling, especially when giving feedback. Balance corrective feedback with positive feedback, especially when working with Feeling types.
- Remain open-minded and listen without judgment to other perspectives, even if they initially seem unreasonable. Be open to new ideas and possibilities. Link new information to what you already know.
- Don't be hesitant to try something new when someone suggests it. Develop patience for interruptions and changes in plans.
- Summarize information and relate it to the bigger picture. Move beyond how things are now being done to imagine better alternatives. Show patience when others ask for your input on defining and building new systems and processes.
- Remember that many people seek harmony and personal relationships with their co-workers. Develop patience for the sharing of personal information by others. Listen empathetically without offering solutions.
- Attend to and acknowledge personal responses and avoid coming across as blunt, detached, or impersonal. Take time to work out conflicts and deal with personal issues at work. Be willing to express your feelings and share your viewpoint.



# Introversion Sensing Feeling Judging

## Type Dynamics

**S<sub>i</sub> First**  
Inwardly taking in and assimilating personally important data

**F<sub>e</sub> Second**  
Outwardly decisive, collaborative, sensitive to others' needs

**T Third**  
As they mature, assess situations more objectively

**N<sub>e</sub> Fourth**  
Developmental challenge is seeking and acting on new ideas



## Don't rock the boat.

### Communication Highlights

- Unassuming, helpful, sensitive, considerate, and thoughtful
- Collaborative; work behind the scenes to accomplish group goals
- Focused on facts and details; assimilate a wealth of specialized information
- Contribute their share and expect others to be responsible and reliable
- Trust information gained from direct personal experience

### At First Glance

- Loyal, quiet, cooperative, and supportive
- Considerate of the needs and situations of others
- Take time to consider the situation carefully before making a decision
- Respect traditions and conventions; take relationships and responsibilities seriously
- Determined and persistent; once their mind is made up, not likely to change it

### When Expressing Themselves

- Listen more than speak; don't communicate a great deal about themselves
- Find it hard to summarize something or explain it quickly
- Share information when there is a practical or helpful reason to do so
- Are not likely to talk about their achievements or promote their own ideas
- Enjoy dealing with people on a one-to-one basis

### Giving/Receiving Feedback

- Eager to please, concerned for others
- Discouraged if people are taken for granted
- Offer quiet support and encouragement to others
- Find it difficult to deal with conflict or confrontation and thus tend to avoid it
- Express their disappointments indirectly rather than speaking up assertively

### Interpersonal Focus

- Establish personal relationships on a one-to-one basis
- Go out of their way to help someone in trouble or distress
- Demonstrate their concern for others through actions rather than words
- React rather than initiate action
- Seek privacy; can be reserved and uncomfortable in social situations

### What They Want to Hear

- Positive feedback, appreciation for their contributions
- Clear expectations, roles, and responsibilities
- Collaborative rather than competitive language
- Details and in-depth, step-by-step explanations
- Stories and examples based on real people and situations

## COMMUNICATING EFFECTIVELY WITH ISFJs

### Do

- Be considerate, affirming, and supportive; give positive feedback
- Show immediate applications of and uses for information
- Provide specific, detailed information as far ahead as possible
- Allow uninterrupted time so they can produce a thoughtful response or decision
- Be accurate and precise; focus on one thing at a time
- Be concrete and realistic; let them know exactly what is expected of them
- Assure them that you are confident in their ability to achieve results
- Link new information to personal experience and to what they already know and trust
- Be organized and thorough in your explanations
- Present information in a helpful, friendly, step-by-step, systematic manner

### Don't

- Come across as critical or judgmental
- Expect them to change their mind quickly or give an immediate response
- Surprise them or introduce changes without providing an implementation plan
- Expect them to do something unless it makes things better for the people involved
- Expect them to be excited about or enamored of a vague idea, concept, or theory
- Focus extensively on long-term consequences or advantages
- Give them vague directions or share only part of the information
- Expect them to take a quick look at or overview something
- Introduce broad overviews or ideas without details or practical applications
- Expect or ask for immediate buy-in for a new idea

## Communication Tips for ISFJs

- Express your needs to others and say no when it is unrealistic for you to take on any additional responsibilities.
- Since harmony is important to you, you may find it unpleasant to deal with interpersonal issues and conflict. Express yourself directly. Present your viewpoint in a logical, reasonable way and be careful not to interpret feedback as personal criticism.
- Remember that too many details can overwhelm some people. When presenting information to others, be sure to summarize and relate it to the big picture.
- Use your natural strengths to clearly define what is working well and broaden your perspective to include long-term improvements for processes as well as people.
- Remain open-minded and listen without judgment to other perspectives, even if they initially seem unfair. Use active-listening skills to show that you are thinking about what others are saying and strive to understand rather than respond personally to situations.
- Be open to new ideas and possibilities. Don't be hesitant to try something new when someone suggests it. Develop patience for interruptions and changes in plans.
- Share your accomplishments with others. It is important to promote your perspectives and ideas. Otherwise, you may miss out on opportunities or rewards you deserve.



**infj**

INSIGHTFUL  
VISIONARY

**Introversion**  
**Intuition**  
**Feeling**  
**Judging**

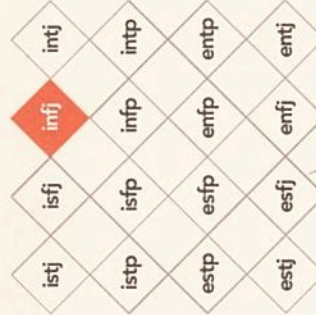
**Type Dynamics**

**Ni First**  
Inwardly focused on integrating ideas to benefit people

**Fe Second**  
Outwardly decisive, collaborative, and considerate

**T Third**  
As they mature, assess situations more objectively

**Se Fourth**  
Developmental challenge is acting on immediate realities



**There's more to it than meets the eye.**

**Communication Highlights**

- Quietly supportive, encouraging, and affirming; seek harmony and connections
- Seek purpose and meaning; align their actions to a humanistic goal of action
- Link values, ideas, people, and action to make a collaborative plan
- See human potential and opportunities for growth for themselves and others
- Provide long-term vision and future-focused, innovative ideas

**At First Glance**

- Appear private and cautious; share insights only with people they trust
- Quietly inspiring and careful to understand and affirm others' values
- Need quiet, uninterrupted time to conceptualize ideas and process connections
- Organize people and resources to get a job done in a personal, caring way
- Strive to meet their own high standards; hesitant to share ideas before they are perfected

**What They Want to Hear**

- Long-term possibilities, especially for developing human potential
- Connections and common ground; quality and depth of relationships are important to them
- Thinking outside the box using metaphors, symbols, and other abstract language
- Collaboration, cooperation, and accommodation; nurturing, supportive language
- In-depth, personal, one-to-one discussions in an environment of trust

**When Expressing Themselves**

- Seek to help or educate people and present ideas in a personally meaningful context
- When trust is established, express themselves and enjoy receiving support
- Find it difficult at times to incorporate others' feedback since they have already come to a well-thought-out conclusion
- Reframe questions or interpret situations from alternative perspectives
- If their values are challenged, can be very insistent, firm-minded, and unyielding

**Giving/Receiving Feedback**

- Value genuine and honest self-expression; quick to see posturing or insincerity
- Like to be validated and appreciated and will do the same for others
- If they are not supported, may withdraw from contact with others
- Find it hard to deal with people who are critical, blunt, or impersonal
- Dislike giving or receiving critical feedback; can take corrective feedback personally if it is not offered gently.

**Interpersonal Focus**

- Learn about, appreciate, and use people's special talents and skills
- Sensitive to others' moods and feelings; put effort into resolving opposing positions
- Motivate, validate, and quietly influence others
- May not always express their own needs, feelings, or personal concerns
- Put significant energy into developing bonds; selective about including others

**COMMUNICATING EFFECTIVELY WITH INFJs**

**Do**

- Be sincere, genuine, affirming, appreciative, and supportive
- Recognize their values and contribution and listen carefully to their insights
- Give them broad, conceptual information and quiet, uninterrupted time to process it
- Relate facts and details to ideals and possibilities; show how people will be affected
- Share your vision and highlight ideas and insights
- Share your values and the personal meaning behind the data
- Use abstract language and be willing to think outside the box
- Show them alternative perspectives
- Give feedback as early as possible when working on projects or making plans
- Present complex challenges that will be meaningful and valuable

**Don't**

- Come across as critical or judgmental
- Expect them to change their mind quickly or give an immediate response
- Surprise them or introduce change without providing an overview and rationale
- Share only part of the information or ask them to take a quick look at something
- Provide feedback when they have completed planning or are implementing a project
- Focus on unimportant details or routine matters
- Expect or ask for immediate buy-in for a new idea
- Tell them specifics or give them details about how to do something
- Focus on the logical implications at the expense of the people and values involved
- Concentrate mainly on the short-term, immediate situation

**Communication Tips for INFJs**

- Focus on meeting your needs as well as the needs of others. Set and define your limitations and avoid taking responsibility for other people's roles. Delegate details and ask for help.
- Carefully balance time spent with others with time to reflect so you don't become overwhelmed. Make sure to schedule personal breaks during long periods of intense interaction.
- Avoid presenting your beliefs in an emotional, passionate, or moralistic way.
- Present information in a sequential, logical order and show pros and cons. Then anticipate and prepare for questions and feedback.
- Remember that others may not like metaphors or other forms of abstract language. Explain your thoughts in practical language and share immediate applications. |
- Don't avoid giving corrective feedback. People need this to develop. Be careful not to interpret the corrective feedback you get from others as personal criticism.
- Share your thoughts with others and incorporate feedback earlier in your thinking process. Include a stage in your process for taking in other perspectives and creating opportunities to collaborate and cooperate.



# Introversion Intuition Thinking Judging

## Type Dynamics

### Ni First

Inwardly focused on integrating ideas and improving systems

### Te Second

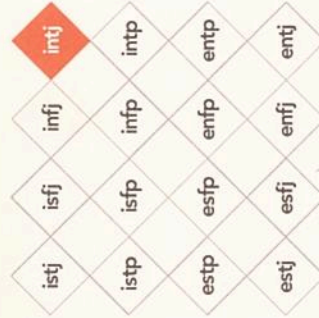
Outwardly logically decisive, focused on accomplishing goals

### F Third

As they mature, assess situations more personally

### Se Fourth

Developmental challenge is acting on immediate realities



## A picture is worth a thousand words.

### Communication Highlights

- Calm, decisive, firm-minded, task oriented, effective, and efficient
- Future and idea focused; broad systems-thinking approach
- Use and trust logical analysis for mental mapping and planning
- Provide vision; consider innovative possibilities and far-reaching solutions
- Independent and self-reliant; initially keep ideas and insights to themselves

### At First Glance

- Quiet, reserved, and somewhat detached; need time alone to conceptualize
- Critically analyze, question, and challenge everything before they accept it
- Comfortable leading others but less interested in closely supervising people
- Offer advice and a solution rather than explore options
- Complete tasks themselves rather than take the time to explain them to someone else

### When Expressing Themselves

- Offer brisk, to-the-point communications that focus on tasks and goals
- Communicate through ideas and questions
- Look for new ideas and strategies to solve ongoing or recurring problems
- May not explain their actions; may complete tasks without notifying others
- Impatient when others don't immediately understand their visions and insights

### Giving/Receiving Feedback

- Self-reliant and critical of themselves and others
- Direct, matter-of-fact, and to the point
- Spot flaws and give more corrective than positive feedback
- Have high expectations of competence for themselves and others
- Not always open to feedback, especially once they have thought something through

### Interpersonal Focus

- Impatient with the tedious job of explaining their elaborate models to others
- Can be insightful about others' needs and situations but may not show it
- More task oriented than people oriented; need a logical reason to show empathy or appreciation
- Not drawn to developing rapport; find small talk and social niceties tedious
- Avoid dealing with personal issues and interpersonal conflict

### What They Want to Hear

- Ideas shared with select people judged competent and knowledgeable
- A thorough explanation of how and why things work
- Long-term implications and strategic plans
- Complex, theoretical, abstract ideas
- Input from others, mostly in the formative stage of their plan

## COMMUNICATING EFFECTIVELY WITH INTJs

### Do

- Be frank, honest, direct, and focused on results and competencies
- Provide personal space and opportunities to work independently
- Communicate measurable objectives and benchmarks but not how-to directions
- Give information and then time to process it before expecting a response or decision
- Expect them to critique and question information
- Provide information logically and objectively
- Present complex challenges; be willing to think abstractly and outside the box
- Reward their results and appreciate their competence and insight
- Share broad, future-focused overviews in an organized, systematic manner
- Give feedback as early as possible when working on projects or making plans

### Don't

- Focus on emotional or personal communications at work
- Expect them to change their mind quickly or give an immediate response
- Surprise them or introduce change without providing an overview and rationale
- Share only part of the information or ask them to take a quick look at something
- Provide feedback when they have completed planning or are implementing a project
- Focus on unimportant details or routine matters
- Tell them specifics or give them details about how to do something
- Focus mainly on the short-term, immediate situation
- Share details without an overview or conceptual framework
- Interpret their need to question and critique as personal criticism

## Communication Tips for INTJs

- Share your thoughts with others and incorporate feedback. The earlier you do this in your thinking process, the easier it will be.
- Add value to your ideas by grounding them in facts and details and seeing their immediate applications and implications. Seek practical input from others.
- When explaining your ideas, provide concrete, practical links and avoid arguing semantics and abstract points at length.
- Check how others are feeling, especially when giving feedback. Balance corrective feedback with positive feedback, especially when working with Feeling types.
- Develop patience for the sharing of personal information by others. Attend to and acknowledge these personal responses and avoid coming across as blunt, detached, or impersonal.
- Listen empathetically without offering solutions. Strive to understand personal situations rather than analyze them in an abstract or conceptual manner.
- Take time to work out conflicts and deal with personal issues at work. Be willing to express your feelings and share your viewpoint.



**Introversion**  
**Sensing**  
**Thinking**  
**Perceiving**

**Type Dynamics**

**T<sub>i</sub> First**

Inwardly logically analyzing data based on their experience

**S<sub>e</sub> Second**

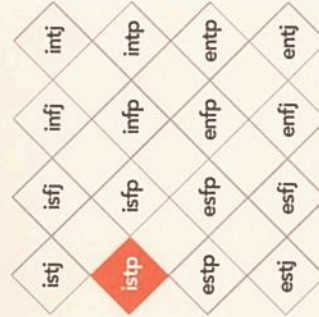
Outwardly acting on the immediate facts and details

**N Third**

As they mature, consider possibilities as well as realities

**F<sub>e</sub> Fourth**

Developmental challenge is making personal connections



**Get to the point.**

**Communication Highlights**

- Somewhat reserved, easygoing, tolerant, and informal
- Observant of details and realities; examine and evaluate data using logical analysis
- Flexible, resourceful, and focused on taking the most efficient course of action
- Practical problem solvers desiring a high level of freedom and independence
- Value achieving results with the least effort possible

**At First Glance**

- Calm, observant, adaptable troubleshooters; seen as detached or impersonal
- Expedient; dislike any discussion that slows them down or wastes their time
- Immediate, rather than strategic, focus; don't like to discuss abstract or long-range goals
- Impatient with ongoing rehashing of information or highly structured participation
- Dislike close supervision and prefer to work outside of rules and conventions

**What They Want to Hear**

- How and why things work, with time to evaluate data and relate them to experience
- Logical reasoning, objective and impersonal observations
- Practical and relevant details about the immediate situation
- Less focus on discussing theories and ideas unless related to practical problems
- Facts from knowledgeable and reliable people and sources

**When Expressing Themselves**

- Challenge accepted ways of doing things if these are not efficient
- Would rather be taking action than taking time to explain their rationale or plan
- Have great depth of knowledge about a few choice topics and enjoy talking extensively about them
- Calming influence in an emergency because they stay composed
- Open to considering options; can shift perspectives and endorse a variety of solutions

**Giving/Receiving Feedback**

- Realistic and matter-of-fact
- Set and hold high standards for themselves and others
- Critique and evaluate their own and others' performance
- Have little need for external feedback; strong internal sense of how they are performing
- May ignore or minimize external feedback that opposes their self-assessment

**Interpersonal Focus**

- More task oriented than people oriented; can seem brisk, detached, and impersonal
- See personal needs and feelings as detractors and irrelevant to the work setting
- May avoid dealing with interpersonal relationships and conflicts
- Not focused on developing rapport, but will adapt to meet social norms
- Dislike small talk and would rather avoid work-related social functions and celebrations

**COMMUNICATING EFFECTIVELY WITH ISTPS**

**Do**

- Be logical, reasonable, direct, and objective
- Keep communications brief, accurate, and precise
- Present immediate problems and let them find practical solutions
- Allow them freedom to operate independently
- Keep meetings and discussions brief and to the point
- Communicate realistic, measurable objectives and benchmarks but not how-to directions
- Expect them to question information and look for immediate applications
- Provide practical information that includes facts and details
- Link new information to what they already know and trust
- Use a step-by-step, sequential approach

**Don't**

- Focus on emotional or personal communications at work
- Set strict rules, regulations, or procedures for them to follow
- Present information or enforce practices that are illogical
- Expect them to see the need for or buy into long meetings or extensive discussions
- Expect them to spend much time talking about abstract ideas or long-term goals
- Supervise them closely or tell them how to do something
- Come across as overly excited about or enamored of an idea or concept
- Be wordy, theoretical, abstract, or focused on future consequences
- Introduce broad overviews or ideas without supporting details and practical uses
- Interpret their need to question and critique as personal criticism

**Communication Tips for ISTPs**

- Others may not be able to work effectively with you if they feel a lack of personal connection. Show empathy and develop patience for the sharing of personal information by others. Avoid coming across as blunt, detached, or impersonal.
- Strive to understand personal situations rather than analyze them in a logical or impersonal way. Balance your practical, task-focused approach with consideration of the needs and situations of the people involved. This will increase the chances of finding a practical solution that works for everyone.
- Take time to work out conflicts and deal with personal issues at work. Be willing to listen to others, express your feelings, and share your viewpoint.
- Incorporate a longer-term focus into your practical, immediate troubleshooting. This will help you solve problems more effectively in the long run.
- Show that you are supportive and offer positive feedback and encouragement. Others, especially people with a preference for Feeling, will appreciate this and be able to work with you more effectively.
- Check how others are feeling when giving corrective feedback. Give this feedback tactfully and diplomatically, particularly when working with Feeling types.
- Remember that some people can be invested in using accepted and standardized procedures to accomplish tasks. Before skipping steps or modifying procedures, check to ensure that you are not missing something important.





**Introversion**  
**Sensing**  
**Feeling**  
**Perceiving**

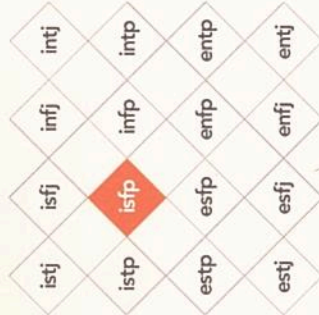
**Type Dynamics**

**F<sub>i</sub> First**  
Inwardly focused on evaluating situations according to values

**S<sub>e</sub> Second**  
Outwardly acting on the immediate facts and details

**N Third**  
As they mature, consider longer-term possibilities

**T<sub>e</sub> Fourth**  
Developmental challenge is evaluating objectively



Always glad to help.

**Communication Highlights**

- Quiet, calm, observant listeners who strive to see what people need
- Kind, considerate, and appreciative of the people and things around them
- Take thoughtful, immediate action to help others solve problems
- Nonjudgmental; attuned to and appreciative of individual differences
- Use common sense and are realistic and practical

**When Expressing Themselves**

- Focus the conversation on others and do more listening than talking
- Not likely to talk about themselves or their accomplishments
- Share personal information only if trust is established
- Have little interest in controlling, organizing, or directing others
- Will speak up in situations if their values are threatened
- Careful to maintain harmony and will seek common ground

**At First Glance**

- Quietly supportive and unassuming
- Attuned to the needs of others and will help them deal with immediate problems
- Stay in the background and help others in a quiet, understated way
- Prefer freedom; dislike being hampered by too much structure and too many constrictive rules
- Live in harmony with the moment; easygoing, tolerant, and casual

**Giving/Receiving Feedback**

- Want others to appreciate and validate them in a quiet, personal way
- Feel embarrassed or uncomfortable when the spotlight is turned on them
- Appreciate the unique gifts of each person, usually on a one-to-one basis
- Interpret critical feedback as personal criticism; can be deeply hurt when others criticize them
- Find it unpleasant to evaluate, question, or offer constructive feedback to others

**What They Want to Hear**

- Practical, factual, detailed information and specifically what is expected of them
- Clear expectations and then freedom to complete their tasks
- Acknowledgment of their need to think about and work on personally meaningful tasks
- Collaboration, cooperation, and accommodation; nurturing and supportive language
- In-depth, personal, one-to-one conversations in an environment of trust

**Interpersonal Focus**

- Quick to focus on and meet others' needs; may not focus on their own needs
- Take time to develop close working relationships that are important to them
- Highly observant of and sensitive to changes in morale and harmony
- Uncomfortable with conflict and confrontation; will avoid these situations
- Prefer to focus on the immediate situation rather than look at the roots of problems

**COMMUNICATING EFFECTIVELY WITH ISFPs**

**Do**

- Be affirming, supportive, and encouraging
- Notice and appreciate their behind-the-scenes efforts
- Take time to get to know what is important to them personally and establish trust
- Appreciate them as an individual; look for and compliment their uniqueness
- Provide specific, clear expectations and freedom to complete tasks independently
- Communicate with them in a one-to-one, personal way
- Provide feedback gently; validate the positives as well as critique
- Focus on common sense; be practical and immediate, and provide essential details
- Show how information will help others immediately
- Share personal stories and relate information to practical applications

**Don't**

- Be critical or impersonal in your approach
- Ignore the people and personal factors that are influencing a situation
- Focus only on the theoretical and logical
- Assume that you understand their perspective unless you have taken time to listen
- Be task or goal oriented at the expense of the people involved
- Expect to win their trust quickly
- Try to control or exert power over them
- Present ideas that are abstract, symbolic, or ambiguous without some practical links
- Impose rigid or highly structured time lines without flexibility
- Forget to live in, appreciate, and enjoy the moment

**Communication Tips for ISFPs**

- Focus on meeting your needs as well as the needs of others. Say no when it is unrealistic for you to take on any additional responsibilities.
- Be willing to broaden your perspective to include the logical and long-term implications. Consider the roots of problems as well as immediate solutions.
- Express yourself directly rather than offering indirect hints or expecting others to know what you are thinking and feeling.
- Present your viewpoint to others in a logical, reasonable way. This will help them understand and appreciate your perspective.
- Offer constructive feedback to others. People need this to develop. Be careful not to interpret the corrective feedback you get from others as personal criticism.
- Share your accomplishments with others. It is important to promote your perspectives and ideas. Otherwise, you may miss out on opportunities or rewards you deserve.
- Deal with interpersonal issues and conflicts. Although it may be easier to avoid them in the short term, the harmony of your workplace will deteriorate and it will become uncomfortable in the long term.





# Introversion Intuition Feeling Perceiving

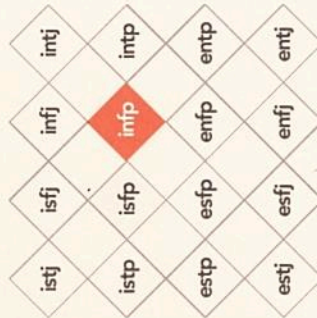
## Type Dynamics

**F<sub>i</sub> First**  
Inwardly focused on evaluating ideas according to values

**N<sub>e</sub> Second**  
Outwardly focused on possibilities for people

**S Third**  
As they mature, consider more current realities

**T<sub>e</sub> Fourth**  
Developmental challenge is evaluating objectively



## I've got a good feeling about this.

### Communication Highlights

- Kind, considerate, encouraging, and helpful; focused on people, ideas, and possibilities
- Flexible, casual, adaptable, creative problem solvers
- Future focused; envision ways to meet people's needs and enhance their potential
- Compassionate and function as peacekeepers; maintain harmony
- True to themselves and choose actions on the basis of personal values and priorities

### At First Glance

- Quiet, calm, supportive listeners who are willing to hear others' concerns
- Devote their attention to understanding others' situations and points of view
- Explore options and find innovative, long-term solutions and opportunities
- Optimistic and see ways that change can be positive for the people involved
- Attuned to and appreciative of individual differences

### What They Want to Hear

- Personal stories of inspiration and how others have managed adversity
- Calm, quiet; time to reflect and work on meaningful tasks in an unstructured way
- Fewer communications that are formal, structured, rule bound, or detailed
- In-depth, personal, one-to-one conversations in an environment of trust
- Others taking time to get to know them and earn their trust

### When Expressing Themselves

- See communication as unique; adapt interactions to suit each individual and situation
- Reserved and selective when expressing their emotions and values
- Usually don't have a broad or casual social network; seek meaning in relationships
- Share their deepest values and feelings with only a very few people
- Self-critical when not able to live up to their own ideals and high expectations

### Giving/Receiving Feedback

- Appreciative of others and give positive feedback; want to be appreciated
- Dislike being underestimated, but usually won't share accomplishments casually
- Interpret what others do and say as personal criticism; when involved in a situation, may feel responsible for others' struggles and problems
- Find it difficult to give negative feedback and may avoid doing so
- If they do give constructive feedback, deliver it gently and with great care

### Interpersonal Focus

- Feel that the needs of the people are more important than accomplishing a result
- Greatly affected by the quality of their relationships with co-workers
- Interested in understanding others, perceptive and sensitive to underlying emotions and values
- Avoid interpersonal conflict; may withdraw or find it hard to express needs
- Strive to maintain harmony even at the risk of leaving their own needs unmet

## COMMUNICATING EFFECTIVELY WITH INFPS

### Do

- Notice and appreciate their behind-the-scenes efforts
- Take time to get to know what is important to them personally and establish trust
- Appreciate them as an individual; look for and compliment their uniqueness
- Allow freedom to set goals and complete tasks independently
- Communicate with them in a one-to-one, personal way
- Provide feedback gently; validate the positives as well as critique
- Focus on human values; share information that is meaningful to people
- Show how information will help others grow and develop their potential
- Share personal stories and relate information to meaningful applications

### Don't

- Be critical or impersonal in your approach
- Ignore the people and personal factors that are influencing a situation
- Focus only on the practical and logical
- Assume that you understand their perspective unless you have taken time to listen
- Be task or goal oriented at the expense of the people involved
- Expect to win their trust quickly
- Try to control or exert power over them
- Discuss tasks that are routine, specific, detailed, or highly structured
- Impose rigid or highly structured time lines without flexibility
- Share conventional thoughts and then expect them to agree or conform

### Communication Tips for INFPS

- Focus on meeting your needs as well as the needs of others. Express your needs to others. Set and define your limitations and avoid taking responsibility for other people's roles.
- Be willing to broaden your perspectives to include the logical and short-term implications. Balance the developmental needs of people with the long- and short-term business needs.
- Share personal feelings earlier and more frequently. This will provide information and allow others to understand your unique perspectives. Be logical and detailed as well as passionate when you express yourself.
- Share your accomplishments with others. It is important to promote your perspectives and ideas. Otherwise, you may miss out on opportunities or rewards you deserve.
- Deal with conflict directly and don't let your negative feelings build up. Although it may be easier in the short term to avoid conflict, the harmony of your workplace will deteriorate and it will become uncomfortable in the long term.
- Learn to accept and give corrective feedback. Be careful not to interpret feedback as personal criticism. Instead, see it as a developmental tool.
- When interacting with many people over a short period, avoid becoming drained and overwhelmed. Be sure to take time alone to reflect and reenergize. This is especially important if the individuals you are dealing with are needy or not supportive.





# Introversion Intuition Thinking Perceiving

## Type Dynamics

### T<sub>i</sub> First

Inwardly evaluating ideas analytically and objectively

### N<sub>e</sub> Second

Outwardly focused on possibilities for enhancing systems

### S Third

As they mature, consider current realities as well as possibilities

### F<sub>e</sub> Fourth

Developmental challenge is making personal connections



## Get the picture?

### Communication Highlights

- Open ended, logical, analytical; focused on exploring possibilities
- Systems thinkers; see and create complex models and frameworks
- Flexible, resourceful, and independent; seek freedom of action
- Summarize, integrate, and identify key issues and find root causes of problems
- Conceptualize and initiate long-term strategic solutions and opportunities

### At First Glance

- Initially may be somewhat detached, indifferent, and impersonal
- Enjoy thinking outside the box and coming up with new and untried solutions
- Seek to understand how things work; ask questions and offer options
- Comfortable with ambiguity and complexity; create theories, models, and frameworks
- Curious, skeptical, independent-minded, exploratory, and insightful

### What They Want to Hear

- New information and ideas; time to reflect and analyze implications
- Global goals and ideas rather than specific plans or procedures
- Conversations with competent and knowledgeable people using precise, exact language
- Critiquing, questioning, and debating perspectives rather than taking them at face value
- Less redundancy or stating of the obvious; enjoy precision of thought

### When Expressing Themselves

- Easygoing, tolerant, and casual with people they know well
- Sketch a framework, make a flowchart, or otherwise capture logic and possibilities
- Highlight cause-and-effect relationships, spot inconsistencies, and analyze flaws
- Rather than taking time to delegate and explain things, may do tasks themselves
- May either give a too-abbreviated overview or overwhelm people with a complex analysis

### Giving/Receiving Feedback

- Self-critical; tend to give more corrective than positive feedback
- Would rather let others set their own course of action than tell them what to do
- Not easily swayed or convinced by emotional responses
- Independent; want to set their own goals and map out their own plan
- Typically don't provide specific or precise direction to others

### Interpersonal Focus

- May avoid interpersonal conflict rather than work it out
- When they must work through conflicts, they are detached, calm, and impersonal
- Approach personal problems, like all other problems, in a logical, analytical way
- Perplexed if personal variables, politics, or traditions are highly considered decision-making criteria
- Accept a variety of perspectives unless their core guiding principles are violated

## COMMUNICATING EFFECTIVELY WITH INTPs

### Do

- Let them work independently
- Use logic and reason to convince them; be precise when expressing your thoughts
- Know what you are talking about to ensure that they perceive you as a competent expert
- Expect them to critique and question
- Be prepared for debate and challenges
- Provide time for them to analyze and integrate information
- Present information in global formats such as flowcharts and system maps
- Introduce complex problems and allow them to think outside the box
- Allow them to define what they need to do and how to do it to accomplish goals
- Be patient with open-ended brainstorming, modeling, or idea-generating sessions

### Don't

- Focus on emotional or personal communications at work
- Expect them to overtly appreciate and validate others on a regular basis
- Present information or perspectives that can't be justified using logical reasoning
- Expect them to give specific direction to or supervise others closely
- Discuss routine or straightforward tasks
- Tell them specifics about what to do or how to do it
- Expect patience when discussing ways to organize people or tasks
- Keep turning the focus to practical details and short-term implications
- Provide the details until they have had time to see the big picture
- Interpret their need to question, critique, challenge, and debate as personal criticism

### Communication Tips for INTPs

- Remember that many people seek harmony and personal relationships with co-workers. Develop patience for the sharing of personal information by others. Avoid coming across as blunt, detached, or impersonal.
- Strive to understand personal situations rather than analyze them in a logical or impersonal way. Balance your abstract, logical, conceptual approach with a consideration of the needs and situations of the people involved.
- Take time to work out conflicts and deal with personal issues at work. Be willing to express your feelings and share your viewpoint.
- Consider facts, short-term implications, and the practical realities of a situation. Be sure to share your perspectives with enough detail to enable others to see how to implement your ideas.
- Remember that not everyone is comfortable critiquing and debating ideas. Others may interpret these activities as a rejection of their perspectives.
- Check how others are feeling when giving corrective feedback. Balance corrective feedback with positive feedback, particularly when working with people who have a preference for Feeling.
- Remember that open-ended exploration can seem inefficient to decisive, results-focused people; be willing to make decisions and follow through by implementing your ideas.



**estp**  
ENERGETIC  
PROBLEM SOLVER

**Extraversion**  
**Sensing**  
**Thinking**  
**Perceiving**

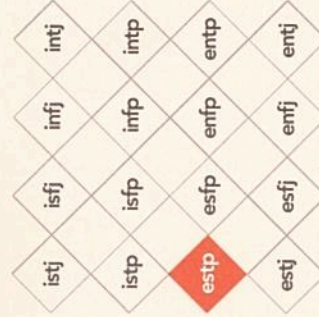
**Type Dynamics**

**S<sub>e</sub> First**  
Outwardly acting on the immediate facts and details

**T<sub>i</sub> Second**  
Inwardly logically interpreting data based on their experience

**F Third**  
As they mature, consider more personal consequences of actions

**N<sub>i</sub> Fourth**  
Developmental challenge is visioning and long-term planning



**It's easier to beg forgiveness than to ask permission.**

**Communication Highlights**

- Convincing, objective, direct, straightforward, and matter-of-fact
- Adaptable, resourceful, practical troubleshooters who like to take action
- Negotiate, persuade, and maneuver around barriers; take the most efficient course of action
- Examine and evaluate data by relating them to past experiences
- Active, engaging, challenging, risk taking, and competitive

**At First Glance**

- Initially may seem somewhat detached or indifferent
- Focused on the facts and details of the situation at hand; observant and responsive
- Consider a number of options; open ended, resourceful, and flexible
- Analytical and practical; seek to understand how and why things work
- Solve practical problems; grounded in what is happening right now

**What They Want to Hear**

- To-the-point, practical information
- Less talk and more action; interactions that are fun and stimulating
- Immediately applicable logical implications and consequences
- Minimal direction; rules and structure limit their ability to improvise
- Alternatives and options rather than decisions

**When Expressing Themselves**

- Initially impersonal; can be charming, easygoing, tolerant, and casual
- Maneuver around power and structure; finesse situations to work to their advantage
- Act more than talk; not likely to sit around discussing matters for long periods
- Like to act very quickly and don't want to slow down to explain their actions
- May take action that circumvents the rules without communicating their intent

**Giving/Receiving Feedback**

- Won't hesitate to confront others if they have a difference of opinion
- Tend to give more corrective than positive feedback and can be direct and blunt
- Self-reliant and don't seek or require much ongoing validation
- More likely to evaluate themselves than to depend on external feedback
- May not focus on or see the need for self-development in interpersonal areas

**Interpersonal Focus**

- Read people well and use this ability to their advantage when negotiating
- See interactions as games or competitions; focus on winning and maneuvering
- May miss subtle social cues and not accurately sense people's feelings or viewpoint
- Don't always demonstrate empathy or consider others' needs
- Prefer not to dig too deeply into roots and causes of interpersonal problems

**COMMUNICATING EFFECTIVELY WITH ESTPs**

**Do**

- Be logical, reasonable, direct, and objective
- Engage them in negotiation, persuasion, and compromise when setting goals
- Present immediate problems and let them independently find practical solutions
- Expect them to question information and look for immediate applications
- Provide platforms for risk taking, challenge, and competition
- Make interaction engaging; laugh and have fun
- Engage their senses with color, texture, smell, and taste
- Concentrate on taking specific, defined action; avoid ambiguity
- Be active; communicate while walking, eating, or engaged in other activities
- Keep meetings short and to the point

**Don't**

- Present information that is illogical or focused on emotion or personal perspectives
- Impose strict rules, regulations, or procedures for them to follow
- Expect them to see the need for or buy into long meetings or extensive discussions
- Expect them to spend much time talking about abstract ideas or long-term goals
- Supervise them closely or tell them how to do things
- Be wordy, theoretical, abstract, or focused on future consequences
- Introduce broad overviews or ideas without supporting details and practical uses
- Communicate indirectly
- Impose rigid or highly structured time lines without flexibility
- Interpret their need to question and critique as personal criticism

**Communication Tips for ESTPs**

- Remember that many people seek harmony and personal relationships with their co-workers. Develop patience for the sharing of personal information by others. Avoid coming across as blunt, detached, or impersonal.
- Strive to understand personal situations rather than analyze them in a logical or impersonal way. Balance your practical, task-focused approach with consideration of the needs and situations of the people involved.
- Take time to work out conflicts and deal with personal issues at work. Be willing to look at the roots of problems as well as make an immediate response.
- You may lose interest and not follow through on a commitment or task. Plan ahead to ensure that you complete tasks so others see you as dependable.
- Show that you appreciate others and offer positive feedback and encouragement. Check how others are feeling when giving corrective feedback. Balance corrective feedback with positive feedback, particularly when working with people who prefer Feeling.
- Others may see your maverick actions as a challenge to authority or disrespect for rules. Slow down and show or tell others how and why your plan will work.
- Improvising can be stressful to others around you who use a more thoughtful, carefully balanced approach. Incorporate a longer-term focus into your practical, immediate troubleshooting. This will help you solve problems more effectively in the long run.



**Extraversion**  
**Sensing**  
**Feeling**  
**Perceiving**

**Type Dynamics**

**S,** **First**  
Outwardly acting on the immediate facts and details

**F,** **Second**  
Inwardly choosing actions according to their personal values

**T** **Third**  
As they mature, consider more logical consequences of actions

**N,** **Fourth**  
Developmental challenge is visioning and long-term planning



**Consider it done.**

**Communication Highlights**

- Friendly, outgoing, tactful, positive, energetic, collaborative, and dynamic
- Kind, considerate, and quick to offer assistance to others
- Observant and in tune with people's needs and feelings; able to develop rapport
- Thoughtful, realistic troubleshooters who take action to help people
- Able to live in and experience the moment with a lighthearted, optimistic attitude

**At First Glance**

- Adopt an easygoing, tolerant, pleasure-loving, casual approach
- Observant of, interested in, and in tune with people and their immediate needs
- Consider practical options to solve immediate problems; use common sense
- Highly sociable and active; enjoy meeting and developing rapport with people
- Flexible to meet others' needs without getting caught up in rules and procedures

**What They Want to Hear**

- Support and encouragement that shows an interest in what they are doing
- Minimal direction; rules and structure limit their ability to resourcefully improvise
- Practical information enabling them to take immediate action with a minimum of discussion and planning
- Relevant and interesting personal stories and experiences
- Options for doing things together collaboratively

**When Expressing Themselves**

- Want to laugh and have fun; love distractions and diversions
- Help others come to consensus through cooperation, negotiation, and compromise
- Will get people up and moving; would rather act than talk
- Enjoy shared activities and experiences that build strong connections
- Engage in conversations easily; may spend too much time socializing

**Giving/Receiving Feedback**

- Generously offer positive feedback and compliment others
- Express appreciation with tangible rewards such as gifts or offers of help
- Can take criticism personally
- Will disengage from a conversation if it becomes too logical or critical
- Give more positive than corrective feedback; may avoid giving corrective feedback

**Interpersonal Focus**

- Adept at picking up emotional cues and able to spot problems
- See people as equals; accept and value diversity
- Express themselves through actions; help others in a practical, hands-on manner
- Generous and charming; can easily develop rapport with and motivate others
- Don't like to deal with conflicts that can't be immediately resolved by direct action

**COMMUNICATING EFFECTIVELY WITH ESFPs**

**Do**

- Be upbeat, enthusiastic, affirming, supportive, and encouraging
- Become involved in immediate, practical activities
- Make conversations engaging; laugh and have fun
- Engage their senses with color, texture, smell, and taste
- Find opportunities to socialize and enjoy the moment
- Engage them by discussing immediate people problems and helping them find solutions
- Give them alternatives and choices
- Be active; communicate while walking, eating, or engaged in other activities
- Keep meetings short and to the point
- Provide opportunities to negotiate and cooperate

**Don't**

- Be overly logical or critical in your approach
- Focus for a long time on the theoretical or long-term implications of things
- Come across as too serious or more interested in tasks than people
- Present ideas that are abstract, symbolic, or ambiguous without some practical links
- Impose rigid time lines without flexibility
- Expect them to get excited about strategic planning
- Have long meetings or expect them to listen to lectures
- Isolate them from people; they need interaction
- Deal with root causes of small conflicts; let them focus on the immediate solution
- Forget to live in, appreciate, and enjoy the moment

**Communication Tips for ESFPs**

- Others may not view the world in the same fun-loving way you do. Accommodate them by making concrete goals and plans and then sticking to them. By attending to project completion, you will be able to enhance your contribution.
- Although you may enjoy many and varied interactions, others may not. Respect people's need for quiet time alone to reflect and regroup.
- Others may see your maverick actions as a challenge to authority or disrespect for rules. Help them understand the practical and flexible side of problem solving.
- You seek interaction and may interrupt others' work. Some people can be disconcerted when their concentration is disrupted. Make an appointment or ask if it's a good time to discuss something.
- Others may find your immediate focus and casual, fun approach to communication somewhat frustrating when they want to have a serious discussion. Try not to deflect or avoid these interactions.
- Since harmony and collaboration are important to you, you may find it unpleasant to deal with ongoing interpersonal issues and conflict. Be willing to deal with causes of problems to resolve some of the more complex issues.
- Develop objectivity and take time to accept constructive feedback. Be careful not to interpret feedback as personal criticism.





**Extraversion**  
**Intuition**  
**Feeling**  
**Perceiving**

**Type Dynamics**

**N<sub>e</sub> First**

Outwardly focused on possibilities for people

**F<sub>i</sub> Second**

Inwardly evaluating ideas according to their personal values

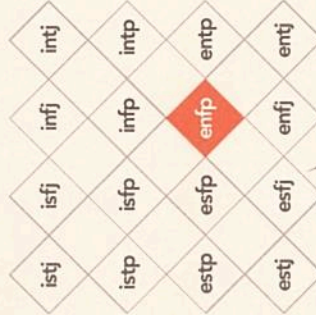
**T**

**Third**

As they mature, assess situations more objectively

**S<sub>i</sub> Fourth**

Developmental challenge is considering realities



**Follow your dreams.**

**Communication Highlights**

- Outgoing, optimistic, caring, genuine, and compassionate
- Energetically and enthusiastically encourage and persuade others
- Identify opportunities to develop human potential and improve people's situations
- Champion changes that provide possibilities and improve processes for people
- Help people find niches, develop strengths, and compensate for weaknesses

**When Expressing Themselves**

- Highly participative, sociable, and friendly; connect and develop rapport with others
- Use empathy when interpreting situations and dealing with others
- Sensitive to group dynamics; highlight and integrate ideas and input
- Often teach, counsel, facilitate, motivate, negotiate, recruit, and resolve conflicts
- Challenge accepted practices if not aligned with human values or needs

**At First Glance**

- Empower, advocate for, and encourage the individual in the organization
- Enjoy collaboration, cooperation, and the sharing of ideas
- See potential and possibilities in people; focused on relationships and growth
- Create and share a wealth of innovative ideas and a vision of the future
- Value and encourage diversity; enjoy working with a wide variety of people

**Giving/Receiving Feedback**

- Validate, appreciate, and celebrate unique and valuable individual contributions
- Seek to please others; motivated by positive feedback and encouragement
- Like to be mentored or supported within the work setting rather than supervised
- Sensitive to, and can be hurt by, feedback that is objective and task focused rather than personal
- Will give more positive than corrective feedback and may hesitate to criticize others

**Interpersonal Focus**

- Strongly and directly affected by interpersonal conflict
- People are more important than the work itself; seek a positive environment
- Sensitive to issues of working relationships, organizational climate, and morale
- Perceptive of others' needs, situations, and motivations
- Treat everyone as a unique individual with a contribution to offer

**What They Want to Hear**

- People's experiences, feelings, thoughts, viewpoints, and ideas
- Conversations showing that people are interested in getting to know each other and developing relationships
- General guidelines and information, not specific directions or commands
- Theories and models that will enhance growth, learning, and development
- Collaborative language focusing on teamwork and individual contributions

**COMMUNICATING EFFECTIVELY WITH ENFPs**

**Do**

- Be supportive, build rapport, and focus on collaboration and cooperation
- Discuss ideas and possibilities to enhance people's processes
- Focus on people's needs and feelings in situations
- Be energetic, enthusiastic, and demonstrative
- Provide guidelines, encouragement, and lots of positive feedback
- Provide opportunities for them to participate and express themselves
- Coach, mentor, or guide rather than direct or control
- Be genuine, authentic, and open to new ideas and perspectives
- Get to personally know, understand, and inspire them
- See, acknowledge, and use their individual strengths

**Don't**

- Use position power or authority to tell them what to do
- Undervalue their contributions
- Be overly judgmental, logical, or analytical
- Focus mainly on structures and routines or on facts and details
- Ignore situational or personal factors
- Withhold information or ideas
- Debate, argue, or critique points without first finding common ground
- Be competitive or too task oriented
- Isolate them or be unresponsive or indifferent
- Minimize or discount emotions or values

**Communication Tips for ENFPs**

- Some people can see personal involvement as interference rather than encouragement. Learn when to back off from discussing personal matters to avoid being seen as intrusive or not businesslike.
- To ensure that you don't lose sight of the task at hand, avoid becoming distracted by people's stories and needs.
- Be practical and logical as well as personal and inspired. Make sure your ideas are grounded and realistic. Others will need to see the logic and details underlying your innovative ideas.
- Remember that not all people are motivated by the concept of personal growth. Show how personal development links to developing competencies, enhancing performance, and affecting business results.
- Some people distrust highly energetic and enthusiastic persuasion. Be willing to tone down the pace and energy level when you present information and ideas to people who are more reserved, quiet, or skeptical.
- Be open to giving and receiving constructive feedback and see this as an opportunity for growth. Be careful not to take feedback personally.
- It may be easy for you to change course and leave projects undone. This can irritate those who are strongly task and deadline oriented. As well as conceptualizing and implementing ideas, be sure to follow through and finish tasks.



**entp**  
ENTERTAINING  
EXPLORER

**Extraversion**  
**Intuition**  
**Thinking**  
**Perceiving**

**Type Dynamics**

**N<sub>e</sub> First**

Outwardly focused on possibilities for enhancing systems

**T<sub>i</sub> Second**

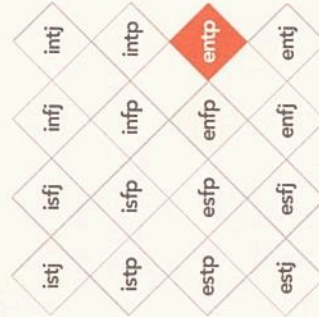
Inwardly evaluating ideas analytically and objectively

**F**

As they mature, assess situations more personally

**S<sub>i</sub> Fourth**

Developmental challenge is considering realities



“ The possibilities are endless.”

**Communication Highlights**

- Persuasive and convincing when championing ideas
- Future-focused, change-oriented systems thinkers; create new models and ideas
- Quick to see problems as opportunities, explore links, and integrate ideas
- Use logical analysis to find root causes of complex problems
- Champion change and initiate actions with great energy and excitement

**When Expressing Themselves**

- Use precise language; debate fine distinctions and implications of words and concepts
- Use logical, analytical language to describe abstract problems, systems, and ideas
- Discuss and play with alternative solutions that can seem in direct opposition
- Persuasive and articulate, they advocate, educate, and negotiate for their ideas
- Don't like to repeat themselves and may not take time to explain details

**At First Glance**

- Initially may seem skeptical and analytic; can be easygoing, tolerant, and casual
- Open ended and exploratory; take in and integrate information from many sources
- Think outside the box and come up with new and untried solutions to problems
- Energetic and enthusiastic; immersed in initiating innovative projects
- Desire freedom and independence to align their efforts with a broader vision

**Giving/Receiving Feedback**

- Generally accepting, but intolerant of incompetence or substandard efforts
- Will provide constructive feedback in a concise, to-the-point manner
- Independent and assume that others will work independently; critical of dependence
- Self-reliant and self-critical; not likely to look to others for corrective feedback
- Fail to see the need for being overly encouraging or for giving ongoing positive feedback

**What They Want to Hear**

- How and why things work; enjoy questioning others
- Others questioning them and debating their perspectives
- Verbal challenges to sharpen their perspectives and demonstrate competency
- No direct commands or specific instructions
- Possibilities, ideas, theories, and models that draw their interest and engage them

**Interpersonal Focus**

- Charming, disarming, and persuasive
- Deal with problems—even interpersonal ones—using logic more than emotion or empathy
- Can appear impersonal, indifferent, or focused more on ideas and tasks than on people
- Debate perspectives openly; can be surprised if others take comments personally
- Can change positions easily and argue from multiple perspectives; may seem inconsistent

**COMMUNICATING EFFECTIVELY WITH ENTPs**

**Do**

- Be open to listening to new and different ideas and possibilities
- Discuss multiple perspectives and look at issues from all sides
- Use reason to convince them; be logical when expressing your thoughts
- Link ideas; focus on broad, far-reaching applications and implications of ideas
- Provide opportunities to critique, question, and debate ideas enthusiastically
- Be prepared to defend and discuss many aspects of an opportunity or problem
- Overview information using outlines, flowcharts, and concept or system maps
- Approach complex problems by discussing innovative, strategic solutions
- Consider options and predict outcomes before deciding on a course of action
- Present personal information about people and situations matter-of-factly

**Don't**

- Take time in work discussions to focus on emotional or personal issues
- Expect them to refrain from critiquing and analyzing Present information or perspectives without logical justification
- Focus only on immediate or short-term results or implications
- Assume that they will see maintaining the status quo as an important goal
- Discuss straightforward tasks or share concrete, highly detailed plans of action
- Give them specific instructions about what to do or how to do it
- Limit the scope of a discussion too narrowly or present only one side of an issue
- Be surprised when their ideas and perspectives rapidly shift and change
- React personally to their need to question, critique, challenge, and debate

**Communication Tips for ENTPs**

- Remember that not everyone is comfortable critiquing and debating. Others may interpret these activities as a rejection of their perspectives. Avoid coming across as blunt, detached, or impersonal when you discuss ideas and perspectives.
- Strive to understand personal situations rather than analyze them in a logical or impersonal way. Balance your abstract, conceptual approach with a consideration of the personal needs and situations of the people involved.
- Be willing to look at and discuss details and short-term implications of a situation. Be aware that others are more interested in achieving practical or immediate results. Share your perspectives with enough detail to enable others to participate in the planning process.
- Show that you appreciate others and offer positive feedback and encouragement. Although this may not seem logical or expedient, you will find that many people want to work in an environment where they are given support and validation.
- Hold back on a tendency to critique others, and when giving corrective feedback, check how others are feeling. Balance corrective feedback with positive feedback, particularly when working with people who prefer Feeling.
- Some people prefer to conserve the status quo and are more comfortable with slower, well-planned, incremental change. Listen to them and assess what is working well and should be preserved.
- Your rapidly changing ideas and perspectives may be a barrier to those who seek to find closure and take action. Be decisive and consistent when working with them.



# Extraversion Sensing Thinking Judging

## Type Dynamics

**T. First**  
Outwardly logically decisive, focused on accomplishing tasks

**S. Second**  
Inwardly attuned to the immediate facts and details

**N. Third**  
As they mature, consider more long-term implications

**F. Fourth**  
Developmental challenge is considering personal impacts



## Let's get to work.

### Communication Highlights

- Matter-of-fact, results oriented, and focused on completing the task at hand
- Take control of projects; procure, manage, organize, and coordinate resources
- Keep things on track and according to plan; get the work done efficiently
- Seek or create structure; provide clear rules, procedures, standards, and expectations
- Observant and pay attention to accuracy and details

### At First Glance

- Solve immediate problems and achieve clearly defined, tangible results
- Use resources effectively; make the best of existing systems and structures
- Use past experiences as a reference point for current analysis and decision making
- Work the plan; use structure, schedules, and standard operating procedures
- Hold to clear standards and live by them strictly

### What They Want to Hear

- Concrete, specific facts and details relevant to the task at hand
- Direction through a clearly defined chain of command with competent leadership
- Logical, sequential, practical information
- Accurate and precise data from reliable sources
- Goals and priorities that are defined realistically, clearly, and specifically

### When Expressing Themselves

- Quick to question ideas and facts
- Enjoy discussion, debate, and competition
- Don't hesitate to share opinions and adopt a take-charge approach
- Act and take control of the tasks within their area of responsibility
- To the point and can be outspoken, abrupt, or impersonal

### Giving/Receiving Feedback

- Point out deviations or inaccuracies; give more negative than positive feedback
- Impatient with inefficiency, poor planning, or working too slowly
- Confront nonconformists and those who don't follow rules
- Critical if others don't fulfill responsibilities or complete their share of work
- Set high standards for themselves and others

### Interpersonal Focus

- Keep work relationships on a professional level
- See established traditions and rituals as useful social conventions
- Seldom engage in small talk and social niceties outside of established events
- Enjoy cooperation when working efficiently toward a goal
- Seek competent co-workers and prefer clearly defined levels of supervision

## COMMUNICATING EFFECTIVELY WITH ESTJs

### Do

- Establish respect by demonstrating experience and authority
- Implement and follow rules rather than question or change them
- Share standard operating procedures
- Clearly define plans, roles, and responsibilities
- Provide precise, detailed instructions
- Specify benchmarks, standards, and expectations
- Introduce information in a systematic, step-by-step manner
- Follow through and attend to detail
- Share concrete time lines, schedules, and deadlines
- Respect and advocate tried-and-true methods

### Don't

- Discuss theory or models that have no obvious practical value
- Be ambiguous or vague
- Take too long to respond to them or make a decision
- Waste their time with unfocused conversations or efforts
- Discuss redesigning or redefining things that are already working
- Be late or fail to follow through with your obligations and responsibilities
- Focus on situational or personal matters, especially as an excuse for work not done
- Divert or distract others from the task at hand
- Circumvent rules, procedures, or lines of authority
- Engage in excessive small talk or take work time to share personal information

### Communication Tips for ESTJs

- You are very responsible and can, at times, become overcommitted. Learn to say no to additional roles.
- Because you tend to see things as black or white, you can be uncomfortable with change and ambiguity. However, in today's workplace, change and ambiguity are unavoidable, so accept them as reality and incorporate them into your plans.
- Being logical and practical, you can sometimes be surprised when others include situational factors in decisions or actions. Learn to incorporate these variables into your decision-making process. Develop rapport and build relationships with your co-workers.
- Expedience and efficiency may not always be effective. Take into account longer-term consequences of actions. The ideal long-term solution may take longer to implement but may have greater payoff in the end.
- It is not always possible to maintain the status quo. Find ways to incrementally change systems so you can preserve what works while accepting new developments and improvements. Sometimes rules and procedures need to be adapted to situations. Be accepting when procedures are modified, as long as standards aren't compromised.
- Have patience with other work and communication styles. Not everyone is results driven in the same way that you are. Some people will be more productive working in a less steady or more cautious way.
- Many organizations are moving away from hierarchical supervision to a team-based, shared-responsibility approach. You will need to define, for yourself, clear roles, responsibilities, and accountabilities in these settings. Share and validate these with your team.



**esfj**

SUPPORTIVE CONTRIBUTOR

**Extraversion**

**Sensing**

**Feeling**

**Judging**

**Type Dynamics**

F<sub>e</sub> **First**

Outwardly decisive, collaborative, and considerate

S<sub>i</sub> **Second**

Inwardly focused on the practicalities and realities of situations

N

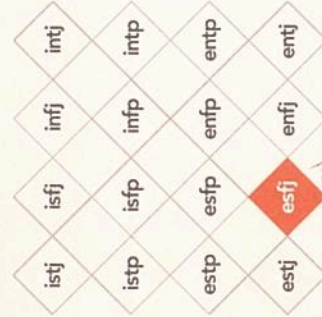
**Third**

As they mature, consider broader possibilities for people

T<sub>i</sub>

**Fourth**

Developmental challenge is assessing situations objectively



**Many hands make light work.**

**Communication Highlights**

- Personal, outgoing, warm, friendly, helpful, caring, and sensitive
- Steady, persistent, responsible, dependable, and conscientious
- Productive; manage time and tasks to accomplish goals in a positive, organized way
- Easily relate to and connect with people; seek harmony and make accommodations
- Provide for the immediate needs of others in a practical, direct way

**At First Glance**

- Practical, efficient helpers who are loyal, committed, and dutiful
- Make useful contributions; provide concrete, tangible products and services
- Remember personal information and focus on people's day-to-day situations
- Conform to social norms and engage in established rituals and traditions
- Comfortable with routines, structure, and schedules; organize things to run smoothly

**When Expressing Themselves**

- Naturally affirming and supportive; like to see and celebrate people's successes
- Match people to tasks in a personal way so everyone fits in and works well together
- Enjoy social contact and want to discuss the situation at hand
- See and evaluate situations accurately; observe and anticipate people's needs
- Usually very busy; schedule time tightly to meet obligations and accomplish goals

**Giving/Receiving Feedback**

- Driven to meet societal standards and live up to others' expectations
- Interpret feedback as personal criticism; uncomfortable with critical or harsh comments
- Want to be appreciated for their contributions and achievements
- Openly acknowledge and celebrate others' contributions and achievements
- Give more positive than corrective feedback; uncomfortable critiquing others

**Interpersonal Focus**

- Friendly, highly interactive approach to work; get to know co-workers personally
- Consistently pay close attention to the needs of the people they work with
- Like to work on a well-functioning team; help maintain harmony and consensus
- Conform and give importance to socially acceptable behaviors and obligations
- Talk about and want to deal with interpersonal conflicts; don't like to leave things unsaid or have issues unresolved

**COMMUNICATING EFFECTIVELY WITH ESFJs**

**Do**

- Offer predictability and stability in the work environment
- Give them the relevant information they need to complete tasks efficiently; specifically define and delegate tasks
- Encourage, appreciate, and support their contributions and achievements
- Focus on the here and now and offer personal, practical comments
- Provide current facts, accurate details, and practical applications
- Discuss immediate, concrete, practical tasks rather than abstract ones
- Respect authority and traditionally accepted hierarchical organizational structure
- Use a steady, step-by-step approach; be task oriented and decisive
- Provide opportunities to interact and work in harmony to complete tasks

**Don't**

- Be ambiguous or vague
- Create changes without practical reasons
- Put them in unpredictable situations without providing some procedures to follow
- React to them in an indifferent or impersonal way
- Discuss long-term, abstract implications of situations at length
- Use a lot of theoretical language or figures of speech
- Be unreliable or fail to follow through with what you say you will do
- Focus on logic and business needs at the expense of the people involved
- Give them very little feedback on their progress
- Break norms or traditions or show a lack of respect for authority and structure

**Communication Tips for ESFJs**

- You may become overcommitted meeting your responsibilities and the needs of others. Balance this conscientious approach by taking time to meet your own needs.
- People's personal needs may not be traditionally socially acceptable ones. Accept individual values and needs that are different from the norm. Avoid focusing on what people should be or do. Apply this to yourself as well as others.
- Because social norms are important to you, you may have trouble accepting styles that differ from the traditional steady, persistent work style. Be aware that people choose to contribute in different ways, and be accepting and tolerant of these differences.
- Some people approach work with a broader, long-term, and/or logical focus. Learn to value these alternative approaches and incorporate vision and analysis into your planning.
- Although you find it important to build agreement, not all issues need to be addressed, especially in the workplace. At times, be willing to agree to disagree.
- Giving and receiving corrective feedback may be difficult for you. However, this feedback can help you and others become more productive. Listen to ways to improve without becoming defensive.
- Some people are neither highly collaborative nor outwardly expressive and supportive. Be sure to provide ways for them to work within the team while respecting their work approach.



# enfj

COMPASSIONATE FACILITATOR

## Extraversion Intuition Feeling Judging

### Type Dynamics

**F<sub>e</sub>**

Outwardly decisive, collaborative, and considerate

**N<sub>i</sub>**

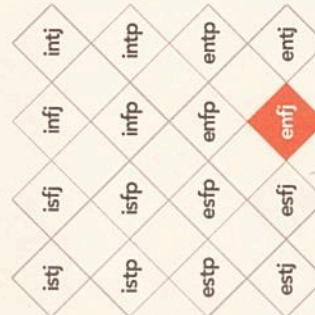
Inwardly focused on possibilities for people

**S**

As they mature, consider more practicalities

**T<sub>i</sub>**

Developmental challenge is assessing situations objectively



## Two heads are better than one.

### Communication Highlights

- Warm, compassionate, enthusiastic, insightful, and encouraging
- Imagine new options and possibilities for helping people realize and reach their potential
- Combine vision, strategic planning, task orientation, and a focus on others' needs
- Responsibly organize and coordinate resources toward a goal
- Ensure that the means justify the end in terms of employee motivation and morale

### When Expressing Themselves

- Often guide others by mentoring, advocating, counseling, and teaching
- Tuned in to individual differences; value diversity and accommodate needs
- Communicate, establish rapport, and connect with a broad range of people
- Express their values and opinions; clarify perspectives and build agreement
- Discuss theories and abstract ideas and concepts; expect others to contribute

### At First Glance

- Sincere, sociable, friendly, expressive, open, and supportive
- Collaborative and cooperative; seek consensus and harmony
- Potential and development of people is their first and foremost focus
- Enjoy leading others, organizing projects, and mobilizing people
- Achieve results by harnessing the unique contributions of each team member

### Giving/Receiving Feedback

- Want their opinions to be acknowledged and validated
- Actively support other team members with words and actions
- Openly value and appreciate people for their contributions
- Offer corrective feedback gently and only after trust and respect are established
- Energetically guide others and encourage them to make good decisions

### What They Want to Hear

- Discussions about and sharing of personal values and ideas
- Vision and possibilities for people; focused on growth and development
- Positive and nurturing comments; empathy, tolerance, and harmony
- Opportunities for everyone to collaborate, contribute, and use their skills
- Others taking time and energy to develop and maintain relationships

### Interpersonal Focus

- Want to build strong teams and create a harmonious environment
- Affected by unpleasant working relationships, atmosphere, and morale
- Sensitive to personal issues; explore and want to understand interpersonal conflicts
- Focus on and want to deal with any problems, stress, or strain that people are experiencing
- Seek harmony and agreement; may spend considerable time building and reaching consensus

## COMMUNICATING EFFECTIVELY WITH ENFJs

### Do

- Provide general guidelines and trust them to make personal judgments and decisions
- Share human and social behavior theory; use metaphors and figurative language
- Advocate for employee development and growth
- Be cooperative and collaborative; seek consensus
- Develop rapport and build a personal working relationship
- Make and follow through with personal decisions to improve or enrich people's lives
- Be positive and encouraging as well as task focused
- Seek, plan for, and embrace change; share inspirational stories and messages
- Share your values and show appreciation for the perspectives and values of others
- Seek to understand, celebrate, and accommodate diversity

### Don't

- Wield position power or authority
- Be focused more on results than people
- Use logical analysis on values issues
- Be critical or impartial when people are involved
- Set limiting and confining rules and procedures
- Disregard social norms and conventions
- Be cold, indifferent, or impersonal
- See only short-term or immediate results
- Be directive or give orders
- Hold back personal information that might help them understand you

### Communication Tips for ENFJs

- Other people may approach situations in a calm, logical, and/or practical way. High levels of enthusiasm, emotion, or passion may overwhelm or disconcert them. You may need to tone down your enthusiasm in these situations.
- Your desire to help others and achieve goals can lead you to become overcommitted and overwhelmed with projects. Learn to balance idealism with practicality and create realistic expectations of yourself and others.
- Present information in a sequential, logical order and show pros and cons. Then anticipate and prepare for questions and feedback.
- Remember that people may not prefer abstract metaphors or analogies and may seek objective information. Explain your thoughts in practical language and avoid using too many inspirational stories.
- Be careful not to interpret corrective feedback as personal criticism. Consider it a helpful tool for your growth and development.
- It may not always be practical, realistic, or necessary to solve all interpersonal conflicts in the workplace. Learn to leave some issues alone and to choose carefully what issues to work on.
- Be willing to compromise when looking for effective ways to complete tasks. Balance the needs of the people with business deadlines, logistics, and financial pressures. Don't compromise your core values, but make sure you are being realistic.



entj

DECISIVE STRATEGIST

Extraversion  
Intuition  
Thinking  
Judging

Type Dynamics

T<sub>e</sub> First

Outwardly/logically  
decisive, focused on  
accomplishing goals

N<sub>i</sub> Second

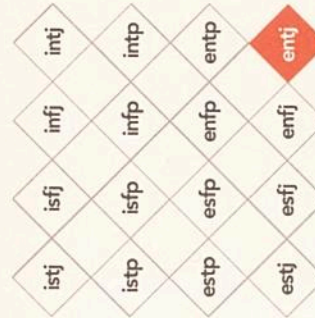
Inwardly focused on  
long-term systems  
improvements

S Third

As they mature,  
become more  
practical and realistic

F<sub>i</sub> Fourth

Developmental  
challenge is  
considering personal  
impacts



Let's make it happen.

Communication Highlights

- Challenging, independent, decisive problem solvers who prefer to be in control of their situation
- Logically and efficiently organize, redesign, or streamline systems and processes
- Take an objective, visionary, long-term, strategic approach
- Energetically take initiative to realize their goals; lead and expect others to follow
- Integrate and synthesize information; simultaneously manage complex projects

When Expressing Themselves

- Take control and direct rather than encourage or motivate
- Seek discussions and enjoy debating ideas and arguing semantics
- Question information and authority; critically analyze what they see and hear
- Competitive and like to demonstrate their knowledge and competence
- Impatient with slowing down and spending time explaining their rationale to others

At First Glance

- Analyze and solve complex problems; quickly create and implement a workable plan
- Critique, evaluate, and improve structures and systems; make systems more efficient
- Like to get things moving, initiate action; task completion is the ultimate goal
- Enjoy complexity; stimulated by analyzing ideas and possibilities
- Want to delegate tasks to others and be in charge of the work being done

Giving/Receiving Feedback

- Will call attention to something that isn't right; straightforward and direct
- Intolerant of incompetence, dependence, and wasted effort
- Believe that everything can be improved
- Won't hesitate to critique; can be perceived as too directive, critical, or task oriented
- See connections quickly and are impatient with those who don't

Interpersonal Focus

- More task oriented than people focused; direct others to complete a plan
- Value team contributions if the team is focused and working toward a goal
- Collaboration is a means to an end and not of value in itself unless it adds efficiency
- Impatient with processes that take excess time to reach consensus and agreement
- More important for them to be deemed competent than to be popular

What They Want to Hear

- Clear expectations, and then allow them to control the situation
- Long-range goal setting and planning
- Logical framework and rationale behind ideas and theories
- Credible information from a competent, knowledgeable source
- Clear, assertive language and direct communications

COMMUNICATING EFFECTIVELY WITH ENTJs

Do

- Be logical, analytical, and matter-of-fact; use precise words and ideas
- Discuss possible applications of theory and concepts
- Focus on long-term strategic planning
- Let them do their own research and draw their own conclusions
- Be willing to make tough decisions and stand by them
- Give them freedom to make and act on decisions
- Gain their respect by being competent, independent, knowledgeable, and goal driven
- Value achievement and show them potential opportunities for advancement
- Be task and deadline focused
- Expect them to question and critique information

Don't

- Consider only short-term or practical consequences of actions
- Take too long to decide or change your mind frequently
- Share facts and details that are not necessary for them to do their work
- Expect them to accept information without evidence or a credible source
- Try to control them or tell them what to do
- Expect them to use illogical and inefficient processes or procedures
- Be unstructured or unfocused when making plans
- Take analysis and critique personally
- Focus on personal or situational factors in decisions
- Miss deadlines or be late or unprepared for meetings

Communication Tips for ENTJs

- Other people may want to accomplish tasks more through collaboration and cooperation than by being directed. Slow down and let go of some control in order to enhance your working relationships.
- By deciding too quickly, you may move too fast in the wrong direction. Be careful to listen to new information and consider all the possibilities before you make a decision.
- Being theoretical, you can sometimes be surprised when others focus on practical decisions and actions. When explaining your ideas, provide concrete, practical links and avoid arguing semantics and abstract points at length.
- Consider situational and personal factors as well as logical ones when evaluating information. Include these factors as criteria when analyzing the pros and cons of options.
- Check how others are feeling, especially when giving feedback. Balance corrective feedback with positive feedback, especially when working with people who have a Feeling preference.
- Listen empathetically without offering solutions. Strive to understand personal situations rather than analyze them in an abstract or conceptual manner.
- Have patience with other work and communication styles. Not everyone is as quickly decisive or results driven as you are. Some people may prefer to achieve results in a slower, more cautious way.



# Communication and Type Dynamics

**The two middle letters of a four-letter type represent the mental processes, ways of taking in and evaluating information. When people use the mental processes to deal with the world, these processes are observable. Mental processes can also be kept private and used internally to take in information or guide decisions.**

Each of the 16 personality types represents a unique pattern of taking in and evaluating information—a favorite, second, third, and least preferred process.

Individuals tend to initially filter and interpret what they hear and see through their favorite and second mental processes. You will find it is easiest to convince and motivate others by following the tips that follow to engage these favorite processes. The tips also include ways to avoid interactions that require someone to use his or her least favorite process.



## NOW OR LATER

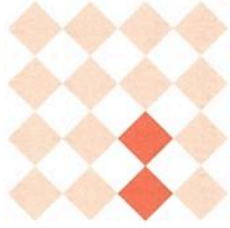
An employee with ESTP preferences liked to take action and do things right away, while his boss, who had ENFP preferences, wanted to focus more on the big picture. This became a problem whenever the boss gave the employee a list of things to do. The ESTP, acting in the way he naturally preferred, would jump in to start on tasks as soon as his boss mentioned them. However, unbeknownst to the employee, the boss wanted him to approach the situation by sorting and prioritizing tasks, starting with the most important task rather than the most immediate one. After some discussion about the problem, the ENFP boss learned to communicate specific deadline information and priorities when assigning tasks.

## ESTP AND ESFP

The favorite process of ESTPs and ESFPs is Sensing. Because these types have a preference for Extraversion, they use their Sensing in the world around them by being observant and active, and by dealing with the situation at hand in a flexible way. ESTPs and ESFPs likely don't want to sit around discussing something. They are more inclined to jump up and immediately get moving. Here are interaction tips to engage their active approach.

### Tips for Communicating with ESTPs and ESFPs

- Provide immediate feedback
- Give them opportunities to act, adapt, or improvise right away
- Keep communications short, useful, and to the point
- Focus on concrete information and the here and now
- Use humor, sensory stimulation, and playfulness
- Talk about real-life examples and situations
- Show or do rather than tell
- Focus on short-term rather than long-term consequences
- Avoid highly theoretical, long-winded, abstract explanations
- Limit the use of analogies, metaphors, and other figures of speech



When you see them acting and adapting, people with these preferences generally are using their second process, either Thinking or Feeling, internally to evaluate their immediate options and decide what to do next.

- ESTPs usually analyze situations objectively, looking for the most efficient course of action. Convince and motivate them by sharing practical, logical information they can use to get things up and running right away.
- ESFPs generally observe people, see what they need, and look for ways to make situations more enjoyable. Convince and motivate them by sharing ideas or suggestions they can use to be immediately helpful and useful.

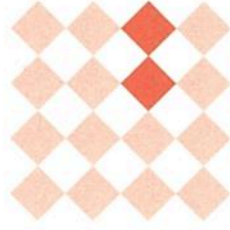
ESTPs and ESFPs typically are not drawn to using their least favorite process, Intuition, to imagine far into the future and think about intangible concepts and ideas. When you want them to do long-term planning, break broad goals into realistic steps and actions. Keep them interested in concepts by linking theories to applications and ideas to concrete facts.

## ENTP AND ENFP

The favorite process of ENTPs and ENFPs is Intuition. Because these types have a preference for Extraversion, they use their Intuition in the world around them by being open to, discussing, and integrating new ideas and possibilities. ENTPs and ENFPs find it more interesting to innovate and imagine what could be than to pay attention to what is happening in the here and now. Here are interaction tips to engage their innovative approach.

### Tips for Communicating with ENTPs and ENFPs

- Be imaginative, enthusiastic, and open-minded
- Make connections and show relationships between things
- Appeal to their curiosity, flexibility, and desire to change things
- Focus on new ideas, possibilities, and patterns
- Present opportunities or challenges
- Avoid focusing too much on rules, structures, and procedures
- Allow them room to explore ideas without coming to closure
- Show how information relates to the bigger picture
- Provide opportunities to brainstorm
- Avoid focusing on only facts and details



When you see them playing with ideas and innovating, ENTPs and ENFPs generally are using their second process, either Thinking or Feeling, internally to evaluate the many ideas and options they are considering.

- ENTPs usually analyze situations logically, looking for long-term strategic solutions to problems. Convince and motivate them by sharing logical reasons for actions and by linking actions to broad possibilities and goals.
- ENFPs generally like connecting with people and discussing ideas openly. Convince and motivate them by linking ideas and suggestions to new options and opportunities that will help people develop their potential.

ENTPs and ENFPs typically are not drawn to using their least favorite process, Sensing, to carefully observe and deal with facts and details. When you want them to consider the realities of a situation, provide a framework or overview before giving them a lot of data. To keep them interested, link facts and details to interesting theories and ideas.

## GET IT RIGHT THE FIRST TIME

A corporate trainer who had ENTP preferences called a meeting to roll out a new training program for a group of technical workers. The trainer had drafted some preliminary training materials and wanted to discuss the new and improved training process. However, the technical workers, most of whom had ISTJ preferences, immediately derided the meeting agenda by focusing on and pointing out missing details and inaccurate technical facts in the training materials. The trainer realized that there would be no focus on process until more detailed and accurate information was created. The next time he presented materials, they were comprehensive and free of errors. He also learned to get new materials edited and critiqued before he presented them to the group.



## LET ME GET MY WORK DONE

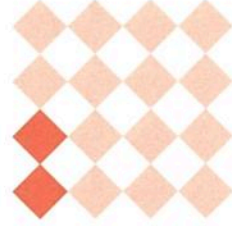
An individual with ISFJ preferences liked to get her work accomplished before she took a break. However, her colleague, who had ESFP preferences, would frequently come into her office, ask questions, share information, or suggest that they go for coffee. The ISFJ found these interruptions unpleasantly distracting but didn't want to say anything negative, as she thought that would be rude. When the two colleagues learned about personality type, they began to talk about their differences and decided to choose some specific times of the day to discuss work matters or take breaks together. That way, the ISFJ had time to work without interruption and the ESFP had opportunities to interact.

## ISTJ AND ISFJ

The favorite process of ISTJs and ISFJs is Sensing. Because these types have a preference for Introversion, they use their Sensing internally in a reflective way to collect and structure comprehensive facts and details about topics of interest. ISTJs and ISFJs trust that they know to be true from their experiences and are less interested in considering what is unknown or unfamiliar. Here are interaction tips to engage their tried-and-true approach.

### Tips for Communicating with ISTJs and ISFJs

- Be detailed, accurate, and precise
- Focus on facts, real-life examples, and what is known
- Make sure information is useful and relevant
- Listen to their expertise and experience
- Be practical; avoid abstraction, metaphors, and symbolism
- Link what is new to what exists; integrate information with past experiences and knowledge
- Provide step-by-step and structured explanations
- Provide enough information for them to get a comprehensive understanding
- Provide time for them to understand and agree with rules or standards before expecting action
- Avoid surprises and ambiguity; provide information as soon as possible



ISTJs and ISFJs tend to quietly and privately accumulate information and build an internal storehouse of useful experiences. Generally you see them using their second process, either Thinking or Feeling, externally to apply what they know and maintain what works well to get things done.

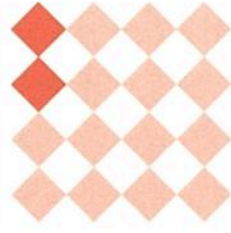
- ISTJs usually take efficient steps forward to achieve a practical goal. Convince and motivate them by using logical reasoning and by providing concrete evidence and examples that show how your ideas and suggestions will lead to successful results.
  - ISFJs generally take actions to include and support the people around them. Convince and motivate them by showing how people will immediately benefit from the actions they take.
- ISTJs and ISFJs typically are not drawn to using their least favorite process, Intuition, to come up with new and different ways of doing things. When you want them to brainstorm or consider new ideas, give them lots of examples and data as well as time to think about the topic before expecting them to respond.

## INTJ AND INFJ

The favorite process of INTJs and INFJs is Intuition. Because these types have a preference for Introversion, they use their Intuition internally in a reflective way to accumulate, integrate, and synthesize multiple ideas and possibilities. INTJs and INFJs want to learn as much as they can about topics of interest and like to study models and consider far-reaching possibilities. Here are interaction tips to engage their broad, conceptual approach.

### Tips for Communicating with INTJs and INFJs

- Use models and show the overall framework of ideas
- Focus on long-term planning and visions
- Provide complex concepts and theories
- Use metaphors, symbols, and other figures of speech
- Provide opportunities for them to question and seek new information
- Show ways to change systems or improve processes
- Relate experiences to theories and mental models
- Use precise language and watch out for multiple meanings of language
- Don't focus solely on facts, details, and realities
- Provide them with additional resources or data sources so they can explore a topic in depth



When they are internally creating a comprehensive understanding and vision, INTJs and INFJs generally are using their second process, either Thinking or Feeling, externally to make choices, implement their ideas, and get things done.

- INTJs usually use a strategic, logical approach to accomplish their goals. Convince and motivate them by showing how their actions will result in effective, long-term, far-reaching changes.
- INFJs generally decide and act collaboratively. Convince and motivate them by showing how their actions will help others learn, grow, and develop their potential.

INTJs and INFJs typically are not drawn to using their least favorite process, Sensing, to deal with routine tasks and attend to details. When you want them to focus on the realities of a situation, show them how doing so will be essential if they want to make changes and realize their vision.

## SLOW DOWN TO MOVE FASTER

A leader with INTJ preferences liked to implement a change as soon as she had developed a plan, and she found it tedious having to spend time discussing the plan before acting. After realizing that other team members sometimes needed more details and explanations before they would be willing to implement her plan, she learned to provide them with more information and opportunities for discussion. To her surprise, once she started taking the time to share her ideas with the team, she found that her plans were improved by input from others with different perspectives and expertise. She noted how one individual, who had INFP preferences, often helped her avoid potential damage that she otherwise might have inadvertently caused to team relationships when implementing her ideas.



## TAKE CHARGE

A doctor who had ENTJ preferences was having communication problems with his staff. In the emergency room, he was accustomed to giving orders and having them followed immediately. He felt that this ability to direct and control the situation was one of his greatest competencies. However, when he attended a staff meeting, one of the emergency room nurses, who had INFJ preferences, criticized his take-charge approach. The nurse commented—and others agreed—that the ENTJ needed to allow others to express their opinions and think about issues before expecting them to make decisions. The ENTJ was surprised to hear this feedback and frustrated at the thought of slowing down the decision-making process. After being introduced to personality type, however, he understood the issue and began to explore other ways of making decisions.

## ESTJ AND ENTJ

The favorite process of ESTJs and ENTJs is Thinking. Because these types have a preference for Extraversion, they use their Thinking in the world around them to quickly assess and evaluate information and situations. ESTJs and ENTJs like to decide and act quickly. Here are interaction tips to engage their logical, productive approach.

### Tips for Communicating with ESTJs and ENTJs

- Be direct and concise
- Focus on competencies, goals, actions, and results
- Use verifiable data to back up your thoughts and conclusions
- Explain feelings and values in a logical, factual way
- Be objective, task oriented, and not overly focused on personal matters
- Be organized and efficient in your presentation of information
- Present opportunities to solve problems
- Describe flaws, list pros and cons, and analyze outcomes
- Communicate clear rules or principles
- Be decisive and provide an opportunity to come to closure



When you see them accomplishing goals, ESTJs and ENTJs generally are using their second process, either Sensing or Intuition, to take in and reflect on new information.

- ESTJs usually pay attention to their past experiences, relevant facts, and current realities. Convince and motivate them by showing how their actions will result in getting tasks accomplished as quickly and efficiently as possible.
- ENTJs usually consider many ideas and are open to looking at new opportunities and possibilities. Convince and motivate them by showing how their actions will result in broad, strategic improvements in the way things are done.

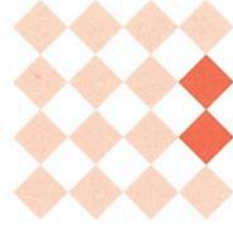
ESTJs and ENTJs typically are not drawn to using their least favorite process, Feeling, when deciding on a course of action. When you want them to focus on the people involved in a situation, show them how considering people will give them better results.

## ESFJ AND ENFJ

The favorite process of ESFJs and ENFJs is Feeling. Because these types have a preference for Extraversion, they use their Feeling in the world around them to build rapport with others and reach agreement. ESFJs and ENFJs thrive on getting things done by harnessing the skills and interests of everyone involved. Here are interaction tips to engage their inclusive and supportive approach.

### Tips for Communicating with ESFJs and ENFJs

- Be warm, friendly, empathetic, and appreciative
- Develop rapport and trust; seek to understand them
- Reward and validate them; mention and appreciate their contributions
- Focus on collaboration, cooperation, and inclusion
- Maintain harmony; don't be primarily analytical or critical
- Take time to develop and maintain a personal relationship
- Discuss values, opinions, and feelings
- Use critical feedback carefully; validate them before critiquing behaviors
- Provide opportunities to come to consensus
- Share information about other people's values, opinions, and reactions



When you see them working harmoniously with others, ESFJs and ENFJs generally are taking in and reflecting on new information by using their second process, either Sensing or Intuition.

- ESFJs usually observe the people and situation, remembering and using what has worked well before to get things done. Convince and motivate them by showing how their actions will contribute to cooperation and build harmony between the people involved.
- ENFJs usually are open to considering many ideas and possibilities that will help others grow and develop their potential. Convince and motivate them by showing how their actions can make a meaningful difference in the lives of the people involved.

ESFJs and ENFJs typically are not drawn to using their least favorite process, Thinking, when deciding on a course of action. When you want them to engage in logical, objective analysis, emphasize that many people need to hear this kind of reasoning to be convinced.

## TOO MUCH TALK AND NOT ENOUGH ACTION

A leader who had ENFJ preferences wanted team members to establish rapport, engage in discussions, share opinions, and come to consensus on a regular basis. A few staff members, including one who had ISTP preferences, were impatient with having to attend more meetings and take the time to hear everyone's opinion on things. After learning about type differences, the leader recognized that her collaborative approach didn't suit everyone. She became more selective when scheduling meetings and, when staff did meet, she streamlined the discussion process.



## ARE YOU A TEAM PLAYER?

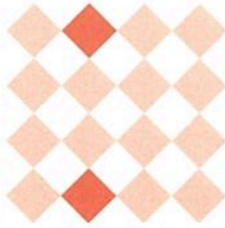
An individual who had INTP preferences was surprised to hear that members of her team found her detached and somewhat unapproachable. She recognized that she was quiet at team meetings and acknowledged that she was more likely to give corrective than positive feedback to others, but she thought of herself as a good problem solver and a strong contributor to the team's goals. One co-worker, who had ESFJ preferences, suggested that some team members wanted to hear more positive feedback from her. The INTP initially found giving obvious compliments artificial and uncomfortable, but she worked toward being more expressive in a positive way. At the same time, team members learned to accept her more quiet, frank, logical approach.

## ISTP AND INTP

The favorite process of ISTPs and INTPs is Thinking. Because these types have a preference for Introversion, they use their Thinking internally to reflect on, examine, and evaluate situations objectively. ISTPs and INTPs are often independent and like to be self-reliant. Here are interaction tips to engage their analytical approach.

### Tips for Communicating with ISTPs and INTPs

- Be calm and objective
- Be direct, frank, and concise
- Focus on logical reasons and explanations
- Provide detailed concepts, information, or data
- Allow time for them to critique what they are hearing
- Offer challenges that require them to try ideas and test conclusions
- Provide them with opportunities to solve problems, adapt, and adjust to change
- Focus on the logical principles underlying a situation rather than on the situation itself
- Create links between what is and what is logically possible
- Convince them with reasoning and analysis



When they are privately questioning, evaluating, and analyzing, ISTPs and INTPs generally are using their second process, either Sensing or Intuition, in the world around them to pay attention to new information.

- ISTPs usually pay attention to what is happening around them in the moment. Convince and motivate them by showing how ideas and suggestions are logical, practical, and interesting to try right away.
- INTPs usually ponder and evaluate many ideas, looking for new models and creating more questions. Convince and motivate them by providing innovative ideas and suggestions that link together and make logical sense to try.

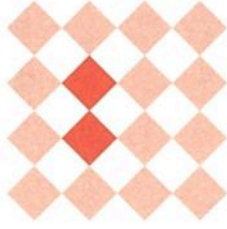
ISTPs and INTPs typically are not drawn to using their least favorite process, Feeling, when dealing with the people around them. When you want them to be more inclusive and collaborative, show logical reasons for developing rapport and being supportive.

## ISFP AND INFP

The favorite process of ISFPs and INFPs is Feeling. Because these types have a preference for Introversion, they use their Feeling internally to reflect on how to be helpful and considerate, and how to enhance the experiences and lives of others. Their personal values and beliefs guide their actions. Here are interaction tips to engage their caring approach.

### Tips for Communicating with ISFPs and INFPs

- Communicate in a comfortable, calm, one-to-one setting
- Be supportive, empathetic, quiet, and sensitive
- Value their actions and contributions; appreciate their efforts
- Focus on maintaining harmony and establishing rapport
- Approach situations in a personal and considerate way
- Be thoughtful and careful to provide corrective feedback gently
- Show how information relates to personal and human values
- Assess and evaluate situations by considering what people want and need
- When possible, identify and avoid challenging their personal values
- Avoid being critical or analytical



When they are privately reflecting on what is important to them, ISFPs and INFPs generally are dealing with the world around them by using their second process, either Sensing or Intuition. They adapt to others' needs, accommodating, assisting, and quietly encouraging the efforts of others.

- ISFPs usually observe the people around them and do what they can to enhance the immediate situation. Convince and motivate them by showing how their actions can make a situation more amicable and comfortable.
- INFPs usually look for options and possibilities to help people develop and grow. Convince and motivate them by showing how they can make a difference in the lives of others.

ISFPs and INFPs typically are not drawn to using their least favorite process, Thinking, when dealing with the people around them. When you want them to evaluate a situation objectively, show how this kind of analysis can supplement and enhance, not replace, their personal, people-focused perspective.

## YOU WANT THAT WHEN?

A worker with ISFP preferences provided administrative support for a number of team members, many of whom had ESTJ preferences. During a team-building session, she remained quiet as the group discussed their productivity and efficiency. When asked to contribute, the ISFP shared that she felt stressed by constantly having to meet multiple deadlines, expectations, and demands. The team members were surprised by this information and, after some discussion, realized that each of them had been expecting her to attend to his or her tasks right away, without considering her overall workload. The ISFP learned to share more about her workload with her team members and they learned to not expect immediate results when she was busy.



# Seven Universal Communication Strategies

Although personality type preferences may influence how you communicate, here are some key communication strategies that work for everyone.

## **Listen.**

This may sound obvious, but paying attention to what someone is saying without becoming distracted, interrupting, critiquing, or contemplating a response is actually a complex set of skills. Listening carefully, with the purpose of understanding and acknowledging another's perspective, is a powerful starting place for communication.

## **Share your perspectives tactfully and assertively.**

Keep in mind that not offering your opinion can be as detrimental to a relationship as being overbearing. Say what should be said, but do so in a respectful, thoughtful way. Balance your need for self-expression with an understanding that words have the power to hurt or upset someone.

## **Offer positive feedback and encouragement.**

Acknowledge the accomplishments and contributions of others and let people know that you appreciate their efforts. Be genuine and specific when you do this, as people generally dislike gushy sentiments or insincere comments.

## **Provide corrective feedback when appropriate.**

People need this if they are to develop and grow. Before offering a critique, consider your reason for doing it and the possible ways your comments might be interpreted. Use corrective feedback only as a tool to help someone else. Be direct, specific, focused on behavior, and considerate. Find a time and space where you can talk to the person alone. Avoid criticizing anyone in public, and always be calm and supportive.

## **Deal with important interpersonal conflicts.**

Don't just avoid them. Listen to the other person's perspective open-mindedly, state your opinion calmly, and look for win-win solutions. Be selective about when, where, and how to address issues. Not all differences can be resolved, so sometimes agree to disagree.

## **Appreciate how people see the world differently.**

Now that you are aware of personality preferences you can start to understand, respect, and appreciate different perspectives. Look for the natural, benign motivations and intentions behind what people do rather than judging them by what you might do in a similar situation.

## **Follow through on commitments.**

You quickly lose credibility when you say one thing and do something else. Consistently matching your actions to your words provides evidence of your sincerity and builds trust and respect.