

FACET QUESTIONS

best decisions is when you remember to ask and answer questions from all facets

SENSING

- Concrete:** What do we know and How?
- Realistic:** What are the real costs?
- Practical:** Will it work?
- Experiential:** Can you show me how it works?
- Traditional:** Does anything need to change?

INTUITION

- Abstract:** What else could this mean?
- Imaginative:** What else can we come up with?
- Conceptual:** What other ideas do you have?
- Theoretical:** How is it all interconnected?
- Original:** What is a new way to do this?

THINKING

- Logical:** What are the pros and cons?
- Reasonable:** What are the logical consequences?
- Questioning:** But what about ...?
- Critical:** What is wrong with this?
- Tough:** Why aren't we following through now?

FEELING

- Empathetic:** What do we like and dislike?
- Compassionate:** What impact will this have on people?
- Values driven:** respect, dignity, openness
- Accommodating:** How can we make everyone happy?
- Accepting:** What are some of benefits of this?
- Tender:** What about the people who will be hurt?

Miscues

General Miscues for Group

- Arrogant
- Condescending
- Aggressive
- Opportunistic

Miscues Specific to Individual Types

ESTJ

- Concise remarks are often seen as disinterest, coolness, or harshness
- Action orientation may be experienced as aggressiveness, hardheadedness
- Data–action–now sequence may seem like arrogance

ENTJ

- Analysis and mental versatility may be seen as impatience or arrogance
- Fast pace may be viewed as aggressive or overly demanding
- Systematic questioning may seem disrespectful

ISTJ

- Calm and reserved manner may appear stingy and unemotional
- Factual perspective may be viewed as overly conventional or dependent on data

INTJ

- Basic formulaic approach may seem condescending
- Critique may appear critical
- Independence may be seen as arrogance

Miscues

General Miscues for Group

- Overly sentimental
- Fussy and hasty
- Impulsive
- Self-dramatizing

Miscues Specific to Individual Types

ESFJ

- Traditional behavior may look like rigidity
- Sympathetic quality may be seen as excessive agreeableness
- Attention to people may appear intrusive

ENFJ

- Appreciative comments may be seen as sentimentality or undue attention
- Action orientation may look like impulsiveness
- Idealism may appear unrealistic
- Diplomacy may be seen as unassertiveness

ISFJ

- Warmth and empathy may be seen as sentimentality
- Cooperativeness may look like unassertiveness
- Carefulness may appear to be overcautious

INFJ

- Intensity may seem dreamy
- Reserve may look like hardheadedness
- Theoretical interests may be viewed as aloofness

Miscues

General Miscues for Group

- Unkind
- Unscrupulous
- Rigid, demanding
- Opportunistic

Miscues Specific to Individual Types

ESFP

- Tolerance may be seen as lack of critical ability
- Practicality might be viewed as lacking in innovation

ESTP

- Fast pace may be seen as impulsive
- Gregariousness may be viewed as restlessness
- Focus on present may appear unimaginative

ISTP

- Skepticism may be viewed as suspicion of others
- Detached curiosity may be seen as nonconformity
- Good-natured questioning may appear to be defensiveness or unkindness

ISFP

- Introspection may look like detached disinterest or even suspicion of others
- Preference for showing intentions in actions rather than in words may be interpreted as disregard for others

Miscues

General Miscues for Group

- Distracted
- Restless, impulsive
- Hasty and noisy
- Unrealistic in expectations

Miscues Specific to Individual Types

ENTP

- Active questioning may be viewed as hastiness and unrealistic expectations
- Honesty may be seen as bluntness and tactlessness
- Rapid idea generation may seem like distractibility

ENFP

- Fast-paced action may be seen as impulsiveness
- Willingness to adapt to change may be viewed as undependability
- Fluency with innovations may appear to be a tendency to “jump the gun”

INTP

- Detachment may be seen as uncaring
- Questioning may appear challenging or disrespectful
- Theoretical interests may be seen as emotionally disengaged

INFP

- Deference to others' opinions may be misinterpreted as agreement
- Tendency to connect conversations to larger contexts may appear distant or defensive
- Conflict avoidance may seem to be indecisiveness or fence-straddling

Writing Style and the Four Functions

ST style

- Short, to the point
- Precise, with qualifications
- Bullet points
- Conventional words
- “Businesslike” tone
- Factual

SF style

- Short
- Bullet points
- Conventional words
- Personal tone, i.e., personal pronouns, specific quotes

NF style

- Longer, paragraph format
- Expressive, underlining, personalized anecdotes
- Unique words and phrases, personal pronouns

NT style

- Longer, paragraph format
- Present the “why” or logic behind the idea
- “Businesslike” tone
- Unique words and phrases, metaphors

Stress and the Four Functions

STs tend to find stressful

- No accuracy
- No accountability
- Conjecture

To get unstuck:

- Focus on the facts

SFs tend to find stressful

- No practical value
- No personal connection
- Abstraction

To get unstuck:

- Focus on serving those involved

NFs tend to find stressful

- No meaning
- No creativity
- Insensitivity
- **To get unstuck:**
- Focus on the larger purpose

NTs tend to find stressful

- No critical examination
- No debate
- Routine
- **To get unstuck:**
- Focus on what's logical

Leadership and the Four Functions

ST leaders tend to

- Be passionate about quality
- Have efficiency as a core value
- Demonstrate reasonableness
- Strive to be skillful

SF leaders tend to

- Be passionate about service
- Have sincerity as a core value
- Demonstrate loyalty
- Strive to be helpful

NF leaders tend to

- Be passionate about development
- Have authenticity as a core value
- Demonstrate empathy
- Strive to be genuine

NT leaders tend to

- Be passionate about innovation
- Have integrity as a core value
- Demonstrate fair-mindedness
- Strive to be competent

Conflict Style and the Four Functions

When dealing with conflict STs are likely to want

- A no-nonsense approach
- Arguments to be realistic
- Their pragmatism to be acknowledged
- A chance to scrutinize

When dealing with conflict SFs are likely to want

- A friendly approach
- Points of view to be considerate
- Their kindness to be appreciated
- A chance to share

When dealing with conflict NFs are likely to want

- A compassionate approach
- Points of view to be meaningful
- Their uniqueness to be respected
- A chance to understand

When dealing with conflict NTs are likely to want

- A logical approach
- Arguments to be coherent
- Their mastery to be recognized
- A chance to question

Change Style and the Four Functions

STs are likely to embrace change that is

- Methodical and well organized
- Pragmatic and sensible

STs tend to change things by

- Adapting what is working well to make it more economical
- Establishing specific goals and methods that ensure progress

SFs are likely to embrace change that is

- Appropriate and caring
- Practical and helpful

SFs tend to change things by

- Tailoring existing procedures to better serve people's needs
- Determining specific goals and methods that meet everyday concerns

NFs are likely to embrace change that is

- Meaningful and supportive
- Imaginative and original

NFs tend to change things by

- Envisioning new ways to foster people's development
- Designing flexible goals and methods that motivate people

NT are likely to embrace change that is

- Logical and well structured
- Innovative and inventive

NTs tend to change things by

- Devising hypotheses about how to increase effectiveness
- Creating flexible goals and methods that challenge the status quo

Team Culture and the Four Functions

STs are likely to create a team culture that

- Honors efficiency
- Stresses results and accountability
- Rewards resourceful behavior
- Values pragmatism and experience

SFs are likely to create a team culture that

- Honors cooperation
- Stresses caring and warmth
- Rewards conscientious behavior
- Values practicality and helpfulness

NFs are likely to create a team culture that

- Honors originality
- Stresses collaboration and harmony
- Rewards ethical behavior
- Values creativity and inspiration

NTs are likely to create a team culture that

- Honors reason
- Stresses expertise and precision
- Rewards logical behavior
- Values competence and analysis