

MUTUAL USEFULNESS OF OPPOSITE TYPES

The clearest vision of the future comes only from an intuitive, the most practical realism only from a sensing type, the most incisive analysis only from a thinker, and the most skilful handling of people only from a feeling type. Success for any enterprise demands a variety of types, each in the right place.

Opposite types can supplement each other in any joint undertaking. When two people approach a problem from opposite sides, each sees things not visible to the other. Unfortunately, they seldom see each other's point of view. Too much oppositeness makes it hard for people to work well together. The best teamwork is usually done by people who differ on one or two preferences only. This much difference is useful, and the two or three preferences they have in common help them to understand each other and communicate.

When extreme opposites must work or live together, an understanding of type does much to lessen the friction. Disagreement is less irritating when Smith recognizes that it would hardly be normal for Jones to agree. Jones is not being willfully contrary; he is simply being an opposite type. And opposite types can be tremendously useful to each other. The lists below show some of the specific ways.

INTUITIVE NEEDS A SENSING TYPE:

- To bring up pertinent facts
- To remember things that weren't relevant at the time they happened
- To check records, read proof, score tests
- To read the fine print in a contract
- To notice what should be attended to
- To inspect
- To keep track of detail
- To have patience

SENSING TYPE NEEDS AN INTUITIVE:

- To see the possibilities
- To supply ingenuity on problems
- To deal with a complexity having too many imponderables
- To explain what another intuitive is talking about
- To look far ahead
- To furnish new ideas
- To "spark" things that seem impossible

FEELING TYPE NEEDS A THINKER:

- To analyze
- To organize
- To find the flaws in advance
- To reform what needs reforming
- To weigh "the law and the evidence"
- To hold consistently to a policy
- To fire people when necessary
- To stand firm against opposition

THINKER NEEDS A FEELING TYPE:

- To persuade
- To conciliate
- To forecast how others will feel
- To arouse enthusiasm
- To teach
- To sell
- To advertise
- To approach the thinker himself

Effects of Each Preference in Work Situations

Extraverts

- ♦ Like variety and action.
- ♦ Tend to be faster, dislike complicated procedures.
- ♦ Are often good at greeting people.
- ♦ Are often impatient with long slow jobs.
- ♦ Are interested in the results of their job, in getting it done and in how other people do it.
- ♦ Often don't mind the interruption of answering the telephone.
- ♦ Often enjoy talking on the phone.
- ♦ Often act quickly, sometimes without thinking.
- ♦ Like to have people around in the working environment.
- ♦ May prefer to communicate by talking rather than writing.
- ♦ Like to learn a new task by talking it through with someone.
- ♦ Usually communicate well.

Effects of Each Preference in Work Situations

Introverts

- ♦ Like quiet for concentration
- ♦ Tend to be careful with details, dislike sweeping statements.
- ♦ Have trouble remembering names and faces.
- ♦ Tend not to mind working on one project for a long time uninterrupted.
- ♦ Are interested in the idea behind their job.
- ♦ Dislike telephone intrusions and interruptions.
- ♦ Like to think a lot before they act, sometimes without acting.
- ♦ Work contentedly alone.
- ♦ May prefer communications to be in writing.
- ♦ May prefer to learn by reading rather than talking or experiencing.
- ♦ Have some problems communicating.

Sensing Types

- ♦ Dislike new problems unless there are standard ways to solve them.
- ♦ Are aware of the uniqueness of each event.
- ♦ Accept current reality as a given to work with.
- ♦ Like an established routine and an established way of doing things.
- ♦ Enjoy using skills already learned more than learning new ones.
- ♦ Focus on what works now.
- ♦ Work more steadily, with realistic idea of how long it will take.
- ♦ Usually reach conclusions step by step.
- ♦ Must usually work all the way through to reach a conclusion.
- ♦ Are impatient when the details get complicated.
- ♦ Are patient with routine details.
- ♦ Rarely trust inspirations, and don't usually get inspired.
- ♦ Are careful about facts.
- ♦ Seldom make errors of fact.
- ♦ Tend to be good at precise work.
- ♦ Can oversimplify a task.

Intuitive Types

- ♦ Like solving new problems.
- ♦ Are aware of new challenges and possibilities.
- ♦ Dislike doing the same thing over and over again.
- ♦ Enjoy learning a new skill more than using it.
- ♦ Focus on how things can be improved.
- ♦ Work in bursts of energy powered by enthusiasm, with slack periods in between.
- ♦ Frequently jump to conclusions.
- ♦ Are patient with complicated situations.
- ♦ Are impatient with routine details.
- ♦ Follow their inspirations and hunches, good or bad.
- ♦ Can overcomplexify a task.
- ♦ May get their facts wrong.
- ♦ Ask why things are as they are.
- ♦ Dislike taking time for precision.

Thinking Types

- ♦ Are relatively unemotional and uninterested in people's feelings.
- ♦ Have a talent for analyzing a problem or situation.
- ♦ Like analysis and putting things in logical order. Can get along without harmony.
- ♦ Tend to decide impersonally, sometimes ignoring people's wishes.
- ♦ Respond more to people's ideas than their feelings.
- ♦ Anticipate or predict logical outcomes of choices.
- ♦ Need to be treated fairly.
- ♦ Are able to reprimand people or fire them when necessary.
- ♦ Tend to be firm and tough-minded.
- ♦ Tend to relate well only to other thinking types.
- ♦ May hurt people's feelings without knowing it.
- ♦ May seem hard-hearted.

Feeling Types

- ♦ Tend to be very aware of other people and their feelings.
 - ♦ Enjoy pleasing people, even in unimportant things.
 - ♦ Like harmony and will work to make it happen. Efficiency may be badly disturbed by office feuds.
 - ♦ Often let decisions be influenced by their own or other people's personal likes and wishes.
 - ♦ Need occasional praise.
 - ♦ Dislike telling people unpleasant things.
 - ♦ Relate well to most people.
 - ♦ Tend to be sympathetic.
 - ♦ Respond to people's values as much as to their thoughts.
 - ♦ Are good at seeing the effects of choices on people.
 - ♦ Take an interest in the person behind the job or idea.
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Effects of Each Preference in Work Situations

Judging Types

- ♦ Best when they can plan their work and follow the plan.
- ♦ Like to get things settled and wrapped up.
- ♦ May decide things too quickly.
- ♦ May dislike interrupting the project they are on for a more urgent one.
- ♦ May not notice new things that need to be done.
- ♦ Want only the essentials needed to begin their work.
- ♦ Tend to be satisfied once they reach a judgment on a thing, situation or person.
- ♦ Schedule projects so that each step gets done on time.
- ♦ Use lists as agendas for action.

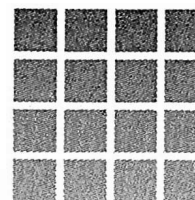
Effects of Each Preference in Work Situations

Perceptive Types

- ♦ Tend to be good at adapting to changing situations.
- ♦ Don't mind leaving things open for even last minute alterations.
- ♦ May have trouble making decisions, feeling they never have enough information.
- ♦ May start too many projects and have difficulty finishing them.
- ♦ May postpone unpleasant jobs.
- ♦ Want to know all about a new job.
- ♦ Tend to be curious and welcome new light on a thing, situation or person.
- ♦ Get a lot accomplished at the last minute under pressure of a deadline.
- ♦ Use lists as reminders of all the things they have to do someday.

Part V

Brief Descriptors of the Sixteen Types



<u>I</u>STJ factual thorough systematic dependable steadfast practical organized realistic duty bound sensible painstaking reliable	<u>I</u>SFJ detailed conscientious traditional loyal patient practical organized service-minded devoted protective meticulous responsible	<u>I</u>NFJ committed loyal compassionate creative intense deep determined conceptual sensitive reserved holistic idealistic	<u>I</u>NTJ independent logical critical original systems-minded firm visionary theoretical demanding private global autonomous
<u>I</u>STP logical expedient practical realistic factual analytical applied independent adventurous spontaneous adaptable self-determined	<u>I</u>SFP caring gentle modest adaptable sensitive observant cooperative loyal trusting spontaneous understanding harmonious	<u>I</u>NFP compassionate gentle virtuous adaptable committed curious creative loyal devoted deep reticent empathetic	<u>I</u>NTP logical skeptical cognitive detached theoretical reserved precise independent speculative original autonomous self-determined
<u>E</u>STP activity-oriented adaptable fun-loving versatile energetic alert spontaneous pragmatic easygoing persuasive outgoing quick	<u>E</u>SFP enthusiastic adaptable playful friendly vivacious sociable talkative cooperative easygoing tolerant outgoing pleasant	<u>E</u>NFP creative curious enthusiastic versatile spontaneous expressive independent friendly perceptive energetic imaginative restless	<u>E</u>NTP enterprising independent outspoken strategic creative adaptive challenging analytical clever resourceful questioning theoretical
<u>E</u>STJ logical decisive systematic objective efficient direct practical organized impersonal responsible structured conscientious	<u>E</u>SFJ conscientious loyal sociable personable responsible harmonious cooperative tactful thorough responsive sympathetic traditional	<u>E</u>NFJ loyal idealistic personable verbal responsible expressive enthusiastic energetic diplomatic concerned supportive congenial	<u>E</u>NTJ logical decisive planful tough strategic critical controlled challenging straightforward objective fair theoretical

The underlined preference letter is the dominant or number one function.

Characteristics Frequently Associated with Each Type

Sensing Types

Intuitive Types

Introverts

ISTJ

Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.

ISTP

Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

ESTP

Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them—they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.

ESTJ

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

ISFJ

Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

ISFP

Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.

ESFP

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

ESFJ

Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.

INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.

INFP

Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.

ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

ENFJ

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

INTJ

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.

INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.

ENTP

Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

ENTJ

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.

Extroverts