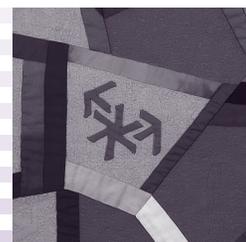


Contents



Introduction 1

- Using Type to Make Better Decisions 1
- Objectives 1

MBTI® Basics 2

- Preferences and Type 2
- Moving from Preferences to Type:
 - Understanding the Type Table 2
- Moving from Type to Type Dynamics 4
- Four Type Lenses 4

How to Get the Most out of This Booklet 6

Understanding Preferences and Decision Making 7

- Relating MBTI® Preferences to Five Core Decision-Making Processes 8

Understanding Your Decision-Making Style 11

- ISTJ 12
- ISTP 14
- ESTP 16
- ESTJ 18
- ISFJ 20
- ISFP 22
- ESFP 24
- ESFJ 26
- INFJ 28

INFP 30

ENFP 32

ENFJ 34

INTJ 36

INTP 38

ENTP 40

ENTJ 42

Decision-Making Applications 44

Case Study in Work–Life Balance:

Tomas, ISFJ 44

Case Study in Job Transition:

Amina, ENTP 45

Case Study Wrap-up 45

Understanding Decision Making Through Four Type Lenses 46

Enhancing Decision Making Through the Double Zig-Zag 48

Quick Questions for Improving Decision-Making Performance 48

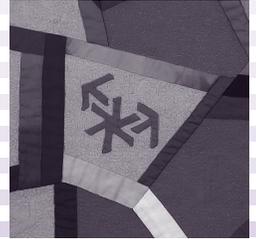
A Final Word 48

Resources 51

General Decision-Making Resources 51

Type-Related Decision-Making Resources 51

Introduction



Do the decisions of your loved ones, co-workers, or boss sometimes leave you baffled? Do you ever wonder about their motivations? Do your own decisions, at times, seem surprising? Do you find yourself faced with complex decisions that could affect your group, organization, or community? Wouldn't it be helpful to understand what drives people in decision making, to be able to make sense of what often seems random or downright perplexing?

We are continually bombarded with decision-making opportunities, whether we seek them or not. Take one look at the daily news and it becomes evident that even our business, spiritual, and political leaders seem concerned about the best way to go about making decisions. From communication mishaps and information gaps to a failure to grasp consequences and construct sound plans, decision-making challenges abound. Clearly, all of us, whether public servants or private citizens, need help to become better decision makers.

Wouldn't it be fantastic if there were a universally applicable tool that could guide us in our decision-making process as well as aid us in understanding the decision-making processes of others? Fortunately, there is such a tool—the *Myers-Briggs Type Indicator*® (MBTI®) assessment, which is used internationally to facilitate an understanding of personality patterns and preferences.

Using Type to Make Better Decisions

Our purpose in writing this booklet is to help you make better decisions through the use of psychological type. We

illustrate the ways in which individuals typically go about making decisions and provide strategies you can use immediately to enhance all your decisions, from the momentous to the mundane. It is our belief that improvements in minor decisions lead to improvements in major decisions, eventually making possible positive life changes. Even if your aim is simply to make your daily decision making a little more sure-footed and fun, this booklet has something for you.

We also want to help you understand more about how others approach decision making. Whether you are engaging in decision making with members of your work team, family, school, or community group, the information in this booklet can launch crucial conversations, sparking improved group decision making. Recognizing the various ways in which psychological type influences how people make decisions offers groups a means of sharing views, thus reducing rather than inflaming conflict during decision making. With an awareness of type and a greater understanding of the decision-making process, you and your decision-making partners can collaborate to make more balanced and effective decisions.

Objectives

We believe that the application of type theory can transform the way you see decision making. Our objectives in this booklet are to

- Illuminate strengths and challenges, similarities and differences in decision-making style that are related to personality preferences or psychological type
- Provide a common, neutral language in which to discuss difficult decisions or mediate conflicts that erupt during the decision-making process
- Offer guidance on development in order to improve individual and group decision making
- Increase appreciation for the range of useful and worthwhile approaches to making decisions
- Promote the pursuit of decision-making excellence

MBTI® Preferences

Source of Energy

Extraversion (E)

People with a preference for Extraversion direct and receive energy from the outer world. They are more likely to

- Prefer action over reflection
- Prefer spoken communication
- Act and respond quickly
- Extend themselves into the environment
- Enjoy working as part of a group
- Put themselves in the foreground

Introversion (I)

People with a preference for Introversion direct and receive energy from the inner world. They are more likely to

- Prefer reflection over action
- Prefer written communication
- Consider and think deeply
- Defend against external demands and intrusions
- Enjoy working alone or with one or two others
- Stay in the background

Mode of Taking in Information

Sensing (S)

People with a preference for Sensing like to take in information in a precise and exact manner. They are more likely to

- Prefer the tried and true
- Emphasize the pragmatic
- Desire predictability
- See questions as needing specific answers based on past experience
- Want to know what is
- Value realism

Intuition (N)

People with a preference for Intuition like to take in information in an ad hoc, innovative manner. They are more likely to

- Prefer the new and untried
- Emphasize the theoretical
- Desire change
- See questions as opportunities to innovate based on inspiration
- Want to know what could be
- Value imagination

Mode of Evaluating Information

Thinking (T)

People with a preference for Thinking seek general truths and objectivity. They are more likely to

- Seek logical clarity
- Have an interest in data
- Know when logic is required
- Remain detached, weighing the pros and cons
- Search for the flaws in an argument
- Strive to be fair

Feeling (F)

People with a preference for Feeling seek individual and interpersonal harmony. They are more likely to

- Seek emotional clarity
- Have an interest in people
- Know when support is required
- Remain personally involved, weighing values
- Search for points of agreement in an argument
- Strive to be compassionate

Lifestyle

Judging (J)

People with a preference for Judging like to come to closure and act on information. They are more likely to

- Want things to be settled and ordered
- Finish tasks *before* the deadline
- Like goals and results
- Limit surprises
- Draw conclusions
- See routines as effective

Perceiving (P)

People with a preference for Perceiving like to remain open and adapt to new information. They are more likely to

- Want things to be flexible and open
- Finish tasks *at* the deadline
- Like to see what turns up
- Enjoy surprises
- Stay tentative
- See routines as limiting

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

Thinking (T) and Feeling (F). The outer columns of the table contain those with a preference for Thinking. The inner columns contain those with a preference for Feeling. This arrangement is designed to reflect the greater need for affiliation of those with a preference for Feeling by placing them next to each other in the *heart* of the table.

Judging (J) and Perceiving (P). The top and bottom rows are made up of those with a preference for Judging. The middle rows are made up of those with a preference for Perceiving. In this arrangement, the more resolute individuals, with a preference for Judging, form the *roof* and *foundation* of the table—in other words, they hold the structure together

ENTJ

What is the most effective choice?

Dominant function: Extraverted THINKING
Auxiliary function: Introverted INTUITION

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Approaching a Decision-Making Opportunity

Strengths	Challenges	Suggestions for growth	Benefit when others
<ul style="list-style-type: none"> Solicit ideas about effective ways of tackling a decision Determine critical issues and find a process to address them 	<ul style="list-style-type: none"> May overlook how a tactic would make people feel May want to define the priorities for everyone involved 	<ul style="list-style-type: none"> Remember to judge methods against personal values as well as bottom-line criteria Realize that establishing mutually acceptable goals can increase effectiveness 	<ul style="list-style-type: none"> Offer strategies that marry principled action and efficiency Strive for a cooperative decision-making process

Generating Decision Options

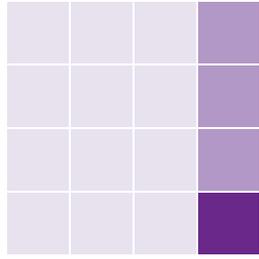
Strengths	Challenges	Suggestions for growth	Benefit when others
<ul style="list-style-type: none"> Lead debate in order to stimulate new ideas Seek decision options based in universal truths 	<ul style="list-style-type: none"> May miss emotional nuances and concerns May feel they have privileged insight into what constitutes the truth 	<ul style="list-style-type: none"> Recognize that others may need supportive as well as objective feedback Remember that in many cases there is not an absolute right answer or option 	<ul style="list-style-type: none"> Share their ideas in a direct, candid, and assertive fashion Encourage diverse views and approaches to find the best option

Committing to a Decision Option

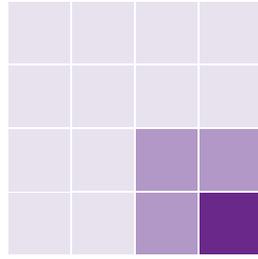
Strengths	Challenges	Suggestions for growth	Benefit when others
<ul style="list-style-type: none"> Want decisions to be persuasive on logical grounds Seek decisions that are clear, organized, and structured 	<ul style="list-style-type: none"> May argue over the basis for a decision, especially one built on emotional or subjective data May be uncomfortable with ambiguity 	<ul style="list-style-type: none"> Realize that it is not always necessary for people to justify values in logical terms Consider leaving some aspects of the decision open to meet changing circumstances 	<ul style="list-style-type: none"> See people's feelings as important data and factor them into decisions Model confidence and adaptability in the face of uncertainty

Function: NT

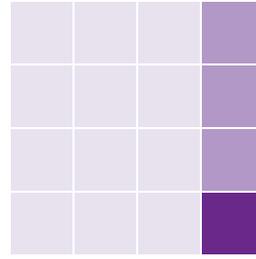
Logical, ingenious

**Quadrant: EN**

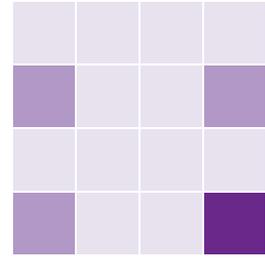
Energetic, imaginative

**Temperament: NT**

Rational, inventive

**Dominant: Thinking**

Principled, fair

**Implementing a Decision****Strengths**

- Keep the end goal vividly in mind as implementation moves forward
- Feel comfortable assigning responsibilities and duties

Challenges

- May imagine the future so clearly that they overlook new or conflicting data
- May seek to control how others fulfill their roles

Suggestions for growth

- Recognize that realizing a vision frequently requires compromises and adjustments
- Try sharing the responsibility for how things unfold to help others feel part of the process

Benefit when others

- Ask for detailed information and concrete direction to make a plan a reality
- Share opinions regarding what contributions are appropriate

Reflecting on a Decision**Strengths**

- Evaluate every outcome against their standards of excellence
- Are willing to change anything and everything to produce better outcomes

Challenges

- May be too eager to assign blame for failure
- May be unwilling to see that rational thinking has its limits

Suggestions for growth

- Remember that even if things cannot be fixed there is still a great deal to be learned
- Realize that it is not necessary to enact every change suggested by logical analysis

Benefit when others

- Honor the efforts made as well as the successes achieved
- See the status quo as having inherent value worth preserving

To Get Back on Track, Ask Yourself

- If I didn't have to worry about setting a precedent for the future, how would I decide?
- Am I focusing too much on what I expect will happen? How can I incorporate what is going on right now in my analysis?
- Who can help me evaluate the social consequences of this decision?
- Is this decision nurturing as well as bold?

Suggestions for Type Development

- Challenge yourself to grow and stretch in areas that may be unfamiliar or less practiced:
 - **I** Wait to share thoughts and feelings
 - **S** Look at facts and the current context
 - **F** Consider the interpersonal consequences
 - **P** Adjust to circumstances as they unfold
- When communicating with others, practice using an attentive, sensitive style:
 - What would be most helpful right now . . .
 - Does this option feel right to you . . .
 - How do you think this will directly affect us . . .