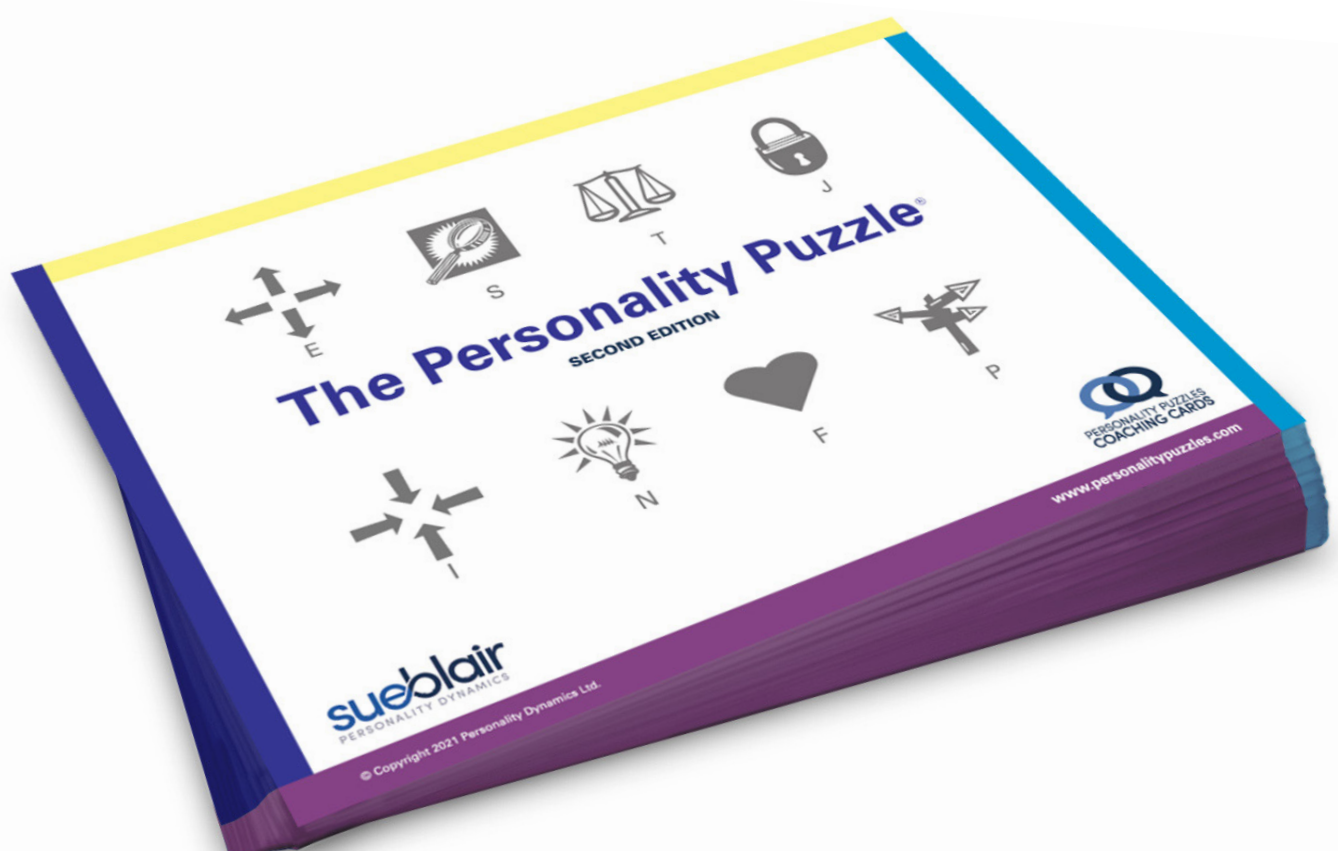


# TYPE FOR ADULTS

## Coaching Cards

### USER GUIDE



PERSONALITY PUZZLES  
COACHING CARDS  
creating meaningful conversations

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## A note from the author

### The Personality Puzzle – Type for Adults

has been created for people in the coaching and counselling professions who want to introduce the complex area of personality type in a simple and yet significant way.

*It seems to me that an essential component of good coaching is to dig deeper, to follow your clients exploration of self along a path of discovery that they may not otherwise take. With the Myers-Briggs® model we have been given the ideal tool to enhance self-awareness, examine motivations and behaviours, and help ourselves and our clients make changes where appropriate.*

*Good coaching goes far beyond finding best-fit Type. Good coaching can transform to great coaching when the client finds something tangible and real to work with that changes their lives for the better. This process often involves conversation, feedback, dialogue, connection and, of course, trust.*

*Our role as MBTI® coaches is to create a setting which enables this process in a way that suits the client. We have a duty to our clients to be our best, enhance our skills, keep ahead of research and aim to be at the top of our game. We need to have the tools to do this and know when to use them for best results and a rewarding experience for all.*

*I developed the first Personality Puzzle in 2007 in response to an observation that discussion around Type preferences was somewhat limited when the visual tools available were either in books or reports.*

*I also wanted to combine image and language so that clients could more easily remember key points of our conversation. A card sort resource fitted the requirement perfectly.*

*Online coaching has increased dramatically due to the Covid 19 pandemic. An online version of these cards will be available shortly.*

*In 2020 I developed online training via Zoom. The Personality Puzzle Webinars are for careers coaches, life coaches, executive coaches or counsellors. This course has been designed for people who would like to gain more confidence using Myers-Briggs® in their work. Please see the web site for more details.*

[www.personalitypuzzles.com/training-webinars](http://www.personalitypuzzles.com/training-webinars)

**creating  
MEANINGFUL  
conversations**

### Here are a few reasons I love card sorts.

*They are a novelty (unbelievably!)*

*They are interactive and have a game like quality*

*They appeal to all Types*

*They are flexible – they can be sorted, grouped, ordered and shuffled*

*They are visual – colours, images and placement of the cards all have a positive effect on learning*

*It makes the complex simple to understand*

*They appeal to all ages – yes, even gen ‘Y’ (who would have thought?!)*

*They are portable – you can take them literally anywhere in the world*

*No technology is required - just create a space and away you go*

*And finally, you only pay for them once*

*Another advantage, which is more than just a bullet point, is that, when explaining Type, using the cards creates ownership of type preferences. This is something they have decided for themselves. No-one has handed them an analysis of the results which may or may not fit. The journey to explore Type is personal and client lead. The MBTI® manual states that the type verification process is an ethical part of explaining personality preference to your client. The test and tell approach is unethical.*

*So how can you make this a valuable and enjoyable moment?*

*This is a big question to which there are many answers, but certainly one is that you give your client an experience they will remember. You give them an opportunity to really think about who they are and what’s important to them and create a discussion that is powerful. The cards are remarkably effective in facilitating this.*

*We all have a personality and we carry it with us wherever we go. In fact it’s our permanent companion.*

*So it’s so worthwhile to get to know something about it in all aspects of our lives. Of course, being part of a process which helps others do the same is endlessly rewarding. Those who know about psychological type certainly have a gift to share.*

*I hope that you find The Personality Puzzle provides many opportunities for you to create meaningful conversations in whatever capacity you choose to use it. When used well and wisely I believe it can make the world of difference.*

**Sue Blair** DIRECTOR

Personality Dynamics Ltd , Auckland, New Zealand

[www.personalitydynamics.co.nz](http://www.personalitydynamics.co.nz) [www.personalitypuzzles.com](http://www.personalitypuzzles.com)

# Welcome to the COMPLETE USER GUIDE for

## The Personality Puzzle – Type for Adults

### In this section we will cover:

WHAT IS THE PERSONALITY PUZZLE?

HOW CAN THE PERSONALITY PUZZLE BE USED?

SOME HELPFUL TERMINOLOGY

WHY IS THE PERSONALITY PUZZLE UNIQUE?

HOW TO USE THE COMPLETE GUIDEBOOK

### WHAT IS THE PERSONALITY PUZZLE?

The Personality Puzzle is a set of coaching cards designed for Myers-Briggs practitioners and enthusiasts to support coaching conversations and enhance learning.

The Myers-Briggs® model has been used successfully for decades. The theory is highly reputed, well researched and gives many the opportunity to understand more about themselves and value those who are different.

It has stood the test of time and continues to be the most widely used personality assessment tool in the world.

### HOW CAN THE PERSONALITY PUZZLE BE USED?

The Type for Adults coaching cards are one of four resources. All of the card sets are used by people in a wide variety of professions: counsellors, life coaches, executive coaches, psychologists, careers practitioners, human resources consultants, organisational development consultants, trainers, health practitioners, educators, business owners and managers in all industries.

Its greatest strength is in its ability to create meaningful conversations.

As the name would suggest I use these cards more typically for executive coaching or with managers and employees in a business setting. However, I included the paragraph on parenting as an indicator that this knowledge is relevant to all areas of our lives and not just the work place.

The Personality Puzzle has three companion products: 'The Personality Puzzle – Type for Teens', 'The Type Trilogy', and 'The Learning Puzzle'.

Type for Teens is particularly relevant for young people and all who are concerned for their care; parents, teachers, careers guidance counselors, youth workers, social workers and many more.

The Type Trilogy is co-authored with Susan Nash, a leading expert in the field of psychological type. These cards explore three different Type 'lenses'; Temperament, Interaction Styles and Cognitive processes. These were first integrated by Dr Linda Berens in her ground breaking work which has added so much depth and richness to the knowledge we have on psychological type. The Type Trilogy supplements both products with detailed information about 'Whole Type'. It can also be used in its own right.

### To Verify or Identify Best-fit Type

- Type verification is an essential part of using the Myers-Briggs® assessment tool in a professional capacity. The certification program considers it unethical to use the instrument without a debrief with each client, either individually or as a group. The Personality Puzzle is the ideal resource to do this.
- The whole Type descriptions included in this product are concise and accurate. If a client is unsure of their Type it is a simple process to read both descriptions and discuss which one suits best. Accurate assessment of type is essential for further discussion on personal development and individual performance.

### To Coach your Clients to Optimal Performance

- In this User Guide you will find guidelines on how to work with clients using the cards.
- These coaching cards can also be used very successfully to identify best-fit Type without first using a questionnaire. I have found that when working with not-for-profit organisations this has been very helpful as they can get the benefit of the theory without the expense of the assessment.

### To Use with Groups

- Many of the ideas in this book work equally well with groups as well as individuals. Chapter two gives some helpful advice on using the puzzles with larger groups.

**THIS IS NOT A LABELLING SYSTEM!** Too many times this remarkable process for exploring self-awareness is seen simply as a means to provide a label and then make judgments, about oneself and others. The main purpose of this process is for self-development. We all have strengths and blind spots - this is normal. Knowing how and when to intentionally use our natural talents is essential to our well-being. Perhaps then we will have the energy to integrate the less well developed functions and make the positive choice to learn and grow. This learning can continue throughout our lives if we make space for it.

### **The Personality Puzzle is a Type verification tool**

**It can be used in many situations. For example, following an assessment questionnaire as part of the verification process, or as an introduction to personality type without using a questionnaire.**

**To use it in a professional capacity it is best to have committed to some training which enables you to explain the theory, clearly and competently.**

**This User Guide can enhance your skills in using this resource, it is not a complete guide to all you need to know about psychological type.**

**This can take many years of study and practice.**

**It is understood that not everyone has access to formal training, however, almost everyone can be actively continuing their education to further their knowledge to better serve their clients. I encourage you to do this through whatever means are available to you.**

## **SOME HELPFUL TERMINOLOGY**

### **What is personality type?**

Personality type is the generic term that is used by many to describe different ways of being, often exploring typical behaviours, motivators and stressors. There are many theories, some more researched than others, and many offer a window into self-awareness which can be relevant and helpful.

### **What is psychological type?**

The term psychological type refers specifically to Jung's work on personality. Jung wrote a book called Psychological Types which was published in 1921. In the book Jung proposed four main cognitive functions; two perceiving functions, Sensing and Intuition, which relate to what information our minds are most attracted to, and two judging functions, Thinking and Feeling, which relate to what factors we take into account when we make decisions. These four functions can be focused either on our outer world, and therefore be extraverted, or on our inner world, and therefore be introverted. There are eight psychological types, also known as cognitive processes, cognitive functions or function attitudes.

### **What is the MBTI®?**

The MBTI® is the Myers-Briggs Type Indicator®. It is a self-assessment tool, which was developed in the 1940s by Isabel Myers and Katherine Briggs, a highly educated mother and daughter team. They became fascinated by personality type, discovered Jung's work and spent decades of their lives perfecting a questionnaire that would give everyone easy access to Jung's theory in a way that would be meaningful and valuable.

"Whatever the circumstance of your life, whatever your personal ties, work and responsibilities, the understanding of type can make your perceptions clearer, your judgments sounder, and your life closer to your heart's desire."  
(Myers, 1980)

Myers and Briggs extended Jung's theory to add another set of preferences which was intended to honor the complexity of Jung's work whilst making the interpretation of it easier to communicate and understand. These added preferences are Judging and Perceiving.

### **The four scales they identified are:**

Extraversion	( <b>E</b> )	and	Introversion	( <b>I</b> )
Sensing	( <b>S</b> )	and	Intuition	( <b>N</b> )
Thinking	( <b>T</b> )	and	Feeling	( <b>F</b> )
Judging	( <b>J</b> )	and	Perceiving	( <b>P</b> )



We all have a preference on each of these scales which come together to give a four-letter code which, when correctly interpreted, gives an in-depth description of who we are, what's important to us, how we are motivated, stressed, challenged and much more.

There are 16 variations of Type preferences, for example ESTJ, INFP or any combination of these eight functions. Below is a Type table which indicates each of the sixteen Types. This is in a format that is widely used in training programs around the world. If you look carefully you will notice patterns along the rows, down the columns and in each of the quadrants. The larger font on each of the Type codes indicates the dominant function. An explanation of this is in Chapter Two - 'Understanding Type Dynamics'.

### A word of caution on boxes!

A strange irony with Type professionals is that we spend much of our time convincing people that Type is NOT about putting people in boxes and we almost immediately confront them with a table of boxes. If I had the choice I would have all these Type codes in something that more resembles a group of elastic bands that stretch in many different ways. There is something similar about the inside of each of the bands, but even people of the same Type look, and indeed are, very different. Having said that – boxes do kind of work as a visual!

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

## WHY IS THE PERSONALITY PUZZLE UNIQUE?

The Personality Puzzle offers a means to identify preferences using a simple card sort process.

Participants in the process are offered a choice of two different cards with details of the opposite preferences on each of the scales, and are asked to make a choice as to which they are most like. This is not an 'either/or option', it is a 'first and then' option. It is not a case of which preference you can do and which you can't do or even which you do well and which you do badly. It is simply a choice of which is most natural for you, what is more comfortable for you and requires less energy from you. The understanding of preferences is a very important part of a professional assessment.

### Card format

The advantages of this are:

- Clients actively participate in the interpretation.
- Clients engage with the process very quickly.
- A professional coach gains valuable insights about the client's personality by watching them use the cards. For instance, if your client has an preference for extraversion, they will probably start talking almost immediately about their thought processes when looking at the cards. Introversion often looks very different.
- Clients have the opportunity to 'play around' with cards to assess their own preferences and also those of significant others in their world. For many this means they enjoy the process, learn faster, retain the information with ease and are more easily convinced that this model works.

### Quick and easy to use

Because clients play an active part in the interpretation process they become engaged and receptive, their understanding is accelerated and improved. As a consequence interpretation takes less time and clients leave with a more thorough knowledge.

As the cards have a laminate finish it is possible to use a whiteboard marker to highlight important elements on any of the cards and erase them when finished.

## TRAINING

In 2020 I developed an online training programme for people who really want to become more confident with Myers-Briggs® coaching using the Personality Puzzles. This consists of four two-and-a-half hour webinars, at least one week apart. For me personally it has been the most unexpectedly enjoyable process, getting to know coaches from all areas who are committed to helping others. If you would like to join a group, or put together your own group of up to six people, I would be delighted to hear from you. More details are on the web site. [www.personalitypuzzles.com/training-webinars](http://www.personalitypuzzles.com/training-webinars)

## HOW TO USE THIS USER GUIDE

Depending on your knowledge and needs, you can work through the book sequentially or you can “dip in” to the section that is most relevant to you. This is a “how to” guide that enables you to make optimal use of The Personality Puzzle resource. It ranges from beginner to advanced information put forward in a simple way which makes it easy to understand and still honours the integrity of this complex framework for understanding people.

If you have any questions at all, please feel free to contact the author. All feedback is welcome.

The information in this guidebook is supplemented by a video available through the website. [www.personalitypuzzles.com](http://www.personalitypuzzles.com)

### CORRECT USE OF TERMINOLOGY FOR THE FUNCTIONS:

It is SO easy to get into bad habits with this, I may even have done this myself from time to time!

However I must at least advise you all of what is officially correct.

As we are describing preferences the correct way of presenting this is to say

“I have preferences for ESTJ, what are your preferences?” and not “I am an ESTJ, what are you?”

This is a subtle but important difference. ESTJ is a set of preferences it is not a complete description of who we are and who we are not. Everyone uses all of the functions, however they are not all preferred functions.

Secondly, with all the functions it is best to use the expression “people with a preference for Extraversion”, or “I have a preference for Extraversion” and not “extraverts” or “I am an extravert”.

Obviously the same goes for Introversion, Sensing, Intuiting (or Intuition – but never Intuitives!)

Thinking, Feeling, Judging and Perceiving.

So that you don’t have too many words to read I have abbreviated this to ‘E’s or ‘I’s etc. I hope you will forgive me for this, it really was the easiest route to take so as not to sound too cumbersome.

However, when you are talking with clients please be aware of this distinction.

## CHAPTER ONE – TYPE VERIFICATION

Many individuals may initially struggle with identifying their best-fit Type.

There are a variety of reasons for this:

- Individuals represent complex, messy emotional systems. Trying to differentiate between Nature and elements of Nurture such as culture, family background, education and experience can be difficult.
- It can be hard to self-assess and observe our behaviour in action – which is a key part of verifying best-fit Type.

In this chapter we will provide ideas, clues and insights on how to use the Personality Puzzle cards in verifying best-fit Type. The ideal way to do this depends on so many things. You will also be guided by your own experience and coaching style. Here are some suggestions to get underway.

- Make the client feel comfortable.
- Explain why this session may be helpful.
- Tell them it is optional and confidential, they don’t have to share the results unless they want to.
- This is NOT a test.
- There are no right or wrong answers and there is no right or wrong personality.
- Your Type does not indicate intelligence or predict future success.
- You are the best judge of your Type. Only you will know!

**IMPORTANT:** Be sure to explain what we mean by the term preference.

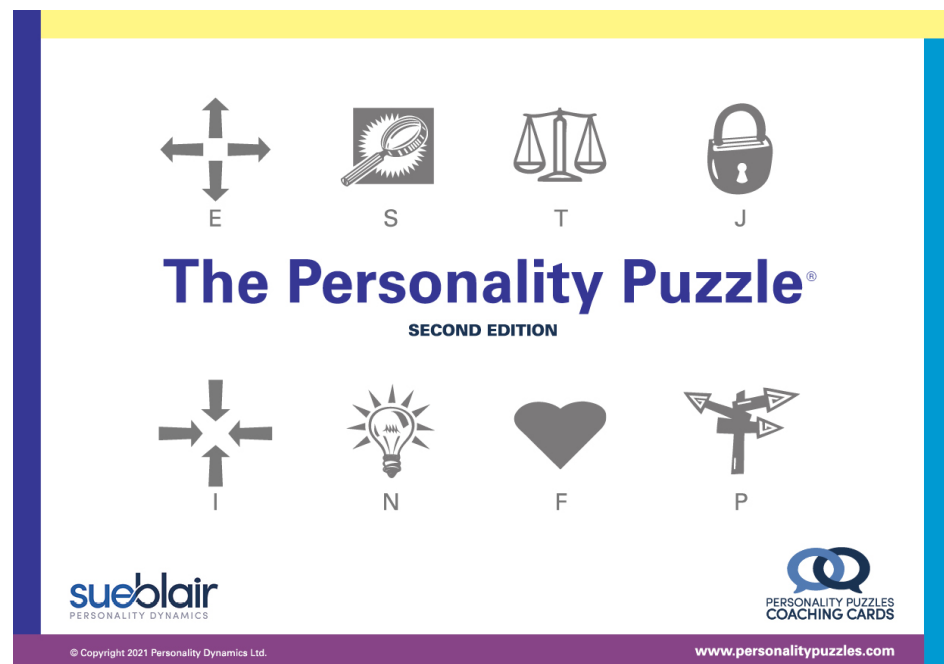
You can describe it as relating to handedness. You use both your hands but you have a preference for one.

An effective exercise is to ask your client to sign their name with their preferred hand and then with their non-preferred hand. Compare these two experiences; the first way is natural, easy, comfortable etc., the second way is awkward, more difficult, have to concentrate etc. Explain that this is very similar to use of our preferred functions.

You could also ask them to fold their arms naturally, and then with the other arm on top and compare these experiences.

Both these exercises are used widely by Type practitioners and both give a good experiential example of what is meant by the word ‘preference’. Also explain that when choosing one of the two preferences it is not an ‘either/or’ choice but a ‘first and then’ choice. We will all use both preferences but one will be more natural for us. Not every word on each of the cards will suit you, what you are looking for is the card which appears to suit more.

We can all learn to use the other preference, sometimes with great skill, but it requires more energy and focus.



### Use the front card to explain the process

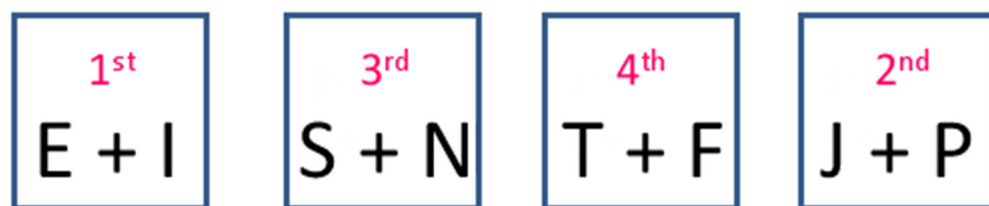
After the preference activities a good next step is to use the front card to explain what will happen in the coaching session i.e. “We will be looking at four sets of preferences (explain them briefly using the symbols) which, when put together, will give you a four-letter code. (ESTJ or INFP or any combination of these preferences). Then we will look at the Type description for that code and see if it resonates with you.”

I also explain that we will be looking at two pairs of letters; the outer two, which answers the question “In what environment do I thrive?” and the inner two, which answers the question “How does my mind work?” Putting these two things together gives an insight into our personality which can be very revealing.

Note: I use my hand to cover the inside symbols and then the outside symbols to help with this explanation.

### Choose the order

Please note, it is possible to explain each of the preferences scales in any order, however, my preference is to do the ‘outer’ functions first, i.e. Extroversion and Introversion followed by Judging and Perceiving, and then move on to Sensing and Intuition followed by Thinking and Feeling.



### There are three reasons for this.

1. By dividing the four preference scales into two and two, as described above, you make the process more manageable. Juggling with two concepts at once is an easier task than juggling with four.
2. The ‘outer functions’ are easier to explain. Sensing and Intuition are the hardest functions to stretch your mind around and therefore it is best to do this when your client is feeling more settled with the process.
3. When you have an understanding of Type dynamics this reason is apparent. Type Dynamics is explained later in the guidebook. For now it will suffice to say that the choice of the outer two functions affects how you use the inner two. It sounds complex, and it is a little, but the patterns are consistent and accurate. More on this later.

**Note:** Obviously you have full freedom and flexibility to use the cards as you wish. A friend of mine often scatters the eight preference cards on the table (or floor) and asks her client to choose the one that looks most or least appealing. A discussion then emerges from this. As long as you are creating an appropriate environment for a meaningful conversation the choice is yours!

### Please note:

In my experience guessing someone’s Type is a fruitless task; we can look at indicators and hazard a guess but that is all that it is. It is such a personal decision that only the individual can know. Having said that it can take maturity along with some wise guidance to get this right. We can all be deluded into thinking that we are what we are not, or for whatever reason, we aspire to be. This is what gives the coach the opportunity to have a meaningful conversation that makes an impact and makes a difference.

### The Symbols

If you have time you can turn over the front card and briefly explain what each of the symbols mean. I find that many people are in a rush to get to the next stage of deciding between the preferences, or coaching time is unfortunately limited. However, there are also times when it is appropriate to slow down, particularly when your client may be stressed or in a counselling situation.

### A suggestion regarding J and P

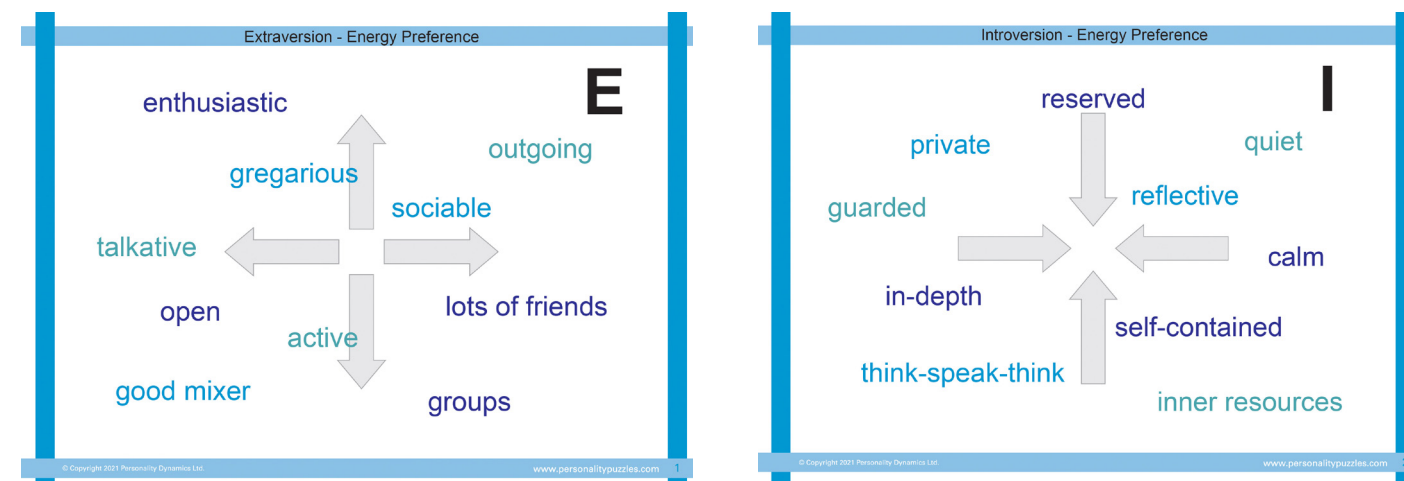
I find it very helpful to call J and P “Just settle it” and “Play it by ear”.

These make more immediate sense than “Judging and Perceiving” and are less often misinterpreted.



## GENERAL QUESTIONS

- Which of these words do you identify with? Why?
- When do you think you use this preference?
- What are the advantages of having this preference?
- What do you like about it?
- What do you admire about the opposite preference?
- What can frustrate you about the opposite preference?
- What could be some challenges with having this preference?
- Give me an example of when this preference has worked well for you?
- Looking at the back of the card: which of these statements apply to you?  
Are there any that don't?
- Do you have much opportunity to use this preference?
- Can you recognise this preference in your friends or family members?
- Do you think there are times when you use this preference too much?
- When is it helpful to you?
- When does it cause you some concern?
- When does it help others?
- When does it cause others some concern?
- In what circumstances do you sometimes need to use the opposite preference?
- Do you find this difficult to do?



### Introduction suggestions:

Ask the client to scan their eyes over the two cards and see which group of words suits them best. A natural conversation is likely to emerge. Those who prefer extraversion tend to start talking within a few seconds, those who prefer introversion will wait a while and read through the words carefully.

### If you have the opportunity make these 3 points clear:

1. The difference is NOT sociability vs shyness – Introverts can be highly sociable and extroverts can be shy and often enjoy time by themselves. But how long can they do this for? Those who prefer introversion may need an exit strategy after 2-3 hours at a party and those who prefer extraversion may need to find someone to connect with after 2-3 hours on their own.
2. This is an energy preference. We all have an outer life and an inner life.  
Where do you direct your energy first?  
The outer world of people and things or the inner world of thoughts and reflections?  
Where do you go to re-energise, to re-charge your batteries?
3. We will all be a bit of both. Both are good!

### Key words you may wish to point out:

#### E - Extraversion

Talkative:	Those who prefer extraversion are likely to voice their opinions, ideas and thoughts. It is the process of talking that helps them know what they know.
Open:	Those who prefer introversion likely to pause, reflect and work through ideas internally. It is the process of thinking that helps them know what they know.
Good mixer:	Easy to get to know Happy to start up a conversation with someone even if they don't know them well.

## I - Introversion

**Self-contained:** Likes to have their own space. Busy places can be quite tiring.

**Calm:** There's a lot going on inside but may not be seen on the outside, either by watching their facial expressions or body language. Can even be excited or anxious on the inside and still appear calm on the outside.

**Thinks-speak-think** 'I's have the wonderful gift of being able to think before they speak.

**Activity:** Ask your client to answer a simple question and tell you when they have the answer.

The question I use is "Can you think of someone who you have never met before but who you would very much like to meet. They can be someone who is still living or someone from history. You have the opportunity to spend an hour in their company. Who would that person be?" 'E's will tend to do a running commentary on their thoughts, saying something in the first few seconds and often coming to a decision fairly quickly. 'I's tend to ponder on this for a while, make soft 'thinking noises' and come to a decision after an extended period. Several things can be highlighted here. The need for 'E's to talk things out as they are thinking and give their first answer as it comes to mind. You can ask if that's their final answer, they often change their minds after more thought. 'I's tend to pause. For 'E's this can seem like an eternity! However their final answer will usually be fixed. An instance where 'I's can answer quickly is if they have a chance to think this through before. As always, no activity is ever fool proof but frequently provides a good indicator and some thought provoking discussion.

### Tie-breaker questions:

- Do you often wish you had kept that particular thought to yourself instead of sharing it with the group? (E)
- Do you often leave a meeting feeling your opinion has not been heard? (I)
- Do you have an exit strategy for social gatherings so you can leave when you know you will have had enough? (I)
- Do you tend to fill the gap when there is a lull in the conversation? (E)
- When you are quietly thinking do people often ask if you are OK? (I)
- Do you feel comfortable when conversation is a rapid exchange of ideas? (E)

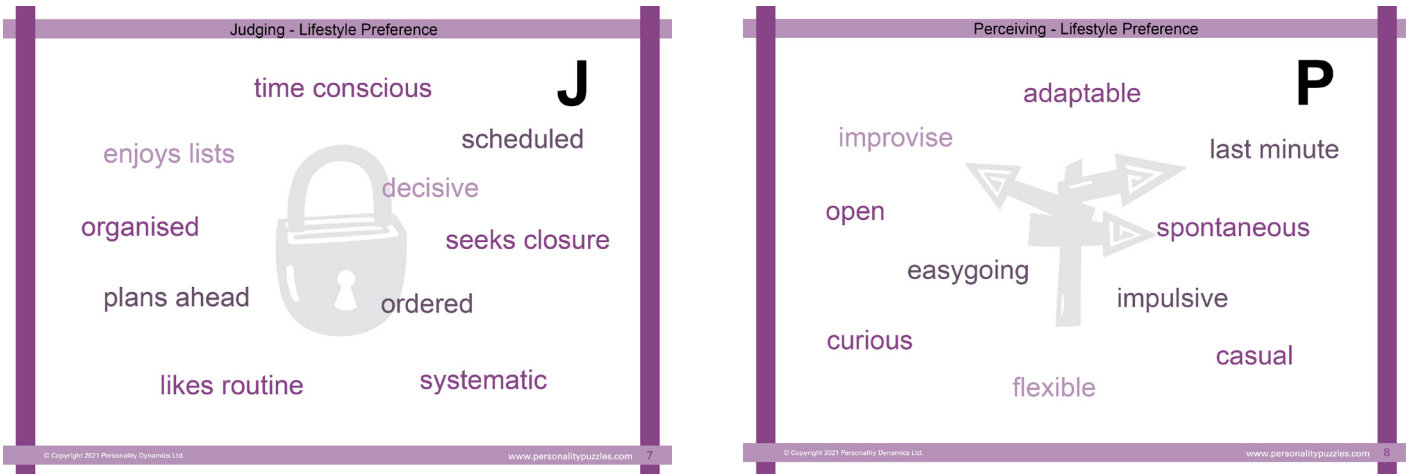
**Note:** Sometimes an indicator is that those with an 'I' preference tend to want to quietly read the cards and reflect, 'E's will want to start talking within seconds of seeing the cards. No one observation tells the whole story about anyone, but it can be a helpful clue.

**Remember the information on the back of the cards.**

**You may not often need this but can be helpful when a client is undecided.**

**In my experience 'I's refer to it more often than 'E's.**

## Space for your own examples



Introduction suggestions:

Ask the client to scan their eyes over the two cards and see which group of words suit them best. A natural conversation is likely to emerge and by this time they are used to the process.

If you have the opportunity make these 3 points clear:

- 1. This is the hardest of all preferences to behave in the opposite way to our natural preferences.
- 2. We will all be a bit of both, consider what makes you feel most comfortable.
- 3. The western working world tends to value the J qualities as people with this preference have timing skills. However, people with a P preference have coping skills, they can adapt and flex to the needs of the moment.

Key words you may wish to point out:

J – Just settle it

**On Time:** Js do tend to be on time, however a more important point is that they are ‘time conscious’. They are aware of the passing of time. It’s easy for them to know how far through a task they have got; quarter of the way, half way, nearly there. In an exam or in project management this is a very helpful skill. Ps can also be on time. This is frequently a value they live by as they do not wish to cause offence. However they are less often likely to be time conscious without applying a lot of energy and thought to the task.

**Seeks closure:** Js tend to find it more comfortable to finish one thing before starting the next. Too much chaos and confusion is unsettling.

**Enjoys lists:** Those with a J preference often have ‘to do’ lists for their day which please them. I call these ‘happy lists’ as they make them feel more at ease with the day ahead. They may even add an unexpectedly completed task onto their list at the end of the day, and joyfully cross it off, just so the list is accurate and complete. Those with a P preference may make lists but they have them as a coping strategy. They may know that they need one just to get things done but they may lose the list or just forget to look at it! “Js make lists and use them, Ps make lists and lose them.”

P – Play it by ear

**Impulsive:** Likes to start things but may not have the follow through to finish them, especially if bored. Completion can require extra energy which can be a struggle to find without the right motivation. This can be learnt, often by making mistakes and getting into trouble!

**Last minute:** Ps tend to do the best work when the adrenalin kicks in with some time pressure and deadlines, usually in the last 10% of time available. This can be very frustrating when working with Js who have a very different relationship with the deadline. Good communication and acceptance of this difference is vital. In most cases, with negotiation, a compromise can be found.

**Adaptable:** There are many people who think of themselves as adaptable. This is more of an innate preference to accept and embrace change. Being adaptable so as not to cause conflict is a different quality, more associated with a preference for F than P, so be open and aware of how other preferences impact on a selection.

**Activity:** Imagine you are given an important project or assignment which is due in 30 days. When will you actually start doing the work? i.e. Actually get something down on paper. Js will start in the first week and aim to finish before the deadline, just in case. Ps will start in the last week and finish on the deadline or ask for an extension. They may well have it in mind but not much will get done. This has the potential to be a source of conflict.

Tie-breaker questions:

- How do you handle deadlines?
- If you have a free weekend with nothing to do, how do you feel?
- Do you find that most things take longer than you think they will? (P)
- Are you often surprised about what time it is (P) or do you have a sense of an in-built clock that gives you an innate awareness of the time? (J)
- What statement do you prefer; time is fixed (J) or time is flexible (P)?
- Are you frustrated when someone doesn’t appear to start their work straight away? (J)
- Are you frustrated by the lack of value placed on spontaneity? (P)

Space for your own examples

Sensing - Perceiving Preference



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Intuition - Perceiving Preference



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Introduction suggestions:

Here we go again! Ask the client to scan their eyes over the two cards and see which group of words suit them best. A natural conversation will emerge. By this time you can often sit back and watch!

This is one of the most intriguing differences and can take a while to understand it. Explain about N being the letter for Intuition as 'I' is already taken with Introversion.

It is incorrect to use the term 'Intuitive'. Having a preference for Intuition or 'intuiting' are both fine.

If you have the opportunity make these 3 points clear:

1. This is a preference which makes us think about where we go to in our minds to get the information we need to take an action. Either we look first for what is real or what is potentially possible.  
  
For example: If you are deciding how to run a new training event what do you do first? Do you think back to one that has been successful before, or look at your current context and resources and work within those parameters (S) or do you enjoy a blank page for a while and let your ideas bubble up, either having multiple ideas all at once or planting an idea and waiting for the inspiration and insight to address the issue. What's real? (S) vs what are the possibilities? (N)
2. We will all be a bit of both, consider which words attract your attention most.
3. The symbols will help you; do you take in the detail of what's in front of you, or does your mind consider the big picture or wider implications first?

For this preference, some people are clear and others not so clear, sometimes because the words on the Intuition card can appear to be more appealing. Doing the activities is often the best way to determine which is the actual preferred function. Even with these the client may display an inconclusive result, in which case describe the function pairs or go to the whole type descriptions to see which one suits best.



Key words you may wish to point out:

S – Sensing

- Specific: Do you value the facts about things? Can you enjoy describing something in detail? Do you prioritise data? You may become aware of a tendency to count, or attach a numeric value to, many things in your every day life.
- Realistic: Starts with the real and then moves to the possible.  
Can be frustrated when big picture thinking comes first.
- Practical: Tends to be resourceful with what is immediately available to use. This quality often means they can be creative with raw materials, the creative work is often useful, making something that has a practical purpose e.g. carpentry, cooking, diagrams. Artwork also tends to be realistic with a flair for colour and composition.

N – Intuition

- Novel ideas: Are you energized by finding new or alternative ways to do things?
- Imaginative: Do you regularly get lost in thought, using the time to think about something that may never happen or that hasn't been done before?
- Creative: Everyone can be creative it just looks different. Do you like creative environments that allow freedom of thought to explore possibilities that are untried?  
S creativity is often 'creative with known' as mentioned above.  
N creativity is 'creative with the new'.

Tie-breaker questions:

- Do you often skip words when you are reading (N) or do you read every word carefully? (S)
- Do you like doing things that have a practical purpose to them? (S)
- Do you categorise information easily, either in your head or on paper? (S)
- Do you prefer projects that give you freedom to choose what you do and how you do it? (N)
- Do you need to understand why you are learning something before you can focus on the detail? (N)
- What do you consider first, the relevant theory or the practical need? (N/S)
- Do you often experience difficulty with explaining where your ideas come from (N) or can you track your thoughts well? (S)

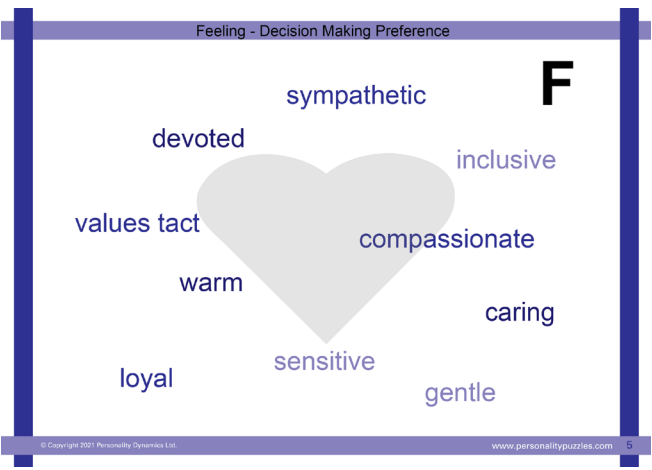
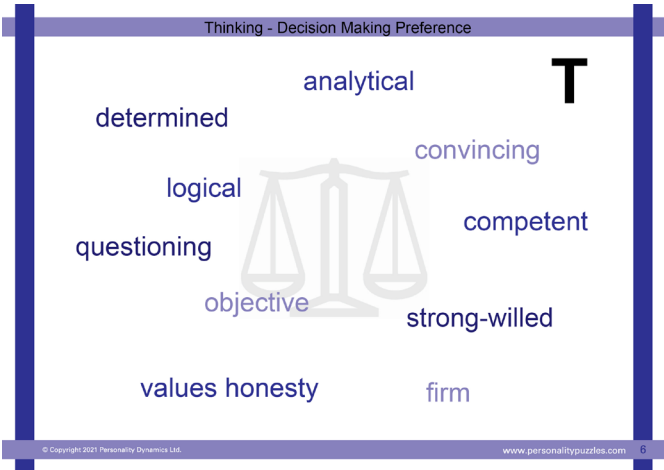
Activities:

- Ask your client to sit back and shut their eyes. Then say “I'd like you to think about a beach (pause) now add more to your beach (pause) and more to your beach (pause) and now complete your beach.” Tell me about your beach. Ss will more often describe a beach they know and provide specific details, frequently mentioning items in the foreground first and completing the picture by moving to the background or peripheral details. Ns will more often create a new beach and give a very general description. Alternatively they may think of several beaches they are aware of and try to morph them together to form a new beach. This may be created from bits taken from all the other beaches along with some other ideas that come to mind. Their thinking may trigger a variety of memories which may distract them from the task.
- Give me directions for how I can get from your house to work. (Not “on the bus”!) Ss tends to be more specific, giving names of streets and distances. Ns tend to give 'broad brush' directions with the assumption that you will find a way to work it out if you need to.
- Spell the word 'difficulty' backwards. S chunks the word down into smaller parts. N sees the whole word in their head and reads the letters from the vision.
- Look at the picture – “Tell me about it.” (Almost any picture will do, below is just an example!) Ss more often tell you what's in the picture and spots the details, Ns may tell a story, or explain what the picture reminds them of or how it makes them feel.





Space for your own examples



Introduction suggestions:

And again! Ask the client to scan their eyes over the two cards and see which group of words suit them best. Look at the back if undecided.

If you have the opportunity make these three points clear:

- 1. This is a decision making preference and does not relate to whether or not you care about people.
- 2. We will all be a bit of both, just because you have a preference for one doesn't mean you don't do the other. Thinking people have feelings and feeling people can think logically, it's just a question of where do we go to first when decision making. A good question to consider is "In what direction does my mind flow in order to come to a decision; towards issues connected with the task or towards relationships?
- 3. People with both preferences have the ability to be empathetic. Those with a Feeling preference can 'walk in someone else's footsteps' (connected empathy) . Those with a Thinking preference need to 'understand the footsteps that other people take' (cognitive empathy).

**Please Note:** The statistics on gender difference with this preference are varied. Currently the data shows that there are more women with a Feeling preference and more men with a Thinking preference, although the actual numbers are not universally agreed upon. It is always worth being careful with statistics. Data has been collected for decades and it may be that the social constructs of the times have skewed the data in both directions. All the other preferences are a 50/50 male/female split. It would not surprise me at all if the figures going forward start to even up. For now the data available shows a 60/40 split for men having a Thinking preference and for women having a Feeling preference. In any case it is best not to make gender assumptions.

Key words you may wish to point out:

T –Thinking

- Competent:** Competence is often a very strong drive within those with a preference for Thinking. They can also be outwardly or silently competitive, particularly in areas of specific expertise.
- Fair minded:** Do you often find yourself asking or being concerned about fairness? "That's not fair!" could be a much used phrase or thought.
- Logical:** The best way to be convinced to take an action is through logic. Nothing else works as well.

F – Feeling

Sensitive:	Conflict or bad feeling between people is very difficult to live with. Not much can happen until it's sorted out.
Caring:	This is a good thing but can become exhausting. It's impossible to please everyone all the time or to never cross other people's values, as hard as you may try.
Compassionate:	This can lead to a tendency to frequently give people a second chance. This is a lovely quality, just be careful to set limits clearly.

**Activity:** Ask the question - Someone new comes into your life at work who will be significant to you. You are just about to meet them. What is going through your mind in the few moments before you actually meet?

Fs are likely to have more questions relating to how they will form a relationship and Ts are likely to want to know more about prior experience and potential competence.

Tie-breaker questions:

- Is it important that you like who you work for and you feel they like you (F)  
or is it more important to have respect for their competence? (T)
- Are you someone who needs to feel you are appreciated and valued in order to do your best work? (F)
- Might you choose a workplace depending on who you will be with (F)  
or does this not bother you, it's the actual work that's more important? (T)
- If a friend has a problem do you first give advice (T) or give comfort? (F)
- Do you tend to notice what's wrong with something (or someone)  
before you notice what's right about it? (T)
- When solving a problem do you first consider the emotional and personal implications (F)  
or do you consider every angle simultaneously ? (T)
- Would you describe caring for others as energizing for you (F) or exhausting? (T)

**Please note:** most people do care about others whether or not they are have an F or T preference.  
How they show it can be very different!

Space for your own examples

## CHAPTER TWO – SOME HELPFUL PRACTICAL TIPS

### Find a place

I know this seems basic, but find somewhere comfortable with room to spread the cards out. Meeting in a busy cafe may be tempting but not ideal.

### Allocate enough time

The shortest amount of time it has taken me to verify best fit Type was for an ESTP. Five minutes and he was done! (We did go on to explore other implications of his preferences.) This is not typical. If you have the advantage of having as much time as is needed I would recommend you make two hours available. In coaching or counselling situations you may wish to spend a 1 hour session on each preference. Clearly this is as flexible a system as you wish to make it. As I have mentioned previously – different strokes for different folks.

### Practice first

It's a good idea to have a few test runs to become fluent with using the resource well. Friends and relatives are great targets for this. They may even learn something along the way!

### Don't forget to look at information on Type Dynamics from this guidebook

Remember to use the Type Dynamics information. You may find it invaluable.

### Use stories and examples

Have as many stories and examples as you can to highlight the points you want to make for each of the preferences. If you are newly trained write them down somewhere and start building your own collection of them. Different work and life situations need different stories; before doing a type interpretation just run through the ones you think will be most applicable for your client.

### Shuffle and sort

If a client is unsure of a particular preference try sorting the cards in different ways to explain how the preferences can work together. For example; describe temperaments, or the middle two function pairs, or the outer attitudes, or use your knowledge of Type dynamics to help clarify Type.

### Put most preferred card on top

When a client chooses a preference never put the unchosen card to one side.

Instead slide it underneath. This is a symbolic representation of us having both preferences within, it's just that one is 'on top', more easily accessible for us.

### Create a visual image of type

As each preference is selected build up a visual image of the client's type by putting the preferences together in a row. The symbols as well as the alpha codes make the learning much easier and more memorable. It is a 'whole-brain' approach.

### Check they are all there

Some more practical advice. At the end of a session it's a really good idea to check you have all the cards and you put them away in order. It's amazing how they can slip in between things or drop on the floor or just mysteriously disappear. Obviously they are no use to you without the whole set!

### Videos and articles on the web site

To supplement this guidebook there is a video on how to use The Personality Puzzle on the web site. There are also articles and blogs you may find helpful.

Please go to [www.personalitypuzzles.com](http://www.personalitypuzzles.com)

## USING THE CARDS WITH GROUPS

With some careful management this is very successful. I would suggest one set of cards each or one set between 2 to 3 people. DO NOT give out a whole pack to each person or group at the beginning of your session, they will go all over everywhere! Hand-out the cards for each of the preferences as you describe them. Give time for discussion and reflection. Use your usual activities to explain each preference and then have 'decision time'. The tactile nature of the cards as well as the process of deciding which preference card suits you best makes the cards ideal to explain Type to all Types. Or, if you just have a small group, then you can gather round a table and provide a simple overview before doing one-on-one sessions.

## FIVE ACTIVITIES

The Personality Puzzle is not only an effective tool to identify Type, it's also a springboard for a number of activities to explore Type. Here are just a few of these activities:

### 1. Meet my Opposite

Provide each participant the card with his/her own whole Type description. Now flip the card and look at the Type description on the other side of the card. It will be the Type opposite. From this description, have the participants make up a character by identifying:

- 3 or more characteristics that describe this person
- 3 or more characteristics that they like about this person
- 3 or more characteristics that irritate them about this person

After approximately 10 minutes, ask each person to introduce the new character. More often than not, this new character is more irritating than likable! Explore the idea of opposite preferences in this context.

### 2. Love Thy Opposite

Given the new character described in Meet My Opposite, talk about how you would get along with such a person. What if she were your boss? Your significant other? Your co-worker? What strategies would you use to smooth the interaction with someone who sees the world quite differently than you?

### 3. Exploring the Dominant Function

Ask the participant to take the preference card for their own dominant preference (S,N,T,F). For example, an ENFP would use the Intuition card. Explore the following questions:

- How does this preference help me in my work, communication, and problem solving?  
How does it work against me?
- How does it help others? How does it cause concern when interacting with others?

### 4. Your Fabulous Inferior Function

Give each person the preference card for their inferior function (S,N,T,F). For example, an ENFP would use the sensing card. Explore the following questions:

- How and when do I use this function well?
- How do I compensate for this function when it is ineffective?
- How do I feel when someone notices this weakness in me? What do I do?

### 5. Creating Motivation

Randomly deal the Type description cards to each participant, or if coaching individually, go through several examples in a session. Given the type description on the card:

- How would you motivate the individual?
- How would you flex your natural style to connect with the other individual to develop rapport?

## PERSONALITY PUZZLES FAQs

### Who uses The Personality Puzzle?

People who use The Personality Puzzle are those who want a simple and effective way to explain the Myers-Briggs® model of personality Type whilst engaging in an interactive conversation that is both enjoyable and valuable.

It is currently being used in so many environments from the business world to family settings and everywhere in between; corporates, government departments, the military, the faith ministry, schools, families, youth groups and many more.

The Personality Puzzle Type for Adults is ideal for coaches, counsellors, life coaches, therapists, psychologists, career practitioners, human resources personnel, organisational development trainers, business managers, health practitioners, parents and leaders.

The Personality Puzzle Type for Teens is ideal for young people and anyone who is caring for them or working with them; parents, educators, youth workers, social workers, health workers, counsellors, career practitioners and possibly many more. Despite the title I find that the Type descriptions in this set of cards resonates with people of all ages and I regularly use them in all coaching environments, not just for this age group.

The Learning Puzzle is ideal for educators at all levels and also for students and parents who wish to advocate for themselves or others to find a learning environment in which they can thrive.

The Type Trilogy resource has three subsets of cards which describe Temperament, Interaction Styles and the eight Jungian cognitive processes. These are ideal for coaching beyond the four-letter code.

User Guides and videos are available for all these products on the web site [www.personalitypuzzles.com](http://www.personalitypuzzles.com)

### Can I buy The Personality Puzzle if I am not trained?

Yes you can. It is a great resource to introduce you to personality type and help you understand more. However, if you wish to use the product in a professional capacity it is advisable to take one of the many training courses that are available. Please go to [www.personalitypuzzles.com/training-webinars](http://www.personalitypuzzles.com/training-webinars) for information on training that Sue provides online.

### Should I still use a questionnaire?

The Personality Puzzle can be used both with and without a questionnaire. The MBTI® questionnaire is very widely used and can be an important data point to collect. However, as professional training in this model explains, it is a questionnaire which indicates your, or your client's personality preferences. This should always be confirmed by dialogue with a trained professional to verify true 'best-fit Type'. The Puzzles provide an excellent means by which to do this.

If a client has completed a questionnaire I would suggest that you have an interpretation session before they are given their results. Often this process confirms the result from the questionnaire. There are also times when these results differ. In this case, the correct preferences are those decided by you and your client and not as indicated by the questionnaire. This method demonstrates correct, ethical use of the Myers-Briggs® model.

The Personality Puzzle can also be used on its own with great effect. There are many circumstances where there is no time, opportunity or funding to use a questionnaire. This product gives Type professionals an effective alternative to work with clients in all settings, and can be a vital tool when working with not-for-profit or low income situations.

Can I use the cards with groups?

Absolutely. I would suggest you have a set of cards between two to three people. Take the group through the preferences one at a time and only hand-out those cards that are relevant to the preference under discussion. If you hand out whole sets they will be all over the place within minutes! There are some great group exercises to do and the cards provide a tactile resource that encourages participation and creates engagement.

Can I sell a set of cards to clients?

Yes you can. Extra sets can be purchased from the web site. Often it helps clients to fully understand the model as they have the opportunity to work with the cards independently following a coaching/therapy session.

Are the cards translated into other languages?

Currently they are only available for sale in English. However, it is possible they could be translated and published into other languages. If you are interested please contact me.

Several people have asked to translate for their own use only. Following a personal conversation permission has been given. French, Spanish and Norwegian are among these, along with requests for Arabic, Swahili and Gujarati which have not yet come to fruition but may do one day! If you have a request please be in touch. I would like Type to be used by as many people as possible around the world, however, I also need to look after the IP.

CHAPTER THREE – TYPE DYNAMICS

WORKING OUT THE DOMINANT FUNCTION:

Understanding how to find the dominant function is important if you are a professional Type practitioner, less so if you are not. However, it is a very important part of Jungian Typology and it’s worth the time and effort it takes to become fluent with it.

The following information as a guideline for some and a reminder for others. I have noticed that it is something that can easily slip from your memory, no matter how much training you have done, unless you are able to do some frequent revision.

Here are three levels of understanding:

LEVEL ONE	Look it up!
LEVEL TWO	How to determine the dominant function; S,N,T or F?
LEVEL THREE	True Type Dynamics - How to determine the dominant and auxiliary functions using the eight Jungian cognitive processes; Se, Si, Ne, Ni,Te, Ti, Fe, Fi.

A SIMPLE ANSWER TO A SIMPLE QUESTION

Here is the question that you are most likely to be asked followed by a very simple answer. In 90% of cases this is all you need to tell people. The other 10% will need some further information.

QUESTION: Why is one of the letters on the Type description bigger than the others?

ANSWER: That is because it is your dominant function. There are two things to know:

- It is likely to be a function you have the most natural energy to use.
- It is important to be mindful to have the needs of this function met.

- Sensing need **S** - To be realistic and specific
- Intuiting need **N** - To be broad ranging and inventive
- Thinking need **T** - To be effective and questioning
- Feeling need **F** - To be supportive and ethical

Please read on for more information.



LEVEL ONE – Look it up!

What is the dominant function? Very basically your dominant function is the one that is most easily available to you, you are at ease with its use, it is natural to you. It is also the function that needs to be used if you are to thrive in your world. If you are unable to use this function in your daily life then it is often the case that life isn't going so well, which often manifests itself in you being tired and restless. This is why it is so important.

Most of the literature you can read about Type, including the Personality Puzzles, will have the dominant function indicated in some way. Below is a Type Table. You will see a letter in larger font for each of the sixteen Type codes. This is the dominant function. You will also notice some patterns.

Firstly the dominant function is only ever one of the two middle letters. If you remember from earlier on in this User Guide, the two outside letters represent how we are frequently seen by others in the outside world, they tend to be observable preferences. The two inside letters are what is going on inside i.e. our 'cognitive processes' or 'how we think'. Sensing (S) and Intuition (N) are our perceiving functions, what information most attracts our minds? Thinking (T) and Feeling (F) are our decision making functions, where do our minds tend to go to first when reaching a decision or solving a problem?

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

Secondly, if you look closely you will see some patterns. Take a look at the rows. Type codes on the top and third row always have the second letter as the dominant function, the perceiving function. In the second and bottom row the dominant function is always the third letter, the decision making function. You will also notice that the top row shares I and J preferences, the third row shares E and P. The second row shares I and P preferences and the bottom row shares E and J. This is not coincidental! I will explain more when you get to Level Two.

In the Personality Puzzle you can find the dominant function in several different places, when the 4-letter Type code is written anywhere on the cards one of the letters will be in a larger font. The next page shows where these can be found.

Where to find the dominant function?

On each of the whole Type cards it is the top right hand corner.

Extraversion

Intuition

Feeling

Perceiving

ENFP

THIS PERSONALITY TENDS TO BE: EXPRESSIVE • ENTERPRISING • WARM • SPONTANEOUS

ENJOYS: Imagination and Inspiration

COMMUNICATES: With Enthusiasm and Charisma

OTHER TYPICAL FEATURES:

LEARNS: In exciting and caring environments where expression of new ideas is welcomed. Resists structure, requires flexibility. Learns best from a teacher with a passion for their subject.

TEAMS: A natural social flair draws teams together. Offers energy and encouragement, seeks a creative and stimulating workplace for all.

CHANGE: Enthusiastically embraces the new and untried. Works hard to ensure personal issues are heard and discussed before decisions are made.

LEADS: Readily accepts leadership for worthy causes. Understands how to motivate, democratically seeks opinions and negotiates differences. Encourages a growth mindset, respects individuality and facilitates collaboration.

PARENTS: With energy and involvement. Shows empathy and awareness of emotional needs. Encourages humour, creativity and open-mindedness. May need to establish routines to retrieve order.

RELAXES: Enjoys a variety of social activities. A generous host whose aim is to put all at ease.

CHALLENGES: To contain impulsivity, listen to the 'voice of experience', see things through, value objectivity, enjoy the moment, accept that no relationship is perfect, keep to the point, read the fine print.

UNDER STRESS: May be overwhelmed, forgetful and emotionally exhausted. Can be deeply pained by negative self analysis, hold on to internal ideals and tune out to physical needs. May need to seek support, discuss unresolved ethical dilemmas, journal personal aspirations, rest and reflect.

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On each of the careers cards and learning environment cards it is shown in all the Type codes on the left hand side.

CAREERS CARD

ST  
Types

PLEASE NOTE: The careers information here is a guideline only. If you have an interest, instinct or passion please follow it. Finding a career you enjoy is essential to your well-being. A professional Career Coach is a wise investment. Key skills, along with others, can be used in any career, anywhere, at any time!

I

S

T

J

Key skill: GATHERING INFORMATION AND ORGANISING TO PRODUCE RESULTS

Often used in these careers or roles: Finance, Administration, Low enforcement, Business, Construction, Health and safety, Insurance, Real estate, Engineer

I

S

T

P

Key skill: PRACTICAL APPLICATION OF TECHNICAL EXPERTISE

Often used in these careers or roles: Engineer, Technical trainer, Telecommunications, Medical technician, Fire fighter, Business, Sports coach, Farmer, Hands-on trades

E

S

T

J

Key skill: DEVSING AND IMPLEMENTING A WORKABLE PLAN

Often used in these careers or roles: Business, Sales, Vocational education, Military, Law, Travel and tourism, Finance, Dentist, Real estate

E

S

T

P

Key skill: USING PRACTICAL SKILLS TO RESPOND TO CHANGING NEEDS

Often used in these careers or roles: Engineer, Recreation, Performing arts, Transport, Paramedic, Hands-on trades, Entrepreneur, Physical fitness, Information Technology

PLEASE NOTE: The letter in larger font indicates the dominant function

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LEARNING ENVIRONMENT CARD

NT  
Types

PLEASE NOTE: The learning environment described for each type suggests the optimal situation. It does not mean that students cannot learn in anything other than this environment. It describes the circumstance in which each type will be most energised, motivated and supported to learn. We can all learn in many different ways, sometimes we learn more when we are challenged by a different style of learning. However, if our preference style is available most of the time our learning will be limited.

I

N

T

J

AS A STUDENT: I love to learn independently, at my own pace, in an environment where I am challenged, I value the teachers expertise and there is respect and order. I like to ask questions and I like answers to be reliable and thought provoking. Opportunities to be artistic and imaginative are welcome.

I

N

T

P

AS A STUDENT: I enjoy learning when it's varied, creative, stimulating and challenging. I like structure but also want to follow my own path. I like teachers who think we are equal partners in achieving success. The teachers must earn my respect by their expertise.

E

N

T

J

AS A STUDENT: This isn't often possible. I am naturally curious and have bursts of energy for things that inspire me. My best learning environment is lively, challenging, unpredictable and values discussion and debate.

E

N

T

P

AS A STUDENT: I like to learn what I want to learn, when and how I want to learn it. I enjoy learning that is thought provoking and challenging, where exploratory digressions are a welcome break from the routine and I can opt to extend my studies if I wish.

PLEASE NOTE: The letter in larger font indicates the dominant function

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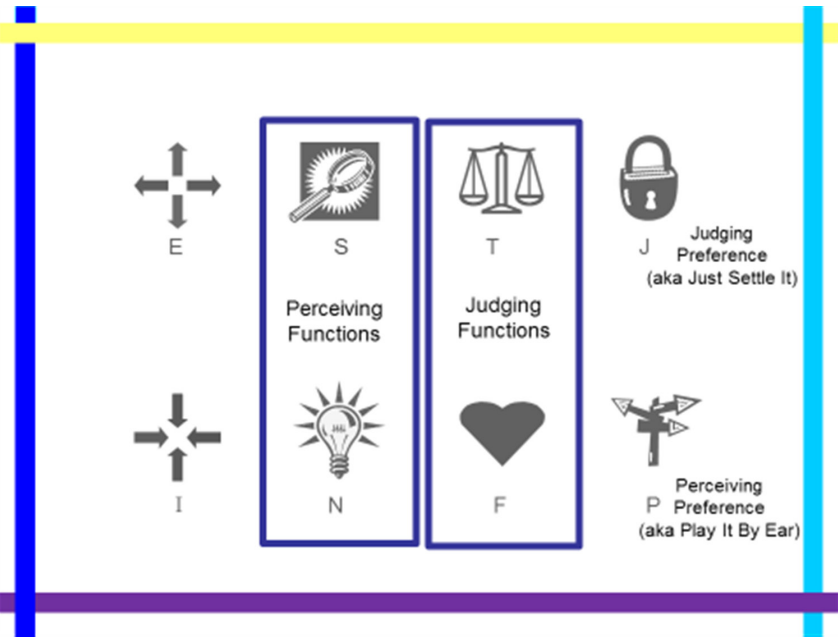
LEVEL TWO – So, how do we know that these are the dominant functions?

Yet again there is a pattern and the dominant function can be determined by cracking a simple code and following a set of algorithms that are consistent. It is phenomenal that our personalities function in this way; with decades of research and analysis by thousands of individuals this has been found to be the case. An important question to ask is “does this work for you?” Only you will know.

I have to confess that given the opportunity I would change some things about the terminology that we use as it can be confusing. The two things that are most set to confuse us is the use of the terms extraversion and extraverting or introversion and introverting; we can have a preference for extraversion which is different to extraverting one of the functions, S, N, T or F, the same applies to introversion and introverting. I will explain more on this later.

Also the use of the terms perceiving and judging are confusing; firstly they are the fourth preferences in the Type code (i.e. the J and P preferences) and perceiving and judging are also used when describing the functions. S and N being perceiving functions and T and F being the judging functions. They are of course connected, however the connection is not immediately apparent.

I have already mentioned that to avoid at least some confusion, with clients I usually refer to the J and P preferences as ‘Just Settle It’ and ‘Play it by ear’. You may wish to do the same.



As well as being a dominant function there is also an order for all the other functions.

They represent many things and play different roles in your personal ‘play’.

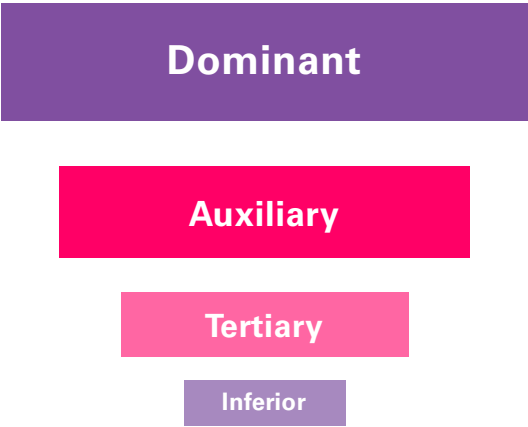
- |                       |                 |
|-----------------------|-----------------|
| 1. Dominant function  | Lead actor      |
| 2. Auxiliary function | Support actor   |
| 3. Tertiary function  | A speaking part |
| 4. Inferior function  | An extra        |

Very simply, as you go through the hierarchy of functions from 1 to 4, the functions may require more energy from you to access them. It is possible to be skilled at using these functions but they feel less comfortable, are used less often and may be forgotten in times of stress when your mind seeks the more preferred functions to use first.

Jung believed that not only the dominant function but the hierarchy of functions is also important as it can describe our personal development through life.

Books explaining much about this complex area of psychological type are in reading recommendations at the back of this User Guide. It can be simple to explain but can also take a lifetime of work to truly understand how these functions operate in our psyche. Of course, everyone is unique. How it works for you will differ even when compared to someone who shares your Type preferences. However there will also be similarities. Discussion of how this works for you provide significant insights into self-awareness.

The Dominant Function  
... and it’s friends



OR...



Let’s get back to finding the dominant function for each Type.

To find the dominant function, which will be one of the middle two letters of the Type code, we need to be guided by the two other letters on the outside of the Type code. It may be helpful to look at the diagrams on the opposite page before you read on.

Firstly let’s work this out for those who prefer extraversion and whose Type code therefore starts with an E, as this is somewhat more straight forward.

The J and P preferences have a dual purpose. They describe a range of behaviours associated with each of the two preferences, as described on the J and P preference cards within the Personality Puzzle. They also are an integral part of determining the dominant function. With an E and J combination, the dominant function is a judging function, therefore it is either T or F. With an E and P combination the dominant function is a perceiving function, therefore it is either S or N. Take a look at the 3rd and 4th rows in the diagram below. The P and J preferences are indicators of what function a person is extraverting, that is, what you are most likely to be using in the outer world. Those who prefer extraversion are generally speaking easier to get to know. “What you see is what you get.” They are extraverting their dominant function and this can sometimes be detected in both verbal and non-verbal communication.

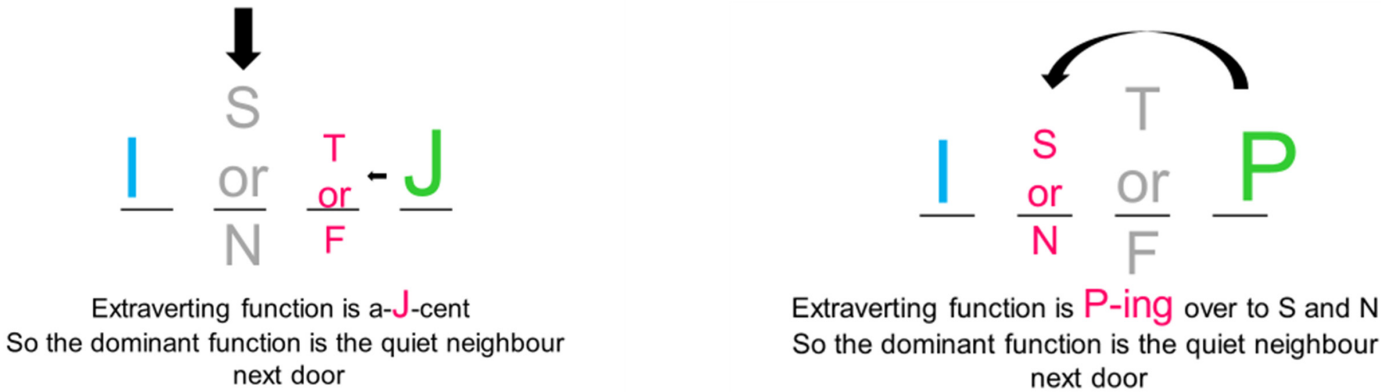
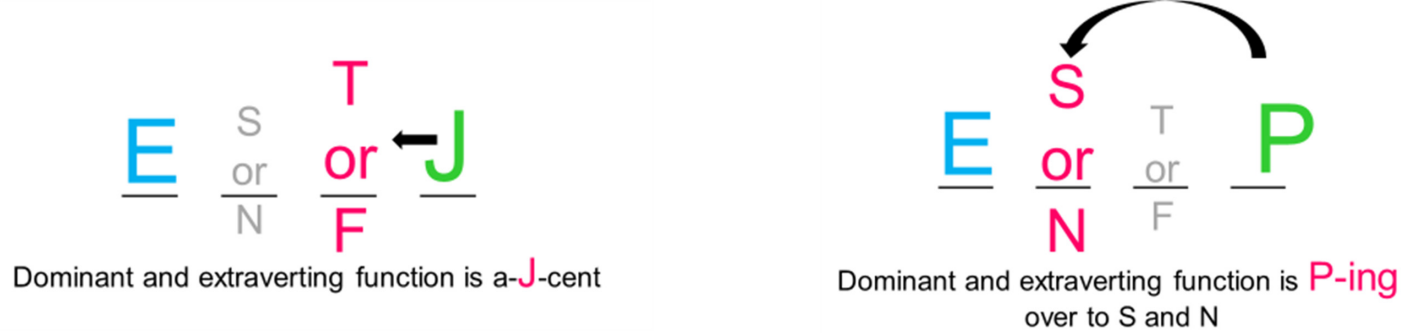
So, what about those with a preference for introversion? This is a little more complex, because what we may pick up from their communication is their auxiliary function, or the support actor in their play. They keep the best part of themselves to themselves and hold it privately, often only to be revealed to those who are close to them. The dominant function has an internal focus. The P and J preference are indicating what function is being extraverted and so, if you have a preference for introversion, the function next door is actually the dominant function.

Take a look at the 1st and 2nd rows of the table. With the I and J combination, the J is indicating the T or F (Judging functions) as the function that is extraverting. Therefore, that is the function that is often seen on the outside, but it is S or N which is actually the dominant function. This is a consistent pattern. With the I and P combination the P is indicating the S or N (Perceiving functions) as the extraverting function. This function is often noticeable to others, for example IN-Ps can come across as playful and IS-Ps can come across as active and spontaneous, however it is the T or F that is actually the dominant function.

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

The black arrow indicates the ‘extraverting’ function. The larger font letters in pink (extraverting functions) or grey (introverting functions) indicate the dominant function. The pattern is always the same.

E and J Types	the dominant function is always judging function	T or F
E and P Types	the dominant function is always a perceiving function	S or N
I and J Types	the dominant function is always a perceiving function	S or N
I and P Types	the dominant function is always judging function	T or F



\* This cute statue is the Manneken Pis, the world famous and most photographed statue in Brussels. I think about this little fellow when working out the dominant function. It may help you too!



Now that you have worked out the dominant functions, what is the order, from dominant to inferior, of the other functions?

The table below shows the order of functions for each type.

- 1. Dominant function, lead actor in your play
- 2. Auxiliary function, support actor in your play, sits next to the dominant function in your Type code
- 3. Tertiary function, speaking part in your play, is the opposite of your auxiliary function. i.e. if auxiliary is S your tertiary is N, if auxiliary is T tertiary is F and vice versa.
- 4. Inferior function, an extra in your play, is the opposite to your dominant function. If your dominant is S, your inferior is N, if your dominant is T your inferior is F and vice versa.

Understanding the interplay of these functions is too big a topic to cover here. Please refer to the reading recommendations at the back of this book.

<div><div>ISTJ</div><div>1. Sensing 2. Thinking 3. Feeling 4. Intuition</div></div>	<div><div>ISFJ</div><div>1. Sensing 2. Feeling 3. Thinking 4. Intuition</div></div>	<div><div>INFJ</div><div>1. Intuition 2. Feeling 3. Thinking 4. Sensing</div></div>	<div><div>INTJ</div><div>1. Intuition 2. Thinking 3. Feeling 4. Sensing</div></div>
<div><div>ISTP</div><div>1. Thinking 2. Sensing 3. Intuition 4. Feeling</div></div>	<div><div>ISFP</div><div>1. Feeling 2. Sensing 3. Intuition 4. Thinking</div></div>	<div><div>INFP</div><div>1. Feeling 2. Intuition 3. Sensing 4. Thinking</div></div>	<div><div>INTP</div><div>1. Thinking 2. Intuition 3. Sensing 4. Feeling</div></div>
<div><div>ESTP</div><div>1. Sensing 2. Thinking 3. Feeling 4. Intuition</div></div>	<div><div>ESFP</div><div>1. Sensing 2. Feeling 3. Thinking 4. Intuition</div></div>	<div><div>ENFP</div><div>1. Intuition 2. Feeling 3. Thinking 4. Sensing</div></div>	<div><div>ENTP</div><div>1. Intuition 2. Thinking 3. Feeling 4. Sensing</div></div>
<div><div>ESTJ</div><div>1. Thinking 2. Sensing 3. Intuition 4. Feeling</div></div>	<div><div>ESFJ</div><div>1. Feeling 2. Sensing 3. Intuition 4. Thinking</div></div>	<div><div>ENFJ</div><div>1. Feeling 2. Intuition 3. Sensing 4. Thinking</div></div>	<div><div>ENTJ</div><div>1. Thinking 2. Intuition 3. Sensing 4. Feeling</div></div>

**Remember:** We are relating the order of the functions to the ease of use, it's accessibility to us, the higher up the order the more comfortable we are with its use. It does NOT relate to our skill at using it; this can only be decided by each individual and of course we are all different. When we apply ourselves we can use any function. As adults we have innate thinking styles and behaviours and learned thinking styles and behaviours. We know that in certain circumstances we can be our natural selves and in other circumstances we need to be aware of the context, dig a little deeper, and to reframe our innate style to one that better suits the situation and will achieve a better outcome for everyone involved. This can be at the heart of a personal development coaching session and can lead to positive change.

LEVEL THREE – True Type Dynamics  
How to determine the order of functions using the eight Jungian cognitive processes; Se, Si, Ne, Ni, Te, Ti, Fe, Fi

An important thing to remember is that what Isabel Myers wanted to do was to give the ordinary people of the world access to the ingenious ideas of Carl Jung. Jung's superior perception gave birth to the theory of psychological type which described eight functions, and not four.

We all have an outer life and an inner life and there is a balance between the two. We have two functions that we are most at ease with, a dominant function and an auxiliary function (the lead actor and support actor in our play) and it makes perfect sense that one of these is used in our outer world and one in our inner world. Jung called these extroverted and introverted functions.

In fact, as has been hinted earlier, there are two ways of using each of the four functions. Each one of the four functions has two sides to it, like two sides of a coin. These two sides are referred to as extraverted and introverted. We, therefore have extraverted and introverted Sensing, Intuition, Thinking and Feeling; making eight Jungian functions in total, also known as cognitive processes or function attitudes.

Knowing the difference between how these functions look and operate in the world is another key to truly understanding psychological type as it was initially intended. Having said that, there are features of both sides of each of the function coins that are similar. For example, both extraverted and introverted sensing focuses on what is real, whilst both extraverted and introverted Intuition looks at possibilities. Where they actually initiate their perceiving functions are from two quite different sources. The same applies to Thinking and Feeling. Both extraverted and introverted Thinking are objective and both extraverted and introverted Feeling are subjective. How each actually initiates the decision making process are also quite different.

Our task for the moment is to differentiate between the extraverted and introverted functions so that you can explain this in a simple way to your clients in the coaching process. There are many opinions on this and I can only put forward my own understanding and observation. Books to study this further are in the recommended book list at the end of this manual.

In particular I can recommend The Type Trilogy Personality Puzzle which has a set of cards as part of the resource dedicated to the cognitive processes. These will almost certainly help further.



THE EIGHT JUNGIAN COGNITIVE PROCESSES

Jung believed that our minds are constantly engaged in two activities, taking information in using perceiving functions, and making a decision on that data using judging functions.

Perceiving Functions

The four ways that we gather information are:

- Extraverted Sensing    Se
- Introverted Sensing    Si
- Extraverted Intuition    Ne
- Introverted Intuition    Ni

We are all able to use all these functions but with a greater or lesser degree of fluency and ease depending on our Type preferences.

EXTRAVERTED SENSING – EXPERIENCING

Gathering specific information from the immediate environment

Extraverted Sensing is the dominant function for ESFPs and ESTPs and the auxiliary function for ISTPs and ISFPs. The common denominator is S and P preferences. Those with this preference have an innate ability to be in the moment, connecting with what is happening in real time, observing with sharp attention to all physical qualities and sensations.

A good simile for this is the juggler whose senses are tuned in to the current need to observe, use physical acuity and physically move to do what is required.

INTROVERTED SENSING – RECALLING

Gathering specific information from internal memory banks

Introverted Sensing is the dominant function for ISTJ and ISFJ and auxiliary function for ESTJ and ESFJ. The common denominator is S and J preferences. Those with this preference are drawn to information that is stored in their memory. It is not just numerical data and facts it is much richer and more colourful. Memories are stored like many movies in their minds which can be called upon when required. Please note, this information can only be recalled if it is stored; some things are not considered important enough for storage!

A good simile for this is a selection of USB data storage devices. Memories that are important are selected and stored for easy retrieval when required for potential future use. Not all memories are good. There are some that would be best forgotten but they are nevertheless stored with the hope that the same mistake may not be made again.

EXTRAVERTED INTUITION – BRAINSTORMING

Gathering diverse information by scanning the environment then exploring the possibilities

Extraverted Intuition is the dominant function for ENTP and ENFP and the auxiliary function for INTP and INFP. The common denominator is N and P preferences. Those with this preference see possibilities in everything. They have an innate talent for seeing things from many perspectives simultaneously. They are ‘ideas factories’ that keep lighting up and producing new ideas.

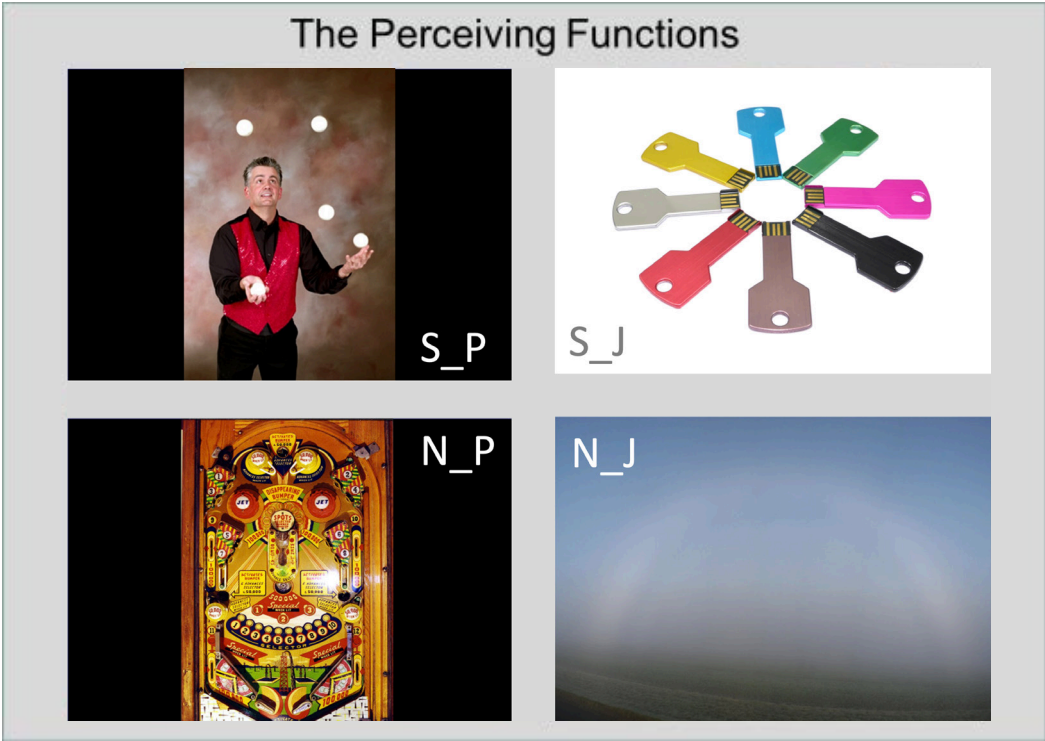
A good simile for this is the Christmas tree with flashing lights of many colours, constantly changing and illuminating.

INTROVERTED INTUITION – VISIONING

Combining both seen and unseen data to form an inner vision of what could be

Introverted Intuition is the dominant function for INTJ and INFJ and the auxiliary function for ENTJ and ENFJ. The common denominator is N and J preferences. Those with this preference wait for inspiration, ideas need time to incubate and form slowly, but when the process is complete the vision is crystal clear.

A good simile is a mist which clears to a perfect day. This cannot be hurried, it has to take it’s natural course. When inspiration does arrive it is often the case that it is unknown exactly how this knowledge was perceived. It just was, and it’s clarity can be remarkable.



As you can see, each way of perceiving has its own set of gifts. No-one is equally gifted with all four functions; we are all able to use each one to some extent but are drawn to one of these in particular. This is our natural way of taking information in from the world around us or within us.



Judging Functions

How do we make decisions with the information we have received through our perceiving functions?

The four ways are:

- Extraverted Thinking    Te
- Introverted Thinking    Ti
- Extraverted Feeling    Fe
- Introverted Feeling    Fi

EXTRAVERTED THINKING – SYSTEMATIZING

Implementing effective plans using key data from the environment.

Extraverted Thinking is the dominant function for ESTJ and ENTJ and the auxiliary function for INTJ and ISTJ. The common denominator is T and J preferences. Those with this preference are able to place information in a logical structure and mentally organize and re-organise until the right solution is clear.

A good simile is the Sudoku puzzle, what needs to be where to make something work effectively and complete the task?

INTROVERTED THINKING – ANALYSING

Evaluating effectiveness using internally categorized knowledge.

Introverted Thinking is the dominant function for INTP and ISTP and the auxiliary function for ENTP and ESTP. The common denominator is T and P preferences. Those with this preference have a focus on asking the right question to determine the optimal process, they are compulsive internal problem solvers.

A good simile is a funnel with many questions entering into it. These are filtered through the mind and emerge with many more questions still to ask. Those with this preference often answer a question with another question.

EXTRAVERTED FEELING – HARMONISING

Evaluating desirability by considering the feelings and emotions of those involved.

Extraverted Feeling is the dominant function for ESFJ and ENFJ and the auxiliary function for ISFJ and INFJ. The common denominator is F and J preferences. Those with this preference have a strong desire to serve others and ensure harmony is achieved.

A good simile is a pair of helping hands, constantly working to sooth, serve and show sensitivity.

Please note that these can be strong as well as caring hands!

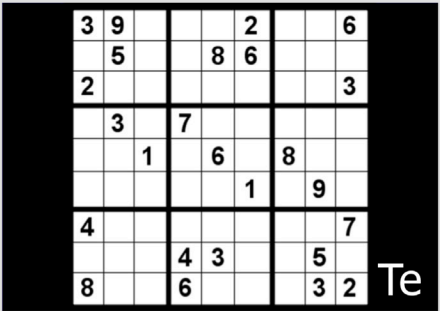
INTROVERTED FEELING – VALUING

Evaluating desirability by using personal, firmly held, beliefs and values


Introverted Feeling is the dominant function for INFP and ISFP and the auxiliary function for ENFP and ESFP. The common denominator is F and P preferences. Those with this preference have strongly held convictions on which they are rarely willing to compromise. Being attuned to these values and beliefs is essential to their well-being.

A good simile is the tuning fork. A question which is constantly posed in their minds is “Does this feel (or sound) right?” They will very soon know if it is out of key.


The Judging Functions




Te



Ti



Fe



Fi

As with the perceiving functions, each way of making decisions has its own set of gifts. No-one is equally gifted in all four functions; we are all able to use each one to some extent but are drawn to one of these in particular. This is our natural way of interpreting our perceptions and making judgments.

Using similes


I have found the use of similes to be very powerful when explaining how each of these eight functions operates. Using them to describe the functions, compare opposite functions and illuminate how it is that when two people share the same function but in different attitudes (e.g Ne and Ni) their cognitive processes are in fact very different. This enhancement to the Type verification process can be invaluable. The combination of image and language has great results; learning becomes faster, more effective, and frequently a lot more fun.

Of course, these aren’t the only similes and you may well find others that suit you better. In fact, when with clients I rarely show them the images, I just explain the idea and see where their own imaginations take them. I have run many workshops for Type practitioners where they are asked to draw their own similes or metaphors, each time I extend my learning, so far these eight images are the ones that appear to work best.


Taking a look at the images on the next page ask yourself if this works for you? My ESTJ preferences are well described with my treasure chest of memories supporting my need to be out in the world logically organizing events in a Sudoku like way. Please take a moment to try this out for yourself.

I encourage you to engage your creative minds to find more. Please feel free to share them with me, I would love to hear from you.


### The Perceiving Functions




S\_P



S\_J

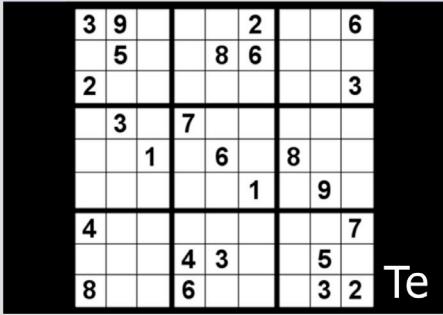


N\_P




N\_J


### The Judging Functions




Te



Ti



Fe



Fi

## CHAPTER FOUR – PUTTING TYPE DYNAMICS TO WORK

How to use your professional awareness of Type to focus your interpretations for specific types of clients.

It is often difficult to communicate, motivate and support someone whose priorities and needs are different to our own. It is equally difficult to discuss Type with someone whose preferences are different. So, the question of how to discuss Type with different Types is an interesting one.

The MBTI® professional is often at an advantage because a common practice is for the client to complete the questionnaire and the interpretation takes place when the professional knows the results. Therefore, it is possible to prepare in advance and have some expectations as to how the interpretation may develop. Bear in mind though that the reported Type may be different to the client’s actual Type. This happens fairly frequently. So, whether you have used a questionnaire or not, it is important to remain open-minded and flex with the needs of the moment. Your own observations as well as your client’s self-discovery of their preferences will come together. You will find that as your experience increases so will your ability to trust your powers of observation.

The process of Type verification is challenging and rewarding. As professionals in this field we need to continually work on enhancing our skills in this area. Please also keep in mind your goals for the coaching session. This is not always to find your clients 4-letter preferences, although this of course can be a bonus. It could be to have a meaningful conversation about personal development or performance in a particular area.

In the following pages there are some guidelines which explain...

- the needs of the dominant functions for each of the Types
- one of the key questions relating to Type that will be important
- some ideas on how to explain Type to each of these preferences
- what reactions to expect
- how the same preference relates to the auxiliary function

Clearly, not all Types will conform precisely; it is a relief that everyone has the potential to surprise us. However, it is helpful to have some suggestions to use as a starting point.

### Hierarchy of functions for the eight cognitive process for each Type

<div>ISTJ</div> <div>1. Si      5. Se 2. Te      6. Ti 3. Fi      7. Fe 4. Ne      8. Ni</div>	<div>ISFJ</div> <div>1. Si      5. Se 2. Fe      6. Fi 3. Ti      7. Te 4. Ne      8. Ni</div>	<div>INFJ</div> <div>1. Ni      5. Ne 2. Fe      6. Fi 3. Ti      7. Te 4. Se      8. Si</div>	<div>INTJ</div> <div>1. Ni      5. Ne 2. Te      6. Ti 3. Fi      7. Fe 4. Se      8. Si</div>
<div>ISTP</div> <div>1. Ti      5. Te 2. Se      6. Si 3. Ni      7. Ne 4. Fe      8. Fi</div>	<div>ISFP</div> <div>1. Fi      5. Fe 2. Se      6. Si 3. Ni      7. Ne 4. Te      8. Ti</div>	<div>INFP</div> <div>1. Fi      5. Fe 2. Ne      6. Ni 3. Si      7. Se 4. Te      8. Ti</div>	<div>INTP</div> <div>1. Ti      5. Te 2. Ne      6. Ni 3. Si      7. Se 4. Fe      8. Fi</div>
<div>ESTJ</div> <div>1. Se      5. Si 2. Ti      6. Te 3. Fe      7. Fi 4. Ni      8. Ne</div>	<div>ESFJ</div> <div>1. Se      5. Si 2. Fi      6. Fe 3. Te      7. Ti 4. Ni      8. Ne</div>	<div>ENFP</div> <div>1. Ne      5. Ni 2. Fi      6. Fe 3. Te      7. Ti 4. Si      8. Se</div>	<div>ENTP</div> <div>1. Ne      5. Ni 2. Ti      6. Te 3. Fe      7. Fi 4. Si      8. Se</div>
<div>ESTJ</div> <div>1. Te      5. Ti 2. Si      6. Se 3. Ne      7. Ni 4. Fi      8. Fe</div>	<div>ESFJ</div> <div>1. Fe      5. Fi 2. Si      6. Se 3. Ne      7. Ni 4. Ti      8. Te</div>	<div>ENFJ</div> <div>1. Fe      5. Fi 2. Ni      6. Ne 3. Se      7. Si 4. Ti      8. Te</div>	<div>ENTJ</div> <div>1. Te      5. Ti 2. Ni      6. Ne 3. Se      7. Si 4. Fi      8. Fe</div>

These additional four functions (5, 6, 7, and 8) gives an extended cast of characters in our play. Typically these remain in our unconscious. At best they are background chatter which occasionally can give rise to an inexplicable flash of brilliance, but for the most part are far less consciously available for us to use than the first four functions. In times of stress they can be particularly troublesome and act out in ways that are distinctly ineffective and negative.

These eight functions together are referred to by students of Jung as the archetypes. They too each have a role in our psyche. This is a fascinating study and again I encourage you to deepen your knowledge.

Please see the recommended reading at the back of this Guidebook.

EXTRAVERTED SENSING



AS A DOMINANT FUNCTION:        **ESTP        ESFP**

Extraverted Sensing types want to spontaneously interact with the endless variety in the world, enjoying the experiences of the moment, recalling them with vivid detail.

The big ‘Type’ question:

What is the immediate effect of understanding Type and what actions can I take?

Answer this by:

- Bringing Type alive with actual examples of how Type has made a difference in people’s lives.
- Giving evidence that understanding Type is effective; results can be dramatic with a small amount of change.
- Describing how they can specifically incorporate ‘Type’ into their lives.
- Discussing the immediate effect of using knowledge of Type.

Expect they will:

- Talk animatedly throughout the interpretation.
- Enjoy juggling and playing around with the cards.
- Describe their own experiences in detail.
- Describe their understanding of Type using ‘sensing’ language. i.e. what they have observed.
- Want to leave with an action plan for immediate implementation.

Extraverted Sensing as an auxiliary function:        **ISTP   ISFP**

Be aware that their focus on detail is masking the big question for the dominant function:

Which for an ISTP (dominant introverted thinking) is –

How can this information help me form an inner logical understanding of the world around me?

And for an ISFP (dominant introverted feeling) is –

How does this information respect my commitment to my inner values and honour people as individuals?

INTROVERTED SENSING



AS A DOMINANT FUNCTION:        **ISTJ        ISFJ**

Introverted Sensing types want to hold a wealth of information about how things and people operate in the real world. They draw on memories of specific events and their internal thoughts and feelings about them.

The big ‘Type’ question

What is the evidence that an in-depth understanding of Type can be of practical use in my life and how can I find more information?

Answer this by:

- Explaining how Type has helped in the past using actual events and people who are important to them.
- Discussing how this information can be of practical use to them. Be specific to the client’s own interest and expertise.
- Explaining that the information you give them is just ‘the tip of the iceberg’. Help them locate more information they can research in their own time.
- Making sure they know what information they will be able to take away with them so they don’t feel compelled to take detailed notes.

Expect they will:

- Want you to describe the process in detail. Enjoy a steady pace that they set.
- Want you to be thorough; they will take the information seriously.
- Often reflect on the past.
- Go through the cards sequentially and need time to read the detail.
- Ask you to repeat something they haven’t completely understood.
- Want to leave with some more research opportunities plus a carefully considered plan they can realistically put into practice.

Introverted Sensing as an auxiliary function:        **ESTJ   ESFJ**

Be aware of the importance of specific information that supports the big question of the dominant function:

Which for an ESTJ (dominant extraverted thinking) is –

How can this information help me create a successful environment where I can achieve my goals?

And for an ESFJ (dominant extraverted feeling) is –

How will this information help me to create an environment where people are valued and I can be actively involved in helping them?



EXTRAVERTED INTUITION

AS A DOMINANT FUNCTION: ENTP ENFP

Extraverted Intuitive types explore the world around them to help them create and move towards visions of the future which excite and inspire them.

The big ‘Type’ question:

What are the exciting possibilities and opportunities available to me through understanding Type?

Answer this by:

- Explaining how they can incorporate this information in creative ways to stimulate personal and professional development.
- Using inspirational examples to illustrate your point.  
Create an image of situations where understanding Type is helpful.
- Discussing how this insight can open new doors, where can this knowledge lead?
- Being optimistic and encouraging.

Expect they will:

- Engage quickly but be distracted often.
- Tell many of their own stories about themselves or other people in their lives.
- Ask a lot of questions and be happy if they are answered with another question to stimulate new ideas.
- Deviate from the process frequently – follow their lead but keep an eye on the time
- Use the cards as a jumping off point for further discussion, making connections with events, people and future applications of Type.
- Want to leave motivated to explore new ideas on how to use this information to create positive change

Extraverted Intuition as an auxiliary function: INTP INFP

Be aware of the importance of innovation and creativity which masks the big question of the dominant function:

Which for an INFP (dominant introverted feeling) is –

How does this information respect my commitment to my inner values and honour people as individuals?

And for an INTP (dominant introverted thinking) is –

How can this information help me form an inner logical understanding of the world around me?



INTROVERTED INTUITION

AS A DOMINANT FUNCTION: INTJ INFJ

Introverted Intuitive types value their depth of understanding and insight which gives them an internal view of the shape their world should be. They seek ways to change their environment to meet this vision.

The big ‘Type’ question:

How can I use this information to complement and enhance my inner vision for the future?

Answer this by:

- Helping them clarify their ideas on why Type is important.
- Describing how understanding Type can help with effective and innovative solutions in their sphere of interest.
- Discussing the effect of understanding Type from many perspectives;  
boss, peers, subordinates, parents, children.
- Preparing yourself to be intellectually challenged.

Expect they will:

- Be hesitant to communicate their personal visions unless invited to do so.
- Enjoy the complexity of Type dynamics.
- Reflect on the information and require time to process it and formulate insightful questions.
- Give the cards serious consideration.
- Want to leave with a sense of the importance of Type and a determination to learn more about how it can be used to meet personal and professional objectives.

Introverted Intuition as an auxiliary function: ENFJ ENTJ

Be aware of the importance of creative ideas and innovation that supports the big question of the dominant function:

Which for an ENFJ (dominant extraverted feeling) is –

How will this information help me to create an environment where people are valued and I can be actively involved in helping them?

And for an ENTJ (dominant extraverted thinking) is –

How can this information help me create a successful environment where I can achieve my goals?



EXTRAVERTED THINKING



AS A DOMINANT FUNCTION:        **ESTJ        ENTJ**

Extraverted Thinking types like to organize and structure their environment to ensure maximum efficiency, competence and achievement of goals.

The big ‘Type’ question:

How can I use this information to create a successful environment where I can achieve my goals?

Answer this by:

- Asking them what they want to achieve from gaining knowledge about Type.
- Agreeing your goals and how to get there.
- Presenting a logical case for the benefits of understanding Type. Be clear and direct. Give examples of successes.
- Comparing understanding Type with learning a system which can increase effectiveness and assist with solving problems.
- Weighing up current effectiveness with the potential consequences of putting this knowledge into practice.

Expect they will:

- Want to get straight to the point.
- Ask for evidence that this system works.
- Think out loud.
- Want to leave with a clear personal goal and confidence that understanding and implementing good type practices will have positive results.

Extraverted Thinking as an auxiliary function:        **INTJ    ISTJ**

Be aware that their focus on goals is masking a need to answer the big question of their dominant function:

Which for an INTJ (dominant introverted intuition) is –

How can I use this information to complement and enhance my inner vision for the future?

And for an ISTJ (dominant introverted sensing) is –

What is the evidence that an in-depth understanding of type can be of practical use in my life and how can I find more information?

INTROVERTED THINKING



AS A DOMINANT FUNCTION:        **ISTP        INTP**

Introverted Thinking types like to order and process their thoughts in a logical manner, structuring them in an adaptable framework. They reflect on new knowledge and categorize it to assist understanding of their world.

The big ‘Type’ question:

How can this information help me form an inner logical understanding of the world around me?

Answer this by:

- Meeting their need to take in information carefully and at a pace they set for themselves.
- Highlighting the logical consequences of understanding Type.
- Introducing understanding type as a strategy that can promote self-knowledge and enhance competence at many levels.

Expect they will:

- Keep their personal thoughts and judgments to themselves unless invited to express them or unless they disagree.
- Play devil’s advocate.
- Need time to reflect and process their thoughts.
- Use the cards to develop an internal framework to organize the information.
- Shrewdly analyse the information, weighing up the pros and cons.
- Want to leave with a competent knowledge and a path to independently pursue further information

Introverted Thinking as an auxiliary function:        **ESTP    ENTP**

Be aware of the importance of using knowledge to increase understanding of their world that supports the big question of the dominant function:

Which for an ESTP (dominant extraverted sensing) is –

What is the immediate effect of understanding type and what actions can I take?

And for an ENTP (dominant extraverted intuition) is –

What are the exciting possibilities and opportunities available to me through understanding type?

EXTRAVERTED FEELING



AS A DOMINANT FUNCTION: **ESFJ ENFJ**

Extraverted Feeling types like to be actively involved in developing strong positive relationships with everyone around them. They organize their world to help and support others.

The big ‘Type’ question:

How will this information help me to create an environment where people are valued and I can be actively involved in helping them?

Answer this by:

- Giving examples of how people’s lives have been turned around by understanding Type.
- Explaining the many opportunities available to build good relationships through knowledge of Type.
- Discussing their intentions for influencing the lives of others and praising them for their contribution.
- Building personal rapport and encouraging a spirit of co-operation and good will.

Expect they will:

- Enjoy the opportunity to express their concern for people in their lives.
- Be enthusiastic and optimistic about increasing their knowledge of people and relationships.
- Enjoy using the cards to explore the Types of the ‘significant others’ in their lives.
- Want to leave with a strong desire to pass on this valuable information to others who will also benefit

Extraverted Feeling as an auxiliary function: **INFJ ISFJ**

Be aware that their focus on goals is masking a need to answer the big question of their dominant function:

Which for an INFJ (dominant introverted intuition) is –

How can I use this information to complement and enhance my inner vision for the future?

And for an ISFJ (dominant introverted sensing) is –

What is the evidence that an in-depth understanding of type can be of practical use in my life and how can I find more information?

INTROVERTED FEELING



AS A DOMINANT FUNCTION: **ISFP INFP**

Introverted Feeling types hold within them a set of deeply entrenched values which support their conviction that, to maintain emotional well-being; one’s actions must always be in harmony with one’s conscience.

The big ‘Type’ question:

How does this information respect my commitment to my inner values and honour people as unique individuals?

Answer this by:

- Showing an understanding for, and commitment to, improving the quality of life for others.
- Introducing a discussion of how one’s personal values can influence our treatment of others.
- Explaining the personal significance of understanding Type.
- Finding common issues of concern.

Expect they will:

- Ask questions which express concern and loyalty to the people who are close to them.
- Be intensely focused on helping others.
- Have a quiet support for the concepts of Type.
- Be hesitant to express their feelings – gently follow their lead if the opportunity arises.
- Want to leave with a feeling they have learned something personally valuable with which they can help others.

Introverted Feeling as an auxiliary function: **ENFP ESFP**

Be aware of the importance of their commitment to inner values which supports the big question of the dominant function:

Which for an ENFP (dominant extraverted intuition) is –

What are the exciting possibilities and opportunities available to me through understanding type?

And for an ESFP (dominant extraverted sensing) is –

What is the immediate effect of understanding type and what actions can I take?

Space for notes

## CHAPTER FIVE – USING THE PERSONALITY PUZZLE IN CAREERS GUIDANCE

Who we are, how we tick and what we prefer to do has been an essential factor in deciding career options for as long as there have been careers to decide upon. Research relating personality Type to careers is ongoing and producing fascinating results. However, the question still remains as to how we can best use this information with clients to put across a complex message in a simple way. Having worked with the Myers-Briggs® framework for understanding personality for nearly two decades I am convinced of the value this knowledge brings in so many areas of life, no more so than in exploring career direction.

The Personality Puzzle is an ideal resource for one-on-one or small group coaching. It is used by careers practitioners all over the world. My work in New Zealand has a focus on using Type in schools and colleges and the resource is now used in over 60 educational environments.

The main point I would like to mention when using Type in career direction is that when Type is used wisely it can produce amazing results, self-awareness catapults to a new level and in-depth discussion about personal growth and direction is made possible. The unwise use of this knowledge can have detrimental effects. It saddens me when I come across people who have had a negative experience which is usually because of a misinterpretation and miscommunication from someone who claims expertise but is ill-equipped and lacks knowledge and understanding.

Using Type in career guidance is an area where advice can easily go astray. Please keep in mind that just as the MBTI questionnaire, or indeed any other questionnaire, is an ‘indicator’ to one’s best-fit Type, the career suggestions made in this product and elsewhere are equally just indicators. It should be understood that all discussions should be client led and many things influence our choice of career direction.

*There is a warning on the top of each of the careers cards. It reads:*

**WARNING!!! – The careers information here is a guideline only. If you have an interest or passion please follow it. Finding a career you enjoy is essential to your well-being. A professional Career Practitioner is a wise investment and can help you further. Key skills, along with others, can be used in any career, anywhere, at any time!**

These words were chosen carefully. It is not intended that anyone should use this list of nine possible careers as a definitive list, it is just a starting point for further discussion. Research shows that the careers listed for each of the 16 Types have proven to be popular choices for that Type that have resulted in career satisfaction. It does not mean that satisfaction is guaranteed or that there are a limited number of careers that someone of this Type can excel at or enjoy.

Having worked with careers practitioners for some years they report back that for many of their clients the careers listed are a good guide and prompt valuable conversation even when the direction they choose is very different.







Below is an example of one of the four careers cards. They are grouped by the function pairs ST, SF, NT and NF. Research tells us that the combination of the middle two letters of the type code has the greatest influence on career direction.

## LEARNING ENVIRONMENT CARD

**PLEASE NOTE** – The learning environment described for each type suggests the optimal situation. It does not mean that students cannot learn in anything other than this environment. It describes the circumstance in which each type will be most energised, motivated and supported to learn. We can all learn in many different ways, sometimes we learn more when we are challenged by a different style of learning. However, if our preferred style is unavailable most of the time our learning will be limited.

# NT

Types

 <div style="display: flex; justify-content: space-around; font-size: 2em; font-weight: bold;"> <span>I</span> <span>N</span> <span>T</span> <span>J</span> </div>	<p><b>AS A STUDENT:</b></p> <p>I love to learn independently, at my own pace, in an environment where I am challenged, I value the teachers expertise and there is respect and order.</p> <p>I like to ask questions and I like answers to be reliable and thought provoking.</p> <p>Opportunities to be artistic and imaginative are welcome.</p>
 <div style="display: flex; justify-content: space-around; font-size: 2em; font-weight: bold;"> <span>I</span> <span>N</span> <span>T</span> <span>P</span> </div>	<p><b>AS A STUDENT:</b></p> <p>I enjoy learning that is thought provoking and challenging, where exploratory digressions are a welcome break from the routine and I can opt to extend my studies if I wish.</p> <p>The teachers must earn my respect by their expertise.</p>
 <div style="display: flex; justify-content: space-around; font-size: 2em; font-weight: bold;"> <span>E</span> <span>N</span> <span>T</span> <span>J</span> </div>	<p><b>AS A STUDENT:</b></p> <p>I enjoy learning when it's varied, creative, stimulating and challenging.</p> <p>I like structure but also want to follow my own path.</p> <p>I like teachers who think we are equal partners in achieving success.</p> <p>I may ask a lot of questions, I like answers that give me more food for thought.</p>
 <div style="display: flex; justify-content: space-around; font-size: 2em; font-weight: bold;"> <span>E</span> <span>N</span> <span>T</span> <span>P</span> </div>	<p><b>AS A STUDENT:</b></p> <p>I like to learn what I want to learn, when and how I want to learn it.</p> <p>This isn't often possible. I am naturally curious and have bursts of energy for things that inspire me. My best learning environment is lively, challenging, unpredictable and values discussion and debate.</p>

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**PLEASE NOTE:** The letter in larger font indicates the dominant function

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**We can all learn in many different ways, sometimes we learn more when we are challenged by a different style of learning. However if our preferred style is unavailable most of the time our learning will be limited.**

ACKNOWLEDGEMENTS

Thank you for your interest in The Personality Puzzle. I hope it will become a resource that you turn to again and again. I have tried to include as much information as possible that will help you to gain confidence, value and enjoyment. Please feel free to be in contact if there is anything further that you feel should be added.

I would like to acknowledge many people whose work has inspired me to develop these products. In particular I would like to honour Isabel Myers, creator of the 16 MBTI®types, whose tireless efforts in her lifetime are reaping such great rewards around the world.

*“I dream that long after I’m gone my work will go on helping people.” Isabel Myers 1979*

There are many of us who continue to try to make that dream come true.

All people named below are exceptional professionals whose knowledge and expertise have brought this amazing personality type model into the lives of so many.

Isabel Myers

Susan Nash

www.em-power.com

Linda Berens

www.lindaberens.com

Jane Kise

www.janekise.com

Gordon Lawrence

www.capt.org

Mary McGuiness

www.itd.net.au

Elizabeth Murphy

www.capt.org

Dario Nardi

www.darionardi.com

WEB SITES

www.personalitypuzzles.com

www.personalitydynamics.co.nz

BOOK RECOMMENDATIONS

I’d like to offer as much help as possible in this section as there are so many publications out there as well as a proverbial mountain of information on the Internet. Here are some of the books, podcasts and blogs that have helped me most. All books are available to purchase online.

Please note: With a topic as intangible as personality type we will all have our own experiences, ideas, methods and influences. I don’t think I have ever read a book that I agree with 100%. This list, therefore, is given with this in mind. I hope you enjoy the recommendations.

GENERAL

You’ve Got Personality

by Mary McGuiness

An excellent introduction to Personality Type with the basics explained well and two-page Type descriptions for each of the 16 Types. Ideal for use following Type verifications using The Personality Puzzle to give more information to those who are looking for more depth.

I’m Not Crazy I’m Just Not You

by Roger Pearman and Sarah C Albritton (3rd edition)

Apart from really loving the title this is an excellent book which goes beyond the basics and introduces some excellent insights from experts who, I believe, want to change how we talk about Type. There is also a much needed chapter on the evidence that is available that may silence at least some of the critics of this remarkable theory.

Gifts Differing

by Isabel Myers

The astounding work of Isabel Myers is the springboard for the ongoing interest in Type around the world. Therefore, in my opinion, it is essential reading. She was a remarkable woman with insights and wisdom that we can continue to learn from.

THE INTRODUCTION TO TYPE SERIES

There are 20 books in this series, all written by renowned experts in their field. Here are a few of my favourites:

Introduction to Type and Coaching

by Sandra Krebs Hirsh and Jane Kise

Introduction to Type and Conflict

by Damian Killen and Danica Murphy

Introduction to Type and Emotional Intelligence

by Roger Pearman

Introduction to Type and Leadership

by Sharon Lebovitz Richmond

Introduction to Type In the Grip

by Naomi Quenk

## BOOK RECOMMENDATIONS

### TEMPERAMENT

**An Introduction to the 4 Temperaments 4.0** by Linda Berens (Understanding Yourself and Others Series)

The basics, explained and illustrated well.

**Survival Games Personalities Play** by Eve Delunas

This book convinced me that Temperament was worthy of an in-depth exploration. Eve explains the theory and gives plentiful examples of what happens when we are in survival mode – it’s not pretty!

### INTERACTION STYLES

**An Introduction to Interaction Styles 2.0** by Linda Berens (Understanding Yourself and Others Series)

Linda is the founder of Interstrength Associates and the first person to integrate three models into ‘Whole Type’: Temperament, Interaction Styles and Cognitive Processes. When learning something new I like to go to the source. For Interaction Styles this is as close as it gets.

**How to Get On with Anyone** by Catherine Stothart

An excellent, workplace related, guide to Interaction Styles. A well- presented exploration of the model, easy to read, easy to use.

### COGNITIVE PROCESSES AKA TYPE DYNAMICS

**8 Keys to Self-Leadership** by Dario Nardi

A comprehensive explanation of the cognitive processes with many ideas on how to develop each one using simple, effective activities.

**An Introduction to the Personality Code** by Linda Berens and Dario Nardi

Well written and well presented with some excellent descriptions of each of the 16 Types.

### WHOLE TYPE

**Let’s Split the Difference** by Susan Nash

Susan and I co-authored The Type Trilogy coaching cards. This book is an excellent stand alone or companion to the cards. ‘Whole Type’ in this context means the combination of 3 perspectives which are subsets of the four-letter Type code, namely: Temperament, Interaction Styles and Cognitive Processes. This approach, initially expounded by Linda Berens, offers a unique insight into how Type can be expanded so that we can truly understand the complexity of the model whilst keeping it easy to understand. It’s a deeper dive that is well worth the effort.

## BOOK RECOMMENDATIONS

### TYPE AND ARCHETYPES

**Depth Typology** by Mark Hanziker

If you have ever wanted to take a deeper dive into this subject then this book is a necessary companion on the journey. This is an advanced level exploration of Beebe’s model on Archetypes. With all due respect to John Beebe, I found this to be an easier read.

### TYPE AND STRESS

**Was That Really Me?** by Naomi Quenk

This is a book I go back to time and again. The insights into our behaviour when under stress are so well portrayed and depressingly accurate. A thorough and thought-provoking text.

### TYPE AND EDUCATION

**Doable Differentiation** by Jane Kise

Jane is truly an expert in this field. All her books are worthwhile, however, this one leads the way in offering simple strategies for teachers to meet the needs of all learners. It’s worth a Google to find her other books – there are over 25 of them!

**People Types and Tiger Stripes** by Gordon Lawrence

Now in its 4th edition this is an ‘oldie but a goodie’. Gordon Lawrence was around in the early years of introducing educators to Type. His wisdom applies now just as it did then. My copy has innumerable margin notes and highlighter markers which I still refer to.

### TYPE AND CAREERS

**Do What You Are** by Paul Tieger, Barbara Barron and Kelly Tieger

This has now been revised from its original version and is the ‘go to’ text for many Type practitioners who work in this field. Comprehensive and accurate with multiple case studies, it has much to offer.

### TYPE AND NEUROSCIENCE

**Neuroscience of Personality** by Dario Nardi

Dario’s work in this field is ground-breaking and ongoing. For those who like to have some science to back up the theory this book offers a hugely helpful insight into the research that connects the two. This is an exploration of the initial findings in an ever-increasing body of work that is so important to the Type community. I am sure that more will follow and I’ll be watching carefully as it emerges.

## BOOK RECOMMENDATIONS

## PODCASTS

### Personality Hacker

Joel Mark Witt and Antonia Dodge, authors of the book and founders of the organization of the same name, create a weekly podcast. They have been doing this for several years and I have no idea how they keep coming up with topics. Some require some advanced Type knowledge, especially in Type dynamics, but all have something to bend your mind around.

## BLOGS

### Susan Storm from Personality Junkie

Susan writes an article twice weekly and I frequently enjoy her take on a wide range of Type related topics. As with my comment above, her stream of ideas appears to be endless. She knows her stuff and presents it well.

## ASSOCIATION SUBSCRIPTIONS

### BAPT, AUSAPT and APTi

If, like me, you like to be connected to a similarly enthusiastic community of learners then I suggest you get in touch with these organisations. They all offer webinars and online events, sometimes free, sometimes fee paying but always great value. Contributors come from international experts who offer their knowledge, time and research to help us all understand this topic that much more.

**BAPT** is the British Association for Psychological Type

**AUSAPT** is the Australian Association for Psychological Type

**APTi** is the Association for Psychological Type International

### *PLEASE NOTE:*

This is by no means a full list of excellent books on this subject. I am always happy to hear of new titles and authors and equally happy to hear from you should you have any questions, suggestions, ideas or comments. Please be in touch via the contact page on the web site:

**[www.personalitypuzzles.com](http://www.personalitypuzzles.com)**

Many thanks

Sue

SUE BLAIR

DIRECTOR AT PERSONALITY DYNAMICS AND AUTHOR OF THE PERSONALITY PUZZLES