

Lifestyle: *Where do I get my energy and enthusiasm? Where do I most comfortably focus my attention?*

Extrovert

Interested in outer world of people, action, events, things
 Sociable, outgoing
 Expressive
 Likes to interact
 Interest in breadth of subjects
 Maintains multiple relationships
 Likes to expend energy
 Interested in external events
 Open, disclosing
 Likes short, interrupted time frames
 Likes to approach people
 Speaks--then thinks

Introvert

Interested in the inner world of thoughts, ideas and reflections
 Reserved, territorial
 Contemplative
 Like to concentrate
 Interest in depth of subject
 Maintains fewer and deeper relationships
 Likes to conserve energy
 Interested in internal reactions
 Private, guarded
 Likes long, uninterrupted time frames
 Like to be approached by others
 Thinks--then speaks

To communicate with an extrovert:

Be social.
 Notice and respond to their expressiveness. Show interest, and reflect their enthusiasm.
 Turn take. Intersperse short comments.
 Give them feedback--nonverbal and verbal.
 They want to know where they stand with you -- now.
 Let them talk to sort out their experience.
 Be a good sounding board.
 They need to talk to know what they think.
 Let them elaborate and tell it all.
 Expect detail and expansion.
 Allow them to self disclose.
 Expect them to talk about people and things.
 Expect them to skip from subject to subject.
 Don't withdraw from them. Open up. Stay close.
 Smile.

In stress, extroverts likely...

increase their activity
 move toward other people
 expend energy to build their energy
 look for stimulating things
 get energized by people, activities and the environment

To communicate with an introvert:

Slow down and get serious.
 Give them time and space to think things through alone.
 Be patient. Give them time to answer.
 Know that you will only get a selective version of all they have thought through.
 Allow for their privacy. Don't expect them to self disclose until trust is built.
 Focus attention on ideas. They will talk a lot about their ideas and yours. Ask for information. They are full of information.
 They usually don't like surprises or the spotlight.
 Keep them prepared for what is to happen. Give lead time and "heads up."
 Give them substance--not small talk.
 Do not equate their lack of nonverbal expressiveness as a lack of enthusiasm or caring.

In stress, introverts likely...

decrease their activity
 get energy from ideas and feelings inside
 conserve energy to build their energy
 scan and probe inwardly for stimulation
 withdraw to privacy
 get energized by depth and intimacy

Information Processing: *How do I know what I know? What sort of information do I pay attention to most easily?*

Sensor

Intuitive

<p>Gathers information through five senses Like facts, literal meanings, details Learns best sequentially Likes specific instructions Follows directions literally Enjoys repetition Tends to focus on the present, past Relies on experience Tends to be realistic Values hard work Has feet on the ground Likes what is useful Values conserving resources Is practical</p>	<p>Gathers information through sixth sense Likes concepts, metaphors, patterns Learns best randomly Likes general directions Follows hunches Enjoys variety, diversity, novelty Tends to anticipate the future Relies on imagination Tends to be speculative Values inspiration and great ideas Has head-in-the-clouds Likes what is ingenious Values innovation and change Is fanciful</p>
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To communicate with a sensor:

To communicate with an intuitive:

<p>Get real, show me. Stick to the facts. Ask for the facts and use them. Reduce risks by careful analysis. Document successful operation, applications Focus on the present--now, the next step. Provide visual displays--flow charts, graphs, lists. Show why something makes sense. Answer all the "why" questions. Honor tradition and past experience. Relate new things to the past. Establish clear routines and directions. Write them down. Compliment them on their hard work. Approach change step by step. Highlight details.</p> <p><i>In stress, a sensor likely:</i></p> <p>works steadily dislikes ambiguity and uncertainty is put off by theory or abstraction dislikes long-range planning is good at tactical planning focuses on details and may tend <i>not</i> to look at the big picture</p>	<p>Be ingenious and imaginative! Be visionary--talk ideas, schemes. Show relationships among parts; patterns. Discuss the challenge or opportunity in the idea. Use and request creative associations--if/then, and so, what next, so what? Ask open-ended questions. Focus on the future and what is possible. Present variety, diversity and challenge. They bore easily. Compliment them on their inspiration & creativity. Change is best approached by showing them the big picture and then the general path. Elicit their imagination. They'll use abstract, theoretical symbols to learn.</p> <p><i>In stress, an intuitor likely:</i></p> <p>works in cycles and with bursts of energy gets frustrated with details dislikes restrictions or rigid rules scans the environment for patterns, trends, relationships among elements may miss some critical steps or details structure may limit their freedom to create great ideas</p>
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Decision Making: *How do I decide what I decide? What information is most valuable in drawing conclusions or making judgments? How do I process information?*

Thinker

Feeler

<p>Rules with the head Is objective, detached Likes logical systems Focuses on rational data and analysis Values justice and fairness Is firm and fair Is impersonal Critiques Is precise, firm Highlights laws, principles Uses criteria, reason, standards Focuses on right or wrong</p>	<p>Rules with the heart Is subjective, involved Likes values systems Focuses on people and feelings Values harmony Is caring and compassionate Is personal Compliments Is persuasive Highlights extenuating circumstances Uses intimacy, sympathy, empathy Focuses on good or bad</p>
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To communicate with a thinker:

To communicate with a feeler:

<p>Be reasonable. Approach problems and decisions with logic and analysis. Explain your reasons. State the principles involved. Use words like fact, logic, assume, opinion, conclusion, analysis. Stress what is right or wrong--and the standard by which you judge this. Talk about what is just, true, fair. Use objective, impersonal criteria. Stress cause-effect order. Move logically and sequentially from point to point. Use questions to probe for information and strategies. Draw conclusions from established principles. Be consistent, valid, reliable. Ask about the criteria, principles and policies which underlie their decisions.</p> <p><i>In stress, a thinker likely:</i></p> <p>tends to not trust feelings in decision making analyzes and intellectualizes stores up stress may shut down or procrastinate</p>	<p>Be sensitive and caring. Address feelings--yours, theirs, everyone affected. Stress harmony and caring. Find and use personal priorities--yours, theirs, others. Emphasize subjective, humanistic values. Find out what they appreciate and are attracted to aesthetically. Draw conclusions by associating experiences and feelings. Be compassionate, supportive and responsive. Be cooperative, conciliatory. Address hurt feelings with sympathy, empathy, compassion, apology. Hear the extenuating circumstances, personal interests and exceptional nuances which underlie their decisions.</p> <p><i>In stress, a feeler likely:</i></p> <p>overlooks cause and effect reasoning internalizes and personalizes stress agonizes over difficult decisions which will affect them or others expresses and communicates stress takes on too much, gets overloaded, gets volatile</p>
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Interaction Style: *How do I like to operate in the environment around me? How do I choose to live my life relative to what is happening around me?*

Judger

Likes things settled, planned, decided
 Likes matters fixed, resolved
 Motto: Plan ahead! Be prepared!
 Likes to be right
 Is self-regimented
 Is purposeful
 Brings about closure
 Wraps things up
 Has sense of urgency
 Deadline!
 Gets show on the road

Perceiver

Likes things pending, open-ended, tentative
 Likes to gather more data
 Motto: Be spontaneous! Hang loose!
 Likes to miss nothing
 Flexible
 Adaptable
 Keeps options open
 Something will turn up...
 Sees there is plenty of time
 What deadline?
 Let's wait and see...

To communicate with a judger:

Be punctual. Begin with the end.
 Show respect for their time, plans and schedules.
 Let them plan ahead and then execute those plans. Avoid abrupt changes.
 Acknowledge their efficiency, order and decisions.
 Plan for contingencies. No surprises, please.
 Be punctual. Early and late are real.
 Value their deadlines and meet them.
 Show them YOU are planning, organizing and deciding.
 Expect them to be critical.
 Let them be in charge and do it their way.
 Present persuasive appeals that help them come to closure quickly.

In stress, judgers likely:

find it difficult to let go of plans
 relentlessly pursue their pre-planned course of action
 prefer the satisfaction of closure on one thing before moving on to the next.
 are troubled when things go out of control
 dislike changes to their schedule, plans or priorities

To communicate with a perceiver:

Hang loose. Be spontaneous. Let things flow.
 Don't rush them. Don't over-control them or over-book them.
 Value their effectiveness, flexibility, adaptability.
 Allow avenues for their curiosity and variety of interests and approaches.
 Enjoy with them the unexpected surprises that come along in the day.
 Realize that now is the only relevant time frame. Be here and now.
 Give them general guidelines and time frames.
 Allow them to reserve choices.
 Earmark what you want input on, what decisions you want them to make, and what actions you want them to take. Be explicit about when and where.
 Expect them to keep options open as long as possible.
 Give them large stuff to control--not details.

In stress, perceivers likely:

find it difficult to adjust to a continuous schedule
 have difficulty fulfilling too many expectations
 feel stressed when others tell them to stop procrastinating
 can easily get pulled into many directions