

E

Extraverts

Extraverts tend to focus on the outer world of things, people, and events.

- Attuned to environment.
- Prefer to communicate by talking.
- Learn best by doing, discussing.
- Speak first, reflect later.
- Gain energy externally.

I

Introverts

Introverts tend to focus on the inner world of thoughts, ideas, and reflections.

- Prefer to communicate through writing.
- Learn best by thinking, mulling ideas.
- Reflect before.
- Gain energy internally.

E

Extraverts: Remember to

- Pause. Make room for introverts to participate.
- Don't judge introverts as shy, or as less effective leaders.
- Signal in advance what you want to discuss (email, agenda, etc.).
- Structure meetings so everyone participates – e.g., each person says one pro and one con.

I

Introverts: Remember to

- Structure meetings to allow for full discussion; prepare yourself in advance to contribute.
- Don't judge extraverts as domineering.
- Help extraverts know when you need more space/time to contribute your best ideas.
- Appreciate extraverts' ability to create energy for a team.

S

Sensors

S's tend to prefer receiving detailed info, often via the five senses.

- Focus on facts first.
- Present-oriented.
- Concrete, attuned to details.
- Value practical applications
- Prefer info step-by-step.
- Trust experience.

N

iNtuitives

N's tend to focus first on meaning/associations, and will add context to concrete/detailed info.

- Focus on big picture.
- Future-oriented.
- Conceptual, seek patterns.
- Value imaginative insights.
- Prefer the "headline".
- Trust rapid insights.

S

Sensors: Remember to

- Accept that N's need to see the big picture – set context first.
- Help N's see that sometimes the devil is in the details; show broader implications.
- Don't judge N's as impractical/unobservant.
- When giving feedback, share overall impact to help N's accept need to change.

N

iNtuitives: Remember to

- Be specific/detailed when giving assignments and describing context.
- Acknowledge importance of detail/facts.
- Don't judge S's as slow or mundane if you have rapid big picture insights.
- Give feedback w/ details, constructive advice, and praise.

T

Thinkers

T's tend to make decisions based on – and trust – impersonal, “objective” logic.

- Analytical.
- Logical problem-solvers.
- Use cause-effect reasoning.
- Reasonable.
- “Tough-minded.”
- Value whether decision is “objectively” accurate.

F

Feelers

F's tend to make decisions using a person-centered, value-based process.

- First assess impact on people.
- Sympathetic, empathetic.
- Guided by personal values.
- Compassionate.
- Value whether decision is “right” choice.

T

Thinkers: Remember to

- Engage in personal and social conversations with Fs to build trust.
- Avoid dismissing concerns about how a decision will “make people feel.”
- Pay attention to interpersonal dynamics, or find people to help advise you on them.
- Leverage F skills and enthusiasm to build team morale.

F

Feelers: Remember to

- Accept that there are trade-offs between “fair” and “correct” approaches.
- Appeal to T's logical approach to change behaviors to work more effectively with people.
- Be less defensive about feedback from T's – it's not personal, it's business.
- Don't overdo personal, team bonding.

J

Judgers

J's tend to prefer the external world to be organized/orderly; they see decisions that need to be made.

- Organized.
- Strong preference for control.
- Plan ahead, hate last-minute stress.
- Systematic, methodical.
- Strong need for closure.

P

Perceivers

P's seek to experience the world, not organize it; they see options that need to be explored.

- Prefer things loose, flexible.
- Open-ended, adaptable.
- Not stressed by time pressure.
- Prefer spontaneity.
- Casual.

J

Judgers: Remember to

- Realize P's ability to adapt to change is a benefit when teams are under pressure.
- Suspend judgment about how Ps work – judge on results, not how you perceive their process or stress level.
- Be flexible when under pressure; listen to alternative approaches Ps may offer.

P

Perceivers: Remember to

- Accept J's internal need for order/closure. Meet them halfway: communicate re: deadlines, use checklists, create/send agendas.
- Show up and deliver on time - or let people know you can't.
- Develop a process to narrow options – you can't keep them all open.