

The 'cookbook' way to deduce the dominant and other functions is to follow the formula:

Step one

If E and P, then S or N (whichever is in the four-letter type) is the dominant.

If E and J, then T or F is the dominant.

If I and J, then S or N.

If I and P, then T or F.

Step two

The fourth function is the opposite of the dominant.

Step three

The second function or auxiliary is whichever preference from S, N, T or F is in the four-letter type but is not the dominant.

Step four

The third function is the opposite of the second.

Table 9.8: Stress and coping (modified from Kroeger with Thuesen, 1992)

What they need	'A good stretch'
E To talk (with others)	Take notes, write in a journal
I To reflect	Intimate, spontaneous talk
S A sensory activity	Fantasize
N To design something new	Do something sensory/detailed
T To feel competent, to analyse and challenge	Empathize
F Harmony	Analyse
J A plan or finishing something	Abandon the schedule
P Flexibility and autonomy	Stick to a (sub)plan

Type	Fourth function	Reaction
ISTJ	N	See very gloomy possibilities or feel doomed and trapped
ISFJ		
ESFP		
ESTP		
INTJ	S	Overdo something, e.g. make lots of long lists, overeat or behave obsessively in some other way
INFJ		
ENFP		
ENTJ		
INTP	F	Emotional outbursts or feel isolated and unloved
ISTP		
ESTJ		
ENTJ		
ISFP	T	Lots of analysing or very critical or feel useless and incompetent
INFP		
ESFJ		
ENFJ		

Table 3.5: Dominant functions of each type and associated motives

Introverted sensing (ISJ)

To notice and work on something useful to others, quietly, systematically, and in depth.

Extraverted sensing (ESP)

To find excitement and fun.

Introverted intuition (INJ)

To imagine new ideas, systems and strategies and apply them.

Extraverted intuition (ENP)

To find *lots* of new and stimulating possibilities and promote new ventures.

Introverted thinking (ITP)

To analyse events or ideas in depth and create new designs, models and frameworks.

Extraverted thinking (ETJ)

To analyse, organize and control situations, solve problems (using established ideas and information) and get results.

Introverted feeling (IFP)

To find harmony and a sense of order, through working quietly and individually on something that matters (to the person).

Extraverted feeling (EFJ)

To help others to be happy.

Essential Characteristics of the Perceiving Processes

Extraverted Sensing

S_e

- Experiencing
- Doing
- Observing and Responding
- Adapting and Varying
- Present

- Current perceptions vividly capturing attention
- Paying attention to what stands out and is impactful
- Becoming aware of rich sensory details
- Noticing what's happening "now" as it changes
- Scanning the current situation for relevant information
- Energy going to more and new stimulation
- Focusing on possibilities for action
- Talking about things to do, actions to take
- Asking for specific details to perceive the pattern
- Reading minimal nonverbal cues
- Seeking aesthetic purity and pleasure in experiences
- Attention turning outward to more sensory input
- Living an experience

*"This is what is."
"What's next?"*

Extraverted iNtuiting

N_e

- Inferring
- Hypothesizing
- Seeing Potentials
- Wondering and Brainstorming
- Emergent

- Current perceptions sparking alternatives
- Paying attention to relationships and connections
- Becoming aware of patterns, implications, and meanings
- Noticing meta-communications and what is not said
- Scanning the current situation for what might possibly be
- Energy going to interactions to generate more possibilities
- Focusing on multiple aspects of the whole context
- Talking about possibilities, new ideas, meanings
- Asking, "Have you thought about . . . ?"
- Reading the meanings of a situation
- Seeking more possibilities, ideas, options
- Attention turning outward to more relationships and meanings
- Interpreting an experience

*"This is what might be."
"It could be this, or this, or this, or . . ."*

Introverted Sensing

S_i

- Recalling
- Linking
- Comparing and Contrasting
- Noticing Match and Mismatch
- Past

- Current perceptions eliciting stored impressions
- Paying attention to similarities and differences
- Becoming aware of differences from what was
- Noticing discrepancies
- Scanning memory bank for related information
- Energy staying with the recalled image
- Focusing on past successes (or failures)
- Talking about past experiences
- Asking for history or prior experience
- Reading lessons from the past
- Seeking to avoid mistakes made before
- Attention turning inward to images of past impressions
- Re-living an experience

*"This is how it has always been."
"This reminds me of . . ."*

Introverted iNtuiting

N_i

- Foreseeing
- Conceptualizing
- Understanding Complex Patterns
- Synthesizing and Symbolizing
- Future

- Current perceptions sparking insights into complex situations
- Paying attention to future implications
- Becoming aware of universal meanings and symbols
- Noticing whole patterns or systems
- Scanning internal images for insights
- Energy staying with the vision
- Focusing on depth of understanding
- Talking about the future and the meaning
- Asking, "What is the goal?"
- Reading the future and the potential in others
- Seeking innovative ideas or universal symbols
- Attention turning inward to images forming of the future
- Imagining and anticipating an experience

"This is how it will be"

Essential Characteristics of the Judging Processes

Extraverted Thinking

Te

- Being Organized
- Coordinating and Sequencing
- Segmenting
- Checking Against Criteria
- Particular to What Is Here and Now

- Talking about the steps to get things done
- Asking Socratic questions to clarify logic or make a point
- Evaluating priorities in reaching a goal
- Deciding about sequence, hierarchy, schedule
- Determining the required resources to achieve a goal
- Being guided by organizing principles and criteria
- Convincing with logical arguments
- Noticing the component parts and what's missing
- Focusing on cause and effect
- Looking for logic
- Searching for efficient organization
- Seeking to establish order and efficiency
- Organizing an experience

*"This is how to do it."
"People do..."*

Extraverted Feeling

Fe

- Being Considerate
- Adjusting and Accommodating
- Affirming
- Checking Appropriateness
- Particular to What Is Here and Now

- Talking about personal details
- Asking questions to find out what others need
- Evaluating appropriateness
- Deciding about what is friendly, nice, mean
- Determining what others want
- Being guided by harmonizing the group
- Convincing with self-disclosure and warmth
- Noticing what's important to others
- Focusing on consideration of others
- Looking for unexpressed wants and needs
- Searching for connection and affirmation
- Seeking to establish rapport and stay in touch
- Relating through an experience

*"This is what we need."
"We do..."*

Introverted Thinking

Ti

- Principles
- Categorizing and Classifying
- Analyzing
- Checking Consistency
- Universal

- Asking what is wrong, how something's not working
- Looking for concise, clear explanations
- Evaluating accuracy and internal consistency
- Deciding what kind of object something is
- Determining the defining characteristics
- Being guided by the reasons things work
- Convincing with clear, precise definitions
- Noticing inconsistencies and imprecision
- Focusing on thorough analysis, seeing all the angles
- Talking about how things match a model or blueprint
- Searching for a "leverage point" to fix things
- Seeking to solve problems
- Analyzing and critiquing an experience

*"This is why..."
"It does..."*

Introverted Feeling

Fi

- Values
- Harmonizing and Clarifying
- Reconciling
- Checking Congruency
- Universal

- Talking about likes, dislikes, and what's important
- Asking, "Is it worth standing up for?"
- Evaluating priorities according to values
- Deciding about what is important
- Determining the essence of what's important
- Being guided by strong convictions
- Convincing with rightness-wrongness or goodness-badness
- Noticing incongruities and phoniness
- Focusing on authenticity, living out values
- Looking for intrinsic values, something worth believing in
- Searching for people, ideas, or actions worth promoting
- Seeking to establish loyalty and commitment
- Valuing an experience

*"This is important."
"I (or you) do..."*

The Perceiving Function-Attitudes

F-A	Image	Abstraction
S _e	Sensuosity	A strong drive for sensory gratification that results in a fusion with the reality of the moment, experienced in extreme 3-D, digitized, Dolby® Surround Sound™. Not just living in the present, but <i>being</i> the present.
S _i	Surreal	The production and experience of incongruous imagery or dreamlike reality that can be so vivid that it seems "real."
N _e	Chaos	A state of seemingly unorganized polyphasic thoughts and behaviors resembling William James' (1890) <i>stream of consciousness</i> .
N _i	Virtuality	A world of indescribable images and potentialities where everything is possible, even the most bizarre and paradoxical combinations.

F-A	Image	Abstraction
T _e	Mechanistic	Orderly, logical and mechanically structured thought process and behavior.
T _i	Socratic	A philosophical quest for the rational truth through the use of penetrating, systematic questioning and doubt.
F _e	Society	Friendly, personal and organized pattern of interaction with others in accordance with established "norms."
F _i	Utopia	A cognitive "place" having impossibly ideal relationships and social schemes.

*Table 17
Image Definitions*

WHEN WE USE EXHAUSTED SENSING (S.A. W.)

Have an expanded range of

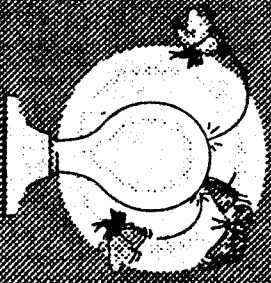
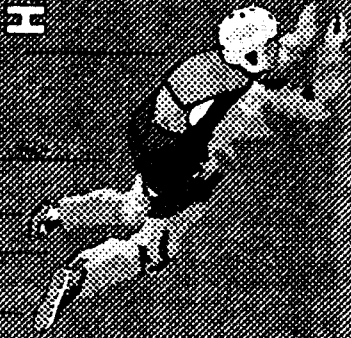
colors

smells

textures

tastes

sounds



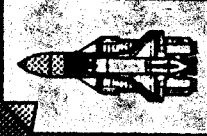
See the trees, might miss the forest

Seek strong, "fresh" sensations

Focus on facts; tend to be very literal

Experience the "rush" of being alive

Want and need specifics and details

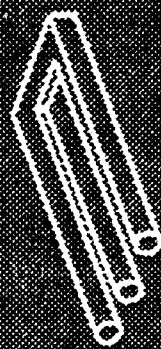


Seek tangible reality

Experience strong subjective sensations - drawn to the mythological - the brain does not recognize a difference between imagination and "reality"

Focus on

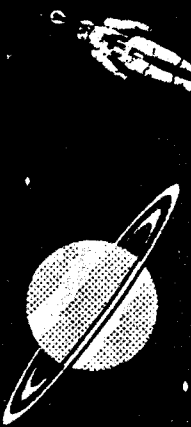
- Intuition and feelings
- The background
- The intensity of subjective sensations
- The accurate inner self



9/5

Figure 12
Introverted Sensing's Character

When we Use Extraverted iNtuiting (Ne), We:



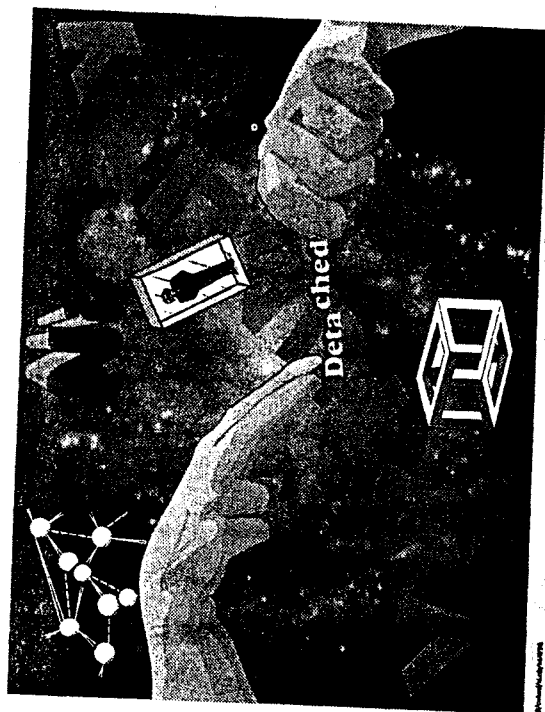
LIVE IN A WORLD OF IDEAS - ARE SUFFOCATED BY STABILITY -
 BECOME EASILY DISTRACTED - LET'S FIND SOMETHING NEW - HAVE
 AN ATTITUDE OF EXPECTANCY - SEEK THE WIDEST RANGE OF
 POSSIBILITIES - QUICK COMPREHENSION AND ACTION - I'M BORED!
 CREATIVE - ALL WE HAVE TO DO IS... WHAT IF...
 CONTINUOUS - ALL WE HAVE TO DO IS... WHAT IF...
 I'M TIRED OF THIS...

© 1995 High Performing Systems, Inc.

10/5

Figure 13
 Extraverted iNtuiting's Character

concerning.



© 1985 High Performing Systems, Inc.

Figure 14
Introverted iNtuiting's Character

177

When We Use Extraverted Thinking (Te), We:

<input type="checkbox"/> Analyze	<input type="checkbox"/> Compare to standard <input type="checkbox"/> Evaluate and critique <input type="checkbox"/> Act on own conclusion	<input type="checkbox"/> Collect new data <input type="checkbox"/> Compare to old standard
<input type="checkbox"/> Decide	<input type="checkbox"/> Quickly <input type="checkbox"/> Impersonally <input type="checkbox"/> Unemotionally	
<input type="checkbox"/> Control Emotions	<input type="checkbox"/> Hide emotions; appear cold <input type="checkbox"/> Are less aware of own and others' emotions <input type="checkbox"/> Are uncomfortable in emotional situations	
<input type="checkbox"/> Use Logic	<input type="checkbox"/> Can get along without harmony <input type="checkbox"/> Want things/information in logical sequence <input type="checkbox"/> Look for cause and effect relationships	
<input type="checkbox"/> Operate by Principles	<input type="checkbox"/> Need to be treated fairly <input type="checkbox"/> Operate by ruling principles	
<input type="checkbox"/> Create Structure	<input type="checkbox"/> Work best with a plan <input type="checkbox"/> Classify and organize everything	
<input type="checkbox"/> Are Verbose	<input type="checkbox"/> Give a lot of information <input type="checkbox"/> No short answers	

11/5/11

© 1995 High Performing Systems, Inc.

When We Use Inverted Thinking (T_I), We:

1. Analyze

- a. Cold
- b. Inflexible
- c. Arbitrary
- d. In control

2. Trust

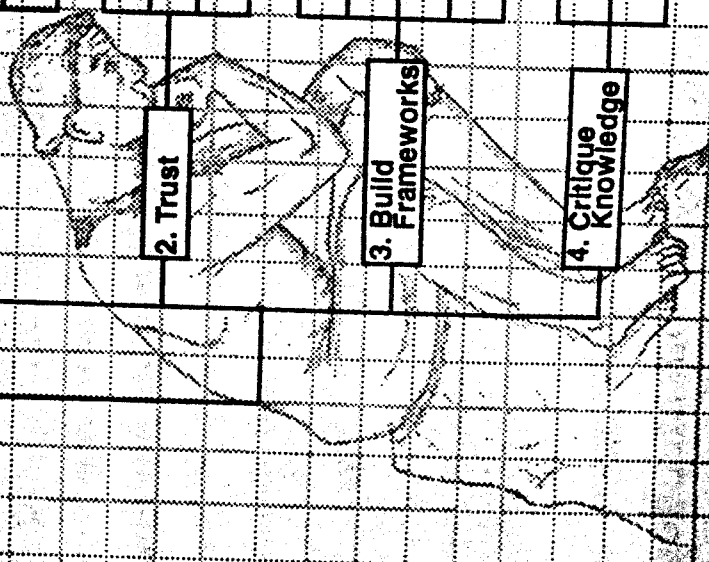
- a. Own logic
- b. Subjective ideas
- c. Own conclusions
- d. Own judgments

3. Build Frameworks

- a. Build databases
- b. Neglect facts
- c. Force-fit facts
- d. Make things precise
- e. Organize inner world

4. Critique Knowledge

- a. Compare against standards
- b. Draw own conclusions
- c. Know the real answers



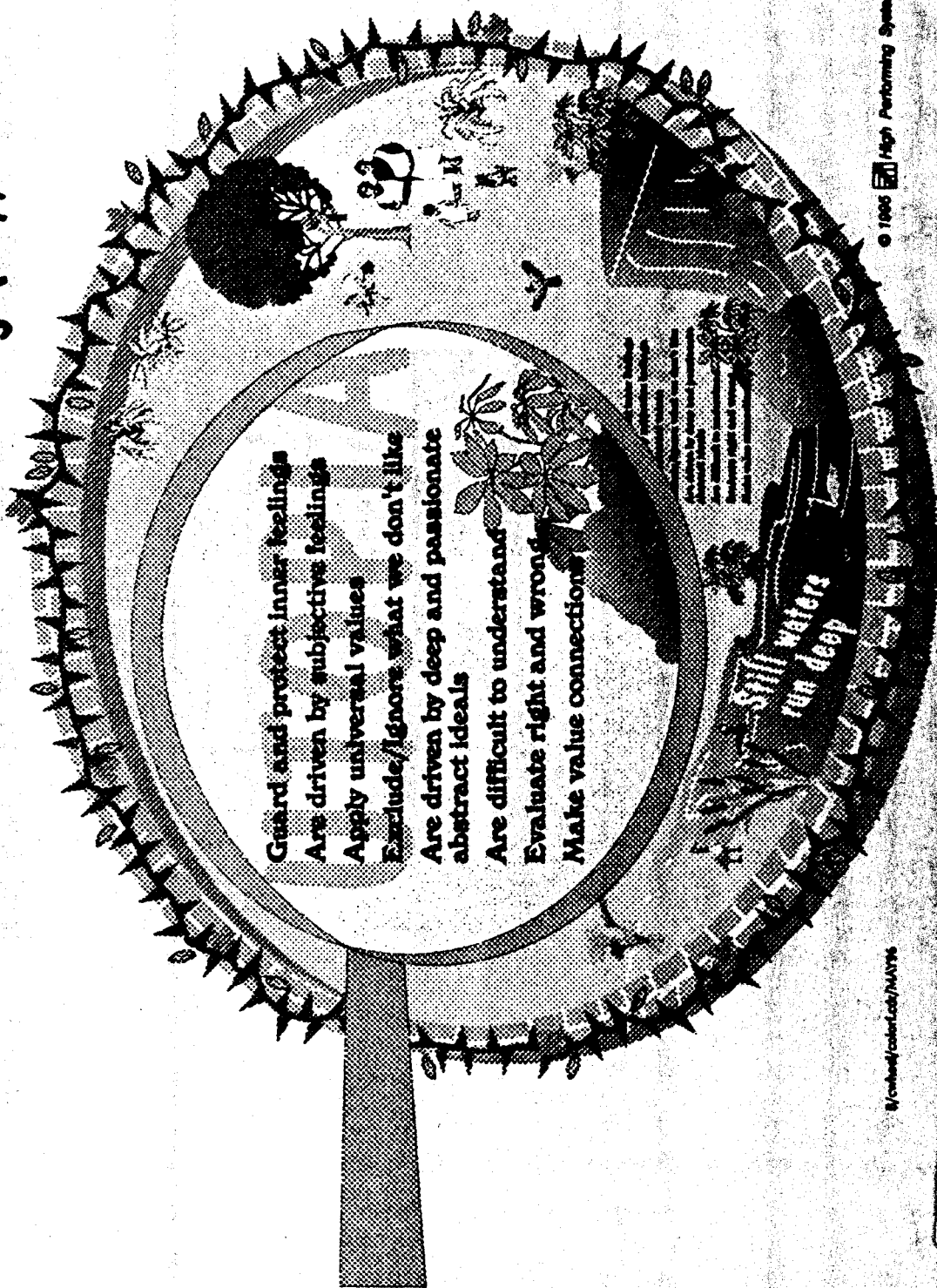
When We Use Extraverted Feeling (Fe), We:

- Are driven to harmonize with outer world
- React/Adapt to societal norms
- Are wholly dissolved in the feeling of the moment
- Experience wide mood swings
- Try to please others
- Express all feelings
- Tendency to suppress personal position
- What cannot be felt cannot be thought



13/5

When We Use Introverted Feeling (Fi), We:



3/custord/custordcode/NAV96

© 1995  High Performing Systems, Inc.

Figure 10