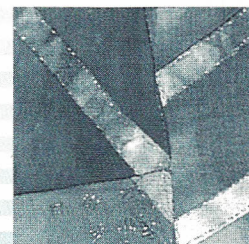


# Applications of the Eight Jungian Functions



We often are aware of engaging our dominant, auxiliary, tertiary, and inferior mental functions. Recognizing when and how we engage the other four mental functions can provide tremendous insight into who we are and the psychological growth opportunities available to us.

This section presents practical examples of how to use the eight functions to promote individual and group development. Here you will find several brief case studies and detailed information on the eight functions as they apply to career decision making, communication, critical problem solving, leadership, change, and conflict.

## Career Decision Making

- If you are making a career change, be sure to answer all the questions and complete all the tasks presented in this section.
- Remember, it will be easier to do the tasks related to your preferred and developed functions, so you may want to seek assistance with those that involve functions you do not use often.

When making a decision about a career change or a new position, it is helpful to use all eight mental functions. However, this is easier said than done. Generally people find that performing tasks involving the use of their preferred functions is easy and doesn't require a lot of energy or concentration. Tasks that require them to use their nonpreferred functions, in contrast, are often experienced as tedious and boring, and people tend to avoid them. In such cases, participating in a formal career counseling process that honors all the functions can help ensure that all the tasks necessary for optimal decision making are addressed.

### Don's Career Decision

Don, age 40, is going through a career change. He believes his best-fit type is ENFP (Dominant  $N_E$ , Auxiliary  $F_I$ , Tertiary  $T_E$ , Inferior  $S_I$ ). He sees himself as having well-developed  $N_E$  and  $F_I$ , using  $T_E$  when something important to him or of high value is being decided, and using  $S_I$  only when he really needs to have historical facts. Occasionally he uses his other four functions:  $N_I$  for envisioning where he wants to be several years from now,  $F_E$  when he needs to focus on his family and friends,  $T_I$  when attempting to understand how things relate, and  $S_E$  for seeing what is available right now.

During the process of selecting a new career, Don is likely to feel comfortable using his dominant, auxiliary, and tertiary processes and probably will spend most of his time doing tasks that require their use. He is likely to give minimal energy to tasks that require the use of the other five processes. Knowing this, Don can make a conscious effort to stick with the tasks he is otherwise likely to skip or give little attention to.



## Career Decision Making (continued)

### Choosing a Career or Job

The chart below suggests some action steps and questions that can help guide you in choosing a career or job.

#### Extraverted Sensing

(focus on concrete, sensing data in the here and now)

- Gather factual data about what you are doing now.
- What do you like and dislike about your current position?
- What are your current skills, competencies, and abilities?

#### Introverted Sensing

(focus on concrete, sensing data in the past)

- Gather factual data about your past work experiences.
- What did you like and dislike about previous careers or positions?
- What skills and abilities have you successfully used in past careers or positions?

#### Extraverted Intuition

(focus on new possibilities, alternatives)

- What new areas would you like to explore?
- What are some careers you have never thought of before that might interest you?
- If you had no constraints, what would you like to do with your life?

#### Introverted Intuition

(focus on connections, meanings)

- Where do you see yourself a year from now? Two years from now?
- What do you not want to do?
- What type of position would have meaning for you?

#### Extraverted Thinking

(focus on objective external strategies)

- Make a chart that lists alternatives across the top and pros and cons in columns below each alternative.
- Evaluate the consequences of each alternative.
- What career goals do you have?

#### Introverted Thinking

(focus on internal process or plan of action)

- Develop a plan of action for how you will proceed with your career search.
- Check the information you have gathered for consistency.
- Critique the career process you are using.

#### Extraverted Feeling

(focus on cultural values that are made personal)

- What is important to your family and close friends?
- Will you get along with your co-workers?
- Do the values involved in this career (or organization) fit with yours?

#### Introverted Feeling

(focus on internal personal values)

- What is important to you in your career?
- What do you value in a career?
- Which of your career-related values must be honored?

### Determining Job Fit

In looking at different jobs, you may want to take into consideration the functions you like to use and check to see whether the work offers you the opportunity to use them, as shown in the chart below.

#### Extraverted Sensing:

**Does the work allow you to ...**

Make use of awareness of details in the environment and focus on the concrete rather than the abstract?

#### Introverted Sensing:

**Does the work allow you to ...**

Apply past experiences and give you the time to collect in advance all information needed to complete tasks?

#### Extraverted Intuition:

**Does the work allow you to ...**

Brainstorm ideas and come up with new ways of doing things and be involved in the design phase of projects?

#### Introverted Intuition:

**Does the work allow you to ...**

Let ideas "bubble up" and be seriously considered even if no concrete data exist to support them?

#### Extraverted Thinking:

**Does the work allow you to ...**

Be direct and logically organize tasks and projects?

#### Introverted Thinking:

**Does the work allow you to ...**

Perform tasks in your own way and at your own pace, and work with people who can explain their ideas, plans, etc., in a logical way?

#### Extraverted Feeling:

**Does the work allow you to ...**

Be in an environment that is friendly and supportive, and that considers effects on people as important as financial impacts?

#### Introverted Feeling

**Does the work allow you to ...**

Be in an atmosphere in which people respect each other's values and contributions and find an acceptable way to deal with situations where the work requirements do not necessitate compromising core values.

## Career Decision Making (continued)

### Getting the Job

After you have decided on a career, the functions can help you in selecting a job as shown in the following chart.

#### Extraverted Sensing

- What statistics are available on job openings and salary range, and who in my network would be able to help me?
- Do the skills I have match the skills I would need for the job?

#### Introverted Sensing

- Are there some historical data on the growth or decline of this job generally?
- Based on my past experience, in which geographic areas would I be willing to live?

#### Extraverted Intuition

- What are all the ways I could advertise myself?
- Could this job lead to other jobs?

#### Introverted Intuition

- When I look into the future, do I see myself being content doing what this job would entail, and/or do I see opportunities for advancement?
- Does this job or career fit with the overall picture of what I want in my life?

#### Extraverted Thinking

- What are the logical consequences of taking the job?
- Compare tradeoffs such as commute time, compensation, skills that can be used or learned, etc.
- Logically order all the tasks you need to perform to finish your job search.

#### Introverted Thinking

- Create a process methodology for how you will evaluate the different jobs you are offered.
- Will management, peers, and the job description give me freedom to actually perform my tasks and are there enough problems to solve to keep the job interesting?

#### Extraverted Feeling

- What would be the positive and negative effects on my family if I were to choose this job?
- Who in my network can I count on to support and help me in my transition?

#### Introverted Feeling

- Do I have a positive gut reaction to this choice?
- Would this job compromise my values?

Applying each of the eight mental functions in our career selections should enhance our finding a career that will be personally rewarding and enjoyable while allowing us to continue our psychic growth.