

Extraverted Sensing (S_E)

Dominant function for ESTP, ESFP

Auxiliary function for ISTP, ISFP

- Experiencing the world through the five senses
- Concrete and tangible data
- Specific data points that excite
- Here and now

Extraverted Sensing, when active in consciousness, makes us aware of the external world as experienced through our five senses. Focused on the here and now, it is not concerned with the past or the future.

Experiencing the world through the five senses:

Using Extraverted Sensing makes us aware of the physical world. The more developed this function is, the more aware we are of the details. It is through this function that we become aware of differences in color, the taste of foods, and smells in the environment. For example, being aware of the differences in color between purple, lavender, and periwinkle requires using this Extraverted Sensing process. So does awareness of the sounds made by music, voices, motors, and “noise” in the present environment. The feeling of textures of fabrics and the experiencing of breezes and temperatures are also uses of this function.

Concrete and tangible data: Extraverted Sensing acknowledges what the senses experience. Theoretical explanations do not excite people who prefer this function; when confronted with a theory, those who use Extraverted Sensing will attempt to connect the theory with the reality. For example, when someone is trying to convince them of the “trueness” of the theory that the earth is round, they will use Extraverted Sensing to test the argument against their perception of how they see the world when they are standing outside their house, and they may have a hard time accepting this theory. However, if they were in a space shuttle they could see the roundness of the earth, so they would be much more likely to agree to the theory that the earth is round.

Specific data points that excite: When using Extraverted Sensing, people are attracted to and stimulated by people, events, and objects in the outer world. Generally, their awareness focuses on the most exciting stimuli. For example, when they read a magazine or brochure, their attention will be drawn to color, type in different fonts and sizes, and pictures—something besides columns of type that all look the same. If they are engaging other people, their focus may be on how those people look and sound or what their body language tells them rather than on what they are saying.

Here and now: A motto for those who prefer Extraverted Sensing might be “live life to the fullest in each moment.” The present focus of Extraverted Sensing keeps them in touch with what is going on in the external world right now. People who prefer this function have little interest in what happened in the past or what might happen in the future. Some business uses of Extraverted Sensing include being aware of what competitors are doing today, identifying the differences between competitors’ products and yours, and determining short-term actions the business needs to take. Some interpersonal uses include recognizing that a person is sick, looks really nice, or sounds excited.

All of us use Extraverted Sensing to some extent. Without doing so we could not exist in the present world because we would not notice specifics such as where the road is that we need to keep our car on. We would also miss the smells and tastes we experience each day. The extent to which we use and trust our Extraverted Sensing is reflected in how well we pick up tangible, concrete data about how the external world is now. If we overuse this function, we will see only what is or was, and will not believe there can be or is anything else that is real. If we use it in an undeveloped way, all the facts we come up with may be negative and limiting.

All types can access Extraverted Sensing. For some it is an effortless process. For others it is difficult or unnatural and may cause internal tension, especially when dealing with people who use Extraverted Sensing as their preferred perceiving process.

I see the trees, hear the birds, and feel the breeze.



Yes, me too, and I can smell those flowers and see the bees on them.

Introverted Sensing (S,)

Dominant function for ISTJ, ISFJ

Auxiliary function for ESTJ, ESFJ

- Recalls concrete realities of the experience
- Reality of the inner images
- Slow and methodical

Introverted Sensing, when active in consciousness, enables us to recall previous experiences in detail. This detail includes not only the concrete physical realities of the experience but also its emotional aspects. When Introverted Sensing is dominating a person's consciousness, the person may appear to be acting slowly and methodically as he or she recalls all the similar experiences of the past.

Recalls concrete realities of the experience: Introverted Sensing brings into awareness all the details of a previous experience. The more emotion attached to the original experience, the more vivid the recall. Examples of this include reexperiencing the joy of seeing a new baby for the first time or the disappointment when your boss turned down a proposal you had worked on for months. This recall tends to appear as a sequence of images flashing into the mind in the sequence in which they occurred. You might think of it as a photo essay coming into consciousness chronologically and capturing all the related emotions—for example, recalling hitting one's first home run with a vivid image of the ball as it flew over the fence and feeling the positive rush of adrenaline.

Reality of the inner images: The images Introverted Sensing brings into consciousness may be so vivid and trigger such an emotional reaction that they override the concrete data of the moment, causing disengagement from the physical world. An example might be an experience that triggers an internal reaction of "I've been here before, and it wasn't fun." At that point the current situation gets totally distorted or replaced by the inner image and information, making it impossible for the person to accept new information or data. For example, suppose you are listening to a speech at a conference and the speaker says something that takes you back to another time in your life. What she is saying does not compute with your recall of that time, so you dismiss any data she is giving about the present.

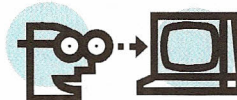
Slow and methodical: People using Introverted Sensing to acquire information often appear slow and methodical because the process involves checking new infor-

mation against their databank of internal images seeking congruence. As one person said, "If I have a lot of experience in an area, there are lots of stored data points that the new information has to be checked against, and that takes time." For example, suppose someone asks, "What is the best way to organize this room?" A person who prefers Introverted Sensing would check his or her internal databank for images of all the rooms of this kind previously experienced, then share the image believed to work best for the room in question.

All of us use Introverted Sensing to some extent. Otherwise we would not have fond memories or harrowing stories to tell our friends or children. If we find ourselves using this function much of the time, we may be unaware of the world around us in the moment and find it difficult to make long-range projections. If we use it in an underdeveloped way, it may provide only information regarding negative experiences to discredit new ideas.

All types can access Introverted Sensing. For some it is an effortless process. For others it is difficult or unnatural and may cause internal tension, especially when dealing with people who use Introverted Sensing as their preferred perceiving process.

We had a similar project last year. We can make a few changes based on what we learned and really be successful.



Extraverted Intuition (N_E)

Dominant function for ENTP, ENFP

Auxiliary function for INTP, INFP

- Aware of what could be ...
- Generates possibilities
- Sees patterns and connections
- Excited by the new

Extraverted Intuition, when active in consciousness, provides awareness of what could be and generates possibilities for achieving it. Abstract in focus, it sees patterns and connections between things, events, and ideas presented in the external world. It quickly jumps from present to future and is excited by generating change.

Aware of what could be: Using Extraverted Intuition, we look at the world and quickly see how things are or were happening, then just as quickly move to projecting what could be. For example, when shopping for a new home, people using this function take a broad look at what is present, then start seeing a fireplace over there, sunlight here, and different colors on the walls.

Generates possibilities: Probably the activity that most excites this function is generating multiple possibilities. When planning to remodel a home, one might generate multiple possibilities for how to redecorate the house, with each new possibility serving as a catalyst to generate another possibility. When someone asks for help in solving a problem, a person using this function will not be satisfied with offering one suggestion but will want to generate many. In meetings, when Extraverted Intuition is being used the group members will be asked to brainstorm all the possible ways they can see to approach a situation. These possibilities often present new twists on ideas that exist or have existed.

Sees patterns and connections: People using Extraverted Intuition scan the world looking for patterns and making connections. When driving, they see patterns in how the traffic flows. They notice that a person seems to get upset over issues that seem disconnected, so almost immediately they seek to identify how they are connected. When playing games, they focus not on the content of the game but on the patterns of how to win.

Excited by the new: Doing things the way they have always been done holds little or no interest for a person using this function, even if that way was working. The pull is to find new and different ways to do things. For example, even though there may be a very quick way to get from home to work, a person using Extraverted Intuition will want to explore different routes. In the future it

may pay off to have alternatives because the standard route may be closed, but the initial reason for seeking the different route is the excitement of exploring something new. In the workplace, if a task has been done the same way for a long time, a person using Extraverted Intuition will feel imprisoned and will seek to make sweeping changes in the way the task gets done.

All of us use Extraverted Intuition to some extent. It is the function we call on when we want to think outside the box, when we want lots of possibilities for how to interpret or understand something, and when we want to see new possibilities for the future. If we overuse this function, we will never be satisfied with how things are. If we use it in an underdeveloped way, we will tend to identify only negative possibilities for the future.

All types can access Extraverted Intuition. For some it is an effortless process. For others it is difficult or unnatural and may cause internal tension, especially when dealing with people who use Extraverted Intuition as their preferred perceiving process.

We could go to a movie,
to a nice restaurant, or
for a walk in the park.



Some other possibilities are to visit
friends, go shopping, or take an
evening cruise on the river.

Introverted Intuition (N_i)

Dominant function for INTJ, INFJ

Auxiliary function for ENTJ, ENFJ

- Aware of what will be
- Uses abstract symbols to explain
- Excited by the unknown

Introverted Intuition, when active in consciousness, provides the meaning behind what is, what was, or what could be. It allows the unconscious synthesis of ideas to become conscious. It is not defined by past, present, or future but is an unconscious flow of perception into consciousness. Data are received as flashes of insight from the unconscious. When using Introverted Intuition, people tend to read between the lines and search for the deeper meaning. They focus on symbols, signs, and meanings rather than concrete information.

Aware of what will be: Introverted Intuition is often called the sixth sense; it needs no triggers in the external world to gain insight or understanding. It comes across as a sureness of what will occur. Data come mostly from flashes of insight that are often abstract, unclear, and unsupported. A person using Introverted Intuition often has to search for what produced the insight if required to support or defend it. Sometimes the meaning becomes clear only after extensive reflection or a lengthy period of time. Once the flash of insight has occurred, it is difficult for a person using Introverted Intuition to change to another possibility or action. For example, an engineer gets an idea regarding how a product should be improved. The engineer knows with an unwavering rightness that certain changes need to be made but has no way of defending the changes or explaining how the recommended changes came to surface so strongly.

Uses abstract symbols to explain: Often when Introverted Intuition is used to explain something, the explanation is abstract and difficult to understand. The person may have trouble finding the words to explain the meaning behind the insight, thereby increasing the difficulty of explaining the insight to another person. Words do not exist that convey the richness and beauty of the internal world—thus the need to use abstract symbols to convey the intent. For example, a team member might say a fan symbolizes how she wants the team to work together. Some people on the team will understand what is meant while others will not.

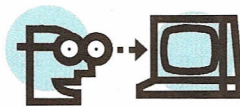
Excited by the unknown: People who use Introverted Intuition thrive on seeing beyond the physical world. They are constantly striving for perfection, eager to chal-

lenge, change, and improve the status quo. The unknown is very exciting for them, and they can easily become frustrated by repetition and routine.

Introverted Intuition is stifled by timelines, rules, and necessity. It has a life of its own and cannot be forced to cooperate. The flashes of insight often come when least expected. For example, one cannot call upon Introverted Intuition to predict the future, choose a winning horse, or select the correct lottery numbers; the flash of the future will occur only when it is ready.

Introverted Intuition is the most abstract of the four perceiving functions. It is difficult to describe because of its intense subjectivity and its connection to the unconscious. When people use Introverted Intuition in a non-productive way, they become rigid and are not open to what others have to say or suggest. People who overuse this function tend to live with their head in the clouds and may lose sight of reality. If they use it in an underdeveloped way, frequently their intuitions are ignored, are thought of as foolish ideas, or surface as negative self-talk.

All types can access Introverted Intuition. For some it is an effortless process. For others it is difficult or unnatural and may cause internal tension, especially when dealing with people who use Introverted Intuition as their preferred perceiving process.



I have this hunch that we need a whole new product line as the ones we are in now will be declining in three years.



Extraverted Thinking (T_E)

Dominant function for ESTJ, ENTJ

Auxiliary function for ISTJ, INTJ

- External conditions, circumstances, or criteria
- Scope of the problem
- Rules, regulations, and stated policies

Extraverted Thinking, when active in consciousness, uses objective analysis to arrive at conclusions. This objective analysis revolves around external conditions, circumstances, or criteria; therefore, Extraverted Thinking is the most quantifiable of the four judging processes. Because of this external orientation, the decision or conclusion a person using this function makes can normally be observed by others. Extraverted Thinking imposes boundaries on the problem being solved to limit the scope to a workable dimension. Rules, regulations, and policies are the result of Extraverted Thinking.

External conditions, circumstances, or criteria:

When using Extraverted Thinking, people are working to achieve a logical, defensible decision that is supported by some or all of the external conditions, circumstances, or criteria. Applying these external factors leads to questions such as What if? and Then what? It also leads to the rank ordering of criteria based on relative importance. People who use Extraverted Thinking work to determine the best decision or evaluation within the time available—not the best possible decision. They are so focused on external criteria that new information or new criteria can lead them to immediately flip-flop on the decision. For example, the ideal solution for a resident-owned community would be to build a 5,000-square-foot addition to its clubhouse. However, if this project is undertaken, each homeowner will have to pay an additional \$25 a month in fees, and it will take more than a year to get it completed. The board knows the people will not vote for a \$25 increase or be willing to wait a year to have the space available. The board decides to send the committee back to find a solution that, although it may not meet everyone's needs, will be more cost-effective and will not take so long.

Scope of the problem: When using Extraverted Thinking, people need to define the scope of the problem in order to determine what conditions, circumstances, and criteria are relevant. Expect them to attempt to define the problem in terms of time, money, geography, or some other external measurement. For example, a person decides to lose weight and uses Extraverted Thinking to work out how to achieve the goal, defining the problem in

terms of how much weight loss is desired, how long it will take to lose the weight, and how it is to be accomplished.

Rules, regulations, and stated policies: When using Extraverted Thinking, people work within the framework of established rules, regulations, and policies. They do not understand why others do not follow these established procedures because failing to do so means boundaries are nonexistent. Those using this function would contend that if the speed limit is 30 mph, it is so for a logical reason; therefore, everyone should drive no faster than 30 mph. For them, when the boundaries are nonexistent, the problem is indefinable; and when the problem cannot be defined, a solution cannot be reached. Therefore, people using this function are often critical of attempts to arrive at solutions without rules, regulations, and policies that are clearly stated and understood.

All of us use Extraverted Thinking to some extent. Used consciously, Extraverted Thinking can aid us in explaining to others how we arrived at the decision we reached, or what criteria we should consider in arriving at a decision. If we use Extraverted Thinking unconsciously, we will tend to be extremely critical of changes to the rules, regulations, and policies, or even the requirement to state them. Overusing this function can make one appear cold and uncaring, while underusing it can lead to making illogical decisions or setting goals that are probably not achievable or too costly.

All types can access Extraverted Thinking. For some it is an effortless process. For others it is difficult or unnatural and may cause internal tension, especially when dealing with people who use Extraverted Thinking as their preferred judging process.

What is the end result you are looking for?



We need to reorganize the finance department to be more effective and efficient. The first thing we should do is ...

Introverted Thinking (T.)

Dominant function for ISTP, INTP

Auxiliary function for ESTP, ENTP

- Inner subjective framework
- Precise categories
- Principles and truths
- Process focused rather than goal oriented

Introverted Thinking, when active in consciousness, allows us to logically categorize ideas and concepts. This function looks at applying principles and truth to the decision-making function through the use of an inner framework of precise categories. Introverted Thinking enables people to question and often play devil's advocate when making decisions. For people who use Introverted Thinking, focusing on the parameters and processes used to make the decision is more exciting than the decision itself.

Inner subjective framework: When using Introverted Thinking, people tend to debate and question based on an inner, subjective framework or system. For example, a person who prefers Introverted Thinking might argue for birth control even though his or her values do not support it. This ensures that all the critical data are being considered. And because the debating process is impersonal, it is not necessary to "buy into" the argument, but just to present it. The person's inner framework goes through a metamorphosis as essential information is collected and stored.

When using Introverted Thinking, people fear they will make inaccurate decisions; this leads to a constant reframing of their inner framework. For example, a young Introverted Thinking man was frequently accused of changing sides in the middle of a discussion. When questioned, he said that he wanted to make sure all the bases were covered. He found that by changing sides during a discussion he obtained more comments and insights from the people debating with him.

Precise categories: When using Introverted Thinking, people tend to make decisions based on internal, precise categories. These are subjective categories that are unique to the individual, and a great deal of thought goes into creating them. The categories provide the foundation for coming to closure. Introverted Thinking provides a system for connecting each category with other categories in the framework. Often those who prefer Introverted Thinking will rephrase, restate, and reclassify to ensure they can place information into the correct, precise category. Their language may become esoteric as they strive

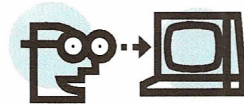
to find the most accurate word or phrase with which to present the categories to the external world.

Principles and truths: Those who prefer Introverted Thinking tend to find the truth based on internal logical analysis. Just because something has always been done a particular way, they reason, it doesn't mean we have to continue doing it the same way. This function is similar to Introverted Feeling in that it makes decisions through a subjective process; however, its principles can be questioned, debated, redefined, and renegotiated based on new logical information, while the Introverted Feeling values are locked in place. Rules and regulations that are inconsistent with logic mean little to people who prefer Introverted Thinking.

Process focused rather than goal oriented: When using Introverted Thinking, people accomplish their decision making internally. Because of this internal processing, others may not know when a decision has been reached. Those who prefer Introverted Thinking are more concerned with considering how the decision will be made and thinking about all the "what ifs" than with looking at the end result.

All of us use Introverted Thinking to some extent. If we use it in a nonproductive way, we may appear to be playing a game with others or may be seen as trying to be more intelligent than anyone else. When we underuse it, we tend to just jump into action rather than think about how to proceed with accomplishing the task.

All types can access Introverted Thinking. For some it is an effortless process. For others it is difficult or unnatural and may cause internal tension, especially when dealing with people who use Introverted Thinking as their preferred judging process.



Let me understand how everything fits together. This affects more than meets the eye. I need to list the options and consider the pros and cons.

Extraverted Feeling (F_E)

Dominant function for ESFJ, ENFJ

Auxiliary function for ISFJ, INFJ

- Values what is culturally acceptable
- Interpersonal harmony
- "Reading" and caring for others

Extraverted Feeling, when active in consciousness, evaluates ideas and events in the external world by deciding what values are involved and whether those values are consistent with the established norms or culture. If the values align with the established societal values, then, using Extraverted Feeling, you will most likely give a positive evaluation or accept the idea as a good one. The opposite will most likely occur if established societal norms do not support the values involved. For Extraverted Feeling, most values center on maintaining positive, caring, harmonious relationships with others.

Values what is culturally acceptable: When using Extraverted Feeling, people gather values through interactions with the external world. This means that many of them come from the person's family, important people in his or her life (other relatives, teachers, peers, etc.), religious beliefs, and ethnic and/or national culture. For example, if a person's family of origin valued everyone eating dinner together at the kitchen table, this would then become a value for that person. If a person's ethnic culture values education, then most likely he or she will want to achieve academically. Sometimes when people begin to enter intimate relationships as adults, they discover that others do not share their values. They may then experience an internal struggle as they decide whether to hold on to the values they incorporated earlier in life or replace them with the values held by others.

Interpersonal harmony: When using Extraverted Feeling, people typically want to make and maintain harmonious relationships in the external world. When attempting to develop new relationships, they may ask questions about another's personal life in search of common interests: Are you married? Do you have children? What are your hobbies? They will tend to share things about themselves that they believe the other person will find acceptable, avoiding subjects that could disturb the building of the relationship, such as differences in political views. Only after the foundation for a relationship has been established will they begin to share differences of opinion.

"Reading" and caring for others: When using Extraverted Feeling, people make evaluations based on what they believe is happening with others. For example, one may decide, based on the data collected, that a friend is depressed or troubled. Frequently the next step is deciding if there is any way to help that friend. If the decision is yes, then the person will probably begin an action to help, sometimes without even asking if the friend wants the help. In business meetings, if a person believes another is being picked on, the person will speak up in the other's defense without even knowing whether that person wants to be defended.

All of us use Extraverted Feeling to some extent. When we use it productively, we will most likely find ourselves connecting easily with others who hold the same values and being seen as warm, outgoing, understanding individuals. We will spend time building relationships with other people before taking care of ourselves. If we use Extraverted Feeling to excess, we will feel as if we are sacrificing for others. In this case, we will probably need to reassess what values need to be released so we can focus on taking care of ourselves. Underdeveloped Extraverted Feeling often comes out as emotional reasoning with no explanation of the values supporting the emotion, or it can come out as a blistering attack with total disregard for others.

All types can access Extraverted Feeling. For some it is an effortless process. For others it is difficult or unnatural and may cause internal tension, especially when dealing with people who use Extraverted Feeling as their preferred judging process.

With the downsizing of the organization we need to make sure everyone finds a job.

We can host a job fair with other local companies. What about offering resume-writing classes? I really want everyone to be treated fairly and feel cared for.



Introverted Feeling (F)

Dominant function for ISFP, INFP

Auxiliary function for ESFP, ENFP

- Lives by internal values
- Values what is universally acceptable
- Applies own beliefs in decisions

Introverted Feeling, when active in consciousness, provides the awareness of one's values, ethics, and beliefs. It is a subjective decision-making process that focuses on or relies on a unique internal value system. This function contains our nonnegotiable beliefs and may come across to others as very rigid. If these beliefs are compromised, we feel as if our basic core has been violated.

Lives by internal values: People who prefer this function thrive on internal harmony. It is important that they feel their internal values are supported by the external environment. This function is often called the gut feeling. There is a physical sensation that occurs when values or beliefs are engaged by self or others—pleasurable if the values are being supported and not pleasurable if they are not being supported. It does not matter what the external world determines to be right or wrong; it is the personal belief—the internal centering of right and wrong—that matters. If the internal value is to conserve the environment, then the person will do everything he or she can to recycle even if others think it is a waste of time and effort.

Values what is universally acceptable: When using Introverted Feeling, people tend to allow everyone to have his or her own set of values, as long as those values do not compromise their own values. Examples would be values around what you do for fun and recreation, how you like to get projects done, and how you live out your deeply held values. Introverted Feeling is what Jung called “Spirituality” and connects every human being through a universal value system. For example, a group of people in a workshop whose dominant function is Introverted Feeling stated that those who didn't share certain values “weren't human.” They went on to explain that the kind of universal value they were talking about was “do no deliberate harm to another human being.”

Applies own beliefs in decisions: For those who prefer Introverted Feeling, decisions in the external world are based on what is internally important rather than what is deemed “politically correct.” People who use this function tend to make room for others to be outspoken

and make their own decisions. Since internal harmony is important to them, it is hard for them to go along with a group decision unless the decision upholds universal ethics and values. When using Introverted Feeling, people have chosen to leave companies because a change in management brought a change in values that could not be accepted and to come to the rescue of someone who everyone else in the group thought should be ousted.

Introverted Feeling knows when internal disharmony is present in other people. When someone using this function picks up on this, he or she will probably ask the person if everything is okay or just move over and sit nearby in case the person wants to talk. Normally, there is a peacefulness that surrounds the person and space when this function is used consciously.

If we are in touch with our Introverted Feeling values and attempt to ignore this function when it has become compromised, we may become physically ill. If we overuse this function, we may be seen as unbending; it's our way or no way. If we use it in an underdeveloped way, we will have difficulty determining our own needs and so may experience ourselves as always doing what others want. If we use Introverted Feeling in an unhealthy way, we may develop paranoia, thinking everyone is against us, no one understands us, or the world is full of evil.

All types can access Introverted Feeling. For some it is an effortless process. For others it is difficult or unnatural and may cause internal tension, especially when dealing with people who use Introverted Feeling as their preferred judging process.

This is a decision I cannot support because it goes against what I really believe in.

