

# Looking at Type: The Fundamentals

by Charles Martin, Ph.D.

with an introduction by Mary H. McCaulley, Ph.D.

CAPT LOOKING AT TYPE SERIES

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# Looking at Type: The Fundamentals

by Charles R. Martin, Ph.D.



CENTER FOR APPLICATIONS OF PSYCHOLOGICAL TYPE, INC.  
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Finally, heartfelt thanks go to my wife and daughter for the love, wisdom, and joy they continually bring into my life.

# Introduction

A common experience in people's lives is that they notice how their families, friends, and coworkers do not experience or view the world as they do. This book describes a model of personality that gives us insight into how and why people understand and approach the world in such different ways. As you are introduced to the different personality preferences described herein, you will no doubt recognize them in your own life, the gifts each preference brings to human life, and the blind spots if they are ignored.

This book is designed to accompany an explanation of a questionnaire, the Myers-Briggs Type Indicator®, also referred to as the “MBTI®” or “the Indicator.” The Indicator provides a useful way of describing people's personalities by looking at their preferences on four scales (extraversion vs. introversion, sensing vs. intuition, thinking vs. feeling, and judging vs. perceiving), preferences which combine to yield one of sixteen different types. There are no right or wrong answers to the questions on the MBTI, just as there are no right or wrong types. In fact, all types are good types!

*Looking at Type: The Fundamentals* is the introductory book in a series of books about the sixteen psychological types indicated by the MBTI. This book describes the basics of type, gives an introduction to type dynamics, provides in-depth descriptions of the sixteen types, and gives general applications of type ideas. Other books in the series focus on specific applications, such as the uses of type in careers or in organizations.

This book can be read without answering the Indicator. However, taking the Indicator can help you clarify your own preferences. One of the best ways to begin understanding type is to understand your own preferences—the way in which *you* see the world. Weigh what you read in this book and decide how it applies to your own life. Then use your understanding to see how other types look at life in ways that are different from your own.

Some readers prefer to go through the book in the order in which it is written. Others prefer to jump ahead to find the description of the type they came out on the Indicator. Later they read to find out where type comes from or how it is put to practical use. Choose the path that works best for you.

We hope this book opens an exciting door to type for you now, and provides the foundation for a deeper understanding in the future, to achieve the goal of Isabel Briggs Myers—“the constructive use of differences.”

Mary H. McCaulley, Ph.D.  
President  
Center for Applications of  
Psychological Type (CAPT)

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# History of the MBTI

The Myers-Briggs Type Indicator was developed by Isabel Briggs Myers and her mother, Katharine Cook Briggs. Their aim was to create a tool to indicate, validate, and put to practical use C. G. Jung's work on psychological types. Jung (1875–1961) was a Swiss psychiatrist whose book *Psychological Types* was an outgrowth of his efforts to understand individual differences among people.

Katharine Cook Briggs (1875–1968) and her daughter, Isabel Briggs Myers (1897–1980) encountered Jung's ideas in 1923 and began two decades of "type watching." During World War II, Myers decided that people could make better career choices and more constructive uses of differences between people if they knew about Jung's types. To that end Myers began creating a paper-and-pencil questionnaire to assess type. The Indicator was developed through several different versions over three decades as research was collected on thousands of people.

In 1975, Consulting Psychologists Press began publishing the MBTI for applied uses. In that same year, Isabel Myers and Mary McCauley founded the Center for Applications of Psychological Type (CAPT), a nonprofit organization created to continue research on the Indicator and to provide training and education on type and the MBTI.

Since the MBTI's publication, applications of and research on type have exploded. In the past few years books and articles have been published relating type to careers, intimate relationships, counseling, parenting, children, business, teamwork, leadership, education, and spirituality. In 1976, the CAPT bibliography of the MBTI included 337 references. In 1997, there were over 5,600 references, and the list continues to grow.

In all applications of the MBTI, the emphasis is on understanding valuable differences between people. Knowing type not only helps you appreciate your own strengths, gifts, and potential growth edges, but also helps you understand and appreciate how and why others may differ from you. Knowing that

these differences are all valuable can truly lead to more constructive communication and relationships.

The Indicator is now being used internationally. It has been translated into over two dozen languages and is used on every continent. People are continuing to discover that type is a powerful way to understand individual differences and that the Indicator is a sophisticated tool for practical applications of type.

## What Are Type Preferences?

To begin making use of type, one must understand a basic concept: type preferences. These preferences are the building blocks for the sixteen types that will be discussed later.

Type is about *psychological* preferences. These preferences, however, are not as simple as whether we prefer the color red or the color blue. Rather, they represent consistent and enduring patterns of how we use our minds. The preferences can also be understood as opposite but related ways of using our minds, with the opposites being two halves that make up a whole—like front and back, for example.

In the type system, you report preferences on four scales, and each of these four scales has two halves.

To better grasp the idea of preferences, try the following exercise. On a separate piece of paper or in the margin of this booklet, write your name. Now, put the pen or pencil in your other hand and write your name again. How would you describe the differences between the two experiences? Did they *feel* different? Are there differences in the *quality* of the writing?

Some adjectives people use to contrast the two experiences are: easy-hard, comfortable-awkward, effortless-concentrated, natural-unnatural, and fast-slow. Others report differences in quality. Many people say that the writing with the nondominant hand looks very childlike and immature. Some people report that it was an interesting challenge, but not a challenge they would like to take on

all day, every day. You certainly *could* give more attention to writing with your non-dominant hand, but it would take time and effort to become as comfortable with it as you are with your dominant hand.

There are important parallels to the psychological type preferences here. When people engage in everyday behaviors that call on their type preferences, they tend to feel natural, comfortable, confident, and competent. In contrast, when people engage in behaviors that call on their nonpreferences, they tend to feel unnatural, uncomfortable, less confident, and less competent. Often people will try to find ways around or avoid doing things that call on their nonpreferences.

Everyone uses both sides of any given preference pair, but they tend to rely on one side more than the other. Since we do not use both preferences of a pair at the same time, we get in the habit of using one more often and are usually much better at one than the other. As a result, our nonpreferences tend to be less developed and less trusted, although we still have and use them.

With practice, people can develop greater confidence and competence in their type nonpreferences. However, it does take energy and effort to learn to use them, just as it would to learn to write with your non-dominant hand. Also, because people tend to feel so much more comfortable, natural, and confident when they use their preferences, they typically do not like to use their nonpreferences for extended periods! As a result, they always tend to have more comfort and skill in their preferences.

## **The Exercise of Preferences Leads to Differences Among Individuals**

As we act on our type preferences, our behavior and personality come to reflect our unique approach to the world and to relationships. In short, our personality type grows out of our exercising our type preferences. From a type perspective, there are no good or bad preferences; having different preferences simply leads to people having different interests,

different ways of behaving, and different ways of viewing the world. People who have different type preferences also tend to have different strengths and potential areas of needed growth. Knowing this can help us appreciate the unique contributions each of us brings to the world.

In the following section, you will find descriptions of the basic type preferences. The four preference scales are:

### **Extraversion (E) or Introversion (I):**

How do you direct your energy and attention?

### **Sensing (S) or Intuition (N\*):**

How do you prefer to take in information?

### **Thinking (T) or Feeling (F):**

How do you prefer to make decisions?

### **Judging (J) or Perceiving (P):**

How do you orient to the outer world?

As you read the descriptions that follow, ask yourself: which side of the preference pair seems more natural, effortless, and comfortable for me?

\* N is used to represent Intuition so it is not confused with Introversion.



# The Preferences

## Extraversion and Introversion

The first type preference pair asks: what is the direction of your energy and attention? Do you more naturally turn to the outer world of people and things (extraversion), or to the

inner world of ideas and images (introversion)? This preference is also referred to as your *attitude*.

### Extraversion (E)

Key words:

**outer world ■ people ■ action ■ breadth**

People who prefer extraversion are energized by active involvement in events, and they like to be immersed in a breadth of activities. They are most excited when they are around people, and they often have an energizing effect on those around them. When you are extraverting you like to move into action and to make things happen—extraverts usually feel very at home in the world. With their orientation to the outer world, extraverts often find their understanding of a problem becomes clearer if they can talk out loud about it and hear what others have to say.

People who prefer extraversion may:

- be seen as “go-getters” or “people-persons”
- feel comfortable with and like working in groups
- have a wide range of acquaintances and friends
- *sometimes* jump too quickly into activity and not allow enough time for reflection
- *sometimes* forget to pause to clarify the ideas that give aim or meaning to their activities

### Introversion (I)

Key words:

**inner world ■ ideas ■ reflection ■ depth**

People who prefer introversion are energized and excited when they are involved with the ideas, images, memories, and reactions that are a part of their inner world. Introverts often prefer solitary activities or spending time with one or two others with whom they feel an affinity, and they often have a calming effect on those around them. When you are introverting, you take time to reflect on ideas that explain the outer world—introverts like to have a clear idea of what they will be doing when they move into action. With their orientation to the inner world, introverts truly like the idea of something, often better than the something itself, and ideas are almost solid things for them.

People who prefer introversion may:

- be seen as calm and “centered” or reserved
- feel comfortable being alone and like solitary activities
- prefer fewer, more intense relationships
- *sometimes* spend too much time reflecting and not move into action quickly enough
- *sometimes* forget to check with the outside world to see if their ideas really fit their experience

## Sensing and Intuition

This second type preference pair describes the way you like to take in information and what kind of information you tend to trust the most. In other words, what kind of *perception* do you prefer to use? Do you give

more weight to information that comes in through your five senses (sensing), or do you give more weight to information that comes into your awareness by way of insight and imagination (intuition)?

### Sensing (S)

Key words:

**facts ■ details ■ experience ■ present**

People who have a preference for sensing are immersed in the ongoing richness of sensory experience and thus seem more grounded in everyday physical reality. They tend to be concerned with what is actual, present, current, and real. As they exercise their preference for sensing, they approach situations with an eye to the facts. Thus, they often develop a good memory for detail, become accurate in working with data, and remember facts or aspects of events that did not even seem relevant at the time they occurred. Sensing types are often good at seeing the practical applications of ideas and things, and may learn best when they can first see the pragmatic side of what is being taught. For sensing types, experience speaks louder than words or theory.

People who prefer sensing may:

- recall events as snapshots of what literally happened
- solve problems by working through things thoroughly for a precise understanding
- be pragmatic and look to the "bottom line"
- work from the facts to the big picture
- put experience first and place less trust in words and symbols
- *sometimes* focus so much on the facts of the present or past that they miss new possibilities

### Intuition (N)

Key words:

**symbols ■ pattern ■ theory ■ future**

People who have a preference for intuition are immersed in their impressions of the meanings or patterns in their experiences. They would rather gain understanding through insight than through hands-on experience. Intuitive types tend to be concerned with what is possible and new, and they have an orientation to the future. They are often interested in the abstract and in theory, and may enjoy activities where they can use symbols or be creative. Their memory of things is often an impression of what they thought was the essence of an event, rather than a memory of the literal words or experiences associated with the event. They often like concepts in and of themselves, even ones that do not have an immediate application, and they learn best when they have an impression of the overall idea first.

People who prefer intuition may:

- recall events by what they read "between the lines" at the time
- solve problems through quick insight and through making leaps
- be interested in doing things that are new and different
- work from the big picture to the facts
- place great trust in insights, symbols, and metaphors and less in what is literally experienced
- *sometimes* focus so much on new possibilities that they miss the practicalities of bringing them into reality

## Thinking and Feeling

This third preference pair describes how you like to make decisions or come to closure about the information you have taken in using your sensing or intuition. In other words, what kind of *judgment* do you prefer to use? A person of good judgment is able to make distinctions among a variety of choices and settle on

a course of action that demonstrates excellence of understanding. You can make these rational ordered judgments in two ways: by giving more weight to objective principles and the impersonal facts (thinking), or to personal and human concerns, and the people issues (feeling).

### Thinking (T)

Key words:

**impersonal ■ truth ■ cool ■ tough-minded**

People who have a preference for thinking judgment are concerned with determining the objective truth in a situation. More impersonal in approach, thinking types believe they can make the best decisions by removing personal concerns that may lead to biased analyses and decision making. Thinking types seek to act based on the truth in a situation, a truth or principle that is independent of what they or others might want to believe or wish were true. The thinking function is concerned with logical consistency and analysis of cause and effect. As they use and develop their thinking function, thinking types often come to appear analytical, cool, and tough-minded.

People who prefer thinking may:

- have a technical or scientific orientation
- be concerned with truth and notice inconsistencies
- look for logical explanations or solutions to most everything
- make decisions with their heads and want to be *fair*
- believe telling the whole truth is more important than being tactful
- *sometimes* miss seeing or valuing the "people" part of situations and be experienced by others as too task-oriented, uncaring, or indifferent

### Feeling (F)

Key words:

**personal ■ value ■ warm ■ tender-hearted**

People who have a preference for feeling judgment are concerned with whether decisions and actions are worthwhile. More personal in approach, feeling types believe they can make the best decisions by weighing what people care about and the points-of-view of persons involved in a situation. Feeling types are concerned with personal values and with making decisions based on a ranking of greater to lesser importance—what is the *best* for the people involved. The feeling function places high value on relatedness between people, and feeling types are often concerned with establishing or maintaining harmony in their relationships. As they use and develop their feeling function, feeling types often come to appear caring, warm, and tactful. Remember, in type language, feeling does not mean being "emotional;" rather, it is a way of reasoning.

People who prefer feeling may:

- have a people or communications orientation
- be concerned with harmony and be aware when it is missing
- look for what is important to others and express concern for others
- make decisions with their hearts and want to be compassionate
- believe being tactful is more important than telling the "cold" truth
- *sometimes* miss seeing or communicating about the "hard truth" of situations and be experienced by others as too idealistic, mushy, or indirect

## Judging and Perceiving

This fourth preference pair describes how you like to live your outer life—what are the behaviors that others tend to see? Do you prefer a more structured and decided lifestyle (judging) or a more flexible and adaptable lifestyle (perceiving)? This preference may also be thought of as your *orientation to the outer world*.

Another way of saying this is that the judging-perceiving preference describes the nature of our extraversion—because we all extravert at times, even introverts, and all extraverts introvert at times. This scale asks us

when we extravert, do we extravert a judging (J) function (our favorite of thinking or feeling), or do we extravert a perceiving (P) function (our favorite of sensing or intuition)? There is more about this issue in the section *The Dynamic Basis for Type*.

Everyone uses judgment and perception all of the time. In fact, that is the basis for type. You need both perception and judgment. However, when it comes to dealing with the outer world, people tend to stay more in either the structured/decided mode or in the flexible/adaptable mode.

### Judging (J)

Key words:

**structured ■ decided  
organized ■ scheduled**

People who have a preference for judging use their preferred judging function (whether it is thinking or feeling) in their outer life. What this often looks like is that they prefer a planned or orderly way of life, like to have things settled and organized, feel more comfortable when decisions are made, and like to bring life under control to the degree that it is possible. Since they are using either their T or F in their outer world, they want to make decisions to bring things in their outer life to closure. Remember though, this only describes how their outer life looks. Inside, they may feel flexible and open to new information (which they are). Remember, in type language, judging means “preferring to make decisions;” it does not mean “judgmental” in the sense of constantly making negative evaluations about people and events.

People who prefer judging may:

- like to make decisions, or at least like to have things decided
- look task oriented
- like to make lists of things to do
- like to get their work done before playing
- plan work to avoid rushing just before deadline
- *sometimes* make decisions too quickly without enough information
- *sometimes* focus so much on the goal or plan that they miss the need to change directions at times

### Perceiving (P)

Key words:

**flexible ■ open  
adaptable ■ spontaneous**

People who have a preference for perceiving use their preferred perceiving function (whether it is sensing or intuition) in their outer life. What this often looks like is that they prefer a more flexible and spontaneous way of life, like to understand and adapt to the world, and like to stay open to new experiences. Since they are using either their S or N in their outer world, they want to continue to take in new information. Remember again that this only describes how the person’s outer life looks. Inside they may feel very playful or decisive (which they are). Remember, in type language perceiving means “preferring to take in information;” it does not mean “perceptive” in the sense of having quick and accurate perceptions about people and events.

People who prefer perceiving may:

- like staying open to respond to whatever happens
- look more loose and casual
- like to keep laid-out plans to a minimum
- like to approach work as play or mix work and play
- work in bursts of energy, and enjoy rushing just before deadlines
- *sometimes* stay open to new information so long that they miss making decisions
- *sometimes* focus so much on adapting to the moment that they do not settle on a direction or plan



## Your Type Is the Combination of Your Preferences on the Four Scales

The preferences you expressed on each of the four scales combine to yield a four-letter type pattern which is your *psychological type*. For example, preferences for introversion (I), sensing (S), thinking (T), and judging (J) combine to yield the four-letter type pattern ISTJ. These four preferences interact in dynamic and complex ways that can tell you much about who you are and how you approach the world. There are sixteen different combinations of the preferences (e.g., INFP, ESFJ, ENTP), and descriptions of these sixteen types begin on page 14.

Before you read the descriptions, you may find it useful to read the following sections. If you have already taken the MBTI, the next section *What Do My Scores Mean?* will help you interpret your results.

The section *The Dynamic Basis for Type* explains just how the type preferences interact to yield the pattern of personality we call “type.” That section also describes how your type can show up in your lifelong development, and how your environment can affect the development of your type. Those having difficulty clarifying their preferences may find that section especially helpful.

## What Do My Scores Mean? (For those who have taken the MBTI)

When you took the MBTI, your results appeared on a report form as numbers and/or dark lines representing the clarity of your preferences on each of the scales (EI, SN, TF, JP). The Indicator was designed to point in the direction of your preference and nothing more. Preference scores come from comparing the votes you cast for each preference as you responded to each question. The more you voted in one direction the higher the score, and the more you split your vote the lower the score. The scores are a by-product of determining the *direction* of your preference. Thus, scores should only be interpreted as a measure of how confident we are that you were able to see your preferences clearly in the questions.

Research shows that as your preference score gets larger, we can have increasing confidence that your true preferences were reported on the Indicator. Research does *not* show that having a higher score means you are better at the skills of your preference than someone with lower scores. The Indicator does not ask us to report on the quality with which we use our preferences. It only asks us to vote between different but equally valuable choices.

If your scores are very close to the middle on one or more scales, then you should read your type description with more caution to be sure it fits. A low score usually means you split your vote. This may mean that either the Indicator does not have the right questions to help you identify your preferences, or that you see yourself using a mixture of behaviors from both sides of the preference pair. Either way, you will probably need to spend some time exploring what your true preferences might be. You can do so through observing yourself more closely, from talking with your MBTI practitioner or people who know you, and from reading more lengthy type descriptions.

People report behaviors that come from different sides of a preference pair for many reasons. The most basic reason is that everybody learns skills from both sides of the preference pair, and people try to draw on the skills that are needed for a given situation. As a result, you may have answered questions on the MBTI describing how you behave in a particular situation, but the behavior described is markedly different from your general style. For example, you may have to be structured (J) in your job, but spontaneity (P) is more your natural style. In this case, your preference scores on J or P could be lower.

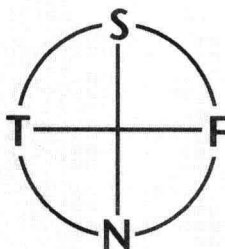
Low scores, however, are not wrong. We just have less confidence that they represent your true preferences. You simply need to be careful accepting the results as true until you have further explored how your preferences might be expressing themselves. Remember, it is your *preference* for one or the other side of the scale that is important, *not* the size of the score. Do not overinterpret the scores.

# The Dynamic Basis for Type

In this section, you will get a glimpse of how your type is more than just the combination of your four letters; it is in fact a dynamic and complex interrelated system of personality. You will learn how the different parts of your type work with each other to make you a balanced and effective person, how your type develops throughout life, and how people can sometimes get pushed off their natural path of development.

## The Mental Functions

In type language, you have four mental functions: sensing, intuition, thinking, and feeling. Remember that extraversion and introversion are *attitudes*, and judging and perceiving are *orientations to the outer world*. The four mental functions are the basis for much of your mental activity.



Two are for gathering information—that is, they are used for perceiving:

Perceiving functions →	Sensing	=> perception of details and current realities
	Intuition	=> perception of patterns and future possibilities

Two are for organizing information and for making decisions—that is, they are used for judging:

Judging functions →	Thinking	=> decisions based on principles and logical consequences
	Feeling	=> decisions based on values and consequences for people

Knowing how the four functions relate to each other, and in what order you prefer them, can tell you a great deal about yourself: how you prefer to communicate, what you consider to be important, the kinds of activities and careers you find motivating or stressful, and many other things.

## Everyone Uses All Four Mental Functions, But People Prefer Them in a Certain Order

Everyone has and uses sensing, intuition, thinking, and feeling; in fact, you couldn't get through the day without using all four to some degree! People just differ in the order in which they prefer to use them and the order in which they develop them as they grow. For example, for some people logical closure (T) is the most important thing, then secondarily they attend to the facts and details (S). They give less weight to the possibilities (N), and the least weight to the people-impact of decisions (F). For someone else the order might be just the reverse, or some other order entirely.

In type theory, the order in which we prefer these processes is inborn. *The four-letter type formula is a shorthand way of telling us about the order in which a person prefers to use the four mental functions.*

Table One summarizes the order in which each type prefers the mental functions.

## The Dominant Function: Everyone has one favorite function among the four functions, and everyone uses that favorite function in their favorite (Extraverted or Introverted) world.

We develop one of these four mental functions to a greater degree than any of the other three. This first and favorite function is like the captain of a ship, having the most important role in guiding us, and it becomes the type core of our conscious personality. This mental function is called the *dominant* function. During the first part of your life, you come to rely on your favorite function, and you tend to develop the most skills with it.



Some people, for example, give the most weight to their intuition. They trust that function the most and they are the most energized when they use it. As children, they probably tended to focus on intuition (assuming their family supported it), and they probably became involved in activities where they could use their imagination and focus on possibilities.

**Extraverts** by definition prefer to live in the outer world. Therefore they use their dominant function in the outer world. They put their best foot forward. Thus, dominant intuitives who are extraverts turn their intuition to the outer world. You are likely to see their intuition in their outward behavior when you meet them. They would likely be actively involved in an ongoing stream of new ideas, projects, and activities.

**Introverts** by definition prefer to live in their inner world. Therefore they use their dominant function in their inner world. Thus, dominant intuitives who are introverts turn their intuition to their inner world. They would most likely be interested in reflecting on new ideas and on new ways images, concepts, and symbols fit together. You are likely to see their intuition only after getting to know them, and if they tell you what is going on in their inner world.

You will likely want to trust your dominant function in your life and be sure you have plenty of opportunities to use it, though you will still need to use your other functions as well. The dominant function is one of the two middle letters of your four-letter type pattern. Look at Table One to see which is your dominant function and how it is oriented.

**Table One: Priorities of Functions**

<b>ISTJ</b> 1) Sensing (Dominant) – I 2) Thinking (Auxiliary) – E 3) Feeling (Tertiary) – E/I 4) Intuition (Inferior) – E	<b>ISFJ</b> 1) Sensing (Dominant) – I 2) Feeling (Auxiliary) – E 3) Thinking (Tertiary) – E/I 4) Intuition (Inferior) – E	<b>INFJ</b> 1) Intuition (Dominant) – I 2) Feeling (Auxiliary) – E 3) Thinking (Tertiary) – E/I 4) Sensing (Inferior) – E	<b>INTJ</b> 1) Intuition (Dominant) – I 2) Thinking (Auxiliary) – E 3) Feeling (Tertiary) – E/I 4) Sensing (Inferior) – E
<b>ISTP</b> 1) Thinking (Dominant) – I 2) Sensing (Auxiliary) – E 3) Intuition (Tertiary) – E/I 4) Feeling (Inferior) – E	<b>ISFP</b> 1) Feeling (Dominant) – I 2) Sensing (Auxiliary) – E 3) Intuition (Tertiary) – E/I 4) Thinking (Inferior) – E	<b>INFP</b> 1) Feeling (Dominant) – I 2) Intuition (Auxiliary) – E 3) Sensing (Tertiary) – E/I 4) Thinking (Inferior) – E	<b>INTP</b> 1) Thinking (Dominant) – I 2) Intuition (Auxiliary) – E 3) Sensing (Tertiary) – E/I 4) Feeling (Inferior) – E
<b>ESTP</b> 1) Sensing (Dominant) – E 2) Thinking (Auxiliary) – I 3) Feeling (Tertiary) – E/I 4) Intuition (Inferior) – I	<b>ESFP</b> 1) Sensing (Dominant) – E 2) Feeling (Auxiliary) – I 3) Thinking (Tertiary) – E/I 4) Intuition (Inferior) – I	<b>ENFP</b> 1) Intuition (Dominant) – E 2) Feeling (Auxiliary) – I 3) Thinking (Tertiary) – E/I 4) Sensing (Inferior) – I	<b>ENTP</b> 1) Intuition (Dominant) – E 2) Thinking (Auxiliary) – I 3) Feeling (Tertiary) – E/I 4) Sensing (Inferior) – I
<b>ESTJ</b> 1) Thinking (Dominant) – E 2) Sensing (Auxiliary) – I 3) Intuition (Tertiary) – E/I 4) Feeling (Inferior) – I	<b>ESFJ</b> 1) Feeling (Dominant) – E 2) Sensing (Auxiliary) – I 3) Intuition (Tertiary) – E/I 4) Thinking (Inferior) – I	<b>ENFJ</b> 1) Feeling (Dominant) – E 2) Intuition (Auxiliary) – I 3) Sensing (Tertiary) – E/I 4) Thinking (Inferior) – I	<b>ENTJ</b> 1) Thinking (Dominant) – E 2) Intuition (Auxiliary) – I 3) Sensing (Tertiary) – E/I 4) Feeling (Inferior) – I

E = Extraverted

I = Introverted

E/I = Theorists differ on the orientation of the tertiary.

## The Auxiliary Function: Everyone has a second favorite function that gives balance to their dominant function.

If individuals used only the dominant function all of the time, then they would be too one-sided. The second favorite function is called the *auxiliary*, because it helps give *balance* to the dominant function. The auxiliary function is very important in your life but always ranks second in importance to your dominant function. Your auxiliary function is the other of the two middle letters of your four-letter type pattern.

There are two ways your auxiliary gives balance to your dominant function.

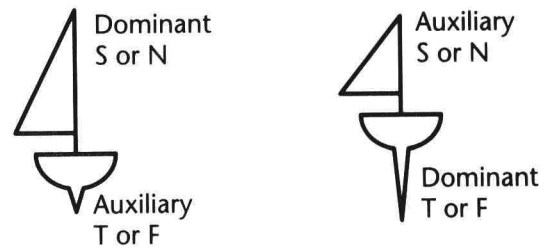
**1) The auxiliary helps you balance judging and perceiving.** For good type development, everyone needs to be reasonably comfortable and skillful with a judging function (T or F) and with a perceiving function (S or N). *Everyone* needs to be able to take in new information, and *everyone* needs to be able to come to closure or make decisions about that information. The auxiliary helps ensure you do both.

If a person were all perception, he or she would be blown around like a small boat with an oversized sail and a small keel—driven by any and every change in wind direction.\* Such a person would be constantly drawn by new perceptions (whether sensing or intuition) but have difficulty making decisions or coming to conclusions. In contrast, if a person were all judgment, he or she would be like a boat with a very large keel and a small sail—very sure and stable, but not open to new input from the wind. Such a person would be sure of his or her decisions (whether using thinking or feeling), but would not be able to take in new and needed information to modify his or her behavior as conditions changed.

If someone's dominant function is a perceiving function (S or N), a well-developed auxiliary function (T or F) helps that individual make judgments (decisions). The reverse is also true. If someone's dominant function is a judging function, a well-devel-

oped auxiliary function helps that individual stay open to new perceptions.

**Figure One: The auxiliary balances judging and perceiving**



Dominant intuitives, for example, have thinking or feeling as their auxiliary function. If they prefer feeling, then we would typically find that the feeling function developed next in their life after intuition. They would still give the most weight to their intuitive perceptions, but then they would make use of their feeling to reason and to make decisions about those intuitive perceptions.

**2) The auxiliary helps you balance extraversion and introversion.** *Everyone* needs to be able to pay attention to the outer world and to move into action, and *everyone* needs to be able to pause for reflection and to pay attention to their inner world. Extraverts need to be able to turn to their inner world at times, and introverts need to be able to turn to the outer world at times. The auxiliary function helps in this balancing act.

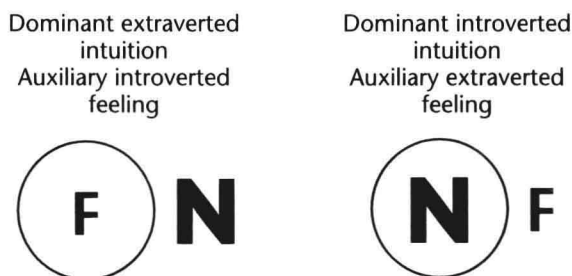
As you saw before, if you are an extravert, you use your dominant function in the outside world. For balance, you use your auxiliary function in the inner world. The outer world is of more importance to you, but your auxiliary is what you use to be involved in your inner world. Without using their auxiliary, extraverts would never stop to reflect.

If you are an introvert, you use your dominant function in your inner world. For balance, you use your auxiliary function in the outer world. The inner world is of more interest to you, but your auxiliary is what you use to be involved in the outer world. Without using their auxiliary, introverts would never move into action.

\*Gordon Lawrence first described the judging-perceiving balance in this way.

Thus, dominant extraverted intuitives who prefer feeling use their feeling function in their inner world. You are more likely to see their intuition than their feeling when you first meet them. Dominant introverted intuitives who prefer feeling use their feeling function in the outer world. You are more likely to encounter their feeling when you first meet them.

**Figure Two: The auxiliary balances extraversion and introversion.**



Now you can see why it's so important to have good development of both your auxiliary and your dominant functions. Look at Table One to see which is your auxiliary function and which way you direct it.

### **The Tertiary and Inferior Functions: Your third and fourth-preferred functions tend to be less interesting to you, and you tend to have fewer skills associated with them.**

Your third-preferred function is called your *tertiary*, and your fourth-preferred function is called your *least-preferred* or *inferior* function. These functions do not show up directly in your four-letter type formula, but you can see what they are for your type by looking at Table One.

Though you use all four mental functions, your third and fourth-preferred functions tend to be less interesting and less well-developed than your dominant and auxiliary functions. You tend to use them less consciously. As you grow and develop, you learn that there is a time and place to use your third and fourth functions as well. Your development of these functions tends to occur later in

your life, and you may experience great satisfaction in their development. However, because you have given less conscious attention to developing them, they always tend to lag behind your dominant and auxiliary in skill level.

For example, if intuition and feeling are your two most favored functions, then you will probably be more inclined to focus on the future, the abstract, harmony, and especially "possibilities for people." You might also have some difficulty developing interests or skills in using your sensing and thinking, because these are the opposites of your natural preferences. For example, you would probably have less interest in developing skills in the impersonal analysis of technical data.

Your inferior, or least well developed function, is the opposite (i.e., the other preference in the preference pair) from your dominant function. This function generally provides you with clues about which areas of your life you tend to avoid and involves skills you tend to have the hardest time developing. For example, if thinking were your dominant function, feeling would be your least-preferred function. You would probably have significantly less interest in and fewer skills with the feeling function (e.g., attending to harmony in relationships, giving weight to the personal aspects of decision making).

Extended use of your inferior function, and your tertiary to some degree, tends to require a great deal of energy, and ongoing use of them may leave you feeling stressed or tired.

### **Lifelong Development**

It is not a hard and fast rule, but people generally tend to develop the four functions throughout their lives in the order in which they prefer them (see Table One). As you grow and move through life, the way you see the world and how you behave tends to change and broaden. Thus you may be very different at midlife than you were in high school. This is due not only to your gaining experience but also to your development of the four functions. As you spend time later in