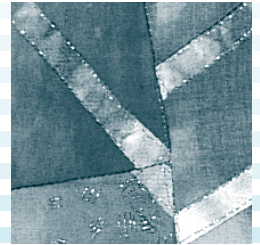


# Contents



## Introduction 1

### Understanding the Eight Jungian Functions 2

- Basic Type Concepts 2
  - Energy Focus 2
  - The Perceiving Mental Functions 2
  - The Judging Mental Functions 3
  - The Environment Attitudes 3
- Dynamics of the Jungian Functions 3
  - Whole Type 3
  - Type Development 4

### Descriptions of the Eight Jungian Functions 7

- Extraverted Sensing 8
- Introverted Sensing 9
- Extraverted Intuition 10
- Introverted Intuition 11
- Extraverted Thinking 12
- Introverted Thinking 13
- Extraverted Feeling 14
- Introverted Feeling 15

### Applications of the Eight Jungian Functions 16

- Career Decision Making 17
  - Choosing a Career or Job 18
  - Determining Job Fit 18
  - Getting the Job 19
- Communication 20
  - Using the Four Perceiving Languages 21
  - Using the Four Judging Languages 22

### Critical Problem Solving 23

- Defining the Problem 23
- Developing Decision Criteria 24
- Developing Possible Alternatives 24
- Evaluating Possible Alternatives 25
- Selecting the Best Alternative 25
- Implementing the Solution 25

### Leadership 26

- Using the Four Perceiving Functions 27
- Using the Four Judging Functions 28

### Change 29

- Approaching Change 31
- Resisting Change 31

### Conflict 32

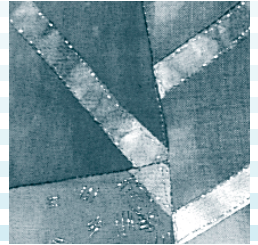
- Using Different Functions to Manage Conflict 34
- Questions to Ask in Conflict Situations 34

### Conducting a Team Analysis 35

- Step 1: Summarize Your Team Members 36
- Step 2: Create a Team Analysis Matrix 37
- Step 3: Analyze the Team's Potential Strengths 38
- Step 4: Identify the Team's Potential Blind Spots 39
- Step 5: Analyze the Dynamics Among Team Members 40

### Resources 42

# Introduction



Many resources provide general descriptions of the 16 personality types, but they do not provide insights into the flexibility each personality type has with regard to the eight Jungian functions. One cannot fully understand personality type unless he or she also understands the dynamics and development of the eight Jungian functions.

*Introduction to Type® and the Eight Jungian Functions* focuses on using the eight Jungian functions as a model for interpreting and applying the *Myers-Briggs Type Indicator®* (MBTI®) assessment.

The booklet is divided into five sections:

- “Understanding the Eight Jungian Functions” presents the background on type theory, explains the dynamics of the Jungian functions and their relationship to one another, and discusses type development.
- “Descriptions of the Eight Jungian Functions” describes each function in detail.
- “Applications of the Eight Jungian Functions” takes the theory a step further and applies it to career decision making, communication, problem solving, leadership, change management, and conflict.
- “Conducting a Team Analysis” takes the reader through the steps of analyzing a team and applying the dynamics of the eight Jungian functions to a work team.
- The resources section at the end of the booklet provides suggestions for further reading.

## Extraverted Feeling (F<sub>E</sub>)

**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.

