About the Author

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Introduction

Communication is key to successful business and personal interactions. You communicate with others every day on many levels. However, you may not always take time to analyze how your natural ways of interacting affect others. Understanding, appreciating, and accommodating individual differences in communication style can enhance your ability to communicate. This communication advantage will increase your effectiveness as an employee, supervisor, trainer, coach, team member, entrepreneur, and/or leader.

This booklet begins by reviewing four pairs of preferences that form the basic components of 16 personality types. Made up of four letters, these 16 personality types have unique preferences for communicating. You will see how personality type is more than the sum of individual preferences. You will be introduced to the topics of type dynamics and development and will see the effect of a person’s favorite process on his or her communication style. And, once you understand the building blocks of personality type and how they interact, you will be able to appreciate and accommodate communication differences.

JUNG’S PERSONALITY TYPE FRAMEWORK

The personality type framework used in this booklet comes from the insights and writings of Carl Jung, as interpreted and developed by the work of Katharine Cook Briggs and Isabel Briggs Myers, creators of the Myers-Briggs Type Indicator® (MBTI®) assessment. Personality type is a nonjudgmental tool that looks at the strengths and gifts of individuals. Knowing your personality type will help you understand and apply your personal preferences in a positive way and appreciate the preferences of others that are different from yours. You can then learn about and appreciate your natural communication style and adapt your style to communicate effectively with others.

The Four Preference Pairs

The first step in understanding personality type is to determine the characteristic ways you prefer to direct and receive energy, take in information, decide and come to conclusions, and approach the outside world. The MBTI assessment identifies two opposite preferences in each of these four areas of personality, for a total of eight preferences. Each preference is represented by a letter. Although you use all of the preferences at least some of the time, you naturally prefer one in each pair to the other. By choosing one preference from each pair, you can discover your four-letter Myers-Briggs® type.

The four pairs of opposite preferences describe four different aspects of personality, as shown in the table on the next page.
It is essential that you don’t use personality type to categorize, label, or limit yourself or others. The descriptions given here are general, so not all statements will apply to you or any other specific individual. They are provided as a guide to your self-assessment and understanding. The preferences you express and develop are greatly influenced by your situation and experiences. You may have disregarded your natural disposition and learned to use the skills and attributes of a different preference in order to be successful. You also may be at a point in your life where you need to or choose to develop preferences you have not used much in the past.

As described earlier, there are 16 possible four-letter combinations and thus 16 different personality types. However, personality type is more than the sum of four preferences. A four-letter type not only shows how a person prefers to direct his or her energy and approach the outside world but also provides an order and pattern for how that individual takes in and evaluates information. From a four-letter type you can discern a person’s favorite (first), second, third, and least favorite (fourth) way of processing information. As a result of these type dynamics, each of the 16 combinations of letters represents a unique way of relating to the world. Someone with an ISTP personality type will be quite different from someone with an ISTJ personality type, even though three of their four letters are the same. These dynamics are included in each of the upcoming 16 type descriptions and are explained in greater detail later in this booklet.
Extraversion
Intuition
Feeling
Perceiving

Communication Highlights
• Outgoing, optimistic, caring, genuine, and compassionate
• Energetically and enthusiastically encourage and persuade others
• Identify opportunities to develop human potential and improve people’s situations
• Champion changes that provide possibilities and improve processes for people
• Help people find niches, develop strengths, and compensate for weaknesses

When Expressing Themselves
• Highly participative, sociable, and friendly; connect and develop rapport with others
• Use empathy when interpreting situations and dealing with others
• Sensitive to group dynamics; highlight and integrate ideas and input
• Often teach, counsel, facilitate, motivate, negotiate, recruit, and resolve conflicts
• Challenge accepted practices if not aligned with human values or mission

At First Glance
• Empower, advocate for, and encourage the individual in the organization
• Enjoy collaboration, cooperation, and the sharing of ideas
• See potential and possibilities in people; focused on relationships and growth
• Value and encourage diversity; collaborate with a wide variety of people

Following/Receiving Feedback
• Validate, appreciate, and celebrate unique and valuable individual contributions
• Seek to please others; motivated by positive feedback and encouragement
• Like to be mentored or supported within the work setting rather than supervised
• Sensitive to, and can be hurt by, feedback that is objective and task focused rather than personal
• Will give more positive than corrective feedback and may hesitate to criticize others

Interpersonal Focus
• Strongly and directly affected by interpersonal conflict
• People are more important than the work itself; seek a positive environment
• Sensitive to issues of working relationships, organizational climate, and morale
• Perceptive of others’ needs, situations, and motivations
• Treat everyone as a unique individual with a contribution to offer

Interpretation:
• Extraversion
• Intuition
• Feeling
• Perceiving

Type Dynamics
N
First
Outwardly focused on possibilities for people
F
Second
Inwardly evaluating ideas according to their personal values
T
Third
As they mature, assess situations more objectively
S
Fourth
Developmental challenge is considering realities

Follow your dreams.

Selected Sample Pages