

Communication in Action

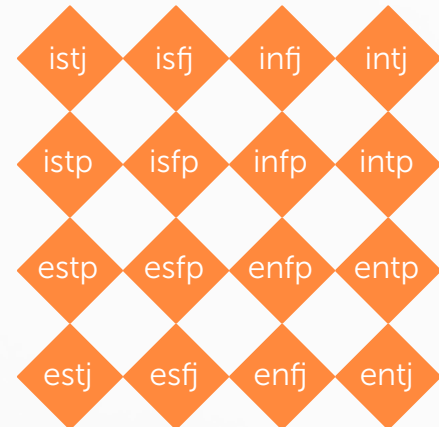
overview

Personality type is a powerful tool that can be used to improve workplace communication. When you understand, appreciate, accommodate, and leverage differences in communication style, you enhance working relationships and increase personal and organizational effectiveness.

Key points to keep in mind:

- ◆ Understanding and applying personality type information improves communication.
- ◆ You can't assume that other people communicate the same way you do.
- ◆ Communication is most effective when you consider who you are talking to and then adapt what you say and how you say it.

The next time you have a communication problem, see how understanding personality type preferences can be part of the solution. What can you do differently to communicate more effectively?



Responsible Realist

"Why reinvent the wheel?"

To communicate better with ISTJs...

- ◆ Be calm, objective, logical, accurate, and organized.
- ◆ When sharing information, provide thorough, detailed, relevant, practical facts.
- ◆ Don't expect them to brainstorm unless you provide specifics and clear expectations ahead of time.
- ◆ Provide precise, step-by-step directions and procedures when giving them instructions, preferably in written format.
- ◆ Give them direct, frank, corrective feedback with concrete examples.

Getting to know ISTJs

- ◆ **Recognize that they may take their time before responding.** You might tend to underestimate ISTJs when you see them hesitating before they speak. But once you get to know them, you will likely recognize their usefulness and efficiency stemming from their need to think before speaking and their careful and responsible attention to detail.
- ◆ **Understand that they want to preserve the status quo.** People with preferences for ISTJ may initially dismiss new ideas or unfamiliar information that you share with them. Rather than interpret this negatively, realize that their desire to maintain and protect what already works well can keep the team from making mistakes or repeating past errors.
- ◆ **Remember, they trust what they know is true from their experience.** When trying to convince ISTJs, provide them with all the relevant details they need, as well as time to think through the information and compare it to their experiences, before expecting them to respond to you.

If you have ISTJ preferences...

- ◆ **Be open to possibilities.** Recognize that some people are drawn to novel ways of doing things. Rather than immediately dismissing new ideas, ask for more details and time to analyze and process them. As well as providing a critique, state what parts of an idea might work.
- ◆ **Be willing to engage in speculation.** Develop a tolerance for and sometimes participate in open-ended or abstract discussions with co-workers. They may often seem unnecessary to you, but keep in mind that others can be energized by these activities.
- ◆ **Get to know people.** Engage a bit more in off-topic conversations and share a few pleasantries with co-workers, especially if you observe them interacting with others in an outgoing or personal way. Ask them about their day or offer some positive comments about their work.

Practical Helper

"Don't rock the boat."

To communicate better with ISFJs...

- ◆ Be encouraging, considerate, friendly, and supportive.
- ◆ When sharing information, provide relevant details and real-life examples.
- ◆ Don't expect an immediate response, especially in large groups or in conflict situations.
- ◆ When giving them instructions, provide clear, step-by-step directions, preferably face-to-face.
- ◆ When giving them feedback, affirm their contributions and then provide concrete suggestions for making their work even better.

Getting to know ISFJs

- ◆ **Establish a personal connection.** ISFJs tend to approach work in a friendly, responsible, and respectful manner. They want to work cooperatively and will appreciate your taking time on a one-to-one basis to get to know them.
- ◆ **Acknowledge their contributions.** People with preferences for ISFJ usually enjoy traditions and conventions and like to see their milestones and accomplishments noted, though preferably without a lot of fanfare. They also appreciate being acknowledged for their depth of knowledge about the relevant facts in a situation and for their thoughtful and careful approach.
- ◆ **Show them how an action could benefit others.** When trying to convince ISFJs to take a proposed action, provide them with specific examples demonstrating how it could help people. Knowing that something has already been tried and worked well for people is important information for them.

If you have ISFJ preferences...

- ◆ **Be willing to engage in conflict.** Although you are likely loyal and want to be accommodating, sometimes it will be necessary for you to speak up about matters that are important to you. Express your opinions logically and directly and prepare to defend your point of view.
- ◆ **When faced with change, look for benefits.** You are probably most comfortable when things are proceeding smoothly and routinely. When changes do occur, be willing to hear and accept others' new ideas. In times of change, find ways to maintain what has worked well in the past and make a plan to help others manage the transition.
- ◆ **Share your limitations and strengths.** Wanting to be considered dependable, you may take on more responsibilities than you can comfortably handle. Say no to unrealistic requests. Also, speak up more about your accomplishments. You may think self-promotion is pretentious, but stating your strengths provides opportunities for advancement.

Insightful Visionary

"There's more to it than meets the eye."

To communicate better with INFJs...

- ◆ Be genuine, affirming, and collaborative.
- ◆ When sharing information, discuss the possibilities for others it represents. Give them quiet time to integrate the information.
- ◆ Listen carefully and engage in meaningful, in-depth, one-to-one conversations.
- ◆ When giving them instructions, provide an overview of how the action is of value to people.
- ◆ When giving them feedback, show how a behavior change will benefit themselves and others.

Getting to know INFJs

- ◆ **Work collaboratively.** INFJs like to highlight other people's contributions and build morale in the organization. To respect their approach, work toward making everyone feel included and valued. Refer to models and theories focused on developing and inspiring people within the organization.
- ◆ **Build a personal relationship.** INFJs tend to dislike impersonal conversations or those lacking inspiration. Share information that is personally meaningful. Talk about your values and principles, especially ones that demonstrate collaboration, respect, and an interest in understanding others.
- ◆ **Imagine the best future for others.** People with preferences for INFJ usually want to implement a long-range plan that improves a situation for the people involved. When trying to convince INFJs, discuss values-based ideas and possibilities for setting up systems benefiting others.

If you have INFJ preferences...

- ◆ **Share your ideas sooner rather than later.** You may want to wait until you have taken time to think through your ideas, integrate information, and determine a path forward before sharing. Engage others earlier in the process so they feel more involved, which will also make it easier for them to accept your completed vision and plan.
- ◆ **Connect your complex ideas with the current realities.** Conceptual and perhaps idealistic, you may not always focus enough on the details. Other people will find it difficult to understand your vision unless you provide concrete, sequential steps for implementation. Discuss how your ideas will be practical and useful.
- ◆ **Consider logical perspectives as well as the needs of the group.** You may put people's needs before business results. Keep in mind that others may take a more impersonal approach. Focus on logical efficiencies as well as on group or individual needs.

Conceptual Planner

"A picture is worth a thousand words."

To communicate better with INTJs...

- ◆ Be direct, logical, and open to critiques and debates.
- ◆ When sharing information, provide a conceptual framework linked to effective outcomes.
- ◆ Provide time for them to investigate and consolidate information before expecting action.
- ◆ When giving them instructions, offer complex problems and entrust them to determine strategies and actions for solving them.
- ◆ Give them frank feedback focused on competencies. INTJs are typically self-critical and may have already identified their flaws on their own.

Getting to know INTJs

- ◆ **Demonstrate your competency.** INTJs want to focus on getting work done effectively. Get to the point and avoid spending a lot of time at work on small talk and other off-task relationship-building activities.
- ◆ **Respect that INTJs are often independent in their thoughts and actions.** They want time to think carefully about matters before discussing them. They are often self-reliant in their actions and may find it tedious to discuss details or collaborate extensively on tasks. Give them space to think and work without frequent interruptions.
- ◆ **Offer new insights and ideas.** To convince INTJs, provide them with broad conceptual information. Be prepared to accurately explain and defend your thoughts. Also, provide credible evidence and additional resources they can review on their own time.

If you have INTJ preferences...

- ◆ **Share your thoughts before your plans are complete.** If you tend to think quietly about how to make broad changes and only share your plan when it is ready for implementation, try seeking input earlier in your thought process. If you don't, others may block your progress because they don't understand or don't feel included.
- ◆ **Link complex concepts to concrete applications.** You probably enjoy conceptualizing and pursuing far-reaching changes. However, others may not enjoy abstract visioning. Engage others by grounding your ideas with practical applications and concrete steps.
- ◆ **Develop patience for building personal relationships.** Although you may not see the need for discussing personal matters or creating better rapport at work, engage in these activities some of the time. If you don't, others may become uncooperative or disengage from you and what you are trying to accomplish.

Logical Pragmatist

"Get to the point."

To communicate better with ISTPs...

- ◆ Be direct, logical, and brief.
- ◆ Share relevant information about how and why things work, allowing them time to compare it to their own experience.
- ◆ Keep meetings and conversations task focused and to the point.
- ◆ Rather than give them instructions, state the problem. Let them figure out what to do.
- ◆ When giving feedback, state specifically what they need to do differently and why.

Getting to know ISTPs

- ◆ **Let them maneuver.** ISTPs enjoy working independently in a flexible, resourceful manner. Be open to their trying out new options to see what happens. Don't burden them with rigid rules, instructions, or other structure.
- ◆ **Keep conversations calm and objective.** Usually ISTPs like to separate their work life from their personal life. Although they may enjoy a fun work-related competition or challenge, don't expect them to want to discuss personal matters. Think of teamwork as working independently together rather than building connections or consensus.
- ◆ **Present interesting practical problems to solve.** Although ISTPs may be convinced by logical, factual information, they will be most engaged if you share a practical problem and then let them explore the situation, analyze options, and come to their own logical conclusions.

If you have ISTP preferences...

- ◆ **Connect personally with others.** Be aware that they may see you as cynical or disengaged. To maximize your opportunities at work, show personal interest in other people, engage in some small talk, and be willing to take the time to get to know them. Avoid logically analyzing personal matters.
- ◆ **Don't dismiss abstract solutions.** You likely enjoy solving immediate problems and taking practical actions. Listen when others are more future focused. See the advantages of thinking more broadly and find ways to make their abstract ideas more tangible and practical.
- ◆ **Accept and respect those who prefer structure.** Although you may not see the purpose of rules and other forms of structure, especially if they seem illogical or inefficient, some people like to follow routines they know work. Respect this approach when working with others. When you want to change how things are done, explain what you think needs changing and how your new way is better.

Versatile Supporter

"Always glad to help."

To communicate better with ISFPs...

- ◆ Be calm, encouraging, supportive, and considerate.
- ◆ Share relevant facts and details. Include personal and practical examples.
- ◆ Take time to get to know them and build their trust.
- ◆ When giving them instructions, set clear expectations and then allow them freedom to complete tasks their own way.
- ◆ When giving them feedback, emphasize their contributions. Share suggestions for improvement gently while offering support and encouragement.

Getting to know ISFPs

- ◆ **Notice their behind-the-scenes efforts.** ISFPs are often working quietly in the background to make situations more comfortable for others. Observe what they do and appreciate their actions. Do what you can to make their immediate situation more comfortable too.
- ◆ **Consider the people involved.** Show ISFPs that you are aware of and have considered ways to meet their immediate needs. ISFPs want the freedom to act, so provide space for them to work in a flexible rather than overly structured way.
- ◆ **Be friendly, considerate, and cooperative.** ISFPs tend to avoid conflict and seek a calm, harmonious work setting. Avoid harsh or overly direct critical feedback. Convince them by establishing trust and respect. Take one-to-one time with them to build a personal relationship.

If you have ISFP preferences...

- ◆ **Speak up for what you need.** You may tend to keep your personal thoughts to yourself. Although you don't want to disrupt harmony, it is important for you to speak up about important matters. If you don't, people may not realize what you need. Over time, not getting your needs met may cause you stress.
- ◆ **Be direct.** If you offer hints or speak indirectly, others may not hear you. Don't expect people to pick up on subtle comments or guess what you are asking for. You are probably observant and aware of what others need, but don't assume everyone else has a similar focus.
- ◆ **See the usefulness of impersonal and abstract thinking.** Being personal and practical, it may be difficult for you to listen and respond to overly logical or abstract viewpoints. Look for ways to make abstract ideas workable and provide logical reasons why you need to be treated gently and kindly.

Thoughtful Idealist

"I've got a good feeling about this."

To communicate better with INFPs...

- ◆ Be authentic, thoughtful, and appreciative of what they do for you.
- ◆ Share possibilities and ideas that respect the needs of individuals within the organization.
- ◆ Take time to get to know them. Engage in respectful, meaningful, one-to-one conversations.
- ◆ When giving them instructions, avoid being prescriptive. Give them freedom to be creative and innovative.
- ◆ When giving them feedback, make sure they understand that your intentions are positive. Be supportive and sensitive.

Getting to know INFPs

- ◆ **Recognize that their focus is on enhancing the efforts of others.** INFPs often put considerable effort into helping others. They want to know that others notice and appreciate what they're doing. Take time to acknowledge their efforts, preferably quietly, one-to-one.
- ◆ **Share something about yourself.** INFPs want to get to know people personally and don't like pretense. When talking to them, be genuine. They are usually more interested in honesty, compassion, and humility than in credentials or achievements. Don't try to impress them, rather focus on letting them get to know you.
- ◆ **Give them options, not conclusions.** INFPs usually don't respond well to people trying to convince them with logical, objective arguments. Rather than argue your points, find out what is important to them and figure out ways to meet their needs.

If you have INFP preferences...

- ◆ **Deal with issues directly.** You may tend to seek harmony and avoid dealing with issues right away, so they can sometimes escalate and become a bigger problem. Be willing to speak up right away, especially about matters that are important to you. Be direct.
- ◆ **Accept and give corrective feedback.** Avoid taking corrective feedback personally by reframing it as an interest in helping you develop. Be straightforward when providing corrective feedback to others, as they may not hear subtle hints or suggestions as clearly as you think they will.
- ◆ **Engage in self-care.** Being interested in possibilities and helping others, you may pay less attention to the practical realities and stressors affecting you. Taking some time for self-care, preferably by yourself or with close friends, will help you maintain the energy you need for daily interactions.

Objective Analyst

"Get the picture?"

To communicate better with INTPs...

- ◆ Be objective, precise, and willing to engage in broad, open-ended discussions.
- ◆ Share well-thought-out ideas with a minimum of facts and details.
- ◆ Be prepared to debate, as they may challenge what you say.
- ◆ Rather than give them instructions, introduce a multifaceted problem. Let them figure out what to do.
- ◆ When giving them corrective feedback, demonstrate your competence and provide logical reasons for them to change their behavior.

Getting to know INTPs

- ◆ **Share innovative ideas.** While INTPs like to play with ideas in an open-ended manner, they also want time to analyze and judge an idea's merit. When presenting ideas, demonstrate your expertise in the subject and provide objective, verifiable evidence to support your thinking.
- ◆ **Respect their calm detachment.** INTPs may not want to engage in building a personal relationship or solving interpersonal conflicts in the work context. If you want to address interpersonal issues, don't expect them to be swayed by heartfelt, emotional statements. Keep the conversation calm and impartial.
- ◆ **Give them interesting, complex problems to solve.** Although INTPs may be convinced by a well-thought-out, logical, and conceptual argument, they are most engaged when you present them with a problem to solve. They will find their own innovative options and solutions.

If you have INTP preferences...

- ◆ **Consider the personal side of things.** Likely you are interested in seeing situations from multiple logical perspectives, so expand your perspective by building a greater understanding of the personal component. Looking at what is important to other people will provide insights into how to convince them and will also minimize interpersonal conflicts.
- ◆ **Ground your ideas in reality.** To convince others to accept your innovative ideas, start with the current realities, show a step-by-step path forward, and explain how the new ideas will make things better. Otherwise, they may dismiss your ideas as impractical or unrealistic.
- ◆ **Know when to decide and act.** Although exploring in an open-ended manner is enjoyable for you, recognize when others are becoming impatient with exploring and analyzing an issue or situation. Demonstrate your credibility by following through and taking action before moving on to a new problem.



Energetic Problem Solver

"It's easier to beg forgiveness than to ask permission."

To communicate better with ESTPs...

- ◆ Be direct, objective, matter-of fact, and brief.
- ◆ When sharing information, focus on what is actually useful as well as the current realities.
- ◆ Don't engage in abstract explanations or place emphasis on interpersonal relationships in the workplace.
- ◆ When giving them instructions, provide room to maneuver. Minimize rules and structure.
- ◆ When giving them feedback, show them how and why a new behavior will make things easier or more efficient.

Getting to know ESTPs

- ◆ **Respond in the here and now.** With ESTPs, expect to interact and engage in what is going on around you right now. Be willing to compete or take a risk by trying something novel.
- ◆ **Be adaptable.** ESTPs won't thrive in situations with a lot of rules or structure, especially if these limit their ability to be active or spontaneous. Provide flexibility that allows them room to maneuver throughout their day. Don't expect them to want to make extensive plans or follow a lot of routines.
- ◆ **Act more than talk.** ESTPs will not be convinced by long verbal explanations, especially if the explanations are abstract or illogical. Keep conversations short and link your words to immediate, practical applications or options they can try.

If you have ESTP preferences...

- ◆ **Be more personal in your interactions.** You are likely easygoing and sociable and can be convincing and persuasive. Build on these strengths by focusing on the personal side of situations. Respond to people by being less direct and more empathic. Try to recognize when to avoid sarcasm and cynical humor.
- ◆ **Develop patience for long-term strategic conversations.** At times your work may require you to consider long-range actions, consequences, and implications. When others share abstract concepts and ideas, try to see their value rather than immediately criticizing them as being impractical.
- ◆ **Follow the important rules.** Although you probably enjoy finding resourceful new ways to approach tasks, others may interpret these actions as a challenge to authority or tradition. Determine which rules are most important to others and try to follow them. When you do break the rules, be respectful. Provide good reasons for doing things differently.



Enthusiastic Improviser

"Consider it done."

To communicate better with ESFPs...

- ◆ Be energetic, upbeat, playful, and encouraging.
- ◆ When sharing information, provide useful facts that will inform and assist them.
- ◆ Avoid abstract or purely logical explanations; focus on people and actions.
- ◆ When giving them instructions, provide options for completing tasks in a flexible, unstructured way.
- ◆ When giving them feedback, be positive and supportive. Suggest a concrete, new behavior to try out right away.

Getting to know ESFPs

- ◆ **Be upbeat, casual, and tolerant.** ESFPs generally accept people how they are and want others to do the same for them. Find ways to work with them cooperatively, without imposing routines or structure. Offer them options and flexibility. Focus on practical, immediate actions the two of you can take together.
- ◆ **Appreciate their thoughtful actions.** ESFPs tend to observe other people closely and react to how they are responding to a specific situation. Let them know that you notice and appreciate the actions they take that make the day more comfortable and enjoyable for the people around them.
- ◆ **Enjoy the day.** ESFPs want to make the most out of what is happening right now. Find ways to engage with them in in-the-moment experiences you can share. Be willing to try something new with them.

If you have ESFP preferences...

- ◆ **Know when to show a more serious side.** Likely you enjoy life and infuse the workplace with lighthearted energy. Some people may interpret your fun-loving approach as a lack of seriousness. Enhance your contribution to the group by showing them how you make concrete plans and get things done as well as enjoy the moment.
- ◆ **Develop patience for long-term solutions.** Sometimes immediate actions are not what is needed to manage a complex interpersonal or business situation. Be willing to delve deeper into problems or issues, and to discuss long-term strategies for improvement.
- ◆ **Practice being impartial.** You might assume that everyone makes decisions based on personal factors and observations, but remember to accommodate those who think differently, especially those who approach situations impartially. Try to interpret critiques as helpful feedback rather than as personal attacks.

Imaginative Motivator

"Follow your dreams."

To communicate better with ENFPs...

- ◆ Explore ideas with them by being open-minded, not judgmental.
- ◆ Offer positive feedback and encouragement; appreciate their original thinking.
- ◆ When bringing up realities that may interfere with implementing their ideas, present them as obstacles they can surmount.
- ◆ Rather than give them detailed instructions, allow room for them to work with minimal structure or limitations.
- ◆ When giving them feedback, focus on their strengths. Emphasize that corrective feedback is a tool to help them develop.

Getting to know ENFPs

- ◆ **Appreciate their innovative ideas.** ENFPs like to offer ideas, encourage others, and provide insights. They want others to encourage and appreciate their efforts in this area. Listen openly, giving them time to think out loud.
- ◆ **Build on rather than tear down their ideas.** Some of ENFPs' ideas might initially be somewhat idealistic and impractical. Point this out tactfully, focusing on how to make their concepts viable rather than dismissing them. Avoid criticizing their ideas too abruptly or harshly.
- ◆ **Show energy and enthusiasm.** ENFPs are energized and convinced by positive, supportive interactions and want to develop rapport and build relationships with people. Include them in activities. Show optimism and encouragement. Talk about personal matters.

If you have ENFP preferences...

- ◆ **Know when and when not to share.** Although you formulate your thoughts best by thinking out loud, remember that others may not enjoy frequent interruptions or exploring ideas in an open-ended manner. Respect others by checking in to see when and if they have time to help you sort through your thoughts.
- ◆ **Recognize that others may misunderstand your exuberance.** Others may find your enthusiasm and excitement overwhelming rather than energizing. Recognize that they may be more private, detached, or skeptical in their approach and may respond better when you share ideas in a calm, step-by-step, or logical manner.
- ◆ **Focus on realities.** Being optimistic and idealistic, you may not consider all the relevant facts and realities when making changes or implementing ideas. Ask for and listen to practical and logical feedback. Look at this as a way to improve what you are doing rather than a personal criticism.



Enterprising Explorer

"The possibilities are endless."

To communicate better with ENTPs...

- ◆ Explore possibilities and discuss options in an impartial, open-minded way.
- ◆ Be prepared for questions and expect to defend your point of view.
- ◆ When providing specific details, first include a rationale and framework for them.
- ◆ Rather than give them step-by-step instructions, allow room for them to determine what they will do and how they will do it.
- ◆ When giving them feedback, be clear, objective, and concise.

Getting to know ENTPs

- ◆ **Share compelling concepts.** ENTPs enjoy thinking about innovative ways to do things. Be willing to talk about novel ideas and possibilities in an open-ended way. Introduce challenging realities and details as problems to solve rather than barriers.
- ◆ **Discuss and debate.** Help them think out loud by competently and confidently challenging their ideas. Try to avoid making indirect comments or emotional arguments or being overly sensitive. Be impartial and logical. Don't be surprised if they argue an issue from multiple points of view.
- ◆ **Provide flexibility.** ENTPs won't respond well to structure, rules, or routines. They may be convinced with a well-expressed, logical, and conceptual argument but likely would prefer to figure it out on their own. Rather than provide them with next steps or directions, share the problem and let them solve it.

If you have ENTP preferences...

- ◆ **Filter your thoughts before speaking.** You likely share many thoughts openly as they come to mind. To avoid misunderstanding, let people know when you are just thinking out loud. At times, be willing to accommodate those who want to come to a conclusion by deciding and moving forward.
- ◆ **Soften your insistence on having a critique or debate**—others may be uncomfortable with it. They may also become confused when you argue from multiple positions and may conclude that you are being inconsistent. They may not understand that you are simply testing and exploring various ideas and options. Build rapport by finding connections and points of agreement.
- ◆ **Don't argue with other people's values.** Although you may enjoy an intellectual debate, there are times when you need to hold back from logically analyzing beliefs and values that are important to the people around you. Seek to understand situations from personal, practical, and empathic perspectives.

Efficient Organizer

"Let's get to work."

To communicate better with ESTJs...

- ◆ Be direct, to the point, and logical.
- ◆ When sharing information, emphasize concrete data that have been tested and verified.
- ◆ Avoid long, abstract explanations or ongoing discussions of personal matters.
- ◆ When giving them instructions, be clear and specific. Share established, step-by-step procedures.
- ◆ When giving them feedback, describe specific behaviors for them to adjust along with justifiable reasons why they may need to change.

Getting to know ESTJs

- ◆ **Expect them to direct and control the situation.** ESTJs are likely looking for the most efficient, practical way to get something accomplished. They want to come to a conclusion and act quickly. As appropriate, try to let them take charge. Don't expect them to discuss or explore decisions in depth.
- ◆ **Keep work impersonal.** People with preferences for ESTJ usually pay more attention to the details and logistics of a situation than to the people involved. Minimize time spent off-topic on personal matters. Don't take their frank comments or feedback personally.
- ◆ **Focus on competencies and results.** When trying to convince ESTJs, show how you plan to achieve results. To gain their respect, demonstrate your competency and efficiency. Communicate logical, practical, and accepted procedures. Discuss immediate, not long-term, actions and goals.

If you have ESTJ preferences...

- ◆ **Consider a broader range of options and actions.** Wanting to get things up and running quickly, you may miss opportunities to make far-reaching, innovative improvements. Take more time to listen to and consider ideas concerning the longer term. Making broader changes may slow you down now but make things more effective overall.
- ◆ **Consider the personal side of situations.** If you make rapid decisions mainly on the basis of logic and practicality, you may find others reluctant to cooperate. Pay attention to and factor in what people need in a situation so that your solutions will be better accepted and more easily implemented.
- ◆ **Engage in more collaboration.** Although a frank, directive approach gets things done efficiently, many times other people want to be part of a more inclusive, cooperative approach to tasks and decisions. Step back and let others make choices. Acknowledge and appreciate more personal, flexible, and/or cautious approaches to getting things done.

Supportive Contributor

"Many hands make light work."

To communicate better with ESFJs...

- ◆ Be friendly, approachable, and appreciative of their contributions and efforts.
- ◆ When sharing information, use concrete examples and real-life personal stories.
- ◆ Avoid being overly critical, direct, theoretical, or ambiguous.
- ◆ When giving them instructions, share practical, established, step-by-step procedures.
- ◆ When giving them corrective feedback, show your interest in and concern for their well-being.

Getting to know ESFJs

- ◆ **Work toward practical goals.** ESFJs enjoy working within a team, planning and completing everyday tasks using the skills of the people around them. Be sociable and supportive when working with them. Focus on getting practical tasks done in a cooperative way.
- ◆ **Follow tradition.** ESFJs want others to be aware and respectful of social norms and expectations. Respect especially traditions put in place to celebrate and appreciate individuals within the organization, including the acknowledgment of their personal milestones and contributions.
- ◆ **Keep people in mind.** When trying to convince ESFJs, focus on how decisions and actions will provide immediate benefit to the people around them. Discuss the details and share what has worked well in the past. Involve them in organizing and coordinating others' efforts.

If you have ESFJ preferences...

- ◆ **Accept alternative work approaches.** Even though you prefer working in a structured, predictable, collaborative setting, keep in mind that others may want to be more flexible, unstructured, or innovative in their approach. Don't impose structure or collaboration when others would rather be more casual or independent.
- ◆ **Be more open to change.** Rather than always following established processes and procedures, at times be willing to hear and try out different ways of doing things. Help others implement their new ideas by managing the details.
- ◆ **Don't react negatively to others' objective thinking.** Being focused on other people and their needs, you may sometimes dismiss the viewpoints of those you sense are being apathetic, unfeeling, or overly logical. Look for ways to accept and appreciate their approach, but also offer logical reasons for keeping your immediate needs in mind. When others offer you corrective feedback, see this as their way of helping you improve.



Compassionate Facilitator

"Two heads are better than one."

To communicate better with ENFJs...

- ◆ Be enthusiastic, optimistic, cooperative, and respectful.
- ◆ When sharing information, relate it to people and their needs.
- ◆ Avoid being overly critical, direct, or detailed.
- ◆ When giving them instructions, share ideas and possibilities that could make a significant positive impact on other people.
- ◆ When giving them corrective feedback, build rapport and emphasize your desire to help them develop.

Getting to know ENFJs

- ◆ **Build consensus.** ENFJs like to be inclusive and want to hear and integrate multiple viewpoints. Listen to their views and perspectives. Be willing to share your opinions. Look for ways to connect, find agreement, and develop relationships.
- ◆ **Focus on personal contributions.** ENFJs want to ensure that everyone can personally contribute in the way that best suits them. When planning and organizing tasks with them, consider the people involved. Assign roles and activities that allow them to use their strengths and develop their skills.
- ◆ **Keep other people in mind.** When trying to convince ENFJs, share your vision for the future. Focus on how decisions and actions will make the organization more effective for customers, clients, and workers. Involve ENFJs in imagining and refining what could be.

If you have ENFJ preferences...

- ◆ **Don't try to do it all.** You like harmony and are motivated to meet other people's needs and get things done. Don't feel obligated to take on every role and responsibility that needs to be filled. Say no to some requests. If you don't, you may take on too much and become overly stressed.
- ◆ **Recognize that people won't always agree.** Sometimes it is impractical to come to consensus. Be willing to accept compromises, as others may not have the time, tendency, or patience to seek win/win solutions. When your and others' perspectives are very different, sometimes agree to disagree rather than continue the discussion.
- ◆ **Include the details.** Your ideas and plans may be broad and conceptual, rather than specific. After sharing your vision, ask for and listen carefully to details and realities of the situation you may not have considered. Build this information into a practical, step-by-step implementation plan.



Decisive Strategist

"Let's make it happen."

To communicate better with ENTJs...

- ◆ Be direct and reasonable, and demonstrate your competence.
- ◆ When sharing information, emphasize bold concepts that will lead to results.
- ◆ Introduce personal needs as necessary considerations to integrate into decision-making criteria.
- ◆ Rather than give them instructions, state goals and expect them to create their own structure and way of doing things.
- ◆ When giving them feedback, show them logical reasons why a particular behavior is problematic.

Getting to know ENTJs

- ◆ **Work expediently toward long-term goals.** ENTJs look for the most effective, strategic way to get things accomplished. Cooperate with them and follow their lead. Stay on task. Help them by pointing out and managing the details they may miss.
- ◆ **Be on their team yet independent.** People with preferences for ENTJ are usually sociable and interested in harnessing other people's efforts to achieve results. Be personable yet businesslike with them in your work interactions. ENTJs want to know you are competent and can get your work done independently.
- ◆ **Focus on competencies and results.** When trying to convince ENTJs, offer impartial, conceptual arguments. Be knowledgeable, frank, and precise. Be prepared to debate your point of view vigorously, using logical and verifiable evidence.

If you have ENTJ preferences...

- ◆ **Don't ignore the details.** Striving to create long-term innovations quickly, you may miss or ignore some important details. Be willing to listen open-endedly to those who are more attuned to the realities of the situation. This information will likely improve your decision as well as create greater cooperation during implementation.
- ◆ **Listen to personal perspectives.** People's situations, concerns, and viewpoints may seem to you to be pieces in a puzzle to solve. Take time to understand how others are being affected by your actions. Demonstrate empathy rather than analyzing or judging interactions with them.
- ◆ **Step back and let others take control.** Your expediency and decisiveness are strengths, but if they are overused, others may perceive you as overbearing. Many people prefer a more casual, flexible, personal, or cautious approach to situations. Be more accepting and give corrective feedback gently, remembering that not everyone sees situations the same way you do.