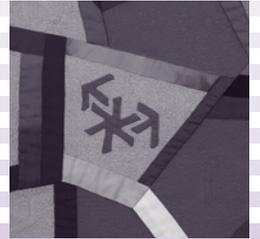


# Introduction to Type<sup>®</sup> and Decision Making



Katherine W. Hirsh  
Elizabeth Hirsh



**CPP, Inc.**

Mountain View, California

To Larry Demarest,  
whose life, writing, and practice  
were an inspiration to all  
who knew and loved him.

---

## About the Authors

**Katherine W. Hirsh, D.Phil.**, is a writer, educator, and facilitator in St. Paul, Minnesota. Her preferences are for INTP.

**Elizabeth Hirsh, M.S.**, is a writer, counselor, and facilitator in St. Paul, Minnesota. Her preferences are for INFP.

Together they form **HirshWorks, LLC**, a consultancy dedicated to helping individuals, groups, and organizations improve performance in leadership, teamwork, facilitation, writing, and teaching in order to increase personal and professional satisfaction and development. They are coauthors with Sandra K. Hirsh of the second editions of *Introduction to Type® and Teams* and *MBTI® Teambuilding Program: Leader's Resource Guide*.

---

## Acknowledgments

We would like to acknowledge the support, both intellectual and interpersonal, we received from all our friends and colleagues at Twin Cities Association for Psychological Type (TC-APT), APT International, Australian APT, British APT, European APT, Irish MBTI® User's Group, and New Zealand APT. All of you help make type fun and meaningful!

---

*Introduction to Type® and Decision Making* Copyright 2007 by CPP, Inc. All rights reserved. No portion of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or media or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of CPP.

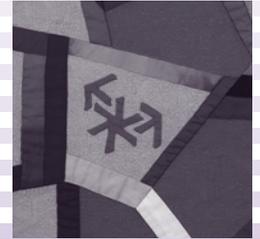
Myers-Briggs Type Indicator, MBTI, the MBTI logo, and *Introduction to Type* are trademarks or registered trademarks of the Myers-Briggs Type Indicator Trust in the United States and other countries. Davies-Black and the CPP logo are registered trademarks of CPP, Inc.

Cover art: *Different Strokes* © Charlotte Patera, 1997

Printed in the United States of America.  
11 10 09 08 07 10 9 8 7 6 5 4 3 2

CPP, Inc.  
1055 Joaquin Road, 2nd Floor  
Mountain View, CA 94043  
800-624-1765  
www.cpp.com

# Contents



## **Introduction 1**

- Using Type to Make Better Decisions 1
- Objectives 1

## **MBTI® Basics 2**

- Preferences and Type 2
- Moving from Preferences to Type:
  - Understanding the Type Table 2
- Moving from Type to Type Dynamics 4
- Four Type Lenses 4

## **How to Get the Most out of This Booklet 6**

## **Understanding Preferences and Decision Making 7**

- Relating MBTI® Preferences to Five Core Decision-Making Processes 8

## **Understanding Your Decision-Making Style 11**

- ISTJ 12
- ISTP 14
- ESTP 16
- ESTJ 18
- ISFJ 20
- ISFP 22
- ESFP 24
- ESFJ 26
- INFJ 28

INFP 30

ENFP 32

ENFJ 34

INTJ 36

INTP 38

ENTP 40

ENTJ 42

## **Decision-Making Applications 44**

Case Study in Work–Life Balance:

Tomas, ISFJ 44

Case Study in Job Transition:

Amina, ENTP 45

Case Study Wrap-up 45

Understanding Decision Making Through Four Type Lenses 46

Enhancing Decision Making Through the Double Zig-Zag 48

Quick Questions for Improving Decision-Making Performance 48

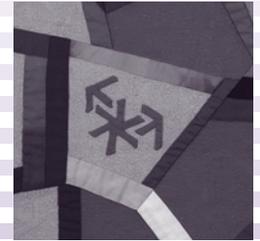
A Final Word 48

## **Resources 51**

General Decision-Making Resources 51

Type-Related Decision-Making Resources 51

# Introduction



**D**o the decisions of your loved ones, co-workers, or boss sometimes leave you baffled? Do you ever wonder about their motivations? Do your own decisions, at times, seem surprising? Do you find yourself faced with complex decisions that could affect your group, organization, or community? Wouldn't it be helpful to understand what drives people in decision making, to be able to make sense of what often seems random or downright perplexing?

We are continually bombarded with decision-making opportunities, whether we seek them or not. Take one look at the daily news and it becomes evident that even our business, spiritual, and political leaders seem concerned about the best way to go about making decisions. From communication mishaps and information gaps to a failure to grasp consequences and construct sound plans, decision-making challenges abound. Clearly, all of us, whether public servants or private citizens, need help to become better decision makers.

Wouldn't it be fantastic if there were a universally applicable tool that could guide us in our decision-making process as well as aid us in understanding the decision-making processes of others? Fortunately, there is such a tool—the *Myers-Briggs Type Indicator*<sup>®</sup> (MBTI<sup>®</sup>) assessment, which is used internationally to facilitate an understanding of personality patterns and preferences.

---

## Using Type to Make Better Decisions

Our purpose in writing this booklet is to help you make better decisions through the use of psychological type. We

illustrate the ways in which individuals typically go about making decisions and provide strategies you can use immediately to enhance all your decisions, from the momentous to the mundane. It is our belief that improvements in minor decisions lead to improvements in major decisions, eventually making possible positive life changes. Even if your aim is simply to make your daily decision making a little more sure-footed and fun, this booklet has something for you.

We also want to help you understand more about how others approach decision making. Whether you are engaging in decision making with members of your work team, family, school, or community group, the information in this booklet can launch crucial conversations, sparking improved group decision making. Recognizing the various ways in which psychological type influences how people make decisions offers groups a means of sharing views, thus reducing rather than inflaming conflict during decision making. With an awareness of type and a greater understanding of the decision-making process, you and your decision-making partners can collaborate to make more balanced and effective decisions.

---

## Objectives

We believe that the application of type theory can transform the way you see decision making. Our objectives in this booklet are to

- Illuminate strengths and challenges, similarities and differences in decision-making style that are related to personality preferences or psychological type
- Provide a common, neutral language in which to discuss difficult decisions or mediate conflicts that erupt during the decision-making process
- Offer guidance on development in order to improve individual and group decision making
- Increase appreciation for the range of useful and worthwhile approaches to making decisions
- Promote the pursuit of decision-making excellence