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The Journey: From 16 Types to 64 Subtypes

The Journey to Subtypes

What are the subtypes? And why use a subtype lens anyway? It has been a bit of a journey to get here. Let's talk about it.

Whether or not you know the 16 types well, you might feel that 16 is ample. It's already a big step up from Jung's initial observation of four mental functions. Yet, when it comes to practical applications, there are many benefits. Whether doing career counseling, bridging cultural differences, or just puzzling out someone's best-fit type, the subtypes are an easy way to name and work with the wide variety around us.

The story begins decades ago. For a long time, practitioners and enthusiasts in the Myers-Briggs community have informally recognized that people of the same type differ. "Every ENFP," as the pithy quote starts, "is like all other ENFPs, like some other ENFPs, and like no other ENFP." This quote acknowledges that every person is unique.

Now, how can we best understand differences? Let's remember that type is a developmental model. So the question becomes, how can we talk about development in an easy and consistent way?

Two Sides: Nature and Nurture

Years ago in my lab, two students both picked INTP preferences. When this came to light, they looked curiously at each other. One student was more verbal, critical, and confident. Let's call that an *analytic* or *yang* style. The other student was more quiet, demure, and hesitant. Let's call that a *holistic* or *yin* style. After they looked into type more carefully, they still identified as INTPs. Really? They were quite different in style, and despite sharing the same 4-letter code, they did not even seem to get along well. And among the other fifteen types around them, they likely found easy allies in different quarters too. What explains this?

Both nature and nurture influence personality. Specifically, we know from the Minnesota study of identical twins raised apart that genetics accounts for 40% to 60% of Myers-Briggs type preferences. Which means career, culture, gender, physiology, and so on are the other half. What can we say about all of these other factors?

One option might be MBTI Step II®, a questionnaire that allows us to describe individuals in terms of specific traits such as being more or less critical or gregarious or such, with 20 traits total. Step II can easily show how three ENFPs vary a little or a lot. It helpfully reminds us that people of the same type vary meaningfully. But it is not a developmental framework. It's merely traits. Moreover, a set of 20 traits is a lot of detail to remember and too much to convey quickly to anyone else.

Three-Plus Calls for Subtypes

Why have specific subtypes? Let's look at three practical reasons.

First, we can better help people find their best-fit type. For example, a person may be struggling between INFJ and INTJ or between INTJ and ISTP. Typically, the options vary by just one or maybe two letters, and practitioners see certain “lookalikes” quite often over others.

Imagine a boxing ring with its four corners. In one corner are INFJs who are more gregarious and look like ENFJs. Likely, they hold a leadership position. In another corner are INFJs who look a bit like INFPs or even ISFPs. Chances are, they are in the arts or work one-on-one with others. Then there are INFJs in a third corner who look like INTJs. They are likely in a technical or academic job. Fourthly, there are those INFJs who look like ISFJs. Typically, they work in more conventional jobs, such as teacher, nurse, or clerk. In the center of the arena is the classic INFJ stereotype.

Whichever types a person is debating, the options often make sense in a vague way based on background, career choice, and such. And since there are concrete links to their lives, there are concrete applications as well, such as advising what professional change might suit someone.

Recently, more organizations and individuals have been asking, “Is it possible for us to get more than 16 types?” That's a practical question: Can we deliver reports to people with more specificity, yet also keep it all simple? We might also wonder, can't we get more detailed in this era of computers and AI? That's a fair question. There's a tremendous amount of personal choice today. Perhaps the notion of “just” 16 types is a little bit too 20th century?

Certainly, subtypes can have a big impact. Imagine dealing with a team of individuals who are homogeneous in terms of their type preferences. Perhaps among a team of 10, five have ISTJ preferences—it happens! Among those five, there are surely meaningful differences. Isn't there a way to describe those variations simply and helpfully?

Finally, culture makes an impact. For anyone who does cross-cultural work, or tries to profile others' types in a foreign country, working with subtypes can help us better understand differences. In a more collectivist society, for example, people may relate more to a quieter, more conforming version of their type compared to people in a more individualistic society. If we don't think this way, we risk, for example, typing everyone as an introvert in a country like Japan simply because the baseline of what's considered normal differs from the standard USA Myers-Briggs conception.

Along this line, there's an Eastern European version of the 16 types: Socionics. In many cases, Socionics descriptions of the 16 types match the Myers-Briggs descriptions. However, in other cases, they don't. For example, the Socionics ISFP does not sound much like the Myers-Briggs ISFP. Is the difference really due to some tragic, unbridgeable difference in theory, or is it due to culture differences in how people process events? Or is it something else? It turns out that using a subtypes lens can explain the differences in a friendly, simple, and multicultural way.

What is a Subtype?

Briefly, let's talk about our language. Is “subtype” the best term to use? Why not say variant, facet, lifestyle, or perhaps even edge?

To be frank, the term “variant” is likely the more accurate term. Why? Our foundation is still 16 types, and within each type, there are certain developmental expressions, specific and predictable variations that capture the diverse effects of age, culture, career, education, physiology, gender, and other variables. Whatever the roots of development, we're talking about a variation on an underlying pattern. Thus, the term “variant”. That said, unfortunately, this term also conjures other associations for many people. And, while the term “subtype” may suggest a box, the term is easy to grasp. So we mostly use the word subtype here.

Four Inspirations Converge

There are four inspirations for the subtypes. Let's take a look.

The first inspiration is the work of Dr. Victor Gulenko in Ukraine. He comes from the Socionics tradition, is well-aware of the differences between Myers-Briggs and Socionics, and has observed four variations within each type. Long story short, Dr. Gulenko figured out a trick—subtypes—to reconcile the systems. By this trick, for example, one variation of ISFP aligns with Myers-Briggs while another variation aligns with Socionics. Based on his expertise and years of experience, Dr. Gulenko penned 64 descriptions. They differ somewhat from the brain-based descriptions here. But the two are close enough that, with his permission, this book uses his terms.

A second inspiration is Dr. Helen Fisher's work. She does not use the Myers-Briggs framework; rather, she focuses on neurotransmitters. From her data, she discovered four personality types based on behavioral traits and relative hormone levels. We might be tempted to match her types to the Jungian functions or such, but they seem to match best with the subtypes that Dr. Victor Gulenko has described, and that also come out of brain-imaging data.

The third inspiration is the work of Dr. Richard Nisbett, who has focused on cultural differences, and on the work of Dr. Zhihan Cui in China. Dr. Nisbett has not looked at the 16 types, but Dr. Cui has. The differences they describe in terms of cognition across cultures, namely the USA and China, and the biases that people show in mental processing, are strikingly similar to the brain imaging results, and to what Drs. Victor Gulenko and Helen Fisher have found.

Finally, there is my own own neuroscience research. Along with a type code, we can look at demographic differences such as career, sex, ethnicity, and age. The journey started by analyzing the brain-wiring patterns among one type (ENFP), and in looking at all types, it turns out that sorting into four career choices draws consistent, interesting results.

The subtype profiles on the right bring together these various inspirations. Take a look before we head into the second half of the story.

Dominant* (D)

Has an assertive style. Is driven, goal-focused, and confident. Often in a leader or entrepreneur role, or climbing to that. Well-suited to hierarchy and dealing with known tasks and set leaders, and can work independently if needed. Tends to focus on outcomes, is competitive, and knows and plays by the rules of the game. Whether male or female, there is a feeling of a lot of testosterone. May act too quickly or cause damage, and can benefit from being more open-ended and reflective. Brain wiring is densest toward the front and/or in the left hemisphere.

Creative* (C)

Has an enthusiastic style, bringing new ideas and spurring interactions and connections. Is eager to make an impact in a fun or novel way. Often an innovator or trend setter. Enjoys travel whenever possible. Tends to come off as eccentric with diverse interests and tangential responses. Dopamine is the key hormone here—the rush of excitement is the reward. May easily get off task or push the impossible, and can benefit by adhering to some norms. Brain wiring is either a “whole brainstorm” pattern or a set of non-overlapping complex networks.

Normalizing* (N)

Has a linear style. Works in a careful, thorough, detailed way that tends to ensure a particular value or outcome. In organizations, often fills a low-level or specialist role, or at a higher level is striving to make a particular practice the norm. Otherwise, fairly balanced and sociable. Serotonin is the key hormone here. May act too slowly or be stuck in particular ways of behaving. Brain wiring is often distributed evenly over the cortex like a checkered farm field, with maybe one or two dense hubs reflecting specialization. Or has a clear back or left bias.

Harmonizing* (H)

Has a relational, egalitarian style that attends to body language, voice, symbols, emotions, and values. May rely on imagination to fill in gaps and make powerful inferences. Often fills a human relations or social support role such as a psychologist. Tends to be cooperative in a one-on-one way, working with others in their context and capabilities. Whether male or female, there is a feeling of a lot of estrogen. May act too softly or have difficulty pushing or being heard. Brain wiring is densest toward the back and/or in the right hemisphere, or shows diamond patterns.

* Names used with permission from Dr. Victor Gulenko.

Brain Basics

Your brain consists of many small modules, linked in networks. While the brain is very complex, we can look at it, and understand its activity, its modules and networks, in a broad way.

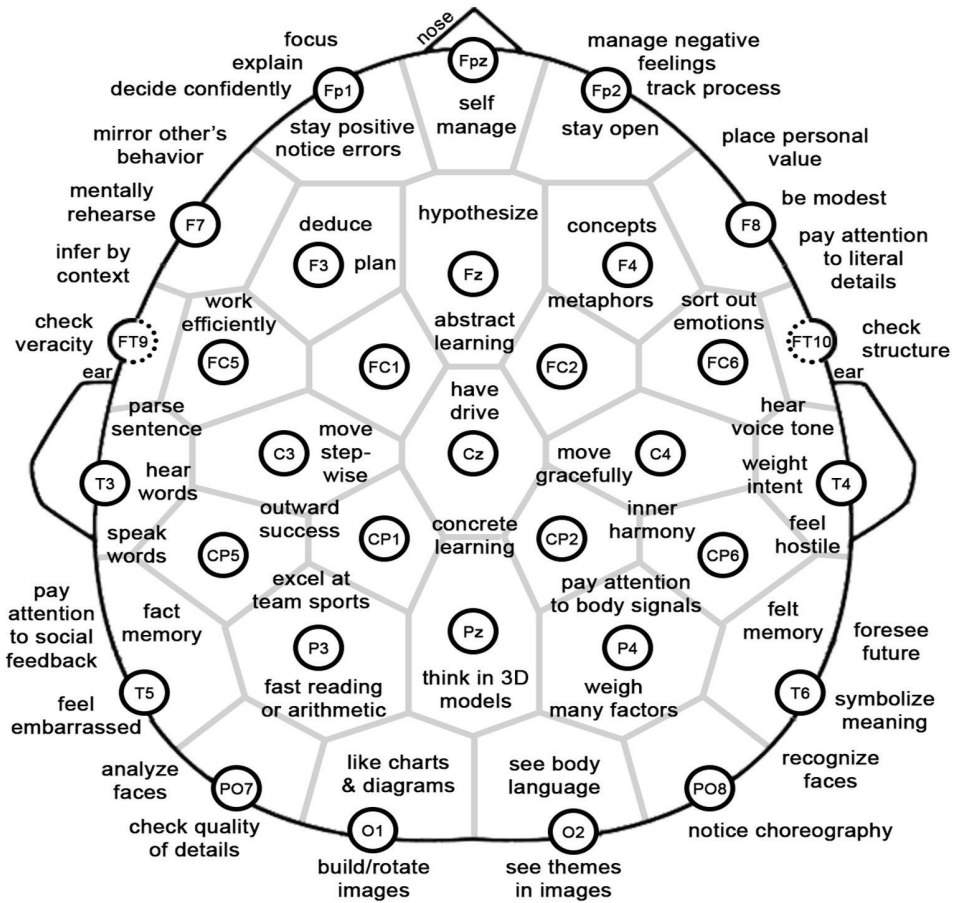
At a basic level, modules assist us to do specific tasks. Some tasks are concrete such as recognizing faces, hearing voice tone, and moving a hand. Other tasks are abstract such as evaluating ethics, adjusting to others' feedback, and mentally rehearsing a future action. There are easily five dozen modules just in the neocortex, which is the brain's outermost, thick layer and seat of educated awareness. The big figure on the next page is a bird's eye view of the neocortex (with ears at the sides and a triangular nose at the top). It highlights key modules. Take a look.

We each prefer some modules over others. We differ by the tasks we enjoy and how well we do them. Similarly, for each of us, modules activate with a different degree of stimulus, competence, motivation, and energy level. Figures 1 and 2 compare the average brain activity of two people over several hours. The figures are almost opposites! Those people's behaviors and self-experience differ greatly too. If you wish, feel free to explore the big figure and circle ten tasks that you enjoy or excel in. In particular, what skills do you use when most creative and productive?

There are whole-brain patterns. For example, the solid blue map in Figure 3 correlates with a state of "flow" where all modules are in sync. There are more patterns, and we are pretty diverse. Situations may prompt everyone's brain differently. Take a moment to reflect, when do you get into "flow", into your high-performance "zone"?

Figure 4 shows an example of brain regions linked together. It's merely one example of one person's brain. Wiring varies greatly from one person to the next, and the wiring results from our habits, and reflects our developed self, how we've come to meet our practical and psychological needs.

To meet our needs, the brain's elements work in concert. As an analogy, if a module is a musical instrument, then the brain is a symphony orchestra that affords complex performances. The coming pages describe typical patterns and their meanings relevant to the subtypes.



The Big Brain: The map above is a bird's eye view of the neocortex, divvied up into 32 regions with examples of functions. The regions correspond to EEG (electroencephalogram sensors). The map is based on commonly known neuroscience data and hands-on research since 2006. Below are examples of the same map, but showing differences among individuals (Figures 1 and 2), flow (Figure 3), and brain wiring—how various regions fire in sync to work with each other together (Figure 4).

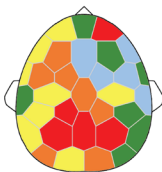


Figure 1

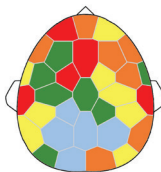


Figure 2

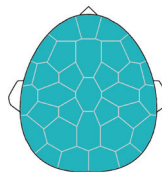


Figure 3

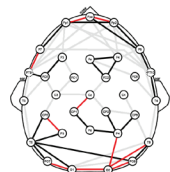


Figure 4

Decoding the Brain Lingo

The subtype profiles are based on brain imaging; fortunately, you don't need to know neuroscience to understand the profiles. Instead, you will notice general references such as, "...more of a left brain bias, indicating analytical skills." That is, brain references are briefly explained. If you are curious, you can use the brain map and the reference sheet below to better understand what's meant. Here are common terms:

Executive skill refers to pre-frontal cortex EEG regions Fp1 and Fp2 while **managerial** skills refer to strongly linked frontal regions F7-F8. Multiple strong links between Fp1, Fp2, F7, F7, F3 and F4 are hallmarks of a **front-brain bias**.

For other regions, **auditory skills** like speaking and listening refer to EEG regions T3 and T4, while **language-based reasoning** refers to regions F3, Fz, and F4. Contemplative and reflective thinking involving factual and narrative memory refer to a **strong T5-T6 link**.

Visual regions refer to regions O1 and O2, but also include links from there to T5, T6, P3, Pz, and P4. Many of these links indicate a **back-brain bias**. Strong **visual-spatial reasoning** often means strong P3-Pz-P4 links. A person may be strong there without an overall back-brain bias.

Body or **kinesthetic skills**, including action and mental routines, refer to regions C3, Cz and C4.

Left bias and **right bias** refer to the left and right hemispheres, respectively. The left hemisphere is home to more analytical, linear and rule-based skills, including understanding words. In contrast, the right hemisphere is home to more holistic, emotional, and spatial understanding. Each hemisphere is also home to a region that complements the rest of it.

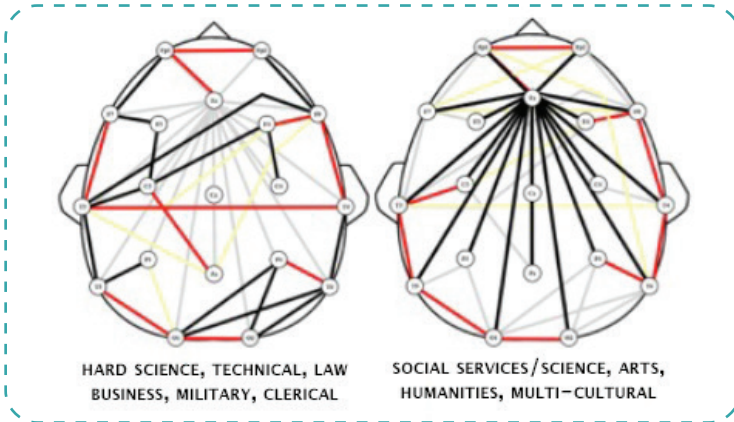
Regarding whole-brain patterns, a **starburst** refers to all EEG regions firing in sync, which means all 16, 20 or 32 sensor areas, depending on the equipment used.

In contrast, a **diamond-shaped network** refers to 3+ regions, at least one of which is in a different hemisphere, that fire together. These patterns mix analytic ("left brain") and holistic ("right brain") skills. A **zig-zag** looks like a diamond but the regions only fire in pairs; thus, it is more linear and less sophisticated thinking.

Finally, an **even-field** refers to regions linking in squares only to their neighbors in a linear, step-by-step way.

More Analytic vs. More Holistic

There are clear patterns in the brain-imaging data. For example, among individuals with ENFP preferences, we can sort them into two subgroups based upon career, sex, culture, background, age, or so forth. Here are side-by-side figures of ENFP brains sorted into two career areas.



Let's compare. On the left are ENFPs who reported a career in the hard sciences, engineering, business, law, the military, and trade professions. Let's call those individuals more *analytic* or *yang* in style. In contrast, on the right are ENFPs who reported careers as coaches, counselors, psychologists, individuals in the soft sciences, the arts and humanities, or in some kind of relational role or cross-cultural discipline. Let's call those individuals more *holistic* or *yin* in style.

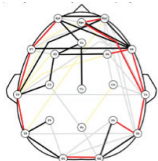
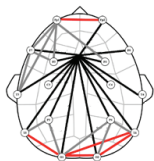
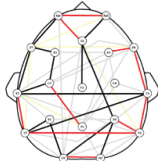
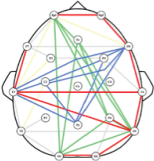
Now, compare the lines in the diagrams, the brain wiring. We see on the right, for example, a strong black starburst pattern that spans across the brain. This is a stylized way to indicate that all of the regions frequently light up and work together simultaneously. In contrast, the ENFPs on the left show a starburst pattern but it's in gray in the background. It's not as strong. In terms of the other colors, normally shown as red, grey and yellow lines, they are similar but vary in strength.

What does this mean? Elements that are in the background on the right are in the foreground on the left. And vice versa. Overall, ENFPs as a whole show a particular pattern, and subtype reflects a bias: What's in the foreground (a top priority) for one subtype is in the background (a secondary priority) for the other subtype. And vice versa.

From Two to Four Variants

Why stop at two variants? With over 600 people in the database, there is sufficient data to go to four. Though there are perhaps two-dozen notable variations in brain wiring, we can sort every person into one of four variants or subtypes. Using Dr. Victor Gulenko's terms, let's call those Dominant, Creative, Normalizing, and Harmonizing.

The matrix below briefly summarizes the four variants with visual examples for ENFPs. The other types vary similarly with their own details.

Dominant More confident and driven. More often in leader roles. Brain: strong front bias 	Creative More exploratory and sociable. More often in rebel roles. Brain: whole-brain starburst 
Normalizing More conventional and dedicated. More often in support roles. Brain: even-field and back bias 	Harmonizing More empathic and reflective. More often in relater roles. Brain: diamond networks 

These four link to more than our career choice. Really, they link to the kind of social structure we engage with each day. That includes our roles, how we relate to others and society, and the size of the organizations that we work in. Consider the implications. If you go work in a large company for a number of years, that will likely reshape your brain to be more Normalizing. Your brain will be pushed and honed in a different way than if you are, say, an independent consultant or if you work intimately one-on-one with people. It's all about your daily activities.

The Hidden Link to Berens' Interaction Styles

You might be familiar with Dr. Linda Berens' Interaction Styles model. Dr. Berens describes four styles that occur within each of the four Keirseyan temperaments, for 16 combinations total (the 16 types). She describes In Charge, Get Things Going, Chart the Course, and Behind the Scenes. For example, there are In Charge Improvisers (ESTPs), Get Things Going Improvisers (ESFPs), and so on. The four subtypes presented here look and feel like Dr. Berens' four interaction styles, but they address something different. Berens' interaction styles are essential to each type. In other words, all ESTPs have the In-Charge style. But among those, some are Dominant In Charge, others are Normalizing In Charge, yet others are Creative In Charge, and finally some are Harmonizing In Charge. In short, Berens' interaction styles are intrinsic to the types, whereas the subtypes are developmental.

What about cross-cultural differences, age, romantic relationships, and so forth? In some cases, such as biological sex and gender, there are correlations but mainly for younger people, so it's best to focus on the subtypes themselves, and not make any strong assertions or assumptions. In other cases, there are trends, such as people in the same organization or close friendship circle having similar brain wiring, regardless of their career activities. It's as if the people we spend time with shape who we are—pick your colleagues and friends wisely! Statistically speaking, at least from the data so far, some brain-wiring patterns, and thus subtypes, are more common than others by cultural region. For example, psychologists in Europe tend to differ, statistically, from their counterparts in the USA. However, it is best to approach every person uniquely in the spirit of cognitive and developmental diversity.



What's your likely subtype?

Over the next 4 pages, read and check the lists.

1. Try to set aside what you know about yourself, particular from a model like the 16 types.
2. Focus on what you do in your career and on your overall energy and activities.
3. Some things like brain-wiring, you may not know, and in some cases, others' feedback can be useful.

Dominant Subtypes

Here are typical Dominant traits including strengths, weaknesses, and interpersonal dynamics. Feel free to check what fits.

- ☐ More assertive, confident, driven, goal-focused.
- ☐ Often in a manager, leadership or “alpha” role, or climbing up toward such a role, or work independently such as a corporate consultant or entrepreneur to maintain personal freedom.
- ☐ Have adopted a more “in charge” style.
- ☐ Relatively more testosterone (cf. Dr. Helen Fisher). Act more as leaders, territorial and aggressive, thrive on competition, are direct and okay with confrontation, and like to win. Can be dogmatic. May come off as calculating or pushy.
- ☐ Strive for territory, social status, control, power, might / conquest, being right, and influence over others.
- ☐ Are well-suited to hierarchy, and power structures in general, and dealing with ambitious, big tasks and set leaders. Like opportunities to move upward.
- ☐ Tend to focus on outcomes, are competitive, and know and play along with the rules of the game, while open to taking advantage of loopholes, others’ missteps, and similar opportunities.
- ☐ Brain wiring: Front-of-brain bias, and often with some analytical left brain bias as well. Quick to respond to input based on pre-worked out ways of responding. Often have a strong “managerial” link—they can quickly balance the current context against a set of constant principles. And they often sport good language-based reasoning—deduction, linear planning, concepts/categories, and/or metaphor.
- ☐ Often skilled at physical activities, especially those requiring strength, confidence, and competition.
- ☐ Quickly bounce back from injury and difficulties, and can easily ignore most criticism and failure.
- ☐ May act too quickly or cause damage, be crude or demanding, or have a biting humor. Benefit from being more open-ended, open-minded, and reflective, asking questions to connect with others.
- ☐ Often find themselves drawn to individuals with the Harmonizing style, and in general attracts others’ interest. Often take advantage of or utilize the skills of people with the Normalizing style. Inspired or confused by people with the Creative style.

Creative Subtypes

Here are typical Creative traits including strengths, weaknesses, and interpersonal dynamics. Feel free to check what fits.

- ☐ More curious, exploratory, open-minded, and sociable.
- ☐ Often in a creative role, whether that's idea generation, or more concrete such as art or music performance. Often good with small to medium-sized groups (e.g. classroom teacher).
- ☐ Have adopted a more “get things going” style.
- ☐ Relatively more dopamine (cf. Dr. Helen Fisher). More travelers and risk-takers, need lots of stimulation, are reward and pleasure seeking, interested in novelty and change, and like many different topics. May come off as disruptive or rebellious.
- ☐ Strive for enjoyment, self-expression, the “rush”, social influence, stimulus, adventure, discovery, invention, and innovation.
- ☐ Have an enthusiastic style, bringing new ideas and spurring interactions and connections. Are eager to make an impact in a fun or novel way. Often innovators or trend setters.
- ☐ Enjoy travel whenever possible. Tend to come off as eccentric with diverse interests and tangential responses.
- ☐ Brain wiring: A starburst pattern. This is when all (or most) regions of the brain fire simultaneously in response to stimuli, whether like a flashing Christmas tree or in a more Zen-like synced way. As part of this—or alternatively—may show a right hemisphere bias. Often have just enough executive coordination and conventional or analytical skills to get by.
- ☐ Often skilled at artistic pursuits and dabble in many different areas, especially in whatever is unusual or promises a high payoff.
- ☐ Quickly digest new material. At their best, are inventive and future-oriented rather than focused on pleasures for their own sake.
- ☐ May easily get off task, get into trouble, fail to follow through, fall into addictive behaviors, or fall short of conventional standards of acceptance. Benefit by adhering to some norms, clarifying goals, prioritizing, and raising standards.
- ☐ Often find themselves in conflict with or repelled by individuals with the Normalizing style. Can often fit in with, yet feel inhibited by, people with the Harmonizing style. Can benefit from those with the Dominant style but dislike being pushed or controlled.

Normalizing Subtypes

Here are typical Normalizing traits including strengths, weaknesses, and interpersonal dynamics. Feel free to check what fits.

- ☐ More conventional, methodical, prudent, and compartmentalized.
- ☐ Often in a support role or aiming to implement something as a norm for a group or society. Comfortable in large, conventional institutions where they give and receive wide support.
- ☐ Have adopted a more “chart the course” style.
- ☐ Relatively more serotonin (cf. Dr. Helen Fisher). This helps a person feel comfortable with a group. Are pro-social and concerned with fairness, reciprocity, and others’ outcomes. Care to contribute. Averse to harm. Can come off as slow or overly collectivist.
- ☐ Strive for job and home security, material possessions, wealth, social status, and service for others.
- ☐ Have a linear style, and work in a careful, thorough, detailed way that tends to ensure a particular value or outcome.
- ☐ In organizations, often fill a low-level or specialist role; or at a higher level, strive to make a particular practice the norm. Generally, fairly balanced and sociable, at least in customary ways.
- ☐ Brain wiring: Often show a farm-field or grid like pattern where every brain region is linearly linked one-on-one to adjacent neighboring region. This encourages step-by-step thinking. Also, tend to be more left hemisphere (analytical), mid-brain, and more back of the brain (contemplative), but not always. May sport one or two central “hubs” that reflect their specialized day-to-day roles.
- ☐ Among the subtypes, are the most comfortable with conventional everyday social, cultural, and physical activities.
- ☐ Can be uncertain or insecure without group approval or support.
- ☐ May act too slowly or be stuck in particular routine or bad habit. Can take excessive pride in their social status and accomplishments. Benefit from travel, experiencing new cultures, stretching into new roles, and changing their routine.
- ☐ Easily find themselves intrigued but frustrated by individuals with the Creative style. Can fall under the sway of people with the Dominant style, and then feel unappreciated or over-worked. Can benefit from those with the Harmonizing style but are not well-equipped for constant interpersonal contact and reflection.

Harmonizing Subtypes

Here are typical Harmonizing traits including strengths, weaknesses, and interpersonal dynamics. Feel free to check what fits.

- ☐ More empathic, integrative, reflective, and sophisticated.
- ☐ Often in a highly personal role. Good working one-on-one in a personal way such as a therapist or a close adviser. Come to rely on a specialized set of contemplative and helping skills.
- ☐ Have adopted a more “behind the scenes” style.
- ☐ Relatively more estrogen and oxytocin (cf. Dr. Helen Fisher). This latter hormone is activated by physical touch for nurturing and pair bonding. Thus, feel closely and warmly connected to a few individuals. Can come off as passive or needy.
- ☐ Strive for contemplation, deep caring, one-on-one connection, healing, inclusion, and personal growth.
- ☐ Have a relational, egalitarian style that attends to body language, voice, symbols, emotions, and values. May rely on imagination to fill in gaps and make powerful inferences.
- ☐ In organizations, often fill a human relations or social support role such as a liaison or customer relations specialist.
- ☐ Tend to be private yet cooperative, easily adjusting to others’ needs. Can get on with people from all walks of life, even across cultures.
- ☐ Brain wiring: Often show one or more complex diamond patterns. A diamond is a network that links back and front, left and right sides of the brain, for sophisticated thinking. Alternatively, show zigzag patterns that connect brain regions in unusual ways, giving an odd or intuitive feel. Can be more right hemisphere (holistic) and back of brain (contemplative), but not necessarily.
- ☐ Outside of their familiar environments and ways of doing things, may come off as odd, detached, excessively concerned, or passive.
- ☐ May act too softly, have difficulty standing up for themselves, or being seen or heard. May feel shy, and show odd or limited eye contact with unfamiliar people and situations. Benefit from finding their core, energy and confidence to lean into jobs and step into their power.
- ☐ Easily find themselves drawn to, or repulsed by, individuals with the Dominant style. Can fit in with—yet feel suffocated by—people with the Normalizing style. Can apply and add nuance and quality to the output of people with the Creative style.

Rank Your Results

Now that you've explored the 4 subtype lists, you are invited to complete the matrix below. For each subtype, you may count the number of checkmarks from each list and write the totals into the boxes. The box with the highest score is the first best guess regarding your subtype.

Dominant More assertive, confident, driven, and goal-focused. 	Creative More curious, exploratory, open-minded, and sociable.
Normalizing More conventional, methodical, prudent, and compartmented. 	Harmonizing More empathic, integrative, reflective, and sophisticated.

Remember that people come in infinite variety, and the 64 subtypes are simply a way to get a handle on all of that. A subtype represents the fruits of development over a life. It *compresses* many variables such as cultural background and job roles into a single picture. Even when you read in depth about the 4 subtypes for each Myers-Briggs type, you still need to “unpack” those portraits. Also keep in mind, although the portraits are based on brain-imaging, hormone levels, and such, we could arrive at many more “subtypes”. Finally, subtype can shift, and thus a great alternate term to use is *variant*.

What Now?

You've learned about the subtypes and can:

1. Read 4 vignettes illustrating how the subtypes play out in everyday life for a sample type (ISFP).
2. Read the chapter for your personality type, such as INFP or ESTJ, to explore your likely subtype.
3. Explore several chapters to help narrow down your likely type and subtype.

