

Active Adapting (Se)
Explore Whatever Emerging Patterns.

- **Basic Use:** Notice sensory data in the environment.
- **Advanced Use:** Trust your instincts and take action relevant to the moment and current context.

Strengths:

Alert Senses: Often in touch with body sensations. Trust senses and gut instincts. Prefer stimulating environments with rich sensory input. In an office, likely prefer windows, enticing views, and lively decor. Have a good memory for details so long as those details are relevant and immediately actionable.

Quick Acting: Able to pivot quickly and smoothly to handle whatever comes up in the moment, often in a tactical way. Adept at physical multitasking with a video game-like mind primed for action. Bored when sitting with a mental or rote task. Can become fidgety and possibly disruptive. In such cases, let them respond to whatever comes up and be willing to join them to earn their friendship and respect.

Skilled in a Crisis: Tend to be relaxed, varying things a little and scanning the environment until an urgent situation or exciting option pops up. Then quickly get “in the zone” and use their whole mind to handle whatever is happening. Like accelerating from 10 to 60 miles per hour in a few seconds.

Risks & Rewards: Tend to test limits and take risks for big rewards. Excited by motion, action, and nature. Tempted by beauty and immediate options. Like movement and touch. Need time to focus on challenges and space to respond resourcefully to crises. Others should hold back from over-defining an experience or making it too safe.

Keep it Simple: Often highly keen to start and impatient to finish. Like breaks to stay productive, such as talking while walking through a park. Practical examples, sensory details, and physical tools make ideas real. Generally, prefer stories over metaphors. Learn by trial and error.

Your Gifts: Name a few key ways you shine as a leader or flexible supporter with Active Adapting.

Cautious Protecting (Si)
Stabilize with a Predictable Standard.

- **Basic Use:** Recall tangible data and experiences.
- **Advanced Use:** Stabilize a situation by comparing it to what is expected, known, and reliable.

Strengths:

Grounded in Experience: Often review the past and can relive events as if there again. As such, in touch with sense impressions and reactions. Trust repetition as a way to learn. Constant practice “burns in” how-to knowledge and helps build up their storehouse. Likely have a strong memory for kinship and details.

Process Oriented: Easily track where they are in a task. Are at the beginning, middle, or end? Prefer step-by-step methods to develop skills, and like a road map to track progress. As they go, check what’s familiar, comforting, and useful, and like time to carefully compare a situation to the customary ways they have come to rely upon.

Specialized Roles: Review details and practice a lot in order to specialize and meet group needs. Specialization helps reliably fill their roles. Benefit from having a role-model to observe and copy, with follow-up time, review sheets, and so forth to practice with correction. Attentive to social feedback and working with peers. Others may be surprised by a skill they have that doesn’t fit their usual duties or pattern—they may not mention it unless asked.

Focus on Stability: Prefer to have a path or goal to focus on and a low-distraction space to work. Want to stabilize a situation and invest for future security. Like time to record and review experiences in order to ground new learnings. May keep working to please an instructor or boss until someone says, “stop”.

Rely on Guidance: Tend to be sensitive to feedback and like guidance, particularly from respected authorities. Naturally tend to adjust their behavior when given input, including nonverbal clues.

Your Gifts: Name a few key ways you shine as a leader or flexible supporter with Cautious Protecting.

Excited Brainstorming (Ne)
Explore Whatever Emerging Patterns.

- **Basic Use:** Notice abstract patterns as they emerge.
- **Advanced Use:** Shift a situation's dynamics and explore imaginative potential possibilities.

Strengths:

Play with Ideas: Perceive and play with ideas and relationships. *What-if we combined this with that? Or how about this other idea?* Wonder about patterns of interaction across various situations. For example, notice how the behavior of two friends often shifts based on the context, or how a radio's static noise actually is a repeating pattern.

Mentally Energetic: Keep up a high-energy mode that helps them notice and engage potential possibilities. Mental activity tends to feel chaotic with many highs and lows at once like an ever-changing "Christmas tree" of flashing lights. Quick to propose fanciful or vague scenarios that afford improvising and imagining.

Allow Emergence: Often, entertain multiple meanings at once and the relationships between ideas. This looks like making inferences, using metaphors, and drawing analogies. And likely notice when those analogies don't work well. Prefer to let goals coalesce from various inputs, thoughts, and side-treks rather than pushing a linear process. This helps them shift a situation's dynamics and trust what emerges.

Work from Prompts: Stimuli are springboards to generate inferences, analogies, metaphors, jokes, and more new ideas. Adept at "what if?" scenarios, mirroring others, and even role-playing. Often use humor and enjoy word-play, acting as-if, exploring problems ad-hoc, and cognitive games. Can often guess details.

Benefit from Support: Often open to distraction by television, radio, friends, and the like, and may find it hard to stay on-task while drawing on those diverse inputs. May need help translating abstract and associational ideas into more effective or literal communications.

Your Gifts: Name a few key ways you shine as a leader or flexible supporter with Excited Brainstorming.

Keen Foreseeing (Ni)
Transform with a meta-perspective.

- **Basic Use:** Receive “ah-ha” insights and realizations.
- **Advanced Use:** Pursue a greater level of awareness to transform who you are and how you think.

Strengths:

Insightful: Withdraw from the world and tap their whole mind to receive insight. Can enter a brief altered state of mind to respond to a challenge, foresee an outcome, or answer a philosophical issue. It may be a challenge to communicate the many factors they consider as they arrive at a holistic “perfect” solution to a problem.

Generalist: Avoid specializing and rely instead on timely “ah-ha” moments or a holistic “Zen state” to tackle novel tasks, which may look like creative expertise. As part of this, usually benefit from a physical or sensory action or object (e.g., using a finger while reading) to focus while gathering information.

Self-Realizing: Manage their own mental processes and stay aware of where they are in an open-ended task. Often look for synergy and ruminate on ways to improve. Might try out a realization to transform themselves or how they think. Like techniques to draw on when their introspective process isn’t working and need to act fast.

Aesthetic: Enjoy breaks from external stimulation and mundane demands in order to access their rich internal processes by whatever means (music, geometry, film, etc.) Are easily impacted by rich experiences that feed different parts of your brain, so when searching within themselves, their brain has analogous rich material to offer.

Forward-Looking: Need time to explore the future, what will be. Sensitive to the unknown. Hold a massive storehouse of rich, abstract impressions, images, and ideas from ancient Egypt to the End of the Universe. May over-rely on this storehouse and their unconscious and may need help to get specific to actualize their visions.

Your Gifts: Name a few key ways you shine as a leader or flexible supporter with Keen Foreseeing.

Timely Building (Te) ***Measure and construct for progress.***

- **Basic Use:** Follow steps, points, and time tables.
- **Advanced Use:** Create structure, reason by measures and evidence, and implement complex plans.

Strengths:

Evidence: Make decisions objectively based on measures and the evidence before them. Focus on word content, clock units, percentages, and the like. Find that “facts speak for themselves”. Are most easily convinced by quantities, figures, and extrapolations, preferably using visual/spatial formats like charts, diagrams, and grids.

Functionality: Tend to check whether things are functioning properly. Value time and are highly efficient at managing resources. Easily compartmentalize problems and keep up boundaries. Like to apply procedures to control events and achieve goals.

Specificity: Can usually provide convincing, decisive explanations. Attend to specific words, such that a choice of one word or data point over another can alter the bigger picture for them. Look ahead to likely consequences. Dislike brainstorming especially when it is off-task. Yet, they may get creative for leisure or in quiet moments.

Provision: Can do rapid decision-making and/or explaining for hours. Use their brain efficiently, relying chiefly on data points to put together a picture of how things are working (or not), workable paths ahead, and what to do next. Tend to utilize mental resources only when extra thinking is truly demanded. Otherwise, apply a heuristic (“rule of thumb”) and use what’s at hand for a “good enough” outcome.

High Confidence: May not be as confident as they appear. Thus, do not mistake their confidence and speed for competence. May need help defining their true areas of strength. May give a different ruling if you provide counter-evidence or ask them to consider their responses more thoroughly.

Your Gifts: Name a few key ways you shine as a leader or flexible supporter with Timely Building.

Skillful Sleuthing (Ti)
Gain leverage using a framework.

- **Basic Use:** Adhere to definitions and philosophical principles.
- **Advanced Use:** Analyze a problem using a framework, and find an angle or leverage point by which to solve it.

Strengths:

Problem Solving: Tend to study a situation from different angles and fit it to a theory, framework, or principle. This may be a sensory or tactical situation such as navigating terrain or fixing a car engine, or it may be a social or conceptual situation such as working out an idea or plotting a sales strategy.

Complex Analysis: Rely on sophisticated, complex reasoning using multiple reasoning methods to objectively and accurately analyze problems. These methods may include deducing, defining, categorizing, weighing odds and risks, naming, and/or navigating. Skilled at looking at a problem from multiple angles. From the analysis, likely notice points where to apply leverage and subtle influence.

Clarity & Accuracy: Tend to backtrack to clarify thoughts—to make and correct mistakes and inconsistencies—as they strive for high accuracy. Tend to withhold deciding in favor of a thorough examination. Thus, can come off as silent or unresponsive until reaching a confident point. Prefer time and room to shift course.

Detachment: Thinking is not directly linked to sensory inputs, so decision-making tends to be “deep” and “detached”. Thinking is often visual, spatial, or symbolic in nature and can work from sparse data. Can separate body from mind to become objective when arguing or analyzing. May over-emphasize the gravity of a problem.

Need Emotive Tips: Benefit from techniques—besides raising a “brick wall”—to deal with social or emotional data. May quickly stop listening while assessing the relevance of what others are saying. Can benefit by giving examples or repeating back what was said.

Your Gifts: Name a few key ways you shine as a leader or flexible supporter with Skillful Sleuthing.

Friendly Hosting (Fe)
Nurture Trust in Giving Relationships.

- **Basic Use:** Honor others' needs and preferences.
- **Advanced Use:** Connect with people by sharing values and taking on their needs as your own.

Strengths:

Communication: Like to promote social/interpersonal cohesion. Evaluate and communicate preferences, opinions, needs, and values in order to build trust and enhance relationships. Often sociable, enjoy hosting and making friends, and may self-disclose to build a relationship. However, be cautious about implying there is full understanding.

Social Harmony: Attend keenly to how others judge them and quickly adjust their behavior for social harmony. Attend closely to other people, their words, and how others may be evaluating them. Easily feel embarrassment, which encourages them to please others and fit in. May try too hard to please and forfeit their own needs.

Sympathy: Empathically respond to others' needs and feelings, and may take on others' needs as their own. Need care, respect, and trust, though they may find themselves giving these more than receiving back. May be overly generous, credulous, or forgiving of someone's behavior and end up taken advantage of or even conned.

Ethics and Justice: Use and respond to adjectives and value-laden language, focusing on word choice more than voice tone. Enjoy discussing considerations of justice and injustice and the ethics of people's choices and failings. Prefer to stay positive, supportive, and optimistic. May hold back the true degree of their emotional response about morals/ethics, regarding dialog as more effective.

Favored Reasoning: Often rely on a select way to reason with an emphasis on words, and can get highly logical for certain favorite tasks. Often able to recruit whatever resources, anecdotes, and incentives are needed to support their own and others' needs and values.

Your Gifts: Name a few key ways you shine as a leader or flexible supporter with Friendly Hosting.

Quiet Crusading (Fi)
Stay true to who you really are.

- **Basic Use:** Adhere to personal beliefs about what's important.
- **Advanced Use:** Evaluate situations and choose what you believe is congruent with your personal identity.

Strengths:

Active Listening: Listen with their whole self to locate and support what's important. Attentive and curious about what is left unsaid. Focus on word choice, voice tone, and facial expressions to detect intent. Patient and good at listening for identity, values, motivations, and what resonates, though they may tune out when “done” listening.

Strong Evaluation: Often evaluate importance along a spectrum from love or like to dislike or hate. These evaluations are based on deep reflection and personal considerations, show up in long term choices and are not merely social or situational. May withhold their reasons—or not know why—they feel a certain way.

Loyalty and Dedication, if not Stubbornness: Value loyalty and belief in oneself and others. When dedicated, they are hard to faze and prefer to not adjust their behavior to fit social expectations. The deep values, strong likes and dislikes, and moral assessments and quests—these tend to resist pragmatic arguments and contextual factors.

Inner Congruence: Tend to check with their conscience before acting and aim for behavior to be congruent with what's important, personal identity, and beliefs. Typically hard to embarrass. Can respond strongly to specific, high-value “trigger” words, phony affect, and false data. May ask for, but not utilize, feedback.

Handle with Care: Others are best advised to speak thoughtfully with them, address the situation and values in a positive way, be true without phoniness or pretense, and not rush anything. When done listening and reflecting, they can be definitive about decisions and relationships. Under stress, can show a dark side.

Your Gifts: Name a few key ways you shine as a leader or flexible supporter with Quiet Crusading.