

THE MAGIC DIAMOND

JUNG'S 8



DARIO NARDI

Table of Contents

A Word from the Author	7
1. Ready for Your Next Level?	9
2. Understanding the Magic Diamond	41
3. Magic for Active Adapters (Se)	81
4. Magic for Cautious Protectors (Si)	113
5. Magic for Excited Brainstormers (Ne)	145
6. Magic for Keen Foreseers (Ni)	177
7. Magic for Timely Builders (Te)	209
8. Magic for Skillful Sleuths (Ti)	241
9. Magic for Friendly Hosts (Fe)	273
10. Magic for Quiet Crusaders (Fi)	305
11. Coaching Exercises	337
12. Subtypes: 256 Personality Flavors	365
13. Facilitating Change	379
Appendix A: The 16 Myers-Briggs Types	403
Appendix B: Jung's Anatomy of the Psyche	412
Appendix C: Neuroscience Technical Specs	419
Appendix D: The CPA Questionnaire	422
About the Author	426
On the Web	427
Top Books	428
References	429

A Word from the Author

If we want to talk about personality, we need to talk about development. For a century, psychologists have defined personality as a set of stable characteristics. However, recent analysis of longitudinal data and advances in neuroscience suggest otherwise. Change may be limited and incremental over a decade, but change is also often far-reaching over a lifetime. This is what I love about the work of Dr. Carl Gustav Jung. He focused on development. The “super power” of his work is the unlimited ways people can keep improving, no matter their age. Each time I look at his work, it yields something new as if I’ve “leveled up” in life.

Today, we have neuroscience and other tools to understand people’s mental processes. We no longer need to rely solely on observed or self-reported traits. Since 2006, I’ve looked at hundreds of people’s brain activity as well as bringing a pencil-paper assessment to fruition. What’s clear: Each person holds to an essential core, and at the same time, factors such as upbringing, career, and sex make a difference. Nurture and nature both matter. As you read, know that the descriptions here of mental functions are based on science. Even the tips for development derive from people’s observed “flow” brain states.

This book builds on twenty-two years of passion. In 1998, I coauthored *16 Personality Types: Descriptions for Self-Discovery* with my mentor Dr. Linda Berens. That book offers holistic descriptions based on sixty-four in-depth interviews. Then in 2006, *Keys to Self-Leadership* gave advice to develop each Jungian function. In 2011, *Neuroscience of Personality* reported strong statistical support for Jung’s model of “types” based on brain activity. Finally, *Jung on Yoga* in 2018 looked at yoga, that ancient Eastern body-mind practice to “awaken”. Now, this book returns to Jung’s work with a focus on what he called the Transcendent function.

As the title suggests, our focus is a MAGIC DIAMOND. It is an energizing symbol for wholeness. A diamond has many facets, and each facet is part of a whole. Each facet reflects the world and those who view it find reflections in it of themselves. A diamond is not a living system in the way we are, but it is both simple and complex, timeless and ephemeral, and a container or conduit for conducting energy. Its elegance is inspiring.

Ideally, this book is for everyone. In practice, it is well-suited for those who are familiar with Jung's work or with popularized derivatives like the Myers-Briggs types, though there is only an appendix devoted to the Myers-Briggs codes for those who need that. If you are not familiar with Jung, that's fine too. Just be sure to read Chapter 2 before delving into the heart of the book.

If a brief trip around the Internet is any indicator, a legion of personality enthusiasts and some professionals have brought a lot of complexity to Jung's work over the past decade. Of eight psychological "types", each of us has a dominant and hopefully a well-working auxiliary just as each of us starts with two hands. From this foundation, theorists have arranged the eight in a hierarchy (aka stack), added an archetypal angle, fleshed out subtypes, and much more. Some of these adaptations aim to be descriptive of how people actually are inside and out; others aim to be prescriptive toward the healthiest ways to be. A plethora of ideas can aid or confuse. Here, I return to basics. I focus on a single principle: the tension and resolution of opposites as a developmental process. Each of us has a favorite way of perceiving and a favorite way of judging, and for each of those, one-sidedness and tension surely arise, and out of this conflict, there are paths to wholeness.

This book is based on a detailed set of workshop materials as well as science. It was a challenge to convert into book format all of the ideas, bullet-pointed tips, reflective discussion, and exercises. That said, I hope you find the process as easy as possible: After the introduction, you only need to explore two chapters based on your favorite way to judge (using your left prefrontal cortex) and your favorite way to perceive (using your right prefrontal cortex). Don't worry about understanding neuroscience. I keep it to a minimum, which is still a lot! In each of your two chapters, you will find a lot of advice and worksheets to apply the advice to your own life. Hopefully, you will also find the layout convenient to copy and handout. You have permission to do so for personal use or face-to-face use with individual clients.

Dario Nardi, 20th of July 2020

Chapter 1

Ready for Your Next Level?

**Understand one-sidedness
and find the two paths
that fit for you.**

#1

Ready for Your Next Level?

Who are you, really? That is, how do you operate? And what is your best route to “level up” in life? With so many options in today’s world, we may end up simply taking the most common or traditional routes, or wander into something not really suiting us. Wouldn’t it be great if you had a handy self-coaching packet that explains you and provides a compass and specific suggestions for moving up to your best self?

A century ago, the famous Swiss psychiatrist Dr. Carl Gustav Jung described eight ways people function. We possess within us a capacity for all eight. Yet like a preference for right- versus left-handedness, we develop preferences—our gifts. Try the following exercise.

Sign your name here
Now sign your name again using your other hand:

Notice how you can sign your name with both hands. However, using your preferred hand is easier, usually produces better results, and tends to be automatic. That’s great. You’ve specialized and have a useful bias. Now, in the same way, imagine having an accurate portrait of your biases, your strengths, and pitfalls, to function at your best. Discovering this portrait is a first step and beautiful start to leveling up in life.

But what’s next? First, we can nurture our gifts. We can also deal with our shadowy blind-spots and chart a path that continually completes the pattern of who we are. That is, we each start life “undifferentiated” and grow with biases. Then conflicts and crises arise inevitably because of those biases. We can retreat from those challenges, or we can choose to deal with them and improve ourselves. When you encounter challenges, what do you do? Is your choice to stay in a fixed place or to grow?

When polled, many people indicate they are dissatisfied. They say they are not where they want to be in terms of their career, relation-

ships, health, or other areas; perhaps they feel good but are frustrated with loved ones, employees, or fellow citizens. Even when we can't put a finger on what's "wrong", we might feel tired, anxious, angry, off-task, or otherwise stressed or less than stellar. We may not even be aware of what's wrong! Does this story sound familiar?

Dave and Shannon: A Tale of "Leveling Up"

Dave and Shannon are a couple in their early 30s. In the seven years since they first randomly encountered each other on a hike with friends, their lives have gone through many changes. When they met, they each had budding careers: Dave as a community counselor and Shannon as a software coder. Neither of them loved their jobs. But the jobs paid well and reflected their skills. On paper, everything looked great, and when they got an apartment together, they settled into a routine of work, time with each other and friends, their pets, and more work. They figured this the start of the American dream.

Each of them ran into challenges. These started small. Dave felt marginalized at work. His supervisor hassled him over even the most minor paperwork missteps, and he felt she was looking for reasons to remove him despite glowing client feedback. This reminded him of a picky teacher in elementary school who had said sarcastically that he had "a gift for day-dreaming". Meanwhile, Shannon found her coding projects interesting, in theory, but in practice, she often did the grunt work. This reminded her of projects in high school and college, where she ended up being let down by her teammates and having to finish or even re-do work by herself. She was frazzled and sometimes anxious. She remembered looking up at the stars as a kid and imagining strange worlds orbiting distance suns; she wondered, how did she end up a code monkey?

In response, "as a team", Dave and Shannon cut back on coffee and alcohol, got back to nature and into meditation, and looked at maybe moving out of their city to a more balanced lifestyle, though they couldn't move yet, and why would they? They'd likely be doing the same jobs, with the same issues, just in a different location. Their lifestyle changes helped for a time, but the unhappiness continued, and they wondered if the problem was maybe them as a couple. One morning, Dave was "let go" from work, and a big fight made them reconsider everything.

Looking back, Dave and Shannon realize that their “firefight” day, as they now refer to it, was a blessing in disguise, though that blessing took two years to manifest. At Shannon’s insightful suggestion, Dave made a new career. He became what he liked to call a “community storyteller”. He furthered his certification in a counseling with a technique that uses metaphors and stories to help people shift how they view problems. Needless to say, he was his own very first client. And Shannon left her coding job as soon as she qualified for an extra cash-out. She learned some film editing techniques and built a novel piece of software. Using the software, anyone could upload a series of photos and footage of themselves or a friend or loved-one, apply her software’s magic, and receive back a series of film clips, one per day, that “takes them to the stars”, to inspire whatever that person’s dream might be. Not only did Dave and Shannon they find greater happiness but they also performed alchemy.

This is not the end of their story. It is a new plateau. In the years ahead, and surely by mid-life, they will encounter new challenges, a new call to each to re-imagine their lives, together or not. Their recent endeavors will likely grow stale; they may start a family, face a surprise crisis such as an aging parent, or feel a new discomfort from within. Ideally, they will receive some guidance, maybe even find a guidebook, to help them out!

Alchemy is the Antidote to One-Sidedness

Jung would say this story started with one-sidedness. What’s that? It’s our all-too-human tendency to focus on one option or way of functioning over other ways, ultimately to the point of imbalance. It is a source of tension, possible dangers, and also creativity and transformation.

One-sidedness isn’t anyone’s fault. It’s inevitable, like handedness. It may be the result of a life that doesn’t suit us, circumstances that change and challenge us or needs that we don’t know how to meet. Accommodating, compromising, enduring, hanging on, settling, specializing—these are words we use to describe unsatisfying situations. And we can hang on for a while, but with imbalance comes the danger of tipping over—burnout, regret, loneliness, implosion, or worse.

At times, one-sidedness leads to ruin. Think of the workaholic who is so career-driven that her personal life suffers, and then she turns to

drugs. Or think of the person who is highly spiritual but lacks even a comfortable place to lay his head and ends up old and alone. Ideally, we want to notice problems and brew up solutions before it's too late.

A crisis might sound unpleasant, but it can also mean energy and opportunity. Maybe you've heard of the Chinese word for "crisis" (*weiji* or 危机), which supposedly means both danger and opportunity. As it turns out, the Chinese doesn't actually mean that, but we get the idea. We may find ways to direct tense energy into creative outlets, or we may struggle to dampen the energy, giving us a neurosis; or we may explode with energy in a helpful, creative burst or a harmful, shocking way. When we understand what's happening, we can pick the more satisfying result.

Early signs of one-sidedness can manifest behaviorally in many ways: repetitive behavior, strong opinions, tunnel vision, and rigid decision-making. Stronger symptoms include negative emotions like anger, emptiness, fear, regret, and frustration; in physical penalties like aches and pains, jail time, addiction, and overwork to exhaustion; in social isolation, loneliness, or abusive relationships; and in an anxious monkey-mind that never sleeps.

Many of us do our best to avoid these symptoms. We look for remedies to feel better. Or we try to bury the unpleasantness as we double-down on one-sidedness. Either way, we shirk off the call to adventure and avoid change. We stay stuck. Maybe other people also suffer from our bias too. For example, a tired parent might briefly feel better after shouting at the kids; but how do the kids feel? And the feeling of release easily turns to regret, guilt, or denial. Thus, we all owe it to ourselves to address one-sidedness in our lives. The essence of true medicine is bitter, and a cure requires an end to one-sidedness.

The tension produced by one-sidedness can also give us energy for creativity and personal growth. Once we become aware, we can do something about one-sidedness. That change may be unclear, painful, or difficult for practical reasons. For example, an unemployed parent is locked in an unhappy marriage, but change requires money and choices about children. Or think of emotional habits. Curbing an anger habit is no easier—maybe harder—than curbing a smoking habit. Fortunately, in the process of dealing with one-sidedness, we often discover and develop

new sides of ourselves. We can improve our lives, such as new relationships, maybe even produce works of art, and solve practical challenges.

This is where “alchemy” makes its entrance. The word might make you think of medieval chemists with odd devices and weird books. Pots bubble with strange substances. In theory, the alchemist is trying to find the right mix of ingredients and cooking processes to transform lead into gold. For us today, alchemy has matured to become both modern science (for our material needs) and psychotherapy (for our inner needs). Alchemy can turn lives of lead into lives of gold, or diamonds. And make no mistake, like the saga of Dave and Shannon, alchemy is always a story.

In every solid story, there is a hero—or a pair or group of heroes—a call to action, challenges, and a reward. We each are a hero of our stories. The call to action comes from our one-sidedness, both within us and in our situation and society. There are also obstacles to overcome, a treasure to earn, and a lesson to learn. Every time, in order to succeed, the hero must discover magic, whether that is a singular beautiful moment, figuring out a trick, or a long road of learning.

This is Your Self-Coaching Manual

Where to start? As the saying goes, change begins at home, within us. Thus, the story of overcoming one-sidedness starts within you; and even if you are not a professional coach or counselor, you can apply the concepts and tips herein to aid yourself and maybe others.

This book is a self-coaching manual. After an orientation and some self-discovery, you will find more than sixty pages specifically targeting to how you function, plus many more pages to explain those around you. Those pages offer analysis, case studies, and dozens of specific suggestions. You will get in touch with your core self, learn ways to overcome areas of one-sidedness, and start leveling up for real—fostering a fresh, more satisfying iteration of yourself.

Pretty much everything in this book is grounded in three themes: Jungian psychology, systems thinking, and neuroscience along with some body-mind practices. Let's first find out what you need and then unpack these themes to more fully enjoy the coaching portion of the book.

Reality Check: Your Current Quality of Life

Speaking of coaching, how's your life right now? Your inner workings have tangible consequences out in the world, such as for your job and in your relationships. Conversely, outside circumstances can impact us internally, including our mood and health. So before we dive deep, let's do a "reality check" to understand how you are faring and where you may want to make tangible improvements in your life.

Read and Rate: Please look over the eight domains below and rate yourself on each on a scale of 1 to 10, where 10 means entirely satisfied in that domain. Satisfied means "works for you" rather than meeting an objective standard because each of us can be satisfied differently. For example, given two people in the same prestigious job, career success for one might be the wrong place for another. That said, only give yourself a high rating if you actually have something regular in your life in that domain. For example, you might exercise a little or a lot, but what is important is having mobility, energy, and pain-free activities. If you can, feel free to solicit input from a few other people who know you well.

Rating	Domain	Arrow
_____	Health & Fitness: You can move, take actions and enjoy physical activity with freedom from dis-ease.	
_____	Material Security: Material needs such as food and shelter, money, savings, and a sense of security.	
_____	Community: Good family relations, genuine friends in time of need, and connection to your heritage.	
_____	Intimate Relations: Romance, sexuality, emotional awareness and emotional health.	
_____	Cognition: Capacity for learning, the intellectual life of the mind, education, and a growth mindset.	
_____	Career Success: Productivity, quality of work, ethical behavior and professional recognition.	
_____	Creativity: Artistic creations and performance, imagination and vital self-expression.	
_____	Spirituality: A religious or personal practice, helping the unfortunate, and a life of humility and purpose.	

Going Up or Down? Place an up arrow or down arrow by each domain to indicate whether it is currently moving in a positive (up arrow) or in a negative (down arrow) direction for you. This step reveals trends so you can address what's moving downward before it becomes a problem.

High Scores: High scores often result from personal interest and years of investment. Factors such as good luck, the benefits of youth or age, money, and others' help also help. You might take a moment to give gratitude for these high scores. You might also review what choices you made and the challenges you overcame to get where you are today.

Low Scores: Now consider where you scored low satisfaction. Why is it low? Maybe you haven't had the chance to invest in a domain. A young adult is likely at the start of a career. Or for relationships, perhaps you are newly single or such. Also, we each hold a hierarchy of interests and needs as we make trade-offs. Trade-offs are common, useful, and only a concern when you or those around you experience a problem or when a trade-off is hindering the larger picture for you. Occasionally, people may chalk up a low rating to bad luck or others who are working against them (i.e., "evildoers"). That view may be true. Whatever the reason, however, the biggest obstacles can easily be our own blind-spots. A blind-spot means just that. You don't see it. You likely do not recognize when you over-emphasize or neglect key aspects of yourself or your life. That's the tricky nature of one-sidedness: When it's most detrimental, you likely do not even notice it. That's where others' input may be helpful.

The Bigger Picture: One unusual challenge is when everything in life looks fantastic or at least good enough. That is the time to reflect on your attitudes and behaviors with others who have disadvantages or on an "opposing side". The person who is spewing invectives on the Internet or succeeding through corruption is one-sided regardless of success! Also consider, if a spouse or other important person in your life suddenly died or left, or if you lost your wealth, how adaptable would you really be? If "not good" is the answer, you may want to get more active for yourself.

Target Practice: Select one domain you would like to improve, and reflect, what's one thing *within you* that's blocking you there?

Systems Principles

Look at this apple. What do you see?

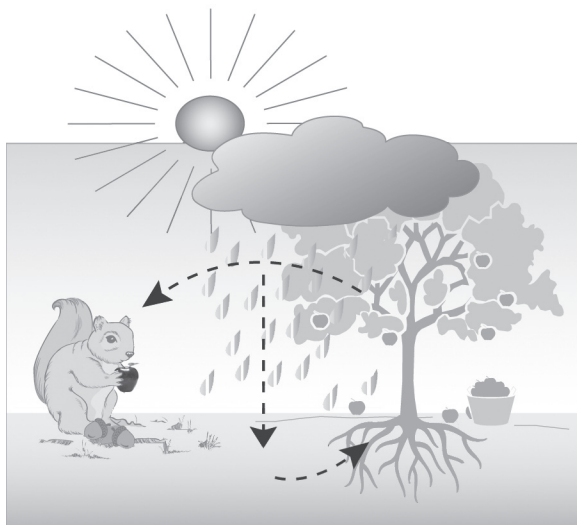


You may notice it is not color or 3D. A picture is never the real thing! You know its true shape from experience, and you might guess it's red. You may notice what kind of apple it is and that it's likely fresh. Associations may come to mind like apple pie and old sayings about health and teachers. In your mind, maybe you can even feel, smell, and taste that apple.

This apple is a typical, easy way to try to understand people. What color are you? Are you red, yellow, green, or perhaps a fantasy rainbow colored? We can also infer or maybe measure freshness, crispness, and sweetness. Is someone more fresh, crisp, sweet, or rotten? In academic terms, is someone more extroverted, neurotic, open, or such? Moreover, maybe you know that different kinds of apples are ideal for different dishes. In the same way, people possess different aptitudes or gifts. If we are curious, we might wonder where apples come from and how to grow them.

Psyche as a System

Now take a look at the orchard diagram at right. What do you see? There is a lot going on. The one dark apple is now in the hands of a squirrel. There is an apple tree, and the tree has roots to gain water and nutrients plus branches with leaves to gain sunlight. There are clouds and the sun, representing a larger ecosystem, and a basket representing human activity and goals. There are arrows too. They don't exist in real life, of course. They suggest how the ecosystem works. And if you know something about squirrels, you know they have their own habits such as storing food for the winter. In fact, the apple tree and its whole ecosystem vary through the seasons. Apples come once a year at harvest time. And the tree itself once started as a seed, grew and produced apples because it thrived in a suitable environment, and maybe will end up one day to hold a swing or be cut and fashioned into a picnic table.



The orchard reflects a more sophisticated way to think about people. This view invites us to understand the world in a more organic, big picture way; for example, we can understand a person as a product of genetics and the environment, where many elements interrelate. If we want to raise a healthy, successful orchard, or person, we need to know more than surface traits. We need to represent what's going on and apply wise principles. Let's explore some of these principles.

Like trees and squirrels, people are complex living systems. What does this mean? First, we are organic rather than a collection of mechanical parts like a car or a statistical distribution on a chart. Because we are alive, we have metabolism and engage in activities, and we can describe our activities using verbs like “empathizing”, “comparing”, or “inferring”. Also, we are not an arbitrary jumble of parts. Our organs and limbs, for example, are in the “right place” to meet our needs, not randomly arranged. The same holds true for our minds. Moreover, we aim for survival. We have needs and goals. We do our best to maintain our well-being and, being self-aware, we can refer to ourselves and make choices and changes. In short, the whole is more than the sum of the parts.

In order to survive and thrive, living systems adapt, and the adaptation brings character. Imagine a sapling apple tree in the corner of a garden near a wall. Due to the physical barrier, the sapling cannot receive sunlight or grow in the usual even way. It likely stretches its roots and branches to one side to get what it needs. Over the years, as its soft green

skin turns to brown bark, and as it starts to outgrow its small location, it will take on a twisted shape and be more prone to disease. It may not grow apples to its full potential. In the same way, it's vital people get what they need, including sometimes reassessing how they do things and maybe how to replant themselves. Thus, while some aspects of our lives are set such, as going through puberty and aging, development occurs within a larger context. Our physical and social environment matters, and we can make choices and changes to better those.

The Map is Not the Territory

Maybe you've heard the phrase, "the map is not the territory." It means that the way we represent something is never the thing itself. Our understanding of ourselves and others is always limited to our mental maps and what is currently in view. Now, this book can be a map for you, but you possess a deeper, more powerful, and invisible map: your "ego". Weirdly you don't just "possess" an ego, it is you, or at least it seems like you. Ego is the part of yourself that mediates all of the other parts, and to do that, it functions as a map, as well as a compass and steering wheel.

Your unconscious is most of you. Time and again, both scientific experiments and neuro-imaging show that the ego, your "self", is a small part of you. You have an unconscious life that is far greater than your conscious life. Your conscious life is a lot like a CEO who relies entirely on the brawn and brains of thousands of employees but takes all the credit and is perhaps responsible for key decisions. Hearing this, you might wonder if everything is just determined by neurons and hormones, with no room for human choice at all. However, your biological elements break down to atoms, even tinier quanta, and empty space. The tiny percentage that remains, in turn, reduces to the "quantum chromodynamic" level as pure energy. Yet you retain a feeling of awareness. In short, everything is ultimately energy, and a lot of that energy is organized, and some of it (you) is self-aware. You and everyone else are blobs of conscious energy, and our egos are only a sliver of that.

Over a century ago, psychologists began thinking about the human experience in a systemic way, as people embedded in larger systems, as self-aware organisms that develop, adapt, gain character, and need tending. Among these thinkers is the timeless Dr. Carl Gustav Jung.

How to Read Jung

It's not possible to summarize Jung in a chapter much less a few pages. But we get an idea for how to read quotes of Jung and understand some basic principles that he worked from.

Who's C.G. Jung?

In 1921, Jung published his first acclaimed book, *Psychological Types*. In its pages, he explored the problem of one-sidedness. Besides the psychology of his day, he possessed a wide education in literature, religion, anthropology, politics, and more, and he often referred to these. In the century since, his work has continued to strongly impact how we understand the human experience. He popularized terms such as extraversion, ego, shadow, individuation, complex, and the collective unconscious. Unlike trait-based personality constructs, Jung focused on individuals as systems within their environment. He took the quest of his profession seriously and explained psychology in terms of life-long development.

Jung was an empiricist in the European tradition, which means he relied on observation. This differs from the modern American definition of empirical, which tends to mean the use of a statistic. That said, he did conduct scientific experiments, including his famous word association test, which validated the notion of unconscious thinking. Jung also kept up a private practice with patients, and he took very seriously questions of human nature and the best approaches to therapy. As reported on his work and ideas, Jung hoped to reach a broad educated lay audience, but in fact, it took decades for his work to come into widespread use.

Jung's ideas constitute a therapeutic framework, not a static model. Specifically, Jung was not a fan of formalized definitions. As readers discover, he throws an idea or three up the air, discusses it, and asks readers to reflect on the possibilities and to notice a possible underlying principle. While doing this, he tends to harness and use terms like *object* and *subject* in different ways depending on the context, and he expects the reader to keep up! Jung also cast his net wide. He saw people and their inner lives bound up with biology, culture, time, and symbols. Some have viewed Jung as a mystic, but he denied this. He simply saw dreams, fairy tales, religious icons, and such as expressions of our deeper nature.

Psychological Functions

Jung described various psychological functions, and we tend to specialize. He observed four mental functions: Sensing, Intuiting, Thinking, and Feeling. He also named other kinds of functions, such as the religious and aesthetic functions. He was inspired by mathematics where a function is a symbolic way to represent a relationship.

Our use of functions evolves. We start with genetic predispositions—talents, etc.—as well as environmental influences, and one particular way to function becomes our favorite way to manage a lot of life's challenges. As we grow, our favorite function usually gets nurtured, and we differentiate. That means we develop effective ways to express the function. We shine at using it in smart, satisfying ways to organize our life and make decisions. However, with specialization comes one-sidedness. For example, let's say you focus on the Thinking function, which prioritizes empirical logic, measurable evidence, and objective criteria. As you do this, you necessarily minimize its opposite, the Feeling function, which prioritizes felt values, social feedback, and subjective worth. Whatever your particular arrangement of functions, they represent your psychological pattern, your form of consciousness.

Opposites arise naturally, and scientific evidence supports this. For example, Jung drew a distinction between introversion and extraversion, and neuroscience demonstrates there are two distinct pathways in the brain that encourage these opposite behaviors. Similarly, we can relate the brain's left and right prefrontal cortexes to ways we judge and perceive. The parallels are crisp and unmistakable. A recent study with 130,000 persons using the Cognitive Processes Assessment (Barymani & Nardi, 2020) supports Jung's notion that among the four mental functions, our two top-ranked functions will strike a balance, allowing us to judge and perceive effectively, while other, opposing functions will rank lower down, forming a mirror image. Thus, the functions we embrace are more conscious, and their opposites less so.

Jung focused on society and culture. Our upbringing also impacts how we develop and express psychological functions. Moreover, each of us sports a persona, a set of masks that we wear for social convenience. And at times, societal events and group life can hold us under their spell.

The Unconscious as Our Dragon and Treasure

Jung described the interplay between our conscious ego and unconscious realms: our personal shadow and the collective unconscious. Ego is the familiar container of our identity, daily awareness, and apparent goals and desires. But underneath lies the unconscious, an ocean of rich material of which we only get an occasional peak.

Everyone has a shadow. Your shadow is the accumulation of personal material that you repress. For example, your shadow may include anti-social urges, traumatic memories, and also the functions we do not care to develop or use. Normally, people visit a therapist to do “shadow work”, to become aware of and deal with what they repress. Jung encouraged people to find ways to bring the unconscious into the light of awareness and integrate it into our lives. As we will see, this is what the Magic Diamond is about: A safe way to deal with shadow material while bringing balance back into our lives.

The collective unconscious is a rich resource, neither bad nor good, though exploring it can be confusing. It is home to archetypes. Archetypes include common symbols and roles such as the mother, child, hunter, trickster, dragon, princess, and so forth. Often, engaging these archetypes in fun and mindful ways, such as through stories, hobbies, and meditation, help us to develop the neglected functions through the most powerful archetypes build a bridge between our ego and the eternal divine.

Why bother with the unconscious? Mainly, we project onto others what we repress or neglect in ourselves. For example, we may vilify people who have qualities we push down into our shadow. A hyper-rational person might get impatient with or even despise overly emotional people, and vice versa. Alternatively, we may idealize something that we’ve not brought to fruition in ourselves. For example, an old man might rejoice at the fame of his grandchild because he himself did not pursue his dreams of stardom. While this sounds nice, we may place unrealistic expectations on others, deny their failings, or feel let down or betrayed when reality fails to live up to the image. Thus, it’s important to be attentive and deal honestly and with our baggage, biases, and challenges. Even by giving a small amount of allowance or room for the unconscious to breathe or “let off steam”, we greatly improve our well-being.

Alchemy for Wholeness

How can we evoke our potential? Jung advised alchemy: A magical process of transmuting base materials into gold. Psychologically, he meant the meeting of opposites, exploring their tension, and staying open to a resolution into something new that transcends the old.

Whenever experience tension, that is was a wonderful sign, a signal for growth toward a fuller way of life. We have a choice to grow. One option is to repress what's happening, ironically amplifying our problems, afflicting us with neurosis, and crystallizing within us, to either limit us or erupt in harmful ways. A second option is to embrace the journey to wholeness.

Wholeness is a feeling of joy and completeness, though it isn't a linear path that you travel to arrive at a final, perfect destination. It is more of a spiral process. We experience tension, pain, fear, change, wholeness, joy, and disintegration at numerous times over our lives. Each era of wholeness is simply a new plateau, a lovely space and a foundation for new challenges, crisis, and, hopefully, a return again to wholeness. To keep things simple, this book describes three spaces we may find ourselves in during this journey: Cultural Adaptation, being In the Grip of our shadow, and Wholeness with Joy.

What pushes us to wholeness? You have a built-in therapist, which Jung called the Transcendent function. It naturally helps you resolve one-sidedness. What starts as an unconscious imbalance that ultimately can become a conscious responsibility. With the right tools, you can practice psychological chemistry. Think of oxygen and hydrogen. By themselves, they are explosive gasses. Yet if you bring them together smartly, they become life-giving water. Here, water is a metaphor, a symbol. Jung observed that the Transcendent function works using symbols, be they images, sounds, metaphors, rituals, icons, crucifixes, or stories that communicate to us in a deep way to sustain and transform us.

The Magic Diamond is a symbol for wholeness, and this book is a resource to assist in your alchemical journey to that wholeness. A diamond has many facets, each separate yet part of a larger whole, carrying and reflecting energy and light, a container of pure consciousness that we can work with, and let us work its magic on us.

Dave and Shannon, Part 2: A Tale of Mid-life

Let's revisit Dave and Shannon, two decades after their life change. Now deep into mid-life, they are modestly successful with two kids in a settled routine. However, both are terribly restless, though neither is sure why or what to do. The years rush by, and maybe there is a second chance at magic.

The change started when Shannon had a memorable dream. In the dream, she was at home, but the place was empty, and she was calling for help. Apparently, Dave and the kids had left her to go on vacation. Then a strange man knocked on the door. Bizarrely, later that day, as she rushed to work, she spotted a stranger on the street. He reminded her of the man in the dream. In an uncharacteristic moment of daring, she pocketed her work to-do list, approached him, and started a conversation. He worked near her. They had lunch. Several hours flew by. Just by his words and actions, it was like he just knew what she needed—not what she assumed she needed, but what she actually needed. He brought out in her the little joys she had forgotten for decades. As she told a friend later, she would be lying if an affair hadn't crossed her mind.

Meanwhile, Dave was particularly unhappy. Recently, he and their son, now seventeen, had gone on an outdoor father-son adventure weekend. Neither of them was terribly excited about it. As they pulled into the camp parking lot, they considered turning around. But within hours, as the camp counselors drew out truths around a big fire pit, Dave was in tears. The whole thing reminded of his lost youth, of how his “community storyteller” dream had turned into a dreary logistical slog while Shannon went on to work with a tech consulting firm. Many days, he felt she was married to her work while he was married to the kids. How did they end up in this story? After that weekend, Dave tried to talk with Shannon, but she did not hear him. It was like her whole heart was somewhere else. He was angry at himself.

Eventually, Dave and Shannon went to marriage counseling to figure things out and maybe decide what to do next. Could they slay this dragon to find a new treasure? Or was it time to take separate quests? Could they even be truthful? Two years in the process, the marker of their choices and change will likely be reflected in their spiritual lives.

The Neuroscience of Personality

In the century since Dr. Jung, we've come a long way scientifically to understand the brain (Figure 1). Happily, the results of fifteen years of hands-on neuro-imaging using EEG technology give support to many of Jung's notions around personality and development. Let's take a look.

Your brain consists of many small modules. Each module is a neural circuit that helps you do a task. 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 the seat of consciousness. The big map at right (Figure 2) is a bird's eye view of the neocortex. It highlights key modules. Please take a moment to explore the big map and identify five or ten tasks that likely describe you well.

We enjoy different competencies. For each of us, modules activate with a different degree of stimulus, competence, motivation, and energy level. The small maps, Figures 3 and 4, compare the average brain activity of two people over several hours. The figures are very different! Those people's behaviors and self-experience differ greatly too. In the same way, if you ask friends to explore the big map, they will differ from you.

If your brain were a company, it would have two CEOs. These are located behind your forehead in your prefrontal cortex (PFC). In Figure 2, they are labeled Fp1 and Fp2. Your left PFC is "goal-focused". It gets active when you choose among options, provide an explanation, and filter out distractions as you focus your attention. In contrast, your right PFC is "open-ended". It gets active when you seek out novelty, brainstorm, reflect on what you perceive, and manage yourself in uncertain situations. Ideally, in adults, these two CEOs work together seamlessly.

Another major difference is how we process input. There are two distinct brain pathways. One pathway, shown in Figure 5, leads from the senses to our brain's CEOs, where we and quickly act on it in real-time. In contrast, shown in Figure 6, the other pathway goes to the back of the brain first, where we consider the input in various ways such as comparing it against experience, logic, values or such, before maybe advancing

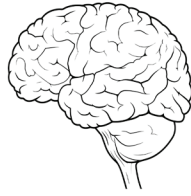


Figure 1. Sideview of the Brain

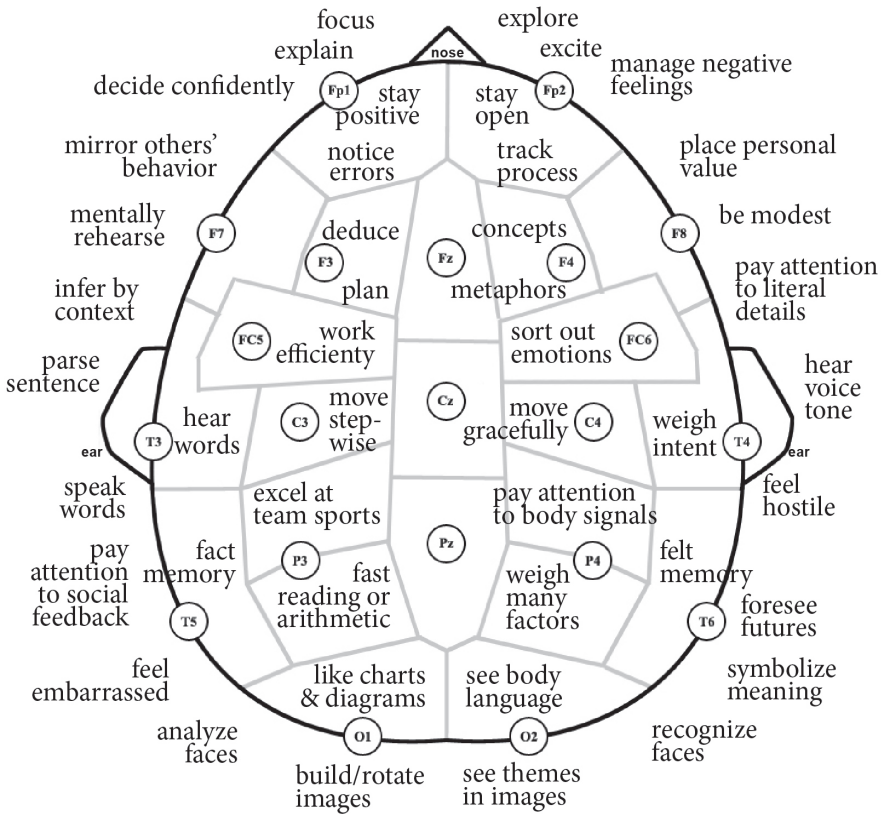


Figure 2. Bird's-Eye View of the Neocortex

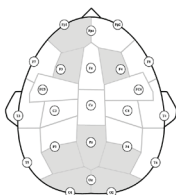


Figure 3. Example Brain: Dave

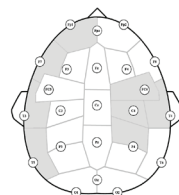


Figure 4. Example Brain: Shannon

the stimulus to the CEOs. They represent two different, valid strategies to handle situations, are not exclusive, and often correlate with other characteristics such as wanting more or less stimuli. They operate in parallel. But each of us has a bias, small or large, for one pathway over the other.

Besides brain activity, we can look at brain networks. These networks link multiple regions to work in concert. Figure 7 illustrates a select sample of common networks (there are more). Networks reflect long-term development and correlate well, among adults age 25-55, with career choices, though upbringing and biology also play a role. These networks tend to be stable for at least two years and may remain for decades as they reflect skills developed in our youth. This highlights that upbringing is important, and shifting our habits to grow requires effort.

The nervous system is far more than the brain's neocortex. The nervous system includes the primitive limbic brain and other regions include the automatic and peripheral nervous system, which run through the whole body and enervate (connect into) our heart, lungs, stomach, gonads, and all the other glands. Eighty percent of nerve signals go up from the body into the brain! This is why body-mind activities like yoga and meditation are so important because we cannot just change with our neocortex. Change requires the whole body-mind system.

There are also whole-brain patterns. For example, different activities get people into a state of "flow" where all modules are in synch (Figure 8). This often happens when people do artistic, athletic, or other tasks that require both expertise and improvisation. Other people show more specialized or chaotic activity. There are many patterns, and we are pretty diverse. Take a moment to reflect; when do you get into your "zone"? What is it like when you are at your most creative and productive?

Research supports that people develop in ways that meet their practical needs and also their psychological needs. To meet our needs, the brain's elements work in concert. As an analogy, if a module is a brain musical instrument, then the brain is a symphony orchestra that affords complex performances. Research also suggests eight ways the brain works in concert. These eight are highly effective and sustainable, though we necessarily come to rely on some of these more than others. The next section will help you figure out your favorite ways to operate.

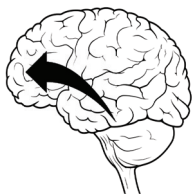


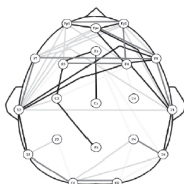
Figure 5. Extraverting pathway



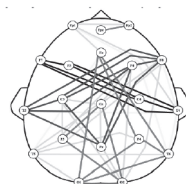
Figure 6: Introverting pathway



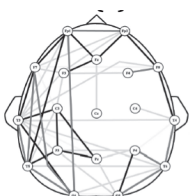
Soft Starburst



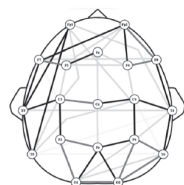
Front Bias



Diamonds



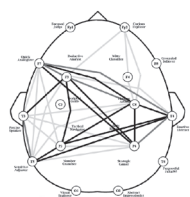
Left Bias



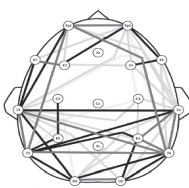
Even Field



Right Bias



Audio-Kino



Back Bias



Strong Starburst

Figure 7: Diverse examples of long-term brain wiring

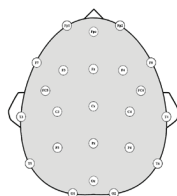


Figure 8: A brain in flow

Find Your Favorite Judging Process

Instructions: Please read carefully the statements below. For each:

- On a scale from 1 to 5, rate how often you do skillfully what the statement describes. A “1” means no skill, while a “5” means outstanding skill. A range of scores (not all high or low) gives clearer results.
- Use dictionary definitions and go with the overall meaning most comfortable to you.
- Some statements may reflect activities outside of your awareness or experience, requiring extra consideration.
- If you don’t understand a statement, then mark it as “1” for no skill.

Here are the questions. Let’s start!

1. ____ Determine success by measurement or other objective method such as the time taken.
2. ____ Feel inclined to be responsible for, and take care of, others’ feelings.
3. ____ Be guided by a definition, logical deduction, or other nugget of reasoning.
4. ____ Feel strongly that something is good or bad.
5. ____ Construct an argument to convince someone using evidence clearly in front of you both.
6. ____ Compassionately take on someone else’s needs as your own.
7. ____ Apply leverage to a situation to solve a problem impersonally using minimal effort.
8. ____ Remain in touch with what you want for yourself, what motivates you, and what is good.
9. ____ Follow a straight line of reasoning.

10. ____ Help make people feel comfortable by engaging in hosting and care-taking.
11. ____ Analyze and critique what doesn't fit with a well-defined principle.
12. ____ Always remain true to what you want for yourself or others.
13. ____ Lay out methods for others to complete tasks in time- and resource-efficient ways.
14. ____ Readily communicate personally to all members of a group to feel unity.
15. ____ Fine-tune a definition or concept to support a theory, perspective or framework.
16. ____ Evaluate what is worth believing in and most important to who you really are inside.

Now, add up the points:

Add #1 + #5 + #9 + #13 = ____
Timely Building

Add #2 + #6 + #10 + #14 = ____
Friendly Hosting

Add #3 + #7 + #11 + #15 = ____
Skillful Sleuthing

Add #4 + #8 + #12 + #16 = ____
Quiet Crusading

Highest Score? Circle the highest scoring result as your likely favorite “judging” process—your preferred way to organize and decide.

Note: These questions from www.keys2cognition.com are validated with ~130,000 subjects ages 25-65 with Chonbach alpha of 0.70+.

Find Your Favorite Perceiving Process

Instructions: Please read carefully the statements below. For each:

- On a scale from 1 to 5, rate how often you do skillfully what the statement describes. A “1” means no skill, while a “5” means outstanding skill. A range of scores (not all high or low) gives clearer results.
- Use dictionary definitions and go with the overall meaning most comfortable to you.
- Some statements may reflect activities outside of your awareness or experience, requiring extra consideration.
- If you don’t understand a statement, then mark it as “1” for no skill.

Here are the questions. Let’s start!

1. ____ Freely follow your gut instincts and exciting physical impulses as they come up.
2. ____ Offer various unrelated ideas and see what potential they might suggest.
3. ____ Notice whether the details in front of you match what you are accustomed to.
4. ____ Experience a premonition or foresee the distant future.
5. ____ Enjoy the thrill of action and physical experience in the present moment.
6. ____ Enjoy playing with random interconnections and patterns.
7. ____ Compare an experience against a storehouse of familiar experiences to find what’s reliable.
8. ____ Achieve a metamorphosis, definitive insight, or a powerful vision of change.
9. ____ Instantly read visible cues to see just how far you can go.

10. ____ Keep following tangents and new ideas without limiting yourself to one.
11. ____ Review a lot of information over time to confirm what is customary or standard.
12. ____ Feel attracted to the symbolic, archetypal, or mysterious.
13. ____ Spur action and pull off results simply by making your presence felt.
14. ____ Weave into the current dynamics of a situation aspects of other, random contexts.
15. ____ Fulfill the same regular work or activity every day at a comfortable pace.
16. ____ Transform yourself by focusing inward on a specific way you foresee you will need to be.

Now, add up the points:

Add #1 + #5 + #9 + #13 = ____
Active Adapting

Add #2 + #6 + #10 + #14 = ____
Excited Brainstorming

Add #3 + #7 + #11 + #15 = ____
Cautious Protecting

Add #4 + #8 + #12 + #16 = ____
Keen Foreseeing

Highest Score? Circle the highest scoring result as your likely favorite “perceiving” process—your preferred way to get information.

Note: These questions from www.keys2cognition.com are validated with ~130,000 subjects ages 25-65 with Chronbach alpha of 0.70+.

Under the Hood: Eight Cognitive Processes

Dr. Jung described eight “psychological types” or what people today call cognitive processes or mental functions. These are eight ways that people metabolize their experiences as they deal with life.

In theory, we might develop and deploy all eight in some optimized way, but in practice, this is not the case. As we grow up, we necessarily use—develop and prefer—some cognitive processes over others. It works like handedness. We prefer one to take the lead role in tasks while the other takes a support role. In the same way, our favorite process—or pair or trio of processes—becomes our “preference”, which leaves the others as “non-preferences”.

What are the eight cognitive processes? Let’s keep it brief for now. Jung noticed that people have a bias (stronger or weaker) for extraverting or introverting. Roughly, this means being more energized by interacting with people and activities out in the world or by our own company and solitary activities in our inner world. Secondly, he noticed that people gather information (perceive) and make decisions (judge), and they do so in four ways total. They may perceive by Sensing (S) or Intuiting (N), and they may judge by Thinking (T) or Feeling (F). The result is eight “types” or cognitive processes as summarized at right.

Each process gets a code and a name. For example, Thinking in an extraverted way is coded as “Te” and called “Timely Builder”, while Sensing in an introverted way is coded as “Si” and called “Cautious Protector”. You will see the names with the codes throughout the book.

The processes are organized into two tables because everyone has two favorite processes, just as they have two hands and two main executive centers in the brain. The first set includes the perceiving processes, while the second set includes the judging processes. You will have one favorite from each set.

Please explore the two tables to the right to find your favorite processes. You can work through each table any way you like. Typically, people read and rank each of the four options (1st, 2nd, 3rd, and 4th) with 1st as “most like me” and 4th as “least like me”. Alternatively, you may

The 8 Facets of the Magic Diamond

Find your favorite way to perceive and to judge.
For each set, rank the 4 options or distribute 10 points.

PERCEIVING PROCESSES: Four ways we gather information and otherwise function in an open-ended way.

Score

“Active Adapting” (Se)

_____ Enjoy the external world using your five senses and take concrete actions based on options before you.

“Keen Foreseeing” (Ni)

_____ Focus on the inner hidden world of the unconscious through dreams, visions, symbols, and abstract ideas.

“Excited Brainstorming” (Ne)

_____ Perceive, pursue, and play with life’s many potential possibilities, facilitating the promising ones.

“Cautious Protector” (Si)

_____ Reference a massive storehouse of rich past experiences as you cultivate familiarity, comfort, and stability.

JUDGING PROCESSES: Four ways we organize, decide, and otherwise function in a goal-focused way.

Score

“Timely Building” (Te)

_____ Utilize measurable data, tools, resources, and efficient procedures as you organize and make smart decisions.

“Quiet Crusading” (Fi)

_____ Listen to your feelings, convictions, and conscience to make choices that align with your identity and beliefs.

“Friendly Hosting” (Fe)

_____ Attend to interpersonal relationships, social norms, people’s needs and values as you organize and make thoughtful decisions.

“Skillful Sleuthing” (Ti)

_____ Analyze situations, solve problems, and apply leverage according to universal logical principles.

assign points to each cognitive process based on how well it describes you. Start with a pool of 10 points to spend for each table; the more you use a process to get results in life, the more points it gets. If you took the assessment on the previous pages, you could use the scores from there.

Now, write your two or three highest scoring processes.

1. _____
2. _____
3. _____

Ideally, a person has a minimum of two favorite processes: one to handle the outer world and another to handle their inner world, and with these two, one is for “perceiving” (open-ended activity), and the other is for “judging” (goal-focused activity). Thus, introverted Sensing (Si) and extraverted Thinking (Te) cover these bases and balance each other. So too do extraverted Intuiting (Ne) and introverted Feeling (Fi). And so forth. In theory, there are sixteen such patterns.

In practice, some people identify most with two introverted processes plus a third, runner-up that’s extraverted, or, conversely, they identify with two extraverted processes plus a third, runner-up that’s introverted. For example, someone might find that Extraverted Sensing (Se) and Extraverted Feeling (Fe) best describe them, with Introverted Feeling (Fi) as a third. This allows for up to thirty-two combinations.

Whatever your pattern, the goal is to find your favorite perceiving process and your favorite judging process, so you know where to start your self-coaching journey.

If you are unsure, think of what you would put on a résumé or in a biography. What do you do to get great results? Of course, everyone does all of the processes sometimes, perhaps in a limited context or in a basic way. Focus more on what you use across many life situations in a more sophisticated, productive way. What easily gives you satisfying or even heroic results? In fact, you wouldn’t be you without them! Those are the core ways you work. And if you are still unsure, read Chapter 2.

Now, take a look again at the table and pick out at least one—ideally two or even three—cognitive processes that you like the least. That is, even if you acknowledge their value, they are not you. In fact, when you try those processes, they often lead to unsatisfying results. These are potential blind spots where you might want to improve!

You might wonder if the idea is to develop all eight processes? It is not. Why? First, no one is equally good at everything. We all have our talents and weaknesses in a unique blend, no matter how smart or mature we are. Second, specializing in developing our talents is generally a good idea: It's how we shine or at least make a living. Of course, we can round ourselves out, and we can find ingenious ways to include several facets of life in how we work. After all, a logical person is certainly capable of being kind and vice versa. But that is not the same as being a hero at something. Finally, some improvements are questionable: You don't want to undercut your strengths! For example, Jung described how some people rely on their five senses to perceive and act on how things really are "on the ground" and for the "bottom line". Yet other people necessarily look beyond (or ignore!) this in order to exercise their imagination and pursue possibilities. One path necessarily requires shutting out the other to work at its best.

Does that mean opposites can't coexist? The good news is that for every pair of supposed opposites, there is a "magic formula" that brings them together, reconciles them, and results in something new and more potent. For example, of eight processes, imagine we bring together Friendly Hosting and Skillful Sleuthing. Apart, they appear to be about values-based, empathic people-pleasing versus objective, detached problem analysis. But we can use them together. We might learn to engage in detached problem-solving diplomatically on behalf of a group of people to solve their interpersonal problems. Doing so requires mastery of diplomatic techniques, a group problem-solving framework, awareness of ethics and values, and a community of people to work with. That is just one example of many. The magic formula manifests differently for each person, though the ingredients tend to be the same. In fact, you will need to find the specific answers that work for you.

Where to start? The chapters that match your favorite processes come with lots of advice and case studies to find your magic formula, to complete what you will discover is your Magic Diamond.

Your Magic Diamond

The Magic Diamond is your path to overcoming one-sidedness and creating wholeness. Let's take a look!

Often in personality psychology, people are profiled along a linear spectrum or put in a box. But these approaches set up division and failure. Nor do they reflect science or encourage a mindset to grow. A better way is to help people see their various sides, and then we can invite them to fill in an empty area with a combination of those sides.

Please take a moment to explore the diamond at right. First, notice it has four facets. The bottom facet is "Undifferentiated". That term means without specialty or character. Of course, we have some genetic predispositions, but living life is how we fulfill those dispositions or perhaps choose something different. To keep things simple, the diamond suggests you have two options, as shown by the arrows: to go up left or right, and this diagram assumes you've picked the right path.

Whatever the details, you develop your "Favorite Way" as shown in the rightmost facet. That is how you've learned to function. It is usually easy for you, satisfying, and automatic, just like using your preferred hand to write. In contrast, in the leftmost facet, there are "Paths Less Taken". You've neglected those other ways of functioning, particularly whatever tends to undercut your favorite way. Here lie the things you avoid, dislike, or maybe didn't yet learn to do. It's sort of like the high school student who focuses on academics and then must balance that with social life, athletics, and other pursuits. Whether we're serious about success, having fun, or whatever else feels most comfortable and satisfying, we tend to prioritize.

The story continues. Rather than settle with your strengths and give up on your weaknesses, you can venture into the top facet. By whatever means, you find a unique solution that combines opposing ways of doing things. It's like the science student who decides to do a research project on improving athletic performance, or the art student who learns some business basics to better advance her art career. Whatever the challenge, you can find a way to bring together opposites and level up.

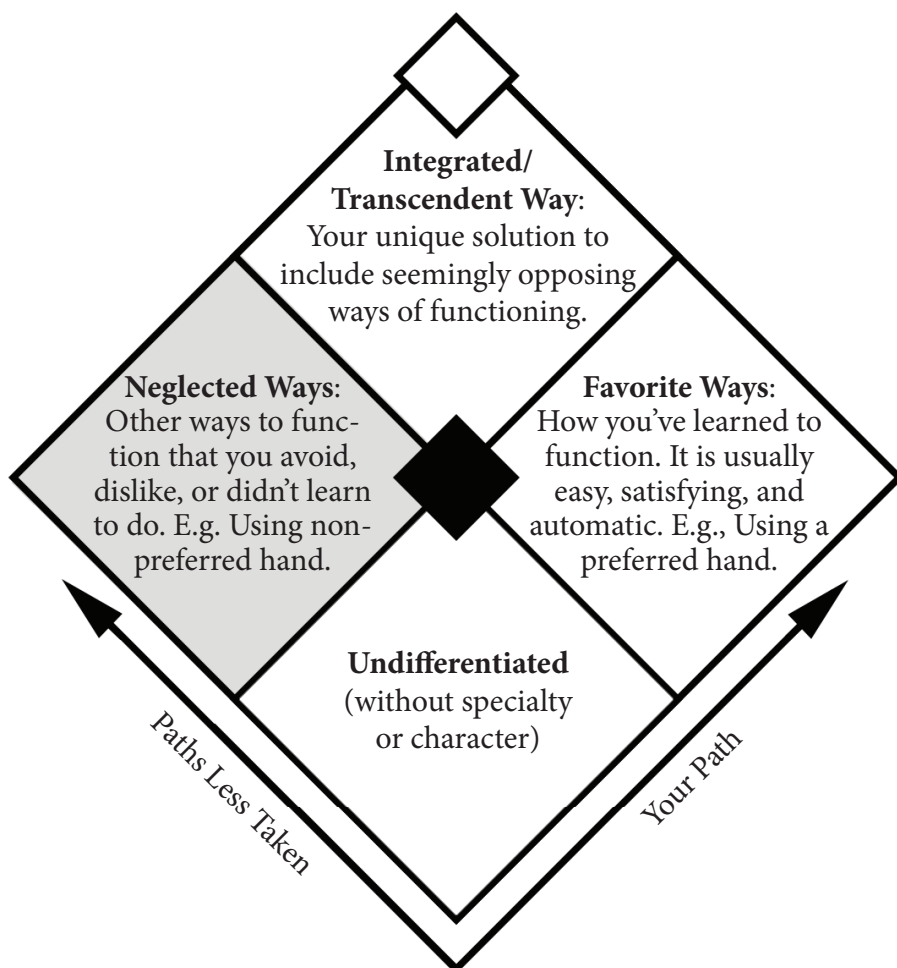


Figure 9. The Magic Diamond

What's Next?

Here's an outline of upcoming chapters and guidance for where to go.

Chapter 2: You will find an in-depth tour of the theory and science behind Jung's framework, building up from basics, as well as more of an explanation of the Magic Diamond and the Transcendent function. You may skip this chapter to start your journey and return to it later.

Chapters 3, 4, 5, and 6: These are the self-coaching packets for the four perceiving processes:

- ☐ Active Adapters (Se): Chapter 3, page 81;
- ☐ Cautious Protectors (Si): Chapter 4, page 113;
- ☐ Excited Brainstormers (Ne): Chapter 5, page 145; and,
- ☐ Keen Foreseers (Ni): Chapter 6, page 177.

Find the packet (chapter) that matches your favorite perceiving process. Each packet explains the process, highlights strengths and basis in the brain, covers Jung's incisive analysis, and offers three keys for completing your Magic Diamond. You may wish to give yourself a week to work through the selected packet.

Chapter 7, 8, 9, and 10: These are the self-coaching packets for the four judging processes:

- ☐ Timely Builders (Te) in chapter 7, page 209;
- ☐ Skillful Sleuths (Ti) in chapter 8, page 241;
- ☐ Friendly Hosts (Fe) in chapter 9, page 273; and,
- ☐ Quiet Crusaders (Fi) in chapter 10, page 305.

As with the packets above, find what fits with your favorite judging process and give yourself a week to work through it.

Chapters 11, 12, and 13: These chapters offer exercises that you can do on your own, with a partner, or in a group. Some exercises are general, covering all eight processes in some way, while others target specific processes. Chapter 12 offers a deeper dive into personality while Chapter 13 for coaches.

Appendices: Get more information on the popular Myers-Briggs types, Jung's anatomy of the psyche, and the neuroscience of personality.

The Magic Diamond

Jung's 8 Paths for Self-Coaching

Who are you really? That is, how do you operate? And what is your best route to up your level in life?

A century ago, the famous Swiss psychiatrist Dr. C.G. Jung described eight ways people function. Like right versus left handedness, we develop preferences—our gifts.

But what's next? First, we can nurture our gifts. We can also deal with our shadowy blind-spots and chart a path that continually completes the pattern of who we are. Jung predicted how the brain works: We start largely undifferentiated and grow with biases, then conflicts and crises arise inevitably, and we can retreat from those opportunities or we can choose to reinvent ourselves. What is your choice?

Based on the work of C.G. Jung's 8 *Psychological Types*, with over thirty pages of quotations and analysis.

- Starts with a brain-based introduction to 8 cognitive processes.
- Takes you to the next level, focusing on development.
- Explores the problem of one-sidedness, "tension of opposites", and the Transcendent function.
- For each process, features a 30-page coaching packet based on 14 years of hands-on neuroscience of 350+ people from all walks of life.
- Presents 40 case studies and over 200 personalized tips for you to develop keener perception and wiser judgment.
- Puts personality within a social context.
- Includes two chapters of activities for teams and coaches.
- Introduces THE MAGIC DIAMOND, a powerful new metaphor to chart your path to personal and professional growth.

Award-winning instructor and world-renowned personality and neuroscience researcher, Dario Nardi, brings Jung's incredible work into the 21st century. His other books include *Neuroscience of Personality*, *8 Keys to Self-Leadership*, *Jung on Yoga*, and *16 Personality Types*.