

Coaching & Development for Thinkers and Feelers

T/F Description Words

Thinking

- ◆ Objective
- ◆ Cause-effect Logic
- ◆ Clarity
- ◆ Analytical
- ◆ Problem 1st
 People 2nd
- ◆ Critique
- ◆ Justice

Feeling

- ◆ Subjective
- ◆ Person-centered Values
- ◆ Harmony
- ◆ Circumstantial
- ◆ People 1st
 Problem 2nd
- ◆ Appreciate
- ◆ Mercy

- A group of people reporting a preference for **Thinking**
- This was their response to the prompt: "Define conflict and your reaction to it."

CONFLICT

OPPOSITION OF TWO
OR MORE PEOPLE, VIEWS,
IDEAS OR NEEDS

CAN BE GOOD OR
BAD

- DEAL WITH IT -- AVOID IT
- WIN
- DEBATE

①

* situational friction (between people or ideas)



↳ permanent or temporary

- * diagnosis
- * identify
 - ↳ tractable
 - ↳ intractable
- * Plan of action (resolution ideas)
- * implementation of plan
- * evaluation

• A group of people reporting a preference for **Thinking**

• This was their response to the prompt: "Define conflict and your reaction to it."

- A group of people reporting a preference for **Feeling**
- This was their response to the prompt: "Define conflict and your reaction to it."

(2)

- disagreement
- tension
- miscommunication
- communication breakdown

- Resentment
- obstinance
- Differences
- Discomfort

reserved +
quiet

distractions

- angry,
- Confrontational
- cyclical behavior
- take time, remove yourself, reflect, try to be objective

- A group of people reporting a preference for **Feeling**
- This was their response to the prompt: “Define conflict and your reaction to it.”

CONFLICT

YUK!
~

DISAGREEMENT

Lack of harmony

PAIN - STRIFE - CLASH

Argument / debate

AVOID IT

Resolve it

Run from it

Heal it

Thinking & Leadership



How T Contributes:

- ◆ Logical, non-personal decisions—being right is more important than being liked
- ◆ Brings objectivity & analysis to problem solving
- ◆ Approaches conflict as if it were routine—another problem to be solved
- ◆ If clarity & harmony are at odds, clarity wins
- ◆ Driven to be right & answer the question: Is it true or false?

How T Hinders:

- ◆ Comes across as cold & detached, unconcerned with relational or personal issues
- ◆ Makes people feel devalued—as if they were variables in a formula or equation
- ◆ Ease with conflict can be or seem provocative and insensitive
- ◆ Devalues harmony & the benefits of human cohesion & buy-in
- ◆ Overlooks the human side of issues & problems

How Thinking Deciders show up

Objective—making decisions independent of personal feelings or attachments

Uncaring—discounting personal concerns in decision-making

Clarity Seeking—believing interactions should result in clear understanding

Brusque—letting the drive to clarity overwhelm harmony

Problem-Focused—solving problems takes precedence over personal issues

Hard-Hearted—giving little consideration in problem-solving to people or personal issues

Challenging—questioning and pushing back to resolve disputes

Argumentative—overlooking important shared interests to emphasize and clarify contrasting positions

Reasoning—emphasizing reason and logic as primary factors in decision-making

Insensitive—relegating relationships to a management challenge—mechanistic and dehumanizing

Feeling & Leadership



How F Contributes:

- ◆ Personally connects to issues and people—believing that only through human connections are solutions embraced & engaged
- ◆ Personalization & empathy
- ◆ Dislikes conflict, either avoiding it or working toward its resolution
- ◆ If harmony & clarity are at odds, harmony wins
- ◆ Driven to be in harmony with important values and answer the question: Is it good or bad?

How F Hinders:

- ◆ Comes across as overly personal & soft, shrinking from tough calls that involve disappointing people
- ◆ Too little logic & consistency will confuse people
- ◆ Conflict-avoidance can look weak, and (ironically) prolong conflicts
- ◆ Devalues logic & the benefits of disagreement, clash & vigorous debate
- ◆ Circumstantial & overly personal considerations cloud clarity

How Feeling Deciders show up

Subjective—making decisions rooted in personal feelings, attachments and relationships

Illogical—discounting logic in decision-making

Harmony-Seeking—believing interactions should yield harmony with people and values

Conflict-Avoidant—letting the drive to harmony shroud clarity

People-Focused—giving precedence to people and relationship issues over task concerns

Soft-Headed—giving task and objective issues little consideration in problem-solving

Agreeing—accommodating, finding points of commonality to resolve disputes

Yielding—overlooking important disagreements to find trivialities of commonality on which to cling

Empathic—emphasizing human values and relationships as primary factors in decision-making

Over-Personalizing—assigning too much personal, subjective meaning to events

Framing/Pitching Coaching to Ts

- ◆ Come to a greater understanding of your behavior and your performance—what you struggle with (and where you are doing well)
- ◆ Fix what is broken
- ◆ Increase your competency and vary your toolkit
- ◆ Become more—and help the organization become better and more efficient
- ◆ Coaching is process that will challenge you and provoke growth
- ◆ Quantify and benchmark your performance

Framing/Pitching Coaching to Fs

- ◆ Increase your self-awareness
- ◆ Find out the impact you have on the people around you
- ◆ Improve relationships with both your manager and your direct reports
- ◆ Explore your values, your potential, and the unique contribution you bring to your role
- ◆ A coach is someone who will support and connect with you—advocating for you and your growth
- ◆ Explore the links between your values and those of your organization

Type Development

- Regardless of your client's preferences, their developmental path unfolds in such a way that they gain comfort—and hopefully skill in all areas of Type
- Effecting coaching using Type includes specific proposed next step actions that can help a client lean into their Type development with intention and focus

Type Development Options Handout

The *Type Development Options* handout was designed to provide you with specific skill-building actions/exercises for each of Type's behaviors and functions

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Type Development

The diagram illustrates the process of Type Development. It features two vertical columns of colored boxes representing MBTI functions. The left column contains four boxes: E (EXTRAVERSION, yellow), S (SENSING, green), T (THINKING, blue), and J (JUDGING, dark blue). The right column contains four boxes: I (INTROVERSION, yellow), N (INTUITION, green), F (FEELING, blue), and P (PERCEIVING, dark blue). In the center, there are two circular nodes: a green 'P' node and a blue 'J' node. Lines connect the boxes to these nodes and to each other, showing development paths. A yellow line connects E to I. A green line connects S to N, with a green 'P' node in the middle. A blue line connects T to F, with a blue 'J' node in the middle. A dark blue line connects J to P. Additionally, a green line connects the 'P' node to the P box, and a blue line connects the 'J' node to the J box.

The thrust and aim of Carl Jung's work was not to identify and label you with a static Type, but to identify a likely path for your Type development. Each of us—while arguably wired with a preference for one or the other of these functions and attitudes—must ultimately come to know and then incorporate these functions and behaviors into our lives, or we are missing something quite profound. The steps or stages of Type development are predictable:

1. Cling to and orient around your preferences—excluding and perhaps even overtly rejecting your non-preference in the world and certainly within yourself
2. Acknowledge the practical value of your non-preference, even while retaining some resistance and likely incompetence with its use
3. Increasing feelings of admiration and acceptance with the non-preferences and the gifts they bring—with limited but growing competence when using them

Type Development Options Handout

- When you select the 1 (or maybe 2) components you want to develop, find that function or behavior's list of suggested development actions within the handout
- While this short class is focusing only on Thinking and Feeling, the handout covers all aspects of Type

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Type Development

The diagram illustrates the development of MBTI functions. It features two columns of function boxes. The left column contains: E (EXTRAVERSION) in a yellow box, S (SENSING) in a green box, T (THINKING) in a blue box, and J (JUDGING) in a blue box. The right column contains: I (INTROVERSION) in a yellow box, N (INTUITION) in a green box, F (FEELING) in a blue box, and P (PERCEIVING) in a green box. In the center, there are two circular nodes: a green 'P' node and a blue 'J' node. Lines connect the boxes to these nodes and to each other: a yellow line from E to I; a green line from S to N; a blue line from T to F; a blue line from J to P; a green line from P to N; a blue line from J to F; a green line from P to F; and a blue line from J to P.

The thrust and aim of Carl Jung's work was not to identify and label you with a static Type, but to identify a likely path for your Type development. Each of us—while arguably wired with a preference for one or the other of these functions and attitudes—must ultimately come to know and then incorporate these functions and behaviors into our lives, or we are missing something quite profound. The steps or stages of Type development are predictable:

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Type Development Options Handout

T – Thinking

Thinking is the function that analyzes and comes to logical, non-personal decisions. What is true? Only Thinking can decide this.

The following ideas exercise and practice the Thinking function:

- Weigh the costs and benefits of possible actions in a detached, objective manner.
- Critique or edit something for precision and clarity.
- Think through and debate the logical steps of each argument—other people’s and your own.
- Organize (bring order and control) to the discussion, process, or debate.
- Ask and discuss what solution you and the group would choose if you cared nothing about sparing anyone’s feelings.
- Ask, “what options come out ahead in a pro and con match up?”
- Ask, “what is the most logical, or perhaps profitable solution?”
- Ask, “what solution would bring the most clarity to the issue or problem?”

Type Development Options Handout

F – Feeling

Feeling is the function that personalizes and comes to decisions that harmonize with what you feel to be good and important. What do you like? Only Feeling can decide this.

The following ideas exercise and practice the Thinking function:

- Establish eye contact, smile and tell someone “good morning” or “hello.”
- Reflect on and write down how much you personally care about proposed actions and the extent to which these actions fit your inner values—are the actions good or bad for you and those you care about?
- Consider other people’s feelings—both reasonable and unreasonable. Remember when you felt a similar way and what your resulting needs or expectations were.
- Express your feelings to someone in the group—show those you are talking to what you are feeling and what you care about.
- Reflect on and discuss the personal impact of the various options being discussed on both those *in* the discussion and other stakeholders?
- Ask yourself and discuss with the group what solution would support or please the most people.
- Ask, “who else do we need to collaborate with and/or include in this process?”
- Ask, “which solution will promote maximum acceptance and ownership?”

Coaching Questions—by Function Pair

- Your Type preferences, as a coach, have a big impact on the direction and flow of any coaching engagement.
- Select your questions carefully—and make sure your Type’s impact is both neutral and intentional

Coaching Questions by Function Pair (of the Coach)

The following questions were generated by participants of OKA’s Using Type in Coaching Workshop—sorted by function pair.

Coaches have a powerful role. The act of gathering data actually impacts the outcome of the coaching intervention itself, so the effective coach selects questions very carefully. Note that no one group asks better questions than any other, but type does seem to play a role. This is not intended to be an exhaustive list of questions—merely a pool of options from which a type-savvy coach can draw to ensure that all preferences are considered, or at least no preference becomes a blind spot.

Questions that seem best/most attractive to ST Coaches

1. What are your strengths? Why? Examples?
2. What are your areas for development? Why? Examples?
3. What are some of the constraints that the organization presents?
4. What things are getting done/not getting done?
5. Who reports to you, and to whom do you report? How long have these reporting relationships been in place? What historical information could you share?
6. Where do you fit in the organizational chart?
7. In as much detail as you can, describe or talk about your leadership and communication styles.
8. Reflecting on your interactions with both your manager and your direct reports—give me an example of an interaction that worked well with each. Give me an example of an interaction that did not go well with each.
9. On a ten-point scale (ten is high) how open to change would you say you are?
10. How available are resources and the organizational support you might need to grow and develop?

Questions that seem best/most attractive to NT Coaches

1. What would you say are your primary competencies, and what skills do you need to be successful?
2. Talk to me about a failure or setback you have had and what you learned from that experience?
3. What tends to motivate you to show up and do your best work?
4. How would you describe your leadership/management style?
5. What behaviors do you believe you should start, stop, and continue?

Coaching Questions—by Function Pair (ST)

Questions that seem best/most attractive to ST Coaches

1. What are your strengths? Why? Examples?
2. What are your areas for development? Why? Examples?
3. What are some of the constraints that the organization presents?
4. What things are getting done/not getting done?
5. Who reports to you, and to whom do you report? How long have these reporting relationships been in place? What historical information could you share?
6. Where do you fit in the organizational chart?
7. In as much detail as you can, describe or talk about your leadership and communication styles.
8. Reflecting on your interactions with both your manager and your direct reports—give me an example of an interaction that worked well with each. Give me an example of an interaction that did not go well with each.
9. On a ten-point scale (ten is high) how open to change would you say you are?
10. How available are resources and the organizational support you might need to grow and develop?

Coaching Questions—by Function Pair (NT)

Questions that seem best/most attractive to NT Coaches

1. What would you say are your primary competencies, and what skills do you need to be successful?
2. Talk to me about a failure or setback you have had and what you learned from that experience?
3. What tends to motivate you to show up and do your best work?
4. How would you describe your leadership/management style?
5. What behaviors do you believe you should start, stop, and continue?
6. What behaviors do you believe your colleagues and stakeholders would want you to start, stop, and continue?
7. How does the system around you help and/or hinder you and your performance?
8. What would success look like for you/this team?
9. What do you believe your blind spots are? What would your colleagues likely say your blind spots are? What do you think they believe you are not seeing, understanding or doing?
10. What kind of interactions do you two have (scope, subject, depth, accessibility, comfort level, quality—between the lines)?

Coaching Questions—by Function Pair (SF)

Questions that seem best/most attractive to SF Coaches

1. Describe your communication style.
2. What are your 2-3 greatest strengths—give me some examples?
3. What are your 2-3 areas most in need of improvement—give me some examples?
4. Have you ever gotten any specific feedback on your style or performance? Let's talk about these data.
5. Tell me a story that illustrates your leadership/communication style?
6. In your opinion, what behaviors, learning, or development could make you more effective?
7. Of what talents, abilities, or accomplishments are you most proud?
8. What are some ways that you have or tend to recognize others when they do work you notice or appreciate? What kind of recognition do you most like to receive?
9. Tell me about your direct reports—who are they, and how are they each doing?
10. How much support do you have from your leaders to do the work you are assigned and to undertake the development ahead of you?

Coaching Questions—by Function Pair (NF)

Questions that seem best/most attractive to NF Coaches

1. Discuss how your leader's style both helps and hinders your performance?
2. What avenues and channels are available to you to communicate (formally and informally) with both your manager and your colleagues?
3. What are some of your greatest or most urgent challenges as a member of this organization?
4. What relationships do feel are key to your work and your performance?
5. How do you react to and process stress, and how stressed do you feel you are?
6. Tell me a story that shows me how you believe you show up and are perceived within the group, team or organization?
7. If you had three wishes about this organization/team and your interactions with it, what would they be?
8. Tell me about a time that you felt delighted with your work and/or your performance?
9. What do you do to make your colleagues feel seen and heard? How seen and heard—how recognized—do you feel within this job/organization?
10. When do you believe your colleagues are most apt to reach out to you, and when do they likely sidestep you—or wish they could?