

Judgment Preferences—Strength/Weakness Link

Any behavior that is a strength can become (or appear) as a weakness. Confidence can be or look like arrogance. Impulse control can show up like unhelpful withholding. Relational sensitivity can be or read like conflict avoidance. Successful engagement with the world around us comes through both self-awareness and self-management—the balancing of these natural behaviors and the impact they each have on the time and place where they are used.

Using type’s judging preferences as examples, the following are five different behaviors associated with each of type’s two decision-making functions. In blue are the positive or value-neutral expressions of the function. And in red are the ways that behavior “shows up” when used poorly, too intensely, and/or at the wrong time.

Thinking (T)

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 (F)

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