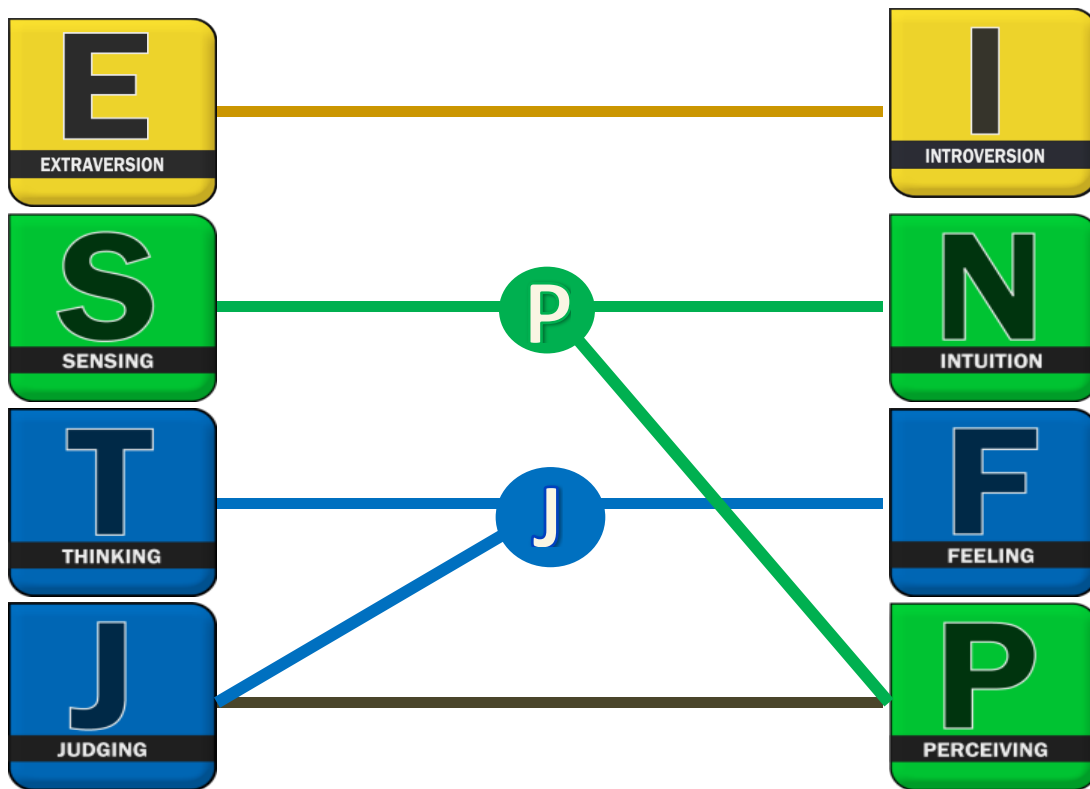


## Type Development



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

4. Comfort and competence with the use of the non-preferences when life requires. Your preferences do not change, but you have more access and “ownership” of your non-preferences.
5. Type development is a life-long process—likely further along at age 60 than at age 40, but further at 40 than it is/was at 20.

While Type development occurs naturally, we can each engage our development with focus and intention. We can choose behaviors and actions that practice and build muscle memory with that function or behavior. Repetition and practice pulls us ever-closer to Type development—the ultimate goal. The following are suggested actions that will activate and practice each of Type’s preferences.

For the preference most in need of development, pick the one or two (but no more than three) actions or behaviors that you will commit to engaging in your next discussion, meeting, or activity. Letting a friend or a trusted colleague know the behavior you are trying to engage or practice nicely increases the likelihood of your success.

## **E – Extraversion**

Extraversion pulls you and your attention to the outer world of people, places, things, and action. You need to engage Extraversion to talk, share, express, connect with others, engage the physical, sensate world, and to be actually “present.”

### **The following actions exercise and practice Extraversion:**

- Pay specific attention to the here-and-now realities around you—temperature, sounds, and who is speaking. Place your phone and hand-held devices aside to pay more deliberate attention to the discussion as it happens.
- Ask someone an open question and follow up their answer with another question.
- Brainstorm at least three possibilities of ideas or of explanations that could work.
- Offer someone support or critique them for precision and clarity.
- Organize (bring order and control) to the discussion, process, or debate.
- Ask about and discuss solutions you and the group would choose if you cared nothing about sparing anyone’s feelings.
- Establish eye contact, smile and tell someone “good morning” or “hello.”
- Express your feelings to someone in the group or meeting—show those you are talking to what you are feeling and what you care about.

## **I – Introversion**

Introversion pulls you and your attention to your inner world of ideas, thoughts and concepts. You need to engage Introversion to reflect, contemplate, or apply outer-world experiences or data to your personal values or principles. Personal insight, growth and learning only happen through Introversion.

### **The following actions exercise and practice Introversion:**

- Reflect upon and list the specific data you have such as dates, numbers, the sequence of details and events, verbal reports, and you own observations.
- Reflect on and even write down the chronology of an event or project.
- Imagine different possibilities for what a statement or action means or meant.
- Reflect on the costs and benefits of possible actions.
- Think through the logical steps of each argument—other people’s and your own.
- Reflect upon and write down a pro and con list of the different options that come up.
- Reflect on and write down how much you personally care about each proposed action—to what extent are your values reflected in each idea or proposed solution?
- Consider other people’s feelings—both reasonable and unreasonable. Remember when you felt a similar way and what your resulting needs or expectations were.

## **S – Sensing**

Sensing is the function that ties you to the here and now—the realities of this moment as well as the recall of facts from the past. Practicality, detail, specifics—these all come from your Sensing function.

### **The following actions exercise and practice the Sensing function:**

- Establish the specific problem or issue to be discussed.
- List and/or ask for the unshakable facts, the realities that are beyond dispute.
- Be specific about the data you have, such as dates, numbers, the sequence of details and events, verbal reports, and your own observations.
- Reflect on and even write down the chronology of an event or project.
- Direct your attention to the physical realities of the meeting or discussion you are having—what is the temperature of the room: what sounds can you hear; what time is it, who is sitting where; who is the first to speak, and who speaks loudest?
- Consider what details from your past experience inform this discussion or problem, or challenge.
- Ask if anyone else has past experience relevant to this issue or problem.
- Ask, “what ideas and data being discussed are most practical?”

## **N – iNtuition**

iNtuition is the function that projects what could be—possibilities, abstraction, and imagination. Any thought of what the future is or could be comes to you via iNtuition.

### **The following actions exercise and practice the iNtuition function:**

- Ask someone an open question and follow up their answer with another question.
- Have a discussion that flows from one topic to another.
- Imagine different possibilities for what a statement or action meant.
- Brainstorm at least three possibilities or ideas that could work or alternative explanations that make sense.
- Ask about and discuss any relevant theories or ideas that contribute to understanding and/or that tie the facts at hand together.
- Ask, “what ideas or approaches would be most innovative?”
- Ask, “what might happen if a new solution is not adopted or a solution is not found?”
- Ask, “what ideas or possibilities have never been tried or even talked about?”

## **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?”

## **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?”

## **J – Judging**

Judging presents a public face of decision, order, planning, and scheduling.

### **The following are ideas to access and practice the Judging attitude:**

- Schedule and control the structure and flow of the conversation, meeting or debate.
- Critique someone’s idea or presentation for precision and clarity.
- Debate and drive forward an argument with logic and focus.
- Summarize the points and decisions being made at intervals throughout the discussion—documenting and pushing the group toward closure.
- State that you want and then actively work to make the group have a “safe-to-speak” environment. Check in with everyone who has not spoken to maximize inclusion; affirm their feelings and ideas whenever you can, and gate-keep communication, making sure only one person speaks at a time.
- Make at least three declarative statements about your values, feelings or opinions –what you like and what you do not like—about the options and proposed solutions being discussed.
- Push yourself to persuade at least one colleague to adopt your belief or viewpoint.
- Push yourself and the group to include as many voices and opinions in the discussion and process as possible.

## **P – Perceiving**

Perceiving presents a public face of curiosity, openness, flexibility, and spontaneity.

### **The following are ideas to access and practice the Perceiving attitude:**

- Express curiosity by wondering and asking about the various opinions and ideas of the other people in the meeting or discussion.
- Share and ask others to offer the unshakable facts, the realities that are beyond dispute.
- Direct your attention to the physical realities of the meeting or discussion you are about to have—what is the temperature of the room: what sounds can you hear; what time is it, who is sitting where; who is the first to speak, and who speaks the loudest?
- Ask for and discuss any and all details from the past that inform this discussion, problem, or challenge.
- Ask at least two people an open question and follow up their answers with another question.
- Push the group—and yourself—to have a discussion that flows from one topic to another.
- Brainstorm at least three possibilities of ideas that could work or of explanations that make sense.
- Ask at least one question for every statement that you make—push yourself to open up discussion and follow where the conversation leads, not where the agenda suggests.