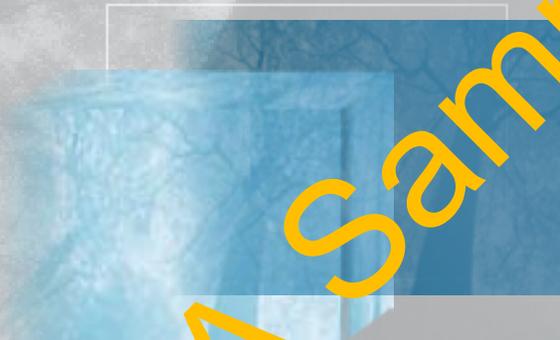
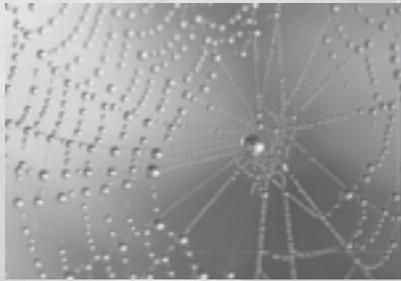




*Greater Self-Awareness.  
Better Self-Management.*

# Type Development Workbook

by Hile Rutledge



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# Welcome to OKA's Type Development Workbook

Carl Jung said that Sensing tells us THAT something is. Thinking tells us WHAT it is. Feeling gives it value, and iNtuition gives it meaning.

So much surrounding Type emphasizes the preference for one end of a dichotomy over its opposite, but Type theory is actually a holistic theory of human cognitive development that illuminates the path we are each most likely to follow as we experience, develop, and ultimately build toward comfort and skill with all four cognitive functions. Type theory suggests that our Type preferences are hard-wired and unchanging, but our Type development—the degree to which we can access and the skill with which we use all the elements of Type—is continually changing.

This workbook is structured as a guide to:

1. Profile you through the lens of the dynamic relationship that exists between all of your mental functions—to give you a dynamic view of your Whole Type.
2. Lead you to greater Typological balance, which insures you are collecting data (perceiving) and making decisions (judging) in effective proportion.
3. Illustrate and give you access to each of the mental functions—whether it is your hard-wired preference or not.

Engaging with this content—through an interactive training or with this Workbook alone—will deepen your self-awareness and move you toward better self-management, performance and personal growth. Stop using Type as a label, and start using Type as a developmental tool.

Hile Rutledge

President, OKA

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# *The Functions – Type’s Building Blocks*

**A**t the heart of Jung’s theory of Psychological Type are the four mental functions and the assertion that we are constantly toggling back and forth between these four essential mental processes: Sensing, iNtuition, Thinking, and Feeling. Jung’s full theory implies more complexity and richness, however, by suggesting that each function has an extraverted and introverted expression, which changes not only the experience, but the look and sound of each function. These simple facts mean that all of Type’s richness and power come from the following 8 mental functions—the building blocks of Type.

**Sensing** is the perceiving function that takes in data through the five senses, but there is a difference between extraverted and introverted Sensing:

## **Si: Introverted Sensing**

- Internal archive of past experience and data
- Data-rich, historical, and past-focused source of data things already seen, heard, touched, smelled, tasted, and experienced
- Archiving and recalling facts and specifics in detail and sequence

## **Se: Extraverted Sensing**

- External, here-and-now awareness and experience of the present
- Things seen, heard, touched, smelled, tasted, and felt in the moment
- A sensate, immediate, hands-on awareness of existence

The function of **iNtuition** takes in data with a sixth sense of possibilities, patterns, and meanings, yet there is a difference between extraverted and introverted iNtuition:

## **Ni: Introverted iNtuition**

- Internal engine of vision, possibilities, patterns, trends, and future possibilities
- Flashes from the unconscious, sometimes felt as psychic blips
- “Knowings” that can come to mind whole and vivid

## **Ne: Extraverted iNtuition**

- Externally focused function that connects and links ideas with other ideas
- Sparks new ideas and connections with natural facilitation and brainstorming
- Observational, open and collaborative function, linking past, present and future together in a pattern and system

# Type Dynamics Type Table

**T**ype is made up of these eight mental functions, but Type theory asserts that each Type accesses and develops these functions in a particular order or hierarchy. Understanding the hierarchy of the functions within any given Type gives us great insight into not only likely behaviors but developmental challenges that each Type will likely face—and some suggestions on how to face them.

Here is the hierarchy of the functions for each of the sixteen Types. Note that Jung’s belief was that the vast majority of our conscious mental activity was spent engaged with our top four mental functions (most preferred or dominant, 2<sup>nd</sup> most preferred or auxiliary, our third place or tertiary and our 4<sup>th</sup>, last place or inferior). Jung did not overtly discuss the other mental functions within each Type, so marginalized and unconscious did they tend to be.

<p><b>ISTJ</b>            Dominant: Si            Auxiliary: Te            Tertiary: Fi            Inferior: Ne</p>	<p><b>ISFJ</b>            Dominant: Si            Auxiliary: Fe            Tertiary: Ti            Inferior: Ne</p>	<p><b>INFJ</b>            Dominant: Ni            Auxiliary: Fe            Tertiary: Ti            Inferior: Se</p>	<p><b>INTJ</b>            Dominant: Ni            Auxiliary: Te            Tertiary: Fi            Inferior: Se</p>
<p><b>ISTP</b>            Dominant: Ti            Auxiliary: Se            Tertiary: Ni            Inferior: Fe</p>	<p><b>ISFP</b>            Dominant: Fi            Auxiliary: Se            Tertiary: Ni            Inferior: Te</p>	<p><b>INFP</b>            Dominant: Fi            Auxiliary: Ne            Tertiary: Si            Inferior: Te</p>	<p><b>INTP</b>            Dominant: Ti            Auxiliary: Ne            Tertiary: Si            Inferior: Fe</p>
<p><b>ESTP</b>            Dominant: Se            Auxiliary: Ti            Tertiary: Fe            Inferior: Ni</p>	<p><b>ESFP</b>            Dominant: Se            Auxiliary: Fi            Tertiary: Te            Inferior: Ni</p>	<p><b>ENFP</b>            Dominant: Ne            Auxiliary: Fi            Tertiary: Te            Inferior: Si</p>	<p><b>ENTP</b>            Dominant: Ne            Auxiliary: Ti            Tertiary: Fe            Inferior: Si</p>
<p><b>ESTJ</b>            Dominant: Te            Auxiliary: Si            Tertiary: Ne            Inferior: Fi</p>	<p><b>ESFJ</b>            Dominant: Fe            Auxiliary: Si            Tertiary: Ne            Inferior: Ti</p>	<p><b>ENFJ</b>            Dominant: Fe            Auxiliary: Ni            Tertiary: Se            Inferior: Ti</p>	<p><b>ENTJ</b>            Dominant: Te            Auxiliary: Ni            Tertiary: Se            Inferior: Fi</p>

There is a long-standing debate in the field of Type regarding the direction (extraverted or introverted) of the tertiary function. The above table assigns the direction reflecting the views of the author of this Workbook and many thought-leaders in the world of Type. There is a write-up on OKA’s website that offers more depth and background on this tertiary function issue. Page 70 of this Workbook will direct you to this and other next step readings and resources.

# ISTJ – Type Development Profile

**Dominant Function:** The driving force of the ISTJ is introverted Sensing (Si).

- Internal archive of past experience and data
- Data-rich, historical, and past-focused source of data—things already seen, heard, touched, smelled, tasted, and experienced
- Archiving and recalling facts and specifics in detail and sequence

**Auxiliary Function:** The ISTJ's internally directed archival sense of past is balanced with extraverted Thinking (Te).

- External force of planning, structure, order, and schedule
- Sound principles and logic deployed to clarify and control outcomes
- Directs, moves and shakes the world around it as needed to achieve what it wishes to accomplish

ISTJs see the world in terms of facts and tangible realities drawn from past experience (introverted Sensing), which they then prefer to organize and control logically and objectively (extraverted Thinking). This combination of functions presents to the outer world a persona deeply rooted in the practical past of experience and things known to have happened and be true, but outwardly driven to structure, schedule, and order the world around them. ISTJs tend to work hard to ensure that the world continues to look and function the way it has always looked and functioned, and their introverted dominant function makes them appear understated, cool and aloof.

Balance in an ISTJ, as in all Types, is achieved when the ISTJ flexes back and forth between perception (gathering data) and judgment (making decisions). Imbalance can occur in two ways: too much perception or too much judgment.

ISTJs out of balance to J (too much Judging function and not enough Perceiving function) are overly opinionated, rigid, unbending, argumentative, and/or aggressively sure of what they are saying. So eager and driven are they to establish the decision, close the effort, win the argument, and control the outcome that they not only forget to accept new data, but they can actively work to prevent any new or contrary information from coming to light or being considered. Such imbalance in an ISTJ generally results in (or is indicated by) excessive engagement with the external world (people, groups, projects, talking, and activity) and not enough time spent alone.

How often do you feel you fall out of balance to J (too much Judging and not enough Perceiving)?

Rarely

Sometimes

Often

What tasks, relationships or activities in your life make this kind of imbalance more likely?

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ISTJs out of balance to P (too much Perceiving function and not enough Judging function) are exceedingly quiet, reflective, pensive, and perhaps even withdrawn. When out of balance in this way, ISTJs can be vacillating and indecisive, gripped by analysis paralysis— unwilling to make a decision or take action. This type of imbalance in an ISTJ generally results in (or is indicated by) excessive time spent introverting and disengaged from the external world of people, places, and things.

How often do you feel you fall out of balance to P (too much Perceiving and not enough Judging)?

Rarely       Sometimes       Often

What tasks, relationships or activities in your life make this kind of imbalance more likely?

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**Tertiary Function:** ISTJ’s tertiary (third place) function is introverted Feeling (Fi).

- Internal sense of subjective judgment—what is right and wrong, good and bad
- What is valued, cared for, important and meaningful
- An internal sense of spirituality and connection to people, values and all living things

When introverted Feeling (Fi) is tertiary, it manifests as an inner voice (unheard by the outside world) of beliefs, values, relational concerns, “shoulds” and “oughts” about what is good and bad, liked and disliked, trusted and not. These personal judgments often give way to the power and authority of the more objective extraverted Thinking function that, for the ISTJ, draws more power and gets more attention. But through their tertiary introverted Feeling functions, ISTJs have a depth of feeling and an attachment to inner values that tends to get no voice and often goes unacknowledged or underestimated by the world and sometimes by themselves.

What tasks, relationships or activities call upon or exercise introverted Feeling for you?

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Are these activities and is this function more helpful or stressful in your life (or is it neutral)?

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**Inferior Function:** The Inferior Function of the ISTJ is extraverted iNtuition (Ne).

- Externally focused function that connects and links ideas with other ideas
- Sparks new ideas and connections with natural facilitation and brainstorming
- Observational, open and talkative function, linking past, present and future together in a pattern and system

Because it is inferior, extraverted iNtuition (Ne) for the ISTJ can be slow to develop and a bit negative and stressed in comparison to Types who prefer this function (ENFP, ENTP, INFP and INTP). When in their inferior functions (Ne), ISTJs can:

- Express negative or fearful possibilities—at times even catastrophizing the future
- Be pessimistic, and unwilling or unable to articulate a positive vision
- Keep thoughts and ideas bottled up and then verbally and emotionally explode in stress
- Link or associate disassociated things or events, seeing patterns where none exist

Remember that the inferior function often under-performs or is incompetent due to its infrequent use. Like any muscle that is neglected, the inferior function can be clunky when called upon. However, the inferior function can also be sharp and precise in its action—delivering exactly what is needed when it is needed—but in spite of this effectiveness, can still be ignored or over-ruled by the dominant function (which is, of course, diametrically opposed to the inferior).

What tasks, relationships or activities in your life call upon or exercise extraverted iNtuition?

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How would you be more effective and/or happy if you could call upon this function with more control, comfort or skill?

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How do you feel at the thought of spending more time engaging with this function and practicing the tasks which this function supports?

Dreadful       Bored       Neutral       Hopeful       Excited

# *Type Development*

**T**ype development is the lifelong process of gaining greater control over all of the functions—Sensing, iNtuition, Thinking and Feeling--knowing when and how best to use each of them. Like balance, Type development is not a static state or designation--it is not a destination, but a continuous effort to hone your access to and control of the mental functions.

For instance, an ISTJ may prefer Sensing perceptions and Thinking judgments, but she has all four mental functions (Sensing, iNtuition, Thinking and Feeling), and success in nearly any endeavor, job, role, or relationship is going to demand that each function be used to varying degrees at different times. Type theory asserts that given unimpeded Type development, an ISTJ can access and use all the functions better and more easily at forty years of age than she could at twenty—and better still at sixty than at forty.

Sometimes an individual or organization's Type development—good or bad—leads to predictable outcomes and observable behaviors that can signify both Type development successes and challenges. It is important to note the positive—indeed essential—qualities for effective individual and organizational life that each function provides. Sometimes the underdevelopment of a function can block us from seeing the value or even the existence of that function. This is the Thinking deciding organization that has no use for and collectively sees no value in Feeling decision making or the iNtuitive perceiving team that's inattentive to detail or history and disdainful of any suggestion they should be otherwise. A great first step in any Type development effort is to establish the existence and the value of each of the functions and their respective, unique contributions.

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# *The Sensing Function*

## **What does the Sensing function provide, and what does it look and sound like?**

The Sensing function helps us face the facts and be realistic. It tells us exactly what the situation is and what is being done about it. Sensing works against wishful thinking or sentiment that may obscure what *is*. It can tell us what is happening right now or what has happened in the past. Sensing is concrete, realistic, practical, and experiential.

## **Individuals with well-developed Sensing tend to be:**

- Attentive to and energized by sense, immediate experience
- History-aware, data-rich, and informed
- Curious about what has happened and what is going on now
- Practical and realistic
- Detailed, literal and specific when they speak

## **Organizations with well-developed Sensing tend to have:**

- Realistic, practical, and historically informed policies and procedures
- A steady sense of tradition (if introverted Sensing)
- An attentive and adaptable, practical engagement to streaming problems and ever-changing client or project demands (if extraverted Sensing)
- A concern for tactics and process (the detailed “how’s” of a project or effort)
- Vision and strategy—assuming they have them at all—kept within the boundaries of reality and implementable check-lists

## **Individuals with under-developed Sensing tend to be:**

- Unobservant
- Generally ignorant of detail, specifics, and chronology
- Uncomfortable with real world, sensual experience
- Unrealistic and impractical
- Disconnected from their physical bodies and the realities of pain, discomfort, hunger, etcetera—unnecessarily diminishing or overplaying these experiences

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# Type Development Action Plan

Refer to your Type Development Profile and your answers to the questions within that write-up—as well as the function development suggestions on pages 58-65 to generate some tailored and targeted Type Development goals.

**My Type preferences are** \_\_\_\_\_ **Dominant Function:** \_\_\_\_\_  
**Auxiliary Function:** \_\_\_\_\_  
**Tertiary Function:** \_\_\_\_\_  
**Inferior Function:** \_\_\_\_\_

1. What are two or three ways my dominant function makes me more effective in my work, life and relationships?

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2. What are two or three ways in which my dominant function impedes my success?

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3. What activities or actions most often provide me balance—use my auxiliary function and balance what could be the overriding tendency of my dominant?

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