



## MBTI Type Facets

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*This information was compiled from original Myers-Briggs documents.*



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# Introduction

The Myers-Briggs Type Indicator is predicated and extensively validated on the belief that human beings have core preferences in four different type pairs. Four pairs with two preference options each, so with a little math that adds up to sixteen (16) different types.

So are there really only 16 different types of people in the world?

While the MBTI never purports to label and generalize people into a mere sixteen identities, it can sometimes leave participants wondering about it being something of a “sorting hat”. Once function stacks are explored, it becomes clear that the tool is based on developmental theory that sees people as (hopefully) ever progressing through different functions during their lives.

## Facets

A further, less recognized aspect of the MBTI is a body of supplementary work done by its authors to further identify sub-preferences for each of the four type pairs. These sub-preferences are known as **facets**, and there are five facets for each of the four type pairs. When people explore the collective 20 facets, it further helps solidify their type preference and deepen their understanding of the nuancing of the tool.

This document provides descriptors of all twenty facets in the hopes of serving that very purpose.

## Preference Alignment

The exploration of preference facets typically is done by taking the Step II inventory, but it's possible to hone one's type by simply exploring the language of the facets. In doing so, people discover that they often align with the facet descriptions for their preferred type, but sometimes are ambiguous about them or even feel they behave in contrast to them. The lexicon used here is to describe one's identification with a facet as:

1. In-preference
2. Midzone
3. Out of preference

These categorizations will make more sense once you read the facet descriptions in the tables below.



**Critical to keep in mind as you do so is that if you find yourself more commonly out of preference with most of the facet descriptions for your preferred type, it may suggest that you have wrongly identified your type preference.** If instead you find yourself in preference alignment with facet descriptors, you can be more confident of your type determination.

# Example

The following example, which uses the Energy Flow type pair, will help you understand the structure of the facet tables for each type pair.

## Facet Title

EXTRAVERSION ←-----> INTROVERSION

Extraversion descriptor	Midzone people tend to	Introversion descriptor
<p>If you have identified a preference for <b>Extraversion (E)</b> and identify with the behaviors here, you would be <b>in-preference</b> for this facet.</p> <p>If you have identified a preference for <b>Introversion (I)</b> and identify with the behaviors here, you would be <b>out of preference</b> for this facet.</p>	<p>This column provides “in between” descriptors which represent a blend of facet behaviors.</p> <p>If you identify with mid-zone behaviors for a facet, then you are neither in-preference or out of preference for the facet.</p>	<p>If you have identified a preference for <b>Introversion (I)</b> and identify with the behaviors here, you would be <b>in-preference</b> for this facet.</p> <p>If you have identified a preference for <b>Extraversion (E)</b> and identify with the behaviors here, you would be <b>out of preference</b> for this facet.</p>
<p>This red-coded area suggests possible perception challenges that each facet preference would have about the other.</p>		<p>This red-coded area suggests possible perception challenges that each facet preference would have about the other.</p>
<p>This green-coded area describes an aspect of the other facet preference that is admired.</p>		<p>This green-coded area describes an aspect of the other facet preference that is admired.</p>



# Facets for Energy Flow

The five facets for the Energy Flow (Extraversion/Introversion) type pair are:

1. Ways to Connect with Others
2. Communicating Feelings, Thoughts and Interests
3. Breadth and Depth of Relationships
4. Ways to Communicate, Socialize and Learn
5. Level and Kind of Energy



## Ways to Connect with Others

EXTRAVERSION ←-----> INTROVERSION

Initiating people tend to	Midzone people tend to	Receiving people tend to
Enjoy connecting with others and be good mixers  Introduce people to one another in social situations  Like to know a lot about others, both work and non-work aspects  Believe everyone else would want to connect with each other as well	Wait for others to make introductions but we'll do them if no one else does and it seems necessary  Make connections comfortably in familiar groups, but less so with strangers  Take the initiative in a work situation to connect people, even if making introductions is not part of their role	Enjoy connecting only with people who share their interests  Interact with a small, select group of people  Limit what they want to know about others  Reveal little about themselves in social settings
See <b>receiving</b> people as unfriendly, antisocial, or bored		See <b>initiating</b> people as intrusive, overbearing, shallow or inappropriate
Wonder what interesting things <b>receiving</b> people might be thinking about		Admire the way <b>initiating</b> people mix easily with others



# Communicating Feelings, Thoughts and Interests

EXTRAVERSION ←-----> INTROVERSION

<b>Expressive</b> people tend to	Midzone people tend to	<b>Contained</b> people tend to
<p>Talk about themselves and topics readily</p> <p>Feel a need to reveal their thoughts out loud</p> <p>Assume others are interested in and eager to know what they are thinking or feeling, so are easy to get to know</p> <p>Not differentiate between appropriate and inappropriate contexts for sharing</p> <p>Be indiscriminate at times about what they share</p>	<p>Talk readily about their interests and things they know about</p> <p>Share personal information mostly with people they know well</p> <p>Listen quietly when others share personal information but not volunteer much about themselves</p>	<p>Be selective about what information they share and with whom</p> <p>Like to come to their own conclusions before seeking input from others</p> <p>Forget what others sometimes need to know what they are thinking</p> <p>Assume others are not interested in their thoughts and feelings, so are hard to get to know</p> <p>Be overly discriminating about what they share</p>
<p>See <b>contained</b> people as withholding, secretive, untrusting and perhaps critical</p>		<p>See <b>expressive</b> people as phony, superficial, indiscriminate and embarrassing</p>
<p>Admire <b>contained</b> people for their apparent self-sufficiency</p>		<p>Admire <b>expressive</b> people for their ability to keep the conversation flowing</p>



## Breadth and Depth of Relationships

EXTRAVERSION ←-----> INTROVERSION

<b>Gregarious</b> people tend to	Midzone people tend to	<b>Intimate</b> people tend to
<p>Enjoy being part of many groups</p> <p>Expect to be included in both social and work groups</p> <p>Not differentiate much between friends and acquaintances</p> <p>Organize and enjoy attending large social gatherings</p> <p>Consider a large number of people to be close friends</p>	<p>Decide whether to attend social gatherings based on how much extroverting or introverting they have been doing</p> <p>Appear outgoing or reserved in different contexts or at different times</p> <p>Enjoy relating to strangers sometimes and seek out only friends at other times</p>	<p>Prefer small social gatherings or one to one interactions</p> <p>Want to get to know select individuals in depth</p> <p>Interact very differently with people they know well than they do with casual acquaintances</p> <p>Feel awkward and out of place at large gatherings</p> <p>Relieved when they don't receive an invitation to a large gathering</p>
See <b>intimate</b> people as shy, awkward and sometimes elitist		See <b>gregarious</b> people as loud, shallow and unable to spend time alone
Admire <b>intimate</b> people for their great sense of depth		Admire <b>gregarious</b> people for their sense of ease with groups



## Ways to Communicate, Socialize and Learn

EXTRAVERSION ←-----> INTROVERSION

Active people tend to	Midzone people tend to	Reflective people tend to
<p>Communicate most comfortably face to face or voice to voice</p> <p>Remember information better if they have heard it</p> <p>Like to learn something new from how-to demonstrations and then try it out</p> <p>Be willing to try something first and then seek to understand it</p> <p>Participate by acting and interacting</p>	<p>Want to learn new material actively, in person</p> <p>Use written materials to update knowledge in known areas</p> <p>Interact face to face directly, when people issues are involved</p> <p>Prefer written material when objects, procedures, or technical matters are involved</p>	<p>Communicate most comfortably through reading and writing</p> <p>Remember information better if they have read it and taken notes</p> <p>Like to learn something new from written materials</p> <p>Not want to try something until they understand it</p> <p>Participate by observing and then thinking about it</p>
<p>See <b>reflective</b> people as timid, inhibited, and inactive</p>		<p>See <b>active</b> people as rash, overconfident and overactive</p>
<p>Admire <b>reflective</b> people for their ability to think things through thoroughly before trying something new</p>		<p>Admire <b>active</b> people for their eagerness to jump right in</p>

## Level and Kind of Energy

EXTRAVERSION ←-----> INTROVERSION



Enthusiastic people tend to	Midzone people tend to	Quiet people tend to
<p>Show excitement about their interests readily</p> <p>Seek out lively environments</p> <p>Like to communicate by telling “real life” stories and adding embellishments</p> <p>Be the first to know what's going on</p> <p>Seek the limelight</p>	<p>Seek quiet and solitude after a very lively day; look for liveliness and excitement after a quiet, calm day</p> <p>Express enthusiasm when the topic is interesting</p> <p>Avoid participating if the topic doesn't interest them</p> <p>Favor a quiet approach as they get older</p>	<p>Seek out quiet, calm environments and stay in the background</p> <p>Be enthusiastic internally but not show that enthusiasm to others</p> <p>Be modest about their accomplishments</p> <p>Be among the last to know what's going on</p> <p>Feel overwhelmed in loud, noisy, very active environments</p>
See quiet people as distant, uninvolved, disinterested and unexcitable		See enthusiastic people as attention seeking, stretching the truth, and too lively
Admire quiet people for their calmness		Admire enthusiastic people for being interesting and amusing

# Facets for Perceiving



The five facets for the Perceiving (Sensing/Intuition) type pair are:

1. Focus of Attention
2. How Information is Used
3. How Ideas are Used
4. Kind of Knowledge Trusted
5. Approach to Traditions



## Focus of Attention

SENSING	←----->	INTUITION
Concrete people tend to	Midzone people tend to	Abstract people tend to
Notice and trust the facts and what is actually present	Look for both facts and meanings	Use facts to trigger new ideas
Need to know enough facts before proceeding	Appreciate having some facts for grounding before engaging in speculation	Make inferences and look for meaning beyond the facts automatically
Look at things literally, rarely moving beyond the obvious	Enjoy making inferences up to a point	Believe using metaphors and symbols is the best way to let others know what they mean
See little point in making inferences beyond the facts	Find themselves helping people at the two poles understand each other	See facts that contradict their interpretations as annoying, but irrelevant glitches
Say exactly what they mean	Favor a concrete approach as they get older	Enjoy brainstorming
See <b>abstract</b> people as wasting time, difficult to follow, unrealistic and somewhat weird		See <b>concrete</b> people as rigid, slow, boring and stuck on details
Admire <b>abstract</b> people for their ability to read between the lines and see other meanings		Admire <b>concrete</b> people for their command of facts



## How Information is Used

SENSING	←----->	INTUITION
Realistic people tend to	Midzone people tend to	Imaginative people tend to
Value and enjoy owning useful things	Appreciate the imaginative process up to a point	Value and enjoy creativity for its own sake
Have a common sense perspective and seek common sense solutions	Need to see some practical use eventually for what is imagined	Seek new ways of considering things
Look for efficiencies in whatever they do	See little value in unbridled imagination	Focus on what is new, not on how much it would cost to implement
Prefer what is tangible	Use their imagination to come up with a new way to explain things	Wonder about things and "what if" possibilities automatically
Look at cost effectiveness and the bottom line	Favor a realistic approach as they get older	Imagine new products, models, or theories and then look for supporting facts
See <b>imaginative</b> people as lacking in common sense, ignoring the reality of what exists, and wasting time		See <b>realistic</b> people as "stuck", materialistic and unimaginative
Admire <b>imaginative</b> people for their ability to dream up something that may eventually be useful		Admire <b>realistic</b> people for their grasp of the realities of a situation, including the bottom line



## How Ideas are Used

SENSING	←----->	INTUITION
Practical people tend to	Midzone people tend to	Conceptual people tend to
<p>Want ideas to be applied</p> <p>Prefer to build something from what is already known</p> <p>Focus on substance, not symbols</p> <p>Accept new ideas if an application is apparent</p> <p>Value practical endeavors with tangible outcomes</p>	<p>Enjoy conceptualizing up to a point but want their best ideas to be used</p> <p style="text-align: center;">Seek new ways when standard ways stop working well</p> <p>Alternate between tangible and intangible considerations</p> <p style="text-align: center;">Find a tangible way to explain intangible concepts</p> <p>Prefer a practical approach as they get older</p>	<p>Be excited by ideas in and of themselves</p> <p>Search out new and different information</p> <p style="text-align: center;">Like exploring seemingly unconnected ideas</p> <p>Enjoy intellectual, scholarly discussions and appreciate the intangible</p> <p style="text-align: center;">Be more interested in the concept underlying things than in the things themselves</p>
<p>See <b>conceptual</b> people as impractical, wedded to ideas, and overly intellectual</p>		<p>See <b>practical</b> people as close minded, anti intellectual and unwilling to consider new ideas</p>
<p>Admire <b>conceptual</b> people for their broad and varied knowledge</p>		<p>Admire practical people for their ability to apply ideas effectively</p>

## Kind of Knowledge Trusted

SENSING	←----->	INTUITION
Experiential people tend to	Midzone people tend to	Theoretical people tend to
<p>Value and trust their own and others' experience above all else</p> <p>Like to apply their experience to the task at hand</p> <p>Be unwilling to change what already works well</p> <p>Need to experience something new to believe that it works</p> <p>Learn best by doing</p>	<p>Use theories to explain and summarize their observations</p> <p>Like theories that relate to their interests</p> <p>Look for theories to explain puzzling realities</p> <p>Consider a theory in relation to the way it applies to their own real world experience</p> <p style="text-align: center;">Favor an experiential approach as they get older</p>	<p>See patterns automatically and find meaning in them</p> <p style="text-align: center;">Understand the world through abstract theories and principles</p> <p style="text-align: center;">Look for connections between everything</p> <p style="text-align: center;">Look for links between theories in widely divergent areas</p> <p style="text-align: center;">Learn best by first placing new information within a theoretical framework</p>
<p>See <b>theoretical</b> people as being too trusting of theories, belittling real world experience, and being arrogant</p>		<p>See <b>experiential</b> people as unable to deal with complexity, intellectually inferior and limited by needing to see how something really works</p>
<p>Admire <b>theoretical</b> people for their ability to see the patterns and connections between nearly everything</p>		<p>Admire <b>experiential</b> people for their ability to focus on what's happening now</p>

# Approach to Traditions



SENSING	←----->	INTUITION
Traditional people tend to	Midzone people tend to	Original people tend to
<p>Want to do what is socially appropriate and to avoid standing out</p> <p>Be comfortable with and enjoy following traditional styles and customs</p> <p>Assume that celebrating family events in traditional ways is right and desired by all</p> <p>Need change to be connected to what is known and to occur gradually</p> <p>Find stability and a sense of community by upholding time-honored traditions</p>	<p>Be selective about which traditions are followed and which are not</p> <p>Change those things that no longer have meaning or don't work</p> <p>Agree to either a traditional or an original way if one or the other is important to someone they care about</p> <p>Be open to a new way if there is no reason not to</p>	<p>Want to do what is different and to stand out from the crowd</p> <p>Seek self expression and recognition through their originality</p> <p>Find it uninspiring and meaningless to always do things the same way</p> <p>Devise original ways of doing things to stay motivated</p> <p>Feel their originality adds spice to life and keeps activities from stagnating</p>
<p>See <b>original</b> people as disrespectful of traditions, insensitive, unconventional and missing an important part of life</p>		<p>See <b>traditional</b> people as said in their ways, rigid conformists, tied to the past, and missing out on exciting innovations</p>
<p>Admire <b>original</b> people for their willingness to seek change</p>		<p>Admire <b>traditional</b> people for their dedication to keeping important traditions going</p>

# Facets for Judging



The five facets for the Judging (Thinking/Feeling) type pair are:

1. Ideal Decision-Making Approach
2. Actual Decision-Making Method
3. Ways to Handle Differences
4. Communicating About Disagreements
5. Ways to Carry Out Decisions



## Ideal Decision-Making Approach

THINKING	←----->	FEELING
<b>Logical</b> people tend to	Midzone people tend to	<b>Empathetic</b> people tend to
Assume that applying universal criteria will lead to logical conclusions	Consider both logic and values to arrive at a conclusion	Assume that honoring everyone's values will lead to desired harmony
Seek objective criteria and want to know the pros and cons	Be influenced by how close they feel to the people involved	Use empathy to understand others' viewpoints and needs
Respect logical arguments even while disagreeing with the conclusion	Experience tension when they pit their values against the logic of the situation	See feelings, values, and outcomes for individuals as primary decision making criteria
Focus on the validity of the argument, not the person making it	Take longer to arrive at a conclusion than do people at one or the other facet pole	Have difficulty separating the argument from the arguer
Find that emotions distract them, so prefer to ignore them if possible		Find that immersing themselves in the decision making situation promotes desired empathy
Treat personal values as one factor of many to take into account		Treat logic as one factor of many to take into account
See <b>empathetic</b> people as illogical, emotional, overly sentimental and unable to recognize common principles		See <b>logical</b> people as heartless, unfeeling, unable to consider others' emotions
Admire <b>empathetic</b> people for how quickly they tune in to others' feelings		Admire <b>logical</b> people for their impartiality and adherence to objective principles



## Actual Decision-Making Method

THINKING	←----->	FEELING
Reasonable people tend to	Midzone people tend to	Compassionate people tend to
<p>Apply standards consistently and impartially</p> <p>Show caring by solving the problem or fixing it</p> <p>Take pains to avoid playing favorites</p> <p>Define fairness as providing consistent, equitable treatment to all persons</p> <p>See equity as based on principles alone</p>	<p>You was either a side of the facet depending on their role and the circumstances n</p> <p>Feel tension and distress when having to make decisions that pit a principle against an individual's well being</p> <p>Sometimes be seen as ambivalent or inconsistent</p>	<p>Apply standards based on the unique qualities and needs of those involved</p> <p>Show carrying my listing and being sympathetic</p> <p>See treating everyone in the same way as unfair because people are clearly different</p> <p>Take into account extenuating circumstances and individual qualities</p> <p>Value each person's welfare over the principles involved</p>
See <b>compassionate</b> people as irrational, inconsistent, and prone to favoritism		See <b>reasonable</b> people as uncaring, cold, and blind to individual differences
Admire <b>compassionate</b> people for their ability to give people the benefit of the doubt		Admire <b>reasonable</b> people for their apparent ease in being true to their principles and standards



## Ways to Handle Differences

THINKING	←----->	FEELING
<b>Questioning</b> people tend to	Midzone people tend to	<b>Accommodating</b> people tend to
<p>Like to ask questions to clarify and understand the issue</p> <p>Seek the objective “truth”</p> <p>Ask questions to discover reasons, to solve problems, or to find common ground</p> <p>Need to have their questions answered before they can move ahead</p> <p>Be skeptical</p>	<p>Ask questions in areas of interest to satisfy their need to know</p> <p>Ask questions carefully</p> <p>Ask a question when not knowing the answer will impede making a decision</p> <p>Be less likely to ask questions if the issue is unimportant to them</p> <p>Favor an accommodating approach as they get older</p>	<p>See maintaining relationships as more important than finding objective truth</p> <p>Frame questions in a gentle, understanding manner</p> <p>Avoid asking a question if it might offend someone or damage a relationship</p> <p>Try to find a path forward that will please everyone</p>
See <b>accommodating</b> people as too passive, Meek, and withholding as well as lacking conviction		See <b>questioning</b> people as offensive, challenging, demanding, and uncooperative
Admire <b>accommodating</b> people for their ability to recognize when something really doesn't matter		Admire <b>questioning</b> people for their willingness to ask questions they themselves are reluctant to ask

# Communicating About Disagreements

THINKING	←----->	FEELING
Critical people tend to	Midzone people tend to	Accepting people tend to
<p>Want to correct what is wrong and improve what can be made better</p> <p>See critiquing as a necessary and appropriate way to find flaws</p> <p>Be so direct in their comments that they are seen as tactless or rude</p> <p>Point out what is wrong first</p> <p>See pointing out what is right as unnecessary</p>	<p>Point out both what is right and what is wrong</p> <p>Critique selectively</p> <p>Be more likely to critique when they have some expertise</p> <p>Appear less insistent than others in offering their views</p> <p>Favor an accepting approach as they get older</p>	<p>Want to affirm the value of other viewpoints</p> <p>Overlook others lapses and deficiencies</p> <p>Believe that accepting people as they are helps them be their best</p> <p>Comment first on what is right or well done</p> <p>See correcting what is wrong as secondary or as not worth mentioning</p>
See <b>accepting</b> people as uncritical or not discriminating, or as pushovers		See <b>critical</b> people as harsh, hypercritical, and relentless
Admire <b>accepting</b> people for their ability to find the positive in any one or anything		Admire <b>critical</b> people for their ability to identify important flaws

# Ways to Carry Out Decisions



THINKING	←----->	FEELING
Tough people tend to	Midzone people tend to	Tender people tend to
<p>Adhere firmly to their decisions</p> <p>Believe that once a decision is made, it is not open to change or delay and should be implemented as soon as feasible</p> <p>Consider compromise irrelevant once a decision is made</p> <p>See delaying implementation as prolonging the distress of those negatively affected by the decision</p> <p>Expressed themselves forthrightly and clearly and expect the same from others</p>	<p>Start with a tender approach and move to a tough approach if that doesn't work</p> <p>Surprise people (and themselves) when they shift from one side of the facet to the other</p> <p>Remain loyal to those who are close to them and attempt to take care of them</p>	<p>Focus on the impact of the decision on people</p> <p>Believe kindness and consideration of others are essential</p> <p>Attempt to take care of people adversely affected by a decision and thus delay its implementation</p> <p>Believe there are always alternatives that should be considered</p> <p>Give warmth and consideration to others and expect to receive the same things in return</p>
See <b>tender</b> people as hesitant, indecisive, and overly solicitous		See <b>tough</b> people as unkind, harsh, and overly focused on the bottom
Admire <b>tender</b> people for their desire to take care of those who are hurt by a decision		Admire <b>tough</b> people for their desire to implement a decision and move on quickly

# Facets for Outer World Orientation



The five facets for the Outer World Orientation (Perceiving/Judging) type pair are:

1. General Organizational Style
2. Approach to Planning
3. Ways to Manage Time Pressures
4. Use of Schedules and Routines
5. Approach to Completing Large Tasks



## General Organizational Style

JUDGING	←----->	PERCEIVING
Systematic people tend to	Midzone people tend to	Casual people tend to
Use systems to stay on task and to use time and energy efficiently	Have a general plan in place with some options	Be most comfortable with an easy going approach to everything in their life
Like to develop contingency plans	Enjoy interruptions if they are not already involved in their own plans	Like to remain open to happenstance and be energized by the unexpected
Find clutter to be distracting and chaotic	Like surprises or distractions when time permits	Find that systems inhibit their immediate response to a task
Develop a system before starting on a task	Favor a systematic approach as they get older	Not mind being interrupted
Want to organize and control their time and physical space		Find variety and newness to be intrinsically satisfying
Push for closure in decision making		Be comfortable with postponing decisions
See <b>casual</b> people as lazy, inefficient, impulsive, or disorganized		See <b>systematic</b> people as rigid, overly task oriented, and unable to enjoy the moment
Admire <b>casual</b> people for their ability to go with the flow		Admire <b>systematic</b> people for their efficiency in getting things done



# Approach to Planning

JUDGING	←----->	PERCEIVING
Planful people tend to	Midzone people tend to	Open-Ended people tend to
<p>Make plans well in advance for social events, vacations, education, retirement and the like</p> <p>Enjoy the process of planning in and of itself</p> <p>Believe that planning is needed to ensure that they will get to do what they want to do</p> <p>Be uncomfortable with proceeding without a firm plan in place</p>	<p>Take a planful approach in one setting, such as the workplace, and an open-ended approach in another, such as at home, or vice versa</p> <p>Like to have a few plans in place for important events but not for everything</p> <p>Focus sometimes on the future and at other times on the here and now</p>	<p>Find long range planning to be constraining and limiting</p> <p>Want the freedom to choose among whatever options are available</p> <p>Enjoy taking advantage of unexpected opportunities</p> <p>Prefer to cancel set plans rather than miss out on a more interesting opportunity</p>
See <b>open-ended</b> people as unreliable, irresponsible, or immature		See <b>planful</b> people as compulsive, controlling, or too focused on plans
Admire <b>open-ended</b> people for their ability to seize the moment and benefit from chance occurrences		Admire <b>planful</b> people for their ability to get what they want



## Ways to Manage Time Pressures

JUDGING	←----->	PERCEIVING
<b>Early Starting</b> people tend to	Midzone people tend to	<b>Pressure-Prompted</b> people tend to
Want to know assignments in advance  Start a task far enough ahead to allow plenty of time to finish and check their work  Feel that they do their best work when they can avoid last minute rush  Get so tense or anxious due to last minute stress that their work or relationships suffer	Feel unmotivated if they have to get started too far in advance  Dislike the tension caused by starting too late  Do their best work when they don't start either too early or too late  Favor an early starting approach as they get older	Enjoy and be motivated by the challenge of an impending deadline and find it difficult to work without that pressure  Feel they do their best work when dealing with a time constraint  Gather information and think about a project in advance before they actually work on it  Feel that finishing a task too early is a waste of time
See <b>pressure-prompted</b> people as procrastinating, inconsistent, and untrustworthy		See <b>early starting</b> people as plotting, obsessive, and rigid
Admire <b>pressure-prompted</b> people for their ability to pull everything together effectively at the last minute		Admire <b>early starting</b> people for their ability to always get the job done

## Use of Schedules and Routines

JUDGING	←----->	PERCEIVING
Scheduled people tend to	Midzone people tend to	Spontaneous people tend to
<p>Like the efficiency and predictability that routines allow</p> <p>Develop comfortable routines for many of their activities</p> <p>Enjoy making lists and checking off accomplishments</p> <p>Find following routines effective and not like to be taken by surprise</p>	<p>Have comfortable routines for some activities but not all</p> <p>Follow schedules at work but be spontaneous at home, or vice versa</p> <p>Favor a scheduled approach as they get older</p>	<p>Be energized by the variety in their daily life and work</p> <p>Feel that following routines cramps, confines, and bores them</p> <p>Find abiding by a schedule difficult</p> <p>Make lists and check things off only as a last resort</p>
<p>See <b>spontaneous</b> people as unreliable and unpredictable, and as making unnecessary, irrelevant time-consuming changes</p>		<p>See <b>scheduled</b> people as predictable, lacking spontaneity, and not fun to be with</p>
<p>Admire <b>spontaneous</b> people for their flexibility to adapt to whatever comes up</p>		<p>Admire <b>scheduled</b> people for how habits and routines make their lives easier</p>

# Approach to Completing Large Tasks

JUDGING	←----->	PERCEIVING
Methodical people tend to	Midzone people tend to	Emergent people tend to
<p>Lay out the information or materials needed for a project before starting it Identify the steps of a project</p> <p>Believe their reproach saves time and minimizes mistakes</p> <p>Read directions before starting a project</p> <p>Like to know they're on track relative to the ultimate goal</p> <p>Make an outline in advance and stick to it when developing a project or presentation</p>	<p>Like to identify some of the steps but perhaps not all of them</p> <p>Rely more on an emergent approach when they are familiar with the task</p> <p>Rely on a methodical approach when they are unfamiliar with the task</p> <p>Be comfortable proceeding without a plan in their areas of expertise</p>	<p>Start with whatever is most interesting and discover a sequence by trial and error</p> <p>Prepare for a task in a loose, relatively unstructured manner</p> <p>Treat projects as explorations or discoveries</p> <p>Not complete parts of the task in a particular order unless absolutely necessary</p> <p>Read directions as a last resort and look for tools only when they need them</p> <p>Jot down some notes in advance and figure out the order when developing a project or presentation</p>
See <b>emergent</b> people as unprepared come up foolish, and careless		See <b>methodical</b> people as too predictable, perfectionistic, unvarying, or uninteresting
Admire <b>emergent</b> people for their ability to succeed without preparing		Admire <b>methodical</b> people for their ability to create a system in advance and adhere to it