The Myers-Briggs Company

Type + Conflict

Understanding Your Natural Conflict Style

Type and Conflict Resolution teaches you how to use knowledge of MBTI® type preferences to understand your natural conflict style and enhance your ability to navigate disagreements more constructively. By recognizing how your type influences the way you approach conflict, you can adapt your response to fit different situations and work more effectively with people whose conflict styles differ from your own.

Navigating Conflict Using MBTI® Type

Your personality type influences many aspects of who you are. More specifically, the last two letters of your MBTI® type—your Thinking/Feeling and Judging/Perceiving preferences—significantly influence your conflict style and what is important to you.

- **Thinking or Feeling** determines where you focus your attention during conflict, such as on the issues and principles at stake or the people and values involved.
- **Judging or Perceiving** determines how you approach resolution—whether you want to sort it out quickly and move forward, or work through it thoroughly with full participation.



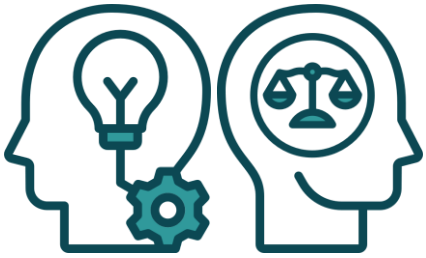
The dynamic interplay of these two preferences creates four distinct conflict pairs (TJ, TP, FJ, FP), each with characteristic strengths and potential developmental opportunities. Understanding your conflict pair—and those of your teammates—provides a powerful framework for building more constructive conversations and finding a resolution that works for everyone involved.

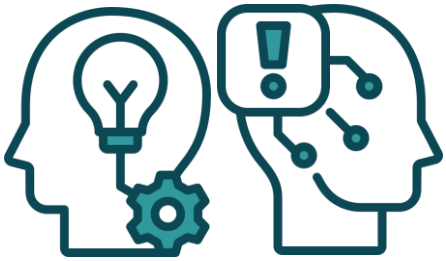
Copyright 2025 by The Myers-Briggs Company. MBTI, Introduction to Type, and The Myers-Briggs Company logo are trademarks or registered trademarks of Myers & Briggs Foundation, Inc. in the United States and other countries.

The Myers-Briggs Company

Four Conflict Pairs

The interplay of the last two letters of **MBTI® type preference** has a significant influence on an individual's conflict style and behavior.





Thinking–Feeling Our preferred decision-making process determines where we focus attention during conflict.		**Judging–Perceiving** Our preferred way of dealing with the outer world determines our response to conflict.	
Thinking	**Feeling**	**Judging**	**Perceiving**
• What the conflict is about • Opinions and principles • Analyzing and tolerating differences • Succinct delivery • Maintaining a firm stance	• Who is involved • Needs and values • Accepting and appreciating differences • Tactful delivery • Ensuring give and take	• Seek resolution • Sort it out • Focus on the past and future • Be concerned primarily with the output from or outcome of the situation • Experience satisfaction once the conflict is over	• Seek clarification • Work it through • Focus on the present • Be concerned primarily with the input of the participants • Experience satisfaction once the conflict is being addressed

The dynamic impact of these preferences is evident when combined as four conflict pairs.

Copyright 2025 by The Myers-Briggs Company. MBTI, Introduction to Type, and The Myers-Briggs Company logo are trademarks or registered trademarks of Myers & Briggs Foundation, Inc. in the United States and other countries.

The Myers-Briggs Company

Conflict Pair Dynamics

Thinking–Judging Conflict Pair Extraverted Thinking	Thinking–Perceiving Conflict Pair Introverted Thinking
Others typically experience these individuals as coolheaded, analytical, rational, and clear thinking.	Others typically see these individuals as people who will support the underdog and question any givens.
INTJ – ISTJ – ENTJ – ESTJ	**INTP – ISTP – ENTP – ESTP**
For all TJs, Thinking is extraverted, meaning it operates in the outer world and is visible to others. In conflict, it manifests as rational and critical commentary to the outside world and a keen ability to make decisions based on the information at hand. Others typically view TJs as coolheaded, analytical, rational, and clear thinking. For TJs, conflict tends to arise more often around the issue of authority than for the other conflict pairs. Hierarchy, reporting lines, seniority, and decision-making are often red flags for them. When involved in conflict, TJs primary need is for closure or resolution—"to have it over and done with." They tend to strongly deny the emotional content in conflict even though strong emotion does exist. Their engagement can shift from easy-going and agreeable to intense and seemingly angry, all within the same situation. This paradox could be the root of the changeable intensity they exhibit in that the emotion can remain repressed for a time but then surpasses a critical threshold and "burst" out. TJs tend to be fairly aggressive in their approach. Their primary focus throughout the conflict is resolution and closure. Success in a conflict is measured not by whether their viewpoint prevails, but rather by the clear identification of a viewpoint as a way forward. **We attacked the issue head-on and a decision was made… That's as good as it gets. —ESTJ**	For all TPs, Thinking is introverted, meaning it operates in the inner world and is not immediately apparent to others. In conflict, it can manifest as an inner critic who likes to play devil's advocate. Others typically see TPs as people who support the underdog and question any givens. Individuals with this conflict pair tend to place great emphasis on trust and personal credibility. Instances that challenge these concepts are often at the core of the conflict situations in which they engage. Once involved in a conflict, TPs like to have a defined process or progression route with which to navigate through the issues. They tend to view conflicts as a waste of time, yet others often see them as catalysts for conflict. While TPs generally acknowledge their emotions throughout the conflict process, they tend to exclude emotions from the discussion arena. Once a conflict is resolved, they will usually analyze, review, and dissect the outcome for a considerable period. This opportunity to use Thinking to reflect internally on what has happened externally is a vital part of defining a successful outcome for this conflict pair. **When I think back on some of my conflicts, I can see that I am often the catalyst by playing devil's advocate. —INTP**
TJ Conflict Pair Summary	**TP Conflict Pair Summary**
• Likely cause of conflict: Challenges to/of authority • Desired outcome: Closure or resolution • Deal with emotions by: Denying they exist • Others' impression: Detached OR aggressive adversary Satisfied when: Conflict is over	• Likely cause of conflict: Challenges to/of trust • Desired outcome: Defined process or progression • Deal with emotions by: Excluding them • Others' impression: Catalyst or contributor to conflict Satisfied when: They can subsequently analyze the outcome

Copyright 2025 by The Myers-Briggs Company. MBTI, Introduction to Type, and The Myers-Briggs Company logo are trademarks or registered trademarks of Myers & Briggs Foundation, Inc. in the United States and other countries.



The Myers-Briggs Company

Feeling Judging Conflict Pair Extraverted Feeling	**Feeling–Perceiving Conflict Pair** Introverted Feeling
Others typically see these individuals as warm, caring, and uncomfortable with tension.	Others typically see these individuals as accepting of disparate views and committed to their own values.
INFJ – ISFJ – ENFJ – ESFJ	**INFP – ISFP – ENFP – ESFP**
For all FJs, Feeling is extraverted, meaning it operates in the outer world and is visible to others. In conflict, it can manifest as a need for harmony in the outside world. Others typically see FJs as warm, caring, and uncomfortable with tension. Issues for FJs tend to surround challenges to their core beliefs or values. Throughout a conflict, their primary concern is the well-being of the relationships with those involved. The relationships must remain intact, and this focus is paramount throughout the experience. Once engaged in a conflict, FJs are likely to be highly intense and emotional. The emotional content is considered to be a point of discussion and is actively referred to or solicited throughout the dialogue—"Feelings are facts, too." FJs' concern for openness and harmony in the process reinforces their focus on keeping the relationship intact. A successful outcome is determined not by the decisions made but by the fact that all parties can leave the exchange without harboring any bitterness from the experience. **As long as everyone involved is honest about his or her feelings, we'll be able to resolve the issue. —ISFJ**	For all FPs, Feeling is introverted, meaning it operates in the inner world and is not immediately apparent to others. In conflict, it can manifest as a desire to hear all sides of the story. Others typically see FPs as accepting of disparate views and committed to their own values. For FPs, conflict issues tend to involve only things about which they are passionate. People with this conflict pair steer clear of such conflictual interaction until a deeper trigger is pulled. Throughout a conflict, there is a strong need to ensure that all parties are included and heard. While they do not typically engage in conflict lightly, they do see it as a natural use of energy when necessary—"Some things are just that important." They tend to be accepting of and open to the inclusion of emotional content but do not actively solicit it as a discussion point in the dialogue. Their approach lends itself to an exploration of opinions and views, and indeed this is their concept of a successful outcome. There is no resolute need for closure; the exploration is in itself important. In fact, FPs have antennae picking up conflict occurring around them at all times. **If it's really important to me, then I want people to take the time to explore and listen before jumping to conclusions. —ENFP**
FJ Conflict Pair Summary	**FP Conflict Pair Summary**
• Likely cause of conflict: Challenges to/of beliefs • Desired outcome: Intact relationships • Deal with emotions by: Including them • Others' impression: Seeker of communication and harmony • Satisfied when: There is no lingering bitterness	• Likely cause of conflict: Challenges to/of values • Desired outcome: Respectful listening • Deal with emotions by: Accepting them • Others' impression: Someone who includes others' values and concerns • Satisfied when: There is open exploration

*This information is a small excerpt from the *Introduction to Type and Conflict* booklet. For more insights, you can purchase the complete booklet from www.themyersbriggs.com.

Copyright 2025 by The Myers-Briggs Company. MBTI, Introduction to Type, and The Myers-Briggs Company logo are trademarks or registered trademarks of Myers & Briggs Foundation, Inc. in the United States and other countries.