



# Skills Development Framework

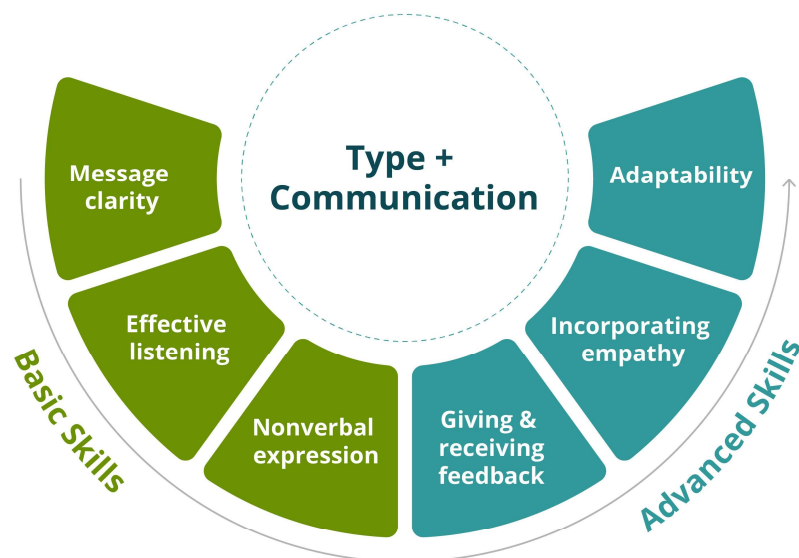
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## Communication

# Type + Communication

## Definition

Type and Communication combine the knowledge of **MBTI® type preferences with the communication skills** required to convey information, thoughts, and emotions within various contexts and situations to drive the best outcomes.



## Follow These Steps

1. Explore the Skill Development Framework
2. Acquire Basic Skills
3. Cultivate Advanced Skills

# Type Preferences in Communication

<b>Sensing and Thinking (ST) Preferences</b>	<ul style="list-style-type: none"> <li>• <b>What they want:</b> Talk to them in a direct, logical manner, communicating exactly what is expected of them. Address emotions and feelings in a similar matter-of-fact way.</li> <li>• <b>How they communicate:</b> In return, those with ST preferences will provide clear information and adjust their level of detail based on the audience's technical knowledge.</li> </ul>
<b>Sensing and Feeling (SF) Preferences</b>	<ul style="list-style-type: none"> <li>• <b>What they want:</b> Communicate in an encouraging manner and offer practical, tangible expressions of emotional support.</li> <li>• <b>How they communicate:</b> In return, those with SF preferences will prioritize harmony and personal connections. They will use practical examples and anecdotes to relate to different audience members.</li> </ul>
<b>Intuition and Feeling (NF) Preferences</b>	<ul style="list-style-type: none"> <li>• <b>What they want:</b> When communicating, allow space to explore various emotional perspectives and acknowledge broader, open-ended forms of contributions.</li> <li>• <b>How they communicate:</b> In return, those with NF preferences will intuitively adapt to the emotional atmosphere, using metaphors and stories to connect abstract ideas to the audience's experiences.</li> </ul>
<b>Intuition and Thinking (NT) Preferences</b>	<ul style="list-style-type: none"> <li>• <b>What they want:</b> Your communication must be credible. Both the source(s) of information and the speaker should lean into logical, reasonable, and analytical expression with minimal emotion.</li> <li>• <b>How they communicate:</b> In return, those with NT preferences will match the expertise level of their audience by dialing message complexity up or down. They will also emphasize long-term implications to improve decision-making.</li> </ul>

# Basic Skills

## Message Clarity



Skill Excellence



Type In Action



Development Tips

**Message  
Clarity**

**Next**

# Basic Skills

## Message Clarity



### Skill Excellence



### Type In Action



### Development Tips

#### What Excellence Looks Like:

- Using simple, concise language
- Structuring messages logically

Message  
Clarity

# Basic Skills

## Message Clarity



Skill Excellence



Type In Action



Development Tips

- All types can tailor their communication style to their strengths while addressing developmental opportunities. If verbal interaction is one's preference, practice organizing thoughts before speaking. If there is a greater preference for written communication, develop an openness to spontaneous dialogue for when the need arises.

Message  
Clarity

# Basic Skills

## Message Clarity

- ✓ Skill Excellence
- ✓ Type In Action
- ✓ Development Tips

- **ST:** Your natural style will be to present a clear, well-structured message. However, don't forget to mention the "why," the "what," and the "how." Avoid too much detail in your communication.
- **SF:** Remember to be clear and direct, even if you run the risk of upsetting others. You can still offer support, but balance warmth with clarity.
- **NF:** It's great to explain the "why," but don't forget to mention the "what" and the "how." People want to know the facts and the details. You may want to soften your communication to avoid hurting people's feelings, but keep in mind that doing so could affect the clarity of the message.
- **NT:** Use your logical approach to identify the key issues. Explain these clearly to avoid over-complicating things or over-explaining. Talk about the "what," the "how," and the "why."

Message  
Clarity

# Basic Skills

## Effective Listening



Skill Excellence



Type In Action



Development Tips

**Effective  
Listening**

Next



# Basic Skills

## Effective Listening



### Skill Excellence



### Type In Action



### Development Tips

#### What Excellence Looks Like:

- Demonstrating attention through nodding and verbal affirmations
- Paraphrasing or summarizing to ensure understanding

Effective  
Listening

# Basic Skills

## Effective Listening



Skill Excellence



Type In Action



Development Tips

- All types can improve listening by focusing on being empathetic and clear. Some individuals may naturally tune into emotional undertones, while others excel in identifying key facts and organizing ideas. Both aspects are essential for comprehensive listening.

Effective  
Listening

# Basic Skills

## Effective Listening

- ✓ Skill Excellence
- ✓ Type In Action
- ✓ Development Tips

- **ST:** Pay attention to how something is said, not just what is being said. Focus on the person, not just the information. Don't jump to offer solutions but do acknowledge key points and ask questions to clarify issues.
- **SF:** Focusing and listening to the person may come easily to you, but don't forget to ask questions to clarify your understanding. Also, avoid rushing to "fix" any problems.
- **NF:** Remain focused on what is being said. Try not to let your thoughts wander towards abstract ideas, and don't make assumptions. Stay in the moment.
- **NT:** Remain focused on what is being said. Try not to let yourself start thinking about solutions or future possibilities. Avoid interrupting people and acknowledge any emotions that the speaker expresses.

Effective  
Listening

# Basic Skills

## Non-Verbal Expression

+ Skill Excellence

+ Type In Action

+ Development Tips

Non-verbal  
Expression

Next

# Basic Skills

## Non-Verbal Expression



### Skill Excellence



### Type In Action



### Development Tips

#### What Excellence Looks Like:

- Maintaining appropriate eye contact
- Using open body language to convey receptiveness

Non-verbal  
Expression

Next

# Basic Skills

## Non-Verbal Expression



Skill Excellence



Type In Action



Development Tips

- All types can become more mindful of nonverbal cues and improve capability around aligning nonverbal with verbal messages. This will help them develop accuracy in processing messages and responding appropriately.

Non-verbal  
Expression

# Basic Skills

## Non-Verbal Expression

- ✓ Skill Excellence
- ✓ Type In Action
- ✓ Development Tips

- **ST:** You may unconsciously adopt closed body language. Relax your posture, uncross your arms, and face the speaker. Over time, you will find you communicate more effectively.
- **SF:** Showing interest via your body language and facial expressions may come naturally; however, remember to avoid staring too intently at the speaker or locking eyes for too long.
- **NF:** Avoid looking away as you process or reflect on what is being said. Stay relaxed physically during emotionally intense or long conversations.
- **NT:** You may find that eye contact is hard to maintain while you are thinking over what was said, but try to do so. This will enhance your communication. Think of it as a skill you can develop. You may tend to adopt closed body language; keep your arms uncrossed and avoid abrupt gestures.

Non-verbal  
Expression

# Advanced Skills

## Giving & Receiving Feedback

+ Skill Excellence

+ Type In Action

+ Development Tips

**Giving &  
Receiving  
Feedback**

Next



# Advanced Skills

## Giving & Receiving Feedback



### Skill Excellence



### Type In Action



### Development Tips

#### What Excellence Looks Like:

- Offering others constructive input and/or redirecting them in a respectful manner
- Accepting difficult messaging graciously and with careful consideration

**Giving &  
Receiving  
Feedback**

**Next**

# Advanced Skills

## Giving & Receiving Feedback

- ✓ Skill Excellence
- ✓ Type In Action
- + Development Tips

- All types can benefit from both direct and exploratory feedback. Aim to balance clear, actionable advice with discussing options in an open-ended way.

Giving &  
Receiving  
Feedback

Next

# Advanced Skills

## Giving & Receiving Feedback



### Skill Excellence



### Type In Action



### Development Tips

- **ST:** You will tend to structure feedback clearly and concisely, but you may tend to be too blunt or impersonal. Balance facts or critique with praise and encouragement. When receiving feedback, listen for both tone and factual content.
- **SF:** You will tend to give supportive feedback that incorporates specific, practical examples. Don't forget to offer constructive critique as well. Try not to take any negative feedback personally; you are not being criticized as a person. Use feedback to improve your performance.
- **NF:** You may hesitate to deliver critical feedback but remember that it helps the person grow. Provide specifics and clear recommendations or actions. Try not to take any negative feedback personally; you are not being criticized as a person. Use it to improve your performance.
- **NT:** Your feedback style may sometimes appear a little cold or critical. Start with the positives, then balance criticism with praise. If you receive feedback that feels vague or emotional, you may be tempted to dismiss it. Instead, engage and ask questions to unearth specifics and underlying meanings.

Giving &  
Receiving  
Feedback

Next

# Advanced Skills

## Incorporating Empathy

+ Skill Excellence

+ Type In Action

+ Development Tips

**Incorporating  
Empathy**

# Advanced Skills

## Incorporating Empathy



### Skill Excellence



### Type In Action



### Development Tips

#### What Excellence Looks Like:

- Recognizing and acknowledging others' feelings
- Responding appropriately to emotional cues

Incorporating  
Empathy

# Advanced Skills

## Incorporating Empathy

- ✓ Skill Excellence
- ✓ Type In Action
- + Development Tips

- All types can demonstrate empathy while communicating through a balance of emotional understanding and rational support. This will help them find common ground and build strong connections with others.

Incorporating  
Empathy

# Advanced Skills

## Incorporating Empathy



### Skill Excellence



### Type In Action



### Development Tips

- **ST:** Listen for and acknowledge the emotions in what others are saying. Recognize and appreciate the person; don't just think about the problem. Don't immediately go into problem-solving mode. Sometimes people just want to talk or be heard.
- **SF:** You may be attuned to what others seem to be feeling, but they will not know this unless you make it explicit in your conversation. Avoid over-accommodating to the other person's needs; you have needs, too!
- **NF:** You are likely empathetic, compassionate, and focused on making meaningful connections with others. However, ensure that this does not get in the way of having difficult conversations. You may also need to guard against disengaging others by being overly abstract.
- **NT:** Other people's feelings aren't irrelevant distractions; use them as useful data to help you get to the heart of what's really going on. Remember to express your appreciation of others. Balance objectivity with emotional awareness.

Incorporating  
Empathy

# Advanced Skills

## Adaptability



Skill Excellence



Type In Action



Development Tips

**Adaptability**

Next



# Advanced Skills

## Adaptability



### Skill Excellence



### Type In Action



### Development Tips

#### What Excellence Looks Like:

- Adjusting communication style based on situational context and audience
- Being flexible in approach to ensure effective dialogue

Adaptability

# Advanced Skills

## Adaptability

- ✓ Skill Excellence
- ✓ Type In Action
- + Development Tips

- All types can demonstrate adaptability by adjusting their communication approach based on who they're speaking with and the situation at hand. This helps to navigate different perspectives, overcome potential misunderstandings, and create meaningful dialogue.

Adaptability

# Advanced Skills

## Adaptability

### ✓ Skill Excellence

### ✓ Type In Action

### ✓ Development Tips

- **ST:** Your natural style is likely to be clear, logical, and structured. However, to communicate effectively, assess your audience. If they are big picture thinkers (Intuition), offer context and connect the details to the big picture. If they have a Feeling preference, acknowledge their emotions and talk about the impact on people and their values.
- **SF:** Your natural style is likely to be clear, structured, and focused on people. However, not all audiences will appreciate this. Look at their style. If they are big picture thinkers (Intuition), offer context and connect the details to the big picture. If they have a Thinking preference, present a logical argument and talk about facts and data.
- **NF:** Your natural style will be to talk about your vision and how it relates to people. However, not all audiences will appreciate this. Look at their style. If they have a Sensing preference, break down your communication into clear steps and discuss specifics (think bullet points). If they have a Thinking preference, present a logical argument and talk about facts and data.
- **NT:** Your natural style is likely to look at the bigger picture and logical possibilities. However, to communicate effectively, assess your audience. If they have a Sensing preference, break down your communication into clear steps and discuss specifics (think bullet points). If they have a Feeling preference, acknowledge their emotions and talk about the impact of people and their values.

Adaptability