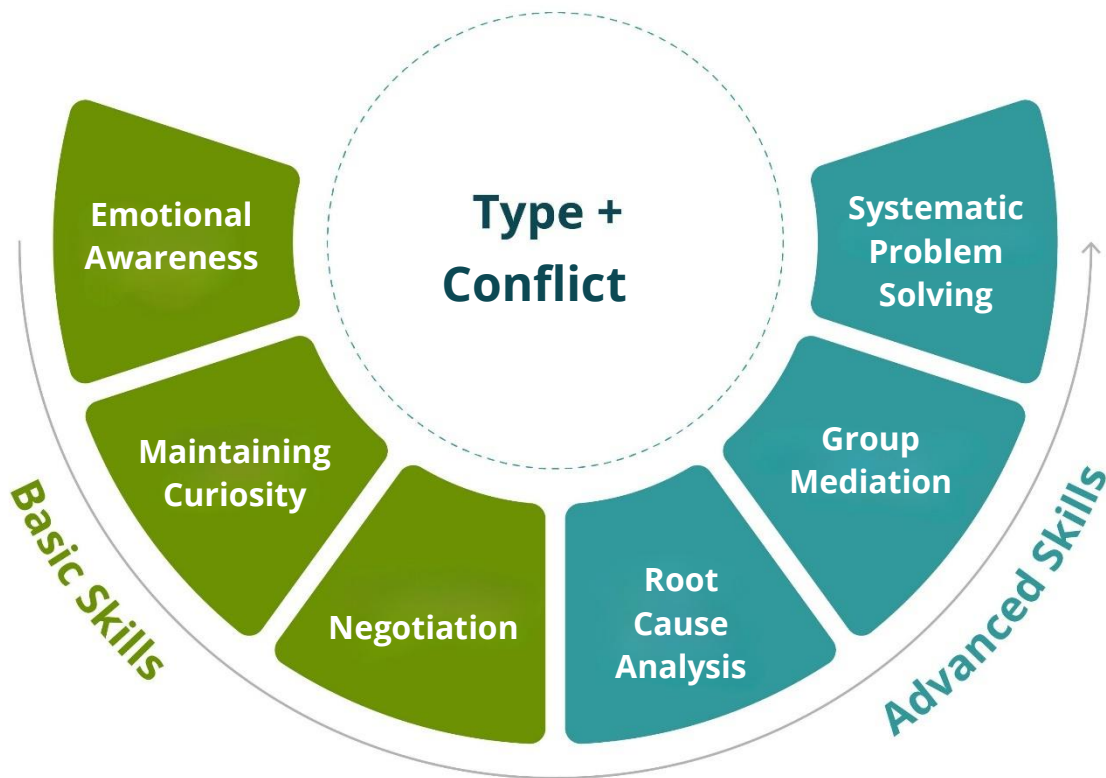


# Type + Conflict

## Definition

Type and conflict combine the knowledge of **MBTI® type preferences with the skills** required to navigate and resolve conflict for the most successful outcome.





## Type Preferences in Conflict

### Thinking & Judging (TJ) Preferences

- **Your focus in conflict:** You likely focus on the task at hand, seeking to identify the most effective path forward. You will be most satisfied when the conflict is dealt with, which includes a clear resolution on how to tackle the problem.
- **Your response to conflict:** You probably stay coolheaded and analytical, putting your personal feelings to one side in order to provide objective critique. You may come across as either detached or aggressive, and you may push for closure too quickly due to your desire for clarity.

### Thinking & Perceiving (TP) Preferences

- **Your focus in conflict:** You likely focus on the logical principles at play to identify a clear path or route to navigate through issues. You will be most satisfied when you have time to analyze, dissect, and review all the possible alternatives.
- **Your response to conflict:** You probably play the role of devil's advocate, questioning any givens to ensure all angles have been considered. You may at times seem unsympathetic to others' feelings or even look to stir up conflict due to your desire to debate the issues.



## Type Preferences in Conflict

### Feeling & Judging (FJ) Preferences

- **Your focus in conflict:** You likely focus on the people involved to ensure everyone's needs are met and relationships remain intact. You will be most satisfied when you know the conflict has been resolved harmoniously, with positive benefits for everyone involved.
- **Your response to conflict:** You probably use empathy to connect with people, sharing your feelings openly and encouraging them to do the same. You may struggle to be objective, and you may appear to brush issues under the carpet due to your desire for harmony.

### Feeling & Perceiving (FP) Preferences

- **Your focus in conflict:** You likely focus on the core values at stake and may only get involved in conflict when you feel passionately about the issue. You will be most satisfied when all perspectives have been included and explored.
- **Your response to conflict:** You probably welcome and accept disparate views, and you are sensitive to others' emotions even if you don't readily share your own. You may hold too tightly to your values, or struggle to bring conflict to a close due to your desire to mediate everyone's concerns.



## Basic Skills

### Skill 1: Emotional Awareness

#### Skill Excellence:

- Manages own emotions; avoids becoming defensive, argumentative, or blaming others
- Recognizes and takes into account others' emotions

### Skill 2: Maintaining Curiosity

#### Skill Excellence:

- Remains receptive; asks questions and listens to what others say
- Learns about the situation from different angles or perspectives

### Skill 3: Negotiation

#### Skill Excellence:

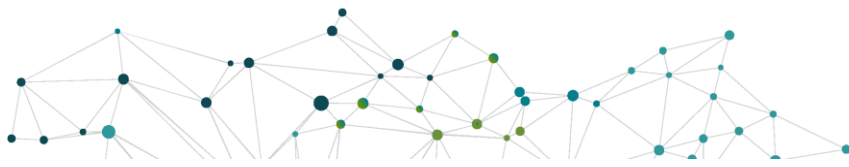
- Upholds a fair process for all parties involved
- Discusses issues through a give and take process to reach an agreement

## Type In Action

All types can demonstrate awareness of both their own and others' emotions. Yet different types may vary in how readily they share their emotions and how much consideration they give to emotions when navigating conflict. All types can benefit from finding a balance between objectivity and empathy.

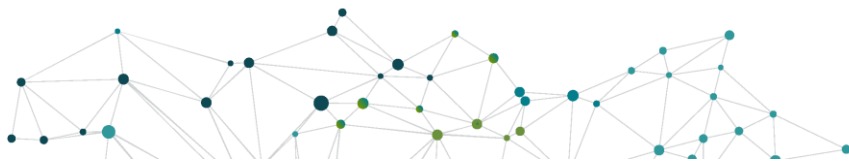
All types can be receptive to different perspectives, asking questions and listening to what others have to say. Yet some types may try to reach closure on a conflict too quickly, while others may keep it open for too long. Likewise, different types may vary in their focus when learning about the situation, prioritizing either logical or personal concerns.

All types can uphold a fair process for negotiation, discussing issues through a balance of give and take. Yet some types may struggle to make tough decisions where consensus is not possible, while others may struggle to make concessions in order to advance on key issues.



## Type Tips for Skill 1: Emotional Awareness

- TJ:** You likely put your feelings to one side during a conflict, allowing you to detach from emotional crossfire and stay coolheaded even under pressure. Make sure not to suppress your feelings too much or for too long, as they may suddenly burst out, causing you to become argumentative or adversarial. Try to be mindful of how other people are feeling as well—not everyone can or wants to put their emotions to the side. Taking emotions into account may help you reach a resolution faster.
- TP:** You likely view disagreement as a source of healthy challenge, allowing you to stay calm and objective even during active conflict. Try not to become defensive if others are dictating the pace, rushing you to reach a resolution before you have assessed all the possible solutions. You may only share your feelings once you're sure all parties can be trusted. Be prepared for others to share their emotions more readily, as they may want validation of how they're feeling before they can dig into the issues.
- FJ:** You are likely well attuned to your own and others' feeling, actively sharing how you feel and encouraging others to do the same. Yet you may find conflict unpleasant, going to great lengths to avoid or rush through it. Be careful not to smooth over tensions for the sake of your own comfort, as issues may need to be addressed to ensure people's needs are met. Try not to become pushy if you feel others are withholding, or defensive if you feel your peace-making efforts aren't being reciprocated.
- FP:** You are likely sensitive to your own and others' emotional undercurrents, receiving others' reactions during conflict without judgement. Yet this empathy for others and discomfort with conflict may mean you find it difficult to step back and be objective. Try not to become defensive if you feel one of your values is being challenged, or if others are pushing for logical closure before you are ready. Take the time you need to reflect, but then try to vocalize your concerns before issues hit a boiling point.



## Type Tips for Skill 2: Maintaining Curiosity

- TJ:** Your preference to ask the critical questions and listen objectively is likely an advantage when it comes to hearing others' logical contributions. Yet your desire for closure and dislike of ambiguity may mean you jump to resolution too quickly, rather than creating space to explore different perspectives. Try to stay curious and practice patience; ask open questions to elicit diverse views, and be receptive to discussing personal issues, not just logical pros and cons.
- TP:** Your preference to analyze all the logical options is likely an advantage when it comes to staying open-minded; you are probably willing to revisit issues if further progress can be made. Yet this desire for exploration alongside your natural curiosity may mean you hold conflict open for too long, rather than drawing to an appropriate close. Remember that the outcome is ultimately more important than the process, and be receptive to exploring both personal and logical concerns.
- FJ:** Your preference to dig into the people issues and measure impact on individuals is likely an advantage when it comes to hearing others' perspectives. Yet your desire for harmony and discomfort with tension may mean you try to resolve conflict too quickly and end up overlooking logical alternatives. Remember that debate and exploration can be constructive. Challenge yourself to hold conflict open for longer, and use your concern for others' well-being as a way to ask questions and dig deeper.
- FP:** Your preference to hear and accept all sides of the story is likely an advantage when it comes to asking questions and staying open-minded. Yet this desire for exploration and resistance of closure may mean you belabor the process in your effort to include everyone's perspectives. Remember that others may need to see some progress towards a logical conclusion. Be receptive to both task-related and personal concerns, and be prepared to draw to a close when the time is right.



## Type Tips for Skill 3: Negotiation

- TJ:** You are probably fair-minded and task-focused in negotiation, allowing you to define and uphold a reasonable process for all parties involved, making tough decisions when needed. Be mindful of the impact your assertive style may have on others, and remember that negotiation is a two-way street. Don't let your drive for victory kill small gains; you will likely reach agreement faster if you make some necessary concessions.
- TP:** You are probably flexible and objective in negotiation, allowing you to offer considered alternatives and create space for reasoned debate. Avoid debating issues just for the fun of it; instead, seek to make clear progress towards an agreement. Remember that give-and-take solutions may not meet your high standards of logic. You may need to accept some minor imperfections and make some personal allowances.
- FJ:** You are probably empathetic and tactful in negotiation, allowing you to bridge personal differences and find the common ground between positions. Be careful not to overidentify with others or over-stretch yourself to meet their needs—you may not be able to please everyone. Try to take a step back, as greater objectivity in the process will allow you to examine the logical issues and make tough decisions where needed.
- FP:** You are probably values-led and sensitive in negotiation, allowing you to navigate diverse points of view and gently build consensus. Be mindful that some degree of procedure or process may be necessary to ensure agreement is reached in a timely manner. You may need to accept some compromise when it comes to your values or adopt a more task-focused approach to weigh the solutions on offer.



## Advanced skills

### Skill 4: Root Cause Analysis

### Skill 5: Group Mediation

### Skill 6: Systematic Problem Solving

#### Skill Excellence:

- Identifies the underlying issues driving conflict
- Understands motivations and concerns of all involved

#### Skill Excellence:

- Supports dialogue to help in understanding all perspectives
- Guides the group to mutually acceptable solutions

#### Skill Excellence:

- Learns from past conflicts to prevent new ones
- Creates preventive strategies to manage conflicts before they start

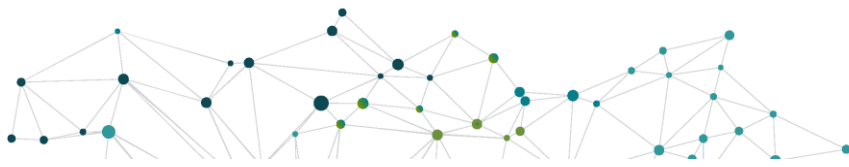
## Type In Action

All types can engage in root cause analysis, although some types may focus primarily on logical factors while others focus on the people issues. Understanding the drivers behind a conflict will likely require a blended approach of analyzing task demands but also seeking to understand the motivations of those involved.

All types can mediate a group discussion to support dialogue and guide towards a solution. Some types may spend too long in the dialogue stage and struggle to bring the group to closure, while others may push for a solution too soon, cutting short much-needed sharing.

All types can solve deeper problems at the systemic level, creating preventive strategies to avoid further conflicts. Yet different types may vary in the degree of structure and procedure they strive to implement along with differences in focus on logical cause-and-effect analysis versus person-centered solutions.





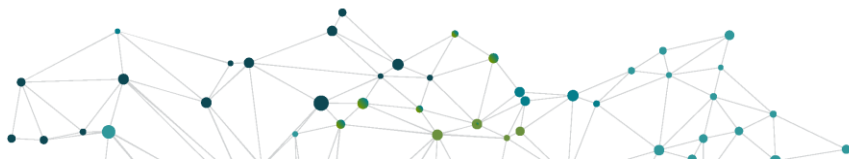
## Type Tips for Skill 4: Root Cause Analysis

- TJ:** Your preference for critical analysis likely means you can boil a conflict down to its core elements, with impressive clarity of thought. Try to avoid the trap of over-analyzing just one or two root causes, as you may overlook other relevant factors. Understanding the motivations of different parties involved may provide valuable input beyond task concerns, so make sure to give them due consideration as well.
- TP:** Your preference for logical exploration likely means you can dissect a problem into its constituent parts, quickly spotting inconsistencies and irrelevancies to offer incisive commentary on root causes. Try to avoid becoming preoccupied with minor factors, and remember that sometimes people's motivations or concerns will defy your method of logical reasoning.
- FJ:** Your preference to focus on the people issues likely means you can empathize with the motivations and concerns of all involved, making it easier to understand what is driving the conflict. Try to resist jumping to the path of least resistance, as the solution that restores harmony the fastest may not adequately address the underlying issues. Make sure that everyone is okay, but then step back to examine the logical issues.
- FP:** Your preference for values-led mediation likely means you see conflict from multiple perspectives, and you can put yourself in others' shoes to understand how they are feeling. Yet you may get stuck in mediation without sufficient analysis; you probably find it uncomfortable to engage in logical critique of the underlying issues. Try to detach from the situation to view it more objectively, as identifying the root causes will ultimately enable you to support individuals better.



## Type Tips for Skill 5: Group Mediation

- TJ:** You likely make clear and consistent contributions to group discussions, summarizing what others have said to advance the conversation. Be careful not to push the group towards resolution before they are ready; talking about feelings isn't wasted time, and matters of the heart may need to be addressed before all parties can agree to move forward. Try to silence your inner critic while others are sharing, and remember that not everyone will follow the same logical line of reasoning as you.
- TP:** You likely enjoy playing devil's advocate or supporting the underdog to ensure all logical perspectives have been thoroughly understood in a group discussion. Be mindful that this may be misread as trying to prolong conflict; you may need to be more overt with your intentions, and in facilitating dialogue around feelings. Don't forget to guide the group towards a solution once the key options have been explored. Take the time you need afterwards to fully dissect and review the outcome.
- FJ:** You likely create a safe and comfortable environment for people to share their concerns, so that individual needs are met and tensions are eased quickly. Be mindful that not every conflict can be resolved harmoniously, and even if the group reaches agreement, there may still be some lingering bitterness. Don't take it upon yourself to repair every relationship; be prepared to stand your ground when needed, rather than ceding to others in an effort to keep the peace.
- FP:** You likely open a space for the group to bring diverse concerns to the table, offering a compassionate listening ear without feeling any need to influence or take a side. Be careful not to avoid the tough talking points in an attempt to preserve people's feelings, as engaging in critical analysis is not the same as disrespecting others' values. You may need to be more assertive to bring the group towards a resolution once all perspectives have been heard.



## Type Tips for Skill 6: Systematic Problem Solving

- TJ:** You are probably comfortable with complex problem-solving, logically assessing the key alternatives and implementing clear standards and structures to manage further conflicts in the future. Don't forget to consider the impact your strategies may have on both individuals and groups. You may not be able to fix every issue, but you can use your logical analysis to contribute to the process and gain valuable learnings.
- TP:** You are probably comfortable analyzing past conflicts to draw logical insights. Your in-depth understanding of the systems at play allows you to identify successful strategies for the future. Don't forget to incorporate people factors into your analysis too. While you may find complex models with far-reaching consequences stimulating to entertain, remember that sometimes a simple, common-sense solution will suffice.
- FJ:** You are probably comfortable with problem-solving that focuses on maximizing benefits for individuals, avoiding conflict wherever possible before it has a chance to fester and harm relationships. Don't forget to consider logical principles and needs of the task as well. Also, a harmonious team is not always an effective team—a certain amount of conflict may be needed, so embrace the challenge even when it feels uncomfortable.
- FP:** You are probably comfortable reflecting on personal dynamics to offer insights that might help avoid conflict in future. Don't forget the value of clear processes and structures to ensure that both task performance and personal values are protected. Try to engage in logical pros and cons thinking to weigh the potential consequences of your strategies. Remember that you may need to accept some negative impacts for the greater good.