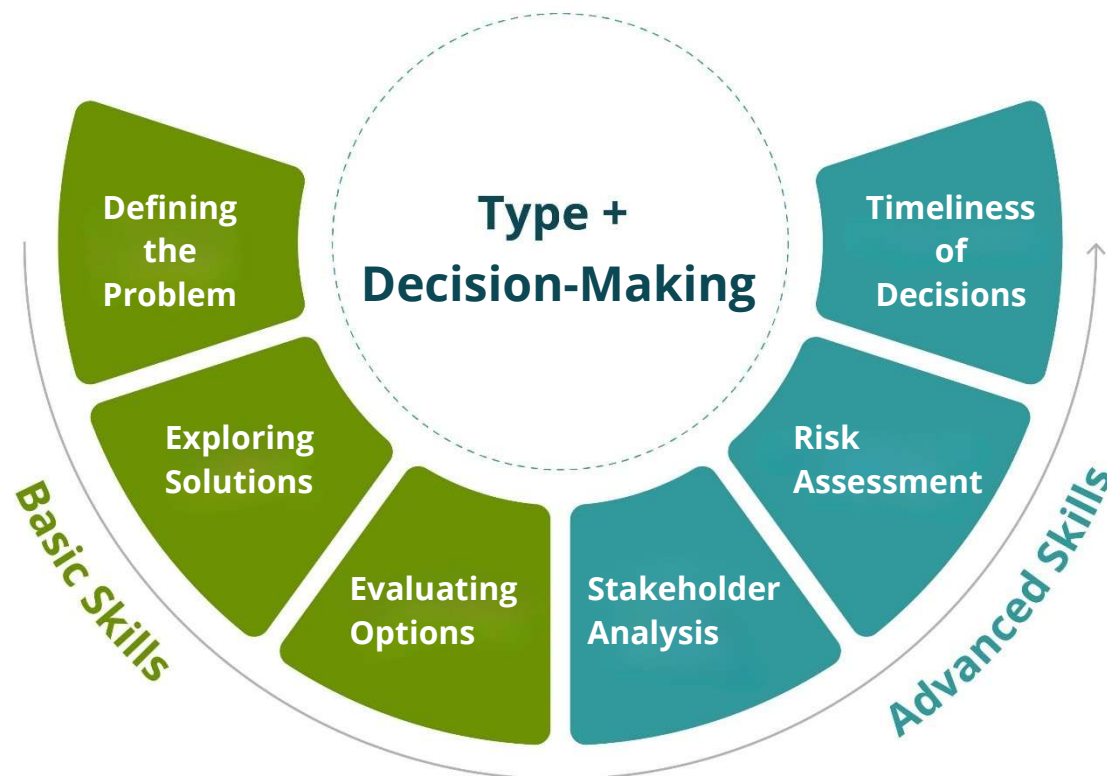
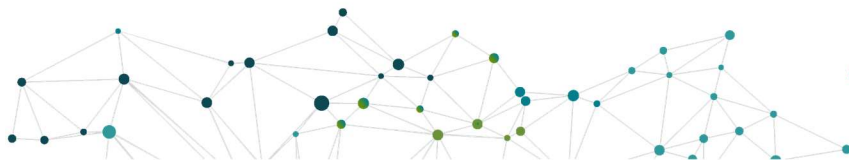


Type + Decision-Making

Definition

Type and Decision-Making combines the knowledge of **MBTI® type preferences** with the **skills required to help individuals and groups make better, more well-rounded decisions.**





Type Preferences in Decision-Making

Sensing & Thinking (ST) preferences

- **What they tend to pay attention to:** Define the specifics of the problem and weigh the pros and cons.
- **What they may neglect:** Think through the possibilities and take people and values into account.

Sensing & Feeling (SF) preferences

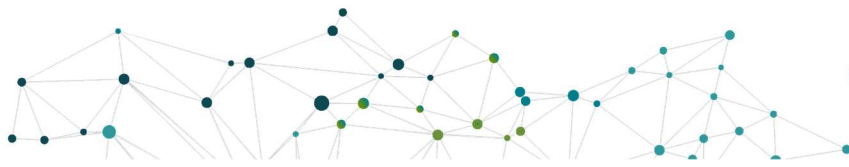
- **What they tend to pay attention to:** Define the specifics of the problem and take people and values into account.
- **What they may neglect:** Think through the possibilities and weigh the pros and cons.

Intuition & Feeling (NF) preferences

- **What they tend to pay attention to:** Think through the possibilities and take people and values into account.
- **What they may neglect:** Define the specifics of the problem and weigh the pros and cons.

Intuition & Thinking (NT) preferences

- **What they tend to pay attention to:** Think through the possibilities and weigh the pros and cons.
- **What they may neglect:** Define the specifics of the problem and take people and values into account.



Basic Skills

Skill 1: Defining the Problem

Skill excellence

- Identify the issue that needs to be addressed
- Understand what is at stake and who is affected

Skill 2: Exploring Solutions

Skill excellence

- Create several viable solutions for consideration
- Be open to new possibilities for solving the problem

Skill 3: Evaluating Options

Skill excellence

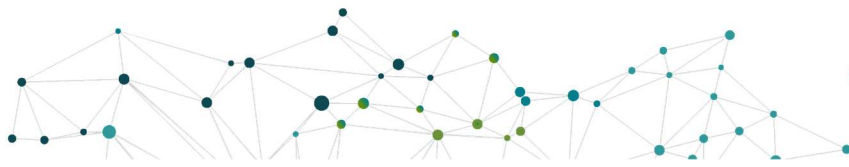
- Collect relevant data, facts, and input from a variety of sources
- Consider the impact of a decision on people and process

Type In Action

All types can start by identifying the core problem to make the best decision. Some will naturally focus more on the objective situation, while others will focus on who is affected.

All types can come up with a variety of solutions. How they come up with those solutions and how they plan to implement them may be different based on type.

All types can evaluate the options being considered. The criteria used to make these evaluations will likely look different based on type.



Type Tips for Skill 1: Defining the Problem

Use Sensing to:

- Gather verifiable facts and observable details to outline what's happening.
- Consider past examples and prior experiences to understand the situation.
- Focus on measurable aspects to clearly identify the issue.

Use Thinking to:

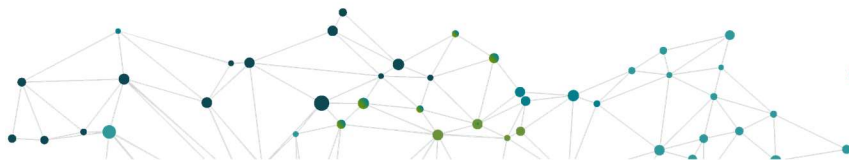
- Examine the problem logically to understand the cause and effect.
- Apply analytical frameworks and tools to isolate the core issue.
- State the problem in a clear and objective way to avoid subjective bias.

Use Intuition to:

- Look more broadly to see wider ramifications, underlying patterns, or deeper meaning.
- Consider future consequences as well as how the current problem may evolve.
- Outline a vision statement of a better future to aim for.

Use Feeling to:

- Consider who is affected and to assess the individual and interpersonal aspects of the problem.
- Ensure that the outline of the problem includes the perspective of all stakeholders.
- Weigh how the problem aligns with core values and the well-being of people.



Type Tips for Skill 2: Exploring Solutions

Use Sensing to:

- Draw on tried and trusted solutions and past experience of approaches to similar problems.
- Ensure that ideas are supported by factual evidence or documented case studies.
- Consider solutions that are practical and can be implemented with current resources.

Use Thinking to:

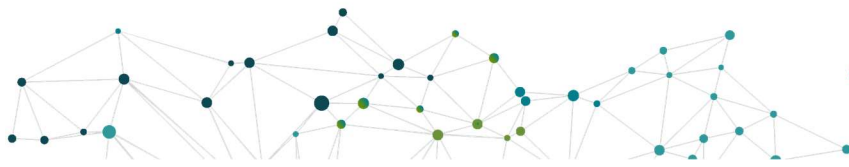
- Employ systematic approaches to generate a viable list of options.
- Apply logical criteria to filter ideas and focus on solutions that fix the problem.
- Evaluate each idea's feasibility through logical reasoning before further exploration.

Use Intuition to:

- Brainstorm innovative solutions that are outside the box and beyond the current problem.
- Consider ideas that anticipate future trends or transformational changes.
- Look for links between theories and concepts that can lead to new ideas.

Use Feeling to:

- Engage with stakeholders and colleagues to explore solutions that meet the needs of all.
- Seek solutions that consider the impact on others and create a supportive environment.
- Engage with others to generate solutions that connect with personal values and ethical concerns.



Type Tips for Skill 3: Evaluating Options

Use Sensing to:

- Evaluate options against measurable criteria and real-world outcomes.
- Compare ideas with past experience and similar situations to gauge likely effectiveness
- Focus on solutions that have demonstrated success.

Use Thinking to:

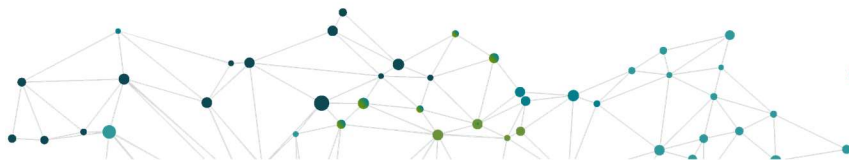
- Logically weigh the pros and cons of each solution or use a strategic planning framework like a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.
- Systematically compare options based on efficiency, effectiveness, and likely return on investment.
- Keep the evaluation process objective and clear.

Use Intuition to:

- Consider the long-term potential opportunities offered by each option.
- Look for options that are more innovative and inspired.
- Evaluate how each option fits with the wider strategy and future direction.

Use Feeling to:

- Consult with stakeholders to ensure that the final solution meets their needs.
- Assess how each option will affect team morale, customer satisfaction, and community values.
- Consider which alternative aligns best with the organization's core values and ethics.



Advanced Skills

Skill 4: Stakeholder Analysis

Skill excellence

- Understand the impact of a decision on various groups to create buy-in
- Manage competing interests effectively

Skill 5: Risk Assessment

Skill excellence

- Systematically evaluate potential outcomes for likely success or failure
- Identify unintended consequences of each option

Skill 6: Timeliness of Decisions

Skill excellence

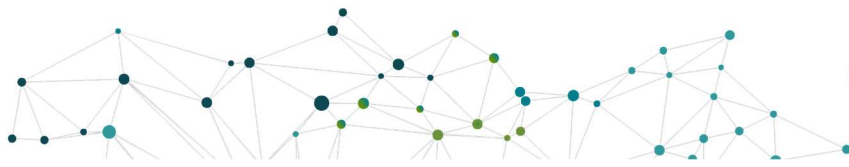
- Effectively balance speed with thoroughness
- Recognize when to revisit or adjust decisions

Type In Action

All types can analyze the impact on stakeholders. However, some may not consider this enough, while others may try so hard for a win-win solution that they have trouble moving forward.

All types can assess the risk of the decision. For some it may be more natural to focus on the risk of changing the tried and trusted, while others may see more opportunity than threat.

All types can come to closure on decisions. The challenge for some is that they may come to closure too soon, while others may not come to closure soon enough.



Type Tips for Skill 4: Stakeholder Analysis

Use Sensing to:

- Gather data to understand who needs to be involved and what their roles and influence will be.
- Ask specific questions to understand what is going on for those involved in the situation.
- Draw on stakeholder knowledge and past experience to have a detailed understanding of what's happening.

Use Thinking to:

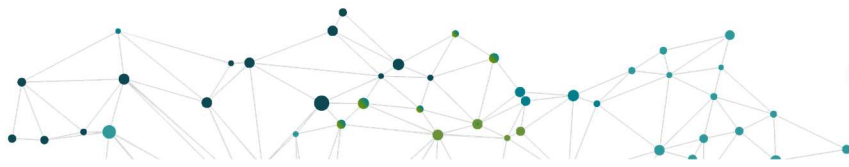
- Employ logical frameworks and methods to analyze stakeholder interests objectively.
- Manage competing interests and focus on stakeholders whose objective impact on the decision is most important.
- Manage stakeholder expectations in a clear and objective manner and be prepared to stand by decisions.

Use Intuition to:

- Consider possible stakeholders in the wider organization, customer base, and community.
- Be aware of potential changes and shifts over time in stakeholder roles and influence.
- Look for patterns and themes that may connect stakeholders' various interests.

Use Feeling to:

- Consult and collaborate with stakeholders to ensure that their needs are being met.
- Build rapport and positive relationships to gain the trust of stakeholders.
- Get to know stakeholders in order to understand their personal concerns and values to create buy-in.



Type Tips for Skill 5: Risk Assessment

Use Sensing to:

- Identify risks by reviewing past examples and concrete data to spot potential problems.
- Apply systematically collected data to assess the level of risk.
- Evaluate risks based on measurable data such as frequency and severity.

Use Intuition to:

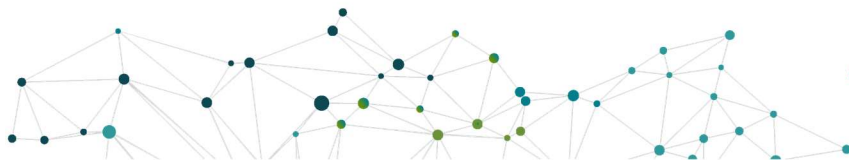
- Imagine what could happen under various future scenarios.
- Envision how current issues could evolve and escalate over time.
- Think ahead to consider emerging threats and unintended consequences that may not currently be obvious.

Use Thinking to:

- Apply cause-and-effect analysis to evaluate the consequences of various actions.
- Employ structured methods and analytical tools to objectively quantify the level of risk.
- Develop systematic, logical strategies to address identified risks.

Use Feeling to:

- Consider what is personally at stake and the emotional impact of potential loss.
- Consider how potential risks could affect team morale and well-being and the values of the people involved.
- Ensure that risk assessments include stakeholder concerns and customer trust.



Type Tips for Skill 6: Timeliness of Decisions

EJ: Likely Strengths

- You are likely to be decisive in driving the decision-making process forward with action-oriented leadership.
- You tend to be efficient in implementation, ensuring that decisions are executed promptly without unnecessary delays.

Tips for Development

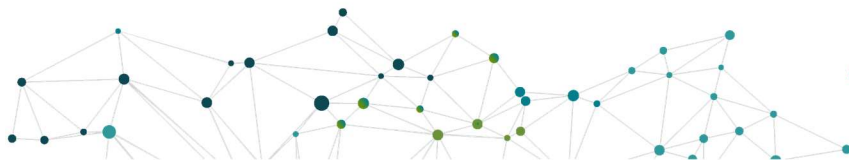
- Remember to take time to reflect on your decisions. Set review points to revisit and adjust quick decisions if necessary.
- Allow enough time for input from others, and remain open to modifying plans should new information emerge.

EP: Likely Strengths

- You are likely to enjoy jumping in to deal with rapidly evolving situations and responding swiftly to new information.
- You tend to be open to new options that allow you to pivot quickly and respond to emerging situations.

Tips for Development

- Take reflection time to ensure enough thoroughness in decision-making before jumping into action.
- Remember to be clear and to articulate decisions that have been made, along with how these connect to your actions.



Type Tips for Skill 6: Timeliness of Decisions

IJ: Likely Strengths

- You are likely to take a thoughtful and structured approach to decision-making by thoroughly researching the information.
- You tend to set structured timelines and plans to support the full implementation of your decisions.

Tips for Development

- Remember to avoid getting stuck in too much research and data gathering, which may delay your decisions. Set deadlines to prompt action on decision-making.
- Consider inviting perspectives and input from others early on to balance your internal research and thorough consideration of the problem.

IP: Likely Strengths

- You are likely to be reflective and thorough in decision-making, liking to explore all aspects in depth before coming up with the ideal solution.
- Your tendency for thoughtful observation of the situation helps you stay open to new options and ensures that your decisions remain aligned with what is emerging.

Tips for Development

- Remember to also set decision deadlines that stakeholders agree with to prevent excessive deliberation and ensure enough speed of action.
- Let others in on your decision-making, and articulate your thought process so that, even if you revise your decisions later, others understand your rationale.