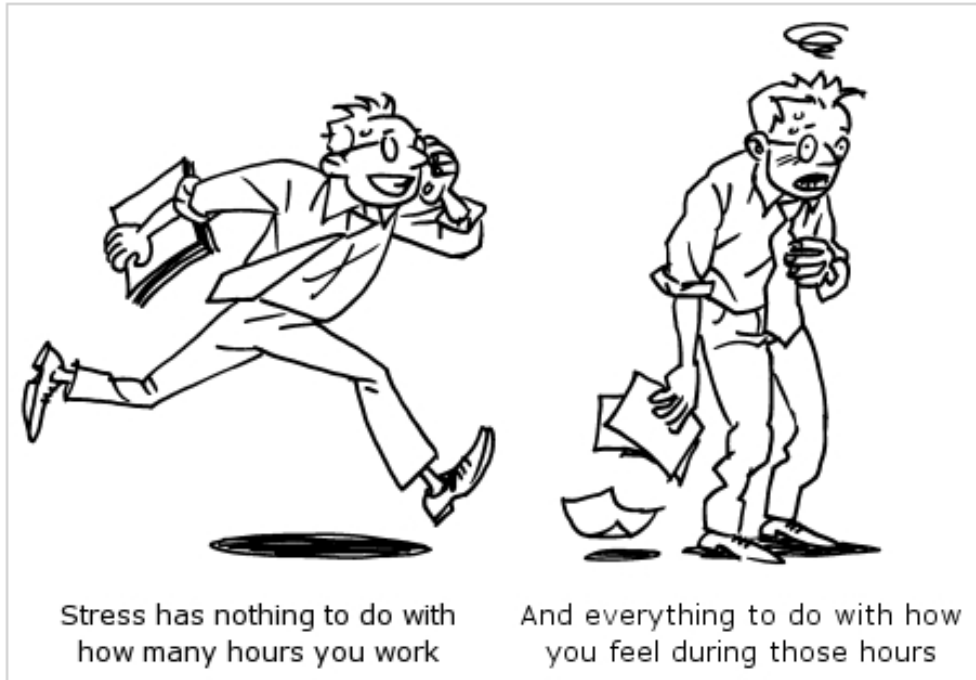


In the Grip

Exploring the other side of your Myers-Briggs Type Indicator

April 9, 2019

Presented by:
Pamela Kachka
Learning & Organizational Development



<http://www.cppblogcentral.com/cpp-connect/what-do-you-look-like-in-the-grip/>



Table 3 Type Dynamics

Type	Dominant	Auxiliary	Tertiary*	Inferior
ESTJ	Extraverted Thinking	Introverted Sensing	Intuition	Introverted Feeling
ENTJ	Extraverted Thinking	Introverted Intuition	Sensing	Introverted Feeling
ISFP	Introverted Feeling	Extraverted Sensing	Intuition	Extraverted Thinking
INFP	Introverted Feeling	Extraverted Intuition	Sensing	Extraverted Thinking
ISTP	Introverted Thinking	Extraverted Sensing	Intuition	Extraverted Feeling
INTP	Introverted Thinking	Extraverted Intuition	Sensing	Extraverted Feeling
ESFJ	Extraverted Feeling	Introverted Sensing	Intuition	Introverted Thinking
ENFJ	Extraverted Feeling	Introverted Intuition	Sensing	Introverted Thinking
ESTP	Extraverted Sensing	Introverted Thinking	Feeling	Introverted Intuition
ESFP	Extraverted Sensing	Introverted Feeling	Thinking	Introverted Intuition
INTJ	Introverted Intuition	Extraverted Thinking	Feeling	Extraverted Sensing
INFJ	Introverted Intuition	Extraverted Feeling	Thinking	Extraverted Sensing
ISTJ	Introverted Sensing	Extraverted Thinking	Feeling	Extraverted Intuition
ISFJ	Introverted Sensing	Extraverted Feeling	Thinking	Extraverted Intuition
ENTP	Extraverted Intuition	Introverted Thinking	Feeling	Introverted Sensing
ENFP	Extraverted Intuition	Introverted Feeling	Thinking	Introverted Sensing

*Note that an attitude (Extraverted or Introverted) is not specified for the tertiary function column, as that function may be associated with either attitude.

Triggering the Inferior Function

- Fatigue
- Illness
- Physical Stress
- Psychological Stress
- Alcohol or mood-altering drugs
- Life Transitions

Table 4 Energizers and Stressors for Extraverted Thinking Types

Energizers	Stressors
<ul style="list-style-type: none"> • Work itself • Opportunity to lead and direct people • Predictability • Closure for tasks and projects • Logical procedures and behavior • Opportunity to achieve in a well-defined, structured environment 	<ul style="list-style-type: none"> • Lack of control over time and tasks • Changing procedures and poorly defined criteria • Disorganized environment • Frequent interruptions • Illogical behavior • Incompetence (their own or others')

Table 5 Dominant and Inferior Expressions of Introverted Feeling

As Dominant Function of ISFPs and INFPs	As Inferior Function of ESTJs and ENTJs
<ul style="list-style-type: none"> • Inner harmony • Economy of emotional expression • Acceptance of feeling as nonlogical 	<ul style="list-style-type: none"> • Hypersensitivity to inner states • Outbursts of emotion • Fear of feeling

Table 6 Grip Reactions and Remedies for Extraverted Thinking Types

Chronic Grip Reactions	Resources and Remedies
<ul style="list-style-type: none"> • Frequent expressions of anger • Easy loss of control; emotionality • Inflexibility; unwillingness to consider alternatives • Domineering, demanding stance • Withdrawal, avoidance of others • Conviction that others dislike them 	<ul style="list-style-type: none"> • Someone to talk to • Ways to reframe, refocus energies • Time alone to regain control • Help in confronting the problem • Physical activity • Quiet emotional support from trusted others

Table 7 Inferior Function of Extraverted Thinking Types: ESTJ and ENTJ

Triggers for the Inferior Function	Forms of the Grip Experience
<ul style="list-style-type: none"> • Disregard of their deep values • Others' emotional expressions • Remorse for their own harshness 	<ul style="list-style-type: none"> • Hypersensitivity to inner states • Outbursts of emotion • Fear of feeling
Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> • Experience the depth of their feeling • Silent support from others • Talking to a trusted person 	<ul style="list-style-type: none"> • Recognition of own limits • Acceptance of the irrational • The importance of intimate relationships

Extraverted Thinking Types

Table 8 Energizers and Stressors for Introverted Feeling Types

Energizers	Stressors
<ul style="list-style-type: none"> • Work that encourages enactment of personal values • Opportunity to help and affirm others • A cooperative, open, congenial atmosphere • Being appreciated and valued as an individual • Recognition and respect for expertise and contributions to the organization • A relaxed, flexible approach to deadlines 	<ul style="list-style-type: none"> • Multiple tasks, demands, and roles • Rigid structures and time pressures • Conflict and hostility in the workplace • Insufficient time to work alone • Controlling, demanding, or confronting people • A political climate that demands conformity to unacceptable values or procedures

Table 9 Dominant and Inferior Expressions of Extraverted Thinking

As Dominant Function of ESTJs and ENTJs	As Inferior Function of ISFPs and INFPs
<ul style="list-style-type: none"> • Competence • Truth and accuracy • Decisive action 	<ul style="list-style-type: none"> • Judgments of incompetence • Aggressive criticism • Precipitous action

Table 10 Grip Reactions and Remedies for Introverted Feeling Types

Chronic Grip Reactions	Resources and Remedies
<ul style="list-style-type: none"> • Cynicism, distrust and disappointment • General and global negativity; criticism of others • A martyr attitude • Depression, hopelessness • Alternating active and passive aggression • Loss of confidence and sense of competence 	<ul style="list-style-type: none"> • Get upset but hide it from others • Reflect, meditate on personal values, priorities • Take time for fun; engage in relaxing activities • Talk to close friends and associates • Have time alone for as long as needed • Refocus on what is right rather than what is wrong

Table 11 Inferior Function of Introverted Feeling Types: ISFP and INFP

Triggers for the Inferior Function	Forms of the Grip Experience
<ul style="list-style-type: none"> • Negativity and excessive criticism • Fear of impending loss and separation • Violation of values 	<ul style="list-style-type: none"> • Judgments of incompetence • Aggressive criticism • Precipitous action
Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> • Expires on its own • Have feelings validated • Avoidance by others of trying to reason with them 	<ul style="list-style-type: none"> • Acceptance of power needs • Acknowledgment of competence • Moderated idealism

Introverted Feeling Types

Table 12 Energizers and Stressors for Introverted Thinking Types

Energizers	Stressors
<ul style="list-style-type: none"> Freedom to work as long and intensively on a project as desired Working on concrete projects with tangible results Having work contributions genuinely appreciated Being respected for their special expertise Being included and heard in important discussions and decisions Autonomy and independence 	<ul style="list-style-type: none"> Working under strict rules and regulations Working with, being supervised by, or supervising incompetent people Being responsible for or dependent upon others' work results Anything illogical, unjust, or unfair Too little time alone, too many people, being required to extravert Being confronted with strong emotions

Table 13 Dominant and Inferior Expressions of Extraverted Feeling

As Dominant Function of ESFJs and ENFJs	As Inferior Function of ISTPs and INTPs
<ul style="list-style-type: none"> Comfortable inattention to logic Sensitivity to others' welfare Sharing of emotions 	<ul style="list-style-type: none"> Logic emphasized to an extreme Hypersensitivity to relationships Emotionalism

Table 15 Inferior Function of Introverted Thinking Types: ISTP and INTP

Triggers for the Inferior Function	Forms of the Grip Experience
<ul style="list-style-type: none"> Strong emotional expressions Disconfirmation of Feeling values Insensitivity to Introversion needs 	<ul style="list-style-type: none"> Logic emphasized to an extreme Hypersensitivity to relationships Emotionalism
Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> Respect of their physical and psychological space by others Excusing them from responsibilities Avoidance by others of asking them how they feel 	<ul style="list-style-type: none"> Acceptance of the illogical Acknowledgment of vulnerability Ability to express depth of feeling

Table 14 Grip Reactions and Remedies for Introverted Thinking Types

Chronic Grip Reactions	Resources and Remedies
<ul style="list-style-type: none"> Becoming upset, expressed or unexpressed A profound sense of alienation and psychological distance from others Fear of permanently losing control of feelings and emotions Passive-aggressiveness A complaining, pouting tone Hypersensitivity to signs that they are ignored, disregarded, or disliked 	<ul style="list-style-type: none"> Avoid confiding in others as long as possible Deny and resist pervasive inner fears Temporarily adopt behaviors that meet others' expectations Ignore or disengage from the situation Take time alone to recover and regroup energies Receive (unsolicited) validation and confirmation from others that the situation is indeed stressful

Introverted Thinking Types

Table 16 Energizers and Stressors for Extraverted Feeling Types

Energizers	Stressors
<ul style="list-style-type: none"> Ability to control workload and schedule Sociable, supportive environments Being valued for individual contributions Feeling connected to and in tune with others Honest and open communication Genuine and frequent expressions of appreciation 	<ul style="list-style-type: none"> Uncooperative, undermining co-workers Confrontational, divisive relationships Having to deal with sudden change Personal criticism and being required to treat others impersonally Insufficient time to do a good job Work that violates personal integrity and values

Table 17 Dominant and Inferior Expressions of Introverted Thinking

As Dominant Function of ISTPs and INTPs	As Inferior Function of ESFJs and ENFJs
<ul style="list-style-type: none"> Impersonal criticism Logical analysis Search for accuracy and truth 	<ul style="list-style-type: none"> Excessive criticism Convoluting logic Compulsive search for truth

Table 18 Grip Reactions and Remedies for Extraverted Feeling Types

Chronic Grip Reactions	Resources and Remedies
<ul style="list-style-type: none"> Negativity and pessimism An overcontrolling, rigid approach Insensitivity, coldness, short temper Withdrawal, depression Self-doubt; conviction of own incompetence Inefficiency, scatteredness 	<ul style="list-style-type: none"> Talk it through with an uninvolved person Withdraw, spending time alone Rely on spiritual values and meanings Join a support group Help in transforming the stressful situation into a rewarding experience Take breaks; time off to nurture self

Table 19 Inferior Function of Extraverted Feeling Types: ESFJ and ENFJ

Triggers for the Inferior Function	Forms of the Grip Experience
<ul style="list-style-type: none"> Absence of trust Pressure to conform Interpersonal conflict 	<ul style="list-style-type: none"> Excessive criticism Convoluting logic Compulsive search for truth
Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> Solitude and journal writing Taking on a new project Honoring by others of their need to be left alone 	<ul style="list-style-type: none"> Less need for harmony Trust in own logical thinking Tempered response to adversity

Extroverted Feeling Types

Table 20 Energizers and Stressors for Extraverted Sensing Types

Energizers	Stressors
<ul style="list-style-type: none"> Variety and flexibility in tasks required and use of available time Freedom to interact with people Being able to make good use of their memory for specifics Having options in the ways tasks are accomplished Clear structures, specific tasks and goals Working as part of a team 	<ul style="list-style-type: none"> Deadlines Having to conform to a rigid routine with little free time Long-term planning Inability to control circumstances Vague directions and unclear guidelines Binding commitments with no allowance for contingencies

Table 21 Dominant and Inferior Expressions of Introverted Intuition

As Dominant Function of INTJs and INFJs	As Inferior Function of ESTPs and ESFPs
<ul style="list-style-type: none"> Intellectual clarity Accurate interpretation of perceptions Visionary insight 	<ul style="list-style-type: none"> Internal confusion Inappropriate attribution of meaning Grandiose vision

Table 22 Grip Reactions and Remedies for Extraverted Sensing Types

Chronic Grip Reactions	Resources and Remedies
<ul style="list-style-type: none"> Reading negative implications between the lines Withdrawal, distancing from others Looking for meaning in trivial events or comments; seeming "slightly paranoid" Sense of incompetence at work and at home Distractability, "spinning one's wheels" Chronic anxiety and sense of impending doom 	<ul style="list-style-type: none"> Change of focus by reading or engaging in other distracting activities Consciously ignoring or avoiding distractions while working Asking others for help with tasks Being reassured about their own mental stability Help in identifying possibilities and options Help in identifying, organizing, and delimiting overwhelming information

Table 23 Inferior Function of Extraverted Sensing Types: ESTP and ESFP

Triggers for the Inferior Function	Forms of the Grip Experience
<ul style="list-style-type: none"> Excessive focus on the future Closing off of options Excessive structured activity 	<ul style="list-style-type: none"> Internal confusion Inappropriate attribution of meaning Grandiose vision

Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> Making contingency plans Reassurance by others regarding "dire" consequences Help by others in setting priorities 	<ul style="list-style-type: none"> Less fear of possibilities Appreciation of the unknown Access to their own intuition

Extroverted Sensing Types



INTJ & INFJ



Table 24 Energizers and Stressors for Introverted Intuitive Types

Energizers	Stressors
<ul style="list-style-type: none"> A flexible schedule with control over work methods and results Maximum autonomy Clarity in role definition and limits of responsibilities and expectations An organized, structured, and predictable environment Co-workers who communicate directly and honestly Ability to achieve closure on tasks and projects 	<ul style="list-style-type: none"> Dealing with details, especially things in the outer world Working under ignorant, irrational, or illogical people Too much extraverting A noisy, disorganized work environment Being asked to violate standards and principles or to tolerate deceit Lack of follow-through and poor performance by co-workers

Table 25 Dominant and Inferior Expressions of Extraverted Sensing

As Dominant Function of ESTPs and ESFPs	As Inferior Function of INTJs and INFJs
<ul style="list-style-type: none"> Focus on external data Seeking sensual/aesthetic pleasure Delight in the outer world 	<ul style="list-style-type: none"> Obsessive focus on external data Overindulgence in sensual pleasure Adversarial attitude toward the outer world

Table 27 Inferior Function of Introverted Intuitive Types: INTJ and INFJ

Triggers for the Inferior Function	Forms of the Grip Experience
<ul style="list-style-type: none"> Dealing with details Unexpected events Excessive extraverting 	<ul style="list-style-type: none"> Obsessive focus on data Overindulgence in sensual pleasure Adversarial attitude toward the outer world

Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> Time alone to recharge Lightening of usual schedule Avoidance by others of giving advice or suggestions 	<ul style="list-style-type: none"> Adaptability to outer details Pleasure in temperate sensuality More realistic goals

Table 26 Grip Reactions and Remedies for Introverted Intuitive Types

Chronic Grip Reactions	Resources and Remedies
<ul style="list-style-type: none"> Intense anger, agitation, irritability, fatigue Overdoing sensory activities—eating, cleaning, repairing, exercising Physical stress symptoms such as muscle tension Seeing external details as major obstacles that impede progress Obsessive attention to perceived sources of stress; difficulty refocusing attention Sleeplessness due to persistent reviewing of problems 	<ul style="list-style-type: none"> Withdraw; find quiet time to reenergize; walk or exercise Focus on hobbies and recreation Schedule in unscheduled time; take time off Engage in simple, non-pressured Sensing activities Change the work schedule; accept help with overwhelming details Receiving non-intrusive, forthright concern from others

Introverted Intuitive Types

Quenk, N. L. (2000). *In the Grip: Understanding Type, Stress, and the Inferior Function* [Second]. Retrieved May 1, 2017, from www.cpp.com

Table 28 Energizers and Stressors for Introverted Sensing Types

Energizers	Stressors
<ul style="list-style-type: none"> Organizing facts and details to accomplish a goal Reaching closure before moving to another task or project A quiet workspace with few interruptions Clear and stable structures, procedures, and expectations Adequate time and support to perform to their own standards Being in control of work schedule 	<ul style="list-style-type: none"> Deadlines Others' incomplete or sloppy work that affects the quality of their own work Being asked to change something with no good rationale provided; dealing with sudden change Requirement to do things in an inefficient, ineffective way Being asked to "wing it," brainstorm, or imagine outcomes

Table 29 Dominant and Inferior Expressions of Extraverted Intuition

As Dominant Function of ENTPs and ENFPs	As Inferior Function of ISTJs and ISFJs
<ul style="list-style-type: none"> Comfortable inattention to sense data Flexibility, adaptability, risk taking Optimism about future possibilities 	<ul style="list-style-type: none"> Loss of control over facts and details Impulsiveness Catastrophizing

Table 31 Inferior Function of Introverted Sensing Types: ISTJ and ISFJ

Triggers for the Inferior Function	Forms of the Grip Experience
<ul style="list-style-type: none"> Issues of reality Anything unknown Overdoing their own type 	<ul style="list-style-type: none"> Loss of control over facts and details Impulsiveness Catastrophizing
Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> Need to hit bottom Being taken seriously by others Being helped with overwhelming details 	<ul style="list-style-type: none"> Broadened perspective Clarified values Flexibility in relationships

Table 30 Grip Reactions and Remedies for Introverted Sensing Types

Chronic Grip Reactions	Resources and Remedies
<ul style="list-style-type: none"> Global negativity and pessimism Alternation between accommodating others' requests and withdrawing or resisting Blaming, accusing others Decreased efficiency and productivity Sleepless nights; obsessive thinking about problems Shut down; do no work for extended periods; then become depressed 	<ul style="list-style-type: none"> Getting away; time alone in a pleasant Sensing environment Concrete and specific validation of competence, worth, and previous positive outcomes Not being offered advice and help from others Organizing and accomplishing small projects Help with priorities Others' concrete support to accomplish required goals

Introverted Sensing Types

Table 32 Energizers and Stressors for Extraverted Intuitive Types

Energizers	Stressors
<ul style="list-style-type: none"> Variety and challenge Autonomy in accomplishing tasks Being taken seriously—valued for competence and special skills Freedom to create innovative and effective solutions to problems Permission to delegate implementation of solutions to others Adequate unstructured time 	<ul style="list-style-type: none"> Having to reach closure too soon Being disrespected; competence doubted Overloaded with details Supervision that is too close and communicates distrust and doubt Too little outside stimulation; too little excitement about projects Rules that inhibit the creative process and drain energy

Table 33 Dominant and Inferior Expressions of Introverted Sensing

As Dominant Function of ISTJs and ISFJs	As Inferior Function of ENTPs and ENFPs
<ul style="list-style-type: none"> Solitude and reflection Attention to facts and details Awareness of internal experience 	<ul style="list-style-type: none"> Withdrawal and depression Obsessiveness Focus on the body

Table 34 Grip Reactions and Remedies for Extraverted Intuitive Types

Chronic Grip Reactions	Resources and Remedies
<ul style="list-style-type: none"> Passive-aggressiveness Work harder, longer, less effectively Worry, chronic anxiety Withdraw, shut down, avoid people Generate possibilities with no data and no follow-through Extremes of both emotion and activity level 	<ul style="list-style-type: none"> Rest, attention to physical needs Physical exercise Setting boundaries; saying no selectively Prioritizing tasks and delegating to others Engaging in relaxing Sensing activities Planning, list-making to avoid unwelcome surprises

Table 35 Inferior Function of Extraverted Intuitive Types: ENTP and ENFP

Triggers for the Inferior Function	Forms of the Grip Experience
<ul style="list-style-type: none"> Physical exhaustion A focus on facts Violation of values and principles 	<ul style="list-style-type: none"> Withdrawal and depression Obsessiveness Focus on the body

Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> Meditating Attention to their physical needs by others Support, not patronization 	<ul style="list-style-type: none"> Broadened perspective Appreciation of the value of facts and details Increased structure and planfulness

Extroverted Intuitive Types



Thank you for your participation!



Reference: Quenk, N. L. (2000). *In the Grip: Understanding Type, Stress, and the Inferior Function* [Second]. Retrieved May 1, 2017, from <https://shop.themyersbriggs.com>

Other resources:

- In the Grip (book) found at Amazon.com
- Blog - <http://www.cppblogcentral.com/cpp-connect/what-do-you-look-like-in-the-grip/>

Pamela Kachka

Specialist, Learning & Organizational Development

Pamela.Kachka@rtd-Denver.com

303-299-3040