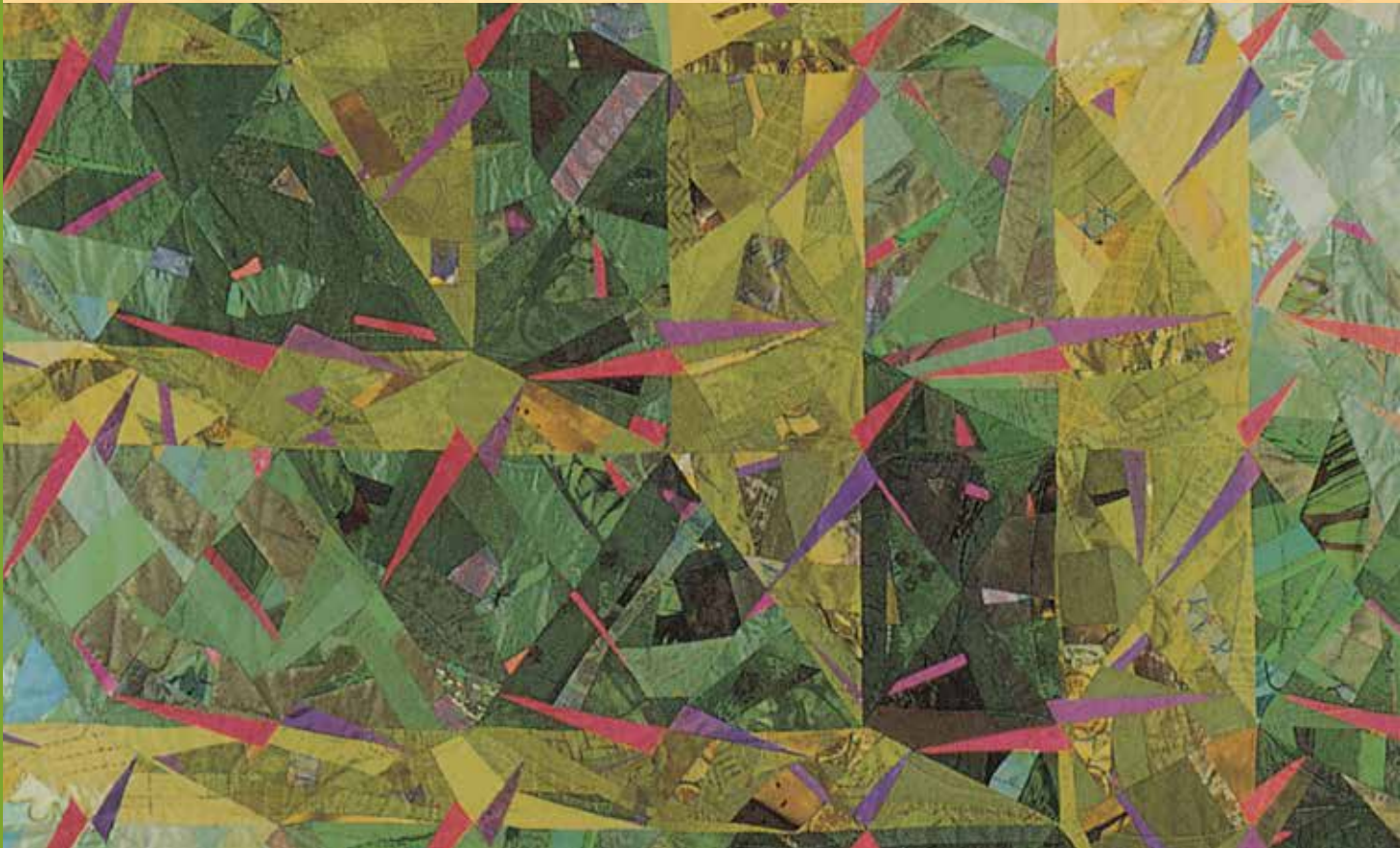


INTRODUCTION TO TYPE® SERIES

In the **GRIP**

UNDERSTANDING TYPE, STRESS AND THE INFERIOR FUNCTION



EUROPEAN ENGLISH SECOND EDITION

NAOMI L. QUENK

opp

unlocking potential

In the **G R I P**

Understanding Type, Stress and the Inferior Function

Second Edition

EUROPEAN ENGLISH VERSION

Naomi L. Quenk

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What's New in This Edition?

- An expanded explanation of the psychological type approach to understanding personality type in general and the inferior function in particular
- A discussion of the effects of chronic stress on personality type, using work stress as a focus
- A listing of resources and remedies each type uses when dealing with chronic work stress
- A description of what each type experiences as energising and stressful at work
- The differential effects of the auxiliary function in relation to work energisers and stressors, and chronic stress
- Vignettes illustrating inferior function episodes for all 16 types

About the Author

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For Peggy



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Introduction

The “other” in us always seems alien and unacceptable; but if we let ourselves be aggrieved the feeling sinks in, and we are the richer for this little bit of self-knowledge.

C. G. Jung, *Civilization in Transition*

We have all experienced that “other” in us”. It is the version of ourselves that puzzles us when it emerges from time to time as unusual, out-of-character thoughts, feelings and behaviours. And we are just as surprised when we see others act in ways that are strange and atypical for them. When people appear very different from usual, such terms as *irrational*, *out of control*, *unstable*, *crazy* and *abnormal* spring to mind. Sometimes we are amused by and pleased at seeing a very different side of ourselves or another person. More often, however, we are uncomfortable, distressed and at a loss to explain what the episode might mean.

In the Grip is about the out-of-character selves we all encounter from time to time, particularly in response to fatigue and stress. Experiencing being in the grip of something strange and unfamiliar tends to alarm us because of its “Jekyll and Hyde” character. We may then be forced to re-examine the essence of our character and personality. Who are we really? Do these occurrences mean we are psychologically weak, emotionally unstable, perhaps even crazy?

In the Grip explains our seemingly aberrant, abnormal experiences of ourselves and others as predictable, adaptive and necessary expressions of our normal personalities. Knowing that these *grip experiences* are healthy and adaptive enables us to see them as temporary episodes from which we can benefit. We need not worry that we, our spouse, our friend, our boss or our co-worker are “coming apart at the seams” or are emotionally disturbed. Instead, we can appreciate and use the new and unique information we gain about ourselves and others when we or they are in the grip of the other side.

Getting the Most from *In the Grip*

In the Grip is based on the personality type theory of the Swiss psychiatrist Carl Gustav Jung. Jung’s theory was refined and put into accessible form by Isabel Briggs Myers and Katharine Briggs, who developed the *Myers-Briggs Type Indicator*® (MBTI®) personality inventory.

You will get the most from *In the Grip* if you:

- are familiar with the psychological type approach to understanding personality
- know your own four-letter personality type from having taken the *Myers-Briggs Type Indicator*® instrument and from receiving feedback that helped you verify your type.

If your understanding of the dynamic basis of typology is incomplete, the introductory sections of *In the Grip* will provide a useful grounding for you. If you are not familiar with type theory and/or do not know or remember your psychological type, *In the Grip*:

- reviews the basic ideas of the type approach
- provides descriptions that may help you to understand the theory and identify your type
- provides a resource list of introductory materials that will facilitate your understanding of type and the aspect of type that is described here

In the Grip introduces you to a fascinating, valuable and enlightening part of Jung’s typology, the *inferior function* – a usually hidden part of our personalities that emerges most dramatically during times of stress, fatigue and illness. You will learn the following.

- What the inferior function is – and what it is not.
- When it is likely to erupt and what events trigger it.
- How it is expressed in different types.
- How we return to our usual state and what can facilitate this.
- What happens when someone is in the grip for an extended period.
- Why we need inferior function experiences for our psychological well-being.
- How knowledge of our own and others' inferior functions can enhance our personal and professional lives.

A Word About the Second Edition

The information in this booklet is based on the book *Beside Ourselves: Our Hidden Personality in Everyday Life* (1993) by Naomi L. Quenk.¹ The first edition of *In the Grip* (1996) presented the highlights of the book in summary form. Many people who have gained understanding of their out-of-character experiences through reading *Besides Ourselves* or *In the Grip* have asked about the effects of long-term stress on expressions of the inferior function. “Can someone be in the grip for months or years?” “Can chronic illness, fatigue, pain or stress lead to habitually operating in the grip of one’s inferior function?” The short answer to both questions is “Yes”. The longer answer comprises the new material in this revision of *In the Grip*.

The revision retains the basic information of the first edition, which focused on expressions of the inferior function that are relatively infrequent and generally of brief duration. Such deviations from a person’s natural personality type are typically adaptive, permitting individuals to add valuable perspectives to their personalities. Recurring exposure to any source of stress, illness or fatigue is likely to lead to frequent or even habitual out-of-character reactions. Just like their shorter-term counterparts, lengthy periods of living out of one’s inferior function provide an opportunity for adaptive awareness and personal growth.

This new edition of *In the Grip* addresses inferior function expressions in response to long-term and persistent stress. The focus is on recurrent and enduring stress in the workplace, which is general and pervasive, and affects every kind of work, all kinds of organisations, and people at all levels of employment, from entry-level personnel to Chief Executive Officers of large corporations. The prevailing work ethic requires that employees work better, faster and with fewer resources, and that companies maintain constant vigilance so they can anticipate the next major change or development that will influence the competitive edge.

Rapid change, the need to manage vast amounts of information in all areas and many other societal factors combine to place enormous pressure on us in our work

lives. Many people are in a chronically stressed state with unfortunate consequences for both themselves and the organisations for which they work. One consequence is the increased likelihood that employees will operate out of their least developed and most ineffective sides in work situations that require them to be at their best. In the normal, psychologically healthy adults described in *In the Grip*, such chronic inferior function manifestations are likely to be predictable, amenable to positive intervention and growth promoting.

Much of the new information in this revision is based on the reported experiences of employees of different types. This experiential information is supported and enhanced by research results attained from a stratified national sample of adults in the United States. Interested readers can find detailed descriptions of these research results in Myers, McCaulley, Quenk & Hammer (1998). Generalisations about specific individuals must always be made with caution when interpreting the results of both experiential and empirical research information. Readers are therefore advised to view the information in this booklet as suggestive rather than prescriptive, and as food for thought and further observation rather than as fixed and definitive.

Questions to Explore

Before you begin your exploration of the material in this booklet, take a few minutes to answer the questions in the list below and on page 3. Your spontaneous responses will help you to identify some thoughts and behaviours that may be aspects of your natural personality type as well as your inferior function. This will help you to better understand and make use of the material that follows. You may wish to jot down your answers to the questions so you can refer to them later.

There are probably times when you feel or behave quite differently from the way you usually do – when the way you see and react to everyday events is so unlike you that you might be described as “out of character”, “beside yourself”, or “in the grip” of something. Think about how you are when you are most like yourself and how you are different when you are least like yourself. Answer the following questions.

- What are you like when you are most yourself? That is, what qualities best describe you or define you as an individual? For example, you might describe yourself as typically optimistic, careful with details, concerned about others, future-oriented, and so on.
- What are you like when you are not yourself – how are you different from your usual way of being?
- What events or circumstances are likely to provoke the reactions and changes you experience?
- What can you or others do to help the return process?
- What can you or others do to hinder the return process?

- What aspects of your work life are most satisfying and energising?
- What aspects of your work life are most dissatisfactory and stressful?
- How do you typically deal with chronic stress?
- What new things have you learned about yourself as a result of your out-of-character experiences?



About Psychological Type

What Is Psychological Type?

Psychological type is a way of understanding ourselves and each other. It describes four *dichotomies*, each of which has two opposite preference poles. The four dichotomies encompass opposite ways of (1) using energy, (2) gathering information, (3) coming to conclusions, and (4) relating to the outside world. In the type approach to personality, we each experience one pole of each dichotomy as more comfortable and natural than its opposite, and therefore tend to use it more and enjoy its use. It is the interplay of our four preferred poles that makes up our individual, distinctive personalities.

Where Do Types Come From?

All of the opposing aspects of our personality reflect valuable ways in which we use our minds, and each is necessary for adaptation. We have a natural, inborn preference for one or the other pole of each of the four dichotomies, and these four preferences combine to create our personality type. There are 16 possible combinations of preferences, and thus 16 personality types. Each type is unique in two ways: it is made up of a particular combination of preferences and it uses psychological energy in a unique way. *The dynamic character of each personality type depends on how energy is typically used by a person of that type.*

The Mental Functions

There are four mental functions or processes described in Jung's typology – two opposite ways of gathering information, or perceiving, and two opposite ways of coming to conclusions, or judging. Every individual can and does use all four of the mental functions. However, people differ in the amount of time and energy they devote to each. There is a hierarchy of energy, with one function getting the most energy and one the least. To understand the inferior function (the one that receives the least energy), we must understand the nature of all the mental functions described in the type approach. Table 1 on page 5 gives a brief summary of these four functions.

Psychic Energy and the Four Mental Functions

In our normal, everyday activities we spend more time doing some things and less doing others. We enjoy and have more energy for doing what we like than for doing what we don't like. These same kinds of energy differences reflect the way energy is distributed among our four mental functions. The amount and direction of the flow of psychological energy lies at the heart of the typological understanding of personality.

The Dominant Function

In the type approach, one of the four mental functions uses the largest share of a person's psychological energy. It is therefore the most conscious function. A conscious mental function is one we are aware of and can direct and control. The type approach refers to this as the *dominant function*². We usually very much enjoy using our dominant function, so we tend to acquire a lot of experience and facility with it. The desire to use it as much as possible influences our choice of work, the way we relate to others and many other important aspects of our lives.

The Auxiliary Function

Second to the dominant function in available psychic energy is the *auxiliary function*. The auxiliary is not quite as conscious and under our control as the dominant function. However, it complements and balances the dominant function by being the *opposite kind* of mental process from the dominant. If the dominant is one of the *perceiving* functions (Sensing or Intuition), the auxiliary will be one of the *judging* functions (Thinking or Feeling); if the dominant is a *judging* function (Thinking or Feeling), the auxiliary will be a *perceiving* function (Sensing or Intuition). A person therefore has reasonably conscious control of one comfortable way of gathering information and one satisfying way of deciding.

Table 1 – The Four Mental Functions

Perceiving Functions	
<p>Sensing Information is gathered through the five senses. Focus is on concrete facts, details and experiences that occur in the present.</p>	<p>Intuition Information is acquired as patterns or global wholes. Focus is on interrelationships, meanings and possibilities in the future.</p>
Judging Functions	
<p>Thinking Conclusions are based on logical analysis of Sensing or Intuitive information. Focus is on impartiality and objectivity.</p>	<p>Feeling Conclusions are based on personal values about Sensing or Intuitive information. Focus is on empathy and harmony.</p>

The Tertiary Function

Third in the energy hierarchy is the *tertiary function* – whichever function is opposite to the auxiliary function. Using this tertiary mental process is often difficult, uncomfortable and unsatisfying. It is relatively unconscious, so we can't easily direct and control it. Since the tertiary function is always the opposite of the auxiliary function, it is the same kind of mental process as the auxiliary function. If the auxiliary function is a *perceiving* process, the tertiary function is the opposite perceiving process; if the auxiliary function is a *judging* process, the tertiary function is the opposite judging process.

The Inferior Function

The smallest share of conscious energy goes to our inferior function, so it is essentially unconscious. This means that the energy it has is unconscious as well. The amount of unconscious energy available to our inferior function is equal to the amount of conscious energy available to our dominant function. The unconscious

energy of the inferior function remains quiet and dormant as long as our conscious dominant function is in operation.

The inferior function is always exactly opposite to the dominant function. If the dominant function is Sensing, the inferior function is Intuition (and vice versa); if the dominant function is Feeling, the inferior function is Thinking (and vice versa). As we shall see, the unconscious nature of the inferior function gives it a very special role in providing balance in an individual's personality.

The Attitudes or Orientations

The four mental functions account for only two of the four pairs of opposites that make up type. The two remaining pairs are the opposite ways of using energy and the opposite styles of relating to the outside world. They are called attitudes or orientations. Table 2 briefly summarises these pairs of opposite attitudes.

Table 2 – The Four Attitudes

<p>Extraversion Energy is produced through interaction with the outer world of people and objects. Focus is on breadth and variety of experiences in the world.</p>	<p>Introversion Energy is produced through interaction with inner experiences and ideas. Focus is on depth and intensity of private reflections.</p>
<p>Judging Approach to the outer world is to come to conclusions and make judgments. Focus is on closure, predictability, planning, organisation and control.</p>	<p>Perceiving Approach to the outer world is to gather information and perceive. Focus is on adaptability, flexibility, spontaneity and openness to new information.</p>



Type Dynamics

How Functions and Attitudes Interact

The psychological energy available to the four mental functions does not go anywhere without being directed or pushed. The push comes from an Extraverted or Introverted attitude. An Extraverted attitude pushes Sensing, Intuition, Thinking or Feeling outwards towards people, things and action; an Introverted attitude pushes a mental function towards inner ideas, experiences and reflection.

In Jung's view of personality, using all of our energy in only one direction makes us one-sided, out of balance and poorly equipped to deal with life. Therefore, the type approach describes a *balance of energy use*: energy is pushed in different directions for each of the four mental functions. Extraverts don't direct all their mental functions towards the outer world just because they prefer extraverting; Introverts don't use all their mental functions inside themselves, even though that's a comfortable place to be. The following rules tell us how each of the mental functions typically operates.

- A person's dominant function is typically used in the direction of the *preferred* attitude – either Extraversion or Introversion.
- A person's auxiliary function is usually used in the direction of the opposite, non-preferred attitude – if the dominant is extraverted, the auxiliary is introverted, and vice versa.
- A person's tertiary function may be used in either direction, depending on circumstances or individual habits.
- A person's inferior function is typically used in the opposite direction to that of the dominant – if the dominant is introverted, the inferior is extraverted, and vice versa.

How We Determine Type Dynamics

The Judging attitude versus the Perceiving attitude, combined with the above rules, identifies which function is dominant, auxiliary, tertiary and inferior³. For each of the 16 types, Table 3 on page 7 shows which function is dominant, auxiliary, tertiary and inferior in combination

with the direction in which energy typically flows for each function. The interaction of functions and attitudes for each type is called *type dynamics*.

You do not need to understand the details of type dynamics to understand the information that follows about the inferior function and how it emerges in grip experiences. You need only be aware of your own type and your typical thoughts, feelings and behaviours – and those of other people you know who may express themselves atypically from time to time.

The Inferior Function and Type Dynamics

What Is the Inferior Function?

In the hierarchy of energy, the inferior function is last. This has the following implications.

- The inferior function is largely unconscious – we don't direct and control it. Its unconscious energy erupts and takes over our personality when our conscious energy diminishes sufficiently. We often remain unaware of the change in ourselves until the experience is over.
- Because the inferior takes the attitude opposite to the dominant, *the direction of the flow of psychic energy will also be opposite* – energy will be introverted if the person's dominant function is extraverted, and energy will be extraverted if the person's dominant function is introverted.

There are eight inferior functions corresponding to the eight dominant functions. This means the following.

- Two types share the same inferior function, just as two types share the same dominant function. For example, the two dominant Extraverted Thinking types (ESTJ and ENTJ) both have *Introverted Feeling* as their inferior function.
- The two types with the same inferior function (and dominant function) are different in having opposite tertiary functions, since they have two opposite auxiliary functions. For example, the tertiary function of an ESTJ is *Intuition* (the opposite of auxiliary Sensing); the tertiary function of an ENTJ is *Sensing* (the opposite of auxiliary Intuition).

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.

The inferior function appears in a specific and predictable form. The form is similar to the qualities that would describe a person who has that dominant function, but compared to the dominant form of the function, the inferior will be:

- exaggerated or extreme – like a caricature of that type
- inexperienced or immature – the person will come across as childish, touchy, easily angered
- undifferentiated or categorical – perceptions and judgments will be black and white, all or nothing.

The form in which the inferior function appears is similar for most people who share that function. However, each individual brings a unique personal history, including the contents of her or his own unconscious, to the experience⁴.

The tertiary function (opposite to the auxiliary) often appears along with the inferior. When this occurs:

- the person is using her or his less preferred, less experienced and less comfortable ways of *both* perceiving and judging
- the two types with the same inferior function will appear somewhat different when they are in its grip because of the different flavours of their tertiary functions.

What Triggers the Inferior Function?

Falling into the grip of one's inferior function is most likely to occur when a person's conscious energy is at a low level; the unconscious energy of the inferior function can then emerge. The following circumstances

can effectively diminish conscious energy, thus allowing unconscious parts of one's personality to become sufficiently energised to take over control.

Fatigue. When we are physically tired due to overwork, lack of sleep or excessive activity, our energy is depleted and unavailable to deal with everyday events. When fatigue continues for lengthy periods, an individual may lose touch with how he or she feels or acts when fatigue is not a central aspect of daily living. This may occur with such conditions as chronic fatigue syndrome, other chronic medical conditions and habitual overwork.

Illness. When we are ill, our bodies are out of balance, perhaps too hot and feverish, too cold as with a chill, or in pain. The extra stress and strain we experience saps our strength, causing low energy and fatigue. Chronic illness and chronic pain often lead to a narrowing of a person's perspective; the focus of energy and attention moves from the totality of one's life to the ongoing management of illness and pain.

Physical or psychological stress. It is important to recognise that what is physically or psychologically stressful for one person may be energising and motivating for someone else. People of different personality types identify differing sources of both positive energy and stress, and these energisers and stressors tend to be consistent with the attributes of their personalities. Anything that individuals find stressful forces them to use all their energies to combat whatever is causing the stress. This depletes conscious energy resources. When stress is ongoing, pervasive and unrelieved, a person is likely to have little resistance to the expression of unconscious contents. For some people, the ongoing stress becomes the norm in their lives, and they are largely unaware that they are responding to a now habitual situation in an out-of-character manner.

Alcohol and mind-altering drugs. Alcohol and drugs lower our level of consciousness by decreasing our control of physical reflexes, social inhibitions and the like. We are all familiar with people who, when under the influence of alcohol, act either like exaggerated versions of themselves or in some "opposite" way to their usual behaviour. To the extent that chronic alcohol and drug use decreases a person's ability to make conscious choices, it may well increase vulnerability to the unconscious inferior function.

Life transitions. Important life transitions are often experienced as quite stressful, and therefore are likely to be accompanied by inferior function experiences. We are all familiar with the unpredictability of adolescents as they rapidly shift from one extreme to another in their likes and dislikes, emotional attachments and behaviour. What we observe may be related both to the expected incomplete type development characteristic of young people and to the significant stress of this major developmental period.

Perhaps the most striking example of the emergence of the inferior function occurs during mid-life. At this stage one's personality type is typically fairly well developed, so inferior function expressions are likely to be quite obvious to both the individual and others. During mid-life the inferior function may emerge in two general ways.

- The person may become quite interested in and excited by activities and pursuits that held little interest earlier in life. This occurs because at least some of the energy previously used almost exclusively by the dominant and auxiliary functions to accomplish the goals of adulthood is now available to the individual's tertiary and inferior functions. Because correspondingly less energy is being used by the dominant and auxiliary functions, there is usually a lessening of interest in (or even dissatisfaction with) usual motivations and activities. Career, relationships, outside recreational pursuits and hobbies may be experienced with a good deal less enthusiasm, interest and commitment.
- The person may adopt some opposite, extreme and grossly out-of-character behaviour that both the person and others may see as "irrational". So-called mid-life crises fall into this category, and may be seen in drastic career changes, "dropping out", or having a romantic affair. People who during adulthood energetically pursued the goals of the dominant and auxiliary functions and minimised or neglected those of the tertiary and inferior functions are more likely to experience this kind of mid-life response.

What Is the Purpose of Inferior Function Experiences?

Our unconscious is an invaluable source of information that can enhance our development and enable us to have increased freedom to direct our own lives. In the dynamic system of typology, the inferior function is "the royal road to the unconscious"⁵. Falling into the grip of one's inferior function is therefore not generally a situation to be avoided. Uncomfortable and distressing as it may be, it is an opportunity for growth and self-development. It aids the psyche in regulating its own psychological energy so that growth and adaptation can proceed in a natural way.

According to Jung, one-sidedness is natural and to be expected. It is normal for us to be passionately interested in some things and neglect others. The Jungian notion of *balance* does not mean devoting *equal* energy to both elements of a pair of opposites; it is only when our devotion to one way of being becomes excessive that there is a state of imbalance. It is then that the self-regulating feature of our psyche is called into play. The inferior function takes advantage of two available psychological mechanisms for achieving self-regulation: *compensation* and *projection*.

Compensation. When a behaviour or attitude is severely one-sided, the opposite energy in the unconscious becomes equally extreme. Eventually, it erupts in an exaggerated and disruptive way. Perhaps a woman who has become overly confident about her work performance grows careless and makes a huge mistake. She then feels totally incompetent – the opposite extreme. Balance is restored when she re-evaluates her competence and is able to see herself as not quite as expert as she had believed, but not entirely incompetent either. Eruptions of the inferior function often compensate for overuse of one's preferred functions.

Projection. Taking an unacknowledged part of ourselves and attributing it to someone or something outside ourselves is one way to rid ourselves of unpleasant, unconscious self-knowledge. Often what we project is the contents of our *shadow* (see note 4). For example, the woman who exaggerates her own competence may deal with her unconscious capacity for error by projecting it onto other people who are less skilled than she is. She may notice and comment on others' mistakes and even hire poorly trained workers as a way of verifying her own abilities⁶. We shall see that projection of our inferior function is a normal, everyday way of dealing with it, and it is often our first response to an impending eruption of this unconscious part of ourselves.

How Do Inferior Function Experiences Promote Self-Regulation?

When one-sided devotion to a point of view forces us into the grip of our inferior function, our sense of ourselves and our behaviour is usually so out of character that we are forced to pay attention. We say things like, "I don't know what got into me", or "Something came over me", or "I wasn't myself". Others may also notice our odd behaviour, comment on it or want an explanation. Sometimes, what we need to pay attention to is obvious; at other times a more deep-seated issue is involved. Inferior function experiences are not all equally important for our self-development.

- An inferior function experience may simply be a warning that we're doing too much of something. Or a person may become aware through such an experience that he or she is overtired or stressed and needs to slow down, get needed relaxation or take steps to reduce stress.
- The more important episodes of falling into the grip of our inferior function may force us to acknowledge an important attitude, feeling, habit or way of thinking that is unconsciously influencing our perceptions and actions. This may promote a change in self-concept that can encourage new approaches to ourselves and important life issues. Such new knowledge often results from the inferior function experiences that occur during periods of transition, such as a transition to mid-life.

- Individuals may become aware that they are in the grip of their inferior function often – even most of the time. What were formerly infrequent, atypical, out-of-character feelings and behaviours have become common and pervasive. Such personality shifts often result from persistent stressors – for example, having a serious chronic illness or working in a high-stress environment over an extended period. Recognising that one is not functioning as oneself can often encourage self-examination as well as a re-evaluation of one's goals and values in relation to the sources of persistent stress. Such a self-reflective enterprise can be particularly meaningful when it occurs in conjunction with a natural mid-life transition.

Can We Use the Inferior Function Consciously?

There are two conscious ways we use our inferior function. Both are important for avoiding one-sidedness.

Intentional use of the inferior. Everyone uses all four of the mental functions and all four of the attitudes at least some of the time. Intentional and appropriate use of the inferior and tertiary functions increases our experience and comfort with them and is an important aspect of good type development. *Getting into the grip of one's inferior function is quite different from consciously and purposely using one's least-preferred function.*

Relaxation and non-work activities. People often find that they use their inferior and tertiary functions when relaxing or engaging in non-work activities. The unfamiliar parts of ourselves may be somewhat alien and discounted, but they are also mysterious and intriguing. Relaxing activities and hobbies provide a non-threatening way of incorporating the usually neglected parts of our personalities.



The Eight Inferior Functions

This section focuses on several important aspects of the eight inferior functions. Readers who are quite clear about their own personality type are likely to identify with the description of the inferior function specified by their four-letter type (see Table 3). Those who are not sure about which of their functions is dominant may become clearer by reading the descriptions of different inferior functions.

If you clearly see yourself in one particular inferior function description, the chances are that your dominant function is the opposite of that inferior function. For example, if you're not sure whether your type is ENFP or INFP, read the experience of the inferior function for both Extraverted Intuitive types (ENTP and ENFP) and Introverted Feeling types (ISFP and INFP). If you clearly experience the inferior function of Introverted Feeling types, the chances are that your natural type is INFP rather than ENFP.

Now would be a good time to review your answers to the questions on pages 2–3. It is likely that what you wrote about your natural way of being, as well as about your out-of-character experiences, is pretty close to what others of your type report. You probably will also find similarities in the circumstances that stimulate such experiences, how you react to those situations, the ways you re-establish equilibrium, and what you find most energising and stressful at work. Perhaps you will also notice similarities in the ways in which you and other individuals of your type successfully reduce work stress.

What You Will Learn About Each Inferior Function

The two types that share the same dominant function often respond to the same triggers, exhibit the same inferior function characteristics, use similar ways of re-establishing equilibrium and acquire similar kinds of new knowledge of themselves. This is because both types devote the largest share of their available psychological energy to the same function-attitude combination. However, the opposite auxiliary (and therefore tertiary) functions often produce some striking differences between the two types, especially in what they find to be energising and stressful in their work lives and in how they deal with persistent stress. Both common and distinct features of the two types are therefore discussed.

The description of the inferior function for each of the eight dominant personality types will cover the following points.

Important features of the dominant function of the type. This will remind you what people of that type are like when they are operating out of their natural and conscious strengths.

Work energisers and stressors. What people find to be energising and stressful when they work flows logically and naturally from the characteristics of their dominant function. The influence of the two different auxiliary functions often emerges both in our career choices and in what we find to be energising and stressful in our work environment. Energisers and stressors common to both of the dominant types as well, as differences attributable to the effects of the auxiliary functions, are covered in this section.

Triggers for the inferior function. In addition to general preconditions like fatigue and stress, there are type-specific factors that often precede grip experiences. Where such triggers are habitual characteristics of a work situation, people may find themselves chronically in the grip of their inferior function. Both the individual and those who work with him or her may erroneously assume that the person in the grip is the “real” person. A recognition of persistent type-relevant triggers can lead one to suspect that an individual is functioning not in a natural, adaptive way but in an out-of-character, largely ineffectual way instead.

Forms the grip experiences take. Inferior function experiences are often preceded by a period of exaggerated use of the dominant function without the balancing effects of the auxiliary. This type exaggeration can go on for quite a long time where stress is persistent. Individuals may be seen to be devoting increasing energy (with decreasing effectiveness) to “being true to themselves” by trying to use their typological strengths. Inevitably, one-sided use of their dominant function makes the situation worse and their efforts unsuccessful. The energy of the inferior function then takes over the personality. The key features that define the form of this inferior function takeover are described, and illustrative examples are provided.

Chronic stress. In many ways, the effect of chronic stress on an individual's personality is the same as the effect of intermittent, occasional stress – only without the respite of frequently returning to one's usual, comfortable way of being. Living in a perpetual out-of-character state can have a major impact on our self-perception as well as on the way others assess us and relate to us in the workplace and in our private lives. The way the dominant types react to chronic stress and the resources and remedies they typically use are described, as is the influence of the two different auxiliary functions. Although the major focus in this section is on chronic stress associated with our work lives, the same reactions, resources and remedies apply to other chronic stressors, such as chronic illness, long-term unemployment and caring for elderly family members.

Ways of returning to equilibrium. All types seem to benefit from a change of scene and physical exercise as ways of beginning to extricate themselves from the grip of their inferior function. Engaging their auxiliary function often seems to accompany the diminishing power of the inferior function. In addition, each type reports some type-specific helps and hindrances to regaining equilibrium, which are described in this section.

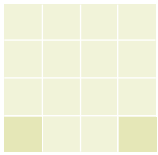
Typical new knowledge gained from the experience. The new knowledge gained from important grip experiences is often consistent with the factors that created the one-sidedness typical of that type. Such new knowledge, however, usually occurs some time after a grip experience has subsided, or after repeated experiences of the same

kind. During the time that stress is ongoing and habitual, as may be true in the workplace or when dealing with other chronic stressors, there is little opportunity to gain any new perspective about oneself. Growth-encouraging new knowledge may not come about until a crisis state has been reached, or some event or experience forces self-evaluation and re-evaluation of important aspects of one's life situation.

A narrative example of an inferior function experience.

Real-life examples are included to further illustrate the grip experience. Some of the examples deal with inferior function episodes that occur in the workplace, while others describe experiences in an individual's personal life. Either arena can serve as the context for the expression of the inferior function, regardless of whether the particular triggers involved occur at work or at home.

Remember that no individual member of a type will be described completely accurately by the generalisations that follow. There are many individual differences within each type, as well as a variety of personal and environmental influences that interact with type qualities or are completely independent of them. Also note that the order in which the types are presented offers an opportunity to observe the most extreme contrasts possible. Thus, we begin with the Extraverted Thinking types, ESTJ and ENTJ, and then present the opposite types, ISFP and INFP. Then ISTP and INTP, the two Introverted Thinking types, are discussed, followed by their opposites, ESFJ and ENFJ – and so on for the remaining types.



Extraverted Thinking Types: ESTJ and ENTJ

Dominant Extraverted Thinking
Inferior Introverted Feeling

Important Features of Dominant Extraverted Thinking

Extraverted Thinking types typically use their favourite judging function in the outside world, focusing it on people, things and activities. They like to be in control and enjoy making decisions. As a result, they tend to:

- value competence, efficiency and effectiveness
- feel comfortable in leadership positions
- want things to be logical
- want to be recognised for their accomplishments
- value being respected more than being liked
- focus on truth, accuracy and productivity
- have high standards
- have a natural disposition to be critical.

Work Energisers and Stressors

Given the features of their shared dominant function, it is not surprising that Extraverted Thinking types seem to be ideally suited to work situations that require taking charge and exercising independent judgment. They enjoy developing and working within defined structures in complex organisations where the emphasis is on goal attainment. ESTJs and ENTJs are typically seen as excelling in the world of organisational work and thus receive much affirmation for their efforts. Perhaps as a result, they tend to be quite satisfied with their work lives and report a fairly low level of stress associated with it. Table 4 summarises work energisers and stressors that are shared by ESTJs and ENTJs.

In addition to the common features shown in Table 4, the auxiliary Sensing of ESTJs is reflected in their greater liking for clear structures and responsibilities and for working actively on concrete projects with tangible results, as well as in their preference for a work setting that is predictable and in which a steady work pace can be maintained. The auxiliary Intuition of ENTJs is seen in their favouring variety and the opportunity to use multiple talents and skills, their greater emphasis on using individual initiative, and their preference for work settings that support flexibility and change.

Triggers for the Inferior Function

Extraverted Thinking types report the following type-specific factors that are likely to provoke a grip experience:

Disregard of their deep values. ESTJs and ENTJs are usually quite selective in their choice of areas in which they invest their Feeling. When one of their cherished values is disregarded, ignored or unappreciated, their inferior Feeling response may be triggered. For example, an ENTJ volunteered his time to organise the finances at a local homeless shelter. He reacted with hurt and anger when he was accused of only doing it because he liked to be in charge.

Others' emotional expressions. When others, especially within intimate relationships, express strong feelings of any kind, Extraverted Thinking types may become un-comfortable and feel unable to deal with the situation in their typical direct and logical way. This may push them into expressing their inferior function. This can be particularly distressing in a work setting that is charged with emotion. The ESTJ or ENTJ may initially attempt to ward off the uncomfortable onslaught of emotion by taking an exaggeratedly logical, dispassionate stance. This may stimulate even more emotion from co-workers, ensuring that the unconscious inferior function will become energised and active.

Remorse for their own harshness. In a vulnerable state, an ESTJ or ENTJ may focus on past situations in which he or she made a decision that hurt other people. Self-criticism and blame for inadequate sensitivity (self-defined as incompetent use of their inferior Feeling function) may then become prominent and lead to a full-blown inferior function experience. The ESTJ or ENTJ may begin to doubt an earlier managerial decision that seemed well reasoned and legitimate at the time, especially if it appeared to result in dissension and distress in others.

Table 4 – Energisers and Stressors for Extraverted Thinking Types

Energisers	Stressors
<ul style="list-style-type: none"> ▪ Work itself ▪ Opportunity to lead and direct people ▪ Predictability ▪ Closure for tasks and projects ▪ Logical procedures and behaviour ▪ 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 ▪ Disorganised environment ▪ Frequent interruptions ▪ Illogical behaviour ▪ Incompetence (their own or others')

Forms of the Grip Experience

Just before they fall into a grip experience, Extraverted Thinking types may exaggerate their dominant function. For example, they may make categorical, negative pronouncements with no data to back up their decisions. This one-sided approach inevitably leads to further failure of their Thinking function, so that they lose their ability to think logically and act efficiently. As one ESTJ said, “I bounce from task to task with no results. I have internal arguments with myself, but I can’t come to any conclusion”. When such an exaggerated state of Extraverted Thinking continues for a long time due to persistently stressful conditions, the Extraverted Thinking type is likely to become increasingly dictatorial and demanding. Others may avoid him or her as much as possible. As dominant Thinking continues to lose conscious energy for these types, inferior Introverted Feeling takes over, drastically altering the attitude and behaviour of the Extraverted Thinking type. Table 5 shows how Introverted Feeling is expressed in dominant Introverted Feeling types, as well as in Extraverted Thinking types, for whom it is the inferior function. Notice the difference between conscious (dominant) Introverted Feeling and unconscious (inferior) Introverted Feeling.

Hypersensitivity to inner states. ESTJs and ENTJs become hypersensitive to their own and others’ emotions, often misinterpreting comments from others as personal criticism and overreacting to it. An ENTJ described “feeling like a victim – persecuted, unappreciated and used. I don’t see things clearly and I can’t seem to think. I take things personally and am hypersensitive. I will say something without thinking, then become defensive and feel threatened”. An ESTJ said, “I find myself taking a martyr role, alone and unloved, totally unappreciated. Then I shut down”. An ENTJ described being “particularly sensitive to any signs of being excluded from important roles. When that happens, I feel that my contributions are not being valued”.

Outbursts of emotion. In the grip of their inferior function, Extraverted Thinking types lack control and discrimination when trying to express their inner emotions. Both ESTJs and ENTJs report suddenly feeling tearful at times for

no apparent reason. They worry about losing control in public and so try to wait until they are alone or with family to express this alien part of themselves. They may occasionally explode in public, at first showing intense anger at others’ incompetence, but then expressing recriminations about others’ lack of appreciation and recognition. An ENTJ described his experience of being in the grip of his inferior function as follows: “I will get a headache or shoulder ache and feel really tense. I feel like crying but try to hide it. I hide my feelings inside and push them down, and then become angry, depressed and withdrawn”. An ESTJ recalled her experience: “I felt lost and out of control. I knew I wasn’t myself, but I couldn’t help it”.

Fear of feeling. Extraverted Thinking types, as a group, report that grip experiences are both infrequent and brief in duration. However, when they are experiencing atypically strong emotions they may have difficulty communicating their distress to others, often maintaining their typically efficient and controlled demeanour. Because being in control is so vital to their sense of themselves, not losing control is important to them. At times, however, their inexperience with the nuances of feeling encourages a black-and-white, extreme experience of their own deep feelings. They try to hide this “irrational” side of themselves, sometimes doubting their own emotional stability. Others may therefore be quite unaware of the struggle of the Extraverted Thinking type to stay in control. One ESTJ described the experience like this: “My energy was focused inside and I felt shaky. I wanted to be alone. I put on a front of being a good soldier, but it was really only a protective shell to hide my vulnerability”.

Chronic Stress

Chronic stress encourages the usually episodic and short-lived instances of inferior function behaviour that are occasionally expressed by Extraverted Thinking types to become habitual and pervasive. ESTJs and ENTJs tend to find few areas of their lives to be generally stressful. However, the persistence of chronic stressors can be surprisingly debilitating for Extraverted Thinking types, for whom the challenge of solving problems and tackling difficult situations is often motivating and energising. Confronting the problem that is creating stress is often their first choice and can be effective in many situations. However, when their particular stressors persist, they may lose touch with their natural competence, becoming increasingly self-doubting, ineffective and depressed. Others are unlikely to be aware of the profound inner distress of the Extraverted Thinking type in response to persistent stress. However, colleagues, family and friends who are familiar with the ESTJ’s or ENTJ’s adapted, non-stressed behaviour may become aware of behavioural differences and recognise that something is wrong.

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 non-logical 	<ul style="list-style-type: none"> ▪ Hypersensitivity to inner states ▪ Outbursts of emotion ▪ Fear of feeling

When stressful conditions have characterised a work environment over a very lengthy period, employees in that setting may have had little experience of each other's non-stressed, natural self that relies on reasonably well-developed dominant and auxiliary functions. In such circumstances, frequent emotional outbursts may be assumed to be a natural, typical characteristic of a particular Extraverted Thinking individual. Others in the workplace may believe the person to be by nature histrionic, overly sensitive and given to negative interpretations of others' feelings and behaviour. Actually, the more exaggerated a person's reactions are, the more likely it is that he or she is responding in an inferior function manner, and not in a natural way. An Extraverted Thinking type in the grip may very well look like an exaggerated, poorly developed Introverted Feeling type. The Extraverted Thinking type may lose touch with his or her natural self and later may be quite surprised to find that what had become typical was in fact the very opposite of what was formerly a comfortable and natural way of being.

The effects of chronic stress on Extraverted Thinking types are summarised in Table 6. The table shows their chronic grip reactions and the typical resources and remedies used by ESTJs and ENTJs when faced with persistent stressors.

While ESTJs and ENTJs share some chronic stress responses, there are some differences as well. ESTJs are more likely than ENTJs to suffer from emotional burn-out at work in response to persistent stress. This may be partially due to ENTJs' tendency to use their non-work time to apply their work skills to some other arena. ENTJs may be more likely to include greater variety and flexibility in their non-work activities. When either type experiences burn-out, it is likely to be seen in the loss of their achievement orientation and natural ambitiousness, and in a greater concern for people. ESTJs seem more likely than ENTJs to have access to emotional expression

in response to stress and to benefit from emotional release. This could well be indicative of the balancing effect of expressing one's inferior function in response to a one-sided devotion to work. Both types make good use of physical ways of coping, but ESTJs are more likely to get involved in playing and watching sports, while ENTJs find regular exercise to be helpful.

Ways of Returning to Equilibrium

Others can be helpful to Extraverted Thinking persons who are in the grip of either short-term or long-term stress by allowing them to experience the depth of their feeling. ESTJs and ENTJs may want to talk to trusted people about the problem. If others intrude too aggressively, however, they will be rebuffed. A more gentle approach from trusted others can encourage the expression of difficult feelings and thus aid the return process. Auxiliary Sensing or Intuition may also help to re-establish equilibrium. ESTJs use factual reality to maintain or regain control of their inner state; ENTJs address hypotheses and possibilities that take them beyond and outside their distress.

New Knowledge

Many ESTJs and ENTJs report very few or quite minor eruptions of their inferior function, and these tend to last minutes or hours rather than the days and weeks reported by some other types. Some explain that their dislike of such experiences encourages them to develop methods of avoidance; it becomes just one more problem or interference to be dealt with. They therefore employ practised techniques for recognising and diverting an impending "loss of self". The meaning of the experience, however, may not be lost for them. Early signs of an impending episode remind them of their humanity and vulnerability and the importance of their intimate relationships. They respond by tempering a perhaps overly task-oriented approach to life.

A long period of being in the grip of the inferior function can lead to significant re-examination of values and sometimes to dramatic changes in the lives of ESTJs and ENTJs, particularly when the lengthy experience coincides with the natural redistribution of psychological energy that often accompanies mid-life. An Extraverted Thinking type may find that what was previously energising no longer seems worth the expenditure of energy and that other, previously unappealing or neglected activities and interests are now inviting and exciting. Perhaps less energy will be devoted to accomplishment in the arena of work, and more gratification will come from non-work aspects of life.

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

A Grip Experience

A Time to Weep

Jenny's company was in great upheaval; it was undergoing a major reorganisation and had experienced several takeover threats from other companies. Employees were worried, demoralised, and increasingly ineffective. As an ESTJ high-level manager, Jenny was responsible for holding everything together, making efficient management decisions, and dealing with the fears of everyone under her.

To anyone observing her, Jenny seemed to be dealing with her difficult situation with cool detachment and efficient determination. She was able to calm others down, suggest practical alternatives to people who felt stuck in negativity, and provide support for her management colleagues as they too took on the stress of the situation.

But every afternoon, as soon as she got into her car to drive home, Jenny would burst into tears and weep for the entire half-hour drive. She was unable to control her reaction no matter how hard she tried. After several months with no hope of significant improvement in her work stress, she acknowledged to herself just how devastated she was by the distress around her. After carefully investigating alternatives, she sought and accepted a position in another company.

The decision turned out well for her. Reflecting on her reaction to stress at her old job, she noted: "I'm being more careful to acknowledge my feelings – at least to myself. Although this job can become pretty stressful too, I think I can avoid getting into the extreme state I was in before".

A Grip Experience

But the Audience Never Knew It

Frank, an ENTJ, related the following incident.

"My boss asked me to do a presentation about volunteerism for his church congregation. I was to be the guest speaker they often scheduled between the two church services. I was under great time pressure on a number of work tasks and was somewhat uneasy because I perceived this church audience as quite judgmental. But I was secure in my knowledge of my material and wished to accommodate my boss, so I agreed to do it. About three minutes into my talk, I noticed a man in the third row, who many years ago had been extremely critical of me, causing me great distress at a particularly difficult period of my life. I immediately felt out of control internally and feared that I would be unable to go on. But the audience never knew it. I was on automatic pilot for the rest of the time. A friend who was sitting in the front row later told me that my only indication of discomfort was that I turned beet red for a few minutes, but my voice did not waver at all."

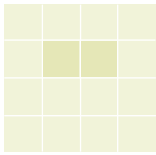
Frank reported being so shaken by his exaggerated emotional reaction that he had to think about the meaning of the man's criticism of him. He discovered a connection between that incident and one that had occurred during his school years. This awareness helped Frank to understand other puzzling feelings he had experienced over the years. In the end, he was pleased and energised by his insight.

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

Summary

You should now have an understanding of the characteristics of Extraverted Thinking types, what energises and stresses them at work, the triggers that push them into the grip of their inferior function, the ways in which their inferior Introverted Feeling is expressed, how chronic stress affects them internally and in their outer behaviour, and how they deal with persistent stressors. Table 7 summarises the important triggers, forms of grip experiences, ways of returning to equilibrium and typical new knowledge gained by Extraverted Thinking types.



Introverted Feeling Types: ISFP and INFP

Dominant Introverted Feeling
Inferior Extraverted Thinking

Important Features of Dominant Introverted Feeling

Introverted Feeling types typically use their favourite judging function in their inner world, focusing on their personal values and inner harmony. As a result, they tend to:

- appear flexible, open, complicated, mild, modest and often self-effacing
- place a high value on affirming both their own and others' individuality
- find the diversity in the world immensely appealing
- find it difficult at times to take a firm stance on issues that are not centrally important to them
- appear non-judgemental, understanding and forgiving
- see themselves and are seen by others as indecisive at times
- take a firm and unbending stance when their convictions are strong
- focus on what is good in others and, therefore, downplay others' faults.

Work Energisers and Stressors

Dominant Introverted Feeling types are energised by work environments that allow them to achieve value-oriented goals, goals that often involve the welfare of individuals, groups and humanity at large. Work that does not have a value beyond the production of material goods may be unsatisfying and stressful for them. Achievement and accomplishment for their own sake are of little value to ISFPs and INFPs. They are most comfortable in settings with little interpersonal conflict, sufficient time to work quietly and alone, and the security of knowing their efforts are appreciated and honoured. Given the typical organisational focus on production, efficiency and bottom-line goal attainment, it is not surprising that Introverted Feeling types report a fair amount of dissatisfaction and stress associated with work in general. Table 8 summarises work energisers and stressors that are shared by ISFPs and INFPs.

The difference in the auxiliary Sensing of ISFPs and the auxiliary Intuition of INFPs is quite striking with regard to work energisers and stressors. ISFPs appreciate clear structures and value loyalty and security in the workplace, while INFPs value independence and achievement above other aspects of a work setting. INFPs want the opportunity to express themselves aesthetically, to achieve important goals in settings that encourage individual initiative and support flexibility, variety and change. In contrast, ISFPs like work environments

in which there is minimal competition and little uncertainty and complexity. They enjoy settings that are supportive and that minimise conflict, where tasks and responsibilities are clearly defined and communication is precise and unambiguous. Perhaps one result of INFPs' greater focus on achievement and self-expression at work is that they are more likely than ISFPs to see work stress as a central source of distress in their lives. Work is only one among a number of sources of stress in the lives of ISFPs, who are more likely than INFPs to report stress associated with balancing work and home demands.

Triggers for the Inferior Function

Introverted Feeling types report the following type-specific factors that are likely to provoke a grip experience.

Negativity and excessive criticism. ISFPs and INFPs find this to be a fertile context for an eruption of their inferior function. Even if the criticism is not directed at them, it brings out their own Extraverted Thinking in black-and-white form. They may harshly attack others who are being negative and critical – for being negative and critical!

Fears of impending loss and separation. The threat of losing an important relationship or a valued work responsibility can serve as a trigger for Introverted Feeling types. One ISFP said that for her it occurs “when my attachments to people are demeaned and invalidated”. An overworked INFP appreciated the reduction in stress when she was relieved of one major responsibility

Table 8 – Energisers and Stressors for Introverted Feeling Types

Energisers	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 organisation • 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 confrontational people • A political climate that demands conformity to unacceptable values or procedures

at work, but then missed that part of her work and wondered whether her supervisor doubted her competence to fulfil her work responsibilities.

Violation of values. Introverted Feeling types quickly flip into their inferior mode when an important value has been violated. Their typical tolerant and mild manner is replaced by categorical promotion of their view of things. This is especially true regarding the value they place on their own competence. They may see themselves as less competent than they really are, obsessing about some imagined failure, and thus fall fully into the grip of an inferior function experience.

Forms of the Grip Experience

Just before they fall into a grip experience, Introverted Feeling types may exaggerate their dominant function. They may become hypersensitive and overreact to imagined slights, paying little attention to actual Sensing or Intuitive information. When such an exaggerated state of Introverted Feeling continues for a long time due to persistently stressful conditions, Introverted Feeling types are likely to become increasingly thin-skinned and touchy. Others may avoid giving them constructive feedback or be reluctant to make any demands of them. The Introverted Feeling type's exaggerated use of dominant Introverted Feeling inevitably leads to further failure of the Feeling function. The energy available to dominant Feeling continues to diminish. The characteristic tolerance, flexibility and quiet caring of ISFPs and INFPs recedes into the background and inferior Extraverted Thinking then takes over. These individuals in the grip may blurt out harsh and cynical remarks about other people's excessive neediness or point out others' minor mistakes. Table 9 shows what Extraverted Thinking looks like in dominant Extraverted Thinking types, as well as in Introverted Feeling types, for whom it is the inferior function. Notice the difference between conscious (dominant) Extraverted Thinking and unconscious (inferior) Extraverted Thinking.

Judgements of incompetence. In the early stages of an inferior function experience, Introverted Feeling types often project their unconscious fears of their own incompetence. They become hypersensitive to others' mistakes. One INFP described the experience like this: "I hone in on precise logic and truth and am very critical,

detailed, picky, frustrated and irritable". When projecting their sense of incompetence fails to take care of their unconscious issue, the negative energy of the inferior function of Introverted Feeling types takes the form of critical self-judgments. They then become consumed with self-judgments of their own incompetence. "Everything seems impossible", said an ISFP. "I begin to lose faith in my ability to do even the simplest task."

Aggressive criticism. In the grip of inferior Extraverted Thinking, Introverted Feeling types make judgments that are overly categorical, harsh, exaggerated, hypercritical and often unfounded. The excessive criticism may be immediately directed at themselves, or it may focus first on the objectionable qualities of others, only later culminating in severe self-criticism. One ISFP described the experience like this: "I become extremely critical of others. My humour becomes biting and cynical". An INFP said, "I become self-critical, doubting, irritable, inflexible and more picky. I focus on details". One ISFP sometimes shows her irritation at her husband's chronic indecision by giving him lengthy, logical accounts of his available choices, adopting a combative, lawyer-like tone.

Precipitous action. Introverted Feeling types in the grip of their inferior function are often overwhelmed by the urge to take some action, usually to correct some imagined mistake or incompetence of their own. But where the dominant Extraverted Thinking type uses differentiated judgement in deciding what action to take, if any, the Introverted Feeling type's actions often exacerbate the problem. A difficult situation may be created where there initially wasn't one. The urge to take action can also be seen in attempts to take control. One INFP reported that when he feels out of control, he feels compelled to put things in order and organise them. An ISFP reported taking charge of people and ordering them around.

Chronic Stress

Chronic stress encourages the usually episodic and short-lived instances of inferior function behaviour that are occasionally expressed by Introverted Feeling types to become habitual and pervasive. Given their intense desire to live their lives in accord with their central inner values and in light of the realistic difficulties of actualising those values in a complex, multifaceted world, it is not surprising that Introverted Feeling types find many aspects of life at least intermittently, if not chronically, stressful. As a result, people who live and work with ISFPs and INFPs are likely to be familiar with and accepting of their general level of dissatisfaction with themselves and others relative to their ideals. The concern and caring that motivates their discontentment is usually apparent to others. However, when stress is persistent, such concern and caring are no longer evident. Instead, an attitude of cynicism, distrust of others' motives and anger towards the world can become habitual for the ISFP or INFP. This kind of change is a signal to colleagues, family and friends who are familiar with the

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

adapted, non-stressed behaviour typical of these types that something is wrong.

When stressful conditions have characterised a work environment over a very lengthy period, employees in that setting may have had little experience of each other's non-stressed, natural self that comfortably demonstrates well-developed dominant and auxiliary functions. In such circumstances, cynicism, negativity and sarcasm may be assumed to be natural, typical characteristics of a particular Introverted Feeling type. Others in the workplace may believe the person to be by nature mean spirited, hypercritical and fault finding. Actually, the more exaggerated a person's reactions are, the more likely it is that he or she is responding in an inferior function manner, and not in a natural way. An Introverted Feeling type in the grip may very well look like an exaggerated, poorly developed Extraverted Thinking type. The Introverted Feeling type may lose touch with his or her natural self and later may be quite surprised to find that what had become typical was in fact the very opposite of what was formerly a comfortable and natural way of being.

The effects of chronic stress on Introverted Feeling types are summarised in Table 10. The table shows their chronic grip reactions and the typical resources and remedies used by ISFPs and INFPs when faced with persistent stressors.

As is the case for work energisers and stressors, whether Introverted Feeling types prefer auxiliary Sensing or auxiliary Intuition produces some striking differences in their chronic stress responses and ways of dealing with such stress. ISFPs report finding a larger number of areas of life stressful than do INFPs. Whereas INFPs are likely to leave work situations that are persistently stressful, ISFPs do not choose this option as often, perhaps preferring to focus energy on other, more important aspects of their lives. To the extent that cardiovascular problems may be related to chronic stress, it is notable that ISFPs self-report the highest

percentage of heart disease and hypertension of all 16 types. In contrast, INFPs are second lowest in such reports. ISFPs are also highest in reporting emotional burn-out and depersonalisation in response to work stress, while INFPs are neither high nor low in this area. Perhaps the greater attraction of INFPs to ambiguity, complexity and artistic expression helps them entertain a broader spectrum of possibilities in response to chronic stress. When either type experiences burn-out, it is likely to be seen in a diminution or loss of their natural inclination to care for people and a greater insistence on exercising logic. Although neither type enjoys confronting problems head-on, ISFPs are particularly motivated to try to avoid stressful situations, to get visibly upset, and to relax by watching TV and going to sleep. INFPs are much more likely to alleviate stress by talking to someone close to them.

Ways of Returning to Equilibrium

Introverted Feeling types report that often their grip experiences expire on their own. "I need to go with the flow and allow myself time to experience it." While in the grip, however, they need their strong negative feelings to be validated by others. The worst thing for others to do when they are in this state, they report, is to try to reason with them. This will inevitably call forth angry accusations and rejection. ISFPs can engage their auxiliary Sensing by starting a new project that uses established skills; INFPs can find new energy and motivation by coming up with an intriguing new idea for an ongoing project. Discovery of facts that explain puzzling reactions occurs for the ISFP; significant insights that stimulate a new point of view are helpful to the INFP.

New Knowledge

As a result of important inferior function experiences, Introverted Feeling types are able to accept and value their own competitiveness, need for achievement, or desire for power and control – motives that their conscious Introverted Feeling values tend to reject and deny. They are also better able to accept and acknowledge their own competencies, as well as their insecurities and failings. They can then temper their sometimes excessive idealism with more realistic goals.

A long period of being in the grip can lead to significant re-examination of values and sometimes to dramatic changes in the lives of ISFPs and INFPs, especially when the lengthy experience coincides with the natural redistribution of psychological energy that often accompanies mid-life. Introverted Feeling types may find themselves questioning their values and goals, especially if they come to recognise that their attitudes and approaches to life are distorted versions of their natural trust in others' inherent goodness. They may then make drastic changes to their lives, perhaps leaving a destructive relationship or unfulfilling job. They may assert their Introverted Feeling values in a new way that appropriately includes their own desires and personal needs.

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

A Grip Experience

But There Have to Be Rules and Procedures!

Mona, an ISFP owner and operator of a fabric store, had a relaxed, easygoing management style. Her five employees enjoyed a friendly, cooperative relationship with her. Mona's style of record keeping, ordering stock, accounting and other business activities were equally casual. Eventually, everything would be taken care of, though perhaps not in the most efficient fashion.

During a time of particular financial stress, Mona decided that she needed to put her business activities in order. She spent two evenings writing out detailed and elaborate "rules of law", specifying how her employees must conduct business affairs and interpersonal relationships with each other and with customers. She called a meeting to convey the new requirements.

"They all listened quietly and attentively", Mona remembered. "Each said something like, 'Uh, huh', 'Sure, Mona', or 'Fine, that's okay'. But then they totally ignored my rules and conducted themselves and the business as usual. Later, several of them told me they realised I was stressed and wasn't acting normally, so they figured the best thing to do was to humour me until I came out of it. They were right. When I did come out of it, I looked at my two evenings' worth of rules and regulations and was flabbergasted. I couldn't understand how I could have possibly thought any of it was appropriate.

A Grip Experience

Embarrassing Error or Earache?

An INFP philosophy professor related the following experience that had occurred years earlier while he was a graduate student.

"I was invited to deliver a lecture at an annual philosophical society meeting. This was to be my first major presentation and I was both anxious and excited about it. I was told that several experts in my area might be attending my presentation. The lecture was attended by over 100 people. I started with a brief overview of the philosophical system underlying my approach. I had been speaking for about ten minutes when a man at the back of the room began shaking his head vigorously. In that instant I became convinced that he was one of the 'experts' – that I must have made some egregious error, was making a fool of myself, and was in danger of continuing to do so. All my thoughts flew from my head! My choice was either to persevere and forge ahead with a high risk of making further stupid statements or mortify myself by being unable to continue. Under the circumstances, the first option was the lesser of the two evils. I recovered and continued, though with quite a bit of uneasiness.

"At the end of my lecture, the man from the back of the room came up to me and said, 'I'm sorry to ask you to repeat something you said during your lecture, but I have a terrible ear infection and I couldn't clear my ears enough to be able to hear you'. He had been shaking his head to unclog his ears! But my initial relief at this realisation was quickly followed by the thought that my readiness to distrust my knowledge was a sign of my insecurity and thus my basic incompetence. Perhaps my quickness to 'lose it' was a way of unconsciously chastising myself for my arrogance in thinking too well of myself.

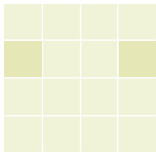
"Years later, I recognised that my youthful expectation of giving a perfect presentation had been unrealistic. As a result of this experience, I am better able to accept my mistakes as natural consequences of being human. They do not interrupt my train of thought, nor do I overreact to them as I once did."

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

Summary

You should now have an understanding of the characteristics of Introverted Feeling types, what energises and stresses them at work, the triggers that push them into the grip of their inferior function, the ways in which their inferior Extraverted Thinking is expressed, how chronic stress affects them internally and in their outer behaviour, and how they deal with persistent stressors. Table 11 summarises the important triggers, forms of grip experiences, ways of returning to equilibrium and typical new knowledge gained by Introverted Feeling types.



Introverted Thinking Types: ISTP and INTP

Dominant Introverted Thinking
Inferior Extraverted Feeling

Important Features of Dominant Introverted Thinking

Introverted Thinking types typically use their favourite judging function in their inner world, focusing on concepts, experiences and reflection. As a result they tend to:

- try to maintain the utmost objectivity
- approach people and events as dispassionate observers
- enjoy objective analysis for its own sake
- view criticism and disagreement as constructive rather than personal
- welcome tough critiques that help them achieve accuracy and objectivity
- unknowingly offend others at times by their objective criticism
- appear unfeeling and disinterested in others
- appear distant and even arrogant at times.

Work Energisers and Stressors

Dominant Introverted Thinking types are energised by work environments that give them maximum autonomy in pursuing their particular interests and passions. They enjoy variety in the tasks they take on and especially value opportunities for independent achievement in their work. They have little energy and enthusiasm for work that does not permit them to use their special abilities or distinctive perspective in arriving at a product or achieving a work goal. As a result, they can sometimes be seen as unwilling to work as part of a team or as critical and rejecting of group efforts and goals. In their focus on objectivity and dispassionate assessment of problems and goals, ISTPs and INTPs can be seen as obstructing team efforts by pointing out logical flaws in others' reasoning or unanticipated consequences of planned actions. However, these types are dedicated to contributing to a team effort by giving the best of themselves – their dispassionate and objective appraisal of work effort – regardless of whether they value the effort or are interested in participating in the project.

It is ironic that when ISTPs and INTPs are offering the best and most fundamental part of themselves, it often goes unrecognised or is misinterpreted as hypercritical, uncooperative or arrogant. Perhaps as a result, Introverted Thinking types tend to report general dissatisfaction with their work lives and can find many work environments to be frustrating and unfulfilling. The work energisers and stressors they share are largely the result of the detached

and unbiased approach characteristic of dominant Introverted Thinking types. These are summarised in Table 12.

In addition to the common features shown in Table 12, the auxiliary Sensing of ISTPs is reflected in their favouring of clear structures and responsibilities, stability and security in the workplace, and working actively on concrete projects with tangible results. They prefer environments with little uncertainty and complexity and are not comfortable in settings where work requirements are vague, poorly defined and imprecise. They like having their individual efforts supported and prefer a minimum of conflict and competition. In contrast, the auxiliary Intuition of INTPs is seen in their preference for work settings that place great value on creativity, and perhaps as a result they are not as comfortable with clear structures and responsibilities as are ISTPs. INTPs look for broader and more varied experiences in the workplace, enjoying work that allows them to work independently to gather, analyse and interpret information in new ways, that encourages resourcefulness and independent pursuit of goals, and that offers the opportunity to achieve in settings that encourage individual initiative, support flexibility, variety and change, and allow independent, aesthetic self-expression. INTPs seem to expect a great deal from their work lives, which perhaps contributes to the greater range of work dissatisfactions they report as

Table 12 – Energisers and Stressors for Introverted Thinking Types

Energisers	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

compared to ISTPs. In accordance with the value they place on truth and precision, they enjoy working in an organised way on activities requiring attention to detail and accuracy. INTPs also place a high value on earning a lot of money, often citing the freedom of choice this can give them.

Triggers for the Inferior Function

Introverted Thinking types report the following type-specific factors that are likely to provoke a grip experience.

Strong emotional expressions. Being around people who are expressing strong emotions can serve as a trigger for Introverted Thinking types, especially if others are criticising the Introverted Thinking type’s personal characteristics. The emotions that accompany short-term crisis situations also may trigger an inferior function episode. Introverted Thinking types are most effective in dealing with a work crisis by maintaining distance and being objective. The emotional distress of co-workers disrupts this process, often encouraging strong emotions from the ISTP or INTP.

Disconfirmation of Feeling values. As is the case for Extraverted Thinking types, ISTPs and INTPs can be pushed into a grip experience when their own strong values and feelings are not recognised or affirmed. For example, an ISTP was quite hurt when her husband complained about the cost of the anniversary gift she had bought him before saying how much he liked it.

Insensitivity to Introversion needs. Others’ insensitivity to an Introverted Thinking type’s need for silence and solitude can stimulate an inferior function response. ISTPs and INTPs readily experience others as invading their “space”. They may react with an excessive display of emotion or readily take offence at minor slights. An INTP college student uncharacteristically lashed out at his friends, screaming obscenities when they kept insisting he attend a party with them.

Forms of the Grip Experience

Just before they fall into a grip experience, Introverted Thinking types may exaggerate their dominant function.

They may become cutting and sarcastic in their judgments, with little or no data to back up their conclusions. When such an exaggerated state of Introverted Thinking continues for a long time due to persistently stressful conditions, Introverted Thinking types are likely to become increasingly biting and vicious in their criticism of others. The ineffectual thinking inherent in this one-sided approach inevitably leads to further failure of conscious, differentiated thinking. An internal struggle for control occurs. This may be largely unobserved by others, but eventually can be seen in a slowness, vagueness and distraction that replaces the sharp acuity we expect from the Introverted Thinking type. As dominant Introverted Thinking recedes into the background, inferior Extraverted Feeling takes over. Table 13 shows what Extraverted Feeling looks like in dominant Extraverted Feeling types, as well as in Introverted Thinking types, for whom it is the inferior function. Notice the difference between conscious (dominant) Extraverted Feeling and unconscious (inferior) Extraverted Feeling.

Logic emphasised to an extreme. Introverted Thinking types in the grip of inferior Extraverted Feeling may become passionately and emotionally insistent on using logic, engaging in excessively logical, unproductive thinking. One ISTP feels compelled to “prove” the accuracy of his perception of things. There may be an obsessive quality to their thinking. An INTP said, “If a problem comes up that I’m unable to resolve, I work away at it anyway and can’t let go of it, even if I know I can’t solve it”. Both ISTPs and INTPs report that they forget things, misplace or lose objects, and become generally disorganised and unproductive.

Hypersensitivity to relationships. In the grip of inferior Extraverted Feeling, Introverted Thinking types become increasingly hypersensitive to “feeling” areas. They valiantly try to hide their formerly alien concerns about being liked and appreciated. In this unfamiliar frame of mind, they overinterpret or misinterpret others’ innocent comments or body language as evidence of disapproval, dislike and rejection. Something as innocuous as someone failing to say hello upon entering a room may be taken as clear evidence to the Introverted Thinking type that she or he is disliked. Others are usually unaware of the altered, hypersensitive emotional state of the ISTP or INTP, as these types tend to provide minimal physical and verbal clues about their inner state.

Emotionalism. In the grip of inferior Extraverted Feeling, Introverted Thinking types may not differentiate between the expression of Feeling values and the expression of emotion. They may tearfully accuse others of ignoring them and taking them for granted. Their unfamiliar Feeling side may come across as self-pitying, maudlin and sentimental. Said an ISTP, “I start to notice my feelings and become moody and impatient. I feel like I’m drowning in emotions”. An INTP described blaming others for not appreciating or loving her enough. Others’

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 emphasised to an extreme ▪ Hypersensitivity to relationships ▪ Emotionalism

emotional reactions are also problematic for Introverted Thinking types in the grip of their inferior Feeling. They find others' strong emotional expressions intensify and magnify an already tense situation.

Chronic Stress

Chronic stress encourages the usually episodic and short-lived instances of inferior function behaviour that are occasionally expressed by Introverted Thinking types to become habitual and pervasive. When the particular stressors to which Introverted Thinking types are vulnerable persist over long periods, these individuals can become disillusioned and lose hope of ever being understood and accepted by others, cementing a view of an outside world that has no place for them and no appreciation or respect for their contributions. Bitterness, cynicism and a retreat into isolation may result. Introverted Thinking types are not notable for reporting work burn-out. However, when burn-out does occur, it is likely to be seen in the loss of their natural achievement orientation and pursuit of excellence and in a greater concern for others.

ISTPs and INTPs who are chronically in the grip of their inferior function can develop a narrow, self-focused perception of others' behaviour, coming to believe that others go out of their way to ignore or avoid them. They become hypersensitive to imagined signs that people dislike or are excluding them and may make hurt, angry accusations. The belief that he or she is being excluded can be so compelling to an ISTP or INTP that he or she will begin to treat colleagues and friends with suspicion, misinterpreting their comments and behaviour. Eventually, friends and colleagues may respond to the Introverted Thinking type's odd behaviour by actually avoiding or

excluding the ISTP or INTP. A chronically distorted view of how others feel about them and their value can take its toll on the work performance and general competence of Introverted Thinking types. They may retreat into a narrowly focused set of interests from which they are reluctant to deviate. When others who know the Introverted Thinking type at his or her best become aware of such a diminution in typical competence, they can take this as a signal that something is wrong.

When stressful conditions have characterised a work environment over a very lengthy period, employees in that setting may have had little experience of each other's non-stressed, natural self that relies on reasonably well-developed dominant and auxiliary functions. In such circumstances, angry accusations, complicated theories to explain others' behaviour and ineffective use of critical Thinking judgment may be assumed to be a natural, typical characteristic of a particular Introverted Thinking type. Others in the workplace may believe the person to be by nature hypersensitive, unpredictably emotional and pedantically critical. Actually, the more exaggerated a person's reactions are, the more likely it is that he or she is responding in a stressed, inferior function manner and not in a natural way. An Introverted Thinking type in the grip of the inferior function may very well look like an exaggerated, poorly developed Extraverted Feeling type. The Introverted Thinking type may lose touch with his or her natural self and later may be quite surprised to recognise that what had become typical was in fact the very opposite of what was formerly a comfortable and natural way of being.

The effects of chronic stress on Introverted Thinking types are summarised in Table 14. The table shows their chronic grip reactions and the typical resources and remedies used by ISTPs and INTPs when faced with persistent stressors.

Whether Introverted Thinking types prefer auxiliary Sensing or auxiliary Intuition creates some important differences in their chronic grip reactions and ways of responding to chronic stress. INTPs report finding a greater number of areas of life stressful than do ISTPs and are more likely to respond to stress by considering the various options available to them. It is interesting to note, however, that ISTPs are second only to ISFPs in reporting heart disease or hypertension, while INTPs have a considerably lower standing (tenth) in this area among the 16 types. ISTPs self-report the highest percentage of all the types in responding to stress by getting upset and showing others how upset they are, while INTPs rank among the lowest in reporting this response. Rather, INTPs are very likely to get upset but not show their distress to others. Many ISTPs also report coping by watching TV, which is an option less often selected by INTPs. ISTPs are very likely to rely on and be guided by a set of stable and consistent values in response to stress, while this is an infrequent option for INTPs, who in general report fewer available ways of coping with stress than any of the other types.

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 behaviours 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

A Grip Experience

Solving the Puzzle

Carl, an ISTP businessman, had for years kept an earlier life episode locked away as puzzling, unsettling and unexplainable. Hearing a brief description of the effects of the inferior function provided him with instant understanding and relief from the unresolved memory of the event. The incident occurred some ten years before. It was close to Christmas, and he had just broken up with a woman he had been seeing for some time. He found that although he apparently functioned adequately at work, at the end of the day he could not remember what he had actually done all day. His work life was a blank. At night when he was alone, he was hypersensitive to any kind of stimulation, such as the sound of dogs barking or cars driving by.

He started reading self-help and inspirational books. He recorded his feelings in the form of poetic yearnings for love and attention, and a need to be cared for. He became so immersed in this side of himself that he ate and slept little. When he discovered that he had lost 30 pounds in a month, he visited his doctor, who recognised his need for psychological counselling and referred him accordingly. The doctor's confirmation that something was psychologically out of joint for Carl apparently pushed him out of his inferior Extraverted Feeling and back to being himself. By the time he appeared for his appointment with the psychologist, he was back to equilibrium again.

In one of his late night musings, Carl had written a lengthy essay about his pain, loneliness and desire for love and intimacy. He signed the essay, "by Author Unknown". After gaining insight into his grip experience, he revisited this earlier episode, reread his essay and wrote a new conclusion: "Author understands . . . ISTP", and signed it Carl Smith.

Ways of Returning to Equilibrium

Introverted Thinking types report needing others to respect their physical and psychological space when they are in the midst of a grip experience. Excusing them from some of their usual responsibilities can be quite helpful, since they typically are feeling unable to perform well. Perhaps the worst thing to do when Introverted Thinking types are in the grip of their inferior Feeling is to ask them how they feel. Equilibrium is often re-established via their auxiliary Sensing or Intuition: ISTPs acknowledge one or more important realities bearing on their situation; INTPs find a new idea or perspective that interrupts and modifies their exaggerated sensitivity or emotionalism.

A Grip Experience

I Can't Do My Job Because Nobody Likes Me!

Eleanor, an INTP, was a professor of accounting at a small college, and was responsible for several training programmes there.

Orville, an administrator at her college, was fired on a Friday morning. On Monday, Eleanor was asked to replace Orville and reorganise his department. Orville's second-in-command, Ted – an ISTP who was also Orville's best friend – thought he should have been given Orville's position. He verbally attacked Eleanor in an abusive, violent manner. Eleanor did not react emotionally. "I figured it was reasonable and logical that he would be upset, so I didn't take it personally", she said.

On Wednesday, Ted repeated his abuse. Eleanor's previous logical analysis of the situation reassured her and she thought he was being really stupid. She phoned Ted that night and told him she was angry at him for his childish behaviour. On Thursday, she felt disconnected, couldn't concentrate and was plagued with doubts about her judgment. Ted resumed his attack on her on Friday, leaving Eleanor feeling confused and feeling disliked: "I then began asking everyone in the organisation whether they liked me. I told the president of the college I was resigning because no one liked me. I told a colleague I couldn't work in the department because no one liked me. I told my dean the same thing".

One colleague, knowing Eleanor's typical INTP approach, told her it didn't matter if people didn't like her, as long as they respected her. "I just couldn't see the logic in that", said Eleanor. She felt she had to resign her administrative post and go back to teaching. This conviction lasted all day. Eleanor went to bed very early that night, woke up the next day and thought, "My God, what have I done?"

In analysing what had happened, Eleanor described herself as at first denying that she was upset, excusing the behaviour of her colleague and disavowing her own humanness and vulnerability to being hurt. This new awareness led her to "try to recognise when I'm hurt and call people about it. But I have to give myself permission to need time to get to my feelings".

New Knowledge

ISTPs and INTPs frequently mention that what they achieve from their very painful grip experiences is a new respect and appreciation for ways of knowing that are "illogical and unexplainable". They are thus more willing to acknowledge to themselves and others their own vulnerability. Grip experiences also make Introverted Thinking types aware of their own depth of feeling, which is always there but is rarely experienced and expressed.

A long period of being in the grip can lead to significant re-examination of life circumstances and sometimes to dramatic changes in the lives of ISTPs and INTPs, especially when the lengthy experience coincides

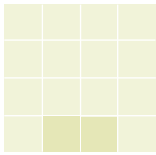
with the natural redistribution of psychological energy that often accompanies mid-life. Introverted Thinking types may learn to stay away from situations that seem impossible to deal with and may learn to reveal their feelings to others more frequently. They may decide to leave a work situation or intimate relationship and search for a job or relationship that holds promise of greater joy. They may become more confident in asserting their Introverted Thinking as a valid approach to life and may become more comfortable in socialising, feeling less sensitive and concerned about their social performance.

Summary

You should now have an understanding of the characteristics of Introverted Thinking types, what energises and stresses them at work, the triggers that push them into the grip of their inferior function, the ways in which their inferior Extraverted Feeling is expressed, how chronic stress affects them internally and in their outer behaviour, and how they deal with persistent stressors. Table 15 summarises the important triggers, forms of grip experiences, ways of returning to equilibrium and typical new knowledge gained by Introverted Thinking types.

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 emphasised 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



Extraverted Feeling Types: ESFJ and ENFJ

Dominant Extraverted Feeling
Inferior Introverted Thinking

Important Features of Dominant Extraverted Feeling

Extraverted Feeling types typically use their favourite judging function in the outside world, focusing it on people, things and activities. Their major goal is to maintain good feeling and harmony among people. As a result, they tend to:

- radiate goodwill and enthusiasm
- feel optimistic about life in general, and about human potential in particular
- focus on what is positive, harmonious and uplifting
- pay little attention to negative, pessimistic conclusions
- recognise logical analysis and cause and effect, but largely ignore them in making decisions
- take care not to hurt others' feelings
- strive to treat others with unconditional positive regard
- appear, inaccurately, "codependent" at times.

Work Energisers and Stressors

Dominant Extraverted Feeling types are energised by work environments that allow them to put their core values into action. They want to contribute to society at large and to work with individuals and groups in a supportive, cooperative way. They welcome responsibility and are energetic in pursuing organisational goals – as long as those goals are in accordance with their personal values and principles. ESFJs and ENFJs like variety in the tasks that they are assigned, prefer clear structures in their work environment and welcome the opportunity for independent achievement. Perhaps the most important feature of the work environment, however, involves the people with whom Extraverted Feeling types interact on a daily basis. With their focus on harmony in the outside world, being valued and valuing others at work is a major source of positive energy. Stressful work environments for Extraverted Feeling types are those with a great deal of interpersonal conflict and lack of cooperation among co-workers. Because of the value they place on excellence and thoroughness in everything they do, ESFJs and ENFJs are particularly stressed when they have insufficient time and resources to do a good job. Last-minute assignments, having too much to do in the time available and inability to control the work schedule can therefore be quite stressful. In general, however, Extraverted Feeling types do not find their work lives to be very stressful, although they do tend to experience a fair amount of stress associated with balancing their work and home lives. The work

energisers and stressors that are shared by ESFJs and ENFJs are largely the result of the people-oriented and harmony-seeking focus characteristic of dominant Extraverted Feeling types. These are summarised in Table 16.

In addition to the common features shown in Table 16, the auxiliary Sensing of ESFJs is revealed in their appreciation of having their work made simple and their comfort in predictable and stable environments that require toeing the line. They like their work environment to be well defined, organised and structured so that they can work at a steady pace. They are likely to experience stress in vague and poorly defined settings where precise directions are lacking. If their basic comfort level is met, they are likely to remain in a job if there are no compelling reasons to leave. In a work environment that is supportive and minimises conflict, they enjoy the opportunity to lead and direct others toward tangible goals and economic success.

The auxiliary Intuition of ENFJs shows in a broader range of work desires and perhaps a greater willingness to take risks for important outcomes. They enjoy working with people from different backgrounds and having opportunities to work internationally. The ability to make use of their special talents and add to their own knowledge is especially appealing. They appreciate job security, but it appears to be less important than professional advancement and the financial rewards that accompany career success. They like work that encourages ambition and success, and that supports their many interests. The opportunity for independent, aesthetic self-expression is appealing to them, as is the opportunity

Table 16 – Energisers and Stressors for Extraverted Feeling Types

Energisers	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 coworkers • 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

to achieve in settings that encourage individual initiative and that support flexibility, variety and change. However, they also enjoy working in an organised way on activities that require attention to detail and accuracy.

Triggers for the Inferior Function

Extraverted Feeling types report the following type-specific factors that are likely to provoke a grip experience.

Absence of trust. ESFJs and ENFJs find their negative Introverted Thinking is likely to be provoked in a situation in which they are not trusted, their intentions are misunderstood or they are not taken seriously. One ENFJ said that what provokes a grip experience for him is “too many demands and feeling that I’m not appreciated, that I’ve been taken for granted, and that what I do doesn’t matter”.

Pressure to conform. A similar response occurs when Extraverted Feeling types feel pressured to conform to some prevailing view with which they disagree. This serves as a direct attack on cherished values and places the ESFJ or ENFJ in an intolerably conflicted state.

Interpersonal conflict. Any situation in which conflict rather than harmony prevails can effectively activate the inferior function for ESFJs and ENFJs. It is not necessarily the conflict itself that serves as the trigger but the inability to discuss and resolve it quickly. One ESFJ said that his inferior function is triggered “when people disagree with my point of view and attack me personally”.

Forms of the Grip Experience

Just before they fall into a grip experience, Extraverted Feeling types may exaggerate their dominant function. They may forcefully try to achieve harmony and good feeling, in spite of the fact that others may neither need nor welcome their input. As this one-sided approach inevitably leads to further failure of their Feeling function, Extraverted Feeling recedes into the background. The ESFJ’s or ENFJ’s characteristic enthusiasm, interest in and concern for people, and general optimism give way to withdrawal, low energy, pessimism and depression. As dominant Feeling continues to lose energy, inferior Introverted Thinking takes over. Table 17 describes what Introverted Thinking looks like in dominant Introverted Thinking types, as well as in Extraverted Feeling types,

for whom it is the inferior function. Notice the difference between conscious (dominant) Introverted Thinking and unconscious (inferior) Introverted Thinking.

Excessive criticism. In marked contrast to the dispassionate critiques of Introverted Thinking types, the criticism of ESFJs and ENFJs initially comes out as sweeping condemnation of people. They may yell, slam doors and say mean or even cruel things to others. “I am like Dr Jekyll and Mr Hyde”, said one ENFJ. “My humour becomes inappropriate, meant to shock people. I’ve even been known to throw things while in this frame of mind.” As their Extraverted energy diminishes, however, their criticism becomes internalised, resulting in sweeping condemnation of themselves. They become depressed, withdrawn and overwhelmed with feelings of inadequacy.

Convoluting logic. Extraverted Feeling types’ attempts at logical analysis while in the grip take the form of categorical, all-or-nothing judgments that are often based on irrelevant data. A highly idiosyncratic “logical” model may be developed, but the resulting conclusions may violate good logic. “My thinking becomes rigid and I insist on solving problems alone with none of my typical sharing”, said one ENFJ. “I become verbally critical, organise more and become rigid, inflexible, perfectionistic and angry.” Some ESFJs and ENFJs describe making up logical “plots” and stories whose goal is to explain some upsetting event or solve a nagging problem. This may help soften the discomfort of acknowledging others’ anger or meanness.

Compulsive search for truth. In the grip of their inferior function, Extraverted Feeling types seek absolute, ultimate truth in an obsessive way. Many report turning to experts for advice, but require them to have the “real truth”, or at least the latest knowledge and thinking on the subject. Many ESFJs and ENFJs report being avid readers of self-help books, searching the bookshelves for answers when they are experiencing stress in some area. If they cannot find truth from books or experts, they may engage in an internal logical dialogue with themselves. When they recognise their own convoluted logic in this process, they become even more negative and despairing. When a stressful area is chronic or serious, Extraverted Feeling types tend to be attracted to support groups, finding comfort in the validation of others having the same experiences.

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 ▪ Convoluted logic ▪ Compulsive search for truth

Chronic Stress

Chronic stress encourages the usually episodic and short-lived instances of inferior function behaviour that are occasionally expressed by Extraverted Feeling types to become habitual and pervasive. When the particular stressors to which ESFJs and ENFJs are vulnerable persist over long periods, these individuals may inadvertently adopt the very personal outlook and interpersonal style that they find most noxious in others. This is especially true if they are unable to consistently rely on their usual

approaches to coping with stress – talking to others, focusing on nurturing relationships and relying on their deeper spiritual and religious beliefs to withstand hard times. In such circumstances they become negative, hypercritical, complaining and uncooperative, quickly blaming others for their own mistakes and becoming hostile and defensive when others question the faulty judgment that characterises many of their decisions. Others experience them as rigid and pedantic, given to long-winded discourses that often rest on erroneous assumptions and questionable logic.

ESFJs and ENFJs who are chronically in the grip of inferior Introverted Thinking appear overwhelmed by pessimism. They zero in on everything that is wrong with an idea or project, dismissing its positive potential as highly unlikely and the endeavour as fraught with difficulties. Internally, this same negativity and pessimism is turned on the Extraverted Feeling type himself or herself, resulting in damaged self-esteem, feelings of worthlessness and a sense of incompetence in all areas of life. A persistent sense of loneliness, isolation and depression may ensue, alienating the ESFJ or ENFJ from important people and relationships. Hypervigilance to slights and angry accusations about others’ lack of understanding and sensitivity can become habitual, further alienating him or her. When this occurs in a work context, Extraverted Feeling types essentially create the worst possible kind of environment for themselves, one that promotes their own inefficiency and poor work output. Eventually, the imagined fears of personal incompetence and alienation from others may become a self-fulfilling prophecy. When others who know an Extraverted Feeling type at his or her best become aware of such a drastic deviation from a caring, competent approach to life, they can take this as a signal that something is wrong.

When stressful conditions have characterised a work environment over a very lengthy period, employees in that setting may have had little experience of each other’s non-stressed, natural self that relies on reasonably well-developed dominant and auxiliary functions. In such circumstances, negativity, pessimism and convoluted logic may be assumed to be natural, typical characteristics of a particular Extraverted Feeling type. Others in the workplace may believe the person to have a naturally hypercritical, vindictive nature. Actually, the more exaggerated a person’s reactions are, the more likely it is that he or she is responding in a stressed, inferior function manner and not in a natural way. An Extraverted Feeling type in the grip of the inferior function may very well look like an exaggerated, poorly developed Introverted Thinking type. The Extraverted Feeling type may lose touch with his or her natural self and later may be quite surprised to recognise that what had become typical was in fact the very opposite of what was formerly a comfortable and natural way of being.

The effects of chronic stress on Extraverted Feeling types are summarised in Table 18. The table shows their chronic grip reactions and the typical resources and remedies used

by ESFJs and ENFJs when faced with persistent stressors.

Whether Extraverted Feeling types prefer auxiliary Sensing or auxiliary Intuition creates some differences in their chronic grip reactions and ways of dealing with chronic stress. ENFJs have somewhat readier access to a variety of coping resources and are more likely than ESFJs to rely on their positive self-concept in adapting to stressful situations. ESFJs report greater stress when having to deal with work situations that require them to solve problems alone, especially in areas in which they lack self-confidence. ENFJs are more likely to report developing physical symptoms of stress such as muscle tension and backaches and are also more likely to find that exercising relieves their stress. Both ESFJs and ENFJs rely on talking with others as a first coping option, but ESFJs are more likely to try to avoid stressful situations whereas ENFJs are more likely to confront the causes of stress and attempt to resolve the problem. Although both Extraverted Feeling types have a variety of effective ways of handling stress, ENFJs appear to be particularly well equipped to use their optimism, confidence in themselves and others, broad outside interests and faith in the future to maintain a positive outlook on life and resist job burn-out. When either ESFJs or ENFJs experience burn-out at work, it is likely to emerge as a diminution or loss of their natural inclination to care for others and a greater insistence on the use of logic in decision-making.

Ways of Returning to Equilibrium

Extraverted Feeling types report that spending time alone studying or writing a journal can help them get back in touch with their dominant Feeling. Embarking on a new undertaking, even if they have to force themselves at first, can be helpful. Others need to respect ESFJs’ or ENFJs’ wish to be left alone and recognise that they need a different kind of support from their friends. Auxiliary Sensing or Intuition may help Extraverted Feeling types to

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

A Grip Experience

How Could I Raise Such a Son?

Harold, an ESFJ single father, was helping his 21-year-old ISFP son, Dave, move into his first flat. Dave had assured his father that he would have all the packing and organising done ahead of time and would only need some help putting his things into the van he was borrowing from a friend. But on the day of the move, Harold found that Dave's things were in general disarray, little had been packed, and Dave had forgotten to ask his friend for the van! From Harold's point of view, Dave did not know how to proceed and could not figure out how to ask for help or even what kind of help he needed. Worst of all, his son seemed quite unconcerned about the whole thing.

Harold then began to see his own fault in the matter: "At first I felt frustrated with and angry at Dave. But as the day went on and we got things under control, I felt more and more tired, depressed and hopeless. I thought about how incompetent my son is about everyday life, recalling all the other examples of this same kind of inadequacy. As a widower, I was responsible for Dave's upbringing. Clearly, I had failed in that task. It was due to my incompetence as a parent that my son was unable to succeed in life. I sank deeper and deeper into despair".

But by the next morning, things did not seem quite so bleak. Dave called to say he had got his phone connected and his utilities turned on and that he had done some grocery shopping. He seemed delighted with his flat and was enthusiastic about being on his own. "I started recalling all of Dave's many successes", remembered Harold, "how he could persevere and overcome situations that were difficult for him. I realised that being superorganised is my thing, not his, and that lives don't stand or fall on this one ability. My good humour and optimism about the future reappeared. I relaxed and was able to enjoy shopping with Dave for some household items".

A Grip Experience

Or I Could Bribe the Doorman

Angela, an ENFJ, was told she would have to wait several weeks to learn whether she had got a coveted job. She experienced considerable anxiety during that time because she felt she could not influence the decision in any way, and she found herself developing complicated schemes to surreptitiously discover whether she had got the job. "I could put on a disguise and apply for the job again to find out if they've filled it", she thought. "Or I could bribe the doorman of the building to look at my file".

As time dragged on, Angela sought others' advice on which interventions to pursue. She reported feeling ungrounded and uncaring about people. Her single-mindedness about this one issue puzzled her friends, who were used to her sensitivity to others' needs and her interest in a wide range of things. Her family accused her of not being herself, appearing distracted, and not taking responsibility for the rest of the family. These accusations increased her sense of "otherness" and her feeling of being outside herself.

Receiving confirmation that she had got the job was a relief, but it was also an anticlimax for Angela. With the unaccustomed stress and her out-of-character reaction to it over, she recognised that she had allowed this one event to be the criterion for her competence. "It forced me to think about my abilities and to recognise that I was indeed quite accomplished in my field. Since then, I've been better able to deal with ambiguous situations and to put criticisms of my work in a positive perspective."

re-establish their equilibrium. ESFJs may work on a task requiring systematic attention to detail; ENFJs' return to themselves is aided by planning new projects.

New Knowledge

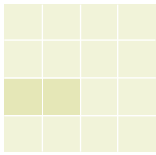
As a result of important inferior function experiences, Extraverted Feeling types find that they have less intense need for harmony in their lives and can accept realistic limitations on their ability to improve other people's lives. They gain greater acceptance and appreciation of their own ability to think logically. They are more able to evaluate their own logic and face adversity more dispassionately. Their typical strong response to negative situations and lack of harmony becomes milder and less disruptive.

Summary

You should now have an understanding of the characteristics of Extraverted Feeling types, what energises and stresses them at work, the triggers that push them into the grip of their inferior function, the ways in which their inferior Introverted Thinking is expressed, how chronic stress affects them internally and in their external behaviour, and how they deal with persistent stressors. Table 19 summarises the important triggers, forms of grip experiences, ways of returning to equilibrium and typical new knowledge gained by Extraverted Feeling types.

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 ▪ Convoluted 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 ▪ Honouring 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



Extraverted Sensing Types: ESTP and ESFP

Dominant Extraverted Sensing
Inferior Introverted Intuition

Important Features of Dominant Extraverted Sensing

Extraverted Sensing types typically use their favourite perceiving function in the outside world, focusing it on people, things and activities. Perhaps more than any other type, they are “in the world” and experience sensory data from the environment purely and directly. As a result they tend to:

- cut to the heart of a situation and implement an effective solution
- ignore hidden implications, hypotheses, past traditions and future possibilities
- demonstrate an economy of effort in whatever they do
- feel optimistic, not dwelling on problems outside their control
- accept others as they are and take people and situations at face value
- have a natural affinity for sensual and aesthetic experience
- appear shallow in their pursuit of sensual pleasure at times
- evoke admiration and often envy for their carefree enjoyment of everyday living.

Work Energisers and Stressors

Dominant Extraverted Sensing types are energised by work environments that allow them maximum freedom to control their time, work at their own pace and do their work in their own way. They like variety in the tasks they perform on a daily basis, and although they prefer working in a setting in which structures are clear and they can be part of an active team, they also like working and achieving independently. They enjoy having some leeway to move outside the boundaries of the system. Their focus is on directly experiencing the world around them and therefore on work that permits active involvement in concrete projects with tangible results. Perhaps as a result of this active, hands-on approach to concrete tasks, they may be passed over for promotion to managerial and administrative positions. This can be a source of dissatisfaction for them, even though they may not find the work required by the promotion appealing or enjoyable. Stressful work environments for Extraverted Sensing types are those that require rigid adherence to someone else’s schedule, inflexible work hours and little freedom of choice in what is done and how it is accomplished. The work energisers and stressors that

are shared by ESTPs and ESFPs are largely the result of the present-oriented focus on sense experience that is characteristic of dominant Extraverted Sensing types. These are summarised in Table 20.

In addition to the common features shown in Table 20, ESTPs, whose auxiliary function is Thinking, are energised by opportunities to lead and direct others and to achieve tangible goals and economic success. They also place a high value on their own autonomy. Autonomy appears to be less important for ESFPs. Their auxiliary Feeling function is revealed in their emphasis on friendly and compatible team relationships. ESFPs generally report being satisfied with the people they work with, in spite of their general dissatisfaction with promotions, job security, work stress, salary and the extent to which they accomplish what they want. Although ESTPs report fewer work dissatisfactions than do ESFPs, there are no outstanding ways in which they find work satisfying. They are even more likely than ESFPs to report disliking working in vague and poorly defined settings that lack precise guidelines. ESFPs do not mind toeing the line at work as long as there is no expectation of working extra hours and their jobs are made relatively simple and straightforward. They tend to devote much energy to relationships and activities outside their work lives. For some, work is secondary to their other responsibilities and relationships, and is a practical means of providing the money and freedom to pursue non-work interests.

Table 20 – Energisers and Stressors for Extraverted Sensing Types

Energisers	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

Triggers for the Inferior Function

Extraverted Sensing types report the following type-specific factors that are likely to provoke a grip experience.

Excessive focus on the future. Spending a great deal of time with people who are very serious about or quite focused on future plans and goals is an effective trigger for the inferior function in ESTPs and ESFPs. In fact, any situation that requires projection into the future and commitment can serve as such a trigger. For some, even committing to things in the near future is unpleasant. "I feel pinned down by commitments", said an ESFP. "What if I don't feel like seeing a movie tomorrow?" In a work situation, being required to make a long-range plan that requires anticipating many unknown factors can be quite distressing to Extraverted Sensing types.

Closing off of options. "What if I pick the wrong thing and have to stay with it?" said one ESTP. "If I decide to be a dental technician, I won't be able to be anything else." Other Extraverted Sensing types agree that closing off options by making a choice makes them anxious and gloomy. "I'm filled with panic and dread when I am faced with 'have to's'", said an ESFP. When offered a coveted promotion at work, an ESFP worried about whether accepting it was a good idea. Suppose other opportunities arose that he couldn't accept because he was committed to this one?

Excessive structured activity. Operating within a set structure that requires conformity to someone else's schedule may also prove debilitating to Extraverted Sensing types. Lengthy periods in such a school or work environment may lead to the inertia and despondence that often precede an inferior function experience. A work setting that discourages spontaneity and flexibility within its structure can be particularly difficult for ESTPs and ESFPs.

Forms of the Grip Experience

Just before they fall into a grip experience, Extraverted Sensing types may exaggerate their dominant function. They may flit from one sense experience to another with no pause to evaluate any of the incoming information. As this one-sided approach inevitably leads to further failure of their Sensing function, they lose their characteristic easy-going, agreeable character. No longer are sensory

data accepted at face value. ESTPs and ESFPs may seem to withdraw into themselves, lose contact with their habitual optimism and appear tired, worried and withdrawn. As dominant Extraverted Sensing becomes less and less available, inferior Introverted Intuition takes over. Table 21 describes what Introverted Intuition looks like in dominant Introverted Intuitive types as well as in Extraverted Sensing types, for whom it is the inferior function. Notice the difference between conscious (dominant) Introverted Intuition and unconscious (inferior) Introverted Intuition.

Internal confusion. In the grip of inferior Introverted Intuition, Extraverted Sensing types become confused by unfamiliar inner processes. They have fantasies of impending disasters and dire possibilities – overwhelming fears of fatal illness, forebodings about losing an important relationship, and anxiety about harm coming to a loved one. "I feel like I am being enveloped in a whirling, swirling maelstrom", said one ESFP. "I get into a spiral filled with frightening possibilities", said another. Fears of impending psychosis can also haunt Extraverted Sensing types. They may feel overwhelmed by inner possibilities, disturbing images, unfamiliar self-doubt and loss of connection to their environment.

Inappropriate attribution of meaning. In the grip of inferior Introverted Intuition, an Extraverted Sensing type may – due to lack of experience – internalise random cues from the environment and interpret them as negative possibilities. There may be fear that he or she has done something to jeopardise an intimate relationship. ESTPs and ESFPs in this vulnerable state may uncharacteristically read between the lines and attribute malevolent motives to people. A simple request may be misinterpreted as a sign of disapproval or disappointment. One ESFP became over-whelmed by the idea that her children would prefer her ex-husband's new wife to her because she was not a good mother. She feared that her children would no longer belong to her when they returned from spending time with their stepmother.

Grandiose vision. In its inferior form, the visionary insight of Introverted Intuitive types comes out in a grandiose, often quite nebulous, cosmic "vision". Because dwelling on the past or future is unusual for Extraverted Sensing types, their inferior function episodes tend to be brief and rarely acted on. However, when subjected to an extended period of stress, an ESTP or ESFP may engage in a search for mystical meaning in the form of obsessive interest in unseen forces of cosmic proportions. Events typically given no more than a moment's thought are imbued with deep significance; theories about the ultimate purpose of life are formulated. Inexperience in such areas makes Extraverted Sensing types appear to others as extremely inappropriate and out of touch with reality.

Chronic Stress

Chronic stress encourages the usually episodic and short-lived instances of inferior function behaviour that are

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

occasionally expressed by Extraverted Sensing types to become habitual and pervasive. When subjected to an extended period of extreme stress, ESTPs and ESFPs may engage in a search for mystical meaning in the form of obsessive interest in unseen forces of cosmic proportions. In so doing, they may look like an extreme version of the Introverted Intuitive types that they often ridicule as ungrounded and “off the wall”. When stress is moderate and persistent, Extraverted Sensing types can do quite a lot of worrying, becoming hypervigilant regarding any cues that their performance is inadequate, that people disapprove of them and are judging them negatively. Misinterpreting events and reading meaning into innocuous comments can become habitual, and others may wonder whether their usually solidly grounded and realistic friend or colleague is becoming paranoid. The Extraverted Sensing type may become quite concerned about his or her mental stability and feel overwhelmed with dread and foreboding. Others may observe that the ESTP or ESFP seems fearful, disconnected from others, withdrawn and ineffectual in whatever he or she does. This in conjunction with uncharacteristic misinterpretation of concrete reality serves as a signal to those who know the Extraverted Sensing type that something is wrong.

When stressful conditions have characterised a work environment over a very lengthy period, employees in that setting may have little experience of each other’s non-stressed, natural self that relies on reasonably well-developed dominant and auxiliary functions. In such circumstances, chronic worry, misinterpretation of events and comments, and excessive interest in non-tangible ways of knowing may be assumed to be natural, typical characteristics of a particular Extraverted Sensing type.

Others in the workplace may believe the person to be naturally anxious and given to abstruse interpretations of events. Actually, the more exaggerated a person’s characteristics are, the more likely it is that he or she is responding in a stressed, inferior function manner and not in a natural way. An Extraverted Sensing type in the grip of the inferior function may very well look like an exaggerated, poorly developed Introverted Intuitive type. The Extraverted Sensing type may lose touch with his or her natural self and later may be quite surprised to recognise that what had become typical was in fact the very opposite of what was formerly a comfortable and natural way of being.

The effects of chronic stress on Extraverted Sensing types are summarised in Table 22. The table shows their chronic grip reactions and the typical resources and remedies used by ESTPs and ESFPs when faced with persistent stressors.

Whether Extraverted Sensing types prefer auxiliary Thinking or auxiliary Feeling results in some striking differences in the ways they react to and deal with chronic stress. Compared with ESFPs and many other types, ESTPs report finding few aspects of life very stressful, and in fact indicate low stress in quite a few areas. Perhaps that contributes to their tendency to maintain a positive demeanour and deal with persistent problems by considering their options and confronting them head-on. In contrast, ESFPs find many aspects of life to be stressful, and these typically involve relationships with and responsibilities towards family and friends. Compared with the stressors outside the work situation, ESFPs report relatively less work stress than do many other types. ESTPs appear to experience relatively little stress both within and outside the work setting. When individuals of either type experience burn-out at work, it is likely to be seen in a loss of their natural groundedness and increased boredom with formerly enjoyable work activities. In dealing with stress, ESFPs are likely to try to avoid remaining in stressful situations, to benefit from talking to the people close to them about what they are experiencing, to watch TV and to go to sleep. When they are upset, they are likely to let other people know it. ESTPs, on the other hand, are unlikely to benefit from emotional expression and generally do not find that talking to close associates, watching TV or going to sleep is helpful in alleviating stress.

Ways of Returning to Equilibrium

Extraverted Sensing types report frequent but relatively brief episodes of being in the grip of their inferior function. The frequency of their experiences may be due to society’s demands for regularity and predictability, expectations that are particularly difficult for ESTPs and ESFPs. Their return to equilibrium is aided by making contingency plans to deal with anxiety-provoking situations. Others can be helpful to them by providing realistic reassurances that dire outcomes are unlikely and by helping them set priorities so they will feel less overwhelmed by possibilities. Auxiliary Thinking or Feeling

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 ▪ Distraction, “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, organising and delimiting overwhelming information

A Grip Experience

The Cloud of the Unknown

Christine, an ESTP, recalled a time when she was behaving so out of character that her friends became frightened for her. This added to her own fear; it meant that she was out of touch with reality. She related the following.

"At the end of my first Ph.D. year, I realised that I was not very happy. My specialty area was complex and theoretical, and I was unsure about whether to go on. I made an appointment with my supervisor and told him my doubts. I remember that it was a sunny afternoon. I anticipated that he would say, 'Of course you should go on. You've come this far!' He in fact said, 'Well, perhaps you should reconsider'. This put me into a swirling spiral of doom. I saw myself constantly feeling a failure for giving up the programme, and I felt that I would fail at everything else because I lacked confidence. I had this sinking feeling that I was burning a bridge behind me; where I stepped off it was a cloud of the unknown. Then I realised that I had not burned any bridges and didn't have to go into all this unknown because I hadn't left the programme. This, too, was a dreary thought. I thus saw that my only choice was between dreariness and terror."

Christine finally decided to complete the Ph.D. programme. In retrospect, she related her reaction to the prospect of change. She felt terrified of losing her security and everything tangible. If she lost these real things, she'd become an outcast. Her school grant was a secure base. If she left school, she would be penniless. Christine said the experience taught her about her need for security and the "limits of my venturesomeness."

often aids their return to equilibrium. ESTPs may analyse an overwhelming situation and use logic to extricate themselves from it. ESFPs may regain control of a situation when they recognise their own and others' Feeling values.

New Knowledge

Familiarity with their inferior function enables Extraverted Sensing types to tolerate future possibilities. They can then make difficult decisions in ambiguous situations, accept the reality of the decisions and avoid looking back. They may also achieve some appreciation for and comfort with the unknown and mysterious aspects of life. They are then less likely to dismiss both their own and others' intuitions. A long period of being in the grip can lead ESTPs and ESFPs to make significant changes in their lives, especially when the lengthy experience coincides with the natural redistribution of psychological energy that often accompanies mid-life. Extraverted Sensing types may learn to incorporate a reflective habit into their lives and develop ways of applying their pragmatic approach to long-range, complex goals and systems.

Summary

You should now have an understanding of the characteristics of Extraverted Sensing types, what energises and stresses them at work, the triggers that push them into

A Grip Experience

The Minister's Ordeal

A pastoral ministry of 37 years ended with the ESFP minister's forced resignation. With only five years to retirement, he had become burned out. He had also been dealing with his wife's debilitating chronic illness. Parishioners saw him as rigid, controlling, pessimistic and ineffectual. He later recognised that he had been in the grip of inferior Introverted Intuition for several years prior to his resignation.

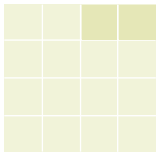
The humiliation and loss of identity associated with his resignation resulted in a profound feeling of isolation and a fear of being overwhelmed by mysterious, malevolent forces: "I felt totally abandoned by the God who had been my protector and guide throughout my life". In this state of hypersensitivity to signs and portents, he found meaning in phone calls, chance encounters and books friends sent him. He experienced "flashbacks as clear as videos" and pictures and metaphors that gave meaning to his issues. He paid close attention to dreams and spontaneous images.

He gradually emerged from his state of otherness profoundly changed. He found that this extended period in the throes of abstract meaning gave him an appreciation for his "other side" and thus renewed energy for his work. His tertiary Thinking and auxiliary Feeling helped him to recognise that he needed to be employed. He searched and got a job – counselling other ministers experiencing burn-out. Eventually, he established a new ministry that combined his experience with his newfound expanded consciousness.

the grip of their inferior function, the ways in which their inferior Introverted Intuition is expressed, how chronic stress affects them internally and in their outer behaviour, and how they deal with persistent stressors. Table 23 summarises the important triggers, forms of grip experiences, ways of returning to equilibrium and typical new knowledge gained by Extraverted Sensing types.

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



Introverted Intuitive Types: INTJ and INFJ

Dominant Introverted Intuition
Inferior Extraverted Sensing

Important Features of Dominant Introverted Intuition

Introverted Intuitive types typically use their favourite perceiving function in their inner world, focusing on ideas, concepts and complex possibilities. They are the most intellectually independent of the types. As a result they tend to:

- have a theory to explain everything
- prefer innovative solutions over established ones
- see situations from an unusual perspective
- come across as sharp, quick and uncannily correct
- make insightful analyses and forthright judgments
- cut through distractions readily to get to essential meaning
- appear at times inflexible in their judgments
- appear at times as charismatic visionaries.

Work Energisers and Stressors

Dominant Introverted Intuitive types are energised by work settings that value and encourage their long-range vision and creative insight into problems and situations. They want their competence to be recognised and their expertise to be solicited and utilised in appropriate decision-making situations. They are most comfortable when they can exercise their Intuition in a wide variety of tasks in a clearly structured and organised setting. They very much prefer environments that encourage individual initiative and independent achievement. Such appreciative environments are especially important for INTJs and INFJs because their uncanny ability to synthesise disconnected information and clearly articulate unpleasant truths can sometimes be disconcerting or upsetting for others in the workplace. The work lives of Introverted Intuitive types are extremely important to them and perhaps as a result, they typically find work to be quite stressful and have difficulty identifying sources of satisfaction. Introverted Intuitive types are likely to experience stress in work settings that are disorganised, where their roles and responsibilities are ill-defined, that force them to deal with many details, and where there are frequent changes of focus and unpredictable demands on their time. The work energisers and stressors that are shared by INTJs and INFJs are largely the result of the future-oriented focus on complex, internally perceived possibilities that is characteristic of dominant Introverted Intuitive types. These are summarised in Table 24.

In addition to the common features shown in Table 24, the auxiliary Thinking of INTJs contributes to their tendency to report that only a few potential life stressors besides work cause them distress. This may in part be due to their typical single-minded focus on what is important to them. In contrast, INFJs seem to find many aspects of living in addition to their work lives to be quite stressful, and no areas devoid of stress. INFJs experience stress associated with balancing their work and home lives, while INTJs tend to experience very little stress in this area. On the other hand, INTJs are more likely than INFJs to become burned out by work and to feel emotionally and psychologically drained by it. Although both Introverted Intuitive types report dissatisfaction with their opportunities for promotion, INTJs are also concerned about their job security and their future opportunities, while INFJs report great dissatisfaction with the salaries they receive and do not put much emphasis on opportunities for advancement and job security. Although both types appreciate good teamwork, INTJs are attracted to working with people from different backgrounds and INFJs value the kind of security at work that comes from loyalty to individuals and team members. INTJs like working independently to gather, analyse and interpret information in new ways. For INFJs, it is important to have the opportunity for independent, aesthetic self-expression as well as to work in an organised way on activities requiring attention to detail and accuracy.

Table 24 – Energisers and Stressors for Introverted Intuitive Types

Energisers	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 organised, 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, disorganised work environment▪ Being asked to violate standards and principles or to tolerate deceit▪ Lack of follow-through and poor performance by co-workers

Triggers for the Inferior Function

Introverted Intuitive types report the following type-specific factors that are likely to provoke a grip experience.

Dealing with details. Dealing with details, especially in an unfamiliar environment, can trigger inferior Extraverted Sensing in Introverted Intuitive types. They frequently mention that feeling overwhelmed by details often provokes characteristic inferior function reactions. Dealing with unfamiliar details makes one INFJ feel like she becomes “instantly stupid”. She relates, “I truly don’t seem able to take in explanations and process them”. An INTJ who had recently been assigned a complex project involving a multitude of work materials and a great deal of paperwork found it difficult to focus on any one thing and felt distracted, disorganised and out of sorts.

Unexpected events. Unexpected events that interrupt planned activities can also unsettle INTJs and INFJs enough to arouse their inferior function. Once their internal picture of what is to happen is formed, it is very hard for them to disconnect from it to accommodate new activities. This is especially true if the unexpected event requires dealing with unfamiliar details. A work environment that is noisy and in which there are a lot of interruptions can prove stressful enough to provoke an inferior function reaction.

Excessive extraverting. Of the four dominant Introverted types, it is Introverted Intuitive types who most frequently mention that “too much extraverting” is a common trigger for inferior function responses. They retreat inside themselves in this state and become intolerant of intrusions by others. They are likely to express irritation at other people’s questions or to not respond at all to others’ attempts to communicate. “Routine work that requires much interaction with others and having to do group planning can drive me nuts”, said one INTJ. An INFJ finds working with large groups of people draining.

Forms of the Grip Experience

Just before they fall into a grip experience, Introverted Intuitive types may exaggerate their dominant function. Their internal processing of concepts can become increasingly ungrounded, with little or no judgment

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 towards the outer world

available to discriminate among their ideas. As this one-sided approach inevitably leads to further failure of their Intuitive function, it loses its position of primacy. INTJs and INFJs start to lose their characteristic wide-ranging and global perspective. Their field of operation narrows considerably, and their range of acknowledged possibilities becomes limited and idiosyncratic. They may make more factual mistakes and become careless with spelling and grammar. As their hold on their dominant Intuitive function diminishes, inferior Extraverted Sensing takes over. Table 25 describes what Extraverted Sensing looks like in dominant Extraverted Sensing types as well as in Introverted Intuitive types, for whom it is the inferior function. Notice the difference between conscious (dominant) Extraverted Sensing and unconscious (inferior) Extraverted Sensing.

Obsessive focus on external data. For an Introverted Intuitive type in the grip of their inferior function, data from the outside world seem overwhelming. Facts and details in the world demand their attention, so the INTJ or INFJ obsesses about them. This may be experienced as a state of intensity and drivenness. The attempt to control details in the environment is often expressed in feverishly cleaning the house, moving furniture or organising records and other materials. They may show an unrelenting effort to control everything in their immediate vicinity. “Tools fail me”, said an INFJ. “I resent interference when I have deadlines requiring attention to lots of details; I become obsessed with the numbers in my cheque-book and even become obsessed with locking doors.”

Overindulgence in sensual pleasure. In the grip of inferior Extraverted Sensing, INTJs and INFJs demonstrate sensual excess rather than sensual pleasure. Overdoing gratification of the senses is a commonly mentioned behaviour reported for them in the grip of the inferior function. Introverted Intuitive types may overeat or binge. They report obsessively doing harm to their bodies. A typical behaviour is to overindulge compulsively and then immediately berate themselves for this uncontrolled, shallow, destructive behaviour. An INFJ said, “I have to get away from reality. I do too much of something – one thing. I eat more or stop eating; I shop for useless things”.

Adversarial attitude towards the outer world. For Introverted Intuitive types in the grip of inferior Extraverted Sensing, the immediate reality of the outer world spells difficulty and danger. They expect obstacles and problems to plague them as they move through a strange and potentially hostile environment. Anticipating the worst can often elicit anger and blame in INTJs and INFJs. Their anger is directed at either things or people, so it may be expressed in a very focused, intense and extreme manner. One INTJ said, “I get into verbal raving and am out of control. I regress emotionally and feel childish”. An INFJ described experiencing deep anger: “I am emotionally aroused and am terribly critical of others. I accuse people of never helping me. I become dogmatic and blast people with facts. If no one is around to attack, I write a scathing letter to someone”.

Chronic Stress

Chronic stress encourages the usually episodic and short-lived instances of inferior function behaviour that are occasionally expressed by Introverted Intuitive types to become habitual and pervasive. When the particular stressors to which INTJs and INFJs are vulnerable persist over long periods, these individuals can become so obsessed with controlling the details of their work situation that they micromanage everyone around them. With their hypersensitivity to the facts and details of the outer world, they easily and frequently overreact to relatively minor problems or casual remarks made by coworkers. Anger is frequent, as is biting criticism regarding others' alleged incompetence, irresponsibility and character flaws.

An INTJ or INFJ may energetically devise ways of reorganising the workplace to achieve maximum efficiency and effectiveness. However, the plans may prove to be overly detailed and not cost-effective. When stress is continuous or frequent, Introverted Intuitive types are likely to experience muscle tension, headaches and difficulty sleeping. Others may try to avoid Introverted Intuitive types when they overindulge in eating, drinking, exercising, cleaning or organising their work or home environment. Their single-minded intensity can make the people around them quite uncomfortable. When people who know an INTJ or INFJ well notice that formerly creative, effective problem-solving has become an obsessive, ineffective and overly controlling approach, they will recognise that something is very wrong.

When stressful conditions have characterised a work environment for a very lengthy period, employees in that

setting may have little experience of each other's non-stressed, natural self that relies on reasonably well-developed dominant and auxiliary functions. In such circumstances, excessive control, distrust of others' competence and micromanaging may be assumed to be natural, typical characteristics of a particular Introverted Intuitive type. Others in the workplace may believe the person to be naturally angry, fault finding and obsessively concerned with trivial details. Actually, the more exaggerated a person's characteristics are, the more likely it is that he or she is responding in a stressed, inferior function manner and not in a natural way. An Introverted Intuitive type in the grip of the inferior function may very well look like an exaggerated, poorly developed Extraverted Sensing type. The Introverted Intuitive type may lose touch with his or her natural self and later may be quite surprised to recognise that what had become typical was in fact the very opposite of what was formerly a comfortable and natural way of being.

The effects of chronic stress on Introverted Intuitive types are summarised in Table 26. The table shows their chronic grip reactions and the typical resources and remedies used by INTJs and INFJs when faced with persistent stressors.

There are some interesting differences in the way INTJs' auxiliary Thinking and INFJs' auxiliary Feeling influence their stress reactions and their ways of dealing with such stress. While INFJs do not stand out in reporting job burn-out, INTJs seem prone to both emotional exhaustion and depersonalisation as expressions of burn-out. When either type experiences burn-out in the workplace, it is likely to be seen in a loss of enthusiasm and originality and a greater focus on factual data. Both INTJs and INFJs are more likely than other types to seek professional help in response to stress, but INTJs are most likely to consider available options. INTJs find that exercising or sleeping can help their tension – approaches that are less useful for INFJs. INFJs are more likely than INTJs to rely on their religious beliefs to get them through difficult times. Although INFJs appear to have a wider range of coping resources than do INTJs, both types tend to rely on their values and principles to guide them during times of distress. INFJs focus on their religious values, while INTJs seem oriented towards personal philosophical principles.

Ways of Returning to Equilibrium

Introverted Intuitive types report needing a good deal of time alone to recharge and access their dominant Intuition. Others can help by enabling them to lighten their schedule and relieving them of some of the details of their lives. Perhaps the worst thing to do when Introverted Intuitive types are in the grip of their inferior function is to offer suggestions or give advice. Auxiliary Thinking or Feeling can help them regain equilibrium: INTJs develop a strategy for analysing what they are experiencing, achieving distance and objectivity from it; INFJs examine the important meanings and Feeling connections involved and are then able to regain their normal wide-ranging perspective.

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 reenergise; 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

A Grip Experience

Help, I Can't Change the Channel!

Gretchen is an INTJ whose work requires intense and uninterrupted extraversion not only of her auxiliary Thinking, but of her dominant Intuition and her tertiary Feeling as well. Although she excels at her job and very much enjoys it, it tends to “unbalance” her. When lack of sleep and increased stress occur, she experiences inferior Extraverted Sensing: “I seem to get stuck on one sensory channel – often a visual one, like watching TV – but am unable to extract any meaning from it. Because it lacks meaning, it is unacceptable to my usual criteria. I think, ‘What kind of person engages in this meaningless pap?’ I am careful to hide my worthless behaviour from other people because it reveals my lack of competence. If they knew about it, they would not like me. Sometimes I get stuck on something auditory, like listening to one audiobook over and over again, often one with a sentimental twist. I then think, ‘Who with any brains would listen to this rubbish?’”

Sometimes Gretchen makes good use of the Extraverted Sensing that takes over her personality. “Even though I do some task obsessively”, she says, “I actually accomplish something and I’m less upset with myself”. However, she notes, “If my inefficient obsessiveness doesn’t accomplish something, I become quite self-critical and angry at myself”.

Because a great deal of extraverting is a continuing aspect of her work, Gretchen has found some ways to use Extraverted Sensing in relaxing and non-threatening ways. She believes her efforts have resulted in a decrease in the intensity and length of her “grip” experiences.

New Knowledge

Introverted Intuitive types report that they are better able to adapt to changes in the outer world as a result of their inferior function experiences. They also are able to maintain a more moderate approach to sensual pleasures and to incorporate sensual experience into their lives in a satisfying way. Setting less ambitious goals helps to keep INTJs and INFJs from falling into the grip of their inferior function as readily. In this way, they moderate a perhaps overly ambitious, visionary stance into one that is more realistic and possible. A lengthy period of being in the grip can lead to a significant re-examination of life circumstances and sometimes to dramatic changes in the lives of INTJs and INFJs, especially when the lengthy experience coincides with the natural redistribution of psychological energy that often accompanies mid-life. Introverted Intuitive types may become generally more tolerant of their own and others’ shortcomings and may not take life quite so seriously. At times, they may re-evaluate a distressing life situation and decide to make a major change, especially in their work situation. This can involve a move from a corporate environment to one where the INTJ or INFJ has greater control over his or her time and activities.

A Grip Experience

Let Me Help You Diagnose My Illness

Angie, an INFJ who experienced many allergies and frequent infections, became ill one winter with new symptoms. Numerous specialists were unable to diagnose her condition. Although often ill and discouraged, Angie began a systematic study of the medical literature relevant to her symptoms. She pored over volumes in the medical library, sent for all of her own medical records and racked her memory for past symptoms or events that might have influenced her current condition.

“My table was piled high with insurance forms, doctors’ reports, synopses of medical articles and a chronological medical history – all the facts I could find. In preparation for each doctor’s appointment, I summarised the relevant facts. But most doctors didn’t welcome my help. They believed that because I was so knowledgeable about my condition, I must be a hypochondriac.”

Angie’s collecting of facts was consistent with inferior Extraverted Sensing as a response to stress. Her meticulous data collecting was actually an adaptive approach to her situation. But most of her doctors treated her behaviour as excessive and pathological. This judgment was abetted by her single-minded intensity in trying to help her doctors arrive at a diagnosis.

Summary

You should now have an understanding of the characteristics of Introverted Intuitive types, what energises and stresses them at work, the triggers that push them into the grip of their inferior function, the ways in which their inferior Extraverted Sensing is expressed, how chronic stress affects them and how they deal with persistent stressors. Table 27 summarises the important triggers, forms of grip experiences, ways of returning to equilibrium and typical new knowledge gained by Introverted Intuitive types.

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

Triggers for the Inferior Function

- Dealing with details
- Unexpected events
- Excessive extraverting

Ways of Returning to Equilibrium

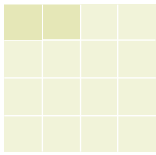
- Time alone to recharge
- Lightening of usual schedule
- Avoidance by others of giving advice or suggestions

Forms of the Grip Experience

- Obsessive focus on external data
- Overindulgence in sensual pleasure
- Adversarial attitude towards the outer world

New Knowledge

- Adaptability to external details
- Pleasure in temperate sensuality
- More realistic goals



Introverted Sensing Types: ISTJ and ISFJ

Dominant Introverted Sensing
Inferior Extraverted Intuition

Important Features of Dominant Introverted Sensing

Introverted Sensing types typically use their favourite perceiving function in their inner world, processing information and experiences and reflecting on them. As a result they tend to:

- trust the evidence of their senses and past and present experience
- feel uncomfortable moving beyond sense experience until they have thoroughly understood it
- distrust people who are careless about facts and sloppy about details
- attend to facts and details in a careful and orderly manner
- fulfil their responsibilities thoroughly and conscientiously
- value traditions and time-honoured institutions
- appear to be well grounded in reality and are trustworthy
- enjoy perfecting existing techniques to achieve efficiency and cost effectiveness.

Work Energisers and Stressors

Dominant Introverted Sensing types are energised by work settings that value and use their ability to gather, organise and provide accurate and detailed information that will enable individual and organisational goals to be achieved. They are comfortable in environments that do not require a great deal of competition, where there is little uncertainty and complexity, where they are supported and can support others with a minimum of conflict, and where there is a predictable, organised and steady pace to the work itself. They want their natural abilities in these areas to be recognised, appreciated and respected, but not taken for granted by co-workers and supervisors. ISTJs and ISFJs tend to be loyal to the organisation and to the people for whom they work and expect this to be reciprocated and to result in job security. They do their best work and are most comfortable in environments that are well organised and clearly structured, where responsibilities, objectives and deadlines are clear, and where agreed plans are adhered to. They enjoy being assigned a variety of tasks and appreciate the freedom to structure those tasks and accomplish them using their own judgment and expertise. However, they are also quite comfortable adhering to prescribed methods as long as those methods make sense and are stable over time. Dominant Introverted

Sensing types typically work quietly and effectively in the background of their work setting and do not appear to welcome leadership or need to be independent and autonomous in the organisation. One consequence of this is that they may be too easily passed over for promotion, and this is a source of dissatisfaction for them. They report no consistent sources of work satisfaction, which may reflect the high standards to which they hold themselves and others. Stressful environments are those in which there are vague and poorly defined standards, goals and priorities, and in which they are unable to perform to their own standards of excellence – even when their performance is acceptable to their superiors. Their dominant Introverted Sensing function values facts above all else, so it makes no sense to them to base decisions and methods on opinion or conjecture. The work energisers and stressors that are shared by ISTJs and ISFJs are largely the result of the present-oriented focus on verifiable evidence that is characteristic of dominant Introverted Sensing types. These are summarised in Table 28.

In addition to the common features shown in Table 28, there are some differences that seem attributable to the auxiliary Thinking of ISTJs relative to the auxiliary Feeling of ISFJs. Although neither type reports low stress in any life area, ISTJs report high stress primarily associated with their work lives. In contrast, ISFJs report both work stress and stress resulting from balancing their work and home lives. In addition, ISFJs report a broader

Table 28 – Energisers and Stressors for Introverted Sensing Types

Energisers	Stressors
<ul style="list-style-type: none"> • Organising facts and details to accomplish a goal • Reaching closure before moving on to another task or project • A quiet work space 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

range of life stresses, including child and parent care responsibilities. Although both types value loyalty, ISFJs emphasise this aspect more than any of the other types. ISFJs are also even more prone than ISTJs to be distressed by contentiousness and competitiveness in the workplace. ISTJs like working actively on concrete projects with tangible results, while ISFJs often prefer working with people to achieve tangible benefits for others.

Triggers for the Inferior Function

Introverted Sensing types report the following type-specific factors that are likely to provoke a grip experience.

Issues of reality. Dealing with people whose approach denies facts and actualities (often identified as Extraverted Intuitive types) serves as a trigger for eruptions of harsh, negative and extreme reactions to whatever is being proposed. Even slight deviations from present reality or minor suggestions for future change will provoke ISTJs and ISFJs to intractable anger and stubborn immovability. One ISFJ said, “If I’m watching the devastating effects of an ongoing crisis, and someone says to me, ‘Don’t worry, everything is going to be fine’, I come unstuck. I steamroll over the person and mow him or her down!”

Anything unknown. The prospect of unknown and previously unexperienced activities and situations is a common trigger for a grip experience in Introverted Sensing types. The anxiety associated with the unfamiliar and unimaginable future acts directly on their most un-conscious arena. Careful contingency plans and attention to details normally temper such an unconscious reaction. But when the new possibility comes up suddenly, an inferior function response is likely. “It really gets to me if someone presents me with new possibilities when I already have my mind made up and am ready to move on. It’s even worse if they demand that I come up with possibilities!”

Overdoing their own type. Excessive focus on the usually satisfying activities of their type may also provoke a grip response in ISTJs and ISFJs. When this takes the form of doing other people’s assigned duties, working long and hard, and feeling unappreciated or taken for granted, the stage is set for an extreme and spontaneous eruption of inferior Extraverted Intuition. “I get to feeling used and

abused”, said an ISFJ. “Then I explode and say awful things that I’m embarrassed about later”. “People at work think that just because I’m efficient and organised, it’s okay to dump masses of information on me and expect me to organise it, sort it out and keep track of it for them”, said an ISTJ. “It makes me mad, but I usually don’t say anything.”

Forms of the Grip Experience

Just before they fall into a grip experience, Introverted Sensing types may exaggerate their dominant function. They may focus doggedly on detail after detail and cite fact after fact, with no judging process available to discriminate between relevant and irrelevant data. As this one-sided approach becomes less and less effective, their characteristic task orientation and calm attention to responsibilities disappear. ISTJs and ISFJs lose command over dominant Introverted Sensing, and inferior Extraverted Intuition takes over. Table 29 describes what Extraverted Intuition looks like in Extraverted Intuitive types as well as in Introverted Sensing types, for whom it is the inferior function. Notice the difference between conscious (dominant) Extraverted Intuition and unconscious (inferior) Extraverted Intuition.

Loss of control over facts and details. In the grip of inferior Extraverted Intuition, the Introverted Sensing type’s relationship to details becomes problematical. As they begin to lose trust in their dominant Sensing and auxiliary Thinking or Feeling functions, ISTJs and ISFJs have difficulty attending to relevant factual information and arriving at rational conclusions. It is as if their internal system for classifying and organising facts and details stops operating, exposing them to overwhelming confusion.

Impulsiveness. The flexibility and adaptability that work well for dominant Extraverted Intuitive types come out as thoughtlessness and impulsiveness in Introverted Sensing types who are in the grip of their inferior function. When there is a gradual slide into the inferior function, we may see Introverted Sensing types become uncharacteristically spontaneous, sometimes to the point of later judging themselves to have been irresponsible and reckless. One ISFJ reported giving in to the urge to leave work in the middle of the day and go to the movies. An ISTJ made a spur-of-the-moment decision to buy a new computer without thoroughly researching the options in advance. He returned it later, assessing the purchase as rash and foolish. Increasing lack of focus, confusion, anxiety and even panic may be experienced by Introverted Sensing types, even though they outwardly appear calm and unperturbed.

Catastrophising. Dominant Extraverted Intuitive types thrive on the exciting possibilities the future will bring. For Introverted Sensing types in the grip of inferior Extraverted Intuition, anticipation of the future is accompanied by fear and trembling. As the descent into the grip of the inferior function proceeds, they become ever more negative, unwilling to tolerate the unfamiliar and more

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 ▪ Catastrophising

wildly imaginative about disastrous outcomes. One ISFJ described this as “awfulising”. In its full-blown state, inferior Extraverted Intuition anticipates all the catastrophes that might happen in an unsafe, threatening world and focuses on dire possibilities in the future. ISTJs and ISFJs imagine that anything not previously experienced, any unfamiliar place, any new activity will provoke horrifying consequences. In the full grip of the inferior function, even familiar, previously safe areas may be reassessed as fraught with danger. This level of catastrophising is the hallmark of inferior Extraverted Intuition.

Chronic Stress

Chronic stress encourages the usually episodic and short-lived instances of inferior function behaviour that are occasionally expressed by Introverted Sensing types to become habitual and pervasive. When the particular stressors to which ISTJs and ISFJs are vulnerable persist over long periods, these individuals can become so focused on extreme negative outcomes that doom and gloom pervades their work day as well as the atmosphere of those around them. With their distrust of the unknown and their pessimism about what the future holds, they resist even minor requests for changes in routines, procedures and goals. Changes that they would normally embrace when a solid rationale is given for them are openly opposed. The efficiency and pragmatism characteristic of ISTJs and ISFJs are diminished and they frequently lose things, blame others for the loss and complain bitterly about others not doing their jobs. Internally, they are likely to be feeling overwhelmed and out of control. They may obsess about the difficulties causing their stress and they may be unable to switch off and relax when they leave the stressful environment. Introverted Sensing types are more likely

than most other types to report having had hypertension or heart disease. This may be one possible effect of rapid and continuing societal and workplace changes, which put serious stress and strain on Introverted Sensing types. When people who know an ISTJ or ISFJ well notice drastic changes in his or her work productivity, efficiency, calm demeanour and realistic outlook, they will recognise that something is wrong.

When stressful conditions have characterised a work environment over a very lengthy period, employees in that setting may have little experience of each other’s non-stressed, natural self that relies on reasonably well-developed dominant and auxiliary functions. In such circumstances, a focus on negative possibilities in the future, patchy and inefficient work output, and loud complaints about others’ failures may be assumed to be natural, typical characteristics of a particular Introverted Sensing type. Others in the workplace may believe the person to be naturally concerned with negative possibilities, ineffective and blaming of others for his or her own poor performance. Actually, the more exaggerated a person’s characteristics are, the more likely it is that he or she is responding in a stressed, inferior function manner and not in a natural way. An Introverted Sensing type in the grip of the inferior function may very well look like an exaggerated, poorly developed Extraverted Intuitive type. The Introverted Sensing type may lose touch with his or her natural self and later may be quite surprised to recognise that what had become typical was in fact the very opposite of what was formerly a comfortable and natural way of being.

The effects of chronic stress on Introverted Sensing types are summarised in Table 30. The table shows their chronic grip reactions and the typical resources and remedies used by ISTJs and ISFJs when faced with persistent stressors.

There are some interesting differences in the way the auxiliary Thinking of ISTJs and the auxiliary Feeling of ISFJs influence their stress reactions and their ways of dealing with stress. ISFJs appear to have a broader range of coping resources and easier access to them than do ISTJs. ISTJs are likely to consider their options, confront the problem or avoid it. They are relatively unlikely to talk to someone close to them. In contrast, ISFJs are relatively unlikely to confront the problem or think of available options, and are quite likely to talk to someone close to them. Although they too may choose avoidance as a coping method, they also report relying on religion, getting upset but not showing it, watching TV and sleeping. None of these responses is notable for ISTJs, and ISTJs are less likely to sleep in response to stress. Both ISTJs and ISFJs are prone to depersonalisation as a symptom of job burn-out, and ISFJs report emotional burn-out as well. For both types, burn-out at work is likely to be seen in a loss of their natural groundedness and an increase in boredom with previously enjoyable, interesting tasks.

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 ▪ Organising and accomplishing small projects ▪ Help with priorities ▪ Others’ concrete support to accomplish required goals

A Grip Experience

Loving Concern or Secret Wish

Warren, an ISTJ, reported that once he became quite worried because his wife was inexplicably late returning from a shopping trip. He imagined she had been involved in a fatal accident and fantasised in great detail about her funeral, his raising the kids by himself, hiring a housekeeper, and so on. Losing all contact with his usual reasonable thought process, he then experienced tremendous guilt, concluding that his quickness to fantasise about his wife's demise meant that he harboured a secret wish that she would die.

On other occasions, he might imagine that she had been kidnapped, or that she really wanted a divorce and was at that very moment consulting a divorce lawyer. Warren reported that when he "came back to his senses" and reflected on the situations that led up to his catastrophic fantasies, they were typically in the context of decreased time spent at home and over involvement in work activities. The bout with his inferior function stimulated a renewed appreciation of his wife and the importance of their relationship, and reminded him to broaden his perspective on life in general.

Ways of Returning to Equilibrium

Many Introverted Sensing types report that they need to play out their worries to completion internally, to "hit rock bottom". The natural pathway out of their grip experience seems to be through auxiliary Extraverted Thinking or Feeling. ISTJs report using their Thinking to remind them what is real, that they can take control, and that things always work out. ISFJs find it helpful when they talk to someone, reveal their irrational fears and receive quiet reassurance. Both types need others to take them seriously, not to patronise or judge them as irrational. Being allowed to air their concerns with an active listener who resists offering solutions is useful. Unobtrusive help with some of the overwhelming details contributing to the Introverted Sensing type's fatigue and stress is also welcomed.

New Knowledge

As a result of their bouts with inferior Extraverted Intuition, ISTJs and ISFJs recognise and incorporate a broader and more flexible perspective into their lives. They are better able to stand back from the absorbing tasks and responsibilities of daily living and reconsider what is most important to them. Often, the awareness involves a renewed appreciation of family and other intimate relationships.

A long period of being in the grip can lead to a significant re-examination of life circumstances and sometimes to dramatic changes in the lives of ISTJs and ISFJs, especially when the lengthy experience coincides with the natural redistribution of psychological energy that often accompanies mid-life. Introverted Sensing types may find decreasing satisfaction in conscientiously fulfilling

A Grip Experience

Let's Be Realistic!

Steve, an ISFJ, was managing director of a major division in a large international company. During a routine audit it was discovered that his assistant, a trusted employee of 15 years' tenure, had been systematically embezzling funds for five years. This was devastating to everyone in the company, especially Steve, who felt the credibility of his department had been dealt a mortal blow. He held himself responsible for not seeing his assistant's criminal behaviour.

As the police handcuffed the embezzler and hauled him off to the police station, John, an ENFJ company vice-president, said to Steve, "This really isn't a bad situation, Steve. Look at everything we've learned from this and how much better we'll be for the experience".

Steve replied heatedly, "Let's be realistic, John. We're not having a developmental opportunity here. We're having a crisis!"

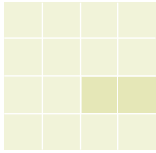
responsibilities towards others. They may risk striking out in new directions and explore new relationships and activities that they would never have considered earlier in their lives.

Summary

You should now have an understanding of the characteristics of Introverted Sensing types, what energises and stresses them at work, the triggers that push them into the grip of their inferior function, the ways in which their inferior Extraverted Intuition is expressed, how chronic stress affects them internally and in their external behaviour, and how they deal with persistent stressors. Table 31 summarises the important triggers, forms of grip experiences, ways of returning to equilibrium and typical new knowledge gained by Introverted Sensing types.

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 ▪ Catastrophising
Ways of Returning to Equilibrium	New Knowledge
<ul style="list-style-type: none"> ▪ Need to hit rock bottom ▪ Being taken seriously by others ▪ Being helped with overwhelming details 	<ul style="list-style-type: none"> ▪ Broadened perspective ▪ Clarified values ▪ Flexibility in relationships



Extraverted Intuitive Types: ENTP and ENFP

Dominant Extraverted Intuition
Inferior Introverted Sensing

Important Features of Dominant Extraverted Intuition

Extraverted Intuitive types typically use their favourite perceiving function in the outer world of people, things and activities. They have a passion for new ideas and possibilities in the world. As a result they tend to:

- prefer what might be over what is
- approach the outer world with trust and optimism
- take risks others might avoid
- find new challenges more appealing than what is known and verified
- ignore time and energy limitations for themselves and others
- have an uncanny instinct for trends and future developments
- use an incoming fact to stimulate their intuition at times
- find facts, details and repetitive activities boring.

Work Energisers and Stressors

Dominant Extraverted Intuitive types are energised by work settings that appreciate and encourage their creative approaches to problem-solving and their enthusiasm for launching new projects. They are most energised when they are free to follow the possibilities they envision and are not constrained by excessive structure, rules and prescribed ways of doing things. They want to be recognised and valued for their originality and for the unique perspectives and individual talents they bring to the workplace. They seek out work environments where they can achieve independently, and where there is variety in the tasks they take on as well as in the people with whom they work.

ENTPs and ENFPs thrive in settings where there is frequent change. They welcome the unknown and the unpredictable and thus seem to be energised by work environments that many other types would find quite stressful. They are excited and challenged by problems that seem insoluble and are at their best when left free to explore new avenues and try out possibilities. They tend to be ambitious and want their accomplishments to be recognised and rewarded. They like work settings that encourage their natural resourcefulness, the pursuit of their wide interests and their talent for independently pursuing goals. They are at their best when they are acknowledged for their individual initiative. Environments that support flexibility, variety, change and aesthetic self-expression maximise their productivity and increase their energy for tackling new problems.

ENTPs and ENFPs are confident regarding their social skills, which stimulates others to share in their enthusiasms and work harder to accomplish goals. Extraverted Intuitive types become unmotivated and ineffective in work environments that are predictable and organised and in which tasks must be accomplished at a steady pace. Stressful work environments are those in which the work is not challenging, supervisors are rigid and resistant to new ideas, acting independently is discouraged, and the amount of detail required stifles the dominant Extraverted Intuition that energises these two types. The work energisers and stressors that are shared by ENTPs and ENFPs are largely the result of the enthusiasm for future-oriented possibilities that is characteristic of dominant Extraverted Intuitive types. These are summarised in Table 32.

In addition to the common features shown in Table 32, there are a number of differences that are influenced by the auxiliary Thinking of ENTPs relative to the auxiliary Feeling of ENFPs. ENTPs report somewhat greater stress associated with their work lives than do ENFPs, who for the most part find work to be minimally stressful. However, ENTPs report less difficulty balancing their work and home lives than do ENFPs, perhaps because of their natural ability to keep different parts of their lives separate from one another. Although both ENTPs and ENFPs report some dissatisfaction with opportunities for promotion and with their salary levels, ENTPs are more

Table 32 – Energisers and Stressors for Extraverted Intuitive Types

Energisers	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

dissatisfied than ENFPs with opportunities to use their talents and training. In fact, they lead all other types in this area of dissatisfaction. ENFPs find satisfaction in the people they work with, but no other consistent sources of satisfaction. ENTPs find co-worker and supervisor incompetence to be particularly stressful, while ENFPs find lack of support and conflicts in values to be quite stressful. Both ENTPs and ENFPs consistently favour work that encourages aesthetic self-expression and/or that permits working with individuals and groups in a cooperative and supportive way. In addition, ENTPs like to lead and direct others on projects that have both tangible results and the potential for economic success.

Triggers for the Inferior Function

Extraverted Intuitive types report the following type-specific factors that are likely to provoke a grip experience.

Physical exhaustion. Fatigue and pressure from overcommitment often trigger an inferior function reaction in Extraverted Intuitive types. ENTPs and ENFPs mention physical exhaustion as a stimulus more frequently than other types. The enthusiasms of Extraverted Intuitive types encourage them to overextend themselves and neglect normal needs for food and rest. The result may be a physical illness that forces them to stop overdoing things and also may serve as a trigger for an inferior function experience. “I take on too much because I misjudge how long something will take. Then I become overloaded and exhausted”, said an ENFP.

A focus on facts. Having to do a great deal of detail work or attending to practical matters for long periods can serve as a trigger. Dealing with bureaucratic red tape can be especially noxious for both ENTPs and ENFPs and can cause them to dig in their heels and refuse to capitulate to “ridiculous rules”. Requiring an Extraverted Intuitive type to learn a great many disconnected facts in a stressful situation strongly increases the likelihood that inferior Introverted Sensing will emerge. This occurs when “there is a demand for unrelenting exactness, where I have to do presentations that are numerical and detailed and error is not tolerated”, reported an ENTP.

Violation of values and principles. For some Extraverted Intuitive types, violation of important values can cause a

reaction. One ENFP described what triggers the inferior function for him: “It happens when I feel the pain of others who are the victims of someone’s extreme aggressiveness”. An ENTP economist’s severe inferior function reaction was triggered by working on a theoretical model with extremely negative societal implications.

Forms of the Grip Experience

Just before they fall into a grip experience, Extraverted Intuitive types may exaggerate their dominant function. They may rapidly emit a barrage of undifferentiated ideas with no balancing judgment available to them. As this one-sided approach becomes less and less effective, their characteristic enthusiasm, optimism and energetic approach to life disappear, and inferior Introverted Sensing takes over. Table 33 describes how Introverted Sensing is expressed in dominant Introverted Sensing types, as well as in Extraverted Intuitive types, for whom it is the inferior function. Notice the difference between conscious (dominant) Introverted Sensing and unconscious (inferior) Introverted Sensing.

Withdrawal and depression. Processing internal information is not a comfortable activity for Extraverted Intuitive types, so when they are in the grip of the inferior function, the inward focus of energy is unfamiliar and disturbing. The diminution of extraverted energy results in feelings of sadness and despair. One ENTP described feeling isolated, convinced not only that no one loved her but that no one had ever loved her. Another reported feeling hollow, turned off, “fixated on a narrow linear trap”. One ENFP described the experience like this: “There is a sense of feeling numb and frozen with no way out. I have tunnel vision and lose my sense of time”. There is a general loss of enthusiasm and motivation reported by both ENTPs and ENFPs. This is accompanied by low energy and uncomfortable pensiveness and an inability to find pleasure in usually pleasurable activities. This may lead to self-neglect and, eventually, illness.

Obsessiveness. Inferior Introverted Sensing emerges as an obsessive focus on one or more isolated, often unrelated facts or details. A prominent aspect of inferior Introverted Sensing is the presence of “tunnel vision”. All sense of possibility is eliminated. There is no perspective beyond one fact, which is obsessed over and projected into the future ad infinitum. ENTPs and ENFPs become picky, upset about little things, irritable and cranky. They may escalate small irritations into major issues, especially in matters that involve their personal comfort. An ENTP described becoming outraged by minor errors, irritated by detail and intolerant of interruptions and people.

Focus on the body. Effective dominant Introverted Sensing types can describe the nuances of their internal sensory experiences in exquisite detail. Inferior Introverted Sensing focuses on inner sensations and internal experiences that become exaggerated concerns about

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

real or imagined physical symptoms. Extraverted Intuitive types frequently overinterpret real or imagined bodily sensations as indicative of illness. During a particularly stressful time, an ENFP insisted that her husband have a harmless-looking wart removed because she feared it was malignant. Another ENFP told of having a blood pressure monitor he rarely uses – except when he becomes very stressed. He then takes his blood pressure three times a day. One ENTP described taking any fact and blowing it out of proportion, such as imagining an illness in his child as a fatal disease.

Chronic Stress

Chronic stress encourages the usually episodic and short-lived instances of inferior function behaviour that are occasionally expressed by Extraverted Intuitive types to become habitual and pervasive. When the particular stressors to which ENTPs and ENFPs are vulnerable persist over long periods, these individuals can become persistently petty about small details, unable to envision possibilities in the future and obsessed with their own and others' physical symptoms and well-being. They may overwhelm themselves and others with excessive information and may be unable to move ahead with projects. For some Extraverted Intuitive types, such inferior function expressions may alternate with exaggerated Extraverted Intuitive behaviour – frantic activity, flitting from task to task, neglecting to sleep, eat and rest and thus driving themselves to exhaustion and illness. This reaction is an exaggeration of the high energy and enthusiasm characteristic of Extraverted Intuitive types, who are energised by situations and environments that would be stressful for others. ENTPs and ENFPs are likely to have difficulty knowing when they have crossed the line between their natural type characteristics and debilitating stress. When physical neglect and exhaustion force them to stop, a variety of physical conditions may ensue. It is interesting, however, that both ENTPs and ENFPs report a low incidence of heart disease and hypertension, with ENTPs reporting the lowest rate of all the types.

Work burn-out is reported infrequently for both types, and, in general, areas of living that many other types report as stressful are not major sources of stress for Extraverted Intuitive types, especially for ENTPs. When either type experiences burn-out at work, it is likely to be seen in a loss of their natural enthusiasm and originality and a greater focus on factual data. Extraverted Intuitive types have a variety of ways of dealing with stress when they do recognise it, but they are unlikely to try to avoid stress or use sleep as coping methods. This makes sense for types who favour being in the thick of things and who welcome interactions with people and problems. Therefore, when people who know an ENTP or ENFP well notice the person vacillating between overactivity and withdrawal, obsessing over details and being unable to generate positive solutions to problems, they will recognise that something is wrong.

When stressful conditions have characterised a work environment over a very lengthy period, employees in that setting may have little experience of each other's non-stressed, natural self that relies on reasonably well-developed dominant and auxiliary functions. In such circumstances, a focus on negative facts, chronic concern with real and imagined physical symptoms, and low energy bordering on depression may be assumed to be natural, typical characteristics of a particular Extraverted Intuitive type. Others in the workplace may believe the person to be naturally picky and obsessive, overly concerned with his or her own physical comfort, and habitually negative and critical of others. Actually, the more exaggerated a person's characteristics are, the more likely it is that he or she is responding in a stressed, inferior function manner and not in a natural way. An Extraverted Intuitive type in the grip of the inferior function may very well look like an exaggerated, poorly developed Introverted Sensing type. The Extraverted Intuitive type may lose touch with his or her natural self and later may be quite surprised to recognise that what had become typical was in fact the very opposite of what was formerly a comfortable and natural way of being. The effects of chronic stress on Extraverted Intuitive types are summarised in Table 34. The table shows their chronic grip reactions and the typical resources and remedies used by ENTPs and ENFPs when faced with persistent stressors.

Auxiliary Thinking and Feeling produce some interesting differences in the stress reactions of ENTPs and ENFPs and in the ways they handle stress. ENFPs are more likely to consult a professional in response to stress than are ENTPs, and to report developing physical symptoms such as headache, muscle tension and extreme fatigue. Although both types typically confront problems and consider the options available to them, ENFPs are also likely to talk to someone close to them and seek advice. They turn to co-workers and friends for support and validation. It is interesting that while ENFPs appear to be somewhat more responsive to life stressors, they

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 ▪ Prioritising tasks and delegating to others ▪ Engaging in relaxing Sensing activities ▪ Planning, list-making to avoid unwelcome surprises

A Grip Experience

All Those Doctors Are Wrong

Theresa, an ENTP opera singer who had temporarily retired from singing to raise her children, was told by a doctor that the kind of persistent ear problem she had reported indicated a possible brain tumour. Although she was soon given a clean bill of health, she continued to obsess about her ear, interpreting every twinge and moment of dizziness as a signal that the doctor was wrong and she indeed was going to die of a tumour. She consulted other doctors, who found nothing seriously wrong, but who suggested, in light of her continuing concerns, that she consult a psychologist.

"In talking about my life situation", she explained, "I realised just how extremely different it was from the time before I had children. I was doing practically nothing to satisfy my artistic needs, except sometimes singing songs for my daughter's pre-school class."

She was forced to realise that, although she very much enjoyed being with her children, she was perhaps overdoing her devotion to them to the exclusion of her own needs. In order to change her one-sided approach, Theresa arranged for more child care, rented a small studio and started giving singing lessons two mornings a week. Gradually, her obsession with her ear symptoms diminished and she felt more relaxed, less pressured and generally more satisfied with her daily life.

also seem quite able to cope with them. They report a wide variety of coping resources and lead all other types in total resources. ENTPs are somewhat less favoured in the coping areas studied. They are able to relieve chronic stress by reframing the problem and talking to others who help them to maintain an objective stance. ENFPs benefit greatly from talking to others, sharing their problems and receiving genuine sympathy without being offered solutions. Merely being free to talk at length with accepting others is restorative for ENFPs.

Ways of Returning to Equilibrium

Extraverted Intuitive types need time to reflect, fully experience themselves, even "wallow" in their inferior state. Meditating is appealing to them, especially for ENFPs. Others need to back off and avoid patronising them, but can help by relieving them of some of the burden of overwhelming details. However, attempts to assist by taking over and "solving the problem" are not appreciated. Extraverted Intuitive types find that talking to trusted friends helps, as long as the friends don't offer advice, make judgments or try to talk them out of their negative state. ENTPs use their auxiliary Thinking to analyse what is happening. ENFPs, who may be communicating uncharacteristic coldness and indifference, respond with their auxiliary Feeling to others' warmth, acceptance and approval.

A Grip Experience

And I'll Have to Put the Animals to Sleep!

Sarah, a divorced ENFP mother, had been working very hard and was under a lot of stress. On coming home one evening she found a letter from the Inland Revenue informing her that her income tax return would be audited.

"I could feel myself physically sinking", she recalled. "Absorbed in this feeling, it suddenly became clear to me that I would have to sell my house in order to pay the additional taxes that would result from the audit. I then imagined the one-bedroom flat that I would have to rent. Of course, the children would have to live with their dad, since I wouldn't have room for them. I felt physically awful. I thought about all the boxes I would have to collect and planned the garage sale where I would have to sell all my extra things. As dusk approached I felt overwhelmed with all the details I would have to attend to. It was then that I realised that I would have to have our two dogs and three cats put to sleep. That felt really awful."

About that time a friend, Elise, also an ENFP, dropped by. Noting Sarah's blank expression, she asked what was wrong. Sarah handed her the letter from the Inland Revenue and said dejectedly, "I'm going to have to sell the house". Elise didn't laugh. She knew that Sarah could not see the absurdity of her reasoning. Instead, Elise said, "Oh, that must feel really bad". "Yes", said Sarah, bursting into tears, "and I'm going to have to put the animals to sleep!" Elise didn't argue, but invited Sarah to go for a walk. As she walked, Sarah felt herself relaxing, and she felt better by the time she returned home.

Upon reflecting on the meaning and impact of this experience, Sarah acknowledged her chronic uneasiness about her record keeping and attention to the everyday details of living. "I realised that perhaps I had been overdoing my laid-back approach to things and that maybe my quick descent into a negative state meant that my approach was too extreme." She resolved to improve her record keeping and grew to feel more comfortable about this aspect of her life.

New Knowledge

ENTPs and ENFPs often respond to an inferior function episode by resolving to pay more attention to details, especially the kind involved in their recent negative experience. They can gain a new respect for their bodies and their physical limitations, with a plan for a consistent exercise regimen. They report being better able to maintain a more balanced perspective regarding their often overly ambitious expectations of themselves and try to include quiet time or formal meditation in their lives. They are also better able to notice and deal more quickly with the overload that signals an impending inferior function episode.

A long period of being in the grip can lead to a significant re-examination of life circumstances and sometimes to dramatic changes in the lives of ENTPs and

ENFPs, especially when the lengthy experience coincides with the natural redistribution of psychological energy that often accompanies mid-life. Extraverted Intuitive types may experience new-found pleasure in solitary activities and find satisfaction in a slower, more evenly paced approach to both work and home activities. A stable, calm future may become increasingly appealing, and job changes that permit greater security and permanence are likely to be pursued.

Summary

You should now have an understanding of the characteristics of Extraverted Intuitive types, what energises and stresses them at work, the triggers that push them into the grip of their inferior function, the ways in which their inferior Introverted Sensing is expressed, how chronic stress affects them internally and in their external behaviour, and how they deal with persistent stressors. Table 35 summarises the important triggers, forms of grip experiences, ways of returning to equilibrium and typical new knowledge gained by Extraverted Intuitive types.

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 patronisation 	<ul style="list-style-type: none"> ▪ Broadened perspective ▪ Appreciation of the value of facts and details ▪ Increased structure and planning



Relationships in the Grip

When two people in a relationship are tired, stressed or otherwise vulnerable to their unconscious, they readily project or directly express their least developed, unreliable side. In such a circumstance, nothing can be resolved. “Partial personalities” do the acting and projecting, leaving the more balanced selves confused, frustrated and ineffectual.

Relationships that are intimate, such as those involving couples or parents and their children, can provide fertile ground for the clash of two or more inferior functions. We are all familiar with the aspect of relationships that enables intimates to “push each other’s buttons”. Those buttons are often the inferior functions involved. It is not surprising that people’s inferior functions also emerge and interact in the workplace, an arena in which people demonstrate their best and worst selves.

Understanding the forms of the different inferior functions both as short-lived episodes and as habitual reactions provides the potential for understanding, predicting and explaining the out-of-character, grip behaviours that are likely to occur in relationships. Such awareness can go a long way towards putting everyday irritations and misunderstandings into perspective. Understanding grip reactions can also help to mitigate some of the more profound and persistent negative effects of chronic stress of all kinds, including overwork and problems with family life.

In the workplace, knowing the form of one’s own and one’s coworkers’ inferior functions can minimise their effects and preclude unpleasant and unproductive confrontations. In non-work relationships, understanding the nature of the inferior functions that emerge in stressful times can curtail or prevent serious, long-lasting problems and can lead to increased intimacy. The following examples show how knowing about the inferior function can contribute to more positive relationships.

A Grip Experience

Preventing a Confrontation at Work

Frank, an ENFP police sergeant in the crime squad, was having great difficulty in his relationship with Zeke, an ESTP legal advisor with whom he worked. Zeke persistently questioned and criticised Frank’s communication style and competence. Frank was in great distress during the eight-month period during which Zeke verbally attacked him on a daily basis. As a result, Frank’s generally positive self-image of his competence turned to extreme self-doubt. He felt especially distrusting of his Intuition, which had always been his most reliable guide in his work. He found himself obsessing about every memo he wrote, questioning his methods and making minute revisions of his case reports.

In this context, a very important but difficult case came up on which Frank and Zeke had to work closely together. As the case dragged on, Frank observed Zeke coming up with all kinds of doomsday predictions about the case based on improbable and inappropriate theories. Zeke imagined bizarre legal and medical ramifications, in spite of these matters being very far outside his area of expertise.

Frank, who knew about the manifestations of the inferior function, guessed that the stress of the case might well be the trigger for Zeke’s aberrant behaviour. He was concerned that if Zeke continued talking in this strange manner the case could be jeopardised. He therefore made every effort to appease Zeke. Frank realised that sooner or later, he and Zeke were likely to have a bad confrontation and that with his negative experiences with Zeke and his ongoing diminished self-confidence, he could easily slip into the grip of his own inferior function, lashing out at everyone around him, making off-the-wall accusations, and obsessing about his own and everyone else’s inattention to facts. Frank knew that “losing it” would not serve him or his department well.

Being aware and prepared for this probability circumvented a likely inferior function episode for Frank. Seeing it coming, he was able to distance himself and deal with the situation in a quiet, objective and reasonable manner.

A Grip Experience

A Couple Laughs at Their Grip Experience

Aaron, an ENFP, and his wife Marlene, an ISTJ, were preparing for a special evening to celebrate Aaron's long-awaited promotion. Aaron's boss had invited them to dinner at a new and reputedly excellent restaurant on the outskirts of the city. "Do you know how to get to the restaurant?" asked Marlene. "You know you always have trouble following directions." "Yes, yes", replied Aaron. "I looked on the map. It's quite simple."

They were planning to meet his boss and her husband at the restaurant at 7.00. "A half hour will be more than enough time to get there", said Aaron. "Perhaps", replied Marlene. "But you'd better allow another half hour for getting lost!" Aaron sighed. He was used to Marlene's jibes about his sense of direction, his underestimation of time and his generally easygoing style. He was usually good-humoured when she teased him in this way. Both of them were able to joke about their different ways of doing things. But tonight he was happy and excited and did not want anything negative to spoil his good mood.

"I know how to get there!" he said, rather irritably. "Just lay off me, will you?" "Touchy, aren't we?" Marlene teased. Sure enough, Aaron ended up in an unknown area and had to confess that they were lost. "Oh, let me see the map!" snapped Marlene. "I didn't bring it", said Aaron. "It was a very straightforward route. I know I worked it out right. The map must have been wrong. Or maybe it was an old map and they changed the road signs. It's not my fault!"

Marlene was furious: "We have ten minutes to get there and we don't know where we are. Your boss will think we are totally incompetent and irresponsible. She'll take away your promotion. Or she'll blame me. The whole thing is a disaster! Just drive till we find a gas station and we'll ask for directions". At that, Aaron unleashed a detailed account of every mistake Marlene had made in the last five years, from bouncing a cheque to parking the car where a pick-up truck had scraped the side of it. "And I don't need to ask directions. I know how to get there!" he snapped.

After driving around aimlessly for a few minutes, Aaron came upon a familiar-sounding road. It led them directly to the restaurant. They arrived at 7.15. His boss and her husband arrived at 7.20. "Sorry to keep you waiting", said Aaron's boss. "We got lost trying to find this place".

The evening went well after that. Aaron and Marlene were able to laugh at their familiar reactions to each other's habits. They resolved to do better next time, knowing that the right circumstances would once again provoke a recurrence of their inferior functions.

A Grip Experience

A Mother and Son in Conflict

At 28, Sam, an ENFJ, was in the process of exploring career options and had applied for a range of different positions. His mother, Anita, an INTJ, had been divorced for many years from Sam's father. She had raised Sam virtually by herself.

On the day his mother was to arrive for a weekend visit, Sam heard that he had not got a coveted job as a science administrator. His alternative was to accept a position working with adolescents in a mental health facility, another good job, but less appealing. Or he could turn down the mental health job and await funding for another science job. But if he chose this option, the wait could be as long as six months.

Anita was becoming increasingly concerned about her only son's lack of career direction. Her goal was to support and encourage him in his struggle, and Sam trusted his mother's good intentions. But their highly vulnerable states held the potential for disaster. As soon as she arrived, Sam filled Anita in on his recent career developments. Her immediate response was, "You don't understand about mental hospitals. Let me explain it to you. That's a terrible place to work. People will take advantage of you. You'll hate it. I know because I worked in one 20 years ago. You ought to become a teacher, like me. You know you'd be very good at it".

Sam replied heatedly, "That was your experience and your opinion. What was right for you is not necessarily right for me. I've told you over and over that I have no interest in being a teacher and why. You know from your own experience that it's a dead-end job. I expect you to have some respect for my judgment. You're treating me like a child and an idiot!" Anita replied, "I'm just trying to support you by telling you the facts. You just don't understand about mental hospitals. And I know you better than you know yourself, so I know you're capable of making the right decision".

Anita gave Sam more and more "facts". Sam grew increasingly resentful of her overbearing, deprecatory manner. Their weekend together was spent in repetitions of the same accusations and attacks on both sides. The tension did not end until Anita's departure.

In retrospect, both were able to see that Anita's anxiety and concern for her son came out in her adhering to a few questionable "facts" from her own experience and using them to try to talk her son out of what she saw as a poor career choice. Sam was already ambivalent about taking the job, but his ambivalence took a backseat to his perception of his mother's criticism of him. Although Sam and Anita knew nothing about the inferior function at the time this incident occurred, hearing it interpreted in this way lessened their lingering hurt and anger. They hoped that knowledge of their own and each other's typical out-of-character responses would help them resolve future conflicts more productively.



Conclusion

Your exploration of the key features of the inferior function experience has ideally provided you with new and useful insights into your own and others' out-of-character reactions and behaviour. Bear in mind, however, that you will acquire any new knowledge to be gained from your own grip experiences only after you have regained equilibrium and have sufficient perspective to understand what was going on. This is particularly true when stress has been ongoing and pervasive over a lengthy period. You will probably need to gain some psychological distance from what may have become a habitual approach before you can evaluate it and consider change.

Clues and Tips for Dealing with Others When They Are in the Grip

There are some characteristics that apply to all inferior function experiences. Recognising when someone else might be in the grip of his or her inferior function and responding appropriately may:

- keep you from making matters worse
- help you to respond in a constructive way
- enable you to achieve enough distance to avoid triggering your own inferior function.

Here are some features to keep in mind.

Anger. Regardless of which inferior function is involved, the expression of anger will occur at some point. The form and object of the anger will vary according to the particular features of that grip experience. All types initially try to project the negative content of their inferior functions onto others. This often comes out in the form of irritation and anger because these are typical reactions to the discomfort and frustration that accompanies things not going well.

Dominant judging types (EJs and IPs) in the grip of their inferior functions emit negative criticisms consistent with their inferior form of opposite judgment. For example, ESTJs and ENTJs accuse others of lack of appreciation and ESFJs and ENFJs attack people for being illogical. The expression of anger characteristic of dominant perceiving types (EPs and IJs) has more to do with where the anger is focused than with the kind of criticism that may emerge. For example, ENTPs and

ENFPs focus their anger on isolated facts and details; ISTJs and ISFJs become angry at people who are ignoring future impending disasters.

Tunnel vision. All inferior function experiences involve a loss of perspective accompanied by an exaggerated focus on unfamiliar and inexperienced ways of perceiving or judging. Not only does the individual in the grip of the inferior function focus perception and judgment inappropriately, but he or she also cannot recognise or appreciate others' attempts to suggest alternative ways of looking at things or solving problems.

Dominant Intuitive types (ENPs and INJs) focus exclusively on one or a few facts or details; dominant Sensing types (ESPs and ISJs) are caught in a tunnel of negative possibilities extending into the distant future; dominant Thinking types (ITPs and ETJs) can't see beyond being unloved and forever unlovable; dominant Feeling types (IFPs and EFJs) become stuck in a tunnel of inferiority and incompetence.

Loss of any sense of humour. A direct consequence of the loss of perspective that results in tunnel vision is the loss of appreciation for humour that is characteristic of all types when they are deeply in the grip of their inferior function. In fact, if a person in such a state is able to achieve enough perspective to see any humour in his or her situation, he or she is likely to be in the process of emerging and regaining equilibrium. People fully experiencing an episode of their inferior function are essentially operating out of their unconscious with its all-or-nothing, black-and-white character. To see the humour in anything requires the broad perspective that includes nuances and shades of grey.

When you are involved with individuals or members of a group who are behaving in any kind of extreme way relative to their typical behaviour or relative to what most people would see as reasonable for the situation, chances are a good deal of unconsciousness is being expressed. With regard to better understanding both yourself and others in the grip of the inferior function, a few pointers are listed in Table 36. You don't need to know anyone's type or the specifics of anyone's inferior function to make use of these recommendations.

Table 36 – Recommended Responses to Others in the Grip

Do

Validate the concerns expressed

Try to understand the point of view described

Promise to think about, discuss with others and see what you can find out about the issue at hand

Promise to meet and discuss the issue at a specific time

Don't

Try to reason with them

Contradict them

Defend yourself against accusations

Minimise or dismiss the concerns expressed

Make fun of anything

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Notes

1. Readers who wish to have a more detailed and complete presentation may benefit from the many examples and in-depth coverage of the material in this book-length volume.
2. The other term Jung used for the dominant function was the *superior* function. It is superior in the sense of being at the top of the energy hierarchy. The *inferior* function was so called because it is the opposite one and at the bottom of the energy hierarchy. The term *inferior* is not meant to imply pathology or moral deficiency.
3. For a detailed explanation of type dynamics and the procedure for determining type dynamics from any four-letter type, see *MBTI Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator* (Myers, McCaulley, Quenk & Hammer, 1998), *Introduction to Type Dynamics and Development* (Myers & Kirby, 1994) or *Beside Ourselves* (Quenk, 1993).
4. The unconscious content an individual brings to the inferior function experience comes largely from the aspect of the unconscious Jung calls the *Shadow*. This is the often negative, unacceptable part of our psyche, the repository of all those things a person does not wish to acknowledge about himself or herself. People often confuse the concept of the Shadow with the concept of the inferior function. However, these two concepts represent different aspects of Jung's psychology: the inferior function describes the *form* in which the *contents* of the Shadow are likely to appear.
5. For Freud, Jung's early colleague and mentor, the dream was the "royal road to the unconscious".
6. We can project unacknowledged *positive* as well as negative personal qualities onto others. A person who sees himself or herself as incompetent in spite of being objectively successful may project his or her own unacknowledged competence onto others, seeing them as a great deal more effective than they actually are.



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