

MYERS-BRIGGS TYPE INDICATOR®

Work Styles Report

ENHANCING TWO-WAY COMMUNICATION IN ORGANIZATIONS

by Allen L. Hammer, Ph.D.



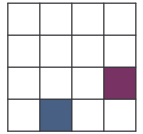
Report prepared for

Jane Sample and John Sample

April 30, 2014

CPP, Inc.
800-624-1765
www.cpp.com

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HOW THIS REPORT CAN HELP YOU

The purpose of this report is to help you improve your working relationship. The report applies your results on the *Myers-Briggs Type Indicator*® (MBTI®) instrument. The MBTI instrument is based on the theory of personality types described by Carl Jung and Isabel Briggs Myers and Katharine Briggs. This theory states that many of the valuable differences between people are a result of natural preferences that everyone has for different ways of perceiving, or taking in information, and for different ways of judging, or making decisions. If these natural differences can be understood and appreciated, working relationships can be improved.

Specifically, this report will help you

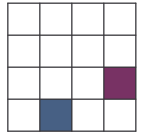
- Better understand how you communicate with each other
- Identify possible sources of misunderstanding
- Resolve or avoid communication conflicts
- Build on your combined strengths to develop a more productive working relationship

To make the most of this report, you should have already had an interpretation of the Myers-Briggs™ instrument by a qualified practitioner. You should also have verified your best-fit type.

So that you both have the same information, an identical report has been prepared for each of you. Thus this report contains not only your MBTI preferences but also those of your colleague. *Please respect your colleague's right to confidentiality.* Although you may decide to share your own type with others, never reveal your colleague's type to anyone. Only he or she can decide to whom and under what conditions to disclose that information.

This report, based on years of experience and research with the MBTI instrument, contains the following sections:

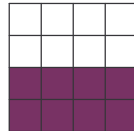
- The MBTI Dichotomies
- Your MBTI Type at Work
- Communication Style
- Information Gathering
- Decision Making
- Project Management
- Next Steps
- Further Reading



THE MBTI DICHOTOMIES

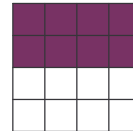
The MBTI instrument contains four dichotomies, and each dichotomy has two choices, as shown by the letters below (E or I, S or N, T or F, and J or P). Your preferences and your colleague's preferences on these dichotomies affect how you work with each other and with other people.

**WHERE DO YOU
FOCUS YOUR
ATTENTION
AND ENERGY?**



E **EXTRAVERSION**

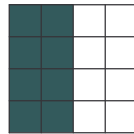
The outer world of people or things



I **INTROVERSION**

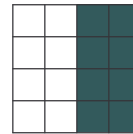
The inner world of ideas or impressions

**HOW DO YOU
PREFER TO TAKE
IN INFORMATION?**



S **SENSING**

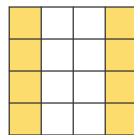
Focus on what is real to the five senses—facts and concrete data



N **INTUITION**

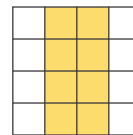
Focus on what is possible—hunches, patterns, and relationships

**HOW DO YOU
PREFER TO MAKE
DECISIONS?**



T **THINKING**

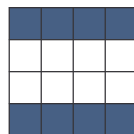
Logical analysis based on cause and effect



F **FEELING**

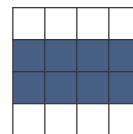
Concern with values and how others may be affected

**HOW DO YOU
PREFER TO DEAL
WITH THE OUTER
WORLD?**



J **JUDGING**

Come to closure; make decisions; organize

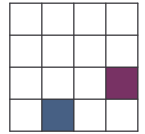


P **PERCEIVING**

Seek to understand; collect information; adapt

The table displays the 16 personality types that result from the combination of these four dichotomies. The four-letter types in large print are the types you confirmed as your best-fit types.

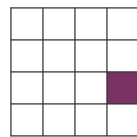
| | | | |
|------|-------------|------|-------------|
| ISTJ | ISFJ | INFJ | INTJ |
| ISTP | ISFP | INFP | INTP |
| ESTP | ESFP | ENFP | ENTP |
| ESTJ | ESFJ | ENFJ | ENTJ |



YOUR MBTI TYPE AT WORK

Your personality type may affect how you do your work and what you consider important. Below is a description of your personality type in work environments.

The percentage of your MBTI type among managers is based on the MBTI results of 26,477 participants in programs at the Center for Creative Leadership.¹ The percentage of your type among the population is based on a national representative sample of 3,009 adult men and women in the United States.²



Jane

ENTP

EXTRAVERTED INTUITION



John

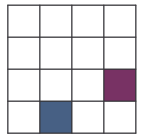
ESFJ

EXTRAVERTED FEELING

| | | |
|----------------------------|--|--|
| FREQUENCY | <ul style="list-style-type: none"> 8.0% of managers 3.2% of population | <ul style="list-style-type: none"> 3.2% of managers 12.3% of population |
| GENERAL DESCRIPTION | <ul style="list-style-type: none"> Creative, curious, assertive, independent, logical, adaptable, energetic Task oriented | <ul style="list-style-type: none"> Warm, caring, helpful, practical, decisive, responsible, loyal Relationship oriented |
| PRIMARY MOTIVATOR | <ul style="list-style-type: none"> Opportunity to face new challenges and the freedom to pursue them | <ul style="list-style-type: none"> Opportunity to provide personal service and tangible help to others |
| WORK STYLE | <ul style="list-style-type: none"> Infuse a team with enthusiasm Take on new challenges | <ul style="list-style-type: none"> Sustain harmonious relationships Preserve what works |
| WORK ENVIRONMENT | <ul style="list-style-type: none"> Entrepreneurial Fast-paced | <ul style="list-style-type: none"> Collaborative Supportive |
| VALUES | <ul style="list-style-type: none"> Questioning established values Risk taking, variety Achievement | <ul style="list-style-type: none"> Belonging to a group Friendship Spirituality |
| DEALING WITH CHANGE | <ul style="list-style-type: none"> Must see enthusiasm when change is presented Need to see the big picture and options for change | <ul style="list-style-type: none"> Must see change as realistic and in step with organization's traditions Must see the tangible benefits for people |
| POTENTIAL PROBLEMS | <ul style="list-style-type: none"> Rebel against authority Fail to state expectations clearly Become scattered | <ul style="list-style-type: none"> Be judgmental Miss trends or changes in the environment Be overly sensitive |

¹ Fleenor, J. (1997). The relationship between the MBTI and measures of personality and performance in management groups. Table 2. In C. Fitzgerald & L. K. Kirby (Eds.), *Developing Leaders* (pp. 115–138). Palo Alto, CA: Consulting Psychologists Press, Inc. Data are based on MBTI Form G results.

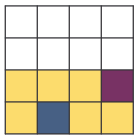
² Myers, I. B., McCaulley, M. H., Quenk, N. L., & Hammer, A. L. (1998). *The MBTI manual: A guide to the development and use of the Myers-Briggs Type Indicator* (3rd ed.). Table 14.1. Palo Alto, CA: Consulting Psychologists Press, Inc. Data are based on MBTI Form M results.



COMMUNICATION STYLE

Communication style refers to how you prefer to communicate your ideas, opinions, or feelings to others. Your communication style is primarily influenced by your preference on the Extraversion–Introversion dichotomy of the MBTI instrument.

Your responses to the Myers-Briggs™ questions show that you both have the same preference on the E–I dichotomy. Your communication styles will therefore tend to be similar, although probably not exactly alike.



Jane

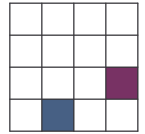
John

ENTP

ESFJ

PEOPLE WHO PREFER EXTRAVERSION MAY...

- Like to be around others to discuss whatever comes to mind
- Discuss issues informally by dropping in a colleague's office or catching someone in the hall
- Prefer to listen or talk rather than read
- Arrive at their best solutions through discussion
- Not know what they think until they hear themselves say it
- Need constant feedback from others as they discuss
- Deal with conflict by attempting to find a solution that meets the goals of both parties
- Seek a work environment full of energy, excitement, and external stimulation
- Move quickly in conversation from one topic to another without pausing
- Want to include others in their decision-making process
- Speak up frequently in meetings



Potential Problems in Communication Style

You have similar communication styles and may feel comfortable with this aspect of your work relationship. However, there are two possible sources of communication problems. First, the similarity itself may cause conflict with one another. Second, since you have the same preferences you also have the same blind spots, which can cause problems communicating with other people.

BECAUSE YOU BOTH PREFER **EXTRAVERSION**, JANE AND JOHN, YOU MAY...

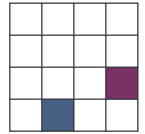
-
- Have trouble really listening to each other, because each of you may want to do all of the talking
 - Interrupt each other or complete each other's sentences
 - Compete to be the center of attention in meetings
 - Act quickly without taking time to reflect
 - Overwhelm more introverted team members with the amount of your talk
 - Annoy others by spending too much time off-task or in social conversation
 - Fail to document decisions in writing so that others who are not present can be informed
-

Joint Action Plan for Communication Style

The suggested action steps below address both kinds of potential communication problems for people with the same preferences: (1) problems with each other due to the similarity itself and (2) problems communicating with others due to having the same blind spots. It is important that you work on these issues together. Note which steps you agree to take and which steps need further discussion.

Agree Discuss

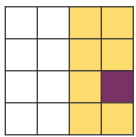
- Use active listening techniques, such as paraphrasing or summarizing, before giving your own opinion
- Try not to interrupt when your colleague is speaking; when you are speaking, stop occasionally to give your colleague a chance to respond
- In meetings, take turns talking
- After you think you are at a decision point, put it aside for an agreed-upon time to allow for reflection
- Specifically ask more introverted members for their opinions; then *pause* to give them a chance to respond!
- Continue to make time for socializing, perhaps even build it into the agenda, but set a limit on it
- Put your decision in writing and distribute it to those who need to know



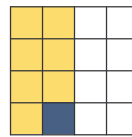
INFORMATION GATHERING

Your preference for gathering information determines both what kind of information you look for and what information you may be willing to trust as evidence. Your preference on the Sensing–Intuition dichotomy relates to how you prefer to gather information.

Your responses to the MBTI questions show that you have different preferences on the S–N dichotomy. You will tend to have different styles of gathering information.

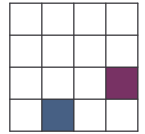


Jane
ENTP
PEOPLE WHO PREFER
INTUITION MAY...



John
ESFJ
PEOPLE WHO PREFER
SENSING MAY...

- | | |
|---|--|
| <ul style="list-style-type: none"> • Have a motto of “We need to think out of the box” | <ul style="list-style-type: none"> • Have a motto of “If it ain’t broke, don’t fix it” |
| <ul style="list-style-type: none"> • Generate many possible solutions | <ul style="list-style-type: none"> • Collect and draw attention to relevant facts |
| <ul style="list-style-type: none"> • Trust their hunches about what is possible | <ul style="list-style-type: none"> • Trust solutions that have already been proven |
| <ul style="list-style-type: none"> • Want to determine if this problem is related to other problems; they identify underlying issues | <ul style="list-style-type: none"> • Take the problem at face value and focus on solving it; they don’t look for problems elsewhere |
| <ul style="list-style-type: none"> • See standard policies and procedures as the cause of the problem | <ul style="list-style-type: none"> • Consult policy manuals that outline how to proceed and who should be involved |
| <ul style="list-style-type: none"> • See constraints as challenges to work around or even ignore | <ul style="list-style-type: none"> • See solutions as needing to conform to existing constraints |
| <ul style="list-style-type: none"> • Be unwilling to fight all the small battles necessary to get new ideas adopted | <ul style="list-style-type: none"> • See implementation as part of problem solving |
| <ul style="list-style-type: none"> • Be good at questioning basic assumptions | <ul style="list-style-type: none"> • Be good at questioning new ideas to expose their flaws |
| <ul style="list-style-type: none"> • Focus on whatever aspect of the problem catches their attention | <ul style="list-style-type: none"> • Prefer to deal with problems in a step-by-step manner |



Potential Problems in Information Gathering

Because of the natural differences in your information gathering styles you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this might be happening.

JANE, YOU MAY...

- Believe that your colleague is ignoring fantastic opportunities
- Get caught up in generating possibilities for their own sake because you enjoy the process
- Focus so much on the big picture that you don't deal with the immediate concrete problem
- Feel constrained when your colleague tries to follow standard operating procedures
- Believe that your colleague is not willing to change or is mired in the past
- Irritate your colleague by quickly jumping around from topic to topic, seemingly at random

JOHN, YOU MAY...

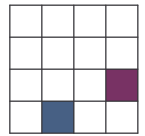
- Believe that your colleague is ignoring key facts
- Immediately shoot down new ideas as unrealistic or impossible
- Ignore the big picture while pushing to solve the immediate problem
- Feel anxious when your colleague ignores standard policies and procedures
- View your colleague as impractical and wanting to take unnecessary risks
- Irritate your colleague by repeating facts or instructions or by talking slowly and carefully

Joint Action Plan for Information Gathering

Your differences can be valuable because you bring complementary strengths to information gathering. Together you have a useful balance between looking at the facts of the immediate problem (S) and seeing the big picture (N). To maximize the benefit of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need further discussion.

Agree Discuss

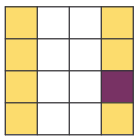
- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | When problem solving, rank possible solutions based on costs and benefits |
| <input type="checkbox"/> | <input type="checkbox"/> | Work together to determine the cost of missing out on an opportunity |
| <input type="checkbox"/> | <input type="checkbox"/> | Identify which facts can be used to help make new ideas more feasible |
| <input type="checkbox"/> | <input type="checkbox"/> | Set aside a specific time to determine together whether the current problem is a symptom of a larger one |
| <input type="checkbox"/> | <input type="checkbox"/> | Identify what impact new ideas will have on day-to-day operations |
| <input type="checkbox"/> | <input type="checkbox"/> | Identify how new ideas may need to be modified to be achievable |
| <input type="checkbox"/> | <input type="checkbox"/> | Identify current constraints (e.g., resources) |
| <input type="checkbox"/> | <input type="checkbox"/> | If new products or ideas are proposed, determine which old ones must be given up to fit current constraints or decide to relax the constraints |



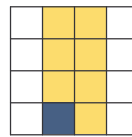
DECISION MAKING

Decision-making style refers to how you go about making a decision, forming an opinion, or settling an issue. Your preference on the Thinking–Feeling dichotomy likely affects how you prefer to make decisions.

Your responses to the MBTI questions show that you have different preferences on the T–F dichotomy. You will therefore tend to have different styles of decision making.

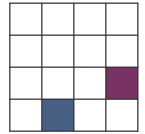


Jane
ENTP
**PEOPLE WHO PREFER
THINKING MAY...**



John
ESFJ
**PEOPLE WHO PREFER
FEELING MAY...**

| | |
|--|---|
| <ul style="list-style-type: none"> • Form opinions after a logical analysis of the problem | <ul style="list-style-type: none"> • Form opinions after considering their own or others' values |
| <ul style="list-style-type: none"> • Seek to understand assumptions and identify consequences that logically follow | <ul style="list-style-type: none"> • Seek to understand the positions or opinions of others |
| <ul style="list-style-type: none"> • Strive to be objective | <ul style="list-style-type: none"> • Strive to understand issues from the other person's perspective |
| <ul style="list-style-type: none"> • Expect others to present arguments that build to clear conclusions | <ul style="list-style-type: none"> • Expect others to express how they feel about the problem |
| <ul style="list-style-type: none"> • See argument as a good way to bring issues out in the open | <ul style="list-style-type: none"> • Think that arguing is always counterproductive |
| <ul style="list-style-type: none"> • Ask tough questions to uncover inconsistencies that must be resolved | <ul style="list-style-type: none"> • Ask gentle or clarifying questions to uncover what matters to others |
| <ul style="list-style-type: none"> • Strive to treat everyone fairly, which means equally | <ul style="list-style-type: none"> • Strive to treat everyone fairly, which means according to his or her particular needs |
| <ul style="list-style-type: none"> • Consider how decisions will affect the bottom line | <ul style="list-style-type: none"> • Consider how decisions affect morale, commitment, and enthusiasm |
| <ul style="list-style-type: none"> • Be assertive and competitive so that the "best" idea wins | <ul style="list-style-type: none"> • Try to achieve consensus, which will yield the "best" solution |
| <ul style="list-style-type: none"> • Exercise authority in determining how the decision will be implemented | <ul style="list-style-type: none"> • Consider how to get buy-in from those who will implement the decision |



Potential Problems in Decision Making

Because of the natural differences in your decision-making styles you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this might be happening.

JANE, YOU MAY...

- Focus so much on the bottom line that you ignore the people involved
- Fail to listen to your colleague because your focus is on supporting your own position
- Annoy your colleague by trying to pin him/her down
- Ask questions in ways that are perceived by your colleague as attacks
- Be aggressive in stating your beliefs
- Fail to explicitly appreciate your colleague's contributions
- View continued disagreement as illogical

JOHN, YOU MAY...

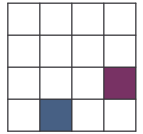
- Focus so much on making everyone happy that you miss the impact on the bottom line
- Fail to present objective evidence to back up your position
- Annoy your colleague by checking with others before stating an opinion
- Withhold information when you are being questioned
- Not be assertive about giving your opinion
- Believe your colleague is unappreciative of others' efforts
- View continued disagreement as a lack of loyalty

Joint Action Plan for Decision Making

Your differences can be valuable because you bring complementary strengths to decision making. Together you have a useful balance between logical analysis (T) and concern for people's values (F). To capitalize on these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need further discussion.

Agree Discuss

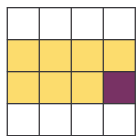
- | | | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Agree on the goal that will satisfy the bottom line and the people involved |
| <input type="checkbox"/> | <input type="checkbox"/> | Find ways to support your position with both logical arguments and an appeal to values |
| <input type="checkbox"/> | <input type="checkbox"/> | Identify particular individuals who may be most affected by your decisions, discuss their possible reactions, and prepare contingency plans |
| <input type="checkbox"/> | <input type="checkbox"/> | Look for common ground as a way to create win/win solutions |
| <input type="checkbox"/> | <input type="checkbox"/> | Establish ground rules about what kind of competition, if any, would be fun or healthy |
| <input type="checkbox"/> | <input type="checkbox"/> | Discuss with each other how you each like to be appreciated |



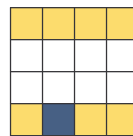
PROJECT MANAGEMENT

People approach projects in different ways. Individuals can differ on how much structure they believe is necessary to manage a project through to completion, or on how much information they are willing to consider before making the decisions required to move the project forward. Your project-management style is based primarily on your preference on the Judging–Perceiving dichotomy of the MBTI instrument.

Your responses to the Myers-Briggs questions show that you have different preferences on the J–P dichotomy. You are likely to approach project management in different ways.

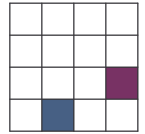


Jane
ENTP
PEOPLE WHO PREFER
PERCEIVING MAY...



John
ESFJ
PEOPLE WHO PREFER
JUDGING MAY...

| | |
|--|--|
| <ul style="list-style-type: none"> • See goals as moving targets that always need adjusting | <ul style="list-style-type: none"> • Set clear, measurable goals |
| <ul style="list-style-type: none"> • Start with the most interesting task and let the process unfold | <ul style="list-style-type: none"> • Break large tasks down into subtasks and proceed methodically |
| <ul style="list-style-type: none"> • View a project as an organic process that can't be too tightly managed | <ul style="list-style-type: none"> • Develop a time line with milestones to monitor progress carefully |
| <ul style="list-style-type: none"> • Stay open to new information and change plans accordingly | <ul style="list-style-type: none"> • Come to closure quickly and be reluctant to change decisions |
| <ul style="list-style-type: none"> • Feel constrained by structure, especially from a supervisor | <ul style="list-style-type: none"> • Like to work in a structured environment |
| <ul style="list-style-type: none"> • Believe that a recipe for success is "Tell me what needs to be done, then let me do it my way" | <ul style="list-style-type: none"> • Believe that a recipe for success is "Plan the work, then work the plan" |
| <ul style="list-style-type: none"> • Be motivated by autonomy | <ul style="list-style-type: none"> • Be motivated by achievement |
| <ul style="list-style-type: none"> • Like to work on multiple challenges simultaneously | <ul style="list-style-type: none"> • Want to achieve results on one project and then move on |
| <ul style="list-style-type: none"> • Want decisions to emerge from the information-gathering process | <ul style="list-style-type: none"> • Establish rules for who makes decisions when |
| <ul style="list-style-type: none"> • Trust their ability to respond quickly and accomplish a lot | <ul style="list-style-type: none"> • Trust their ability to organize the project to achieve the desired goal |



Potential Problems in Project Management

Because of the natural differences in your project-management styles you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this might be happening.

JANE, YOU MAY...

- Irritate others by delaying decisions while collecting more information
- Not clarify your role before jumping in
- Fail to adequately honor your colleague's need for closure
- Overwhelm your colleague with new information
- Miss milestones your colleague is counting on
- Feel that *any* structure is too much structure
- Deal with attempts to structure your time by rebelling
- Annoy others by not following through promptly or at all

JOHN, YOU MAY...

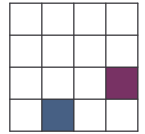
- Become frustrated if decisions are not made quickly enough
- Try to assign specific roles or tasks to everyone
- Try to force a less-than-optimal decision, just to settle the matter
- Fail to consider new information
- Dismiss opportunities identified by your colleague
- Try to impose too much structure on how your colleague completes tasks
- Deal with resistance to structure by imposing even more of it
- Annoy others by continually reminding them of their deadlines

Joint Action Plan for Project Management

Your differences can be valuable because you bring complementary strengths to project management. Together you have a useful balance between reaching conclusions (J) and staying open to new opportunities (P). To maximize the benefit of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need further discussion.

Agree Discuss

- | | | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Make sure that you really agree on the goal and priorities for the project |
| <input type="checkbox"/> | <input type="checkbox"/> | Clarify roles ahead of time |
| <input type="checkbox"/> | <input type="checkbox"/> | Negotiate how the Judging type can remain open to new opportunities yet have the sense that the project is progressing as planned |
| <input type="checkbox"/> | <input type="checkbox"/> | Negotiate how to balance the autonomy needed by the Perceiving type with the structure needed by the Judging type |
| <input type="checkbox"/> | <input type="checkbox"/> | Negotiate how the Perceiving type can be accountable yet do the work in his or her own way |
| <input type="checkbox"/> | <input type="checkbox"/> | Decide how often and in what manner reminders of deadlines are delivered |



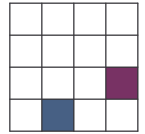
NEXT STEPS

Jane reports preferences for ENTP, and John reports preferences for ESFJ. Differences can be individual learning opportunities, enabling each person to develop new behaviors. Similarities can provide the common ground that will make addressing differences easier.

Understanding the differences and similarities in your work styles is only the first step in improving your work relationship. To build a more productive relationship you need to take direct action. These steps may help you translate your understanding into specific behaviors. Mark the steps below that you both agree to take and mark the steps that need further discussion.

Agree Discuss

- Commit to making a mutual effort to improve your working relationship.
- Agree to meet periodically to discuss your similarities and differences and how your working relationship might be improved further.
- Read your own type description on page 4 of this report. Discuss with your colleague which points you think do and do not describe you; give examples.
- Read your colleague's type description on page 4 of this report. Ask for clarification about any parts of the description that you do not understand.
- Review pages 5–12 for the preferences on which you and your colleague differ. On those preferences that differ, give examples of your own style and ask for clarification of anything that you do not understand about your colleague's style. Do not rush this discussion.
- To gain a more in-depth awareness of how your type affects your work style through an understanding of type dynamics, read *Introduction to Type® Dynamics and Development* and *In the Grip* (see the next page).
- Agree on one or two areas in which your communication most needs improvement. Prepare a development plan for those areas. Once those areas have improved, move on to another area.
- Make sure you understand what the other person is saying by reflecting it back and asking for confirmation. Do not assume that you know what the person means, even if he or she uses the same words that you use.
- Think of your colleague's strengths rather than dwelling on weaknesses.
- Type does not explain all aspects of your working relationship. There may be other issues that are not type related. If problems persist, ask a third party to facilitate a discussion of the sources of your conflict.
- Identify common ground in any preferences that you share. Recognizing your common ground will help you avoid focusing exclusively on differences.



FURTHER READING

Reports available through a counseling professional

- Myers-Briggs Type Indicator® Team report.* (1998). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Quenk, N. L., & Kummerow, J. M. (1996). *MBTI Step II Expanded interpretive report.* Palo Alto, CA: Consulting Psychologists Press, Inc.
- Schnell, E. R., & Hammer, A. L. (1996). *FIRO-B™ Interpretive report for organizations.* Palo Alto, CA: Consulting Psychologists Press, Inc.

Books and other publications

- Hammer, A. L. (1998). *Introduction to Type® and careers.* Palo Alto, CA: Consulting Psychologists Press, Inc.
- Hirsh, S. K., & Kise, J. A. G. (2001). *Introduction to Type® and coaching: A dynamic guide for individual development.* Palo Alto, CA: Consulting Psychologists Press, Inc.
- Hirsh, S. K., & Kise, J. A. G. (1996). *Work it out: Clues for solving people problems at work.* Palo Alto, CA: Davies-Black Publishing, a division of Consulting Psychologists Press, Inc.
- Hirsh, S. K., & Kummerow, J. M. (1998). *Introduction to Type® in organizations* (3rd ed.). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Myers, K. D., & Kirby, L. K. (1994). *Introduction to Type® dynamics and development.* Palo Alto, CA: Consulting Psychologists Press, Inc.
- Pearman, R. R. (1998). *Hardwired leadership.* Palo Alto, CA: Davies-Black Publishing, a division of Consulting Psychologists Press, Inc.
- Pearman, R. R., & Albritton, S. C. (1997). *I'm not crazy, I'm just not you.* Palo Alto, CA: Davies-Black Publishing, a division of Consulting Psychologists Press, Inc.
- Pickering, P. (1999). *How to manage conflict: Turn all conflicts into win-win outcomes* (3rd ed.). Franklin Lakes, NJ: Career Press.
- Quenk, N. L. (2000). *In the grip: Understanding type, stress, and the inferior function.* (2nd ed.). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Scott, G. G. (2000). *Work with me: Resolving everyday conflict in your organization.* Palo Alto, CA: Davies-Black Publishing, a division of Consulting Psychologists Press, Inc.
- Thomas, K., & Kilmann, R. (1974). *Thomas-Kilmann Conflict Mode Instrument.* Palo Alto, CA: Consulting Psychologists Press, Inc.
- Tingley, J. C. (1996). *Say what you mean, get what you want.* New York: AMACOM Books.
- Wall, B. (1999). *Working relationships.* Palo Alto, CA: Davies-Black Publishing, a division of Consulting Psychologists Press, Inc.