**Successful Leaders and the Hardward of our Lives – Discovering the Preferences Behind your Leadership**

<table>
<thead>
<tr>
<th>A person's preference for how they prefer to relate to the world around them</th>
<th>A person's preference for how they prefer to gather information</th>
<th>A person's preference for how they prefer to convert data into a decision</th>
<th>A person's preference for how they prefer to order (structure) their world (J = make a judgment &amp; P= Perceive more data)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extravert</td>
<td>Introvert</td>
<td>Sensors</td>
<td>iNtuitive</td>
</tr>
<tr>
<td>Social</td>
<td>Private</td>
<td>Sequential</td>
<td>Random</td>
</tr>
<tr>
<td>Interaction</td>
<td>Concentration</td>
<td>Present</td>
<td>Future</td>
</tr>
<tr>
<td>External</td>
<td>Internal</td>
<td>Realistic</td>
<td>Conceptual</td>
</tr>
<tr>
<td>Breadth</td>
<td>Depth</td>
<td>Perspiration</td>
<td>Inspiration</td>
</tr>
<tr>
<td>Extensive</td>
<td>Intensive</td>
<td>Actual data</td>
<td>Theoretical</td>
</tr>
<tr>
<td>Multiple Relationships</td>
<td>Focused Relationships</td>
<td>Down-to-earth facts</td>
<td>Head-in-clouds ideas</td>
</tr>
<tr>
<td>Energy expenditure</td>
<td>Energy conservation</td>
<td>Fact</td>
<td>Fantasy</td>
</tr>
<tr>
<td>External events</td>
<td>Internal reactions</td>
<td>Practicality</td>
<td>Ingenuity</td>
</tr>
<tr>
<td>Gregarious</td>
<td>Reflective</td>
<td>Specific</td>
<td>General</td>
</tr>
<tr>
<td>Speak, in order to think</td>
<td>Think, in order to speak</td>
<td>Touch It</td>
<td>Imagine It</td>
</tr>
<tr>
<td>Expressive</td>
<td>Reserved</td>
<td>Trees</td>
<td>Forest</td>
</tr>
<tr>
<td>Repeat Points</td>
<td>Express point one time</td>
<td>Examine components</td>
<td>Examine meaning</td>
</tr>
<tr>
<td>Non-verbal communication</td>
<td>Appear aloof and reserved</td>
<td>Gather sequentially</td>
<td>Gather randomly</td>
</tr>
<tr>
<td>Speak Loud</td>
<td>Prefer Quiet</td>
<td>Focus on what it is</td>
<td>Focus on what it can be</td>
</tr>
<tr>
<td>Speak Rapidly</td>
<td>Speak with hesitation</td>
<td>Impatient with concepts only</td>
<td>Impatient with details only</td>
</tr>
</tbody>
</table>

**E I S N T F J P**

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Meyers-Briggs Type Indicator – From Toy to Tool - Front-Seat Back-Seat Theory

How we Relate to the World

Extrovert E
Introvert I

How we Gather Data

Sensing S
iNtuition N

How we Make Decisions

Thinking T
Feeling F

"P"
Perceiving

"J"
Judging

Driver Seat

Inferior Function (The Corporal of your life)

S Data N

T Decision F

J P

these two letters show the function that you and other’s “extravert” to the outside world. The last letter of your four-letter type indicates this.

Tertiary Function (The Sergeant of your life)

Auxiliary Function (The Lieutenant of your life)

Driver Seat

Dominate Function (The General of your life)

Driver’s Side Back Seat

Passenger Side Back Seat

Passenger Seat

Rules:
1. Your middle two letters tell you what is in your front seats.
2. Your last letter tells you which one of those you “extravert” to the world.
3. Your first letter tells you where that “extraverted” function goes (E in driver seat & I in passenger seat)

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## Priority and Direction of Functions
### (Front-Seat Back-Seat Theory)

<table>
<thead>
<tr>
<th>Inspector</th>
<th>Protector</th>
<th>Counselor</th>
<th>Mastermind</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life’s Natural Organizer</td>
<td>Committed to getting it done</td>
<td>Inspiring leader/follower</td>
<td>Independent thinkers</td>
</tr>
<tr>
<td>ISTJ</td>
<td>ISFJ</td>
<td>INFJ</td>
<td>INTJ</td>
</tr>
</tbody>
</table>

**Dominant:***
- S (i) ISTJ
- N (i) ISFJ
- T (e) INFJ
- F (i) INTJ

**Auxiliary:***
- T (e) ISTJ
- F (e) ISFJ
- S (e) INFJ
- N (e) INTJ

**Tertiary:***
- F (i) ISTJ
- T (i) ISFJ
- N (i) INFJ
- S (i) INTJ

**Inferior:***
- N (e) ISTJ
- N (e) ISFJ
- S (e) INFJ
- S (e) INTJ

---

<table>
<thead>
<tr>
<th>Crafter</th>
<th>Composer</th>
<th>Healer</th>
<th>Architect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Just do it</td>
<td>Actions louder than words</td>
<td>Make life kind/gentle</td>
<td>Life’s Conceptualizes</td>
</tr>
<tr>
<td>ISTP</td>
<td>ISFP</td>
<td>INFP</td>
<td>INTP</td>
</tr>
</tbody>
</table>

**Dominant:***
- T (i) ISTP
- F (i) ISFP
- N (i) INFP
- T (i) INTP

**Auxiliary:***
- S (e) ISTP
- S (e) ISFP
- N (e) INFP
- N (e) INTP

**Tertiary:***
- N (i) ISTP
- N (i) ISFP
- S (i) INFP
- S (i) INTP

**Inferior:***
- F (e) ISTP
- T (e) ISFP
- S (e) INFP
- F (e) INTP

---

<table>
<thead>
<tr>
<th>Promoter</th>
<th>Performer</th>
<th>Champion</th>
<th>Inventor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make most of moment</td>
<td>Let’s make work fun</td>
<td>People are the product</td>
<td>Progress is the product</td>
</tr>
<tr>
<td>ESTP</td>
<td>ESFP</td>
<td>ENFP</td>
<td>ENTP</td>
</tr>
</tbody>
</table>

**Dominant:***
- S (e) ESTP
- S (e) ESFP
- N (e) ENFP
- N (e) ENTP

**Auxiliary:***
- T (i) ESTP
- F (i) ESFP
- F (i) ENFP
- T (i) ENTP

**Tertiary:***
- F (i) ESTP
- T (i) ESFP
- T (i) ENFP
- F (i) ENTP

**Inferior:***
- N (i) ESTP
- N (i) ESFP
- S (i) ENFP
- S (i) ENTP

---

<table>
<thead>
<tr>
<th>Supervisor</th>
<th>Provider</th>
<th>Teacher</th>
<th>Field Marshall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life’s Natural Administrators</td>
<td>Everyone’s trusted friend</td>
<td>Smooth-Talking persuaders</td>
<td>Life’s Natural Leaders</td>
</tr>
<tr>
<td>ESTJ</td>
<td>ESFJ</td>
<td>ENFJ</td>
<td>ENTP</td>
</tr>
</tbody>
</table>

**Dominant:***
- T (e) ESTJ
- F (e) ESFJ
- S (e) ENFJ
- T (e) ENTP

**Auxiliary:***
- S (i) ESTJ
- S (i) ESFJ
- N (i) ENFJ
- N (i) ENTP

**Tertiary:***
- N (e) ESTJ
- N (e) ESFJ
- S (e) ENFJ
- S (e) ENTP

**Inferior:***
- F (i) ESTJ
- T (i) ESFJ
- T (i) ENFJ
- F (i) ENTP

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THE “Z” PROBLEM-SOLVING MODEL
(Isabella Meyers Briggs Problem-Solving Model)

**S**
(Sensing)

- Gather all the FACTS and DETAILS
  - What are the facts?
  - Be specific and actual
  - List all relevant details
  - Be clear and concise

**N**
(iNtuition)

- Think Global! What ALTERNATIVES do the facts suggest?
  - Let your imagination run wild
  - Brainstorm
  - Consider multiple solutions
  - Look at the big picture in the facts

**T**
(Thinking)

**F**
(Feeling)

- Draw a Conclusion! Can it be ANALYZED OBJECTIVELY?
  - How will it impact others? How will the team support the final decision?