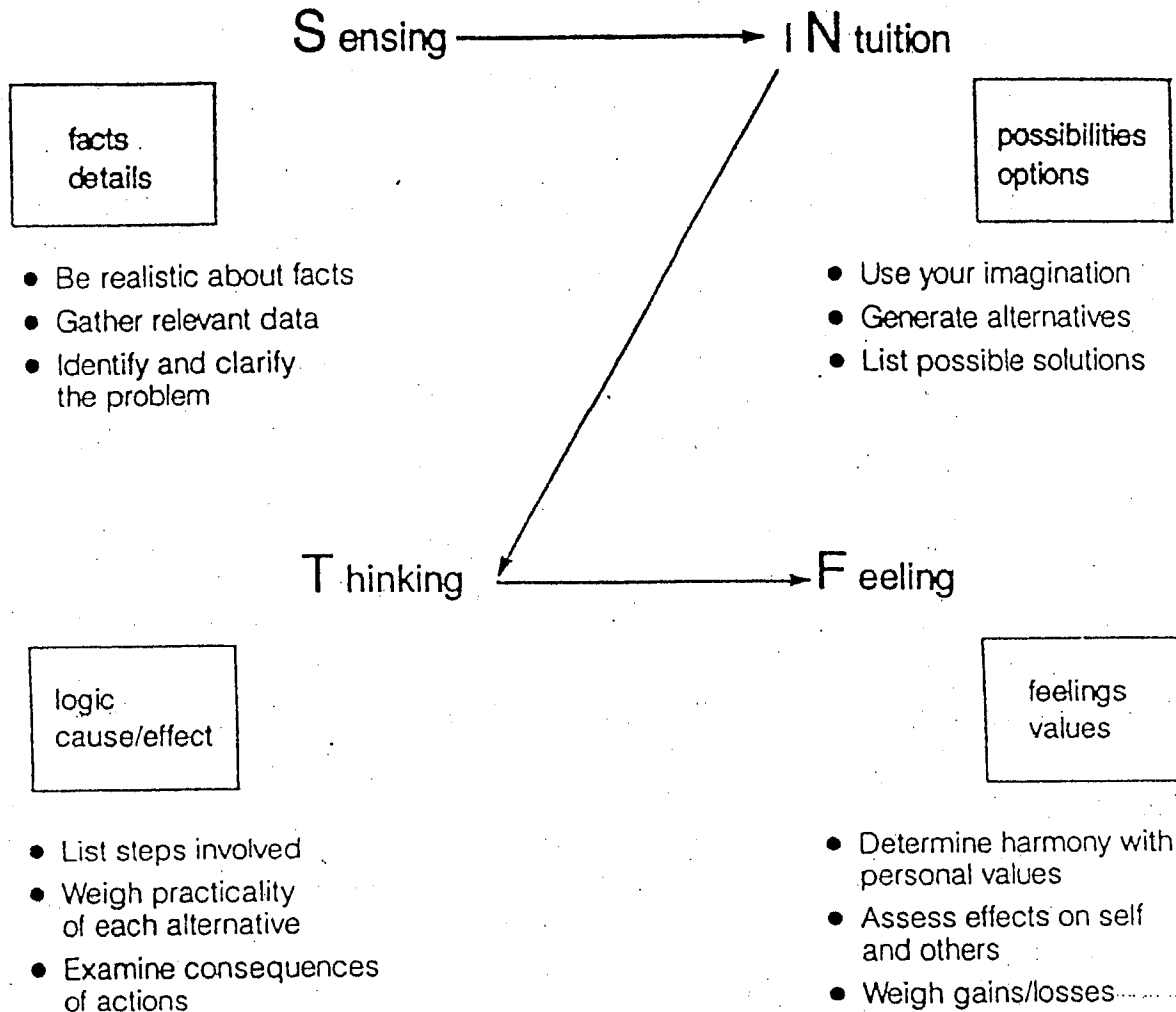


Problem Solving Model



Decide on course of action.
Act on it!
Evaluate the process.

MUTUAL USEFULNESS OF OPPOSITE TYPES

The clearest vision of the future comes only from an intuitive, the most practical realism only from a sensing type, the most incisive analysis only from a thinker, and the most skillful handling of people only from a feeling type. Success for any enterprise demands a variety of types, each in the right place.

Opposite types can supplement each other in any joint undertaking. When two people approach a problem from opposite sides, each sees things not visible to the other. Unfortunately, they seldom see each other's point of view. Too much oppositeness makes it hard for people to work well together. The best teamwork is usually done by people who differ on one or two preferences only. This much difference is useful, and the two or three preferences they have in common help them to understand each other and communicate.

When extreme opposites must work or live together, an understanding of type does much to lessen the friction. Disagreement is less irritating when Smith recognizes that it would hardly be normal for Jones to agree. Jones is not being willfully contrary. He is simply being an opposite type, and opposite types can be tremendously useful to each other when given the chance. The lists below show some of the specific ways.

INTUITIVES NEED SENSING TYPES:

- To bring up pertinent facts
- To apply experience to problems
- To read the fine print in a contract
- To notice what needs attention now
- To have patience
- To keep track of essential details
- To face difficulties with realism
- To remind that the joys of the present are important

SENSING TYPES NEED INTUITIVES:

- To bring up new possibilities
- To supply ingenuity on problems
- To read the signs of coming change
- To see how to prepare for the future
- To have enthusiasm
- To watch for new essentials
- To tackle difficulties with zest
- To show that the joys of the future are worth looking for

FEELING TYPES NEED THINKERS:

- To analyze
- To organize
- To find the flaws in advance
- To reform what needs reforming
- To hold consistently to a policy
- To weigh "the law and the evidence"
- To fire people when necessary
- To stand firm against opposition

THINKERS NEED FEELING TYPES:

- To persuade
- To conciliate
- To forecast how others will feel
- To arouse enthusiasm
- To teach
- To sell
- To advertise
- To appreciate the thinker