

Introduction to Type[®] and Decision Making



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To Larry Demarest,
whose life, writing, and practice
were an inspiration to all
who knew and loved him.

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Introduction



Do the decisions of your loved ones, co-workers, or boss sometimes leave you baffled? Do you ever wonder about their motivations? Do your own decisions, at times, seem surprising? Do you find yourself faced with complex decisions that could affect your group, organization, or community? Wouldn't it be helpful to understand what drives people in decision making, to be able to make sense of what often seems random or downright perplexing?

We are continually bombarded with decision-making opportunities, whether we seek them or not. Take one look at the daily news and it becomes evident that even our business, spiritual, and political leaders seem concerned about the best way to go about making decisions. From communication mishaps and information gaps to a failure to grasp consequences and construct sound plans, decision-making challenges abound. Clearly, all of us, whether public servants or private citizens, need help to become better decision makers.

Wouldn't it be fantastic if there were a universally applicable tool that could guide us in our decision-making process as well as aid us in understanding the decision-making processes of others? Fortunately, there is such a tool—the *Myers-Briggs Type Indicator*® (MBTI®) assessment, which is used internationally to facilitate an understanding of personality patterns and preferences.

Using Type to Make Better Decisions

Our purpose in writing this booklet is to help you make better decisions through the use of psychological type. We

illustrate the ways in which individuals typically go about making decisions and provide strategies you can use immediately to enhance all your decisions, from the momentous to the mundane. It is our belief that improvements in minor decisions lead to improvements in major decisions, eventually making possible positive life changes. Even if your aim is simply to make your daily decision making a little more sure-footed and fun, this booklet has something for you.

We also want to help you understand more about how others approach decision making. Whether you are engaging in decision making with members of your work team, family, school, or community group, the information in this booklet can launch crucial conversations, sparking improved group decision making. Recognizing the various ways in which psychological type influences how people make decisions offers groups a means of sharing views, thus reducing rather than inflaming conflict during decision making. With an awareness of type and a greater understanding of the decision-making process, you and your decision-making partners can collaborate to make more balanced and effective decisions.

Objectives

We believe that the application of type theory can transform the way you see decision making. Our objectives in this booklet are to

- Illuminate strengths and challenges, similarities and differences in decision-making style that are related to personality preferences or psychological type
- Provide a common, neutral language in which to discuss difficult decisions or mediate conflicts that erupt during the decision-making process
- Offer guidance on development in order to improve individual and group decision making
- Increase appreciation for the range of useful and worthwhile approaches to making decisions
- Promote the pursuit of decision-making excellence