

MYERS-BRIGGS TYPE INDICATOR®

Work Styles Report

ENHANCING TWO-WAY COMMUNICATION IN ORGANIZATIONS

by Allen L. Hammer, Ph.D.



Report prepared for

Tito Test and Tammy Test

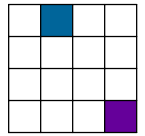
February 5, 2001

Interpreted by

Interpreter Ingrid

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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

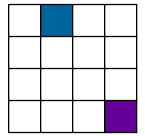
- Better understand how you communicate with each other
- Identify possible sources of misunderstanding
- Resolve or avoid communication conflicts
- Build on your combined strengths to develop a more productive working relationship

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:

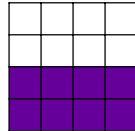
- The MBTI Dichotomies
- Your MBTI Type at Work
- Communication Style
- Information Gathering
- Decision Making
- Project Management
- Next Steps
- Further Reading



THE MBTI DICHOTOMIES

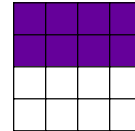
The MBTI instrument contains four dichotomies, and each dichotomy has two choices, as shown by the letters below (E or I, S or N, T or F, and J or P). Your preferences and your colleague's preferences on these dichotomies affect how you work with each other and with other people.

WHERE DO YOU FOCUS YOUR ATTENTION AND ENERGY?



E EXTRAVERSION

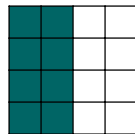
The outer world of people or things



I INTROVERSION

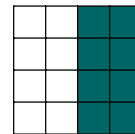
The inner world of ideas or impressions

HOW DO YOU PREFER TO TAKE IN INFORMATION?



S SENSING

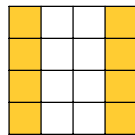
Focus on what is real to the five senses—facts and concrete data



N INTUITION

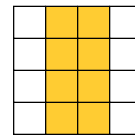
Focus on what is possible—hunches, patterns, and relationships

HOW DO YOU PREFER TO MAKE DECISIONS?



T THINKING

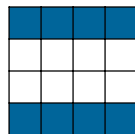
Logical analysis based on cause and effect



F FEELING

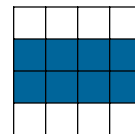
Concern with values and how others may be affected

HOW DO YOU PREFER TO DEAL WITH THE OUTER WORLD?



J JUDGING

Come to closure; make decisions; organize

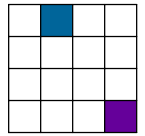


P PERCEIVING

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.

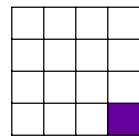
ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ



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.

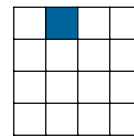
The percentage of your MBTI type among managers is based on the MBTI results of 26,477 participants in programs at the Center for Creative Leadership.¹ The percentage of your type among the population is based on a national representative sample of 3,009 adult men and women in the United States.²



Tito

ENTJ

EXTRAVERTED THINKING



Tammy

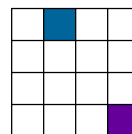
ISFJ

INTROVERTED SENSING

FREQUENCY	<ul style="list-style-type: none"> • 13.1% of managers • 1.8% of population 	<ul style="list-style-type: none"> • 3.1% of managers • 13.8% of population
GENERAL DESCRIPTION	<ul style="list-style-type: none"> • Logical, decisive, objective, critical, assertive, visionary, ambitious • Task oriented 	<ul style="list-style-type: none"> • Practical, precise, responsible, thorough, loyal, cooperative, sensitive • Relationship oriented
PRIMARY MOTIVATOR	<ul style="list-style-type: none"> • Opportunity to exercise organizational skills and leadership 	<ul style="list-style-type: none"> • Opportunity to provide personal service or tangible help to others
WORK STYLE	<ul style="list-style-type: none"> • Manage people and tasks • Take action 	<ul style="list-style-type: none"> • Set up effective procedures • Appreciate and support others
WORK ENVIRONMENT	<ul style="list-style-type: none"> • Competitive • Achievement oriented 	<ul style="list-style-type: none"> • Quiet • Cooperative
VALUES	<ul style="list-style-type: none"> • Action, variety • Achievement, power • Questioning established values 	<ul style="list-style-type: none"> • Spirituality • Experience, tradition • Home and family
DEALING WITH CHANGE	<ul style="list-style-type: none"> • Must see how change fits into a vision for the future • Need logical reasons for change 	<ul style="list-style-type: none"> • Must see change as in step with organization's traditions • Must see the tangible benefits for people
POTENTIAL PROBLEMS	<ul style="list-style-type: none"> • Push too hard • Fail to see impact on people • Fail to explicitly appreciate others 	<ul style="list-style-type: none"> • Miss trends or changes in the environment • Fail to assert own opinions • Be judgmental

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.

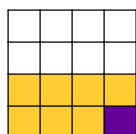
² Myers, I. B., McCaulley, M. H., Quenk, N. L., & Hammer, A. L. (1998). *The MBTI manual: A guide to the development and use of the Myers-Briggs Type Indicator* (3rd ed.). Table 14.1. Palo Alto, CA: Consulting Psychologists Press, Inc. Data are based on MBTI Form M results.



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.

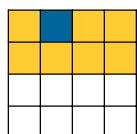
Your responses to the Myers-Briggs™ questions show that you have different preferences on the E–I dichotomy. You will therefore tend to have different communication styles.



Tito

ENTJ

**PEOPLE WHO PREFER
EXTRAVERSION MAY...**

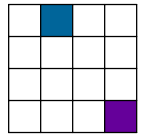


Tammy

ISFJ

**PEOPLE WHO PREFER
INTROVERSION MAY...**

- | | |
|---|---|
| <ul style="list-style-type: none"> • Like to be around others to discuss whatever comes to mind | <ul style="list-style-type: none"> • Like to be alone to think, read, or do research |
| <ul style="list-style-type: none"> • Discuss issues informally by dropping in a colleague's office or catching someone in the hall | <ul style="list-style-type: none"> • Discuss important issues only after having had the necessary time to prepare their thoughts |
| <ul style="list-style-type: none"> • Prefer to listen or talk rather than read | <ul style="list-style-type: none"> • Prefer to write or read memos, rather than talk |
| <ul style="list-style-type: none"> • Arrive at their best solutions through discussion | <ul style="list-style-type: none"> • Arrive at their best solutions by thinking things through on their own |
| <ul style="list-style-type: none"> • Not know what they think until they hear themselves say it | <ul style="list-style-type: none"> • Not know what they think until they have time alone to ponder |
| <ul style="list-style-type: none"> • Need constant feedback from others as they discuss | <ul style="list-style-type: none"> • Prefer to get feedback in writing or one-on-one |
| <ul style="list-style-type: none"> • Deal with conflict by attempting to find a solution that meets the goals of both parties | <ul style="list-style-type: none"> • Be reluctant to expend the energy necessary to discuss conflicts |
| <ul style="list-style-type: none"> • Seek a work environment full of energy, excitement, and external stimulation | <ul style="list-style-type: none"> • Seek a quiet work environment where they can concentrate and work without interruption |
| <ul style="list-style-type: none"> • Move quickly in conversation from one topic to another without pausing | <ul style="list-style-type: none"> • Pause or gaze off during conversations as they collect their thoughts |
| <ul style="list-style-type: none"> • Want to include others in their decision-making process | <ul style="list-style-type: none"> • Prefer to inform others of their decisions |
| <ul style="list-style-type: none"> • Speak up frequently in meetings | <ul style="list-style-type: none"> • Hesitate to speak up in meetings; they feel they are interrupting |



Potential Problems in Communication Style

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

TITO, YOU MAY...

- Misinterpret your colleague's quiet approach as purposeful withholding of information
- Be surprised when your colleague announces a decision
- Not read your colleague's memo entirely (or at all) but rather take it as a signal that he/she is ready to *discuss* the issue
- Feel put off or rejected if your attempts at social conversation are ignored
- Not respect your colleague's need for privacy
- Respond to what you view as your colleague's withdrawal by increasing your attempts to contact him/her
- Push your colleague to make a decision before he/she has thought about the issue in depth

TAMMY, YOU MAY...

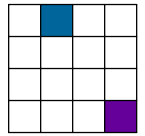
- Feel overwhelmed with all of the facts or possibilities discussed by your colleague
- Assume that everyone knows what you are thinking
- Be surprised when your colleague interprets your written communication as merely the *beginning* of the discussion
- Feel distracted by or anxious about social conversation, preferring to stick to the issue
- Not respect your colleague's need for contact
- Respond to attempts for increased contact by withdrawing further
- Resist attempts to hurry your decision by not being available

Joint Action Plan for Communication Style

Your differences can be valuable because you bring complementary strengths to communication. Together you have a useful balance between discussing (E) and reflecting (I). 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

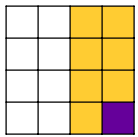
- Negotiate how much time the Introvert will need and the Extravert will be able to wait before discussing the issues
- Allow the Introvert a period of uninterrupted "thinking space" (either a period of time or a physical space) to compose his/her thoughts; help the Extravert identify others with whom he/she can discuss ideas
- Decide how frequently you need to "check in" with each other so that the Introvert's ideas don't surprise the Extravert
- Discuss your preferences for written memos versus discussion
- Discuss how much social versus task-related talk is helpful or needed
- Decide what matters are best discussed by dropping by someone's office, versus what matters are best discussed in meetings



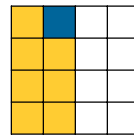
INFORMATION GATHERING

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.

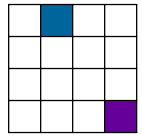


Tito
ENTJ
PEOPLE WHO PREFER
INTUITION MAY...



Tammy
ISFJ
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.

TITO, 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

TAMMY, YOU MAY...

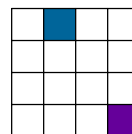
- Believe that your colleague is ignoring key facts
- Immediately shoot down new ideas as unrealistic or impossible
- Ignore the big picture while pushing to solve the immediate problem
- Feel anxious when your colleague ignores standard policies and procedures
- View your colleague as impractical and 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

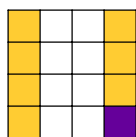
- When problem solving, rank possible solutions based on costs and benefits
- Work together to determine the cost of missing out on an opportunity
- Identify which facts can be used to help make new ideas more feasible
- Set aside a specific time to determine together whether the current problem is a symptom of a larger one
- Identify what impact new ideas will have on day-to-day operations
- Identify how new ideas may need to be modified to be achievable
- Identify current constraints (e.g., resources)
- 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



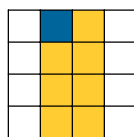
DECISION MAKING

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.

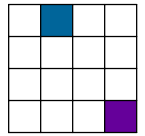


Tito
ENTJ
PEOPLE WHO PREFER
THINKING MAY...



Tammy
ISFJ
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.

TITO, 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

TAMMY, YOU MAY...

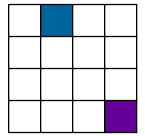
- Focus so much on making everyone happy that you miss the impact on the bottom line
- Fail to present objective evidence to back up your position
- Annoy your colleague by checking with others before stating an opinion
- Withhold information when you are being questioned
- Not be assertive about giving 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

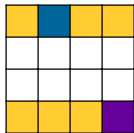
- Agree on the goal that will satisfy the bottom line and the people involved
- Find ways to support your position with both logical arguments and an appeal to values
- Identify particular individuals who may be most affected by your decisions, discuss their possible reactions, and prepare contingency plans
- Look for common ground as a way to create win/win solutions
- Establish ground rules about what kind of competition, if any, would be fun or healthy
- 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 indicate that you have the same preference on the J–P dichotomy. Your project-management styles will therefore tend to be similar, although probably not exactly alike.



Tito

ENTJ

Tammy

ISFJ

PEOPLE WHO PREFER JUDGING MAY...

- Set clear, measurable goals
- Break large tasks down into subtasks and proceed methodically
- Develop a time line with milestones to monitor progress carefully
- Come to closure quickly and be reluctant to change decisions
- Like to work in a structured environment
- Believe that a recipe for success is “Plan the work, then work the plan”
- Be motivated by achievement
- Want to achieve results on one project and then move on
- Establish rules for who makes decisions when
- Trust their ability to organize the project to achieve the desired goal



Potential Problems in Project Management

You have the same style of project management and may feel comfortable with this aspect of your work relationship. However, there are two possible sources of misunderstanding. First, the similarity itself can cause conflict with one another. Second, since you have the same preferences you also have the same blind spots, which can cause problems when working with a diverse team.

BECAUSE YOU BOTH PREFER JUDGING, TITO AND TAMMY, YOU MAY...

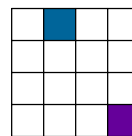
- Confuse the plan with the project
- Miss opportunities if you refuse to adapt to new information
- Mistakenly assume that everyone is as motivated by deadlines as you are
- Irritate others by continually reminding them of deadlines
- Make decisions without all the information you need
- Appear rigid to others
- Limit creativity or spontaneity that could prove valuable
- Set unrealistic time lines that don't account for human behavior

Joint Action Plan for Project Management

The suggested action steps below address both kinds of potential problems for people with the same preferences: (1) problems with each other due to the similarity itself and (2) problems dealing 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

- Realize that a clear plan doesn't ensure that everything will get done
- Stay open to changing the plan as more information becomes available
- Find out what motivates others (e.g., autonomy, opportunity for learning) other than achievement or deadlines
- Ask others how often and how they like to be reminded of deadlines
- Develop ways to regularly scan the environment for new information or consult with someone who does this naturally (e.g., marketing or sales staff)
- Allow people to work in their own ways while still holding them accountable for the final product
- Plan for spontaneity; for example, set a time period for brainstorming and then let the process emerge
- Early in the process, seek feedback on the feasibility of time lines



NEXT STEPS

Tito reports preferences for ENTJ, and Tammy reports preferences for ISFJ. 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.