



PALADIN ASSOCIATES, INC.

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**PROBLEMS IN THE WORK PLACE STEMING FROM THE
DECISION MAKING PREFERENCES**

Societal expectations of an individual's overall workplace demeanor are greatly dependent upon one's decision-making style. When related to differences in gender these expectations can create significant misunderstanding at work.

The judgmental functions of thinking (T) and feeling (F) are the preferences most directly related to how one makes decisions. A person with a thinking preference uses objective logical criteria when making decisions while a person with a preference for the feeling function uses a subjective approach driven by personal values.

Feelers focus on the who in the decision making process while thinkers focus on the what.

Approximately 50% of the population in the United States has a preference for the thinking function and the other 50% have a preference the feeling function. However, the majority of the men (60%) have a preference for the thinking function and the majority of women (60%) have a preference for the feeling function.

Women who have a preference for the thinking (T) preference and men with a preference for the feeling function are confronted with the dilemma of whether they should project their most natural and comfortable style or adapt the more traditionally accepted style of decision making for their gender.

Each of the 16 types tends to cope with this dilemma in their own fashion. As examples:

The ISTP female tends to view a job as "genderless" and to take on and perform well at jobs generally not filled by a woman

The ISTJ female has very traditional values and a need to adhere to conformity and tradition. She experiences much inner conflict over how to balance her need to maintain the strong, decisive decision making style characteristic of her type and a need to conform to a softer more traditional style.

The INTP female tends to project an intellectually astute, cool aloof demeanor. She faces the dilemma of feeling isolated and unaccepted by coworkers when projecting characteristics, which appear scientific and studied.

The ESTP female has a very aggressive action oriented decision-making style and a tendency to challenge authority.

ENTJ and ENTP females tend to take charge and project a very tough-minded, impersonal and assertive decision making style. Their natural style is greatly removed from the stereotypical style associated with most women. They need to strike a balance between their natural femininity and their assertive style. It is usual necessary for them

to compromise or “tone down” their natural styles in order to achieve acceptance in the workplace.

Gentle, caring, interpersonal and concerned are qualities not typically associated with the male decision making style? However these qualities factor strongly into how men with a preference for the feeling function make decisions.

In order to offset their softhearted decision-making style ENFJ, ENFP, and ISFP males often adapt a pseudo macho persona.

The INFP male often assumes an unyielding position or takes a tough stance in order to dispel his tenderhearted image.

The ESFJ male tends to be very formal and traditional. His traditional values tell him he should compete with other males and strive to rise to top management positions.

The male INFJ when exhibiting the genteel nature, which comes most natural to him, is often found to be intimidating to other males in the workplace.

The dilemma ISFJ males feel a need to conform to an objective style not natural to their own. This can often result in health problems which tends to manifest themselves in stress related problems such as ulcers and weight gain.

This is a rather cursory analysis of the problems inherent in the work place resulting from differences in the decision-making, Thinking/Feeling dichotomy. If you haven't taken the Myers-Briggs Type Indicator and are experiencing difficulties in this area, try taking the instrument on-line through our website at <http://www.paldinexec.com>. This will give you a better understanding of yourself and those with whom you work.

Sincerely:

Steve Beasley Ph.D.