Tips for listening and building rapport

[Empathetic listening 2](#_Toc150064946)

[Non-verbally 2](#_Toc150064947)

[The golden breath 2](#_Toc150064948)

[Verbally 2](#_Toc150064949)

[Validate their emotions 2](#_Toc150064950)

[Ask what happened 2](#_Toc150064951)

[Rephrase their content 2](#_Toc150064952)

[Show understanding of their intention 3](#_Toc150064953)

[Listening to an angry person 3](#_Toc150064954)

[Receiving constructive feedback (GET IT) 3](#_Toc150064955)

[Adopt a growth mindset 3](#_Toc150064956)

[Think ABCDE 4](#_Toc150064957)

[Focus on improving just one thing 4](#_Toc150064958)

[Ask others for this one thing 4](#_Toc150064959)

[Responding well to negative feedback 4](#_Toc150064960)

[Audio or video-record to self-coach 4](#_Toc150064961)

[Visualization for getting feedback 4](#_Toc150064962)

[Try it out in small doses 5](#_Toc150064963)

[Distill their real feedback from your emotions and distortions 5](#_Toc150064964)

[Charts for containing the feedback 5](#_Toc150064965)

[If sensitive to criticism 6](#_Toc150064966)

[Mirroring 7](#_Toc150064967)

[Mirror them & then get them to mirror you 7](#_Toc150064968)

[Detect their MBTI type to build rapport 7](#_Toc150064969)

[The Myers-Briggs Type Indicator (MBTI) 7](#_Toc150064970)

[Four dichotomous categories 7](#_Toc150064971)

[Extraverts versus Introverts (E or I) 7](#_Toc150064972)

[Sensors versus Intuitives (S or N) 8](#_Toc150064973)

[Thinkers versus Feelers (T or F) 9](#_Toc150064974)

[Judgers versus Perceivers (J or P) 9](#_Toc150064975)

[Interaction of the last two categories 10](#_Toc150064976)

[How FJs and TPs are similar 10](#_Toc150064977)

[Feeling Judgers: Unique aspects 11](#_Toc150064978)

[Think. Perceivers: Unique aspects 12](#_Toc150064979)

[How TJs and FPs are similar 12](#_Toc150064980)

[Thinking Judgers: Unique aspects 13](#_Toc150064981)

[Feeling Perceivers: Unique aspects 13](#_Toc150064982)

[Sensing their dominant personality trait 14](#_Toc150064983)

[Descriptions of each dominant trait 14](#_Toc150064984)

[Extrav. Intuiting (ENTP & ENFP) 14](#_Toc150064985)

[Extrav. Sensing (ESTP & ESFP) 15](#_Toc150064986)

[Introv. Sensing (ISTJ & ISFJ) 15](#_Toc150064987)

[Introv. Intuiting (INTJ & INFJ) 15](#_Toc150064988)

[Extrav. Thinking (ESTJ & ENTJ) 16](#_Toc150064989)

[Introv. Thinking (INTP & ISTP) 16](#_Toc150064990)

[Extrav. Feeling (ESFJ & ENFJ) 16](#_Toc150064991)

[Introv. Feeling (ISFP & INFP) 17](#_Toc150064992)

[Rapport w/people from other countries 17](#_Toc150064993)

[Websites for specific countries’ etiquette 17](#_Toc150064994)

[Books 17](#_Toc150064995)

[Breadth: Many countries in one book 17](#_Toc150064996)

[Depth: 1 country per book in the series 17](#_Toc150064997)

# Empathetic listening

Listen for the content, the emotion, and the implied desire: “What is the other person desiring?”

## Non-verbally

Imagine you are an actor and are playing the person you happen to be with in that moment: the Dunkin’ Donuts cashier, your girlfriend, your child’s teacher, etc. If you get into their precise posture and match their tone, you can more easily grasp what they are feeling and thinking. Also, focus your gaze on the inner corner of one of their eyes so their eyeballs won’t distract you.

### The golden breath

Take a breath – or two after the other person has finished talking and before you speak. In that breath they know you heard what they said and that you are thinking about it. It is the most priceless breath you can take.

Longer silences can help each person self-regulate for further conversing.

## Verbally

### Validate their emotions

Notice their emotion and/or concern. Validate it first.

a. "I can see that you feel ... Is that right?"

b. “I can see that you’re in pain. I’m sorry you’re feeling all of that right now.”

### Ask what happened

“Why did this happen? Please help me to understand.”

### Rephrase their content

Rephrase the content of what they said to convey your understanding and to their satisfaction. Aim to get them to say, “That’s right.” However, offer emotional support without fixing their problems. Unless asked, let them brainstorm their solutions.

Rephrase …

with a question:

* Can I see if I understand?
* You seem like you're \_\_\_\_\_\_. Are you?
* Is something making you \_\_\_\_\_\_?
* Are you feeling \_\_\_\_\_?
* You look like you're feeling \_\_. Are you?

#### 

with a reflective statement:

* You feel that \_\_\_.
* Tell me if I'm wrong, but I sense that \_\_\_
* What I hear you saying is \_\_\_\_
* I sense your underlying concern is \_\_\_

### Show understanding of their intention

"Would you feel better if I gave you \_\_\_?"

## Listening to an angry person

1. Prepare yourself now by saying affirmations such as “I’m good at managing others’ anger.”
2. Stand your ground and listen.
3. Be aware of your own triggers. What are you missing?
4. Stay calm and breathe from your belly. Imagine a wall between you and their anger.
5. Calmly label their anger for them and encourage their right to express it: “You feel angry, right? You have the right to be angry.” (This is not agreeing with their view of the situation. You are just asserting their right to have any feeling regardless of whether it makes sense.)
6. See their anger as their weakness.
7. If they are not going to be violent, sit on the ground to listen and to stay “grounded.”
8. Use emotions such as respect or affection to help the angry person regain self-control.
9. Ask yourself, “Is there anything based on what I have said that I am missing?
10. Gently reflect back what was said. Don’t follow up by saying “but…” and counterattacking.
11. Keep the focus on the main issue. “Can you expand a little bit on \_\_\_\_?” Get this answered.
12. Summarize their words again and then say, “Is there anything else that I am missing?”
13. If they can regain their calmness, now say gently, “There’s a little more to it than that” (and state your view).

## Receiving constructive feedback (SEEK IT)

### Adopt a growth mindset

A growth mindset is about what you “can do” whereas a fixed mindset is about what you “are.” Those with a growth mindset see all feedback as coaching, something that can be learned and improved upon, whereas those with a fixed mindset see everything in life as an evaluation.

Your ability to learn from feedback is what will shape your future the most. If you look at all feedback as coaching, regardless of how nasty the other person sounds, you will feel much better when listening to them.

Seek those with whom you have the hardest time, and ask specifically how you can improve. Those who seek out negative feedback – coaching on what they can improve – tend to receive higher performance ratings. When rephrasing the negative feedback that you got, aim to get them to say, “That’s right.”

#### Think ABCDE

Always Be Challenging Da’ Ego.

#### Focus on improving just one thing

To start improving, focus on just one thing to improve. If feedback involves too many ideas to keep track of, too many decisions to sort through, or too many changes to make, it’s too much. Our capacity to be aware of change is limited. The one thing should be meaningful and useful.

#### Ask others for this one thing

Ask: “What’s the one thing you see me doing - or failing to do - that gets in my own way?” Or it might be, “What am I doing (or failing to do) that is contributing to the dynamic between us?”

#### Evaluate your response to negative feedback

This is critical: Whatever else you do to cope when receiving an evaluation, evaluate yourself on your emotional response to the first evaluation, a score about how you managed the first score. This second evaluation is always in your control, and in the long run, far more important. Make getting a good score here from your higher self a core part of your identity:

“I don’t always succeed, but I take an honest shot at figuring out what there is to learn from the failure. I’m actually pretty good at that.”

#### Audio or video-record to self-coach

The most honest coach and evaluator of ourselves is an audio or video recording.

#### Visualization exercise for getting feedback

1. You may want to record this script to an audio file and then play it back.
2. Close your eyes and see “yourself,” in front of you. While you watch from a detached perspective, this “second you” is going to learn a new approach to criticism. Do whatever you need to do to feel detached from your second you. Aim to see him or her farther away, smaller, in black and white only, and inside a protective plexiglass bubble.
3. Watch him or her receive the criticism, with its harmful effects just bouncing off the bubble.
4. Continue watching as your second you diligently makes a movie or slide of what the critic is saying. What does that person mean? Does your second you have enough information to make a clear, detailed picture? If the answer is “no,” have the second you ask for more information. If the answer is “yes,” proceed to the next step.
5. Have your second you decide on a reply. For example, your second you might agree with some of the criticism that you agree with, might nod to the speaker, might thank the person for the feedback, apologize, or might say, “I’ll give it some serious thought” or “I see things differently now,” etc.

Then have your second you take a break for 20 seconds, stand up excitedly, and powerfully do 20 jumping jacks, saying **“I LOVE MYSELF, AND I AM SO HAPPY!!!”**

1. Does your second you want to use the information you got from this criticism to act differently next time? If so, have your second you select and use the new behavior. Have your second you step into this movie and feel what it will be like.
2. Having watched your second you do this, do you want it for yourself? If the answer is “no,” ask yourself how you can modify this strategy so it fits you. If the answer is “yes,” continue.
3. Thank your second you for being a special resource to you in learning this strategy. Pull your second you into you so that this knowledge becomes fully integrated in you.

#### Try it out in small doses

Even if you don’t like the feedback, try it out in small doses, perhaps when they are not around, when the stakes are low, and the potential upside is great. You might be surprised that you feel better and more confident after incorporating their feedback. There are significant life rewards for being willing to test out feedback even when you’re not sure it’s right or even pretty sure it’s wrong. At the very least, it shows the giver you are open to trying their advice.

#### 

### Distill their real feedback from your emotions and distortions

When getting feedback, listen to your feelings and see if the feedback resonates before responding. Our feelings influence and distort the story we tell ourselves about what the feedback means. Separate the story you tell yourself about the feedback from the actual feedback itself, and then separate your emotions from both of these.

#### Charts for containing the feedback

Feedback containment charts help you to see the feedback so that you don’t deny it while at the same time helping you to contain it so that you don’t exaggerate it. Asking, “What is this feedback not about?” gives you a structured way of staying balanced. As you rope off the things that it’s not about, it’s easier to see and learn from what it is about. Figuring out what the feedback is about and then doing something about it takes work, but it becomes easier when you realize that you need to work on one or two discrete things and not everything.

|  |  |
| --- | --- |
| Feedback containment chart | |
| What is this about? | What isn’t this about? |
| … | … |
| … | … |

You might also want to draw a t-chart of their positive feedback and their constructive feedback. Doing this helps you to see the feedback in the way it was intended.

|  |  |
| --- | --- |
| Positive feedback and constructive (negative feedback) together | |
| Positive feedback | Constructive (negative) feedback |
| … | … |
| … | … |

In private, you might make another two-column t-chart, a column for where you think their feedback is accurate and one for where it is not. Only then decide if you like what they said.

|  |  |
| --- | --- |
| The constructive feedback itself | |
| What’s wrong with their feedback | What might be right |
| … | … |
| … | … |

Contain the constructive feedback by noticing which of the following your story is violating.

* Time: Being lousy at it now doesn’t mean we were always lousy at it and will always be.
* Specificity: Being lousy at it doesn’t make us lousy at other things.
* People: If one person thinks we’re lousy at it, others might think we aren’t. That first person’s view of us doing it might change over time, and they might think we aren’t lousy at unrelated things.

|  |  |  |
| --- | --- | --- |
| Containing the constructive/negative feedback that might be right | | |
| **When** did I do it badly? | **What** did I do badly? | **Who** thinks I did it badly? |
| … | … | … |
| … | … | … |

### If sensitive to criticism

If you are sensitive to criticism, ask for it in writing. If that is not an option, ask to audio-record it without responding or expressing emotion so you can then take 24 hours to process it. You may want to say, “I want to reflect on what you said and see it in the light that was intended.”

You may want to reply in writing and ask for their opinion about your own improvement plan based on that feedback. But always go back in person eventually and say, "Thank you. I appreciate this feedback. If I understand correctly, you're saying that…"

# Mirroring

## Mirror them & then get them to mirror you

To build rapport, match their voice, physiology, and the direction they are facing. For their voice, mirror their tone and tempo, volume, favorite words, and the frequency of pauses. Add to that your mirroring of their facial expressions, body language, posture, and breathing patterns. Then try to sidle with them by facing alongside them in the same direction.

Once you have mirrored someone for a while, you can change your physiology and behavior almost instinctively as they change, and you create a link that can almost be felt. You reach a point where you initiate change rather than just mirroring them; you have developed so much rapport that when you change, they unconsciously follow you. Sometimes by mirroring a person’s anger, you can do it so well that when you relax, they will relax as well. At this point they will be most agreeable to whatever your request or demand is.

# Detect their MBTI type to build rapport

## The Myers-Briggs Type Indicator (MBTI)

The MBTI model is based on four dichotomous categories of personality: extraversion or introversion, sensing or intuiting, thinking or feeling, and judging or perceiving. Seeing another person’s preference for each category shows us a rough pattern of their personality, behavior, and how they view reality.

### Four dichotomous categories

#### Extraverts versus Introverts (E or I)

Extraverts

- Have enthusiastic demeanor

- Think out loud

- Talk faster and usually louder

- Are easily distracted

- Change subjects quickly

- Like to be around people

- Often seek center stage

- Interrupt and finish sentences

With extroverts:

- Let them talk, and think out loud

- Include a variety of topics

- Communicate verbally

- Expect an immediate response

- Keep the conversation moving

Introverts

- Have calm, measured demeanor

- Think, then talk

- Talk slower and usually more quietly

- Are able to focus their attention

- Stay with one subject at a time

- Like to spend time alone

- Often shun the limelight

- Start conversations without a preface

With introverts:

- Ask, then listen carefully

- Talk about one thing at a time

- Communicate in writing, if possible

- Give them adequate time to reflect

- Don't finish their sentences

#### Sensors versus Intuitives (S or N)

Sensors

- Have clear, straightforward speech pattern

- Have sequential thoughts

- Literal; use facts and examples

- Use language as a tool

- Are more aware of their bodies

- Attracted to jobs that require practicality

- Are less likely to have graduate degree(s)

- Often prefer nonfiction reading

- Are direct and to the point

- Include details and facts

- Remember the past accurately

- Tend to listen until others complete their whole thought

With sensors:

- State topic clearly

- Prepare facts and examples

- Present information step-by-step

- Stress practical applications

- Finish your sentences

- Draw on past, real experiences

Intuitives

- Have complex speech pattern

- Have roundabout thoughts

- Figurative; use analogies and metaphors

- Use language to express selves

- Are attracted to jobs that involve creativity

- Are more likely to have graduate degree(s)

- Often prefer fiction reading

- Repeat themselves, recap, and rephrase

- Think about global issues, the big picture

- Envision the future

- Tend to finish others' sentences

- Will only be interested in helping if an enticing possibility is dangled before them

With intuitives:

- Discuss the "big picture" and implications

- Talk about possibilities

- Use analogies and metaphors

- Brainstorm options

- Engage their imaginations

- Don't overwhelm them with detail

#### 

#### Thinkers versus Feelers (T or F)

Thinkers

- Act cooler, more distant toward others

- May seem insensitive

- May be blunt and tactless

- Often appear businesslike

- May argue or debate for fun

- Are more "thick-skinned"

- Get right to the point

- Seldom ask if timing is inconvenient

- Appear low-key and matter-of-fact

- Give praise sparingly

- Are usually very assertive

- Use impersonal language

- Use people's names sparingly

- Often are engaged in jobs of strategy

- Are more likely to be male (65% odds)

- Need to know the result and to have the situation framed in a set of logical points.

Feelers

- Act warmer, friendlier toward others

- Are very sensitive to others' feelings

- Are usually very gentle and diplomatic

- Engage in social niceties

- Avoid arguments and conflicts

- Have their feelings hurt more easily

- Engage in small talk first

- Ask if timing is inconvenient

- May appear excited and emotional

- Are generous with praise

- May lack assertiveness

- Use lots of "value" words

- Use people's names frequently

- Are often involved in helping jobs

- Are more likely to be female (65% odds)

- Need to have the situation framed in terms of what it means to the people involved

With thinkers:

- Be organized and logical

- Consider the cause and effect

- Focus on consequences

- Ask not how they feel but what they think

- Appeal to their sense of fairness

- Don’t repeat yourself

With feelers:

- First mention points of agreement

- Appreciate their efforts and contributions

- Recognize legitimacy of feelings

- Talk about "people" concerns

- Smile and maintain good eye contact

- Be friendly and considerate

#### Judgers versus Perceivers (J or P)

Judgers

- Are more formal and conventional

- Are more serious

- Like to take charge and be in control

- Like to make decisions; decide quickly

- Are definitive and express strong opinions

- Are often in a hurry; like rapid pace

- Dress more for appearance

- Probably have neat car interior

- Like to set and reach goals

- Are driven to finish projects

- Like rules, systems, and structure

- Are usually well organized

- Check off completed items on a list

- Usually have neat and tidy work space

- Walk faster with deliberate movements

- May have straighter posture

- Seek jobs that give them lots of control

- Have a "finished, "neat appearance, clothes pressed, hair combed, etc.

With judgers:

- Be on time and be prepared

- Come to conclusions; resolve issues

- Be decisive and definitive

- Allow them to make decisions

- Be organized and efficient with time

- Stick with plans made

Perceivers

- Are more casual and unconventional

- Are more playful

- Are good at adapting

- May procrastinate; put off decisions

- May be tentative and more "wishy-washy"

- Prefer a more leisurely pace

- Dress more for comfort

- Probably have messy car interior

- Are liable to change goals

- Prefer to start projects

- Rules and systems are confining and limiting

- Are often disorganized

- Seldom complete all items on a list

- Usually have messy, cluttered work space

- May walk slower

- May slouch more

- Seek jobs that are fun

- Have an "unfinished" look; clothes rumpled, unruly hair, etc.

With perceivers:

- Expect many questions

- Don't force them to decide prematurely

- Discuss options and allow plans to change

- Focus on the process, not product

- Give them choices

- Be open to new information

### The interaction of the last two categories

#### How FJs and TPs are similar

These types all turn their feeling outwards (they extravert it): ENFJ, INFJ, ESFJ, ISFJ, ENTP, INTP, ESTP, and ISTP.

They...

1. Strive to connect with others. They naturally pay attention to other people, are good at reading feelings and knowing what others want and need, and are motivated to provide it.

2. Try to please others and seek approval (especially FJs). They often will go to great lengths to promote harmony.

3. Can be charming and charismatic (especially extraverts). They are "people" people - good talkers who are usually good at convincing others to trust and follow them.

4. Are physically expressive (especially extraverts). When talking with others, their faces are usually very expressive - they often have twinkling eyes, tend to laugh easily, and exhibit a wide variety of facial expressions, from smiling to frowning, from beaming to grimacing. Their reactions are often dramatic and immediate, and they are able to shift from one emotion to another quite quickly. Extraverts here usually engage with others physically, lean into conversations, sit or stand close to the person, nod their heads in approval, touch, hug, pat shoulders, rub backs, engage in extended handshakes, and show other more public displays of affection. They also give lots of supportive feedback and commiserate easily with people, using expressions such as "That must have been very hard on you" or "I understand how you feel."

5. Tend to praise and blame others. While they can be very complimentary, they can also direct their extraverted feeling toward others in negative ways, by deflecting blame from themselves and punishing others who may not be at fault.

6. Tend to be appearance conscious. They are generally very aware of and concerned about how they will be perceived by others, and often feel it is more important to look good or dress appropriately to the situation than it is to be comfortable. In other words, they frequently dress for others first, and themselves second. In this way, they tend to put appearance over function. This results in wearing coordinated outfits (this is especially true for women), and both women and men usually have a "pulled-together" look.

##### Feeling Judgers: Unique aspects

(4 of the 16 types: ENFJ, INFJ, ESFJ, and ISFJ )

1. Really do make decisions based on their own personal values, unlike TPs, whose decisions are more dictated by logic and impersonal principles.

2. Are usually comfortable with feelings, their own and others' understanding them, talking about them, and sharing them.

3. Are genuinely motivated to help people, and find great fulfillment in doing so. They are so eager to be helpful that they often put other people's needs before their own.

4. Use language that reflects their values. They tend to describe things using words like: "wonderful," "horrible," "beautiful," "terrific," "outrageous," "ridiculous," etc.

5. Have strong opinions and express them; they like giving advice, and it often includes words like "should," as in "What you should do, is march right down there and demand a refund! I know I would!"

6. Express their approval and disapproval with their facial expressions. Often they will raise their eyebrows and tilt their heads to one side as if to say," Oh, really?" to demonstrate their displeasure.

##### 

##### Thinking Perceivers: Unique aspects

(4 of the 16 types: ENTP, INTP, ESTP, and ISTP)

1. Make decisions based upon impersonal analysis, rather than according to their own values or concerns about how others will be affected.

2. Often use their feeling side strategically - that is, as a device to connect with others to accomplish their objectives.

3. Are good at seeing both, or even several sides, of an issue, and usually enjoy debating or arguing the merits of different sides. This is in sharp contrast to FJs, who have such a strong need for harmony they will seldom risk confrontation, and the tension or ill will that an argument may create between people.)

4. Can be very dramatic with emotions (especially ENTPs and ESTPs). They have a wide repertoire of behavior and are comfortable moving from one behavioral extreme to another.

5. Are pragmatic: unlike FJs, they can usually change positions easily to accommodate new information or if they decide a different strategy is more effective. Also unlike FJs, they tend not to lock themselves into moral, or value-based, positions, so they tend to be able and willing to retreat from their original position as the situation warrants.

6. Are generally less serious, and more easygoing; they have a "lighter," more casual demeanor that usually makes them fun to be around.

#### 

#### How TJs and FPs are similar

These types all turn their feeling inwards (they introvert it): ENTJ, INTJ, ESTJ, ISTJ, ENFP, INFP, ESFP, and ISFP.

1. Can appear rather impersonal and dispassionate.

2. Are more concerned with pleasing themselves than they are with pleasing others. That is, they are generally more concerned about how they feel or what they think about a given issue than about what others may feel or think about it.

3. Are not usually physically or emotionally expressive, except with people very close to them or in private. (This is especially true of Thinking Judgers). In fact, they often have a blank expression, even while discussing emotional issues, which can belie the passionate feelings they may be experiencing inside (especially Feeling Perceivers).

4. In contrast to people who extravert feeling and who often have sparkly eyes, FPs and TJs often have what can best be described as sad eyes.

##### 

##### Thinking Judgers: Unique aspects

(4 of the 16 types: ENTJ, INTJ, ESTJ, and ISTJ)

As Thinkers, TJs make their decisions based on impersonal logic. And, as Judgers, they seek closure, structure, and finality. This combination can make them among the toughest of all the types. It is usually quite easy to see the extraverted thinking of TJs.

1. Are no-nonsense and businesslike. They like to get right to the point and not waste time. They don't willingly engage in excessive social niceties, and may be somewhat awkward when engaging in small talk, for which they see little need and have little patience (especially Introverts).

2. Usually have and express strong opinions and can appear insensitive and unfeeling, since they give honest, truthful feedback, even if it is blunt or brutally frank.

3. Show little emotion. They keep their feelings in check and seldom let them influence their logical decision making.

4. Are not physically demonstrative and seldom touch people with whom they are interacting. This is especially true of ISTJs and INTJs.

5. Usually have a tidy, more formal professional appearance. They usually dress in a conventional, traditional manner.

##### Feeling Perceivers: Unique aspects

(4 of the 16 types: ENFP, INFP, ESFP, and ISFP)

1. Have a gentle and even mellow persona. They prefer cooperation to competition and have an easygoing attitude.

2. Have deep feelings, but are very private about them, and do not share them easily, except with people with whom they are very close. However, at the same time, they can be extremely sentimental.

3. Are extremely sensitive. Outwardly friendly, they can also become suddenly moody. This is especially true of INFPs and ENFPs.

4. When things go wrong, they tend to look inward and blame themselves rather than to look outside and blame others.

5. Are flexible when dealing with little, everyday matters but can be tenacious, stubborn, and even inflexible when it comes to dealing with matters that involve their values or something very important to them. This can result in a tendency to hold grudges when they have been deeply offended.

6. Often communicate their values more through their actions than through their words.

7. Are not overly conscious of appearance and generally dress to please themselves, not others. They can often have an unfinished, casual look about them.

8. Can be self-deprecating and humble and are often uncomfortable or embarrassed receiving public compliments or praise.

### Sensing their dominant personality trait

1. Look at the last letter of the four-letter code of the person’s personality – your own or someone else’s. This letter tells you which one of the two middle letters is extraverted and thus viewable to the general public. If the person is a J, their preferred mental process of the third category (T or F) can be seen by others, but not their preferred mental process for the second category (S or N), which is introverted (turned inwards). If the person is a P, the preferred mental process for the second category (S or N) can be seen by others, but not their preferred mental process for the third category (T or F), which is introverted.

The viewable letter for the J is **j**ust next to it (the third letter in the code), and the viewable letter for the P is **p**rior to the J’s viewable letter (the second letter in the code).

1. Now look at the first letter in the person’s four-letter code. If it is an E, then the extraverted mental process seen in the last paragraph plays the most important role in that person’s personality, and the person’s preferred mental process that is introverted plays the second-most important role, like an assistant to the chief executive. If the first letter in the person’s code is an I, then the preferred mental process identified above that is introverted plays the role of chief executive in the person’s personality, and the preferred mental process that is extraverted and seen by others plays the role of assistant, an assistant that is very careful about who is allowed in to meet the chief executive.

#### Descriptions of each dominant trait

##### Extrav. Intuiting (ENTP & ENFP)

Extraverted intuiting involves noticing hidden meanings and interpreting them, often entertaining a wealth of possible interpretations from just one idea or interpreting what someone’s behavior really means. It also involves seeing things “as if,” with various possible representations of reality. Using this process, we can juggle many different ideas, thoughts, beliefs, and meanings in our mind at once with the possibility that they are all true. This is like weaving themes and threads together. We don’t know the weave until a thought thread appears or is drawn out in the interaction of thoughts, often brought in from other contexts. Thus a strategy or concept often emerges from the here-and-now interactions, not appearing as a whole beforehand. Using this process we can really appreciate brainstorming and trust what emerges, enjoying imaginative play with scenarios and combining possibilities, using a kind of cross-contextual thinking. Extraverted intuiting also can involve catalyzing people and extemporaneously shaping situations, spreading an atmosphere of change through emergent leadership.

##### Extrav. Sensing (ESTP & ESFP)

Extraverted Sensing occurs when we become aware of what is in the physical world in rich detail. We may be drawn to act on what we experience to get an immediate result. We notice relevant facts and occurrences in a sea of data and experiences, learning all the facts we can about the immediate context or area of focus and what goes on in that context. An active seeking of more and more input to get the whole picture may occur until all sources of input have been exhausted or something else captures our attention. Extraverted Sensing is operating when we freely follow exciting physical impulses or instincts as they come up and enjoy the thrill of action in the present moment. Oneness with the physical world and a total absorption may exist as we move, touch, and sense what is around us. The process involves instantly reading cues to see how far we can go in a situation and still get the impact we want or respond to the situation with presence.

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##### Introv. Sensing (ISTJ & ISFJ)

Introverted Sensing often involves storing data and information, then comparing and contrasting the current situation with similar ones. The immediate experience or words are instantly linked with the prior experiences, and we register a similarity or a difference—for example, noticing that some food doesn’t taste the same or is saltier than it usually is. Introverted sensing is also operating when we see someone who reminds us of someone else. Sometimes a feeling associated with the recalled image comes into our awareness along with the information itself. Then the image can be so strong, our body responds as if reliving the experience. The process also involves reviewing the past to draw on the lessons of history, hindsight, and experience. With introverted sensing, there is often great attention to detail and getting a clear picture of goals and objectives and what is to happen. There can be a oneness with ageless customs that help sustain civilization and culture and protect what is known and long-lasting, even while what is reliable changes.

##### Introv. Intuiting (INTJ & INFJ)

Introverted intuiting involves synthesizing the seemingly paradoxical or contradictory, which takes understanding to a new level. Using this process, we can have moments when completely new, unimagined realizations come to us. A disengagement from interactions in the room occurs, followed by a sudden “Aha!” or “That’s it!” The sense of the future and the realizations that come from introverted intuiting have a surety and an imperative quality that seem to demand action and help us stay focused on fulfilling our vision or dream of how things will be in the future. Using this process, we might rely on a focal device or symbolic action to predict, enlighten, or transform. We could find ourselves laying out how the future will unfold based on unseen trends and telling signs. This process can involve working out complex concepts or systems of thinking or conceiving of symbolic or novel ways to understand things that are universal. It can lead to creating transcendent experiences or solutions.

##### Extrav. Thinking (ESTJ & ENTJ)

Contingency planning, scheduling, and quantifying utilize the process of extraverted thinking. Extraverted thinking helps us organize our environment and ideas through charts, tables, graphs, flow charts, outlines, and so on. At its most sophisticated, this process is about organizing and monitoring people and things to work efficiently and productively. Empirical thinking is at the core of extraverted thinking when we challenge someone’s ideas based on the logic of the facts in front of us or lay out reasonable explanations for decisions or conclusions made, often trying to establish order in someone else’s thought process. In written or verbal communication, extraverted thinking helps us easily follow someone else’s logic, sequence, or organization. It also helps us notice when something is missing, like when someone says he or she is going to talk about four topics and talks about only three. In general, it allows us to compartmentalize many aspects of our lives so we can do what is necessary to accomplish our objectives.

##### Introv. Thinking (INTP & ISTP)

Introverted thinking often involves finding just the right word to clearly express an idea concisely, crisply, and to the point. Using introverted thinking is like having an internal sense of the essential qualities of something, noticing the fine distinctions that make it what it is and then naming it. It also involves an internal reasoning process of deriving subcategories of classes and sub-principles of general principles. These can then be used in problem solving, analysis, and refining of a product or an idea. This process is evidenced in behaviors like taking things or ideas apart to figure out how they work. The analysis involves looking at different sides of an issue and seeing where there is inconsistency. In so doing, we search for a “leverage point” that will fix problems with the least amount of effort or damage to the system. We engage in this process when we notice logical inconsistencies between statements and frameworks, using a model to evaluate the likely accuracy of what’s observed.

##### Extrav. Feeling (ESFJ & ENFJ)

The process of extraverted feeling often involves a desire to connect with (or disconnect from) others and is often evidenced by expressions of warmth (or displeasure) and self-disclosure. The “social graces,” such as being polite, being nice, being friendly, being considerate, and being appropriate, often revolve around the process of extraverted feeling. Keeping in touch, laughing at jokes when others laugh, and trying to get people to act kindly to each other also involve extraverted feeling. Using this process, we respond according to expressed or even unexpressed wants and needs of others. We may ask people what they want or need or self-disclose to prompt them to talk more about themselves. This often sparks conversation and lets us know more about them so we can better adjust our behavior to them. Often with this process, we feel pulled to be responsible and take care of others’ feelings, sometimes to the point of not separating our feelings from theirs. We may recognize and adhere to shared values, feelings, and social norms to get along.

##### Introv. Feeling (ISFP & INFP)

It is often hard to assign words to the values used to make introverted feeling judgments since they are often associated with images, feeling tones, and gut reactions more than words. As a cognitive process, it often serves as a filter for information that matches what is valued, wanted, or worth believing in. There can be a continual weighing of the situational worth or importance of everything and a patient balancing of the core issues of peace and conflict in life’s situations. We engage in the process of introverted feeling when a value is compromised and we think, “Sometimes, some things just have to be said.” On the other hand, most of the time this process works “in private” and is expressed through actions. It helps us know when people are being fake or insincere or if they are basically good. It is like having an internal sense of the “essence” of a person or a project and reading fine distinctions among feeling tones.

# Rapport w/people from other countries

## Websites for specific countries’ etiquette

<http://www.executiveplanet.com/index.php?title=Main_Page>

<http://www.kwintessential.co.uk/resources/country-profiles.html> - Scroll down

## Books

### Breadth: Many countries in one book

* M. J. Gannon, M. J., & Pillai, R. K. (2009). *Understanding Global Cultures: Metaphorical Journeys Through 29 Nations, Clusters of Nations, Continents, and Diversity*. [Amazon link](http://www.amazon.com/dp/1412957893/ref=rdr_ext_tmb#reader_1412957893)
* Morrison, T., & Conaway, W. G. (2006). *Kiss, Bow, or Shake Hands: The Bestselling Guide to Doing Business in More than 60 Countries*. [Amazon link](http://www.amazon.com/Shake-Hands-Bestselling-Business-Countries/dp/1593373686)
* Lonely Planet. (2006). *The Travel Book Mini*. (Every country in the world has its own page for cultural and etiquette insights.)

### Depth: 1 country per book in the series

* *"Culture Smart!"* series of books - <http://www.kuperard.co.uk/culturesmart/>
* *"Culture Shock!"* series of books - "Culture Shock! \_\_\_\_\_\_\_" (name of country) – See <http://www.expatriates.com/directory/books/cshockbooks/> or <http://www.listsofbests.com/list/8283-the-culture-shock-books>