

Applying Step II to Making Decisions

Effective decisions require gathering information from a variety of perspectives and applying sound methods of evaluating that information. The Step II facets give us specific ways to enhance our decision making, especially those facets related to Sensing, Intuition, Thinking, and Feeling. Below are general questions associated with those facets. The facet poles you prefer are in bold italics. If you are in the midzone, neither pole is italicized.

<p style="text-align: center;">SENSING</p> <p><i>Concrete: What do we know? How do we know it?</i> Realistic: What are the real costs? Practical: Will it work? <i>Experiential: Can you show me how it works?</i> Traditional: Does anything really need changing?</p>	<p style="text-align: center;">INTUITION</p> <p>Abstract: What else could this mean? <i>Imaginative: What else can we come up with?</i> Conceptual: What other interesting ideas are there? Theoretical: How is it all interconnected? Original: What is a new way to do this?</p>
<p style="text-align: center;">THINKING</p> <p><i>Logical: What are the pros and cons?</i> <i>Reasonable: What are the logical consequences?</i> <i>Questioning: But what about...?</i> <i>Critical: What is wrong with this?</i> <i>Tough: Why aren't we following through now?</i></p>	<p style="text-align: center;">FEELING</p> <p>Empathetic: What do we like and dislike? Compassionate: What impact will this have on people? Accommodating: How can we make everyone happy? Accepting: What is beneficial in this? Tender: What about the people who will be hurt?</p>

Five different ways of evaluating information, called decision-making styles, have been identified based on two facets of the Thinking–Feeling dichotomy: Logical–Empathetic and Reasonable–Compassionate.

Your style is Logical and Reasonable.
This style means that you likely

- Trust the Thinking preference and readily make decisions based on logical analysis of data.
- May recognize the impact of your decisions on people and relationships but see that as secondary.
- Focus on accuracy to achieve a good decision.
- Are seen as precise, objective, and confident.
- Are sometimes seen as inflexible.

TIPS

In individual problem-solving, start by asking all the questions in the boxes above.

- Pay careful attention to the answers. The questions that are opposite to the ones in bold italics may be key since they represent perspectives you aren't likely to consider.
- Try to balance your decision-making style by considering the less preferred parts of your personality.

In group problem-solving, actively seek out people with different views. Ask for their concerns and perspectives.

- Do a final check to make sure that all the questions above have been asked and that different decision-making styles are included.
- If you are missing a perspective, make extra efforts to consider what it might add.