

# Preceptor News

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## Putting SN and TF Together

The S-N and T-F preferences together form distinct approaches that impact decision-making.

### 1. **ST: Sensing + Thinking**

Objective and analytical. Focus on practical realities. Apply technical approaches to ideas and people. They demonstrate efficiency and weigh options in terms of the bottom line while communicating decisions by describing practical applications.

### 2. **SF: Sensing + Feeling**

Warm and people oriented. Focus on realities and hands-on activities. Apply sympathetic approaches to people. They demonstrate kindness and weigh options in terms of the needs of individuals while communicating decisions by sharing concrete benefits.

### 3. **NF: Intuition + Feeling**

Warm and enthusiastic. Focus on ideas and practicalities. Apply communication skills and understanding people. They demonstrate creativity and weigh options in terms of aspirations of people while communicating decisions by illuminating common purposes.

### 4. **NT: Intuition + Thinking**

Logical and objective. Focus on possibilities. Apply impersonal and analytical approaches to ideas, information and people. They demonstrate competitiveness and weigh options in terms of possible consequences while communicating decisions by outlining general principles.

#### **References:**

Lawrence, G. (1993). *People Types & Tiger Stripes*. Center for Applications of Psychological type, Inc, 3e.

Myers, I. B. (1987). *Introduction to Type*. Hammer 4<sup>th</sup> ed.

## Preceptors and Decision-Making

Nurses make decisions all day long. Which patient should they see first? What intervention is needed for an assessment finding? When should they monitor, when should they intervene? New graduate nurses often lack confidence needed to guide decision-making. Therefore, one of the most important things preceptors do is to teach decision-making. This starts with role-modeling, and explicitly explaining and outlining decision-making in various situations. The following process helps consider all aspects of the decision-making process.

## Recalling MBTI Assessment and Decision-Making

Recalling what you learned regarding the Myers Briggs Type Indicator and theory of personality type, we know that we all are born with natural preferences for how we process and respond to information. To make a decision, first we gather facts or assess a situation. People who use Sensing (S) take in concrete, literal, data-based information, while people who use Intuition (N) take in information that is innovative, conceptual and flexible. Responding to this information, we use either a Thinking (T) approach with objective, logical criteria or a Feeling (F) approach with subjective, value-based criteria. Combining the SN-TF functions is a powerful way to understand how we process information and make decisions (see left). On the other hand, understanding our nonpreferences or opposite functions (also called Blind Spots) also is important! Especially when working with other people, it is important to consider all contributions to this function. The Zig-Zag model encourages a thoughtful approach to decision-making.

## Using the Zig-Zag Model to Improve Decision-Making

The most effective way to solve problems is to utilize **ALL** four of these MBTI function preferences. Follow these steps.

**Sensing (S):** Identify relevant facts, act based on experience, determine realistic constraints, devise and implement incremental solutions, question radical new approaches.

**Intuition (N):** Consider all possibilities, brainstorm alternatives, solve multiple problems at the same time, consider the future, identify trends and patterns.

**Thinking (T):** Analyze the underlying issue, dissect the problem, debate or argue to surface all opinions, create or apply a model, question fundamental assumptions.

**Feeling (F):** Involve all parties, consider effects of decisions on others, use values to evaluate options, get buy-in from stakeholders, work to keep harmony on the team

