CONFLICT RESOLUTION: A New Model

by Mike Jackson, MFT

Introduction

Contemporary models for understanding individual differences in human behavior are built on an assumption of choice: a belief that human beings can alter their response patterns, if they really want to. Consequently, when a couple’s differences in perceptions or priorities trigger a conflicted exchange, each believes the other could understand their perspective if they really wanted to. This assumption of choice in comprehending can lead to debilitating relationship-threatening debates over who is right and who is not. The destructive nature of these exchanges is often visible to the therapist in the couple’s first session, while each attempts to present their perspective in the face of repeated interruptions from their partner challenging the accuracy of what they are saying. The couples counselor’s task is daunting, if not impossible. Depending on what is happening at the moment, he or she may be forced into the role of referee, judge, or jury while, at the same time, hoping to avoid leaving either of the couple feeling attacked or abandoned by their interventions. By session’s end the couple, as well as, their therapist may be mentally, emotionally, and physically drained with little or no progress made toward resolving their issues of concern.

This article provides practitioners with information to help couples make sense out of their differences in a manner that removes fault-finding and blame from the conflict resolution process. Freed of a need to defend their right to think or feel differently from their partner, most couples are able to accommodate and compromise in areas that had not been possible before in an atmosphere far less traumatic for all involved.

The Model

From the year 2000 to date, over 370 couples have utilized information derived from a personality type questionnaire to resolve their issues of concern.¹ This questionnaire, based on the Myers-Briggs Type Indicator (MBTI®), is used to determine if an individual:

1. Is energized more by interactions with the world around them (Extraversion) or by introspective dynamics (Introversion)
2. Processes information more literally (Sensing) or more in terms of possible meanings (iNtuition)
3. Makes decisions based on fact-based assessments of cause and affect (Thinking) or through a filter of how others may be affected by their decision (Feeling).
4. Plans life events in advance (Judging) or responds to life events as they play out (Perceiving)

¹ Current version of this measure is the Natural Temperament and Personality Response Orientation Questionnaire (NTPROQ®) developed by the author and available as a freeware download at www.HealthierFamiliesNow.com.

² The words in parentheses, with code letter underlined in bold, come from the Myers-Briggs Type Indicator® and are used to identify 16 psychological types. The term natural response orientation is used by the author in order to present these individual differences in terms of natural givens rather than preferences open to an option to alter.
Couples bring a completed questionnaire to their first counseling session. Feedback is then given to each regarding characteristics and traits known to be common for individuals with their response orientation on each of the four behavior and process opposite dichotomies and their core temperament, before addressing their areas of concern. Information is then provided regarding situations where the couple’s natural differences or similarities on each dichotomy might lead to conflicted exchanges. Most couples have:

- Found the information on their individual natures to be accurate.
- Been surprised and relieved to hear their issues presented in terms of natural differences, before the therapist even knew what those issues were.\(^5\)

With rare exception, the initial cause of a conflicted exchange came from their combination of natural response orientations\(^4\) on the extraversion-introversion and/or the thinking-feeling dichotomies. However, it was not this initial clash that derailed the couple’s chance of resolving their issue; so much as it was a belief each held that their partner could perceive the situation as they did if they really wanted to, when they could not. Consequently, when a conflicted exchange occurred, each was responding from a perceptual frame of reference they had no choice in having nor option to alter even if they wanted to; while believing, at the same time, that their partner could. Once most couples understand that natural differences or similarities in response orientations are the source of their difficulties, debilitating debates over who is right and who is not usually come to an end.\(^5\)

**The Extraversion-Introversion Dichotomy**

The terms used for this dichotomy can be misleading. For instance, extravert does not mean talkative or not able to listen and introvert does not mean shy, anti-social or depressed. These terms are intended to address significant differences in what energizes and focuses human beings; differences that appear to be integrally connected to experiencing a sense of self separate from others.\(^6\)

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\(^3\) The healing power of hearing their issues presented in terms of normal interactive dynamics before they have told the therapist what those issues are, often triggers a dramatic shift in the focus of the sessions. They arrive ready to do battle over who is right and who is not and leave focused on ways to accommodate and compromise when these issues triggered by these natural differences arise.

\(^4\) Author’s terminology based on the premise that these response processes are natural and normal, comparable to being right-handed or left-handed and, therefore, not subject to a choice to change.

\(^5\) It often takes a few sessions for couples to let go of defensive patterns of justification and blame when addressing their issues of concern.

\(^6\) The reaction of couples who differ on this dichotomy when conflicts arise strongly suggests that significant differences in perceptual realities are at play; differences that, when conflicts arise, put each one’s sense of self separate from the other at risk. This may explain why so many couples with this combination of response orientations are so resistant to solutions that require them to accommodate or compromise. If their sense of self is indeed on the line even minor degrees of accommodation or compromise may be experienced in terms of degrees of self abandonment.
**Extraverts**

- Are energized and feel connected to self when they are interacting with others.
- Require external affirmations to feel grounded in self separate from others.\(^7\)
- Influenced by and gauge their worth through the responses they receive from others.\(^8\)
- Hearing themselves express what they are thinking or feeling helps them feel grounded with their thoughts or feelings.\(^9\)
- Ability to express what they are thinking and feeling does not usually break down when conflicts arise.

**Introverts**

- Energized by thinking about what they and others are thinking and feeling.
- Conclusions arrived at through introspection are experienced as factual reality and are, therefore, self-affirming.\(^10\)
- Usually have limited social interactive energy and, once tapped, will require down-time to regroup before connecting again with others.
- Thoughts, feelings and the words required to express them appear to be on different rails. May require time to put them together before they can be expressed.
- Interruptions may disrupt their train of thought, a connection they may not be able to reclaim.
- Inner focus is such they may not be aware of their impact on others.

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\(^7\) Thomson, Lenore, Personality Type: An Owner’s Manuel, 1998; p. 27.

\(^8\) Feeling response oriented individuals will usually be more affected than thinking response oriented individuals.

\(^9\) When alone may talk to themselves to establish that connection.

\(^10\) Thomson, L., Personality Type: An Owner’s Manuel, 1998; p. 28. (Thomson’s observation of this process has been repeatedly confirmed over the years by my introverted clients.)
Couples Combinations

1. **Natural Challenges for an Extravert with an Introvert**

   - **Conflicted Exchanges**

Extraverts require affirmations to feel grounded in self separate from their partner. When a conflict arises, those affirmations come to an end. This disruption unsettles most extraverts who will seek immediate resolution to regroup. However, in order to accomplish this goal, they must find a way to get their introverted partner to agree with them. Introverted partners, however, cannot meet this condition if their perceptions or priorities naturally differ. Since efforts to explain this difference do not meet the extravert’s requirement for resolution, the introvert is often interrupted so the extravert can restate their case in hopes of obtaining the affirmation they require.

Introverts are grounded in self separate from others through the conclusions they come to by regarding the meaning of what they and others are thinking or feeling. Drawn from introspective processes, that may or may not be accurate; these conclusions are experienced as factual givens and, as such, are self-affirming. When a difference in perception or priority leads to a conflicted exchange, they cannot meet their extraverted partner’s requirements for resolution without abandoning their own perception of the same reality. Repeated interruptions of their efforts to explain why they differ may cause them to feel that further discussion is pointless. At such times they may attempt to withdraw. Repeated interruptions may also disrupt their connection to their thoughts or feelings to the point where they feel unable to continue the discussion, at which point, they may attempt to withdraw. Regardless of the reason, any attempt to withdraw is usually resisted by their extraverted partner who will not be able to resettle internally until a resolution that meets their criterion has been reached.

The situation at play here is diabolical. The moment a conflicted exchange occurs, each requires a response from the other in order to resettle, that the other cannot provide. Lacking a frame of reference for perceiving otherwise, each believes their partner could provide that response if they really wanted to. Since they are not providing the required response, each concludes that their partner is intentionally withholding that response for selfish or hurtful reasons. Debilitating debates ensue over who is being reasonable and who is not. Unable to validate or be validated such

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11 70% of couples seen to date have had this combination.

12 As a general rule, extraverted and introverted individuals with a feeling response orientation will experience greater internal disruption when conflicts arise than extraverted or introverted individuals with a thinking response orientation.

13 This assumption-driven process can also apply to an introvert’s sense of how others perceive them; a belief that others understand more about what they are thinking or feeling than they actually do. It is as if the clarity they have reached in their own mind, a clarity that they may not have expressed in so many words, is understood by others at times when it is not.
couples end up in an agitated state of disconnects, believing their partner to be at fault.\textsuperscript{14}

**Conflict Resolution Intervention:**
1. The information provided above helps most introvert/extravert couples understand what has been happening; that natural differences were at play rather than acts of intention by each to get their own way.
2. A time-out rule is essential for such couples when efforts to resolve an issue are only serving to make matters worse. Either partner may call for a time-out, but must agree on a time to reconvene before disengaging.\textsuperscript{15}

- **End of the Work Day**

Extraverts are usually energized by the events of their day; experiences that they will want to share with their partner when they get home. This interactive process is necessary for extraverts to feel connected to self and partner. Most Introverts start the day with a limited amount of social interactive energy. If that energy is depleted by the time they return home, they may require downtime to recover before they can effectively interact with their partner.\textsuperscript{16}

Without a frame of reference for making sense out of these natural differences, extraverts often experience their introverted partner’s lack of energy as a lack of interest or caring and feel hurt and get upset. Introverts, having no choice in how drained they are feeling and knowing that their lack of connecting energy is not caused by a lack of caring or interest, feel unjustifiably attacked and get upset.\textsuperscript{17} Each requires a response from the other they believe can be provided when it cannot. These misperceptions of meaning and intent can lead to a pervasive state of disconnect that affects every area of their life together.

\textsuperscript{14} Considering the intensity of the conflicts that often ensue, it is not surprising that seventy percent of couples clients seen to date have had this combination of natural response orientations.

\textsuperscript{15} The degree of difficulty in agreeing to a time-out is usually determined by the couples response orientations on the thinking-feeling dichotomy with Thinking-Feeling and Feeling-Feeling couples having more difficulty than Thinking-Thinking couples.

\textsuperscript{16} Even when recovered it is not uncommon for introverts to have stored in memory and forgotten significant events of their day. This normal introverted information processing process makes no sense to most extraverts who may misinterpret this forgetting as an act of intention to avoid talking to them. A perfect example in my life as an introvert came about recently when my future son-in-law came to my office one day to ask for my permission to marry my daughter, and by the time I got home that evening I had forgot and did not tell my wife!! [Needless to say efforts on my part to claim immunity on account of my introverted nature would have been best left unsaid!]

\textsuperscript{17} One extraverted partner stated with considerable angst, “You go off and talk to other people all day long and then when you come home you don’t want to talk to me!”
Usual Solution:
If needed, the introvert gets x amount of down-time to recharge their social interactive battery at which point the extravert gets the social interactive time they require to feel connected to their partner.

• Social Life

Extraverts are energized by interaction with others and usually have a larger network of friends than their introverted partner; friends with whom they will want to get together on a regular basis. While an introvert’s network is usually smaller, these relationships tend to be long standing. The frequency of contact will usually be determined by the amount of energy available for interacting.18

Extraverts have no frame of reference for making sense out of their partner’s limited interest in social engagements; interactions that are integral to the extravert feeling energized and engaged in their life. Consequently, the partner’s reluctance is often perceived as being selfish, antisocial or not liking their friends. Introverts have no frame of reference for understanding their partner’s need for ongoing social engagements. From the introvert’s perspective they are caught in a double bind. If they say no, they are choosing to be antisocial or hurtful. If they agree to participate, but are unable to generate enough social interactive energy to satisfy their partner’s expectations; they are intentionally ruining the experience for their partner.

Counseling Intervention:
Once most introvert/extravert couples understand the actual cause of their difficulties, they are able to adjust and accommodate. If the extraverted partner requires more social interaction during the week than their introverted partner can participate in, they may choose to fill this need through phone interactions or getting together with friends without their partner’s participation. As for weekends, taking turns usually helps. The introvert may choose to stay home and play scrabble when it is their turn and the extravert may throw a dinner party for friends when it is their turn. By taking turns, each gets to do what they would prefer half the time, without having to defend their right to do so.

2. An Introvert with an Introvert19

When introverts are bothered about something, they usually think about it rather than talk about it until they have come to a conclusion regarding its meaning. Designed to

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18 Roles of spouse and parent may limit the frequency with which they are able or willing to interact with their friends. Weeks, months, even years may go by without contact and not disrupt the closeness of these bonds.

19 15% of couples seen to date have this response combination.
experience their conclusions as factual givens,\textsuperscript{20} introverts automatically adjust to the perception of reality that their conclusion created. They may or may not be aware that this shift in perceptual reality has occurred. If an introvert’s conclusion is inaccurate, their perceptions of, as well as their responses to, their partner based on that conclusion will be inaccurate. By the time many introverted couples seek counseling, they are responding to each other from an \textit{as if} frame of reference that is no longer connected, in areas where they disagree, to how each is actually thinking or feeling.

\textbf{Counseling Intervention:}

The explanations provided above help most introverted couples understand how they reached such a state of disconnect.\textsuperscript{21} Introverts have a unique challenge. It is not natural for introverts to talk about something they are thinking or feeling before they have come to a conclusion regarding its meaning. Once they have come to a conclusion, that conclusion is experienced as reality. Seeking confirmation for what they now know (experience) to be true would not make sense. However, it is essential that they develop a habit of doing just that; that which is unnatural if they want to avoid slipping into another state of disconnect.

\textbf{3. \textit{An Extravert with an Extravert}\textsuperscript{22}}

Extraverted couples naturally want to resolve issues as they come up and will usually keep at it until they succeed. The primary source of their difficulty is usually found in their \textit{natural response orientations} on the Thinking-Feeling Dichotomy.

\textbf{The Thinking-Feeling Dichotomy}

The terms used for descriptive purposes on this dichotomy can also be misleading. For instance; someone with a \textit{feeling} response orientation is not inherently more able to feel or less able to think than someone with a \textit{thinking} response orientation and someone with a \textit{thinking} response orientation is not inherently more able to think or less able to feel than someone with a \textit{feeling} response orientation.\textsuperscript{23} These terms are used to address fundamental differences in the perceptual and experiential dynamics automatically triggered when thinking and feeling response oriented individuals are coming to conclusions and expressing what they are thinking or feeling. Although human beings are aware that people differ in their manner of expression, using terms such as

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\textsuperscript{20} Lenore Thomson, Personality Type: An Owner’s Manuel, p. 27
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\textsuperscript{21} By the time some introverted couples seek counseling assistance, they are in a state of disconnect that is so pervasive that understanding how their relationship reached this point is not sufficient to help them reclaim the attractions that originally brought them together.
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\textsuperscript{22} 15\% of couples to date have had this dichotomy combination.
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\textsuperscript{23} Ross Reinhold, e-mail correspondence, March, 21, 2007
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tough-minded and just, or compassionate and sympathetic to distinguish between them, yet few understand that these differences are driven by innately different perceptual and experiential frames of reference; differences that individuals have no choice in having nor option to change even if they wanted to.

**Thinking Response Orientation**

- Process thoughts and experience emotions within an objective, fact-based frame of reference.
- Base decisions on objective criteria of cause and effect.
- Automatically seek a logical explanation for what is happening when conflicts arise.
- Sense of self grounded in logical consistency of thought, action and emotion.
- Anything expressed or done that does not make logical sense is automatically experienced as invalid.

**Feeling Response Orientation**

- Wired to facilitate, or avoid disrupting, harmony in human relationships.
- Sensitive to tone of communication; if it is not said nicely, it is not nice.
- Susceptible to feeling guilty or bad out of proportion to objective reality when conflicts arise.
- Natural susceptibility to feeling hurt and rejected by direct or blunt responses.

**Couples Combinations**

1. **Thinking-Feeling**

   The usual cause of difficulty in communicating for thinking/feeling couples comes from a fundamental difference in how they experience emotions. The moment harmony is disrupted, most feeling response oriented individuals feel bad, as if they have done something wrong. Knowing they have not, does not usually help. They feel bad anyway. When these feelings are triggered, they may immediately apologize hoping to restore harmony and neutralize the guilt they are experiencing, or they may get upset with their partner for causing them to feel that way. Neither of these responses makes much sense to a thinking response oriented individual. Why would a

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24 Temperament determines how they facilitate harmony. For instance: feeling response orientation with an SJ or an SP temperament will tend to facilitate harmony differently than individuals with an NF temperament [information on temperaments is available on the author’s website].

25 60% of couples seen to date have this combination.

26 Choice is not an option. If it were, they would not choose to feel like this!
person feel guilty and bad simply because someone disagreed with them; much less suggest that the other is at fault for causing them to feel that way? From their perspective these responses do not make logical sense and are, therefore, invalid.27

Once again, natural differences in response orientations are at play. In essence, two diabolically disparate perceptual frames of reference for making sense out of the same reality have been activated. The feeling partner seeks validation for how they are feeling about the situation while their thinking partner seeks validation for why they think their partner’s feelings do not make logical sense. Neither can provide a response that meets the other’s criterion for feeling ‘heard.’ Without intention or awareness, the explanations that each provide for justifying their own natural responses de facto invalidate the natural responses of their partner. Issues of little import can trigger emotionally charged exchanges that leave both parties psychologically battered, blaming each other for the damage done, while the issues themselves continue unresolved.28

Conflict Resolution Approach:
The accuracy of the information above is such that most thinking response oriented partners have been able to accept its validity. Feeling response oriented partners are usually more ambivalent. Although the information validates their emotional sensitivities, it does not provide them with much relief from the feelings they experience when conflicts arise. If they accept the premise that natural and normal differences in response orientations are at play, they are acknowledging; that their partner is not at fault for triggering the feelings they experience, has no way to experientially relate to these feelings once they have been triggered and, therefore, their partner cannot provide the validating responses they require to resettte once these feelings have been activated. The inequity experienced is such that some feeling response oriented partners have great difficulty accepting the premise.29 Fortunately, once most thinking oriented partners have a logical explanation for their partner’s feelings based sensitivities, they have become more considerate and accommodating when conflicts arise. This change has helped many feeling partners contain the resentment they automatically experience when conflicts arise.

The intensity of the explosive exchanges that some thinking/feeling couples are dealing with is such that adherence to a time-out rule is an absolute necessity if they hope to replace their destructive conflict resolution process with a healthier one. Although it is understandable why some feeling response oriented partners have a hard

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27 Once again, choice is not an option. Thinkers are wired to automatically reject responses that lack a logical basis.

28 The conflict resolution challenge is significantly magnified when the couple also differs on the extraversion-introversion dichotomy; a combination present in 40% of the couples seen to date.

29 Pointing out the inherent contradiction in embracing their own response orientation as natural and normal, while rejecting the validity of their partner’s has had mixed results. Some feeling oriented individuals have become more accepting, while others have experienced this observation as a personal criticism by the couples counselor that only served to deepen their sense of grievance and led some to seek a different couples counselor.
time adhering to this time-out rule, the fact remains that once an issue has become emotionally charged and abusive, the possibility of a meaningful resolution no longer exists. Consequently, depending on the perceived volatility of the conflicted exchange the person calling for a time-out may:

1. Agree to a future time to reconvene and try again, before their next counseling appointment,
2. Wait until their next counseling session to address the issue, or
3. Contact their counselor to see if an earlier date can be scheduled to meet.

- **Tip for thinkers**: Seek to accept and accommodate their partner’s areas of sensitivity rather than try to help them understand why they should not feel the way they do.
- **Tip for Feelers**: Use logic based constructs when explaining why they are upset. Example, “Even though you do not understand why I get upset when you say that, the fact remains that I get upset every time you do. Given the predictability of my response, why do you keep saying that?”

### 2. Feeling-Feeling

Feeling response oriented couples have a naturally elevated awareness of and sense of responsibility for how their partner is, or may be, feeling. They also have an elevated susceptibility to feeling hurt or rejected in certain situations, when their partner’s perceptions or priorities differ from their own. Consequently, it is not uncommon for feeling/feeling couples to suppress, rather than express, preferences or priorities that may bother their partner or express them in an oblique manner in hopes of avoiding an invalidating response. When indirect means for obtaining a validating response do not work, they may get upset, putting out the message, directly or indirectly, that their partner’s lack of support ruined their chance of enjoying what they wanted to say or

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30 Partners with strong extraversion, intuition and feeling response orientations may have a particularly difficult time accommodating this time-out rule. The level of psychic distress [disruption of self] that some experience is so extreme that efforts by their partner to withdraw trigger desperate, even violent behaviors to prevent their partner’s exit before a resettling response has been provided. However, a way must be found to contain these emotions if they hope to replace their destructive process with a healthier one.

31 An action that is almost always called for by the thinking partner

32 Present in 30% of client couples seen to date.

33 Temperament plays a significant role in the extent of this sensitivity. To date, 70% of the feelings oriented couples I have worked with combine an SJ with an NF or an NF with an NF. (A summary of temperaments can be found on the author’s website, [www.healthierfamiliesnow.com](http://www.healthierfamiliesnow.com))

34 This is a particularly common dynamic for individuals with an iNtuitive-Feeling (NF) temperament.
Couples struggling with this dynamic can find themselves wrapped up in feelings of guilt, hurt and resentment, and no longer able to be themselves with each other, without having any idea of how they got there.

Counseling Intervention:
When most feeling response oriented couples discover that neither is at fault for their difficulties, they are greatly relieved. Taking turns has proven to be an effective means for accommodating their differences. Whether it be a movie, a restaurant, getting together with friends, or taking time to do something on their own separate from one another; they take turns. Knowing that their partner gets to do what they want to do, just as often as they do, gives each the permission they require to not feel guilty doing what they want to do when it is their turn.

3. **Thinking Oriented Couples**

Couples with a thinking response orientation usually benefit from their common bond on this dichotomy. Their natural objective neutrality allows them to accept and utilize information that makes logical sense to them. Consequently, when problems in communication arise, the source of the difficulty will usually be found elsewhere; in their natural response orientations on the extraversion-introversion dichotomy. Seeking clarification before coming to conclusions usually helps introverted-thinking couples. Extravert-Introvert couples benefit from setting aside time to reconvene, when unable to resolve an in-the-moment difference in perception or priority. Extraverted-Thinking couples are uncommon and resolution has not come from information on dichotomies, but rather from their natural differences in temperaments.

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35 Individuals without a frame of reference for understanding this behavior may label it passive-aggressive.

36 10% of couples seen to date have had this response orientation.

37 Only three of the 371 couples worked with to date [less than 1%] have been extraverted thinkers. All proved to be dealing with differences in priorities, values, beliefs and assumptions of relevance and meaning triggered by the perceptual frames of reference associated with differences in their core temperaments. Information on these differences was all these couples required to make sense out of what was happening and adjust. Basic information on temperaments available on the author’s website, [www.healtheirfamiliesnow.com](http://www.healtheirfamiliesnow.com) or Ross Reinhold’s, [www.personalitypathways.com](http://www.personalitypathways.com).
**Conclusion**

Natural and normal differences in perceptions, priorities, values and meanings are intricately connected to response orientations at opposite ends of the four dichotomies associated with individual personalities. Choice, when it comes to dichotomy specific perceptual frames of reference, is not an option. Once couples understand that these differences are natural givens, rather than acts of intention to control the issue outcome, a dramatic change occurs in how they respond when these differences lead to disagreements. The resolution process moves from one governed by acrimonious, resentment-laden debates to one governed by respectful discussions on how best to accommodate natural differences in perceptions or priorities when these differences become an issue.

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38 Supportive evidence for this statement comes from many sources. With the discovery *haplotypes* in human DNA in 2000, scientists have been able to isolate traits in children that were inherited from their mothers’ genetic codes from those inherited from their father’s genetic codes. Gary Marcus, Associate Professor of Psychology at New York University, has been able to isolate the biological process where genes trigger the production of proteins that are the foundation of the traits which translate into the key components for temperament and personality. Data collected from studies of twins separated at birth has provided additional evidence that supports this claim. Elizabeth Murphy, in her longitudinal “type across the ages” research project [Exploring the Video Expression of Type as Type Develops,” keynote presentation by Elizabeth Murphy, August 11, 2007, at the XVII Biennial Conference of the Association for Psychological Type International] has consistently identified in infants, *at a preconscious stage of development*, their natural response orientations on all four dichotomies; response orientations that she has shown do not change during the developmental stages of childhood and adolescence.