



Guide to Personality Type

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Introduction

This guide has been written specifically for *you* – to help you in your use and understanding of the personality type program in *Strengths for Success*. It will also help to ensure that you get the maximum benefit from this program.

In this guide you will find the following:

- A brief history and introduction to personality type
- Why personality type is such a good predictor of career satisfaction
- Overview of personality type
- Four dimensions of personality type
- Understanding different personality types
- Additional challenges or “What if” situations
- Appendix 1: Resource material for learning more about personality type
- Appendix 2: Profiles of all 16 personality types

A Brief History of Personality Type

The popular use of personality type is the result of the work of Swiss psychologist Carl Jung and two American women, Katherine Briggs and her daughter, Isabel Briggs Myers. Briggs and Myers developed an instrument – the Myers-Briggs Type Indicator® (MBTI®) – to help identify and explain the Jungian types. Personality type and the MBTI have been embraced the world over as a non-judgmental tool for helping people better understand themselves and others. Today, it is widely used by educators, counselors and clergy people. It is also used by Fortune 500 companies to improve management effectiveness, help work teams function better, and assist people in making the most satisfying career decisions.

Why is Personality Type such a Good Predictor of Career Satisfaction and Success?

A key component of *Strengths for Success*, personality type refers to the innate way people naturally see the world and make decisions – a set of basic drives and motivations that remain constant throughout a person's life. Other programs are based on the belief that the best career decisions result from matching a person's values, skills and interests with specific jobs. In reality, however, values, skills and interests are quite fluid, and often change significantly as people grow older.

Learning about your personality type provides you with accurate and invaluable insights about yourself and your career-related needs. This enables you to make the most informed and satisfying educational and career decisions.

Personality Type and Career Choice

People are happiest and most successful in jobs that allow them to use their greatest natural gifts. Personality type is the best way of determining what those gifts are, and to pinpoint the occupations that will provide the greatest opportunity for expression.

Overview of Personality Type

Personality type refers to a system for understanding human behavior. It is based on the belief that there are 16 distinct personality types, and each person has one type that most accurately describes him or her.

We believe that people are born with a specific personality type, and that one's type does not change throughout life. Certainly, we grow, develop and change as a result of life experiences. And we develop a range of behaviors that are appropriate to given situations. This prompts us to act differently at a party than at a funeral. However, it is really our *behaviors* that change, and not our personality types.

The model of personality type is non-judgmental. There are no types that are better or worse, or healthier or more frail. Each type has its own inherent strengths and potential weaknesses. Personality type does not predict intelligence; rather it identifies important natural predispositions and tendencies.

The Four Dimensions of Personality Type

The personality type model describes four basic aspects of human personality: how we interact with the world and where we direct our energy; the kind of information we naturally focus on and remember; how we make decisions; and whether we prefer to live in a more structured way (making decisions) or in a more spontaneous way (taking in information). We call these aspects of human personality *dimensions*, because each one can be viewed as a continuum between opposite extremes, like this:

How we interact with the world and where we direct our energy

(E) Extraversion _____ | _____ Introversiion (I)

The kind of information we naturally focus on and remember

(S) Sensing _____ | _____ Intuition (N)

How we make decisions

(T) Thinking _____ | _____ Feeling (F)

Whether we prefer to live in a more structured or in a more spontaneous way

(J) Judging _____ | _____ Perceiving (P)

Everyone's personality falls onto one side or the other of the midpoint on each of these four scales. The opposite sides of the scales are called preferences. If you fall on the extraverted side, then we say you have a preference for Extraversion. If you fall on the introverted side, we say your preference is for Introversion. It's important to keep in mind that everyone uses both sides of each dimension – for instance, people are primarily extraverts or introverts, but they are not exclusively one or the other.

All of us use both sides of all four scales in our daily life, but we have an inborn preference for one side over the other. Our preferred way of operating is more comfortable, automatic, trustworthy and competent. Keep in mind that each scale is a continuum and people may fall close to the midpoint, indicating a less clear preference, or at the extreme ends, indicating a very clear preference.

Here is a brief review of the eight preferences and career implications – and how they impact your career needs.

Extraversion (E) – Introversion (I) is about
how we interact with the world and where we direct our energy

EXTRAVERTS

- Focus attention outward
- Enjoy a variety of tasks
- Seek out and need other people
- Work at a rapid pace
- Need to talk about their ideas to think them through

INTROVERTS

- Focus attention inward
- Consider things fully before responding
- Enjoy tasks that require concentration
- Work best on one project at a time
- Work at a careful, steady pace

Sensing (S) – Intuition (N) is about
what kind of information we naturally focus on and remember

SENSORS

- Focus on "what is"
- Like working with real things
- Apply past experience to solving problems
- Need specific and realistic directions

INTUITIVES

- Focus on "what could be"
- Enjoy theory and speculation
- Like working with possibilities and implications
- Need to use their imaginations

Thinking (T) - Feeling (F) is about whether we make decisions logically and impersonally, or by using personal values

THINKERS

- Enjoy analyzing problems logically
- Make fair and objective decisions
- Need to weigh the pros and cons to make decisions
- Can be tough negotiators
- Are motivated by achievement

FEELERS

- Need work to be personally meaningful
- Like helping others and being appreciated
- Need decisions to be congruent with their values
- Need to work in a friendly environment
- Are driven to understand others and contribute

Judging (J) - Perceiving (P) is about the way we like to live our lives - more structured (making decisions) or more spontaneous (keeping options open)

JUDGERS

- Enjoy work that allows them to make decisions
- Prefer a predictable work pattern and environment
- Work towards completing their responsibilities before relaxing
- Like to maintain control of their projects

PERCEIVERS

- Enjoy flexible and changing work situations
- Like to be able to respond to problems as they arise
- Are more satisfied with fewer rules and procedures
- Need to have fun in their work

The preferences from the four dimensions are then compiled to come up with a four-letter code, or type. A "type" is really more than just a four-letter code that describes different "preferences." Each type preference tells something important about the individual. But no one is "just" an Introvert. A person is an INTJ, an ISFP, or one of six other introverted types. In other words, while all introverts share certain characteristics, it is the other letters in their type – the COMBINATION of letters – that makes personality type so rich and its insights so valuable.

*Profiles for each of the 16 types appear in Appendix 2.

Understanding Different Personality Types

Using the personality type program in *Strengths for Success* will help you understand yourself better and improve your communications with other people. Challenges that may have occurred in the past will be explained and you'll learn strategies to overcome them. Here are some typical situations that can present challenges for certain type preferences:

Extraverts

May have difficulty slowing down enough to really think things through before taking action.

Intuitives

May struggle to realistically evaluate career options and plans, and pay attention to the little details that are important.

Judgers

Should try to delay making decisions prematurely, and to stay open to new information.

Introverts

May be reticent about sharing personal information with others, and have difficulty moving from the thinking stage to the action stage.

Thinkers

May need to be reminded of the human consequences of their decisions, for themselves and others.

Perceivers

May have trouble remaining on task and may need to be prodded into making decisions when appropriate.

Sensors

May have trouble seeing possibilities that don't yet exist and focusing on the big picture and long-range consequences.

Feelers

Should try to evaluate options more objectively and not take rejection or setbacks personally.

Additional Challenges or “What if...”

You are not sure your type has been identified correctly

No type assessment can identify every person’s personality type accurately 100 percent of the time. However, built into this program is a method to help you verify your type – increasing the odds of determining your type correctly – by reviewing and comparing profiles of other types that may be close to yours. In an overwhelming number of cases, people are able to verify their “true” type.

The first thing you should do is decide how accurately the type profile describes you. This will help you feel confident that the information presented is valid. If you do not feel the assessment provides an accurate description, there are some steps you can take to try and find your “right type”.

Occasionally, and for some very good reasons, people may not be able to arrive at a type through this program. If this happens, you may wish to take the assessment again – alone, or with someone else who knows you well, to get more accurate perceptions. If these efforts do not help clarify your type, we suggest you minimize the importance of verifying your type and instead focus on careers in which you have an interest.

You don't like the idea of being "typed"

While the majority of people seem to enjoy discovering their type and the sense of validation it brings, some may feel that typing pigeonholes or stereotypes them.

You may find it helpful to realize that type is only one way to learn more about your personality; it is up to you to decide how useful and accurate the insights are. This process is designed to empower you. You should never feel you must accept a type if it doesn’t feel right.

You have a strong interest in a particular career that doesn't show up on your list of recommended occupations

Occasionally this will happen because occupations are correlated to types based on the satisfaction of most people of a certain type doing that job. But there are always exceptions! Although personality type is a great tool, people should never be counseled into or out of a particular job based solely on their type. If you have an interest in a specific career that does not show up on your list of recommendations, you should make sure you really understand what it’s like to have that job. This can be accomplished by doing field research or a job shadow. If you have done this and remain interested, you may wish to continue exploring that field.

No jobs in certain career fields (such as the arts, for example) appear on your list of possible careers. Does this mean you aren't suited to any jobs in that field?

No. The reason your type is not represented in a particular career field is because there are relatively few people of the same type as you who find this kind of work satisfying. But again, there are always exceptions! We encourage you to explore any occupations or career fields in which you have an interest. This program will, hopefully, help you understand what may or may not be a satisfying match.

Appendix 1: Resource Material for Learning More about Personality Type

Websites

Listed below are a number of websites that provide additional information about personality type and career management.

- The Association for Psychological Type International
<http://www.apinternational.org/>
- Career / LifeSkills Resources
www.career-lifeskills.com
- Career Research and Testing
www.careertrainer.com
- The Center for Application of Psychological Type
www.capt.org
- Consulting Psychologists Press
www.cpp-db.com
- LifeKeys
www.lifekeys.com
- The InterStrength Group
<http://www.interstrength.com/>
- Type Resources
www.type-resources.com

Books

There have been many books and thousands of articles and dissertations written about personality type and career management. By far, the most comprehensive source of general career information is the bibliography for the personality type and the MBTI, maintained by the Center for Applications of Psychological Type (CAPT), which lists over 6,500 entries. CAPT also maintains a very active research department. Queries can be directed to www.capt.org.

Listed below are several books and articles you may find helpful. The first three are highly recommended and considered indispensable by many career professionals:

Do What You Are

Discover the Perfect Career for You Through the Secrets of Personality Type, by Paul D. Tieger and Barbara Barron-Tieger.

MBTI Manual

A guide to the Development and Use of the Myers-Briggs Type Indicator, by Isabel Briggs Myers, Mary H. McCaulley, Naomi L. Quenk and Allen Hammer.

Newly updated, this manual provides a comprehensive overview of MBTI uses and applications, and includes chapters on theory, administration and interpretation, scoring, construction, and reliability/validity. An extensive applications section includes counseling and psychotherapy, education development, management and leadership, and multicultural applications.

The Atlas of Type Tables

A book by Gerald P. Macdaid, Mary H. McCaulley and Richard I. Kainz.

This resource, published by CAPT, contains over 300 type tables of occupations, as well as the percentages and rankings for all occupations based on preferences.

Bridges, William (1994). *Job Shift - How to Prosper in a Workplace without Jobs*. Reading, MA; Addison-Wesley Publishing Company.

Hammer, A. L., & Kummerow, J. M. (1996). *Strong and MBTI® Career Development Guide (Rev. ed)*. Palo Alto, CA; Consulting Psychologists Press.

Kumerow, Jean M. (1991). *New Directions in Career Planning and the Workplace - Practical*

Strategies for Counselors. Palo Alto, CA; Consulting Psychologists Press.

Martin, Charles R. (1995). *Looking at Type and Careers*. Gainesville, FL; Center for Application for Psychological Types (CAPT).

Pilder, R. J., & Pilder, W. F. (1981). *How to Find your Life's Work: Staying out of Traps and Taking Control of your Career*. Englewood Cliffs, NJ; Prentice-Hall.

Articles

Apostal, R. A., & Marks, C. (1990). Correlations between the Strong-Campbell and Myers-Briggs scales of introversion-extraversion and career interests. *Psychological Reports*, 66, 811-816.

Barlow, J. R. (no date). A career counselor's perspective on the usefulness of the Myers-Briggs Type Indicator® vs. the Edwards Personal Preference Schedule. Paper written for a course in psychological testing.

Bell, S. J., & Richard, L. R. (Speakers). (1991, July). Type and legal careers: Helping lawyers find satisfaction in the nineties. Presented at APT-IX, the Ninth Biennial International Conference of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS38). Garden Grove, CA: InfoMedix.

Berens, L. V. (1990, Spring). The Myers-Briggs Type Indicator® - Concepts behind the instrument [Special issue: Temperament and Type in Career Counseling]. *Career Planning and Adult Development Journal*, 6(1), 4-6.

Berens, L. V. (1990, Spring). Temperament applied to career counseling - Some case examples [Special issue: Temperament and Type in Career Counseling]. *Career Planning and Adult Development Journal*, 6(1), 7-9.

Berens, L. V. (Speaker). (1992). Not just a paycheck: Temperament factors in career and life decisions [Audiotape]. Huntington Beach, CA: Telos Publications.

DiRusso, L., Carney, J. V., & Bryan, B. (1995). Psychological type of education majors and career decisiveness. *Journal of Psychological Type*, 32, 36-42.

Hales, M., & Peacock, S. Y. (1998, March). Using the MBTI® in an internet career development course. Proceedings of the Third Biennial International Conference on Education of the Center for Applications of Psychological Type (pp. 127-129). Gainesville, FL: Center for Applications of Psychological Type.

Hammer, A. L. (1996). Career management and counseling. In A. L. Hammer (Ed.), *MBTI® applications: A decade of research on the Myers-Briggs Type Indicator* (pp. 31-53). Palo Alto, CA: Consulting Psychologists Press.

Heavrin, A. R. (1994, Fall). Careers & occupations: Human and career development and type. *Bulletin of Psychological Type*, 17(4), 28-30.

Heavrin, A. R. (1994, Spring). Toward a more holistic view of type. [Review of Applying career development to counseling]. *Bulletin of Psychological Type*, 17(2), 13.

Ingram, J. (Speaker). (1989, June). Using the Myers-Briggs Type Indicator® in career counseling with vocational-technical college students. Applications of Type in Community and Technical Colleges, Panel/Workshop presented at APT-VIII, the Eighth Biennial International Conference of the Association for Psychological Type, Boulder, CO. (Cassette Recording No. B215-59AB, 2 tapes). Garden Grove, CA: InfoMedix.

Jones, S. (1993). *Psychological testing for managers: A complete guide to using and surviving 19 popular recruitment and career development tests*. London: Piatkus.

Articles (continued)

Martin, C. R., & Macdaid, G. P. (1995, July). Looking at type and career exploration. Proceedings of APT-XI, the Eleventh Biennial International Conference of the Association for Psychological Type (p. 11, abstract). Kansas City, MO.

Miller, B., & Millner, N. B. (Speakers). (1985, June). Type to type: A search for career counseling techniques and tools. Presented at APT-VI, the Sixth Biennial International Conference of the Association for Psychological Type. (Cassette Recording No. L227-690). Garden Grove, CA: InfoMedix.

Miller, B., & Millner, N. B. (1985, June). Type: A search for career counseling techniques and tools. Paper presented at APT-VI, the Sixth Biennial International Conference of the Association for Psychological Type. Evanston, IL.

Montross, D. H., Kane, T. E., & Ginn, R. J., Jr. (1997). Career coaching your kids: Guiding your child through the process of career discovery. Palo Alto, CA: Davies-Black.

Nordvik, H. (1996, September). Relationships between Holland's vocational typology, Schein's career anchors and Myers-Briggs' types. *Journal of Occupational and Organizational Psychology*, 69(3), 263-275.

Pinkney, J. W. (1983, November). The Myers-Briggs Type Indicator® as an alternative in career counseling. *The Personnel and Guidance Journal*, 62(3), 173-177.

Tieger, P. D. (Speaker). (1991, July). Satisfaction guaranteed: Matching your personality to a career you can love. Presented at APT-IX, the Ninth Biennial International Conference of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS27). Garden Grove, CA: InfoMedix.

Van Sant, S. (Speaker). (1996, March). Type-based education is "real world" career education. Presented at the Second Biennial International Conference on Education of the Center for Applications of Psychological Type, Orlando, FL. (Cassette Recording No. 12).

Appendix 2: Profiles of All 16 Personality Types

ENFJ

Extravert, Intuitive, Feeling, Judging type

People like this are usually very warm, outgoing, and talkative. They make friends easily and are often popular and well liked because they are so enthusiastic and cheerful. They care deeply for their family and friends, and like to express their feelings through words and actions. People often say they have a gift for language and are able to articulate their strong beliefs and opinions with tact. They are quite empathetic and seem to just know what other people are feeling. Tension, fights, or conflict make them very uncomfortable so they try hard to please others and make peace between their friends.

They hate direct confrontations and will “soften” their message or even avoid telling the entire hard truth if they feel it might hurt someone's feelings. While they have strong opinions, they sometimes back away from what they really believe in. They sometimes choose harmony over total and frank honesty. Because they get their feelings hurt easily, it may be hard for them to hear even the most constructive criticism.

Creative and often imaginative, they may love learning, daydreaming, and entertaining others with their many artistic talents. They have quick minds

and are good at putting ideas and concepts together. Organized and productive, they get a blast of energy and satisfaction from getting projects done. They like to be in charge and can usually come up with a plan of action for even complicated projects. But they tend to become annoyed when someone tries to change or interrupt their plans. They like to know what's expected of them, and they care about what others think. They find it very hard to stay calm and objective when they're upset. They're very sensitive people; they know first-hand that it is both a blessing and curse to be so insightful about others.

INFJ

Introvert, Intuitive, Feeling, Judging type

People like this are usually imaginative, creative, and sensitive. They are private people, and take their time to get to know people and to let others get to know them. They probably have a small group of close and trusted friends, and are generally cautious about jumping into new social situations. People describe them as thoughtful and empathetic, and they try hard to please the people they care about. Outwardly quiet, they have strong feelings and opinions, especially about the way people should treat one another. They are very committed to their

beliefs so they may have trouble backing down or compromising their ideals just to get other peoples' approval. They can be somewhat perfectionistic. People sometimes disappoint them, and since it's hard for them to stay objective, their feelings often get hurt.

They may love to fantasize about the future, and probably enjoy creative activities like writing, reading, music, and art. They tend to be organized, efficient, and inventive about getting their work done, and they are responsible and respectful people. Since they

like to have a plan of action, they may get flustered by sudden changes and need plenty of time to adjust to or prepare for new experiences. They like spending time alone and while they may like doing things with their good friends, they are typically not the ones who initiate social activities. Since they are good listeners, people trust them and are often amazed by the original insights they have about others. They naturally look below the surface to understand the deeper meaning in every experience and interaction.

ENFP

Extravert, Intuitive, Feeling, Perceiving type

People like this are very outgoing, enthusiastic, and spontaneous. They love meeting new people and probably have a large circle of friends and acquaintances. Since they are always on the go and seem to have boundless energy, they are usually up for any new experience and especially love surprises! They are very curious, ask a lot of questions, and are fascinated by people or things that are out of the ordinary. Because of their vivid imagination, they have many ideas each day and are great at finding creative ways of

solving problems or overcoming obstacles. They love to talk - especially about fun or interesting possibilities. People enjoy their unusual sense of humor and find them fun to be around. They pride themselves on their uniqueness.

They are also sensitive and empathetic people who often have accurate insights about others. Their friends know they are devoted and affectionate and that they feel things very deeply, even if they don't always show it. But they may also take criticism personally and find their feelings are

easily hurt. When they have a lot of details to remember or projects to manage, they may become overwhelmed or discouraged. In fact, their curiosity often distracts them from the more routine parts of projects and they probably find that staying organized is one of the hardest things for them to do. Making decisions is also a struggle because there are so many interesting options calling to them at once. Whatever career they choose, it has to be something they believe in or they won't be able to stick with it for very long.

INFP

Introvert, Intuitive, Feeling, Perceiving type

People like this are rare. They are unique and creative people who tend to march to the beat of their own drummer. Private, quiet, and socially cautious, only friends who know them very well may ever see their more playful and expressive side. In fact, it takes a while for them to feel comfortable with new people so they may often be described as somewhat reserved. But inside, they are people of great feeling and care deeply for the people and causes that are dear to their hearts. Their personal values are most important to

them so they always try to make choices that they feel good about. They are rarely willing to compromise on anything that is really important to them. They can sometimes become overwhelmed by the intensity of their emotions, and their relationships need to be free of conflict or tension for them to remain in them.

They are also highly imaginative people and may enjoy expressing themselves through the arts. But since they are also somewhat perfectionistic, they may have

trouble hearing constructive criticism without taking it personally. They are quick to understand the deeper meaning of things, and often have fresh or original takes on events and people. Since, by nature, they prefer to act spontaneously, they resist too many rules or too much structure. And they may also have trouble staying organized or making decisions. At heart, they are non-conformist and must find the path that is really right for them, even if it means striking out alone.

ENTJ

Extravert, Intuitive, Thinking, Judging type

People like this are confident and assertive. They almost always seem to be sure of themselves, and speak their minds directly and honestly. They have strong opinions and are usually able to convince others that their position is right. While they are naturally very fair, they are also rather outspoken. Because they are so friendly and comfortable being the center of attention, they probably have a large circle of friends. People admire their determination and willingness to push themselves

to achieve their very high standards.

They are also creative people who like to ask thought-provoking questions. They love to learn but get bored with any repetition, and constantly need a new challenge to stay interested. Imaginative and creative, they like to look beyond the everyday to really understand why the world operates as it does. They are decisive and organized, and since they like to be prepared at all times, they may find it difficult or embarrassing to try

to improvise. They like to be in charge, but sometimes take over projects that aren't really theirs. They are frustrated by inefficiency, and find illogical rules infuriating. They want to be good at whatever they try, and they especially like to demonstrate their competency to others. People around them look to them as natural leaders and are often impressed with their knowledge. They are people that others respect so others feel comfortable giving these ENTJ types a lot of responsibility.

INTJ

Introvert, Intuitive, Thinking, Judging type

People like this are intense, private, and creative. They are highly imaginative and intellectual people, and are rarely satisfied with anything less than a full and logical understanding of issues. Serious, quiet, and cautious, they tend to initially hang back from new social situations, and they are pretty selective about which activities they get involved in and which people they befriend. They probably have a small group of trusted friends and also enjoy spending time alone, delving deeply into the subjects and activities that interest them.

They keep their feelings and private thoughts to themselves, or share them occasionally with their very closest friends. They have a rich inner life and may enjoy studying and reading about perspectives or lifestyles that are out of the ordinary. They quickly grasp complex concepts or theories, and are able to glean the less obvious meanings of information. But they may have little patience for anything superficial or repetitive.

They are super independent and are willing to stand up for their positions, even if others

disagree. But they may be stubborn and have difficulty changing their mind once they're made up. They are also naturally skeptical and question the way things are, so only a sound logical argument is likely to persuade or convince them. Calm and emotionally self-contained, they don't like when other people exaggerate or overreact. Overall, they are much more interested in meeting or exceeding their own high personal standards than trying to please other people.

ENTP

Extravert, Intuitive, Thinking, Perceiving type

People like this are friendly, creative, and confident. Since they love to talk and tell engaging stories, they have lots of friends and acquaintances and are pretty easy to get to know. They love being in the spotlight and especially enjoy entertaining others with their clever wit and unusual sense of humor. They probably have little trouble adapting to change, and most people admire their adaptability. They pride themselves on their creativity and ability to see possibilities where other people can't. They grasp new ideas quickly and

enjoy learning new things, but they are easily distracted and tend to get bored as soon as the challenge in projects is over. While they are easy-going and playful, it is often a struggle for them to make decisions or commit to one plan of action for any extended period of time since they are so curious and eager to experience as much of life as they can.

They are also very logical and are bothered by inconsistency and unfairness. They love a spirited debate – regardless of the topic – but can sometimes be argumentative. Their

spontaneity and enthusiasm is infectious, and other people often want to follow their lead. Since they like starting things much more than they enjoy finishing them, they often have trouble slowing down, preparing carefully, and following through on their commitments. Luckily, they are great at improvising and get a real sense of excitement from pulling things off at the last minute. They are also excellent negotiators and can usually convince or charm other people into letting them have their way, or one more chance!

INTP

Introvert, Intuitive, Thinking, Perceiving type

People like this are independent, curious, and creative. They are very private and need plenty of time alone to think things through or tinker with the subjects and projects that really interest them. They tend to have a very small cluster of close, trusted friends and rarely initiate social activities. They need lots of space and don't like to be crowded or pressured to participate in social activities that are too hectic or superficial. They may have a real passion for science or the arts and enjoy learning new things. Inventive and imaginative, they make quick

and insightful connections, and enjoy coming up with original solutions to problems. But they get bored quickly, dislike repetition, and may struggle to explain their ideas simply and clearly to other people.

They are also super logical and able to remain calm and cool in almost any situation. Because they are bothered by unfairness and inconsistency, and are rarely influenced by other people's opinions, they can speak their mind honestly, if sometimes a bit bluntly. Above all, they strive to meet or exceed their own high standards rather than worry

about trying to please others. But even their family and closest friends may not know how much they care about them because they rarely share their most private feelings. They easily see both sides of issues so they may enjoy debating, and they are great at finding the flaws in other people's arguments. Casual and unpredictable, they are highly adaptable and spontaneous. But their relaxed attitude about deadlines and neatness can make them run late or fail to follow through on commitments.

ESTJ

Extravert, Sensing, Thinking, Judging type

People like this are outgoing, responsible, and quite strong willed. They like to be around other people and are talkative, friendly, and confident. They prefer to be in charge of situations, and are usually good at organizing events and groups of people. Since they are so concerned about fairness, and have very clear opinions about right and wrong, they tend to get annoyed when people make exceptions to the rules or simply ignore them altogether. Outspoken, honest, and direct, they may sometimes interrupt

or bluntly step on peoples' toes without even realizing that they've hurt their feelings. They're naturally quite organized and productive, make quick decisions, and like to finish one project neatly and on time before starting another.

They are also realistic, down-to-earth people. They prefer activities that are hands-on and have some practical use. While they probably have a great memory for facts and details, they become bored or frustrated with too much theory or long discussions

about things that may never happen. They prefer to stay busy and physically active and are skeptical about trying new things or changing their routines. Their many friends admire their strong work ethic and know them to be people of their word. But in their desire to have most things settled and decided they may sometimes act a bit controlling or inflexible. They like to know what others expect of them and they strive to fulfill all of their commitments precisely and completely.

ISTJ

Introvert, Sensing, Thinking, Judging type

People like this are quiet, serious, and conscientious. They typically think before speaking, and are fairly cautious about jumping into new experiences. Since they are so private, they rarely share their feelings or reactions with people they don't know well. They need a good deal of time alone, and while they enjoy the company of a small group of close friends, they are rarely the ones to initiate get-togethers. They are selective about their interests, usually preferring to study things in depth or participate in physical

or hands-on activities. They are careful with facts, money, and your possessions, and they may have excellent memories for detail. Practical and realistic, people describe them as matter-of-fact, polite, and responsible.

They are also logical and organized people. Even in tense situations, they are usually able to remain calm and cool. Since they are most comfortable with a predictable routine and like to be prepared at all times, they don't usually like surprises or changes. They are skeptical about untested

ideas and may get bored with too much theoretical discussion. Because they have strong opinions, they may sometimes act a bit controlling or inflexible. They like compliments about their accomplishments, and may become angry when others make unfair or arbitrary decisions. Above all, they need to understand the logical reason for decisions, since once they make up their minds they may be reluctant to change them.

ESFJ

Extravert, Sensing, Feeling, Judging type

People like this are warm, friendly, and talkative. They are enthusiastic, energetic people who love to be surrounded by people and activity. Expressive and affectionate with friends and family, they are usually quite comfortable letting others know just how they feel. Since they are so sympathetic and caring, they naturally like to help others and are often the first people to volunteer. Polite and trusting, they try hard to please others and place their relationships high on their list of priorities. They have very strong values about the appropriate way to behave and

are very responsible. But they may sometimes try to impose their beliefs on others. They also tend to take all criticism personally so they may be easily offended or insulted. Since they sometimes have trouble speaking their mind clearly and honestly while upset, they may decide to avoid dealing with anyone who offends them.

They are also practical, down-to-earth people. They probably love the outdoors, animals, and a variety of sports or physical activities. They are blessed with a keen awareness of their environment and like their surroundings to be comfortable

and beautiful. They are very literal and like others to be clear and explicit about their expectations of them. Since they strive to be prepared at all times, they may have trouble improvising or dealing with sudden changes in plans. They like their routines to remain constant so they may sometimes be a bit rigid when they don't have time to adjust to changes. Organized and efficient, they like to work steadily through projects, completing each step carefully and neatly before moving to the next.

ISFJ

Introvert, Sensing, Feeling, Judging type

People like this are quiet, gentle, and caring. When people first meet them, they may seem reserved and cool. But once they get to know and care about someone, they are warm and very loyal. They tend to be cautious about jumping into social activities and sometimes resist trying new experiences. Instead, they like spending time with one or two close, trusted friends or spending time alone, enjoying the things that really interest them. They are considerate, respectful, and sensitive, and usually find tension or conflict between people very

uncomfortable. Since they have strong beliefs about right and wrong and always try to treat other people kindly, they may be easily hurt or offended by the insensitivity or callousness of others.

They are unpretentious and down-to-earth people. They speak clearly and literally, and want others to be equally explicit in explaining directions or stating their expectations of them. They tend to be selective about things like food and clothing, are usually tidy and organized, and prefer to be dressed appropriately for every occasion. They're also

careful with their money and possessions. They are probably blessed with excellent memories for detail, especially facts about people, but they may find it hard to read between the lines or deal with a lot of abstractions. Since they like to make decisions and stick with them, they don't like sudden changes. They're not big risk takers and are happiest with predictable daily routines. While they want to please the people close to them, they are rarely willing to compromise on really important issues.

ESTP

Extravert, Sensing, Thinking, Perceiving type

People like this are energetic, friendly, and easy-going. Usually talkative, often charming, they meet new people easily and have a lot of friends. Most people think they're funny, since they like to joke and can be quite entertaining. Spontaneous, even impulsive, they prefer to "fly by the seat of their pants," rather than do a lot of planning in advance. They have a real sense of adventure and enjoy a wide variety of physical, sometimes risky, activities. Since they prefer to be active and learn best in a hands-on way, they tend to get bored and distracted when they have to sit still for too long, or when the subject is highly theoretical.

They are realistic, literal, and very curious people. Super observant, they notice details other people miss. And to be convinced of something, it must make logical and practical sense to them.

They are also casual and playful, and rarely take things too seriously, or let other people's opinions influence them or hurt their feelings. Since they're so flexible they have no trouble adapting to change and improvising when necessary. But they tend to resist anyone who tries to restrict or control them, and they may have trouble remembering rules, especially ones they think are unnecessary. Starting new

projects is much more fun for them than finishing old ones, so they sometimes neglect to follow through completely with every one of their commitments. Their ability to solve problems as they come up often helps them get through sticky situations. A natural free spirit, they may have to work hard to resist the temptation to play and instead fulfill their responsibilities. While they are very fun loving, they may sometimes say or do things that hurt other people's feelings – without even realizing that they've done it. Their natural resilience is a great asset, but others may see it as a lack of genuine caring.

ISTP

Introvert, Sensing, Thinking, Perceiving type

People like this are quiet, serious, and independent. They are super observant but keep most of their reactions, thoughts, and opinions to themselves. When they do speak, they tend to be literal, matter-of-fact and honest, and avoid small talk. People see them as totally calm and even-tempered, and even their families and very closest friends rarely know what they're feeling. When they do speak their minds, they are truthful to the point of bluntness. They may be baffled about why people take offense or otherwise react emotionally,

and they may sometimes think relationships are too complex and confusing. Because they are naturally private, they avoid big social gatherings and would rather spend time alone or with a good friend, busy with their particular interests. They enjoy the outdoors and physical activities or adventures that have a certain element of risk. They approach problems with curiosity and logic, and people often say they're great with their hands.

They are also easy-going and casual people who don't like a lot of rules, structure, or restrictions on their freedom.

They like to explore, have fun, and follow their own impulses rather than live by anyone else's expectations or standards. Since they prize their own independence, they don't try to impose themselves or their beliefs on other people. While they are amazingly adaptive and able to turn on a dime, they often have trouble making decisions or following through on projects. Sometimes they get distracted and forget their commitments. But luckily, they are so resourceful that they are often able to improvise.

ESFP

Extravert, Sensing, Feeling, Perceiving type

People like this are easygoing, friendly, and happy-go-lucky. They are curious and outgoing so they meet new friends wherever they go. Active, talkative, and uninhibited, they have fun at whatever they're doing and seem to bring energy and life to any situation. Naturally down-to-earth and unpretentious, people love their sincere and generous nature. They have a lot of friends, and love to laugh, and they rarely like to sit still for very long. They enjoy animals, being outdoors, and playing sports or any other kind of game. They are very

observant and like to surround themselves with objects of beauty. And they adore surprises!

They are also sensitive and affectionate, and are loyal and devoted to their friends and family. Rarely do they see anything but the most positive qualities in other people so they are frequently disappointed when people aren't as nice as they had thought. They have big hearts and feel things deeply, even if they don't always show it right away. Responsive and spontaneous, they don't like a

lot of rules or restrictions on their freedom. But they are also sometimes are disorganized and find themselves running behind on projects. They are easily tempted by any opportunity to do something fun so they may accidentally let other people down. They are quick to apologize and forgive. But while they are flexible and casual about many things, when it comes to their personal values, they may hold their ground with surprising strength.

ISFP

Introvert, Sensing, Feeling, Perceiving type

People like this are gentle, caring, and sensitive. To those who don't really know them, they may appear cool and reserved. But inside they feel things very deeply. Their close friends know they are loyal and affectionate, expressive and eager to please. They are thoughtful, considerate, and supportive of their friends and family. While they love to be included in social activities, they also need time alone to relax or pursue their interests. Because they have such big hearts, they often take even the most constructive criticism

personally and may frequently feel disappointed or hurt. They have to force themselves to deal with conflicts head-on, and to speak their minds honestly, even when they know it might hurt someone's feelings.

They are also down-to-earth and realistic people. They probably have a keen sense of aesthetics and may love a variety of artistic expressions or activities. Since they are so observant, they give their full attention to whatever they are doing at the moment, and are

often able to tell amazingly accurate stories. They're easy-going and playful, but may not be especially adventurous. They struggle to stay organized and may find large or complicated projects a bit overwhelming. Since they naturally want to follow their curiosity wherever it leads them, they may have trouble making decisions or following through and finishing all of the projects they start. They hate to disappoint anyone and they are quick to forgive others.