

# INTRODUCTION TO TYPE®

INTRODUCTION TO TYPE® SERIES

ISABEL BRIGGS MYERS  
SIXTH EDITION

# Introduction to Type<sup>®</sup>



Sixth Edition

## **A Guide to Understanding Your Results on the MBTI<sup>®</sup> Instrument**

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Revised by  
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**CPP, Inc.**

Mountain View, California

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15 14 13 12 11 10 25 24 23 22 21 20 19

# Contents



<b>Introduction</b> 4	
Using the <i>Introduction to Type®</i> Booklet 4	
<b>What Is the MBTI® Instrument?</b> 5	
Development of the MBTI® Instrument 5	
The MBTI® Instrument Today 5	
<b>What Is Psychological Type?</b> 6	
Components of Jung's Picture of Personality 6	
Jung's Eight Mental Functions 7	
Why the Differences Between People? 7	
Myers and Briggs' Development of Jung's Theory 7	
A Dynamic Theory of Personality 7	
<b>What Are Preferences?</b> 8	
<b>The MBTI® Preferences</b> 9	
<b>What Is Your Type?</b> 11	
Verifying Your Type 11	
<b>Brief Descriptions of the 16 Types</b> 13	
<b>Full Descriptions of the 16 Types</b> 14	
ISTJ 14	
ISFJ 15	
ESTP 16	
ESFP 17	
INTJ 18	
INFJ 19	
ENTP 20	
ENFP 21	
ISTP 22	
INTP 23	
ESTJ 24	
ENTJ 25	
ISFP 26	
INFP 27	
ESFJ 28	
ENFJ 29	
<b>Using Differences Constructively</b> 30	
Constructive Use of Differences 30	
Mutual Usefulness of Opposite Types 30	
Using Type Differences at Work 31	
<b>Using Type Preference Combinations</b> 32	
Type Dynamics and Development 35	
<b>Applying Type</b> 36	
Type and Career Choice 36	
Type and Relationships 36	
Type and Learning Styles 37	
Using Type in Organizations 38	
Type and Problem Solving 39	
<b>MBTI® Step II™ Scoring</b> 40	
<b>Things to Remember About Type</b> 42	
<b>What's Next?</b> 43	
Suggestions for Additional Reading 43	

# Introduction



Isabel Briggs Myers wrote the *Introduction to Type*<sup>®</sup> booklet for clients to use after they have attended an introductory feedback session explaining psychological type and their results on the *Myers-Briggs Type Indicator*<sup>®</sup> (MBTI<sup>®</sup>) personality inventory. Her purpose was to equip clients with the information they need to reflect on their own psychological type and to begin integrating that knowledge into their everyday lives. Her intent was that everyone introduced to type and the MBTI instrument receive this basic resource.

## Using the *Introduction to Type*<sup>®</sup> Booklet

This new edition maintains the integrity of Isabel Myers' original presentation of psychological type while adding knowledge from decades of experience in introducing type. Changes and additions include the following:

- New formatting to make the information more accessible to readers
- Revised type descriptions based on research and increased knowledge about type development
- Suggestions for applying type in a variety of settings
- An outline of the dynamic and developmental theory underlying the MBTI instrument
- Additional information about type combinations
- Practical ethical guidelines for using type
- Recommendations for further reading

The *Introduction to Type*<sup>®</sup> booklet, Sixth Edition, is designed for use during an introductory feedback session and for further exploration following the session. It provides the initial information necessary to make constructive use of the MBTI tool and also offers a gateway to lifelong personal

and professional development. It is the foundation for the *Introduction to Type*<sup>®</sup> series, which leads MBTI users into increasingly deeper levels of the Jungian model of human personality and into applications of psychological type:

### Psychological type model of personality

- *Introduction to Type*<sup>®</sup> *Dynamics and Development* by Katharine D. Myers and Linda K. Kirby
- *In the Grip: Understanding Type, Stress, and the Inferior Function* by Naomi L. Quenk

### Applications of psychological type

- *Introduction to Type*<sup>®</sup> *and Careers* by Allen L. Hammer
- *Introduction to Type*<sup>®</sup> *and Change* by Nancy J. Barger and Linda K. Kirby
- *Introduction to Type*<sup>®</sup> *and Coaching* by Sandra Krebs Hirsh and Jane A. G. Kise
- *Introduction to Type*<sup>®</sup> *in College* by John K. DiTiberio and Allen L. Hammer
- *Introduction to Type*<sup>®</sup> *and Communication* by Donna Dunning
- *Introduction to Type*<sup>®</sup> *and Conflict* by Damian Killen and Danica Murphy
- *Introduction to Type*<sup>®</sup> *and Decision Making* by Katherine W. Hirsh and Elizabeth Hirsh
- *Introduction to Type*<sup>®</sup> *and the 8 Jungian Functions* by Margaret T. Hartzler, Robert W. McAlpine, and Leona Haas
- *Introduction to Type*<sup>®</sup> *and Emotional Intelligence* by Roger R. Pearman
- *Introduction to Type*<sup>®</sup> *and Innovation* by Damian Killen and Gareth Williams
- *Introduction to Type*<sup>®</sup> *and Leadership* by Sharon Lebovitz Richmond
- *Introduction to Type*<sup>®</sup> *and Learning* by Donna Dunning
- *Introduction to Type*<sup>®</sup> *in Organizations* by Sandra Krebs Hirsh and Jean M. Kummerow
- *Introduction to Type*<sup>®</sup> *and Project Management* by Jennifer Tucker
- *Introduction to Type*<sup>®</sup> *and Selling* by Susan A. Brock
- *Introduction to Type*<sup>®</sup> *and Teams* by Elizabeth Hirsh, Katherine W. Hirsh, and Sandra Krebs Hirsh

Be sure to read “Things to Remember About Type,” on page 42, to help you use the MBTI tool accurately and constructively.

# What Is the MBTI® Instrument?



The *Myers-Briggs Type Indicator* instrument is a self-report questionnaire designed to make Jung's theory of psychological types understandable and useful in everyday life. MBTI results identify valuable differences between normal, healthy people, differences that can be the source of much misunderstanding and miscommunication.

Taking the MBTI inventory and receiving feedback will help you identify your unique gifts. The information enhances understanding of yourself, your motivations, your natural strengths, and your potential areas for growth. It will also help you appreciate people who differ from you. Understanding your MBTI type is self-affirming and encourages cooperation with others.

## Development of the MBTI® Instrument

The authors of the MBTI instrument, Katharine Cook Briggs (1875–1968) and her daughter, Isabel Briggs Myers (1897–1980), were keen and disciplined observers of human personality differences. They studied and elaborated the ideas of Swiss psychiatrist Carl G. Jung (1875–1961) and applied them to understanding people around them.

Prompted by the waste of human potential in World War II, Myers began developing the Indicator to give a wide range of individuals access to the benefits she found in knowing psychological type and appreciating differences.

## The MBTI® Instrument Today

After more than 60 years of research and development, the current MBTI assessment is the most widely used instrument for understanding normal personality differences. Because it explains basic patterns in human functioning, the MBTI tool is used for a wide variety of purposes including the following:

- Self-understanding and development
- Career development and exploration
- Organization development
- Team building
- Management and leadership training
- Problem solving
- Relationship counseling
- Education and curriculum development
- Academic counseling
- Diversity and multicultural training

More than two million MBTI assessments are administered annually in the United States. The MBTI tool is also used internationally and has been translated into more than 30 languages.

# What Is Psychological Type?



**P** psychological type is a theory of personality developed by Swiss psychiatrist Carl G. Jung to explain the normal differences between healthy people. Based on his observations, Jung concluded that differences in behavior result from people's inborn tendencies to use their minds in different ways. As people act on these tendencies, they develop patterns of behavior. Jung's psychological type theory defines eight different patterns of normal behavior, or types, and gives an explanation of how types develop.

## Components of Jung's Picture of Personality

Jung observed that when people's minds are active, they are involved in one of two mental activities:

- Taking in information, *perceiving*, or
- Organizing that information and coming to conclusions, *judging*

He identified two opposite ways that people perceive, which he called *sensation* (called *Sensing* by Myers and Briggs) and *intuition*, and two opposite ways that people judge, which he called *thinking* and *feeling*.

### The Basic Mental Processes



Jung also observed that individuals tend to focus their energy and be energized more by the external world of people, experience, and activity or more by the internal world of ideas, memories, and emotions. He called these two orientations of energy *extraversion* (acting in the outer world) and *introversion* (reflecting in the inner world).

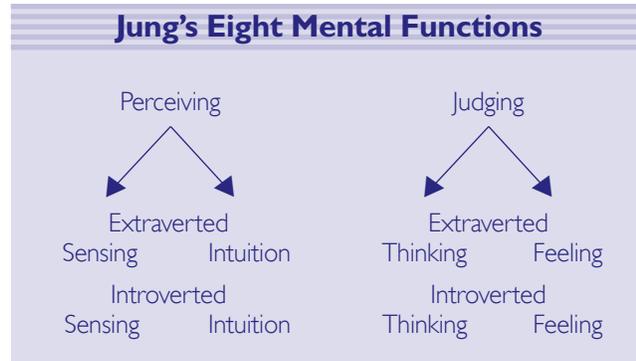
### Orientation of Energy



While each of the four mental processes—Sensing, Intuition, Thinking, and Feeling—has its own predictable characteristics, each also takes on a different flavor depending on whether the process is focused more on the outer Extraverted world or on the inner Introverted world.

## Jung's Eight Mental Functions

Combining the two different orientations to the world with the four mental processes, Jung described eight fundamental patterns of mental activity available to people.



## Why the Differences Between People?

While these eight mental processes are available to and used by everyone, Jung believed that people are innately different in what they prefer. The natural preference for one of these functions over the others leads individuals to direct energy toward it and to develop habits of behavior and personality patterns characteristic of that function. Jung termed people's preferred mental process their *dominant function*.

Differences in the mental function that is preferred, used, and developed lead to fundamental differences between people. The resulting predictable patterns of behaviors—in dynamic interaction with the other mental functions—form psychological types.

## Myers and Briggs' Development of Jung's Theory

Jung focused on accurately describing the eight dominant functions he identified, but he also saw that people use the other functions in a kind of hierarchy of preference. The terms he used to describe the order of use for an individual type were *dominant function*, the first, most used mental process; *auxiliary function*, the second in preference; the *tertiary function*, or third; and the *inferior function*, or fourth

and least preferred. These terms are discussed further on page 35.

Briggs and Myers developed Jung's idea of the auxiliary function and included its role in their concept and descriptions of types. This development resulted in the 16 types indicated by the MBTI instrument:

Dominant function	Auxiliary function	MBTI® type
Introverted Sensing	with Extraverted Thinking	ISTJ
Introverted Sensing	with Extraverted Feeling	ISFJ
Extraverted Sensing	with Introverted Thinking	ESTP
Extraverted Sensing	with Introverted Feeling	ESFP
Introverted Intuition	with Extraverted Thinking	INTJ
Introverted Intuition	with Extraverted Feeling	INFJ
Extraverted Intuition	with Introverted Thinking	ENTP
Extraverted Intuition	with Introverted Feeling	ENFP
Introverted Thinking	with Extraverted Sensing	ISTP
Introverted Thinking	with Extraverted Intuition	INTP
Extraverted Thinking	with Introverted Sensing	ESTJ
Extraverted Thinking	with Introverted Intuition	ENTJ
Introverted Feeling	with Extraverted Sensing	ISFP
Introverted Feeling	with Extraverted Intuition	INFP
Extraverted Feeling	with Introverted Sensing	ESFJ
Extraverted Feeling	with Introverted Intuition	ENFJ

## A Dynamic Theory of Personality

Jung's theory and the 16 MBTI types do *not* define static boxes: Instead, they describe dynamic energy systems with interacting processes. Myers and Briggs' solution for the problem of fully operationalizing Jung's dynamic theory in a psychometric instrument was to design four separate preference scales: Extraversion–Introversion, Sensing–Intuition, Thinking–Feeling, and Judging–Perceiving.

Each preference identified by the MBTI instrument is a multifaceted aspect of personality and enhances understanding of oneself and others; and, at the introductory level, it is customary to focus on defining each preference. It is important to remember, however, that it is the combination of the four preferences that provides the fullest and richest picture of psychological types.

The dynamic energy system of each type is embedded in the full type descriptions, pages 14–29, and the dynamic and developmental theory is discussed in greater depth on page 35.

# What Are Preferences?



The MBTI assessment reports preferences on four dichotomies, each consisting of two opposite poles. The following exercise conveys what Jung and the MBTI instrument mean by *preferences*.

First, sign your name on the line below as you normally do.

---

Now, sign your name again on the line below, but this time use your other hand.

---

How would you describe the experience of writing your name with your preferred hand? With your nonpreferred hand?

Most people who try this immediately notice a number of differences:

Preferred hand	Nonpreferred hand
Feels natural	Feels unnatural
Didn't think about it	Had to concentrate while doing it
Effortless, easy	Awkward and clumsy
Looks neat, legible, adult	Looks childlike

The words that you and others use to describe the preference for one hand over the other illustrate the theory of

preferences in the MBTI assessment: You can use either hand when you have to, and you use both hands regularly; but for writing, one is natural and competent, while the other requires effort and feels awkward.

We can develop skill in writing with our nonpreferred hand, but imagine how difficult it would be if you were required to write with your nonpreferred hand throughout a work day or school day. Similarly, according to the theory, everyone has a natural preference for one of the two opposites on each of the four MBTI dichotomies. We use both poles at different times, but not both at once and not with equal confidence. When we use our preferred methods, we are generally at our best and feel most competent, natural, and energetic.

The MBTI preferences indicate the differences in people that result from the following:

- Where they prefer to focus their attention and get energy (Extraversion or Introversion)
- The way they prefer to take in information (Sensing or Intuition)
- The way they prefer to make decisions (Thinking or Feeling)
- How they orient themselves to the external world—with a judging process or a perceiving process (Judging or Perceiving)

*There is no right or wrong to these preferences.* Each identifies normal and valuable human behaviors.

As we use our preferences in each of these areas, we develop what Jung and Myers defined as a *psychological type*: an underlying personality pattern resulting from the dynamic interaction of our four preferences, environmental influences, and our own choices. People tend to develop behaviors, skills, and attitudes associated with their type, and those with types different from yours will likely be opposite to you in many ways. Each type represents a valuable and reasonable way to be. Each has its own potential strengths, as well as its likely blind spots.

# The MBTI® Preferences



In the following tables, place a ✓ beside the pole of each dichotomy that seems to best describe your natural way

of doing things—the way you are outside of the roles you play.

## Where do you prefer to focus your attention? Where do you get energy? The E–I Dichotomy

### ☐ Extraversion

People who prefer Extraversion like to focus on the outer world of people and activity. They direct their energy and attention outward and receive energy from interacting with people and from taking action.

*Characteristics associated with people who prefer Extraversion:*

- Attuned to external environment
- Prefer to communicate by talking
- Work out ideas by talking them through
- Learn best through doing or discussing
- Have broad interests
- Sociable and expressive
- Readily take initiative in work and relationships

### ☐ Introversion

People who prefer Introversion like to focus on their own inner world of ideas and experiences. They direct their energy and attention inward and receive energy from reflecting on their thoughts, memories, and feelings.

*Characteristics associated with people who prefer Introversion:*

- Drawn to their inner world
- Prefer to communicate in writing
- Work out ideas by reflecting on them
- Learn best by reflection, mental “practice”
- Focus in depth on their interests
- Private and contained
- Take initiative when the situation or issue is very important to them

## How do you prefer to take in information? The S–N Dichotomy

### ☐ Sensing

People who prefer Sensing like to take in information that is real and tangible—what is actually happening. They are observant about the specifics of what is going on around them and are especially attuned to practical realities.

*Characteristics associated with people who prefer Sensing:*

- Oriented to present realities
- Factual and concrete
- Focus on what is real and actual
- Observe and remember specifics
- Build carefully and thoroughly toward conclusions
- Understand ideas and theories through practical applications
- Trust experience

### ☐ Intuition

People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They want to grasp patterns and are especially attuned to seeing new possibilities.

*Characteristics associated with people who prefer Intuition:*

- Oriented to future possibilities
- Imaginative and verbally creative
- Focus on the patterns and meanings in data
- Remember specifics when they relate to a pattern
- Move quickly to conclusions, follow hunches
- Want to clarify ideas and theories before putting them into practice
- Trust inspiration

## How do you make decisions? The T–F Dichotomy

### □ Thinking

People who prefer to use Thinking in decision making like to look at the logical consequences of a choice or action. They want to mentally remove themselves from the situation to examine the pros and cons objectively. They are energized by critiquing and analyzing to identify what's wrong with something so they can solve the problem. Their goal is to find a standard or principle that will apply in all similar situations.

*Characteristics associated with people who prefer Thinking:*

- Analytical
- Use cause-and-effect reasoning
- Solve problems with logic
- Strive for an objective standard of truth
- Reasonable
- Can be “tough-minded”
- Fair—want everyone treated equally

### □ Feeling

People who prefer to use Feeling in decision making like to consider what is important to them and to others involved. They mentally place themselves into the situation to identify with everyone so they can make decisions based on their values about honoring people. They are energized by appreciating and supporting others and look for qualities to praise. Their goal is to create harmony and treat each person as a unique individual.

*Characteristics associated with people who prefer Feeling:*

- Empathetic
- Guided by personal values
- Assess impacts of decisions on people
- Strive for harmony and positive interactions
- Compassionate
- May appear “tenderhearted”
- Fair—want everyone treated as an individual

## How do you deal with the outer world? The J–P Dichotomy

### □ Judging

People who prefer to use their Judging process in the outer world like to live in a planned, orderly way, seeking to regulate and manage their lives. They want to make decisions, come to closure, and move on. Their lives tend to be structured and organized, and they like to have things settled. Sticking to a plan and schedule is very important to them, and they are energized by getting things done.

*Characteristics associated with people who prefer Judging:*

- Scheduled
- Organize their lives
- Systematic
- Methodical
- Make short- and long-term plans
- Like to have things decided
- Try to avoid last-minute stresses

### □ Perceiving

People who prefer to use their Perceiving process in the outer world like to live in a flexible, spontaneous way, seeking to experience and understand life, rather than control it. Detailed plans and final decisions feel confining to them; they prefer to stay open to new information and last-minute options. They are energized by their resourcefulness in adapting to the demands of the moment.

*Characteristics associated with people who prefer Perceiving:*

- Spontaneous
- Flexible
- Casual
- Open-ended
- Adapt, change course
- Like things loose and open to change
- Feel energized by last-minute pressures

Note: While the names of some of the MBTI preferences are familiar words, the MBTI meaning of the preferences is somewhat different from everyday use. Remember:

- “Extravert” does not mean “talkative” or “loud.”
- “Introvert” does not mean “shy” or “inhibited.”
- “Feeling” does not mean “emotional.”
- “Judging” does not mean “judgmental.”
- “Perceiving” does not mean “perceptive.”

# What Is Your Type?



The first step in deciding on your own best-fit type is to put together the preferences you chose as you were listening to an explanation or reading on the previous pages about the MBTI dichotomies.

The MBTI instrument uses letters to represent the preferences, so you can estimate your psychological type by combining the letters you checked. For example:

## ISTJ = people who ...

- I** Draw energy from and pay attention to their inner world
- S** Like information that is real and factual
- T** Use logical analysis in decision making
- J** Like a structured and planned life

A person with opposite preferences on all four dichotomies would be an ENFP.

## ENFP = people who ...

- E** Draw energy from the outer world of people and activity
- N** Like to see patterns and connections, the big picture
- F** Use their personal values in decision making
- P** Like a flexible, adaptable life

There are 16 possible combinations of the MBTI preferences, leading to 16 different patterns of personality.

### First hypothesis:

Your self-estimate of type based on listening or reading:

\_\_\_\_\_

### Second hypothesis:

Your MBTI results report the preferences you chose when you completed the Indicator:

Your reported type on the MBTI instrument:

\_\_\_\_\_

Your MBTI report may also show a number by each letter. The number is called the *preference clarity index*. It indicates how consistently you chose that preference over its opposite when you responded to the questions. *The numbers do not indicate how well developed a preference is or how well you use it.*

## Verifying Your Type

The MBTI instrument is one of the most reliable and valid self-report personality inventories available, but no psychological instrument is infallible. Because of this, we consider the type you reported on the MBTI assessment a hypothesis—a “best guess” about your psychological type. Your self-estimate as you learned the definitions of the preferences is another hypothesis. Most people agree with the way they reported their preferences on the Indicator—their MBTI results—but it is not unusual for your self-estimated

type and your MBTI results to differ on one or more of the preferences.

Your task now is to verify and clarify your “best-fit” type: the four-letter combination that best describes your natural way of doing things. The 16 type descriptions on pages 14–29 in this booklet are the basic resource for verifying and clarifying type.

- “At Their Best” includes qualities most frequently identified by people of that type as characteristic of them.
- “Characteristics of . . .” and “How Others May See Them” are descriptions of how this type functions based on Jung’s theory.
- “Potential Areas for Growth” highlights some developmental issues and characteristic reactions to stress.

*If your two hypotheses about your type are identical*, turn to the full-page description of that type. Of course, no description can completely capture anyone—individuals are a lot more complex than their type! However, if the description makes you feel comfortably understood, it is probably your best-fit type. If not, . . .

*If your hypotheses differ or if your type description doesn’t fit*, you will need to do some exploration to decide your best-fit type. Use the following steps as a guide:

1. Think about reasons why you may have answered Indicator questions differently from your self-estimate of your type.
  - You may not have developed a clear preference on one or more of the dichotomies.
  - You may have answered the questions or made your self-estimate according to how you would like to be.
  - You may have answered the questions or made your self-estimate based on how you think you should be.

- You may have been influenced by your current job requirements or living situation.
- You may be in a particularly stressful life situation and find it difficult to identify your normal way of functioning.

Identifying factors that influenced your responses to the Indicator or your self-estimate may lead you to a tentative decision about which type is your best fit.

2. If you remain unclear or want to explore further, read the short descriptions (p. 13) for your reported type and your self-estimate. For example, if both hypotheses indicated E, N, and P, but they differed on the T–F dichotomy, read the brief descriptions for ENFP and ENTP.
3. Choose the one most like you and read the full-page description (pp. 14–29), highlighting parts that seem like you and noting parts that don’t seem to fit. To double check, you can do the same for the other type you are exploring.
4. Use information in the applications sections of this booklet (pp. 36–39) to read about effects of type at work, in careers, in relationships, and in education.
5. Observe type exercises related to the dichotomy about which you are undecided. Note if one of the preferences “pulls” you. Or, you may become clearer because one of the preferences seems to push you away—makes you feel uncomfortable.
6. Continue to explore by reading additional type information and descriptions in the recommended reading.

*If you’re still not sure*, that’s okay. Determining your best-fit type can be a process of self-discovery. Narrow down your type as much as you can and then observe yourself for a few days through a type lens.

## Characteristics Frequently Associated with Each Type

	Sensing Types		Intuitive Types	
Introverts	<p><b>ISTJ</b></p> <p>Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.</p>	<p><b>ISFJ</b></p> <p>Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.</p>	<p><b>INFJ</b></p> <p>Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.</p>	<p><b>INTJ</b></p> <p>Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.</p>
	<p><b>ISTP</b></p> <p>Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.</p>	<p><b>ISFP</b></p> <p>Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.</p>	<p><b>INFP</b></p> <p>Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.</p>	<p><b>INTP</b></p> <p>Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.</p>
	<p><b>ESTP</b></p> <p>Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them—they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.</p>	<p><b>ESFP</b></p> <p>Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.</p>	<p><b>ENFP</b></p> <p>Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.</p>	<p><b>ENTP</b></p> <p>Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.</p>
Extraverts	<p><b>ESTJ</b></p> <p>Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.</p>	<p><b>ESFJ</b></p> <p>Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.</p>	<p><b>ENFJ</b></p> <p>Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.</p>	<p><b>ENTJ</b></p> <p>Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.</p>

Dominant function: S <sub>I</sub>	Tertiary function: F
Auxiliary function: T <sub>E</sub>	Fourth/inferior function: N <sub>E</sub>

## At Their Best

ISTJs have a strong sense of responsibility and great loyalty to the organizations, families, and relationships in their lives. They work with steady energy to fulfill commitments as stated and on time. They go to almost any trouble to complete something they see as necessary but balk at doing anything that doesn't make sense to them.

ISTJs generally prefer to work alone and be accountable for the results; however, they are comfortable working in teams when that is necessary to do the job right, when roles are clearly defined, and when everyone fulfills assigned responsibilities. Competence and responsibility are extremely important to ISTJs, who expect others to be as dutiful and trustworthy as they require themselves to be.

## Characteristics of ISTJs

ISTJs have a profound respect for facts. They use their Sensing primarily internally, where they have a storehouse of information upon which they draw to understand the present. Thus, they are likely to be

- Practical, sensible, and realistic
- Systematic

ISTJs use Thinking in decision making, taking an objective, logical, and tough-minded approach. Their focus is on the task or system as a whole, rather than on individuals. Thus, ISTJs tend to be

- Logical and analytical
- Detached and reasonable

ISTJs are clear and steadfast in their opinions because they have arrived at them by carefully and thoroughly applying logical criteria based on their experience and knowledge. They believe standard procedures exist because such procedures work. ISTJs will support change only when facts demonstrate that such change will bring better results.

## How Others May See Them

ISTJs are sociable when comfortable in the roles they are playing; however, they generally do not share their wealth of rich Sensing observations and memories except with close friends. Others see their standards and judgments, their desire for structure and schedules, but they may not see their individual, sometimes humorous, private reactions.

It can be hard for ISTJs to see the sense in needs that differ widely from their own; but, once they are convinced that something matters to a person they care about, that need becomes a fact. They then go to great lengths to meet the need, even while continuing to think it doesn't make sense. Others usually see ISTJs as

- Calm, reserved, and serious
- Consistent and orderly
- Valuing traditions

## Potential Areas for Growth

Sometimes life circumstances have not supported ISTJs in the development and expression of their Thinking and Sensing preferences.

- If they have not developed their *Thinking*, ISTJs may not have reliable ways of dealing with the world and instead may focus solely on their memories and internal data.
- If they have not developed their *Sensing*, they may rush into premature judgments and actions without considering new information.

If ISTJs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become rigid about time, schedules, and procedures—go “by the book”
- Be critical and judgmental of others
- Find it difficult to delegate—to trust anyone else to do the job right

It is natural for ISTJs to give less attention to their non-preferred Intuitive and Feeling parts. If they neglect these too much, however, they may

- Not see the wider ramifications of current, expedient decisions
- Concentrate on logic so much they don't consider impacts on people
- Fail to respond appropriately to others' needs for connection and intimacy

Under great stress, ISTJs may be unable to use their customary calm, reasonable judgment and get caught up in “catastrophizing”—imagining a host of negative possibilities for themselves and others.



# Introverted Sensing with Extraverted Feeling

Dominant function: S <sub>i</sub>	Tertiary function: T
Auxiliary function: F <sub>e</sub>	Fourth/inferior function: N <sub>e</sub>

## At Their Best

People with ISFJ preferences are dependable and considerate, committed to the people and groups with which they are associated, and faithful in carrying out responsibilities. They work with steady energy to complete jobs fully and on time. They will go to great trouble to do something they see as necessary but dislike being required to do anything that doesn't make sense to them.

ISFJs focus on what people need and want, and they establish orderly procedures to be sure those needs and wants are fulfilled. They take roles and responsibilities seriously and want others to do the same. Family relationships and responsibilities are extremely important to ISFJs, who fulfill their roles conscientiously and expect other family members to do the same.

## Characteristics of ISFJs

ISFJs have a realistic and practical respect for facts. They use their Sensing primarily internally, where they have a wealth of stored information. They remember clearly the details of things that have personal meaning for them, such as tones of voice and facial expressions. Thus, ISFJs are likely to be

- Practical and realistic
- Concrete and specific

ISFJs use Feeling to make decisions based on personal values and concern for others. They value harmony and cooperation and work to create them. Thus, they are likely to be

- Cooperative and thoughtful of others
- Kind and sensitive

Their opinions are firm because their decisions are based on careful application of their clear values and their wealth of stored data. ISFJs respect established procedures and authority, believing that these have persisted because they function well. Therefore they will support change only when new data show it will be of practical benefit to people.

## How Others May See Them

ISFJs are unassuming and quiet in their interactions, often putting the needs of others—especially family members—ahead of their own. They are uncomfortable with con-

frontation and will go a long way to accommodate others, though their respect for traditions and people's feelings can lead them to challenge actions they perceive as hurtful or insensitive. People see their values, their desire for structure and closure, their kindness. What others may not see is the wealth of rich, accurate internal Sensing impressions and memories. Others usually see ISFJs as

- Quiet, serious, and conscientious
- Considerate, good caretakers
- Honoring commitments, preserving traditions

## Potential Areas for Growth

Sometimes life circumstances have not supported ISFJs in the development and expression of their Feeling and Sensing preferences.

- If they have not developed their *Feeling*, ISFJs may not have reliable ways of dealing with the world and instead focus solely on their Sensing memories and impressions.
- If they have not developed their *Sensing*, they may rush into value judgments or taking care of others without considering the realities.

If ISFJs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become rigid in supporting hierarchy, authority, and procedures
- Feel unappreciated, resentful—complain a lot
- Be overly focused on immediate impacts of decisions

It is natural for ISFJs to give less attention to their non-preferred Intuitive and Thinking parts. If they neglect these too much, however, they may

- Not see the wider ramifications of current decisions or procedures
- Find it difficult to assert their needs
- Be uncomfortable applying impersonal criteria to decisions, even when needed

Under great stress, ISFJs can get caught up in “catastrophizing”—imagining a host of negative possibilities. They may then express these without their usual consideration for the impact on people around them.

Dominant function: S <sub>E</sub>	Tertiary function: F
Auxiliary function: T <sub>I</sub>	Fourth/inferior function: N <sub>I</sub>

## At Their Best

People with ESTP preferences are energetic, active problem solvers, responding creatively to challenging situations in their environment. They seldom let rules or standard procedures interfere, finding new ways to use existing systems. They develop easy methods to do difficult things and make their work fun. They are flexible, adaptable, inventive, and resourceful, can pull conflicting factions together, and are good team members.

They are popular companions for activities (parties, sports, or work) because of their zest for life and their enjoyment of the moment.

## Characteristics of ESTPs

ESTPs are interested in everything going on around them—activities, food, clothes, people, the outdoors, and everything that offers new experiences. Because they learn more from doing than from studying or reading, they tend to plunge into things, learning as they go, trusting their ability to respond resourcefully. ESTPs are likely to be

- Observant
- Practical and realistic
- Active, involved in immediate experience

ESTPs make decisions by logical analysis and reasoning and can be tough when the situation calls for toughness. They usually are

- Analytical, rational problem solvers
- Straightforward and assertive

ESTPs are expert at seeing the needs of the moment and reacting quickly to meet them. For the most part, they prefer to deal flexibly with what is, rather than make judgments. They good-naturedly take things as they are and seek satisfying solutions, rather than imposing a “should” or “must” of their own.

## How Others May See Them

ESTPs are strong in the art of living. They love life and immerse themselves in it; others respond to their enthusiasm and good humor. ESTPs are people of action. They usually dislike and avoid theory and written directions. Traditional schools can be difficult for people with these preferences, though ESTPs do well when they see the rele-

vance and are allowed to experiment. Others usually see ESTPs as

- Gregarious, fun-loving, and spontaneous
- Adventurous risk takers
- Pragmatic troubleshooters

## Potential Areas for Growth

Sometimes life circumstances have not supported ESTPs in the development and expression of their Thinking and Sensing preferences.

- If they have not developed their *Thinking*, ESTPs will not have a useful way of selecting amongst the barrage of incoming sensory data. They may then have difficulty setting priorities or may make ill-founded decisions.
- If they have not developed their *Sensing*, they may focus on the Sensing data that are immediately available. Their decisions may then be limited to gratification of their sensual desires, particularly those involving physical challenge and risk.

If ESTPs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

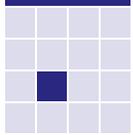
- Have trouble accepting structure and meeting deadlines
- Focus entirely on excitement and activity, getting caught up in external activities
- Put enjoying life ahead of important obligations

It is natural for ESTPs to give less attention to their non-preferred Intuitive and Feeling parts. If they neglect these too much, however, they

- May not see the wider ramifications of their actions and decisions
- May forget dates and events that have special meaning to others
- May be unaware of the impact of their actions on others
- May be impatient with discussion or exploration of relationships

Under great stress, ESTPs may have negative fantasies. They may imagine that others do not really care about them, then marshal and distort their Sensing data to provide themselves with “evidence” of this neglect.

# ESFP Extraverted Sensing with Introverted Feeling



Dominant function: S <sub>E</sub>	Tertiary function: T
Auxiliary function: F <sub>I</sub>	Fourth/inferior function: N <sub>I</sub>

## At Their Best

People with ESFP preferences are exuberant lovers of life. They live in the moment and find enjoyment in people, food, clothes, animals, the natural world, and activities. They seldom let rules interfere with their lives, focusing on meeting human needs in creative ways.

ESFPs are excellent team players, oriented to getting the task done with a maximum amount of fun and a minimum amount of fuss.

## Characteristics of ESFPs

ESFPs are interested in people and new experiences. Because they learn more from doing than from studying or reading, they tend to plunge into things, learning as they go. They appreciate their possessions and take pleasure in them. ESFPs are likely to be

- Observant
- Practical, realistic, and specific
- Active, involved in immediate experiences

ESFPs make decisions by using their personal values. They use their Feeling judgment internally to make decisions by identifying and empathizing with others. They are good at interpersonal interactions and often play the role of peacemaker. Thus, ESFPs are likely to be

- Generous, optimistic, and persuasive
- Warm, sympathetic, and tactful

ESFPs are keen observers of human behavior. They seem to sense what is happening with other people and respond quickly to their practical needs. They are especially good at mobilizing people to deal with crises.

## How Others May See Them

ESFPs get a lot of fun out of life and are fun to be with; their exuberance and enthusiasm draw others to them. They are flexible, adaptable, congenial, and easygoing. They seldom plan ahead, trusting their ability to respond in the moment and deal effectively with whatever presents itself. They hate structure and routine and will generally find ways to get around them.

ESFPs tend to learn by doing, by interacting with their environment. They usually dislike theory and written explanations. Traditional schools can be difficult for ESFPs, though they do well when they see the relevance and are allowed to interact with people or the topics being studied. Others usually see ESFPs as

- Resourceful and supportive
- Gregarious, fun-loving, playful, spontaneous

## Potential Areas for Growth

Sometimes life circumstances have not supported ESFPs in the development and expression of their Feeling and Sensing preferences.

- If they have not developed their *Feeling*, ESFPs may get caught up in the interactions of the moment, with no mechanism for weighing, evaluating, or anchoring themselves.
- If they have not developed their *Sensing*, they may focus on the sensory data available in the moment. Their decisions may then be limited to gratification of their sensual desires, particularly those involving interactions with other people.

If ESFPs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become distracted and overly impulsive
- Have trouble accepting and meeting deadlines
- Overpersonalize others' actions and decisions

It is natural for ESFPs to give less attention to their non-preferred Intuitive and Thinking parts. If they neglect these too much, however, they may

- Fail to look at long-term consequences, acting on immediate needs of themselves and others,
- Avoid complex or ambiguous situations and people
- Put enjoyment ahead of obligations

Under great stress, ESFPs may feel overwhelmed internally by negative possibilities. They then put energy into developing simplistic global explanations for their negative pictures.

Dominant function: N <sub>i</sub>	Tertiary function: F
Auxiliary function: T <sub>e</sub>	Fourth/inferior function: S <sub>e</sub>

## At Their Best

People with INTJ preferences have a clear vision of future possibilities coupled with the drive and organization to implement their ideas. They love complex challenges and readily synthesize complicated theoretical and abstract matters. Once they have created their general structure, they devise strategies to achieve their goals. Their global thinking leads them to develop visionary goals and a broad-brush plan for achieving these within large organizational structures.

INTJs value knowledge and expect competence of themselves and others. They especially abhor confusion, mess, and inefficiency.

## Characteristics of INTJs

INTJs see things from a global perspective and quickly relate new information to overall patterns. They trust their insightful connections regardless of established authority or popular opinions. Dull routine smothers their creativity. INTJs use their Intuition primarily internally, where they develop complex structures and pictures of the future. They are likely to be

- Insightful, creative synthesizers
- Conceptual, long-range thinkers

INTJs use their Thinking to make logical decisions. They assess everything with a critical eye, quickly identify problems to solve, and are tough and decisive when the situation calls for toughness. INTJs tend to be

- Clear and concise
- Rational, detached, and objectively critical

INTJs are excellent long-range planners and often rise to positions of leadership in groups or organizations. They are independent, trust their own perceptions and judgments more than those of others, and apply their high standards of knowledge and competence most rigorously to themselves.

## How Others May See Them

INTJs present a calm, decisive, and assured face to the world, though they may find it difficult to engage in social conversation. They usually don't directly express their most valued and valuable part: their creative insights. Instead, they translate them into logical decisions, opinions, and plans, which they often express clearly. Because of this,

others sometimes experience INTJs as intractable, much to the surprise of the INTJ, who is very willing to change an opinion when new evidence emerges. Others usually see INTJs as

- Private, reserved, hard to know, even aloof
- Conceptual, original, and independent

## Potential Areas for Growth

Sometimes life circumstances have not supported INTJs in the development and expression of their Thinking and Intuitive preferences.

- If they have not developed their *Thinking*, INTJs may not have reliable ways to translate their valuable insights into achievable realities.
- If they have not developed their *Intuition*, they may not take in enough information or take in only that information that fits their insights. Then they may make ill-founded decisions based on limited or idiosyncratic information.

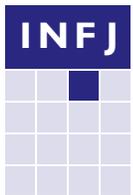
If INTJs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become aloof and abrupt, not giving enough information about their internal processing
- Be critical of those who do not see their vision quickly
- Become single-minded and unyielding in pursuing it

It is natural for INTJs to give less attention to their non-preferred Sensing and Feeling parts. If they neglect these too much, however, they may

- Overlook details or facts that do not fit into their Intuitive patterns
- Engage in “intellectual games,” quibbling over abstract issues and terms that have little meaning or relevance to others
- Not give enough weight to the impacts of their decisions on individuals
- Fail to give as much praise or intimate connection as others desire

Under great stress, INTJs can overindulge in Sensing activities—watching TV reruns, playing cards, overeating—or become overly focused on specific details in their environment that they normally do not notice or usually see as unimportant (housecleaning, organizing cupboards).



# Introverted Intuition with Extraverted Feeling

Dominant function: N <sub>i</sub>	Tertiary function: T
Auxiliary function: F <sub>e</sub>	Fourth/inferior function: S <sub>e</sub>

## At Their Best

People with INFJ preferences have a gift for intuitively understanding complex meanings and human relationships. They have faith in their insights and find that they often empathically understand the feelings and motivations of people before the others themselves are aware of them. They combine this empathic understanding with the drive and organization to implement global plans for enhancing people's lives.

INFJs have a visionary grasp of human relationships and possibilities, which, when articulated, can elevate and inspire others.

## Characteristics of INFJs

INFJs seek meaning and connection in their lives and have little use for details unless they fit with their inner vision. They use their Intuition primarily internally, where they develop complex pictures and understandings. INFJs are likely to be

- Insightful, creative, and visionary
- Conceptual, symbolic, and metaphorical
- Idealistic, complex, and deep

INFJs apply personal values and empathize to understand others and make decisions. They are loyal to people and institutions that exemplify their values but have little interest in those that do not. INFJs prefer to lead persuasively by sharing their vision. They are likely to be

- Sensitive, compassionate, and empathic
- Deeply committed to their values

INFJs want meaning and purpose in their work, their relationships, even their material possessions. They are invested in growth and development for themselves and significant others and are willing to consider unconventional paths to achieve these. They value the depth and complexity of their insights and creative gifts as well as those of others. They want to see these insights realized in the world.

## How Others May See Them

INFJs readily show compassion and caring for others, but they share their internal intuitions only with those they trust. Because they keep this most valued, important part private, others may find them difficult to know. When they try to communicate their internal sense of “knowing,” they often

express it metaphorically and with complexity. They especially value authenticity and commitment in relationships.

Though INFJs are usually reserved, they don't hesitate to assert themselves when their values are violated. Then they can be persistent and insistent. Others usually experience INFJs as

- Private, even mysterious
- Intense and individualistic

## Potential Areas for Growth

Sometimes life circumstances have not supported INFJs in the development and expression of their Feeling and Intuitive preferences.

- If they have not developed their *Feeling*, INFJs may not have reliable ways of making decisions and accomplishing their goals. Then, their valuable insights and creativity stay locked inside.
- If they have not developed their *Intuition*, they may not take in enough information or take in only what fits with their internal pictures. Then they will make ill-founded decisions based on distorted or limited information.

If INFJs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Not give others the information they used to arrive at a decision, and thus seem arbitrary
- Base their judgments on little data, on a sense of “knowing” that has little basis in reality
- Withdraw their energy and insight
- Become resentful and critical

It is natural for INFJs to give less attention to their non-preferred Sensing and Thinking parts. If they neglect these too much, however, they may

- Be unable to verbalize their inner insights in a way that others can understand
- Fail to check their insights against reason and practicality, and end up following a vision that has little possibility of being realized
- Become single minded in pursuit of a vision

Under great stress, INFJs may become obsessed with data they normally would consider irrelevant or over-indulge in Sensing activities such as watching TV reruns, overeating, or buying things that have little meaning for them.

Dominant function: N<sub>E</sub>

Tertiary function: F

Auxiliary function: T<sub>I</sub>Fourth/inferior function: S<sub>I</sub>

## At Their Best

People with ENTP preferences constantly scan the environment for opportunities and possibilities. They see patterns and connections not obvious to others and at times seem able to see into the future. They are adept at generating conceptual possibilities and then analyzing them strategically.

ENTPs are good at understanding how systems work and are enterprising and resourceful in maneuvering within them to achieve their ends.

## Characteristics of ENTPs

ENTPs are enthusiastic innovators. Their world is full of possibilities, interesting concepts, and exciting challenges. They are stimulated by difficulties, quickly devising creative responses and plunging into activity, trusting their ability to improvise. They use their Intuition primarily externally and enjoy exercising ingenuity in the world. ENTPs are likely to be

- Creative, imaginative, and clever
- Theoretical, conceptual, and curious

ENTPs use their Thinking primarily internally to analyze situations and their own ideas and to plan. They admire competence, intelligence, precision, and efficiency. ENTPs are usually

- Analytical, logical, rational, and objective
- Assertive and questioning

ENTPs are enterprising, resourceful, active, and energetic. They respond to challenging problems by creating complex and global solutions. They are usually adept at “reading” other people, seeing how to motivate them, and assuming leadership. They can do almost anything that captures their interest.

## How Others May See Them

ENTPs are spontaneous and adaptable. They find schedules and standard operating procedures confining and work around them whenever possible. They are remarkably insightful about the attitudes of others, and their enthusiasm and energy can mobilize people to support their vision.

Their conversational style is customarily challenging and stimulating because they love to debate ideas. They are

fluent conversationalists, mentally quick, and enjoy verbal sparring. When they express their underlying Thinking principles, however, they may speak with an intensity and abruptness that seem to challenge others. Others usually see ENTPs as

- Independent, autonomous, and creative
- Lively, enthusiastic, and energetic
- Assertive and outspoken

## Potential Areas for Growth

Sometimes life circumstances have not supported ENTPs in the development and expression of their Thinking and Intuitive preferences.

- If they have not developed their *Thinking*, they may not have reliable ways to evaluate their insights and make plans to carry them through. Then they go from enthusiasm to enthusiasm with little actually accomplished.
- If they have not developed their *Intuition*, they may not take in enough relevant information, resulting in “insights” unrelated to current reality.

If ENTPs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become brash, rude, and abrasive
- Criticize others, especially those who seem to them to be inefficient or incompetent
- Become rebellious and combative
- Become scattered—unable to focus

It is natural for ENTPs to give less attention to their non-preferred Sensing and Feeling parts. If they neglect these too much, however, they may

- Not take care of the details and routine required to implement their insights
- Not give enough weight to the impact of their ideas and plans on others
- Be excessively and inappropriately “challenging and stimulating”

Under great stress, ENTPs can be overwhelmed by detail, losing their ability to generate possibilities. Then they focus on a minor or distorted detail, thinking that it is supremely important.



# Extraverted Intuition with Introverted Feeling

Dominant function: N <sub>E</sub>	Tertiary function: T
Auxiliary function: F <sub>I</sub>	Fourth/inferior function: S <sub>I</sub>

## At Their Best

For people with ENFP preferences, life is a creative adventure full of exciting possibilities. ENFPs are keenly perceptive about people and insightful about the present and future. They experience a wide range of feelings and intense emotions. They need affirmation from others and readily give appreciation and support.

ENFPs are good at understanding how people and groups work and are persuasive and compelling in pursuing what is important to them. They are adaptable, blooming where they are planted. Their energy and enthusiasm encourage others to bloom as well.

## Characteristics of ENFPs

ENFPs are innovators, initiating projects and directing great energy into getting them under way. Using Intuition primarily externally, they are stimulated by new people, ideas, and experiences. They find meaning and significance readily and see connections that others don't. They are likely to be

- Curious, creative, and imaginative
- Energetic, enthusiastic, and spontaneous

ENFPs value harmony and goodwill. They like to please others and will adapt to others' needs and wishes when possible. ENFPs primarily use Feeling internally, making decisions by applying personal values through identification and empathy with others. ENFPs are likely to be

- Warm, friendly, and caring
- Cooperative and supportive

ENFPs have exceptional insight into possibilities in others and the energy and motivation to help actualize them. They feel confident moving ahead based on their insights, and their enthusiasm tends to bring others along with them.

## How Others May See Them

ENFPs are usually lively, gregarious, and sociable, with a large circle of friends. They are interested in almost everything and bring a zest to life that draws others to them. At the same time, they value depth and authenticity in their close relationships and direct great energy to creating and supporting open and honest communication.

ENFPs hate routine, schedules, and structure and usually manage to avoid them. They are normally verbally

fluent, even in extemporaneous situations; however, when their deepest values need expression, they may suddenly be awkward and express their judgments with uncharacteristic intensity. Others usually see ENFPs as

- Personable, perceptive, and persuasive
- Enthusiastic, spontaneous, and versatile
- Giving and seeking affirmation

## Potential Areas for Growth

Sometimes life circumstances have not supported ENFPs in the development and expression of their Feeling and Intuitive preferences.

- If they have not developed their *Feeling*, they may go from enthusiasm to enthusiasm, never committing the energy necessary to actualize their insights, or they may make overly personal decisions.
- If they have not developed their *Intuition*, they may fail to take in enough information, lack trust in their own insights, be uncertain, and accept others' perceptions too quickly.

If ENFPs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become scattered, have trouble focusing, be easily distracted
- Fail to follow through on decisions
- Become rebellious, excessively nonconforming
- Ignore deadlines and procedures

It is natural for ENFPs to give less attention to their non-preferred Sensing and Thinking parts. If they neglect these too much, however, they may

- Not take care of the details and routine required for implementing their inspirations
- Overextend themselves—have trouble saying no to interesting possibilities and people
- Fail to apply reason and logic to assess their inspirations and decisions

Under great stress, ENFPs may become overwhelmed by detail and lose their normal perspective and sense of options. Then they tend to focus on an unimportant or distorted detail, letting it become the central fact of their universe.

Dominant function: T <sub>i</sub>	Tertiary function: N
Auxiliary function: S <sub>e</sub>	Fourth/inferior function: F <sub>e</sub>

## At Their Best

People with ISTP preferences carefully observe what is going on around them. Then, when the need arises, they move quickly to get to the core of a problem and solve it with the greatest efficiency and the least effort. They are interested in how and why things work but find abstract theories uninteresting unless they can quickly apply them. They often function as troubleshooters.

ISTPs resist regimentation and rules, thrive on variety and novelty, and enjoy the challenge of solving a new, concrete, extensive problem.

## Characteristics of ISTPs

ISTPs use their Thinking primarily internally to see the essential structure underlying the facts. Their minds seem to work almost like computers, organizing data, reasoning impersonally and objectively. They make rational decisions based on a great deal of concrete data. ISTPs are likely to be

- Detached and objective critics
- Analytical and logical problem solvers

ISTPs are realists, focusing on what is and what can be done with it, rather than on theoretical possibilities. They are often creative at dealing with the immediate problems and good at hands-on tasks. ISTPs are likely to be

- Practical and realistic
- Factual and pragmatic

ISTPs are expedient and believe in economy of effort—doing only what is needed with the least possible discussion and fuss. Their focus is on getting the desired results.

## How Others May See Them

ISTPs are egalitarian and generally tolerant of a wide range of behavior—until their ruling logical principles are attacked. At that point, they can surprise others by expressing their firm and clear judgments. ISTPs listen and seem to agree because they are not disagreeing; later, others may find the ISTP was analyzing and making internal judgments.

With their constant scanning for information and focus on results, ISTPs will change course readily if they see

another, more efficient way. Because of this, others sometimes have trouble “reading” them. They tend to be quiet and reserved, though they can be quite talkative in areas in which they have a lot of knowledge. Others usually see ISTPs as

- Adaptable, action-oriented risk takers
- Confident, independent, and self-determined

## Potential Areas for Growth

Sometimes life circumstances have not supported ISTPs in the development and expression of their Sensing and Thinking preferences.

- If they have not developed their *Sensing*, ISTPs may have no reliable way of getting accurate data about the external world or of translating their thoughts into action.
- If they have not developed their *Thinking*, they may get caught up in the realities around them and not take time to do the internal logical processing they need to make good decisions. Then their actions may be haphazard responses to immediate needs.

If ISTPs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become cynical and negative critics
- Withdraw their attention and energy
- Postpone decisions

It is natural for ISTPs to give less attention to their non-preferred Feeling and Intuitive parts. If they neglect these too much, however, they may

- Overlook others’ emotional needs and values
- Not give sufficient weight to the impacts of their decisions on others
- Focus so intently on immediate results that they lose track of the long-term ramifications of their decisions and actions

Under great stress, ISTPs may erupt outwardly in inappropriate displays of emotion. The resulting explosive anger or hurt tearfulness is quite unnerving to others and embarrassing to the usually calm and controlled ISTP.



# Introverted Thinking with Extraverted Intuition

Dominant function: T <sub>i</sub>	Tertiary function: S
Auxiliary function: N <sub>e</sub>	Fourth/inferior function: F <sub>e</sub>

## At Their Best

People with INTP preferences are independent problem solvers who excel at providing a detached, concise analysis of an idea or situation. They ask the difficult questions, challenging others and themselves to find new logical approaches.

INTPs' best work may emerge when they are allowed to work independently on a problem whose solution requires an approach that runs counter to prevailing wisdom or knowledge. Though they typically work best alone, their incisive critiques and summaries can assist a group in getting to the core of complex problems.

## Characteristics of INTPs

INTPs use their Thinking primarily internally to find or develop underlying principles and logical structures for understanding and explaining the world. They approach almost everything with skepticism, form their own opinions and standards, and apply these standards rigorously to themselves. They highly value intelligence and competence. INTPs are likely to be

- Logical, analytical, and objectively critical
- Detached and contemplative

INTPs see possibilities and connections beyond the present and obvious. They are curious and seek knowledge for its own sake. They love to theorize and discuss abstractions. INTPs are usually

- Mentally quick, insightful, and ingenious
- Intensely curious about ideas, theories, and what makes things work

INTPs quickly see inconsistencies and illogicality and enjoy taking apart and reworking ideas. They naturally build complex theoretical systems to explain the realities they see. They find it difficult to work on routine tasks, but bring great energy, intensity, and focus to researching or analyzing a complex problem that arouses their curiosity.

## How Others May See Them

INTPs are usually quiet and reserved though they can be talkative in areas in which they are especially knowledgeable. Unless their work requires action, they are more interested in the challenge of finding solutions than in putting solutions to practical use. They prefer not to organize people or situations.

INTPs are tolerant of a wide range of behavior, arguing and raising issues only when they believe it is reasonable to do so. This flexibility disappears, however, when their ruling principles are challenged; then they stop adapting. INTPs prize precision in communication and dislike redundancy or stating the obvious. They want to express the exact truth, but they may make it so complex that others have difficulty understanding. Others usually see INTPs as

- Quiet, contained, calm, and detached observers
- Independent, valuing autonomy

## Potential Areas for Growth

Sometimes life circumstances have not supported INTPs in the development and expression of their Intuitive and Thinking preferences.

- If they have not developed their *Intuition*, INTPs may have no reliable way of taking in information and be immersed in their internal logical systems. Then they find it difficult to actualize or even communicate their ideas.
- If they have not developed their *Thinking*, they may go from insight to insight, never analyzing them with a critical eye or integrating them into a whole.

If INTPs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become cynical and negative critics
- Be sarcastic and destructively critical
- Isolate themselves and put off action
- Engage in verbal sparring and arguments

It is natural for INTPs to give less attention to their non-preferred Feeling and Sensing parts. If they neglect these too much, however, they may

- Be insensitive to the needs of others for information and emotional connection
- Decide something they or others value is not important because it is "not logical"
- Fail to consider the impact of their ideas or style of expression on others
- Be impractical, forgetting details such as appropriate dress, unpaid bills, physical needs

Under great stress, INTPs may erupt outwardly in inappropriate displays of emotion. The resulting explosive anger or hurt tearfulness is quite unnerving to others and embarrassing to the usually calm and controlled INTP.

Dominant function: T <sub>E</sub>	Tertiary function: N
Auxiliary function: S <sub>I</sub>	Fourth/inferior function: F <sub>I</sub>

## At Their Best

People with ESTJ preferences like to organize projects, operations, procedures, and people and then act to get things done. They live by a set of clear standards and beliefs, make a systematic effort to follow these, and expect the same of others. They value competence, efficiency, and results and display them in their work and play.

ESTJs enjoy interacting and working with others, as long as the others are responsible about meeting deadlines and completing assigned tasks. They work best in situations where clear, known problems can be solved with proven techniques.

## Characteristics of ESTJs

ESTJs take an objective approach to problem solving and are tough when the situation requires toughness. They use their Thinking primarily externally to organize their lives and work, and they have little patience with confusion, inefficiency, or halfway measures. ESTJs are likely to be

- Logical, analytical, and objectively critical
- Decisive, clear, and assertive

ESTJs focus on the present—what is real and actual. They apply and adapt relevant past experience to deal with problems, and they prefer jobs where results are immediate, visible, and tangible. ESTJs are likely to be

- Practical, realistic, and matter-of-fact
- Systematic and pragmatic

ESTJs are usually excellent administrators because they understand systems and logistics. They can project the steps needed to accomplish a task, foresee potential problems, assign responsibilities, and marshal resources. They cover all the bases, leave no loose ends, and get things done on time. When they see that things are not working, they will plan and act to correct the situation. Otherwise, they prefer proven procedures and systems. Their orientation is to tasks, action, and the bottom line.

## How Others May See Them

Because they naturally devise systems, procedures, and schedules, others rely on ESTJs to take charge and get things done. Others may also find them overpowering at times because ESTJs are so certain about how things should

be. Because they are clear and straightforward in their communication, people seldom have to wonder where they stand.

ESTJs can be quite gregarious and generally enjoy interacting with people, especially around tasks, games, traditions, and family activities. They take relationship roles seriously and fulfill them responsibly. Others usually see ESTJs as

- Conscientious and dependable
- Decisive, outspoken, and self-confident

## Potential Areas for Growth

Sometimes life circumstances have not supported ESTJs in the development and expression of their Sensing and Thinking preferences.

- If they have not developed their *Sensing*, ESTJs may decide too quickly before taking in enough information. Then their decisions will reflect their previously formed judgments or biases.
- If they have not developed their *Thinking*, they may not have a reliable way of evaluating information and thus end up making inconsistent or overly harsh decisions.

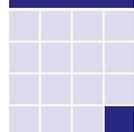
If ESTJs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become rigid and dogmatic
- Be intrusive, “know-it-all” experts, overpowering others and refusing to listen
- Get picky about details and be impatient with those who do not follow procedures exactly

It is natural for ESTJs to give less attention to their non-preferred Feeling and Intuitive parts. If they neglect these too much, however, they may

- Apply logic even when emotions and impacts on people need primary consideration
- Fail to respond to others’ needs for intimate connection and processing of feelings
- Not always see the wider ramifications of a seemingly simple, direct action

Under great stress, ESTJs may feel alone and unappreciated and be unable to communicate their feeling of distress and despair.



Dominant function: T <sub>E</sub>	Tertiary function: S
Auxiliary function: N <sub>I</sub>	Fourth/inferior function: F <sub>I</sub>

## At Their Best

People with ENTJ preferences are natural leaders and organization builders. They conceptualize and theorize readily and translate possibilities into plans to achieve short-term and long-term objectives. They readily see illogical and inefficient procedures and feel a strong urge to correct them—to organize people and situations to get them moving in the right direction.

ENTJs are strategic visionaries, adept at planning for the future needs of the people and organizations for which they are responsible.

## Characteristics of ENTJs

ENTJs use their Thinking primarily externally and are thus natural critics. They set their own standards and are forceful in applying them to others, to organizations, and to themselves. They value intelligence and competence and abhor inefficiency or ignorance. They can be tough when the situation calls for toughness. ENTJs are likely to be

- Analytical, logical, and objectively critical
- Decisive, clear, and assertive

ENTJs are intellectually curious, seek new ideas, and like complex problems. They use their Intuition primarily internally to conceive possibilities and create the insights they use in making decisions and plans. ENTJs are likely to be

- Conceptual and global thinkers
- Innovative theorizers and planners

ENTJs are usually excellent solvers of organizational problems. They are keenly aware of the intricate connections within organizations and are action oriented and strategic—they think ahead, anticipate problems, devise broad plans and systems, and marshal human and material resources to achieve goals. They are generally disinterested in routine maintenance activities, preferring new challenges.

## How Others May See Them

ENTJs love, and are energized by, stimulating interactions with people. They often challenge people's statements and behaviors, expecting that others will defend them and that, as a result, mutual learning will take place. ENTJs admire

and seek out people who are knowledgeable and who stand up to them, say what they think, and argue persuasively.

ENTJs prefer that things be settled and clear, but their love of ideas can pull them into wide-ranging Intuitive exploration and discussions. Their verbal fluency, decisiveness, self-confidence, and urge to organize others can overpower people at times. Others usually see ENTJs as

- Direct, challenging, and decisive
- Objective, fair, and stimulating

## Potential Areas for Growth

Sometimes life circumstances have not supported ENTJs in the development and expression of their Intuitive and Thinking preferences.

- If they have not developed their *Intuition*, ENTJs may make decisions too quickly without considering alternatives or exploring possibilities. In this case, their decisiveness can become dictatorial.
- If they have not developed their *Thinking*, they may not have a reliable way to evaluate their insights and make plans. Then their decision making will be inconsistent and changeable.

If ENTJs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Become overly impersonal and critical
- Be intrusive and directive—giving orders without listening
- Become abrasive and verbally aggressive

It is natural for ENTJs to give less attention to their non-preferred Feeling and Sensing parts. If they neglect these too much, however, they may

- Fail to notice or value another's need for personal connection, appreciation, and praise
- Fail to factor into their plans the needs of others for support and processing time
- Overlook specifics and realistic factors that are necessary to carry their plans to completion

Under great stress, ENTJs can be overwhelmed by self-doubt, feel alone and unappreciated, and be unable to express their distress to others.

Dominant function: F <sub>I</sub>	Tertiary function: N
Auxiliary function: S <sub>E</sub>	Fourth/inferior function: T <sub>E</sub>

## At Their Best

ISFPs live in the present with a quiet sense of joyfulness; they want time to experience each moment. They prize the freedom to follow their own course, have their own space, and set their own time frame, and they give the same freedom and tolerance to others. They are faithful in fulfilling obligations to people and things that are important to them.

ISFPs take time to develop intimacy with others, but, once they do, those relationships are very important. They express their devotion to others spontaneously in many quiet ways.

## Characteristics of ISFPs

ISFPs are guided by a strong core of inner values and want their outer life to demonstrate those values. They want their work to be more than just a job; they want to contribute to people's well-being or happiness. They don't enjoy routine but will work with energy and dedication when doing something they believe in. ISFPs are likely to be

- Trusting, kind, and considerate
- Sensitive and gentle

ISFPs are acutely aware of the specifics and realities of the present—the people and the world around them. They learn by doing more than by reading or hearing and get involved in day-by-day caretaking activities. ISFPs are likely to be

- Observant
- Realistic, practical, concrete, and factual

ISFPs are attuned to the feelings and needs of others and flexible in responding to them. They often have an affinity for nature and for beauty in all living things—people, plants, and animals. They prize most those who take time to understand their values and goals and who support them in achieving those goals in their own way.

## How Others May See Them

ISFPs are adaptable and flexible unless something that matters strongly to them is endangered; then they stop adapting. They care deeply about people but may show it through doing things for others more than through words.

ISFPs tend to be quiet and unassuming, and their warmth, enthusiasm, and playful humor may not be appar-

ent to people who don't know them well. They prefer to observe and support rather than organize situations; they have little wish to dominate.

ISFPs may be underestimated by others and may also underrate themselves. They often take for granted what they do well and make too much of the contrast between their inner standards and their actual behavior and accomplishments. Others usually see ISFPs as

- Quiet, reserved, and private—hard to know well
- Spontaneous and tolerant

## Potential Areas for Growth

Sometimes life circumstances have not supported ISFPs in the development and expression of their Sensing and Feeling preferences.

- If they have not developed their *Sensing*, ISFPs may have no reliable way of getting accurate data about the external world or of actualizing their values. Their decisions will be based on little information and be overly personal.
- If they have not developed their *Feeling*, they may get caught up in Sensing realities and not take time for the internal valuing process by which they make their best decisions. They may avoid decision making, allowing others or circumstances to decide for them.

If ISFPs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Withdraw from people and situations
- Be excessively self-critical
- Passively resist structures and rules
- Feel unappreciated and undervalued

It is natural for ISFPs to give less attention to their non-preferred Thinking and Intuitive parts. If they neglect these too much, however, they may

- Reject or not take seriously logical systems
- Feel ill-equipped to deal with complexity
- Not always see the wider ramifications of their specific, immediate decisions

Under great stress, ISFPs can become uncharacteristically critical of themselves and others, verbalizing harsh and negative judgments.



# Introverted Feeling with Extraverted Intuition

Dominant function:  $F_i$   
Auxiliary function:  $N_e$

Tertiary function:  $S$   
Fourth/inferior function:  $T_e$

## At Their Best

People with INFP preferences have an inner core of values that guides their interactions and decisions. They want to be involved in work that contributes to both their own growth and inner development and those of others—to have a purpose beyond their paycheck. They make a priority of clarifying their values and living in congruence with them.

INFPs recognize and honor the emotional and psychological needs of others, even when others may not have recognized or expressed their own needs.

## Characteristics of INFPs

INFPs primarily use their Feeling preference internally where they make decisions based on their values of self-understanding, individuality, and growth. Living by moral commitments to what they believe in is crucial to INFPs. They are likely to be

- Sensitive, concerned, and caring
- Idealistic and loyal to their ideas

INFPs enjoy reading, discussing, and reflecting on possibilities for positive change in the future. They are curious about ideas and quick to see connections and meanings. INFPs are likely to

- Be curious and creative
- Have long-range vision

INFPs are usually fascinated by opportunities to explore the complexities of human personality—their own and others'. They tend to work in bursts of energy and are capable of great concentration and output when fully engaged in a project. They are generally faithful in fulfilling obligations related to people, work, or ideas to which they are committed, but they can have difficulty performing routine work that has little meaning for them.

## How Others May See Them

INFPs find structures and rules confining and prefer to work autonomously. They are adaptable and flexible until something violates their inner values. Then they stop adapting. The resulting expression of value judgments can emerge with an intensity that is surprising to others.

INFPs tend to be reserved and selective about sharing their most deeply held values and feelings. They value rela-

tionships based on depth, authenticity, true connection, and mutual growth. INFPs prize most those who take time to understand their values and goals. Others usually see INFPs as

- Sensitive, introspective, and complex
- Original and individual
- Sometimes difficult to understand

## Potential Areas for Growth

Sometimes life circumstances have not supported INFPs in the development and expression of their Intuitive and Feeling preferences.

- If they have not developed their *Intuition*, INFPs may not have reliable ways to take in information and may fail to notice the realities of situations. Then they may make decisions based solely on personal values and find it difficult to translate their values into action.
- If they have not developed their *Feeling*, they may not take time for the inner valuing process by which they make their best decisions, instead going from one exciting possibility to another and achieving little.

If INFPs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Have uncharacteristic difficulty expressing themselves verbally
- Withdraw from people and situations
- Not give enough information to others, especially about important values

It is natural for INFPs to give less attention to their non-preferred Thinking and Sensing parts. If they neglect these too much, however, they may

- Become easily discouraged about the contrast between their ideals and accomplishments
- Reject logical reasoning even in situations that require it, asserting the supremacy of their internal viewpoint
- Be impractical and have difficulty estimating the resources required to reach a desired goal

Under great stress, INFPs may begin seriously doubting their own competence and that of others, becoming overly critical and judgmental.

Dominant function: F <sub>E</sub>	Tertiary function: N
Auxiliary function: S <sub>I</sub>	Fourth/inferior function: T <sub>I</sub>

## At Their Best

People with ESFJ preferences like to organize people and situations and then work with others to complete tasks accurately and on time. They are conscientious and loyal, following through even in small matters, and they want others to be the same. They value security and stability.

Sociable and outgoing, ESFJs enjoy celebrations and traditions and bring a very personal caring to the workplace and home. They want to be appreciated for themselves and for what they give to others.

## Characteristics of ESFJs

ESFJs use their Feeling primarily externally and radiate warmth and energy. They are encouraged by approval and hurt by indifference or unkindness. Conflict-filled or tense situations make them uncomfortable, and they work to ensure these don't occur. ESFJs are likely to be

- Warm, sympathetic, and helpful
- Personable, cooperative, and tactful

ESFJs focus on the present and base decisions on experience and facts. Though they enjoy variety, they adapt well to routine and don't like work that demands mastery of abstract ideas or impersonal analysis. They enjoy their possessions and take good care of them. ESFJs are likely to be

- Practical, realistic, and down-to-earth
- Decisive, thorough, and consistent

ESFJs are sensitive to the needs of each individual in their environment and good at providing practical caring. Much of their pleasure and satisfaction comes from the comfort and pleasure of others.

## How Others May See Them

ESFJs are energized by interaction with others and genuinely interested in others' lives and concerns. They feel most comfortable in structured situations and enjoy creating order, structure, and schedules. They prefer to do things the traditional and accepted way.

For the sake of harmony, ESFJs will agree with others when they can. However, they also have strong values, which they express clearly and confidently when they think it is appropriate.

ESFJs value family and social ties. They enjoy belonging and are good at celebrations and traditions. Others usually see ESFJs as

- Sociable, outgoing, enthusiastic, and energetic
- Organized and orderly
- Committed to preserving traditions

## Potential Areas for Growth

Sometimes life circumstances have not supported ESFJs in the development and expression of their Sensing and Feeling preferences.

- If they have not developed their *Sensing*, ESFJs may not take in much information before making decisions and jump to conclusions before fully understanding a situation. They may then impose those decisions on everyone around them.
- If they have not developed their *Feeling*, they may be tentative and uncertain, accepting the judgments of others too quickly.

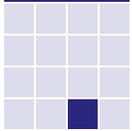
If ESFJs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

- Doubt themselves and focus their attention entirely on satisfying the needs of others
- Worry and feel guilty
- Become controlling in their push for harmony—"we will all get along"
- Become overly sensitive, imagining slights where none was intended

It is natural for ESFJs to give less attention to their non-preferred Thinking and Intuitive parts. If they neglect these too much, however, they may

- Find it difficult to acknowledge and deal with the truth of problems with people or things they care about
- Support those in charge or the standard procedures too uncritically
- Fail to see wider possibilities or alternative ways of doing things

Under great stress, ESFJs may find themselves uncharacteristically critical of others and of themselves. Their negative thoughts and opinions then trouble them greatly.

Dominant function: F<sub>E</sub>

Tertiary function: S

Auxiliary function: N<sub>I</sub>Fourth/inferior function: T<sub>I</sub>

## At Their Best

People with ENFJ preferences are highly attuned to others, using empathy to quickly understand emotional needs, motivations, and concerns. Their focus is on supporting others and encouraging their growth.

ENFJs are friendly persuaders who can often build consensus among people whose interests and motives are quite diverse. They often act as catalysts, including everyone and drawing out the best in others. They can be inspiring leaders as well as loyal followers.

## Characteristics of ENFJs

ENFJs base decisions on personal values. They use their Feeling primarily externally, radiating warmth and energy. They look for and find the best in others and prize harmony and cooperation. They are warmed by approval, responding with energy and devotion, and are especially sensitive to criticism or tensions. ENFJs are likely to be

- Warm, compassionate, and supportive
- Loyal and trustworthy

ENFJs see meanings and connections and can be very insightful about others. They are curious about new ideas and stimulated by possibilities for contributing to the good of humanity. ENFJs are likely to

- Be imaginative and creative
- Like variety and new challenges

ENFJs naturally see the potential for growth in others and devote energy to help others achieve it. They are sensitive facilitators. ENFJs take responsibility for organizing interactions of colleagues, friends, or family so that all are involved, harmony prevails, and people have fun.

## How Others May See Them

ENFJs are energetic, enthusiastic, and very aware of others. Their genuine interest can usually draw out and involve even the most reserved person. They listen to and support others but also have very definite values and opinions of their own, which they will express clearly. ENFJs are energized by people and are socially adept; however, they also have a strong need for authentic, intimate relationships.

They bring great enthusiasm and intensity to creating and maintaining these.

ENFJs like their lives to be organized and will work to bring closure to ambiguous relationships or situations. However, if people's needs conflict with schedules and rules, they will put people first. Others usually see ENFJs as

- Sociable, personable, congenial, and gracious
- Expressive, responsive, and persuasive

## Potential Areas for Growth

Sometimes life circumstances have not supported ENFJs in the development and expression of their Intuitive and Feeling preferences.

- If they have not developed their *Intuition*, ENFJs may not see possibilities, making decisions too quickly without taking in enough information or considering factors beyond their own personal values.
- If they have not developed their *Feeling*, their decisions may be inconsistent and poorly formulated. They may then accept the judgments of others too readily.

If ENFJs do not find a place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may

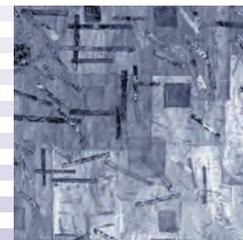
- Worry, feel guilty, and doubt themselves
- Become insistent and controlling in their desire for harmony
- Be overly sensitive to criticism, real or imagined

It is natural for ENFJs to give less attention to their non-preferred Thinking and Sensing parts. If they neglect these too much, however, they may

- Make decisions based solely on personal values when logic is needed also
- Find it difficult to admit to problems or disagreements with people they care about
- Overlook details required to realize their ideals

Under great stress, ENFJs may find themselves suddenly and uncharacteristically critical and fault-finding with others. They generally keep these negative opinions to themselves, but they find such thoughts troubling and upsetting.

# Using Differences Constructively



## Constructive Use of Differences

Psychological type and the MBTI instrument provide a rational structure for understanding normal, everyday differences between people.

Appreciating and making constructive use of those differences is also part of the theory and the ethic underlying the MBTI tool. Moving from recognizing and understanding to appreciating and effectively using differences is a challenge because we all have a natural bias for our own way of seeing things and making decisions.

It can be hard to recognize our own biases, especially when they are reinforced by the cultural attitudes within which we live and work. Some examples of common biases about behaviors associated with the preferences may help:

- Es may think Is are uninterested or withholding information when Is are processing internally.
- Is may think Es are uncertain or inconsistent when they are processing a decision out loud.

- Ss may think Ns are avoiding or changing the topic when they are brainstorming connections.
- Ns may think Ss are unimaginative when they are raising realistic and practical questions.
- Ts may think Fs are overpersonalizing when they focus on applying their values.
- Fs may think Ts are harsh and cold when they take a detached, problem-solving approach.
- Js may think Ps are procrastinating and unreliable when they are trying to keep options open.
- Ps may think Js are rigid and controlling when they are structuring and scheduling.

Applying type can move us from irritation with the differences to acceptance. With work, we can move beyond acceptance to finding ways to use people's differences constructively. The information below provides a good starting point.

## Mutual Usefulness of Opposite Types

Opposite types can complement each other, filling in each other's blind spots and balancing decision making.

### Mutual Usefulness of Opposite Types

#### Intuitive Types

*Can benefit from the natural inclination of Sensing types to*

- Bring up pertinent facts
- Face the realities of the current situation
- Apply experience to solving problems
- Focus on what needs attention now

#### Feeling Types

*Can benefit from the natural inclination of Thinking types to*

- Analyze consequences and implications
- Hold consistently to a policy
- Stand firm for important principles
- Create rational systems
- Be fair

#### Sensing Types

*Can benefit from the natural inclination of Intuitive types to*

- Bring up new possibilities
- Anticipate future trends
- Apply insight to solving problems
- Focus on long-term goals

#### Thinking Types

*Can benefit from the natural inclination of Feeling types to*

- Forecast how others will react and feel
- Make needed individual exceptions
- Stand firm for human-centered values
- Organize people and tasks harmoniously
- Appreciate the Thinking type along with everyone else

## Using Type Differences at Work

Though everyone can learn skills in nonpreferred areas, co-workers can benefit from the natural focus and skills of colleagues with preferences different from their own. Although no one should use type to avoid tasks or to excuse unacceptable or insensitive behavior, in work settings

- The clearest vision of the future usually comes from an Intuitive type.

- The most practical realism usually comes from a Sensing type.
- The most incisive analysis usually comes from a Thinking type.
- The most skillful understanding and handling of people usually come from a Feeling type.

The following are some of the usual contributions and effects of the type preferences in work environments.

### Effects of the MBTI® Preferences in Work Settings

#### Extraversion

Like variety and action  
 Enjoy interacting with people  
 Develop their ideas through discussion  
 Learn new tasks by talking and doing  
 Interested in how other people do their work

#### Introversion

Like quiet for concentration  
 Enjoy focusing on a project or task  
 Develop their ideas internally  
 Learn new tasks by reading and reflecting  
 Enjoy working alone with no interruptions

#### Sensing

Focus on immediate issues  
 Provide a realistic and practical perspective  
 Like to perfect standard ways to do things by fine tuning  
 Build to conclusions by collecting facts  
 Draw on their own and others' experience

#### Intuition

Follow their inspirations  
 Provide connections and meanings  
 Like solving new, complex problems  
 Start with the big picture, fill in the facts  
 Prefer change, new ways of doing things

#### Thinking

Focus on the tasks  
 Use logical analysis to understand and decide  
 Want mutual respect and fairness among colleagues  
 Are firm-minded, can give criticism when appropriate  
 Apply principles consistently

#### Feeling

Focus on people's interactions  
 Use values to understand and decide  
 Want harmony and support among colleagues  
 Are empathetic, prefer to accommodate and reach consensus  
 Apply values consistently

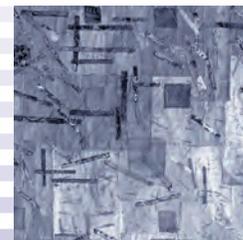
#### Judging

Want to plan their work and follow the plan  
 Like to get things settled and finished  
 Feel supported by structure and schedules  
 Reach closure by deciding quickly  
 Focus on timely completion of a project

#### Perceiving

Want to have flexibility in their work  
 Like to be spontaneous  
 Feel restricted by structure and schedules  
 Leave things open as long as possible  
 Focus on enjoying the process

# Using Type Preference Combinations



Understanding the effects of each preference is a starting point, but type becomes even more useful when we begin to explore combinations of preferences:

- Intuition *combined with* Feeling usually focuses on insights about people issues, while
- Intuition *combined with* Thinking is more likely to focus on insights about organizational structures and systems.
- Sensing *combined with* Feeling usually focuses on practical service to people, while
- Sensing *combined with* Thinking is more likely to focus on practical tasks.

The type table is organized so that similar types are next to each other; thus we can look at sections of the type table to see qualities shared by groups of types.

	S	S	N	N	
I	ISTJ	ISFJ	INFJ	INTJ	J
I	ISTP	ISFP	INFP	INTP	P
E	ESTP	ESFP	ENFP	ENTP	P
E	ESTJ	ESFJ	ENFJ	ENTJ	J
	T	F	F	T	

## Combinations of Energy and External Orientations: Dealing with Change

IJ
IP
EP
EJ

Combinations of the **direction of energy (E or I)** and **orientation to the external world (J or P)** influence how people respond to change. These are the four rows across the type table.

- IJ** Decisive Introverts  
When changes are proposed, they check them out against their internal perceptions (data or big pictures). If the changes “fit,” they move quickly to implement them. If the changes don’t fit, they dig in their heels and become unmovable opponents.
- IP** Adaptable Introverts  
When changes are proposed, they are curious and seek information. Then they assess the information with their internal judgment (values or logical principles). Their information seeking appears adaptable, but they move ahead only in their own time—after they have decided.
- EP** Adaptable Extraverts  
When changes are proposed, they consult their networks, talk to people, find out what everyone thinks. If the changes allow room for their creativity and action, they gather resources and try to energize everyone to implement the changes.
- EJ** Decisive Extraverts  
When changes are proposed, they apply their judgment (logic or values) out loud by questioning. Then, if their questions are answered, they move quickly to plan, organize, and implement the change.

## Combinations of Perception and Judgment: Career Interests

<b>ST</b>	<b>SF</b>	<b>NF</b>	<b>NT</b>
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Combinations of **perception (S or N)** and **judgment (T or F)** influence career interests and choices. These are the columns of the type table.

<b>People who prefer:</b>	<b>ST</b>	<b>SF</b>	<b>NF</b>	<b>NT</b>
<i>Focus on:</i>	Facts	Facts	Possibilities	Possibilities
<i>Handle these by applying:</i>	Objective analysis and experience	Personal warmth, concern for others	Attention to people's potential	Theoretical concepts and systems
<i>Thus tend to become:</i>	Practical and analytical	Sympathetic and friendly	Insightful and enthusiastic	Logical and analytical
<i>Find scope for their interests in:</i>	Technical skills with objects and facts	Practical help and services for people	Understanding and encouraging people	Theoretical and technical frameworks
<i>For example:</i>	Applied Science Business Administration Banking Law enforcement Production Construction	Health care Community service Teaching Supervision Religious service Support services Sales	Psychology Human resources Teaching Research Literature Religious service Health care Art & music	Physical science Research Management Computers Law Engineering Technical work

## Combinations of Energy Orientation and Perception: Uses of Information

<b>IS</b>	<b>IN</b>
<b>ES</b>	<b>EN</b>

Combinations of **orientation of energy (E or I)** and **perception (S or N)** influence how people typically use information. These are the four quadrants of the type table.

- IS** Thoughtful Realists      Knowledge is important to establish what is true.
- IN** Thoughtful Innovators      Knowledge is important for its own sake.
- ES** Action-Oriented Realists      Knowledge is important for its practical uses.
- EN** Action-Oriented Innovators      Knowledge is important for changing reality.

*Note:* From *Understanding the Type Table*, by I. B. Myers & M. H. McCaulley, 1976. Copyright 1976 by Center for Applications of Psychological Type. Gainesville, FL: Center for Applications of Psychological Type. Used with permission.

## Combinations of Judgment and External Orientation: Leading/Following Styles

TJ	FJ	TJ
TP	FP	TP
TJ	FJ	TJ

Combinations of the **judging function (T or F)** and the preferred **orientation to the external world (J or P)** influence preferred leadership, management, and followership styles.

<b>TJ</b> Logical Decision Makers	Analytical, decisive leaders. Make decisions based on principles and systems, overall impacts, and rational assessment of outcomes, and can be tough-minded in implementing those decisions. Effective implementers of policies, <i>if they respect the leader.</i>
<b>TP</b> Adaptable Problem Solvers	Lead by example. Value and display technical expertise, and create consistent and orderly frameworks for working. Objective, skeptical, and curious. Will change course as new information comes in. Effective problem solvers, <i>if interested.</i>
<b>FP</b> Supportive Coaches	Warm, flexible, and encouraging leaders. Support individual work styles and like to involve others in decisions. Prefer collegial relationships, shared rewards, and consensus in decisions. Energetic followers <i>if treated with respect.</i>
<b>FJ</b> Values-Based Decision Makers	Warm, decisive leaders. Make decisions based on their personal values and empathy with others. Strive for harmony, consensus, and a supportive environment, are expressive and often inspiring. Loyal followers <i>if the leader honors their values.</i>

## The Temperaments

SJ	NF	NT
SP		
SJ		

Temperament theory is widely used in connection with the MBTI instrument. Though Jungian type and temperament are based on different assumptions and models of personality, they can complement each other. The MBTI tool gives access to both. Temperament describes four broad patterns of interrelated characteristics. There are four variations of each temperament pattern, each represented by one of the 16 types. (Many temperament users place the four temperaments in a matrix to show other aspects of temperament theory. This matrix groups together the four types that share a temperament and so is different from the type table at left.)

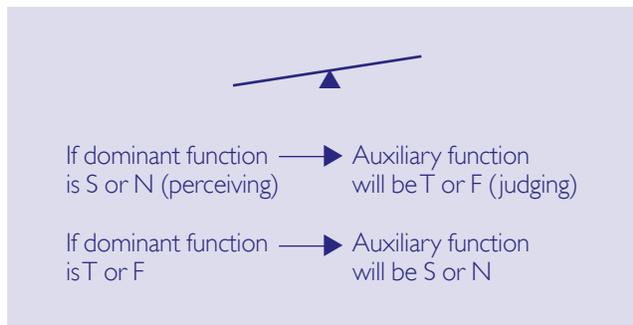
<b>NF</b> “Idealists”	Search for unique identity and meaning. Value empathic, meaningful relationships. Generally enthusiastic. Want to make the world a better place. Trust their intuition and imagination. Think in terms of integration and similarities. Focus on developing potential in others, finding a purpose in life, and bridging differences. Want to be authentic.
<b>NT</b> “Rationals”	Theory oriented. Seek to understand the principles on which the world and things in it work. Trust logic and reason. Skeptical and precise. Think in terms of differences, categories, definitions, and structures. Focus on strategies and designs that achieve long-range goals and lead to progress. Want competence and thorough knowledge.
<b>SP</b> “Artisans”	Action and impact oriented. Hunger for spontaneity. Optimistic. Trust luck and ability to handle whatever comes up. Absorbed in the moment. Read people and situations and adapt to changes to get the job done. Seek adventure and experiences. Think in terms of variations. Focus on tactics to help others and get desired results. Want freedom to choose their next action.
<b>SJ</b> “Guardians”	Hunger for responsibility and predictability. Like standard operating procedures to protect and preserve. Serious and concerned. Trust the past, tradition, and authority. Think in terms of comparisons, sequences, and associations. Focus on logistics to support people, maintain organizations, and achieve objectives. Want security, stability, and to belong.

Note: From *Understanding Yourself and Others: An Introduction to Temperament*, by L. Berens, 1998, Telos Publications. Copyright 1998 by Temperament Research Institute. Adapted with permission.

## Type Dynamics and Development

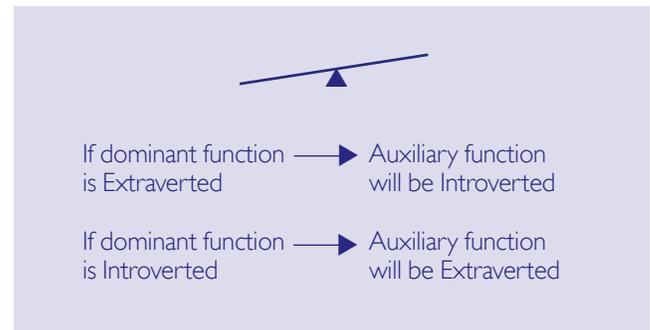
The richest understandings available from psychological type and the MBTI instrument come through exploration of the dynamic interaction of all four preferences within one type: type dynamics. The dynamics theory adds value to understanding ourselves and others in the following ways:

1. Dynamics identifies a type's dominant function (S, N, T, or F) and its usual orientation (Extraverted or Introverted). The *dominant function* indicates a type's central core, the most important and most used part, the basis of motivation. For example,
  - *Dominant Introverted Sensing* types (ISTJ and ISFJ) have a storehouse of internal data about their experience in the world. This realistic, practical information remains fresh and complete, ready for retrieval as needed. When decisions need to be made, they consult their experience and trust what they know.
  - *Dominant Extraverted Sensing* types (ESTP and ESFP) revel in the present moment, actively interacting with people and the world to have experiences. When decisions need to be made, they act to try out various options, often novel ones, trusting their improvisational abilities. And they make everything fun.
2. Dynamics clarifies the balance provided by the auxiliary function:
  - Between perception and judgment: If the dominant function is Sensing or Intuition (a perceiving process), the *auxiliary function* is Thinking or Feeling (a judging process), and vice versa.



Thus, each type has a reliable way to perceive, or take in information; and each type has a trusted way to judge, or make decisions.

- Between extraverting and introverting: If the dominant function is used primarily in the Extraverted world, the auxiliary function is used in the Introverted world, and vice versa.



3. Because it indicates the Extraverted and Introverted functions in each type, dynamics
  - Clarifies a type's usual communication style (the part that is Extraverted)
  - Identifies an important part of personality that others typically don't see
4. Dynamics suggests the *hierarchy* with which a type uses each of the four functions (remember, the theory says we use them all, just not with equal comfort, energy, and pleasure).
5. Knowledge of the hierarchy of functions within a type suggests the usual form of a type's stress reactions: exaggeration of the dominant function or, under extreme stress, "in the grip" of the inferior function.
6. And finally, dynamics provides a model of lifelong development related to type:
  - The focus of the first half of life is on directing energy into the dominant and auxiliary functions, developing self-knowledge and competent ways to be in the world and in relationships.
  - Midlife brings confusions and opportunities. The way one has always been becomes less satisfying and identity itself is questioned.
  - Finally comes increased access to previously unacknowledged parts of the self, associated with the tertiary and inferior functions—the possibility of integration, wholeness, individuation.

Jung's theory of psychological type includes an innate urge to grow and provides a model of developmental possibilities throughout the life span.

### Dynamics and Development in the Type Descriptions

Your type description includes in the title the hierarchy of functions for your type. Within the description, the "Characteristics of . . ." section describes first the dominant function with its usual orientation, then the auxiliary function and its orientation. "How Others See Them" describes what the type extraverts. "Potential Areas for Growth" identifies effects of lack of development of the auxiliary and dominant functions, discomfort with the tertiary and inferior functions, and typical expressions of stress.

# Applying Type



## Type and Career Choice

People tend to be attracted to, and have the most satisfaction in, careers that provide them with opportunities to express and use their psychological type preferences:

- If your daily work needs the kind of perception you naturally prefer, you are likely to handle the job more effectively and find it more energizing.
- If your daily work needs the kind of decision making that comes most naturally to you, your decisions are likely to be made more quickly and confidently.

The table at the top of page 33 suggests some of the careers most attractive to people of different types. The *kind* of work a person chooses within a field may relate to the Extraversion–Introversion preference; and how people organize and complete the tasks in their particular job is often influenced by their J–P preference. For example, Introverted Sensing Thinking Judging (ISTJ) people usually like to organize facts and principles, which is useful in a career such as law, while Extraverted Sensing Thinking Judging (ESTJ) people prefer to organize their environment (people, objects, tasks), which is very useful in careers such as business and industry.

In thinking about career choice, it is important to remember that psychological type doesn't explain everything, and that other factors such as interests and skills need to be included in the decisions. *All types make contributions in every career field.*

## Type and Relationships

The principles for using psychological type to enhance relationships are the fundamental values within which the MBTI instrument is appropriately used:

- Recognition and respect for differences between people
- Appreciation for the value the differences bring

## Intimate Relationships

In intimate relationships, the best use of type knowledge is for understanding and appreciating the differing gifts of your partner and yourself. The relationship can be built on recognizing that each person has a right to remain different and on the willingness to concentrate on the virtues of the other's type, rather than the weaknesses.

There are no “good” or “bad” combinations of types in intimate relationships. Each particular combination—all preferences in common, all preferences opposite, or a mixture—has its unique joys and problems.

Those with similar preferences usually

- Communicate easily
- Understand each other's perspective
- Share common values

They also, however, may share the same blind spots, and often one will feel pushed to play out “missing” preferences in the relationship. Resentment can result when one of a couple is able to operate within the preferred type, while the other must frequently act in nonpreferred and less comfortable ways.

Those with different preferences

- May sometimes have trouble understanding each other
- May disagree and argue about priorities
- May find their interests leading in different directions

They also, however, may experience the continuing joy and vitality of their differences and may find themselves developing their own nonpreferred areas.

## Relationships with Children

It is particularly important to apply the ethics and values of type to relationships with children. Often, in trying to meet a child's needs, adults assume that what has worked best for them will also work best for the child. Lack of validation or acceptance of one's preferences as a child can lead to low self-esteem, defiance, or an adaptation that creates strain. Using knowledge gained through the MBTI instrument can identify the type-related needs of children and allow adults to support them in expressing their natural preferences.

## Type and Learning Styles

From their earliest years, individuals demonstrate different ways in which they learn best:

- Some children prefer to get careful, complete instructions before they begin a new game or task.
- Some like to observe others playing with a toy before they try it themselves.
- Some like to plunge in right away and learn as they go along.
- Some prefer to learn while interacting with others.
- Some prefer to focus by themselves.
- Some like to know all the rules and follow them.
- Some like to create their own rules and change them frequently.

Psychological type identifies some of the normal differences in learning styles, providing a rational structure for designing activities for children and adults that encourage their learning—whatever style they prefer.

Individuals can develop skills in their nonpreferred areas. Such development is beneficial in creating the balance adults need to function effectively in the world. However, Jung's model suggest that people will be at their best when they have effective command of their dominant function. To develop facility and confidence in the dominant function, children need encouragement and support for learning in their most natural, preferred ways. Adults learn most effectively, especially when approaching new or difficult topics, when they are given opportunities to use their most effective learning style.

Though each preference has some predictable effects on learning styles, the most significant difference is between

Sensing and Intuition. Sensing types can be confused by an Intuitive type's use of metaphor and symbolic language, as well as by the Intuitive tendency to associate from one idea to another. For Sensing types, the associations often leave gaps in the development of understanding. Intuitive types, on the other hand, can become restless and inattentive with the tendency of Sensing types to carefully build toward conclusions, to include a wealth of concrete facts and specific detail, and to focus on present reality or past experience. The table below summarizes some of the most important patterns related to learning styles of the MBTI function pairs.

The E–I and J–P dichotomies influence learning styles as well:

- Extraverted types learn by talking things out and interacting with others.
- Introverted types need time, quiet, and space for internal processing.
- Judging types want structure, an orderly schedule, a time frame, and closure on one topic before going on to the next.
- Perceiving types want flexibility, the opportunity to explore and to follow interesting tangential information as it comes up.

Adding the effects of the E–I and J–P dichotomies clarifies the dramatic differences in learning styles between the Sensing Judging types (ISTJ, ISFJ, ESTJ, and ESFJ) and the Sensing Perceiving types (ISTP, ISFP, ESTP, and ESFP). For the SJs, Sensing is usually used in the Introverted attitude, while SPs use Sensing in the Extraverted world. Both prefer the practical and realistic; however, SJs need structure, clarity, and order, while SPs need action, freedom, and spontaneity. Traditional learning environments are all too often ill-suited to the needs of the SP.

### Learning Styles Associated with the MBTI® Functions

People who prefer:	ST	SF	NF	NT
<i>Interested in:</i>	Facts about real things—useful, practical information about everyday activities	Useful, practical information about people, and a friendly environment	New ideas about how to understand people, symbolic and metaphorical activities	Theories and global explanations about why the world works the way it does
<i>Learn best by:</i>	Doing, hands-on activities	Doing, hands-on activities with others	Imagining, creating with others, writing	Categorizing, analyzing, applying logic
<i>Need:</i>	Precise, step-by-step instructions; logical, practical reasons for doing something	Precise, step-by-step instructions; frequent, friendly interaction and approval	General direction, with freedom to do it their own creative way; frequent positive feedback	To be given a big problem to solve, an intellectual challenge, and then to be allowed to work it out
<i>Want from teacher:</i>	To be treated fairly	Sympathy, support, individual recognition	Warmth, enthusiasm, humor; individual recognition	To be treated with respect, to respect the teacher's competence

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## Using Type in Organizations

Use of the MBTI personality inventory in organizations has grown rapidly in recent years, as leaders and employees have come to recognize its practical usefulness in solving organizational problems. Psychological type as identified by the MBTI instrument provides the following organizational benefits:

1. MBTI results and interpretation focus on how people take in information (perception) and how they prioritize that information to make decisions (judgment)—basic personality facets that underlie most work tasks and training.
2. MBTI type enhances people's clarity about and comfort with their own work styles while constructively identifying possible blind spots and areas of vulnerability.
3. Type theory and the MBTI tool give a logical, coherent structure for understanding normal differences between people in a host of work-related areas—communication styles, working on teams, project management, time management, preferred supervision style and work environment, responses and needs during organizational change, preferred learning styles, and many more.
4. Type theory presents a dynamic picture of individual functioning, including recognition of the dominant function as the basis of motivation and identification of customary responses to stress.
5. Type theory outlines a model of lifelong individual development, and the MBTI tool identifies likely paths for development, useful with work groups and in coaching individual leaders and managers.
6. The MBTI tool provides a perspective and data for analyzing organizational culture, management structures, and other organizational systems.
7. The MBTI tool and supporting type resources demonstrate the value added by diversity within the organization or work group. This ethic—the constructive use of differences—is particularly applicable in today's global and diverse organizations.

## Common Organizational Uses

In addition to increasing self-understanding and development, organization development professionals and their clients have found value in using the MBTI instrument to deal more effectively with organizational concerns such as the following:

- Improving communication
- Enhancing problem solving and decision making
- Dealing with conflict
- Planning, implementing, and managing organizational change
- Recognizing and managing stress
- Team development activities
- Leadership and management development and coaching
- Analyzing organizational tendencies

In all these areas, the positive and affirming nature of the MBTI tool encourages self-disclosure and respect for differences. It facilitates negotiating what each individual needs in order to work at his or her best and gives leaders a rational structure for understanding the needs of the people of the organization.

## Applying Ethical Principles in Organizations

Myers and Briggs' basic purpose in developing the MBTI instrument was to give individuals access to the self-understanding that comes from recognizing one's own preferred ways of functioning. Organizational uses of the MBTI tool need to keep that focus foremost at all times.

It is important to ensure that completing the inventory is voluntary for all employees, that results belong to respondents and will be shared only as they wish them to be, and that type is never used to select, promote, or fire individuals. Failure to thoroughly institutionalize and uphold these principles is a violation of professional ethics.

## Additional Information

The basic resource for organizational use of the MBTI instrument is *Introduction to Type® in Organizations*, by S. K. Hirsh and J. M. Kummerow (1998). The past few years have seen the publication of a host of books and training materials related to all the above applications. The *MBTI® Manual* (1998) lists resources for practitioners related to specific organizational uses.

## Type and Problem Solving

Type can be used to improve problem solving in organizational settings, especially with intact work groups and teams; it can also provide a guide to help individuals make better decisions.

According to type theory, the best decisions use both kinds of perception (S and N) in order to gather all useful information and both kinds of judgment (T and F) to ensure that all factors have been weighed. Because we prefer one particular kind of perception and one kind of judgment, we are likely to focus on our preferred ways and lose the positive contributions of our nonpreferred ways:

- Those preferring Sensing may overrely on their experience and on how things have been done, forgetting to look for new options and neglecting the wider implications.
- Those preferring Intuition may find a new theory so exciting that they forget to consider experience and neglect the realities of the resources available.
- Those preferring Thinking may focus so exclusively on the logical, efficient solution that they forget to consider the impacts on individual people and assessment in terms of values.
- Those preferring Feeling may be so caught up in empathizing with people and their own personal values that they forget to look at logical consequences or find it difficult to make hard but necessary decisions.

Using all the perspectives identified by type can feel awkward at first, but with practice this approach is likely to result in sounder, more considered decisions. In the beginning, it is useful to follow the steps outlined below.

1. **Define the problem** by using Sensing to see it realistically. Avoid wishful thinking.

### *Typical Sensing Questions*

- What are the facts?
- What have you or others done to resolve this or similar problems?
- What has worked or not worked?
- What resources do you have available?

2. **Consider all the possibilities** using Intuitive perception. Brainstorm. Don't leave out a possibility because it doesn't seem practical. You can evaluate later.

### *Typical Intuitive Questions*

- What other ways are there to look at this?
- What do the data imply?
- What are the connections to larger issues or other people?
- What theories address this kind of problem?
- What are all the possible ways to approach the problem?

3. **Weigh the consequences of each course of action** by using Thinking judgment. In a detached and impersonal way, analyze the pros and cons of each alternative.

### *Typical Thinking Questions*

- What are the pros and cons of each option?
- What are the logical consequences of each?
- What are the consequences of not deciding and acting?
- What impact would deciding on each option have on other priorities?
- Would this option apply equally and fairly to everyone?

4. **Weigh the alternatives** using Feeling judgment. Assess how each option fits with your values and the values of others. Use empathy to understand the impact of each option on the people involved.

### *Typical Feeling Questions*

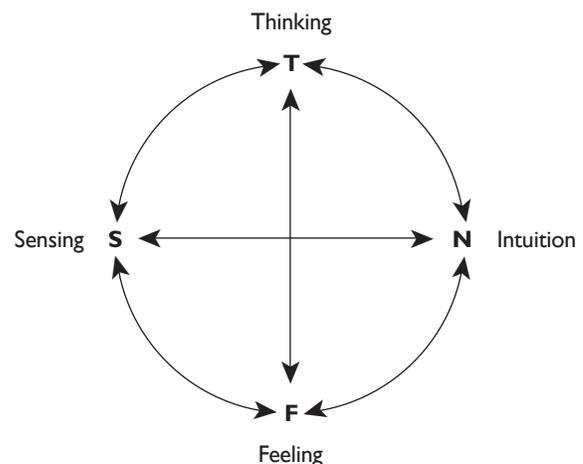
- How does each alternative fit with my values?
- How will the people involved be affected?
- How will each option contribute to harmony and positive interactions?
- How can I support people with this decision?

5. **Make a final decision**, based on your information and assessments.

6. **Act on the decision.**

7. **Evaluate the results.** Was it a good decision? Did you consider all the facts, possibilities, impacts, and consequences? How can you improve your decision making in the future?

Keep remembering to use the steps, and don't hesitate to ask for help from people with perspectives different from yours. The process may take longer this way, but the result is likely to be more sound.



# MBTI® Step II™ Scoring



Isabel Myers' focus throughout her life was creating and refining her psychological instrument to give each individual the best possible hypothesis about his or her best-fit type. Her commitment to this value and attention to the necessary specifics in evaluating instruments are the primary reasons why the MBTI personality inventory continues to be widely useful in the United States and around the world.

From the beginning, however, Myers was also interested in individual differences *within* a type. In the first years of developing questions, Myers grouped the questions in each dichotomy into “clusters” containing those that seemed to have a common theme. For example, a person who preferred Extraversion in general might, nevertheless, answer several of the E–I questions in the Introverted direction. She further noted that frequently an Extravert’s “Introverted answers” all related to one specific component of Introversion: perhaps to the Introverted preference for a few, deep relationships rather than for the wide and broad circle of friends typically preferred by Extraverts.

Myers began to keep notes on the clusters she saw in people’s responses to the MBTI questions and hypothesized about their relationship to individual development. She envisioned the possibility that, one day, MBTI results could be individualized to provide expanded information based on each person’s particular patterns of responses.

## Development of the MBTI® Step II™ Scoring

After Myers’ death in 1980, her son, Peter Myers, and daughter-in-law, Katharine Myers, identified individualized scoring as one of Myers’ goals that they wanted to honor and bring to completion. They contracted with David Saunders, a psychometrician who had known Myers for 25

years, to analyze all the questions Isabel Myers had ever used on any form of the MBTI assessment (a total of 290) using factor analysis, a form of computer analysis that identifies “factors” or clusters in the ways people respond to questions on an instrument.

Saunders’ work found four major factors corresponding to the four MBTI dichotomies: E–I, S–N, T–F, and J–P. He also found smaller factors that identified individual patterns of response within each dichotomy. These factors were virtually the same as Myers’ original individualized clusters. Form K, a new form of the MBTI instrument, was developed based on this work. Computer scoring of Form K provided individuals with information about the clusters in their responses to the questions and became known as the Step II scoring method. In 2001, the Step II tool was revised, some items were added or deleted, and new statistical analyses were performed. The revised form is called Form Q.

## The MBTI® Step II™ Instrument

In addition to reporting respondents’ four-letter MBTI type, MBTI Step II scoring produces individual results on facet scales associated with each of the preference dichotomies. There are five facets for each of the MBTI dichotomies.

Developing understanding of one’s four-letter type is most important to being able to use psychological type well. The four-letter type gives access to the dynamic personality pattern. Knowledge of the MBTI Step II facets provides helpful additional information, but it is the “frosting on the cake.”

Step II scoring adds additional information about an individual’s responses and identifies individual differences in the ways people express their type.

## Uses of the MBTI® Step II™ Instrument

Step II scoring adds to individual understanding and use of type in two primary ways:

- It assists in clarifying “a preference on which respondents are unclear and split their vote” (resulting in a low number on the preference clarity index [pci]). For

example, a respondent who receives an MBTI result of N3 on the S–N dichotomy might identify a number of ways she uses both Sensing and Intuition, and therefore have difficulty identifying her “true” preference. Her pattern on the S–N facets might reveal four facets that reflect an Intuitive approach and one facet (for example, Realistic–Imaginative) showing a Sensing approach. In such a case, respondents typically feel comfortably described by the term “Realistic Intuitive.”

- It clarifies individual within-type differences. Not all Extraverts are alike, and some of the differences are highlighted by E–I facet scores.

Similar insights into a person’s individuality within type are found for the other three MBTI dichotomies. For example, on the E–I dichotomy, one person might be described, based on facet results, as an “Intimate Extravert,” and another person as an “Enthusiastic Introvert.”

### The Facets Do Not Define All of a Preference!

While MBTI Step II scoring provides interesting and useful information, it is important to remember that each MBTI preference is a multifaceted, complex personality component. In designing questions to indicate an individual’s preferences, Myers used what she called “straws in the wind”: everyday surface behaviors that indicate the deeper underlying patterns in the preferences. The facets are composed of these surface behaviors. However, each preference is much broader and more complex than the behaviors identified by the facets. A preference is thus greater than the sum of its facets, just as four-letter type is greater than the sum of its four preferences.

### Additional Information

Consult with your MBTI professional about his or her knowledge, experience, and expertise with the MBTI Form Q and Step II scoring. Additional training in interpreting this information is available, and you will want to work with a professional who has the knowledge necessary for accurate and appropriate interpretation.

## MBTI® Step II™ Facets

Extraversion	Introversion
Initiating	Receiving
Expressive	Contained
Gregarious	Intimate
Active	Reflective
Enthusiastic	Quiet
Sensing	Intuitive
Concrete	Abstract
Realistic	Imaginative
Practical	Conceptual
Experiential	Theoretical
Traditional	Original
Thinking	Feeling
Logical	Empathetic
Reasonable	Compassionate
Questioning	Accommodating
Critical	Accepting
Tough	Tender
Judging	Perceiving
Systematic	Casual
Planful	Open-Ended
Early Starting	Pressure-Prompted
Scheduled	Spontaneous
Methodical	Emergent

# Things to Remember About Type



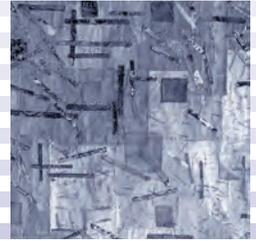
**T**o use type effectively, keep in mind the following “truths” about type:

- Type describes 16 dynamic energy systems, rather than defining static boxes. The four-letter type is much more than simple addition of the four preferences: It is the interaction of the preferences with one another.
- There is no right or wrong type, and there are no better or worse combinations of types in work or relationships. Each type and each individual bring special gifts.
- The purpose of learning about type is to help you understand yourself better and to enhance your relationships with others.
- Each person is unique. An ENFP is like every other ENFP, like some other ENFPs, and like no other ENFP.\*
- Everyone uses each of the preferences to some degree. Our type consists of those we prefer.
- You are the final judge of your best-fit type. Your results on the MBTI assessment suggest your probable type based on the choices you made when you answered the questions; however, only you know your true preference.
- Type does not explain everything. Human personality is much more complex.
- Number scores on the MBTI assessment indicate clarity of reporting a particular preference. They do not measure skills or ability or degree of use.
- You may use type to understand and forgive yourself, but not as an excuse for doing or *not* doing anything. Type should *not* keep you from considering any career, activity, or relationship.
- Become aware of your type biases (we all have them!) to avoid negative stereotyping.

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\* Mary McCaulley's paraphrase of a statement by anthropologist Clyde Kluckhohn, who stated, "Every man is like every other man, like some other men, like no other man."

# What's Next?



This introduction to psychological type is just a beginning. If you have found your MBTI personality inventory results and this booklet interesting and helpful, you may want to explore the deeper levels of understanding available through expanding your type knowledge:

- The depth and richness added by understanding type dynamics
- The guide to personal development added by type development theory
- The individual within-type differences identified by MBTI Step II scoring

## Suggestions for Additional Reading

### Psychological Type Theory

- Gifts Differing* by Isabel B. Myers with Peter B. Myers. Mountain View, CA: CPP, Inc., 1995.
- I'm Not Crazy, I'm Just Not You* by Roger R. Pearman and Sarah C. Albritton. Boston: Davies-Black Publishing, 1997.
- In the Grip: Understanding Type, Stress, and the Inferior Function*, Second Edition, by Naomi L. Quenk. Mountain View, CA: CPP, Inc., 2000.
- Introduction to Type® Dynamics and Development* by Katharine D. Myers and Linda K. Kirby. Mountain View, CA: CPP, Inc., 1994.
- Was That Really Me?* by Naomi L. Quenk. Boston: Davies-Black Publishing, 2002.

### Applications of Psychological Type

- Introduction to Type® and Careers* by Allen L. Hammer. Mountain View, CA: CPP, Inc., 2007.
- Introduction to Type® and Change* by Nancy J. Barger and Linda K. Kirby. Mountain View, CA: CPP, Inc., 2004.
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