

A Personal Inventory For Leadership

Defining the Terms

Energy — *Where a person gets their personal “energy” from*

E - EXTROVERSION

This attribute describes people who focus on what is happening around them—they find people and events stimulating and “more is better.” They communicate more by speech than the written word. These people understand through experience, and gaining this experience makes them action oriented.

Descriptive Words:

do-think-do

the value of breadth

engaging

involved

action oriented

blurt it out

At work:

Extroverts like variety and activity. They may become impatient with long or slow tasks and are genuinely interested in the activities of their work. Extroverts often act quickly, occasionally without carefully and thoroughly thinking the process through. When working on a task, they may find phone calls a welcome diversion as they thrive on contact with people. They often develop their best ideas through discussion. Brainstorming is a clear strength.

I - INTROVERSION

People with introverted tendencies acquire their personal energy from having quiet time and space to think and reflect. They are most effective and comfortable when they can have some time allotted for quiet activity. They like to understand things before they experience them, and prefer to think before they take action.

Descriptive Words:

concentration

the power of thought

depth

reflection

think-do-think

internal

At work:

Introverts do not mind working on one project for an extended period of time without interruption. Ideally, they can create a more controlled work environment for optimal concentration, as they find phone calls intrusive when concentrating on a task. This provides focus and dramatically increases their productivity. They are interested in the facts and ideas behind their work. Introverts like to think before they act, and rarely act without considerable thought. They most often develop ideas through reflection.

Focus — *What a person pays attention to*

S - SENSATION

The physical senses are used to determine what is taking place within oneself and one's environment. It is useful to appreciate the realities of a situation, the relevant facts, and consistently deal with the “realistic” and the “rational.” Logic is critical.

Descriptive Words:

the five senses	practical solutions	acting on set skills
what is real	implementing the proven	future possibilities

At work:

Sensing people pull from past experiences to solve problems. They enjoy applying what they know to familiar or related situations. They may distrust or ignore their personal inspirations, while seldom making errors based on fact. Sensing people appreciate the practical. They most often choose to continue what currently exists, rather than changing what is, with fine tuning through a step-by-step, consistent and proven process.

N - INTUITION

People who are intuitive “go beyond” the initial information from what they see and observe. They look at the “big picture” and are able to see new possibilities in accomplishing goals. Their ability to understand people can be uncanny—and in extreme situations have information far beyond what facts and things would indicate.

Descriptive Words:

possessing a sixth sense	imagining what could be	perceptive
following hunches	ability to multi-task	using new skills

At Work:

Intuitive people like solving new and complex problems. Intuitive people like to do things that are innovative and creative. They enjoy learning a new skill more than applying it. They tend to follow their inspirations, good or bad, and they may make errors based on facts. They choose to present an overview of their work first. Intuitive people prefer change, sometimes radical in nature, rather than the continuation of what currently exists. They often proceed in sporadic bursts of energy. In many cases, their ability to assess character and motive is powerful and confounding to those that are “sensing.”

Decisions — *The basis on which a person makes decisions*

T - THINKING

The thinking person predicts the logical consequences of a choice or action. Cause-and-effect relationships are considered in making decisions. The thinking individual often will first analyze what is “wrong” with a situation. They use logic and facts, not feelings, to assess a situation and make decisions.

Descriptive Words:

justice	reason	principles
using your head	objective	logical systems

At work:

Thinking people use logic and facts to reach conclusions. They can work without harmony and may unknowingly hurt people's feelings. They often make decisions on an impersonal basis and may not pay close attention to people's wishes. Thinking people look at the principles involved in the situation and feel rewarded when the job is done well.

F - FEELING

People who "feel" make decisions based on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative and tactful.

Descriptive words:

heart	mercy	empathy
value system	harmony	compassionate

At work:

Feeling people use values to reach conclusions. They work best in "harmonious" environments. They enjoy pleasing people and may let decisions be influenced by their own likes and dislikes, as well as those of others. They tend to be sympathetic and avoid sharing the unpleasant. They look at the underlying values in situations and feel rewarded when needs are met. These people are team players in even the most difficult of circumstances.

Life Control — *The lifestyle a person adopts*

J – JUDGING

This word does not mean “judgmental” but rather refers to a person that chooses to live in a planned and orderly manner. They want to regulate and influence life. They like to make their decisions, complete the task, and get on with things. Life is too short to do anything else.

Descriptive Words:

planned

controlled

organized

decisive

just get it done

leaving nothing to chance

At Work:

These people work best when they can “plan their work and work their plan.” They like to get things settled and finished and may not notice new tasks or projects that need to be done. They tend to be satisfied once they reach their decision. They realize closure by deciding quickly and they seek structure, routines and schedules. They regularly use “to do” lists to prompt, remind and prioritize the tasks ahead. Checking those off once completed is almost euphoric.

P - PERCEIVING

People who prefer a perceptive process choose to live in a more flexible and spontaneous way. They gather information and enjoy "keeping their options open." They seek to understand and adapt to the journey of life, rather than attempt to control it.

Descriptive Words:

spontaneous

adaptive

open

informed

flexible

let life happen

At Work:

Those who are "perceivers" enjoy flexibility in their work and in their schedule. They like to be available for last-minute changes, opportunities and adventures. They are curious and welcome insight. They may choose to postpone unpleasant tasks that need to be done and may postpone decisions while searching for options. They adapt well to changing situations and feel restricted without the opportunity for change. They use lists to remind them of the things they have to do—someday.

ESTJ

“The Administrator”

Based on your responses, your tendency is to focus your attention toward:

Extroversion rather than Introversion

People who prefer extraversion focus on the external environment where they direct and draw energy. They communicate more by speech than the written word and understand best through experience and, therefore, are action-oriented.

Sensing rather than Intuition

The physical senses are used to determine what is taking place within themselves and their environment for the sensing person. It is useful to appreciate the realities of a situation and deal with the practical.

Thinking rather than Feeling

The thinking person predicts the logical consequences of a choice or action. Cause and effect relationships are considered in making decisions. They often analyze what is wrong with a situation.

Judging rather than Perceiving

People who have a tendency toward "judging", not meaning judgmental, live in a planned and orderly manner. They seek to regulate and influence life. They like to make decisions and get on with things.

Reference:

This information is based on the book:

"Please Understand Me: Character & Temperament Types"

David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait Pages 188 - 189

Mating and Temperament Page 77

The "SJ" Manager at Work Pages 138

ESTJ Overview

The ESTJ is keenly in touch with the world around them. They are well known, liked, respected, and thought of in high regard in the organizations and communities they serve. The terms “responsible,” “dependable” and “consistent” are personal trademarks.

Traditions and organization are important issues and are highly respected by the ESTJ. They are loyal to family, institutions, work, and any organizations where they are active. ESTJ s always “do their part,” sometimes at their own personal cost in the form of time and money. This strong sense of commitment earns them recognition and praise from others. They are rarely accused of not “pulling their weight” and are outraged if others would think they were not doing their part as expected.

Interaction with people is warm, harmonious and friendly, but always proper and respectful of position and traditions. Efficiency in work and play is important. ESTJs are goal oriented and often thrive in educational systems as they work toward adding accreditation to their personal and professional skills.

ESTJs may need to be aware of being better listeners, not so quick to judge, and work at keeping an open mind. The ESTJ may desire to keep order and structure rather than try something radically different. Therefore, they may stifle extremely creative solutions to problems. This need for supporting and following existing policy can override the opportunity to be innovative and creative if these actions threaten order and harmony.

Over commitment may be a concern to the ESTJ. They may believe that they are the only ones that will finish the job – and they are often right. This can lead to “taking it all on” and they find themselves inundated with work. Saying “no” to additional commitments and tasks may be difficult. Unless tragedy strikes, they will complete the work, driven by their commitment and need to attain the goal and not disappoint others. In extreme cases, this may lead to "burnout."

Key Words: Responsible Punctual Consistent

Basic Values: Accuracy Dependable Proper
 Stable Cautious

The ESTJ at Work

Talents:	Administration	Supervision	Organization
	Teaching	Reliable	Respectful
	Industrious	Committed	Coaching

Professional Beliefs:

Everyone must to their part in the process.

Organizations must run on solid facts.

Major Contributions:

Consistent and dependable actions with organization and efficiency.

Questions ESTJs May Ask:

What is my part in this?

Will this change really improve the process and is it worth the confusion?

What will take place, by whom, and when?

What Others May Say:

_____ will do it and do it right!

You can depend on _____ .

_____ hasn't let us down yet.

It's going to be tough to fill _____'s position.

The ESTJ as a Leader

The ESTJ has abilities in the areas of leadership that allow a diverse use of techniques. Their extroverted nature along with the need for harmony are well matched to promoting self and the enterprise in a positive approach in both group and individual settings.

Motivating the ESTJ is simple: Give them a goal. Their desire, drive and self discipline enable the ESTJ to realize their personal and professional objectives — especially if there is a certificate, award or recognition waiting for them when it is accomplished!

The outgoing nature of the ESTJ allows this person to effectively and comfortably participate in group and public speaking settings. This may include presentations to service organizations, seminars, lecturing, and training. However, order and structure are advised. This person prefers not to “wing it” but has the abilities to do so when needed. They would choose to have an agenda clearly outlining what will happen, by whom, and when.

One-on-one relationships are also an area of strength. The ESTJ is totally at ease with dealing with people on a personal basis that is “appropriate and mannerly.” This skill matches well with follow-up work once assigned by their manager or team.

This combination of attributes makes the ESTJ a rare candidate to use organizational involvement as an avenue to accomplish goals. The ESTJ is likely to be in service and social organizations or clubs. These groups have to be organized and meet certain standards, however, for the ESTJ to determine the organization is “deserving” of their participation. If so, they will give their all and often, at times to their dismay, be asked to rapidly assume leadership roles because of their outstanding dependability, commitment and performance.

The importance of serving the community is critical to the ESTJ. In fact, most have held leadership positions within the first few years of participating in the organization. Time can pass and people may still talk with a sense of awe about how dependable and reliable the ESTJ was in their former role.

Power Words:

Reliable

Dependable

Solution-oriented

Persistent

Personable

Consistent

Power Phrases:

I will follow through this one for you.

If you want someone to get this completed for you, I'll do it.

I'll take good care of you and your needs.

ENTJ

"The Director"

Based on your responses, your tendency is to focus your attention toward:

Extroversion rather than Introversion

People who prefer extraversion focus on the external environment where they direct and draw energy. They communicate more by speech than the written word and understand through experience and, therefore, are action-oriented.

Intuition rather than Sensation

People who are intuitive go beyond the initial information from their senses. They look at the "big picture" and are good at seeing new possibilities in accomplishing goals.

Thinking rather than Feeling

The thinking person predicts the logical consequences of a choice or action. Cause and effect relationships are considered in making decisions and they often analyze what is wrong with a situation.

Judging rather than Perceiving

People who have a tendency toward "judging," not meaning judgmental, live in a planned and orderly manner. They want to regulate and influence life and they like to make decisions and get on with things.

Reference:

This information is based on the book:
"Please Understand Me: Character & Temperament Types"
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 178 - 180
Mating and Temperament	Page 73
The "NJ" Manager at Work	Pages 143 - 148

ENTJ Overview

The ENTJ has a strong desire and drive to lead — and they have found themselves in leadership roles since birth. They value structure and the pursuit of goals in the face of challenges and long term situations. Their thinking and approach is highly logical and directed.

ENTJ's often find themselves rising to the top of organizations, particularly those with structure and requiring attention and commitment to chain of command, policy and goals. As a visionary, the ENTJ is able to communicate their vision to others. In administrative roles, they are highly efficient and effective. They are tireless toward accomplishing their task and will make whatever sacrifice necessary to make sure it happens.

Often viewed as an intellectual, the ENTJ would much rather design and engineer a new approach rather than deal with the problems of the existing system. From the ENTJ's perspective, the problems do not make sense and should not have happened if proper design and implementation were executed in the first place.

The ENTJ may be intolerant of anything, or anyone, that does not contribute to accomplishing the goal ahead. Inefficiency is unacceptable. There is always a reason and a purpose, and this reason overshadows personal feelings and emotions.

Although not intended, the ENTJ may be perceived as unemotional, insensitive, uncaring, and possibly even condescending or patronizing. Therefore, they will benefit from increasing their sensitivity level when dealing with others. Asking questions such as, “How do you feel about this situation” or “I would like some feedback from you on how what you thought about this?” is beneficial to the ENTJ and may avoid possible misunderstandings.

Key Words:

Structure

Strategic

Discipline

Direct

Purposeful

Logical

Basic Values:

Competence

Principles

Procedures

The ENTJ at Work

Talents:	Organization	Engineering	Administration
	Direct Leadership	Vision	Focus

Major Team Contribution:

A bias for action and achieving the organization's bottom line results.

Questions ENTJs May Ask:

What is the strategy to accomplish our goal?

Let's not reinvent the wheel — what policies and procedures are in place to get there?

Who is in charge?

What Others May Say:

If you want results, follow _____ .

_____ is on a mission ... look out!

_____ may not make you feel warm and fuzzy, but it will get done!

With _____ you know right where you stand.

The ENTJ as a Leader

The ENTJ has valuable strengths to offer in leadership roles. As a leader, the ENTJ projects confidence and competency in all they do. This impression creates a perception of being an authority on subjects where they may just have a working knowledge. The ENTJ consistently drives to perform quality work.

When it comes to “solid and leadership and direction,” the ENTJ will provide it without fail. The ENTJ will not necessarily desire fostering a warm and sensitive relationship — getting to business and the bottom line is more important. If subordinates respect and respond to this approach, the hard working nature of the ENTJ will rarely lead to disappointment.

The ENTJ may inadvertently project a sense of superiority and be perceived as “talking down” to others requiring extensive patience and care. When dealing with people that are somewhat insecure on a personal or professional basis, this can be devastating to the relationship.

Power Words:	Confidence	Diligence	Efficiency
	Results	Commitment	Bottom Line

Power Phrases:

We'll get to the bottom line and make money.

I can get you there with efficiency.

ESFJ

"The Vendor"

Based on your responses, your tendency is to focus your attention toward:

Extroversion rather than Introversion

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Sensing rather than Intuition

The physical senses are used to determine what is taking place, within themselves and in their environment. It is useful to appreciate the realities of a situation and deal with the realistic and the practical.

Feeling rather than Thinking

People who "feel" make decision on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative, and tactful.

Judging rather than Perceiving

People who have a tendency toward "judging," not meaning judgmental, live in a planned and orderly manner. They want to regulate and influence life and like to make decisions and get on with things.

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To read in detail about this temperament, refer to:

Portrait	Pages 192 - 194
Mating and Temperament	Pages 75 - 76
The "SJ" Manager at Work	Page 138

ESFJ Overview

The ESFJ is a highly social, outgoing person that enjoys, values and needs people. They are strong nurturers of others and of the established “system.” They are also great facilitators of people, observant of their environment, and are good at attending to the needs of others.

Harmonious relationships are the desire of the ESFJ and they will work toward that state in their relationships, not only for themselves, but for others around them. They may be observed in the “peace maker” or “gatekeeper” roles. As a result, they are excellent team players.

The ESFJ is task oriented and may not tolerate those who do not get to the point and take action. They enjoy the decision making process and work through it rather rapidly. As a group member, they are excellent at organization, keeping order, attending to detail, and following through with the commitment and task. Without this person as a part of a team, the group may miss critical details.

ESFJs respect, appreciative, and when necessary, enforce the “rules” or any stated standards or norms. This is important to the ESFJ and they will work to sustain the traditions and systems in place. There are the “shoulds” and the “should nots” for the ESFJs. Order and efficiency is essential. Some ESFJs may be considered stubborn on issues that challenge these standards. The ESFJ may not be perceived as highly creative because of the need to keep the existing organization in tact.

ESFJs have difficulty accepting the compliments of others and also tend to only compliment or reward others that have risen to “first place position.” This is an area that the ESFJ needs to be aware of and seek to work toward recognizing multiple levels of positive performance when leading their team.

Key Words:	Harmony	Practical	Patient
	Stable	Respect	Order
	Efficient	Self-Critical	Reliable

Basic Values:	Caution	Accuracy	Follow through
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The ESFJ at Work

Talents: Sales Supervision Teaching
 Administration Coaching Persuasion

Major Team Contribution:

Consistent harmonious efficiency with attention to detail.

Questions ESFJs May Ask:

What is my involvement?

Is this going to accomplish the goal and meet the needs of the people?

Is the cost of the change outweighed by the benefits we will realize?

What Others May Say:

You can always count on _____ .

_____ is someone we can depend on.

_____ is sensitive and in-tune when it comes to people.

_____ has a good way with people.

The ESFJ as a Leader

The ESFJ has strong abilities in areas such as administration and marketing. The interpersonal and organizational skills possessed by the ESFJ in this arena allow a broad array of techniques and approaches to be effectively and comfortably used.

The sensitivity and skill of interacting with their team allows the ESFJ, in many cases, to anticipate client needs in advance. This skill is invaluable to most teams. When the ESFJ acts on this insight, they can offer unique and powerful insight.

The outgoing nature of the ESFJ allows them to effectively participate in group settings. Team meetings, speaking engagements, seminars and other forms of group presentations are effective options to explore for the ESFJ. This will not be done on a spontaneous basis, however, if the ESFJ has anything to say about it. They will feel most comfortable if they have time to prepare and rehearse their presentation. The ESFJ will not be caught “winging it” if they have the time and resources to prepare.

One-on-one relationships are also an area of strength, particularly if there is an opportunity to establish a positive relationship or promote groups or individuals working together.

The ESFJ can be the bearer of bad news and often does it with skill and sensitivity. This does take a personal toll, however, and although it may not show, it can be difficult for the ESFJ. If possible, it is ideal for the ESFJ to be able to explain the situation in terms of policy issues, such as *“this decision is according to the enterprise’s policy and not necessarily their personal choice”*, and refer the person to another about their grievance if necessary.

ESFJs are people who are respectful of “keeping the process going” and appreciate warm, friendly relationships. They appreciate getting to business after a few social exchanges. By nature, the ESFJ will strive to keep others happy and feeling positive about their relationship on a personal and a firm basis. The ESFJ may not tolerate disorganization. They may have expectations in this area and will always work toward establishing order.

Power Words:

Efficiency
Complete

Thorough
Accurate

Organized
Personable

Power Phrases:

I can accurately complete this for you.

I will follow this to completion.

You can be assured I will give it my personal attention toward your satisfaction.

ENFJ

“The Showstopper”

Based on your responses, your tendency is to focus your attention toward:

Extroversion rather than Introversion

People who prefer extraversion focus on the external environment where they direct and draw energy. They communicate more by speech than the written word and understand through experience and, therefore, are action-oriented.

Intuition rather than Sensation

People who are intuitive go beyond the initial information from their senses. They look at the “big picture” and are good at seeing new possibilities in accomplishing goals.

Feeling rather than Thinking

People who “feel” make decision on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative, and tactful.

Judging rather than Perceiving

People who have a tendency toward “judging,” not meaning judgmental, live in a planned and orderly manner. They want to regulate and influence life and like to make decisions and get on with things.

Reference:

The following overview is based on the book:

"Please Understand Me: Character & Temperament Types"

David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 167 - 170
Mating and Temperament	Page 73
The "NF" Manager at Work	Pages 148 - 155

ENFJ Overview

The ENFJ is an outstanding leader due to their natural charisma, strong verbal communication skills and their likeable nature. They take for granted that others will follow them and people usually do — and enjoy every moment of it!

People, rather than things, are the most important to the ENFJ. They embrace the feelings of others in their relationships. They communicate caring, concern, and a willingness to be involved with people. ENFJs are tolerant of other people, seldom critical and always trustworthy. They are expressive in their actions as their activities are often humorous and entertaining. At times, the ENFJ may need to check their nurturing and supporting attributes being careful to not overwhelm others.

The even-tempered ENFJs can idealize relationships to the point of being unrealistic. This can lead to disappointment in people as perfect relationships are not realized. Extremely empathetic, the ENFJ is concerned about the problems of those around them. The ENFJ may experience excessive guilt in relationships. Getting too involved may be a concern.

The ENFJ is viewed as a catalyst within the group and has the ability to draw out the talents of others. Their leadership style is participative and democratic in nature. Their ability to bring in and care for others may find them placing the needs of others over themselves.

ENFJs are enchanting in their speaking skills. They are verbal communication masters. Therefore, ENFJs are highly influential in groups, regardless of size, and have no hesitation of speaking out. People are often in awe of these gifted verbal skills. Written communication skills, however, are not as strong.

The intuition of the ENFJ is also incredibly powerful and they do well to follow their hunches. An ENFJ is seldom wrong about the overt or hidden intent and motivation of another. They know what they like in people and read others with outstanding accuracy. In contrasting situations regarding pure logic, they may benefit from seeking council.

The relational perfectionist tendencies of the ENFJ carry over to their professional lives. ENFJs may experience restlessness in their job, particularly where their interpersonal talents are not fully utilized.

Key Words:	Charismatic	Intuitive	Charming
	Perceptive	Positive	Personable

Basic Values:	Autonomy	Cooperation	Self-determination
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The ENFJ at Work

Talents:

Media

Teaching

Sales

Theatrics

Verbal Communication

Influence

Professional Beliefs:

The organization must use the worker's talents to succeed and grow.

Our people's potential is the organization's greatest strength.

Major Team Contribution:

An expressive, personal, caring and growth-oriented perspective.

Questions ENFJs Often Ask:

What impact does this have on the organization's principles?

What is the most important to our people?

How does this affect morale?

What Others May Say:

_____ is an exciting leader.

_____ is a fun person to have around.

If _____ is there, you re going to have a good time!

The ENFJ as a Leader

ENFJs thrive through initiating people-oriented activities. This is the person that consistently is involved with people. The rarity of the ENFJ in the population is a great strength to leverage for any team. The ENFJ can dramatize the mundane aspects of life and transform them into something special. Therefore, this person provides a unique perspective to most organizations. People-oriented individuals find the ENFJ irresistible. They will look forward to their time with these people, with social contact as important as business matters. Business becomes pleasure with the ENFJ.

Leadership situations, such as public relations and public speaking, are their forte. This should be used whenever possible. The audience finds the ENFJ entrancing, enthusiastic and fun. With the talent to convince their audience of most anything, they will believe every word of the ENFJ. It is suggested, however, that the ENFJ avoid written communication. They probably don't enjoy writing and skills in this area are not up to the level of their oral communication abilities. The ENFJ may consistently disappoint their reading audience and delegating writing tasks may be the best approach.

The ENFJ will rise to the attention of others in organizations, but prefers socially balanced environments rather than those that are strictly task oriented. They can expect to be quickly ushered into leadership positions if they don't volunteer themselves. Overtime, they may become bored with these organizations and move on to new experiences. Therefore, avoiding long term commitments is wise. These contacts should be used for building relationships whenever possible. However, to avoid distraction, they should periodically review their goals, priorities and purposes to ensure they are moving toward this objective.

People-oriented business settings are an excellent match for the ENFJ. These people will be highly loyal overtime and describe the ENFJ as a one-of-a kind person. However, those that demand a regimented, strictly-down-to-business approach will not appreciate the gifts and skills of the ENFJ. They may incorrectly perceive the ENFJ as “unprofessional” or “unbusiness-like” and possibly even untrustworthy.

ENFJs are not generally strong technicians. The ENFJ is most effective when they surround themselves with highly technical people that support them, allowing the ENFJ to minimize routine, impersonal work and spend more time with people — their constant goal.

Power Words:	Exciting	Fun	Trustworthy
	People-oriented	Visionary	Positive
	Enthusiastic	Caring	Insightful

Power Phrases:

Let's focus on the strengths as we look toward the future.
We can take this on and make something positive out of it.
We can make this exciting if we approach it right.

ENFP

"The Journalist"

Based on your responses, your tendency is to focus your attention toward:

Extroversion rather than Introversion

People who prefer extraversion focus on the external environment where they direct and draw energy. They communicate more by speech than the written word and understand through experience and, therefore, are action-oriented.

Intuition rather than Sensation

People who are intuitive go beyond the initial information from their senses. They look at the "big picture" and are good at seeing new possibilities in accomplishing goals.

Feeling rather than Thinking

People who "feel" make decision on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative and tactful.

Perceiving rather than Judging

People who prefer a perceptive process choose to live in a flexible, spontaneous way. They gather information and keep their options open and seek to understand and adapt to life, rather than control it.

Reference:

This following overview is based on the book:

"Please Understand Me: Character & Temperament Types"

David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 173 - 175
Mating and Temperament	Page 74
The "NP" Manager at Work	Pages 143 - 148

ENFP Overview

The ENFP sees life as exciting and “anticipates possibilities,” both good and bad. They would like to be included, or at least aware, of everything around them. Therefore, they have been given the “journalist” title with all the attributes of an ace reporter.

These are feeling people that have a wide range of emotional experiences. They appreciate and need others and values sincere feedback. They are acutely aware of their environment and little escapes their directed and observant attention. Because of their hypersensitive nature of their surroundings, ENFPs may suffer physically from muscle tension. They live in preparation for emergencies and assume this is also true for others.

The ENFP has a keen sense regarding the motives of others, although this needs to be checked as they can take on a negative view of the outcome. They may be correct in their perceptions, but wrong in their conclusions as they focus on data which continues to support their own biases. Their own motives strive toward the authentic. Their high personal standards may cause the ENFP to battle with being overly critical of themselves.

The ENFP is a strong idea person with innovative and creative solution for problems and circumstances. They love the thrill of producing new solutions. However, the enthusiastic ENFP may bore quickly with situations and people. Their strength is in creating, not necessarily in persevering or following through. As a result, details and uninteresting facts may get overlooked.

Their communication abilities are strongest in the area of writing. The ENFP has the writing ability to communicate complex situations with impressive detail and accuracy.

Key Words:	Creative	Optimistic	Enthusiastic
	Independent	Imaginative	Ingenious

Basic Values:	Creativity	Cooperation	Harmony
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The ENFP at Work

Talents: Sales Problem Solving Facilitation
 Management Creativity Visionary Skills

Professional Beliefs:

The organization must use the talents of the workers to succeed.

The potential of the individual is the organization's greatest strength.

Major Team Contributions:

A creative, caring, enthusiastic and innovative problem solver.

Questions ENFPs Often Ask:

What is this going to do to the individuals in the organization?

Can we come up with an approach that is going to be a 'win/win' for everyone?

Whatever happened to the idea that I came up, with and why haven't we done something with it?

What Others May Say:

That is a people-person that knows what to do in any situation.

_____ can figure out a solution for just about any problem.

_____ will get things going, but someone better make sure it gets done.

The ENFP as a Leader

The ENFP is a people-oriented person with strong written communication skills. They quickly assess the needs of the enterprise and bring high energy and enthusiasm. The ENFP thrives in a people-oriented setting.

The ENFP will consistently arrive at a unique solution. Excellent written documentation will often accompany this process. This is a good first step to establish a plan of action and communicate it to others.

ENFPs are quick to assess what is really taking place due to their keen observation skills. They are able to focus on motive and intent and they work to balance their “suspicious” nature and give others the benefit of the doubt a little more often.

They are not necessarily strong technicians and will be more productive if they have other to assist them with that work. They are creative and will dive into the process and formulate a solution.

The ENFP should avoid highly repetitive, detail oriented activities whenever possible. The ENFP will choose to avoid details if it requires an extensive time investment. They look for excitement in the work they take on, and the routine and mundane activities may not be tolerated. They would rather be involved in projects that are active and provide a variety of tasks so they won't lose interest after an extended period of time.

Power Words:	Enthusiastic	Problem Solving	Adventuresome
	Maverick	Cutting Edge	Insightful

Power Phrases:

I know we can come up with an innovative solution.

If you want to do something different, I can help make this work.

ESTP

“The Promoter”

Based on your responses, your tendency is to focus your attention toward:

Extroversion rather than Introversion

People who prefer extraversion focus on the external environment where they direct and draw energy. They communicate more by speech than the written word and understand through experience and, therefore, are action-oriented.

Sensing rather than Intuition

The physical senses are used to determine what is taking place, within themselves and in their environment. For this individual, it is useful to appreciate the realities of a situation and deal with the realistic and the practical.

Thinking rather than Feeling

The thinking person predicts the logical consequences of a choice or action. Cause and effect relationships are considered in making decisions. They often analyze what is wrong with a situation.

Perceiving rather than Judging

People who prefer a perceptive process choose to live in a flexible, spontaneous way. They gather information and keep their options open. They seek to understand and adapt to life, rather than control it.

Reference:

This information is based on the book:

"Please Understand Me: Character & Temperament Types"

David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 196 - 198
Mating and Temperament	Page 78
The "SP" Manager at Work	Pages 133 - 138

ESTP Overview

ESTPs have a bias for action. They make things happen in an exciting and unique way. Life is not dull — it is made to be an adventure. Their attractive, friendly and theatrical style makes the most routine events appear exciting.

Often socially sophisticated, they are outstanding presenters as they utilize their finely tuned observation skills with their “eye on the audience” at all times. They are often several jumps ahead of others as they anticipate their next move with their finely tuned perception skills. This skill is invaluable in their efforts to persuade. When used in a positive manner, the entrepreneurial and promotional capabilities are a powerful asset to an organization. This is so ingrained in the ESTP, they may not appreciate or recognize these talents in themselves.

With nerves of steel, ESTPs are excellent negotiators — and often relentless. They have the ability to promote themselves and their position in a highly effective manner. They are excellent administrators who can orchestrate changes within an enterprise or institution quickly, all done with a sense of style and grace.

Idea generation is also a strength, but the ESTP may not be appreciated for this talent in the organizations they serve. This partially results from their lack of interest in completing the final details of a task. Follow through is not a strong area and it is wise to have others assist the ESTP in this stage of a project.

Key Words:	Resourceful	Troubleshooter	Exciting
	Expedience	Spontaneous	Realist

Basic Values:	Risk Taking	Action-oriented	Flexible
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The ESTP at Work

Talents: Negotiations Resource Optimization Diplomacy
 Entrepreneurial Persuasion Diagnostic

Professional Beliefs:

Now is the time for us to decide and act on that decision.

We must operate in a way to meet our needs today.

Major Team Contribution:

A creative, action-oriented person promoting positive change

Questions ESTPs Often Ask:

What is our immediate need?

What costs could be involved with this, and are they justified based on the potential outcome?

How quickly can we move on this and get things done?

What Others May Say:

_____ can represent us better than anyone in tough situations.

I just don't want to have to go head to head against _____ .

_____ has great intent and ideas, and needs to stick with the plan.

The ESTP as a Leader

The ESTP is an excellent person to take on complex tasks, stepping in and sorting out the problems — from symptoms to solution. Others may stand in awe how the complex process was pulled off so thoroughly and smoothly.

The ESTP approaches a project or new account like an animal hunting its prey — keenly and accurately searching for its goal. ESTPs are not bound by rules, regulations, policies or traditions. Everything, and everyone, is negotiable and as a negotiator, the ESTP makes others look like amateurs. The verbal and negotiation talents of the ESTP create a powerful combination. They will be able to debate with the best, and have fun doing it.

Instructional seminars and public speaking events present opportunities for the ESTP and this is an invaluable skill set. Their observation skills accompanied with their theatrical style will have their audience tuned in and enjoying every minute. ESTPs consistently receive some of the best feedback and response from these types of situations. This talent cannot be used enough, as it allows the ESTP to impact large groups in a rapid and effective manner. They may be exhausted, but they have a strong sense of job fulfillment from these success stories.

The ESTP should delegate follow-up details to others. They are often impatient with the messy details that come at the end of a project or task and may procrastinate or ignore them. Delegation of the “final detail” activities is key for the ESTP.

People that are ultra conservative or focus on theory and abstract thought may find themselves frustrated by ESTP. They may perceive the ESTP as “shooting from the hip” and not respect the talent the ESTP offers.

Power Words:	Resource	Optimization	Persuasive
	Responsive	Immediate	Flexible

Power Phrases:

If you need to move now, I can take care of this for you to meet your goal.

We can come up with a solution for us to look our best.

ESFP

“The Entertainer”

Based on your response, your tendency is to focus your attention toward:

Extroversion rather than Introversion

People who prefer extraversion focus on the external environment where they direct and draw energy. They communicate more by speech than the written word and understand through experience and, therefore, are action-oriented.

Sensing rather than Intuition

The physical senses are used to determine what is taking place, within themselves and in their environment for the sensing person. It is useful to appreciate the realities of a situation and deal with the practical.

Feeling rather than Thinking

People who "feel" make decision on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative, and tactful.

Perceiving rather than Judging

People who prefer a perceptive process choose to live in a flexible, spontaneous way. They gather information and keep their options open. They seek to understand and adapt to life, rather than control it.

Reference:

The following overview is based on the book:

"Please Understand Me: Character & Temperament Types"

David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament type, refer to:

Portrait	Pages 198 - 200
Mating and Temperament	Page 76
The “SF” Manager at Work	Pages 133 - 138

ESFP Overview

The ESFP is a person that radiates warmth and optimism. Charming, clever and open are words that describe this person. They are fun to be with and are the most generous of all types. At times generous to a fault, they consider anything they possess as yours as well, but do not expect the same attitude from others.

These people are action oriented and will make sure that the process is not only effective, but enjoyable. The perspective of the ESFP is one based on reality, not theories. They make their decisions based on what they have observed and seek to make an impact.

ESFPs seek the company of others whenever possible. They draw others through their optimistic outlook on life. Often outstanding conversationalists, they possess an air of sophistication and are likely to be well dressed, displaying an enjoyment of the "good things of life." This person is a living example of the "eat, drink and be merry" approach to living.

ESFPs are good at working with people in crisis, dealing well with the drama of the moment. However, they do have a relatively low tolerance for ongoing anxiety and will avoid these situations if possible.

They prefer active jobs and should not be given lonely, solitary assignments, choosing to work with people as much as possible. This group is outstanding at public relations, people-oriented positions. Being stuck behind a desk is one of their worst nightmares. Their keen observation skills accompanied with their verbal talents contribute to this type of responsibility.

Key Words:	Performer	Optimistic	Enthusiastic
	Gregarious	Fun	Adaptable

Basic Values:	Flexible	Risk Taking	Action-oriented
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The ESFP at Work

Talents: Sales Public Relations Negotiation
 Education Presentations

Professional Beliefs:

Let's focus our attention on today.

We need to make organizational decisions based on our current needs.

Major Team Contribution:

A positive, action-oriented approach achieving current objectives .

Questions ESFPs Often Ask:

How soon can we take action on this?

What is this going to do to our profits today?

What are the costs involved and are they justified based on the potential outcome?

What Others May Say:

There is no one more fun than _____ .

If you want to get there now, _____ will take you.

_____ is one that will do it with style and enjoy every minute of it.

The ESFP as a Leader

The ESFP is a people-oriented individual that will allow others to enjoy themselves in their presence. Flexible, risk taking, and action-oriented is what the ESFP offers with style. This characteristic is rare in the population—about one percent. The ESFP can leverage these skills to their advantage with those that appreciate this optimistic view of life.

If someone needs immediate, short term benefits, the ESFP will accomplish this goal. They will be able to determine what variables will impact the short term bottom line, and act accordingly toward the stated goal. Conversely, they may not have a high degree of interest in long-term planning that does not produce immediate results.

The ESFP will establish a long lasting relationship with people as they will be considered "one-of-'a-kind" and develop a high degree of loyalty.

ENTP

“The Inventor”

Based on your responses, your tendency is to focus your attention toward:

Extroversion rather than Introversion

People who prefer extraversion focus on the external environment where they direct and draw energy. They communicate more by speech than the written word and understand through experience and, therefore, are action-oriented.

Intuition rather than Sensation

People who are intuitive go beyond the initial information from their senses. They look at the “big picture” and are good at seeing new possibilities in accomplishing goals.

Thinking rather than Feeling

The thinking person predicts the logical consequences of a choice or action. Cause and effect relationships are considered in making decisions. They often analyze what is wrong with a situation.

Perceiving rather than Judging

People who prefer a perceptive process choose to live in a flexible, spontaneous way. They gather information and keep their options open. They seek to understand and adapt to life, rather than control it.

Reference:

This information is based on the book:

"Please Understand Me: Character & Temperament Types"
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 183 - 186
Mating and Temperament	Page 72
The "SP" Manager at Work	Pages 143 - 148

ENTP Overview

The ENTP possesses a great deal of ingenuity with people and things. Their good humor and optimistic outlook can be contagious and people seek out their company. They deal well with social relationships and also understand the physical and the mechanical. They are alert to what may occur next and always sensitive to possibilities. They are often easy going and seldom critical.

ENTPs are good at analysis and have a tolerance for the complex. They are enthusiastic and seem to have interest in most everything, and therefore, are an inspiration to others. Those around them find the level of enthusiasm contagious. They are good at direction relationships between resources and the goal.

They are reluctant to do things “just because they have always been done that way” and are not generally considered to be conformists. They are often unwilling to conform and, therefore, have a tendency to find a better way and are always on the lookout for new projects, activities and procedures.

“It can’t be done” is a motivational challenge to the ENTP. They will find a way. As a result, they ignore the traditional. They often bring a fresh new approach to their work and their lives. This is one source of life’s joy for the ENTP. When faced with challenges, ENTPs will react with delight at the opportunity to improvise a solution to the crisis, and most often succeed.

ENTPs can be fascinating conversationalists and may even try to “one-up” those around them. Their talkative and motivating style is often the life of the enterprise. They need a challenge and may become bored with the routine and the repetitious.

Key Words:	Gregarious	Competent	Innovative
	Create	Problem-solvers	Enthusiastic

Basic Values:	Trouble shooter	Inventive	Action-oriented
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The ENTP at Work

Talents: Innovative Problem solver Exciting

Major Contribution:

Innovation problem solving approach with efficiency and enthusiasm.

Questions ENTPs Often Ask:

Why do we need to do it like we did before?

Have you considered another approach?

What Other May Say:

_____ is very innovative ... they will figure it out!

_____ is the person we want to get this thing into action.

The ENTP as Leader

As a leader, the ENTP views challenges as something that needs to be overcome. They will take them on every time and often with a fresh, new approach. With this “can do” attitude, the ENTP is strong in the area of initiating a plan, giving direction, and overseeing activities. Once the goal is accomplished, they want to be recognized for that attainment.

The abilities of the ENTP to be natural “engineers” of human systems and human relationships are well used in leadership positions. They will lead with ingenuity and often have an eye for “a better way” to do things. The ENTP has the ability to act quickly with just a “rough draft” of the plan. They are tuned in to what is going on around them and are good at analyzing problems and will lead their team to solve those issues. Their inspiration can be contagious.

ENTPs will pull from their analytical resources and find a way to make it happen. Their goal is to demonstrate their competence and the enterprise will benefit as a result. Motivating the ENTP is easy: Tell them it can’t be done.

ENTPs are great at delegation. They can effectively leverage this skill when working with their team and making things happen.

The ENTP may become frustrated with the rules and regulations imposed upon them and may need to work at respecting those when necessary. They are well served to appreciate the greater value that those restrictions offer them and the organization.

Their strong ability to depend on ingenuity and improvisation may lead to neglecting preparation activities and they may want to be aware of this tendency. Again, delegating these planning tasks to others may be the best solution.

Power Words: Innovative Ingenious Creative

Power Phrases:

We can find a way, I know there is a solution.

Let’s look at this from a new perspective.

Just tell me it can’t be done and I’ll give it my best shot.

INFJ

“The Author”

Based on your responses, your tendency is to focus your attention toward:

Introversion rather than Extroversion

People who prefer extraversion focus on the external environment where they direct and draw energy. They communicate more by speech than the written word and understand through experience and, therefore, are action-oriented.

Intuition rather than Sensation

People who are intuitive go beyond the initial information from their senses. They look at the “big picture” and are good at seeing new possibilities in accomplishing goals.

Feeling rather than Thinking

People who “feel” make decision on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative, and tactful.

Judging rather than Perceiving

People who have a tendency toward “judging,” not meaning judgmental, live in a planned and orderly manner. They want to regulate and influence life and like to make decisions and then get on with things.

Reference:

The following overview is based on the book:

"Please Understand Me: Character & Temperament Types"
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 170 - 172
Mating and Temperament	Pages 74 - 75
The "NF" Manager at Work	Pages 148 - 155

INFJ Overview

The INFJ focuses on possibilities and thinks in terms of values and principals. With this combination of attributes, they easily come to decisions. INFJs have an unusually strong drive to contribute to the welfare of others and genuinely enjoy helping others, all with great depth and warmth. These are complicated people and, although they may be difficult to fully understand, they are highly skilled in assessing and dealing with complex issues.

The INFJ is likely to be highly perceptive of human events. Their exceptionally strong empathic abilities allow them to be aware of another's emotions and intentions, even before that person tips their hand. INFJs have vivid imaginations exercised both as memory and intuition. This combination of skills can result in having perception abilities often associated with "ESP" related attributes. INFJs can accurately and intuitively perceive good and evil in others. They are more often right than wrong and should be encouraged to rely on these highly intuitive and insightful feelings.

INFJs are commonly good students and “learners” that exhibit a quiet creativity. They take their work seriously and enjoy academic activity. INFJs like to contribute their own best efforts in all situations. They prefer and enjoy supporting others and have concerns about the destructive aspects of conflict. They may exhibit qualities of perfectionism and put more into a task than is expected and, therefore, INFJs are often viewed as over-achievers in a number of areas. The INFJ is commonly gifted in the areas of poetry, music, mathematics and written and verbal communications.

INFJs may be difficult to get to know. They often come across as reserved and typically share their own feelings and reactions only with those they have come to trust. In fact, they have an unusually full inner life and are often viewed as “private people.” These people are sensitive and can be hurt, however, but are hesitant to have that noticed by others.

INFJs often select careers where they can interact with people on a one-on-one basis. They work well in an organized structure and have the capacity for working in environments requiring solitude and concentration. They also do well in contact with people, providing human interaction that is genuine and sincere. They enjoy problem solving and use their skills in a creative and caring manner. They are concerned with people's feeling and are able to accurately assess the feelings of individuals and groups. INFJs are good listeners and are willing and able to consult and cooperate with others. Once a decision is made, they work hard toward implementation. Regardless of their intention, the combination of the INFJ's skills may cause them to find themselves in a “counselor-like” role.

The INFJ enjoys a democratic environment that allows the contributions of all. Appreciating people and their contributions are strengths. They have all the qualities of a good leader, but often may need to be asked or “pushed” into leadership positions rather than assume the position themselves.

Key Words: Warm Organized Enthusiastic
Perceptive Sensitive Original

Basic Values: Hard-Work Determination Cooperation

The INFJ at Work

Talents: Communication Mathematics Team Focused
Complex Issues Creative Organized

Professional Beliefs:

The organization potential will be realized through the people.

The firm must use the abilities of all to ensure success.

Major Team Contribution:

A creative, skilled communicator sensitive to the needs of the team

Questions INFJs Often Ask:

How will this decision impact morale?

What impact will this have on the organization's principles and mission?

What are the most important factors to our people?

What Others May Say:

_____ is extremely perceptive.

_____ has an amazing ability to cut through it and understand the real issues are.

If you want a great team player, get _____ involved.

The INFJ as a Leader

The INFJ is a unique style that can be incredibly effective and valuable in the role as a leader. However, they may need to be invited, rather than expect to step into this role, and they are certainly capable of performing. The rarity of this personality creates an area of unique differentiation. The INFJ has the ability to be personable, caring and professional — three critical keys in a successful leadership role.

The INFJ is able to clearly understand the client's situation and motivation, regardless how complex, and creatively find a solution and approach to meet the need. Their perceptive abilities are invaluable in this capacity and should not be taken for granted. Accompanied with a high and sincere degree of empathy, this is an invaluable skill combination. The commitment to their team comes first with a client-centered perspective in most all activities they undertake.

Exceptionally strong verbal and written communication skills allow this person to be influential and create a positive and informed. These skills are often associated with those of a visionary as they see possibilities outside the mundane solutions of the past. When the INFJ communicates, it is with integrity, perception and believability. This experience will be inspiring and impressive to their audience. The INFJ need to recognize this is a strength found in few.

Typically, this person is not a "joiner" and may not be interested in getting involved for the sake of involvement itself. They are best served by participating in activities where they find value, and they will quickly be recognized as a quality part of the organization. This often creates a forum for them to use their communication skills toward accomplishing the goal ahead.

The INFJ possesses powerful combinations for a client that has a need for counseling them in business and financial matters.

Power Words: Creative Trust Organized
 Complete Vision Hard-Working

Power Phrases:

Let's understand what we really need and we can do some creative things to get there.
I have had this type of experience before — we can figure this out.

ISTJ

“The Trustee”

Based on your responses, your tendency is to focus your attention toward:

Introversion rather than Extroversion

People preferring introversion are more interested and comfortable when their work requires quiet activity. They like to understand things before they experience them, and prefer to think before they act.

Sensing rather than Intuition

The physical senses are used to determine what is taking place, within themselves and in their environment. It is useful to appreciate the realities of a situation and deal with the realistic and the practical.

Thinking rather than Feeling

The thinking person predicts the logical consequences of a choice or action. Cause and effect relationships are considered in making decisions. They often analyze what is wrong with a situation.

Judging rather than Perceiving

People who have a tendency toward “judging,” not meaning judgmental, live in a planned and orderly manner. They want to regulate and influence life. They like to make decisions and get on with things.

Reference:

This information is based on the book:

Please Understand Me: Character & Temperament Types
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 189 - 192
Mating and Temperament	Pages 77 – 78
The "SJ" Manager at Work	Pages 138 - 143

ISTJ Overview

ISTJs are known for decisiveness in pragmatic situations and are the “guardians” for honored intuitions and traditions. They are dependable, trustworthy and their word is their bond. Often appearing quiet and serious, they are highly persevering and will relentlessly perform their work and responsibilities without fanfare. The dedication they have toward work may go unnoticed due to the low-level profile they keep. They do not bring attention to themselves as they quietly and persistently pursue their goal to support their organization.

The interests of the ISTJ lie in thoroughness, details, fairness and practical procedures. They will work to preserve a heritage. The ISTJ has the ability and patience to take complex, detailed information and make sense of it. They communicate a message of stability in all they do and say and will do the “right thing” if for no other reason than their own personal commitment. Perceived as a pillar of strength, the ISTJ is patient with their work and the procedures of an organization, but not always as patient with the people involved. Patience with others may be an area of needed growth for the ISTJ.

ISTJs are practice and sensible, with a “no nonsense” approach to life and its amenities. This person admires, respects and emulates the hard work of others. They are industrious and efficient in their actions. The ISTJ has a sense of obligation to “earn their keep” in all they do. There are no “free rides” in the mind of the ISTJ.

ISTJs may be involved in service organizations that communicate solid values to others in an effort to preserve a heritage.

Murphy's Law was invented by an ISTJ and they may tend to anticipate the worst in a situation. However, their gift in planning often finds them with contingency plans to address even the most negative outcomes they may anticipate in the future.

Key Words:	Dependable	Fair Minded	Trustworthy
	Logical	Reliable	Humble

Basic Values:	Accuracy	Caution	Thoroughness
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The ISTJ at Work

Professional Beliefs:

The organization must be managed on well thought out facts and actions.

Each must do their part in insuring the success of the organization.

Major Team Contribution:

A highly accurate and thorough analyzer of strategic actions.

Questions ISTJs Often Ask:

Is this the best plan of action?

What is this going to do to the rest of the system?

What is expected of me?

What Others May Say:

_____ is one of the most dependable people I know.

You could give _____ a blank check and not worry about it.

_____ will never let you down.

_____ may say the glass is half empty, but knows how to get it filled!

The ISTJ as a Leader

The ISTJ is a “rock” when it comes to credibility, trust, and respect on a professional and personal basis. People that know the ISTJ will entrust them with anything, and with no more than their word of honor, they will fulfill the commitment to the letter.

With a more traditional and highly stable view of life, the ISTJ is reliable, orderly and good at following through. No detail will be overlooked in the most complex situations. This acute attention to detail is a key leadership point for the ISTJ. Planning is important and the ISTJ will follow that plan as long as it serves them and the enterprise well. Once the ISTJ knows what is expected of them, they will quickly and efficiently get to it.

The decisive nature of the ISTJ is complimented by their accuracy, skill at precision work, and a commitment to follow through. Any project taken on will be completed accurately and on time if the ISTJ is in control. They will consider consequences and view the situation from the practical effect of the decision. Common sense is possessed and admired by the ISTJ. They are bottom line oriented and appreciate it when people get to the point — and stick to the point. “Just the facts” is a trademark statement of the ISTJ.

The ISTJ may be attracted to those with opposite characteristics, such as that of "The Entertainer" or ESFP, for example. These people appreciate the solid nature of the ISTJ in contrast to their more spontaneous approach. The ISTJ will enjoy their company, and act as a balance to their carefree nature.

Power Words:

Logical	Accurate	Systematic
Methodical	Consistent	Detail-oriented

Power Phrases:

I can ensure that the work I do is solid and well thought out.
I will do what I say and have it done when you need it.

INTJ "The Intuitive Scientist"

Based on your responses, your tendency is to focus your attention toward:

Introversion rather than Extroversion

People preferring introversion are more interested and comfortable when their work requires quiet activity. They like to understand things before they experience them, and prefer to think before they act.

Intuition rather than Sensation

People who are intuitive go beyond the initial information from their senses. They look at the "big picture" and are good at seeing new possibilities in accomplishing goals.

Thinking rather than Feeling

The thinking person predicts the logical consequences of a choice or action. Cause and effect relationships are considered in making decisions and are often able to analyze what is wrong with a situation.

Judging rather than Perceiving

People who have a tendency toward "judging," not meaning judgmental, live in a planned and orderly manner. They want to regulate and influence life. They like to make decisions and get on with things.

Reference:

The following overview is based on the book:

"Please Understand Me: Character & Temperament Types"

David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 180 - 183
Mating and Temperament	Pages 72 - 73
The "NT" Manager at Work	Pages 143 - 148

INTJ Overview

INTJ s are “thinkers” that possess a high degree of self confidence. They live in an introspective reality, focusing on possibilities as they use a logical approach to the events and people around them. Decisions come naturally to the INTJ and they seldom look back to question their judgment. They consistently look to the future and are builders of systems and apply “models” to understand their environment.

The INTJ looks for things to make sense. Things must *seem* logical and must work. They are not swayed by position, authority, rank, slogans or campaigns. They will only conform to rules when they are useful. Their pragmatic view of life sees reality as something that can be changed and controlled. Every idea is worth considering, and INTJs are natural “brainstomers” as they aggressively search for new concepts and options.

The INTJ uses their intuition to grasp coherence, rather than strictly using deductive logic, therefore the title “intuitive scientists.” They are not as comfortable with pure reason as they are with what appears to be logical and has an impact on the environment.

INTJs drives toward completion with a long term perspective. They are goal oriented and disciplined, investing whatever time and effort is required to accomplish their objective. INTJs are typically high achievers in school and work. They quickly step up to a challenge that calls for creativity.

This group hates to make mistakes. To make an error twice is intolerable. They have a high desire to be accurate, and expect the same from others.

INTJs can be single-minded and appear to ignore the perspectives of others, occasionally taking the “devil's advocate” role. This, combined with their driving nature, may be interpreted by others as demanding, difficult or possibly negative.

INTJs strive for consistency. If they find there is duplication of effort, inefficient paper flow, or waste of resources, the INTJ cannot rest until this situation is corrected. Cost effectiveness is a critical issue for the INTJ. Each expenditure must have a return that merits the investment.

Key Words:	Resourceful Logical	Ingenious Constructive	Goal-oriented Future-thinking
Basic Values:	Competence	Principles	Intelligence

The INTJ at Work

Talents:	Research	Engineering	Idea Generators
	Administration	Curriculum Building	Resource Managers

Professional Beliefs:

All activities should support the organization's stated mission.

The enterprise must develop and grow for the future.

Major Team Contribution:

An objective, long term approach to support growth of the enterprise.

Questions INTJs Often Ask:

What all is involved?

What is our strategy?

Who is calling the shots?

What Others May Say:

_____ is a great person to analyze the problem.

_____ is a hard worker, but don't expect to get warm fuzzies from them.

If you want to know the straight story, ask _____ .

The INTJ as a Leader

INTJs make solid leaders and dedicated and loyal employees that support their organization. They work to move an enterprise forward, with their eyes on the future rather than dwelling on the past, be it good or bad. They often rise to positions of responsibility resulting from their long and hard work. As a group, they may have a tendency toward “workaholism.”

INTJs have an ability to problem solve and are an excellent source for information. Their ability to retain extensive amount of knowledge and their desire for accuracy creates a reliable resource.

The INTJ is a great trouble shooter and problem solver for clients. Their approach will be logical and direct. They will utilize the enterprise’s resources frugally and making sure everyone gets their money's worth as well. No time is wasted as the INTJ works hard toward the stated goal.

An INTJ is often an excellent auditor. As they apply their vast knowledge to the account, they will work through it in record time, finding issues that others may have overlooked. They can also be excellent trainers and information providers, although may have to exercise patience with students that are not as quick to assimilate new information.

The INTJ is a great person to evaluate the “*what ifs*” that may arise. They visualize the various options and work through those quickly and logically to determine the potential outcome.

INTJs may need to be cautious in dealing with some people. Their approach is so direct and to the point, that some may not appreciate their abrupt nature. This is an area where the INTJ may need to increase their sensitivity level in some of these situations.

Power Words:	Bottom line	Accurate	Efficient
	Hard working	Logical	Impacting

Power Phrases:

I will get through this process in the most efficient manner possible.,

I will assist you in any way possible and let me know if I can be a resource in any way.

ISFJ

“The Conservator”

Based on your responses, your tendency is to focus your attention toward:

Introversion rather than Extroversion

People preferring introversion are more interested and comfortable when their work requires quiet activity. They like to understand things before they experience them, and prefer to think before they act.

Sensing rather than Intuition

The physical senses are used to determine what is taking place, within themselves and in their environment. It is useful to appreciate the realities of a situation and deal with the realistic and the practical.

Feeling rather than Thinking

People who "feel" make decision on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative and tactful.

Judging rather than Perceiving

People who have a tendency toward “judging,” not meaning judgmental, live in a planned and orderly manner. They want to regulate and influence life. They like to make decisions and get on with things.

Reference:

This information is based on the book:

Please Understand Me: Character & Temperament Types
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 194 - 196
Mating and Temperament	Page 76
The "SJ" Manager at Work	Pages 138 - 142

ISFJ Overview

The primary desire of the ISFJ is to meet the needs of other individuals. ISFJs have a sense of history and continuity with past events and relationships. They generally believe work is good and play must be earned. They are down-to-earth people that hold the realistic in high regard.

ISFJs are willing to work long hours and will accomplish any task to which they commit themselves. They are supportive of documented, proven procedures and may become annoyed when others do not respect the established systems in the same manner. Therefore, ISFJs may become bothered by rules and practices that are constantly changing, particularly if they do not appreciate the practice benefits behind these changes. This irritation may be internalized and the ISFJ may experience this in the physical form of fatigue or muscle tension.

They are experts at taking care of the need of others and render their service in a helpful and supportive manner, particularly if that person in is “need.” Regardless, they possess a strong sense of responsibility and respect for others. ISFJ are generally loyal and devoted in their relationship with their boss, identifying stronger on a personal basis compared to an institutional perspective.

ISFJs may prefer to do a job themselves rather than delegate it to others. Therefore, they are often overworked. This, along with other factors, may create situations where the IST J are taken for granted and can cause an ISFJ to harbor feelings of resentment and frustration. ISFJs need attention and appreciation for the job they perform.

An interesting aspect of the ISFJ is their home. Decorated in a traditional time-honored style, their home is well kept and meticulously maintained. This environment is an important part of their life and family is often their top priority.

Key Words:	Traditional	Trustworthy	Responsible
	Hardworking	Pragmatic	Dependable
Basic Values:	Consistency	Stable	Practical

The ISFJ at Work

Talents: Teaching Staff Support Training Research
 Administration Research

Professional Beliefs:

The organization must be managed based on established procedures and policies.
Each must perform their given function to insure the success of the organization.

Major Team Contribution:

Stable and hard working with dedication to people and the objective.

Questions ISFJs Often Ask:

How does this impact current policies and procedures ?
Is this the optimal plan of action ?
What is my role and where is it defined ?

What Others May Say:

_____ is one of the hardest working people I know.
You can give _____ any job and know that it is going to be done right.
_____ will never let you down.

The ISFJ as a Leader

ISFJs provide a quiet, stable and powerful perspective. Their source of strength is based on their unassumingly hard working efforts. The ISFJ understands what it means to offer “great service” by nature and this philosophy is extremely close to their own personal values. They value people and appreciate providing an exceptional experience on a personal and professional basis. The ISF J will relentlessly work toward meeting work needs, often at any cost.

Their logical approach brings the benefits of a stable, well thought out process to a problem or opportunity. They know “rules” as well as anyone around and will respect those rules to the letter. The ISFJ will come through every time and is a master at winning the loyalty and trust through their consistent and logical approach.

Do not expect the ISFJ to excel in “gray areas” as they prefer the concrete rather than the theoretical. The ISFJ will be most comfortable and perform best where there are established policies and procedures in place, rather than breaking ground in new and unexplored territory.

Power Words: Dedicated Thorough Consistent
 Complete Stable

Power Phrases:

I can provide great service leadership.

I will follow this to completion _____ it will receive my personal attention!

ISFP

“The Artist”

Based on your responses, your tendency is to focus attention toward:

Introversion rather than Extroversion

People preferring introversion are more interested and comfortable when their work requires quiet activity. They like to understand things before they experience them, and prefer to think before they act.

Sensing rather than Intuition

The physical senses are used to determine what is taking place, within themselves and in their environment. It is useful to appreciate the realities of a situation and deal with the realistic and the practical.

Feeling rather than Thinking

People who "feel" make decision on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative, and tactful.

Perceiving rather than Judging

People who prefer a perceptive process choose to live in a flexible, spontaneous way. They gather information and keep their options open. They seek to understand and adapt to life, rather than control it.

Reference:

This information is based on the book:

Please Understand Me: Character & Temperament Types
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 203 - 207
Mating and Temperament	Page 77
The "SP" Manager at Work	Pages 133 - 138

ISFP Overview

Beethoven, Toscanini and Rembrandt were ISFPs. Gifted in the arts and in the art of business, ISFPs bring an impressive set of skills to the enterprise.

They are quiet and use creative talents and actions to express themselves rather than through verbal expression. As a result they are seen by others as reserved and private. However, this combination of a quiet nature and their talents can result in their personality to be misunderstood by others.

They live life in the here and now with grace from start to finish. ISFPs may be seen as optimistic and cheerful as they challenge the expected and the routine. They love freedom, are easily bored, want excitement, welcome risk, look for chances to try their luck, are trusting, openly receptive, consistently generous, and are more often considered a “spender” than a “saver.”

They are not necessarily planners, but are rather impulsive and respond to their environment with interest and zest. “The mountain is climbed because it is there.”

Highly observant of others, the ISFP has a special way of doing things. They are closely in touch with reality and in tune with color, line, texture, shading, touch motion, and harmony around them. They are recognized for their kindness and this kindness is unconditional. Their ability to be sympatric is unsurpassed and connect with the suffering and needs of others.

ISFPs prefer to have their hands on the pulse of life, and do not communicate through traditional verbal and written methods.

Key Words:	Quiet	Creative	Artistic
	Kind	Non-traditional	Unique

Basic Values:	Individualism	Creativity	Beauty
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The ISFP as a Leader

ISFPs have the ability to choose from a variety of occupations and experiences. Oddly enough, most ISFP did not find the traditional education methodology of school to be a fit for them. Most of them dropped out of the system early than the norm. School offered little to them based on the kind of learning challenge they were looking for. They are the happiest when they can choose from a variety of work and tasks, allowing them to explore possibilities.

Their observation skills, particularly relating to people, are invaluable in leadership roles. This talent should be leveraged when ever possible.

Again, ISFPs may be misunderstood because of their retiring, reserved approach to life. They do value the tools of “speech makers” or “showmen”. They value the choices people make in life and communicate through action and deed. Their employees will come to know and appreciate the value this “example through deed” approach and what it offers them in developing their own skills and teams.

Power Words: Creative Aesthetic Innovative
 Genuine True-to-self

Power Phrases:

_____ will come at the issues from an entirely different perspective.

_____ connects with people in a very different and genuine way.

INFP

“The Questor”

Based on your responses, your tendency is to focus your attention toward:

Introversion rather than Extroversion

People preferring introversion are more interested and comfortable when their work requires quiet activity. They like to understand things before they experience them, and prefer to think before they act.

Intuition rather than Sensation

People who are intuitive go beyond the initial information from their senses. They look at the “big picture” and are good at seeing new possibilities in accomplishing goals.

Feeling rather than Thinking

People who “feel” make decision on values and consider what is important to others when making decisions. Those with this preference like interacting with people and are sympathetic, appreciative and tactful.

Perceiving rather than Judging

People who prefer a perceptive process choose to live in a flexible, spontaneous way. They gather information and keep their options open. They seek to understand and adapt to life, rather than control it.

Reference:

This information is based on the book:

Please Understand Me: Character & Temperament Types
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 176 - 178
Mating and Temperament	Page
The "NP" Manager at Work	Pages 148 - 156

The INFP at Work

Talents: Problem Solving Facilitation
 Creativity Visionaries

Professional Beliefs:

The organization must use the talents of the workers to succeed.

The potential of the individual is the organization's greatest strength.

Major Team Contributions:

A creative, caring, passionate and innovative problem solver

Questions INFPs May Ask:

What is this going to do to the individuals in the organization?

Can we come up with an approach that is going to be a 'win/win' for everyone?

Can we look at new ways to solve old problems.?

The INFP as a Leader

INFPs are highly adaptable. They welcome new ideas and new information and are well aware of people and their feelings. INFPs dislike telephone interruptions and tend to work well alone and with others. They are committed to relationships and causes. They are patient when it comes to complicated situations and may become highly frustrated by the routine. They may make errors of fact, but seldom errors of value.

When they see a purpose in learning, they will jump in and take the class, read the book, or attend the seminar. (This group typically does better in college and adult education situations than they did in high school.)

INFP's have strong language skills, can be good writers, and can effectively use these in the work environment. The INFP is a people-oriented person with strong communication skills. They quickly assess the needs of the enterprise and quietly bring resources in to solve problems. They thrive in cause-oriented settings.

The INFP will consistently arrive at a unique solution. Excellent written documentation will often accompany this process. This is a good first step to establish a plan of action and communicate it to others.

INFPs are quick to assess what is really taking place due to their keen observation skills. They are able to focus on motive and intent and they work to balance their "suspicious" nature and give others the benefit of the doubt a little more often. They are creative and will dive into the process and formulate a solution.

The INFP should avoid the highly repetitive, detail oriented activities whenever possible. They will choose to avoid details if it requires an extensive time investment. They look for fulfillment in the work they take on and the routine and mundane activities may not be tolerated. They would rather be involved in cause-oriented projects dealing alone or with a select group of people. With an idealistic view, they will do best where they work on a variety of tasks so they won't lose interest after an extended period of time.

Power Words: Focused Problem Solving Insightful

Power Phrases:

I know we can come up with an innovative solution.

If you want to do something different, I can help make this work.

INTP “The Architect”

Based on your responses, your tendency is to focus attention toward:

Introversion rather than Extroversion

People preferring introversion are more interested and comfortable when their work requires quiet activity. They like to understand things before they experience them, and prefer to think before they act.

Intuition rather than Sensation

People who are intuitive go beyond the initial information from their senses. They look at the "big picture" and are good at seeing new possibilities in accomplishing goals.

Thinking rather than Feeling

The thinking person predicts the logical consequences of a choice or action. Cause and effect relationships are considered in making decisions. They often analyze what is wrong with a situation.

Perceiving rather than Judging

People who prefer a perceptive process choose to live in a flexible, spontaneous way. They gather information and keep their options open. They seek to understand and adapt to life, rather than control it.

Reference:

This information is based on the book:

Please Understand Me: Character & Temperament Types
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 186 - 188
Mating and Temperament	Pages 70 - 72
The "NP" Manager at Work	Pages 148 - 156

INTP Overview

INTPs exhibit the greatest precision in thought and language. The world exists to be understood. They see distinctions and inconsistencies instantaneously. A word that captures the unique style of the INTP is “architect.” This relates to the mathematical and scientific qualities they possess. They have impressive abilities for concentration and memory.

Intelligence is important and the INTP can become obsessed with analysis—which they are very good at. This is a source of knowledge. They figure it out and retain it. They love books and thrive on learning. Authority from whatever the source does not impress the INTP. Logic is everything.

They are precise in their communication and will not be found repeating themselves. They are not necessarily good writers, but can be excellent leaders and teachers, pulling from their knowledge and analytical skills.

INTPs are inclined to be shy except for when they are with close friends. They take relationships very seriously. They are highly intuitive and pull from this strength. Principles are important and will not be sacrificed.

Key Words: Consistent Knowledge Planning

Basic Values: Logic Information Design

INTPs at Work

They are willing to work with others and are easy to be around. Again though highly intelligent, they can be forgetful and may need to be reminded of appointments, anniversaries, and the rituals of daily living. They may have difficulty in expressing their emotions verbally

They are hard workers and impatient with routine details. They are typically considered to be the “architect of the system” and leave others to build and implement. Their planning skills are impressive and as a leader, they can provide the vision, direction and coaching needed.

INTPs can be loners and prefer to work in quiet environments. They like an organized, well run and efficient workplace that appears to be “under control.” They are hard workers and are able to focus and accomplish tasks accurately and on time.

Talents: Innovative Problem solver Intentional

Major Contribution:

Innovation problem solving approach with efficiency and focus.

Questions INTPs Often Ask:

Why do we need to do it like we did before?
Have you considered another approach?

What Other May Say:

_____ is very innovative ... they will figure it out.
_____ is the person we want to create the plan so we can get this thing into action.

The INTP as a Leader

The INTP will pull from their knowledge and analytical resources and find a way to make it happen. Their goal is to demonstrate their competence and the enterprise will benefit as a result. As a leader, challenges are just something more that needs to be overcome. They are strong in the area of initiating a plan, giving direction, and overseeing the activities.

Power Words: Innovative Ingenious Creative

Power Phrases:

We can find a way, I know there is a solution.
Let’s look at this from a new perspective.
Just tell me it can’t be done and I’ll give it my best shot.

ISTP “The Mechanical Master”

Based on your responses, your tendency is to focus attention toward:

Introversion rather than Extroversion

People preferring introversion are more interested and comfortable when their work requires quiet activity. They like to understand things before they experience them, and prefer to think before they act.

Sensing rather than Intuition

The physical senses are used to determine what is taking place, within themselves and their environment for the sensing person. It is useful to appreciate the realities of a situation and deal with the practical.

Thinking rather than Feeling

The thinking person predicts the logical consequences of a choice or action. Cause and effect relationships are considered in making decisions. They often analyze what is wrong with a situation.

Perceiving rather than Judging

People who prefer a perceptive process choose to live in a flexible, spontaneous way. They gather information and keep their options open. They seek to understand and adapt to life, rather than control it.

Reference:

This information is based on the book:

Please Understand Me: Character & Temperament Types
David Keirsey and Marilyn Bates, 1984

To read in detail about this temperament, refer to:

Portrait	Pages 200 - 203
Mating and Temperament	Pages 78 - 79
The "SP" Manager at Work	Pages 133 - 128

ISTP Overview

The ISTP's life is “artful action.” They are fiercely loyal to those that they have a bond with. Conversely, they can be insubordinate as well. They do not appreciate hierarchy and authority and may see it as unnecessary. The ISTP must do their own thing and have the freedom to change course as they decide.

They are often fearless and will take risks that others may not consider. ISTPs are classic thrill seekers. They thrive on excitement and may carry this out in their occupations and hobbies—racing, gambling, hunting and sky diving may be some examples. This thirst for excitement, when not found, can result in boredom. However, as long as they are actively doing what they love, they will stick with it with out fail.

ISTPs have a fascination with tools and machines and this may have been the case from a young age. The classic example is the kid that knew they were going to be a pilot when they where five. These devices—bulldozers or medical tools—are manipulated with fine precision by the ISTP, consistently better than any other style.

ISTPs are often quiet and communicate through actions, not words. Again, these actions are often executed through the use of tools, machinery and computers and, at the hands of the ISTP, they will demonstrate the power of these devices better than any one around.

These action-oriented people will make sure that the process is effectively implemented. The perspective of the ESFP is one based on reality, not theories. They make their decisions based on what they have observed and seek to make an impact.

The ISTP can be impulsive and act very quickly when they find a reason to accomplish that goal. It is best not to interrupt them as they progress.

ISTPs learn very differently. They often do not fit into the standard academic experiences because of the non-traditional way they value and process new information. Therefore, they may not have excelled in school and this is not a reflection of their intelligence. They learn information differently—most often by doing—and need to see an applicable reason for going through the education process before it will have meaning. Learning has to be proven to be worthwhile to merit their attention.

Key Words: Technician Focused Directed

Basic Values: Risk Taking Action-oriented Straight-shooter

The ISTP at Work

Talents: Mechanical Competitive Technical execution

Professional Beliefs:

Let's focus our attention on today.

We need to make organizational decisions based on our current needs.

Major Team Contribution:

A direct action-oriented approach achieving current objectives .

Questions ISTPs Often Ask:

How soon can we take action on this?

What is this going to do to our profits today?

What are the costs involved and are they justified based on the potential outcome?

What Others May Say:

If you want to get there now, _____ will take you.

_____ is one that you want to have running that machine.

The ISTP as a Leader

ISTP can be great leaders. They do best when they can be “up front” and leading the charge. Their timing and sense of urgency allows them to seize the moment and accomplish their goal quickly. When given the freedom, they are a fierce competitor.

The ISTP leadership skills continue to improve based on their age and life experiences. The ISTP is a risk taker and with this they bring a bias for action. This characteristic is rare in the population and can be an invaluable asset to the enterprise. The ISTP can leverage these skills to their advantage with those that appreciate their view of life.

If someone needs immediate, short term benefits, the ISTP will accomplish this goal. They will be able to determine what variables will impact the short term bottom line, and act accordingly toward the stated goal. Conversely, they may not have a high degree of interest in long-term planning that does not produce immediate results.