

Understanding Natural Styles of Communication

How I Communicate with Self & Others

Extravert

- Let them talk and think out loud
- Include a variety of topics
- Communicate verbally
- Speak and respond quickly
- Prefer interactive conversations

How I Naturally Gather Information

Sensing

- State topic clearly
- Prepare facts and examples
- Present information step-by-step
- Stress practical applications
- Prefer specific details to be spoken
- Draw on past, real experiences

How I Naturally Make Decisions

Thinker

- Consider situations before people
- Be organized and logical
- Consider the cause and effect
- Focus on consequences
- Ask what they *think*, not what they *feel*
- Fairness is important
- Don't repeat yourself

How I Naturally Choose To Live My Life

Judger

- Be on time and be prepared
- Conclusions, prefer issues to be resolved
- Be decisive and definite
- Allow them to make decisions
- Be organized and efficient
- Define plan to avoid unnecessary change

How I Communicate with Self & Others

Introvert

- Ask, then listen carefully
- Talk about one thing at a time
- Communicate in writing, if possible
- Give them adequate time to reflect
- Don't finish their sentences

How I Naturally Gather Information

iNtuitive

- Talk about "big picture"... implications
- Talk about possibilities
- Use analogies and metaphors
- Brainstorm options
- Engage their imaginations
- Don't overwhelm them with details

How I Naturally Make Decisions

Feeler

- Consider people before situations
- First mention points of agreement
- Appreciate efforts & contributions
- Recognize legitimacy of feelings
- Talk about "people" concerns
- Smile and maintain good eye contact
- Be friendly and considerate

How I Naturally Choose to Live My Life

Perceiver

- Expect lots of questions
- Don't force decisions prematurely
- Provide opportunities to discuss options and expect change of plans
- Focus on process, not product or outcome 1st
- Give them choices
- Be open to new information

Select E or I Select S or N Select T or F Select J or P Example: I S F P

16 Different Personality Types...

ISTJ

Analytical manager of facts and details; dependable, decisive and systematic. Value organization, stability and are naturally conservative.

ISFJ

Sympathetic manager of facts & details. Concerned with people's welfare. Naturally conservative and dependable.

INFJ

Innovator with People and Ideas. Serious and quietly forceful. Concerned with the common good of helping others and perseveres in life.

INTJ

Decisive and logical Innovator of ideas. Highly independent, with serious intent. Determined and often stubborn. Values organization.

ISTP

Practical analyzer! Value exactness and are more interested in analyzing data, than people or situations. Reflective, cool and collective observer of life.

ISFP

Loyal helper, reflective and realistic. Patient with details, empathic and gentle with others. Lives in the moment and dislikes disagreements.

INFP

Independent & emphatic helper. More interested in possibilities and practicalities. Loyal to ideas. Reflective, imaginative and inquisitive.

INTP

Analyzer; independent, reflective, and inquisitive. Values organizing ideas, rather than working with people.

ESTP

Realistic adapter in a world of materialistic things. Easygoing, happy hearted, tolerant and likes practical, hands on experiences. Observant of details.

ESFP

Friendly and easygoing with people. Prefers practical hands on experiences. Adapts to relationships, observing needs in a realistic manner.

ENFP

Planner of change! Warmly enthusiastic, imaginative and individualistic. Seeks to understand and inspire others with a passionate energy.

ENTP

Planner of change! Analytical, independent, inventive and enthusiastic. Pursues inspiration with high energy, seeks to understand and inspire others.

ESTJ

Organizer, with a practical and factual mind to details. Assertive, analytical and systematic. Works efficiently to get things accomplished.

ESFJ

Values harmony in working with people. Orderly, sociable, opinionated, conscientious and realistic. Lives well in the moment - 'here and now'.

ENFJ

Values harmony in working with people. Expressive, sociable, orderly, conscientious and curious about new ideas and possibilities.

ENTJ

Visionary organizer! Innovative, analytical and confident. Creates a system with action, new ideas and challenges.

Extraversion: Interest in People and things around you.

Introversion: Interested in ideas in your mind that explain the world.

Sensing: Interest in what is real and can be seen, heard & touched.

iNtuition: Interested in what can be imagined, seen with the "mind's eye".

Thinking: Interest in what is logical and works by cause and effect.

Feeling: Interest in knowing what is important & valuable, considering people.

Judgment: Interest in acting by organizing, planning and deciding.

Perception: Interested in acting by watching, trying out and adapting.

THE TEMPERAMENTS

SJ: THE TRADITIONALIST/STABILIZER. When SJ's enter a new life situation, they want to know... What are the rules and regulations? What are the policies and procedures? Who is judged? When they find answers to these questions, they settle in. They accept and work within the constraints or rules. They do their best to keep things stable and to maintain order. They expect others to do the same. They have difficulty understanding those who do not share their way of looking at the world. They are detail-oriented and excellent at following through with projects. They struggle with those persons that do not follow through easily. They give stability to their church community and strive to hold its tradition. Frustrations come from constant change, lack of clear and explicit directions and failure to follow established rules and policies.

SP: THE TROUBLESHOOTER/NEGOTIATOR. When SP's enter a life situation, they want to know... Where is the action? What's going on? Where are the problem areas that need resolving? How can I get into the center of action? SP's need answers to their questions, they are excitable and like to make things happen! They are great in crises situations, they are effective in finding the best resolution. They are natural at being active experimenting, quick action... if it works great, otherwise try something else. They are not interested in routine, and they can become bored or impatient with things that are conceptual, theoretical, or groups that are involved in long range planning.

NT: THE VISIONARY. When NT's enter a new situation... Where are the opportunities for change and growth? What are the new directions, the new developments over the horizon? What is needed to do to be successful in the 21st Century? What are the challenges to excite our imagination and Spirit? NT's need positive answers to these questions, for they are the architects of change. They are the creators and builders of future growth, developing and implementing new programs. They like to conceptualize complex projects and programs. Status quo is demotivating and holds little interest and emotional crises that can not be dealt with by rational planning is frustrating.

NF: THE CATALYST. When NF's enter a new life situation, they want to know... What does the community stand for? What are its key values? Are people issues being attended to? What needs to be done to care and share human energy equally. These questions are important, as their natural focus and strongest talent lies in the human equation. They bring out the best in people, understanding core values and spirit. They are able to see issues hidden beyond discussion and that impact all peoples. Harmony and resolution of conflict is much more important than task or mission accomplishment.

Temperament ... How you respond to Life's Changes!

Motivators (+)

Challenges (-)

+ Catalyst/NF

- Vision to future and ... Relationships
- Excitement & fun make a difference
- Creates a better tomorrow
- Respect, Harmony & Humanitarian
- Advocate
- Value people and feelings
- Opportunity for growth ... self & others

- Catalyst/NF

- Too detailed
- Hidden agenda
- No value in outcome
- Left out of decision making process
- If there isn't an explanation for idea or plan.

+ Visionary/NT

Vision to Future ... Logical

Consistent

Fair

Make a difference

Respect for input

Grow & develop projects

Excited about creating Success

- Visionary/NT

- Too detailed
- Lack of trust
- Change for the sake of change
- Lack of follow through
- Control barriers
- Not having any input
- Unable to ask questions, without discussion.

+ Stabilizer/SJ

- Details
- Facts
- Concrete ideas
- Security \$
- Respect self & others
- Live in the present
- Plan step by step

- Stabilizer/SJ

- No plan in place
- Too flexible
- "Trust Me" without measurable results.
- Fear of change for sake of change
- High risk, plan as you go ...

+ Problem Solver/SP

- Adaptable
- Self benefit
- Personal growth
- Better situation
- Prefer to control project
- Good for everybody
- Able to be an active player in process of change

- Problem Solver/SP

- No support
- Forced into change
- No concrete values
- No appreciation
- Boring
- 10 year plan
- Not able to express thoughts or feelings through process of change.

16 TYPE TABLE... with order of Preference

<p>ISTJ 1. Sensing-i 2. Thinking-e 3. Feeling-i 4. Intuitive-e</p> <p><i>Facts & Details</i></p>	<p>ISFJ 1. Sensing-i 2. Feeling-e 3. Thinking-i 4. Intuitive-e</p> <p><i>Facts & Details</i></p>	<p>INFJ 1. Intuitive-i 2. Feeling-e 3. Thinking-i 4. Sensing-e</p> <p><i>Innovator</i></p>	<p>INTJ 1. Intuitive-i 2. Thinking-e 3. Feeling-i 4. Sensing-e</p> <p><i>Innovator</i></p>
<p>ISTP 1. Thinking-i 2. Sensing-e 3. Intuitive-i 4. Feeling-e</p> <p><i>Analyzer</i></p>	<p>ISFP 1. Feeling-i 2. Sensing-e 3. Intuitive-i 4. Thinking-e</p> <p><i>Helper</i></p>	<p>INFP 1. Feeling-i 2. Intuitive-e 3. Sensing-i 4. Thinking-e</p> <p><i>Helper</i></p>	<p>INTP 1. Thinking-i 2. Intuitive-e 3. Sensing-i 4. Feeling-e</p> <p><i>Analyzer</i></p>
<p>ESTP 1. Sensing-e 2. Thinking-i 3. Feeling-e 4. Intuitive-i</p> <p><i>Realistic Adapter Change</i></p>	<p>ESFP 1. Sensing-e 2. Feeling-i 3. Thinking-e 4. Intuitive-i</p> <p><i>Realistic Adapter</i></p>	<p>ENFP 1. Intuitive-e 2. Feeling-i 3. Thinking-e 4. Sensing-i</p> <p><i>Planner of Change</i></p>	<p>ENTP 1. Intuitive-e 2. Thinking-i 3. Feeling-e 4. Sensing-i</p> <p><i>Planner of</i></p>
<p>ESTJ 1. Thinking-e 2. Sensing-i 3. Intuitive-e 4. Feeling-i</p> <p><i>Organizer</i></p>	<p>ESFJ 1. Feeling-e 2. Sensing-i 3. Intuitive-e 4. Thinking-i</p> <p><i>Harmonizer</i></p>	<p>ENFJ 1. Feeling-e 2. Intuitive-i 3. Sensing-e 4. Thinking-i</p> <p><i>Harmonizer</i></p>	<p>ENTJ 1. Thinking-e 2. Intuitive-i 3. Sensing-e 4. Feeling-i</p> <p><i>Organizer</i></p>

ISTJ Salt of the Earth

Motivation: Knowing that their efforts, when applied toward defined goals and roles, will lead to rewards and results

Type

ISTJ ISFJ INFJ INTJ
ISTP ISFP INFP INTP
ESTP ESFP ENFP ENTP
ESTJ ESFJ ENFJ ENTJ

Function: ST

Practical, Logical



Order of Preferences

1. Sensing
2. Thinking
3. Feeling
4. Intuition

STs Want Honesty

- Be brief
- Give specific facts

General Strengths

- Once something is learned and practiced, few do it better
- Can be trusted with details: contracts, documents, and so on
- Are tenacious, sticking to schedules, commitments, completion
- Use past experience and the facts of a situation to make decisions

Productive Places and Pursuits

- Administrative areas, especially organizational, financial, and record-keeping
- Individual, hands-on assignments or projects
- With hardworking, task-oriented co-workers focused on facts and results
- Where expectations are known and there are rewards for meeting goals at a steady pace
- Quiet atmosphere that allows for privacy

Clues That They Are Being Overwhelmed

- Trouble handling details and specifics, which is usually their strength
- Overly impulsive actions or obsessive worrying about the future

Contributions to the Organization

- Lead by bringing order and efficiency to meetings and tasks
- Influence by using logical arguments backed by specifics and realism
- Focus on facts, details, and results

Common Sources of Stress

- Departing too far from the known or routine
- Being offered nonspecific advice or help
- Working harder, denying their own needs to no avail
- Having all options indicate a bleak future
- Seeing others ignoring givens or common sense

Suggestions for Dealing with Stress

- Imagine the worst possible outcome, and then plan the best approach, step by step, to work toward resolution
- Concentrate on the big picture: What will really matter a year or five years from now? What is the overall goal?
- Do something unusual, such as joining a theater group, taking a cruise or vacation, leaving the scene to gain perspective and serenity

ISFJ Behind-the-Scenes Leader

Motivation: Being a good steward of gifts and resources; serving others while remaining true to values and beliefs

Type

ISTJ **ISFJ** INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

Function: SF

Practical, Helpful



Order of Preferences

1. Sensing
2. Feeling
3. Thinking
4. Intuition

SFs Want to Know You

- Listen carefully
- Give practical information

General Strengths

- Honor commitments—others can rely on them
- Are painstaking and thorough in organizing so that everything is in the right place at the right time
- Handle with ease those details that matter to others
- Are cooperative, considerate of each person

Productive Places and Pursuits

- Service-oriented arenas where they can be personal, kind, and sincere
- Practical, well-defined roles
- With conscientious co-workers who are responsible and caring
- Calm, quiet atmosphere with some private space
- Secure, predictable, organized workplace

Clues That They Are Being Overwhelmed

- Pessimism, forebodings about the future
- Getting mired in the facts or perceptions of a situation, unable to consider alternatives

Contributions to the Organization

- Lead by encouraging others in tasks that suit them best
- Influence by ensuring that information is accurate and things are organized
- Focus on setting priorities on the basis of what people need

Common Sources of Stress

- Seeing others overrule common sense, facts, or givens
- Not having a clear sense of direction
- Future outcomes that seem unclear or undesirable
- Deferring their own needs to meet those of others
- Inevitable or unrelenting change with no time to prepare

Suggestions for Dealing with Stress

- Allow others to take on some of your responsibilities; take time off
- Look at the bigger picture; discuss with friends what the facts of a situation mean in a larger context
- Consider creative activities, such as writing, art, or woodworking, where

ISTP Walking Encyclopedia

Motivation: Using knowledge or skills from their own experience to solve problems, figuring out how to get things done

Type

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

Function: ST

Practical, Logical



Order of Preferences

1. Thinking
2. Sensing
3. Intuition
4. Feeling

STs Want Honesty

- Be brief
- Give specific facts

General Strengths

- Act as a repository for facts and specifics that can be readily retrieved
- Move around or through red tape toward what others view as impossible
- Adapt realistically to extenuating circumstances
- Take pride in developing and using their special skills or expertise

Productive Places and Pursuits

- Where hands-on skills—building, organizing, operating, and so on—are needed
- Straightforward, pragmatic, and necessary tasks
- With action-oriented co-workers focused on immediate problems or crisis intervention
- Where independence is honored and tasks are approached as one sees fit
- Where logic and principles are upheld

Clues That They Are Being Overwhelmed

- Insistence on logic, splitting hairs
- Overreaction to helpful suggestions of others

Contributions to the Organization

- Lead by quietly setting an example
- Influence, when asked, by having all the needed information ready
- Focus on finding the logical ways to get things done

Common Sources of Stress

- When emotions (theirs or others) get out of control
- Situations that don't fit within logical frameworks or that defy explanation
- Too many responsibilities, not enough downtime
- When they can't find ways to make things go faster or more smoothly
- Becoming entrenched in their own position, cutting themselves off from others

Suggestions for Dealing with Stress

- Review the facts, look for new interpretations
- Seek out favorite solitary activities for diversion
- Complete a values clarification exercise—determine what is important to you and to those you care about

ISFP Gentle Spirit

Motivation: Giving caring, useful, gentle help to others; living in harmony with humanity and nature

Type

ISTJ ISFJ INFJ INTJ
ISTP **ISFP** INFP INTP
ESTP ESFP ENFP ENTP
ESTJ ESFJ ENFJ ENTJ

Function: SF
Practical, Helpful



Order of Preferences

1. Feeling
2. Sensing
3. Intuition
4. Thinking

SFs Want to Know You

- Listen carefully
- Give practical information

General Strengths

- Know the right word or action for just the right time
- Exemplify joy, kindness, and awareness of the preciousness of every living thing
- Value and use sensual treats—color, form, texture, harmony
- Create harmony, unassumingly modeling compassion and gentleness so that others want to cooperate

Productive Places and Pursuits

- Behind-the-scenes efforts leading toward customer and worker satisfaction
- Clear purpose, practical tasks that allow for independence and job security
- With cooperative, supportive, loyal co-workers who seek harmony
- Aesthetically appealing atmosphere allowing for quiet and privacy
- Where courtesy and respect are practiced

Clues That They Are Being Overwhelmed

- Hasty actions, critical comments, or intense take-charge behavior
- Emotional exhaustion, overt self-criticism

Contributions to the Organization

- Lead by encouraging others to cooperate
- Influence by example, helping others pursue their ideals
- Focus on the practical care of people

Common Sources of Stress

- Conflict among those close to them
- Complex issues, restrictive rules
- Pressure to make decisions with long-term ramifications
- Possibility of loss or failure in a relationship; public airing of private matters
- Giving too much of themselves in service to others

Suggestions for Dealing with Stress

- Pull back from service to others
- Stop the cycle of guilt by using cause-and-effect statements to objectively determine what happened
- Read mysteries, play strategy games, or come up with a new system for organizing storage or computer databases to put some order into life

ESTP Self-Starter

Motivation: Having autonomy to accomplish things their way while getting the most out of life

Type

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

Function: ST

Practical, Logical



Order of Preferences

1. Sensing
2. Thinking
3. Feeling
4. Intuition

STs Want Honesty

- Be brief
- Give specific facts

General Strengths

- Are straightforward, direct, logical problem solvers
- Are resourceful and adaptable, and meet practical needs in the most efficient way
- Negotiate and seek compromise to move things along
- Remind others by their example of the pleasures of the moment

Productive Places and Pursuits

- Action-oriented, hands-on projects and assignments
- Adaptable environment where the needs of the moment outweigh rules or structures
- With lively, results-oriented co-workers who believe work and fun can coexist
- Technical orientation with the best available equipment
- Where goals are clear but there is flexibility in how they are met

Clues That They Are Being Overwhelmed

- Doom and gloom, tiredness, negative distortions of reality
- Avoiding normal activities, withdrawing

Contributions to the Organization

- Lead by finding the most efficient way to work together
- Influence by establishing logical processes and pursuing them with enthusiasm
- Focus on action, taking care of problems as they arise

Common Sources of Stress

- Lack of control over time frames for decisions
- Health or physical problems that mar enjoyment of the present
- Insufficient time for activities that bring renewal
- Overly structured schedule or plans
- When concentrated efforts bring them no closer to their goals

Suggestions for Dealing with Stress

- Imagine the worst outcomes and then come up with contingency plans
- Pursue favorite activities even if there doesn't seem to be time
- Plan a remodeling project, an outdoor adventure vacation—something that captures the inner imagination

ESFP

Everyone's Friend

Motivation: Adding warmth, excitement, and fun to work and leisure; enjoying the richness of family, friends, and the real world

Type

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP **ESFP** ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

Function: SF

Practical, Helpful



Order of Preferences

1. Sensing
2. Feeling
3. Thinking
4. Intuition

SFs Want to Know You

- Listen carefully
- Give practical information

General Strengths

- Are generous with people, accepting of others in spite of their flaws
- Take an exuberant approach to work as well as play
- Add enthusiasm, energy, spirit, and spunk, enhancing any workplace
- Are observant, able to link people, practical information, and resources to the task at hand

Productive Places and Pursuits

- Relationship-focused, team-centered, friendly, appreciative, upbeat environment
- Where it is adaptable, spontaneous, taking advantage of the moment
- With energetic, easygoing co-workers who focus on present realities
- Fast-paced, yet stable and secure workplace
- Lively, action-oriented, colorful surroundings

Clues That They Are Being Overwhelmed

- Negative view of future or of others' actions
- Out-of-balance priorities; inability to make decisions

Contributions to the Organization

- Lead by encouraging the contributions of others
- Influence through enthusiasm and enjoyment of the tasks at hand
- Focus on creating a lively atmosphere for people

Common Sources of Stress

- Loss of physical health or of delight in the present moment
- Too much speculation, creative problem solving, long-range planning
- Loss of relationships or purpose
- Circumstances that have tight deadlines or too much structure
- Finding personal feelings and needs overwhelmed in helping others

Suggestions for Dealing with Stress

- Reduce external activities to allow time to process your feelings, perhaps with a friend who listens nonjudgmentally
- Project the future from the facts, concentrating on realism instead of pessimism
- Find a creative outlet, such as music, art, crafts, or writing, to spark new ideas

ESTJ Take-Charge Leader

Motivation: Providing direction and focus to projects and people, working toward completion

Type

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Function: ST
Practical, Logical



Order of Preferences

1. Thinking
2. Sensing
3. Intuition
4. Feeling

STs Want Honesty

- Be brief
- Give specific facts

General Strengths

- Step up and get people, things, and organizations mobilized for action
- Provide structure, direction, and clarity of focus
- Follow through to see that tasks are done correctly and results are seen
- Find flaws and correct for them in advance

Productive Places and Pursuits

- Management and administration
- Direct, tangible, practical, needs-focused projects
- With hardworking, task-oriented co-workers who plan for fun
- Where there is structure, stability, predictability
- Where rewards are given for achieving goals

Clues That They Are Being Overwhelmed

- Overemotionalism, hypersensitivity, self-pity
- Being so engrossed that they seem cold and impersonal

Contributions to the Organization

- Lead by planning, providing direction, and assigning responsibilities
- Influence by modeling the standards and commitment they expect from others
- Focus on structuring tasks so goals are met

Common Sources of Stress

- Doubting their ability to cope with a situation or their emotional response
- Being asked to lead during a crisis when they have already reached their "limit"
- Disregarding deeply rooted principles
- Inadvertently hurting someone while pursuing goals
- When executing a plan fails to correct a situation

Suggestions for Dealing with Stress

- Reflect on the situation's negative impact on your own or others' well-being
- Reconsider the facts and details to see whether goals and strategies should be adjusted
- Engage in recreational activities that help sort through emotions and motivations: journaling, reading, painting

ESFJ Servant Leader

Motivation: Organizing and accomplishing tasks of value while keeping everyone happy

Type

ISTJ ISFJ INFJ INTJ
ISTP ISFP INFP INTP
ESTP ESFP ENFP ENTP
ESTJ **ESFJ** ENFJ ENTJ

Function: SF
Practical, Helpful



Order of Preferences

1. Feeling
2. Sensing
3. Intuition
4. Thinking

SFs Want to Know You

- Listen carefully
- Give practical information

General Strengths

- Respond consistently, compassionately, and carefully to each person's needs
- Are committed and loyal to people and organizations; team players
- Offer warmth, practical recognition, and harmonious ways to get along
- Work for accord, helping everyone fit in

Productive Places and Pursuits

- Administrative areas with a friendly, appreciative, outgoing atmosphere
- Structure and procedures that provide for caring service and goal attainment
- With conscientious, cooperative co-workers
- Where organization, efficiency, and loyalty are rewarded
- Where both facts and values are considered and traditions are honored

Clues That They Are Being Overwhelmed

- Excessive criticism of self or others, or withdrawal from group
- Overanalysis of problems, relying too much on opinions of experts

Contributions to the Organization

- Lead by paying attention to the needs of others and making sure they feel important
- Influence by being conscientious and hardworking
- Focus on getting things organized so that people's personal needs are met

Common Sources of Stress

- When values are compromised
- Feeling responsible for disagreements
- Lack of emotional support
- Situations where, despite careful efforts, others are hurt
- Continuing to fulfill all responsibilities, using up emotional and physical reserves

Suggestions for Dealing with Stress

- Alter routines or start something new for enjoyment and fun
- Talk through the situation with an impartial party for different perspectives on causes and implications
- Engage in proper self-care, eating nourishing foods, resting, exercising

INFJ

Oracle for People

Motivation: Achieving integrity, reaching wholeness, contributing values-centered strategies to humanity

Type

ISTJ ISFJ **INFJ** INTJ
ISTP ISFP INFP INTP
ESTP ESFP ENFP ENTP
ESTJ ESFJ ENFJ ENTJ

Function: NF
Insightful, Helpful



Order of Preferences

1. Intuition
2. Feeling
3. Thinking
4. Sensing

NFs Want Unique Treatment

- Listen carefully
- Relate information to possibilities

General Strengths

- Provide insight, sometimes reaching clairvoyance, especially about what matters to people
- Understand how individuals and systems interrelate
- Storehouse of integrity; uplift those with whom they live and work
- Contribute future-oriented ideas to planning and development

Productive Places and Pursuits

- Where there is an emphasis on helping others grow and develop, making a difference
- Where creativity is appreciated and new ideas are accepted
- With harmonious, considerate co-workers
- Where personal insights are rewarded
- Where there is private space for quiet and reflection

Clues That They Are Being Overwhelmed

- Unnatural pessimism
- Overindulgence in watching TV, eating, shopping, exercising, and so on

Contributions to the Organization

- Lead by encouraging others to cooperate in working toward a vision
- Influence by being creative and dedicated
- Focus on creative insight and strong values

Common Sources of Stress

- When perfectionism overrules common sense
- Having to monitor too many details
- Hearing too much cynicism from others
- Being forced to extravert too much
- Neglecting to ask for help, trying to solve everything alone

Suggestions for Dealing with Stress

- Evaluate responsibilities and delegate those that are detail oriented
- Reexamine the facts—what was actually said, what happened—and then reconsider the implications
- Give full attention to a project that requires following directions, such as an intricate craft project, an electronics kit, or a jigsaw puzzle

INTJ Designer of the Future

Motivation: Innovating new concepts, paradigms, and systems; being able to show the way

Type

ISTJ ISFJ INFJ **INTJ**

ISTP ISFP INFP INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

Function: NT
Insightful, Logical



Order of Preferences

1. Intuition
2. Thinking
3. Feeling
4. Sensing

NTs Want to Be Businesslike

- Show respect for intelligence
- Give overall options

General Strengths

- Envision an idea so clearly that it's palpable
- Act as paradigm shifters—conceptual blockbusters
- See the relationship of each part to the whole
- Use independent thinking, redesigning outmoded ways to meet future needs

Productive Places and Pursuits

- Where autonomy and outside-the-box thinking are encouraged
- Environment emphasizing an efficient, task-focused approach
- With intelligent, effective co-workers with long-term views
- Where there is private space to foster reflection and creativity
- Atmosphere of willingness to implement groundbreaking ideas

Clues That They Are Being Overwhelmed

- Obsessing over details
- Hostility, avoidance or denial of reality through TV, computer games, overeating, and so on

Contributions to the Organization

- Lead by setting the course to make an idea become reality
- Influence through intellectual depth and dedication
- Focus on designing systems, changing the status quo

Common Sources of Stress

- Details that defy logical frameworks
- Unexpected events that derail careful planning
- Overuse of Extraversion
- Insufficient time to adjust internal models to situational variables
- Doing careful planning and execution, yet experiencing poor results

Suggestions for Dealing with Stress

- Accomplish a concrete task to regain a sense of mastery—organize the office, paint a room, plant a garden
- Pull back from nonessential meetings and commitments to gain time for reflection
- Pursue physical activities with others, loosening your natural reserve

INFP

Values Crusader

Motivation: Adding to human understanding, sharing knowledge and enthusiasm for deep passions, upholding meaning and mystery

Type

ISTJ ISFJ INFJ INTJ

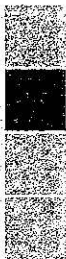
ISTP ISFP **INFP** INTP

ESTP ESNP ENFP ENTP

ESTJ ESFJ ENFJ ENTJ

Function: NF

Insightful, Helpful



Order of Preferences

1. Feeling
2. Intuition
3. Sensing
4. Thinking

NFs Want Unique Treatment

- Listen carefully
- Relate information to possibilities

General Strengths

- Galvanize people and organizations to action
- Stand firmly on their values against formidable opposition
- Remind others in creative ways about human aspirations and goals
- Focus on compassion, caring, and harmony

Productive Places and Pursuits

- Where creative ideas are encouraged
- Environments that include artistic space for quiet and reflection
- With friendly, committed co-workers who are mindful of values
- Situations that emphasize flexibility, minimal routine and procedural structure
- Cooperative and collegial places that allow for privacy

Clues That They Are Being Overwhelmed

- Refusal to consider new viewpoints or information
- Isolation, verbal criticism of themselves or others

Contributions to the Organization

- Lead by promoting harmonious teams in which each person is valued
- Influence by highlighting common ideas and new possibilities
- Focus on group consensus and shared values

Common Sources of Stress

- Encountering backbiting, hypocrisy, personal attacks
- Compromising values to keep harmony
- Sensing indifference of others to people's needs
- Taking a stand to no avail or to a barrage of criticism
- Being isolated from the views of others

Suggestions for Dealing with Stress

- Talk through the situation with a trusted, nonjudgmental person to gain new insights and determine logical ways to proceed
- Reconsider goals with a more realistic viewpoint of the failings of others
- Read mysteries, play chess, or engage in another activity that requires analysis and strategy

INTP Blueprinter of Ideas

Motivation: Bringing clarity and intellectual understanding to the principles underlying problems or issues, knowing that truth aids any process

Type

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP **INTP**

ESTP ESFP ENFP .ENTP

ESTJ ESFJ ENFJ ENTJ

Function: NT

Insightful, Logical



Order of Preferences

1. Thinking
2. Intuition
3. Sensing
4. Feeling

NTs Want to Be Businesslike

- Show respect for intelligence
- Give overall options

General Strengths

- Are strategists' strategists—masters of complexity
- Develop models and theories
- Provide independent, critical, and logical analysis of traditions or new thoughts and systems
- Find the errors of logic and the long-term consequences of plans or strategies

Productive Places and Pursuits

- Environment that focuses on intricate problems, strategic thinking
- Where private space is available with time for thought
- With scholarly, independent co-workers
- Where there is flexibility, minimal policies or procedures
- Workplace where self-directed, creative, independent thinking is encouraged

Clues That They Are Being Overwhelmed

- Preoccupation with minor logical inconsistencies
- Hypersensitivity or emotional overreaction

Contributions to the Organization

- Lead by convincing others of the merit and logic of their ideas
- Influence by providing in-depth knowledge and analysis
- Focus on logical, intellectual insights to problems

Common Sources of Stress

- Emotional outbursts by others or themselves
- Workload or commitments that interfere with need for autonomy
- Arbitrary or illogical situations or people
- Failure of others to understand ideas or analysis
- Isolation; inability to gain from the viewpoints of others

Suggestions for Dealing with Stress

- Focus on relationships and the needs of others, perhaps completing a values clarification exercise
- Back up from a strategy and look for new possibilities
- Engage in a demanding physical activity to rest your mind

ENFP Spark of Energy

Motivation: Making a difference through insightful and creative ideas that encourage human development

Type

ISTJ ISFJ INFJ INTJ
ISTP ISFP INFP INTP
ESTP ESFP **ENFP** ENTP
ESTJ ESFJ ENFJ ENTJ

Function: NF
Insightful, Helpful



Order of Preferences

1. Intuition
2. Feeling
3. Thinking
4. Sensing

NFs Want Unique Treatment

- Listen carefully
- Relate information to possibilities

General Strengths

- Initiate and promote ideas for people's growth and potential
- Are tireless in the pursuit of novel opportunities
- Are resourceful and innovative in efforts to accomplish the nearly impossible
- Like to celebrate and appreciate others

Productive Places and Pursuits

- Environment that offers a variety of people and perspectives
- Work that offers fun, friendship, and enjoyment
- With flexible, imaginative co-workers who focus on human growth and well-being
- Where ideas and change are encouraged
- Where new, challenging pursuits are brainstormed and launched

Clues That They Are Being Overwhelmed

- Depression, loss of positive outlook
- Obsession with details or health concerns

Contributions to the Organization

- Lead by creating a vision, helping people see their potential
- Influence by listening to and incorporating the ideas of others
- Focus on exploring all the possibilities

Common Sources of Stress

- Immediate decisions requiring focus on facts, data
- Barrage of activity that takes focus off of what is important
- Loss of relationships
- Isolation in the midst of illness or tragedy
- Situations in which all options seem closed

Suggestions for Dealing with Stress

- Take time for solitude, rest, and reflection by saying no to over-commitment
- Assess reality—the actual facts of a situation—instead of what could be
- Attend to your physical needs—diet, exercise, massage

ENTP Classic Entrepreneur

Motivation: Setting sights on the winning edge; having an impact and then moving on to something new

Type

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP ENFP **ENTP**

ESTJ ESFJ ENFJ ENTJ

Function: **NT**
Insightful, Logical



Order of Preferences

1. Intuition
2. Thinking
3. Feeling
4. Sensing

NTs Want to Be Businesslike

- Show respect for intelligence
- Give overall options

General Strengths

- Provide energy and thrust to new endeavors, starting things off with enthusiasm
- Use synthesis as a strategy to work on or solve problems
- See possibilities even in the face of disaster
- Strategize to meet challenges proactively

Productive Places and Pursuits

- Flexible, change-oriented, nonbureaucratic areas
- Where risk taking and autonomy are encouraged
- With independent, competent co-workers focused on solving problems
- Environment with a strategic, big-picture focus
- Where there is freedom to act or change as desired

Clues That They Are Being Overwhelmed

- Overeating, sleeping, excessive exercise, other sensory pursuits
- Avoiding any challenge to their ideas or actions

Contributions to the Organization

- Lead by developing novel strategies for new enterprises
- Influence by going the extra mile
- Focus on innovative models, conquering challenges

Common Sources of Stress

- Refusal to give up on a problem
- Focus on emotion-laden, personal issues
- Being fettered by standard operating procedures
- Perception of being unfairly judged
- Situations in which all options seem closed

Suggestions for Dealing with Stress

- Review the facts of a situation before analyzing the ramifications to find a new plan
- Find time for solitude or being in nature to calm your mind
- Pay attention to your physical needs—diet, sleep, exercise, and so on

ENFJ Values Spokesperson

Motivation: Leading others with enthusiasm from process to action for the benefit of humanity

Type

ISTJ ISFJ INFJ INTJ
ISTP ISFP INFP INTP
ESTP ESFP ENFP ENTP
ESTJ ESFJ **ENFJ** ENTJ

Function: NF
Insightful, Helpful



Order of Preferences

1. Feeling
2. Intuition
3. Sensing
4. Thinking

NFs Want Unique Treatment

- Listen carefully
- Relate information to possibilities

General Strengths

- Offer care, cooperation, and facilitation for people's growth
- Articulate messages that others want or need to hear
- Remind stakeholders of their mission and core values
- Provide support, believing in the positive nature of people

Productive Places and Pursuits

- Supportive, appreciative, creative atmosphere
- Structures that bring results yet respond to people's needs
- With co-workers who focus on improving things for the common good
- Where personal growth and self-expression are encouraged
- Where social interaction and harmony exist

Clues That They Are Being Overwhelmed

- Being sidetracked by poor logic or analysis
- Avoidance of normal interests or friendships, or hostility toward self and others

Contributions to the Organization

- Lead by facilitating, helping others plan and cooperate to meet goals
- Influence by clarifying processes through which goals can be met
- Focus on encouraging others in building consensus

Common Sources of Stress

- Violation of core values
- Perception that a problem is their fault
- Contentious situations
- Belittling, misunderstanding, or patronizing of themselves or others
- Pursuit of harmony to the point of enmeshment

Suggestions for Dealing with Stress

- Seek rest, self-care, and reflection, turning over some responsibilities after prioritizing them objectively
- Review the situation with an impartial third party
- Play games or take part in other activities with friends

ENTJ

Grand-Scale Organizer

Motivation: Using competence, expertise, or control to improve life as much as possible; setting goals and striving toward them

Type

ISTJ ISFJ INFJ INTJ

ISTP ISFP INFP INTP

ESTP ESFP ENFP ENTP

ESTJ ESFJ ENFJ **ENTJ**

Function: NT
Insightful, Logical



Order of Preferences

1. Thinking
2. Intuition
3. Sensing
4. Feeling

NTs Want to Be Businesslike

- Show respect for intelligence
- Give overall options

General Strengths

- Marshal forces to achieve plans
- Think in terms of systems; bring all elements to bear on a situation
- Find the flaws and concentrate on what can be achieved once the flaws are removed
- Take charge, deal directly with problems

Productive Places and Pursuits

- Environment focused on goals, solving problems
- Tough-minded, decisive atmosphere
- With dedicated, confident, competent co-workers
- Structures that emphasize long-range strategies
- Where there are challenging tasks and rewards for achievement

Clues That They Are Being Overwhelmed

- Rigid approach to problems; being closed off to new views
- Self-pity, illogical thinking, or emotionalism

Contributions to the Organization

- Lead by presenting a vision and then energizing and directing others to meet it
- Influence by objectively analyzing ideas, setting goals
- Focus on making decisions

Common Sources of Stress

- Belief that their own lack of competency led to a problem
- Loss of control over emotions by themselves or others
- Accusations that they are treating people as objects
- Situations in which truth or principles are disregarded
- Sense of being powerless, unable to influence situation

Suggestions for Dealing with Stress

- Slow down, put tasks aside, and consider whether your principles are reflected in your outward actions
- Consider how others are being affected
- Talk with a trusted person, compose poetry, or paint to express your inner emotions