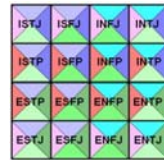

From "It Takes All Types"



ENFJ

ENFJs make and share judgments about people. They have remarkable gifts at seeing human potential, and they want somehow to contribute to helping others "be the best they can be". More often than not, ENFJs' purpose is altruistic. Sometimes, however, they use their gifts to manipulate others to meet their own needs. Outgoing, sociable, warm, seductive, articulate and often eloquent, ENFJs are often a difficult act to follow. More than any of the other types, they have people charisma. They know how to charm, to soothe, to inspire, or to inflame. Their people power can be somewhat frightening when they misuse it.

ENFJs often seek opportunities to exercise their people skills in front of audiences. They can be clergy, whose sermons and addresses have unusual dramatic power. They can be teachers who fascinate and entrance their students, who may later wonder why that subject just never was the same with any subsequent teacher. They may be instructors or trainers who invariably find the way to make the course a personal experience for participants. And as public speakers, they give talks that have audiences emotionally engaged laughing or crying and hanging on every word.

One ENFJ, for example, was in the midst of an address to hospital administrators. He challenged them about how much they really knew about what was going on in their hospitals.

When," he asked, "was the last time you were in the laundry room talking to your employees there? When was the last time you spoke to the janitorial staff.

In the room at the time, one of the hotel's janitors was adjusting the air conditioning. He heard every word.

"Right on," mumbled the janitor. He left the room, walked into the hall and pulled the fire alarm. If he couldn't get his manager's attention one way, he'd get it another, the janitor thought!

Many ENFJs have lively senses of humour. They delight in quick quips. They enjoy telling jokes. They have a fund of funny stories to tell about themselves or others. They may even work at remembering them, building up over time a storehouse of amusing anecdotes for almost any occasion. They are very likely to try to establish a connection with an audience by opening a speech with a joke. The response of the audience tells them whether they have succeeded. Most people respond warmly to the ENFJs fund of fun loving stories. A few are turned off by what they see as an indication of the frivolous nature of ENFJs. And occasionally, ENFJs misjudge an individual or an audience and tell a story that falls flat or receives a cold reception!

An ENFJ secretary is unfailingly polite when handling difficult telephone calls, but as she puts the phone down, she may say with a grin: "Get a job."

At an impromptu get together after work, someone in her group mentioned blind dates.

"I'm not going on any more blind dates," was her quick comment. "I've been bitten by too many seeing eye dogs!"

Although audiences turn most ENFJs on, ENFJs have a deep and abiding interest in individuals, too. They look for opportunities to work with and to be of service to others. Despite their warm and supporting nature, ENFJs can be dispassionate and objective. They can be both firm and confrontive when they feel the situation calls for it. Precisely because their general stance is one of warmth and support, when they do criticize, it can seem sharper than it really is. The criticism delivered, ENFJs revert to their "warm fuzzy" selves. For some, it takes getting used to.

ENFJs for example, may be almost brutal when sharing their judgments with friends and relations. One ENFJ for years paid a ceremonial visit to her brother in law and his family at their vacation home. Her message was always the same. Paraphrased, it went like this:

"Hello, I'm so glad to see you again. How have things been? (A little listening and then interrupting at the first opportunity.)

Last year, I was in a really bad place emotionally, but this year I'm well. I need to stay away from the rest of the family. I just don't want to get caught up in all the gossiping and storytelling. I'm in a place where I need to be left alone, so please leave me alone. This is just my ceremonial visit for the summer."

Is it any wonder that this ENFJ was not a very popular member of the family?

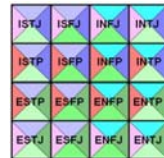
Another ENFJ occasionally got into trouble when he shared his critical people-centered judgments with friends and family. As a therapist, however, he learned a simple technique that softened what otherwise might have been experienced as a punishing statement. He would begin by saying:

"I'm going to say something to you now. I know it will sound like a judgment, but I want you to hear it just as information. You tell me whether the information fits for you or not and we'll take it from there.

ENFJs have a remarkable sense of how to interest or otherwise have an impact on people. They know how to present information. They know how to market themselves and others. They know how to write material in such a way as to capture the attention of others. They have a flair for catchy titles, phrases, and ways of expressing ideas. Other types can learn a lot from ENFJs about effective communication.

ENFJs' interest in people is so strong that they run the risk of losing themselves in others. They often feel guilty when their efforts to help others do not seem to make a difference. They need to pay attention to the care and feeding of themselves, too. And, despite the pitfalls, for ENFJs that means finding opportunities to do the things they do best working with people. ENFJs who do not have opportunities to work with and help others can become frustrated, cold, judgmental and withdrawn.

From "It Takes All Types"



ENFJ

ENFJs' interest in others is so compelling that they run the risk of not giving themselves enough time alone. ENFJs need time alone. When alone they shift from making and expressing judgments about people. They become reflective. They see new possibilities or find new meanings in things. Too much time with others means too many judgments based on limited data.

Nevertheless, some ENFJs avoid being alone. For some reason, these ENFJs find that their focus turns to the darker side of things. They find that when alone they make negative judgments about themselves. Even a few hours alone causes some ENFJs to feel depressed. They, therefore, try to make sure that they fill their waking hours with extraverted things to do. Being with people becomes a way to escape dark thoughts.

ENFJs do not like to make judgments that are strictly impersonal. Logic and analysis is not their long suit. The inner world of abstract thought, as one expert has phrased it, is not for ENFJs. For the most part, they simply do not relate to judgments based on abstract principles applied impersonally. It is a world foreign to them.

Under stress, however, they can become prisoners of logic. They may become extremely critical of themselves or others. They can express bad tempered judgments and want to hear no challenges to their logic. Cold, indeed, is the ENFJ making and sharing impersonal, logical judgments.

When down on themselves, however, that is exactly what they are likely to do. In particular, they make harsh and impersonal judgments about their contributions to the world. When ENFJs are at their most vulnerable, they withdraw into themselves and turn logic into a weapon against themselves. Is it any wonder, then, that ENFJs who are tearing themselves apart in such a way whenever they are alone are likely to rush out to be with someone else?

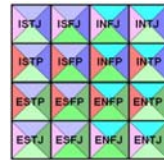
Though they would undoubtedly deny it vehemently, a religious career may have a particular attraction for some ENFJs. That part of their work that involves ministering to people makes use of their greatest gifts. Making personal applications of the tenets of their faith also draws upon ENFJ strengths. The theology itself, however, may provide a way to avoid doing that which they do least well logical, analytical reasoning. They can through faith commit themselves to a theology. By that act of faith they no longer have to deal except by rote with difficult philosophical questions concerning the meaning of life.

While ENFJs can deal with the day to day details, it takes real effort and patience on their parts to do so. It does not yield them the satisfaction and pleasure they derive from focusing on possibilities, which more often than not are positive and happy. Many ENFJs, however, so enjoy being organized and orderly that they become meticulous about their homes, their cars, their address and telephone books, or their financial records.

ENFJs are the "teddy-bears" of psychological type. It is seductively easy to get caught up in their warmth, their sense of fun, their belief in others, their contagious enthusiasm. They know how to make others feel comfortable and valued. They know how to draw out even the most introverted of introverts.

Their very skills also make it too easy for others to overlook the fact that ENFJs have needs, too. For they need for themselves what they so generously give to others. They do not, however, often let others know that about themselves. And sometimes, they do not even admit to themselves that they, too, need nourishment and support. Sometimes being the center of attention is a lonely place to be.

From "It Takes All Types"



ENFP

ENFPs are full of warmth, enthusiasm and ingenuity. Intuition is the driving force in their lives. They look about them and see endless possibilities that relate to and involve people. Possibilities excite and energize them. They want to do something about them, and they want to get others involved, too. They are powerfully persuasive when enlisting others in one of their projects. Seductively warm and engaging, ENFPs can charm their way into or out of almost anything.

ENFPs follow the possibilities wherever they lead. Over the course of a lifetime, that can mean getting involved in many different interests or careers. ENFPs get asked "when are you going to settle down?" or "what are you going to be when you grow up?" more often than any other type. The question assumes that everyone's life should have a single path, direction or career. Until that happens, one is somehow not quite grown up or mature.

What others fail to see is that ENFPs are quite consistent. From a very early age, they follow their strongly held intuitive insights wherever they takes them. To others, who see only the changes, ENFPs seem to lack purpose or stability. Not so, and one would be ill advised to try to force ENFPs into a mold that does not fit them. ENFPs may have the greatest range of interests and abilities of any of the types.

A great challenge for many ENFPs is to learn to discriminate and stick with it long enough to accomplish something. Some give in to the temptation to drop a project half finished because they see another, more exciting possibility. Those who do not learn to discriminate tend to bounce from one possibility to another, rarely staying with one long enough to see it through to completion. These ENFPs become irresponsible and undependable, and they will squander the gifts they do have.

Many ENFPs examine carefully which of all the exciting possibilities they want to concentrate on. Those who do so and then follow through are often successful in whatever they set out to do. ENFPs make their judgments when alone. That is when they feel the need to sort out what's important and what isn't. That is when they form the value judgments that become important guides to their behavior. ENFPs who do not give themselves time alone can find themselves overwhelmed with too many exciting things to do.

One ENFP is aware that he has more exciting possibilities than he can ever handle. He is equally aware that he needs to complete things. He decides what he will concentrate his energies on and then looks at what it will take to complete a project. If he finds that it will take other people, he uses his knowledge of type and temperament to analyze what kinds of skills he will need. He then systematically identifies and recruits people who have those skills. On more than one occasion, he has turned the actual day to day leadership over to someone else. He then plays the role that he believes he is best suited for and takes great pleasure in how he has used his people skills to create an exciting project team.

Some ENFPs have a high need for approval. ENFPs naturally want to be liked. They want others to say positive things about them. Approval is so important to some that they seek it in subtle and not so subtle ways. Often they overdo expressions of warmth and intimacy for others, hoping that others will pick up the message and reflect back similar sentiments. Many of these ENFPs have little sense of self worth. They crave from others what they do not find within themselves. For many of these ENFPs, no amount of approval is enough.

Most ENFPs, however, are genuinely and warmly interested in others. They focus their intuitive skills on understanding and working with people, either individually or in groups. Many ENFPs have unusual people skills. They are quick to sense what makes others "tick." They are sensitive to others' emotional states. They know how to relate to others in ways that are helpful. They are, in short, unusually skillful at bringing out the best in others.

There is sometimes a weak side to ENFPs' people skills. It can manifest itself in a need to be emotionally one up in relationships. ENFPs, for example, can make effective use of guilt to keep others one down. If they want something, they may ask for it in a way designed to make others feel guilty unless they grant the request or favor.

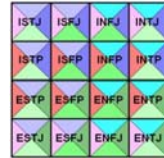
Sometimes being one up in relationships means that ENFPs will pursue someone or allow themselves to be pursued until the other person declares himself or herself. At that moment, they lose interest and sometimes reject the very attention they were to that moment encouraging. It is almost as if ENFPs are so intrigued by possibilities that so long as something remains a possibility they want to explore it. The moment it becomes concrete and real, they lose interest. The chase is what's fun. The unknown is fascinating, the known may not be. In short, while most ENFPs are a joy to be around, are warm, responsive and caring individuals, they can sometimes be toxic personalities. They misuse their gifts.

Some ENFPs are masters of the moving target defence when confronted about their behavior. When criticized for doing or saying something, they either give a rationalization or somehow shift the focus of the conversation. When one accepts what they are now saying and attempts to criticize that position, they shift once again. It becomes almost impossible to pin them down.

While not their strong suit, ENFPs, particularly in the service of an important intuitive insight, can and do make logical judgments. When the situation calls for it, they can analyze impersonally the consequences of things. It is not something that they particularly enjoy doing. Consequently, they may use logic somewhat impatiently.

Facts, realities and the details of life, particularly when unconnected with some exciting possibility, are a real trial for ENFPs. For the most part, they move through life charmingly oblivious to mundane details. When they must focus on details, they can become quickly frustrated and bored. They are likely to develop all kinds of avoidance mechanisms.

From "It Takes All Types"



ENFP

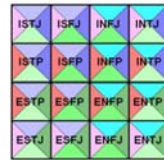
Schedules are extremely difficult or confining for some ENFPs. They may not wear watches, or if they do, they may pay little attention to them. They can be late again and again and always have a dazzling excuse or explanation. One ENFP who travels a great deal estimates that he misses one out of every five flights.

ENFPs may enjoy material things and then fail to do the simplest maintenance. One ENFJ began to notice that the inside of many ENFPs' automobiles looked like what he called "garbage cans on wheels." Like ENTPs, ENFPs are likely not to be sensitive to the needs of their bodies. They can abuse themselves physically and not know it.

Under stress or when discouraged, however, ENFPs will focus on negative details about themselves. They turn inward become introverted and find facts that suggest they are unworthy people. They become acutely aware of how they have helped others or how they have served as catalysts to bring out the best in others. But they give themselves no credit for it. They demand specifics to prove to themselves that they have done more than just help others.

For the most part, however, ENFPs live happily and productively in the world of people possibilities. They take great satisfaction in the wide range of their accomplishments. Some work in organizations and find in them the structure and direction that they might not otherwise give themselves. Many others find organizations confining. They do not appreciate the need for following rules, regulations or schedules. Many ENFPs go into lines of work where they can be their own bosses and follow their own schedules. Gifted, sensitive, creative, gregarious, spontaneous, people oriented, there seems no end of exciting things for ENFPs to be and do.

From "It Takes All Types"



ENTJ

ENTJs look at the world around them and see judgments, impersonal, analytical judgments that need to be made. They see people and things to be organized. They see new and innovative challenges all around them. And they want to be the ones to make it all happen. They want to do the leading.

Of all the types, only the ESTJ feels a similar leadership drive. ENTJs and ESTJs share a desire to be in positions of influence and control. Where the two types differ is in the kinds of leadership positions they seek and what gifts they bring to those positions. ENTJs often look for positions that offer them opportunities to strike off in new directions, to satisfy their entrepreneurial and creative instincts.

ENTJs move surely and confidently into the external world. They see things and people that need organizing. They don't start out with a preconceived blueprint for what they want to do. They see the need as it presents itself to them. They are "take charge" people.

Even young ENTJs demonstrate an instinctive drive for leadership. A 15 year old ENTJ asked his mother to drive him to where his friends were building their homecoming float. He just wanted to see what was going on. He came back in charge. His class won first prize. For the next two years, he was in charge, and all three years his class won first prize.

As a senior, his interests had matured. He overheard his teachers complaining that their county ranked second or third in the nation in per capita income. They also ranked 127th in teachers' salaries. That made the young man angry. Within two weeks he had organized "Students for Teachers" in his county. He put students to work collecting petitions. He organized students and parents to speak to the School Board and the Board of Supervisors. And he loved every minute of it.

ENTJs interest in new or entrepreneurial ventures comes from their preference for focusing on possibilities. They are quick to grasp complexities, and they enjoy making connections and seeing relationships. As leaders, therefore, they focus on the large picture. They see things in long range terms. They want to provide overall direction and leave the detailed execution to subordinates. They are, therefore, change-oriented leaders. They will reshape an organization's goals and seek more efficient ways of getting the job done.

Even as parents, they, reflect their "I'm in charge here personalities." One young ISFP noticed a pattern in how his father came home from work. He invariably went straight to either the TV or the stereo to turn it down or off. "I think Dad does that," observed the young man, "just to show he's the boss."

At an early age, ENTJs begin to manifest their drive for closure. When they are young and dependent on others for transportation, for example, they want things settled on the spot. It is unfair to see that behavior as a manifestation of a childish need for "instant gratification." Before making that judgment, watch their reaction to being told they cannot have what they want. Do they become angry but quickly get over it? The chances are that they have reflected on the decision, accepted it as final, and made other plans. They are now ready to move on. It is often useful, then, to ignore initial angry reactions. Confronting anger with anger is likely to block ENTJs ability to re-decide and to prolong their outburst.

Do not, however, look for young ENTJs to be organized and orderly, to keep their rooms neat, or to make lists. Their need for having things settled does not extend to such matters as these!

The speed with which ENTJs make judgments and the confidence they have in themselves often make them somewhat overpowering personalities. They can, in short, be intimidating people. Many ENTJs expect others to show similar strengths and are sharply critical of those who do not. It is, in short, often difficult for ENTJs to listen to those who do not "speak their language." Thus, in leadership positions, they can deprive themselves of important information from subordinates who fear to speak up. ENTJs are more likely than most types to surround themselves with other ENTJs, thus reinforcing their strengths but at the same time compounding their weaknesses.

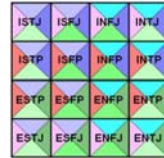
Some ENTJs are so decision oriented, so quick to form judgments, that they run the risk of making hasty judgments or of forming judgments based on insufficient information. Other ENTJs appreciate the need for decisions based on good data. These ENTJs have a strong reflective side that brings balance to their personalities. They enjoy time alone, for that is when they feel the need to reflect. The need for making decisions recedes. They turn things over in their minds. They look at things from different perspectives. They find new insights and discover new possibilities.

Even reflective ENTJs, however, want to have things settled. They, too, make quick decisions and act confidently on them. They will, though, remain open to reconsidering decisions when challenged or given new information. They arrange their lives or their schedules so that they can have time to reflect.

Put several ENTJs side by side and they seem very different. Some are "hard." They appear really cold and impersonal, giving orders and brooking no opposition. Others seem warm or soft. They are more aware of people and more collaborative in their decision making process. And it's not a male female difference. The difference lies in the extent to which they give themselves time for inner reflection. Balanced and truly powerful ENTJs have a private side, a need to turn inward periodically to explore intuitive possibilities.

While ENTJs can focus on details, they are more likely to do so when in the service of an intuitive insight or in support of a thinking judgment. Facts alone do not interest them very much. Indeed, they are likely to get impatient if they have to deal with details for very long. Details are for others, not for them, for the next bold stroke or large issue is always there to beckon

From "It Takes All Types"



ENTJ

them away.

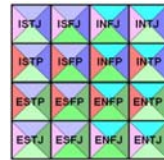
Judgments based on personal values constitute ENTJs least developed side. They are often unaware of the impact of their behavior on others, and they are often unaware of how others are feeling. ENTJs are least skilled at deciding things on the basis of personal values. They are uncomfortable with decisions that involve being sensitive to people and their emotions.

When under stress or down on themselves, however, ENTJs will often make value laden, subjective judgments about themselves or others. If they express these judgments, they may do so with an explosive outburst. ENTJs can have terrible tempers! They can use feeling judgments as a weapon to beat up on themselves. They can use them to challenge their accomplishments, their competence, or their self esteem.

On the other hand, ENTJs are also likely to have a strong sentimental streak. Inside, they can have emotional attachments to people, groups, or ideals that defy logical explanation. Some ENTJs may see the sentimental side of themselves as a sign of weakness. They often seek to mask it with gruffness, thinking no one will notice! Sometimes, their values based on people centered judgments are ill conceived, even childish, and, if acted upon, can cause them trouble.

The ENTJ personality is a strong one. Unlike many of the other psychological types, ENTJs do not need to assert themselves or get out of their own way in order to live up to their potential. For them the challenge is to avoid the tendency to make hasty decisions, to act on them before checking them out, to fail to encourage others to speak up, to dismiss opposing points of view without consideration, to forget that a sensitivity to people is an important part of life. Those ENTJs who develop the discipline to avoid these pitfalls are truly powerful people in the best sense of that word.

From "It Takes All Types"



ENTP

ENTP's focus their attention on the world around them and see endless and fascinating possibilities. They react with high energy and enthusiasm and are particularly effective at persuading others to join in their adventures. Their lives do not often conform to a single pattern. Instead, they follow their intuitive insights wherever they lead. They may move from one field of study to another, from one career to another, from one interest to another.

An ENTP college student, for example, thoroughly enjoyed his first two years at a liberal arts college. Undergraduates there had the freedom to take whatever courses they pleased. They were not restricted to a prescribed distribution of courses. Typically, he took advantage of a college policy that allowed him a few weeks to decide on his course schedule. He enrolled in those courses he thought interesting. He attended all of them, and when he was sure of his choices, dropped those he was less interested in.

He dreaded having to declare a major. In part to avoid having to do so, he spent his junior year in a special work program. He did not want to limit his options! Another ENTP student, struggling academically though very bright, responded to someone who asked what he was going to do the next academic year by saying: "I don't know. I'm in a 'comma' in my life right now."

Before he turned 40, a very talented ENTP computer programming expert started several businesses and then left them. He consistently found himself so successful at obtaining business that he had to hire others to help. Soon he was managing a small business. He'd get tired of it and either disband or sell the business. Within a short period of time he'd repeat the process all over again. And through it all, he explored other lines of work or study that he thought might excite him more.

ENTPs are one of two types (ENFP being the other) whom people frequently ask: "What are you going to do when you grow up?" They will hear that question long after they have become mature and effective adults. Why? Because others see them as being fickle. They do not settle down in a career or profession and commit their lives to the pursuit of it. What others don't see, however, is that ENTP's are not fickle at all. They are constant and faithful to one overriding source of energy—their inspirations. They go where their energy takes them. They move after whatever strikes them as the most powerful possibility. Some ENTP's do stay within a single career path. Why? Because they find it rich enough or varied enough to allow full play for their intuitive gifts.

Effective ENTPs examine their inspirations and intuitive insights logically and analytically. Their world is too full of exciting possibilities. They understand the need to decide which ones are truly worth devoting themselves to. ENTPs who have a well developed reflective side are often powerful and penetrating personalities. In Myers' phrase, they can have insights amounting to wisdom.

ENTPs who do not exercise their logical and analytical abilities can pay a particularly heavy price for failing to do so. They run the risk of moving from one possibility to another, without ever completing anything. They leave a trail of unfinished business, unfulfilled opportunities, behind them.

Without the balance that logical and impersonal judgments provide them, they can be impulsive, undependable, irresponsible. They follow whatever whim happens to hit them at any given moment. They are truly "fickle" personalities. They frustrate and disappoint all those who know and care for them.

The combination of possibilities and logic makes ENTPs more interested in philosophical considerations than people. They pay less attention to personal values than to principles, laws and dynamics of things. Intellectual things interest them. They often have a fascination for the life of the mind. They enjoy arguing for the sake of arguing. They often have a need to be intellectually one up. They can pursue one upmanship at times without regard for whether that behavior is hurtful, boring, or frustrating to others. Life can be an intellectual game to them, one they are very good at and enjoy playing. And they play it very competitively.

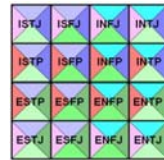
ENTPs are not inclined to be impressed with authority unless it is the authority of competence. They may not, however, confront authority head on. They are more likely to make a game of outwitting it. They manoeuvre around it. They set up those in authority to embarrass or poke fun at. In fact, much of life is a charming, happy game for ENTPs. They have a way of pulling rabbits out of hats, going with the flow, finding a pot at the end of a rainbow.

ENTPs' combination of preferences makes them flexible, ingenious at finding different ways of doing things, and charmingly irreverent. They are full of ideas, energy and enthusiasm. They often juggle many things at once. They get by with brilliance, with a flair for the dramatic and by the skin of their teeth.

Often their best inspirations do not come to them until what others would consider the last minute (and beyond). Only then do the bursts of insight and energy come. Some ENTPs think that their work style is a weakness and criticize themselves for working that way. Were they to try to do their work in a methodical, scheduled fashion, however, it is likely that projects would not only take much longer but be dull as dishwater as well! Their particular challenge is not to handle so much or put things off so long that they cannot complete an assignment or project at all. It is a delicate and sometimes difficult line for many ENTPs to draw for themselves. Those who do are often very successful.

With effort, ENTPs can see the people and value side of things. They sometimes make and share judgments that show an awareness of emotional content. They can, if they set their minds to it, take into account their own values and the values of others. Being aware of people and value considerations does not come naturally to them. They may, for example, play their one upmanship games long after it is apparent to others that they are unnecessarily upsetting or hurting others.

From "It Takes All Types"



ENTP

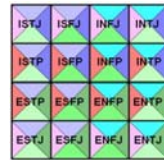
ENTPs are least skilled at handling details. In the pursuit of their intuitive insights, ENTPs often do not want to know about the details. When details become clearly important, they will deal with them. And not before. When ENTPs must deal with the details of daily living for example, balancing a checkbook they are likely to feel depressed, bored, or frustrated. They avoid dealing with them as long as possible. One ENTP has never balanced her checkbook. When she "senses" she may be close to overdrawing her account, she stops writing checks for ten days. At that time, she calls the bank, asks what her balance is, accepts it as accurate, and begins to write more checks. She figures that if her creditors have not cashed her checks in ten days, that's their problem!

At another extreme, ENTPs can become fascinated with details. They will set out to prove to themselves that they can handle the details of daily living precisely and accurately. What is happening? These ENTPs find an intellectual challenge relating to details. One ENTP, for example, enjoyed setting up systems to handle the details of his financial life. Then the details would take care of themselves. What these ENTPs don't see is how unusual this kind of behavior is with them. They don't see how often they are blissfully unaware of important details.

When down on themselves, however, ENTPs often search for factual evidence to prove that their lives have any meaning. They find it very difficult to focus on anything but the most pessimistic of data. They may not be aware of, or attend to, their physical needs. They can seem oblivious to the need for rest. It may make take serious health problems to slow them down. An ENTP woman in her 70's has more than once gone on vacations to Europe or the Caribbean shortly after serious knee operations that demanded more recuperative time than she was willing to give. And she wonders why she suffers so much pain from arthritis!

Altogether, only ENFP's challenge ENTPs in the range of their interests and abilities. They have, to use Isabel Myers' phrase, many possible "paths to excellence" available to them. Like other types, to use Myers' words again, they have their pitfalls to be avoided. It is important, for example, for ENTPs to build "alone time" into their lives. For that is when they begin to look critically at the many possibilities they see in the world around them. That is when they sort out the wheat from the chaff. When alone, they make their best judgments about what they want to do next. Time alone brings balance to ENTPs, and balanced ENTPs are powerful, charming and often gifted personalities.

From "It Takes All Types"



ESFJ

ESFJs are people persons. They like and enjoy people. They meet people easily, and they enjoy situations that give them opportunities to do so. They effortlessly gather specific and detailed information about others. They are endlessly curious about what others do and what is happening to them. They turn all this information into supportive judgments that they share with genuine warmth. As a result, they are frequently very affirming people. They quickly put others at ease and make them feel valued and important.

At a New Year's Eve party, an INTJ took her ESFJ neighbor aside and said: "I have a story to tell you. I have just finished a novel and there is a character in it who has a special gift. Whenever he talks to people, they go away feeling better about themselves. They are not aware of it, but it is because of the things this person has asked them or said to them. When I read the book, I kept thinking, 'I know someone who does that.' And finally it came to me. It's you. I just wanted to tell you that." The INTJ had captured perfectly one of the best gifts ESFJs have and make so readily available to the world.

ESFJs have a strong sense of responsibility. They are concerned with the details of life. They want to have everything organized and orderly. Thus, they are unusually good at anticipating concrete things that must be done or problems that may arise. They are often able to mobilize themselves or others to insure that what needs to be done does get done. They are, in short, dependable. They follow through on the details of a job or daily living. They enjoy it and are good at it.

They have a high regard for authority whether the authority of institutions, laws, or people. And they believe that others ought to, too. They can be quick to express shoulds and should nots, which they apply both to themselves and others. They can have a hard time understanding those who do not look at the world in the same way. Those who do not share their views can find ESFJ judgments confining and sometimes sharply critical.

ESFJs are not likely to enjoy the abstract and the theoretical. They prefer that things be kept simple, concrete, and practical. On the other hand, their respect for authority and their regard for people is such that they will make every effort to understand abstract or theoretical subjects discussions or assignments. This is perhaps particularly true when ESFJs are students.

Like all of us, they want others to "do unto them" what they do so well for others. In short, ESFJs have a high need for affirmation from others. They may need to be told several times that they have done a good job or done the right thing. They may ask for affirmation or approval and express disappointment when it is not forthcoming. And they are quick to sense when affirmation or approval is perfunctorily given.

When ESFJs focus on possibilities, they can find all kinds of things to worry about. Because of their tendency to make quick judgments, they often seem sure that the worst will happen. They become easily afraid and express their doubts and fears in ways that are tiring to others.

When they are depressed or "down on themselves," they often judge themselves impersonally and logically. They become preoccupied with the question: "Did I do the right thing?" And most of the time they are sure they did not. When caught up in these moods, ESFJs reject reassuring responses from others. They sense instantly any hesitation or any qualification on the part of others and see in it a strong negative judgment.

When depressed, they focus their negative thinking on close friends or relatives. They blurt out uncharacteristically cold and harsh judgments of those closest to them. If others fight back, they become deeply hurt. They do not seem to understand that they have brought on the very reaction they now find devastating.

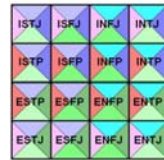
ESFJs are seldom interested in the world of abstract thought. They do not often think about philosophical principles or about basic questions of the meaning of life. It can make them depressed and melancholy, for their conclusions have a negative and depressing quality to them.

ESFJs are more likely to be captured by moody philosophical thinking when alone. To avoid that they may pick up a book, turn on the radio or television, or better yet think of something to do that involves others. And some ESFJs may become devoted members of an established system - religious, social, or political because it gives them answers. It relieves them of the necessity of having to deal further with what to them are painful questions.

ESFJs warmth, their people orientation, their attention to detail, their sense of responsibility cause them to seek jobs and careers where they can be of service to others. Because they are modest and seldom out for personal place or power, they do not often experience a drive for leadership positions. When they are in leadership positions, their contribution is significant. They work extremely hard to bring about a harmonious working environment. They stabilize an organization. They insure that the tasks are done thoroughly, competently, and on time. In leadership roles, they focus on the here and now issues. They are not likely to be either future or change oriented.

In many ways, ESFJs combine many of the best traits that are often associated with women, just as the ESTJ personality seems, of all types, to be the "macho" personality. In a world in transition indeed, one might say turmoil about such things, this may cause both male and female ESFJs to unnecessarily doubt the powerful strengths they possess.

From "It Takes All Types"



ESFP

ESFPs focus their energies on collecting concrete information about the world around them, particularly about people. They are outgoing, friendly, sociable, and party loving. They are alert to and consistently interested in what is going on at the moment with friends, acquaintances, or fellow workers. They love to socialize.

ESFPs are very much here and now people. They are keenly aware of exactly what is happening at the moment. In some ways, they are like a movie camera that is sweeping over the world around them. They focus mainly on specific, detailed information about people in that external landscape. That is how they view the world, and that is the world they love to be a part of.

ESFPs are practical and down to earth people. They are not prone to a lot of speculation about what might have been or what might be. They are too busy with what is. They are too busy enjoying themselves. They are too busy playing at work, working at play, and having fun doing it all.

ESFPs most often keep their judgments to themselves. When alone, they sort things out. They make decisions about what and whom they value. What others most often see is the easy warmth and sociability, the generous support and empathy. ESFPs don't like to be critical or judgmental.

Life is best for ESFPs when it is fun. They are attracted to whatever is light and happy. They avoid or find boring situations that are serious, heavy, theoretical or speculative. They like to help people in specific and concrete ways. Helping to bring pleasure to others gives ESFPs a sense of satisfaction. They like helping others solve immediate, hands on problems.

ESFPs love variety and action. They like to make things happen. Many of them enjoy jobs that involve selling things to people. Their outgoing natures, their focus on the concrete, their appreciation of people, their flexibility and spontaneity, and their "gift of gab" all contribute to their ability to be very successful in sales work or any line of work that involves persuasion including politics!

ESFPs are performers. Many of them, particularly males, for example, are attracted to athletics. Sports activities appeal to their enjoyment of action, activity and competition. Many of them are gifted athletically. Others develop their skills by their determination, energy and enthusiasm. Still others try acting or other performing arts. Others get into music. Being active, being with others, is what makes these things appealing to ESFPs.

ESFPs enjoy moving into chaotic situations. They will get things done. They will bring order out of chaos. But don't ask them to stay around and maintain things in an organized and orderly fashion. ESFP's will be bored to death, and they may create a little crisis just to have something exciting to do. ESFPs whose work does not provide enough variety and action may move from one job to another. As soon as a job becomes routine, they may leave.

ESFPs can suffer from being too impulsive. They are not the best judges of the time it will take to complete a task. They procrastinate before starting something important, particularly if it does not appeal to them, and end up working overtime to make a deadline.

It is difficult for ESFPs to be objective and impersonal in making decisions. They can do it, but it makes them uneasy. It violates their need to be warm, supportive and friendly. The least developed side of ESFPs is the world of the speculative, the abstract, the theoretical. They have little or no patience with anything that doesn't deal with reality. It's all idle speculation to them.

When they must deal with possibilities they are likely to go to extremes. They will either think of possibilities so unrealistic, so ungrounded, as to be pure wish fulfilling fantasy. Or they may go to the depths of doom and gloom, see despair everywhere and no possible way out. Because of their tendency to get lost in negative possibilities, ESFPs have difficulty dealing with their own anxieties. They do their best, therefore, to ignore looking at situations that may be troublesome. They prefer to put a bright face on things, to pretend that everything is OK.

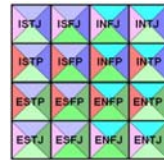
When under stress or down on themselves, ESFPs become captured by what is their least developed side intuition. The focus of their attention shifts from the world outside them inward to themselves. They pay little attention to specifics, to facts about themselves. Instead, they begin to ask questions about the meaning and direction of their own lives. In short, ESFPs withdraw from their friends and associates and ruminate on negative possibilities about themselves. They see themselves caught up in lose-lose situations with no way out. They see possibilities-exciting futures-for others but not for themselves.

For the most part, however, ESFPs are fun to be with. They add sparkle, excitement, and cheer wherever they go. They exude warmth and sympathy. They can make things happen. They make things work. Their zest for living is contagious. They draw others into their fun-loving, often prankish, activities.

Too many ESFPs shortchange themselves. They think less highly of themselves than they should. Formal education is often a major contributor to ESFPs' tendency to doubt themselves. With each grade, school becomes more abstract and more theoretical and less activity and action oriented. In short, the curriculum and traditional teaching methods do not meet the needs of many ESFPs.

If ESFPs will recognize that there may be nothing wrong with them, that it is the environment that is out of step, they may be more likely to develop and maintain the positive self-image they deserve. A little arrogance for ESFPs, please!

From "It Takes All Types"



ESTJ

ESTJs focus their energies on the world around them. They make quick, crisp, impersonal and practical judgments about everything and anything they see. They are take charge people. They like being "the boss". They enjoy the power that goes with leadership. They take leadership roles seriously and work hard to exercise responsible stewardship. ESTJs, says Myers, "will run as much of the world as is theirs to run". Von Franz adds: "This type is to be found among organizers, people in high office and government positions, in business, in law and among scientists."

ESTJs like things kept practical, concrete, and impersonal. They want their worlds organized and orderly, and they are good at following through. They are frequently hard working, "no frills," "no nonsense" people.

For many ESTJs, to have a judgment is to express it. Some have little sensitivity to how their judgments affect others. They can hurt other people's feelings without knowing it. Some ESTJs, when that is pointed out to them, don't really care. They are likely to view the problem as something wrong with the other person, not with what they said or how they expressed themselves. Some ESTJs are sharply and consistently critical of others. They are difficult to be around.

Many ESTJs, however, learn to moderate their judgments. These ESTJs are often fun to be with. They have a lot of charm. They are outgoing by nature, and when work is done, they enjoy a good time. They are often a source of good stories or the latest jokes. They balance their serious approach to work and life with a sense of playfulness that is engaging. They are both earnest and light hearted. They take their responsibilities seriously, but not themselves.

ESTJs' attention to detail and their need for order make them excellent at what might be called maintenance functions. They bring to whatever they do a recognition of the importance of having things run smoothly and efficiently. They believe that work should be well done and completed on time. They are hard workers. They know how to organize themselves and others to get the job done. They take a sound, practical and conservative (that is, conserving) approach to work and life.

Many ESTJs extend their conserving ways to their important possessions. They like material things, and they work hard to keep them looking new and functioning in top condition. They are likely to dress carefully and well. They are often dapper dressers. Homes, automobiles, clothes, accessories all these can be matters of pride to ESTJs. Their possessions are extensions of themselves, and they treat them as such. One young ESTJ accountant owns a large, American made car. Though several years old, he keeps it neat and polished. When he parks it at work in the hot Texas sun, he carefully brings out of the trunk a huge canvas cover, which he meticulously puts over his car!

In work or occupations where success is often measured in terms of attention to detail, some ESTJs are risk taking entrepreneurs often very successful ones. They master all the facts. They think through where bold moves are likely to be successful. They lay thorough foundations. Then they act, fully aware that ultimate success depends on their persistent, careful follow through.

ESTJs are not likely to have much patience with theory. They often equate it with idle speculation. In fact, many ESTJs have trouble understanding those who do not view the world the way they do. For them, things are either black or white. Grey is a color they don't easily understand. An ENFP may have been thinking of ESTJs when he wrote a friend: "It must be difficult to have a true and false mind in a multiple choice world." Some ESTJs have short fuses and explosive tempers when dealing with people or things that do not conform to their view of how things should be.

Logical decisions about people and things are ESTJs' greatest strength. Sorting out what matters to them, and being sensitive to others' feelings, is the least developed side of their personalities. They often have trouble understanding their own emotions. They do not have natural skills at dealing with others' emotions. Judgments based on subjective values make them uneasy. They often do not know how to relate to those who decide things that way. Expressions of emotion can leave them embarrassed and at a loss as to how to respond.

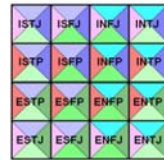
On the other hand, most ESTJs have a sentimental streak that they keep well hidden. It finds expression in patriotism, strong feelings about family traditions, or even an emotionally powerful movie or theatre performance. Underneath that sometimes prickly exterior, there often lurks a warm fuzzy!

Under stress, the influence of drugs or alcohol, or when they are down on themselves, ESTJs are likely to become withdrawn. Alone, they focus on judgments that question their ability, accomplishments or self worth. Under stress ESTJs may also erupt with hot tempered, value laden and destructively personalized judgments of others. They may also find themselves overwhelmed with an emotional attachment to ideals or people. It sometimes manifests itself in what others see as an outburst of fanaticism that lacks the logic or data to support it.

Many of the ESTJ qualities are those that our culture associates with masculinity. Indeed, the word macho is an apt one to describe the behavior of many male ESTJs. Myers' research suggests that an unusual proportion of ESTJs may be male. Women who are ESTJs may find themselves caught up in a struggle to maintain their sense of self. Behaviors that are natural expressions of their psychological type may be seen as inappropriate for women. They may suffer from subtle and not so subtle messages that they should not be what they are.

The growing awareness of the price we all pay for such sex role stereotyping may have a double benefit. It may help some male ESTJs to recognize that it is not a sign of weakness to be more in touch with their "softer" side. At the same time, it may free some female ESTJs to express the power that is appropriately theirs, too.

From "It Takes All Types"



ESTP

ESTPs are outgoing, straight talking, straight shooting types with a flair for the dramatic. They constantly scan the environment and take in detailed observations about people and activities. They notice many fine points in the world around them that escape the notice of others. They focus their attention on practical things, on impersonal facts and realities. They have an endless appetite for concrete and useful information.

They live very much in the present. They are oriented to the "here and now" and are into the activity of the moment. Neither the past nor the future have much claim on the attention of ESTPs. They are enthusiastic and adventuresome. They dive right into the middle of whatever is going on, always willing to explore new things or new ways of doing things. They are quick to size up a situation and pragmatic in the ways they react to it. ESTP's are not observers, they are doers.

ESTPs make crisp, logical, and impersonal decisions about the facts. They look at what works and what doesn't work. They decide quickly what should be done, execute their decisions, and move on to the next exciting thing to do. They do not dwell on decisions. They are not likely to be reflective. "Do it and get on with it." That is the characteristic way for ESTPs.

ESTPs do not mince words. They are blunt and to the point. They are particularly good in crisis situations. Their willingness to plunge right in, to get their hands dirty, to take risks, to experiment, to try a variety of things, to go for the quick and expedient solution to the problem at hand makes them unusually effective in crises.

When working things out, ESTPs have scant regard for existing rules, regulations, or procedures. Making something work is what's paramount in their approach. If things can be done within the rules, fine. If not, do what needs to be done anyway and worry about the rules afterwards. "Never go to a lawyer," said one ESTP administrator, "until you know what answer you want. Then be sure to phrase the question so that you get the answer you want."

This is not to say that ESTPs lack integrity - far from it. ESTP's tend to have a bottom line past which they will not go, and they will sacrifice their careers before they will do what they know to be wrong. One career civil servant was written up in Washingtonian magazine one year as the "toughest bureaucrat in Washington." The next year, the Secretary of his Department is reported to have told the White House: "Get rid of him. Either he goes or I go." The ESTP is no longer there.

Without something exciting to focus on, without an outlet for their energies and abilities, ESTPs are likely to get bored. They need to do things. They prefer variety and a fast pace. They generally radiate excitement and energy with whatever they do. They love fun, are impulsive, often electric personalities. They have a sense for the dramatic, are excellent at improvising. They excel at making things up as they go along. They are risk takers, sometimes gamblers. They can hustle almost any situation or anybody. They enjoy being the center of attention and often are. They enjoy the good life and often know where the good things are.

Despite the ability that ESTPs have to size up situations and people, they are not always aware of the emotional impact of their behavior on others. If they are aware, they may not care unless it makes a difference in something they want to achieve. They do not often make decisions that are person centered or based on a process of sorting out what values ought to govern in a given situation.

ESTPs are often impatient with theory unless they can see immediate, practical applications. They seldom stay with a theory long enough to test whether it might, in fact, be useful or not. They can also get impatient with those who speak in terms of possibilities. They often see possibilities as the product of impractical fantasy or a wild imagination. Their own hunches generally are unpleasant ones. They don't trust their own hunches or those of others. On rare occasions, some ESTP's have sweeping flashes of insight sometimes creative and positive, sometimes dangerously off base. Some ESTPs find an outlet for their intuition by reading science fiction novels or other kinds of novels that deal with the mystic or mysterious.

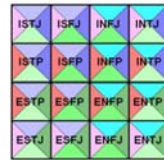
ESTPs often have trouble in school. Sometimes their need for activity is misunderstood. Sometimes they act out their disinterest in subject matters that they can see no practical use for. The more bored they get, the more they may act out in ways that are disruptive. Teachers then see them as discipline problems. They don't know what to do with ESTPs who are bright but whose behavior and performance do not reflect their intellectual ability. One counsellor actually labelled a young ESTP of "genius" IQ as brain damaged. He put pressure on the boy's mother to put him into vocational programs!

When ESTP's are down on themselves, they are likely to withdraw into themselves and focus on negative possibilities. They become moody and focus their negative possibilities on themselves. They underrate themselves. They may paralyse themselves instead of getting involved and doing something, which is the source of their greatest strength.

When depressed, they often spend too much time alone. They withdraw from contact with others. They end up becoming depressed and getting stuck in moods of helplessness and self pity. They may not choose to share their inner struggle with others, even close friends. They may, instead, simply become irritable and short tempered when asked why they are not being their usual ebullient selves.

Freedom loving, energetic, unpredictable, gifted at handling difficult and tense situations, ESTPs need to avoid being tied down to constraining jobs and assignments that allow no outlet for their abilities. To get the most from ESTPs, give them the challenge they need, the running room to show what they can do, and recognize that the mundane and the routine are not for them.

From "It Takes All Types"



INFJ

INFJs are often quietly charming personalities. They are tactful, thoughtful, and concerned for the happiness and welfare of others. They have a gentle graciousness and a soft-spoken persistence that makes them special people for those who know them well. They are artistic, creative, full of penetrating insights, and gifted with the ability to see symbolic meaning in the world around them. They are also deep and complex people, often somewhat puzzling - to themselves as well as to others.

INFJs often possess a curious combination of warmth and distance. They share themselves in their own way at times of their own choosing. Some, for example, demonstrate their warmth through notes, verse, a look, or how they present a gift rather than in physical touching or spoken words. On occasion, INFJs are able - and willing - to break through their customary reserve. They can act light-hearted and even goofy. Seldom, however, will they become boisterous. Frequently, it is the ENFJ who brings out the fun-loving side of INFJs.

Though it is not readily apparent, the driving force in INFJs is an inner focus on possibilities, meanings and relationships about people and values. When alone, they become aware of images, hunches or visions. Though these can be vague and diffuse in nature, they are nonetheless powerful and real to them. They become their guides to action, to future behavior, regardless of what others might say. It is their own inner insights they trust most.

INFJs turn their insights over and over from many different angles. They have what amounts to insights on insights. As a result they can often see the hidden meanings in events or what people do. Their language can be rich in imagery. Many of them find expression for their gifts in creative arts of all kinds. Others become interpreters of the creative arts. Still others turn their talents into understanding people and become outstanding practitioners in the helping professions.

A few move beyond insight into foresight. They become prophets and psychics. They have premonitions about what will happen in the future or what is happening to someone they know who is far away. One INFJ was relieved to learn that this was not an uncommon characteristic of her type. She recalled that she had stopped going to an aerobics class when she had a very strong impression that something was wrong with one of her classmates whom she liked and felt close to. Several months later, she discovered that her friend was seriously ill with cancer.

INFJs are not likely to share with others what takes place inside. Often they could not, even if they wanted to, because the insights are of such an impressionistic nature as to defy articulation. They have a feeling. They cannot put words to it that others can understand. Sharing what goes on inside would make them feel extremely vulnerable. They would feel subject to a kind of external scrutiny they are not prepared to deal with. They only know that their inner impressions are very important, and they accept them as valid.

In part because they have so much faith in their insights, in part because they do not or cannot share them with others, they are sometimes very difficult to understand. They can seem (often are!) extremely stubborn - impervious, almost - to information from others. INFJs may sometimes suffer from their absolute faith in their intuitive insights. They may assume, for example, that they know what someone else is going to say. Rather than let the person complete the thought, they interrupt in the middle of a sentence. Sometimes their assumption is correct. Sometimes it is not. They may find themselves responding to something that the other person wasn't going to say at all. More often than not, however, INFJs' sensitivity to others' feelings causes them to be patient and wait, even if it is for someone to finish the obvious!

INFJs are gentle persons who find conflict particularly destructive. One INFJ father of two young boys who fought a lot with each other made it very clear to his wife that he considered it a sign of their failure as parents whenever the children fought. Years later as president of a local union, he found conflict in the union and between the union and management very unsettling. He began to have chest pains. He thought they were heart attacks and was more than a little surprised when his doctor recommended a quiet drink before dinner.

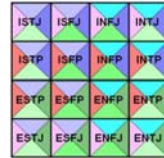
Even when INFJs assert themselves, they do so in a soft-spoken way. They will confront someone immediately if that's clearly, the only way. They prefer to think through a situation carefully. Alone, they plan and rehearse what to say and how to handle themselves. Then they seek out the person or persons they need to talk to. Throughout the encounter, they handle themselves quietly and with restraint - rarely will INFJs raise their voices in real anger. All the while, though, they are likely to feel great emotional turmoil. Confrontations are not the spice of life for INFJs.

Like other introverts, INFJs experience a tension between their inner and outer needs. In their dealings with the external world, they want things organized and orderly. They put a good deal of energy into identifying priorities and plans of action. On the other hand, in their private worlds, they want spontaneity and flexibility. They want to avoid being pinned down to commitments and decisions. Usually neat and orderly, there is often a little piece of their world that reflects anything but systems or order! It can be their desks or studies or some other part of their lives.

INFJs give the appearance of being able to make decisions based on logic and impersonal analysis. Some, for example, pursue science and mathematics and excel at them. The key to their success, however, may not be their logical abilities. What is more likely to be taking place is that their intuitive powers are so great that they see an answer and then work back to how it was that they got there.

INFJs are unusually introspective, and often second-guess themselves. Wherever they are in their lives, they may wonder if it's the right place. Should they be doing something else? Are they learning and growing? INFJs can also be quite sure that somehow they have great gifts that they ought to be using, great contributions that they ought to be giving the world. They can get caught between overconfidence on one extreme and doubting themselves on the other. Some INFJs never quite seem to

From "It Takes All Types"



INFJ

find a peaceful middle ground. Others may never know of the INFJ struggle, for INFJs are private persons. All others see is how the INFJs move through the world with quiet grace.

INFJs' least developed side is the world of the concrete, the world of facts and realities. They can go to extremes when dealing with tasks that are strictly detailed in nature. On the one hand, they may find themselves avoiding realities as long as possible. Then, when they can be avoided no longer, they deal with them with ferocious speed and bad temper. One INFJ on the night of his 50th wedding anniversary watched his ENTP wife begin to open presents. The party was over. Only the children and grandchildren remained. He, who was almost always calm and, indeed, calming, became more and more agitated.

"I don't think you should open these presents now," he said, pacing the room. "We're tired and we won't keep straight which is from whom. We won't know whom to thank for what."

As his wife, enjoying "Christmas" in March, continued to ignore him, he became angry and surprisingly sharp in his statements. Finally, he, who certainly knew how to be organized and make lists, left the room. He went to his study, came out with a pad and pen and marched up to one of his disorganized sons. Shoving the pad and pen at him, he snapped:

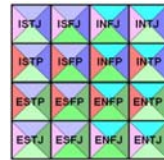
"Here, you keep the list. You're the organized one in the family!"

At the other extreme, INFJs become obsessed with details. They see themselves as meticulous and thorough. What they are most often doing, however, is wallowing in facts indiscriminately. They make no sound judgments about which are important and which are not. They can sharply question others about details and be very critical when they do not get satisfactory answers.

When discouraged, INFJs conjure up a host of gloomy and depressing facts about themselves. They may share these details with those close to them. They "yes, but" all attempts to point out that they are being unnecessarily harsh on themselves.

Of all the types, INFJs apparently constitute the smallest percentage in the population. Given the complex nature of their personalities, particularly the unusual quality of their inner world of insights, INFJs may sometimes find life a lonely journey. They may worry too much about who they are and what they and life are all about. Gifted in ways not given to others, they need but to get out of their own way to experience the fullness of their own power.

From "It Takes All Types"



INFP

INFPs find their deepest meaning in life when they can contribute to the creation of a better world for all people. And what INFPs want more than anything else is to identify for themselves what their own "deepest meaning" is. What path will they take with their lives? To what will they devote their talents, skills and energy? Only a few INFPs need to manage organizations. Seldom do they seek to be the center of attention. They want to be able to work quietly - often unobtrusively - for what is their life's quest.

INFPs are people oriented. They focus on human potential, and they base their decisions on a careful and thorough - often painstaking - weighing of values. What matters? What should matter? What are the most important, the most enduring, values? What represents the best, the purest thing to do? How can I make the most valued contribution? These are the considerations that INFPs focus on when alone, and from their inner values come the guidance for their lives.

Those who are close to INFPs see their flexibility and adaptability. They see the case with which INFPs generate intuitive insights about people. What others are not so likely to see is the powerful inner drive to turn those insights into decisions, into plans for the betterment of mankind. INFPs know, if others don't, that the key to their personalities is the search for values that will provide direction in their lives. They take in data about people possibilities. They want to know how they can contribute to bringing out the best in others. They have visions about a more humane world. They want to be a part of bringing about that better world. The desire is a very deeply rooted one in INFPs. They are at their happiest when involved in work that has social value.

Although it may not be readily apparent, many INFPs are shy and private people. Some show it by their somewhat reserved and "proper" manner, particularly in the beginning of relationships. Some seem more outgoing - they have usually prepared themselves and rehearsed their extraverted behavior. One young INFP prepared herself for her dates by thinking of questions to ask her young man to keep him talking about himself. Then she wrote the questions down, memorized them and put the list in her pocketbook! Other INFPs turn extraverted activities into acting roles to play. They find in the thought that they are role-playing the confidence they need to project an outgoing image.

INFPs have the ability to put people at ease. They are almost always thoughtful, gracious, and considerate. They are genuinely interested in people and sensitive to where others "coming from." What others experience with INFPs is their people orientation and their depth of caring. In their own quiet ways, INFPs are warm personalities. The better they get to know others, the more the warmth and caring shows.

INFPs are often gifted writers, able to turn their gracious ways into graceful prose, poetry, or song. Any awkwardness they may feel in extraverted speaking roles disappears when they write. When they put in writing their innermost thoughts and feelings, they identify personally with the product. They can easily become very sensitive to others' reactions to it.

Publicly sharing their deepest values, no matter how they have rehearsed themselves, is difficult. They feel exposed and vulnerable. They can, however, be powerful public speakers. Their audiences cannot help but hear the depth of their commitment through the content of their remarks. Their vulnerability shows and often captures the attention and emotions of their audiences.

INFPs often undervalue themselves. They set extremely high standards and measure themselves against them, regardless of how impressed others are with their work. They only care about whether they are living up to their inner ideals. The phrase "it is only when viewed against their promise that their record looks so bleak" may have particular meaning for many INFPs. Some INFPs never resolve the conflict between their high internal expectations of themselves and the demands of daytoday living. Those who don't resolve the conflict can become weak, ineffective and even paralyzed personalities.

INFPs' high standards can hurt them in another way as well. They measure the finished product against standards of perfection. Their need to have everything just right sometimes makes them unwilling to let go or to delegate responsibility. Control needs constitute the Achilles heel of more than a few INFPs.

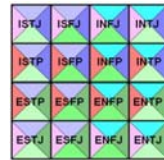
Many INFPs are genuinely puzzled or hurt when told they have control needs. They prefer Isabel Myers' description: INFPs are "open-minded, flexible and adaptable - until one of the things they value most deeply seems in danger - at which point they stop adapting." Myers, an INFP herself, could not help but describe what many experience as control needs in the best possible light! "The iron fist in the velvet glove" is a less gentle but very apt phrase to describe INFPs when they become protective of what they value.

INFPs do not like conflict, and many will go to great lengths to avoid it. Often times INFPs' first reaction is to withdraw deep into their shells, like turtles, to avoid confrontation. If withdrawal is not an appropriate response, some INFPs will first spend time alone to prepare themselves. Thus prepared, they will discuss what needs to be discussed. All in all, however, they'd rather avoid it.

When INFPs do address interpersonal problems, their impulse is to focus on their emotional reaction to what others have said or done. Their feelings, not the rightness or wrongness of what happened, is the important thing. Interestingly, many INFPs have an unusual ability to help others resolve conflict. They can put to good use their desire for harmony and their sensitivity to their own and others' feelings.

In the pursuit of an important value, INFPs can be persistently and meticulously concerned about details. They can painstakingly collect needed data. They will work and rework details, always striving to meet the high standards they set for

From "It Takes All Types"



INFP

themselves. Details unconnected with projects that are important to them are quite another matter. Some are frustratingly or charmingly in another world with regard to the details of daily living.

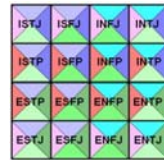
INFPs' least developed side is logic and impersonal analysis. They do not like to make decisions based on looking at the impersonal "if-then" consequences of things. When operating at their best, they form conclusions logically or analytically. Under stress, however, INFPs may lash out with impersonal, analytical judgments rigidly expressed and dogmatically held. They race through a great deal of data, often misstating it. They examine hastily what strikes them as the logical implications. Then, they express their conclusions with strong hostile emotions.

One INFP lawyer (an unusual profession for an INFP precisely because legal judgments are supposed to be impersonal and logical, not value and person centered) was attending a workshop on type. She was a silent participant until thinking and feeling judgments were defined and explained. At that point, she became both vocal and hostile. She absolutely could not accept the distinction between the two. She argued with and misquoted the trainer. She attempted to show how the distinctions were logically invalid. When the trainer pointed out that he had not said or implied what she heard, she fell quiet for a few moments. Then she erupted again, saying virtually the same thing a second time. By the third repetition of this conversation, it finally became clear to the trainer that the discussion had caused the INFP participant to become locked into her least developed side - and she was captured by it, caught in its negative power.

Sometimes, INFPs use logic as a weapon against themselves. When lost in low self-esteem, they set up "if...then" statements that can only lead to the conclusion that they have not accomplished anything worth accomplishing. They logically conclude that their lives have had little meaning or value. They incorporate the high standards they set for themselves into negative and logical self-criticism.

Fortunately, INFPs usually operate out of the better developed sides of their type. They make effective use of their ability to see human potential and to identify for themselves and others the most important, positive and enduring values. INFPs are probably the most idealistic of all types. In the pursuit of their ideals, they drive themselves harder and judge themselves more critically than any other type. Through their lives and through their work, they seek to contribute to a better world for us all. Their determination and drive, expressed with quiet and gentle grace, often enable them to achieve far more than they are willing to give themselves credit for.

From "It Takes All Types"



INTJ

INTJs orient their lives around turning inner visions into reality. What those inner visions are vary from one INTJ to another. With some, it may be a sense of what their organizations might become. With others, it may be a conviction about a new architectural form. With still others, it may be a warning that society needs to hear. Or it may be a commitment to a different use of the media.

What INTJs have in common is an inner driving force that generates possibilities. They have a special kind of intuitive power deep within them. They keep this most important part of themselves to themselves. Inside, when alone, they see all kinds of far-reaching and usually impersonal insights. They turn these insights over and over from many different angles, building possibilities on possibilities. Their insights are most often centered on ideas, not people - on principles, not values.

INTJs are very much at home in the world of abstractions, of theories, of patterns of thought. They see bold new designs, new ways of doing things, new futures to shape. From deep down inside them, INTJs see unusual and powerful possibilities, sometimes of a sweeping nature. They have great confidence in these insights of theirs, and they find in them their most important life direction.

Sometimes what they see inside is not totally clear to them. Clearly delineated or not, they know that they should act on them. And so they do, often paying little or no attention to discouraging remarks from others. They often ignore warning signs that what they want to do won't work. INTJs can be very stubborn personalities indeed!

INTJs have faith in their insights and ideas. They trust the plans and judgments they make about what to do with them. They are decisive, self-confident personalities - sometimes intellectually arrogant ones. INTJs are often unaware that this is the impression they give. They are so intent on turning their inner visions into realities that they don't recognize how their behavior affects others.

They seem sometimes to listen with half an ear to the conversation taking place around them. Their real attention is focused on their inner intuitive responses. They may anticipate what others will say and interrupt them with their own reactions. Or they may cut off a conversation with peers or subordinates, because their important inner guidance system has provided the information or insight they need.

A major challenge for some INTJs is not to place too much faith in their own inner insights. INTJs who do so become extremely rigid personalities. What seems to happen is this: They get some information. They have an instant and powerful inner reaction. They just know that their inner reaction is correct. And they let others know it! They come across to others as believing there is such a thing as Absolute Truth. They act as if they know what it is with regard to almost any subject. Provide these INTJs with some data, and they are likely to respond with great vehemence: "Nonsense" and then proceed to say what the truth of the matter is. Having any kind of meaningful conversation with these INTJs is not possible.

One such INTJ participated in a management training program. With the other participants, he watched a videotaped interview. The participants were to make notes on the statements and behaviors of the person being interviewed. During the discussion after the tape, the INTJ suddenly interjected: "Well, I'd never hire that man. He's ..." and he proceeded to give his judgment about the person.

The trainer, in an attempt to be polite, ignored the fact that the INTJ had not done he was asked to do. He replied: "Oh, what's your evidence?"

The INTJ instantly described what he believed the person to have said or done. The trainer, trying to be polite but firm, said: "I wish we had time to replay the tape, but we don't. Let me just say that I have probably watched this tape 400 times, and he made none of the statements you have ascribed to him."

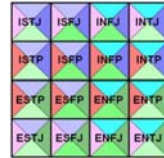
To which the INTJ simply folded his hands across his chest, shook his head and muttered, "I still wouldn't hire the guy."

INTJs approach everything from an intellectually skeptical point of view. That can be either a strength or a weakness. The INTJs natural style works well when a theoretical discussion leads to understanding and clarity. Their intellectual skepticism gets in the way, however, when learning is best achieved by suspending judgment, by experiencing something and then judging on the basis of the experience. INTJs can be very resistant to trying any style of learning other than their own.

Control is a very important issue in the lives of some INTJs. For them, the goal is that they are in conscious control of their behavior - all of it. They believe that doing things spontaneously leads to trouble or is a sign of weakness. They may believe that having one's emotions or psychological needs control them means being out of control. "I don't believe," said one INTJ, "that anyone should ever act on an emotional decision. I've seen too many battlefield commanders make bad mistakes that way."

Outwardly, INTJs are impersonal, analytical, crisp, and disciplined. They are quick to share their judgments with others. They are often commanding personalities who like leadership roles and successfully seek them. They can be excellent leaders or managers, particularly in situations that call for a re-examination of the mission of the organization, for a new sense of purpose or direction. In leadership roles, they often need to push themselves to be clear about what they are thinking. That's not easy because of their tendency to keep their inner intuitive insights to themselves. It's even more difficult when those insights are somewhat unclear even to them. INTJs have faith in them but how can others act on what they don't know or understand or have no experience of?

From "It Takes All Types"



INTJ

INTJs are not particularly sensitive to people and values. They themselves avoid making subjective and value-based decisions. So caught up are they in deciding things impersonally and analytically that they may not see when situations call for a more people-oriented way of deciding things. When INTJs do recognize the need to focus their decision-making on people and values, they achieve a balanced perspective that can contribute to success in whatever they undertake to do.

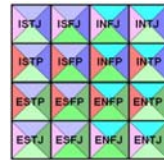
INTJs' least developed side has to do with facts and realities, the details of life. They can get quickly frustrated when they must deal with details, particularly when the details are not related to one of their intuitive insights. Facts alone have very little meaning for them.

INTJs have a tendency to go to extremes with regard to details. They can become obsessed with details. They collect them endlessly to no purpose. They make no useful distinctions between ones that are important and ones that are not. They think that their grasp of the details is absolutely correct. Or, at the other extreme, they simply ignore details. They remain oblivious to the most obvious, immediate and important factual information. They can become furious with colleagues or subordinates if challenged on their handling of details. They see themselves as having a firm and accurate grasp on what is needed and what is important.

When caught up in the grip of a low self-image, however, when under stress or down on themselves, INTJs can get obsessed with details in a self-destructive way. When at their most self critical, they often use facts to demonstrate to themselves that they are incompetent. The world of details becomes a weapon turned on themselves.

INTJs are powerful personalities. They are often intellectually creative and academically gifted. They have an unusual ability to set challenging goals for themselves and promptly and successfully set out to achieve them - in whatever field or activity they select. One study of marathoners, for example, found that of all the sixteen types, INTJs were most likely to decide to run that 26 mile distance in under three hours and do it - the first time!

From "It Takes All Types"



INTP

The most important characteristic of INTPs is a drive for conceptual clarity. When alone, their minds naturally turn to drawing conclusions or making judgments on patterns of thought. Unusually skilled at impersonal analysis, they are drawn to conceptual riddles as iron filings are drawn to magnets. Unfortunately, as soon as they solve one, they find another - often before they have followed through to the point where others can benefit from their work.

INTPs often think in terms of classification schemes. They seek to find patterns in anything that interests them. When they discover one, they want to identify the logical explanation for it. Thus, patterns and logical explanations often constitute an obsession for INTPs.

INTPs find important fulfillment in developing useful conceptual schemes. That is when they credit themselves for making contributions to their field of specialty. But INTPs can get carried away with conceptualizing. Some try to treat all life as one great conceptual puzzle. They want to reduce everything to a set of classification schemes and corresponding intellectual explanations. Friends and associates can find that behavior extremely frustrating.

Internally, INTPs want order. They want things figured out. Sometimes their internal need for order manifests itself externally. They want to have their own physical space - their offices or their automobiles, for example - to be clean, organized and orderly. It's almost as if by cleaning up their external world they find that they can concentrate better on their internal puzzles. Sometimes, though, cleaning up their work space is their way of avoiding the hard work of thinking through and writing about all those classification schemes!

And INTPs are not consistently organized in their external worlds, either, no matter how much they say they want to be, no matter how much they try. They go through predictable cycles. Things get impossibly disorganized. They spend hours cleaning everything up. Soon everything is a mess again!

Nor are they any better at managing their time or their appointments. The very skill they have at organizing inner patterns of thought seems totally lacking when it comes to keeping their external worlds organized. They can make three appointments for the same lunch and not be aware of it until the disaster is upon them. They can write down obligations and then lose the piece of paper they've written them on or forget to look at it until too late. Many of the stories of - absentminded professors - have to have been written about INTPs.

More often than not, INTPs are easy-going personalities. They move effortlessly - and sometimes enthusiastically - from one intuitive insight to another. Some INTP's, however, are consistently formal and somewhat distant with all but their closest friends.

Too much time in extraverted activities can cause INTPs to become disorganized and to have extreme difficulty following things through to completion. On the other hand, too much time alone can cause them to make hasty, theoretical judgments based on insufficient data. Still, INTPs need time alone to do their best work. Some have difficulty protecting their introverted time, because they want to be responsive to others. In short, they may find it difficult to say "no" particularly if exciting possibilities are involved.

In meetings, INTPs may become silent and withdrawn. When that happens, they are usually trying to figure things out. They want to achieve that all-important internal clarity before contributing. When - or if - they do speak up, they often present a "blueprint," a complete and detailed conceptual statement of the issue at hand.

They can listen to a formal presentation, turn over in their minds long, complex arguments, and then prepare a written or oral summary that captures the central thesis and its supporting arguments together with an analysis of its strengths and weaknesses. Asked prematurely for their conclusions, summaries or analyses, however, and they will either seem awkward or unprepared or will try to "buytime" by distracting the questioner.

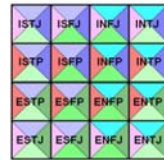
INTPs can have problems communicating their ideas effectively. They deal easily with conceptual complexities. They want to share with others the conceptual subtleties they see as so important. They end up overwhelming others. In short, they can lose, confuse, or bore others. INTPs who want to make a difference need to work constantly on developing their communications skills. They need to work hard to simplify what they say or write. They need to work even harder to develop a sensitivity to their audience's level of toleration for what they are saying.

INTPs can be impatient, bored or frustrated when dealing with facts and realities. They need to give themselves time alone when dealing with the details of daily living. They need to avoid punishing themselves for making mistakes. With patience and time alone, they begin to see progress. Eventually they derive a sense of pleasure and satisfaction in their successful handling of what to them are boring details.

With details related to intuitive possibilities or to the solution of conceptual problems, it is another matter. INTP's can be patient and painstaking when working with specifics necessary to support an insight or round out a theory. If the project is important enough, they can become perfectionists. They have trouble knowing when a piece of work is "good enough."

Socially, INTPs are often extremely shy. They have trouble meeting people, particularly in casual settings. Making "cocktail party" conversation is very difficult for them. They feel awkward and find themselves tongue-tied. It is quite different when they are with people they know well or are discussing a familiar and important subject. Many INTP's become so outgoing and confident that others have trouble believing that they are, in fact, introverts. And when INTPs meet someone for whom they

From "It Takes All Types"



INTP

feel a powerful attraction, they often find the resources to overcome their social reserve.

INTPs can form close attachments and be steadfast and loyal friends. If, however, they believe that they have been betrayed, they may change overnight and become cold, distant, and aloof. If they believe a friend has violated one of their most cherished principles. They may abruptly terminate a relationship. The change can be startling, hurtful and puzzling to those to whom it happens, particularly if they do not know what they have done.

Once the bond is broken, INTPs are not likely to rebuild a relationship. They were once free, spontaneous, and open. Now, even if they talk about what has happened, they find that they are monitoring carefully everything they say or do. The difference between the former spontaneity and the present guardedness is too unpleasant. The relationship, no matter how enriching and exciting it once was, no longer seems worth continuing.

INTPs are not often aware of others' feelings or how their behavior affects others. They concentrate almost totally on the content of any conversation. They simply do not absorb at a conscious level the important people considerations. As instructors, they may go straight through break time. They may be ignorant of the fact that they have exceeded participants' attention spans.

Nor are INTPs adept at making value judgments. To them, judgments based on personal values their - own or others - are one step removed from personal prejudice. They violate the objectivity, the logic, that they strive so hard to achieve.

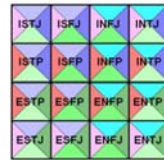
Under stress or the influence of drugs and alcohol or when suffering from low self-esteem, INTPs fall into making subjective value judgments. Under pressure, they may express angry judgments about almost anything that gets in their way. When discouraged, they make negative value judgments about themselves. They judge themselves as incompetent. Once stuck in these negative judgments, INTP's can find it very difficult to get unstuck. One INTP, whose father and father-in-law were very good with tools, dreaded doing anything having to do with tools. He was sure he would botch anything he worked on. He saw in his failures evidence that he was not a competent male!

INTPs live so completely in the conceptual world that they may lack meaningful personal relationships. Too long deprived, the need for relationships can surface in a sudden and overwhelming attraction. They can find themselves swept off their feet by their own emotional intensity. INTPs can fall in love with love, idealizing out of all proportion the object of their affections.

INTP's are outstanding conceptualizers. They are usually clear-headed thinkers. They can deal effectively with complex abstractions. They are often powerful theoreticians. "Scratch an INTP," says David Keirsy, himself an INTP, "and you'll find Machiavelli."

They are not as adept in human relationship. They often find it difficult to initiate conversation. INTPs can use all the help and understanding they can get from other types to break through their shyness. Those who do will often discover, along with their intellectual gifts, energy, excitement and warmth.

From "It Takes All Types"



ISFJ

ISFJs have a particularly rich inner world, which they do not often share with others. When alone, they review the day or an event from an intensely detailed and highly personal perspective. They remember virtually all the specifics, all the facts, all the details of everything that has happened.

They have an amazing capacity to store details. It's as if their minds were videotape cameras that take in everything. Later, they can play and replay the tapes from many different and specific angles.

ISFJs view things literally. They see the facts, and facts are important to them. As a result, they are precise and accurate. They have excellent memories, particularly with regard to people and about things that matter to people.

ISFJs' combination of preferences give them unusual skills as interior decorators, either as amateurs or professionals. Like ISTJs, they have a particularly well-developed sense of space, function, and color. Their homes or apartments are often meticulously kept and furnished beautifully. They have excellent artistic judgment.

ISFJs are quiet, gentle, and reflective. They place a high value on people and want to be of service to others. They also place a high value on social institutions that minister to the needs of others. They become important members of those institutions and often become the unsung workers who keep them going. So unassuming are they as they play their roles that they run the risk of being taken for granted.

They share with others their judgments, which are based on the factual data they see and reflect their people orientation. ISFJs respect authority. They accept the traditional values of their family, group, institution or society. They often have trouble understanding those who do not. Capable of quick and firm judgments, ISFJs are likely to temper them by a desire not to hurt others. Also, when alone they revisit their judgments to insure that they have done the fair, proper, and considerate thing.

They are practical, detail-oriented, painstakingly thorough, and exceptionally good at follow through. They and ISTJs are the most duty bound of all types. They are most likely to sacrifice for others or for the job. Relaxation, taking it easy, being lazy - these are all things that ISFJs will allow themselves only after every duty, every obligation is fulfilled.

Because they are so dependable and thorough, ISFJs are often given more and more to do. Their sense of responsibility rarely allows them to say "no." Thus, they can find themselves overburdened, unable to see a way out and not knowing how to ask for help. Their sense of responsibility makes it difficult for them to delegate, which only adds to the work they must do.

ISFJs are often shy. They have a tendency to blend into a group, quietly enjoying what is going on. They do not often feel a need to push themselves into leadership roles. If they do seek such positions, they do not do so aggressively. They work hard and "pay their dues." They earn promotions by their painstaking thoroughness, their mastery of all aspects of the job, their systematic follow through, and their deep commitment to the institution and its mission.

As leaders, they can be counted on to be sensitive to the needs of their staff. They are warm, caring, and nurturing. They are interested in the personal and professional growth of their staffs.

ISFJs are very sensitive to what people are feeling. When they can overcome their reluctance to speak up, they help others to become aware when feelings need to be addressed. As leaders or members of a work group, they know when feelings - their own or others - are affecting group performance and productivity.

They are also unusually aware of their own inner sensations. They know how they are reacting emotionally to what is going on. They don't usually share that knowledge with others. They keep their own feelings bottled up and do not act on them. At times, particularly when they think they have been badly treated, they may build powerful resentments. By not bringing their feelings out in the open and dealing with them, they may get "stuck" emotionally. They may hold rigidly to views of themselves and others that are unnecessary and unproductive.

ISFJs do not naturally make impersonal or analytical judgments. They will push themselves to do so, however, when they think that is what they "should" do or that is how they are expected to act. In doing so, they will feel somewhat uncomfortable and unsure of themselves. It violates their preferred way of making decisions. They prefer to think in terms of people and values.

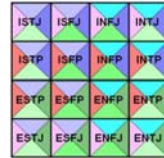
Their least favored side is the world of possibilities. They will go to considerable lengths to avoid thinking of them. When they do, they are most likely to focus on what can go wrong. They create scenarios that have unhappy endings.

When ISFJs are under stress or down on themselves a negative intuition takes over. They look around them and see only negative possibilities. They become aware, for example, of how much they are taken for granted. In the absence of concrete evidence that others value them, they begin to imagine the worst. They convince themselves that their work is not adequate or that they are not appreciated. Or they convince themselves that they simply cannot get all their work done.

ISFJs may very well share with others their sense of "doom and gloom" about the bad things that are going to happen. They are much less likely to share how they are imagining that others are thinking critical thoughts about them or their work. As they see it, if they have to ask for support or praise, then surely they cannot actually believe what others may say.

In short, ISFJs get discouraged, they put themselves in a nowin situation. Because they are so unassuming, people do, in fact, often take them for granted. They do not get the recognition they deserve, but they won't ask for it, either. When ISFJs get

From "It Takes All Types"



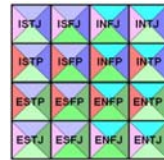
ISFJ

down on themselves, they really get down on themselves! And, in fact, many ISFJs suffer from powerful depressions from which they find it very difficult to extricate themselves.

ISFJs like ISTJs, often have a very special brand of humor. They take in details and view them from unpredictable and often humorous angles. One young ISFJ watched with his family and friends a fictionalized documentary of a famous murder. When the police led a young woman in handcuffs to jail, the narrator listed her real name, plus several aliases. "Mmm" mused the ISFJ, "it must take her a long time to sign a cheque!"

ISFJs are generous, giving, helpful, and thoughtful - quietly and unobtrusively so. They sometimes long for others to respond in return and find it difficult to be assertive about that need. They do not sufficiently recognize and give themselves credit for the many good things they do. They see that as doing their duty, not something to take pride in. If ISFJs could add to their list of "shoulds" that they should honor themselves, that they should from time to time ask that the world recognize their many contributions, they might enjoy some of the support and praise they so richly deserve.

From "It Takes All Types"



ISFP

To those who do not know them well, ISFPs can seem light-hearted and carefree, and, indeed, they often are. Out of sight from most people, however, they are driven by deeply-held values or by a search for them. Personal values guide their lives. The process of identifying and clarifying what matters to them is serious and important work. To see them, as some do, simply as "free spirits" is to overlook their inner depth and complexity.

ISFPs gather a wealth of specific information about people. They constantly seek to discover what the information means. As a result, often from an early age, they have an unusual degree of empathy. They are frequently penetratingly accurate in their judgments of others.

These gifts, together with their concern for others, give them powerful skills as counsellors or therapists. Probably more of them would enter these fields if there were training programs that met their needs. They learn best through action, variety, and hands-on experience. They find the learning of abstract theory either difficult or boring.

INFPs are intensely practical and very much here-and-now people. They are at their best when they see life as an adventure. They can be fearless in tackling complex or complicated tasks of an immediate, practical, or manual nature. They absorb easily and quickly many details, see possible sources of action, and move quickly to bring about a desired result.

ISFPs are action-oriented, hands-on problem solvers. Their style is warm, sympathetic, and people oriented. In the service of people, they can cut through a tangle of airline fares to get the cheapest flight. They can be superb crisis or hot-line counselors. They can solve the intricacies of bureaucratic red tape standing in the way of a personnel action. And they can do it all with a flair - albeit a quiet one. They often make what they do seem effortless.

ISFPs love action. They want to be doing things. They are turned off by the esoteric and theoretical. They don't respond well to traditionally oriented curriculums that place heavy emphasis on the development of abstract thinking and critical analysis. Before they can become invested in education, they need to see its practical value. They need to know in concrete terms what use it will have for them in their lives.

They need the space and freedom to find their own way in the world. The usual paths of life are often not for them. Finding their own way is often painful and difficult because they have a deep desire to please. It is altogether too easy for them to lose their sense of self-worth, to find themselves caught in a quiet, often unseen struggle to hang on to a positive self-image.

ISFPs are not particularly at home in the world of possibilities. They may enjoy the intuitive insights of others so long as they can see the practical applications. It is more difficult for them to appreciate the world of the impersonal, the logical, for that is their least developed side. When depressed or down on themselves, however, they rigidly and impersonally judge themselves - or others - against the very standards they normally have no patience with.

ISFPs can also be critical of others - surprisingly so, given their outwardly happy-go-lucky appearance. They are very quick to pick up on specific behaviors. They are unusually aware of what others are doing and thinking. They immediately judge all the specifics they see in a highly subjective and value-oriented way. And sometimes those judgments are harsh indeed. ISFPs, particularly if they are unhappy, may then try to use logic to support their conclusion.

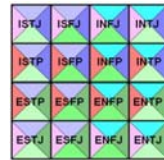
Thus, for example, they can be aware of some nuance in someone else's behavior and instantly find it displeasing. And then the logical conclusion locks in with an unreasoning finality: "That person just did a mean thing to me. They don't like me. I am going to get back at them." Or they may focus more on their own behavior. "My brother has just said he wants to take me on a three day cycling trip for my birthday [the specific]. I don't want to do that (the value judgment). If I tell him, I'll hurt his feelings (the "logical" conclusion). Oh, what am I going to do (now locked into a lose-lose situation)."

ISFPs who get caught up in their least developed side tend to have a great deal of anger. They will direct logical and angry judgments at themselves or others. Some deal with their anger by withdrawing - sometimes sullenly - from relationships. Some may "act out" their anger by "getting back at" those whom they believe have "picked on them." Some may get into self-punishing or self-destructive behaviors. And some hold on to their anger, cycling through specific episodes over and over again, either in their own minds or with someone they trust.

As a result of their combination of preferences, many ISFP's have an almost constant struggle to believe in themselves. They find it difficult to develop and nourish a strong sense of self-worth. They do not give themselves enough credit for their accomplishments. They see in others' behaviors negative messages that are not there. Because they often have trouble being assertive, they run the risk of getting "stuck" in behaviors and feelings that are not productive for them.

Underneath that carefree exterior, that ease with the here-and-now, ISFPs are truly "still waters that run deep." ISFPs will find that it can pay rich dividends to learn how to be effectively assertive. They need, sometimes, to push themselves to the forefront, to be the center of attention. They need to see in themselves what others so often see in them: How lively they are. How exciting their zest for freedom and spontaneity is. How powerful is their grace under pressure. How in their own quiet ways, they are competently and often confidently making valuable contributions, particularly in people-related tasks or careers that reflect their deeply held personal values.

From "It Takes All Types"



ISTJ

ISTJs are private people who take in great quantities of specific, impersonal information. They are likely, to remember what others say and do. They are not so likely to be aware of their own emotions, nor are they quick to sense what others are feeling.

When alone they recall specifics about people, places, or things with unusual vividness. It's as if they are constantly taking pictures or movies of what is taking place outside them. They store these pictures inside in such a way that they can retrieve them at any time. They are, therefore, precise and accurate in whatever they say or do.

ISTJs' sense of detail, coupled with a strong need to be organized and orderly, often manifests itself in their homes or apartments. The furniture, fixtures, paintings, and color schemes are both functional and beautiful. They may put much effort and planning into making their homes unusually neat and attractive. They have, though they may not give themselves credit for it, impressive artistic tastes. They like and appreciate beautiful things. And they take care of them.

ISTJs judge the information they take in logically, analytically, and impersonally. They approach things from a practical point of view. They want things to work, to be functional. They have little interest in or tolerance for exotic or impractical ideas or schemes. They are modest and down-to-earth. They apply common sense to whatever they do. Few details get by them. They see the "fine print" perhaps better than any other type.

ISTJs' behavior is governed by shoulds and should nots. They are keenly aware of laws, procedures, traditions, and regulations. They are attracted to careers and occupations where rules and regulations are important. They move into positions that give them opportunities to use their skill with details. They are loyal to the institutions that they are a part of, and they work hard to make them efficient.

In their own lives, ISTJs abide by rules and regulations, and they expect that others will, too. As a result, they may take good work for granted and take notice only of mistakes and errors. They do not often show appreciation in spontaneous ways or give encouragement to others on the spur of the moment. When in leadership positions, they are likely to use the formal rewards system to recognize an employee's outstanding performance. The informal touch is largely lacking unless ISTJs build that into one of their many "shoulds".

ISTJs are particularly good at following through. They stay with a job until it is complete - in all its painstaking details. They are super-dependable. When they make a commitment, they can be counted on to honor it at all costs. For ISTJs work and obligations come first. Life is a serious business to them. They are not likely to take the time to relax, to goof off, to be lazy. Taking care of themselves comes only after they have met all their obligations. Some ISTJs become workaholics, and as they get older they can pay a heavy price in terms of their health.

ISTJs' sense of responsibility is so great and their dependability so obvious that they are likely to be asked to do more and more. They find it difficult to refuse - or delegate. They get overloaded with work. Their response is to work longer and longer hours. They become trapped and do not know how to get out of it.

They are likely to rise to leadership positions in organizations because they have "paid their dues." They move up one step at a time. They earn each promotion by their perseverance, their hard work and their loyalty to the organization.

They bring stability to organizations. They conserve resources. They do not like to take risks. They weigh decisions carefully against their keen sense of what is realistic. These qualities, combined with their sense of tradition, can make them less than enthusiastic about new ideas or new ways of doing things. On the other hand, when they become convinced that a new approach has practical merit, they will take the necessary steps to see that it works.

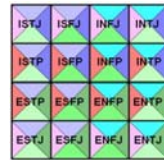
ISTJs do not naturally make decisions based on their values. Decisions that convey "I appreciate," "I like," "I want" are not likely to seem valid to them. Focusing on people and how decisions will affect others' feelings is something they do only with effort. When the situation clearly calls for it, when that is something they know they "should" do, they will work hard to do it responsibly and well.

ISTJs' least developed side has to do with the world of possibilities. They are not usually excited by abstract thought. They are not particularly fascinated by complex interrelationships. So great is their concentration on the realities of a situation that they do not often allow themselves to speculate. If situations call for intuitive insights or creative brainstorming, therefore, ISTJs are not likely to be active contributors. They are more likely to see practical possibilities and consequences. And their insights can be penetrating when they can base them on a solid accumulation of relevant data.

When the situation calls for it, some ISTJs take the facts and fit them into "the big picture." They may even enjoy dealing with complex and challenging situations. When theory helps, they learn and apply it in concrete and practical ways. Though never straying far away from practical considerations, they can have a sense of what might be. With those they trust, they may choose to share their visions. If urged to do something about them before they are ready, however, they often pull back and cite practical reasons for not acting. When they are ready to act, their accomplishments are impressive indeed. The combination of a sense of vision with an acute sense of practical realities is rare and powerful. Some ISTJs have it.

More often, however, when ISTJs do look at possibilities, they are likely to think of the most negative ones. Two ISTJs, for example, were once sharing why they hated to travel. Why? All they could focus on was how many things could go wrong on the trip or while they were away! When ISTJs are down on themselves, they often berate themselves for the things they could

From "It Takes All Types"



ISTJ

have done but did not. They will only see possibilities about themselves that have a negative cast. Or they will find themselves in a difficult situation and see no possible way out.

While life is a serious business for ISTJs, many have a lighter side. They can and do sometimes see things from an unexpectedly humorous angle. Their wit is likely to be dry and understated.

One ISTJ was discussing with his work group the qualities required to be effective on the job. Someone said: "Writing skills."

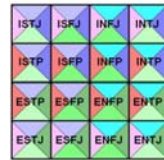
The ISTJ quickly spoke up: "Yes, we have to write good."

"Your grammar is poor," was the quick response.

"You know," said the ISTJ, deadpan, "you're right. My gramma was poor."

Some ISTJs are irrepressibly funny. Others keep their humorous thoughts to themselves. What comes first, however, is their sense of duty and responsibility. ISTJs are pillars of the community and its important institutions. Modest, unassuming, seldom flashy, they themselves may not receive the recognition and appreciation that they have so industriously earned. Take the rest of the day off, ISTJs!

From "It Takes All Types"



ISTP

ISTPs have a compelling drive to analyze the inner working of things that interest them. They want to understand what makes things "tick." They focus their powers of logical analysis on concrete and practical subjects. Unless they can see a practical application, they are not interested. They tear apart machines to see what makes them work. They use their knowledge of psychological type to conduct statistical studies on marriage patterns.

They do their best thinking when alone, for that's when they find it easiest to sort things out. That is when they form clear, logical judgments about whatever piques their curiosity.

With others, they talk about information - information about specific, tangible things. They absorb impersonal facts in large quantities. They are happiest when they can go off by themselves and make judgments about those facts. They put them into a logical framework and figure out what categories will best explain things. ISTPs can thus be excellent statisticians or statistical researchers. When working with a project that appeals to them, they seek clarity and logical consistency. They will work hard to tie up any loose ends.

While ISTI's can be at home in a theoretical world, they are not abstract conceptualizers, nor are they interested in speculative thinking. For ISTPs to get involved in theory, they must be able to see its practical value. They must be able to see something useful in it. The focus of their energies is making things work. ISTPs can, in fact, get very impatient with theories they view as having no immediate, practical value. They do not often understand types (like INTJs and INTPs) who seem to them to love theory for the sake of theory. Why would anyone want to look at, study, and dissect things from a purely skeptical point of view? Who cares how many angels there are on the head of a pin?

In their outer lives, ISTPs are flexible, spontaneous, and adaptable. They focus on the here-and-now. They are interested in details. They want to know about practical and pragmatic things. They are quick, decisive, logical, and impersonal. Of all the SP temperaments, they are the least likely to find themselves out of step with school. Their introversion and ability to think logically helps. It gives them interest, skills and probably most important some of the patience to put up with subject matter and teaching methods that place a severe strain on other SPs.

ISTPs, like other SPs, are often gifted with good eyehand coordination and thus may excel at sports and other physical activities. If interested in sports, ISTPs may remember team schedules, game scores, and all kinds of team and individual records. Many ISTPs are fascinated with tools. They enjoy working with them and are very good at it. One ISTP admitted that when he could not figure out how something worked, he waited until it had served its usefulness. Then, if he could do it no other way, he would saw it in half just to be able to satisfy his curiosity.

ISTPs are action oriented. They respond to what is immediately before them. They often have superb technical skills and are effective technical leaders, especially in crisis situations. They want to be up and about, moving around, interacting with machines, equipment, and people. They are not interested in long range planning or scheduling. Setting up policies and procedures and following them does not engage their attention or energies.

The intuitive side of ISTPs is relatively undeveloped. If they make effective intuitive leaps, it will be because they have built a solid foundation of specific facts. On the other hand, they can have an appreciation for those who are at home in the world of possibilities. Some ISTPs enjoy, taking the intuitive insights of others and testing them to see if they hold up under the facts. They use their powers of logical analysis to discover potential usefulness.

ISTI's avoid making judgments based on values. They are not naturally sensitive to people and their emotions. They are so caught up in collecting and analyzing impersonal details that they are not likely to be aware of how they are affecting others. They distrust their own emotions, have trouble distinguishing emotional reactions from value judgments, and make every attempt to ignore or suppress that side of their personalities.

When the pressures of life get too great, however, they may explode in a bad-tempered outburst. That only reinforces their belief that they should keep better control of themselves. They may also go to the other extreme. They can become overwhelmed with feelings of sentimentality or lost in infatuations and feel compelled to share them with others - whether it is appropriate to do so or not. When ISTPs get down on themselves, they are likely to express negative value judgments about themselves. They can, for example, define their self-worth by their ability - usually their inability - to perform some external task. They will then approach these tasks with grim emotional tension, expecting the worst.

ISTPs combination of preferences makes them, like INTPs, unusually shy, particularly in the beginning of relationships. They may find it difficult to take those kinds of extraverted actions that would bring to the attention of others the powerful strengths they have. Unless a crisis galvanizes them into action or unless they are dealing with a subject that deeply interests them, they may unnecessarily hold back and keep to themselves insights that others would find helpful. If they will push themselves a little more into the extraverted world, others will benefit from their abilities and they will find life more fulfilling.