

PERSONALITY TYPE HANDBOOK

DO WHAT YOU ARE

A Counselor/Advisor's Guide for
Using Personality Typing to Understand,
Counsel and Advise Students

Introduction

This handbook has been written specifically for you — the high school counselor who uses Do What You Are®. It will ensure that both you and your students get the maximum benefit from this program.

In this guide you will find the following:

- A brief history and introduction to personality typing
- Why personality typing is such a good predictor of career satisfaction
- Overview of personality typing
- Four dimensions of personality typing
- Working with different types of students
- “What if ” situations when working with students
- Appendix 1: Resource material for learning more about personality typing
- Appendix 2: Profiles of all 16 personality types

Why Personality Typing is Such a Good Predictor of Career Satisfaction and Success?

Do What You Are differs from other programs in several important ways. Perhaps most notable, it is based on personality typing — the innate way people naturally see the world and make decisions — a set of basic drives and motivations that remain constant throughout a person’s life. Other programs are based on the belief that the best career decisions result from matching students’ values, skills and interests with specific jobs. However, in reality, values, skills and interests are quite fluid in young people and often change significantly as they grow older.

Learning about their personality types, students gain accurate and invaluable insights about themselves and their career-related needs. This enables them to make the most informed, satisfying college and career decisions.

Personality Typing and Career Choice

Personality typing is the foundation of this program because people are happiest and most successful in jobs that allow them to use their greatest natural gifts. Personality typing is the best way to determine what those gifts are, and to pinpoint the occupations where people find the greatest opportunity for expression.

Overview of Personality Typing

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

Personality typing is based on the belief that people are born with a specific personality type, and their types do not change throughout life. Certainly people grow, develop and change as a result of their life experiences. And people develop a range of behaviors that are appropriate to given situations. This prompts them to act differently at parties and funerals. However, it is really people's behaviors that change and not their personality types.

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

The Four Dimensions of Personality Typing

The personality type model describes four basic aspects of human personality: how people interact with the world and where they direct their energy; the kind of information they naturally notice and remember; how they make decisions; and whether they prefer to live in more structured ways (making decisions) or more spontaneous ways (taking in information). These aspects of human personality are called dimensions because each one can be viewed as a continuum between opposite extremes, like this:

How people interact with the world and where they direct their energy

(E) Extraversion _____ | _____ Introversion (I)

The kind of information people naturally notice and remember

(S) Sensing _____ | _____ Intuition (N)

How people make decisions

(T) Thinking _____ | _____ Feeling (F)

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

(J) Judging _____ | _____ Perceiving (P)

Everyone's personality falls on one side or the other of the mid point of each of these four scales. If a person falls on the extraverted side, they are said to have a preference for extraversion. If they fall on the introverted side, their preference is for introversion. However, it's important to keep in mind that everyone uses both sides of each dimension – for instance, people are primarily extraverts or introverts, but they are not exclusively one or the other.

People use both sides of all four scales in their daily lives, but they have an inborn preference for one side or the other. A preferred way of operating is more comfortable, automatic, trustworthy and competent. Keep in mind that each scale is a continuum and people may fall close to the mid point, indicating a less clear preference, or they can fall at the extreme ends, indicating a very clear preference. Here is a brief review of the eight preferences and career implications — how they impact a student's career needs.

Extraversion (E) — Introversion (I) is about:

how people interact with the world and where they direct their energy

EXTRAVERTS

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

INTROVERTS

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

Sensing (S) — Intuition (N) is about:
the kind of information people naturally notice and remember

SENSORS

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

INTUITIVES

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

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

THINKERS

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

FEELERS

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

Judging (J) — Perceiving (P) is about:

the way people like to live their lives –

more structured (making decisions) or more spontaneous (taking in information)

JUDGERS

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

PERCEIVERS

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

The preferences from the four dimensions are then compiled to come up with a four letter code — or type. A “type” is really more than just a four letter code that describes different “preferences.” Each type preference tells something important about the individual. But no one is “just” an introvert. A person is an INTJ, an ISFP or one of six other introverted types. In other words, while all introverts share certain characteristics, it is the other letters in their type — the COMBINATION of letters — that makes personality typing so rich and its insights so valuable. **Profiles for each of the 16 types appear in Appendix 2.*

Working with Different Types of Students

The Do What You Are program will help you understand and communicate better with your students. You will inevitably experience challenges working with some students. Here are some typical challenges you may experience while working with certain type preferences:

- Extraverts:** Getting them to slow down enough to really think things through before taking action
- Introverts:** Getting them to provide you with enough information to help them, and getting them to move from the thinking stage to the action stage
- Sensors:** Helping them see possibilities that don't yet exist and getting them to focus on the big picture and long-range consequences

- Intuitives:** Helping them realistically evaluate career options and plans, and getting them to pay attention to the little details that are so important
- Thinkers:** Reminding them of the human consequences of their decisions, for themselves and others
- Feelers:** Helping them evaluate options more objectively and not take rejection or setbacks personally
- Judgers:** Getting them to delay making decisions prematurely, and to stay open to new information
- Perceivers:** Keeping them on task and nudging them into making decisions when appropriate

Additional Challenges or “What if…”

Students are not sure whether they have identified their type correctly

No type assessment can identify every person’s personality type accurately 100 percent of the time. However, built into this program is a method to help students “verify” their types — increasing the odds of determining their “right” type, by reviewing and comparing profiles of other types that may be close to theirs. In most cases, students are able to “verify” their “true” type.

The first thing you should do is find out how accurately the students thought the type profile described them. This will help you feel confident that the information presented is valid for the student, and if they do not feel the assessment accurately describes them, you can take extra time to help them find their right type.

Occasionally, and for some very good reasons, some students will not be able to arrive at a type through this program. In these cases, you can suggest the students retake the assessment, or have them take the assessment with someone who knows them well, to get more accurate perceptions. If these efforts do not help clarify the student’s type, you should de-emphasize the importance of verifying the student’s type, and focus instead on the majors and careers in which the student expresses an interest.

A student resists the notion of “being typed”

While the majority of students seem to enjoy discovering their type, and the validation it brings, some students (as well as adults) feel typing “pigeonholes” or stereotypes them.

If a student is truly resistant, it is helpful to explain that typing is only one measure to learn more about one’s personality and it is up to the student to decide how useful and accurate the insights are. This process is designed to empower students, so they should

never be made to feel they must accept a type if it doesn't feel right to them. However, in all likelihood, you will rarely, if ever, experience this problem.

A student has a strong interest in a particular career that doesn't show up on his or her list of recommended occupations

Occasionally this happens because occupations are correlated to types based on the satisfaction of most people of a certain type doing that job. But there are always exceptions! Although personality typing is a great tool, students should never be counseled in to or out of a particular job based solely on their type. When students express an interest in a career that you think will not be satisfying — based on the Self Discovery Assessment or your own intuition and experience — you should make sure they really understand what it'd be like to have that job. This can be accomplished by encouraging them to do field research or a job shadow. Once they have done this and find they're still interested, they should be encouraged to continue exploring the field.

No jobs in certain career fields (for example "the arts") appear in the student's list of possible careers. Does this mean the student isn't suited to any jobs in the arts?

No. The reason the student's type was not represented in a particular career field is because there are relatively few people of that type who find this kind of work satisfying. But again, there are always exceptions! For example, few INFPs (sensitive, caring, creative, empathetic, open-minded, curious types) choose to go into manufacturing. So there may not be any manufacturing jobs coded for INFPs. However, students should always be encouraged to explore the occupation or career field in which they express an interest. This program will hopefully help them understand which jobs or fields may or may not be satisfying matches.

A student questions the uniqueness of the information because his report is "exactly like" one of his friends

This happens occasionally because students (as well as adults) tend to surround themselves with people who are similar to them. The fact that two people of the same type would find similar jobs satisfying makes good sense! While both students may find the same jobs listed, usually there will be differences in the order of the recommended jobs. This is because two students with the same type will not necessarily have the same degree of interest in all of the different career fields. And the career fields in which students express the most interest appear first.

A student is difficult to help because he or she doesn't provide much information

It can be extremely frustrating for counselors who want to help their students but don't get the information they need. Often (but not always,) introverted students present the

biggest challenge to extroverted counselors because the two have very different styles of communicating. Obviously, it is your responsibility as the counselor/advisor to find a way to reach the student — not the other way around. To assist you in this important exercise, you'll find specific recommendations for communication with individual students under "Working with different types of students."

Appendix 1: Resource material for learning more about personality typing

Websites

Listed below are several websites that provide additional information about personality typing and career management.

The Association for Psychological Type
www.aptccentral.org

Career/LifeSkills Resources
www.career-lifeskills.com

CareerTrainer
www.careertrainer.com

Center for Applications of Psychological Type
www.capt.org

CPP Inc.
www.cpp-db.com

Lifekeys
www.lifekeys.com

Temperament Research Institute
www.tri-network.com

Type Resources
www.type-resources.com

Books

There have been many books, and thousands of articles and dissertations written about personality typing and career management, though very little has been written

specifically for counselors/advisors of college students. By far, the most comprehensive source of general career information is the Bibliography for the Personality Type and the MBTI®, maintained by the Center for Applications of Psychological Type (CAPT), which lists over 6,500 entries. CAPT also maintains a very active research department. Queries can be directed to www.capt.org.

Listed below are several books and articles you may find helpful. The first four are highly recommended and considered indispensable for all career professionals:

Do What You Are

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

The Atlas of Type Tables

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

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

Other Books

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

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

Kumerow, Jean M. (1991). *New Directions in Career Planning and the Workplace - Practical Strategies for Counselors*. Palo Alto, CA.; Consulting Psychologists Press.

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

Pilder, R. J., & Pilder, W. F. (1981). *How to find your life's work: Staying out of traps and taking control of your career*. Englewood Cliffs, NJ: Prentice-Hall.

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

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

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

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

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

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

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

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

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

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

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

Tieger, P. D. (Speaker). (1991, July). Satisfaction guaranteed: Matching your personality to a career you can love. Presented at APT-IX, the Ninth Biennial International Conference

of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS27). Garden Grove, CA: InfoMedix.

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

Appendix 2: Profiles of all 16 Personality Types

ENFJ

Extravert, Intuitive, Feeling Judging type

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

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

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

INFJ

Introvert, Intuitive, Feeling, Judging type

People like this are usually imaginative, creative and sensitive. They are private people, and take their time to get to know people and to let others get to know them. They probably have a small group of close and trusted friends, and are generally cautious about jumping into new social situations. People describe them as thoughtful and empathetic, and they try hard to please the people they care about. Outwardly quiet, they have strong feelings and opinions, especially about the way people should treat one another. They are very committed to their beliefs so they may have trouble backing down or compromising their ideals just to get other peoples' approval. They can be somewhat perfectionistic. People sometimes disappoint them, and since it's hard for them to stay objective, their feelings often get hurt.

They may love to fantasize about the future, and probably enjoy creative activities like writing, reading, music and art. They tend to be organized, efficient and inventive about getting their work done, and they are responsible and respectful people. Since they like to have a plan of action, they may get flustered by sudden changes and need plenty of time to adjust to or prepare for new experiences. They like spending time alone and while they may like doing things with their good friends, they are typically not the ones who initiate social activities. Since they are good listeners, people trust them and are often amazed by the original insights they have about others. They naturally look below the surface to understand the deeper meaning in every experience and interaction.

ENFP

Extravert, Intuitive, Feeling, Perceiving type

People like this are very outgoing, enthusiastic and spontaneous. They love meeting new people and probably have a large circle of friends and acquaintances. Since they are always on the go and seem to have boundless energy, they are usually up for any new experience and especially love surprises! They are very curious, ask a lot of questions, and are fascinated by people or things that are out of the ordinary. Because of their vivid imagination, they have many ideas a day and are great at finding creative ways of solving problems or overcoming obstacles. They love to talk — especially about fun or interesting possibilities. People enjoy their unusual sense of humor and find them fun to be around. They pride themselves on their uniqueness.

They are also sensitive and empathetic people who often have accurate insights about others. Their friends know they are devoted and affectionate and that they feel things very deeply, even if they don't always show it. But they may also take criticism personally and find their feelings are easily hurt. When they have a lot of details to remember or projects to manage, they may become overwhelmed or discouraged. In fact, their

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

INFP

Introvert, Intuitive, Feeling, Perceiving type

People like this are rare. They are unique and creative people who tend to march to the beat of their own drummer. Private, quiet and socially cautious, only friends who know them very well may ever see their more playful and expressive side. In fact, it takes a while for them to feel comfortable with new people so they may often be described as somewhat reserved. But inside, they are people of great feeling and care deeply for the people and causes that are dear to their hearts. Their personal values are most important to them so they always try to make choices that they feel good about. They are rarely willing to compromise on anything that is really important to them. They can sometimes become overwhelmed by the intensity of their emotions, and their relationships need to be free of conflict or tension for them to remain in them.

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

ENTJ

Extravert, Intuitive, Thinking, Judging type

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

They are also creative people who like to ask thought-provoking questions. They love to learn but get bored with any repetition, and constantly need a new challenge to stay interested. Imaginative and creative, they like to look beyond the every day to really

understand why the world operates as it does. They are decisive and organized, and since they like to be prepared at all times, they may find it difficult or embarrassing to try to improvise. They like to be in charge, but sometimes take over projects that aren't really theirs. They are frustrated by inefficiency, and find illogical rules infuriating. They want to be good at whatever they try, and they especially like to demonstrate their competency to others. People around them look to them as natural leaders and are often impressed with their knowledge. They are people that others respect so others feel comfortable giving these ENTJ types a lot of responsibility.

INTJ

Introvert, Intuitive, Thinking, Judging type

People like this are intense, private and creative. They are highly imaginative and intellectual people, and are rarely satisfied with anything less than a full and logical understanding of issues. Serious, quiet and cautious, they tend to initially hang back from new social situations, and they are pretty selective about which activities they get involved in and which people they befriend. They probably have a small group of trusted friends and also enjoy spending time alone, delving deeply into the subjects and activities that interest them. They keep their feelings and private thoughts to themselves, or share them occasionally with their very closest friends. They have a rich inner life and may enjoy studying and reading about perspectives or lifestyles that are out of the ordinary. They quickly grasp complex concepts or theories, and are able to glean the less obvious meanings of information. But they may have little patience for anything superficial or repetitive.

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

ENTP

Extravert, Intuitive, Thinking, Perceiving type

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

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

They are also very logical and are bothered by inconsistency and unfairness. They love a spirited debate — regardless of the topic — but can sometimes be argumentative. Their spontaneity and enthusiasm are infectious, and other people often want to follow their lead. Since they like starting things much more than they enjoy finishing them, they often have trouble slowing down, preparing carefully, and following through on their commitments. Luckily, they are great at improvising and get a real sense of excitement from pulling things off at the last minute. They are also excellent negotiators and can usually convince or charm other people into letting them have their way, or one more chance!

INTP

Introvert, Intuitive, Thinking, Perceiving type

People like this are independent, curious and creative. They are very private and need plenty of time alone to think things through or tinker with the subjects and projects that really interest them. They tend to have a very small cluster of close, trusted friends and rarely initiate social activities. They need lots of space and don't like to be crowded or pressured to participate in social activities that are too hectic or superficial. They may have a real passion for science or the arts and enjoy learning new things. Inventive and imaginative, they make quick and insightful connections, and enjoy coming up with original solutions to problems. But they get bored quickly, dislike repetition, and may struggle to explain their ideas simply and clearly to other people.

They are also super logical and are able to remain calm and cool in almost any situation. Because they are bothered by unfairness and inconsistency, and are rarely influenced by other people's opinions, they can speak their minds honestly, if sometimes a bit bluntly. Above all, they strive to meet or exceed their own high standards rather than worry about trying to please others. But even their family and closest friends may not know how much they care about them because they rarely share their most private feelings. They easily see both sides of issues so they may enjoy debating, and they are great at finding the flaws in other people's arguments. Casual and unpredictable, they are highly adaptable and spontaneous. But their relaxed attitudes about deadlines and neatness can make them run late or fail to follow through on commitments.

ESTJ

Extravert, Sensing, Thinking, Judging type

People like this are outgoing, responsible and quite strong willed. They like to be around other people and are talkative, friendly and confident. They prefer to be in charge of situations, and are usually good at organizing events and groups of people. Since they are so concerned about fairness, and have very clear opinions about right and wrong, they tend to get annoyed when people make exceptions to the rules or simply ignore them altogether. Outspoken, honest and direct, they may sometimes interrupt or bluntly step on peoples' toes without even realizing that they've hurt their feelings. They're naturally quite organized and productive, make quick decisions, and like to finish one project neatly and on time before starting another.

They are also realistic, down-to-earth people. They prefer activities that are hands-on and have some practical use. While they probably have great memories for facts and details, they become bored or frustrated with too much theory or with long discussions about things that may never happen. They prefer to stay busy and physically active and are skeptical about trying new things or changing their routines. Their many friends admire their strong work ethic and know them to be people of their word. But in their desire to have most things settled and decided they may sometimes act a bit controlling or inflexible. They like to know what others expect of them and they strive to fulfill all of their commitments precisely and completely.

ISTJ

Introvert, Sensing, Thinking, Judging type

People like this are quiet, serious and conscientious. They typically think before speaking, and are fairly cautious about jumping into new experiences. Since they are so private, they rarely share their feelings or reactions with people they don't know well. They need a good deal of time alone, and while they enjoy the company of a small group of close friends, they are rarely the ones to initiate get-togethers. They are selective about their interests, usually preferring to study things in depth or participate in physical or hands-on activities. They are careful with facts, money and their possessions, and they may have excellent memories for details. Practical and realistic, people describe them as matter-of-fact, polite and responsible.

They are also logical and organized people. Even in tense situations, they are usually able to remain calm and cool. Since they are most comfortable with predictable routines and like to be prepared at all times, they don't usually like surprises or changes. They are skeptical about untested ideas and may get bored with too much theoretical discussion. Because they have strong opinions, they may sometimes act a bit controlling or inflexible. They like compliments about their accomplishments, and may become angry when

others make unfair or arbitrary decisions. Above all, they need to understand the logical reason for decisions since once they make up their minds, they may be reluctant to change them.

ESFJ

Extravert, Sensing, Feeling, Judging type

People like this are warm, friendly and talkative. They are enthusiastic, energetic people who love to be surrounded by people and activity. Expressive and affectionate with friends and family, they are usually quite comfortable letting others know just how they feel. Since they are so sympathetic and caring, they naturally like to help others and are often the first people to volunteer. Polite and trusting, they try hard to please others and place their relationships high on their list of priorities. They have very strong values about the appropriate way to behave and are very responsible. But they may sometimes try to impose their beliefs on others. They also tend to take all criticism personally so they may be easily offended or insulted. Since they sometimes have trouble speaking their minds clearly and honestly while upset, they may decide to avoid dealing with anyone who offends them.

They are also practical, down-to-earth people. They probably love the outdoors, animals and a variety of sports or physical activities. They are blessed with a keen awareness of their environment and like their surroundings to be comfortable and beautiful. They are very literal and like others to be clear and explicit about their expectations of them. Since they strive to be prepared at all times, they may have trouble improvising or dealing with sudden changes in plans. They like their routines to remain constant so they may sometimes be a bit rigid when they don't have time to adjust to changes. Organized and efficient, they like to work steadily through projects, completing each step carefully and neatly before moving to the next.

ISFJ

Introvert, Sensing, Feeling, Judging type

People like this are quiet, gentle and caring. When people first meet them, they may seem reserved and cool. But once they get to know and care about someone, they are warm and very loyal. They tend to be cautious about jumping into social activities and sometimes resist trying new experiences. Instead, they like spending time with one or two close, trusted friends or spending time alone, enjoying the things that really interest them. They are considerate, respectful and sensitive, and usually find tension or conflict between people very uncomfortable. Since they have strong beliefs about right and wrong and always try to treat other people kindly, they may be easily hurt or offended by the insensitivity or callousness of others.

They are unpretentious and down-to-earth people. They speak clearly and literally, and want others to be equally explicit in explaining directions or stating their expectations of them. They tend to be selective about things like food and clothing, are usually tidy and organized, and prefer to be dressed appropriately for every occasion. They're also careful with their money and possessions. They are probably blessed with excellent memories for details, especially facts about people, but they may find it hard to read between the lines or deal with a lot of abstractions. Since they like to make decisions and stick with them, they don't like sudden changes. They're not big risk takers and are happiest with predictable daily routines. While they want to please the people close to them, they are rarely willing to compromise on really important issues.

ESTP

Extravert, Sensing, Thinking, Perceiving type

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

They are also casual and playful, and rarely take things too seriously, or let other people's opinions influence them or hurt their feelings. Since they're so flexible they have no trouble adapting to change and improvising when necessary. But they tend to resist anyone who tries to restrict or control them, and they may have trouble remembering rules, especially ones they think are unnecessary. Starting new projects is much more fun for them than finishing old ones, so they sometimes neglect to follow through completely with every one of their commitments. Their ability to solve problems as they come up often helps them get through sticky situations. A natural free spirit, they may have to work hard to resist the temptation to play and instead fulfill their responsibilities. While they are very fun-loving, they may sometimes say or do things that hurt other people's feelings — without even realizing that they've done it. Their natural resilience is a great asset, but others may see it as a lack of genuine caring.

ISTP

Introvert, Sensing, Thinking, Perceiving type

People like this are quiet, serious and independent. They are super observant but keep most of their reactions, thoughts and opinions to themselves. When they do speak, they tend to be literal, matter-of-fact and honest, and avoid small talk. People see them as totally calm and even-tempered, and even their families and very closest friends rarely know what they're feeling. When they do speak their minds, they are truthful to the point of bluntness. They may be baffled about why people take offense or otherwise react emotionally, and they may sometimes think relationships are too complex and confusing. Because they are naturally private, they avoid big social gatherings and would rather spend time alone or with a good friend, busy with their particular interests. They enjoy the outdoors, physical activities or adventures that have a certain element of risk. They approach problems with curiosity and logic, and people often say they're great with their hands.

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

ESFP

Extravert, Sensing, Feeling, Perceiving type

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

They are also sensitive and affectionate, and are loyal and devoted to their friends and family. Rarely do they see anything but the most positive qualities in other people so they are frequently disappointed when people aren't as nice as they had thought. They have big hearts and feel things deeply, even if they don't always show it right away. Responsive and spontaneous, they don't like a lot of rules or restrictions on their freedom. But they are also sometimes disorganized and find themselves running behind on projects. They

are easily tempted by any opportunity to do something fun so they may accidentally let other people down. They are quick to apologize and forgive. But while they are flexible and casual about many things, when it comes to their personal values, they may hold their ground with surprising strength.

ISFP

Introvert, Sensing, Feeling, Perceiving type

People like this are gentle, caring and sensitive. To those who don't really know them, they may appear cool and reserved. But inside they feel things very deeply. Their close friends know they are loyal and affectionate, expressive and eager to please. They are thoughtful, considerate and supportive of their friends and family. While they love to be included in social activities, they also need time alone to relax or pursue their interests. Because they have such big hearts, they often take even the most constructive criticism personally and may frequently feel disappointed or hurt. They have to force themselves to deal with conflicts head-on, and to speak their minds honestly, even when they know it might hurt someone's feelings.

They are also down-to-earth and realistic people. They probably have a keen sense of aesthetics and may love a variety of artistic expressions or activities. Since they are so observant, they give their full attention to whatever they are doing at the moment, and are often able to tell amazingly accurate stories. They're easy-going and playful, but may not be especially adventurous. They struggle to stay organized and may find large or complicated projects a bit overwhelming. Since they naturally want to follow their curiosity wherever it leads them, they may have trouble making decisions or following through and finishing all of the projects they start. They hate to disappoint anyone and they are quick to forgive others.



1-800-281-1168 www.iRa.com elTYI@support@iRa.com

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