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ENFJ

(Extraverted, Intuitive, Feeling, Judging) The Public Relations Specialists

Career Satisfactions for ENFJs

Doing work that:

- Lets me establish and maintain warm and supportive interpersonal relationships with co-workers, clients, customers, etc.
- Lets me develop creative solutions to problems on projects that I believe in and where I can see the positive results of my efforts for other people
- Is done in an environment where expectations are clear, contributions are appreciated, and personal and professional growth and development are encouraged.
- Lets me be a part of a team of other creative people I trust as well as being busy and productive
- Allows me time to develop creative solutions to problems and then share them with other supportive and caring people
- Is done in an active and challenging environment where I am able to juggle several projects at once
- Lets me use my organizational and decision-making skills and have control and responsibility for my own projects
- Gives me a variety of activities but allows me to work in a relatively orderly and well-planned manner
- Is done in an environment that is free from interpersonal conflicts and ongoing tension
- Exposes me to new ideas and lets me explore new approaches, especially those that will improve the lives of other people

Work-Related Strengths

- Excellent communication and presentation skills
- Charismatic leadership and ability to build consensus
- Enthusiasm and ability to enlist cooperation from others
- Decisiveness and organizational skills
- Eager to “think outside the box” and consider new possibilities
- Empathy and ability to anticipate others’ needs; a genuine concern for people
- Varied interests and being a quick study
- Ability to see the big picture and the implications of actions and ideas
- Drive to be productive and reach your goals
- Deep commitment to perform work you really believe in

Work-Related Weaknesses

- Reluctance to work on projects that conflict with your values
- Tendency to idealize people and relationships
- Difficulty working in competitive or tension-filled environments
- Impatient with structures and people who are inefficient or uncooperative
- Avoids conflict and has a tendency to ignore unpleasantness
- Tendency to make decisions too quickly, before gathering adequate information
- Reluctance to discipline subordinates
- Tendency to make errors when hurried
- Tendency to micro-manage and resist relinquishing control

Popular Occupations for ENFJs

Communication

- Advertising account executive
- Public relations specialist
- Communication director
- Writer/journalist
- Entertainer/artist
- Fund-raiser
- Recruiter
- Recreational director
- TV producer
- Newscaster
- Politician
- Marketing executive (radio, TV, Cable broadcasting)
- Informational-graphics designer
- Editor (magazines)
- Graphic artist
- Content editor for website
- Multimedia producer
- Copy writer
- Reporter and correspondent
- Managing editor

Business

- Human resource development trainer
- Sales trainer
- Personnel recruiter
- Travel agent
- Executive: small business
- Program designer
- Sales manager
- Management consultant: diversity/team building
- Corporate/team trainer
- Outplacement consultant
- Eco-tourism specialist
- Labor relations manager
- Meeting and convention planner
- Marketing manager
- Talent director
- Eco-tourism specialist
- Labor relations manager
- Meeting and convention planner
- Marketing manager
- Talent director

Counseling

- Psychologist
- Facilitator
- Career counselor
- Personal counselor
- Clergy/ministry

- Corporate outplacement counselor
- Interpreter/translator
- Substance abuse counselor
- Employee assistance counselor
- Vocational rehabilitation counselor
- Educational psychologist
- Guidance counselor

Health Care

- Holistic health practitioner
- Dietitian/nutritionist
- Speech-language pathologist/audiologist
- Occupational therapist
- Chiropractor
- Transport coordinator
- Corrective therapist

Technology

- Customer relations manager
- Staff advocate
- Coach
- Project manager
- Engagement manager
- Human resources recruiter

Education/Human Service

- Teacher: health/art/drama/English
- College Professor: humanities
- Dean of students
- Librarian
- Social worker
- Nonprofit organization director
- Special education teacher
- Child welfare worker
- Social worker (elderly services)
- Director of assisted care living facility
- Director of child care center
- Planned-giving officer
- Philanthropic consultant
- Educational program director
- Social and community service director
- Live sciences teacher: high school, college
- Parent instructor, child development
- Music director
- Public health educator
- College and university administrator
- Director of religious activities
- Urban and regional planner
- Sociologist
- Adult day care coordinator

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ENFJ

ENFJs are outstanding leaders of groups, both task groups and growth groups. They have the charming characteristic of seeming to take for granted that they will be followed, never doubting that people will want to do what they suggest. And, more often than not, people do, because this type has unusual charisma. ENFJs place a high value on cooperation from others and are most willing to cooperate themselves.

ENFJs are especially vulnerable to idealizing interpersonal relationships, raising these relationships to a plane which seldom can sustain the realities of human nature. Because of this tendency to raise interpersonal relations to the ideal, ENFJs may unwittingly overpower their friends, who believe that they cannot possibly live up to an ENFJ's perception of them. The fact is, ENFJs are extraordinarily tolerant of others, seldom critical, and always trustworthy.

Found in only about 5% of the general population, ENFJs place people as being of highest importance and priority. As a result, ENFJs may find themselves feeling responsible for the feelings of others to an extent which places a burden on the relationship. An ENFJ communicates caring, concern, and a willingness to become involved. Thus people turn to ENFJs for nurture and support, which an ENFJ is usually able to deliver. At times, however, these kinds of demands can overwhelm ENFJs, who find at this point that they lack the skills to disengage. ENFJs do not seem able to turn away from these demands even when they become unreasonable. Or, if forced to let go of the burden through sheer unavailability of time or energy, ENFJs experience a guilt all out of proportion to the realities of the commitment made to the relationship.

ENFJs take communication for granted and believe that they are understood and that their communications are accepted. Just as they themselves are accepting, so do they assume that others are the same. When ENFJs find that their position or beliefs were not comprehended or accepted, they are surprised, puzzled, and sometimes hurt. Fortunately, this does not happen with high frequency, as ENFJs have a remarkable fluency with language, especially in speech; they are particularly adept when communicating face-to-face as opposed to communicating in writing. They are influential, therefore, in groups, having no hesitation about speaking out, no matter how large or small the group may be.

ENFJs have an unusual ability to relate to others with empathy, taking into themselves the characteristics, emotions, and beliefs of others. This can pose a danger for ENFJs, because they can unconsciously over-identify with others and pick up their burdens as if they were their own. In the process, ENFJs may risk their own sense of identity. They have a natural ability to mimic because of this highly developed ability to empathize by introjections. They are likely to be very concerned about the problems of those close to them, but they also may get as deeply involved in the problems of those not so close and may find themselves over-extended emotionally.

ENFJs would do well to follow their hunches, for their intuition tends to be well developed. Decisions made purely on the basis of logic may not be so sound. In the framework of values, however, the ENFJ is on certain ground. Generally, they know what they prefer and can read other people with outstanding accuracy. Seldom is an ENFJ wrong about the motivations or intent of another, hidden or not.

ENFJs are socially adept and make excellent companions and mates. They also are deeply devoted to their children, yet tend not to be domineering to either the children or a mate. In fact, the ENFJ is so even-tempered that he or she can be victimized by a mate who might have become more and more demanding. ENFJ mates

always try to please and feel personally responsible when home life does not go smoothly. They are tireless in their efforts to see that it does, providing generously from available income, time, and energy. This dedication often exists, however, side by side with an ENFJ's dream of the perfect relationship. Thus an ENFJ has that longing for the ideal that results in a vague dissatisfaction with whatever is in the way of relationships, mating as well as friendships.

This longing for the perfect carries over into the careers of ENFJs, who experience some degree of restlessness whatever their jobs. ENFJs have a wide range of occupations with offer success. Being verbally adept, ENFJs contribute to an unusual level when dealing with people, particularly face-to-face; the media, the ministry, and the stage and screen are populated with successful ENFJs. They make superior therapists, charismatic teachers, excellent executives, and personalized salespersons. Areas that would not permit utilization of the interaction talents of ENFJs, for example, accounting, should be avoided; otherwise, almost any people-to-people occupation where personal, sustained contact is involved capitalizes on the personality of an ENFJ.

ENFJs like to have things settled and organized. They prefer to plan both work and social engagements ahead and tend to be absolutely reliable in honoring these commitments. ENFJs are very much at home in complex situations which require the juggling of much data. At the same time, they can handle people with charm and concern. ENFJs are usually popular to have around, whatever the situation. A well-developed ENFJ group leader can provide, almost endlessly, activities for groups to engage in with almost no preplanning and can find adequate roles for members of the group to play. In some, this can amount to genius which other types find hard to emulate. ENFJs act more as a master of ceremonies than as a leader of groups. They value harmonious human relations above all else; but ENFJs are not so easily crushed by indifference and are more independent of others' valuations.

Using your strengths is easy.

The secret to success for an ENFJ is learning to:

SLOW DOWN, RELINQUISH SOME CONTROL, AND TAKE THINGS LESS PERSONALLY

ENFP

(Extraverted, Intuitive, Feeling, Perceiving)
Anything's Possible

Career Satisfactions for ENFPs Doing work that:

- Lets me work with a diverse group of people on a variety of projects, motivated by creative inspiration
- Lets me create new ideas, products, services, or solutions to problems that will help other people, and enjoys seeing projects become reality
- Is fun, challenging, and always varied
- Rarely requires me to handle the follow-through, routine details, or maintenance of a system or project
- Lets me work at my own pace and schedule, with a minimum of rules or structure and the freedom to act spontaneously
- Lets me meet new people, learn new skills, and continually satisfy my curiosity
- Is consistent with my personal beliefs and values and lets me create opportunities that benefit others
- Is done in a friendly and relaxed environment with humor, goodwill, and a minimum of interpersonal conflict
- Allows me the freedom to follow my inspirations and participate in exciting and intriguing adventures
- Is done in an environment that appreciates and rewards enthusiasm, ingenuity, and imagination

Work-Related Strengths

- Eager to “think outside the box” and consider new possibilities
- Courage to take risks, try new things, and overcome obstacles
- A broad range of interests and ability to quickly learn the things that interest you
- Natural curiosity and skill for getting the information you need
- Ability to see the big picture and the implications of actions and ideas
- Excellent communication skills and ability to rouse other’s enthusiasm
- Adaptability; can shift gears and change directions quickly
- Perceptive about people; understand others’ needs and motivations

Work-Related Weaknesses

- Difficulty setting priorities and making decisions
- Impatience with uncreative people
- Reluctance to do things in traditional or routine ways
- Lack of discipline when attending to and following through on important details
- Tendency to become bored or side-tracked, especially after creative process is done
- Dislike for doing repetitive tasks
- Impatience working with systems or people who are too rigid
- Propensity to always focus on what’s possible rather than what’s doable or probable
- Tendency to be disorganized

Popular Occupations for ENFPs

Creative

- Journalist
- Screenwriter/playwright
- Columnist
- Character actor
- Musician/composer
- Newscaster
- Interior decorator
- Artist
- Reporter/editor (magazine)
- Informational-graphics designer
- Desktop publisher
- Editor/art director (web sites)
- Creative director on a multimedia team
- Developer of educational software
- Multimedia producer
- Director of regional/community theater
- Documentary filmmaker
- Costume and wardrobe designer
- Television producer
- Broadcast news analyst
- Cartoonist and animator
- Exhibit designer

Technology

- Customer relations manager
- Staff advocate (technology consultant)
- Coach
- Project manager
- Engagement manager
- Human resources recruiter
 - **Marketing/Planning**
- Public relations specialist
- Marketing consultant
- Advertising account executive
- Copy writer/publicity writer
- Advertising creative director
- Strategic planner
- Publicist
- Research assistant
- Editor/art director (magazine)

Education/Counseling

- Special education teacher
- Bilingual education teacher
- Early childhood education teacher
- Teacher: art/drama/music/English
- Child welfare counselor

- Substance abuse counselor
- Social worker (elderly and child day care issues)
- Development director
- Career counselor
- Residential housing director
- Ombudsperson
- Pastoral counselor
- Rehabilitation worker
- Social scientist
- Educational psychologist
- Planned-giving officer
- Philanthropic consultant
- Social psychologist
- Counseling psychologist
- Anthropologist
- Parent instructor, child development course
- High school guidance counselor □ **Health Care/Social Service**
- Dietitian/nutritionist
- Speech-language pathologist/audiologist
- Holistic health practitioner
- Massage therapist
- Employee assistance program counselor
- Physical therapist
- Legal mediator
- Chiropractor
- Urban regional planner
- Public health educator
- Occupational therapist
 - **Entrepreneurial/Business**
- Consultant
- Inventor
- Sales: intangibles/ideas
- Human resources manager
- Conference planner
- Employment development specialist
- Restaurateur
- Merchandise planner
- Outplacement consultant
- Personnel recruiter
- Labor relations specialist
- Environmental attorney
- Public relations specialist
- Marketing executive: radio/TV/cable broadcast

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ENFP

For ENFPs, nothing occurs which does not have some significance and they have an uncanny sense of the motivations of others. This gives them a talent for seeing life as an exciting drama, full of possibilities for both good and evil. This type is found in only about 5% of the general population, but they have great influence because of their extraordinary impact on others. ENFPs strive toward the authentic even when acting spontaneously, and this intent is usually communicated nonverbally to others, who find this characteristic attractive. ENFPs, however, find their own efforts of authenticity and spontaneity always lacking, and tend to heap coals of fire on themselves, always berating themselves for being conscious of self.

ENFPs consider intense emotional experiences vital; when they have these, however, they are made uneasy by a sense of being there but with a part of themselves in some danger of losing touch with their real feelings, which ENFPs possess in a wide range and variety.

ENFPs exercise a continuous scanning for the external environment, and nothing out of the ordinary is likely to escape their attention. They are keen and penetrating observers and are capable of intense concentration on another individual while aware of what is going on about them. Their attention is never passive or casual, never wandering, but always directed. At times, ENFPs find themselves interpreting events in terms of another's "hidden motive," giving special meaning to words or actions. This interpretation tends to be negative. In the process, an ENFP may find that he or she has introduced an unnecessary, toxic element into the relationship. While ENFPs are brilliantly perceptive, they can make serious mistakes in judgment, which works to their discomfort. These mistakes derive from their tendency to focus on data which confirm their own biases. They may be absolutely correct in their perceptions but wrong in their conclusions.

Because they tend to be hypersensitive and hyper alert, they may suffer from muscle tension. They live in readiness for emergencies; because they have this facility, they assume this is true for others. They can become bored rather quickly with both situations and people, and resist repeating experiences. They enjoy the process of creating something — an idea or a project — but are not interested in the follow-through. They are typically enthusiastic, and this is contagious. People get caught up and entranced by an ENFP. Yet this type is marked with a fierce independence, repudiating any kind of subordination, either in themselves or in others in relation to them. They do tend to attribute more power to authority figures than is there and give over to these figures an ability to "see through" them — which also is not apt to be there. While ENFPs resist the notion of others becoming dependent or having power over them, their charisma draws followers who wish to be shown the way. ENFPs constantly find themselves surrounded by others who look toward the ENFP for wisdom, inspiration, courage, leadership, and so on — an expectancy which, at times, weighs rather heavily on an ENFP.

ENFPs are characteristically optimistic and are surprised when people or events do not turn out as anticipated. Often their confidence in the innate goodness of fate and human nature is a self-fulfilling prophecy.

ENFPs have remarkable latitude in career choices and succeed in many fields. As workers, they are warmly enthusiastic, high-spirited, ingenious, imaginative, and can do almost anything that interests them. They can solve most problems, particularly those dealing with people. They are charming and at ease with colleagues; others enjoy their presence. ENFPs are outstanding in getting people together, and are good at initiating meetings and conferences, although not as talented at providing for the operational details for these events. They enjoy inventing new ways of doing things, and their projects tend to become a cause, quickly becoming personalized. They are imaginative themselves, but can have difficulty picking up on ideas and projects initiated by others. They

must make these ideas and projects their own if ENFPs are to lend their energy and interest. Once people or projects become routine, ENFPs are likely to lose interest; what might be is always more fascinating than what is. ENFPs make extensive use of their intuitive powers. They usually have a wide range of personal and telephone contacts, expending energy in maintaining both career and personal relationships.

ENFPs make excellent salespeople, advertising people, politicians, screen or play writers, and in general are attracted to the interpretive arts, particularly character acting. People-to-people work is essential for ENFPs, who need the feedback of interaction with others. ENFPs may find it difficult to work within the constraints of an institution, especially in following rules, regulations, and standard operating procedures. More frequently, institutional procedures and policies are targets to be challenged and bent by the will of an ENFP. Colleagues and superiors sometimes find themselves in the position of having to accommodate and salvage. At times, ENFPs demonstrate impatience with others; they may get into difficulty in an organization by siding with its detractors, who find an ENFP a sympathetic ear and a natural rescuer. In occupational choice, ENFPs quickly become restless if the choice involves painstaking detail and follow-through over a period of time. Variety in day-to-day operations and interactions best suits the talents of ENFPs, who need quite a bit of latitude in which to exercise their adaptive ingenuity.

As mates, ENFPs tend to be charming, gentle, sympathetic, and nonconformist. They are not likely to be interested in the less-inspired routines of daily maintenance and ever will be seeking new outlets for their inspirations. As parents, ENFPs are devoted although somewhat unpredictable in handling their children, shifting from a role of friend-in-need-rescuer to stern authority figure. They may not always be willing to enforce their impulsive pronouncements, but leave it to their mates to follow through. A mate of an ENFP can expect charming surprises; extravagant generosity punctuated by periods of frugality. Independent actions regarding money on the part of an ENFP's mate are not ordinarily welcomed, and the mate may find him or herself in an embarrassing situation of having to return purchases. ENFPs generally are the ones in charge of the home, and a conflict-free home is desired, almost demanded. When he or she is in charge of economic resources, the ENFP's home may contain extravagant luxuries, while necessities may be missing. They are not always interested in saving for the future and may be casual in giving consideration to such things as life insurance, savings accounts, and even a ready cash supply for mate and children.

ENFPs are characteristic in their pursuit of the novel, their strong sense of the possible, and outstanding intuitive powers. At the same time, they have warmth and fun with people and generally are unusually skilled in handling people. Their extraverted role tends to be well developed, as is their capacity for the novel and the dramatic.

Using your strengths is easy.

The secret to success for an ENFP is learning to:

PRIORITIZE, FOCUS, AND FOLLOW THROUGH.

ENTJ

(Extraverted, Intuitive, Thinking, Judging)

Everything's Fine — I'm in Charge

Career Satisfactions for ENTJs

- **Doing work that:**
 - Lets me lead, be in control, organizing and perfecting the operating systems of an organization so that it runs efficiently and reaches its goals on schedule
 - Lets me engage in long-range strategic planning, creative problem solving, and the generation of innovative and logical approaches to a variety of problems
 - Is done in a well-organized environment where I, and others, work within a clear and definite set of guidelines
 - Challenges and stimulates my intellectual curiosity and lets me work with complex and often difficult problems
 - Gives me opportunities to meet and interact with a variety of other capable, interesting, and powerful people
 - Gives me the opportunity to advance within the organization and to increase and demonstrate my competence
 - Is exciting, challenging, and competitive; where I am in the public eye and where my accomplishments are seen, recognized, and fairly compensated
 - Lets me work with other intelligent, creative, ambitious, and goal-oriented individuals whose competencies I respect
 - Lets me set and meet goals and implement my organizational skills to keep myself and others focused on the larger goal while accomplishing all my objectives in a timely and efficient manner
 - Lets me manage and supervise others, using logical and objective standards and policies that utilize each person's strengths but without having to deal daily with interpersonal squabbles

Work-Related Strengths

Ability to see possibilities and implications

- Aptitude for creative problem solving; ability to examine issues objectively
- Understanding of complex issues
- Drive and ambition to succeed
- Confidence and natural leadership ability
- Strong motivation to be competent and to excel
- High standards and strong work ethic
- Ability to create systems and models to achieve your objectives
- Courage to take bold steps and the drive to reach goals
- Logical and analytical decision-making skills
- Comfort with technology; quick learners
- Decisive and strong organizational skills

Work-Related Weaknesses

Impatience with others who are not as quick as you are

- Brusqueness and lack of tact and diplomacy
- Tendency toward hasty decision making
- Lack of interest in mundane details
- Tendency to want to improve something that doesn't need improving
- Tendency to intimidate or overpower others
- Tendency to not take the time to adequately appreciate and praise employees, colleagues, and others
- Reluctance to reexamine issues already decided
- Propensity to overemphasize work life to the detriment of home life
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Popular Occupations for ENTJs

Business

- Executive
- Senior manager
- Office manager
- Administrator
- Personnel manager
- Sales manager
- Marketing manager
- Network integration specialist
- Technical trainer
- Information services—new business developer
- Logistics consultant
- Management consultant: computer/information services, marketing, reorganization
- Advertising account manager
- Marketing executive: radio/TV/cable broadcast
- Media planner/buyer
- International sales and marketing
- Franchise owner
- Sales manager: pharmaceuticals
- Administrator: health services
- College & university administrator
- Managing editor
- Theater producer
- Police and detective supervisor
- Human resources manager
- Association manager & adviser
- Program director
- Project manager
- Retail manager
- Real estate manager
- Restaurant and food service manager

Finance

- Personal financial planner
- Economic analyst
- Mortgage broker
- Credit investigator
- Stockbroker
- Investment banker

- Corporate finance attorney
 - International banker
 - Economist
 - Treasurer, controller, CFO
 - Venture capitalist
- ### Technology
- Network administrator
 - Systems administrator
 - Local area network administrator
 - Robotics network manager
 - Database administrator
 - Systems analyst
 - Project manager
 - Engagement manager
- ### Consulting/Training
- Business consultant
 - Management consultant
 - Educational consultant
 - Program designer
 - Management trainer
 - Employment development specialist
 - Labor relations manager
 - Telecommunications security consultant
 - Corporate team trainer
 - Legislative assistant
 - Political consultant
- ### Professional
- Attorney
 - Judge
 - Psychologist
 - Science/social science teacher
 - Chemical engineer
 - Intellectual property attorney
 - Biomedical engineer
 - Psychiatrist
 - Environmental engineer
 - Attorney (nonprofit charitable giving; estate planning)
 - Political scientist
 - Pathologist
 - Pilot

This list is meant to give you career options and ideas, it is not a comprehensive listing of every career where you may find career success.

Portrait of an ENTJ

As an ENTJ, your primary mode of living is focused externally, where you deal with things rationally and logically. Your secondary mode is internal, where you take things in primarily via your intuition.

ENTJs are natural born leaders. They live in a world of possibilities where they see all sorts of challenges to be surmounted, and they want to be the ones responsible for surmounting them. They have a drive for leadership, which is well-served by their quickness to grasp complexities, their ability to absorb a large amount of impersonal information, and their quick and decisive judgments. They are "take charge" people.

ENTJs are very career-focused, and fit into the corporate world quite naturally. They are constantly scanning their environment for potential problems which they can turn into solutions. They generally see things from a long-range perspective, and are usually successful at identifying plans to turn problems around - especially problems of a corporate nature. ENTJs are usually successful in the business world, because they are so driven to leadership. They're tireless in their efforts on the job, and driven to visualize where an organization is headed. For these reasons, they are natural corporate leaders.

There is not much room for error in the world of the ENTJ. They dislike seeing mistakes repeated, and have no patience with inefficiency. They may become quite harsh when their patience is tried in these respects, because they are not naturally tuned in to people's feelings, and more than likely don't believe that they should tailor their judgments in consideration for people's feelings. ENTJs, like many types, have difficulty seeing things from outside their own perspective. Unlike other types, ENTJs naturally have little patience with people who do not see things the same way as the ENTJ. The ENTJ needs to consciously work on recognizing the value of other people's opinions, as well as the value of being sensitive towards people's feelings. In the absence of this awareness, the ENTJ will be a forceful, intimidating and overbearing individual. This may be a real problem for the ENTJ, who may be deprived of important information and collaboration from others. In their personal world, it can make some ENTJs overbearing as spouses or parents.

The ENTJ has a tremendous amount of personal power and presence which will work for them as a force towards achieving their goals. However, this personal power is also an agent of alienation and self-aggrandizement, which the ENTJ would do well to avoid.

ENTJs are very forceful, decisive individuals. They make decisions quickly, and are quick to verbalize their opinions and decisions to the rest of the world. The ENTJ who has not developed their Intuition will make decisions too hastily, without understanding all of the issues and possible solutions. On the other hand, an ENTJ who has not developed their Thinking side will have difficulty applying logic to their insights, and will often make poor decisions. In that case, they may have brilliant ideas and insight into situations, but they may have little skill at determining how to act upon their understanding, or their actions may be inconsistent. An ENTJ who has developed in a generally less than ideal way may become dictatorial and abrasive - intrusively giving orders and direction without a sound reason for doing so, and without consideration for the people involved.

Although ENTJs are not naturally tuned into other people's feelings, these individuals frequently have very strong sentimental streaks. Often these sentiments are very powerful to the ENTJ, although they

will likely hide it from general knowledge, believing the feelings to be a weakness. Because the world of feelings and values is not where the ENTJ naturally functions, they may sometimes make value judgments and hold onto submerged emotions which are ill-founded and inappropriate, and will cause them problems - sometimes rather serious problems.

ENTJs love to interact with people. As Extroverts, they're energized and stimulated primarily externally. There's nothing more enjoyable and satisfying to the ENTJ than having a lively, challenging conversation. They especially respect people who are able to stand up to the ENTJ, and argue persuasively for their point of view. There aren't too many people who will do so, however, because the ENTJ is a very forceful and dynamic presence who has a tremendous amount of self-confidence and excellent verbal communication skills. Even the most confident individuals may experience moments of self-doubt when debating a point with an ENTJ.

ENTJs want their home to be beautiful, well-furnished, and efficiently run. They're likely to place much emphasis on their children being well-educated and structured, to desire a congenial and devoted relationship with their spouse. At home, the ENTJ needs to be in charge as much as he or she does in their career. The ENTJ is likely best paired with someone who has a strong self-image, who is also a Thinking type. Because the ENTJ is primarily focused on their careers, some ENTJs have a problem with being constantly absent from home, physically or mentally.

The ENTJ has many gifts which make it possible for them to have a great deal of personal power, if they don't forget to remain balanced in their lives. They are assertive, innovative, long-range thinkers with an excellent ability to translate theories and possibilities into solid plans of action. They are usually tremendously forceful personalities, and have the tools to accomplish whatever goals they set out for.

Using your strengths is easy.

The secret to success for an ENTJ is learning to:

SLOW DOWN, FOCUS ON THE DETAILS, AND TUNE INTO OTHERS' NEEDS

ENTP

(Extraverted, Intuitive, Thinking, Perceiving)
Life's Entrepreneurs

Career Satisfactions for ENTPs Doing work that:

- Gives me opportunities to engage in creative problem solving and/or generating new and innovative approaches to problems
- Lets me implement my innovative solutions in the creation of more efficiently functioning systems
- Acknowledges and encourages my creativity, competency, and ability to improvise
- Lets me experience a variety of situations filled with fun, action, and excitement
- Follows a logical order and is based upon objective and fair standards, rather than the likes or dislikes or one individual
- Lets me increase my professional and personal power and interact frequently with other powerful people
- Lets me meet and have constant interaction with many different people, especially those I respect
- Can be done in a rapidly changing, high-energy environment with significant interaction with others
- Is done in an environment that is casual and unstructured; where I can experience a high degree of personal freedom, time off, and the opportunity to operate in a spontaneous way
- Allows me to design or start projects but does not require me to follow through with tedious details

Work-Related Strengths

- Excellent communication skills and the ability to get others excited about your ideas
- Eagerness to “think outside the box” and consider new possibilities
- Great creative problem-solving skills
- Courage to take some risks, try new things, and overcome obstacles
- Broad range of interests and ability to learn new things quickly
- Ability to withstand rejection and maintain optimism and enthusiasm
- Great confidence and drive to continually increase your knowledge
- Natural curiosity and skills for getting the information you need
- Ability to see the big picture and the implications of actions and ideas
- Ability to juggle several projects at once
- Perceptiveness about people — their needs and motivations
- Adaptability and ease shifting gears and changing directions quickly
- Great social ease and ability to fit comfortably into most social situations

Work-Related Weaknesses

- Trouble keeping yourself organized
- Difficulty setting priorities and making decisions
- Overconfidence; you may misrepresent your abilities or experience
- Propensity to always focus on what's possible rather than what's doable or probable
- Tendency to promise more than you can deliver
- Impatience with unimaginative or inflexible people
- Tendency to lose interest in projects once problems are solved
- Dislike of doing things in traditional, established, or routine manner
- Lack of discipline when it comes to attending to and following through on important details
- Tendency to become bored or easily sidetracked
- Dislike of repetitive tasks
- Impatience with people whose competence you question

Source: *Do What You Are*, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001 *Please Understand Me*, David Keirse & Marilyn Bates, 4th edition, 1984.

Popular Occupations for ENTPs

Entrepreneurship/Business

- Entrepreneur
- Inventor
- Management consultant
- Venture capitalist
- Literary agent
- Photographer
- Journalist
- Owner: restaurant/bar
- Actor
- Outplacement consultant
- Technical trainer
- Diversity manager/trainer
- Management consultant: marketing/reorganization/compensation
- University/college president
- Property manager: commercial/residential
- Attorney: litigator
- Sales agent: securities & commodities
- Agent and business manager
- Urban and regional planner
- Human resources recruiter
- Ombudsman
- Security analyst
- Manufacturer's service representative
- Hotel and motel manager
- Employee relations specialist

Marketing/Creative

- Advertising creative director
- Public relations specialist
- Marketing researcher/planner
- Sports marketing
- Radio/TV talk show host
- Producer
- Art director (magazine)
- International marketing
- Informational-graphics designer
- New business development: information services
- Creative director on multimedia team
- Desktop publishing specialist
- Internet marketer
- Internet architect
- Creative writer
- Copy writer
- Director: stage, motion pictures
- Columnist, critic, and commentator

- Reporter and correspondent
- Broadcast news analyst

Planning & Development

- Strategic planner
- Personnel systems developer
- Real estate agent/developer
- Special projects developer
- Investment broker
- Computer analyst
- Industrial design manager
- Logistics consultant (manufacturing)
- Network integration specialist (telecommunications)
- Financial planner
- Investment banker
- Urban planner

Politics

- Politician
- Political manager
- Political analyst
- Social scientist

Miscellaneous

- Chiropractor
- Environmental scientist
- Educational psychologist
- Athletic coach and scout
- Criminalist
- Ballistics expert
- Detective

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ENTP

ENTPs wish to exercise their ingenuity in the world of people and things. Found in about 5% of the population, ENTPs extravert intuition; thus they deal imaginatively with social relationships as well as physical and mechanical relations. They are very alert to what is apt to occur next, and always sensitive to possibilities.

ENTPs are good at analysis, especially functional analysis, and have both a tolerance for and enjoyment of the complex. Usually enthusiastic, ENTPs are apt to express interest in everything, and thus are a source of inspiration to others, who find themselves caught up by the ENTP's enthusiasm. This type is delighted over many things and so is easy to please. The ENTP is the most reluctant of all the types to do things in a particular manner just because that is the way things always have been done. They characteristically have an eye out for a better way, always on the lookout for new projects, new activities, new procedures.

ENTPs are confident in the value of their pursuits and display a charming capacity to ignore the standard, the traditional, and the authoritative. As a result of this open attitude, they often bring a fresh, new approach to their work and their lives. The ENTP is a keen judge of the pragmatics of both the social and the mechanical, and may become expert at directing relationships, between means and ends.

ENTPs see design as a means; the end is the invention that works, and prototype that is replicable. Ideas are valuable when and only when they make possible actions and objects. "It can't be done" is a challenge to an ENTP and elicits a reaction of "I can do it." They are not, however, the movers of mountains. Rather, the faith of the ENTPs is in their ability to improvise something, and they display an unusual talent for rising to the expediency of a situation. The focus of the ENTP is on competency and the sense of power this gives.

ENTPs can be fascinating conversationalists, able as they are to follow the complex verbalizations of others. They may deliberately employ debate tactics to the disadvantage of their opponents, even when the "opponents" are close associates and valued friends. ENTPs are the most able of all types to maintain a one-up position with others. They value adaptability and innovation and thus respond quickly and adeptly to another's shifting position. They may even be several jumps ahead. The ENTP can be entrepreneur and cleverly makes do with whatever or whoever is at hand, counting on ingenuity to solve problems as they arise, rather than carefully generating a detailed blueprint in advance. A rough draft is all that an ENTP needs to feel confident and ready to proceed into action, counting on the ability to improvise as a situation develops. Because of this tendency to depend on ingenuity and improvisation, they may neglect very necessary preparation at times. After repeated failures in situations where improvising has met with defeat, the ENTP may develop ways of avoiding such situations as a substitute to thorough preparation.

ENTPs can succeed in a variety of occupations, as long as the job does not involve too much humdrum routine. At this point, they become restless. If a project in which they are engaged is no longer challenging, they tend to lose interest in that project and fail to follow through — often to the discomfort of colleagues.

Seldom are ENTPs conformists. ENTPs enjoy outwitting the system and use rules and regulations within the systems to win the game — whatever it may be. They understand well the politics of institutions and deal with these very well, always aiming to understand the people within the system rather than judge them. ENTPs are good at innovative projects and can administer them well if dull routine is not involved. They usually are outstanding teachers, continuously devising new participative ways to make learning exciting for the students. As an employee, an ENTP may work against the system just for the joy of being one-up. For ENTPs, to be taken-in,

to be manipulated by another, is humiliating; this offends their joy in being masters of the art of one-upmanship. ENTPs are the natural engineers of human relationships and human systems. Their good humor and optimistic outlook tend to be contagious, and people seek out their company.

As mates, ENTPs tend to create a lively living environment. They are gregarious, laugh easily and often, and are typically in good humor. Orderliness in the routine of daily living is not apt to inspire them; they usually solve this problem by mobilizing those around them. Tom Sawyer illustrated this talent when he solved the problem of getting his Aunt Polly's fence whitewashed. Life with ENTPs is likely to be a daring adventure; they can lead families into physical and economic dangers. ENTPs improvise to remain unaware that they do not have the necessary knowledge of the situation to ward off such dangers.

If the mate of an ENTP is not competitive, he or she is likely to find the one-up/one-down transactions somewhat wearing. If the mate is competitive, the result might be conflict. Although usually good providers of economic necessities, ENTPs at times engage in brinkmanship with their careers, placing them in jeopardy and behaving as if unaware of the consequences; they may thus offer unnecessary challenges to those who have power over their professional success. When challenges elicit negative responses from superiors, ENTPs are apt to react with delight at having an opportunity to improvise a solution to the crisis and, more often than not, they succeed in doing so.

ENTPs are likely to have all sorts of hobbies and to be experts in unexpected areas, but they are not apt to share these hobbies with their mates or children in a sense of teaching them. In fact, ENTPs may be very inconsistent in the attention given to offspring. Usually, it is feast or famine. ENTPs have a lively circle of friends and are interested in their ideas and activities. They are usually easy going, seldom critical or nagging. T their worst, they can show undependable, fickle characteristics and may be rather easily discouraged.

Using your strengths is easy.

The secret to success for an ENTP is learning to:

***PRIORITIZE, FOCUS, AND FOLLOW THROUGH - ESPECIALLY
WITH
COMMITMENTS MADE TO OTHERS***

ESFJ

(Extraverted, Sensing, Feeling, Judging)

What can I do for you?

Career Satisfaction for ESFJs

Doing work that:

- Lets me establish and maintain warm and genuine interpersonal relationships with other people working in real and tangible ways to improve their quality of life
- Has practical benefits for people and gives me time to learn and master necessary skills before using them
- Lets me exercise control, working with many people, and helping them work harmoniously toward a common goal
- Has clear expectations, where the evaluation of my performance is judged upon established and explicitly stated criteria
- Is done in a cooperative environment, free from conflicts and tension between co-workers, supervisors, clients, patients, and others
- Lets me make decisions and use efficient procedures to see that all the details of my projects are carried out to my specifications
- Gives me plenty of opportunities to interact with other people throughout the day and to be an integral part of the decision-making process
- Lets me organize my own work and that of those around me to ensure that things are run as smoothly and efficiently as possible
- Is done within a friendly environment where people express their appreciation for my accomplishments, where I feel approval and support, and where I consider my co-workers to be my friends
- Is done in a setting with existing structures, where the chain of command is known and understood, and where authority is respected

Work-Related Strengths

- Great energy and drive to get things accomplished and be productive
- Ability to cooperate and create harmonious relationships with others
- Practical and realistic attitude and aptitude for working with facts and details
- Nurturing and helpful nature; you praise and reinforce good behavior in others
- Decisive and are a stabilizing force
- Ability to maintain an organization's traditions
- Strong organizational skills and clear work ethic
- Loyalty and belief in the value of working within a traditional structure
- Sense of responsibility; you can be counted on to do what you say you will do
- Ability to follow established routines and procedures
- Common sense and realistic perspective

Work-Related Weaknesses

- Reluctance to embrace new and untested ideas
- Sensitivity to criticism; you feel stressed by tension-filled work situations
- Desire to focus on the present rather than the future
- Difficulty adapting to change and switching gears quickly
- Tendency to be oversensitive and avoid unpleasant situations
- Difficulty working alone for extended periods of time; strong need to socialize
- Tendency to show favoritism
- Tendency to become drained by taking on others' emotional burdens
- Inclination to make decisions prematurely before you have enough information
- Focus on specific details rather than implications and the "big picture"
- Tendency to be opinionated and rigid
- Difficulty hearing and accepting opposing viewpoints
- Tendency to become discouraged without praise or expression of appreciation

Source: *Do What You Are*, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001
Please Understand Me, David Keirsey & Marilyn Bates, 4th edition, 1984.

Popular occupations for ESFJs

Health Care

- Medical/dental assistant
- Speech pathologist
- Exercise physiologist
- Family physician
- Nurse
- Dentist
- Medical secretary
- Dietitian/nutritionist
- Massage therapist
- Optometrist/optician
- Pharmacist/pharmacy technician
- Respiratory therapist
- Veterinarian
- Licensed practical nurse
- Home health aide
- Primary care physician
- Physical therapist
- Home health social worker
- Personal fitness trainer
- Hospice worker
- Recreational therapist
- Radiation therapist
- Health care administrator
- Chiropractor
- Corrective therapist
- Dental hygienist
- Dialysis technician
- Aerobic instructor

Education

- Elementary school teacher
- Special education teacher
- Child care provider
- Home economics teacher
- Athletic coach
- Bilingual education teacher
- School principal

Social Service/Counseling

- Social worker
- Community welfare worker
- Professional volunteer
- Religious educator
- Corporate outplacement counselor
- Interpreter/translator
- Substance abuse counselor
- Employee assistance counselor
- Counselor
- Minister/priest/rabbi
- Employee assistance counselor
- Child welfare counselor

- Substance abuse counselor
- Social worker (elderly and child day care issues)
- Law clerk
- Legislative assistant
- Court clerk
- Court reporter
- Wilderness adventure leader
- Paralegal and legal assistant

Sales/Service

- Flight attendant
- Customer service representative
- Funeral home director
- Hairdresser/cosmetologist
- Host/hostess
- Caterer
- Fund-raiser
- Travel agent
- Eco-tourism specialist
- Real estate agent/broker
- Marketing executive: radio/TV/cable broadcast
- Translator/interpreter
- Genealogist

Business

- Public relations account executive
- Loan officer and counselor
- Sales representative (tangibles)
- Telemarketer
- Office manager
- Retail owner/operator
- Receptionist
- Management consultant: human resources/training
- Insurance agent (families)
- Credit counselor
- Merchandise planner
- Customer service manager
- Health club manager
- Lodging owner/innkeeper
- Property manager: commercial/residential
- Child care center director
- Customer relations manager (technology)
- Advocate (technology)
- Food service manager
- Nursery and greenhouse manager
- Hotel and motel manager
- Real estate appraiser

Clerical

- Secretary
- Receptionist
- Office machine operator
- Bookkeeper
- Typist

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ESFJ

ESFJs, the most sociable of all types, are energized by interactions with people, tending to idealize whatever or whoever they admire. Harmony is a key to this type, which is represented in about 13% of the general population.

ESFJs are the great nurturers of established institutions such as the home, the school, the church, and civic groups. Wherever they go, they promote harmony and harmonious relationships. They are outstanding hosts or hostesses, able to call people by name, usually after one introduction. At a social gathering they can be observed attending to the needs of others, trying to insure that all are comfortable and involved. Social ties matter to the ESFJs, and their conversations often drift to nostalgic recounting of past memories. Traditions are developed, supported, and carefully observed by the ESFJ.

ESFJs are hurt by indifference and need to be appreciated both for themselves and for the abundance, typically in the form of services, they give to others. They are conscious of appearances and take the opinions of others regarding social standards very seriously. Values in an ESFJ may take the form of shoulds and should nots and may be freely expressed. Conscientious and orderly, ESFJs may become restless when isolated from people.

Career selection by ESFJs may lean toward service occupations. They have such outgoing personalities that they are outstanding at selling, being an invariable winner in sales contests. They are apt to have seniority in any sales group within an organization. Observation of ESFJs at work in a sales transaction will demonstrate how this type personalizes the sale: The customer is not buying the product; he or she is buying personally from the ESFJ. This same characteristic causes ESFJs to be good in teaching, preaching, supervision, administration, coaching, and, in general, people-to-people jobs. They seldom become a source of irritation to their superiors, for they respect and obey the rules and regulations, are duty — and service — oriented. They are loyal to their bosses. ESFJs are likely to be aware of and enjoy discussing events and problems in the lives of their colleagues; but when conversations turn into abstractions of philosophy or science, the ESFJ may become restive. Analysis of the complex — for example, an attempt to find an explanation of events through an analysis of principles — does not excite their interest.

ESFJ mates have a set of values which contain clear shoulds and should-nots, and they expect their family to abide by these. They are conscientious about home responsibilities, are orderly about the home, and prefer that other occupants be the same. They enjoy socializing and entertaining. ESFJs want family decisions settled efficiently and quickly and want family living routinized, scheduled, and correctly executed. They do not rebel against routine operations, are devoted to the traditional values of home and hearth, respect their marriage vows, and are the most sympathetic of all types. They tend to be dependent on their mates and may marry to insure that they have a proper place in the social strata. They enjoy the rituals connected with serving of good food and beverages, thrive on festive occasions, respect and accumulate a goodly store of material possessions. They take their role in the community seriously and are sensitive to the acknowledged, official decision-makers and identify with them. They are aware of status, and often depend on higher authority as the source of opinions and attitudes.

ESFJs wear their hearts on their sleeves and are outgoing in their emotional reactions. They need to be needed, loved, and appreciated and may spend much energy reassuring themselves that this is the case. They can become melancholy and depressed and even suicidal if they take the blame for whatever might be wrong in their institution or their personal relationships — as they are prone to do.

Using your strengths is easy.
The secret to success for an ESFJ is learning to:

**SLOW DOWN, CONSIDER POSSIBILITIES THAT DON'T ALREADY EXIST,
AND NOT TAKE THINGS QUITE SO PERSONALLY**

ESFP

(Extraverted, Sensing, Feeling, Perceiving)

Don't Worry—Be Happy!

Career Satisfactions for ESFPs

Doing work that:

- Lets me learn from hands-on experience, where I look for solutions to problems from gathering all the facts at my disposal and by using common sense
- Lets me get personally involved in the tasks at hand, working directly with clients or customers, out in the field rather than away from the action
- Lets me work with lots of other people in an active and social environment, with variety, fun, and spontaneity
- Requires skillful handling of people and conflicts, the ability to ease tensions to help groups work more cooperatively, and the ability to motivate others
- Lets me juggle multiple projects or activities, especially those that use my aesthetic taste and sense of design
- Lets me interact throughout the workday with other easygoing and social people who share my enthusiasm, energy, and realistic point of view
- Lets me work on projects that are of immediate utility and take into account the needs of people around me
- Is done in a friendly and relaxed environment, without hidden political agendas
- Rewards my hard work and good intentions, and where I feel appreciated for my contributions
- Lets me have fun, enjoy everyday surprises, and where there is a minimum of bureaucracy, rules or restrictions

Work-Related Strengths

- Lots of energy and enjoyment of being active on the job
- Ability to adapt well to change and shift gears quickly
- Sensitivity to people's needs and desire to help them in real ways
- Caring nature; you're a cooperative team player
- Ability to make work fun and exciting
- Practicality and great common sense
- Loyalty to the people and organizations you care
- Process-oriented approach; you create a lively and fun atmosphere at work
- Flexibility and willingness to take calculated risks and try new approaches
- Desire to cooperate, pitch in, and help people in real and concrete ways
- Ability to clearly assess current resources and conditions and immediately see what needs to be done

Work-Related Weaknesses

- Difficulty working alone, especially for extended periods of time
- Tendency to accept things at face value and miss deeper implications
- Dislike of advance preparation; you have trouble organizing your time
- Difficulty seeing opportunities and options that don't exist at the moment
- Tendency to take criticism and negative feedback very personally
- Trouble making decisions
- Impulsiveness and tendency to be easily tempted or distracted
- Dislike of excessive rules and structured bureaucracy
- Difficulty making logical decisions if they conflict with personal feelings
- Resistance to setting long-term goals and difficulty meeting deadlines
- Difficulty disciplining self or others about

Popular Occupations for ESFP's

Creative

Cartoonist and animator
Character actor Art therapist
Costume/wardrobe
specialist Aerobics
instructor
Film producer
Floral designer
Interior designer
Musician
News anchor
Painter/illustrator/sculptor
Performer (dancer,
comedian) Radio/television
announcer Photographer
Landscape architect

Health Care/Social Service

Cardiology technologist
Dental assistant and hygienist
Dietitian/nutritionist
Chiropractor
Exercise physiologist
Home care worker/health aide
Hospice worker
Medical technician
Nurse/nursing instructor
Occupational therapist
Optician/Optomtrist
Pediatrician
Personal fitness trainer
Pharmacy technician
Physician
Podiatrist
Police/corrections officer
Recreational therapist
Respiratory therapist
Radiological technician
Social worker
Speech and language pathologist
Substance abuse counselor
Transplant coordinator Vocational
rehabilitation counselor

Education

Child care provider Child
life specialist Education
software developer Athletic
coach
Teacher

Business

Chef or head cook
Dog trainer
Entertainment and sports agent
Fund-raiser
Merchandise displayer/planner
Human resources diversity manager
Insurance agent/broker (health, life)
Insurance fraud investigator
Labor relations mediator
Promoter
Public relations specialist
Real estate agent
Receptionist
Retail sales/management
Secretary
Landscape and grounds manager
Special events coordinator
Team trainer
Travel agent/tour operator
Travel sales/broker

Science/Technology

Environmental scientist
Geologist
Marine biologist
Park naturalist
Psychologist
Social conservationist Social
scientist
Veterinarian/veterinary
assistant Zoologist

*Source: Do What You Are, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001
Please Understand Me, David Keirsey & Marilyn Bates, 4th edition, 1984.*

Portrait of an ESFP

ESFPs radiate attractive warmth and optimism. Smooth, witty, charming, clever, voluble, and open to the environment — this describes ESFPs, who represent about 13% of the general population. They are great fun to be with and are the most generous of all the types. Performer would be the word which best describes an ESFP.

ESFPs will avoid being alone and seek the company of others whenever possible. ESFPs easily find company, for others are usually highly entertained by the presence of an ESFP. ESFPs love excitement and create it wherever they are. Their joy of living is contagious and generally they wear happy faces. Often outstanding conversationalists, their flowing banter is amusing in its wit. ESFPs have an air of sophistication and are likely to be dressed in the latest fashion, displaying an enjoyment of all good things of life: dress, food, physical comfort, and happy times. ESFPs create a mood of “eat, drink, and be merry” wherever they go, and around them life can have a continual party-like atmosphere of gaiety. ESFPs make exciting, if somewhat unpredictable mates, which may give quieter type mates some anxiety and tension from living on the edge of adventure. The home of an ESFP is likely to be filled with people all having a good time. Problems will not be allowed to make their appearance. The ESFP accomplishes this by taking an attitude of “walking by the graveyard whistling,” refusing to recognize doom and gloom.

ESFPs’ talent for enjoying life can make them more subject to temptations than are other types. They are inclined to be impulsive, and thus both male and female ESFPs are vulnerable to psychological seduction, if not physical seduction, with ESFP giving in easily and agreeably to the demands of others. As a parent, the ESFP will be entertaining, a friend, and a source of fun and excitement. When there is sickness, or trouble, however, ESFPs may become impatient and may want to absent themselves.

ESFPs can be generous to a fault. What is theirs is yours, and what is yours is yours still. They give assistance to one and all without expectation of a return, just as they love freely without expecting something in return. ESFPs seem to view life as an eternal cornucopia from which flows an endless supply of pleasures that require no effort on their part to insure.

ESFPs tolerance for anxiety is the lowest of all types. Anxiety is avoided by ignoring the dark side of a situation as long as possible. They are inclined to be somewhat self-indulgent, but, rather than make an outward show or resistance or make waves, ESFPs will give apparent compliance — and then go their own way to what they enjoy.

ESFPs prefer active jobs and should not be given lonely, solitary assignments. Outstanding in public relations, they love working with people. Decisions are made with personal warmth, based on personal reference or reference to significant others. This type relies heavily on their personal experiences and generally shows good common sense.

The gregarious sociability and adaptability of ESFPs make them a source of warmth to others. They do not mind telephone or personal interruptions and are verbally facile in both situations. They can be counted on to have accurate data about the people around them, gaining these data through effortless and continuous observations.

ESFPs are not deeply interested in scholastic pursuits, wanting knowledge only for immediate utility. They avoid science and engineering, gravitate toward business, and are adept at selling, particularly selling tangibles. They can be effective in education, especially elementary school teaching, and can enjoy nursing for its drama. They are good at working with people in crisis, a facility which often leads ESFPs into social work. They also enjoy entertaining people and are thus drawn to the performing arts, thriving on the excitement of being in the limelight.

Using your strengths is easy. The secret to success for an ESFP is learning to:
**THINK ABOUT THE FUTURE IMPLICATIONS, NOT TAKE THINGS
TOO PERSONALLY, AND FOLLOW THROUGH ON COMMITMENTS**

ESTJ

(Extraverted, Sensing, Thinking, Judging) Taking Care of Business

Career Satisfactions for ESTJs Doing work that:

- Lets me work systematically, organizing facts, policies, or people, and use time and resources efficiently toward a logical conclusion
- Lets me use mastered skills while working on concrete and straight-forward assignments with clear specifications, using my strong reasoning powers
- Is measured and evaluated by fair, logical, explicit, and objective standards
- Is done in a friendly environment with other hardworking and conscientious people who do not bring their personal problems to work or expect me to share my personal feelings on the job
- Is realistic and tangible in nature and has practical applications and concrete results
- Has clear expectations and reporting hierarchy
- Lets me be productive, organizing the necessary steps and resources, following established procedures, and setting and meeting deadlines
- Is done in a stable and predictable environment, but one that is also filled with action and a variety of people
- Can be done with other people, enabling me to be in charge of myself and others
- Lets me make decisions and have a great deal of control and responsibility; where my opinions, recommendations, and experience are considered important

Work-Related Strengths

- Practicality and focus on results
- Forcefulness in dealing with your commitments; you can be tough when necessary
- Ability to stay focused on the organization's goals
- Precision and accuracy and desire to get the job done right
- Desire to follow established routines and procedures
- Ability to recognize what is illogical, inconsistent, impractical, or inefficient
- Organizational skills; you're good at making objective decisions
- Belief in the value of a traditional structure and the ability to work within it
- Sense of responsibility; you can be counted on to do what you say
- Clear work ethic; need to be efficient and productive
- Common sense and realistic perspective

Work-Related Weaknesses

- Impatience with those who don't follow procedures or who ignore important details
- Reluctance to embrace new, untested ideas
- Discomfort with or resistance to change
- Little patience with inefficiency or processes that take too long
- Focus on present needs at the expense of future ones
- Tendency to overrun people in an effort to meet your goals
- Inability to see future possibilities
- Lack of sensitivity about how other people will be affected by policies and decisions
- Difficulty listening to opposing viewpoints; you may interrupt frequently

Source: *Do What You Are*, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001
Please Understand Me, David Keirse & Marilyn Bates, 4th edition, 1984.

Popular Occupations for ESTJs

Technology/Physical

- Engineer: mechanical/applied fields
- Computer analyst
- Auditor
- General contractor
- Farmer
- Construction worker
- Pharmacist
- Clinical technician
- Accounting internal auditor
- Technical trainer
- EEG technologist
- Paralegal
- Network administrator
- Database administrator

Professional

- Dentist
- Physician: general medicine
- Stockbroker
- Judge
- Executive
- Teacher: technical/trades
- Civil/mechanical/metallurgical engineer
- Corporate finance lawyer
- Electrical engineer
- Primary care physician
- Industrial engineer
- Paralegal
- Pharmacist
- Lawyer
- School principal
- Chief information officer

Management

- Project management
- Officer manager
- Administrator
- Factory supervisor
- Database manager
- Purchasing agent
- Regulatory compliance officer
- Budget analyst
- Administrator: health services
- Chief information officer
- Management consultant: business operations
- Logistics and supply manager
- Bank manager/loan officer
- Credit analyst/counselor

- Property manager: commercial/residential
- Bill and account collector
- Food service and lodging owner
- Computer network administrator
- Nursing director
- Construction manager
- Association manager and adviser
- Treasurer, controller, and chief financial officer
- Private sector executive

Sales/Service

- Insurance agent
- Sales (tangibles): computers, real estate
- Funeral director
- Cook
- Military officer
- Teacher: trade, industrial, technical
- Government employee
- Security guard
- Sports merchandise/equipment sales
- Pharmaceutical sales
- Telecommunications security
- Police/probation/corrections officer
- Occupational health and safety specialist
- Ship and boat captain
- Regulatory compliance officer
- Purchasing agent
- Aviation inspector
- Athletic coach
- Athletic trainer
- Sales agent: securities & commodities
- Underwriter
- Credit analyst
- Cost estimator
- Budget analyst
- Police and detective supervisor
- Commercial airplane pilot
- Transport coordinator
- Flight engineer

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ESTJ

ESTJs are very much in touch with the external environment. They know their community and usually are pillars of strength. The best adjective to describe ESTJs would be responsible. They represent about 13% of the general population.

ESTJs are outstanding at organizing orderly procedures and in detailing rules and regulations. They like to see things done correctly. They tend to be impatient with those who do not carry out procedures with sufficient attention to those details, prescribed by those with the most experience, that will get the job done right.

ESTJs are comfortable in evaluating others and tend to judge how a person is doing in terms of standard operating procedures. They may, at times, be abrupt with those who do not follow the rules correctly.

ESTJs are realistic, matter-of-fact, and more curious about new devices and processes than about new principles and theories.

ESTJs generally are loyal to their institutions, work, and community and make excellent, faithful mates and parents. They see where their duty lies and are not likely to shirk the doing of that duty, even when this requires considerable sacrifice on their part. They frequently rise to positions of responsibility in their jobs, in the community, and in their religious affiliations. They very often belong to several civic clubs and support them both through steady attendance and through their spoken attitudes. ESTJs themselves are punctual and expect others to be also.

ESTJs may not always be responsive to points of view and emotions of others and may have a tendency to jump to conclusions too quickly at times. They may not always be willing to listen patiently to opposing views; they are especially vulnerable to this tendency when in positions of authority. They may need to make special effort to remain open to input from others who are dependent on them — their children, spouses, and employees.

ESTJs are so in tune with the established, time-honored institutions and ways of behaving within those institutions that they cannot understand those who might wish to abandon or radically change those institutions. They follow routines well at home and at work, tending to have a place for everything and wanting everything in its place. They are usually neat and orderly at work and at play.

They approach human relations through traditions and rituals, promoting harmony and contentment in their relationships through creating well-worked-out routines and procedures. Family traditions have meaning for ESTJs, and they willingly participate in observing these. They enjoy opportunities to see friends, former colleagues, and relatives at functions such as retirement dinners, annual picnics, Thanksgiving gatherings, and weddings. ESTJs are relatively easy to get to know; they do not tend to confuse people by sending double messages. They are dependable and consistent, and what they seem to be is what they are.

Using your strengths is easy.
The secret to success for an ESTJ is learning to:

SLOW DOWN, CONSIDER IMPLICATIONS FOR PEOPLE, AND BE FLEXIBLE

ESTP

(Extraverted, Sensing, Thinking, Perceiving)
Let's Get Busy!

Career Satisfactions for ESTPs Doing work that:

- Lets me meet and interact spontaneously with many people; offers something different everyday, and is fun
- Lets me use my keen powers of observation and my capacity for absorbing and remembering facts
- Lets me use my ability to search for solutions to problems, using firsthand experience and then critically analyzing these solutions to find the best ones
- Is active and full of adventure and fun, where things happen quickly, and where I am allowed to take risks and be alert to new opportunities
- Lets me respond to unplanned situations, using unconventional approaches, where I can skillfully negotiate satisfactory solutions
- Is done in an environment without a lot of rules or restrictions, where I work with other practical and lively people and am able to enjoy free time after completing my assignments
- Lets me organize myself as I go along and as I deem necessary, rather than according to someone else's standards
- Is practical and logical, where I can use my reasoning abilities to find discrepancies or flaws in the logic of a system and fix it on the spot
- Leaves me free to respond to a crisis and work in an expedient manner dealing with pressing issues
- Involves real people and things, not theories or ideas; where my efforts are directed to producing a tangible product or service

Work-Related Strengths

- Keen powers of observation, with excellent memory for factual information
- Ability to see what needs doing and is realistic about what is necessary to complete a job
- Enjoys initiating and promoting projects
- Lots of energy; enjoy being active on the job
- Ability to adapt well to change and shift gears quickly
- Ability to make work fun and exciting
- Enjoy being part of a team
- Practical, realistic perceptions, and possesses good common sense
- Process-oriented approach; creates lively and fun atmosphere at work
- Flexible and willing to take risks and try new approaches
- Willingness to accept differences and has the ability to "go with the flow" learner

Work-Related Weaknesses

- Difficulty working alone, especially for long periods of time
- Dislike preparing in advance; may have trouble organizing time
- Tendency to be blunt and insensitive to feelings of others or too casual with people's feelings
- Inability to see opportunities and options that don't exist at the moment
- Impatient and/or intolerant with administrative details and procedures
- Difficulty making some decisions and/or prioritizing projects
- Tendency to be impulsive and easily tempted or distracted
- Difficulty seeing the long-term consequences of actions
- Dislikes excessive rules and structured bureaucracies
- Resistance to setting long-term goals and difficulty meeting deadlines

Source: *Do What You Are*, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001
Please Understand Me, David Keirsey & Marilyn Bates, 4th edition, 1984.

Popular Occupations for ESTPs

Sales/Service/Action

- Police officer
- Firefighter
- Paramedic
- Detective
- Investigator
- Corrections officer
- Real estate agent
- Emergency medical technician
- Exercise physiologist/sports medicine
- Respiratory therapist
- Flight attendant
- Sports merchandise sales
- Insurance fraud investigator
- Private investigator/detective
- Personal fitness trainer
- Flight instructor
- Flight engineer
- Commercial helicopter pilot
- Ship and boat captain
- Military officer
- Intelligence specialist
- Probation officer
- Gambling establishment manager
- Criminologist and ballistics expert
- Insurance adjuster, examiner

Entertainment/Sports

- Sportscaster
- News reporter
- Promoter
- Tour guide and agent
- Dancer
- Bartender
- Auctioneer
- Professional athlete/coach
- Fitness instructor/trainer
- Entertainment agent
- Radio & TV talk show host
- Television camera operator
- Musician
- Studio, stage, and special effects technician
- Actor and performer

Finance

- Personal financial planner
- Auditor
- Stockbroker

- Banker
- Investor
- Insurance sales
- Budget analyst
- Insurance agent/broker

Business

- Real estate broker/agent
- Entrepreneur
- Land developer
- Wholesaler
- Retail sales
- Car sales
- Management consultant (business operations)
- Franchise owner
- Internet marketer
- Insurance claims examiner, property and casualty
- Product safety engineer

Trades/"Hands-on"

- Carpenter
- Craftsperson/artisan
- Farmer
- General contractor
- Construction worker
- Chef/cook
- Electrical engineer
- Electronics specialist
- Technical trainer (classroom setting)
- Logistics and supply manager (manufacturing)
- Network integration specialist
- Civil engineer
- Industrial/mechanical engineer
- Surveyor
- EEG technologist/technician
- Radiological technician
- Aircraft mechanic
- Marine biologist
- Data processing equipment repairer
- Property manager: commercial/residential
- Systems support operator and installer
- Developer of electronic games
- Lawn service manager
- Eco-tourism specialist
- Aviation inspector
- Forester
- Part naturalist
- Professional photographer

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ESTP

ESTPs are men and women of action. When someone of this personality is present, things begin to happen. The lights come on, the music plays, the game begins. And a game it is for the ESTP, the outstanding entrepreneur, the international diplomat, the conciliator, and the negotiator par excellence. Approximately 13% of the population are of this extraverted, sensing, thinking, and perceiving type, and if only one adjective could be used to describe ESTPs, resourceful would be an apt choice.

Life is never dull around ESTPs. Their attractive, friendly style has a theatrical flourish which makes even the most routine, mundane event seem exciting. ESTPs usually know the location of the best restaurants, and headwaiters are likely to call them by name. ESTPs are socially sophisticated, suave, and urbane and are master manipulators of the external environment.

ESTPs are uncanny at observing people's motivations, somehow hypersensitive to minimal nonverbal cues that other types might miss. And they are masters at using these observations to "sell" the "client". The eye of the ESTP is ever on the eye of the beholder, and all actions are directed toward this audience. Witty, clever, and fun, ESTPs seem to possess an unusual amount of empathy, when in fact this is not the case; rather, they are so acutely aware of minimal signals from others that they are usually several jumps ahead in anticipation of another's position. And ESTPs can use information gained to the ends they have in mind — apparently with nerves of steel, engaging in what seems to others to be suicidal brinkmanship. Other types may find this exhausting, but ESTPs are exhilarated by working close to the edge of disaster. ESTPs are ruthless pragmatists and often offer the ends as justification for whatever means they see as necessary — regrettable, perhaps, but necessary. Usually, however, ESTPs do not care to justify actions, but prefer instead to get on to the next action.

If the promotional, entrepreneurial capabilities of ESTPs are used to constructive ends, an institution is fortunate for their presence. If their desire for excitement is not met constructively, however, these energies may be channeled into destructive antisocial activities such as those of the confidence rackets — counterfeiting, bad-check artistry, safe cracking, and swindling. A movie of the early 1970's which caught this use of the ESTPs' talents was "The Sting".

ESTPs are outstanding as initiators of enterprises that bring people together to negotiate. They make invaluable itinerant administrators who can pull troubled companies or institutions out of the red very quickly, and with style. They can sell an idea or project in a way no other type can, but won't follow through on the tedious administrative details of a project. This characteristic often causes ESTPs to be unappreciated for the extraordinary talents they have, for people lose sight of the idea contributed and focus on the details left undone, becoming critical of ESTPs' weaknesses rather than appreciating their strengths. Few enterprises which are institutionally based use ESTPs as they should be used. When they strike out on their own, however, they do not always succeed, for their unwillingness to bother with follow-up details may cause an otherwise excellent project to fail. ESTPs need to be sure they have someone who will take care of follow-up if at all possible.

ESTPs live in the moment and as mates lend excitement—and unpredictability—to the relationship. The ESTP mate is usually extremely attentive in public and smooth in social rituals. They carry on amusing repartee, and laughter surrounds them as they recount from their endless supply of clever jokes and stories. Charm radiates from ESTPs. Nothing is too good for their friends, although family responsibilities may, at times, be given second priority. The ESTP's mate may in time come to feel like an object—the female a chattel and the male a negotiable commodity. Deep commitments do not always occur in the lives of ESTPs, although they are always popular and

know many, many people by name. Relationships usually are conditional, and the condition is the consideration of what the ESTP has to gain from the relationship. Anything gained, however, is shared freely and generously with the mate. The unexpected gift, the impulsive trip to Paris, the extravagant surprise at Christmas—all these an ESTP brings to a mate. Fun, excitement, laughter and that element of unpredictability are characteristic of their relationship.

The ESTPs have a low tolerance for anxiety and are apt to avoid or leave situations that are consistently filled with interpersonal tensions. ESTPs themselves understand well the maxim, “He who travels fastest, travels alone.” Still, ESTPs are not likely to be lonely for long. ESTPs meet life with a hearty appetite for the good things of the world, searching out excitement, perhaps as a warrior, an athlete, an adventurer, or as a professional gambler, but always seeking the thrill of courting Lady Luck in one fashion or another. A theme of seeking excitement through taking of risks runs through the lives of ESTPs.

Using your strengths is easy.
The secret to success for an ESTP is learning to:

***THINK BEFORE YOU ACT, CONSIDER PEOPLE'S FEELINGS, AND FOLLOW
THROUGH ON YOUR COMMITMENTS.***

INFJ

(Introverted, Intuitive, Feeling, Judging)

Catalysts for positive change

Career Satisfactions for INFJs

Doing work that:

- Lets me consider and create new ideas and/or approaches to a variety of problems, mostly those that help others to grow and develop
- Lets me produce a product or service that I believe in and am proud of
- Recognizes my authorship and ownership and my unique contributions
- Lets me express myself and see the results of my vision
- Lets me implement my ideas for the good people or in the service of others; lets me work with others on a one-to-one basis
- Is done in a friendly and tension-free environment where my ideas are seriously considered and where I am psychologically supported for my efforts
- Can be done independently but with the opportunity to share frequently with others in an environment that is friendly and free of interpersonal conflict
- Lets me organize my own time and work environment and exert significant control over both the process and product
- Gives me adequate time to formulate and process my ideas so they are thoroughly prepared
- Is in harmony with my personal values and beliefs and lets me maintain a high degree of personal and professional integrity

Work-Related Strengths

- Integrity that inspires people to value your ideas
- Focus and single-mindedness about projects that are important to you
- Decisiveness and strong organizational skills
- Creative and ability to come up with original solutions
- Empathy and ability to anticipate others' needs
- Perspective to see the big picture and the future implications of actions and ideas
- Ability to understand complex concepts
- Deep commitment to work you believe in
- Independent streak and strong personal convictions
- Genuine interest in others and talent for helping others grow and develop

Work-Related Weaknesses

- Single-mindedness that can result in inflexibility
- Unrealistic sense of how long things take
- Difficulty working on projects that conflict with your values
- Tendency to be impractical about viability and/or feasibility of some ideas
- Difficulty working in competitive or tension-filled environments
- Drive to be productive and reach your goals
- Reluctance to revisit or reverse decisions once they've been made
- Difficulty dealing with conflict and tendency to ignore unpleasantness
- Trouble disciplining subordinates with objectivity and directness
- Difficulty changing plans or directions quickly
- Difficulty communicating complex ideas simply
- Tendency to be judgmental

Popular Occupations for INFJs

Counseling/Education

- Career counselor
- Clinical psychologist
- Teacher: high school or college English, art, music, social sciences, drama
- Educational consultant
- Librarian
- Special education teacher
- Bilingual education teacher
- Early education teacher
- Employee assistance counselor
- Child welfare counselor
- Substance abuse counselor
- Social worker (elderly and child day care issues)
- Sociologist
- Museum research worker
- Public health educator
- Occupational therapist
- Educational program director
- Parenting instructor, child development course
- Developmental psychologist

Creative

- Artist
- Playwright
- Novelist
- Poet
- Interior designer
- Informational-graphics designer
- Universal design architect
- Freelance media planner
- Editor/art director (magazine)
- Genealogist
- Desktop publisher/editor
- Multimedia producer
- Editor/art director (websites)
- Film editor
- Documentary filmmaker
- Set designer
- Educational software developer
- Exhibit designer
- Costume and wardrobe specialist
- Merchandise designer and displayer

Religion

- Priest/clergy/monk/nun

- Religious worker
- Director of religious education

Technology

- Customer relations manager
- Staff advocate (technology consultant)
- Project manager
- Human resources recruiter

Health Care/Social Services

- Health care administrator
- Director, social service agency
- Mediator/ conflict resolver
- Social scientist
- Mental health counselor
- Dietitian/nutritionist
- Speech language pathologist/audiologist
- Holistic health practitioner
- Massage therapist
- Occupational therapist
- Chiropractor
- Grant coordinator
- Fund-raising director
- Legal mediator
- Adult day care coordinator
- Corrective therapist
- Crisis hotline operator
- Legislative assistant

Business

- Human resources manager
- Marketer (of ideas and/or services)
- Organizational development consultant
- Employee assistance program coordinator
- Job analyst
- Diversity manager—human resources
- Corporate/team trainer
- Preferred customer sales representative
- Merchandise planner
- Environmental lawyer
- Interpreter/translator
- Planned-giving officer
- Philanthropic consultant
- Curator
- Literary agent
- Outplacement consultant

Portrait of an INFJ

INFJs focus on possibilities, think in terms of values and come easily to decisions. The small number of this type (1%) is regrettable, since INFJs have an unusually strong drive to contribute to the welfare of others and genuinely enjoy helping their fellow men. This type has great depth of personality; they are themselves complicated, and can understand INFJs make outstanding individual therapists who have the ability to get in touch with the archetypes of their patients in a way some other types do not. The INFJs are also the most vulnerable of all the types to the eruption of their own archetypal material. As therapists, INFJs may choose counseling, clinical psychology, or psychiatry, or may choose to teach in these fields. Writing about these professions often intrigues an INFJ. Whatever their choice, they generally are successful in these fields because their great personal warmth, their enthusiasm, their insight, their depth of concentration, their originality, and their organizational skills can all be brought into play.

At work as well as socially, INFJs are highly sensitive in their handling of others and tend to work well in an organizational structure. They have a capacity for working at jobs which require solitude and concentration, but also do well when in contact with people, providing the human interaction is not superficial. INFJs enjoy problem solving and can understand and use human systems creatively and humanistically. As employees or employers, INFJs are concerned with people's feelings and are able to provide in themselves a barometer of the feelings of individuals and groups within the organization. INFJs listen well and are willing and able to consult and cooperate with others. Once a decision is made, they work to implement it. INFJs are generally good at public relations and themselves have good interpersonal relations. They value staff harmony and want an organization to run smoothly and pleasantly, themselves making every effort to contribute to that end. They are crushed by too much criticism and can have their feelings hurt rather easily. They respond to praise and use approval as a means of motivating others, just as they, the INFJs, are motivated by approval. If they are subject to a hostile, unfriendly working condition or to constant criticism, they tend to lose confidence, become unhappy and immobilized, and finally become physically ill.

As mates INFJs are usually devoted to their spouses, but may not always be open to physical approaches. They tend to be physically demonstrative at times, but wish to choose when, which is when they are in the mood. This may be quite confusing to an extraverted mate. Often an INFJ's expressions of affection will be subtle, taking a humorous, unexpected turn. INFJs need and want harmony in their homes and find constant conflict, overt or covert, extremely destructive to their psyches. Their friendship circle is likely to be small, deep, and long-standing.

As parents, INFJs usually are fiercely devoted. A female INFJ, particularly, is linked to her children in a way different from the other types; with almost a psychic symbiosis. This deep bond can create an over dependency that can be unhealthy for both mother and child. At the same time, INFJs tend to be good friends with their children, while firm in discipline. They are concerned about the comfort of a home and most especially the comfort, physical health, and emotional well-being of both mates and children.

Using your strengths is easy.

The secret to success for an INFJ is learning to:
**PAY ATTENTION TO DETAILS, BE FLEXIBLE,
AND BE WILLING TO ACT SPONTANEOUSLY.**

INFP

(Introverted, Intuitive, Feeling, Perceiving)

Still waters run deep

Career Satisfactions for INFPs

Doing work that:

- Is in harmony with my own personal values and beliefs and allows me to express my vision through my work
- Gives me time to develop substantial depth to my ideas and maintain control over the process and product
- Is done autonomously, with a private work space and plenty of uninterrupted time, but with periodic opportunities to bounce my ideas off people I feel respect me
- Is done within a flexible structure, with a minimum of rules or regulations, letting me work on projects when I feel inspired
- Is done with other creative and caring individuals in a cooperative environment free from tension and interpersonal strife
- Lets me express my originality and in which personal growth is encouraged and rewarded
- Does not require me to present my work frequently in front of groups of people or be called upon to share before it is completed to my satisfaction
- Allows me to help others grow and develop and realize their full potential
- Involves understanding people and discovering what makes them tick; allows me to develop deep one-to-one relationships with others
- Allows me to work toward fulfilling my ideals and not be limited by political, financial, or other obstacles

Work-Related Strengths

- Thoughtfulness and the ability to focus on one issue or idea in depth
- Eagerness to “think outside the box” and consider new possibilities
- Deep commitment to work you believe in
- Ability to work well alone if necessary
- Natural curiosity and skill for getting the information you need
- Ability to see the big picture and to see implication of actions and ideas
- Perceptiveness about people’s needs and motivations
- Adaptability; you can shift gears and change directions quickly
- Ability to work extremely well with people one-on-one

Work-Related Weaknesses

- Need to control projects or you may lose interest
- Tendency toward disorganization and difficulty setting priorities
- Difficulty working on projects that conflict with your values
- Reluctance to follow traditional ways of doing things
- Natural idealism, which may prevent you from having realistic expectations
- Dislike of doing things in traditional or routine ways
- Difficulty working in competitive or tension-filled environments
- Lack of discipline about attending to and following through on important details
- Impatience working with structures or people who are too rigid
- Tendency to be unrealistic about how long things take
- Reluctance to discipline direct-reports and criticize others

Source: *Do What You Are*, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001
Please Understand Me, David Keirsey & Marilyn Bates, 4th edition, 1984.

Popular Occupations for INFPs

Creative/Arts

- Artist
- Writer: poet/novelist
- Journalist
- Entertainer
- Architect
- Actor
- Editor
- Musician
- Informational-graphics designer
- Editor/art director (magazine)
- Multimedia producer
- Editor/art director (website)
- Composer
- Film editor
- Set designer
- Interior designer
- Desktop publisher

Health Care

- Dietitian/nutritionist
- Physical therapist
- Home health social worker
- Occupational therapist
- Speech-language pathologist/audiologist
- Massage therapist
- Holistic health practitioner
- Manual arts therapist
- Geneticist
- Ethicist

Education/Counseling

- College professor: humanities/arts
- Researcher
- Clinical psychologist
- Counselor
- Social worker
- Librarian
- Educational consultant
- Special education teacher
- Bilingual education teacher
- Early childhood education teacher
- Employee assistance counselor
- Child welfare counselor
- Substance abuse counselor
- Social worker (elderly and child day care issues)
- Translator/interpreter

- Legal mediator
- Planned-giving officer
- Philanthropic consultant
- Career counselor/coach
- Grant coordinator
- Genealogist
- Curator
- Public health educator

Religion

- Minister/priest
- Religious educator
- Missionary
- Church worker
- Pastoral counselor

Organizational Development

- Employment development specialist
- Human resources development specialist
- Social scientist
- Diversity manager—human resources
- Consultant: team building/conflict resolution
- Industrial-organizational psychologist
- Outplacement consultant
- Labor relations specialist
- Corporate team trainer

Technology

- Customer relations manager
- Staff advocate (technology consultant)
- Coach
- Project manager
- Engagement manager
- Human resources recruiter
- Educational software developer

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an INFP

INFPs present a calm, pleasant face to the world and are seen as reticent and even shy. Although they demonstrate a cool reserve toward others, inside they are anything but distant. They have a capacity for caring which is not always found in other types. They care deeply — indeed, passionately — about a few special persons or a cause. One word that captures this type is idealistic. At times, this characteristic leaves them feeling isolated, especially since INFPs are found in only 1% of the general population.

INFPs have profound sense of honor derived from internal values. The INFP is the Prince or the Princess of mythology, the King's Champion, Defender of the Faith, and the guardian of the castle. Sir Galahad and Joan of Arc are male and female prototypes of an INFP. To understand INFPs their cause must be understood, for they are willing to make unusual sacrifices for someone or something believed in.

INFPs seek unity in their lives, unity of body and mind, emotions and intellect. They often have a subtle tragic motif running through their lives, but others seldom detect this inner minor key. The deep commitment of INFPs to the positive and the good causes them to be alert to the negative and the evil, which can take the form of a fascination with the profane. Thus INFPs may live a paradox, drawn toward purity and unity but looking over the shoulder toward the sullied and desecrated. When INFPs believe that they have yielded to an impure temptation, they may be given to acts of self-sacrifice in atonement. The atonement, however, is within the INFP, who does not feel compelled to make public the issue.

INFPs prefer the valuing process over the purely logical. They respond to the beautiful versus the ugly, the good versus the bad, and the moral versus the immoral. Impressions are gained in a fluid, global, diffused way. Metaphors and similes come naturally but may be strained. INFPs have a gift for interpreting symbols, as well as creating them, and thus often write in lyric fashion. They may demonstrate a tendency to take deliberate liberties with logic. They see logic as something optional. INFPs also may, at times, assume an unwarranted familiarity with a domain, because their global, impressionistic way of dealing with reality may have failed to register a sufficient number of details for mastery. INFPs may have difficulty thinking in terms of a conditional framework; they see things as either real or fancied, and are impatient with the hypothetical.

At work, INFPs are adaptable, welcome new ideas and new information, and are well aware of people and their feelings, and relate well to most, albeit with some psychological distance. INFPs dislike telephone interruptions and work well alone, as well as with others. They are patient with complicated situations, but impatient with routine details. They can make errors of fact, but seldom of values. Their career choices may be toward the ministry, missionary work, college teaching, psychiatry, architecture, psychology — and away from business. They seem willing and usually are able to apply themselves scholastically to gain the necessary training for professional work, often doing better in college than in high school. They have a natural interest in scholarly activities and demonstrate a remarkable facility for languages. Often they hear a calling to go forth into the world to help others; they seem willing to make the necessary personal sacrifices involved in responding to that call, even if it means asking others to do likewise. INFPs can make outstanding novelists and character actors, for they are able to efface their own personalities in their portrayal of a character in a way other types cannot.

As mates, INFPs have a deep commitment for their pledges. They like to live in harmony and may go to great lengths to avoid constant conflict. They are sensitive to the feelings of others and enjoy pleasing those they care for. They may find it difficult to reconcile a romantic, idealized concept of conjugal life with the realities of everyday living with another person. At times, in fact, INFPs may seem fearful of exuberant attainment, afraid that

current advances may have to be paid for with later sacrifices. The devil is sure to get his due if the INFP experiences too freely of success, or beauty, or health, or wealth, or knowledge. And thus, INFPs guard against giving way to relaxing in the happiness of mating. They may have difficulty in expressing affection directly, but communicate interest and affection indirectly.

For INFPs, their home is their castle. As parents, they are fierce in protection of home and family and are devoted to the welfare of family members. They have a strong capacity for devotion, sympathy, and adaptability in their relationships, and thus are easy to live with. They are loyal to their family and, although they may dream of greener pastures, if they stray into those pastures they soon locate the nettles. The almost preconscious conviction that pleasure must be paid for with pain can cause a sense of uneasiness in the family system of an INFP, who may transmit an air of being ever-vigilant against invasion. In the routine rituals of daily living, INFPs tend to be compliant and may even prefer having decisions made on their behalf—until their value system is violated! Then INFPs dig in their heels and will not budge from ideals. Life with an INFP will go gently along periods, until an ideal is struck and violated. Then an INFP will resist and insist.

Using your strengths is easy.

The secret to success for an INFP is learning to:

***DEVELOP REALISTIC EXPECTATIONS, VALUE COMPROMISE, AND NOT
TAKE THINGS QUITE SO PERSONALLY***

INTP

(Introverted, Intuitive, Thinking, Perceiving)

Ingenious Problem Solvers

Career Satisfactions for INTPs

Doing work that:

- Lets me develop, analyze, and critique new ideas
- Lets me focus my attention and energy on a creative, theoretical, and logical process, rather than on an end product
- Is challenging and deals with complex problems, where I am able to try unconventional approaches, and take risks to find the best solution
- Lets me work independently with plenty of quiet, private time to concentrate and complete my thinking process
- Lets me set and maintain my own high standards for my work and determine how my performance will be evaluated and compensated
- Is done in a flexible, non-structured environment, without useless rules, excessive limitations, or unnecessary meetings
- Lets me interact with a small group of highly regarded friends and associates, all of whom I respect
- Gives me opportunities to constantly increase my own personal competence and power and lets me meet and interact with other powerful and successful people
- Lets me develop ingenious ideas and plans and lets me delegate the implementation and follow-through to an efficient support staff
- Does not require me to spend time directly organizing other people or supervising or mediating interpersonal differences

Work-Related Strengths

- Eagerness to “think outside the box” and consider new possibilities
- Ability to understand very complex and highly abstract ideas
- Great creative problem-solving skills
- Independence; courage to take risks, try new things, and overcome obstacles
- Ability to synthesize lots of information
- Intellectual curiosity and skills for getting information you need
- Ability to analyze things logically even under stress
- Great confidence and drive to continually increase your knowledge
- Objectivity; ability to address issues without taking them personally
- Confidence in your ideas and vision
- Ability to see the big picture; to see implications of actions and ideas
- Adaptability; you can shift gears and change directions quickly
- Comfort with technology; you’re a quick learner

Work-Related Weaknesses

- Tendency toward disorganization
- Overconfidence; you may misrepresent your abilities or experience
- Impatience with unimaginative and/or incompetent people
- Dislike of doing things in traditional or established manner
- Tendency to lose interest in projects once problems are solved
- Difficulty communicating complex ideas simply
- Tendency to be so theoretical that you ignore or miss the realities
- Undisciplined about attending to and following through on important details
- Dislike of doing repetitive tasks
- Impatience with structures and people who are too rigid detriment of home life

Source: *Do What You Are*, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001
Please Understand Me, David Keirsey & Marilyn Bates, 4th edition, 1984.

Popular Occupations for INTPs

Computers/Technology

- Computer software designer
- Computer programmer
- Research and development specialist
- Systems analyst/database manager
- Strategic planner
- New market or product conceptualizer
- Information services developer—computer programming; new business developer
- Network integration specialist
- Change management consultant
- Financial planner
- Investment banker
- Management consultant: computer/information services, marketing, reorganization
- Desktop publishing specialist
- Webmaster
- Programmer
- Network administrator
- Internet architect
- Analyst
- Web developer
- Computer animator
- Computer engineer
- Java programmer/analyst
- Business analyst
- Software developer

Health Care/Technical

- Neurologist
- Physicist
- Plastic surgeon
- Pharmacist
- Scientist: chemistry/biology
- Pharmaceutical researcher
- Biomedical engineer/researcher
- Veterinarian
- Microbiologist
- Geneticist

Professional/Business

- Lawyer
- Economist
- Psychologist/psychoanalyst
- Financial analyst
- Architect

- Investigator
- Intellectual property attorney
- Legal mediator
- Corporate finance attorney
- Psychiatrist
- Entrepreneur
- Venture capitalist
- Business analyst
- Entertainment agent
- Physicist
- Biophysicist
- Anthropologist
- Intelligence specialist

Academic

- Mathematician
- Archaeologist
- Historian
- Philosopher
- College teacher of advanced students
- Researcher
- Logician
- College faculty administrator
- Economist
- Interpreter/translator
- Astronomer

Creative

- Photographer
- Creative writer
- Artist
- Entertainer/dancer
- Musician
- Agent
- Inventor
- Informational-graphics designer
- Columnist, critic, commentator
- Music arranger and orchestrator
- Producer
- Director: stage, motion pictures
- Film editor
- Art director

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an INTP

INTPs exhibit the greatest precision in thought and language of all the types; they tend to see distinctions and inconsistencies in thought and language instantaneously. The one word which captures the unique style of INTPs is architect—the architect of ideas and systems as well as the architect of edifices. This type is found in only 1% of the population and therefore is not encountered as frequently as some of the other types.

Authority derived from office, position, or wide acceptance does not impress INTPs. Only statements that are logical and coherent carry weight. External authority per se is irrelevant. INTPs abhor redundancy and incoherence. Possessing a desire to understand the universe, an INTP is constantly looking for natural law. Curiosity concerning these keys to the universe is a driving force in this type.

INTPs detect contradictions in statements no matter how distant in space or time the contradictory statements were produced. The intellectual scanning of INTPs has a principled quality; that is, INTPs search for whatever is relevant and pertinent to the issue at hand. Consequently, INTPs can concentrate better than any other type.

INTPs prize intelligence in themselves and in others, but can become intellectual dilettantes as a result of their need to amass ideas, principles, or understanding behavior. And once they know something, it is remembered. INTPs can become obsessed with analysis. Once caught up in a thought process, that thought process seems to have a will of its own to INTPs, and they persevere until the issue is comprehended in all its complexity. They can be intellectual snobs and may show impatience at times with others less endowed intellectually. This quality, INTPs find, generates hostility and defensive behaviors on the part of others, who may describe an INTP as arrogant.

For INTPs, the world exists primarily to be understood. Reality is trivial, a mere arena for providing ideas. It is essential that the universe is understood and that whatever is stated about the universe is stated correctly, with coherence and without redundancy. This is the INTP's final purpose. It matters not whether others understand or accept his or her truths.

The INTP is the logician, the mathematician, the philosopher, the scientist; any pursuit requiring architecture of ideas intrigues this type. INTPs should not, however, be asked to work out the implementation or application of their models to the real world. The INTP is the architect of a system and leaves it to others to be the builder and the applicator. Very often, therefore, the INTP's work is not credited to him or her. The builder and the applier gains fame and fortune, while the INTP's name remains obscure. Appreciation of an INTP's theoretical work frequently comes posthumously—or the work may never be removed from library shelves at all and thus lost.

INTPs tend not to be writers or to go into sales work. They are, however, often excellent teachers, particularly for advanced students, although INTPs do not always enjoy much popularity, for they can be hard taskmasters. They are not good at clerical tasks and are impatient with routine details. They prefer to work quietly, without interruption, and often alone. If an organization is to use the talents of an INTP appropriately, the INTP must be given an efficient support staff who can capture ideas as they emerge and before the INTP loses interest and turns to another idea.

INTPs take their mating relationship seriously and usually are faithful and devoted—albeit preoccupied at times. They are not likely to welcome constant social activity or disorganization in the home. In all probability,

the mate of an INTP will initiate and manage a social life. If left to his or her own devices, the INTP mate will retreat into the world of books and emerge only when physical needs become imperative. INTPs are, however, willing, compliant, and easy to live with, although somewhat forgetful of appointments, anniversaries, and the rituals of daily living unless reminded. They may have difficulty expressing their emotions verbally, and the mate of an INTP may believe that he/she is somewhat taken for granted. As a parent, the INTP is devoted; they enjoy children, and are serious about their upbringing. The home of the INTP parent is usually calm, low-key in discipline, but well run and ordered.

INTPs deal with the environment primarily through intuition, and their strongest quality, the thinking function, remains relatively hidden except in close associations. Therefore, INTPs are often misunderstood, seen as difficult to know, and seldom perceived at their true level of competency. They are inclined to be shy except when with close friends, and their reserve is difficult to penetrate. They are very adaptable until one of their principles is violated. Then INTPs are not adaptable at all! They may have difficulty in a complicated fashion and want to be precise, never redundant in their communications. Because their feeling qualities may be underdeveloped, they may be insensitive to the wants and wishes of others, often quite unaware of the existence of these wants and wishes.

Using your strengths is easy.

The secret to success for an INTP is learning to:

***BE BETTER ORGANIZED, BE PATIENT WITH LESS INTELLIGENT
PEOPLE,
AND WORK AT IMPROVING YOUR SOCIAL SKILLS.***

ISFJ

(Introverted, Sensing, Feeling, Judging)
On my honor, to do my duty...

Career Satisfactions for ISFJs **Doing work that:**

- Requires careful observation and meticulous accuracy, where I can use my ability to remember facts and details
- Lets me work on tangible projects that help other people, often requiring great accuracy and attention to detail
- Lets me express my compassion and devotion by working hard behind the scenes, but where my contributions are recognized and appreciated
- Is done in a traditional, stable, orderly, and structured environment, where the results are practical and service-oriented
- Requires that I adhere to standard procedures, use practical judgment, and follow through in a careful, organized way
- Lets me focus all my energy on one project or one person at a time, working on products or services that have observable end results
- Gives me a private work space so I can concentrate fully for extended periods of time and with a minimum of interruptions
- Lets me work primarily one-on-one, helping others, or with other people who share my personal values and beliefs
- Requires me to be organized and efficient in completing my assignments
- Does not require too frequently that I present my work in front of groups of people without having adequate time to prepare well in advance.

Work-Related Strengths

- Strong work ethic; responsible and hard-working
- Excellent with routines requiring sequential, repeated procedures or tasks
- Accurate, thorough, and careful with details
- Enjoy being in service to others; supportive with co-workers or subordinates
- Enjoy using established ways of doing things; respect status given by titles

Work-Related Weaknesses

- May underestimate own value; may not be assertive about their own needs
- Frequently overworked because they take on too much
- May not see implications of future consequences
- May not adjust well to constant change
- May become discouraged if they no longer feel needed or appreciated

Popular Occupations for ISFJs

Health Care

- Dental hygienist
- Family physician
- Nurse
- Medical technologist
- Physical therapist
- Medical equipment sales
- Health care administrator
- Dietitian/nutritionist
- Optician
- Medical records administrator
- Pharmacist/pharmacy technician
- Radiological technician
- Respiratory therapist
- Veterinarian
- Licensed practical nurse
- Primary care physician
- Home health aide
- Medical/dental assistant
- Pharmaceuticals salesperson
- Hospice worker
- Medical researcher
- Biologist
- Botanist
- Dentist
- Orthodontist
- Occupational therapist
- Biochemist
- Massage therapist
- Surgical technologist and technician
- Dental laboratory technician
- Corrective therapist
- Dialysis technician

Social Service/Education

- Preschool teacher
- Librarian/archivist
- Social worker
- Personal counselor
- Speech pathologist
- Probation officer
- Home health social worker
- Child welfare counselor
- Substance abuse counselor
- Elementary school teacher
- Special education teacher
- Genealogist
- Curator

- Educational administrator
- Guidance counselor
- Religious educator
- Vocational rehabilitation counselor
- Historian
- Athletic trainer
- Fish and game warden
- Horticultural specialty grower
- Police identification and records specialist
- Stringed instrument repairer
- Residence counselor
- Farmer

Business/Service

- Secretary
- Clerical supervisor
- Customer service representative
- Personnel administrator
- Computer operator
- Bookkeeper
- Credit counselor
- Paralegal
- Home health care sales
- Lawn service manager
- Computer support specialist
- Franchise owner (retail)
- Archivist
- Museum research worker
- Funeral director
- Grant coordinator
- Title examiner and abstractor

Creative/Technical

- Interior decorator
- Electrician
- Retail owner
- Innkeeper
- Artist
- Musician
- Preferred customer sales representative
- Merchandise planner
- Real estate agent/broker
- Jeweler

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ISFJ

Six out of every one hundred people are ISFJs. Here the primary desire is to be of service and to minister to individual needs. ISFJs carry a sense of history, a sense of continuity with past events and relationships. Traditions and the conservation of resources are valued highly. The least hedonistic of all types, ISFJs, believe work is good, and play must be earned. ISFJs are willing to work long, long hours. When they undertake a task, it will be completed if at all humanly possible. Adhering to an established way of doing things and doing them well is valued and respected. The efficiency and effectiveness of an established procedure is not often questioned. Procedures dictated by handbooks are law. If others violate or ignore these standard operation procedures, ISFJs are annoyed and irritated, although they may not always display this reaction. Usually, such irritation is turned inward and may be experienced as fatigue and muscle tension.

ISFJs may experience some discomfort when placed in positions of authority over others and may tend to try to do everything themselves rather than insist that others do their jobs. As a result, ISFJs are frequently overworked.

ISFJs are super-dependable and seldom are happy working in situations where rules are constantly changing. Their major need to be of service to others leads them into occupations such as nursing, teaching, secretarial work, and middle-management administration jobs. They relate well to people who need them; for example, the sick, the ignorant, students, and the "boss". Much satisfaction comes to them when they are taking care of the needs of another and they render the service gently and helpfully. When the recipient is no longer in need, the relationship may change its character, the ISFJ becoming disinterested. They enjoy assisting the downtrodden and can handle better than other types servility in others. If a situation calls for such behavior on their part, they will show "due respect." ISFJs have an extraordinary sense of responsibility and an outstanding talent for executing routines which call for repeated, sequential procedures; for example, ISFJs make extraordinary secretaries, highly efficient nurses, and dedicated teachers. Speculation and theory do not intrigue ISFJs, who would rather leave the less practical and down-to-earth.

ISFJs tend to be devoted and loyal to a boss and tend to identify personally rather than institutionally. They expect others, including the boss, to follow procedures and are distressed and embarrassed when people do not behave as they are supposed to behave. ISFJs often seem to feel personally responsible for seeing to it that people in an institution or business carry out established rules and routines. They often are aware of status given by titles, environment, offices, and the like and can use this to advantage. They are aware of the value of material resources. To save, to put something aside against an unpredictable future, to prepare for emergencies; these are important actions.

ISFJs are devoted to mate and family and usually are excellent homemakers. The home of an ISFJ is likely to be well kept inside and out. Interior and exterior are meticulously maintained and appointed in the traditional manner. As a parent, the ISFJ expects the children to conform to the rules of society and has a feeling of personal responsibility to see to it that these rules are honored. An ISFJ is apt to find the putting on of airs as offensive and tends to prefer modest, quiet friends rather than more boisterous ones. For the ISFJ, people should behave according to their position in life, and the ISFJ may be annoyed by others who act either above or below their social or economic station.

The ISFJ female often displays a flair for making the interior of the home attractive in a time-honored style, provides attractive, nourishing meals, and maintains the environment in a neat and orderly style. To the ISFJ male

and female, the home territory is important to own and to preserve.

While ISFJs are super-dependable, they may be fascinated by and attracted to the irresponsible, the lush, the glutton. Many ISFJs marry alcoholics and then proceed to conduct a rescue-rejection game without end, with the rescuing phase taking the guise of an attempt to reform. Occasionally an ISFJ mother may reveal a tendency to find humor in the “waywardness” of a son, while raising her daughters to respect traditions and to do the right things at the right time — always.

ISFJs are frequently misunderstood and undervalued. Their contributions often are taken for granted, and the ISFJ as well is too often taken for granted. This can cause an ISFJ to harbor feelings of resentments, and this bottled up emotion can gnaw inwardly, causing the ISFJ much undeserved suffering.

Using your strengths is easy.

The secret to success for an ISFJ is learning to:

***SPEAK UP, CONSIDER POSSIBILITIES THAT DON'T ALREADY EXIST,
AND
TRY TO BE MORE FLEXIBLE AND SPONTANEOUS.***

ISFP

(Introverted, Sensing, Feeling, Perceiving)
It's the thought that counts

Career Satisfactions for ISFPs **Doing work that:**

- Is consistent with my strong, inner values, and is something I care deeply about and want to contribute my energy and talents to
- Is done with others in a supportive and affirming climate where I am a loyal and cooperative member of a team
- Requires attention to detail, where I work with real things that benefit other people and have practical applications
- Gives me freedom to work independently but nearby other compatible and courteous people, and where I don't feel restricted by excessive rules, structure, or inflexible operating procedures
- Lets me be adaptable yet committed; where I have a sense of purpose and am able to see and experience the actual results of my accomplishments
- Lets me use my sense of taste and aesthetics to enhance my physical work space, personalize it, and make others feel more comfortable
- Is done in a quietly cheerful and cooperative setting and where interpersonal conflicts are kept to a minimum
- Gives me an opportunity to experience inner growth and development within a context of work that I feel is important
- Lets me handle problems promptly and simply, offering practical help
- Does not require me to perform regular public speaking, lead a large group of people I don't know well, or give people negative feedback.

Work-Related Strengths

- Welcomes change and adapts well to new situations
- Demonstrates sensitivity to people's needs and desires to help them in real ways
- Is Practical and has realistic perceptions
- Good common sense
- Warmth and generosity
- Is loyal to people and organizations you care deeply about
- Pays attention to important details, especially those that concern people
- Is thoughtful and has the ability to focus on current needs
- Willing to support organization's goals
- Has the ability to clearly assess current conditions and see what needs fixing
- Flexibility and willingness to take calculated risks and try new approaches

Work-Related Weaknesses

- Tendency to accept things at face value and miss deeper implications
- Inability to see opportunities and options that don't exist at the moment
- Tendency to take criticism and negative feedback very personally
- Dislikes preparing in advance; may have trouble organizing time
- Trouble making decisions
- Dislikes excessive rules and overly structured bureaucracies
- Difficulty making logical decisions if they conflict with personal feelings
- Unwillingness to risk disharmony to fight for your idea or position
- Tendency to become overwhelmed by large or highly complicated tasks
- Resistance to setting long-term goals and difficulty meeting deadlines
- Difficulty disciplining direct-reports or criticizing others

*Source: Do What You Are, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001
Please Understand Me, David Keirsey & Marilyn Bates, 4th edition, 1984.*

Popular Occupations for ISFPs

Crafts/Artisan

- Fashion designer
- Carpenter
- Jeweler
- Gardener
- Tapestry worker
- Potter
- Painter
- Dancer
- Designer: interior/landscape
- Chef
- Artist
- Cartoonist and animator
- Sketch artist
- Tailor
- Musical instrument maker

Science/Technical

- Surveyor
- Computer operator
- Forester
- Botanist
- Geologist
- Mechanic
- Marine biologist
- Zoologist
- Television camera operator
- Soil conservationist
- Archaeologist
- Systems analyst
- Aviation inspector
- Electrical home
appliance repairer

□ Health Care

- Visiting nurse
- Physical therapist
- Massage therapist
- Radiology technologist
- Medical assistant
- Dental assistant/hygienist
- Veterinary assistant
- Home health aide
- Primary care physician
- Dietitian/nutritionist
- Optician/optometrist
- Exercise physiologist
- Occupational therapist
- Art therapist
- Respiratory therapist
- Licensed practical nurse
- Surgical technologist
- Personal fitness trainer

- Surgeon
- Veterinarian
- Speech-language pathologist
- Pharmacist
- Emergency room physician
- Pediatrician
- Cardiology technologist
- Audiometrist
- Pharmaceutical researcher
- Registered nurse
- Physician's assistant
- Hospice worker/director
- Substance abuse counselor
- Pheresis technician
- Recreational therapist

Business

- Bookkeeper
- Legal secretary
- Clerical supervisor
- Administrator
- Paralegal
- Insurance appraiser
- Insurance examiner

Sales/Services

- Teacher: elementary (science/art)
- Police/corrections officer
- Crisis hotline operator
- Storekeeper
- Waiter/waitress
- Beautician
- Travel sales
- Preferred customer sales representative
- Merchandise planner
- Sports equipment sales
- Home health care sales
- Home health social worker
- Child welfare counselor
- Substance abuse counselor
- Social worker (elderly and child day care issues)
- Animal groomer/trainer
- Teacher's aide, paraprofessional
- Landscape architect
- Art and manual arts therapist
- Fish and game warden
- Insurance fraud investigator
- Locomotive engineer
- Florist
- Farmer
- Firefighter
- Genealogist
- Wilderness adventure leader

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ISFP

The ISFPs are inclined to the fine arts; so when an especially gifted composer, painter, or dancer shows up, he or she, more frequently than not, possesses the character of the ISFP. Beethoven, Toscanini, Rembrandt, and Nijinski, as shown by typo-historical research, were clear-cut ISFPs. But the ISFP temperament is very difficult to observe, even in the great artists, and so ISFP is probably the most misunderstood of all the types.

A major source of misunderstanding is the tendency of ISFPs not to express themselves directly, but through action. If they find a medium of expression, some art form, then the character is expressed in some degree via the medium. If not, it simply doesn't come out, and no one knows them; this social reticence making the character all but invisible. Of course, in those rare cases where remarkable skill is achieved, such as in the virtuoso, ISFPs become celebrities, but their nature is still far from visible. Harpo Marx, a brilliant comedic actor, may well be seen as prototype, in his simultaneous celebrity and mute invisibility.

Because the ISFP is always caught up, so to speak, in whatever actions are underway, rather than practicing toward some distant goal, there is no question of the ISFP noticing fatigue, pain, or danger. They are usually quite oblivious to these accompaniments of many of their favorite activities. It is not that ISFPs are inured to them as much as it is that, wholly engaged by an action, they simply do not notice them.

ISFPs live Epicurean lives in the here and now, and as gracefully as possible. They do not plan and prepare. Submergence in their artistry is not preparation for something later; rather they experience intensely, now. ISFPs do not wait, for to wait is to see their impulse wither and die; they want and value their impulses and see them as the center of their lives. Nor are ISFPs devoted or committed to artful play; rather they are caught, as by a magnet or a whirlwind. So then the long hours of "practice" the virtuoso "gives" to artistry is not practice at all and it is not given; it is doing and it is taken from the (willing) ISFP by the performance itself. The act is ISFP's master, not the reverse, so we must abandon any notion of ISFPs as careful and devoted planners and of dutiful preparation and rehearsal. They paint, or sing, or toot, or dance, or run, or skate, or pot, or whatever, simply because they must: the mountain is climbed because it is there.

ISFP has a special kind of intelligence, under the definition that intelligence means doing things well under varying circumstances. This particular category of intelligence might be called "artisan concretization". This artisan concretization somehow keeps the ISFP more closely in touch with the very real. While the ISTP is attuned to the tool, so to speak, the ISFP is attuned to color, line, texture, shading — touch, motion, seeing, and hearing in harmony. The senses of the ISFP seem more keenly tuned than those of others. Rembrandt could almost taste colors so great was his discrimination, Toscanini could hear a single false note in the most complex operatic-orchestral score, and Hemingway's words tasted and smelled and felt the waves.

The social side of the ISFP character must not be eclipsed by the more spectacular performances some of this group are capable of. The ISFP has to be the kindest of all the types with no near competitors. The kindness is unconditional. Here is sympathy, of which we are all capable, carried to its most extreme form. The ISFP is especially sensitive to the pain and suffering of others and, like St. Francis of Assisi, with sympathetic impulsivity gives freely to the sufferer.

The ISFP is usually not interested in developing facility in speaking, writing, or conversation. Speech, after all, is abstract, not concrete, ISFPs preferring to have their fingers on the pulse of life. That pulse must be felt — by touch, in the muscles, in the eyes, in the ears. This insistence on the senses being so closely attuned to reality

can, in some ISFPs, occasion a breach with language, and language becomes a barrier to smooth interpersonal relations. So ISFPs are sometimes seen by others as reserved and private, tending to give up rather easily in their attempts to express themselves verbally. But this reluctant speech is not so much a lack of ability as it is disinterest. Hemingway broke that barrier, a splendid instance of an ISFP entering into the world of words and making apparent inarticulateness into art, changing the face of 20th century literature.

The number of the great artisans who, upon investigation, were found clearly to have been ISFPs, is truly awesome. The dance seems almost the province of ISFP, and surely investigation will show many of the great athletes come from this group.

Of course, all ISFPs have not been and need not be artisans in the narrow sense of the word. Art, broadly conceived, is any action of the next move of which is a free variable, and it is art thus conceived that is the forte of ISFPs. Thus ISFPs have a lot of leeway in choice of occupation, especially if they don't drop out of school early (school offers little, that is, of interest to them or that challenges their special brand of intelligence). It is a sad day indeed when the ISFP chooses work wherein the operations are fixed by rule or necessity and not free. To be happy and productive the ISFP must choose variable actions and be rewarded for doing them.

Finally, in many ISFPs may be found an instinctive longing for the natural, the pastoral, the bucolic. They are quite at home in the wilds, and nature seems to welcome them. Some have a remarkable way with animals, even wild animals, almost as if there were a bond of mutual sympathy and trust. In some instances a similar bond may be seen between the ISFP and young children, instant and unstudied.

ISFPs may be seen as optimistic and cheerful; egalitarian, fraternal, and insubordinate; tending to ward off obligation, duty, confinement, and fetters; a lover of freedom, easily bored, wanting excitement, risk, chance, and tests of luck; uncomplicated in motivation, trusting, receptive, generous, and in every sense of the word a spender rather than a saver.

Using your strengths is easy.

The secret to success for an ISFP is learning to:

***ASSERT YOURSELF, STEP BACK AND CONSIDER THE "BIG PICTURE",
AND
NOT TAKE THINGS TOO PERSONALLY***

ISTJ

(Introvert, Sensing, Thinking, Judging)

Take your time and do it right!

Career Satisfactions for ISTJs

Doing work that:

- Is technical in nature and lets me depend on my ability to use and remember important facts and details.
- Involves a real product or service done in a thoughtful, logical, and efficient way, preferably using standard operating procedures.
- Lets me be independent, with plenty of time to work alone and use my excellent powers of concentration to complete projects and/or tasks.
- Is done in a stable and traditional environment, where I will not be required to take unnecessary risks or use untested or experimental approaches.
- Has results that are tangible and measurable, where precision and exacting standards are used and respected.
- Has explicit objectives and a clearly defined organizational structure.
- Gives me adequate time to prepare before presenting or turning in my work, preferably in a one-on-one or small group setting.
- Gives me increasing levels of responsibility, with a minimum of social politics, where I am evaluated on how well I have achieved the requirements of the job description and am appreciated for my contributions.
- Is done in an environment where my practical judgment and experience are valued and rewarded.
- Allows me to set and reach stated goals by providing me with the necessary resources.

Work-Related Strengths

- Precision and accuracy and desire to get the job done right the first time
- Follow established routines and policies
- Ability to focus and concentrate on one task at a time in great depth
- Ability to work alone
- Sharp organizational skills
- Thoroughness and close attention to the specifics: facts and details
- Belief in the value of a traditional structure and the ability to work within it
- Great maintainer of organizations
- Stable, dependable, and can be counted on to follow through.

Work-Related Weaknesses

- May have trouble adapting to changing systems
- May need to see practical application to accept new ideas
- Tend not to like change; may be inflexible
- May not understand needs different from their own
- May underestimate themselves and their contribution to the organization.

Source: Do

What You Are, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001 Please Understand Me, David Keirsey & Marilyn Bates, 4th edition, 1984.

Popular Occupations for ISTJs

Business

- Office Manager
- Accountant
- Auditor
- Manager/supervisor
- Word processing specialist
- Efficiency expert/analyst
- Insurance underwriter
- Logistics and supply manager
- Regulatory compliance officer
- Accountant/actuary
- Property manager: commercial/residential
- Construction and building inspector
- Construction manager
- Cost estimator
- Purchasing agent and contract specialist
- Insurance claims examiner
- Statistician
- Association manager and adviser
- Technical writer
- CIO
- Bill and account collector
- Real estate appraiser
- Government inspector

Education

- School principal
- Teacher: technical/industrial/math/P.E.
- Librarian
- Administrator
- Archivist

Finance

- Bank examiner
- Investment securities officer
- Tax preparer and examiner
- Stockbroker
- Estate planner
- Credit Analyst
- Budget analyst
- Cost estimator
- Treasurer, controller, CFO

Legal/Technology

- Law researcher
- Electrician
- Engineer
- Mechanic
- Meteorologist
- Judge/magistrate
- Court clerk
- Electronics repairer

- Agricultural scientist
- Computer engineer
- Web editor
- Computer programmer
- Technical writer
- Legal secretary/paralegal
- Pharmaceutical sales/researcher
- EEG technologist
- Geologist
- Mechanical/industrial/electrical engineer
- Reliability engineer
- Database administrator

Health Care

- Veterinarian
- Dentist
- Lab technologist
- Coroner
- Medical records technician
- Public health officer
- Optometrist
- Nursing administrator
- Pharmacist
- Exercise physiologist
- Medical researcher
- Orthodontist
- General surgeon
- Biology specimen technician
- Biomedical technologist
- Primary care physician

Sales/Service

- Police officer/detective
- IRS agent
- Government employee
- Military officer
- Real estate agent
- Sports equipment/merchandise sales
- Corrections officer
- Ship and boat captain
- Musical instrument maker
- Farmer
- Flight engineer
- Industrial safety and health engineer
- Fire prevention and protection specialist
- Commercial airplane pilot
- Probation officer
- Landscaping manager
- Postmaster and mail superintendent
- Environmental compliance inspector
- Immigration inspector

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Portrait of an ISTJ

ISTJs are characterized by decisiveness in practical affairs, are the guardians of time-honored institution, and, if only one adjective could be selected, dependable would best describe this type which represents about 6% of the general population. The word of ISTJs is their bond, and they experience great uneasiness by thoughts of a bankrupt nation, state, institution, or family.

Whether at home or at work, this type is rather quiet and serious. ISTJs are extraordinarily persevering and dependable. The thought of dishonoring a contract would appall a person of this type. When they give their word, they give their honor. ISTJs can be counted on to conserve the resources of the institution they serve and bring to their work a practical point of view. They perform their duties without flourish or fanfare, therefore the dedication they bring to their work can go unnoticed and unappreciated.

ISTJs interest in thoroughness, details, justice, practical procedures, and smooth flow of personnel and material leads this type to occupations where these preferences are useful. For example, ISTJs make excellent bank examiners, auditors, accountants, or tax examiners. Investments in securities are likely to interest this type, particularly investments in blue-chip securities. ISTJs are not likely to take chances either with their own or other's money.

ISTJs are patient with their work and with procedures within an institution, although not always patient with the individual goals of people in that institution. ISTJs will see to it that resources are delivered when and where they are supposed to be; material will be in the right place at the right time. And ISTJs would prefer that this be the case with people, too.

ISTJs can handle difficult, detail figures and make sense of them. They communicate a message of reliability and stability, which often makes them excellent supervisors of, for example, a ward in a hospital, a library, or business operation. They would be capable of handling the duties of a mortician, a legal secretary, or a law researcher. High-school teachers of business, home economics, physical education, and the physical sciences are ISTJs, as are top-ranking officers of the Women's Army Corps. Often this type seem to have ice in their veins, for people fail to see an ISTJ's vulnerability to criticism.

As a husband or wife, the ISTJ is a pillar of strength. Just as this type honors business contracts, so do they honor the marriage contract. Loyal and faithful mates, they take responsibilities to children and mate seriously, giving lifelong commitment to these. Duty is a word the ISTJ understands. The male ISTJ sees himself as the breadwinner of a family, although he can accept a working wife — as long as responsibilities to children are not shirked. The male ISTJ's concept of masculinity is patriarchal, and both female and male ISTJs make steady, dependable partners. The female ISTJ may abandon the frivolous for the sensible and may not always deepen her sensuality.

As parents, ISTJs are consistent in handling children, and the rules of the family are made clear. A rebellious, nonconforming child may have a difficult time, however, with an ISTJ parent — and vice versa. As a child, the ISTJ is apt to be obedient and a source of pleasure to parents and teachers.

Although ISTJs are outstandingly practical and sensible, they can marry people who are thoroughly irresponsible, with the marriage developing into a relationship more parent-to-child than adult-to-adult. The ISTJ fluctuates from being rescuer to reformer of the wayward mate. The marriage then becomes a lifelong game: on

one side, there is irresponsibility, promise of reform, brief period of reform, and irresponsibility again; on the ISTJ's part, the cycle is disapproval, rescue, scolding, forgiveness, acceptance of promise to do better, and on and on. This pattern often is seen when an ISTJ marries an alcoholic and enters a life of care taking punctuated by periods of anger and rejection. Somehow, although ISTJs can accept periodic fickleness and selfishness in significant others, they do not see this kind of behavior as acceptable in themselves.

ISTJs have a distaste for and distrust fanciness in speech, dress, or home. The ostentatious is abhorred, and a neat, orderly, and functional home and work environment is preferred. Durability of furnishings are primary concern, esthetics given slim consideration. The clothes an ISTJ wears tends to be practical and durable rather than in the latest style or luxurious. "No nonsense" in both food and clothes seems characteristic of this type who tend not to be attracted by exotic foods, beverages, or off places.

The male ISTJ may enjoy stag, men-only parties and use different sort of language when only men are present. The yearly hunting or fishing trip as a male ritual is often a part of recreation for an ISTJ. More than the female, the ISTJ male is apt to be involved in community service organizations that transmit traditional values to the young, such as Boy Scouting. The ISTJ takes particular delight in festive occasions held the context for rituals, for example, weddings, holiday feasts, and birthdays. At work, the ISTJ is apt to see the holiday office party as a necessary nuisance and would be likely to participate and enjoy these events.

Using your strengths is easy.

The secret to success for an ISTJ is learning to:

***BE OPEN TO POSSIBILITIES, CONSIDER IMPLICATIONS FOR PEOPLE, AND
EMBRACE CHANGE.***

ISTP

(Introverted, Sensing, Thinking, Perceiving)
Doing the best I can with what I've got

Career Satisfactions for ISTPs Doing work that:

- Lets me identify and use resources that are available to me in the most efficient manner possible
- Lets me practice, master, and then use skills I have acquired, especially mechanical skills or those requiring the use of tools
- Lets me apply my understanding and technical knowledge of the world around me and see the logical principles underlying my work; lets me engage in troubleshooting and problem solving
- Has clear directions; where I can work expediently and deal with real and practical products
- Is fun and active and lets me work independently with frequent opportunities to get out of my work space and be outdoors
- Is done in an environment without excessive rules or operating standards imposed by others; where I can enjoy spontaneous adventures and step in to manage any crisis
- Lets me work independently, with a minimum of supervision, and where I am not required to closely supervise others
- Gives me plenty of time to pursue my interests and hobbies
- Gives me a substantial amount of enjoyment and is continually challenging
- Lets me use an economy of motion and energy and does not require needless routine or procedures.

Work-Related Strengths

- Ability to work well with defined tasks and tangible products
- Keen powers of observation and an excellent memory for factual information
- Ability to bring order to confusing data and to recognizable facts
- Aptitude for working alone or alongside others you respect
- Ability to stay calm and cool in a crisis or under pressure
- Ability to recognize what needs doing and what is necessary to complete the job
- Aptitude for working with your hands and with tools
- Ability to adapt well to sudden change and shift gears quickly
- Practicality and good common sense
- Ability to identify and make good use of available resources
- Flexibility and willingness to take risks and try new approaches

Work-Related Weaknesses

- Difficulty seeing the long-term consequences of actions
- Lack of interest in verbal communication, especially superficial conversations
- Dislike advance preparation; trouble organizing time
- Little patience for abstract and complex theories
- Tend to be blunt and insensitive to the feelings of others
- Tend to get bored and restless easily
- Difficulty seeing opportunities and options that don't exist at the moment
- Impatience with administrative details and procedures
- Unwillingness to repeat yourself
- Difficulty making some decisions
- Strong independent streak and dislike of excessive rules and structured bureaucracy
- Resistance to setting long-term goals and difficulty meeting deadlines

Source: *Do What You Are*, Paul D. Tieger & Barbara Barron-Tieger, 3rd edition, 2001
Please Understand Me, David Keirsey & Marilyn Bates, 4th edition, 1984.

Popular Occupations for ISTPs

Sales/Service/Action

- Police/corrections officer
- Race car driver
- Pilot
- Weapons operator
- Intelligence agent
- Marshal
- Firefighter
- Surveyor
- Sports equipment/merchandise sales
- Pharmaceutical sales
- Private investigator/detective
- Child support, missing persons investigator
- High school and college athletic coach
- Photographer
- Criminalist and ballistics expert

Technology

- Electrical/mechanical/civil engineer
- Electronics specialist
- Technical trainer (one-on-one setting)
- Information services developer
- Software developer
- Logistics and supply manager-manufacturer
- Network integration specialist (telecommunications)
- Computer programmer
- Marine biologist
- Computer engineer
- Data processing equipment repairer
- Quality assurance technician
- Reliability engineer
- Systems support operator/installer
- Systems analyst
- Home network installer/troubleshooter
- Testers
- Information processing specialists
- Software engineer
- Geologist
- Product safety engineer
- Telecommunications specialist

Health Care

- EEG technologist/technician
- Radiological technician
- Emergency medical technician (EMT)
- Exercise physiologist

- Dental assistant/hygienist
- Surgical technician
- Emergency room physician
- Transport coordinator

Business/Finance

- Securities analyst
- Purchasing agent and buyer
- Office manager
- Banker
- Economist
- Legal secretary
- Management consultant (business operations)
- Paralegal
- Cost estimator
- Civil engineer
- Mechanical engineer
- Insurance adjuster, examiner

“Hands on”/Trades

- Computer repair person
- Airline mechanic
- Farmer
- Coach/trainer
- Carpenter
- Automotive products retailer
- Commercial artist
- Lawn service manager
- Landscape architect
- Forester
- Park naturalist
- Audiovisual specialist
- Television camera operator
- Insurance appraiser: auto damage
- Criminal investigator
- Ship and boat captain
- Commercial airplane pilot
- Flight instructor
- Flight engineer
- Commercial helicopter pilot
- Locomotive engineer
- Military officer
- Airplane dispatcher and air traffic controller
- Studio, stage and special effects specialist
- Silversmith
- Taxidermist
- Sketch artist

This list is meant to give ideas you may not have considered, but is not a comprehensive listing of every career that you might enjoy or find success in.

Portrait of an ISTP

The ISTP's life is artful action—and action is end in itself. Action for the ISTP is more gratifying if it is born of impulse rather than of purpose. If the action is in the service of an end or aim, let the aim look out for itself; it cannot be allowed to influence execution. The act is self-directed, self-leading, containing its own imperatives which cannot be suborned to mere rules, regulations, or laws. ISTPs are egalitarian and can be fiercely loyal to “brothers”, but they can also be fiercely insubordinate, seeing hierarchy and authority as unnecessary and even superfluous. It is not so much a matter of going against regulations as it is simply ignoring them. The ISTP must do his or her things, free to vary each next move. And ISTPs are, or want to be, proud of their ability to make the next move skillfully.

ISTPs are often fearless, risking themselves more than other types, despite (even frequently) injury. Of all the types, ISTPs are most likely to pit themselves, or their technique, against chance, odds, or fate. They thrive on excitement; they crave some excitement each day, in the form of fast motion — racing, sky diving, or surfing, for instance. This hunger for action makes them more subject to boredom than any other type, their urge driving them to faster pace. Strangely, however, they are not bored while doing their things, even though there may be long stretches when nothing happens, as during travel, surfing, hunting, or fishing.

The ISTP nature is most easily seen in their mastery of tools, tools of any kind, from microscopic drill to supersonic jet. From an early age, they are drawn to tools as to a magnet; they must manipulate them, and tools fall into their hands demanding use. Many pilots knew by the age of five that they were going to be pilots. ISTPs tend to take up activities that allow them to use tools: driving, steering, operating. And if a given tool, whether scalpel or earthmover, is operated with a precision that defies belief, that operator is likely an ISTP. Others use tools, of course, but not with the virtuosity of the ISTP. Indeed, we must call ISTP's the tool artisans, for they above all others command the tool and bend it to their impulse. But again, ISTP — personified in Michelangelo and Leonardo — work (or better, play) with their tools on personal impulse and not on schedule. If an externally imposed schedule coincides with impulse, fine; if not, so much the worse for the schedule.

One tool especially attractive to the ISTP is the weapon. Should ISTPs turn against society (for whatever reason), they wield their weapons with lethal genius to support their rejection. The hit man of today, the gunslinger of the American West, and the duelist of 18th Century Europe, may be seen as virtuosos of precision homicide. Hit man, gunslinger, and duelist alike took prides in their prowess. Fortunately they face their own kind in battle, the good warriors of the land: soldier, marshal, police, intelligence agent. This is not to say that all warriors, good or bad, are ISTPs, or that ISTPs are all weapons experts: rather that the weapon virtuoso is more frequently ISTP than not.

ISTPs also play on impulse, taking off at any time just because they “feel like it”. (We are advised not to try to stop the ISTP who “feels like” doing something.) The neurosurgeon does crop dusting on the side and rides a motorcycle to the airport, and the financier goes on a hunting trip in the middle of an audit. There can be no end to the ways ISTPs seek thrills in play. Although they may have the appearance of loners in their work, they, nonetheless, hang around their own kind of play. The climbers, racers, flyers, hunters, and in general, movers flock together. The companionship is mediated through the tool, and conversation is sparse and tense.

Despite their egalitarianism, insubordination, and love of freedom, they can be leaders, even great ones. But they must be “up front”, sword in hand, leading the charge. That is to say, ISTPs can be very successful as battle leaders, for instance, no matter how large or small the force under their command. Their supreme realism, timing,

and sense of expediency allows them to seize the moment and fully exploit whatever resources can be gotten (theirs or others) and capitalize on deficits and mistakes of their opponent. Theirs is an expediency or exploitative leadership, based on a special kind of intelligence which may be called artistic concreteness.

The education and intelligence of the ISTP is worth special comment. Possessed of artisan intelligence, ISTP is not in the least interested in the clerical, interpretive, and “science” curricula that about in the 20th Century school. ISTPs will stare coldly into the eyes of the teacher and not even say no. No amount of cajoling, bribing, rewarding, punishing, or threat will get them to do their school work. School work, quite apart from being irrelevant, is after all mere preparation for something the ISTPs figure they’re never going to do anyway. ISTPs are careful to make it clear that they don’t want to prepare for anything to their would-be instructors. What is there to do, now, that is worthwhile? ISTP will not sit still (literally) for the trivial fare dished out (sanctimoniously, in the eyes of the ISTP). Most seem to agree that ISTPs “should” do their school work. But why? The arguments are piddling and incoherent, warranting the scorn they get from the unshakable ISTP. ISTPs are not “minimally brain damaged”, or “hyperactive”, or “dyslexic”; they are active, and they are stubbornly insistent upon getting to do, in school, some things that allow them to test their intelligence and their mettle.

Using your strengths is easy.

The secret to success for an ISTP is learning to:

***COMMUNICATE, CONSIDER PEOPLE’S FEELINGS, AND FOLLOW
THROUGH ON YOUR COMMITMENTS***