



Counselor Handbook

A counselor/advisor's guide for using *TruTalent Personality*
to understand, counsel and advise individuals

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Introduction

This handbook has been written specifically for *you* – the counselor/advisor who uses **TruTalent® Personality**. It will ensure that both you and your college students/clients get maximum benefit from this program.

In this guide you will find the following:

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

A brief history of personality

The popular use of personality is the result of the work of Swiss psychologist Carl Jung and two Americans, Katharine Briggs and her daughter, Isabel Briggs Myers. Briggs and Myers developed an instrument – the Myers-Briggs Type Indicator® (MBTI®) – to help identify and explain the Jungian types. Personality and the MBTI have been embraced the world over as a non-judgmental tool for helping people better understand themselves and others. Today, it is widely used by educators, counselors and clergy people. It is also used by Fortune 500 companies to improve management effectiveness, help work teams function better, and assist people in making the most satisfying career decisions.

Why is personality such a good predictor of career satisfaction and success?

TruTalent Personality differs from other career programs in several important ways. Perhaps most notable, it is based on personality – the innate way people naturally see the world and make decisions – a set of basic drives and motivations that remain constant throughout a person's life. Other programs are based on the belief that the best career decisions result from matching an individual's values, skills and interests with specific jobs. In reality, however, values, skills and interests are quite fluid in young people and often change significantly as they grow older.

Learning about their personality provides individuals with accurate and invaluable insights about themselves and their career-related needs. This enables them to make the most informed and satisfying educational and career decisions.

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

Overview of personality

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

We believe that people are born with a specific personality, and that one's type does not change throughout life. Certainly, we grow, develop and change as a result of life experiences. And we develop a range of behaviors that are appropriate to given situations. This prompts us to act differently at a party than at a funeral. However, it is really our *behaviors* that change, and not our personality.

The model of personality is non-judgmental. There are no personalities that are better or worse, or healthier or more frail. Each personality has its own inherent strengths and potential weaknesses. Personality does not predict intelligence; rather it identifies important natural predispositions and tendencies.

The four dimensions of personality

The personality model describes four basic aspects of human personality: how we interact with the world and where we direct our energy; the kind of information we naturally notice and remember; how we make decisions; and whether we prefer to live in a more structured way (making decisions) or in a more spontaneous way (taking in information). We call these aspects of human personality *dimensions*, because each one can be viewed as a continuum between opposite extremes, like this:

How we interact with the world and where we direct our energy

(E) Extraversion _____ | _____ Introversion (I)

The kind of information we naturally focus on and remember

(S) Sensing _____ | _____ Intuition (N)

How we make decisions

(T) Thinking _____ | _____ Feeling (F)

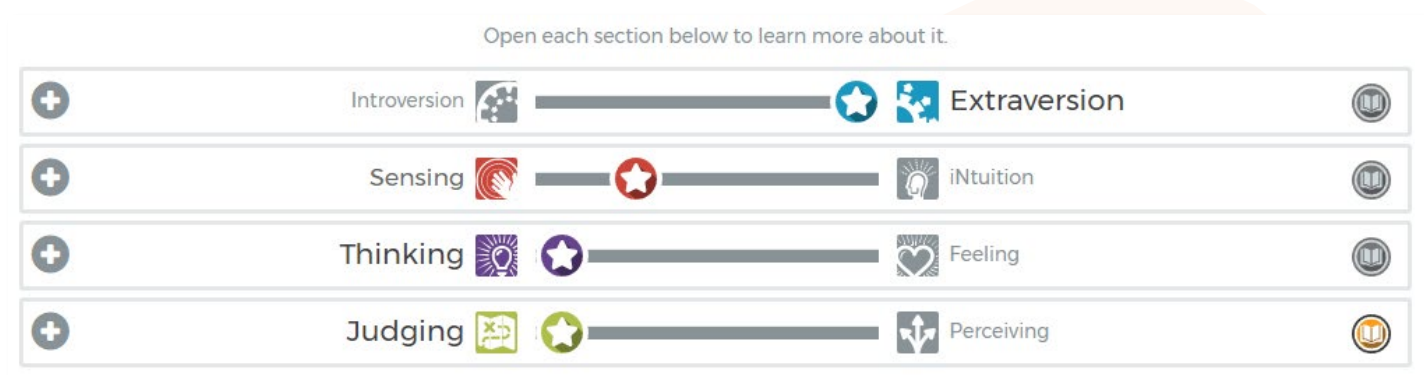
Whether we prefer to live in a more structured or in a more spontaneous way

(J) Judging _____ | _____ Perceiving (P)

Everyone's personality falls onto one side or the other of the midpoint on each of these four scales. The opposite sides of the scales are called preferences. If someone falls on the extraverted side, then we say they have a preference for Extraversion. If someone falls on the introverted side, we say their preference is for Introversion. It's important to keep in mind that everyone uses both sides of each dimension – for instance, people are primarily extraverts or introverts, but they are not exclusively one or the other.

All of us use both sides of all four scales in our daily life, but we have an inborn preference for one side over the other. Our preferred way of operating is more comfortable, automatic, trustworthy and competent. Keep in mind that each scale is a continuum and people may fall close to the midpoint, indicating a less clear preference, or at the extreme ends, indicating a very clear preference.

The bar chart (shown below) in the TruTalent Personality report shows an individual's results in the four dimensions of personality, each with two sides: Introversion (I) and Extraversion (E), Sensing and iNtuition (N), Thinking (T) and Feeling (F), and Judging (J) and Perceiving (P). The stars represent where the person's score in the assessment for each side of the dimension. The closer a star is to one side of a dimension, the clearer the preference is. A few individuals will score in the middle of a personality dimension. In those cases, the answer to an additional assessment question will determine their final personality.



Here is a brief review of the eight preferences and career implications – and how they impact career needs.

Extraversion (E) – Introversion (I)

is about how we interact with the world and where we direct our energy

Extraverts

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

Introverts

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

Sensing (S) – Intuition (N)

is about what kind of information we naturally focus on and remember

Sensors

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

iNtuitives

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

Thinking (T) - Feeling (F)

is about whether we make decisions logically and impersonally, or by using personal values

Thinkers

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

Feelers

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

Judging (J) - Perceiving (P)

is about the way we like to live our lives -
more structured (making decisions) or more spontaneous (keeping options open)

Judgers

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

Perceivers

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

The preferences from the four dimensions are then compiled to come up with a four-letter code, or personality type*. A "type" is really more than just a four-letter code that describes different "preferences." Each type preference tells something important about the individual. But no one is "just" an Introvert. A person is an INTJ, an ISFP, or one of six other introverted types. In other words, while all introverts share certain characteristics, it is the other letters in their type – the **combination** of letters – that makes personality so rich and its insights so valuable.

**Profiles for each of the 16 personalities appear in Appendix 2.*

Working with different types

Using the **TruTalent Personality** program will help you understand and communicate better with your client/student. Challenges that may have occurred in the past will be explained and strategies are available to overcome them. Here are some typical situations that may present challenges while working with certain personality preferences:

Extraverts

Getting them to slow down enough to really think things through before taking action.

Introverts

Getting them to provide you with enough information to help them, and to get them to move from the thinking stage to the action stage.

Sensors

Helping them see possibilities that don't yet exist and getting them to focus on the big picture and long-range consequences.

iNtuitives

Helping them realistically evaluate career options and plans, and getting them to pay attention to the little details that are so important.

Thinkers

Reminding them of the human consequences of their decisions, for themselves and others.

Feelers

Helping them evaluate options more objectively and not take rejection or setbacks personally.

Judgers

Getting them to delay making decisions prematurely, and to stay open to new information.

Perceivers

Keeping them on task and nudging them into making decisions when appropriate.

Additional challenges or “What if...”

Your student/client is not sure their personality has been identified correctly.

No personality assessment can identify every person's personality accurately 100 percent of the time. However, built into this program is a method to help individuals verify their types – increasing the odds of determining their personality correctly – by reviewing and comparing profiles of other personalities that may be close to theirs. In an overwhelming number of cases, people are able to verify their “true” personality type.

The first thing you should do is find out how accurately the personality profile describes your student/client, in their opinion. This will help you feel confident that the information presented is valid. If your client/student does not feel the assessment accurately describes them, you can take extra time to help them find their “right type”.

Occasionally, and for some very good reasons, individuals may not be able to arrive at a personality type through this program. If this happens, you can suggest that they take the assessment again – alone, or with you or someone else who knows them well, to get more accurate perceptions. If these efforts do not help clarify their personality type, we suggest you minimize the importance of verifying their personality and instead focus on majors and careers in which they express an interest.

Your client/student resists the notion of being “typed”.

While the majority of people seem to enjoy discovering their personality and the sense of validation it brings, some may feel that typing pigeonholes or stereotypes them.

If your student/client is truly resistant, it is helpful to explain that type is only one way to learn more about their personality; it is up to them to decide how useful and accurate the insights are. This process is designed to empower them, so they should never feel they must accept a personality type if it doesn't feel right. But in all likelihood you will rarely, if ever, experience this problem.

Your student/client has a strong interest in a particular career that doesn't show up on their list of recommended occupations.

Occasionally this will happen because occupations are correlated to personalities based on the satisfaction of most people of a certain personality type doing that job. But there are always exceptions! Although personality is a great tool, individuals should never be counseled into or out of a particular job based solely on their type. When your client/student expresses an interest in a career that you do not think will be satisfying – based on the assessment or your own intuition and experience – you should make sure they really understand what it's like to have that job. This can be accomplished by encouraging them to do field research or a job shadow. If they have done this and remain interested, your client/student should be encouraged to continue exploring the field.

No jobs in certain career fields (such as the arts, for example) appear in their list of possible careers. Does this mean they aren't suited to any jobs in that field?

No. The reason their personality is not represented in a particular career field is because there are relatively few people of the same personality type who find this kind of work satisfying. But again, there are always exceptions! Always encourage exploration of any occupations or career fields in which they express an interest. This program will hopefully help them understand what may or may not be a satisfying match.

Your client/student questions the uniqueness of the information because their report is “exactly like” someone else’s report.

This happens occasionally because people tend to surround themselves with people who are similar to them. That two people of the same personality would find similar jobs satisfying makes sense! While both individuals may find the same jobs listed in their report, usually the recommended jobs will appear in a different order. This is because two people with the same personality will not necessarily have the same degree of interest in all of the different career fields. The career fields in which an individual expresses the most interest will appear first in their report.

Your student/client is difficult to help because they don't provide much information.

It can be extremely frustrating when you want to help, but can’t get the information you need. It could be that the two of you have very different styles of communicating. It's important that you find a way to reach your client/student. To assist you in this exercise, you'll find specific recommendations for communication with individuals in the section of this handbook titled, “Working with Different Types”.

Appendix 1:

Resource material for learning more about personality

Websites

Listed below are a number of websites that provide additional information about personality and career management.

- The Association for Psychological Type International
<http://www.aprinternational.org/>
- Career / LifeSkills Resources
www.career-lifeskills.com
- Career Research and Testing
www.careertrainer.com
- The Center for Application of Psychological Type
www.capt.org
- CPP
www.cpp.com
- LifeKeys
www.lifekeys.com
- The InterStrength Group
<http://www.interstrength.org/>

Books

There have been many books and thousands of articles and dissertations written about personality and career management, though very little has been written specifically for counselors/advisors of college students. By far, the most comprehensive source of general career information is the bibliography for personality type and the MBTI, maintained by the Center for Applications of Psychological Type (CAPT), which lists over 6,500 entries. CAPT also maintains a very active research department. Queries can be directed to www.capt.org.

Listed below are several books and articles you may find helpful. The first three are highly recommended and considered indispensable by many career professionals:

Do What You Are

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

MBTI Manual

A guide to the Development and Use of the Myers-Briggs Type Indicator, by Isabel Briggs Myers, Mary H. McCaulley, Naomi L. Quenk and Allen Hammer.

Newly updated, this manual provides a comprehensive overview of MBTI uses and applications, and includes chapters on theory, administration and interpretation, scoring, construction, and reliability/validity. An extensive applications section includes counseling and psychotherapy, education development, management and leadership, and multicultural applications.

The Atlas of Type Tables

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

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

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

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

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

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

Pilder, R. J., & Pilder, W. F. (1981). How to Find your Life's Work: Staying out of Traps and Taking Control of your Career. Englewood Cliffs, NJ; Prentice-Hall.

Articles

- Apostal, R. A., & Marks, C. (1990). Correlations between the Strong-Campbell and Myers-Briggs scales of introversion-extraversion and career interests. *Psychological Reports*, 66, 811-816.
- Barlow, J. R. (no date). A career counselor's perspective on the usefulness of the Myers-Briggs Type Indicator® vs. the Edwards Personal Preference Schedule. Paper written for a course in psychological testing.
- Bell, S. J., & Richard, L. R. (Speakers). (1991, July). Type and legal careers: Helping lawyers find satisfaction in the nineties. Presented at APT-IX, the Ninth Biennial International Conference of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS38). Garden Grove, CA: InfoMedix.
- Berens, L. V. (1990, Spring). The Myers-Briggs Type Indicator® - Concepts behind the instrument [Special issue: Temperament and Type in Career Counseling]. *Career Planning and Adult Development Journal*, 6(1), 4-6.
- Berens, L. V. (1990, Spring). Temperament applied to career counseling - Some case examples [Special issue: Temperament and Type in Career Counseling]. *Career Planning and Adult Development Journal*, 6(1), 7-9.
- Berens, L. V. (Speaker). (1992). Not just a paycheck: Temperament factors in career and life decisions [Audiotape]. Huntington Beach, CA: Telos Publications.
- DiRusso, L., Carney, J. V., & Bryan, B. (1995). Psychological type of education majors and career decisiveness. *Journal of Psychological Type*, 32, 36-42.
- Hales, M., & Peacock, S. Y. (1998, March). Using the MBTI® in an internet career development course. *Proceedings of the Third Biennial International Conference on Education of the Center for Applications of Psychological Type* (pp. 127-129). Gainesville, FL: Center for Applications of Psychological Type.
- Hammer, A. L. (1996). Career management and counseling. In A. L. Hammer (Ed.), *MBTI® applications: A decade of research on the Myers-Briggs Type Indicator* (pp. 31-53). Palo Alto, CA: Consulting Psychologists Press.
- Heavrin, A. R. (1994, Fall). Careers & occupations: Human and career development and type. *Bulletin of Psychological Type*, 17(4), 28-30.
- Heavrin, A. R. (1994, Spring). Toward a more holistic view of type. [Review of Applying career development to counseling]. *Bulletin of Psychological Type*, 17(2), 13.
- Ingram, J. (Speaker). (1989, June). Using the Myers-Briggs Type Indicator® in career counseling with vocational-technical college students. *Applications of Type in Community and Technical Colleges*, Panel/Workshop presented at APT-VIII, the Eighth Biennial International Conference of the Association for Psychological Type, Boulder, CO. (Cassette Recording No. B215-59AB, 2 tapes). Garden Grove, CA: InfoMedix.
- Jones, S. (1993). *Psychological testing for managers: A complete guide to using and surviving 19 popular recruitment and career development tests*. London: Piatkus.
- Martin, C. R., & Macdaid, G. P. (1995, July). Looking at type and career exploration. *Proceedings of APT-XI, the Eleventh Biennial International Conference of the Association for Psychological Type* (p. 11, abstract). Kansas City, MO.

Articles (continued)

Miller, B., & Millner, N. B. (Speakers). (1985, June). Type to type: A search for career counseling techniques and tools. Presented at APT-VI, the Sixth Biennial International Conference of the Association for Psychological Type. (Cassette Recording No. L227-69O). Garden Grove, CA: InfoMedix.

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

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

Nordvik, H. (1996, September). Relationships between Holland's vocational typology, Schein's career anchors and Myers-Briggs' types. *Journal of Occupational and Organizational Psychology*, 69(3), 263-275.

Pinkney, J. W. (1983, November). The Myers-Briggs Type Indicator® as an alternative in career counseling. *The Personnel and Guidance Journal*, 62(3), 173-177.

Tieger, P. D. (Speaker). (1991, July). Satisfaction guaranteed: Matching your personality to a career you can love. Presented at APT-IX, the Ninth Biennial International Conference of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS27). Garden Grove, CA: InfoMedix.

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

Appendix 2: Profiles of all 16 personalities

ENFJ

Extravert, Intuitive, Feeling, Judging

Warm, outgoing and talkative, you make friends easily and are often popular and well-liked. You are enthusiastic and cheerful. You care deeply for family and friends, and express your feelings through words and actions. People often comment on your ease with language. You have strong beliefs and opinions, which you express tactfully.

You are very empathetic and have an innate sense for what other people are feeling. Tension or conflicts make you very uncomfortable, so you try hard to please others and to bring order to those who are in dispute. You hate direct confrontation and will soften your message or avoid being entirely honest if it helps to maintain harmony and prevent bruising others' feelings. Your own feelings are easily hurt, so you have difficulty accepting even the most constructive criticism.

Creative and often imaginative, you may love learning, daydreaming and entertaining others with your many artistic talents. You are quick-witted and good at putting ideas together. Organized and productive, you feel energized by completing projects and gain a lot of satisfaction from it.

You like to be in charge and can usually come up with a plan, even for complex projects. But you tend to become annoyed if people try to interfere with your strategy.

You like to know what's expected of you and care about what others think. You find it very hard to remain calm and objective when you're upset. You're a very sensitive person; being so insightful about others is both a blessing and a curse.

INFJ

Introvert, Intuitive, Feeling, Judging

You tend to be deep, complex and creative. Your direction in life is guided by your tightly held personal values. Intrigued by original ways of looking at the world, you're inspired by innovation and creative problem solving. You are good at influencing others to embrace positive change in their own lives by gently, steadily setting an example for them. With a richly developed inner life, your intuition helps you discover meaning and new possibilities.

Initially private and reserved, you are capable of great warmth and compassion for people you know well. You make decisions carefully, taking the time to consider every consequence in full before making your choice. A person of great integrity, you remain true to your beliefs, even if it means defying other people. You value harmony and cooperation and use praise and encouragement to motivate others and win their trust.

Your obliging nature can turn to stubbornness when others disagree with your ideas and vision. You are most interested in your own unique ideas and are annoyed when they are not possible. You may not pay enough attention to details and overlook important facts. Without sufficient information, your conclusions may be flawed.

Very aware of others' feelings, you are sensitive to criticism and can be negatively affected by conflict or hostility. Because you feel so strongly about things, there's a chance you may be too resolute and judgmental. Once you've made up your mind, you may be unwilling to consider differing views.

You tend to be organized, efficient and inventive, and are responsible and respectful. You like your plans to be settled and need plenty of time to prepare for changes, so sudden diversions can be stressful. You like spending time alone and, while you may enjoy socializing with close friends, you aren't usually the one to initiate things. You're a good listener and have a talent for recognizing the deeper meaning in every experience and interaction. People are often astonished by your insights.

ENFP

Extravert, Intuitive, Feeling, Perceiving

Outgoing, enthusiastic and spontaneous, you love meeting people and probably have a lot of friends and contacts. Energetic and always on the go, you are usually open to new experiences. You are very curious, ask a lot of questions, and fascinated by people or things that are out of the ordinary. With a vivid imagination, you have lots of ideas and are great at creative problem solving and overcoming obstacles. You love to talk, especially about fun or interesting possibilities, and pride yourself on your uniqueness.

Sensitive and empathetic, you often have accurate and perceptive insights about others. Your friends know you are devoted and affectionate and feel things deeply, even if you don't always show it. You may take criticism personally and your feelings are easily hurt. You can feel overwhelmed or discouraged when faced with a lot of details to remember or projects to manage. Your curiosity often distracts you and you probably find it very difficult to remain organized. Making decisions is also a struggle because there are so many interesting options.

A natural free spirit, you may resist authority and like considering unconventional approaches. You may ignore or avoid anything that has been done before or requires routine maintenance. Not especially realistic, you may not notice important facts or details, and you often have trouble paying attention to just one thing at a time.

Since you like juggling more than one thought, responsibility or interaction at a time, you sometimes rush through activities and find yourself overcommitted. Your reluctance to rule out interesting possibilities means you sometimes miss opportunities because you didn't want to commit ahead of time. Without adequate stimulation, you may find yourself stagnating and need to get out and have fun with other people to recharge.

INFP

Introvert, Intuitive, Feeling, Perceiving

Sensitive and idealistic, you strive for inner harmony. You are a loyal and empathetic friend, devoted to the people and issues you care about. While you may appear cool or detached at times, you have very strong and passionate feelings. You trust your personal reactions and perceptions and use your values to guide your life.

Curious about possibilities, you enjoy many creative endeavors. You can be an original thinker and like using your imagination. Personally invested in everything you do, you can be very persuasive about your dreams and ideas -- but only share them with people you trust. Thoughtful and complex, you are not

especially interested in imposing your views on others. You are very protective of your privacy and highly selective about your friends.

When working on a cause you believe in, you can lose yourself in the project and neglect other pressing issues. You are very sensitive to tension and prefer to avoid conflict at all costs. You have trouble letting go of past hurts and may hold grudges. You tend to see only the good in those you care about, and risk being easily disappointed.

You need creative ways of expressing yourself. You are not especially realistic or logical, and sometimes go off course with your projects. A perfectionist, you have very high standards and may be unwilling to share your ideas until they are flawless. You can be hypersensitive to criticism and tend to take all feedback personally. Without feedback, you may fail to make necessary adjustments and end up with unworkable or unfinished projects. You need to ask for constructive advice and listen to it with objectivity.

ENTJ

Extravert, Intuitive, Thinking, Judging

Confident and assertive, you speak your mind and always seem to be sure of yourself. While honest and fair, you are also quite outspoken. You have strong opinions and are usually able to convince others that your position is right.

Friendly and comfortable being the center of attention, you probably have a large group of friends. People admire your determination and willingness to push yourself to achieve your very high standards.

A creative person who asks thought-provoking questions, you love to learn but are bored by repetition. You need constant new challenges to remain interested. You are imaginative and like to look beyond everyday routine to really understand why the world operates as it does.

Decisive and organized, you like to be prepared at all times and may find it difficult or embarrassing to try improvising. You like to be in charge, but sometimes take over projects that aren't really yours. You are frustrated by inefficiency and find illogical rules infuriating.

You want to be good at everything you try. You especially like to demonstrate your competence to others. People look to you as a natural leader and are often impressed with your knowledge. Others respect you and feel comfortable giving you a lot of responsibility.

INTJ

Introvert, Intuitive, Thinking, Judging

Logical, creative and clever, you are confident in your ideas and in your ability to meet or exceed your goals. Ambitious in everything you do, you are driven to be competent and original. You have a keen sense of what is possible and a global perspective. An excellent strategic thinker, you look beyond what is known to see connections between elements that are often very different.

You tend to be a perfectionist. You are critical and demanding of yourself and undaunted by opposition. Focused and determined to bring your vision to life, you will work tirelessly to produce a flawless idea or product. You tend to be much more interested in meeting or surpassing your own high standards than trying to please others.

You are such a complex thinker that your ideas are sometimes too complicated for others to follow. You may struggle to express yourself simply and can become irritated when people are slow to catch on. You

can be harshly critical and may neglect to show appreciation or encouragement to those around you. You need to realize the importance of others' feelings.

Extremely independent, you will defend your position and stubbornly refuse to concede, even if others disagree. Only a sound and well-reasoned argument is likely to convince you to change your mind. You are controlled and keep your emotions in check, and generally don't like it when people overreact. You are most interested in acting on your own ideas and concepts of the future, but may miss key, practical requirements in your plans that can render them unworkable. You are reluctant to share the details of a plan with others at an earlier stage in the process, because you are still refining it. However, this puts you at risk for completing a project before a critical error is noticed.

ENTP

Extravert, Intuitive, Thinking, Perceiving

You are friendly, creative and confident. You have lots of friends and acquaintances and are pretty easy to get to know. You love to talk and be in the spotlight. You especially enjoy entertaining others with your engaging stories, wit and unusual sense of humor.

You have little trouble adapting to change. You pride yourself on your creativity and ability to see possibilities where other people can't. You grasp new ideas quickly and enjoy learning. However, you are easily distracted and tend to get bored as soon as the challenge in a project is over.

While you are easygoing and playful, it is often a struggle to make decisions or commit to one plan of action for an extended period of time. This is because you are so curious and eager to experience as much of life as you can.

You are also very logical, and bothered by inconsistencies and unfairness. You love a spirited debate, regardless of the topic, but can sometimes be argumentative. Your spontaneity and enthusiasm are infectious, and other people often want to follow your lead.

Since you like starting things much more than you enjoy finishing them, you often have trouble slowing down, preparing carefully, and following through with your commitments. Luckily you are great at improvising and get a real sense of excitement from accomplishing things at the last minute.

You are also an excellent negotiator. You can usually convince or charm other people into letting you have your way — or give you one more chance!

INTP

Introvert, Intuitive, Thinking, Perceiving

You are independent, curious and creative. Quite private, you like time alone to think things through or explore subjects and projects that really interest you. You tend to have a very small cluster of close, trusted friends and rarely initiate social activities. You prefer to get the most out of a few high quality social activities than take part in many shorter get-togethers.

You may have a real passion for science or the arts and enjoy learning new things. Inventive and imaginative, you are an "architect of ideas". You make quick and insightful connections, and enjoy coming up with original solutions to problems. But you get bored quickly, dislike repetition, and may struggle to explain your ideas simply and clearly to other people.

You are a very logical person and tend to remain calm in most situations. Unfairness and inconsistency bother you, and other people's opinions rarely influence you. You speak your mind and your actions are more motivated by achievement than by trying to please others. Your family and closest friends may not know how much you care about them because you rarely express your feelings.

You easily see both sides of an issue and enjoy healthy debate. But your relaxed attitude about deadlines and neatness can present challenges for your timeliness or following through on commitments.

ESTJ

Extravert, Sensing, Thinking, Judging

Friendly, outgoing and honest, you tend to have traditional views and are comfortable expressing your opinions. You trust personal experience and are more interested in real things and immediate problems rather than theories or possibilities. Practical, realistic, organized and efficient, you seek to instill order and structure, and work hard to meet or exceed expectations.

You are direct and frank, like to keep busy and see tangible results for your efforts. You make quick, logic-based decisions and move on to the next task. Responsible and conscientious, you enjoy being in charge and organizing people and projects.

Somewhat rigid, you may try to force others to conform to rules and structure. Outspoken and assertive, your strong opinions may at times be perceived as harsh criticism. You may not think about the impact of your decisions on others until it's pointed out to you. If you do not entirely understand or agree with someone, you may neglect to consider their feelings when expressing your view.

Not particularly interested in possibilities -- especially abstract ones -- you may resist ideas that have not been proven by experience. Focused on the present and in a hurry to make decisions and get things done, you may not stop to consider any less-obvious options. To be more effective and make better decisions, you need to take the time to collect and consider all the information.

ISTJ

Introvert, Sensing, Thinking, Judging

Quiet, realistic and practical, you communicate in a style that is clear, simple and direct. A careful observer, you notice details that interest or relate to you and have a good memory for past experiences. You think things through before sharing your insights and are cautious about change. Responsible and steady, you strive to do your best in every situation.

Conscientious and logical, you like to make sensible decisions and keep things orderly and efficient. Organized and productive, you have a great ability to concentrate and get things done. You set high standards for yourself and for others, like to be judged on your merits, and are fair and consistent when dealing with other people. You take your commitments seriously and prefer people who are genuine and reasonable.

You trust proven facts and experience and tend to be skeptical of untested ways. Patient and willing to wait, you may miss opportunities if you hesitate too long. You may focus too intently on tiny details and lose sight of the larger context or purpose.

When you can't see a way out of a bad situation, you may become discouraged. A very private person, you're generally not inclined to share your feelings or reactions. You like to be prepared and tend to dislike surprises, change and uncertainty.

You value order and stability and can be somewhat inflexible due to your strong sense of right and wrong. You may insist that others conform to your way of doing things and resist trying other, less conventional, methods.

Because of your calm and cool exterior, you may appear indifferent to what's going on around you. You don't usually share information about yourself or your views unless asked directly by people with whom you are comfortable.

ESFJ

Extravert, Sensing, Feeling, Judging

Friendly and outgoing, you enjoy meeting people. Relationships are important to you. You care about people's feelings, and are eager to please and help others in real and practical ways. You are sympathetic and caring, with strong opinions based on your values.

Energetic and interested in lots of things, you have many projects, activities and friends. You have great common sense and a good memory for detail. Hardworking, organized and conscientious, you enjoy being part of a cooperative team. You value tradition, take your responsibilities seriously, and are willing to put a lot of energy into the things you believe in.

You need harmony in your relationships and tend to avoid conflict. You may also take criticism very personally. You like a constant routine and may be a bit rigid when you don't have time to adjust to changes. Once you've made up your mind it's often hard to go back, even if new information comes to light. Eager to get things done, you may make decisions too quickly and then feel stuck with those choices.

You do not naturally focus on possibilities, especially the less obvious ones, and may get discouraged if you can't see a way out of a bad situation. Once frustrated, you may feel the problem is hopeless and give up, or become negative and critical. You sometimes need help looking past the immediate to the future implications of your choices.

You are very literal and like others to be clear and explicit about their expectations of you. Since you strive to be prepared at all times, you may have trouble improvising or dealing with sudden changes of plan. Organized and efficient, you generally like to work carefully and steadily through a project, one step at a time.

ISFJ

Introvert, Sensing, Feeling, Judging

You are quiet, serious, hardworking and conscientious. Practical and realistic, you pay careful attention to detail. You are good at accurately remembering facts and details, especially those relating to people and your interactions with them. To do your best work, you need clearly defined directions and expectations. You have good common sense and tend to make thoughtful and sensible decisions.

Patient and caring, you are interested in others' needs and feelings, but generally only share your own feelings and opinions with people you know well. You are protective, loyal, devoted to friends and family, and take great pride in their accomplishments. You have a strong work ethic and take your commitments seriously.

By nature, you tend to be totally focused on the present. Sometimes you don't fully understand a situation because you are too focused on the details. You may not see possibilities that don't already exist or are unproven. Careful, thorough and meticulous, you may feel overwhelmed when learning new skills. You may not like to ask others for help for fear of disturbing them.

Your decisions are based primarily on your feelings and values, so they are not always very logical. Generous and kind, you tend to put other people's needs above your own, which can lead to you becoming overworked or pulled in too many directions. You need to work at being assertive so that inconsiderate people don't take advantage of you. You strongly dislike tension and conflict and will try to accommodate people's needs.

Neat and organized, you usually dress aptly for all occasions. You're probably careful with your money and possessions. You like to have things settled and are annoyed when plans change without notice. You don't like to take risks and are happiest with a predictable routine. While you want to please the people close to you, you are rarely willing to compromise on really important issues.

ESTP

Extravert, Sensing, Thinking, Perceiving

You are a logical, active, forthright person. You are very observant and live in the moment, constantly evaluating people, ideas and activities around you. Energetic and motivated by excitement, you crave action. Realistic, curious and pragmatic, you don't hesitate to speak your mind and believe people should take responsibility for their actions. You are spontaneous and playful, enjoy being the focus of attention and can often make things entertaining.

Good at noticing and remembering specific details, you assess and quickly respond to immediate problems, but are less adept at long-range problem solving. You are a skilled negotiator, good in a crisis and comfortable with a certain amount of risk taking. You are able to make difficult decisions when necessary, using logic and the facts available.

Because you live so entirely in the present, you try to avoid planning much in advance. This can wreak havoc with deadlines and other time-sensitive commitments. You're not inclined to consider future implications or work out hidden meanings. You tend to be skeptical of untested possibilities unless you have previous experience with which to compare them.

Casual and easygoing, you rarely take things too seriously. You adapt easily to change, improvising when necessary. You dislike following rules, especially those you consider pointless, and you resist others' attempts to impose restrictions or controls on you. You may have difficulty respecting people in positions of authority. In general, however, you are pretty relaxed and tolerant of others.

You sometimes abandon your duties before they're completed and prefer starting new projects to finishing existing ones. Your ability to quickly deal with problems as they arise often helps you get through troublesome situations. Lively and carefree, you may have difficulty focusing on your responsibilities when you'd much rather be having fun.

ISTP

Introvert, Sensing, Thinking, Perceiving

Quiet and independent, you like to keep busy with projects that are of importance and interest to you. You value skills and quality performance in yourself and others. You are reserved and private, and not usually inclined to share your reactions or opinions.

Straightforward and honest, you are less interested in conversation than action, unless you are especially knowledgeable about the topic of discussion. Unpretentious and down-to-earth, you are more curious and impulsive than planned and organized.

You are comfortable with theory, but prefer working with real things rather than abstract ideas. You are realistic, good at logical analysis and usually able to understand how things work. A keen observer, you trust facts gained through personal experience. Spontaneous and easygoing, you are attracted to fun or physical activities, especially those that take place outdoors or contain a level of risk or excitement.

Intensely private, you rarely share your feelings or emotions with others. In fact, you may not consider this aspect of life to be particularly important. Naturally reserved, you may be viewed by others as aloof or cold, especially if you don't bother to explain your behavior. This can be frustrating and hurtful to loved ones and may hinder your ability to develop emotionally.

You are generally relaxed and casual and don't like a lot of rules, structure or restrictions. Your need for thrills can cause you to take unnecessary risks and sometimes evade your responsibilities. Because you hate to be bored and are easily distracted, you may not always follow through with commitments. You are likely to dispense with the planning or organizing aspects of projects and get straight to the parts which are more fun or at which you are already proficient.

ESFP

Extravert, Sensing, Feeling, Perceiving

Friendly, warm and energetic, you have a large circle of friends. Lively, talkative and easygoing, your love of life draws others to you. You seek fun in everything you do and are at your best when doing things with people you enjoy. Realistic, sensible and pragmatic, you are good with details and have a great memory for the facts that pertain to people.

Sympathetic and eager to help, you try to avoid criticizing others and usually are not interested in controlling them. You use common sense to devise solutions to immediate problems and provide practical help to other people. Spontaneous and adaptable, you don't like to be limited by rules but are able to respond quickly to situations and handle several things at the same time.

You have trouble planning ahead, as you don't like to organize your activities and tend to live entirely in the present. This can leave you unprepared for events that you might otherwise have anticipated. While you are pleasant and agreeable, you may have doubts about theories or techniques with which you have no personal experience. Being so social, you are sometimes distracted from your obligations and can find yourself overcommitted because it is so difficult to turn things down.

Most of your decisions are based on your personal feelings and experiences, so you may not foresee the more logical consequences of your actions. You should practice trying to view things objectively, so that you can fully understand a situation and the potential effects of your choice.

ISFP

Introvert, Sensing, Feeling, Perceiving

You are gentle, quiet and modest. To others you may seem cool and unemotional, but you have deep feelings that you share only with people you trust and know well. Loyal, devoted and patient, you don't try to control or impose your values on others. You are kind, trusting and sensitive and need your relationships to be pleasant and free of tension. You often take even the most constructive criticism personally and may feel disappointed or hurt.

Sensible and realistic, you like to enjoy life and experience it to the fullest. You are spontaneous and playful and tend to respond to events rather than plan ahead for them. You notice beauty all around you and enjoy spending time on hobbies or crafts. With a small group of close friends, you strive for balance in your life, not placing work above the other things that matter most to you.

You are very trusting and tend not to think about other people's motives. As a result, others may sometimes take advantage of you. You have difficulty seeing ways out of unpleasant situations and, unwilling to confront people and hurt their feelings, you avoid conflict at all costs. You base most of your decisions on your personal values and tend not to consider more objective criteria. You need to be more assertive about expressing your feelings so you don't neglect your own needs.

Because you live so much in the present, you may not see things in a broader context or understand how your current choices impact future events. You are easily distracted from completing tasks and often need help managing your time. When you have too many choices and obligations to deal with, it can be overwhelming. You need to spend lots of time alone to regain your perspective.

You may have trouble making decisions and following through on your commitments. You hate to disappoint anyone, but are usually quick to forgive others who disappoint you.