

The Keirsey Temperament Sorter

The Sixteen Types

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.

Found in only about 5% of the general population. ENFJs place people as being the 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 dissociate. 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 are especially vulnerable to idealizing interpersonal relationships, raising these relationships to a plane which seldom can sustain the realities of human nature. Because 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.

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, and checking with a person who has a strong T preference might be at times advisable for the ENFJ. In the framework of values, however, the ENFJ is on certain ground.

ENFJs generally 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.

Portrait of an E N F J cont'd:

ENFJs are socially adept and make excellent companions and mates. They are also 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 — a characteristic of all NFs, but one which is particularly strong in an ENFJ. Thus, an ENFJ has that longing for the ideal that results in a vague dissatisfaction with whatever is in the way of relationships, friendships as well as marital partnerships.

This longing for the perfect carries over into the careers of ENFJs, who experience some degree of restlessness whatever their jobs. And, as with ENFGPs, ENFJs have a wide range of occupations which 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 personalize salespersons. Areas that would not permit utilization of the interactional 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 wherever they are. Their ability to be comfortable either leading or following makes them easy 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. In this ability to organize without planning, there is a certain similarity to an ESFJ, but the latter acts more as a master of ceremonies than as a leader of groups. The ESFJ is more of a recreational leader, who insures that each member has fun at a party and that the right things are expressed at social occasions, especially institutional social occasions such as weddings, funerals, parties, and the like. ENFJs, just like the ESFJs, value harmonious human relations above all else; but ENFJs are not so easily crushed by indifference as are ESFJs and more independent of others' valuations.

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 and deal with complex issues and people.

It is an INFJ who is likely to have visions of human events past, present, or future. If a person demonstrates an ability to understand psychic phenomenon better than most others, this person is apt to be an INFJ. Characteristically, INFJs have strong empathic abilities and can be aware of another's emotions or intents even before that person is conscious of these. This can take the form of feeling the distress or illnesses of others to an extent which is difficult for other types. INFJs can intuit good and evil in others, although they seldom can tell how they came to know. Subsequent events tend to bear them out, however.

INFJs are usually good students and achievers who exhibit unostentatious creativity. They take their work seriously and enjoy academic activity. They can exhibit qualities of over-perfectionism and put more into a task than perhaps is justified by the nature of the task. They generally will not be visible leaders, but will quietly exert influence behind the scenes.

INFJs are hard to get to know. They have an unusually rich inner life, but they are reserved and tend not to share their reactions except with those they trust. Because of their vulnerability through a strong facility to interject, INFJs can be hurt rather easily by others, which, perhaps, is at least one reason they tend to be private people. People who have known an INFJ for years may find sides emerging which come as a surprise. Not that INFJs are inconsistent; they are very consistent and value integrity. But they have convoluted, complex personalities which sometimes puzzle even them.

INFJs like to please others and tend to contribute their own best efforts in all situations. They prefer to enjoy agreeing with others, and find conflict disagreeable and destructive. What is known as ESP is likely found in an INFJ more than in any other types, although other types are capable of such phenomena. INFJs have vivid imaginations exercised both as memory and intuition, and this can amount to genius, resulting at times in INFJs being seen as mystical. This unfettered imagination often will enable this person to compose complex and often aesthetic works of art such as music, mathematical systems, poems, plays, and novels. In a sense, the INFJ is the most poetic of all types. Just as an ENTJ cannot *not* lead, so much an INFJ intuit; this capability extends to people, thing, and often events, taking the form of visions, episodes of foreknowledge, premonitions, auditory and visual images of things to come. INFJs can have uncanny communications with certain individuals at a distance.

INFJs often select liberal arts as a college majors and opt for occupations which involve interacting with people, but on a one-to-one basis. For example, the general practitioner in medicine might be an INFJ, or the psychiatrist or psychologist. As with all NFs, the ministry holds attractions, although the INFJ must develop an extraverted role here which

Portrait of an I N F J cont'd:

requires a great deal of energy. INFJs may be attracted to writing as a profession, and often they use language which contains an unusual degree of imagery. They are masters of the metaphor, and both their verbal and written communications tend to be elegant and complex. Their great talent for language usually is directed toward people, describing people and writing to communicate with people in a personalized way. INFJs who write comment often that they write with a particular person in mind; writing to a faceless, abstract audience leaves them uninspired.

INFJs make outstanding individual therapists who have the ability to get in touch with the archetypes of their patients in some way some other types do not. The 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 high 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 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.

ISFJs are generally good at public relations and themselves have good interpersonal relations. They value staff and harmony and want an organization to run smoothly and pleasantly, they make 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 overdependence 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 usually are concerned about the comfort of a home and most especially the comfort, physical health, and emotional well-being of both mates and children.

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, overflowing with 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 so 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 split off. They strive for congruency, but always see 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 of 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 and, more often than not, inaccurately 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 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 as 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 the ability to "see through" them — which is also 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.

Portrait of an ENFP cont'd:

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 a 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 of 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 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 interpretative 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 in 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 ENFPs 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 s/he is in charge of economic resources, the ENFPs 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

Portrait of an E N F P cont'd:

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.

Portrait of an I N F P:

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 a profound sense of honor derived from internal values. The INFP is the Prince or Princess of mythology, the King's Champion, Defender of the Faith, and 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. Unlike the NT, 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, 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

Portrait of an I N F P cont'd:

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, as do the other NFs, 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 to 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 marital partnership. 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 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 for long periods, until an ideal is struck and violated. Then an INFP will resist and insist.

Portrait of an E N T J:

If one word were used to capture ENTJ's style, it would be *commandant*. The basic driving force and need of ENTJs is to lead, and from an early age they can be observed taking over groups. This type is found in approximately 5% of the total population. ENTJs have a strong urge to give structure wherever they are — to harness people to distant goals. Their empirical, objective, and extraverted thinking may be highly developed; if this is the case, they use classification, generalization, summarization, adduction of evidence, and demonstration with ease. They resemble ESTJs in their tendency to establish plans for a task, enterprise, or organization, but ENTJs search more for policy and goals than for regulations and procedures. An ENTJ's introverted thinking (analysis and conservation) may

be less well developed than the extraverted thinking processes, and the ENTJ leader may turn to an ENTP or INTP to provide this kind of input. ENTJs are similar to INTJs except that the former places greater trust in empirical thought than in intuition; it is the ENTJs own intuitive sense of coherence, however, that augments and supports their empirical thinking.

Although ENTJs are tolerant of established procedures, they can abandon any procedure when it can be shown to be indifferent to the goal it seemingly serves. Inefficiency is especially rejected by ENTJs, and repetition of error causes them to become impatient. For the ENTJ, there must always be a reason for doing anything, and people's feelings usually are not sufficient reason. When in charge of an organization, ENTJs more than any other type desire (and generally have the ability) to visualize where the organization is going and seem able to communicate that vision to others. They are the natural organization builders, and they cannot not lead. They find themselves in command and sometimes are mystified as to how this happened. As administrators, ENTJs organize their units into a smooth-functioning system, planning in advance, keeping both short-term and long-range objectives well in mind. They seek and can see efficiency and effectiveness in personnel. They prefer decisions to be based on impersonal data, want to work from well-thought-out plans; and like to use engineered operations — and they prefer that others follow suit. ENTJs will support the policy of the organization and will expect others to do so.

ENTJs will usually rise to positions of responsibility and enjoy being executives. They are tireless in their devotion to their jobs and can easily block out other areas of life for the sake of work. They will be able to reduce inefficiency, ineffectiveness, and aimless confusion, being willing to dismiss employees who perpetuate such behaviors. ENTJs tend to work in organizational structures of some sort, tend to be in charge administratively, and rise to top levels of responsibility, whether in the military, business, education, or government.

ENTJs take charge of the home. When an ENTJ is present, there will be little doubt as to who is in command. Because their work is so important to them, however, they can become increasingly absent, especially if male. Male or female, ENTJs expect a great deal of their mates, who need to possess a strong personality of their own, a well-developed autonomy, many and varied interests, and a healthy self-esteem. A career wife, however, may not be appealing to an ENTJ male, who is apt to view his home and family as a part of his professional background, a resource, and adjunct to his own career development.

As a parent, an ENTJ will be thoroughly in charge, and the children will know what is expected of them — and will be expected to obey. When this does not occur, an ENTJ parent is not apt to make a scene; rather, there is more likely to be a low-key, firm issuance of reprimand and a taking-for-granted of immediate obedience. While both the marital relationship and parenting are roles of importance to the ENTJ, they are to some degree preempted by the ENTJ's strong career interest. The romantic dream and the quest for the ideal mate is usually not a characteristic of this type. ENTJs generally do, however, expect a home to be attractive, well-ordered, with meals served punctually and maintenance accomplished on schedule — all these in the service of the larger goal of creating a family system where children can be reared up to be productive and healthy and establishing a devoted, harmonious relationship between man and woman. An ENTJ male might expect his mate to be active in civic and community affairs, to be socially sophisticated, and as well-

Portrait of an ENTJ cont'd:

educated as he. The ENTJ female may find it difficult to select a mate who is not overwhelmed by her strong personality and will.

Portrait of an INTJ:

INTJs are the most self-confident of all the types, having "self-power" awareness. Found in about 1% of the general population, the INTJs live in an introspective reality, focusing on possibilities, using thinking in the form of empirical logic, and preferring that events and people serve some positive use. Decisions come naturally to INTJs; once a decision is made, INTJs are at rest. INTJs look to the future rather than the past, and a word that captures the essence of INTJs is *builder* — a builder of systems and the applier of theoretical models.

To INTJs, authority based on position, rank, title, or publication has absolutely no force. This type is not likely to succumb to the magic of slogans, watchwords, or shibboleths (a word or saying empty of meaning). If an idea or position makes sense to an INTJ, it will be adopted; if it doesn't, it won't, regardless of who took the position or generated the idea. As with the INTP, authority per se does not impress the INTJ.

INTJs do, however, tend to conform to rules if they are useful, not because they believe in them, or because they make sense, but because of their unique view of reality. They are the supreme pragmatists, who see reality as something which is quite arbitrary and made up. Thus, it can be used as a tool — or ignored. Reality is quite malleable and can be changed, conquered, or brought to heel. Reality is a crucible for the refining of ideas, and in this sense. INTJs are the most theoretical of all the types. Where an ESTP sees ideas as the pawn of reality, an INTJ sees reality as the pawn of ideas: No idea is too far-fetched to be entertained. INTJs are natural brainstormers, always open to new concepts and, in fact aggressively seeking them.

INTJs manipulate the world of theory as if on a gigantic chess board, always seeking strategies and tactics that have high payoff. In their penchant for logic, the INTJs resemble the INTPs. The logic of an INTJ, however is not confined to the expressably logical. Unlike INTPs, INTJs need only to have a vague, intuitive impression of the unexpressed logic of a system to continue surely on their way. Things need only *seem* logical; this is entirely sufficient. Moreover, they always have a keen eye for the consequence of the application of new ideas or positions. They can be quite ruthless in the implementation of systems, seldom counting personal cost in terms of time and energy. Theories which cannot be made to work are quickly discarded by the INTJs.

To understand INTJs, their way of dealing with reality rather than their way of dealing with ideas should be observed closely. Their conscious thought is extraverted and empirical. Hence, they are better at generalizing, classifying, summarizing, adducing evidence, proving, and demonstrating than are the INTPs. The INTJs are somewhat less at home with pure reason, that is, systemic logic, where principles are explicit. In this respect, they resemble the ENTJs. The INTJs rather than using deductive logic, use their intuition to grasp coherence.

Portrait of an I N T J cont'd:

INTJs have a drive to completion, always with an eye to long-term consequences. Ideas seem to carry their own force for INTJs, although they subject every idea to the test of usefulness. Difficulties are highly stimulating to INTJs who love responding to a challenge that requires creativity. These personality traits lead INTJs to occupations where theoretical models can be translated into actuality. They build data and human systems wherever they work if given even a slight opportunity. They can be outstanding in scientific research and also outstanding as executives who generate a plethora of implementations of ideas. Teamed with an INTP who is the architect of systems, the INTJ provides a dimension to an organization which insures that the work of the INTP does not gather dust on library shelves.

INTJs can be very single-minded at times; this can be either a weakness or a strength in their careers, for they can ignore the points of view and wishes of others. INTJs usually rise to positions of responsibility for they work long and hard and are steady in their pursuit of goals, sparing neither time nor effort on their part or of their colleagues and employees.

INTJs live to see systems translated into substance; an INTP, by way of contrast is content to design the system. In both these types, however, coherence is the master. Both internal and external consistency are important, and if an INTJ finds that s/he is in a working situation where overlapping functions, duplication of effort, inefficient paper flow, and waste of human and material resources abound, the INTJ cannot rest until an effort is made to correct the situation. Cost effectiveness, is a concept which has a strong imperative for INTJs, who frequently select occupations in engineering, particularly human engineering. They also can be found in the physical sciences, in roles which require development, such as curriculum building, and, in general, any job which requires the creation and application of technology to complex areas.

Fellow workers of INTJs often feel as if the INTJ can see right through them, and often believe that the INTJ finds them wanting. This tendency of people to feel transparent in the presence of the INTJ often results in relationships which have psychological distance. Thus, colleagues find the INTJ apparently unemotional and, at times, cold and dispassionate. Because of their tendency to drive others as hard as they do themselves, INTJs often seem demanding and difficult to satisfy. INTJs are high achievers in school and on the job. On the job, they take the goals of an institution seriously and continually strive to respond to these goals. They make dedicated, loyal employees whose loyalties are directed toward the system, rather than toward individuals within the system. So as the people of an institution come and go, the INTJs have little difficulty — unlike the NFs, who have their loyalties involved more with persons than offices. INTJs tend, ordinarily, to verbalize the positive and eschew comments of a negative nature; they are more interested in moving an institution forward than commiserating about mistakes of the past.

As mates, INTJs want harmony and order in the home and in relationships. They are the most independent of all types. They will trust their intuitions about others when making choices of friends and mates, even in the face of contradictory evidence and pressures applied by others. The emotions of an INTJ are hard to read, and neither male or female INTJ is apt to express emotional reactions. At times, both will seem cold, reserved, and

Portrait of an I N T J cont'd:

unresponsive, while in fact INTJs are almost hypersensitive to signals of rejection from those for whom they care. In social situations, INTJs may also be unresponsive and may neglect to observe small rituals designed to put others at their ease. For example, INTJs may communicate that time is wasted if used for idle dialogue, and thus, people receive a sense of hurry from an INTJ which is not always intended. In their interpersonal relationships, INTJs are usually better in a working situation than in recreational situations. They do not enjoy physical contact except with a chosen few.

As parents, INTJs are dedicated and single-minded in their devotion: Their children are a major focus in life. They are supportive of their children and tend to allow them to develop in directions of their own choosing. INTJs usually are firm and consistent with their discipline and rarely care to repeat directions given to children — or others. Being the most independent of all types, they have a strong need for autonomy; indifference or criticism from people in general does not particularly bother INTJs, if they believe that they are right. They also have a strong need for privacy.

The most important preference of an INTJ is *intuition*, but this is seldom seen. Rather, the function of *thinking* is used to deal with the world and with people. INTJs are vulnerable in the emotional area and may make serious mistakes here.

Portrait of an E N T P:

ENTPs wish to exercise their ingenuity in the world of people and things. Found in about five out of every 100 people, 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 therefore, easy to please; showing the effervescence of their NF counterpart, the ENFP. The ENTP is the most reluctant of all 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 look out for new projects, new activities, and 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.

Where the introverted NTP sees design as an end in itself, the extraverted NTP sees design as a *means*: the end is the invention that works, the 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 as are the INTJs. Rather, the faith of the ENTPs is in their

Portrait of an ENTJ cont'd:

ability to improvise something, and they display an unusual talent for rising to the expediency of a situation. Superficially, ENTJs resemble ESTJs in their derring-do. But the focus of the ENTJ is on competency and the sense of power this gives, rather than on the feeling of freedom of action experienced by the ESTJ.

ENTJs 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. ENTJs 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 ENTJ, talkative and motivating, is often the life of an enterprise.

The ENTJ can be an entrepreneur and cleverly makes do with whatever or whomever 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 ENTJ 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 failure in situations where improvising has met with defeat, the ENTJ may develop ways of avoiding such situations as a substitute to thorough preparation.

ENTJs 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 ENTJs conformists. ENTJs enjoy outwitting the system and use rules and regulations within the system to win the game — whatever it may be. They understand well the politics of institutions and deal with these realities very well, always aiming to *understand* the people within the system rather than to judge them. ENTJs 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 ENTJ may work against the system just for the joy of being one-up. For ENTJs, to be "taken-in," to be manipulated by another, is humiliating; this offends their joy in being masters of the art of one-upmanship. ENTJs 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, ENTJs tend to create a lively living environment. They are gregarious, laugh easily and often, and are typically in good humor. Orderliness in the routines 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 solve the problem of getting his Aunt Polly's fence whitewashed. Life with ENTJs is likely to be a daring adventure; they can lead families into physical and economic dangers. ENTJs improvise to remain unaware that they do not have the necessary knowledge of the situation to ward off such dangers.

Portrait of an ENT P cont'd:

If the mate of an ENT P 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, ENT P s 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, ENT P s are apt to react with delight at having an opportunity to improve a solution to the crisis — and, more often than not, they succeed in doing so.

ENT P s 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 the sense of teaching them. In fact, ENT P s may be very inconsistent in the attention given to offspring. Usually, it is feast or famine. ENT P s have a lively circle of friends and are interested in their ideas and activities. They are usually easy-going, seldom critical or nagging. At their worst, they can show undependable, fickle characteristics and may be rather easily discouraged.

Portrait of an INT P:

INT P s exhibit the greatest precision in thought and language of all types; they tend to see distinctions and inconsistencies in thought and language instantaneously. The one word which captures the unique style of INT P s 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.

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

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

INT P s prize intelligence in themselves and in others, but can become intellectual dilettantes as a result of their need to amass ideas, principles, or understanding of behavior. And once they know something, it is remembered. INT P s can become obsessed with analysis. Once caught up in a thought process, that thought process seems to have a will of its own for INT P s, 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, INT P s find, generates hostility and defensive behaviors on the part of others, who may describe an INT P as arrogant.

Portrait of an I N T P cont'd:

For INTPs, the world exists primarily to be understood. Reality is trivial, a mere arena for proving 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 INTPs 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/her. The builder and the applier gain 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 the library shelves at all and thus, are lost.

INTPs tend not 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 no likely to welcome constant social activity or disorganization in the home. In all probability, the mate of an INTP will initiate and manage the social life. If left to his/her own devices, the INTP mate will retreat into the world of books and emerge only with 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 they mate of an INTP may believe that s/he is somewhat taken for granted. As a parent, the INTP is devoted; they enjoy children, and are serious about their upbringing. The home of an 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 being understood by others because they tend to think 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.

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 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.

Portrait of an ISTJ:

ISTJs are characterized by decisiveness in practical affairs, are the guardians of time-honored institutions, and, if only one adjective could be selected, *dependable* would 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.

Portrait of an I S T J cont'd:

ISTJs are characterized by decisiveness in practical affairs, are the guardians of time-honored institutions, and, if only one adjective could be selected, *dependable* would 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 others' money.

ISTJs can handle difficult, detailed 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 a business operation, a legal secretary, or a law researcher. High-school teachers of business, home economics, physical education, and the physical sciences tend to be 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.

ISTJs are patient with their work and with procedures within an institution, although not always patient with the individual goals of people of 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.

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.

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.

Portrait of an I S T J cont'd:

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 rather 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 and on. This pattern often is seen when an ISTJ marries an alcoholic and enters a life of caretaking punctuated by periods of anger and rejections. 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 and distrust of 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 of primary concern, esthetics given slim consideration. The clothes of an ISTJ tend 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 food, beverages, or places.

The male ISTJ may enjoy men-only parties and use a 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 Scouts. They understand and appreciate the contributions these groups make in preserving the national heritage. Along with the SJs, the ISTJ take particular delight in festive occasions held in the context of 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.

Portrait of an E S F J:

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

Portrait of an E S F J cont'd:

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; s/he 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 to 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, as it does the NTs.

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 decision 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 may be wrong in their institution or their personal relationships — as they are prone to do.

ESFJs usually respect and revere their parents, and as children were responsive and obedient pupils. They seem able to express the right feeling for a given situation. They are soft-hearted, sentimental, and usually observe with gusto and a flourish birthdays, anniversaries, and the like, making of the event a delightful, important occasion. At the same time, however, ESFJs can cause others undue tension by expressing anticipations of gloom and doom, exhibiting a bent toward the pessimistic that can be contagious. They need to control their fears that the worst is sure to happen and suppress their tendency toward crepe-hanging and anticipating disasters.

Portrait of an E S F J cont'd:

The children of an ESFJ are seen as an extension of the family, and all they do reflects on the ESFJ. If things do not go well, the ESFJ may be critical, even carping toward his/her mate and children. This type may marry alcoholics or others who are particularly needy. If a female ESFJ is married to a mate who is not a good provider, she can become nagging and brood over a comparison of her possessions and status with that of others. ESFJs, male or female, live in terms of people and things rather than in terms of ideas and principles. They enjoy the process of decision-making, particularly when focus is on the *usefulness* of things and people.

Portrait of an I S F J:

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, 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 operating 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 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, medical practice (especially general practice), librarian work, and middle-management administrative 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 becomes disinterested. They enjoy assisting the downtrodden and can handle better than other type 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 matters to others while remaining themselves 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

Portrait of an I S F J cont'd:

of the value of material resources and abhor the squandering or misuse of these resources. To save, to put something aside against an unpredictable future, to prepare for emergencies — these are important actions.

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 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 feelings of personal responsibility to see to it that these rules are honored. An ISFJ is apt to find putting on of airs as offensive and tends to prefer modest, quiet friends rather than have 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 state. 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 Thing 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 resentment, and this bottled up emotion can gnaw inwardly, causing the ISFJ much undeserved suffering.

Portrait of an E S T P:

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 general population are of this extraverted, sensing, thinking, 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 even 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 which 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.

ESTPs are outstanding 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 strength. 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.

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 1970s which caught this use of the ESTP's talents was *The Sting*.

ESTPs live in the immediate 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 ESTPs 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 are usually somewhat of a mystery to their mates and to

Portrait of an ESTP cont'd:

others. Few people comprehend this unique personality. 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 seeing 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.

Portrait of an ESFP:

ESFPs radiate attractive warmth and optimism. Smooth, witty, charming, clever, voluble, and open to the environment — this describes ESFPs who, like ESTPs, 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 the 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 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 exception 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' 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 an 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' tolerance for anxiety is the lowest of all the 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 of 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

Portrait of an E S F P cont'd:

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 show 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.

Portrait of an I S T P:

Just as impulsive as other SPs, the ISTP's life is artful action — and action is an 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 thing, 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 frequent) 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 thing, 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

Portrait of an I S T P cont'd:

tool and bend it to their impulse. But again, ISTPs — personified in Michaelangelo 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 pride 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 "feel like" doing something.) The ISTP could be the neurosurgeon that does crop dusting on the side and rides a motorcycle to the airport, and they are the financier who goes on a hunting trip in the middle of an audit (i.e., SJ scrutiny). 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 in play. The climbers, racers, flyers, hunters, and in general, movers, flock together. The companionship is mediated through the tool, and conversation is sparse and terse.

Like the ISFPs, ISTPs communicate through action, and show little interest in developing verbal skills. Indeed, this lack of interest in communication may be mistaken for what well meaning but misguided medics and educators call "learning disability" or "dyslexia," both preposterous notions when meant as explanations. Let ISTPs get near a tool of any complexity and power and see how fast they pass everybody in learning to use it and how precise their *lexicon* in talking of its features.

Despite their egalitarianism, insubordinations, 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. Yes, for the ISTP battle leader, combat is an art, an intellectual game, not in the sense of strategy (that is for NTs), but rather using whatever is at hand to defeat the other with the least injury. Battle leaders are duelists. Patton was such a leader, and we must credit Marshall (an NTJ strategist) for seeing beneath the flamboyant, impulsive, insubordinate, and reckless exterior a peerless warrior. The same credit goes to Grant (another NTJ) for selecting Sheridan (STP), and to Hitler (ENFJ) for selecting Rommel (ISTP). Patton, Sheridan, Rommel were cut from the same cloth and showed the same artistic espionage and rapier-like tactics.

Portrait of an I S T P cont'd:

Glory is a pre-20th Century concept better understood by the ISTP than by others. Or at least the ISTP is more interested in it than most others. In battle there is glory, for it is battle that one can exercise one's lethal skills with positive sanction. The Seven Samurai were glorified and so have been duelists down through the ages. Foss, Boyington, Fonck, and von Richtoffen, all virtuosos of the winged machine gun, are still glorified heroes. But there are hundreds of warriors just like them in nature. One can test one's mettle in lethal duel, there's glory in it, as the film *The Great Waldo Pepper* showed most poetically.

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 abound in the 20th Century school. The other SPs, equally bored by the school, will at least act as if they're trying to learn, but not ISTP. ISTP will stare coldly into the eyes of the teacher and not even say no. No amount of cajoling, bribing, rewarding, punishing, or threatening; will get them to do their school work. School work, quite apart from being irrelevant to the talents of SPs, is, after all, mere preparation for something the ISTPs figure they're never going to do anyway. SPs do not wish to prepare — for anything — and ISTPs are careful to make this clear to their would-be instructor. What is there to *do, now*, that is *worthwhile*? ISTP will not sit still (literally) for the trivial fare disched 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. Name-calling and pill-pushing won't change them, other than destroying their self confidence and perhaps creating a stimulant addict now and then. Give them a tool-centered curriculum and watch their speed.

Behaviorally, the ISTP is more like the ESTP than any other type, and the older they get, the greater the resemblance. When young, ISTPs may look very much like ISFPs, but as their confidence and pride increase this resemblance recedes. Jungians think ISTPs are just like INTPs with only minor differences, but this is based on the definition of ISTPs as "introverted thinking types." INTPs are logicians, philologists, and architects in the way they think, but ISTPs are completely disinterested in these pursuits. Even a cursory observation of a few clear-cut ISTPs will show how striking the contrast, and how trivial the resemblance.

Still, the most important thing about the ISTPs is their commonality with the other SPs. We might think that there would be some resemblance to the ISTJ, having as they do, "IST" in common. But no, their behavior is antithetical in almost every dimension of comparison. One is pessimistic while the other optimistic; one is parental, the other fraternal; one saves, the other spends; one believes in rules, the other is instinctually insubordinate and recalcitrant to rules; and so on. ISTPs have infinitely more in common with the very different ESFP than they do with any NT or SJ; besides the above, their mood is one of good cheer, they are loyal to their equals, they want no obligations, duties, or confining promises, are uncomplicated in their desires, and are trusting, receptive, and generous.

Portrait of an I S F P:

Although all SPs (Sensuous Performers) are artisans in their nature, they usually do not pursue their artistry with the same devotion to grace and adornment as the ISFP. For whatever reason, the ISFP seems more inclined to the "fine arts" than the other SPs; so when an especially gifted composer, painter, or dancer shows up, s/he, 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. Harpo Marx, a brilliant comedic actor, may well be seen as prototype, in his simultaneous celebrity and mute invisibility.

On close observation, these relatively infrequent SPs (5% of the population is ISFP, as compared to 15% ESFP) are just as hedonic and impulsive as the other SPs. Here is no NF search for significance, nor for that matter any fascination with science (NT) or commerce (SJ). ISFPs live Epicurean lives in 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 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 (wiling) 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 honk, or dance, or fun, or skate, or whatever, simply because they must: the mountain is climbed *because it is there*.

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. In this ISFP is similar to other SPs and different from all other types.

ISFP, like other SPs, has a special kind of intelligence. Please recall that intelligence is defined in this booklet as doing things well under varying circumstances. This particular category of intelligence might be called "artisan concretization." Such talent differs radically from that possessed by NFs, NTs, and SJs (granting, of course, that they too have their own unique and inherent abilities). 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.

Portrait of an I S F P cont'd:

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. This extreme concreteness and specificity seems to come naturally to the ISFP and is embedded "in the warp and woof of the man's make."

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.

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 no 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 other SPs seem to have contributed far fewer masters to the fine arts. Gauguin and Puccini, both ESTPs, were in this sense exceptional. Music and the dance seems almost the province of ISFP, and sure 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 the next move of which is a free variable, and it is art thus conceived that is the forte of SPs in general and the ISFP in particular. Thus, ISFPs have a great deal of leeway in choice of occupation, especially if they don't drop out of school early (most SPs do, since 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 and 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.

Perhaps the most important thing to understand about ISFPs is that they are SPs, with much in common with ESFPs especially, often resembling ISTPs, and even sharing some

Portrait of an I S F P cont'd:

traits with the seemingly different ESTP. To summarize this commonality with other SPs, 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.

ISFPs are misunderstood not only because they are retiring, reserved, and even self-effacing, but because the Jungians have cast them as "introverted feeling types," and therefore, very much like the INFPs. Watch a few thoroughgoing ISFPs and you'll find they have very little in common with INFPs. Other types are reminded to guard against the natural tendency to project their own traits of character onto the silent ISFP.