



Personality Type Handbook

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

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Introduction

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

In this guide you will find the following:

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

Why is Personality Type such a Good Predictor of Career Satisfaction and Success?

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

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

Personality Type and Career Choice

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

Overview of Personality Type

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

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

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

The Four Dimensions of Personality Type

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

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

(E) Extraversion _____ | _____ Introversion (I)

The kind of information we naturally notice and remember

(S) Sensing _____ | _____ Intuition (N)

How we make decisions

(T) Thinking _____ | _____ Feeling (F)

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

(J) Judging _____ | _____ Perceiving (P)

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

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

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

Extraversion (E) – Introversion (I) is about
how we interact with the world and where we direct our energy

EXTRAVERTS

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

INTROVERTS

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

Sensing (S) – Intuition (N) is about
what kind of information we naturally notice and remember

SENSORS

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

INTUITIVES

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

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

THINKERS

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

FEELERS

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

Judging (J) - Perceiving (P) is about the way we like to live our lives - more structured (making decisions) or more spontaneous (taking in information)

JUDGERS

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

PERCEIVERS

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

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

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

Working with Different Types of Students

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

- Extraverts:** Getting them to slow down enough to really think things through before taking action.
- Introverts:** Getting them to provide you with enough information to help them, and to get them to move from the thinking stage to the action stage.
- Sensors:** Helping them see possibilities that don't yet exist and getting them to focus on the big picture and long-range consequences.
- Intuitives:** Helping them realistically evaluate career options and plans, and getting them to pay attention to the little details that are so important.
- Thinkers:** Reminding them of the human consequences of their decisions, for themselves and others.
- Feelers:** Helping them evaluate options more objectively and not take rejection or setbacks personally.
- Judgers:** Getting them to delay making decisions prematurely, and to stay open to new information.
- Perceivers:** Keeping them on task and nudging them into making decisions when appropriate.

Guide to Interpretive Counseling Using the Report

Developed by Susie Wood, MA, MSSW

Each section of the **Do What You Are** report offers valuable insights that confirm knowledge, build confidence and empower the student. Together, these insights nurture powerful reflection and provide valuable criteria that will prove useful to the student in multiple scenarios. Opportunities abound in which students are required to proactively market their talents and skills to achieve a goal, whether it be orally or in writing. Examples of situations in which this ability is especially beneficial include writing college essays for admittance, filling in scholarship applications, applying for internships, co-ops or employment, and applying for admittance to competitive college programs. Above all, these opportunities require that the individual understand who they are and what they have to offer, and to be able to articulate that information in a beneficial manner.

The following guidelines will assist you in helping students to understand the results of their **Do What You Are** report, on a section by section basis, and make optimal use of this knowledge. By the end of this process, your student will have a criteria checklist that will help them define their personal requirements for an ideal college and career experience. To begin using personality type to identify unique strengths and talents, we suggest that you start with the Understanding You section of the report and the two summary paragraphs therein as a means of verification.

Understanding You

As they review this section of their report, in an effort to verify accuracy, ask the student to:

- Mark phrases that they feel closely describe themselves (independent of each other)
- Mark phrases that they feel do not describe themselves, using a different color
- Assign a percentage of accuracy to the overall description of their personality

Ask the student for examples of each of the above to confirm accuracy.

Strengths and Blindspots and Interpersonal Negotiating Style

Strengths and Possible Strengths

As they review these areas of their report, have the student:

- Rank the statements in each section on a scale of 1 to 5, with 5 being most accurate
- Provide one or more examples from any facet of their life – school, work, volunteerism (the more examples the better) – for each highly ranked item
- Paraphrase the examples to confirm key areas of strengths and to illustrate specific talents
- Identify and rank their top three "most essential elements" of a satisfying job, work or volunteer experience from the list of statements and examples
- Use the strengths from both lists to create a concrete criteria list, in their own words, that can be used to develop questions to pose to appropriate professionals when researching prospective colleges, careers, jobs and employers' culture
- Understand that the goal of refining the criteria checklist is an ongoing process to use as they evaluate possibilities, and that continued expansion of the list provides valuable insights

Blindspots and **Possible Blindspots**

As they review these areas of their report:

- Ask the student if any of the statements mentioned resonate with them or have caused them problems in the past. If so, ask if they were satisfied with how they handled the situation and whether they would repeat that approach
- If the student has found an acceptable coping mechanism or strategy, discuss whether they feel the need to continue to explore alternate or better strategies to try; discussion and solutions could be offered, if desired
- In some cases, it may be helpful to suggest recommendations and practical programs for implementation

College Satisfiers

As they review this section of their report:

- Ask the student to verify statements and to indicate whether they are familiar with resources to meet their needs and interests moving forward; additional discussion or research may be beneficial
- Poll the student on their level of involvement (at the high school or college level) to determine where gaps exist, and take the opportunity to make recommendations for building or enhancing student integration and investment

Career Satisfiers

As they review this section of their report:

- Have the student rank how accurately each item describes them on a scale of 1 to 5, with 5 being the most accurate
- Have the student rank the items from most important to least
- Ask for at least one example of each (or at least the top four), to help the student make the connection between the statements and the real world
- Ask the student to compare these descriptors to the list of criteria they developed earlier from **Strengths** and **Possible Strengths** and determine whether any modifications should be made to their list -- both in terms of importance and whether any additional criteria should be added

Learning Style

As they review this section of their report:

- Ask the student for agreement on the accuracy of the statements. You may want to ask for examples to confirm their understanding
- From the statements, ask the student to select their top three "essential elements" (their essential learning outcomes) for learning effectively
- Suggest the student consider sharing these with faculty or student groups, when appropriate, to facilitate better learning outcomes or greater understanding of their needs
- Suggest the student consider what shape their essential learning outcomes have taken in job or volunteer experiences: ask for examples
- Ask the student to add their list of essential learning outcomes to their criteria list

Communication

This section appears only on the counselor's report – not on the student's report. In using this information:

- Confirm the student's preferred communication style with real-life examples
- Note that it would be advantageous to share this knowledge with the student, to facilitate optimal communication with parents, siblings and friends
- If you elect to share it, explain that this knowledge also empowers the student to convey their preferences to faculty or fellow students, employers or colleagues, in order to meet learning or training needs
- Suggest that strong communication preferences can be added to the student's list as checklist criteria

The Value of the Criteria Checklist

The purpose of the Criteria Checklist is to generate a customized and concise quantitative checklist. Brimming with critical information and self-knowledge, the list can empower students and their parent(s) and help to ensure that unique needs, wants and desires regarding ideal “fit” of college, major and learning experiences are attained. The personalized checklist integrates the student's talents and preferences and provides a quick reference for confidently articulating goals.

This approach provides a logical and analytical evaluative tool for comparing and ranking colleges, majors and learning experiences. Since self-knowledge is the key to personal empowerment and confidence, this approach can dramatically affect students' chances of achieving satisfying college and career success.

Additional Challenges or “What if...”

Your student is not sure their type has been identified correctly

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

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

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

Your student resists the notion of being "typed"

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

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

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

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

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

No. The reason your student's type is not represented in a particular career field is because there are relatively few people of the same type who find this kind of work satisfying. But again, there are always exceptions! Your student should always be encouraged to explore any occupations or career fields in which they express an interest. This program will hopefully help them understand what may or may not be a satisfying match.

Your student questions the uniqueness of the information because their report is "exactly like" a friend's report

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

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

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

Appendix 1: Resource Material for Learning More about Personality Type

Websites

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

- The Association for Psychological Type International
<http://www.aptinternational.org/>
- Career / LifeSkills Resources
www.career-lifeskills.com
- Career Research and Testing
www.careertrainer.com
- The Center for Application of Psychological Type
www.capt.org
- Consulting Psychologists Press
www.cpp-db.com
- LifeKeys
www.lifekeys.com
- The InterStrength Group
<http://www.interstrength.com/>
- Type Resources
www.type-resources.com

Books

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

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

Do What You Are

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

MBTI Manual

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

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

The Atlas of Type Tables

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

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

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

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

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

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

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

Articles

- Apostal, R. A., & Marks, C. (1990). Correlations between the Strong-Campbell and Myers-Briggs scales of introversion-extraversion and career interests. *Psychological Reports*, 66, 811-816.
- Barlow, J. R. (no date). A career counselor's perspective on the usefulness of the Myers-Briggs Type Indicator® vs. the Edwards Personal Preference Schedule. Paper written for a course in psychological testing.
- Bell, S. J., & Richard, L. R. (Speakers). (1991, July). Type and legal careers: Helping lawyers find satisfaction in the nineties. Presented at APT-IX, the Ninth Biennial International Conference of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS38). Garden Grove, CA: InfoMedix.
- Berens, L. V. (1990, Spring). The Myers-Briggs Type Indicator® - Concepts behind the instrument [Special issue: Temperament and Type in Career Counseling]. *Career Planning and Adult Development Journal*, 6(1), 4-6.
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- Hammer, A. L. (1996). Career management and counseling. In A. L. Hammer (Ed.), *MBTI® applications: A decade of research on the Myers-Briggs Type Indicator* (pp. 31-53). Palo Alto, CA: Consulting Psychologists Press.
- Heavrin, A. R. (1994, Fall). Careers & occupations: Human and career development and type. *Bulletin of Psychological Type*, 17(4), 28-30.
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- Ingram, J. (Speaker). (1989, June). Using the Myers-Briggs Type Indicator® in career counseling with vocational-technical college students. Applications of Type in Community and Technical Colleges, Panel/Workshop presented at APT-VIII, the Eighth Biennial International Conference of the Association for Psychological Type, Boulder, CO. (Cassette Recording No. B215-59AB, 2 tapes). Garden Grove, CA: InfoMedix.
- Jones, S. (1993). *Psychological testing for managers: A complete guide to using and surviving 19 popular recruitment and career development tests*. London: Piatkus.
- Martin, C. R., & Macdaid, G. P. (1995, July). Looking at type and career exploration. Proceedings of APT-XI, the Eleventh Biennial International Conference of the Association for Psychological Type (p. 11, abstract). Kansas City, MO.

Articles (continued)

- Miller, B., & Millner, N. B. (Speakers). (1985, June). Type to type: A search for career counseling techniques and tools. Presented at APT-VI, the Sixth Biennial International Conference of the Association for Psychological Type. (Cassette Recording No. L227-690). Garden Grove, CA: InfoMedix.
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- Tieger, P. D. (Speaker). (1991, July). Satisfaction guaranteed: Matching your personality to a career you can love. Presented at APT-IX, the Ninth Biennial International Conference of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS27). Garden Grove, CA: InfoMedix.
- Van Sant, S. (Speaker). (1996, March). Type-based education is "real world" career education. Presented at the Second Biennial International Conference on Education of the Center for Applications of Psychological Type, Orlando, FL. (Cassette Recording No. 12).

Appendix 2: Profiles of All 16 Personality Types

ENFJ

Extravert, Intuitive, Feeling Judging type

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

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

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

INFJ

Introvert, Intuitive, Feeling, Judging type

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

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

ENFP

Extravert, Intuitive, Feeling, Perceiving type

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

They are also sensitive and empathetic people who often have accurate insights about others. Their friends know they are devoted and affectionate and that they feel things very deeply, even if they don't always show it. But they may also take criticism personally and find their feelings are easily hurt. When they have a lot of details to remember or projects to manage, they may become overwhelmed or discouraged. In fact, their curiosity often distracts them from the more routine parts of projects and they probably find that staying organized is one of the hardest things for them to do. Making decisions is also a struggle because there are so many interesting options calling to them at once. Whatever career they choose, it has to be something they believe in or they won't be able to stick with it for very long.

INFP

Introvert, Intuitive, Feeling, Perceiving type

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

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

ENTJ

Extravert, Intuitive, Thinking, Judging type

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

They are also creative people who like to ask thought-provoking questions. They love to learn but get bored with any repetition, and constantly need a new challenge to stay interested. Imaginative and creative, they like to look beyond the everyday to really understand why the world operates as it does. They are decisive and organized, and since they like to be prepared at all times, they may find it difficult or embarrassing to try to improvise. They like to be in charge, but sometimes take over projects that aren't really theirs. They are frustrated by inefficiency, and find illogical rules infuriating. They want to be good at whatever they try, and they especially like to demonstrate their competency to others. People around them look to them as natural leaders and are often impressed with their knowledge. They are people that others respect so others feel comfortable giving these ENTJ types a lot of responsibility.

INTJ

Introvert, Intuitive, Thinking, Judging type

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

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

ENTP

Extravert, Intuitive, Thinking, Perceiving type

People like this are friendly, creative and confident. Since they love to talk and tell engaging stories, they have lots of friends and acquaintances and are pretty easy to get to know. They love being in the spotlight and especially enjoy entertaining others with their clever wit and unusual sense of humor. They probably have little trouble adapting to change, and most people admire their adaptability. They pride themselves on their creativity and ability to see possibilities where other people can't. They grasp new ideas quickly and enjoy learning new things, but they are easily distracted and tend to get bored as soon as the challenge in projects is over. While they are easy-going and playful, it is often a struggle for them to make decisions or commit to one plan of action for any extended period of time since they are so curious and eager to experience as much of life as they can.

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

INTP

Introvert, Intuitive, Thinking, Perceiving type

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

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

ESTJ

Extravert, Sensing, Thinking, Judging type

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

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

ISTJ

Introvert, Sensing, Thinking, Judging type

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

They are also logical and organized people. Even in tense situations, they are usually able to remain calm and cool. Since they are most comfortable with a predictable routines and like to be prepared at all times, they don't usually like surprises or changes. They are skeptical about untested ideas and may get bored with too much theoretical discussion. Because they have strong opinions, they may sometimes act a bit controlling or inflexible. They like compliments about their accomplishments, and may become angry when others make unfair or arbitrary decisions. Above all, they need to understand the logical reason for decisions, since once they make up their minds they may be reluctant to change them.

ESFJ

Extravert, Sensing, Feeling, Judging type

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

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

ISFJ

Introvert, Sensing, Feeling, Judging type

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

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

ESTP

Extravert, Sensing, Thinking, Perceiving type

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

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

ISTP

Introvert, Sensing, Thinking, Perceiving type

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

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

ESFP

Extravert, Sensing, Feeling, Perceiving type

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

They are also sensitive and affectionate, and are loyal and devoted to their friends and family. Rarely do they see anything but the most positive qualities in other people so they are frequently disappointed when people aren't as nice as they had thought. They have big hearts and feel things deeply, even if they don't always show it right away. Responsive and spontaneous, they don't like a lot of rules or restrictions on their freedom. But they are also sometimes are disorganized and find themselves running behind on projects. They are easily tempted by any opportunity to do something fun so they may accidentally let other people down. They are quick to apologize and forgive. But while they are flexible and casual about many things, when it comes to their personal values, they may hold their ground with surprising strength.

ISFP

Introvert, Sensing, Feeling, Perceiving type

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

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