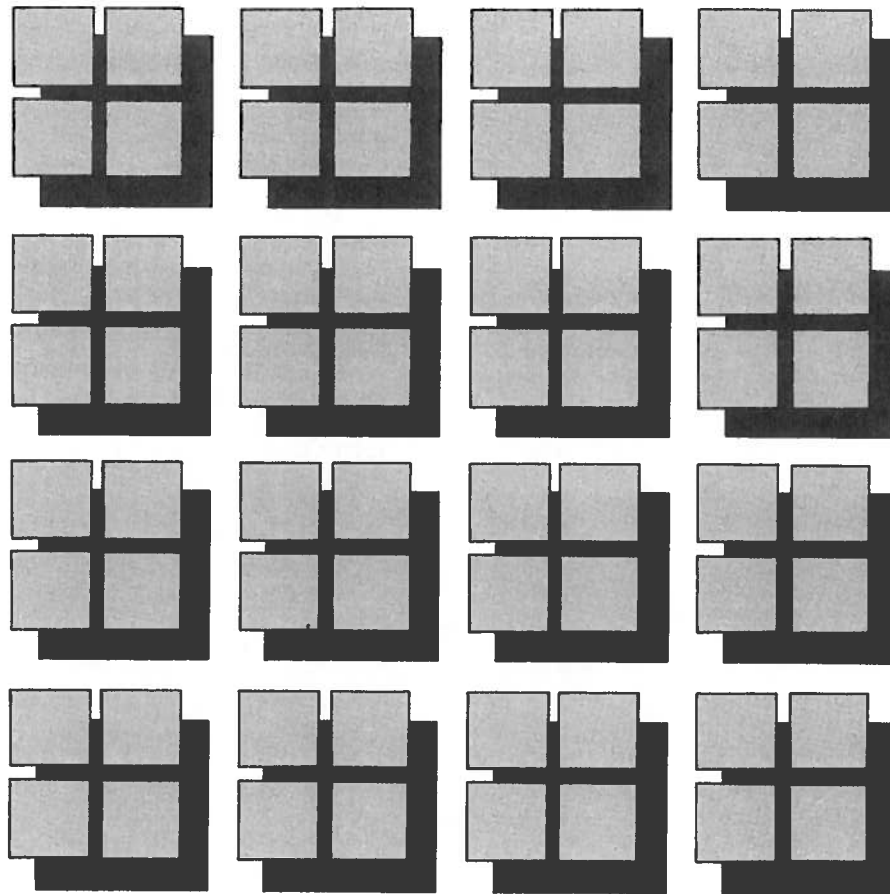

Introduction to Type

A description of the theory
and applications of the
Myers-Briggs Type Indicator

Isabel Briggs Myers



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Foreword

The questions in the *Myers-Briggs Type Indicator™* (MBTI)™ are not important in themselves, but they do indicate basic preferences that have far-reaching effects. There is no right or wrong to these preferences. They simply produce different kinds of people who are interested in different things, are drawn to different fields, and often find it hard to understand each other.

The MBTI is primarily concerned with the valuable differences in people that result from where they like to focus their attention, the way they like to take in information, the way they like to decide, and the kind of lifestyle they adopt.

People with preferences opposite to yours tend to be opposite to you in many ways. They are likely to be weak where you are strong, and strong where you are weak. Each type has its own set of inherent strengths.

Introduction and Definitions

The Idea of Opposite Preferences

The MBTI, based on Jung's theory of psychological types, reports your preferences on four scales. Each scale represents two opposite preferences. To understand what is meant by preference, it is sometimes helpful to use the analogy of right- or left-handedness.

You can demonstrate this to yourself right now by simply writing your name twice on a piece of paper. First write with your dominant, or favorite hand, and then use your non-dominant hand. Most people who try this immediately experience a number of differences. When using their preferred hand, most people don't even think about how to write their name. They just do it. It comes naturally. However, when writing with your non-preferred hand you may have experienced some of the following: it took longer; you had to consciously think about it; it was frustrating; you had to "work" at it. In spite of all this, there is another point about this exercise that should not be overlooked: most people can write with both hands, although perhaps not equally well. All of us use both hands all of the time, but we tend to prefer one over the other.

It's the same with your preferences: for each of the four scales, all of us use both preferences at different times, but not both at once and not, in most cases, with equal confidence. So, when asked to choose, most people can and do indicate a preference.

Definitions Of Preferences

Where do you prefer to focus your attention? The EI scale

This scale describes two opposite preferences for where you like to focus your attention: on the outer or inner world.

E	Extraversion
---	--------------

People who prefer extraversion tend to focus on the outer world of people and the external environment. When you are extraverting, you are energized by what goes on in the outer world, and this is where you tend to direct your own energy. Extraverts usually prefer to communicate more by talking than by writing. They need to experience the world in order to understand it and thus tend to like action.

I	Introversion
---	--------------

People who prefer introversion focus more on their own inner world. When you are introverting, you are energized by what goes on in your inner world, and this is where you tend to direct your own energy. Introverts tend to be more interested and comfortable when their work requires a good deal of their activity to take place quietly inside their heads. They like to understand the world before experiencing it, and so often think about what they are doing before acting.

How do you acquire information? The SN scale

This scale describes opposite ways that you perceive or acquire information—how you go about finding out about things.

S	Sensing
---	---------

One way to "find out" is to use your sensing function. Your eyes, ears, and other senses tell you what is actually there and actually happening, both inside and outside of yourself. Sensing is especially useful for appreciating the realities of a situation. Sensing types tend to accept and work with what is "given" in the here-and-now, and thus become realistic and practical. They are good at remembering and working with a great number of facts.

N	Intuition
---	-----------

The other way to find out is through intuition, which shows you the meanings, relationships, and possibilities that go beyond the information from your senses. Intuition looks at the big picture and tries to grasp the essential patterns. If you like intuition, you grow expert at seeing new possibilities and new ways of doing things. Intuitive types value imagination and inspirations.

What Is Type?

Now you know the eight possible preferences—two opposites for each of the four scales—measured by the MBTI. Your “type” is the combination and interaction of the four preferences that you chose when you completed the MBTI. If we let each preference be represented by its letter, then your type can be shown in shorthand by a four-letter code. For example, *ISTJ* means an introvert (I) who likes to process information with sensing (S), who prefers to use thinking (T) to make decisions, and who mainly takes a judging (J) attitude toward the outer world. A person with opposite preferences on all four scales would be an *ENFP*. This means an extravert (E) who prefers intuition (N) for perceiving, feeling (F) for making decisions, and who takes a perceptive attitude (P) toward the outer world.

What Do the Scores Mean?

There is a score associated with each letter of your type. These scores show how consistently you chose one preference over its opposite—how much you voted for one side versus the other. High scores generally mean a clear preference. There is nothing wrong with having a low score, however. In fact low scores are quite common, especially in younger people. It probably just means that for some reason your preference is not clear. It is important to understand that the scores do not show how developed that preference is, or how well you use that preference.

Is This Really Me?

Only you know your true preferences and, therefore, only you can say what type you are. By answering the questions on the MBTI, you had the opportunity to indicate your preferences. But the Indicator is not perfect; no psychological instrument is. So it is up to you to decide whether your type, as reported by the MBTI, is accurate.

Most people agree with how the Indicator has reported their preferences. If the description of your reported type makes you feel comfortably understood, your four letters are probably right. If it does not fit you, one or more of the letters may be wrong. There are a number of reasons why this may be so: sometimes people are not sure what they prefer; or they disown their real preference for fear that they ought to prefer the opposite; or they simply do not have a clear preference; or their answers were affected by chance factors. If your reported type does

How do you make decisions? The TF scale

Once you have acquired information through one of the perceiving functions, you must do something with that information. Information is used to reach conclusions, make decisions, or form opinions. This scale describes opposite ways of making decisions or judgments about something.

T	Thinking
----------	----------

One way to decide is through your thinking. Thinking predicts the logical consequences of any particular choice or action. When you use thinking you decide objectively, on the basis of cause and effect, and make decisions by analyzing and weighing the evidence, even including the unpleasant facts. People with a preference for thinking seek an objective standard of truth. They are frequently good at analyzing what is wrong with something.

F	Feeling
----------	---------

The other way to decide is through your feeling. Feeling considers what is important to you or to other people (without requiring that it be logical), and decides on the basis of person-centered values. When making a decision for yourself, you ask how much you care, or how much personal investment you have, for each of the alternatives. Those with a preference for feeling like dealing with people and tend to become sympathetic, appreciative, and tactful. (It is important to understand that the word “feeling,” when used here, means making decisions based on values; it does *not* refer to your feelings or emotions.)

How do you orient toward the outer world? The JP scale

The final scale describes the lifestyle you adopt in dealing with the outer world or how you orient yourself in relation to it. The opposites here refer back to the previous two scales. In other words, you either take primarily a judging attitude (thinking or feeling) or a perceptive attitude (sensing or intuition) toward the world.

J	Judgment
----------	----------

Those who take a judging attitude (either thinking or feeling) tend to live in a planned, orderly way, wanting to regulate life and control it. When you use your judging function, you like to make decisions, come to closure, and then carry on. People with a preference for judging prefer to be structured and organized and want things settled. (It is important to understand that “judging” as used here does *not* mean judgmental; any of the types can be judgmental.)

P	Perception
----------	------------

Those who prefer a perceptive process when dealing with the outer world (either sensing or intuition) like to live in a flexible, spontaneous way. When using your perception, you are gathering information and keeping your options open. People with a preference for perceiving seek to understand life rather than control it. They prefer to stay open to experience, enjoying and trusting their ability to adapt to the moment.

not seem right to you, please take this opportunity to find a description that fits you better.

The following pages provide a number of ways for you to explore your preferences further and find the type that you are most comfortable with. One way to do this is to look for more information about the individual preferences, or about the combinations of two preferences. You can do this by checking the explanations of the separate preferences on pages 5 to 6, or examining page 27, which shows the effects of the combinations of perception and judgment. You could also read page 29, where the effects of each preference in work situations are presented. Once you have found a set of preferences that seems to fit you, read the full description for that type. These are found on pages 10 to 25.

You could also begin by reading the full page descriptions. If you do, you may want to start with the descriptions for the types that differ from your reported type by only a letter or two.

Even after further exploration, you may still find that no one description seems to fit you best. That's fine; you may not have a clear preference at this time, so just narrow it down as much as possible. Keep in mind that there are many differences among people that are not explained by type, and that there are also individual differences within each type.

What Are My Favorite Preferences? Dominant and Auxiliary

Look at the two middle letters of your type. Of these two functions or processes (sensing, intuition, thinking, or feeling) which you indicated you prefer, one will be your “favorite” process. In type language this is called your “dominant” function. The other letter in the middle is called your “auxiliary” function. You need both of these to deal effectively with the world. One takes the lead, the other helps out. If your dominant is one of the judging functions (thinking or feeling), then your auxiliary supplies perception. On the other hand, if your favorite is a perceptive process (sensing or intuition), then your auxiliary will be one of the judging functions. So you can see that your dominant and auxiliary functions balance and complement each other—one is used to supply you with information, and the other to make decisions based on that information. Because some of your greatest strengths come from your two favorite functions, it is important that you trust and develop them.

The dominant and auxiliary functions are used differently by extraverts and introverts. With extraverts, the favorite (or dominant) process is used in the outer world, while the auxiliary function is

used in their inner world. The opposite is true for introverts—they use their dominant function in their inner world and their auxiliary process to deal with the outer world. Because they prefer to use their dominant function in their inner world, we do not always recognize or appreciate the introvert's gifts until we get to know them better. You can see the dominant and auxiliary functions for each type by looking at the headings of the type descriptions that follow. For example, the first description is headed "ESTJ—Extraverted Thinking with Sensing." This is shorthand for saying that the ESTJ's favorite process is thinking, which they use in the outer, or extraverted world, and their second favorite, or auxiliary process, is sensing. For an INFP, the heading is "Introverted Feeling with Intuition." This indicates that INFPs have feeling as their dominant function, and it is used mainly in their inner, or introverted world. This is why in the INFP's description, you find the sentence "They keep their warm side inside, like a fur-lined coat." Their auxiliary function is intuition, which they use in the extraverted, or outer world.

Although everyone has a favorite (or dominant) function, it is important to keep in mind that all the other functions or processes are also available. For some purposes, in fact, your less-liked kinds of perception and judgment will serve you better—if you remember (and take the trouble) to use them. Your third favorite process is called the "tertiary" function and the last in line is called the "least-preferred" function. The table below shows the dominant, auxiliary, tertiary, and least-preferred functions for each of the sixteen types.

One way to learn more about the dominant and auxiliary functions is to pay close attention to the order of type descriptions in the following section. Descriptions of people with the same dominant functions but with different auxiliary functions have been placed on facing pages. You will see that these descriptions are very similar, as they should be, since people of these types share three of the four preferences in common. But you will also see that the auxiliary does make a difference.

Priorities and Direction of Functions in Each Type

ISTJ		ISFJ		INFJ		INTJ	
#1	DOMINANT	#1	DOMINANT	#1	DOMINANT	#1	DOMINANT
#2	AUXILIARY	#2	AUXILIARY	#2	AUXILIARY	#2	AUXILIARY
#3	TERTIARY	#3	TERTIARY	#3	TERTIARY	#3	TERTIARY
#4	least-preferred	#4	least-preferred	#4	least-preferred	#4	least-preferred
S (I)	T (E)	S (I)	F (E)	N (I)	F (E)	N (I)	T (E)
T (E)	F (E)	T (E)	F (E)	F (E)	T (E)	F (E)	T (E)
F (E)	N (E)	F (E)	N (E)	T (E)	S (E)	T (E)	F (E)
N (E)	S (E)	N (E)	S (E)	S (E)	T (E)	S (E)	S (E)

ISTP		ISFP		INFP		INTP	
#1	DOMINANT	#1	DOMINANT	#1	DOMINANT	#1	DOMINANT
#2	AUXILIARY	#2	AUXILIARY	#2	AUXILIARY	#2	AUXILIARY
#3	TERTIARY	#3	TERTIARY	#3	TERTIARY	#3	TERTIARY
#4	least-preferred	#4	least-preferred	#4	least-preferred	#4	least-preferred
T (I)	S (E)	T (I)	F (I)	F (I)	N (E)	F (I)	N (E)
S (E)	N (E)	S (E)	N (E)	N (E)	S (E)	N (E)	N (E)
N (E)	F (E)	N (E)	F (E)	T (E)	T (E)	T (E)	S (E)
F (E)	T (E)	F (E)	T (E)	S (E)	T (E)	S (E)	F (E)

ESTP		ESFP		ENFP		ENTP	
#1	DOMINANT	#1	DOMINANT	#1	DOMINANT	#1	DOMINANT
#2	AUXILIARY	#2	AUXILIARY	#2	AUXILIARY	#2	AUXILIARY
#3	TERTIARY	#3	TERTIARY	#3	TERTIARY	#3	TERTIARY
#4	least-preferred	#4	least-preferred	#4	least-preferred	#4	least-preferred
S (E)	T (I)	S (E)	S (E)	N (E)	N (E)	N (E)	N (E)
T (I)	F (I)	T (I)	F (I)	F (I)	T (I)	F (I)	T (I)
F (I)	N (I)	F (I)	N (I)	T (I)	S (I)	T (I)	F (I)
N (I)	S (I)	N (I)	S (I)	S (I)	T (I)	S (I)	S (I)

ESTJ		ESFJ		ENFJ		ENTJ	
#1	DOMINANT	#1	DOMINANT	#1	DOMINANT	#1	DOMINANT
#2	AUXILIARY	#2	AUXILIARY	#2	AUXILIARY	#2	AUXILIARY
#3	TERTIARY	#3	TERTIARY	#3	TERTIARY	#3	TERTIARY
#4	least-preferred	#4	least-preferred	#4	least-preferred	#4	least-preferred
T (E)	S (I)	T (E)	F (E)	F (E)	N (I)	F (E)	N (I)
S (I)	N (I)	S (I)	S (I)	N (I)	S (I)	N (I)	N (I)
N (I)	F (I)	N (I)	F (I)	T (I)	T (I)	T (I)	T (I)
F (I)	T (I)	F (I)	T (I)	S (I)	T (I)	S (I)	T (I)

ESTJ people use their thinking to run as much of the world as may be theirs to run. They like to organize projects and then act to get things done. Reliance on thinking makes them logical, analytical, objectively critical, and not likely to be convinced by anything but reasoning. They tend to focus on the job, not the people behind the job.

They like to organize facts, situations, and operations related to a project, and make a systematic effort to reach their objectives on schedule. They have little patience with confusion or inefficiency, and can be tough when the situation calls for toughness.

They think conduct should be ruled by logic, and govern their own behavior accordingly. They live by a definite set of rules that embody their basic judgments about the world. Any change in their ways requires a deliberate change in their rules.

They are more interested in seeing present realities than future possibilities. This makes them matter-of-fact, practical, realistic, and concerned with the here-and-now. They use past experience to help them solve problems and want to be sure that ideas, plans, and decisions are based on solid fact.

They like jobs where the results of their work are immediate, visible, and tangible. They have a natural bent for business, industry, production, and

construction. They enjoy administration, where they can set goals, make decisions, and give the necessary orders. Getting things done is their strong suit.

Like the other decisive types, ESTJs run the risk of deciding too quickly before they have fully examined the situation. They need to stop and listen to the other person's viewpoint, especially with people who are not in a position to talk back. This is seldom easy for them, but if they do not take time to understand, they may judge too quickly, without enough facts or enough regard for what other people think or feel.

ESTJs *may* need to work at taking feeling values into account. They may rely so much on their logical approach that they overlook feeling values—what they care about and what other people care about.

If feeling values are ignored too much, they may build up pressure and find expression in inappropriate ways. Although ESTJs are naturally good at seeing what is illogical and inconsistent, they may need to develop the art of appreciation. One positive way to exercise their feeling is to appreciate other people's merits and ideas. ESTJs who make it a rule to mention what they like, not merely what needs correcting, find the results worthwhile both in their work and in their private lives.

ENTJ people use their thinking to run as much of the world as may be theirs to run. They enjoy executive action and long-range planning. Reliance on thinking makes them logical, analytical, objectively critical, and not likely to be convinced by anything but reasoning. They tend to focus on the ideas, not the person behind the ideas.

They like to think ahead, organize plans, situations, and operations related to a project, and make a systematic effort to reach their objectives on schedule. They have little patience with confusion or inefficiency, and can be tough when the situation calls for toughness.

They think conduct should be ruled by logic, and govern their own behavior accordingly. They live by a definite set of rules that embody their basic judgments about the world. Any change in their ways requires a deliberate change in their rules.

They are mainly interested in seeing the possibilities beyond what is present, obvious, or known. Intuition heightens their intellectual interest, curiosity for new ideas, tolerance for theory, and taste for complex problems.

ENTJs are seldom content in jobs that make no demand upon their intuition. They are stimulated by problems and are often found in executive jobs where they can find and implement new solutions. Because their interest is in the big picture, they may overlook the importance of certain details. Since

ENTJs tend to team up with like-minded intuitives who may also underestimate the realities of a situation, they usually need a person around with good common sense to bring up overlooked facts and take care of important details.

Like the other decisive types, ENTJs run the risk of deciding too quickly before they have fully examined the situation. They need to stop and listen to the other person's viewpoint, especially with people who are not in a position to talk back. This is seldom easy for them, but if they do not take time to understand, they may judge too quickly, without enough facts or enough regard for what other people think or feel.

ENTJs *may* need to work at taking feeling values into account. Relying so much on their logical approach, they may overlook feeling values—what they care about and what other people care about. If feeling values are ignored too much, they may build up pressure and find expression in inappropriate ways. Although ENTJs are naturally good at seeing what is illogical and inconsistent, they may need to develop the art of appreciation. One positive

way to exercise their feeling is through appreciation of other people's merits and ideas. ENTJs who learn to make it a rule to mention what they like, not merely what needs correcting, find the results worthwhile both in their work and in their private lives.

People with ISTP preferences use their thinking to look for the principles underlying the sensory information that comes into awareness. As a result, they are logical, analytical, and objectively critical. They are not likely to be convinced by anything but reasoning based on solid facts.

While they like to organize facts and data, they prefer not to organize situations or people unless they must for the sake of their work. They can be intensely but quietly curious. Socially, they may be rather shy except with their best friends. They sometimes become so absorbed with one of their interests that they can ignore or lose track of external circumstances.

ISTPs are somewhat quiet and reserved, although they can be quite talkative on a subject where they can apply their great storehouse of information. In everyday activities they are adaptable, except when one of their ruling principles is violated, at which point they stop adapting. They are good with their hands, and like sports and the outdoors, or anything that provides a wealth of information for their senses.

If ISTPs have developed their powers of observing the world around them, they will have a firm grasp on the realities of any situation, and show a great capacity for the important and unique facts of

a situation. They are interested in how and why things work and are likely to be good at applied science, mechanics, or engineering. ISTPs who do not have technical or mechanical interests often use their talents to bring order out of unorganized facts. This ability can find expression in law, economics, marketing, sales, securities, or statistics.

ISTPs *may* rely so much on the logical approach of thinking that they overlook what other people care about and what they themselves care about. They may decide that something is not important, just because it isn't logical to care about it. If ISTPs always let their thinking suppress their feeling values, their feeling may build up pressure and find expression in inappropriate ways. Although good at analyzing what is wrong, ISTPs sometimes find it hard to express appreciation. But if they try, they will find it helpful on the job as well as in personal relationships.

ISTP people are in some danger of putting off decisions or of failing to follow through. One of their outstanding traits is economy of effort. This trait is an asset if they judge accurately how much effort is needed; then they do what the situation requires without fuss or lost motion. If they cannot judge accurately, or if they just don't bother, then nothing of importance gets done.

People with INTP preferences use their thinking to find the principles underlying whatever ideas come into their awareness. They rely on thinking to develop these principles and to anticipate consequences. As a result, they are logical, analytical, and objectively critical. They are likely to focus more on the ideas than the person behind the ideas.

They organize ideas and knowledge rather than situations or people, unless they must for the sake of their work. In the field of ideas they are intensely curious. Socially, they tend to have a small circle of close friends, and like being with others who enjoy discussing ideas. They can become so absorbed with an idea that they can ignore or lose track of external circumstances.

INTPs are somewhat quiet and reserved, although they can be quite talkative on a subject to which they have given a lot of thought. They are quite adaptable so long as their ruling principles are not violated, at which point they stop adapting. Their main interest lies in seeing possibilities beyond what is present, obvious, or known. They are quick to understand and their intuition heightens their insight, ingenuity, and intellectual curiosity.

Depending on their interests, INTPs are good at pure science, research, mathematics, or engineering; they may become scholars, teachers, or ab-

stract thinkers in fields such as economics, philosophy, or psychology. They are more interested in the challenge of reaching solutions to problems than of seeing the solutions put to practical use.

Unless INTPs develop their perception, they are in danger of gaining too little knowledge and experience of the world. Then their thinking is done in a vacuum and nothing will come of their ideas. Lack of contact with the external world may also lead to problems in making themselves understood. They want to state the exact truth, but often make it so complicated that not everyone can follow them. If they can learn to simplify their arguments, their ideas will be more widely understood and accepted.

INTPs *may* rely so much on logical thinking that they overlook what other people care about and what they themselves care about. They may decide that something is not important, just because it isn't logical to care about it. If INTPs always let their logic suppress their feeling values, their feeling may build up pressure until it is expressed in inappropriate ways.

Although they excel at analyzing what is wrong with an idea, it is harder for INTPs to express appreciation. But if they try, they will find it helpful on the job as well as in personal relationships.

Extraverted Feeling with Sensing

People with ESFJ preferences radiate sympathy and fellowship. They concern themselves chiefly with the people around them and place a high value on harmonious human contacts. They are friendly, tactful, and sympathetic. They are persevering, conscientious, orderly even in small matters, and inclined to expect others to be the same. They are particularly warmed by approval and sensitive to indifference. Much of their pleasure and satisfaction comes from the warmth of feeling of people around them. ESFJs tend to concentrate on the admirable qualities of other people and are loyal to respected persons, institutions, or causes, sometimes to the point of idealizing whatever they admire.

They have the gift of finding value in other people's opinions. Even when these opinions are in conflict, they have faith that harmony can somehow be achieved and they often manage to bring it about. To achieve harmony, they are ready to agree with other's opinions within reasonable limits. They need to be careful, however, that they don't concentrate so much on the viewpoints of others that they lose sight of their own.

They are mainly interested in the realities perceived by their five senses, so they become practical, realistic, and down-to-earth. They take great interest in the unique differences in each experience. ESFJs appreciate and enjoy their possessions. They enjoy variety but can adapt well to routine.

ESFJs are at their best in jobs that deal with people and in situations where cooperation can be

brought about through good will. They are found in jobs such as teaching, preaching, and selling. Their compassion and awareness of physical conditions often attracts them to health professions where they can provide warmth, comfort, and patient caring. They are less likely to be happy in work demanding mastery of abstract ideas or impersonal analysis. They think best when talking with people, and enjoy communicating. They have to make a special effort to be brief and businesslike and not let sociability slow them down on the job.

They like to base their plans and decisions upon known facts and on their personal values. While liking to have matters decided or settled, they do not necessarily want to make all the decisions themselves. They run some risk of jumping to conclusions before they understand a situation. If they have not taken time to gain first-hand knowledge about a person or situation, their actions may not have the helpful results they intended. For example, ESFJs beginning a new project or job may do things they assume should be done, instead of taking the time to find out what is really wanted or needed. They have many definite "shoulds" and "should nots," and may express these freely.

ESFJs find it especially hard to admit the truth about problems with people or things they care about. If they fail to face disagreeable facts, or refuse to look at criticism that hurts, they will try to ignore their problems instead of searching for solutions.

Extraverted Feeling with Intuition

People with ENFJ preferences radiate sympathy and fellowship. They concern themselves chiefly with the people around them and place a high value on harmonious human contacts. They are friendly, tactful, and sympathetic. They are persevering, conscientious, and orderly even in small matters, and inclined to expect others to be the same. ENFJs are particularly warmed by approval and are sensitive to indifference. Much of their pleasure and satisfaction comes from the warmth of feeling of people around them. ENFJs tend to concentrate on the admirable qualities of other people and are loyal to respected persons, institutions, or causes, sometimes to the point of idealizing whatever they admire.

They have the gift of being able to see value in other people's opinions. Even when opinions are in conflict, they have faith that harmony can somehow be achieved, and they often manage to bring it about. To bring harmony, they are ready to agree with other's opinions within reasonable limits. They need to be careful, however, not to concentrate so much on the viewpoints of others that they lose sight of their own.

They are mainly interested in seeing the possibilities beyond what is present, obvious, or known. Intuition heightens their insight, vision, and curiosity for new ideas. They tend to be interested in books and are moderately tolerant of theory. They are likely to have a gift of expression, but may use

it in speaking to audiences rather than in writing. They think best when talking with people.

They are at their best in jobs that deal with people, and in situations that require building cooperation. ENFJs are found in jobs such as teaching, preaching, counseling, and selling. They may be less happy in work demanding factual accuracy, such as accounting, unless they can find a personal meaning in their work. They have to make a special effort to be brief and businesslike and not let sociability slow them down on the job.

They base their decisions on their personal values. While they like to have matters decided or settled, they do not necessarily want to make all the decisions themselves. ENFJs run some risk of jumping to conclusions before they understand a situation. If they have not taken time to gain first-hand knowledge about a person or situation, their actions may not have the helpful results they intended. For example, ENFJs beginning a new project or job may do things they assume should be done, instead of taking the time to find out what is really wanted or needed. They have many definite "shoulds" and "should nots," and may express these freely.

ENFJs find it especially hard to admit the truth about problems with people or things they care about. If they fail to face disagreeable facts, or refuse to look at criticism that hurts, they will ignore their problems instead of searching for solutions.

Introverted Feeling with Sensing

People with ISFP preferences have a great deal of warmth, but may not show it until they know a person well. They keep their warm side inside, like a fur-lined coat. When they care, they care deeply, but are more likely to show their feeling by deeds rather than words. They are very faithful to duties and obligations related to things or people they care about.

They take a very personal approach to life, judging everything by their inner ideals and personal values. They stick to their values with passionate conviction, but can be influenced by someone they care deeply about. Although their inner loyalties and ideals govern their lives, ISFPs find these hard to talk about. Their deepest feelings are seldom expressed; their inner tenderness is masked by a quiet reserve.

In everyday activities they are tolerant, open-minded, flexible, and adaptable. If one of their inner loyalties is threatened though, they will not give an inch. They usually enjoy the present moment, and do not like to spot it by rushing to get things done. They have little wish to impress or dominate. The people they prize the most are those who take the time to understand their values and the goals they are working toward.

They are interested mainly in the realities brought to them by their senses, both inner and outer. They are apt to enjoy fields where taste, discrimination, and a sense of beauty and proportion are important. Many ISFPs have a special love of

nature and a sympathy with animals. They often excel in craftsmanship, and the work of their hands is usually more eloquent than their words.

They are twice as good when working at a job they believe in, since their feeling adds energy to their efforts. They see the needs of the moment and try to meet them. They want their work to contribute to something that matters to them—human understanding, happiness, or health. They want to have a purpose beyond their paycheck, no matter how big the check. They are perfectionists whenever they care deeply about something, and are particularly suited for work that requires both devotion and a large measure of adaptability.

The problem for *some* ISFPs is that they may feel such a contrast between their inner ideals and their actual accomplishments that they burden themselves with a sense of inadequacy. This can be true even when they are being as effective as others. They take for granted anything they do well and are the most modest of all the types, tending to under-rate and understate themselves.

It is important for them to find practical ways to express their ideals; otherwise they will keep dreaming of the impossible and accomplish very little. If they find no actions to express their ideals, they can become too sensitive and vulnerable, with dwindling confidence in life and in themselves. Actually, they have much to give and need only to find the spot where they are needed.

Introverted Feeling with Intuition

People with INFP preferences have a great deal of warmth, but may not show it until they know a person well. They keep their warm side inside, like a fur-lined coat. They are very faithful to duties and obligations related to ideas or people they care about. They take a very personal approach to life, judging everything by their inner ideals and personal values.

They stick to their ideals with passionate conviction. Although their inner loyalties and ideals govern their lives, they find these hard to talk about. Their deepest feelings are seldom expressed; their inner tenderness is masked by a quiet reserve.

In everyday matters they are tolerant, open-minded, understanding, flexible, and adaptable. But if their inner loyalties are threatened, they will not give an inch. Except for their work's sake, INFPs have little wish to impress or dominate. The people they prize the most are those who take the time to understand their values and the goals they are working toward.

Their main interest lies in seeing the possibilities beyond what is present, obvious, or known. They are twice as good when working at a job they believe in, since their feeling puts added energy behind their efforts. They want their work to con-

tribute to something that matters to them—human understanding, happiness, or health. They want to have a purpose beyond their paycheck, no matter how big the check. They are perfectionists whenever they care deeply about something.

INFPs are curious about new ideas and tend to have insight and long-range vision. Many are interested in books and language and are likely to have a gift of expression; with talent they may be excellent writers. They can be ingenious and persuasive on the subject of their enthusiasms, which are quiet but deep-rooted. They are often attracted to counseling, teaching, literature, art, science, or psychology.

The problem for *some* INFPs is that they may feel such a contrast between their ideals and their actual accomplishments that they burden themselves with a sense of inadequacy. This can happen even when, objectively, they are being as effective as others. It is important for them to use their intuition to find ways to express their ideals; otherwise they will keep dreaming of the impossible and accomplish very little. If they find no channel for expressing their ideals, INFPs may become overly sensitive and vulnerable, with dwindling confidence in life and in themselves.

ESTP

Extraverted Sensing with Thinking

People with ESTP preferences are friendly, adaptable realists. They rely on what they see, hear, and know first-hand. They good-naturedly accept and use the facts around them, whatever these are. They look for a satisfying solution instead of trying to impose any "should" or "must" of their own. They are sure a satisfying solution will turn up once they have grasped all the facts.

They solve problems by being adaptable, and often can get others to adapt, too. People generally like them well enough to consider any compromise they suggest. They are unprejudiced, open-minded, and tolerant of most everyone—including themselves. They take things as they are and thus may be very good at easing a tense situation and pulling conflicting factions together.

They are actively curious about objects, scenery, activities, food, people, or anything new presented to their senses. Their expert abilities in using their senses may show in: (a) a continuous ability to see the need of the moment and turn easily to meet it, (b) the ability to absorb, apply, and remember great numbers of facts, (c) an artistic taste and judgment, or (d) the handling of tools and materials.

With their focus on the current situation and realistic acceptance of what exists, they can be gifted problem solvers. Because they are not necessarily bound by a need to follow standard procedures or preferred methods, they are often able to see ways of achieving a goal by "using" the existing rules, systems, or circumstances in new ways, rather than allowing them to be roadblocks.

They make their decisions by using the logical analysis of thinking rather than the more personal values of feeling. Their thinking enables them to crack down when the situation calls for toughness, and also helps them grasp underlying principles. They learn more from first-hand experience than from study or reading, and are more effective in actual situations than on written tests. Abstract ideas and theories are not likely to be trusted by ESTPs until they have been tested in experience. They may have to work harder than other types to achieve in school, but can do so when they see the relevance.

ESTPs do best in careers needing realism, action, and adaptability. Examples are engineering, police work, credit investigation, marketing, health technologies, construction, production, recreation, food services, and many kinds of troubleshooting.

ESTPs are strong in the art of living. They get a lot of fun out of life, which makes them good company. They enjoy their material possessions and take the time to acquire them. They find much enjoyment in good food, clothes, music, and art. They enjoy physical exercise and sports, and usually are good at these.

How effective they are depends on how much judgment they acquire. They may need to develop their feeling so that they can use their values to provide standards for their behavior, and direction and purpose in their lives. If their judgment is not developed enough to give them any character or stick-to-it-iveness, they are in danger of adapting mainly to their own love of a good time.

ESFP

Extraverted Sensing with Feeling

ESFP people are friendly, adaptable realists. They rely on what they can see, hear, and know first-hand. They good-naturedly accept and use the facts around them, whatever these are. They look for a satisfying solution instead of trying to impose any "should" or "must" of their own. They are sure that a solution will turn up once they have grasped all of the facts.

They solve problems by being adaptable, and often can get others to adapt, too. People generally like them well enough to consider any compromise they suggest. They are unprejudiced, open-minded, and tolerant of most everyone—including themselves. They take things as they are and thus may be very good at easing a tense situation and pulling conflicting factions together.

With their focus on the current situation and realistic acceptance of what exists, they can be gifted problem solvers. Because they are not necessarily bound by a need to follow standard procedures or preferred methods, they are often able to see ways of achieving a goal by "using" the existing rules, systems, or circumstances in new ways, rather than allowing them to be roadblocks.

They are actively curious about people, activities, food, objects, scenery, or anything new presented to their senses. Their expert abilities in using their senses may show in: (a) a continuous ability to see the need of the moment and turn easily to meet it, (b) the skillful handling of people and conflicts, (c) the ability to absorb, apply, and remember great numbers of facts, or (d) an artistic taste and judgment.

They make their decisions by using the personal values of feeling rather than the logical analysis of thinking. Their feeling makes them tactful, sympathetic, interested in people, and especially good at handling human contacts. They may be too easy in matters of discipline. They learn far more from first-hand experience than from books, and do better in actual situations than on written tests. Abstract ideas and theories are not likely to be trusted by ESFPs until they have been tested in experience. They may have to work harder than other types to achieve in school, but can do so when they see the relevance.

ESFPs do best in careers needing realism, action, and adaptability. Examples are health services, sales, design, transportation, entertainment, secretarial or office work, food services, supervising work groups, machine operation, and many kinds of troubleshooting.

ESFPs are strong in the art of living. They get a lot of fun out of life, which makes them good company. They enjoy their material possessions and take the time to acquire and care for them. They find much enjoyment in good food, clothes, music, and art. They enjoy physical exercise and sports, and usually are good at these.

How effective they are depends on how much judgment they acquire. They may need to develop their feeling so that they can use their values to provide standards for their behavior, and direction and purpose in their lives. If their judgment is not developed enough to give them any character or stick-to-it-iveness, they are in danger of adapting mainly to their own love of a good time.

Introverted Sensing with Feeling

ISFJ

ISFJs often choose careers where they can combine their careful observation and their caring for people, as in the health professions. Other fields attractive to ISFJs are teaching, office work, and occupations that provide services or personal care. ISFJs show their feeling preference in their contacts with the world. They are kind, sympathetic, tactful and genuinely concerned; traits that make them very supportive to persons in need.

Because of their concern for accuracy and organization, ISFJs often move into supervisory roles. If they are in charge of something, their practical judgment and appreciation of what works make them conservative and consistent. They take care to collect the facts necessary to support their evaluations and decisions. As they gain experience, they compare the present problem to past situations.

For an ISFJ, problems may arise if their judgment is not developed. If their feeling preference remains undeveloped, they will not be effective in dealing with the world. They may instead retreat, becoming silently absorbed in their inner reactions to sense-impressions. Then nothing of value is likely to come out. Another potential problem is that they tend to be somewhat suspicious of imagination and intuition and not take it seriously enough.

People with ISFJ preferences are extremely dependable and devotedly accept responsibilities beyond the call of duty. They have a complete, realistic, and practical respect for the facts. When they see from the facts that something needs to be done, they pause to think about it. If they decide that action will be helpful, they accept the responsibility. They can remember and use any number of facts, but want them all accurate. They like everything clearly stated.

Their private reactions are often vivid and intense, and sometimes quite unpredictable to others. These private reactions seldom show in their faces, and even when dealing with a crisis, they can look calm and composed. Not until you know them very well do you discover that behind their outer calm they are looking at things from an intensely individual angle, often a delightfully humorous one. When ISFJs are "on duty" and dealing with the world, however, their behavior is sound and sensible.

ISFJs are thorough, painstaking, hard-working, and patient with particulars and procedures. They can and will do the "little" things that need to be done to carry a project through to completion. Their perseverance tends to stabilize everything with which they are connected. They do not enter into things impulsively, but once in, they are very hard to distract or discourage. They do not quit unless experience convinces them they are wrong.

Introverted Sensing with Thinking

ISTJ

People with ISTJ preferences are extremely dependable and have a complete, realistic, and practical respect for the facts. They absorb, remember, and use any number of facts and are careful about their accuracy. When they see that something needs to be done, they accept the responsibility, often beyond the call of duty. They like everything clearly stated.

Their private reactions, which seldom show in their faces, are often vivid and intense. Even when dealing with a crisis they look calm and composed. Not until you know them very well do you discover that behind their outer calm they are viewing the situation from an intensely individual angle. When ISTJs are "on duty" and dealing with the world, however, their behavior is sound and sensible.

ISTJs are thorough, painstaking, systematic, hard-working, and careful with particulars and procedures. Their perseverance tends to stabilize everything with which they are connected. They do not enter into things impulsively, but once committed, they are very hard to distract or discourage.

ISTJs often choose careers where their talents for organization and accuracy are rewarded. Examples are accounting, civil engineering, law, production, construction, health careers, and office work. They often move into supervisory and management roles.

If they are in charge of something, their practical judgment and valuing of procedure makes them consistent and conservative, assembling the necessary facts to support their evaluations and decisions. They look for solutions to present problems in the successes of the past. With time they become masters of even the smallest elements of their work, but don't give themselves any special credit for this knowledge.

They may encounter problems if they expect everyone to be as logical and analytical as they are. They then run the danger of inappropriately passing judgment on others or overriding less forceful people. A useful rule is for them to use their thinking to make decisions about inanimate objects or their own behavior, and to use their perception to understand others. If they use their senses to see what really matters to others, so that it becomes a fact to be respected, they may go to generous lengths to help.

Another problem may arise if the ISTJ's thinking remains undeveloped. They may retreat, becoming absorbed with their inner reactions to sense-impressions, with nothing of value being produced. They may also tend to be somewhat suspicious of imagination and intuition, and not take it seriously enough.

ENTP

Extraverted Intuition with Thinking

People with ENTP preferences are ingenious innovators who always see new possibilities and new ways of doing things. They have a lot of imagination and initiative for starting projects and a lot of impulsive energy for carrying them out. They are sure of the worth of their inspirations and tireless with the problems involved. They are stimulated by difficulties and most ingenious in solving them. They enjoy feeling competent in a variety of areas and value this in others as well.

They are extremely perceptive about the attitudes of other people, and can use this knowledge to win support for their projects. They aim to understand rather than to judge people.

Their energy comes from a succession of new interests and their world is full of possible projects. They may be interested in so many different things that they have difficulty focusing. Their thinking can then help them select projects by supplying some analysis and constructive criticism of their inspirations, and thus add depth to the insights supplied by their intuition. Their use of thinking also makes ENTPs rather objective in their approach to their current project and to the people in their lives.

ENTPs are not likely to stay in any occupation that does not provide many new challenges. With talent, they can be inventors, scientists, journalists, troubleshooters, marketers, promoters, computer analysts, or almost anything that it interests them to be.

A difficulty for people with ENTP preferences is that they hate uninspired routine and find it remarkably hard to apply themselves to the sometimes necessary detail unconnected with any major interest. Worse yet, they may get bored with their own projects as soon as the major problems have been solved or the initial challenge has been met. They need to learn to follow through, but are happiest and most effective in jobs that permit one project after another, with somebody else taking over as soon as the situation is well in hand.

Because ENTPs are always being drawn to the exciting challenges of new possibilities, it is essential that they develop their judgment. If their judgment is undeveloped, they may commit themselves to ill-chosen projects, fail to finish anything, and squander their inspirations on incomplete tasks.

ENFP

Extraverted Intuition with Feeling

People with ENFP preferences are enthusiastic innovators, always seeing new possibilities and new ways of doing things. They have a lot of imagination and initiative for starting projects, and a lot of impulsive energy for carrying them out. They are stimulated by difficulties and are most ingenious in solving them. ENFPs can get so interested in their newest project that they have time for little else. Their energy comes from a succession of new enthusiasms and their world is full of possible projects. Their enthusiasm gets other people interested too.

They see so many possible projects that they sometimes have difficulty picking those with the greatest potential. Their feeling can be useful at this point to help select projects by weighing the values of each. Their feeling judgment can also add depth to the insights supplied by their intuition.

The ENFP's feeling preference shows in a concern for people. They are skillful in handling people and often have remarkable insight into the possibilities and development of others. They are extremely perceptive about the attitudes of others, aiming to understand rather than judge people. They are much drawn to counseling, and can be

inspired and inspiring teachers, particularly where they have freedom to innovate. With talent, they can succeed in almost any field that captures their interest—art, journalism, science, advertising, sales, the ministry, or writing, for example.

A difficulty for ENFPs is that they hate uninspired routine and find it remarkably hard to apply themselves to the sometimes necessary detail unconnected with any major interest. Worse yet, they may get bored with their own projects as soon as the main problems have been solved or the initial challenge has been met. They may need to learn to follow through and finish what they have begun, but are happiest and most effective in jobs that permit one project after another, with somebody else taking over as soon as the situation is well in hand.

Because ENFPs are always being drawn to the exciting challenges of new possibilities, it is essential that they develop their feeling judgment. If their judgment is undeveloped, they may commit themselves to ill-chosen projects, fail to finish anything, and squander their inspirations by not completing their tasks.

Introverted Intuition with Thinking

People with INTJ preferences are relentless innovators in thought as well as action. They trust their intuitive insights into the true relationships and meanings of things, regardless of established authority or popularly accepted beliefs. Their faith in their inner vision can move mountains. Problems only stimulate them—the impossible takes a little longer, but not much. They are the most independent of all the types, sometimes to the point of being stubborn. They place a high value on competence—their own and others'.

Being sure of the worth of their inspirations, INTJs want to see them worked out in practice, applied and accepted by the rest of the world; they are willing to spend any time and effort to that end. They have determination, perseverance, and will drive others almost as hard as they drive themselves. Although their preference is for intuition, they can, when necessary, focus on the details of a project to realize their vision.

INTJs often value and use confidently their intuitive insights in fields such as science, engineering, invention, politics, or philosophy. The boldness of their intuition may be of immense value in any field, and should not be smothered in a routine job.

Some problems *may* arise from the INTJ's single-minded concentration on goals. They may see the end so clearly that they fail to look for other things which might conflict with the goal. Therefore they need to actively seek the viewpoints of others.

INTJs may neglect their feeling values to the point of ignoring other people's values and feelings. If they do, they may be surprised by the bitterness of their opposition. An INTJ's own feeling values have to be reckoned with also, for if too much suppressed, they may build up pressure and find expression in inappropriate ways. Their feeling needs to be used constructively, such as through appreciation of other people. Given their talent for analysis, appreciation may be hard for INTJs, but they will find it helpful on the job as well as in personal relationships.

To be effective, INTJs must develop their thinking to supply needed judgment. *If* their judgment is undeveloped, they will be unable to criticize their own inner vision, and will not listen to the opinions of others. They will therefore be unable to shape their inspirations into effective action.

Introverted Intuition with Feeling

tion, or through the arts or the ministry. Their intuition provides insight into the deeper meanings of the subject and they take great satisfaction in aiding the development of individual students.

When their interests lie in technical fields, INFJs may be outstanding in science, or research and development. Intuition suggests new approaches to problems and feeling generates enthusiasm that sparks their energies. Intuition powered by feeling may be of immense value in any field if not smothered in a routine job.

Some problems *may* result from the INFJs' single-minded devotion to inspirations. They may see the goal so clearly that they fail to look for other things that might conflict with the goal. It is also important that their feeling is developed, since this will supply necessary judgment. *If* their judgment is undeveloped, they will be unable to evaluate their own inner vision and will not listen to feedback from others. Instead of shaping their inspirations into effective action, they may merely try to regulate everything (small matters as well as great ones) according to their own ideas, so that little is accomplished.

People with INFJ preferences are great innovators in the field of ideas. They trust their intuitive insights into the true relationships and meanings of things, regardless of established authority or popularly accepted beliefs. Problems only stimulate them—the impossible takes a little longer, but not much.

They are independent and individualistic, being governed by inspirations that come through intuition. These inspirations seem so valid and important that they sometimes have trouble understanding why everyone does not accept them. Their inner independence is often not conspicuous because INFJs value harmony and fellowship; they work to persuade others to approve of and cooperate with their purposes. They can be great leaders when they devote themselves to carrying out a sound inspiration, attracting followers by their enthusiasm and faith. They lead by winning (rather than demanding) acceptance of their ideas.

They are most content in work that satisfies both their intuition and their feeling. The possibilities that interest them most concern people. Teaching particularly appeals to them, whether in higher educa-

Applications

An understanding of type in general and your own type in particular can help you in many ways. Hopefully, it will help you recognize and appreciate the unique gifts of yourself and others. Specifically, it can help you choose a career, deal with the people and problems in your life, and understand your work habits.

Mutual Usefulness of Opposite Types

Success in any enterprise demands a variety of types, each in the right place. The clearest vision of the future comes from an intuitive, the most practical realism from a sensor, the most incisive analysis from a thinker, and the most skillful handling of people from a feeler.

Opposite types can complement each other in any joint undertaking. When two people approach a problem from opposite sides, each sees things not visible to the other. They see the problem differently and tend to suggest different solutions. Sometimes

they have a difficult time seeing the other's point of view.

When opposites must work or live together, an understanding of type does much to lessen the friction. Disagreement is less irritating when you recognize that it would hardly be normal for the other person to agree. He or she is not being willfully contrary, but is simply being an opposite type. Opposite types can be tremendously useful to each other when given the chance. The lists below show some of the specific ways.

Type and Relationships

In a close relationship, the best use of knowledge about type is in understanding and appreciating the gifts of your partner and yourself. The relationship can then be undertaken with full recognition that the person is different and has a right to remain different, and with full willingness to concentrate

Intuitive Types Need Sensing Types:

- To bring up pertinent facts
- To face the realities of the current situation
- To apply experience to problems
- To read the fine print in a contract
- To focus on what needs attention now
- To keep track of essentials
- To face difficulties with realism
- To stay aware of the joys of the present

Feeling Types Need Thinking Types

- To analyze consequences and implications
- To organize
- To find the flaws in advance
- To reform what needs reforming
- To hold consistently to a policy
- To weigh "the law and the evidence"
- To fire people when necessary
- To stand firm against opposition

Sensing Types Need Intuitive Types:

- To bring up new possibilities
- To read the signs of coming change
- To focus on preparing for the future
- To keep the big picture in mind
- To anticipate trends
- To show that the joys of the future are worth working for

Thinking Types Need Feeling Types

- To persuade
- To conciliate
- To forecast how others will feel
- To arouse enthusiasm
- To teach
- To sell
- To appreciate what is right
- To appreciate the thinker

on the virtues of the other's type, rather than the weaknesses.

There are no "good" or "bad" combinations of types in close relationships. Each particular combination—all preferences in common, all preferences opposite, or some other mix of preferences—will have its unique set of joys and problems. For example, while people with all preferences alike may communicate easily and share common values, they also share the same blind spots. A couple with all opposite preferences may have to work at understanding one another, but may also experience the continued joy and vitality of those differences.

Many of the observations about "Mutual Usefulness of Opposites" presented on page 26 apply to relationships as well as the world of work. In addition, differences on Extraversion-Introversion and Judgment-Perception can also be used constructively. Extraverts need introverts to keep focused on the relationship and not get pulled too far away by external interests or demands. Introverts need extraverts to help them get out and make contact with a larger world, so that they can know and be known. A judging type needs a perceiving type to respond to the needs and demands of the moment, including the need to play and have fun. Perceivers need a judging type to stay organized and on track so that necessary chores and tasks get done.

Career Choice

People tend to be attracted to, and are most satisfied in, jobs or careers that provide them with the opportunity to express and use their preferences. Your own combination of perception and judgment, that is, your SN and TF preferences (the middle two letters of your type) makes a lot of difference in the kind of work you will do best and enjoy most. If your daily work has the most need for the kind of perception you naturally prefer, you will handle the job better and find it more satisfying. If your daily work has the most need for the kind of deciding that comes naturally to you, your decisions will be better and will be made with more confidence. In choosing among careers, find out how much chance each will give you to use your own combination of perception and judgment.

Sensing plus Thinking.

ST people are mainly interested in the realities of a given situation. Reality for them is what can be observed, collected, and verified directly by the senses—by seeing, hearing, touching, etc. Because the kind of judgment they trust is thinking, they make decisions by logical analysis, with a step-by-step process of reasoning from cause to effect, from premise to conclusion.

Sensing plus Feeling.

SF people are also interested in observable reality. Because the kind of judgment they trust is feeling, they make their decisions with personal warmth, and weigh how much things matter to themselves and others. Their highly developed powers of observation, applied to people, lead them to be particularly sensitive to other's reactions and feelings.

Intuition plus Feeling.

NF people make decisions with personal warmth, but since they prefer intuition, their interest is not in facts but in possibilities. They are attracted by new projects, things that have not happened yet but might be made to happen, new truths that are not yet known but might be found out, or, above all, new possibilities for people.

Intuition plus Thinking.

NT people are also interested in possibilities, but since they prefer thinking, they handle the possibilities by applying objective and logical criteria. They are attracted to jobs where they can use their skill at analysis. Often the possibility they choose is a theoretical or technical one.

Effects of Combinations of Perception and Judgment

	ST	SF	NF	NT
People who prefer:	Sensing & Thinking	Sensing & Feeling	Intuition & Feeling	Intuition & Thinking
focus their attention on:	Realities	Realities	Possibilities	Possibilities
and handle these with:	Objective analysis	Personal warmth	Personal warmth	Objective analysis
Thus they tend to become:	Practical & analytical	Sympathetic & friendly	Enthusiastic & insightful	Logical & analytical
and find scope for their abilities in:	Technical skills with objects & facts	Practical help & services for people	Understanding & communicating with people	Theoretical & technical developments
for example	Applied science Business Administration Banking Law enforcement Production Construction	Health care Community service Teaching Supervision Religious service Office work Sales	Behavioral science Research Literature Art & music Health care Teaching	Physical science Research Management Computers Law Engineering Technical work

While your main fields of interest are apt to be directly related to the kind of perception and judgment you prefer, all of your preferences are important in relation to your career. The sort of work you will most enjoy doing within any particular field may depend on your EI preference—whether you like to use your favorite process extraverterly in the outer world of people and things, or introvertedly in the inner world of impressions or ideas. How you go about your particular job may be determined by your JP preference.

For example, take the people with the ST combination of preferences. The introverts among them

(IST-) like to organize facts and principles related to a situation, which is a useful thing to do in economics or law, for instance. The extraverts among them, especially those that also prefer judging (ESTJ), like to organize the situation itself (including any idle bystanders) and get it moving, which is useful in business and industry.

Although knowledge of your preferences can be very useful in helping you choose a career, it is important to remember that type does not explain everything and should not be the only thing you consider when choosing a career.

Effects of Each Preference in Work Situations

Extraverts	Introverts
Like variety and action	Like quiet for concentration
Are often good at greeting people	Have trouble remembering names and faces
Are sometimes impatient with long slow jobs	Can work on one project for a long time without interruption
Are interested in how others do their jobs	Are interested in the idea behind the job
Often enjoy talking on the phone	Dislike telephone interruptions
Like to have people around in the working environment	Think before they act, sometimes without acting
Often act quickly, sometimes without thinking	Work alone contentedly
May prefer to communicate by talking rather than writing	May prefer communications to be in writing
Like to learn a new task by talking it through with someone	May prefer to learn by reading rather than talking or experiencing

Sensing Types	Intuitive Types
Are aware of the uniqueness of each event	Are aware of new challenges and possibilities
Focus on what works now	Focus on how things could be improved
Like an established way of doing things	Dislike doing the same thing repeatedly
Enjoy applying what they have already learned	Enjoy learning new skills
Work steadily, with a realistic idea of how long it will take	Work in bursts of energy powered by enthusiasm.
Usually reach a conclusion step by step	With slack periods in between
Are not often inspired, and may not trust the inspiration when they are	May leap to a conclusion quickly
Are careful about the facts	Follow their inspirations and hunches
May be good at precise work	May get their facts a bit wrong
Can oversimplify a task	Dislike taking time for precision
Accept current reality as a given to work with	Can overcomplicate a task
	Ask why things are as they are

Thinking Types	Feeling Types
Are good at putting things in logical order	Like harmony and will work to make it happen
Respond more to people's ideas than their feelings	Respond to people's values as much as to their thoughts
Anticipate or predict logical outcomes of choices	Are good at seeing the effects of choices on people
Need to be treated fairly	Need occasional praise
Tend to be firm and tough-minded	Tend to be sympathetic
Are able to reprimand or fire people when necessary	Dislike telling people unpleasant things
May hurt people's feelings without knowing it	Enjoy pleasing people
Have a talent for analyzing a problem or situation	Take an interest in the person behind the job or idea

Judging Types	Perceptive Types
Work best when they can plan their work and follow the plan	Do not mind leaving things open for last-minute changes
Like to get things settled and finished	Adapt well to changing situations
May decide things too quickly	May have trouble making decisions, feeling like they never have enough information
May dislike to interrupt the project they are on for a more urgent one	May start too many projects and have difficulty in finishing them
Tend to be satisfied once they reach a judgment on a thing, situation, or person	May postpone unpleasant jobs
Want only the essentials needed to begin their work	Want to know all about a new job
Schedule projects so that each step gets done on time	Get a lot accomplished at the last minute under pressure of a deadline
Use lists as agendas for action	Use lists as reminders of all the things they have to do someday

Using Type to Improve Problem Solving

To improve your ability to solve problems and make decisions, you need to make full use of your perception and judgment. You need to learn how to use both kinds of perception and both kinds of judgment, each for the right purpose. This is a skill you can acquire by practice. You will probably choose, as usual, a solution that appeals to your favorite process, but on a sounder basis than usual because you will have considered realities, possibilities, consequences, and human values.

Whenever you have a problem to solve, a decision to make, or a situation to deal with, try exercising each process by itself—consciously and purposefully. That way each process can make its own contribution to the solution without interference from any other process. Start with your perceptive processes (sensing and intuition). Perception should always come before judgment.

Ignoring any of these steps can lead to trouble. Intuitions may base a decision on some possibility without discovering the facts that will make it impossible. Sensing types may settle for a faulty solution to a problem because they assume no better one is possible. Thinking types may ignore human values and feeling types may ignore consequences.

You will find some steps in this exercise easier than others. The ones that use your best processes are rather fun, while you may find the others to be harder. By using all the processes, you will learn more about those that are not your natural preference. For example, if feeling is your favorite process, using your thinking to try and see all the consequences of an act may show you that even the best intentions can go wrong unless thought through. If thinking is your favorite process, using your feeling to learn what other people value may show why you meet so much opposition.

What makes the hard steps hard is that they call for the strengths of types opposite to yours. When your problem is important, you may be wise to consult someone to whom these strengths come naturally. It is startling to see how different a given situation can look to a person of opposite type, but it will help you to understand and use the neglected opposite side of yourself.

Use your sensing to:

- face the facts
- find out what the situation is exactly
- find out what others have done—what has worked, or not worked
- try not to let wishful thinking or sentiment blind you to the realities
- ask yourself how the situation would look to an impartial observer

Use your intuition to:

- brainstorm all the possibilities—all the ways in which you might change the situation, your handling of it, or other people's attitudes toward it
- try to put aside your natural assumption that you have been doing the one and only obviously right thing
- ask how this problem relates to something else
- fantasize the best possible solution

Use your thinking to:

- conduct an impersonal analysis of cause and effect
- examine all the consequences of the alternative solutions, both pleasant and unpleasant
- try to count the full cost of everything
- examine every misgiving you may have been suppressing out of loyalty to someone or liking for something, or reluctance to change your stand

Use your feeling to:

- weigh just how deeply you care about the things that will be gained or lost by each of the alternatives
- make a fresh appraisal, trying not to let the temporary outweigh the permanent, however agreeable or disagreeable the immediate prospect may be
- consider how the other people concerned will feel about the various outcomes, even if you think they are being unreasonable
- include others' feelings, and your own feelings, as facts that must be respected

Resources

Organizations

Association for Psychological Type

P.O. Box 5099

32602-5099

An international organization of people interested in the theory and applications of psychological type theory and of the Myers-Briggs Type Indicator.

Center for Applications of Psychological Type

2720 NW 6th Street

Gainesville, FL 32609

A non-profit organization whose purpose is to further research and education on the Myers-Briggs Type Indicator.

Books and Journals

Gifts Differing by Isabel Briggs Myers with Peter B. Myers.

Palo Alto, CA: Consulting Psychologists Press, Inc., 1980.

Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator by Isabel Briggs Myers and Mary H. McCaulley.

Palo Alto, CA: Consulting Psychologists Press, Inc., 1985.

Looking at Type by Earle C. Page.

Gainesville, FL: Center for Applications of Psychological Type, 1983.

Atlas of Type Tables. Gainesville, FL: Center for Applications of Psychological Type, 1987.

Journal of Psychological Type. The research journal of the Association for Psychological Type.

Bulletin of Psychological Type. The newsletter of the Association for Psychological Type.

Plense: Understood Me by David Keirse and Marilyn Bates.

Del Mar, CA: Prometheus Books, 1978.

People Types and Tiger Stripes by Gordon Lawrence.

Gainesville, FL: Center for Applications of Psychological Type, 1979.

Things to Remember About Type

- Information about your type has been provided to help you understand yourself and your interactions with others. The proper use of this information is to help people recognize their own and other's gifts.
- Your "type" is the combination of preferences that you chose when you answered the MBTI. It is up to you to decide what type you truly are, since only you know your true preferences.
- There are no "good" or "bad" individual types and there are no better or worse combinations of types in relationships.
- All of us use all of the functions and attitudes at different times. Our type is made up of those that we prefer the most.
- The scores from the MBTI merely indicate how consistently you hold any of the preferences.
- Type is not an excuse for doing or not doing anything.
- Your type should *not* keep you from considering any career or activity.
- Type does not explain everything and the MBTI does not measure abilities.
- Definitions: a preference for feeling means you like to make decisions based on values; it does not refer to emotions or feelings. A preference for judging means that you favor a structured approach to the outside world; it does not mean you are judgmental.

Contribution Made by Each Preference to Each Type

Sensing Types		Intuitive Types		
with Thinking	with Feeling	with Feeling	with Thinking	
<p>ISTJ</p> <p>I Depth of concentration S Reliance on facts T Logic and analysis J Organization</p>	<p>ISFJ</p> <p>I Depth of concentration S Reliance on facts F Warmth and sympathy J Organization</p>	<p>INFJ</p> <p>I Depth of concentration N Grasp of possibilities F Warmth and sympathy J Organization</p>	<p>INTJ</p> <p>I Depth of concentration N Grasp of possibilities T Logic and analysis J Organization</p>	Judging Types
				Introvers
<p>ISTP</p> <p>I Depth of concentration S Reliance on facts T Logic and analysis P Adaptability</p>	<p>ISFP</p> <p>I Depth of concentration S Reliance on facts F Warmth and sympathy P Adaptability</p>	<p>INFP</p> <p>I Depth of concentration N Grasp of possibilities F Warmth and sympathy P Adaptability</p>	<p>INTP</p> <p>I Depth of concentration N Grasp of possibilities T Logic and analysis P Adaptability</p>	Perceptive Types
				Perceptive Types
<p>ESTP</p> <p>E Breadth of interests S Reliance on facts T Logic and analysis P Adaptability</p>	<p>ESFP</p> <p>E Breadth of interests S Reliance on facts F Warmth and sympathy P Adaptability</p>	<p>ENFP</p> <p>E Breadth of interests N Grasp of possibilities F Warmth and sympathy P Adaptability</p>	<p>ENTP</p> <p>E Breadth of interests N Grasp of possibilities T Logic and analysis P Adaptability</p>	Perceptive Types
				Extravers
<p>ESTJ</p> <p>E Breadth of interests S Reliance on facts T Logic and analysis J Organization</p>	<p>ESFJ</p> <p>E Breadth of interests S Reliance on facts F Warmth and sympathy J Organization</p>	<p>ENFJ</p> <p>E Breadth of interests N Grasp of possibilities F Warmth and sympathy J Organization</p>	<p>ENTJ</p> <p>E Breadth of interests N Grasp of possibilities T Logic and analysis J Organization</p>	Judging Types