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## ESTJ

## Extraverted Thinking with Sensing

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.

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## ENTJ

## Extraverted Thinking with Intuition

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.

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## ISTP

## Introverted Thinking with Sensing

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.

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## INTP

## Introverted Thinking with Intuition

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.

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## ESFJ

## 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.

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## ENFJ

## 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.

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## ISFP

## 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 spoil 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.

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## INFP

## 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.



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## 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 thinking so that they can use their principles 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.

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## ISTJ

## Introverted Sensing with Thinking

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.

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## ISFJ

## Introverted Sensing with Feeling

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.

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.

## 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 incompleted tasks.

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## 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.

## INTJ

# 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.

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## INFJ

## Introverted Intuition with Feeling

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-

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.