

ISTJ

Motivation: Knowing that their efforts,
when applied toward defined goals and roles,
will lead to rewards and results

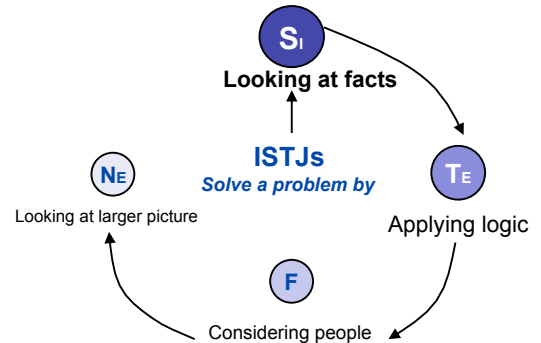
Summary and How Others May See You

Quiet, serious, earn success by thoroughness and dependability. Practical, matter of fact, realistic and responsible. Decide logically what should be done and work towards it steadily, regardless of distractions.

Take pleasure in making everything orderly and organised – your work, your home, your life. Value traditions and loyalty. Others see your standards, judgements, desire for structure and schedules, they may not see your wealth of observations and memories unless you choose to share them or they get to know you better

Strengths and Contribution

- Once something is learned and practiced, few do it better
- Can be trusted with details
- Are tenacious, sticking to schedules, commitments, completion
- Use past experience and the facts of a situation to make decisions
- Lead by bringing order and efficiency to meetings and tasks
- Influence by using logical arguments backed by specifics and realism
- Focus on Fact details and results



Common Sources of Stress

- Departing too far from the known or routine
- Being offered non-specific advice or help
- Working harder, denying your own needs
- Having all options indicate a bleak future
- Seeing others ignoring common sense or 'givens'

Suggestions for Dealing with Stress

- Imagine the worst outcome and then plan the best approach, step by step to work towards resolution
- Focus on the big picture: What will really matter in a year from now? What's the overall goal?
- Leave the scene to get serenity and perspective

Sources: Type and Coaching (Hirsch&Kummerow); Developing Leaders (Fitzgerald/Kirby)
Was That Really Me? (Quenk)

ISTP

Motivation: Using knowledge or skills from their own experience to solve problems, working out how to get things done

Summary and How Others May See You

Tolerant and flexible, quiet observer until a problem appears, then act quickly to find workable solutions. Analyse what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organise facts using logical principles. Value efficiency.

Others may see you as egalitarian and tolerant of a wide range of behaviour until your logical principles are attacked, at that point they may be surprised by your firm and clear judgements. Constantly scanning for information and changing course accordingly, others may have trouble “reading” you

Strengths and Contribution

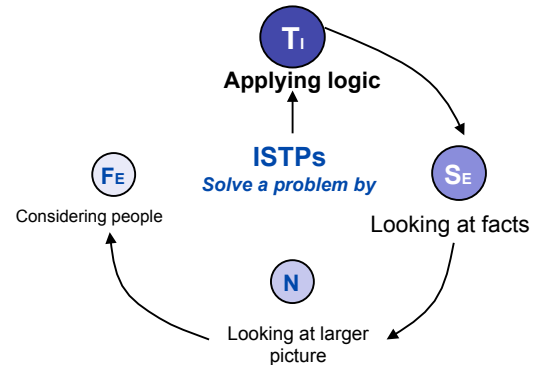
- Act as a repository for facts and specifics that can be readily retrieved
- Move around or through red tape towards what others may view as impossible
- Adapt realistically to extenuating circumstances
- Take pride in developing and using your special skills or expertise
- Lead by quietly setting an example
- Influence, when asked, by having all the necessary information ready
- Focus on finding logical ways to get things done

Common Sources of Stress

- When emotions (yours or others) get out of control
- Situations that don't fit within logical frameworks or that defy explanation
- Too many responsibilities, not enough down time
- When you can't find ways to make things go faster or more smoothly
- Becoming entrenched in your own position, cutting yourself off from others

Suggestions for Dealing with Stress

- Review the facts, look for new interpretations
- Seek out favourite, solitary activities for diversion
- Think about what is important to you and those you care about



Sources: Type and Coaching (Hirsch&Kummerow); Developing Leaders (Fitzgerald/Kirby)
Was That Really Me? (Quenk)

ESTP

Motivation: Having autonomy to accomplish things their way while getting the most out of life

Summary and How Others May See You

Flexible and tolerant taking a pragmatic approach focussed on immediate results, theories and conceptual explanations bore you – you want to act energetically to solve the problem. Focus is on the here-and-now, spontaneously enjoying each moment that you can be active with others. Enjoy material comforts and style. Learn best by doing.

Others may see you as gregarious, fun loving and spontaneous, immersing yourself in life. They may see you avoiding theory and written direction and thriving when allowed to experiment

Strengths and Contribution

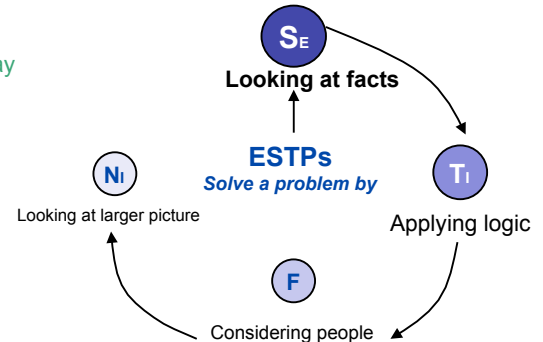
- Straightforward, direct, logical problem solver
- Resourceful and adaptable, meet practical needs in the most efficient way
- Negotiate and seek compromise to move things along
- Remind others of the fun of the moment
- Lead by finding the most efficient way to work together
- Influence by establishing logical processes and pursuing them with enthusiasm
- Focus on action, taking care of problems as they arise

Common Sources of Stress

- Lack of control over timeframes for decisions
- Health or physical problems that mar enjoyment of the present
- Insufficient time for activities that bring renewal
- Overly structured schedules or plans
- When concentrated efforts bring you no closer to your goals

Suggestions for Dealing with Stress

- Imagine the worst outcome then come up with contingency plans
- Pursue favourite activity even if there doesn't seem to be time
- Plan something that captures your inner imagination



Sources: Type and Coaching (Hirsch&Kummerow); Developing Leaders (Fitzgerald/Kirby)
Was That Really Me? (Quenk)

ESTJ

Motivation: Providing direction and focus to projects and people, working toward completion

Summary and How Others May See You

Practical, realistic, matter-of-fact, quickly moving to implement decisions and taking care of routine details. Organising projects and people to get things done, focussing on getting results in the most efficient way possible. Systematically follow a clear set of logical standards and want others to do so also. Can be forceful in implementing your plans. Others may see you as conscientious and dependable and rely on you to take charge and get things done, some may find you overpowering because you are generally so certain about how things should be

Strengths and Contribution

- Step up and get people, things and organisations mobilised for action
- Provide structure, direction and clarity of focus
- Follow through to see that tasks are done correctly and results are seen
- Find flaws and correct for them in advance
- Lead by planning, providing direction and assigning responsibilities
- Influence by modelling the standards and commitment they expect from others
- Focus on structuring tasks so goals are met

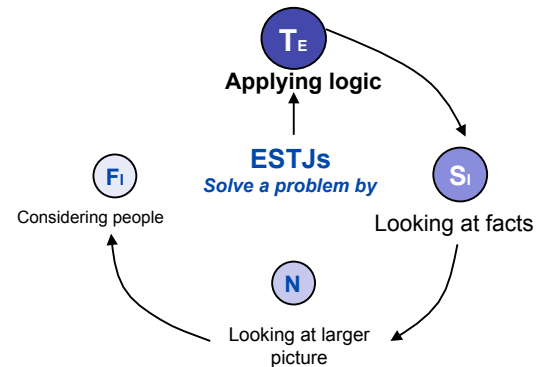
Common Sources of Stress

- Doubting your ability to cope with a situation or your emotional response
- Being asked to lead during a crisis when you've already reached your "limit"
- Disregarding deeply rooted principles
- Inadvertently hurting someone while pursuing goals
- When executing a plan fails to correct a situation

Suggestions for Dealing with Stress

- Reflect on the situation's negative impact on your own or others' well-being
- Reconsider the facts and details to see whether goals and strategies could be adjusted
- Get involved in recreational activities that help sort through your emotions and motivations

Sources: Type and Coaching (Hirsch&Kummerow); Developing Leaders (Fitzgerald/Kirby)
Was That Really Me? (Quenk)



ISFJ

Motivation: Being a steward of resources and gifts; serving others while remaining true to values and beliefs

Summary and How Others May See You

Quiet, friendly, responsible and conscientious. Committed and steady in meeting obligations. Painsstaking, thorough and accurate, you notice and remember details about people who are important to you. Loyal and considerate you are concerned about how others feel. You strive to create an orderly and harmonious environment at work and at home. Others see your values, your desire for structure and closure; they may not see the wealth of rich, accurate internal Sensing impressions and memories you have until they get to know you

Strengths and Contribution

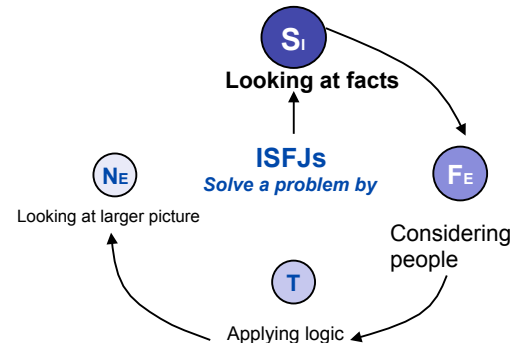
- Honour commitments – others can rely on you
- Are painstaking and thorough in organising so that everything is in the right place at the right time
- Handle with ease those details that matter to others
- Are cooperative and considerate of each person
- Lead by encouraging others in tasks that best suit them
- Influence by ensuring that information is accurate and that things are organised
- Focus on setting priorities on the basis of what people need

Common Sources of Stress

- Seeing others overrule common sense, facts or 'givens'
- Not having a clear sense of direction
- Future outcomes that seem unclear or undesirable
- Deferring their own needs to meet those of others
- Inevitable or unrelenting change with no time to prepare

Suggestions for Dealing with Stress

- Allow others to take on some of your responsibilities; take time off
- Look at the bigger picture; discuss with friends what the facts of a situation mean in a larger context
- Consider creative activities



ISFP

Motivation: Giving caring, useful, gentle help to others; living in harmony with humanity and nature

Summary and How Others May See You

Quiet, friendly sensitive and kind. Enjoy the here-and-now; what's going on around you. Like to have your own space and to work within your own time frame. Loyal and committed to your values and to the people who are important to you. Dislike disagreements and conflicts, do not force your opinions or values on others. Others may see you as quiet and unassuming, perhaps reserved and hard to get to know; your warmth, enthusiasm and playful humour may not be apparent to people who don't know you well

Strengths and Contribution

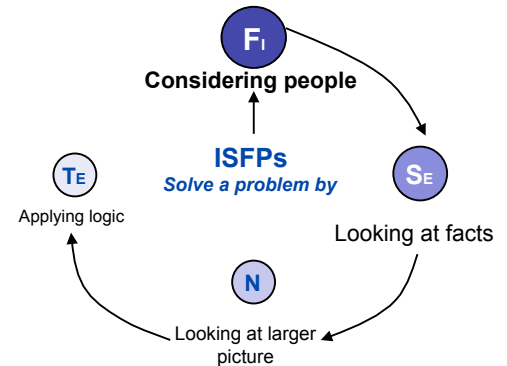
- Know the right word or action for just the right time
- Exemplify joy, kindness and awareness of the preciousness of every living thing
- Value and use sensual treats – colour, form, texture, harmony
- Create harmony, unassumingly modelling compassion and gentleness so that others want to cooperate

Common Sources of Stress

- Conflict among those close to them
- Complex issues, restrictive rules
- Pressure to make decisions with long term ramifications
- Possibility of loss or failure in a relationship; public airing of private matters
- Giving too much of yourself in service to others

Suggestions for Dealing with Stress

- Pull back from service to others
- Stop the cycle of guilt by using cause-and-effect statements to objectively determine what happened
- Find ways to put some order into life e.g. read mysteries, new system for organising storage



Sources: Type and Coaching (Hirsch&Kummerow); Developing Leaders (Fitzgerald/Kirby)
Was That Really Me? (Quenk)

ESFP

Motivation: Adding warmth, excitement, and fun to work and leisure: enjoying the richness of family, friends and the real world

Summary and How Others May See You

Outgoing, friendly and accepting. Exuberant lover of life, people and material comforts. Enjoy working with others to make things happen. Bring a common sense and realistic approach to your work and make it fun. Flexible and spontaneous, adapt readily to new environments. Learn best by trying a new skill with other people. Others may see you as flexible, adaptable, easy going and fun to be with; they see you as seldom planning ahead, rather trusting your ability to respond to the moment and deal effectively with whatever presents itself

Strengths and Contribution

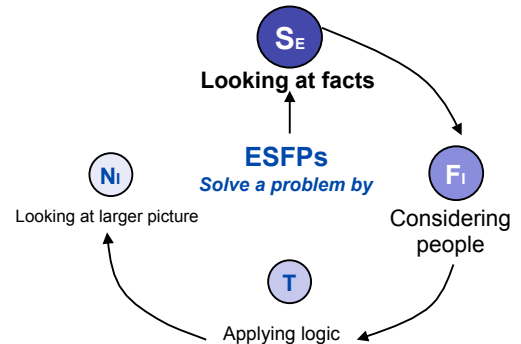
- Are generous with people, accepting of others in spite of their flaws
- Take an exuberant approach to work as well as play
- Add enthusiasm, energy and spirit, enhancing any workplace
- Are observant, able to link people, practical information and resources to the task at hand
- Lead by encouraging the contributions of others
- Influence through enthusiasm and enjoyment of the tasks at hand
- Focus on creating a lively atmosphere for people

Common Sources of Stress

- Loss of physical health or of delight in the present moment
- Too much speculation, creative problem solving, Long range planning
- Loss of relationships or purpose
- Circumstances that have tight deadlines or too much structure
- Finding personal needs or feeling overwhelmed in helping others

Suggestions for Dealing with Stress

- Reduce external activities to allow time to process your feelings, perhaps with a friend who listens non-judgementally
- Project the future from the facts, concentrating on realism rather than pessimism
- Find a creative outlet, such as music or art, crafts or writing to spark new ideas



Sources: Type and Coaching (Hirsch&Kummerow); Developing Leaders (Fitzgerald/Kirby)
Was That Really Me? (Quenk)

ESFJ

Motivation: Organising and accomplishing tasks of value while keeping everyone happy

Summary and How Others May See You

Warm-hearted, conscientious and cooperative, want harmony in your environment and work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their daily lives and try to provide it. Want to be appreciated for who you are and for what you contribute. Others may see you as sociable, preferring to do things the traditional accepted way, creating order structure and schedules with enthusiasm and energy

Strengths and Contribution

- Respond consistently, compassionately and carefully to each person's needs
- Are committed and loyal to people and organisations; team players
- Offer warmth, practical recognition and harmonious ways to get along
- Work for accord, helping everyone fit in
- Lead by paying attention to the needs of others and making sure they feel important
- Influence by being conscientious and hardworking
- Focus on getting things organised so that people's personal needs are met

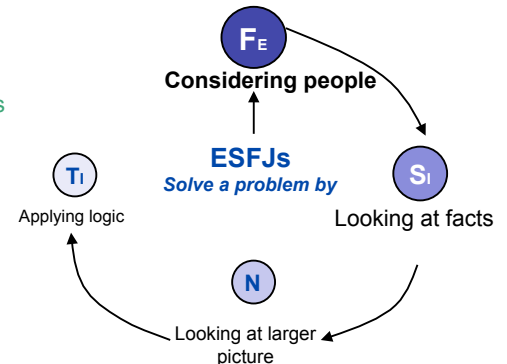
Common Sources of Stress

- When values are compromised
- Feeling responsible for disagreements
- Lack of emotional support
- Situations where, despite careful efforts, others are hurt
- Continuing to fulfil all responsibilities, using up emotional and physical reserves

Sources: Type and Coaching (Hirsch & Kummerow); Developing Leaders (Fitzgerald/Kirby)
Was That Really Me? (Quenk)

Suggestions for Dealing with Stress

- Alter routines or start something new for enjoyment and fun
- Talk through the situation with an impartial party for different perspectives on causes and implications
- Engage in proper self-care, eating nourishing foods, resting, exercising



INFJ

Motivation: Achieving integrity, reaching wholeness, contributing values-centred strategies to humanity

Summary and How Others May See You

Seek meaning and connection in ideas, relationships and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to your firm values, you develop a clear vision about how to best serve the common good. Organised and decisive about implementing your vision you readily show others compassion and caring. Others may find you difficult to know, perhaps even mysterious unless you chose to share your visionary grasp of human relationships and possibilities

Strengths and Contribution

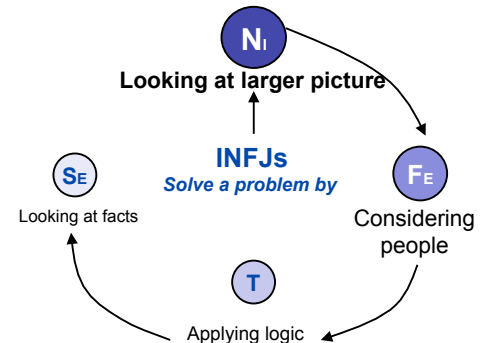
- Provide insight, sometimes reaching clairvoyance, especially about what matters to people
- Understand how individuals and systems interrelate
- Storehouse of integrity; uplift those with whom they live and work
- Contribute future-oriented ideas to planning and development
- Lead by encouraging others to cooperate in working toward a vision
- Influence by being creative and dedicated
- Focus on creative insight and strong values

Common Sources of Stress

- When perfectionism overrules commonsense
- Having to monitor too many details
- Hearing too much cynicism from others
- Being forced to extravert too much
- Neglecting to ask for help, trying to solve everything alone

Suggestions for Dealing with Stress

- Evaluate responsibilities and delegate those that are detail oriented
- Re-examine the facts – what was actually said, what happened – then reconsider the implications
- Give full attention to a project that requires following directions e.g. an electronics kit or intricate craft project



Sources: Type and Coaching (Hirsch&Kummerow); Developing Leaders (Fitzgerald/Kirby)
Was That Really Me? (Quenk)

INFP

Motivation: Adding to human understanding, sharing knowledge and enthusiasm for deep passions, upholding meaning and mystery

Summary and How Others May See You

Idealistic and loyal to your values and to people who are important to you. Want an external life that is congruent with your values. Curious and quick to possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfil their potential. Adaptable, flexible and accepting unless a value is threatened. Others may see you as introspective, complex and original, finding structures and rules confining; being selective about with whom you share your deeply held values and feelings

Strengths and Contribution

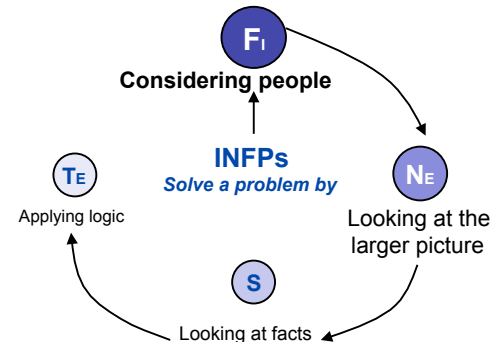
- Galvanise people and organisations into action
- Stand firmly on their values against formidable opposition
- Remind others in creative ways about human aspirations and goals
- Focus on compassion caring and harmony
- Lead by promoting harmonious teams in which each person is valued
- Influence by highlighting common ideas and new possibilities
- Focus on group consensus and shared values

Common Sources of Stress

- Encountering backbiting, hypocrisy, personal attacks
- Compromising values to keep harmony
- Sensing indifference of others to people's needs
- Taking a stand to no avail or to a barrage of criticism
- Being isolated from the views of others

Suggestions for Dealing with Stress

- Talk through the situation with a trusted, non-judgemental person to gain new insights and determine logical ways to proceed
- Reconsider goals with a more realistic viewpoint of the failings of others
- Find an activity that requires analysis and strategy



ENFP

Motivation: Making a difference through insightful and creative ideas that encourage human development

Summary and How Others May See You

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly and confidently proceed based on the patterns you see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible often relying on your ability to improvise and your verbal fluency. Others may see you as lively, gregarious and sociable, at the same time valuing depth and authenticity in your close relationships. They may notice you avoiding routine, schedules and structure and as someone who is personable, perceptive and persuasive

Strengths and Contribution

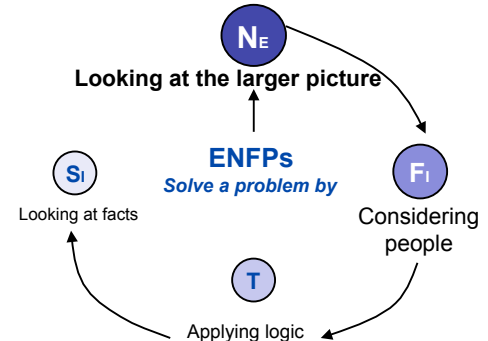
- Initiate and promote ideas for people's growth and potential
- Are tireless in the pursuit of novel opportunities
- Are resourceful and innovative in efforts to accomplish the nearly impossible
- Like to celebrate and appreciate others
- Lead by creating a vision, helping people see their potential
- Influence by listening to and incorporating the ideas of others
- Focus on exploring all the possibilities

Common Sources of Stress

- Immediate decisions requiring focus on facts, data
- Barrage of activity that takes focus off of what is important
- Loss of relationships
- Isolation in the midst of illness or tragedy
- Situations in which all options seem closed

Suggestions for Dealing with Stress

- Take time out for solitude, rest and reflection by saying no to over-commitment
- Assess reality – the actual facts of the situation – instead of what could be
- Attend to your physical needs – diet, exercise, massage



ENFJ

Motivation: Leading others with enthusiasm from process to action for the benefit of humanity

Summary and How Others May See You

Warm, empathetic, responsive and responsible. Highly attuned to the emotions, needs and motivations of others. Find potential in everyone and want to help others fulfil their potential. May act as catalysts for individual and group growth.

Loyal, responsive to praise and criticism. Sociable, facilitate others in a group and provide inspiring leadership. Others experience you as having a genuine interest in them, and hear you express your definite values and opinions clearly; they see you working to resolve ambiguous relationships or situations

Strengths and Contribution

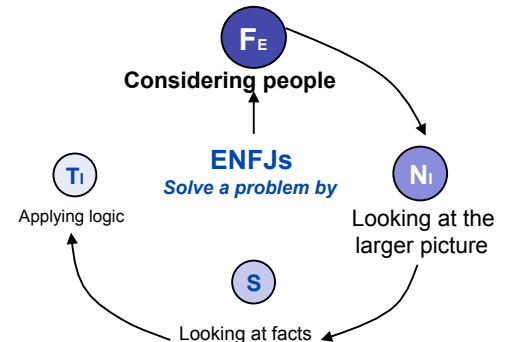
- Offer care, cooperation and facilitation for people's growth
- Articulate messages that others want or need to hear
- Remind stakeholders of their mission and core values
- Provide support, believing in the positive nature of people
- Lead by facilitating, helping others plan and cooperate to meet goals
- Influence by clarifying processes through which goals can be met
- Focus on encouraging others in building consensus

Common Sources of Stress

- Violation of core values
- Perception that a problem is their fault
- Contentious situations
- Belittling, misunderstanding or patronising of themselves or others
- Pursuit of harmony to the point of enmeshment

Suggestions for Dealing with Stress

- Seek rest, self-care and reflection, handing over some responsibilities after prioritising them objectively
- Review the situation with an impartial third party
- Play games or take part in other activities with friends



INTJ

Motivation: Innovating new concepts, paradigms and systems; being able to show the way

Summary and How Others May See You

Have an original mind and a great drive for implementing your ideas and achieving your goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organise a job and carry it through. Sceptical and independent, have high standards of competence and performance – for yourself and others. Others see a calm, decisive and assured person, expressing logical decisions, options and plans; conceptual, original and independent. They usually don't see your valuable creative insights unless you chose to share them

Strengths and Contribution

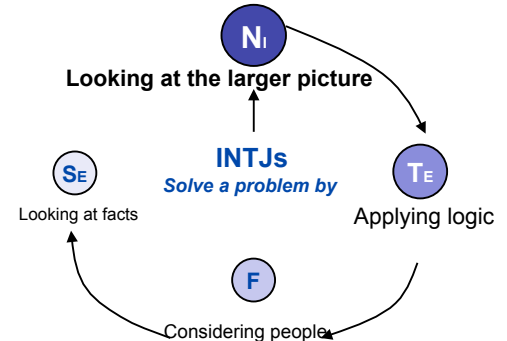
- Envision an idea so clearly that it's palpable
- Act as paradigm shifters – conceptual blockbusters
- See the relationship of each part to the whole
- Use independent thinking, redesigning outmoded ways to meet future needs
- Lead by setting the course to make an idea become reality
- Influence through intellectual depth
- Focus on designing systems, changing the status quo

Common Sources of Stress

- Details that defy logical frameworks
- Unexpected events that derail careful planning
- Overuse of Extraversion
- Insufficient time to adjust internal models to situational variables
- Doing careful planning and execution, yet experiencing poor results

Suggestions for Dealing with Stress

- Accomplish a concrete task to regain a sense of mastery
- Pull back from non-essential meetings and commitments to gain time for reflection
- Pursue physical activities with others, loosening your natural reserve



INTP

Motivation: Bringing clarity and intellectual understanding to the principles underlying problems or issues, knowing the truth aids any process

Summary and How Others May See You

Seek to develop logical explanations for everything that interests you. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible and adaptable. Have unusual ability to focus in depth to solve problems in your area of interest. Sceptical, sometimes critical always analytical. Others see you as independent and valuing autonomy, that you prize precision in communication and that you dislike redundancy or stating the obvious. In striving to state the exact truth you may make it so complex that others have difficulty understanding you

Strengths and Contribution

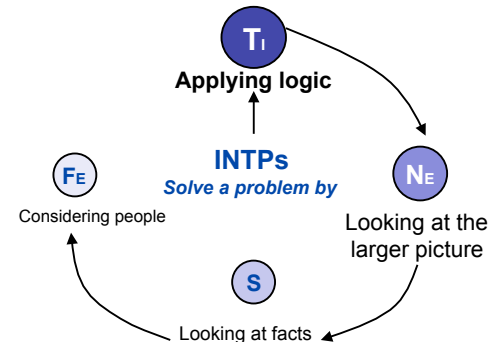
- Strategists' strategist – master of complexity
- Develop models and theories
- Provide independent, critical and logical analysis of traditions or new thoughts and systems
- Find the errors of logic and the long term consequences of plans or strategies
- Lead by convincing others of the merit and logic of their ideas
- Influence by providing in-depth knowledge and analysis
- Focus on logical, intellectual insights to problems

Common Sources of Stress

- Emotional outbursts by others or themselves
- Workload or commitments that interfere with the need for autonomy
- Arbitrary or illogical situations or people
- Failure of others to understand ideas or analysis
- Isolation; inability to gain from the viewpoints of others

Suggestions for Dealing with Stress

- Focus on relationships and the needs of others, perhaps revisiting values clarification exercise
- Back up from a strategy and look for new possibilities
- Engage in a demanding physical activity to rest your mind



ENTP

Motivation: Setting sights on the winning edge; having an impact and then moving on to something new

Summary and How Others May See You

Quick, ingenious, stimulating, alert and outspoken. Resourceful in solving new and challenging problems. Adept at generating new conceptual possibilities and then analysing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another. Others may see you as loving to debate ideas, fluent in conversation, spontaneous and adaptable; they may notice you find routines confining, working around them whenever possible. When you express your underlying Thinking principles people may be surprised at the intensity and abruptness that would seem to challenge them

Strengths and Contribution

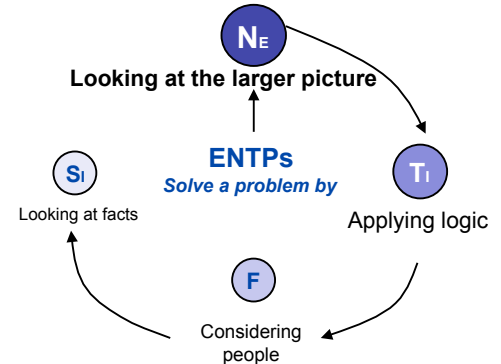
- Provide energy and thrust to new endeavours, starting things off with enthusiasm
- Use synergies as a strategy to work on or solve problems
- See possibilities even in the face of disaster
- Strategise to meet challenges proactively
- Lead by developing novel strategies for new enterprises
- Influence by going the extra mile
- Focus on innovative models, conquering challenges

Common Sources of Stress

- Refusal to give up on a problem
- Focus on emotion-laden, personal issues
- Being fettered by standard operating procedures
- Perception of being unfairly judged
- Situations in which all options seem closed

Suggestions for Dealing with Stress

- Review the facts of a situation before analysing the ramifications to find a new plan
- Find time for solitude or being in nature to calm your mind
- Pay attention to your physical needs – diet, sleep, exercise etc



ENTJ

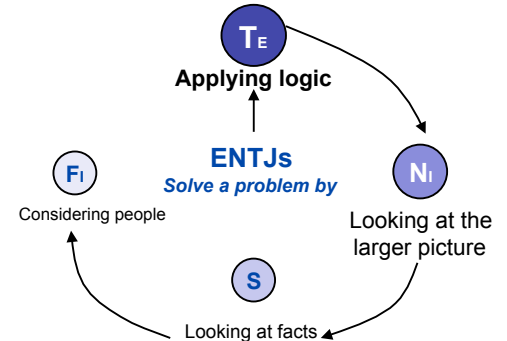
Motivation: Using competence, expertise or control to improve life as much as possible; setting goals and striving towards them

Summary and How Others May See You

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedure and policies, develop and implement comprehensive systems to solve organisational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding your knowledge and passing it on to others. Forceful in presenting your ideas. Others see that you admire and seek out those who are knowledgeable, who stand up to you, say what they think and argue persuasively. They hear your love for ideas pulling you into wide-ranging intuitive exploration and discussions. Your verbal fluency, decisiveness, self-confidence and urge to organise others can overpower people at times.

Strengths and Contribution

- Marshal forces to achieve plans
- Think in terms of systems; bring all elements to bear on a situation
- Find the flaws and concentrate on what can be achieved once the flaws are removed
- Take charge, deal directly with problems
- Lead by presenting a vision and then energising and directing others to meet it
- Influence by objectively analysing ideas, setting goals
- Focus on making decisions



Common Sources of Stress

- Belief that their own lack of competency led to a problem
- Loss of control over emotions by themselves or others
- Accusations that they are treating people as objects
- Situations in which truth or principles are disregarded
- Sense of being powerless, unable to influence a situation

Suggestions for Dealing with Stress

- Slow down, put tasks aside and consider whether your principles are reflected in your outward actions
- Consider how others are being affected
- Talk with a trusted person, find ways to express your inner emotion