

# Appendix A

## Descriptions of the 16 Types

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### ENTJ

Intuitive, innovative **ORGANIZERS**; analytical, systematic, confident; push to get action on new ideas and challenges. Having extraverted **THINKING** as their strongest mental process, ENTJs are at their best when they can take charge and set things in logical order. They value:

- Analyzing abstract problems, complex situations
- Foresight; pursuing a vision
- Changing, organizing things to fit their vision
- Putting theory into practice, ideas into action
- Working to a plan and schedule
- Initiating, then delegating
- Efficiency; removing obstacles and confusion
- Probing new possibilities
- Holding self and others to high standards
- Having things settled and closed
- Tough-mindedness, directness, task focus
- Objective principles; fairness, justice
- Assertive, direct action
- Intellectual resourcefulness
- Driving toward broad goals along a logical path
- Designing structures and strategies
- Seeking out logical flaws

### ESTJ

Fact-minded practical **ORGANIZERS**; assertive, analytical, systematic; push to get things done and working smoothly and efficiently. Having extraverted **THINKING** as their strongest mental process, they are at their best when they can take charge and set things in logical order. They value:

- Results; doing, acting
- Planned, organized work and play
- Common sense practicality
- Consistency; standard procedures
- Concrete, present-day usefulness
- Deciding quickly and logically
- Having things settled and closed
- Rules, objective standards, fairness by the rules
- Task-focused behavior
- Directness, tough-mindedness
- Orderliness; no loose ends
- Systematic structure; efficiency
- Categorizing aspects of their life
- Scheduling and monitoring
- Protecting what works

## ISFP

Observant, loyal **HELPERS**; reflective, realistic, empathic, patient with details. Shunning disagreements, they are gentle, reserved, and modest. Having introverted **FEELING** as their strongest mental process, they are at their best when responding to needs of others. They value:

- Personal loyalty; a close, loyal friend
- Finding delight in the moment
- Seeing what needs doing to improve the moment
- Freedom from organizational constraints
- Working individually
- Peace-making behind the scenes
- Attentiveness to feelings
- Harmonious, cooperative work settings
- Spontaneous, hands-on exploration
- Gentle, respectful interactions
- Deeply-held personal beliefs
- Reserved, reflective behavior
- Practical, useful skills and know-how
- Having their work life be fully consistent with deeply-held values
- Showing and receiving appreciation

## INFP

Imaginative, independent **HELPERS**; reflective, inquisitive, empathic, loyal to ideals; more tuned to possibilities than practicalities. Having introverted **FEELING** as their strongest mental process, they are at their best when their inner ideals find expression in helping people. They value:

- Harmony in the inner life of ideas
- Harmonious work settings; working individually
- Seeing the big picture possibilities
- Creativity; curiosity, exploring

- Helping people find their potential
- Giving ample time to reflect on decisions
- Adaptability and openness
- Compassion and caring; attention to feelings
- Work that lets them express their idealism
- Gentle, respectful interactions
- An inner compass; being unique
- Showing appreciation and being appreciated
- Ideas, language and writing
- A close, loyal friend
- Perfecting what is important

## ESFJ

Practical **HARMONIZERS**, workers-with-people; sociable, orderly, opinionated; conscientious, realistic, and well tuned to the here and now. Having extraverted **FEELING** as their strongest mental process, they are at their best when responsible for winning people's cooperation with personal caring and practical help. They value:

- An active, sociable life, with many relationships
- A concrete, present-day view of life
- Making daily routines into gracious living
- Staying closely tuned to people they care about so as to avoid interpersonal troubles
- Talking out problems cooperatively, caringly
- Approaching problems through rules, authority, standard procedures
- Caring, compassion, and tactfulness
- Helping organizations serve their members well
- Responsiveness to others, and to traditions
- Being prepared, reliable in tangible, daily work
- Loyalty and faithfulness
- Practical skillfulness grounded in experience
- Structured learning in a humane setting

## ENFJ

Imaginative **HARMONIZERS**, workers-with-people; expressive, orderly, opinionated, conscientious; curious about new ideas and possibilities. Having extraverted **FEELING** as their strongest mental process, they are at their best when responsible for winning people's cooperation with caring insight into their needs. They value:

- Having a wide circle of relationships
- Having a positive, enthusiastic view of life
- Seeing subtleties in people and interactions
- Understanding others' needs and concerns
- An active, energizing social life
- Seeing possibilities in people
- Thorough follow-through on important projects
- Working on several projects at once
- Caring and imaginative problem solving
- Maintaining relationships to make things work
- Shaping organizations to better serve members
- Sociability and responsiveness
- Structured learning in a humane setting
- Caring, compassion, and tactfulness
- Appreciation as the natural means of encouraging improvements

## INTP

Inquisitive **ANALYZERS**; reflective, independent, curious; more interested in organizing ideas than situations or people. Having introverted **THINKING** as their strongest mental process, they are at their best when following their intellectual curiosity, analyzing complexities to find the underlying logical principles. They value:

- A reserved outer life; inner life of logical inquiry
- Pursuing interests in depth, with concentration

- Work and play that is intriguing, not routine
- Being free of emotional issues when working
- Working on problems that respond to detached intuitive analysis and theorizing
- Approaching problems by reframing the obvious
- Complex intellectual mysteries
- Being absorbed in abstract, mental work
- Freedom from organizational constraints
- Independence and non-conformance
- Intellectual quickness, ingenuity, invention
- Competence in the world of ideas
- Spontaneous learning by following curiosity and inspirations

## ISTP

Practical **ANALYZERS**; value exactness; more interested in organizing data than situations or people; reflective, cool, and curious observers of life. Having introverted **THINKING** as their strongest mental process, they are at their best when analyzing experience to find the logical order and underlying properties of things. They value:

- A reserved outer life
- Having a concrete, present-day view of life
- Clear, exact facts; a large storehouse of them
- Looking for efficient, least-effort solutions based on experience
- Knowing how mechanical things work
- Pursuing interests in depth, such as hobbies
- Collecting things of interest
- Working on problems that respond to detached, sequential analysis and adaptability
- Freedom from organizational constraints
- Independence and self-management
- Spontaneous hands-on learning experience
- Having useful technical expertise
- Critical analysis as a means to improving things

## ESTP

**REALISTIC ADAPTERS** in the world of material things; good-natured, easy going; oriented to practical, first-hand experience; highly observant of details of things. Having extraverted **SENSING** as their strongest mental process, they are at their best when free to act on impulses, responding to concrete problems that need solving. They value:

- A life of outward, playful action, in the moment
- Being a troubleshooter
- Finding ways to use the existing system
- Clear, concrete, exact facts
- Knowing the way mechanical things work
- Being direct, to the point
- Learning through spontaneous, hands-on action
- Practical action, more than words
- Plunging into new adventures
- Responding to practical needs as they arise
- Seeing the expedient thing and acting on it
- Pursuing immediately useful skills
- Finding fun in their work and sparking others to have fun
- Looking for efficient, least-effort solutions
- Being caught up in enthusiasms

## ESFP

**REALISTIC ADAPTERS** in human relationships; friendly and easy with people, highly observant of their feelings and needs; oriented to practical, first-hand experience. Extraverted **SENSING** being their strongest mental process, they are at their best when free to act on impulses, responding to needs of the here and now. They value:

- An energetic, sociable life, full of friends and fun
- Performing, entertaining, sharing
- Immediately useful skills; practical know-how
- Learning through spontaneous, hands-on action

- Trust and generosity; openness
- Patterning themselves after those they admire
- Concrete, practical knowledge; resourcefulness
- Caring, kindness, support, appreciation
- Freedom from irrelevant rules
- Handling immediate, practical problems, crises
- Seeing tangible realities; least-effort solutions
- Showing and receiving appreciation
- Making the most of the moment; adaptability
- Being caught up in enthusiasms
- Easing and brightening work and play

## INFJ

People-oriented **INNOVATORS** of ideas; serious, quietly forceful, and persevering; concerned with work that will help the world and inspire others. Having introverted **INTUITION** as their strongest mental process, they are at their best when caught up in inspiration, envisioning and creating ways to empower self and others to lead more meaningful lives. They value:

- A reserved outer life; spontaneous inner life
- Planning ways to help people improve
- Seeing complexities, hidden meanings
- Understanding others' needs and concerns
- Imaginative ways of saying things
- Purposeful, independent, academic learning
- Reading, writing, imagining; academic theories
- Being restrained in outward actions; purposeful
- Aligning their work with their ideals
- Pursuing and clarifying their ideals
- Taking the long view
- Bringing out the best in others through appreciation
- Finding harmonious solutions to problems
- Being inspired and inspiring others

## INTJ

Logical, critical, decisive **INNOVATORS** of ideas; serious, intent, very independent, concerned with organization; determined, often stubborn. With introverted **INTUITION** as their strongest mental process, they are at their best when inspiration turns insights into ideas and plans for improving human knowledge and systems. They value:

- A restrained, organized outer life; a spontaneous, intuitive inner life
- Conceptual skills, theorizing
- Purposeful, independent, academic learning
- Skepticism; critical analysis; objective principles
- Originality, independence of mind
- Intellectual quickness, ingenuity
- Non-emotional tough-mindedness
- Freedom from interference in projects
- Working to a plan and schedule
- Seeing complexities, hidden meanings
- Improving things by finding flaws
- Probing new possibilities; taking the long view
- Pursuing a vision; foresight; conceptualizing
- Getting insights to reframe problems

## ENTP

Inventive, analytical **PLANNERS OF CHANGE**; enthusiastic and independent; pursue inspiration with impulsive energy; seek to understand and inspire. Extraverted **INTUITION** being their strongest mental process, they are at their best when caught up in the enthusiasm of a new project and promoting its benefits. They value:

- Conceiving of new things and initiating change
- The surge of inspirations; the pull of emerging possibilities
- Analyzing complexities
- Following their insights, wherever they lead
- Finding meanings behind the facts

- Autonomy, elbow room, openness
- Ingenuity, originality, a fresh perspective
- Mental models and concepts that explain life
- Fair treatment
- Flexibility, adaptability
- Learning through action, variety, and discovery
- Exploring theories and meanings behind events
- Improvising, looking for novel ways
- Work made light by inspiration

## ENFP

Warmly enthusiastic **PLANNERS OF CHANGE**; imaginative, individualistic; pursue inspiration with impulsive energy; seek to understand and inspire others. With extraverted **INTUITION** as the strongest mental process, they are at their best when caught in the enthusiasm of a project, sparking others to see its benefits. They value:

- The surge of inspirations; the pull of emerging possibilities
- A life of variety, people, warm relationships
- Following their insights wherever they lead
- Finding meanings behind the facts
- Creativity, originality, a fresh perspective
- An optimistic, positive, enthusiastic view of life
- Flexibility and openness
- Exploring, devising, and trying out new things
- Open-ended opportunities and options
- Freedom from the requirement of being practical
- Learning through action, variety, and discovery
- A belief that any obstacles can be overcome
- A focus on people's potentials
- Brainstorming to solve problems
- Work made light and playful by inspiration

## **ISFJ**

Sympathetic **MANAGERS OF FACTS AND DETAILS**, concerned with people's welfare; stable, conservative, dependable, painstaking, systematic. Having introverted **SENSING** as their strongest mental process, they are at their best when using their sensible intelligence and practical skills to help others in tangible ways. They value:

- Preserving, enjoying the things of proven value
- Steady, sequential work yielding reliable results
- A controlled, orderly outer life
- Patient, persistent attention to basic needs
- Following a sensible path, based on experience
- A rich memory for concrete facts
- Loyalty; strong relationships
- Consistency, familiarity, the tried and true
- First-hand experience of what is important
- Compassion, kindness, caring
- Working to a plan and schedule
- Learning through planned, sequential teaching
- Set routines, common sense options
- Rules, authority, set procedures
- Hard work, perseverance

## **ISTJ**

Analytical **MANAGER OF FACTS AND DETAILS**; dependable, conservative, systematic, painstaking, decisive, stable. Having introverted **SENSING** as their strongest mental process, they are at their best when charged with organizing and maintaining data and material important to others and to themselves. They value:

- Steady, systematic work that yields reliable results
- A controlled outer life grounded in the present
- Following a sensible path, based on experience
- Concrete, exact, immediately useful facts, skills
- Consistency, familiarity, the tried and true
- A concrete, present-day view of life
- Working to a plan and schedule
- Preserving and enjoying things of proven value
- Proven systems, common sense options
- Freedom from emotionality in deciding things
- Learning through planned, sequential teaching
- Skepticism; wanting to read the fine print first
- A focus on hard work, perseverance
- Quiet, logical, detached problem solving
- Serious and focused work and play