



#### MIND

This trait reflects how we interact with other people and with our external environments

# Extroverted

Characterized by:

- Prefer activities in group settings
- More sociable and talkative
- Willing to speak their mind
- More outgoing

Introverted

Characterized by:

- Prefer to work or spend time alone
- Focus more on internal feelings than on external sources
- Keep thoughts to themselves
- Tend to have small group of friends

#### **ENERGY**

This trait reflects how we process information and where we direct our mental energy

# **IN**tuitive

Characterized by:

- Prefer speed and depth of insight
- More imaginative and open-minded
- Tend to focus on hidden meanings and what's possible

Sensing

Characterized by:

- Prefer reliability of information
- More practical and pragmatic
- Tend to focus on what has occurred or is occurring and what is tangible



#### **NATURE**

This trait reflects how we typically make decisions and how we cope with emotions

# Feeling

Characterized by:

- Prefer social harmony and
- More people-
- More concerned with values

Characterized by:

- More data-
- agendas get in the



#### **TACTICS**

This trait reflects our approach to planning, work and tactical decision-making

Characterized by:

- Prefer order and
- More willing to take charge
- More self-disciplined and decisive
- Good at bringing things to closure

Prospecting

Characterized by:

- Prefer flexibility and
- Make choices only when necessary
- More curious and
- More willing to keep





#### **ANALYSTS**

Analysts are natural problem solvers, who tend to dig deep into data and information to find solutions, often to challenging problems.

10% of the world's population are Analysts.

**ENTJ** 

**ENTP** 

<u>INTJ</u>

<u>INTP</u>



#### **EXPLORERS**

Explorers are adventure-seekers, who love to work with their hands and enjoy working in the various art fields and on non-repetitive tasks.

30% of the world's population are Explorers.

**ESFP** 

**ESTP** 

**ISFP** 

**ISTP** 



#### **GUARDIANS**

Guardians have a natural servant mentality and are strong at managing goods, services and people to preserve order and ensure integrity.

45% of the world's population are Guardians.

**ESFJ** 

**ESTJ** 

**ISFJ** 

ISTJ



#### **IDEALISTS**

Idealists are concerned with personal growth and development, who strive to discover meaning and how to become their best possible selves.

15% of the world's population are Idealists.

<u>ENFJ</u>

**ENFP** 

**INFJ** 

**INFP** 



Known as The Commander or Field Marshall, ENTJs are:

- Commanding they are natural-born leaders.
- Enterprising they have a natural ability to marshal resources toward a common cause.
- Strategic they are effective at coordinating personnel and resources to achieve well-defined goals.
- Communicative they are good at clarifying complicated and abstract ideas and concepts.
- Efficient they bring order and more effective approaches to their environments.
- Visionary they have a clear and definitive vision of the future and are effective at getting others to see that same vision.

# **WEAKNESSES**

Some ENTJs can also be:

- Stubborn
- Dominant
- Intolerant
- Impatient
- Arrogant
- Unemotional
- Cold
- Ruthless

# IN THE WORKPLACE

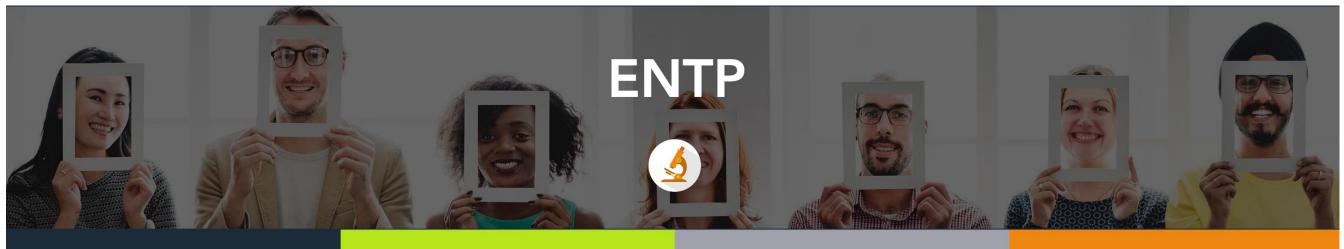
How ENTJs typically operate in the workplace:

- As Subordinates they are often challenged by not having a higher position of authority, and it takes active management to ensure they are satisfied and engaged.
- As Colleagues they are sociable and greatly enjoy sharing ideas and critiques in their frequent brainstorming sessions.
- As Managers they are confident, charismatic communicators, and can marshal resources to get the job done as efficiently as possible, and to the highest standard of quality.

#### **OTHERS**

Other well-known FNTJs include:

- Steve Jobs
- Golda Meir
- Jack Welch
- Douglas MacArthur
- Francis Hesselbein
- Franklin Delano Roosevelt
- Harrison Ford
- Whoopi Goldberg



Known as The Debater or Intellectual, ENTPs are:

- Imaginative they like to take on difficult or "impossible" challenges.
- **Prospecting** they have an entrepreneurial spirit, always prospecting new ideas.
- Prototyping they like to build prototypes to make products and systems more efficient.
- Curious they continuously probe for new ideas and possibilities.
- **Pragmatic** they are always seeking new and better ways to do things.
- Open-Minded they are collaborative and open to discussing new approaches to solve problems.

#### **WEAKNESSES**

Some FNTPs can also be:

- Argumentative
- Insensitive
- Intolerant
- Unemotional
- Ill-focused
- Prone to boredom

# IN THE WORKPLACE

How ENTPs typically operate in the workplace:

- As Subordinates -they are comfortable challenging their managers' ideas and have a strong (and well-expressed) dislike for restrictive rules and guidelines.
- As Colleagues they are passionate about brainstorming, debating and analyzing more practical approaches with their colleagues.
- As Managers they enjoy coming up with innovative ways to tackle new challenges without having to handle the tedious step-by-step implementation of these plans.

#### **OTHERS**

Other well-known ENTPs include:

- Sally Ride
- Thomas Edison
- Arianna Huffington
- Walt Disney
- Sarah Silverman
- Mark Twain
- Celine Dion
- Nicola Tesla



Known as The Architect or Mastermind, INTJs are:

- Planners they understand the logical consequences of each move, and easily grasp how each step necessitates or entails the next.
- **Self-Confident** they are driven toward completion and results, always with an eye to long-term consequences.
- Systemic they thrive on confronting a problem that requires a creative solution and take a systemic approach in their analysis.
- Utilitarian they believe every plan has a purpose, and every step exists for a reason, and that order is never arbitrary.
- Willful they are unusually strong-willed, tenacious, determined, and resolute.
- Ingenious they make their best contributions with their insights, and are often heralded as providing thought leadership to their various domains of influence.

#### **WEAKNESSES**

Some INTJs can also be:

- Arrogant
- Judgmental
- Over-analytical
- Turbulent
- Unstructured
- Challenged to form strong relationships

#### IN THE WORKPLACE

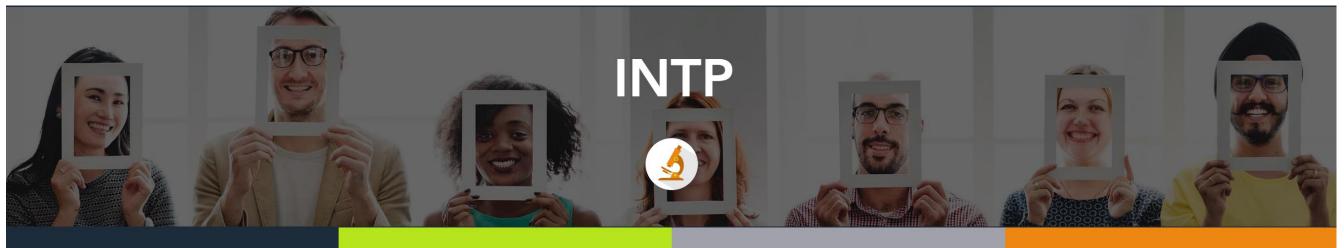
How INTJs typically operate in the workplace:

- As Subordinates they are independent people, and they quickly become frustrated if they find themselves pushed into tightly defined roles that limit their freedom.
- As Colleagues they use their nimble minds and insight to deflect personal talk, avoid workplace tension, and create situations where they aren't slowed down.
- As Managers they value innovation and effectiveness more than just about any other quality, and they will gladly cast aside hierarchy, protocol and even their own beliefs if they are presented with rational arguments about why things should change.

#### **OTHERS**

Other well-known INTJs include:

- Hillary Clinton
- Bill Gates
- Peter Drucker
- Michelle Obama
- Susan B. Anthony
- Dwight D. Eisenhower
- Ayn Rand



Known as The Logician or Inventor, INTPs are:

- Autonomous they enjoy influencing others to be individuals—to be independent—as "free thinkers".
- Conceptual they are gifted in the science of spatial relationships—that is, organization, structure, building, and configuration.
- **Inquisitive** they seek to uncover the fundamental structures of the universe.
- Logical they are the foremost exhibitors of precision in thought and language.
- **Preoccupied** they retreat quite often into the world of books and emerge only when physical needs become imperative.
- Complex they prize intelligence, and seem constantly on the lookout for the technological principles and natural laws upon which the real world is structured.

#### **WEAKNESSES**

Some INTPs can also be:

- Stubborn
- Dominant
- Intolerant
- Impatient
- Arrogant
- Unemotional
- · Cold
- Ruthless

# IN THE WORKPLACE

How INTPs typically operate in the workplace:

- As Subordinates they are innovative, resourceful, and hard-working, easily wrapping their minds around whatever complex problems are placed in front of them and delivering unorthodox but effective solutions.
- As Colleagues they are unusually good at developing insightful and unbiased interpretations of others' motivations.
- As Managers they are good at directing concepts and theories while others handle the logistics.

#### **OTHERS**

Other well-known INTPs include:

- Albert Einstein
- Isaac Newton
- Marie Curie
- Rene Descartes
- Charles Darwin
- Harper Lee
- Thomas Jefferson



Known as The Performer or Entertainer, ESFPs are:

- Engaging they have a magnetic energy which draws people into their orbit.
- **Generous** they are generous because of their abundance mentality and see life as an endless supply of pleasures.
- Optimistic they are ever optimistic in their approach to life, always looking at the bright side.
- Charming they use their charm to get what they want.
- Sensational they love the excitement of playing to an audience, and they generate a sense of "showtime" wherever they are.
- Immediate they live in the here and now.

# **WEAKNESSES**

Some ESFPs can also be:

- Sensitive
- Turbulent
- Conflict-Averse
- Easily Bored
- Poor Long-Term Planners
- Unfocused

# IN THE WORKPLACE

How ESFPs typically operate in the workplace:

- As Subordinates they thrive on change and new ideas, and loathe repetitive and strictly defined tasks.
- As Colleagues they can easily make friends with their colleagues and keep tensions at bay within their team.
- As Managers they do everything they can to pump energy and fun into the day-today work that needs to be done.

#### **OTHERS**

Other well-known ESFPs include:

- Marilyn Monroe
- Ronald Reagan
- Elizabeth Taylo
- Elvis Presley
- Magic Johnson
- Dolly Parton
- Adele



Known as The Promoter or Entrepreneur, ESTPs are:

- Magnetic- they have a knack for knowing where the action is.
- **Present** they are are engaging and fully present with their audience
- Unpredictable they are always in motion and can become restless when they are not on the move.
- Risk Takers they are daring thrill seekers, and feel quite at ease exposing themselves and their enterprises to risk.
- Proactive they move quickly, aggressively, and preemptively to get to it first before all others do.
- Tactical they are bold, aggressive, and produce results.

### **WEAKNESSES**

Some ESTPs can also be:

- Insensitive
- Impatient
- Risk-prone
- Unstructured
- Prone to miss the Bigger Picture
- Defiant

# IN THE WORKPLACE

How ESTPs typically operate in the workplace

- As Subordinates they hate having others' rules and regulations foisted upon them and, thus, are challenged in a subordinate role.
- As Colleagues they have a work hard, play hard mentality – as long as everyone else is pulling their weight, they'll gladly pull their own, and have a great time doing it.
- As Managers they are well-suited to handling chaotic and unpredictable environments and will shun order and structure.

#### **OTHERS**

Other well-known ESTPs include:

- Donald Trump
- Billie Jean King
- Mohammad Ali
- Madonn
- Hugh Hefner
- Samuel L. Jackson
- George S. Patton



Known as The Composer or Adventurer, ISFPs are:

- Sensory they are attuned to sensory variation, which gives them an extraordinary ability to work with the slightest nuances of color, tone, texture, aroma, and flavor.
- **Graceful** they make it a non-negotiable to carry themselves with grace and elegance.
- Absorbed they are so absorbed in their art, that their artistic expressions naturally emerge as though it is an extension of who they are.
- **Spontaneous** they approach their art by spontaneous impulse.
- Internal they reside in their own internal world, where an array of vibrant movements governs their reality.
- **Kind** they are considered to be the kindest of all.

#### **WEAKNESSES**

Some ISFPs can also be:

- Fiercely Independent
- Overly Sensitive
- Unpredictable
- Easily Stressed
- Overly Competitive
- Lacking Self-Esteem

#### IN THE WORKPLACE

How ISFPs typically operate in the workplace:

- As Subordinates they don't like to be controlled, and this can be quite clear in subordinate positions they loathe being micromanaged.
- As Colleagues they like working with equals, preferably other ISFPs, and giving some advice in order to solve practical problems.
- As Managers they are not a domineering personality type, and take no joy in exerting control over others, thus management positions feel most unnatural to them.

#### OTHERS

Other well-known ISFPs include:

- Steven Spielberg
- Barbara Streisand
- Wolfgang Amadeus Mozart
- Jessica Alba
- Michael Jackson
- Britney Spears
- Bob Dylan



Known as The Virtuoso or Crafter, ISTPs are:

- Fearless they have a risk taking nature, and are utterly fearless in their actions.
- Audacious they are bold and courageous in their approach to life.
- Connected they seek out a common foe to defeat and expect others to be able to hold their own, and to step it up whenever called upon.
- Coordinated they are naturally coordinated with using their body movements and senses.
- Instinctive they use their primal instinct to gain any advantage they can to ensure victory.
- Independent they use their freedom to seek adventure and need to be free to move in order to feel alive.

#### **WEAKNESSES**

Some ISTPs can also be:

- Stubborn
- Insensitive
- Private
- Reserved
- Easily Bored
- Prone to Dislike Commitment
- Prone to Risky Behavior

# IN THE WORKPLACE

How ISTPs typically operate in the workplace:

- As Subordinates they are happy to stick around with surprising loyalty, as long as their employers and managers don't try to force them to commit to anything that can't be undone the next day.
- As Colleagues they are often much more liked by their colleagues than they would expect.
- As Managers they treat their subordinates as they'd like to be treated with minimal talking and loose boundaries.

#### OTHERS

Other well-known ISTPs include:

- Clint Eastwood
- Milla Jovovich
- Michael Jordan
- Katherine Hepburn
- Bruce Lee
- Amelia Farhart
- Chuck Yeager
- Jackie Joyner-Kersee



Known as The Consul or Provider, ESFJs are:

- Honest they seek to conduct themselves with integrity in all of their interactions with others.
- **Providing** they make it their aim in life to be a supplier of life necessities to those under their care.
- Sociable they are the most outgoing and most sociable of all; always expressing themselves to others in a friendly winsome manner.
- Caring they are happiest when they express themselves in a personal manner as they give nurture.
- Procedural they prefer to take a step-bystep approach where tasks are completed precisely as a part of a process.
- Collaborative they yearn for belonging and therefore enjoy making others feel as though they are an important part of the group.

#### **WEAKNESSES**

Some ESFJs can also be:

- Worried about Their Social Status
- Inflexible
- Reluctant to Innovate or Improvise
- Vulnerable to Criticism
- Often Too Needy
- Too Selfless

#### IN THE WORKPLACE

How ESFJs typically operate in the workplace:

- As Subordinates they are patient, efficient, hard-working people who respect the authority of their managers.
- As Colleagues they are almost always willing to lend a hand when and where it's needed.
- As Managers they enjoy the responsibility that comes with organizing social situations, and the enjoyment they feel in managing other people translates well into management positions.

#### **OTHERS**

Other well-known ESFJs include:

- Jennifer Lopez
- Bill Clinton
- Steve Harvey
- Tyra Banks
- Barbara Walters
- Sam Walton
- Taylor Swift
- Betty Ford



Known as The Executive or Supervisor, ESTJs are:

- **Responsible** they are dependable and dutiful almost from infancy.
- Honorable they bring a sense of honor and duty to every facet of their lives, whether it is in their business dealings, or personal relationships with friends and family.
- Structured they are the best at scheduling orderly procedures and in detailing rules and regulations.
- Forceful they not only establish rules and procedures, but are eager to enforce them.
- Authoritative they are comfortable issuing orders, so demands, commands, requests, and directions come easily from them.
- Experienced they earn their way to the top, with careful steps, and are not apt to take shortcuts or the easy way.

#### **WEAKNESSES**

Some ESTJs can also be:

- Inflexible
- Stubborn
- Uncomfortable with Ambiguity
- Judgmental
- Too Focused on Social Status
- Difficult to Relax
- Difficult to Express Emotions

#### IN THE WORKPLACE

How ESTJs typically operate in the workplace:

- As Subordinates they are hard-working and do things by the book.
- As Colleagues they enjoy the hustle and bustle of well-organized workplaces.
- As Managers they take genuine pleasure in organizing others into effective teams, and as managers they have no better opportunity to do so.

#### OTHERS

Other well-known ESTJs include:

- John D. Rockefeller
- Sonia Sotomayor
- Frank Sinatra
- Martha Stewart
- Vince Lombardi
- Estee Lauder
- George Washington



Known as The Defender or Protector, ISFJs are:

- Dedicated they derive a great deal of satisfaction from caring for others, and they offer their comfort gently and helpfully.
- Self-sacrificing they are are extremely industrious, working tirelessly, as they sacrificially give of themselves to the institution.
- Preserving they know the value of a dollar and abhor the squandering or misuse of resources.
- Thorough they base their self-image on being seen as dependable, beneficent, and respectable—and to that end, they are extremely careful in their work.
- Respectful they carry with them a sense of pride and respect for history; a sense of continuity with past events and relationships.
- **Stabilizing** they proceed with diligence, as they go about completing their tasks.

#### **WEAKNESSES**

Some ISFJs can also be:

- Humble
- Shy
- Prone to take Things Too Personally
- Repressive with their Feelings
- Overloaded
- Overworked
- Reluctant to Change
- Too Altruistic

#### IN THE WORKPLACE

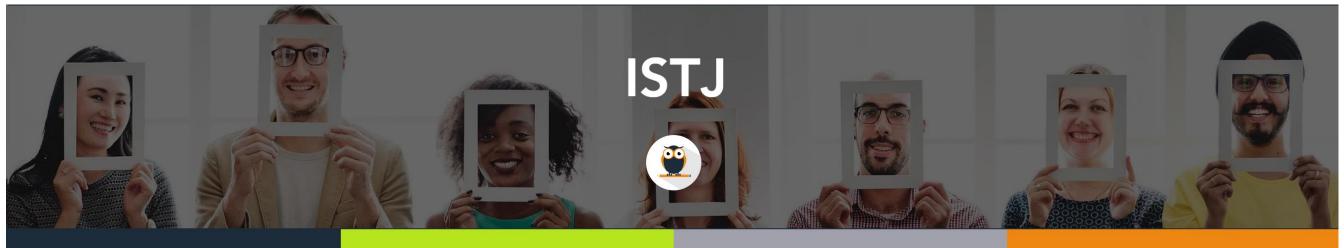
How ISFJs typically operate in the workplace:

- As Subordinates they exemplify the strength of humble dedication and can be relied on and respected for their patience and commitment.
- As Colleagues they seek a friction-less environment, a spirit of friends helping friends to get the job done.
- As Managers they are warm, approachable and great listeners, having no real desire to issue authoritarian dictates from some high tower.

#### **OTHERS**

Other well-known ISFJs include:

- Beyonce
- Lance Reddick
- George H.W. Bush
- Mother Teresa
- Rosa Parks
- Robert Kennedy
- Queen Elizabeth II



Known as The Inspector or Logistician, ISTJs are:

- **Reliable** they are characterized by decisiveness in practical affairs.
- Straight-forward they naturally communicate a message of trustworthiness and stability.
- Institutional they are likely to be involved in community service organizations that transmit traditional values.
- **Inspecting** they are careful examiners, always attentive in their scrutinizing.
- Standardizing they quietly see to it that uniform quality of product is maintained, and that those around them uphold certain standards of attitude and conduct.
- Conservative they are firm and consistent; they make the rules of the game clear and expect them to be followed.

# **WEAKNESSES**

Some ISTJs can also be:

- Stubborn
- Insensitive
- Inflexible
- Judgmental
- Prone to Self Blame

# IN THE WORKPLACE

How ISTJs typically operate in the workplace:

- As Subordinates they crave responsibility, which makes them the go-to subordinates for odds and ends and unpopular projects.
- As Colleagues they can be trusted to ensure that projects are finished on time and by the book.
- As Managers they love responsibility and the power resulting from it.

# **OTHERS**

Other well-known ISTJs include:

- Denzel Washington
- Angela Merkel
- Condolezza Rice
- Anthony Hopkins
- Warren Buffet
- Andrea Mitchell
- Harry S. Truman



Known as The Teacher or Protagonist, ENFJs are:

- Expressive they are are extremely expressive and have extraordinary charisma, and are always finding ways to enlighten all those around.
- Intuitive they have well developed intuition, and so they are able to understand people and engage situations with an empathic approach.
- Idealistic they are natural visionaries and dreamers and have an extraordinary imagination.
- Influential they are natural educators with the uncanny ability to influence those around them without much effort.
- Interpersonal they naturally communicate care, concern, and a desire to become involved with others.

### **WEAKNESSES**

Some ENFJs can also be:

- Overly Idealistic
- Too Selfless
- Too Sensitive
- Prone to lack Self-Esteem
- Averse to Making Tough Decisions

# IN THE WORKPLACE

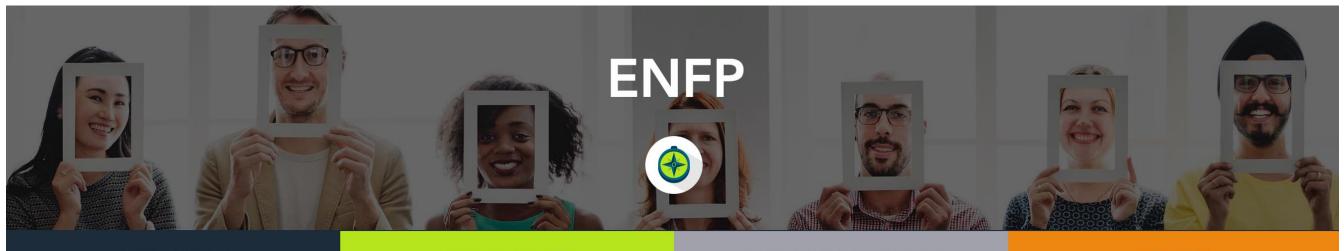
How ENFJs typically operate in the workplace:

- As Subordinates they quickly make an impression on their managers, because they are quick learners and excellent multi-taskers.
- As Colleagues they easily draw their coworkers into teams where everyone can feel comfortable expressing their opinions and suggestions.
- As Managers they have a strong capacity for insightful and inspiring communication and sensitivity to the needs of others.

# **OTHERS**

Other well-known ENFJs include:

- Oprah Winfrey
- Ben Affleck
- Jennifer Lawrence
- Sean Conner
- Barack Obama
- Maya Angelou
- Pope John Paul II



Known as The Champion or Campaigner, ENFPs are:

- Passionate they have a wide range and variety of emotions, and a great passion for novelty.
- Exploring they have a probing nature, always exploring to find the idea or opportunity which holds promise.
- **Networking** they are outstanding in getting people together, and are good at initiating meetings and conferences.
- Enthusiastic they are tireless in conversing with others.
- Authentic they strive toward a kind of spontaneous personal authenticity.
- Eclectic they are are always seeking to find new outlets for their inspirations.

### **WEAKNESSES**

Some ENFPs can also be:

- Prone to Poor Practical Skills
- Unfocused
- Consumed in Thoughts
- Prone to Stress
- Highly Emotional
- Independent to a Fault

# IN THE WORKPLACE

How ENFPs typically operate in the workplace:

- As Subordinates they are growthoriented, and as subordinates they'll impress their managers with their creativity and adaptability.
- As Colleagues they are people-people, and as far as the workplace is concerned, this quality shows through best among colleagues.
- As Managers they are not great fans of heavy hierarchy and bureaucracy, and this is most evident when they take on the role of manager.

#### **OTHERS**

Other well-known ENFPs include:

- Robin Williams
- Drew Barrymore
- Will Smith
- Helen Keller
- Martin Luther King, Jr.
- Joan Baez
- Nelson Mandela



Known as The Counselor or Advocate, INFJs are:

- Intense they are complex individuals possessing a quiet but very certain intense aura.
- **Developing** they make mentoring their focus as they help people to realize their true human potential.
- Harmonious they value harmony in all of their relationships and want all the groups they are a part of to feel healthy and whole.
- Private they tend to be private, sensitive people, and thus are not usually highly vocal or visible.
- Empathetic they have a strong empathic nature which makes them feel that they are aware of others' emotions or intentions.
- Connected they have a natural talent for reaching people through authentic connection.

#### **WEAKNESSES**

Some INFJs can also be:

- Sensitive
- Extremely Private
- Perfectionistic
- Needing to Have a Cause
- Prone to Burn Out

# IN THE WORKPLACE

How INFJs typically operate in the workplace:

- As Subordinates they are likely to chafe under hardline rules, formal hierarchies and routine tasks.
- As Colleagues they are likely to become quite popular, being seen as positive, eloquent and capable friends, identifying others' motives and defusing conflicts and tension before anyone else even senses a disturbance.
- As Managers they are often reluctant in exercising their authority, preferring to see their subordinates as equals, and work hard to inspire and motivate, instead of cracking the whip.

#### **OTHERS**

Other well-known INFJs include:

- Jimmy Carter
- Nicole Kidman
- Morgan Freeman
- Eleanor Roosevelt
- Mohandas Ghandi
- Jane Goodall
- C.S. Lewis



Known as The Mediator or Healer, INFPs are:

- Reconciling they find a tremendous sense of purpose in being a facilitator of reconciliation.
- Inspiring they can be enormously inspiring because they are willing to be vulnerable with others.
- Harmonious they seek harmony, going to great lengths to avoid interpersonal conflict.
- **Nurturing** they connect by sharing in people's suffering, challenges, difficulties, and pain.
- Fervent they aim to bring peace to the world and wholeness to themselves and their loved ones.
- Dreamers they often hear a calling to go forth into the world to help others, and they are ready to make the personal sacrifices involved.

#### **WEAKNESSES**

Some INFPs can also be:

- Too Idealistic
- Too Altruistic
- Impractical
- Challenged by Data
- Prone to take Things Personally
- Difficult to Get to Know

#### IN THE WORKPLACE

How INFPs typically operate in the workplace:

- As Subordinates they prefer latitude, and would much rather immerse themselves in a project, alone or with a close team, than simply be told what task to do and move on.
- As Colleagues they feel most comfortable among colleagues - they aren't interested in controlling others, and have a similar distaste for being controlled.
- As Managers they are among the least likely to seem like managers their egalitarian attitudes lend respect to every subordinate, preferring communication as human beings than as a boss/employee opposition.

#### **OTHERS**

Other well-known INFPs include:

- William Shakespeare
- Julia Roberts
- J.R.R. Tolkien
- Princess Diana
- Albert Schweitzer
- Audrey Hepburn
- George Orwell